



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
November 19, 2024 - 7:00 PM
COUNCIL CHAMBERS**

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

1. Call to Order

2. Public Input (Maximum of 2 minutes per speaker, 15 minutes total)

Mayor: "Public input is for the purpose of permitting people in the gallery to provide feedback and shall be no longer than 15 minutes unless approved by majority vote of Council; each speaker may provide respectful comment on any topic they deem appropriate and not necessarily on the topics on the agenda of the meeting. Each speaker may not speak for longer than 2 minutes but may have a second opportunity if time permits. Each speaker must not be allowed to speak regarding a bylaw in respect of which a public hearing has been held. For the record, please state your name and address."

3. Introduction of Late Items

4. Approval of Agenda

Recommended Resolution:

- a) THAT the agenda for the Regular Meeting of Council for November 19, 2024, be approved [as presented or as amended].

5. Minutes of Previous Meetings

Recommended Resolutions:

- a) THAT the minutes of the Committee of the Whole meeting held on October 22, 2024, be adopted [as presented **or** as amended].
- b) THAT the minutes from the Regular Council meeting held on November 5, 2024, be adopted [as presented **or** as amended].

6. Petitions and Delegations

- a) RCMP Crime Statistics – Cst. Rossi (Late Item)
- b) Western Forest Products Presentation re: Watershed Logging – Greg DeMille, Operations Manager, Lakwasamuqw Forestry Limited Partnership (phonetically La-kwa-sa-muqw)

7. Correspondence

a) **Regional Recreation Services Feasibility Study**

Recommendation:

THAT Council receives this report for information.

b) **Comox Strathcona Waste Management – GHG Emissions Reduction Strategy**

Recommendation:

THAT Council receives this report for information.

c) **Consultation and Engagement on the GoC's Draft Salmon Aquaculture Transition Plan for BC**

Recommendation:

THAT Council receives this report for information.

d) **AVICC Media Advisory re: Watershed Security & Land Conservation Issues**

Recommendation:

THAT Council receives this report for information.

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business

a) **SOFI Report Follow-up**

Recommendation:

THAT the Staff Report be received for information and discussion.

b) **Connected Coast Project – October Update**

Recommendation:

THAT Council receives this follow-up report for information.

c) **AVICC 2025 Convention Attendance by Council**

Recommendation:

THAT Council receives the follow-up staff report for information; AND

THAT Council authorizes [*state name of member(s) of Council*] to attend AVICC 2025 on behalf of the Village of Sayward and to report back to the Council.

d) **Sayward Fire Protection Services – 5 Year Financial Commitment**

Note: (no report attached)

Recommendation:

THAT Council resolves to commit a total of \$250,000 in funding towards the capital and equipment upgrades to the Joint Sayward Fire Service over a 5-year period.

12. Staff Reports

a) Electoral Area A Director Report: re Kelsey Centre

Note: Director Whalley was invited to appear before Council as a Delegate to discuss the Director's Report but was unable to attend.

Recommendation:

THAT Council receives this report for information; AND

THAT staff be directed to draft a press release on the matter with additional information.

b) Strategic Planning Session – January 2025

Recommendation:

THAT Council receives this report for information; AND

THAT Council selects January [***pick date***] to [***pick date***] to host the two-day Strategic Planning session as an In-Camera Workshop of Council to be held in the Kelsey Centre, pursuant to section 90(1)(l) *"discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing the annual report under section 98"*; AND

THAT Council approves the draft agenda for the two-day session as outlined below (OR as amended); AND

THAT Council designates A/CAO John Thomas as the Strategic Planning Facilitator for this session.

c) Draft Interim Housing Needs Assessment Report

Recommendation:

THAT Council receives the Interim Housing Needs Report and Housing Needs Analysis reports as attached, AND

THAT Council directs staff to publish the report and analysis on the Village's website.

d) LGLA March 12-14, 2025

Recommendation:

THAT Council receives this correspondence for information; AND

THAT Council authorizes for inclusion in 2025's Budget [*state name of member(s) of Council*] to attend LGLA Leadership Forum on behalf of the Village of Sayward and to report back to the Council.

13. Emergency Services/Public Works/Recreation Department Reports

a) Administration Reports

- i. CFO
- ii. Fire Chief
- iii. Recreation and Culture
- iv. Public Works

Recommendation:

THAT Council receives the staff reports as information.

14. Bylaws

a) Bylaw 510 – Zoning Amendment Bylaw (for 765 Sayward Road – Site Specific Zoning Amendment)

Recommendation:

THAT Council receives this report for information; AND

THAT Council directs staff to provide notification as per section 467 of the Local Government Act; AND

THAT Council directs staff to return the bylaw for first and second reading during the December Regular Council Meeting.

b) DRAFT – Code of Conduct

Recommendation:

THAT Council receives the draft Code of Conduct Bylaw for review; AND

THAT Council directs staff to return the draft Code of Conduct Bylaw for first, second, and third reading on December 2, 2024.

15. New Business - None

16. Public Question Period (maximum 15 minutes)

Mayor: “The purpose of the public question period is to enable citizens to ask questions of Council about issues that are important to the citizen asking the question. Speakers are asked to limit their questions to one each and, if time permits after everyone has had an opportunity

to ask questions, speakers may ask a second question. Citizens will be asked to state their name and address.”

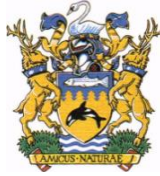
17. In Camera

Recommended Resolution:

THAT in accordance with Section 92 of the *Community Charter*, this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the *Community Charter*:

1. 90(1)(c) labour relations or other employee relations.
2. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
3. 90(1)(L) discussion with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98.

18. Adjournment



**VILLAGE OF SAYWARD
COMMITTEE OF THE WHOLE MEETING MINUTES
October 22, 2024
COUNCIL CHAMBERS**

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

Present: Mayor Mark Baker
Councillor Scott Burchett
Councillor Debbie Coates
Councillor Sue Poulsen
Councillor Jason Johnson

In Attendance: John Thomas, Interim CAO/Corporate Officer
Jennifer Redshaw, Recording Clerk

1. Call to Order

The meeting was called to order at 6:00pm.

2. Public Input - none

3. Introduction of Late Items

- a) Sayward Mall to be added as New Business 12.a).

4. Approval of Agenda

MOTION C24/T1

MOVED AND SECONDED

THAT the agenda for the Committee of the Whole Meeting of Council for October 22, 2024, be approved as amended.

CARRIED

5. Petitions and Delegation - None

6. Correspondence

- a) Community Events/Sayward Futures Society

MOTION C24/T2

MOVED AND SECONDED

THAT the Sayward Futures Society and the Village of Sayward and the Sayward Fire Department host the 2024 Sayward Light Up event.

CARRIED

MOTION C24/T3

MOVED AND SECONDED

THAT the Village of Sayward provide donations in-kind and support Sayward Futures Society executing the 2025 Canada Day event.

Cllr Poulson Abstained

CARRIED

MOTION C24/T4

MOVED AND SECONDED

THAT correspondence a) be received.

CARRIED

7. Council Reports - None

8. Reports of Committees - None

9. Mayor's Report- None

10. Unfinished Business - None

11. Staff Reports

a) Confirmation of Priorities for the Village Administration

i. Annual Report – 2024 (due June 30, 2024)

ii. Strategic Plan Review

MOTION C24/T5

MOVED AND SECONDED

THAT staff plan for 2 days in January 2025 for Strategic Plan review.

CARRIED

iii. Bylaw and Policy List Review

Staff directed to defer this review until February/March 2025.

iv. 2024 Operating and Capital Projects

MOTION C24/T6

MOVED AND SECONDED

THAT staff bring to council an OCP work plan, costs and completion dates after the housing needs assessment is complete.

CARRIED

MOTION C24/T7

MOVED AND SECONDED

THAT staff review all materials submitted for the Asset Management Plan and determine an approach to completing items identified as deliverables not completed.

CARRIED

MOTION C24/T8

MOVED AND SECONDED

THAT staff spend no more time on the Advanced Drone Training project and either return allocated funds into the general operating fund or if related to grant funding, return funds to the grant provider.

CARRIED

- v. Other Projects
- vi. Bylaw Enforcement Practices

MOTION C24/T9

MOVED AND SECONDED

THAT staff provide a report to council comparing the costs of In-House vs SRD contracted bylaw enforcement.

CARRIED

- vii. Standing Committees for the Village of Sayward
- viii. Select Committees for the Village of Sayward

12. New Business

- a) Sayward Mall - future plans

MOTION C24/T10

MOVED AND SECONDED

THAT staff invite the owner of the Sayward Mall to appear before council as a delegate or provide a letter describing their plans for the property.

CARRIED

13. Public Question Period - none

14. In Camera - None

15. Adjournment

The meeting was adjourned at 8:44pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
November 5, 2024
COUNCIL CHAMBERS**

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.

Present: Mayor Mark Baker
Councillor Scott Burchett
Councillor Debbie Coates
Councillor Sue Poulsen
Councillor Jason Johnson

In Attendance: John Thomas, Interim CAO/Corporate Officer
Jennifer Redshaw, Recording Clerk

1. Call to Order

The meeting was called to order at 7:00pm.

2. Public Input

- a) Milena Gradisar of 261 Ambleside Dr: Clearcutting in the watershed has already occurred within the area identified with signage as "Municipal Watershed". Thank you to Cllr Coates for bringing this topic to the attention of council.

3. Introduction of Late Items

4. Approval of Agenda

MOTION R24/T66

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for November 5, 2024, be approved as presented.

CARRIED

5. Minutes of Previous Meetings

MOTION R24/T67

MOVED AND SECONDED

THAT the minutes from the Regular Council meeting held on October 15, 2024, be adopted as presented.

CARRIED

6. Petitions and Delegations

- a) Kevin Brooks, McElhanney Engineering - Housing Need Assessment Presentation**

7. Correspondence

MOTION R24/T68

MOVED AND SECONDED

THAT Council receive correspondence c), d), e) for information.

CARRIED

MOTION R24/T69

MOVED AND SECONDED

THAT Council receive correspondence a) and b) for information.

CARRIED

- a) Connected Coast Project – October Update**

- b) AVICC 2025 Convention Attendance by Council**

MOTION R24/T70

MOVED AND SECONDED

THAT Council directs staff to develop and report back to Council an estimated cost for five council members/staff to attend AVICC 2025.

CARRIED

- c) AVICC Student Participation Program**

- d) AVICC Executives Calls for Nominations**

- e) Tour de Rock 2024**

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business – None

12. Staff Reports

- a) Fire Service Level Declaration**

MOTION R24/T71

MOVED AND SECONDED

THAT the report from the Chief Administrative Officer be received by Council; AND

THAT as part of the Village of Sayward's ongoing work in relation to fire safety that Exterior Operations be declared as the service level of the Sayward Volunteer Fire Department.

b) 2025 Schedule of Council Meetings

MOTION R24/T72

MOVED AND SECONDED

THAT Council approves the attached 2025 Regular Council Meeting Schedule as presented noting that the July, August and December meetings are varied from the Council Procedure Bylaw, No 416, 2025 to one meeting per month.

CARRIED

c) Five Year Financial Plan 2025-2029 Schedule

MOTION R24/T73

MOVED AND SECONDED

THAT Council schedules the following Committee of the Whole meetings for Financial Planning purposes:

Tuesday January 14, 2025, 7pm

Tuesday February 11, 2025, 7pm

Tuesday February 25, 2025, 7pm

CARRIED

d) Municipal Advisor Recommendations List

MOTION R24/T74

MOVED AND SECONDED

THAT the report from the Chief Administrative Officer be received for information, AND;

THAT Council directs staff to initiate a full review of the Council Procedures Bylaw and bring forward a draft bylaw for initial consideration.

CARRIED

e) Council Meeting Recordings & Publishing Online (late report)

MOTION R24/T75

MOVED AND SECONDED

THAT council does not reinstate the posting of videos to YouTube until the Village completes the necessary work to restore good governance, rebuild the morale of staff, and rebuild its reputation.

Cllr Poulson, Cllr Burchett Opposed

CARRIED

13. Emergency Services/Public Works/Recreation Department Reports – None

14. Bylaws – None

15. New Business – None

16. Public Question Period

- a) Milena Gradisar of 261 Ambleside Dr- There has been a lot of hiding in the past two years and now council is going in a good direction. Posting council meeting videos on YouTube should continue in the spirit of transparency.

17. In Camera

MOTION R24/T75

MOVED AND SECONDED

THAT in accordance with Section 92 of the *Community Charter*, this Council meeting will be closed to the public at this time in order that Council may give consideration to matters in accordance with the following sections of the *Community Charter*:

1. 90(1)(c) labour relations or other employee relations.
2. 90(1)(d) the security of property of the municipality.
3. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

18. Adjournment

The meeting was adjourned at

Mayor

Corporate Officer



STAFF REPORT

DATE: August 15, 2024

FILE:

TO: Chair and Directors
Regional Board

FROM: David Leitch
Chief Administrative Officer

RE: REGIONAL RECREATION FEASIBILITY STUDY

PURPOSE/PROBLEM

To consider the findings of the Regional Recreation Feasibility Study.

EXECUTIVE SUMMARY

The attached report was initiated by the Board when the following resolution was passed:

Moglove/Colborne: SRD 380/21

THAT up to \$50,000 be authorized to be spent from the Regional Feasibility Study Reserve to fund a regional recreation services feasibility study.

Following the Board's resolution the Regional District engaged the services of RC Strategies to explore opportunities for regional collaboration in the delivery of recreation services. As articulated in the attached Regional Recreation Feasibility Study report, recreation services play a vital role in enhancing the vibrancy of the Strathcona Regional District (SRD), improving resident quality of life, fostering community health and wellness, and bolstering the local economy. The study examined in more detail the opportunities that may exist for regional collaboration in provision of recreation services.

In addition to the Strathcona Gardens in Campbell River, member municipalities and electoral areas have valuable recreation infrastructure and programming. The study's research examined usage of these regional assets and engaged with citizens and user groups to better understand the current state of recreation in the region. The study findings include:

- residents within the region have diverse preferences for recreation activities.
- there is a growing expectation among residents for high-quality programming and facilities.
- many residents regularly access recreation services across jurisdictional boundaries.
- the region's recreation infrastructure is aging and will require significant reinvestment.
- there is no single best practice for regional recreation funding approaches.
- recreation services are essential to community development, offering numerous social and economic benefits.
- efforts to decolonize sport and recreation is essential. Recreation activities can play a pivotal role in advancing reconciliation and supporting the Truth and Reconciliation Commission Calls to Action.

The feasibility study also suggests the following initiatives to enhance regional collaboration:

- strengthen existing intergovernmental staff relationships to support further collaborations and joint initiatives, such as marketing, staff and volunteer training, improving accessibility and convenience in recreation programming.

- develop a regional recreation working group with interested organizations including School Districts, First Nations, public health, municipalities and sport organizations.
- further explore regional recreation funding considerations and potential options.

RECOMMENDATION

That the report from the Chief Administrative Officer be received.

Respectfully:



David Leitch
Chief Administrative Officer

BACKGROUND/HISTORY

In 2021, the Strathcona Gardens Commission passed a resolution recommending a feasibility study be completed to explore regional recreation synergies throughout the SRD. Acting on this recommendation, the SRD Board approved an allocation from the Regional Feasibility Study Reserve to complete the study. A Request for Proposals was issued and in July 2022 RC Strategies was awarded the contract with project work beginning in the fall. Due to capacity constraints and leadership turnover within member municipalities and other organizations, engagement extended into 2023.

The study began with a focus on research and community engagement to achieve several key objectives: understanding public recreation activity preferences, examining local, regional and national trends in recreation, identifying perceived gaps and community needs, and gathering perspectives on the opportunities and limitations of regional recreation collaboration. The study also assessed existing infrastructure assets. Outdoor parks and trails were not included in the evaluation.

In June 2023, the SRD board passed the following resolution:

Rice/Sinnott SRD 572/23

THAT a report be prepared that explores options for additional participation in the Strathcona Gardens by Electoral Areas A, B and C and the Village of Sayward.

To obtain high-level information on recreation participation and funding models the SRD requested that RC Strategies expand the scope of the study to include these aspects.

By integrating the research, analysis and option identification, the feasibility study offers valuable information and data to support future discussions with partners and decision makers.

The engagement process involved participation from residents across the region and included stakeholder discussions with 23 different organizations. The data gathered on preferences, program opportunities, and barriers to participation will help inform future programming.

Additionally, data on the utilization of community facilities and funding models from across Vancouver Island and British Columbia can support future decision making.

FINANCIAL IMPLICATIONS

The development of a regional recreation working group would incur minimal costs associated with gathering interested parties together and developing terms of reference for the group.

INTERGOVERNMENTAL/REGIONAL IMPLICATIONS

During the engagement portion of the study there was interest in fostering further collaboration among the SRD, member municipalities, First Nations, school districts and Vancouver Island Health. This interest reflects a recognition of the synergies between recreation, physical literacy and public health. Building intergovernmental collaboration in recreation can lead to shared resources and joint initiatives, ultimately enhancing the quality of life for residents across the region. Staff resource capacity within each organization may impact their ability to participate.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS

The high level of community engagement in this study, demonstrated by the 1,033 responses received from a public survey, underscores the strong interest and widespread support for recreation services across the region. The survey results reveal that citizens are eager to see enhancements in recreational opportunities, reflecting a collective recognition of the value these services bring to their quality of life.

In addition to the survey, twenty-three non-profit, local government and public organizations participated in meetings to discuss current recreation, future opportunities to get more people active, potential limitations and opportunities for regional collaboration and the roles in which programming and facilities are currently being delivered.

Prepared by: Renée LaBoucane, Manager, Strategic Initiatives.

Attachment: Regional Recreation Services Feasibility Study

Strathcona Regional District

Regional Recreation Services Feasibility Study

August 2024





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1.0 Introduction

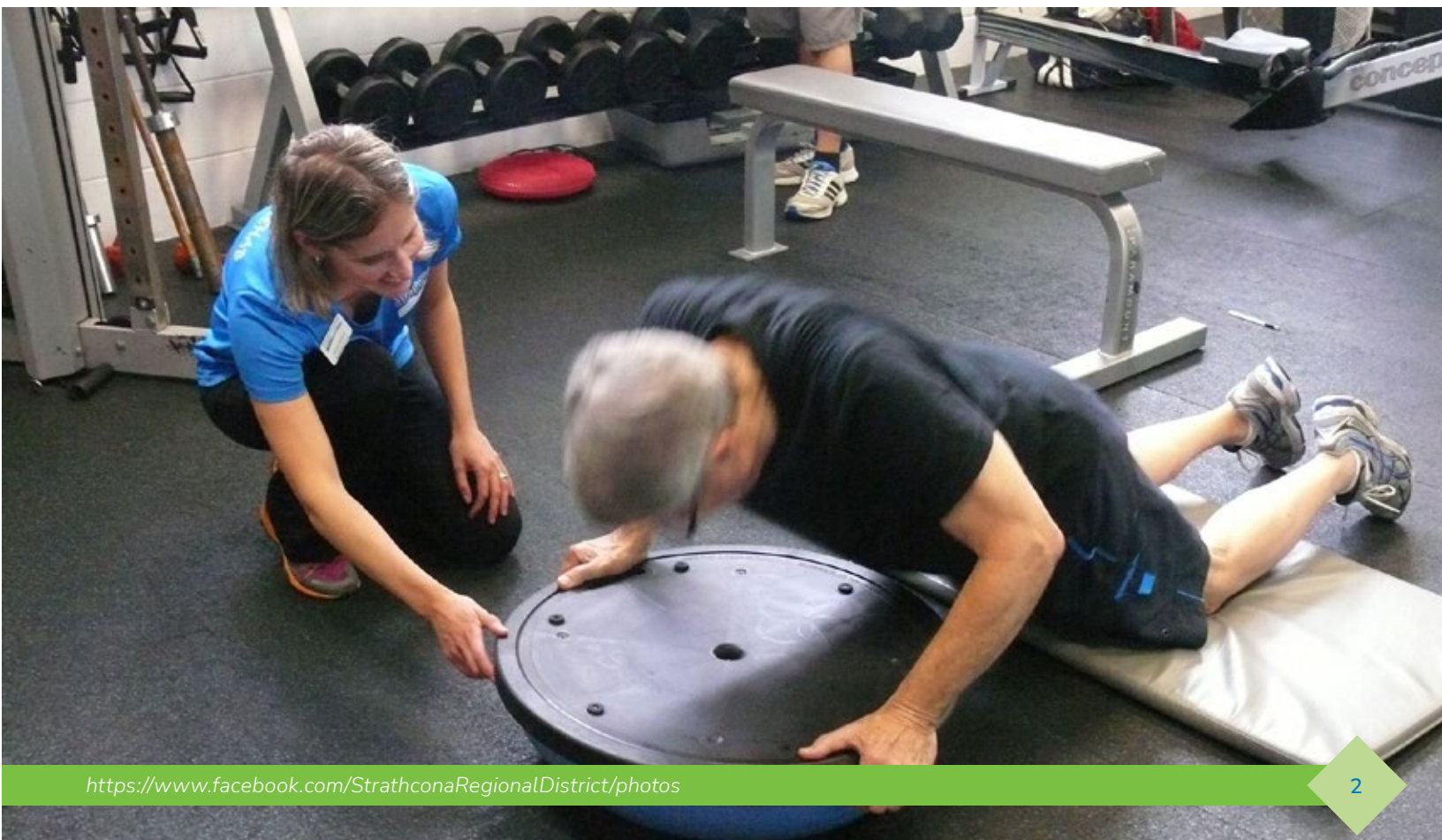


1.1. Study Purpose

The Strathcona Regional District (SRD) has a mission *“to provide the citizens with a healthy environment and social well being that leads to a vibrant quality of life through responsible economic development and effective delivery of service.”* Recreation contributes significantly to regional vibrancy, resident quality of life, wellness, and the economy - helping the SRD achieve its mission and support future growth and prosperity.

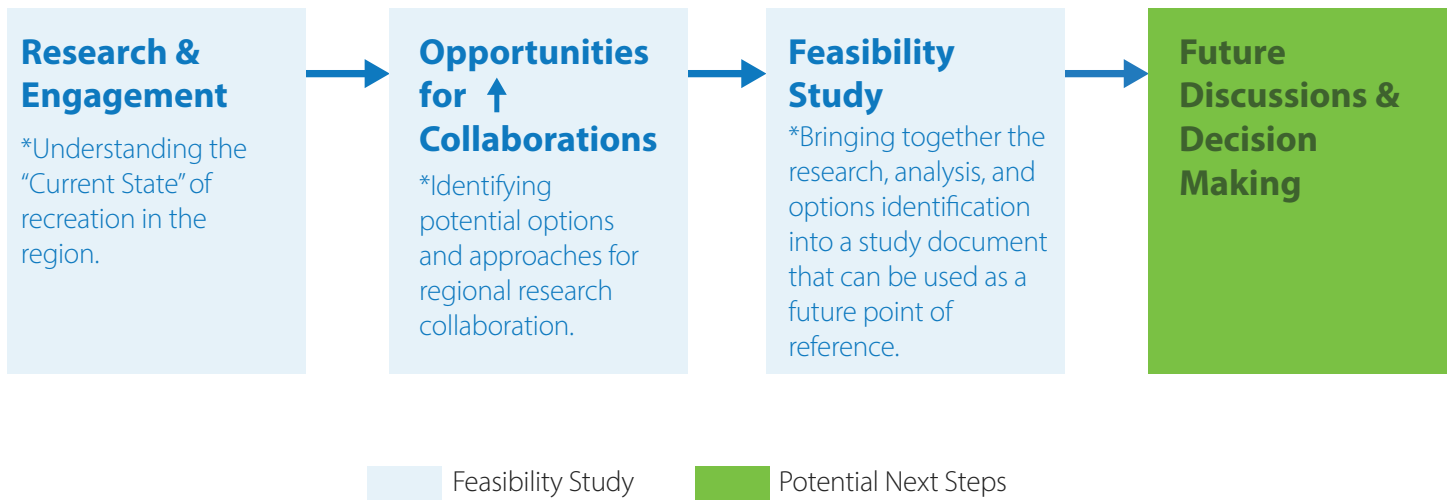
The SRD operates the major recreation complex in the area, the Strathcona Gardens, which consists of an aquatics facility, twin ice arena, fitness facilities, and other program spaces. The SRD also contributes some funding support for other recreation and community facilities located in communities throughout the SRD. As a relatively new Regional District (established in 2008) the SRD does not currently have a regional recreation service or established funding model.

The SRD undertook the development of this feasibility study to explore opportunities to increase regional collaborations in the delivery of recreation services (facilities and programming). **This study document will provide an important point of reference that helps inform future discussions and decision making on regional recreation.**



1.2. Study Process (How was the feasibility study developed?)

The following graphic illustrates the process used to develop the study.



As reflected by the graphic an important initial step for the study involved undertaking research and engagement to better understand the current state of recreation in the region, helping the project team identify a range of potential options and approaches for future regional collaboration. The key insights garnered through the research and engagement included:

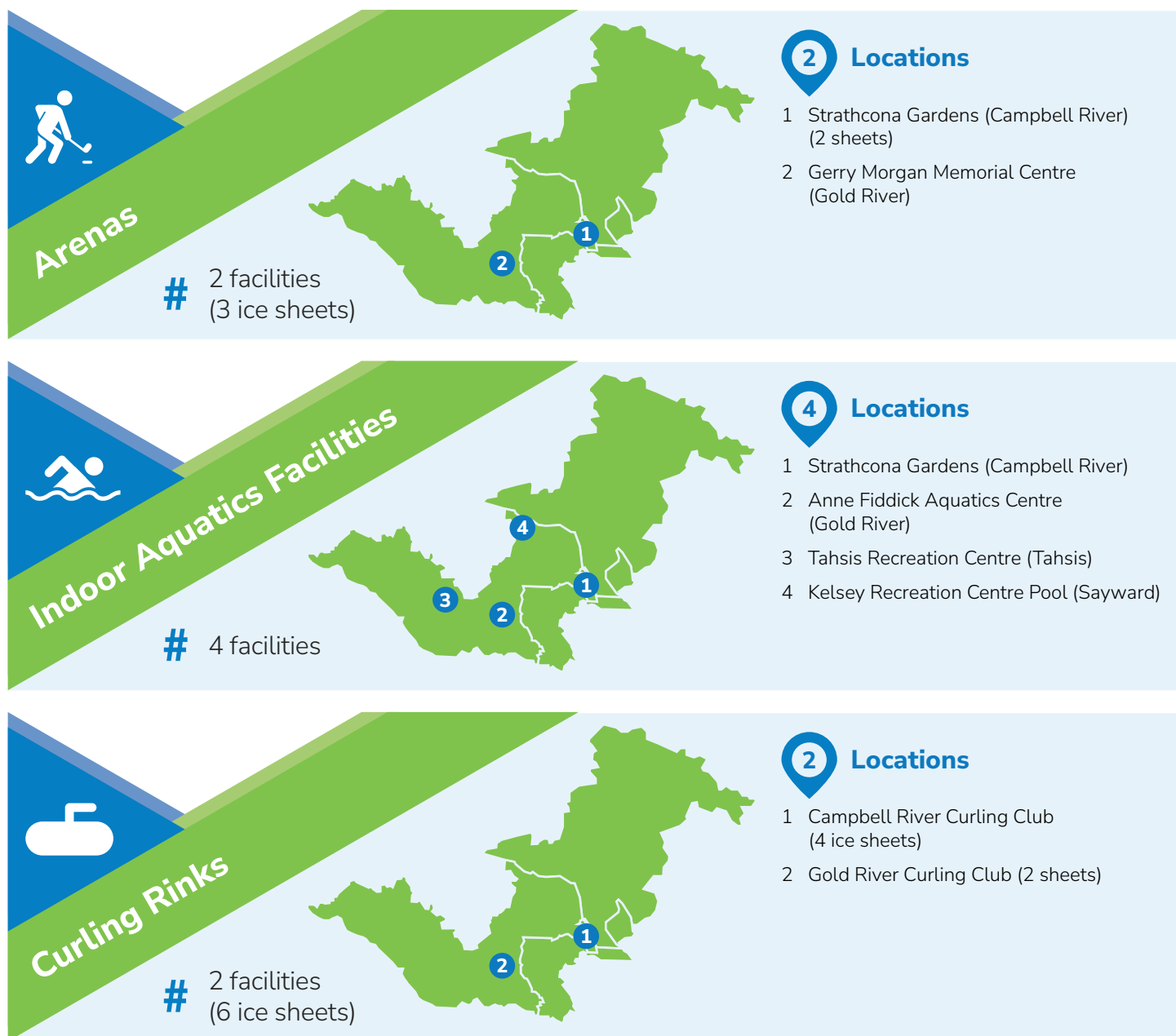
- Resident activity preferences.
- Trends and changes.
- Perceived gaps and needs.
- Desired priorities for facilities and programming.
- Perspectives on the opportunities and limitations associated with regional recreation collaboration.

2.0 Recreation in the SRD – Overview of Current Assets



The provision of recreation services in the SRD relies on a multitude of local and regional government providers and not for profit organizations. The following tables provides an overview of current infrastructure assets located within the SRD.

Major Recreation Infrastructure Summary





Recreation Infrastructure by Community

Geographic Area / Jurisdiction	Current Facilities	Summary of Use and Programming Insights
Campbell River	Operated by the SRD - Strathcona Gardens (pool, arenas, fitness facilities, program rooms) Operated by the City - Campbell River Sportsplex (weight room, racquetball and squash courts, gymnasium) - Community Centre (gymnasium, seniors centre, multi-purpose rooms and studios) - Centennial Outdoor Pool - Ball diamonds and sports fields (throughout the City) - School gymnasiums (throughout the City) Other - Campbell River Curling Club (4 sheets)	- COVID-19 had varying levels of impacts on organized sport programs, with some groups seeing a decrease while others had minimal impacts. - Strong demand for aquatics programming, lessons, and leisure swimming. - City of Campbell River programming – key insights: » 164,993 total recreation visits in 2019 » 32,450 child, youth and program visits in 2019 » 13,863 outdoor pool visits in 2019 » 65,091 fitness and weight room visits in 2019 - In general, program and facility visits in Campbell River were consistent on a year to year basis prior to the COVID-19 pandemic.
Village of Gold River	Gerry Morgan Memorial Centre (arena, curling rink, community hall) Anne Fiddick Aquatics Centre Ball Diamonds and Sports Fields	- Programming offered is dependent on ability to recruit programming staff. - Current minor hockey, figure skating, and men's hockey programs at the area.
Village of Tahsis	Tahsis Recreation Centre (swimming pool, fitness room, bowling alley, gymnasium / community hall, meeting and program rooms) Sports Fields and Ball Diamonds School Gymnasium Community Parks and Amenities	- Population decline in the Village has impacted facility and program use. - Availability of aquatics staff limit programming that can be provided. - Growing interest in outdoor recreation.
Village of Zeballos	Zeballos Community Hall Zeballos Ball Park School Gymnasium Community Parks and Amenities	School has provided space for some gymnasium programs (pickleball, volleyball, etc.).

Geographic Area / Jurisdiction	Current Facilities	Summary of Use and Programming Insights
Village of Sayward	Kelsey Recreation Centre (swimming pool, weight room, gymnasium, program rooms) Community Hall Ball Diamonds Soccer Field Tennis Courts Outdoor Fitness Park School gymnasium Community Parks and Amenities	• Variety of programming offered at the Kelsey Recreation Centre. • Programming uptake is variable. • Tennis courts received minimal utilization. • Size of kindergarten class suggests that children and youth population needs will grow. • Try a variety of programming based on resources and ideas brought forward by residents.
Electoral Area A	Community Parks and Amenities	
Electoral Area B	Cortes Skate Park and Basketball Court Community Parks and Amenities	
Electoral Area C	Quadra Island Community Centre (and surrounding amenities) • Main hall / program space • Program and meeting rooms • Skate park • Tennis court • Outdoor court • Ball diamond • Playground • Riding ring Community Parks and Amenities	• Quadra Recreation Society delivered over 182 activity opportunities in 2019/2020 (pre-pandemic) • Recreation programming at the Quadra Island Community Centre includes recreation, arts and culture, and skill development for children, youth, adults and older adults.
Electoral Area D	Community Parks and Amenities	
First Nations Communities	Thunderbird Hall (Wei Wai Kum First Nation) Gymnasium, outdoor fitness equipment, playground, basketball court and field Many band administration offices and school facilities are also used for recreation, culture, and leisure activities	

3.0 Engagement Findings



3.1. Engagement Overview

Engagement with residents and stakeholders was important to better understanding the current state of recreation in the region and identifying potential opportunities for future regional collaboration. The following graphic summarizes the project engagement.



Public Survey
1,033 responses



Stakeholder Discussion Sessions
23 participating organizations / interests

Findings from the engagement are provided as follows in this section.



<https://www.facebook.com/StrathconaRegionalDistrict/photos>

3.2. Public Survey Findings

Overview and Key Respondent Characteristics

The public survey was made available from early October to early November through the SRD's website. The survey was promoted through a variety of media platforms and a prize draw was included to encourage participation. In total, 1,033 responses were provided.

The following tables provide an overview of key survey respondent characteristics.

Household Composition	Survey Respondents	Statistics Canada Census Profile 2021
Age 0 – 4 Years	10%	4%
Age 5 – 9 Years	11%	5%
Age 10 – 19 Years	11%	10%
Age 20 – 29 Years	10%	9%
Age 30 – 39 Years	11%	11%
Age 40 – 49 Years	11%	12%
Age 50 – 59 Years	10%	14%
Age 60 – 69 Years	10%	18%
Age 70 – 79 Years	9%	13%
Age 80+ Years	7%	5%

Community / Jurisdiction	Survey Respondents	Statistics Canada Census Profile 2021 Percentage of SRD Population
Campbell River	47%	74%
Sayward	11%	1%
Electoral Area C (Discovery Islands-Mainland Inlets)	8%	9%
Electoral Area A (Kyuquot/Nootka-Sayward)	7%	9%
Electoral Area B (Cortes Island)	6%	6%
Electoral Area D (Oyster Bay-Buttle Lake)	6%	2%
Gold River	5%	3%
Tahsis	3%	2%
Kyuquot	3%	1%
Zeballos	3%	0.3%
Other	1%	N/A
First Nations Community	0%	11% ¹

¹ Figure from the SRD website.

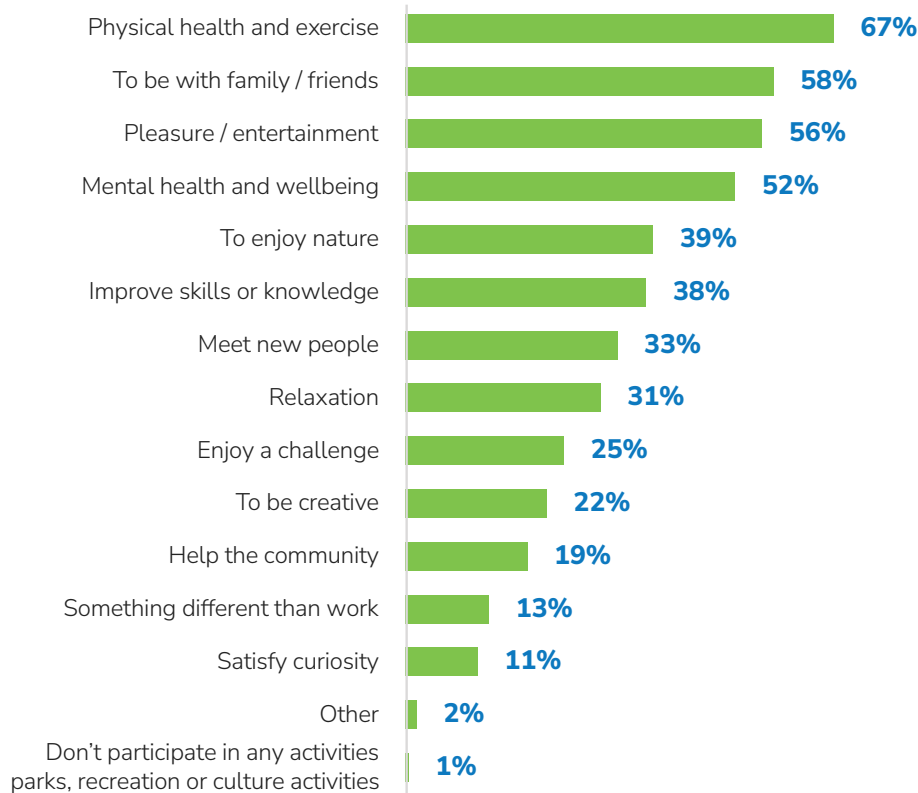
Household Activity Preferences

The survey began by asking respondents what motivates them to participate in recreation and related activities. The most popular motivators were physical health and exercise (67%), to be with family/friends (58%) and for pleasure and entertainment (56%). Notably, only 1% of respondents stated they do not participate in any recreation, arts, or cultural activities.

Sub-Segment Findings:

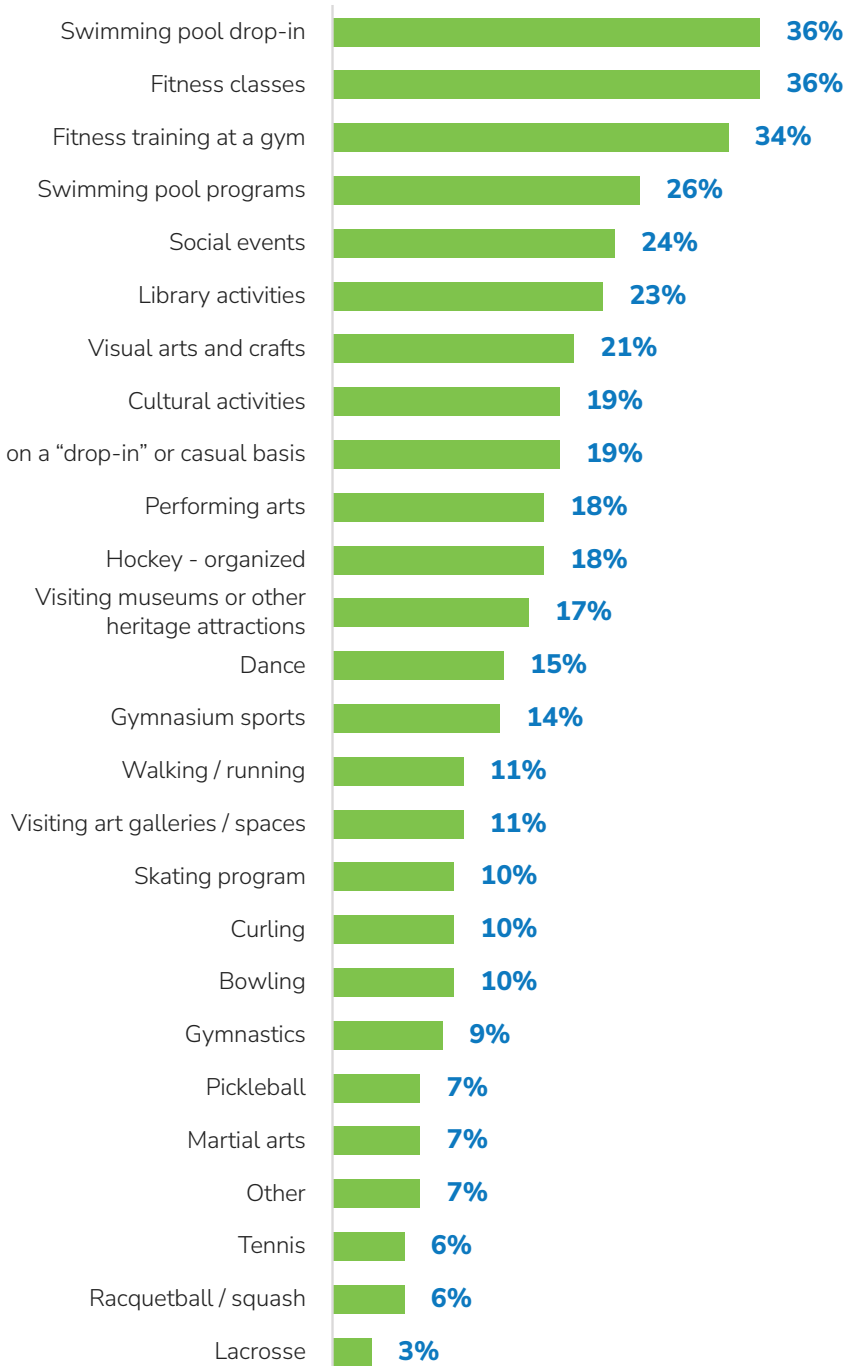
27% of residents who indicated that they live outside of Campbell River highlighted creativity and helping the community as motivators for recreation participation.

Household Motivation to Participate in Recreation Activities



Next, respondents were asked to indicate indoor activities that they or members of their household participate in on a regular basis (approximately 2 or more times per month) during the normal season of availability. The responses highlight the importance of both structured (program-based) and unstructured (spontaneous, casual, drop in) pursuits and preference. Fitness classes (36%), swimming pool drop-in (36%) and fitness training at a gym (34%) were the top responses. Respondents were given an opportunity to list any other activities that they participate in on a regular basis. The most popular written responses included soccer and indoor rock climbing.

Top Indoor Activities



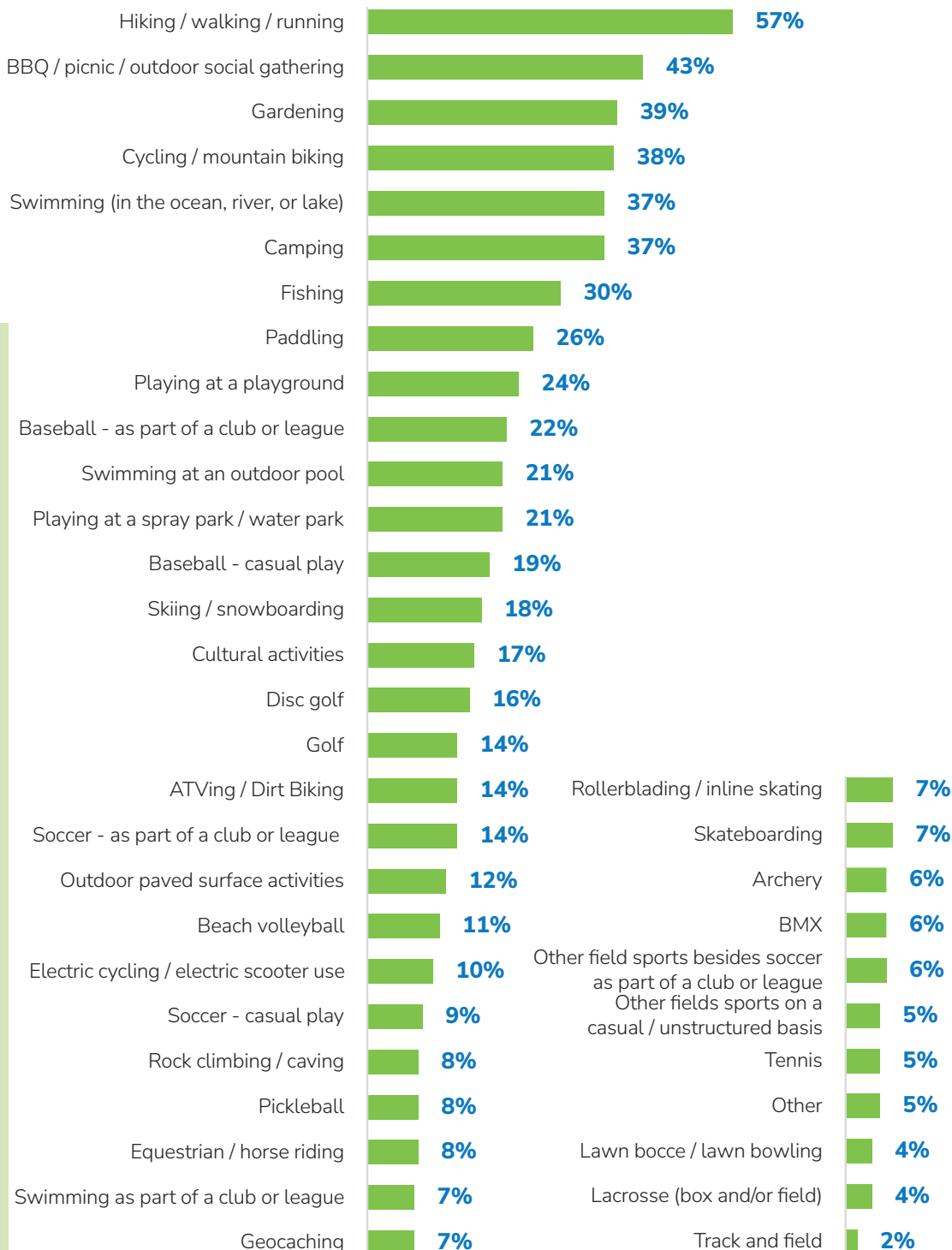
Regarding outdoor activity participation, over 50% of respondents stated they participate in walking / hiking / running at least 2 times per month. *“Other” activities not identified in the list but highlighted through survey comments included hunting and dog walking.*

Sub-Segment Findings:

When comparing sub-segment participation trends, only 14% of residents outside of Campbell River participate in swimming programs, compared to 38% of respondents from Campbell River.

Conversely, 4% of Campbell River respondents participate in beach volleyball, while the other communities see a 16% participation rate.

Top Outdoor Activities



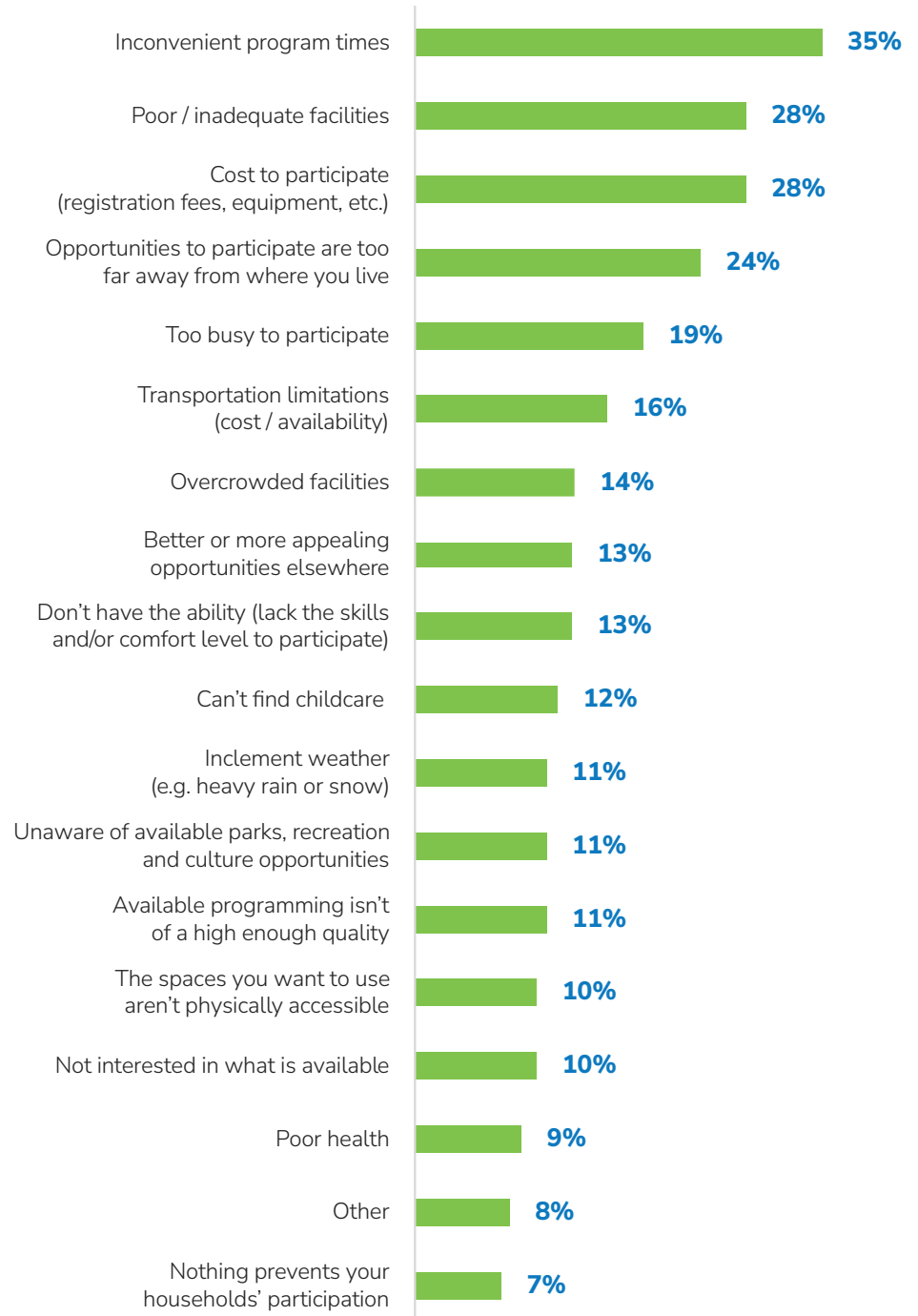
Barriers to Participation

Survey respondents were asked to identify any potential barriers that prevents them or members of their household in participating in recreation and related opportunities. The main barriers identified included inconvenient program times (35%), poor/ inadequate facilities (28%) and cost to participated (28%). Over 90% of respondents identified at least one barrier to participating in recreational or cultural activities. Common themes found within comments related to other barriers included lack of opportunities, programs, facilities, and staffing challenges. Many respondents also commented on programs filling up quickly with no additional opportunities for those on waitlists (e.g., swimming programs).

Sub-Segment Findings:

The largest barrier to participation for respondents living outside of Campbell River is the distance. 35% of those residents indicated that opportunities to participate are too far away from where they live.

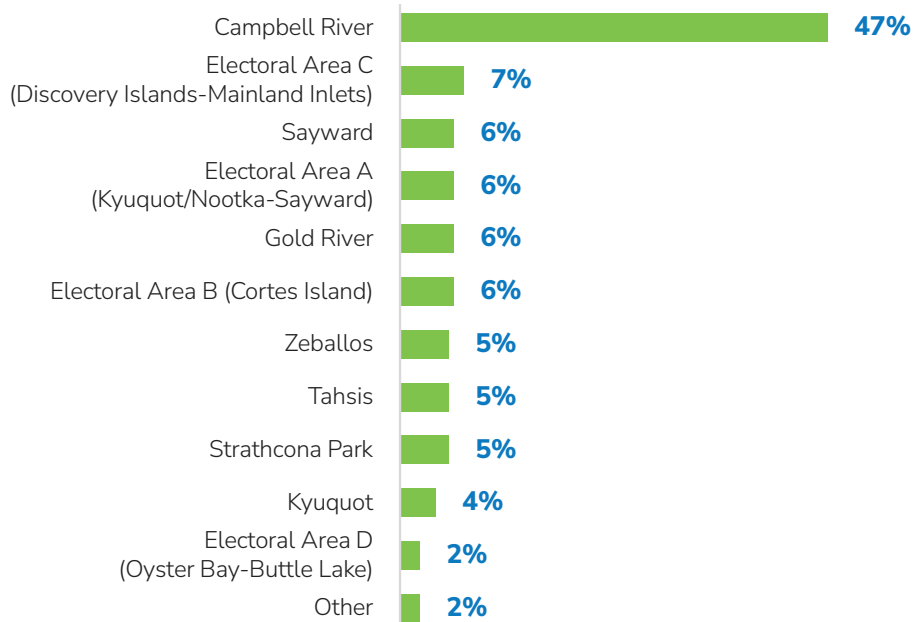
Barriers to Household Participation in Recreation and Related Opportunities



Facility Utilization

In exploring facility usage patterns, just under half of the respondents indicated that most of their recreation activities take place in Campbell River.

Where do most of your recreation and related activities take place?



Next, respondents were asked to indicate how far they would be willing to travel for different program offerings. As reflected in the table below, willingness to travel varies for different types of activities and tends to drop-off after approximately 30 minutes of travel time.

Willingness to travel for...	Less than 10 minutes	10 – 20 minutes	20 - 30 minutes	30 – 60 minutes	60+ minutes
Organized child/youth sport programming members of your household participate in	11%	40%	28%	14%	7%
Organized adult sport programming that yourself or others in your household participate in	9%	35%	35%	15%	7%
Fitness classes	18%	36%	26%	17%	3%
“Drop-in” facility time (e.g., open gym time)	19%	34%	27%	14%	5%
Aquatics programming (swim lessons, aqua-fit, etc.)	15%	38%	27%	16%	5%
Arts and cultural classes and activities	13%	39%	30%	13%	4%
Special events and festivals	6%	24%	35%	22%	13%

Sub-Segment Findings:

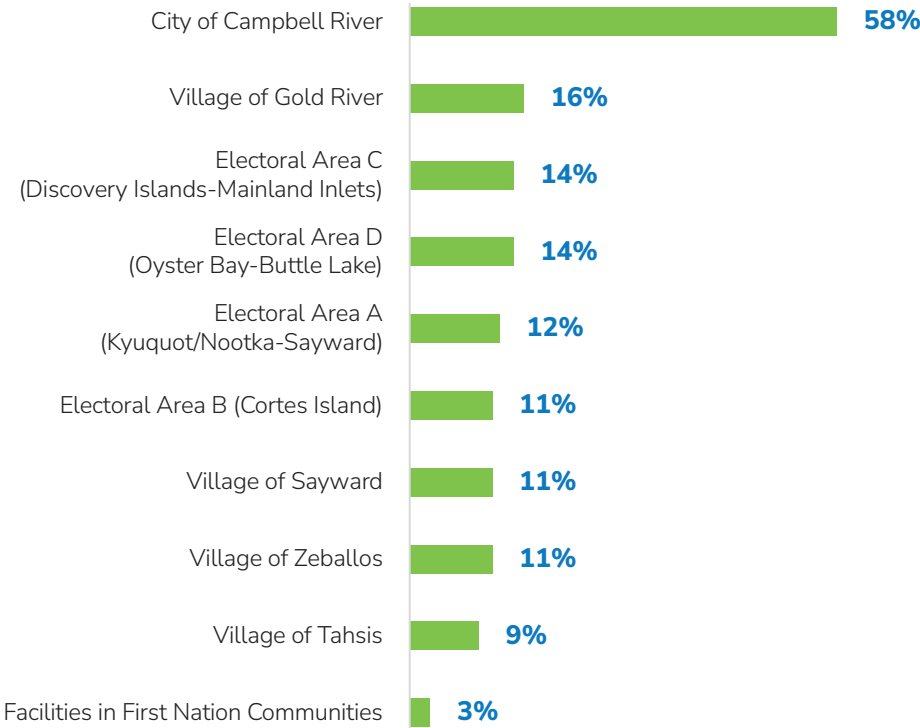
Campbell River respondents are less willing to travel more than 30 minutes for programs compared to respondents in the other communities.

Respondents were asked to indicate the communities that their household visits to utilize recreation facilities and spaces. Campbell River (58%) was the most popular location indicated, followed by the Village of Gold River (16%) and Electoral Areas C and D (14%).

Based on their response to the previous question, respondents were asked to indicate how frequently members of their household visit specific facilities and spaces within each community. If the respondent did not indicate visiting a community for recreation, they were not asked about the spaces within that community.

The tables below describe how often respondents visit recreation spaces in Campbell River, First Nation Communities, the Village of Gold River, the Village of Tahsis, the Village of Zeballos, the Village of Sayward, Electoral Area B (Cortes Island), Electoral Area A (Kyuquot/Nootka-Sayward), Electoral Area D (Oyster Bay-Buttle Lake), and Electoral Area C (Discovery Islands-Mainland Inlets).

Which communities does your household visit to use recreation facilities and spaces?



Campbell River Facility Utilization

A high proportion of respondents indicated that they visit trails (60%), outdoor parks and amenities (44%), and the Strathcona Garden Recreation Complex pool (40%) on a regular basis (daily or weekly). Visitation to community centres tends to be less frequent but still relatively high – suggesting that most of this visitation occurs for events or special functions.

Frequency of households visit to the following recreation and related fitness facilities in Campbell River	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Campbell River	24%	38%	20%	15%	3%
Outdoor Parks and Amenities in Campbell River (e.g. playgrounds, picnic areas, skate and bike parks, splash park, etc.)	12%	32%	21%	24%	12%
Strathcona Garden Recreation Complex – Pool	9%	31%	18%	28%	14%
Strathcona Garden Recreation Complex – Arenas	12%	21%	10%	32%	25%
Centennial Outdoor Pool	4%	15%	13%	28%	41%
Ball Diamonds and Sports Fields in Campbell River	5%	22%	11%	20%	42%
Campbell River Sportsplex Gymnasium	2%	11%	11%	29%	47%
Community Centre – Gymnasium	1%	8%	8%	29%	54%
Community Centre – Other (e.g. multi-purpose program rooms, arts studios, etc.)	1%	5%	6%	33%	56%
Strathcona Garden Recreation Complex – Fitness and Wellness (e.g. weight room, program rooms, etc.)	4%	8%	4%	23%	62%
School Gymnasiums (after hours for non-school based programs and activities)	2%	7%	7%	17%	67%
Campbell River Sportsplex – Weight Room	4%	9%	6%	14%	68%
Campbell River Sportsplex - Racquetball and Squash Courts	1%	4%	4%	14%	77%
Community Centre – Seniors Centre	1%	3%	3%	7%	87%
Community Centre – Temporary Weight Room	1%	3%	4%	3%	89%

Gold River Facility Utilization

The facility with the most visitation indicated in Gold River is the Gerry Morgan Memorial Centre Arena with 71% of respondents indicating that they visit the facilities at least monthly, with 16% indicating that they visit it daily or almost daily. The Anne Fiddick Aquatic Centre (68%) was the next most frequently visited facility on a monthly or weekly basis, followed by outdoor parks and amenities in Gold River (67%).

Frequency of household visits to the following recreation and related fitness facilities in Gold River	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Outdoor Parks and Amenities in Gold River	7%	24%	36%	24%	9%
Gerry Morgan Memorial Centre – Arena	16%	29%	26%	17%	13%
Anne Fiddick Aquatic Centre	7%	27%	35%	18%	14%
Trails in Gold River	9%	27%	27%	20%	18%
Ball Diamonds and Sports Fields in Gold River	9%	22%	27%	22%	19%
School Gymnasiums (after hours for non-school based programs and activities)	12%	25%	22%	21%	21%
Gerry Morgan Memorial Centre – Curling Rink	11%	28%	23%	11%	27%



Tahsis Facility Utilization

Almost 60% of respondents indicated that they visit the Tahsis Recreation Centre Pool, 47% indicated that they use ball diamonds or sports fields and 40% indicated that they use outdoor parks and amenities at least weekly.

Frequency of household visits to the following recreation and related fitness facilities in Tahsis	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Outdoor Parks and Amenities in Tahsis	19%	21%	37%	21%	1%
Tahsis Recreation Centre – Swimming Pool	11%	48%	35%	4%	3%
Trails in Tahsis	24%	14%	42%	14%	5%
Tahsis Recreation Centre – Bowling Alley	8%	27%	41%	14%	9%
Tahsis Recreation Centre – Meeting and Program Rooms	1%	32%	35%	19%	12%
Ball Diamonds and Sports Fields in Tahsis	11%	36%	23%	18%	12%
Tahsis Recreation Centre – Fitness Room	18%	32%	31%	5%	14%
School Gymnasiums (after hours for non-school based programs and activities)	11%	21%	33%	21%	15%
Tahsis Recreation Centre – Gymnasium	8%	35%	14%	25%	18%



Zeballos Facility Utilization

The school gymnasium and outdoor parks are important facilities for recreation use in Zeballos for weekly and monthly participation. 48% of respondents use the school gymnasium, 47% use trails, and 39% use outdoor parks and amenities at least weekly.

Frequency of household visits to the following recreation and related fitness facilities in Zeballos	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Ball Diamonds and Sports Fields in Zeballos	10%	15%	40%	34%	2%
Trails in Zeballos	6%	41%	20%	31%	2%
School Gymnasiums (after hours for non-school based programs and activities)	6%	42%	40%	9%	3%
Zeballos Community Hall	1%	31%	47%	17%	4%
Outdoor Parks and Amenities in the Zeballos (e.g. playgrounds, picnic areas, skate and bike parks, splash park, etc.)	2%	37%	35%	22%	5%



Sayward Facility Utilization

The Kelsey Recreation Centre Pool (48%) and gymnasium (46%) and weight room (41%) were the most visited indoor facilities on a weekly or daily basis. Outdoor activity spaces such as trails (46%), and outdoor parks and amenities (44%) were also popular spaces visited weekly or daily.

Frequency of household visits to the following recreation and related fitness facilities in Sayward	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Sayward	15%	31%	28%	24%	2%
Outdoor Parks and Amenities in Sayward (e.g. playgrounds, picnic areas, skate and bike parks, splash park, etc.)	11%	33%	25%	27%	4%
Kelsey Recreation Centre - Swimming Pool	10%	38%	32%	8%	13%
Ball Diamonds and Sports Fields in Sayward	7%	31%	31%	18%	14%
Sayward Community Hall	4%	18%	49%	15%	14%
Kelsey Recreation Centre - Gymnasium	10%	36%	19%	20%	15%
Kelsey Recreation Centre - Multipurpose Room	15%	24%	24%	15%	21%
Kelsey Recreation Centre - Weight Room	17%	24%	21%	16%	22%
School Gymnasiums (after hours for non-school based programs and activities)	2%	31%	31%	10%	27%



Electoral Area A Facility Utilization

Community Halls are the most visited indoor facility type in Area A (64% of respondents visit a Community Centre a minimum of once a month). Trails (73%) and ball diamonds and sports fields (71%) were indicated as having the most monthly use of facilities in the community.

Frequency of household visits to the following recreation and related fitness facilities in Electoral Area A (Kyuquot/Nootka-Sayward)	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Area A	8%	21%	44%	15%	11%
Community Halls in Area A	6%	30%	28%	23%	13%
Outdoor Parks and Amenities in Area A	8%	21%	25%	27%	18%
School Gymnasiums (after hours for non-school based programs and activities)	8%	25%	32%	16%	19%
Ball Diamonds and Sports Fields in Area A	7%	22%	42%	10%	19%

Electoral Area B Facility Utilization

Outdoor parks and amenities are the most visited recreation amenities in Area B with 71% of respondents indicating that they visit a minimum of once a month. School gymnasiums are visited by 67% of respondents at least once a month, making them the most frequently visited indoor space.

Frequency of household visits to the following recreation and related fitness facilities in Electoral Area B (Cortes Island)	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Area B	16%	24%	26%	26%	8%
Community Halls in Area B	10%	18%	37%	26%	10%
Outdoor Parks and Amenities in Area B	14%	24%	34%	19%	10%
School Gymnasium (after hours for non-school based programs and activities)	12%	26%	29%	14%	20%
Ball Diamonds and Sports Fields in Area B	11%	12%	28%	24%	25%

Electoral Area C Facility Utilization

Trails are the most frequently visited recreation amenity in Area C with 53% of respondents indicating that they visit them at least weekly.

Frequency of household visits to the following recreation and related fitness facilities in Electoral Area C (Discovery Islands - Mainland Inlets)	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Area C	24%	29%	17%	24%	6%
Outdoor Parks and Amenities in Area C	13%	26%	24%	29%	7%
Community Halls in Area C	5%	29%	38%	13%	17%
Ball Diamonds and Sports Fields in Area C	2%	4%	27%	35%	32%
School Gymnasiums (after hours for non-school based programs and activities)	4%	19%	20%	18%	40%

Electoral Area D Facility Utilization

Similar to the other electoral areas trails are an important part of the community with 35% of respondents indicating that they visit them at least weekly. School gymnasiums had the least amount of reported use with 67% of respondents indicating that they never visit them.

Frequency of household visits to the following recreation and related fitness facilities in Electoral Area D (Oyster Bay-Butte Lake)	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in Area D	12%	23%	30%	31%	5%
Outdoor Parks and Amenities in Area D (e.g. playgrounds, picnic areas, skate and bike parks, splash park, etc.)	4%	19%	35%	32%	11%
Ball Diamonds and Sports Fields in Area D	2%	3%	19%	27%	50%
School Gymnasiums (after hours for non-school based programs and activities)	0%	6%	9%	19%	67%

First Nations Communities Facility Utilization

Respondents indicated high levels of use for most types of facilities. The community hall/centre/band office is the most frequently visited indoor space with 31% of respondents indicating that they visit this facility at least weekly.

Frequency of household visits to the following recreation and related fitness facilities in First Nations Communities	Daily or Almost Daily (5 or more visits per week)	Weekly (1 or 2 times per week)	Monthly (1 or 2 visits per month)	A few times per year	Never
Trails in or near First Nation's Communities	9%	17%	26%	37%	11%
Community Hall/Centre/Band Office	14%	17%	17%	33%	19%
Ball Diamond and Sports field	0%	27%	21%	27%	27%
School Gymnasium (after hours for non-school based programs and activities)	0%	22%	14%	33%	31%

Importance of Recreation & Current Satisfaction Levels

Respondents were asked to indicate how important recreation and related opportunities are to their household and broader community. As reflected in the table, respondents place a high value on recreation both at a personal and community-wide level.

How important are recreation and related opportunities (parks, culture, the arts, etc.) to...	Very Important	Somewhat Important	Not Important	Unsure / No Opinion
...you and your household's quality of life	57%	30%	11%	2%
...the quality of life for all individuals in your community	59%	23%	15%	3%
...the appeal and attractiveness of your community for current and prospective residents	53%	30%	11%	6%
School Gymnasium (after hours for non-school based programs and activities)	0%	22%	14%	33%

Satisfaction with Recreation Services

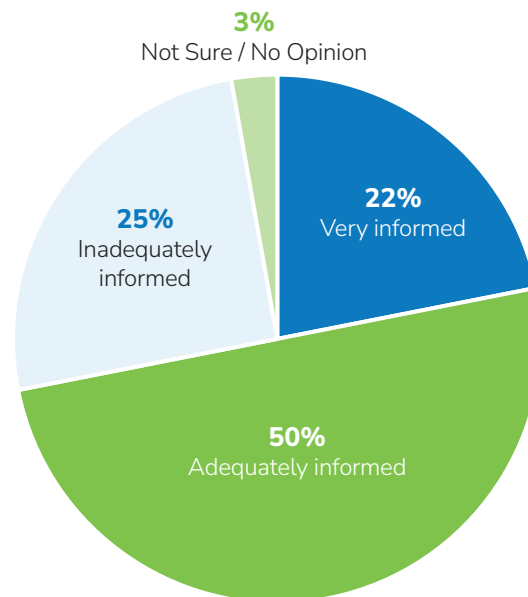
Respondents were asked to rank how satisfied they are with specific aspects of recreation services within their community. Respondents were most satisfied with their household's ability to access affordable recreation and active living opportunities (62%), followed by the quality of appealing recreation facilities within 60 minutes of travel time (61%), and within 30 minutes of travel time (60%). Respondents expressed the highest level of dissatisfaction with the availability of quality and appealing recreation facilities in their immediate community with 37% indicated that they are dissatisfied.

How satisfied are you with the following aspects of recreation services?	Very Satisfied	Somewhat Satisfied	Dissatisfied	Not Sure / No Opinion	Not Applicable to Your Community
The availability of quality and appealing recreation facilities that you can access in under a 60-minute travel time .	17%	44%	27%	9%	4%
Your household's overall ability to access affordable recreation and active living opportunities.	17%	45%	28%	7%	3%
The availability of quality and appealing recreation facilities that you can access in under a 30-minute travel time.	16%	44%	27%	9%	3%
The availability of quality and appealing recreation and related (e.g. arts and culture) programming within a 30 minute drive of where you live.	12%	47%	22%	15%	4%
The availability of quality and appealing recreation and related (e.g. arts and culture) programming in your immediate community.	11%	45%	29%	13%	2%
The availability of quality and appealing recreation facilities in your immediate community .	10%	44%	37%	6%	3%

Communication

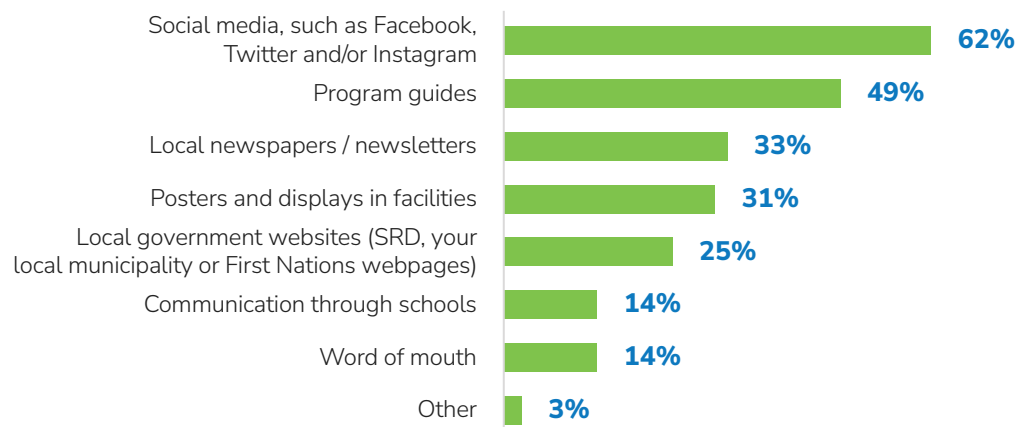
When asked about how informed respondents feel that they are about recreation and related opportunities, approximately 75% of respondents feel adequately or very informed about recreation opportunities. 25% of respondents feel that they are inadequately informed.

How Informed do you feel about recreation and related opportunities?



Next, respondents were asked about how they prefer to learn about recreation and related opportunities. The top three responses were social media (62%), program guides (49%), and local newspapers/newsletters (33%). When respondents took the opportunities to write in their preferences the Tidelines was mentioned as a good resource for information sharing and many residents also expressed support for newsletters.

How do you prefer to learn about recreation and related opportunities?



Future Priorities

Respondents were provided with a list of considerations for setting future priorities and allocating financial resources, they were asked to rank these considerations from very important to not important. At least 50% of respondents indicated that sustaining facilities, increasing supply of programming, and updating current facilities are very important considerations.

Considerations for Setting Future Priorities

Considerations for setting future priorities and allocating financial resources	Very Important	Somewhat Important	Not Important	Unsure / No Opinion
Sustaining all or most existing recreation facilities.	57%	34%	9%	1%
Increasing the supply of available programming.	52%	31%	15%	3%
Updating current facilities to ensure they are safe, inclusive and accessible for all residents (including equity deserving individuals and those facing physical or social barriers).	50%	32%	14%	4%
Keeping user fees as low as possible.	47%	36%	15%	3%
Developing new types of facilities to meet emerging needs and trends (e.g. types of programs or activities that are growing in popularity).	43%	36%	16%	5%
Focusing resources towards developing larger “hub” facilities with multiple amenities that serve residents from a broader catchment area (e.g. like the Strathcona Garden Recreation Complex or the Sportsplex in Campbell River).	41%	34%	17%	8%
Renovating / retrofitting aging facilities to achieve higher levels of energy efficiency and reflect a commitment to sustainability and addressing climate change.	37%	34%	23%	6%
Developing “branch” facilities and outreach programming to service smaller and remote communities	33%	37%	22%	8%
Decommissioning facilities that are underutilized and re-allocating these resources to higher value uses.	27%	42%	19%	12%

Next, respondents were asked about program priorities. They were asked to indicate which programming from the list provided should be a priority for investment in their local community or surrounding area. Water education safety (42%) was indicated the most often as priority for children and youth programming, while unstructured recreation opportunities and outdoor recreation programming was indicated the most often for adults ages 18 – 59 (34%), and programs that encourage socialization was indicated the most often as a priority for older adults ages 60+ (33%).

Priority Programming for Investment

Priority Programming for Investment	Children and Youth (ages ~0 – 17)	Adults (ages ~18 – 59)	Older Adults (ages 60 and over)	I believe these opportunities are sufficiently provided
Nature based educational programming (e.g. trail / hiking safety and skills, camping skills, general outdoor knowledge courses, responsible OHV/ATV use courses, etc.)	36%	32%	23%	10%
Fitness and wellness programming	25%	32%	32%	12%
Unstructured recreation (e.g. the ability to play “drop-in” sports like basketball, badminton, etc.)	28%	34%	24%	13%
Organized sports	32%	32%	21%	14%
Visual arts and culture programming	26%	28%	30%	16%
Performing arts and culture programming	28%	28%	27%	18%
Programs for individuals facing social, physical, or cognitive barriers to participation	29%	32%	28%	11%
Programs that encourage socialization	29%	29%	33%	9%
Water education and safety	42%	26%	19%	13%
Aquatics fitness programming	22%	31%	31%	16%
Outdoor recreation programming (e.g. rock climbing, paddling programs, etc.)	32%	34%	22%	12%

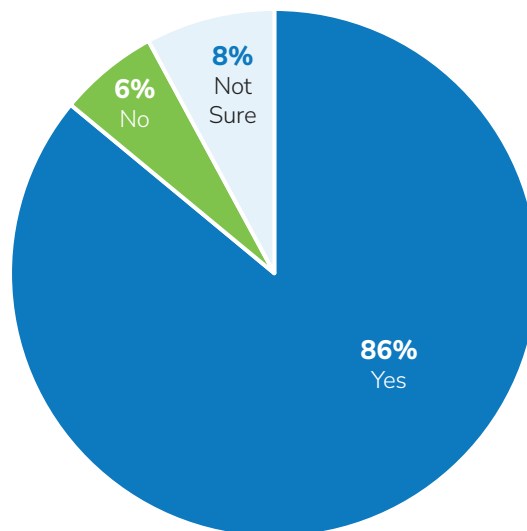
Sub-Segment Findings:

Respondents living outside of Campbell River identified adult and senior programming as a priority in all categories.

Regional Collaborations

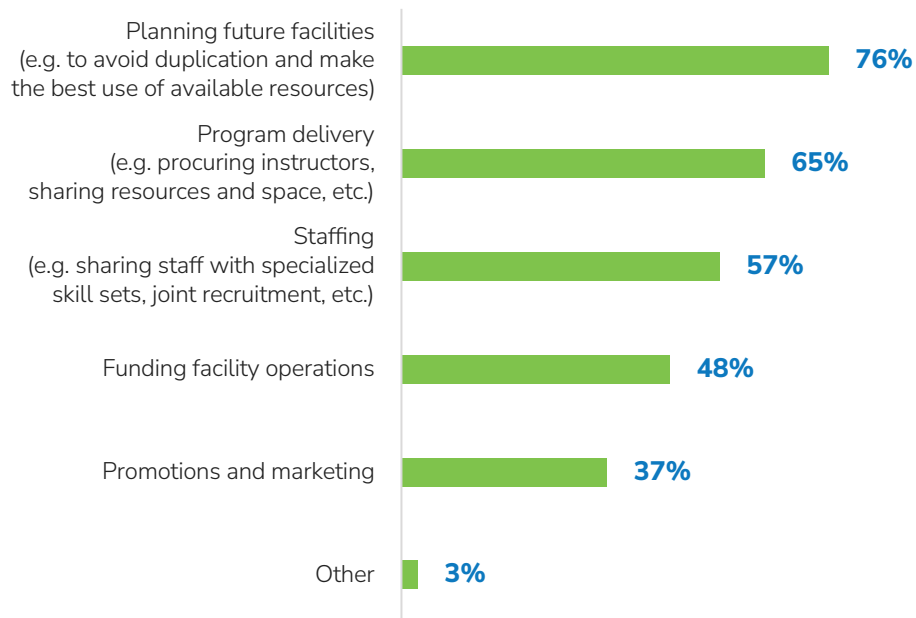
As illustrated by the adjacent graph, over three quarters (86%) of respondents expressed support for the idea of the SRD and local communities collaborating and partnering to provide recreation opportunities.

Do you support the idea of the SRD and local communities collaborating and partnering to provide recreation opportunities?



Those respondents in support of regional collaboration were next given a list of potential ways in which collaboration could occur. Facility planning (76%), program delivery (65%) and staff sharing (57%) were identified by over half of respondents.

Areas that the SRD, municipalities and First Nations should consider collaborating and partnering to provide recreation services



3.3. Stakeholder Discussion Session Themes

Overview

23 organizations / interests were engaged through a series of discussion sessions in the late summer and early fall of 2022. The intent of these discussions sessions were to explore a number of key topics pertaining to recreation in the region, including:

- Current state (strengths and gaps).
- Future opportunities to get more people, more active.
- Potential opportunities for, and limitations of, regional collaborations.
- The roles and ways in which programming and facilities are currently being delivered.

Some discussion sessions were held in-person while others were conducted virtually. Summarized in the following tables is a listing of the organizations / interests that participated in the discussions.

User Groups / Recreation Interest Groups

- Men's / Youth Soccer
- Women's Hockey League
- Hurricanes Girls Hockey
- Campbell River Skating Club
- Campbell River Minor Hockey
- Pickleball
- Campbell River Salmon Kings
- Campbell River Slo-Pitch
- Campbell River Disc Golf Club

Government (First Nations, Municipalities and Regional District Representatives)

- Gold River (CAO)
- Mowachaht-Muchalaht First Nation
- Ka:'yu:'k't'h'/Che:k:tleset'h First Nation
- Village of Zeballas (CAO)
- Village of Sayward (Recreation Manager & CAO)
- Nuchatlaht First Nation
- Village of Tahsis
- City of Campbell River (staff session)
- Strathcona Regional District (staff session)
- mentioned above Wei Wai Kum First Nation
- Quadra Island Recreation Society (staff and Board member)

Other Public Sector Agencies and Organizations

- School District 72
- Island Health

Key Themes

While the stakeholders held a wide array of viewpoints and perspectives a number of key themes emerged through the discussions. These themes and other notable points of interest are summarized as follows.

Current State of Recreation

- The pandemic has had significant impacts on recreation program delivery in terms of both the ability to provide services and participation levels.
- Smaller communities rely heavily on volunteers and part-time staff. While some communities noted that this is a strength, others identified recruiting and retaining these individuals as a significant challenge.
- Expectations for programs and activities vary based on the size of communities.

Trends and Changes

- Growth in outdoor based recreation, including hiking, mountain biking, and ocean based sports.
- Pickleball and disc golf are growing rapidly.
- Continued demand for aquatics programming (especially lessons and aqua-fitness). However, instructor and guarding limitations are a factor in meeting demand.
- Increasing recognition of the synergies between recreation and public health – but more work is needed to bring initiatives together.

Overall Perspectives on Collaboration

- In theory a “no brainer”, but implementation (the how?) and buy-in are always a challenge.
- The SRD needs to be the leader and bring forward options and ideas for consideration.
- General belief that regional collaboration needs to start with some “easy wins” and then move forward accordingly.
- Need to think more broadly about the benefits of recreation and less about boundaries.
- Some stakeholders were curious to learn more about the purpose of the study and why regional recreation was being explored at this time. While most agreed that increased collaboration is a good thing, many of these stakeholders were wary of a process that leads towards total integration or centralization of services.

Smaller, Remote Community Perspectives

- While supportive of more collaboration, communities have minimal financial or staff resources to contribute to broader initiatives.
- Like the notion of cost sharing on facility upkeep and operations, but keen to preserve local control over programming and space use.
- Would also benefit from sharing expertise (e.g. marketing, programming), staffing (e.g. lifeguards, summer programming staff to visit community periodically).
- Support Reconciliation and see recreation as a platform to advance it.
- Some particular interest in outdoor recreation opportunities (both for residents and to encourage visitation)

Community User Group / Recreation Interest Group Perspectives

- Would like one contact for bookings, fees and issues management.
- Identified the importance of being customer focused at facilities (working with groups to find solutions, not put up barriers).
- Generally satisfied with the supply of sports and recreation infrastructure, however the need for higher quality sports fields and diamonds was identified by a handful of stakeholders.

Other Themes and Points of Interest

- Schools are recognized as important sites of recreation and opportunities exist to better leverage this infrastructure for community benefit.
- Island Health has a number of preventative health initiatives and resources; opportunities exist to continue building relationships and cross-promoting health and recreation smaller communities.



4.0 Trends in Recreation



4.1. Trends Context

While providers of recreation opportunities need to be in-touch with the local dynamics and needs of their community, it is also important to remain up to date on emerging demands and trends being experienced regionally, provincially, nationally and beyond. Understanding broader trends can help anticipate future demands, opportunities, and align with best practice.

Summarized as follows are a number of important trends pertaining to activity participation, service delivery, and recreation (and related) infrastructure. These trends are supported by available research and data. A list of sources is provided in the appendices.



4.2. Participation Trends and Preferences

The following table identified key trends in recreation activity participation and preferences.

Trends	Description and Potential Impacts
Evolving nature of older adult activity preferences	- Older adults are seeking more moderately active and multi-generational pursuits. - Activities like pickleball and group fitness are likely to continue growing in popularity. - Younger older adult cohorts may be less inclined to visit “seniors centres” and prefer integration into community recreation facilities.
Demand for spontaneous / unstructured types of recreation opportunities	- While structured and organized programming is important, there is an increasing desire for activities that are less organized and available on-demand. - Likely to result in continuing and growing demands for open gymnasium time, open pool time, shinny ice, and fitness centres.
Youth sport participation driven by a desire for skill development opportunities, cost, and flexibility for both participant and parent	- The professionalization of youth sports have increased cost. Many youth and parents also balk at the time commitment which can impact other recreational pursuits. - Growth in shorter duration programming (e.g. sessional instead of seasonal). - Growth of youth activities like mountain biking and skiing that have more flexibility and a multi-generational dynamic.
The impacts of the COVID-19 pandemic on programming, activity demands, and facility expectations	- While still unknown, it is likely that the pandemic will have some lasting impacts. - Observed impacts to date include higher expectations of facility cleanliness, a desire for more space and less crowding, and a spike in demand for outdoor and nature based recreation (likely as a result of individuals having discovered these pursuits during pandemic facility disruptions).
Continuing demand for leisure based aquatics	- While aquatics opportunities in general remain popular, the most significant growth area is leisure based aquatics (includes family swimming, play based swimming, etc.). - Likely to continue resulting in demands for amenities like lazy rivers, splash features, slides, shallow water pools, etc.). - Perceived quality of leisure aquatics offerings will drive pool visitation.
Demand for indoor walking / running	While a longstanding offering in colder climates, there is increasing demand for indoor walking / running tracks to be included in south coast recreation facilities. Potential factors for this demand could include more variable weather (wetter winters, hotter summers) and age demographics.
Growth of ‘wheeled sports’	- Including trail-based activities (mountain biking, e-biking, etc.) and park amenity based activities (e.g. skateboarding, scootering, etc.). - E-scooters and e-bikes have become more prevalent as modes of day to day transportation.

4.3. Service Delivery Trends

The following table identified key trends and best practices in the delivery of public sector recreation and related services.

Trends	Description and Potential Impacts
Reconciliation and Decolonization	• Recognition of the need to decolonize sport and recreation and use these activities as a platform to achieve reconciliation. • Many communities have formally identified how their service provision can align with and help achieve relevant Calls to Action identified in the Truth and Reconciliation Commission of Canada's Final Report. • Integrating Indigenous art and naming into facilities is an example of how recreation facility provision can advance decolonization.
Equity and inclusion as key drivers of service delivery	• While public sector providers of recreation and related services have usually had a strong inclusion and equity focus, an even greater level of attention has been placed on these key elements of service delivery in recent years across the sector. • In addition to subsidy programs, emerging best practices include staff training to better guide interactions with equity deserving and racialized individuals and increased offerings of low barrier programming.
Partnerships and collaborations	• The growing cost to build and operate facilities has made partnerships even more important. • The regional district model in BC provides a structure from which service partnerships can be developed. • Partnerships with the school system, service agencies, public health, First Nations and the private sector continue to be explored by many regional districts and municipalities.
Evolving nature of volunteerism	• Contrary to popular belief, volunteer rates are not declining but volunteer preferences are. • Individuals are more commonly seeking shorter duration volunteer roles with pre-set timeframes and levels of commitment. • Finding volunteers for board roles and coaching / program delivery is becoming significantly more challenging, especially in a post-pandemic context.

4.4. Infrastructure Trends

The following table identifies key trends and best practices in recreation and related infrastructure.

Trends	Description and Potential Impacts
Increasing user expectations for facility amenities and 'creature comforts'	• Expectations for amenities such as wifi and food services. • Growing demand for social space before facility point of purchase.
Leisure aquatics focus for new pools and existing pool enhancements / expansions	• Most aquatics facility development and enhancement projects tend to be focused on adding leisure water space and amenities (e.g. lazy rivers, splash features, leisure pools, slides, wave riders, etc.).
Developing large span spaces	• Large span dry-floor recreation spaces (double gymnasiums, fieldhouses, flexi-halls, etc.) have the adaptability to evolve over time with trends. • Developing these spaces is becoming increasingly preferred / prioritized over purpose built spaces.
Changerooms	• Evolving societal demands and expectations for changerooms, especially pertaining to aquatics facilities (e.g. demand for more family changerooms and larger, more comfortable change areas and amenities). • Many public recreation and community centre facilities are struggling with providing washroom equity and access for vulnerable individuals with patron concerns over safety.
Integration between indoor and outdoor facilities and amenities	• Scarce land supply and operational efficiencies are continuing to drive this trend.

5.0 Summary of Key Research and Engagement Findings



The following table summarizes key findings from the research and engagement presented in Sections 2 – 4 of this study document. These key findings identify important considerations for future recreation service provision in the region and inform the future approaches and recommendations outlined in Section 6.

Key Finding	Potential Impacts on Regional Recreation
Recreation activity preferences and demands are as diverse and unique as the communities within the SRD.	• Recreation services in the SRD need to balance local community needs with avoiding duplication. • The built and natural environments of communities and areas across the SRD both influence recreation preferences. Service provision needs to leverage existing and available resources.
Residents and stakeholders are generally supportive of increased levels of regional collaboration.	• Collaboration and partnerships may be necessary in some instances to sustain recreation service delivery, while in other cases it can help optimize what already works relatively well. • Members of the public and stakeholders generally recognize that sustaining existing facilities and / or building new ones will be challenging for a single jurisdiction to undertake on their own. • Creating “buy-in” is likely to be an ongoing process that needs to demonstrate benefits.
Recreation infrastructure is aging and will require re-investment.	• Major facilities such as the Strathcona Garden and Sportsplex will continue to require significant levels of re-investment. • The existence of pools in smaller communities like Tahsis and Gold River is unique. While these facilities are highly valued, the cost of sustaining infrastructure, finding lifeguards, and overall operations will be challenging. • Communities across the region have varying levels of asset management practices and understanding of asset condition. Access to more comprehensive and complete data on asset condition and lifespan will be important to inform decision making and funding.
Many residents access recreation facilities and programs across jurisdictional boundaries.	• It will be important for service providers in the SRD to continue exploring innovative ways to create a more cohesive system, reduce barriers, and avoid duplication. • Residents have increasing expectations for programming and facility quality.
Recreation can be a key community development mechanism.	• Residents and stakeholders believe that recreation can build community and help realize a host of social and economic benefits. • Increased cross-sectoral collaborations present an opportunity to further capitalize on natural synergies between recreation, public health and education (amongst other).
There is not a single regional funding “best practice” approach in BC.	• Determining how to fund recreation as a service area challenges most regional districts in the province. In recent years many regional districts have re-visited their funding models and partnerships – often driven by the need to replace or undertake significant investment in aging infrastructure. • Regional funding discussions are best undertaken when all involved recognize that “benefit” extends beyond just simply who uses the facility and considers how recreation facilities can contribute to regional vibrancy and the ability to attract and retain residents.

6.0 Potential Future Approaches & Considerations



6.1. The Benefits and Rationale for Increased Regional Collaboration

The findings of this study support that increased levels of regional collaboration should be pursued. The notion of regional collaboration has high levels of public and stakeholder support as well as the opportunity to provide wide ranging benefits, including:

- The opportunity to create efficiencies and make the best use of available resources;
- The opportunity to share successes and expertise; and
- Maximizing overall recreation participation and the wide-ranging benefits accrued from getting more people, more active.

In addition to the benefits of collaborating, working together may be a necessity given the increasing costs and complexities of providing services. Recreation facilities are becoming more expensive to construct and operate, resulting in the need for multiple jurisdictions to leverage available funding to sustain service levels within a region.

Regional funding and service delivery partnership in B.C and across Canada are usually formed as a result of the following two common circumstances:

1. Residents in multiple jurisdictions generally agree that an amenity is too important and beneficial for their community to not have access to either locally or within a reasonable drive; and
2. A single jurisdiction is challenged or unable to sustainably fund the provision of the amenity on their own (operating and / or capital).

Pools and regional parks are two major amenity types that are commonly part of regional funding partnerships due to the above noted reasons.



Aquatics Provision on North-Central Vancouver Island

As alluded to on the previous page, indoor aquatics facilities are a common amenity type provided through a regional funding partnership. The table below provides an overview of aquatics facility funding models along the north-central areas of Vancouver Island. As reflected by the table, the majority of aquatics facilities receive funding support from multiple jurisdictions.

Facility	Regional Funding Partners
Ravensong Aquatics Centre (located in Qualicum Beach)	Operated by the Regional District of Nanaimo and funded by residents within the City of Parksville, Town of Qualicum Beach, and RDN Electoral Areas E, F,G, and H.
City of Nanaimo Indoor Pools (Nanaimo Aquatics Centre and Beban Park)	Operated by the City of Nanaimo and funded by residents within the City, District of Lantzville, and RDN Electoral Areas A, B, and C.
Comox Valley Regional District Indoor Pools (Sports Centre and Aquatics Centre)	Operated by the CVRD through the Comox Valley Recreation Complexes Service that includes the City of Courtenay, Town of Comox, Village of Cumberland, and CVRD Electoral Areas A, B, and C (not including Denman and Hornby Islands).
Echo Aquatic Centre (located in Port Alberni)	Operated by the City of Port Alberni and funded by residents within the City and ACRD Electoral Areas D, E and F.
Cowichan Aquatic Centre (Duncan)	Operated by the Municipality of North Cowichan and historically funded by residents within the City of Duncan, Municipality of North Cowichan, Town of Lake Cowichan, and CVRD Electoral Areas A, B, C, E, F, and I. *See note after table.
Frank Jameson Community Centre (Ladysmith)	Operated by the Town of Ladysmith and historically funded by residents within the Town and CVRD Electoral Area G and H. *See note after table.
<i>Strathcona Gardens (Campbell River)</i>	<i>Operated by the Strathcona Regional District and funded by residents within the City of Campbell River and SRD Electoral Area D.</i>
<i>Anne Fiddick Aquatics Centre (Gold River)</i>	<i>Operated and solely funded by the Village of Gold River.</i>
<i>Tahsis Recreation Centre (Tahsis)</i>	<i>Operated and solely funded by the Village of Tahsis.</i>
<i>Kelsey Recreation Centre (Sayward)</i>	<i>Operated and solely funded by the Village of Sayward</i>

*The Cowichan Valley Regional District has recently approved a new Bylaw 4438 that will shift funding completely towards a new usage-based model in which every jurisdiction within the CVRD will pay based on actual resident use. The new approach is being phased on over 3 years.

Key Finding:

Most aquatics facilities of a similar size to Strathcona Gardens along the north-central areas of Vancouver Island have a more comprehensive regional funding model than what is currently in place for Strathcona Gardens. This includes regional funding contributions to pools located in service centres with a population that is similar or larger to Campbell River (Courtenay / Comox, Nanaimo, Duncan / North Cowichan). There are very few communities with aquatics facilities as small in municipal population as Gold River and Tahsis from which to compare.



Identifying Regional Assets

Similar to the aquatics context, regional parks are often designated as such when deemed highly important to residents across multiple jurisdictions and the resources of a single jurisdiction cannot effectively manage and/or fund the park asset. The following table reflects an approach used by the Regional District of Okanagan Similkameen¹ to classify regional vs local parks. **While parks were out of scope and not a focus area of this study, many of these same characteristics could be applied when determining whether an amenity is regional / sub-regional in nature.**

Characteristics	Regional Park	Local Park
Visitor Experience	• Nature-based outdoor recreation – mostly unstructured and spontaneous • Connection to and appreciation of nature • Interpretation	• Spontaneous, structured & active outdoor recreation • Structured sport • Community gathering • Water play • Interpretation
Regional Uniqueness / Significance	• Regionally unique recreation opportunity and / or conservation value. • Regionally unique / important area for Indigenous peoples	• Locally important recreation opportunity.
Conservation Importance	• Protects regionally significant ecological, Indigenous and / or cultural areas and / or features.	• Limited regional conservation value. Local conservation value or education on wildlife, ecosystems, or ecosystem processes. • May protect locally significant cultural area or feature.
Typical Visitation	• Electoral Area residents, regional residents, and visitors from abroad.	• Electoral Area residents. • Limited or no visitation from beyond the Electoral Area
Beneficiaries	• For the benefit of the region as-a-whole (residents of electoral areas and municipalities).	• For the benefit of electoral area residents.
Typical Size	• Variable, but typically much larger than local parks.	• Variable, but typically much smaller than regional parks.
Requisition	• Funded through region-wide requisition (electoral area and municipal).	• Funded through Electoral Area requisition.

¹ Regional District of Okanagan Similkameen Parks, Trails, and Recreation 10-year Game Plan

Other Examples of Regional and Multi-Jurisdictional Funding

While pools and regional parks reflect the two most commonly funded regional amenities, there are numerous examples of other recreation and sport amenities on Vancouver Island for which inter-jurisdictional funding agreements have been developed. The following table identifies some selected examples.

Amenity Type	Examples of Regional Funding
Sports fields	- The City of Courtenay, Town of Comox, and Comox Valley Regional District partner to fund sports fields projects and operations. 21 sports fields in the designated Southern Recreation Area within the City and Regional District of Nanaimo are funded by residents from the City, District of Lantzville, and Electoral Areas A, B, and C. - Sports fields within the RDN's District 69 Recreation Services Area are funded by residents from the City of Parksville, Town of Qualicum Beach, and Electoral Areas E, F, G, and H.
Arenas	- The Oceanside Place Arenas in Parksville (RDN operated) are funded by residents from the City of Parksville, Town of Qualicum Beach, and Electoral Areas E, F, G, and H as part of the District 69 Recreation Services Area. - City of Nanaimo Arenas are funded by residents from the City, District of Lantzville, and Electoral Areas A, B, and C. - A number of arenas within the Cowichan Valley Regional District (Cowichan Lake Sports Arena, Fuller Lake Arena, and Kerry Park Recreation Centre) are regionally funded <i>*See note after table.</i>
Community centres and complexes (e.g. with fitness, dry-floor program space, etc.)	- The Cowichan Valley Regional District has identified 9 "regionally significant facilities" that are funded regionally as per the new Bylaw 4438. Amenities within these facilities include aquatics, arenas, community centres, fitness rooms, arts and cultural amenities, and multi-purpose program spaces. <i>*See note after table.</i> - The Comox Valley Regional District has established the Comox Valley Recreation Complexes Service that oversees arena, swimming pools, and the curling centre (funded by residents from City of Courtenay, Town of Comox, Village of Cumberland, and CVRD Electoral Areas A, B, and C (not including Denman and Hornby Islands).

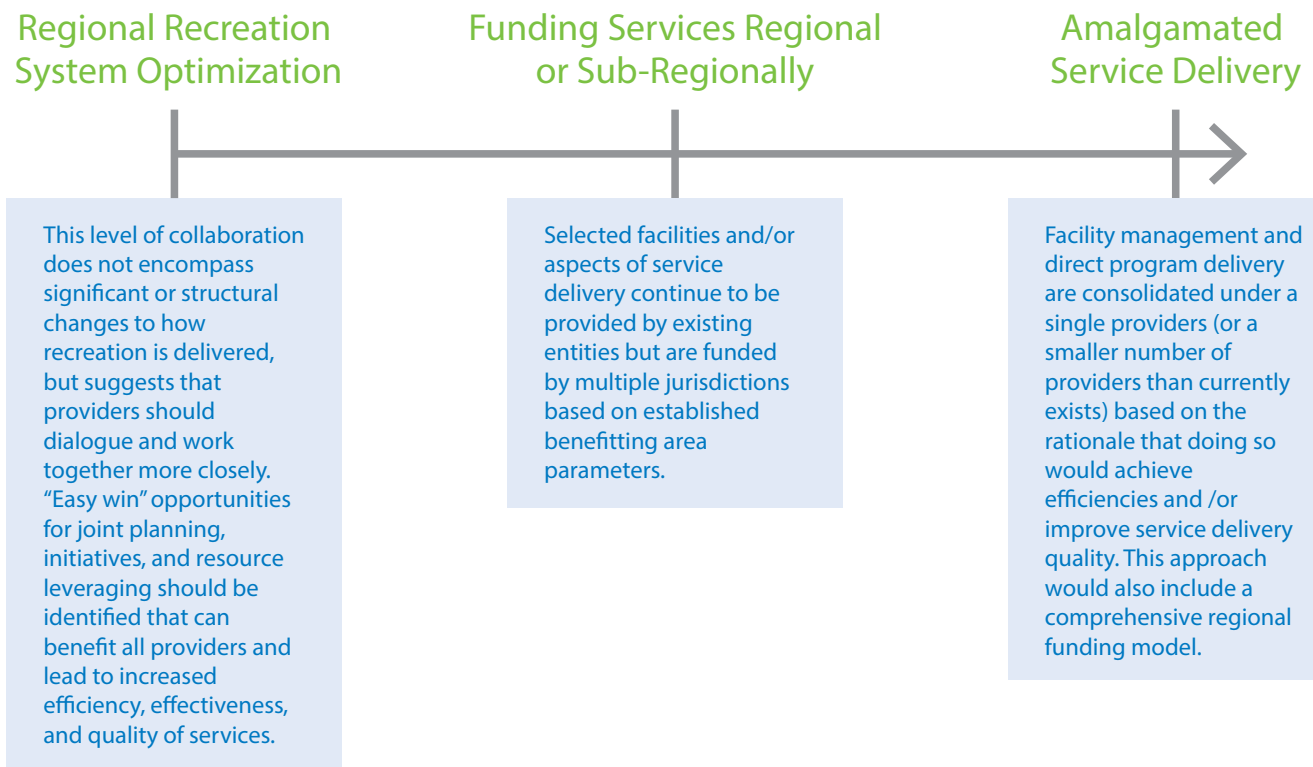
**The Cowichan Valley Regional District has recently approved a new Bylaw 4438 that will shift funding completely towards a new usage-based model in which every jurisdiction within the CVRD will pay based on actual resident use. Their approach is being phased on over 3 years.*

Key Finding:

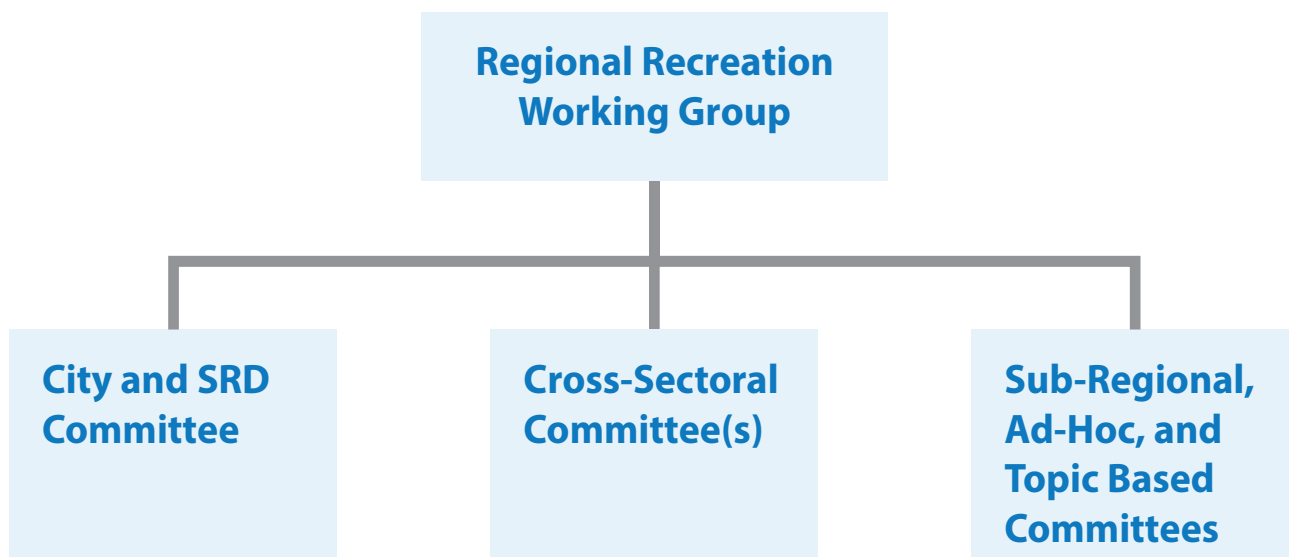
In most situations, when amenities like arenas and community centres / complexes are regionally funded it is part of a comprehensive regional recreation service that is inclusive of multiple amenities and program delivery.

6.2. Potential Levels of Collaboration

When considering increased levels of regional collaboration to deliver recreation services, three overarching approaches exist as illustrated by the continuum graphic. The provision of regional recreation could advance along the continuum over time or stay fixed within one of these approaches.



It is strongly recommended that jurisdictions within the SRD work together to achieve **Regional Recreation System Optimization**. Outlined as follows is a recommended structure that can help create a more collaborative system of recreation service provision that benefits all providers and ultimately enhances the opportunities available for residents.



The **Regional Recreation Working Group** should consist of the SRD and all municipalities in the region. First Nations communities should additionally be invited to formally join the working group and all committees. The working group should be structured to provide a platform for ongoing dialogue on region-wide recreation topics, issues, opportunities. As importantly, the existence of this group will enable increased networking and lead to a better understanding of recreation across the region. Agendas for quarterly meetings can be fluid and evolve as needed, however committee reports should be embedded as regular agenda items to ensure all working group members are kept up to date on ongoing initiatives across the region. The working group should additionally be tasked with identifying potential sub-regional / ad-hoc / topic-based committees and cross-sectoral committees (as well as when committee can be retired or evolve to meet other needs).

The City and SRD committee will enable collaborative discussions around a number of key topics and opportunities specific to the Campbell River area. The following table identifies recommended initiatives that this committee should focus on over the next 1 – 5 years.

Recommended Initiatives	Potential Benefits	Key Implementation Steps and Actions
Making recreation programming more accessible and convenient.	• Increased convenience (reduced barriers) for residents in the Campbell River area can help increase participation levels and facility utilization. • Reflects a positive commitment to a more customer focused approach.	• Implement a “one pass” system that enables access to all facilities and drop-in programming in the Campbell River area. • Consider developing a single recreation opportunities website and/or mobile app.
Collaborative staff and volunteer training.	• Leverages available resources. • Reduces redundancy (e.g. for specialized skill sets).	• Identify functional areas where joint staff and volunteer training should occur.
Marketing and promotions.	• Creates consistent messaging; reflecting the reality that some residents don't know (and may not need to know) whether recreation services are SRD or City provided. • Leverages available resources.	• Ensure City and SRD marketing and communication staff collaborate. • Consider shifting towards a joint recreation brand and/or messaging. • Consider developing a single recreation opportunities website and/or mobile app (as previously identified under the first initiative).
Consistency in key aspects of operations.	• Aligning some procedures and policies can create increased convenience for users. • Opportunities for operational efficiencies. • Over time, will provide better and more consistent data that can inform programming and other capital decision making.	• Through the committee, identify opportunities for alignment (e.g. rates and fees, allocations, etc.). • Work towards aligning data collection and management systems.

Sub-regional, ad-hoc, and topic-based committees should be identified and formed as needed through the overall Regional Recreation Working Group to provide a mechanism for dialogue and collaboration on key issues and opportunities. Participation in these committees will be voluntary with the respective communities being able to determine if the committee is applicable to them or not. The following table identifies examples of potential committee that could be considered over the next five years.

Potential Committee	Role / Purpose
Specific facility / service area topics	Formed to identify options and potential solutions for specifically identified situations that require input from multiple jurisdictions (e.g. an existing regional or sub-regional facility in need of significant capital reinvestment, funding discussions, etc.).
Opportunities exploration	- Committees formed around potential opportunities exploration (e.g. sport and recreation tourism, alignment with other regional initiatives, etc.). - These committees can explore potential collaborations, share ideas, discuss experiences, etc.
Opportunities and best practices alignment	- These committees can explore potential ways to align certain practices (e.g. facility assessments, program data and trends tracking, etc.). - Committees could also be formed to look at best practices and potential approaches for emerging topics in recreation (e.g. growth of pickleball, best practices to ensure accessibility and inclusion across the region, etc.).

Cross-sectoral committees present a significant opportunity to create logical and mutually beneficial connections between recreation services and other sectors. These committees can help explore potential synergies, initiatives, and partnerships. Identified below are sectors that should be considered for cross-sectoral committees.

Potential Committee	Role / Purpose
Public health	- Opportunity to explore initiatives and programs (and associated funding opportunities) that achieve both public health and recreation mandates. - Creates a structure for ongoing dialogue and collaboration.
School system	- Structure to explore the most effective ways to optimize community use of school facilities and school use of community facilities (e.g. joint use agreements). - Structure for regularly communication and collaborating on mutually beneficial initiatives (e.g. encouraging youth activity, facility projects, etc.).
Business community	- Identify opportunities to use recreation, sports, and culture to attract non-local visitation and spending. - Engage the business community in recreation and related topics, issues, and opportunities.
Social services	- Identify opportunities and mechanisms to increase recreation access, equity and inclusion. - Identify potential initiatives and programs that can achieve both social service and recreation mandates. - Provides a mechanism for increased insights into the needs of equity deserving and potentially underserved segments of the community or region.

As a next step, it is recommended that the Regional Recreation Working Group further explore potential committee opportunities with these identified sectors.

6.3. Regional Recreation Funding Considerations & Options

If more comprehensive regional funding is to be considered in the SRD, three critical elements need to be determined:

- 1. What constitutes a regional facility?
- 2. Who should fund it?
- 3. How should it be funded?

An ideal process would see these three questions being answered sequentially. This sub-section of the study outlines some parameters for consideration to help advance future discussions.

Identifying Sub-Regional Facilities

The adjacent provides a starting point, or classification hierarchy, for recreation facilities. Based on the geographically vast and unique context of the Strathcona Regional District, **it is reasonable to state that there are no fully regional facilities** that should be funded by all ratepayers within the SRD. **There are however a few facilities within the SRD that could qualify as a sub-regional facilities** and therefore potentially warrant consideration for ongoing regional funding.

Facility Classification	Description and Potential Funding Parameters
Regional	These facilities provide a benefit to all residents in the SRD and are therefore appropriate to receive funding from all jurisdictions.
Sub-Regional	These facilities provide a benefit to residents in two or more jurisdictions within the SRD and should therefore be funded by those specific jurisdictions within the region.
Local	These facilities benefit residents in a single jurisdiction and are not candidates for regional funding.

To provide an initial basis for further analysis, facilities with an indoor pool plus at least one other indoor programming space were identified as warranting consideration as a sub-regional facility. Four facilities within the SRD currently meet this initial screening criteria:

- Anne Fiddick Aquatics Centre (Gold River)
- Kelsey Recreation Centre (Sayward)
- Strathcona Gardens (Campbell River)
- Tahsis Recreation Centre (Tahsis)

Why were facilities with a pool plus at least one other indoor program space used as an initial basis for identifying potential sub-regional facilities?

Indoor pools represent an amenity with both a high resident value and significant cost structure to provide which is often beyond the means of a single jurisdiction. Other non-aquatics program spaces that are either directly attached or co-located on the same site as an aquatics facility furthermore help create a package or hub of recreation opportunity. While these non-aquatics program spaces may also exist at facilities deemed as being “local” and may not necessarily be regionally servicing amenities themselves, it is recommended that they remain included within the funding model for the identified sub-regional facility as it is impractical (and often inaccurate) to separate out costs solely for the pool and does not reflect the context of how users engage with the different spaces.

Important Considerations When Determining Funding (Benefitting) Areas

A key step to enacting a multi-jurisdictional funding model for recreation services requires partners for the potential service to establish funding area parameters (sometimes referred to as benefitting area parameters to reflect that there is a correlation between benefit and contributions).

There is no standardized or legislated approach to determining which areas should be included within a recreation service funding area. The determination of a regional funding area is highly contextual based on geography and a host of other dynamics. Electoral Areas within regional districts are diverse and often include those that are remote as well as those located adjacent to urban centres (effectively suburbs of a city). Commuting distance (e.g. 30 or 45 minute drive) is sometimes used as a proxy for attempting to determine whether residents are close enough to a potential regional or sub-regional facility to justify paying for those services. While this is a reasonable factor, access for direct usage should not be the only consideration applied. Funding areas should be evaluated as benefitting areas based on both the direct and indirect benefits of recreation.

- **Direct benefit:** accrued through direct use of the facility (e.g. me or my family are healthier and happy because we regularly use the facility or service).
- **Indirect benefit:** accrued to all regardless of use (e.g. lower rates of crime, higher property values, access to professionals like doctors, economic benefits, etc. all exist because of the facility or service).

It is recognized that determining a “benefitting area” using indirect benefit considerations is more challenging than solely using direct benefits (which can be measured and quantified through usage survey and/or admissions data) and requires a philosophical buy-in on behalf of elected officials and residents. This philosophical buy-in to the broad-based benefits of recreation and related services occurs at the local level in most community and rationalizes why most community’s subsidy amenities and programming. Regional funding partnerships simply extend this rationale across a wider geographic area.

Summary of Key Benefiting Area Considerations:

When determining a potential regional funding (benefitting) area, the following core concepts need to be understood and accepted by all jurisdictional representatives:

- Recreation facilities and services provide important indirect benefits that cannot be simply measured by usage. Metrics like resident use and drive time should be balanced by available data and engagement on resident's perceived value of a facility, available indicators on public health that may be attributed to the facility or programming, property value impact, and engagement with individuals that relocate to a region in order to better understand their key decision making factors (e.g. the extent to which major recreation facilities or services were a factor).
- Across any regional facility or service partnership, some jurisdictions will benefit more than others (e.g. have higher levels of resident use or service levels) and it is practically impossible to formulate a model which is completely equal.



Recreation Services on Smaller Island Communities

A unique characteristic of many jurisdictions along the south coast and, in particular, those on Vancouver Island are the handful of small island communities located in relatively close proximity to larger service centres with BC Ferries service. The table below provides an overview of recreation provision on several of the more populated islands along the east coast of Vancouver Island.

Island Community	Population (2021 Statistics Canada)	Recreation Service Delivery Situation
Salt Spring Island	11,635	- Residents fund their own service (Salt Spring Island Parks, Arts Recreation & Culture) that includes a community centre and pool. Operations of the service managed by the Capital Regional District through a services agreement. - Do not fund recreation services in other jurisdictions but are part of a broader CRD regional parks system.
Pender Island	2,467	- Residents fund limited recreation services and grants through the Parks and Recreation Commission (overseen by the Capital Regional District). - Do not fund any recreation services in other jurisdictions but are part of a broader CRD regional parks system.
Gabriola Island	4,500	- Residents fund recreation services provided by the Gabriola Recreation Society (funding administered by the Regional District of Nanaimo). - Parks services encompass all of Electoral Area B (Gabriola, Mudge and DeCourcy Islands). - Do not fund any recreation services in other jurisdictions (e.g. Nanaimo).
Denman Island	1,391	- Residents fund recreation grants through taxes collected and a grant program administer by the Comox Valley Regional District. - Do not fund any recreation services in other jurisdictions (e.g. Courtenay or Comox).
Hornby Island	1,225	Residents fund recreation grants through taxes collected and a grant program administer by the Comox Valley Regional District (e.g. Courtenay or Comox).
Quadra Island	2,472	- Resident fund recreation services provided by the Quadra Island Recreation Society. - Do not fund any recreation services in other jurisdictions (e.g. Campbell River).

Identifying Potential Funding (Benefitting) Areas For Sub-Regional Facilities in the SRD

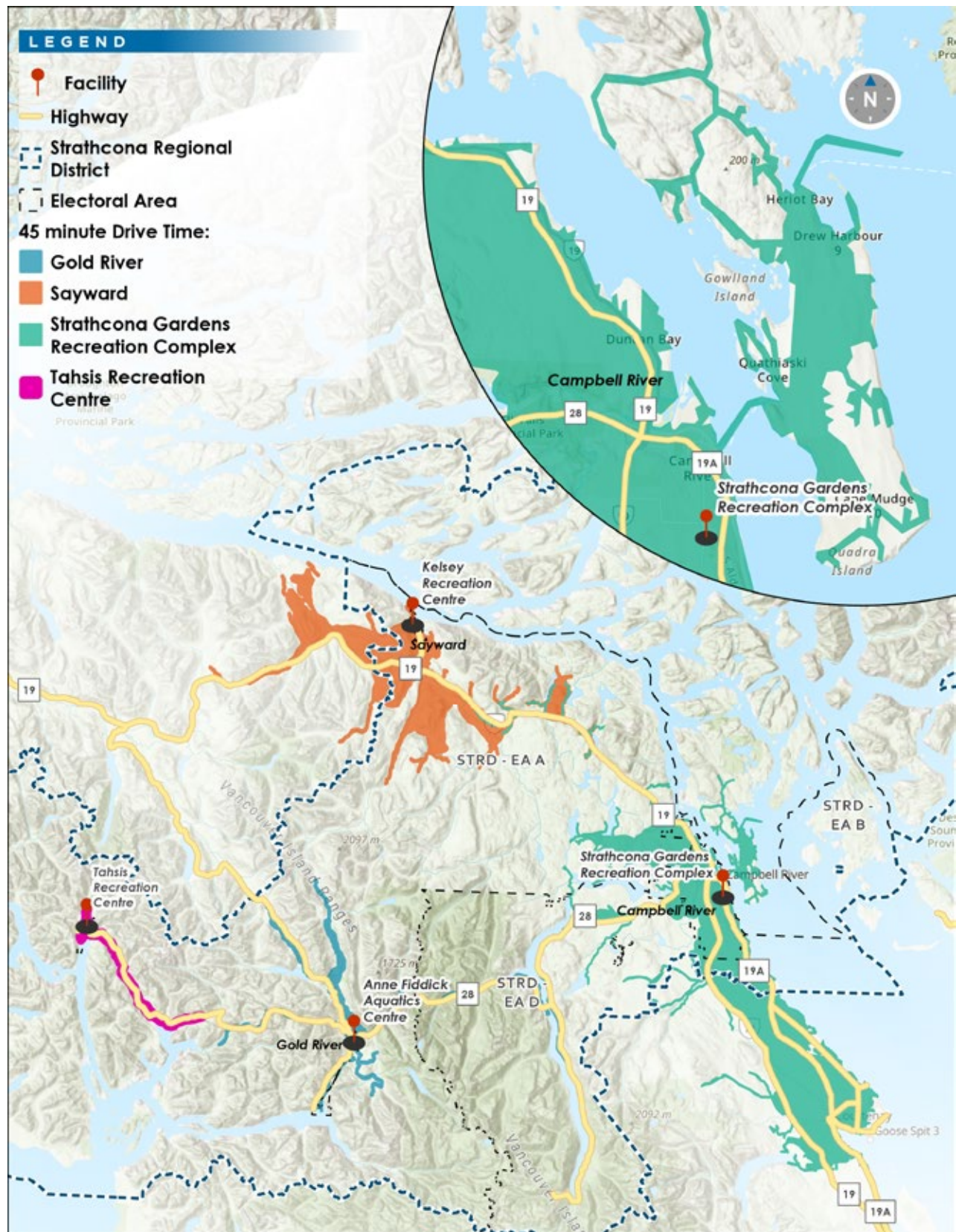
High level GIS based analysis² was conducted to identify jurisdictions with more than 50% of residents living within a 45-minute drive of the four sub-regional candidate facilities. It is important to reiterate that there is not a standard used across B.C. used to define reasonable drive time access nor sufficient level of benefit to a jurisdiction. This evaluation metric simply represents a logical, initial way of screening the potential sub-regional facilities. As reflected in the table, the Kelsey Recreation Centre (Sayward) and Strathcona Garden (Campbell River) are suggested as warranting further consideration for sub-regional funding.

Facility	Suggested for Further Sub-Regional Funding Consideration?	Rationale
Anne Fiddick Aquatics Centre (Gold River)	No	• Only 17% of EA A and 5% of EA D residents live within a 45-minute drive of the facility.
Kelsey Recreation Centre (Sayward)	Yes	• 56% of EA A residents live within a 45-minute drive of the facility.
Strathcona Gardens (Campbell River)	Yes	• 30% of EA A, 100% EA C*, and 100% of EA D residents live within a 45-minute drive of the facility.
Tahsis Recreation Centre (Tahsis)	No	• Only 3% of EA A residents live within a 45-minute drive of the facility.

*The analysis for Electoral Area C is not able to distinguish between residents living on Quadra Island and other islands and inlets within this vast and remote geographic jurisdiction. The total population of Electoral Area C was counted at 2,662 by the last Statistics Canada Census (2021) and various sources estimate the permanent resident population of Quadra Island at between 2,400 – 2,600 residents (reflecting that the vast majority of individuals included within the analysis are Quadra Island residents).

2 Analysis conducted using Statistics Canada Census data available through Esri Business Analyst.

45-Minute Catchment Areas for Potential Sub-Regional Facilities



Funding Mechanisms

Three general methods exist for apportioning funding across jurisdictions that participate in a sub-regional recreation service or facility partnership. The following table provides an overview of these methods and examples of where they are applied. In several situations across B.C., a combination or hybrid of these approaches are used. **As previously noted, an ideal process would result in discussions on specific funding mechanisms occurring after clarity exists on facilities that are to be included within the funding model and the determination of funding (benefitting areas) based on accepted rationale around the direct and indirect benefits of recreation at a regional level.**

Methods	Description	Examples
Taxation	Two sub-options exist within this approach: - Property tax assessment - Parcel tax (levying the same amount on each parcel or establishing thresholds based on a parcel value range).	- The Comox Valley Regional District and Regional District of Central Kootenay use property tax assessment as a basis for funding for facilities operated by the respective regional district. - The North Peace Leisure Pool is funded by the City of Fort St. John and Electoral Areas B and C using property tax assessment. The Strathcona Gardens is funded by City and Electoral Area D residents based on assessment.
Population Distribution	The proportion that the jurisdictions (municipalities and electoral areas) population accounts for as a total of the benefitting area population is used to determine funding responsibility (e.g. if Electoral Area 'X' has 25% of the benefitting areas population, 25% of the funding responsibility is apportioned to that electoral area).	- No known examples exist of this approach being used solely to determine funding responsibility. - The Peninsula Recreation Commission (Sidney, North Saanich and Central Saanich) use population distribution as part of their funding model. - The Regional District of Nanaimo uses population distribution as part of the funding model for some facilities.
Resident Use	Funding responsibility is determined based on determining actual resident use of the facility or services.	- The Cowichan Valley Regional District has used this approach with other funding methods for a number of years. In October 2022 the funding bylaw was amended and usage will be phased in as the sole method for apportioning funding responsibility across the various jurisdictions. - The Regional District of Nanaimo uses utilization as part of the funding model for some facilities. - The City and District of North Vancouver apportion funding responsibility for operating based on an annual accounting of utilization. <i>*In the CVRD and RDN usage is determined by conducting a statistically representative survey of facility users every ~5 years.</i>

The following table further expands on the potential advantages and disadvantages of the three potential funding approaches.

Approach	Advantages	Disadvantages
Taxation	- In theory, assessment aligns ability to pay with contribution to the service (using assessment value as a proxy for ability to pay). The alternate taxation approach to assessment, parcel tax, more evenly distributes responsibility but still captures residents with multiple properties. - Recognizes that recreation service levels have a positive impact on property values.	Contrasting the identified advantage, tax assessment places a higher level of funding responsibility on ratepayers with higher value properties which some may view as disproportionate relative to their use or benefit from the service.
Population Distribution	- Easy to administer (Statistics Canada Census data provides a validated source that is updated every 5 years) - Easy to communicate and explain.	Does not take into account factors like capacity to pay and assumes benefit is equitable across all jurisdictions within the funding area.
Resident Use	Creating alignment between use and funding is seen as a logical approach by some.	- Challenging and costly to accurately measure, especially for facilities with dynamic types of both individual and organized group based activities (e.g. pools). - Does not reflect that the benefit of an amenity or service to a jurisdiction can be indirect and accrued beyond simply direct resident use (e.g. ability to attract and retain needed skill sets, community vibrancy, increased property values, etc.).

6.3. Conclusions and Next Step Considerations

This section of the study provides a resource to help guide subsequent discussions and decision making on regional recreation funding in the SRD. As discussed throughout this section, there are no definitive guidelines for establishing sub-regional recreation funding areas and models. Establishing a successful and sustainable sub-regional recreation funding model requires conceptual buy-in to the direct and indirect benefits of recreation and an acknowledgement that a single jurisdiction is challenged with sustainably operating some amenity types that generate a significant benefit to a broader geographic area beyond their own boundaries.

Most regions and sub-regions along north-central Vancouver Island have established funding partnerships. **In fact, it can be accurately stated that the Strathcona Regional District is an outlier in terms of funding partnerships for recreation facilities** (5 of the 7 regional districts on Vancouver Island have regional funding partnerships that encompass 3 or more jurisdictions).

Two potential facilities have been identified as warranting potential sub-regional funding based on the criteria presented in this section.

- **Strathcona Gardens** with the City of Campbell River and Electoral Areas C and D considered as potential contributors.
- **Kelsey Recreation Centre** with the Village of Sayward and Electoral Area A considered as potential contributors.



As a next step, administration and elected officials will need to further evaluate whether regional funding is palatable to ratepayers and communicate the benefits of potential regional funding partnerships for recreation. Provided as follows are several additional considerations related to future discussions on sub-regional funding.

- **While there are no known precedents for smaller island communities funding recreation facilities in adjacent urban centres on Vancouver Island, there is reasonable rationale to support that Quadra Island residents benefit from and access an array of services and opportunities in the urban centres that they can access via public ferry services, including recreation.** Data from BC Ferries reflects that from 2018 to 2020 (pre-COVID-19 pandemic) Route 23 (Quadra Island to Campbell River) facilitated between 6,260 - 6,269 trips and 867,406 – 871,056 trips annually reflecting the high volume of commuting between Quadra Island and Campbell River for work and other services. While usage should not be the sole basis for assessing benefit (as discussed throughout this document), better understanding Quadra Island resident utilization of the Strathcona Gardens and the broader indirect benefits of the facility to EA C residents can help inform future decision making.
- **A reasonable counterargument to establishing a sub-regional funding model for recreation is that residents in adjacent jurisdictions were not originally involved in the decision to build major facilities and incur the long-term legacy impacts and responsibilities of the facility.** This argument is especially valid in smaller communities that offer an amenity type not typically found in similarly sized communities. Further exploration of sub-regional funding in the SRD needs to consider this perspective and potentially evaluate / define what a reasonable level of facility service is in a community.
- **Future discussions on regional recreation funding may be prudent to also consider establishing a regional parks service.** Similar rationale to funding partnerships for major indoor amenity types exists for parks that benefit residents in multiple jurisdictions. Additional exploration is needed to evaluate whether the parks and trails inventory context fits a change in current practice.

Regardless of whether the SRD and its partners move forward with a sub-regional funding approach for recreation, the Regional Recreation System Optimization recommendations contained in Section 6.2 should be advanced. Increasing dialogue, identifying “easy win” opportunities to share knowledge and resources, and collaborating on planning will benefit the provision of recreation at all levels and ultimately lead to more effective and efficient service delivery.

Appendices



Appendix A: Trends and Leading Practices References

British Columbia Recreation and Parks Association (BCRPA)

Relevance: BCRPA offers a wealth of resources and supports to recreation providers within the province and fulfills an important advocacy role for the sector, ensuring that the broad based benefits of investment in recreation infrastructure is well understood by decision makers in all levels of government. Resources available through BCRPA helps identify trends and leading practices for the delivery of recreation services.

URL: www.bcrpa.bc.ca

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Relevance: The Framework is essentially a Master Plan for the recreation sector in Canada and includes a renewed definition for recreation, a Vision, Mission, Values, Principles of Operation and five Goal areas (Active Living, Inclusion and Access, Connecting People and Nature, Supportive Environment and Recreation Capacity). Aligning with the Framework at the local level reflects a commitment to best practice and the broader objectives of the recreation sector across Canada. Development of the Framework also included significant research and engagement, providing data points that gives key insights into how Canadians view and value recreation and related opportunities.

URL: www.crpra.ca

Sport for Life and Long-Term Development

Relevance: Sport for Life is a leader in advancing physical literacy and lifelong activity participation. The Long Term Development (LTD) framework consists of eight stages focused on ensuring basic skill development that can foster success (measured as lifelong physical activity for all and, for some individuals, success at advanced levels of sport). All National Sport Organizations in Canada are required to have an LTD plan.

URL: www.sportforlife.ca

The Bench – The Canadian Parks and Recreation Association's Online Resource

Relevance: The Bench provides the recreation sector with an online platform to learn and grow. The platform includes a resource library and discussion groups and has quickly become a key place to obtain information and supports on various initiatives and emerging topics.

URL: www.thebenchcpra.ca

Provincial and National Sport Organization website

Relevance: Most Provincial Sport Organizations (PSO's) and their governing bodies, National Sport Organizations (NSO's), provide varying levels of annual reports and data on sport participation. In British Columbia, viaSport, oversee most PSO's.

Statistics Canada

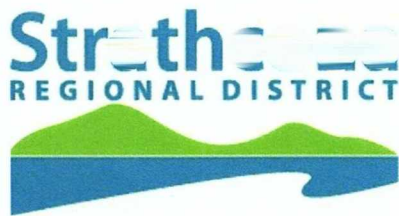
Relevance: Statistics Canada captures participation data in sports, recreation and physical activity through its Census program. This data is available publicly and used by a myriad of academic and non-academic organizations to identify trends and changes in active living participation and other related data points (e.g. volunteerism).

URL: <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2019039-eng.htm>









STAFF REPORT

DATE: April 19, 2021

FILE: 0550-04 Board

TO: Chair and Directors,
Regional Board

FROM: Dave Leitch
Chief Administrative Officer

RE: RECREATION SERVICE FEASIBILITY STUDY

PURPOSE/PROBLEM

To consider undertaking a feasibility study to examine potential synergies between recreation services and programs delivered by the Strathcona Regional District and member municipalities.

EXECUTIVE SUMMARY

The attached report was reviewed at the April 14, 2021 meeting of the Strathcona Gardens Commission at which time the following resolution was passed:

Evans/Grunerud: SGC 51/21

THAT the Committee recommend a feasibility study be completed to explore regional recreation service synergies throughout the Strathcona Regional District.

The Board has established a regional feasibility study reserve to fund initiatives that have potential regional implications and, in the event the Commission's resolution is supported by the Board, it is recommended that the study in question be funded from that source.

RECOMMENDATIONS

1. THAT the report from the Chief Administrative Officer be received.
2. THAT up to \$50,000 be authorized to be spent from the Regional Feasibility Study Reserve to fund a regional recreation services feasibility study.

Respectfully:



Dave Leitch
Chief Administrative Officer

Prepared by: T. Yates, Corporate Services Manager

Attachments: Copy of April 9, 2021 report to the Strathcona Gardens Commission



STAFF REPORT

DATE: April 9, 2021

FILE:

TO: Chair and Commissioners,
Strathcona Gardens Commission

FROM: David Leitch
Chief Administrative Officer

RE: Recreation Service Feasibility Study

PURPOSE/PROBLEM

To consider a feasibility study to examine potential synergies between recreation services and programs delivered by the Strathcona Regional District and member municipalities.

EXECUTIVE SUMMARY

The City of Campbell River and the Strathcona Regional District both deliver a suite of recreation services to residents. Operationally there may be opportunities to collaborate and determine synergies that exist between the services and programs delivered. Other member municipalities may also be interested in exploring opportunities to collaborate on recreation services.

A feasibility study by a third-party consultant would help to identify potential synergies and operational efficiencies. The Strathcona Regional District has the capacity to lead the project, working with a consultant and member municipalities to:

- complete an analysis of existing recreation services, assets, facilities and programs,
- review recreation trends and future needs,
- identify opportunities for regional collaboration in the delivery of recreation services,
- identify potential operational synergies (training, program software, purchasing etc.).

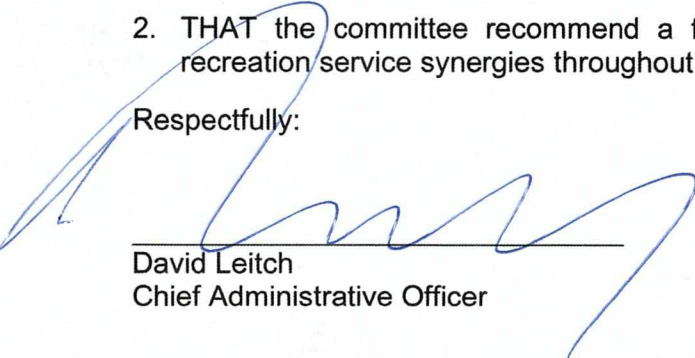
The scope of the project will be further refined through discussions with member municipalities and board approval.

If supported by the Regional Board this study is estimated to cost \$50,000 which could be funded through the Feasibility Studies budget.

RECOMMENDATIONS

1. THAT the report from the Chief Administrative Officer be received.
2. THAT the committee recommend a feasibility study be completed to explore regional recreation service synergies throughout the Strathcona Regional District.

Respectfully:



David Leitch
Chief Administrative Officer

HISTORY/BACKGROUND

At the August 20, 2020, City of Campbell River Council meeting, the following resolution was passed:

Cw20-0098 Babchuk/Evans

That City staff work directly with Strathcona Regional District Staff to explore synergies with public recreation services in Campbell River.

Strathcona Regional District staff have had informal discussions with the City of Campbell River staff and agree there may be opportunities to improve efficiencies and benefit from economies of scale. Previous conversations with other member municipalities have also indicated the desire to pursue potential partnerships for recreation service delivery.

FINANCIAL CONSIDERATIONS

The funds required to complete the study are available within the Feasibility Studies budget.

INTERGOVERNMENTAL/REGIONAL IMPLICATIONS

The Strathcona Regional District has an opportunity to lead discussions which will help sustain and improve regional recreation service levels in a fiscally responsible manner. This project may also provide direction for the Strathcona Regional District to lend support to individual community recreation services.

Prepared by: Renée LaBoucane, Manager Strategic Initiatives



Comox Strathcona Waste Management – GHG Emissions Reduction Strategy

Comox Strathcona Waste
Management
Board Meeting Presentation
October 31, 2024

Project Background / Scope

- Develop greenhouse gas (GHG) emissions reduction strategy
- Determine ways of reducing GHG emissions from CSWM operations
- Part 1 – establish 2022 baseline of emissions
- Part 2 – develop short- and long-term reduction strategies
 - Landfills, transportation and facilities
- Part 3 – assess impacts of specific initiatives





Background – Part 1

- 2022 baseline GHG emissions for Scope 1, 2, and limited Scope 3 emissions for the Comox Strathcona Waste Management (CSWM)
- Landfill gas emissions
 - CVWMC and CRWMC landfills
 - Remote community landfills
- Transportation emissions
- Facility emissions
 - Operations
 - Off-road equipment & on-road vehicles.
 - Contracted operations of remote landfills



Scope 1, 2 and 3 Emissions

DIRECT EFFECTS		INDIRECT EFFECTS	
Scope 1		Scope 2	Scope 3
1. Landfilled waste 2. Flaring of CH₄ produced at the CVWMC landfill 3. Operation of a boiler at the Leachate Treatment Plant (LTP) 4. Operation of LTP 5. Operation of equipment at the CSWM sites 6. Transfer of garbage, organics, and recyclables between CSWM sites		1. Usage of sourced electricity	N/A

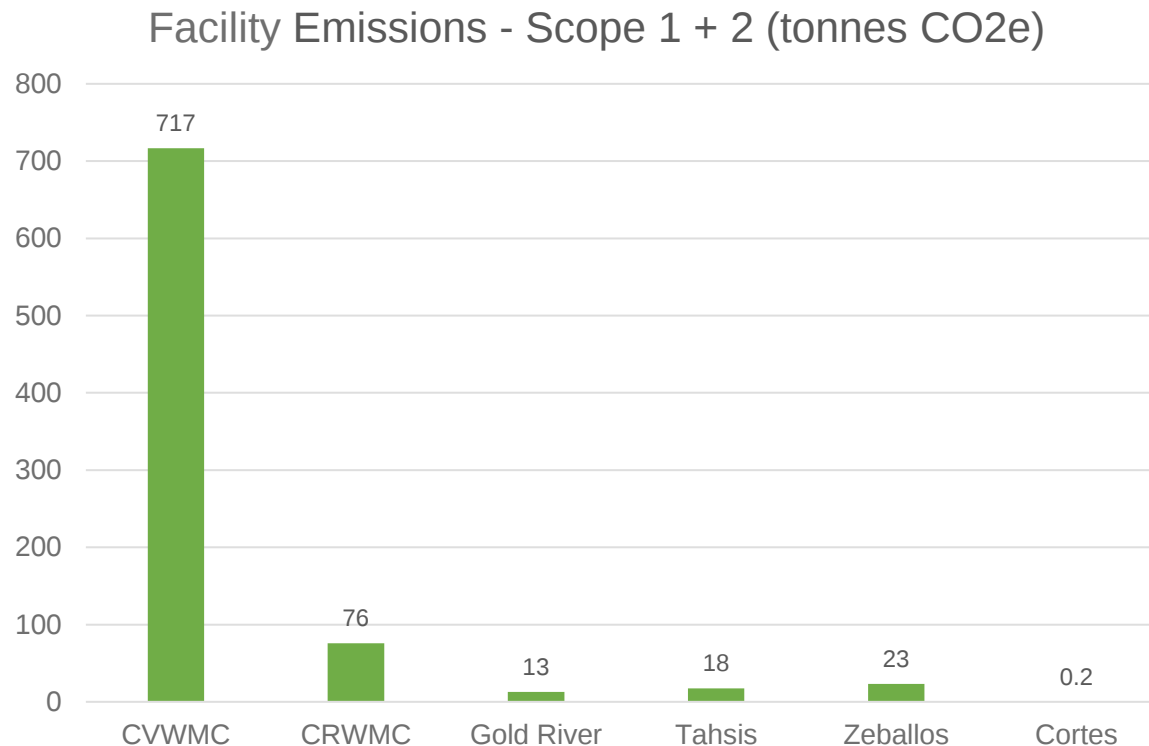
Scope 1, 2 and 3 Emissions – Methodology

- Methodology
 - ISO 14064-1 standards
 - Model boundaries – CSWM facilities and operations
 - GHG considered – CH₄, CO₂, N₂O
 - Emissions from 3 categories: facilities, transportation, landfills
- Data sources and assumptions
 - Landfill gas modelling approach
 - Transportation and equipment emission factors
- Data Uncertainties





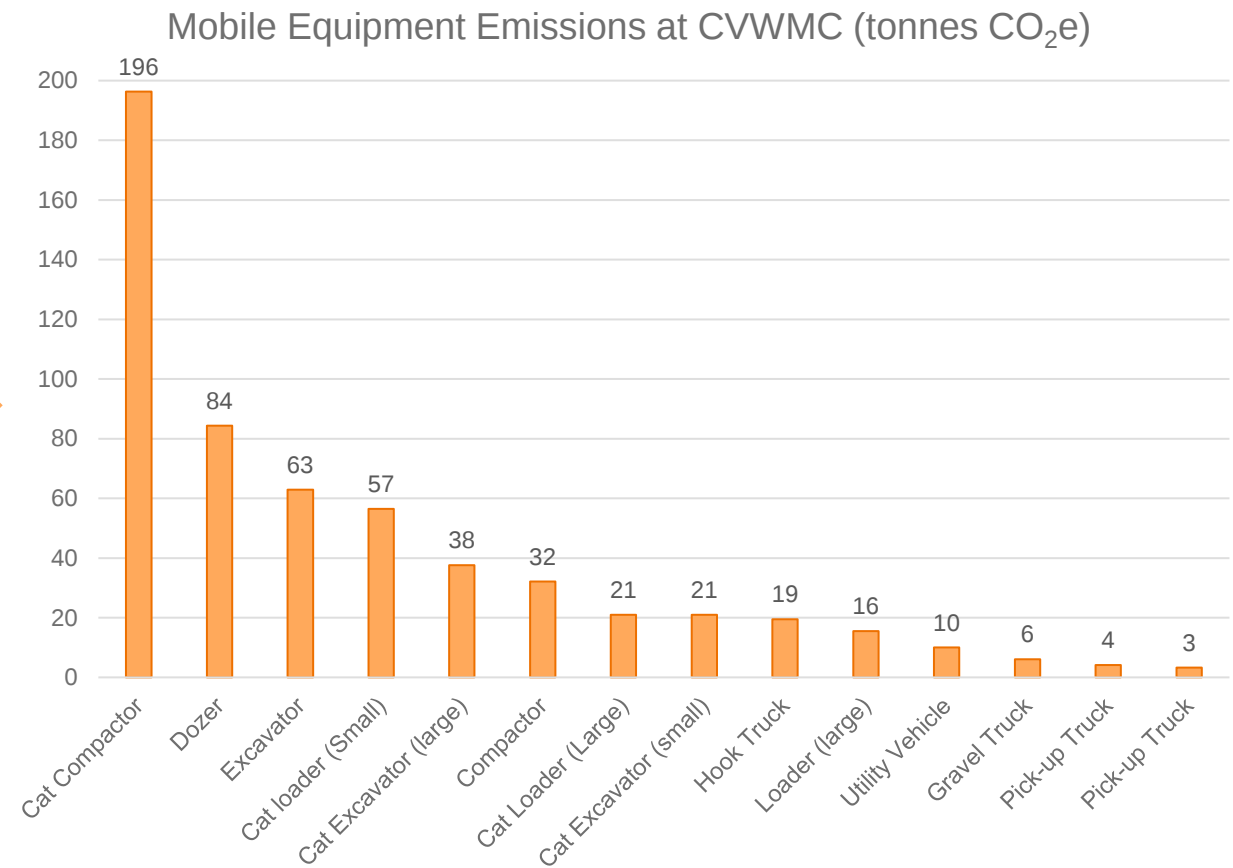
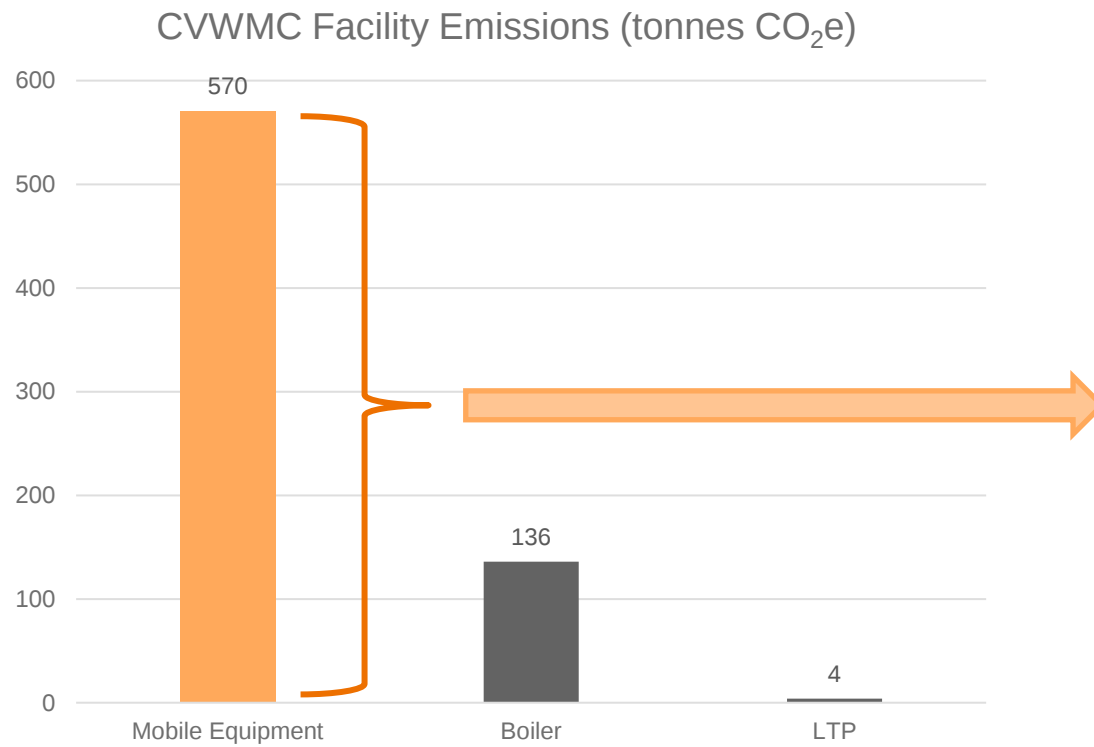
Facility Emissions – Scope 1 + 2



- Total GHG emissions – 846 tonnes CO₂e
- Emissions from all sites are primarily from on-site mobile equipment
- Compost facility at CRWMC is excluded as it was non-operational in 2022
- Emissions from remote landfill sites are less than 25 tonnes CO₂e
- Emissions from CVWMC include onsite mobile equipment, boiler and leachate treatment plant



Facility Emissions – CVWMC Sources



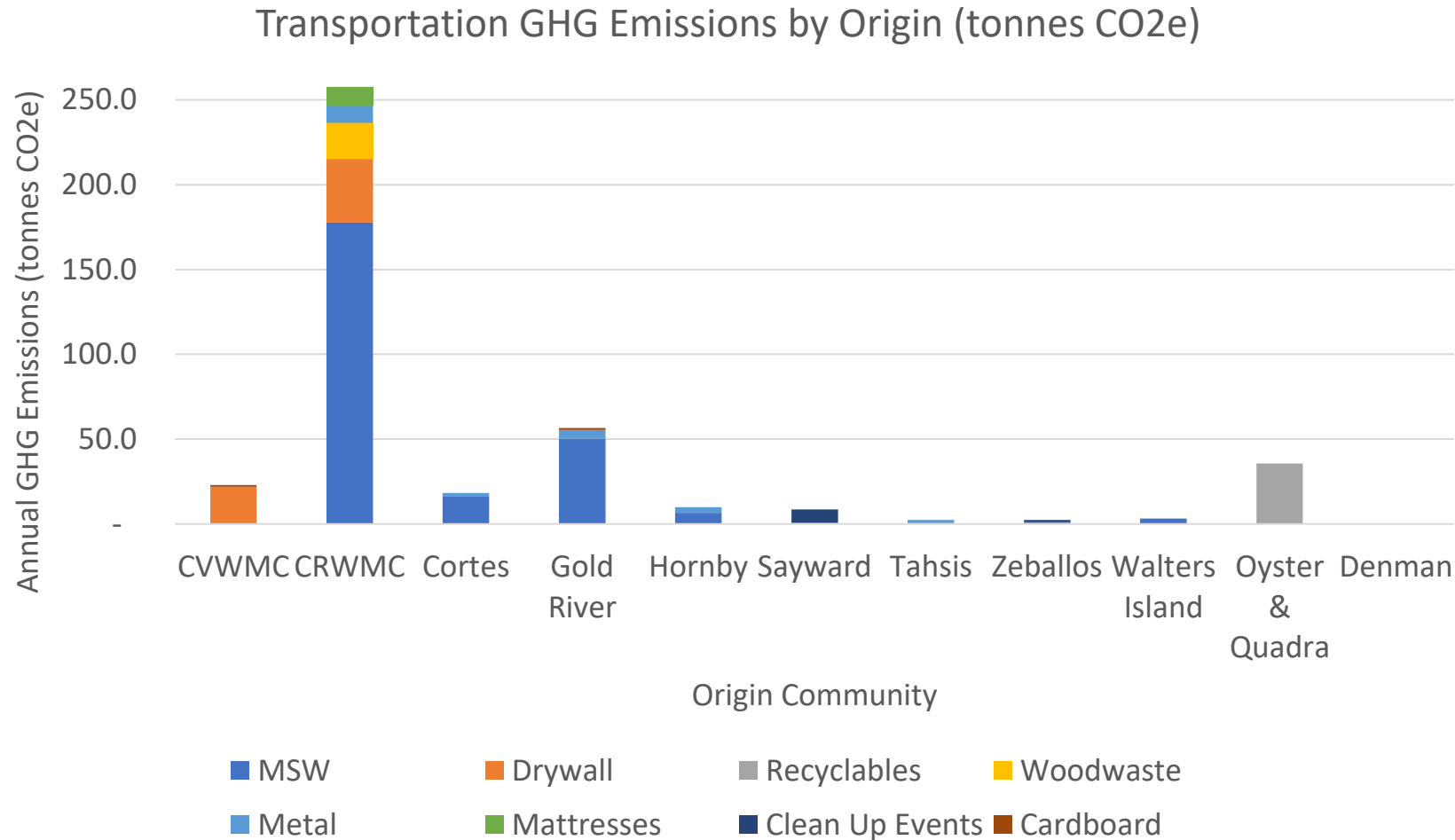
Facility Emissions – CVWMC Sources

- Landfill compactor is the largest source of emissions from mobile equipment (34% or 196 tonnes CO₂e)
- CAT software being used to track real time vehicle use → opportunities to reduce idling and fuel consumption
- Age of fleet and asset management





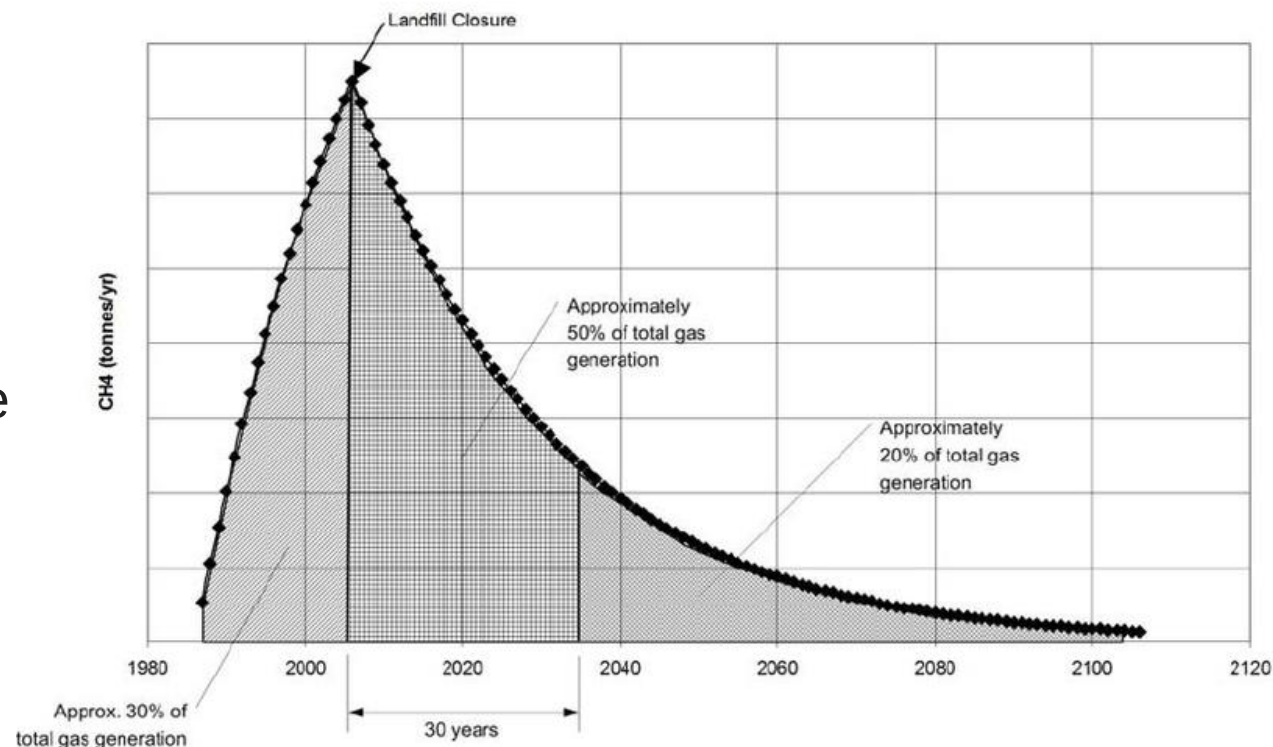
Transportation Emissions



- Total GHG emissions – 417 tonne CO₂e
- Majority of emissions (61%) from MSW transportation to CVWMC

Basics of Landfill Gas Generation

- Landfill gas is generated when organic waste decomposes under anaerobic conditions (no oxygen)
- A reduction in organics landfilled -> reduction in landfill gas generation
- Landfill gas is approximately 50% methane and 50% carbon dioxide
- Risks – gas is toxic, explosive, asphyxiant
- May migrate in soils



Typical landfill gas generation curve (generated using the US EPA's LandGEM model) (Gareth Edward Swarbrick, January 2010)

Basics of Landfill Gas Generation

- Methane (CH_4) has 30 times the global warming potential (GWP) as CO_2 (on 100-year time scale)
- Primary methods to reduce LFG emissions:
 1. Reduce organics landfilled (reduces generation)
 2. Collect LFG that is generated to reduce methane released (passive and active collection systems)



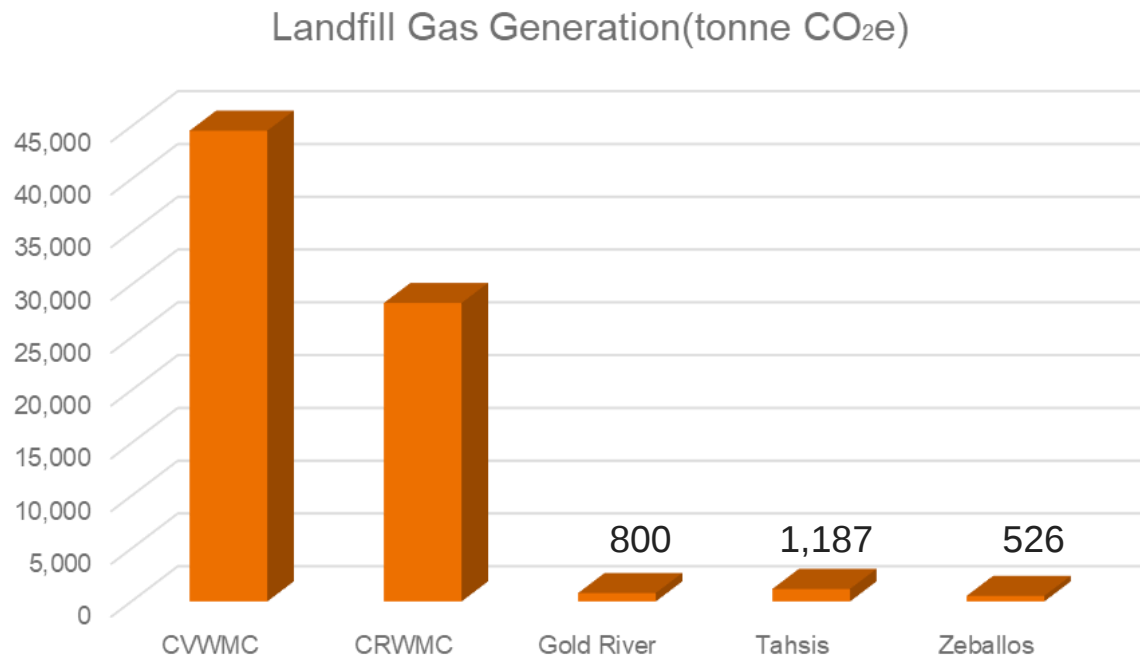
Landfill Gas - Regulatory Context

- BC Landfill Gas Management Regulation
 - Establishes requirements to complete LFG generation assessment
 - Specifies 1,000 tonnes CH₄ trigger for additional LFG design plan
- Proposed Federal Regulations (ECCC)
 - Annual methane generation threshold of 664 tonnes per year
 - Describes approaches to measure methane emissions





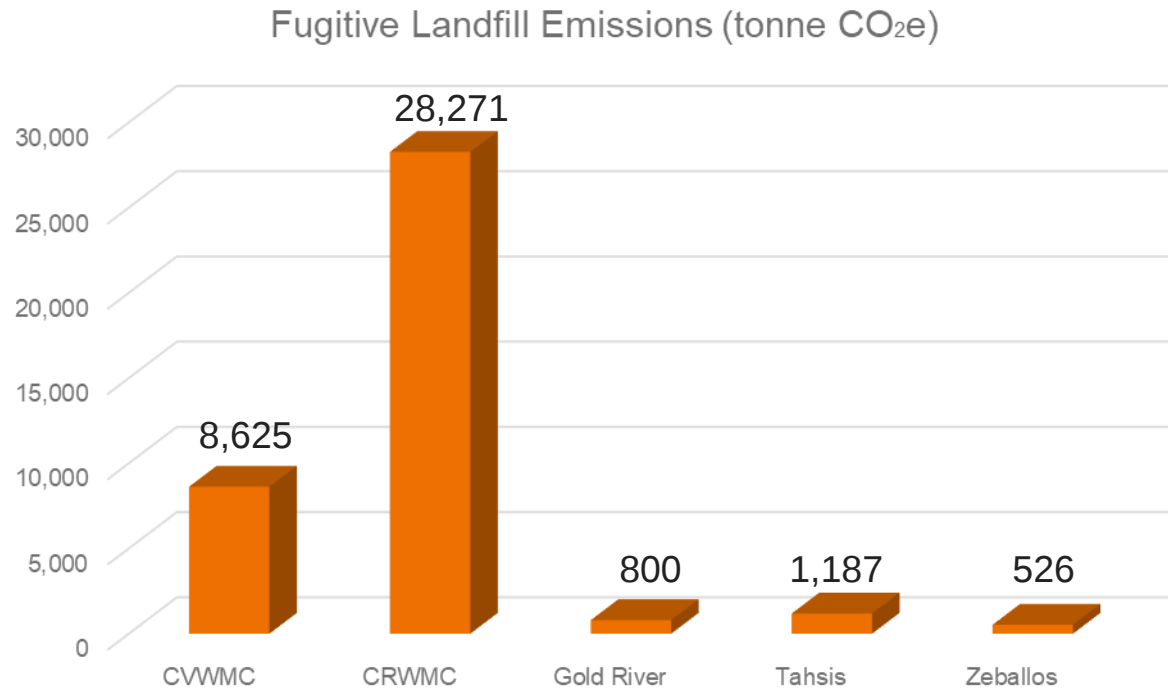
Landfill Gas Generation (2022)



- Total generation from all sites in 2022 ~73,000 tonnes CO₂e
- Landfill gas generation at CVWMC higher due to higher amounts of waste disposed
- CRWMC landfill was closed in 2022, which will result in declining landfill gas generation
- Relatively small amounts of landfill gas generation at remote landfill sites



Fugitive Landfill Emissions

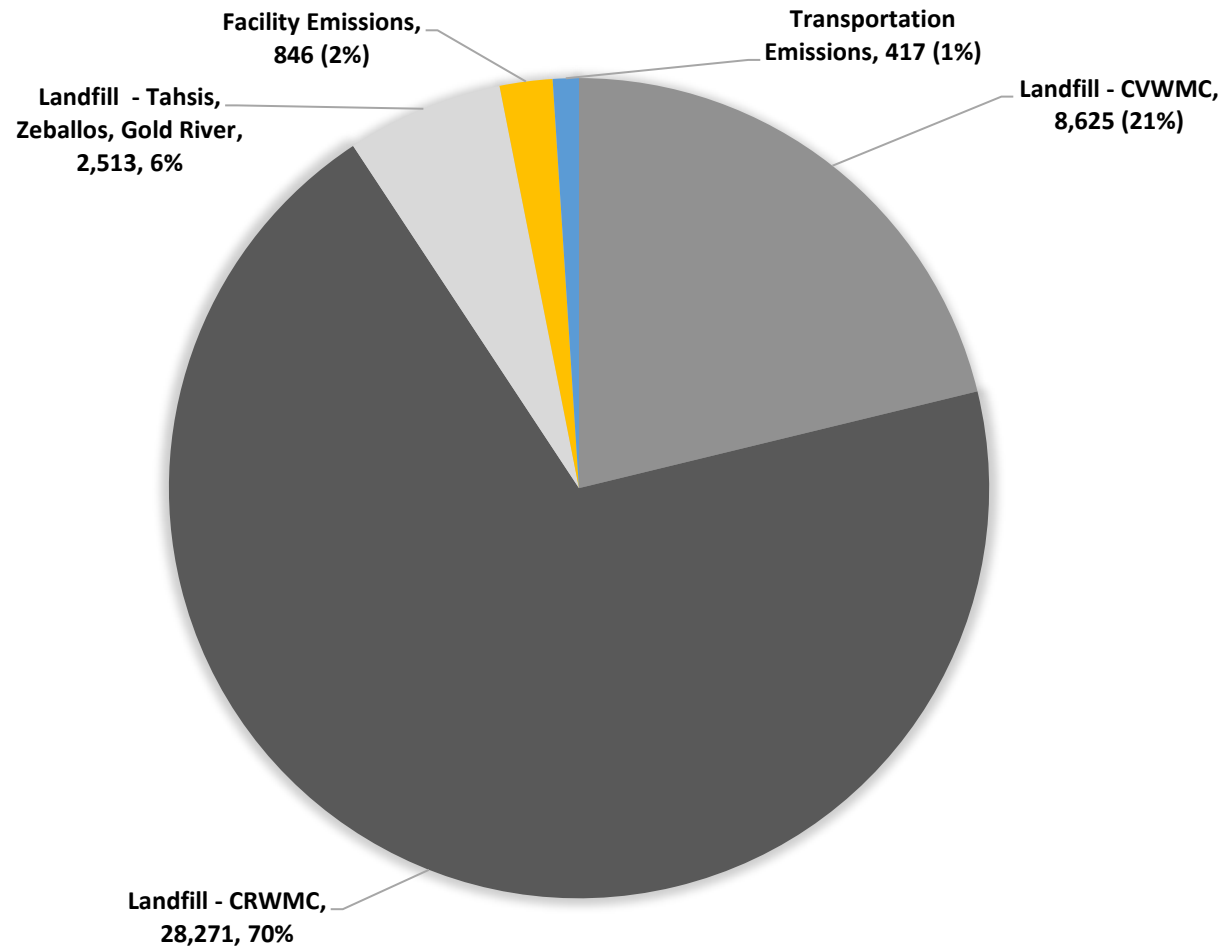


Definition: Fugitive landfill emissions are the generated landfill emissions that are not collected.

- Total landfill fugitive GHG emissions from all sites – 39,409 tonne CO₂e
- Fugitive emissions from CVWMC significantly reduced due to landfill gas capture
- Landfill gas generation and fugitive emissions are the same from the landfill at the CRWMC in 2022 – no landfill gas capture system yet in place
- Small amounts of emissions from remote landfill sites due to low amount of waste – no LFG capture



Total CSWM Service GHG Emissions (2022)



- Total GHG emissions – 40,672 tonnes CO₂e
- 97% are fugitive landfill emissions

GHG Emissions Reduction Efforts to Date

- Investment in LFG collection systems at CVWMC and CRWMC
- Phased landfill closure
- LFG surface emissions monitoring using a drone with funding from ECCC
- Using CAT software to track vehicle use and fuel consumption at CVWMC
- Maximizing waste load weights to minimize trips



GHG Emissions Reduction Efforts to Date

- Backhaul of organics between CVWMC and CRWMC
- Promoting organics diversion from landfill
- Establishing organics processing capacity with construction of new compost facility and transfer station.
- Clean wood waste recycling





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MORRISON HERSHFIELD

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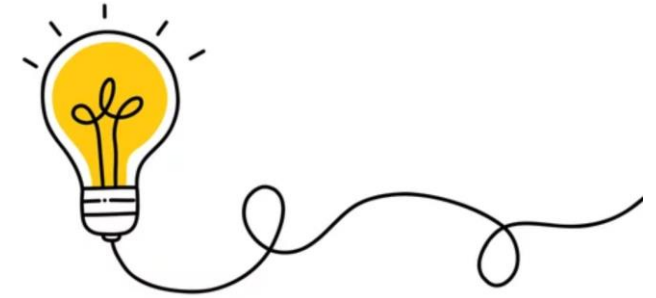
 **Stantec**

Part 2 GHG Emissions Reduction Strategies

Part 2 – GHG Reduction Strategies

Key Questions

- How can GHG emissions be reduced?
- What strategies provide the best return on investment from a GHG reduction perspective?



Overall Objectives

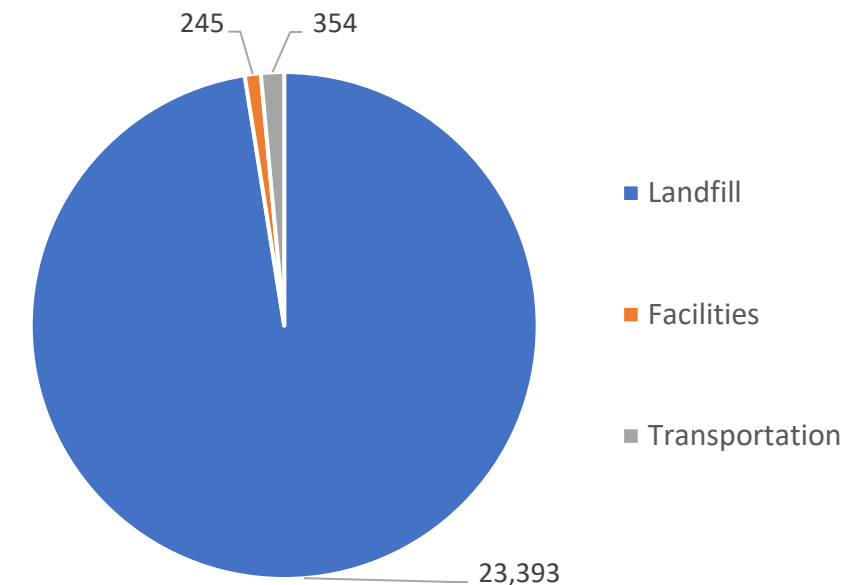
- Develop short (3-5 year) and long-term (10-20 year) GHG reduction strategies
- Assessment Approach - compare operational impacts, cost of implementation, readiness, reduction potential
- Evaluate cost per tonne of CO₂e reduced
- Propose potential reduction targets



GHG Reduction Strategies - Summary

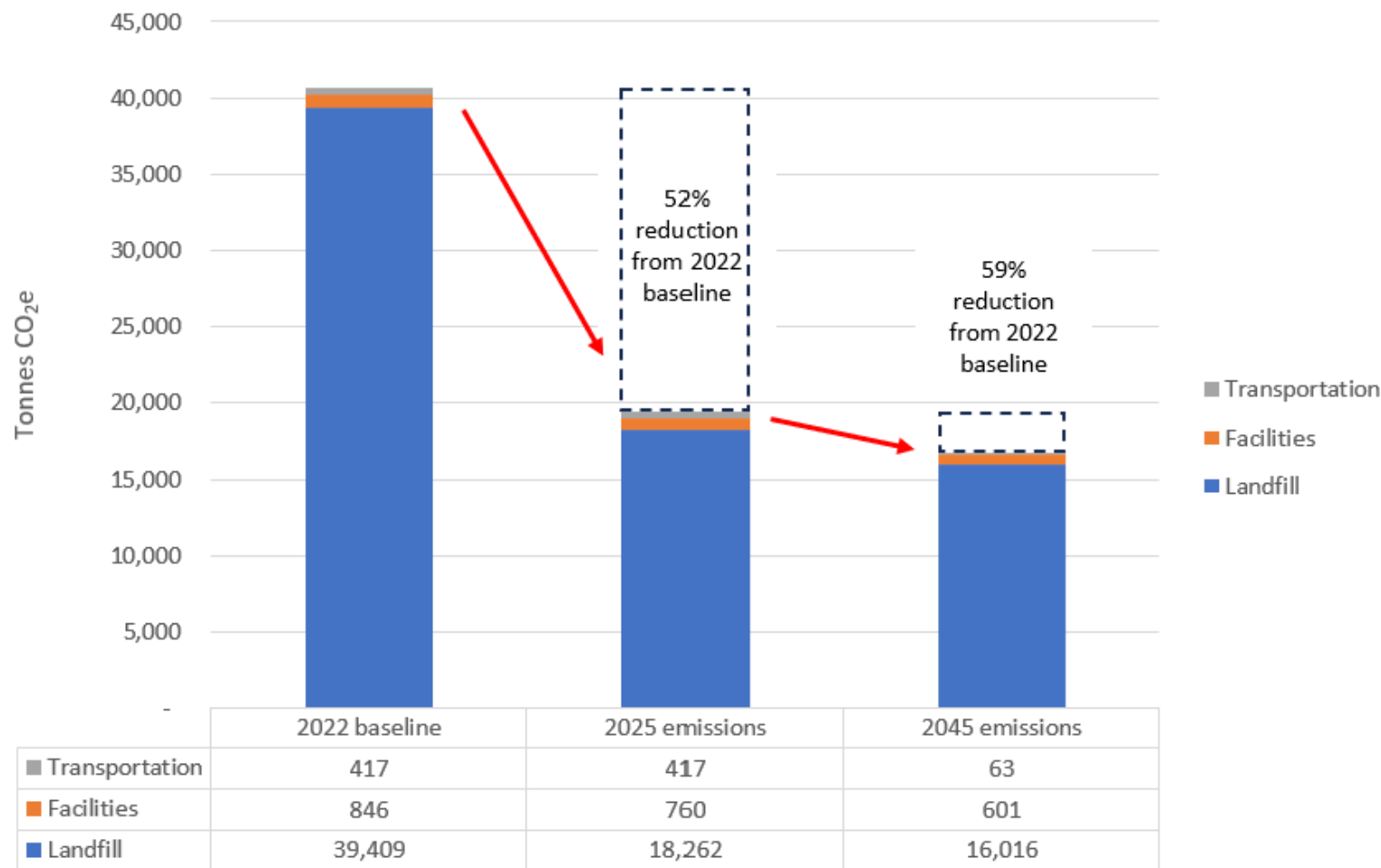
- Landfill
 - 9 strategies assessed
 - Total potential ~23,400 tonnes CO₂e reduction
- Facilities
 - 2 strategies assessed
 - Total potential ~245 tonnes CO₂e reduction
- Transportation
 - 2 strategies assessed
 - Total potential ~354 tonnes CO₂e reduction
- Of total 13 strategies, 4 short term and 9 long term

Summary of Total Potential GHG Reductions
(tonnes CO₂e)





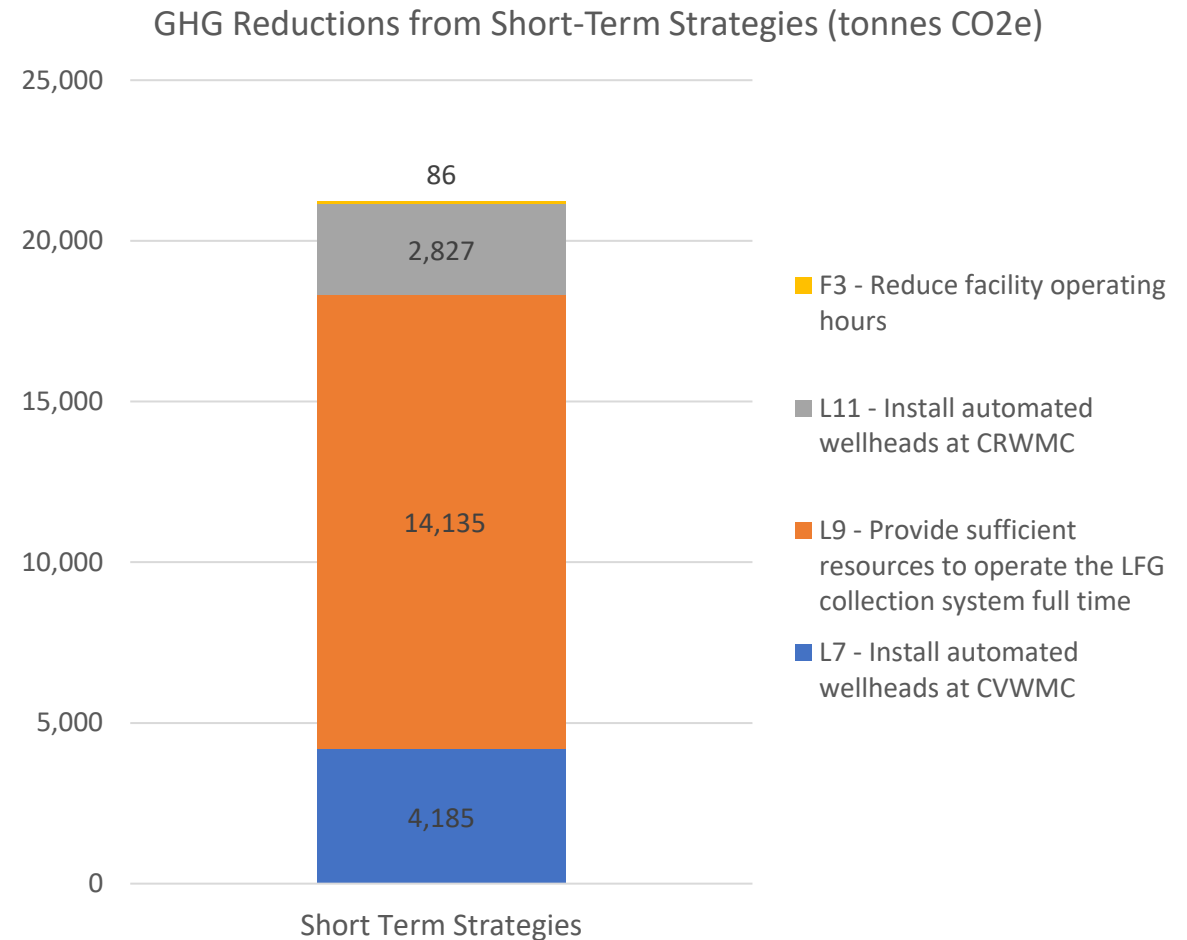
Estimated GHG Reductions – Short and Long Term





Estimated GHG Reductions – Short Term Strategies

- 52% reduction from 2022 baseline (21,233 tonnes CO₂e)
- Majority of the reductions are due to improvements in LFG collection



GHG Reduction Strategies - Landfill

Short Term

- L7, L11 - Install automated wellheads at CVWMC and CRWMC to maximize gas capture.
- L9 - Provide sufficient resources to operate the LFG collection system full time

Long Term

- L1 – Biocover for intermediate closure of Cell 1
- L2 - Diversion of organic waste from ICI sector
- L3 - Solutions for reducing wood waste in landfill
- L5 - Enforce organics diversion in Electoral Areas for residents.
- L12 - Consider biocover system for closure of remote community landfills
- L13 - Promote processing of organics locally in remote communities



GHG Reduction Strategies - Facilities and Transportation

Facilities

F1 - Consider alternative fuel vehicles for onsite mobile equipment

F3 - Reduce facility operating hours (short term)



Transportation

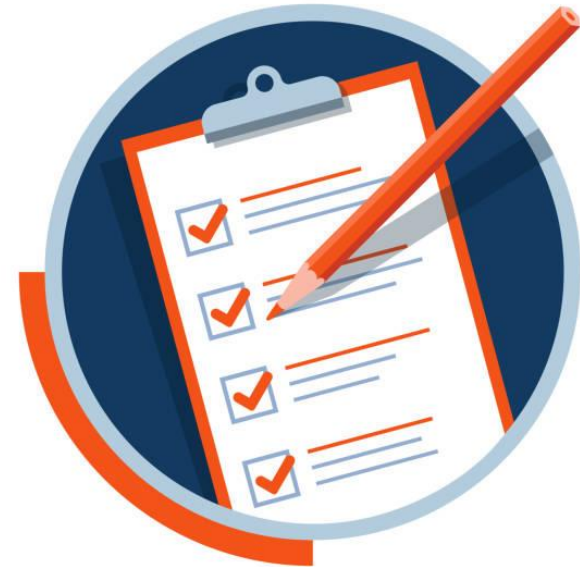
T1 – Implement waste compactors in remote communities to reduce trips

T2 - Convert to electrical haul vehicles



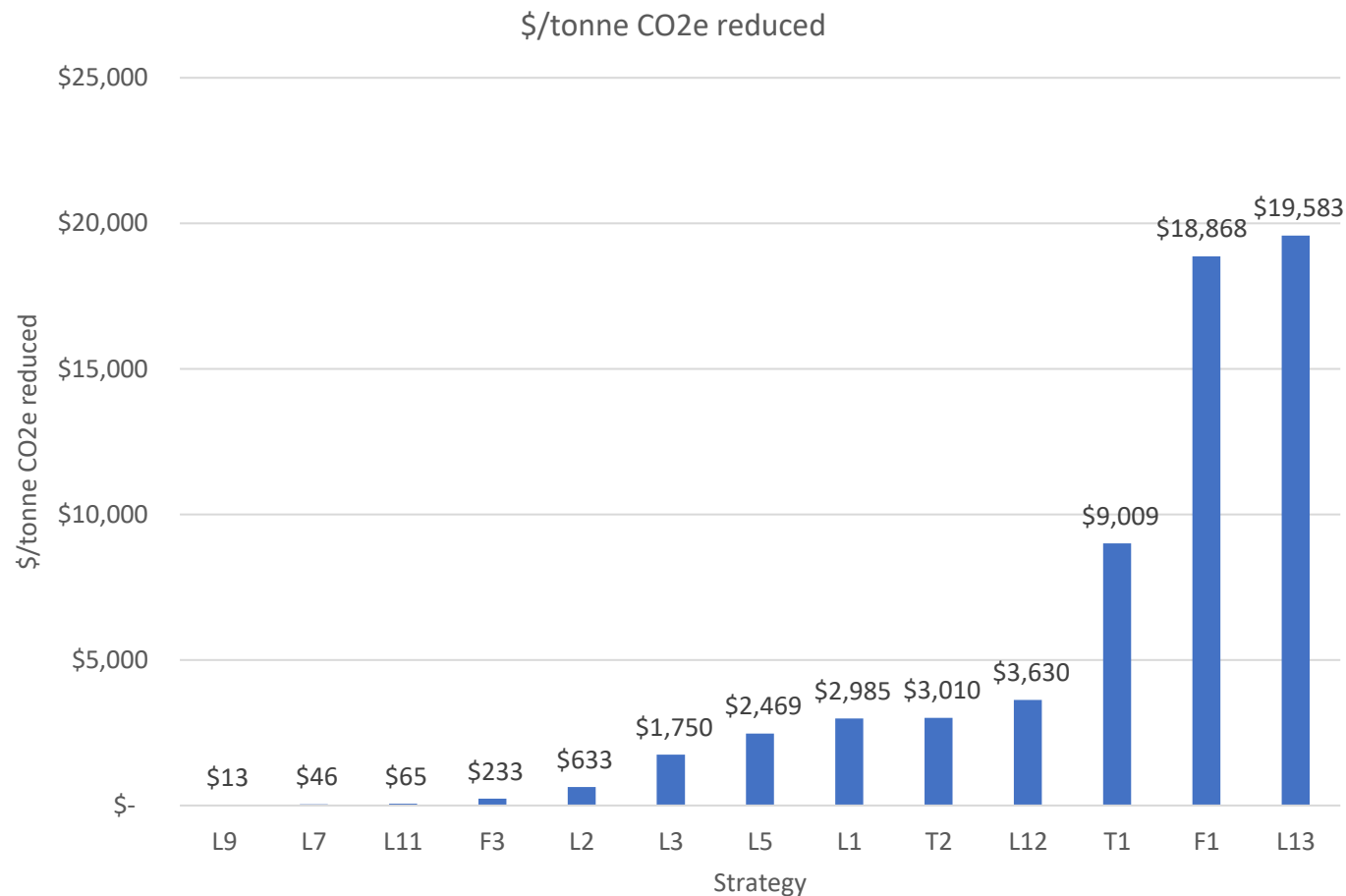
GHG Reduction Strategies – Assessment Approach

- Assessment Considerations
 - Magnitude of GHG reduction potential
 - Capital and operating costs – developed cost template
 - Commercial availability
 - Operational impacts
 - Social Considerations
 - Environmental considerations
 - Potential savings and payback period considering CVRD internal cost of carbon



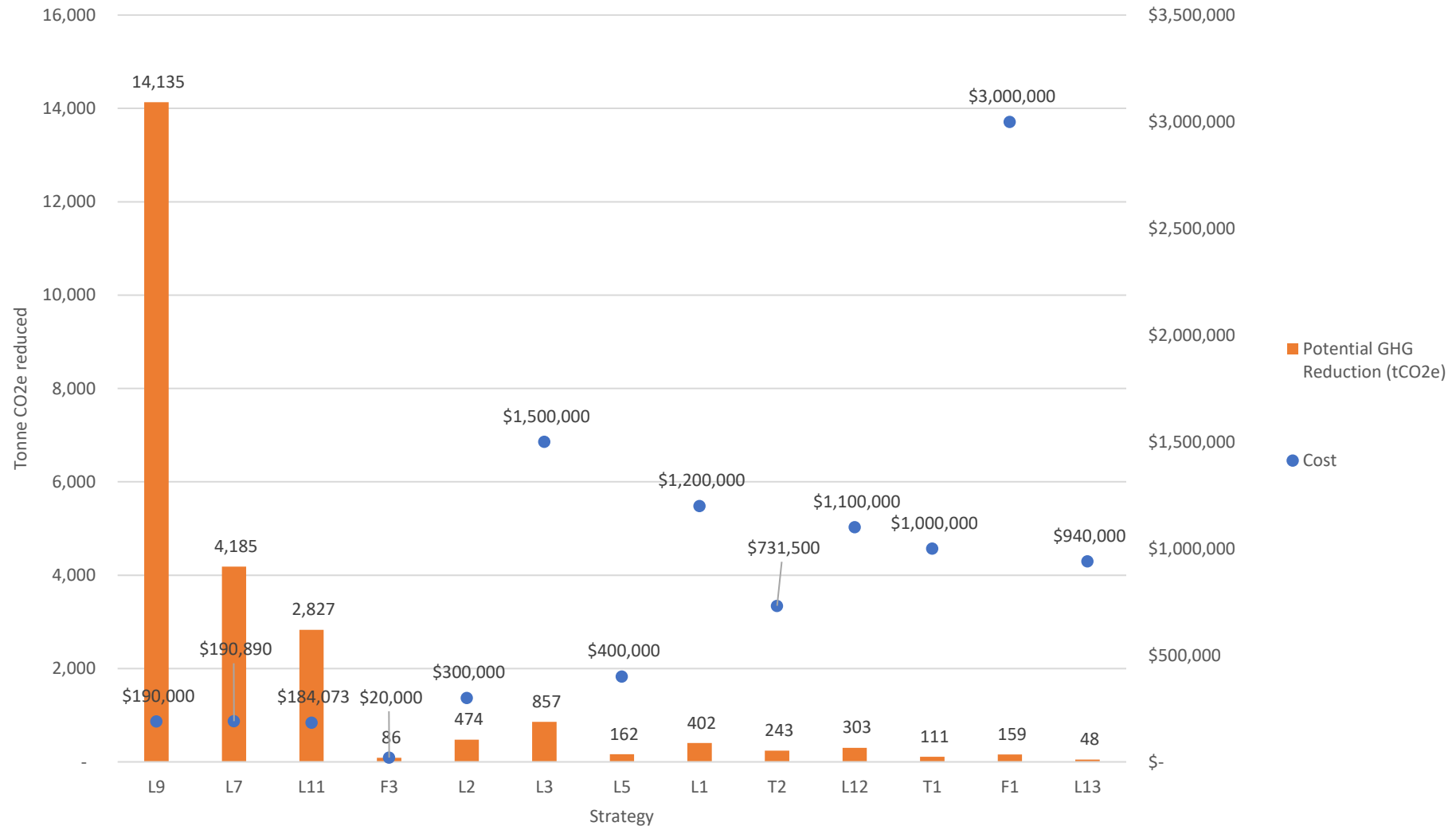
GHG Reduction Strategies – Costs

- Capital and operating costs
 - Low - < \$250,000
 - 4 strategies
 - Medium - \$250,000- \$1,000,000
 - 4 strategies
 - High - >\$1,000,000
 - 5 strategies
- Only costs borne by the CVRD
- \$ per tonne CO₂e reduction





GHG Reduction Strategies – Cost vs. GHG Reduction

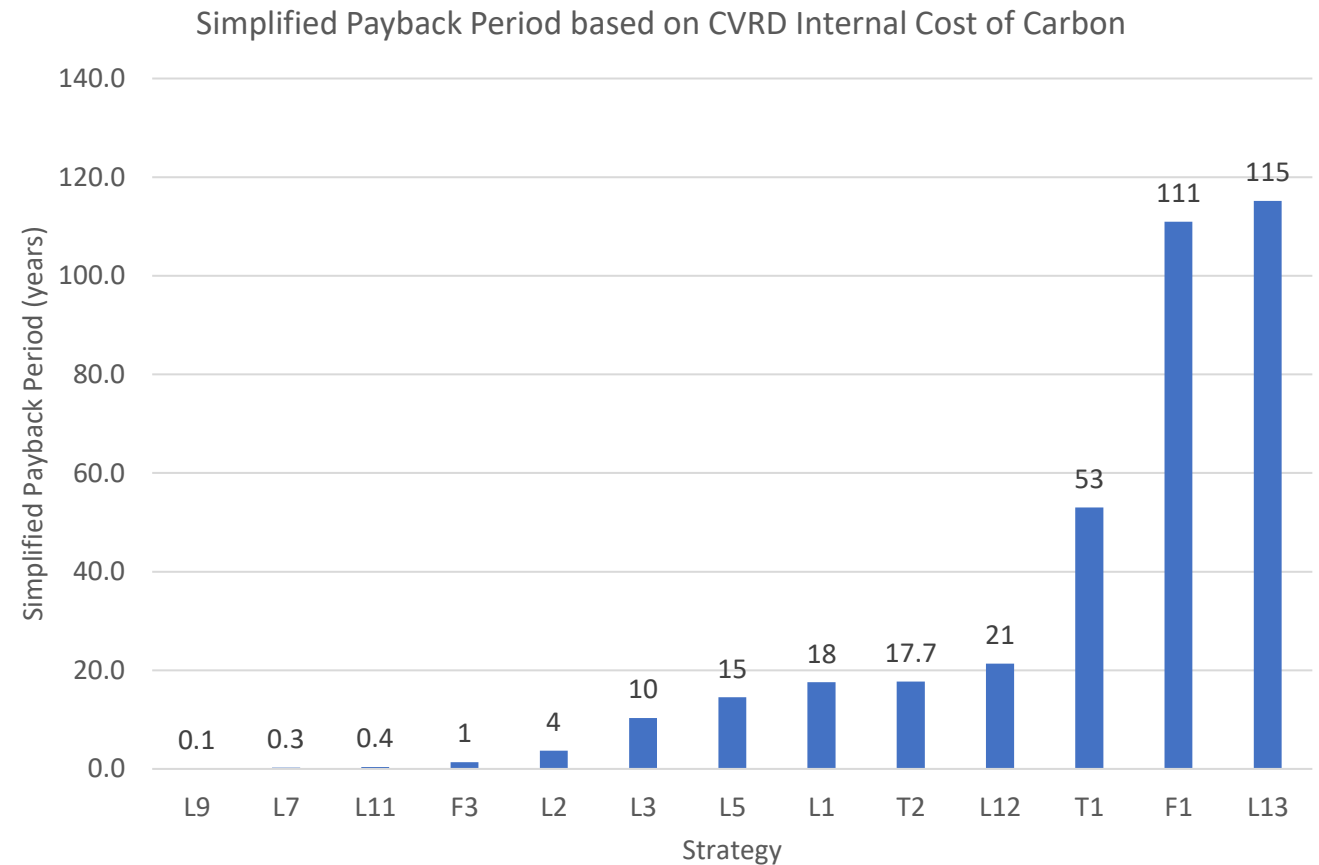




GHG Reduction Strategies – Payback Period

- CVRD Internal Cost of Carbon
 - CVRD Policy P64 (approved January 2023)
 - \$170/tCO₂e (2024)
- Value of Strategy = potential GHG savings x \$170/tCO₂e
- Simplified payback period* = estimated cost ÷ value of strategy

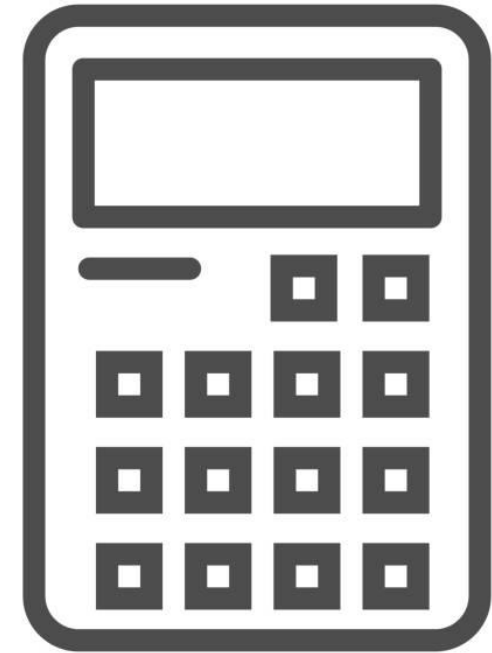
*Note: time value of money is not considered in simplified payback. No discount or inflation rates applied to future cash flows.



GHG Reduction Strategies – Payback Period

Example calculation for Strategy L1 (Consider biocover system for intermediate closure of Cell 1)

- Estimated Implementation Cost = \$1,200,000
- Estimated GHG Reduction = 402 tonnes CO₂e
- Value based on Internal Cost of Carbon = 402 tonnes CO₂e x \$170/tCO₂e = \$68,340
- Simplified payback period* = $\$1,200,000 \div \$68,340$
= 18 years



*Note: time value of money is not considered in simplified payback. No discount or inflation rates applied to future cash flows.

GHG Reduction Strategies – Other Assessment Criteria

- Commercial Availability
 - Technology implementation status over short and long term (e.g., electric vehicles and charging)
- Operational Impacts
 - Additional staffing and resource requirements
- Social Considerations
 - Public acceptance and impacts to the public
- Other Environmental Impacts
 - Landfill airspace savings, reduced traffic and pollution
- Implementation Timeline



Potential GHG Emissions Reduction Targets

- Based on proposed short and long-term strategies
- Reduction is from 2022 baseline emissions
- Short term = end of Q4 2025
- Long-Term = over next 10-20 year to 2045

	Short-Term	Long-Term
Overall GHG Reduction Target	52%	60%
Contribution from:		
Landfill Strategies (9)	51.8%	57.5%
Facility Strategies (2)	0.2%	0.6%
Transportation Strategies (2)		0.9%
Decreasing LFG emissions from closed landfill		1%

Part 3 – Supporting Work

- Additional project work on the following:
 - Impact of Repair and Reuse
 - Waste Delivery Emissions
 - Organics Diversion Emissions
 - Alternative Fuel Vehicles
 - Capital Project Emissions





Study Conclusions

Part 1

- 2022 baseline GHG emissions from CSWM operations are 40,672 tonnes CO₂e
- 97% of total CSWM emissions are from fugitive landfill emissions
- Several initiatives have already been implemented to reduce GHG emissions

Part 2

- Strategies that improve landfill gas collection provide the highest CO₂e reductions per \$ spent.
- Short-term strategies to improve LFG collection have the potential to reduce emissions by about 52%



Thank you, questions?

Curtis Jung, P.Eng.

Curtis.jung@stantec.com

(604) 265-9717



September 20, 2024

Greetings,

**Subject: Consultation and Engagement on the Government of Canada's
Draft Salmon Aquaculture Transition Plan for British Columbia**

As the Government of Canada's lead for the upcoming consultation and engagement process for salmon aquaculture transition in British Columbia (B.C.), I am writing to provide you with a copy of the draft Salmon Aquaculture Transition Plan for British Columbia (Draft Plan).

The Draft Plan lays out the next steps toward a sustainable, innovative, and thriving aquaculture sector for B.C., and will serve as the basis for engagement. It focuses on four themes:

- how to support First Nations, workers, and communities in this transition;
- identifying economic supports for the use of innovative and clean aquaculture technology;
- milestones, principles, and criteria for the phase down of salmon open net-pen aquaculture over the five-year licence period; and
- management of open net-pen salmon aquaculture until the ban is fully implemented.

Recognizing the significance of salmon aquaculture in B.C., on behalf of the Government of Canada, I am committed to lead this consultation and engagement process with First Nations, coastal communities, and industry following the announcement on June 19 that the government will ban open net-pen salmon aquaculture in coastal B.C., effective June 30, 2029.

...2

Together, we will work to ensure a responsible, realistic, and achievable transition from open net-pen salmon aquaculture. This will include exploring economic opportunities focused on the adoption of innovative and sustainable technologies.

In this collaborative effort, I will be supported by an interdepartmental task force, which will act as a Government of Canada secretariat, under the leadership of Deputy Minister Sony Perron. This interdepartmental task force will contribute expertise from across the Government of Canada in reconciliation, economic and community development, green technology, innovation, and aquaculture management. We will be in contact with you shortly to discuss next steps, but the task force can also be reached by email at ised@ised-isde.gc.ca.

I look forward to meeting with you over the coming months to chart a path forward on a sustainable, innovative, and prosperous aquaculture sector for B.C. and to identify the supports required to ensure the plan's successful implementation. These will be further articulated in a final Transition Plan in 2025, following our work together.

In closing, I wish to reaffirm the Government of Canada's commitment to working with the Province of British Columbia, affected First Nations, coastal communities, all workers and affected businesses, and other parties throughout this transitional period.

Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Turnbull', with a stylized flourish at the end.

Ryan Turnbull, M.P.

Email contact: ised@ised-isde.gc.ca

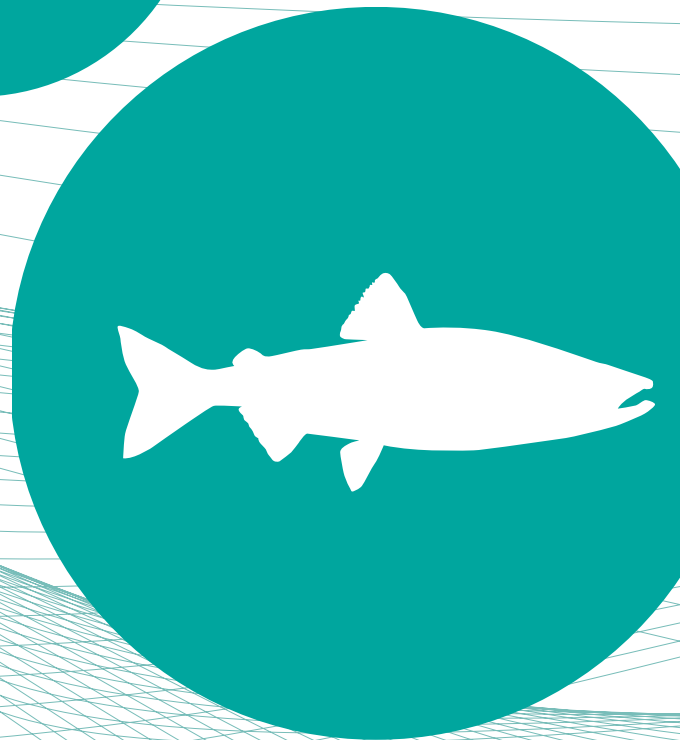
Attachment: Government of Canada's draft Salmon Aquaculture Transition Plan for British Columbia

c.c.: Sony Perron, Deputy Minister of Economic Development, Innovation, Science and Economic Development Canada
sony.perron@ised-isde.gc.ca

DRAFT

Salmon Aquaculture Transition Plan for British Columbia

September 2024



Government
of Canada

Gouvernement
du Canada

Canada

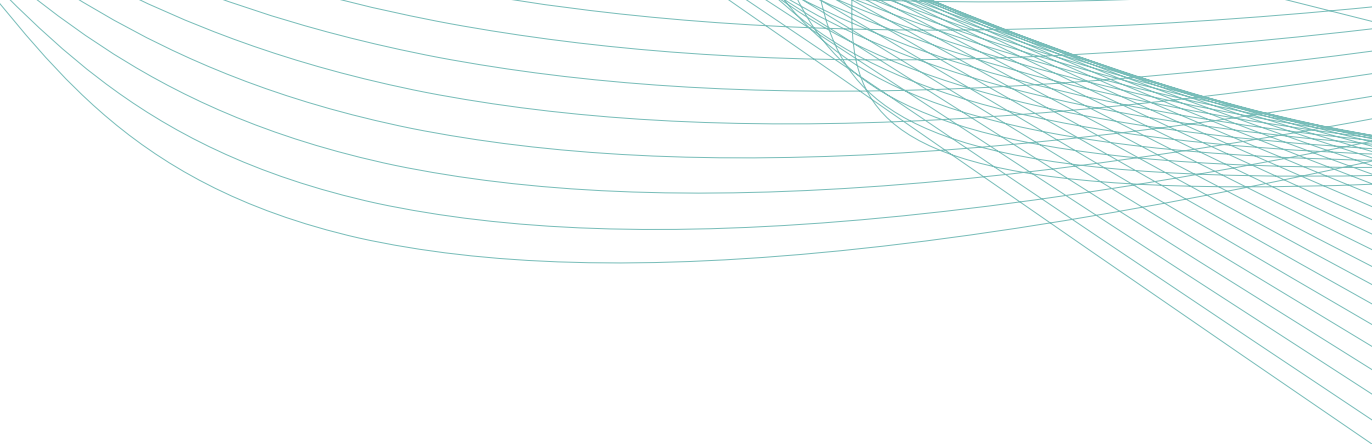


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DISCUSSION QUESTIONS	17

Salmon Aquaculture Transition



The Government of Canada's **Salmon Aquaculture Transition Plan for British Columbia** lays out a responsible approach to transform the marine salmon aquaculture sector in B.C., while working with First Nations, workers, communities, and Canadians throughout the transition.

**This Plan outlines
a path forward in
four key areas**

Support for First Nations, workers, and communities through this transition

Identifying economic supports for the adoption of innovative and clean aquaculture technology

Milestones, principles, and criteria for the phase down of salmon open net-pen aquaculture

Management of open net-pen salmon aquaculture until the ban is fully implemented

This *Salmon Aquaculture Transition Plan for British Columbia (B.C.)* lays out the next steps toward a future sustainable, innovative, and thriving aquaculture sector for B.C. The Plan provides a basis for engagement with coastal communities, stakeholders, and First Nations on the transition to closed containment and other innovative aquaculture technology adoption, while collaboratively fostering development of the aquaculture sector — creating jobs, and safeguarding the environment for future generations. The Plan aims to

enhance food security for Canadians by promoting the production of healthy, nutritious and local food through the use of innovative and clean technologies that generate new business opportunities for Canadians. Innovation, coupled with traditional knowledge and practices, will need to be supported by strategic interventions from all levels of government working together. This will foster the growth and development of a sustainable and innovative aquaculture sector while supporting coastal communities and First Nations.

First Nations are at the core of this transition

First Nations place significant cultural importance on wild Pacific salmon and its linkages to environmental health. First Nations also highlight the need to support their rights to make decisions associated with development in their territories and to benefit from natural resource use. With respect to the Transition Plan, First Nations are united in their concerns about potential negative economic impacts on Indigenous communities and business owners as the sector transitions away from open net-pen technologies, and stress the importance of ensuring that the Transition Plan provides for collaboration, engagement and opportunities for First Nations to develop approaches that address their unique circumstances within the framework of the broader intergovernmental approach to transition.

The Transition Plan is about protecting ecosystems and wild Pacific salmon

It builds upon and nests within a broad framework of collaborative efforts to conserve and rebuild wild Pacific salmon populations. Over the past five years, the Government of Canada has invested \$686M in the Pacific Salmon Strategy Initiative. This year, a historic *Trilateral Declaration and Accord to Address the Decline of Wild Pacific Salmon* was signed,

committing federal, provincial, and First Nations governments to work together on joint efforts related to wild salmon.

The Transition Plan approach brings together many perspectives and authorities to ensure and facilitate success

The transition for the salmon aquaculture sector and the broader marine economy in coastal B.C. requires all governments to work together to support First Nations and coastal communities in B.C. The Government of Canada will provide a venue for collaborative dialogue and engagement to ensure that the transition is successful.

This Transition Plan represents a transformative shift from the status quo

Continued engagement will inform the Transition Plan implementation and provide opportunities for those most impacted by the transition to shape what is needed to achieve success. Through collaboration, the Government of Canada is optimistic that innovation and dedication to environmental values will facilitate a responsible and successful transition. The Transition Plan will honour cultural values, uphold rights, mitigate economic risks, and embrace collaborative solutions. It paves the way for a transition that benefits all — both present and future generations.

A COLLABORATIVE APPROACH

As part of a whole government approach to this Plan, multiple government departments and agencies will play key roles. Consultation and engagement will be led by an interdepartmental task force, comprised of expertise from across the Government of Canada in reconciliation, economic and community development, green technology, innovation, and aquaculture management.

The Government of British Columbia will be invited to collaborate with the federal government and participate in a joint Federal-Provincial working group to review and expedite requests for new licences. First Nations will be supported in their engagement, allowing them to articulate and customize the way in which they interact with the overarching Transition Plan, based on their unique situations and experience.

Coastal communities will be engaged to discuss their participation in the whole-of-government response.

Implementation of the Transition Plan will be cooperative, collaborative, and will ensure that all governments come together to provide strong supports for measures as outlined herein.





The Approach

On June 19, 2024, the Government of Canada released a [Policy Statement \(statement\)](#) on the future of open net-pen salmon farming in B.C. The statement commits to the implementation of a ban on open net-pen salmon aquaculture in B.C. coastal waters by June 30, 2029. Effective immediately, it requires that new salmon aquaculture licences utilize closed containment technology.

This Transition Plan outlines next steps in the development of a responsible approach to support the transition from open net-pen salmon aquaculture to more sustainable and innovative approaches, a response which will encourage collaboration and partnerships

to support long term sustainable economic opportunities in B.C. coastal communities.

WHAT ARE WE DOING

The Transition Plan has four themes:

- [Support for First Nations, workers, and communities](#) in this transition;
- Identifying economic supports for the adoption of [innovative and clean aquaculture technology](#);
- [Milestones, principles, and criteria](#) for the phase down of open net-pen salmon aquaculture; and
- [Management of open net-pen salmon aquaculture](#) until the ban is fully implemented.

Mandate Commitment (2019 and 2021)

The Minister of Fisheries, Oceans, and the Canadian Coast Guard will work with the province of British Columbia and Indigenous communities on a responsible plan to transition from open net-pen salmon farming in coastal British Columbia waters by 2025.

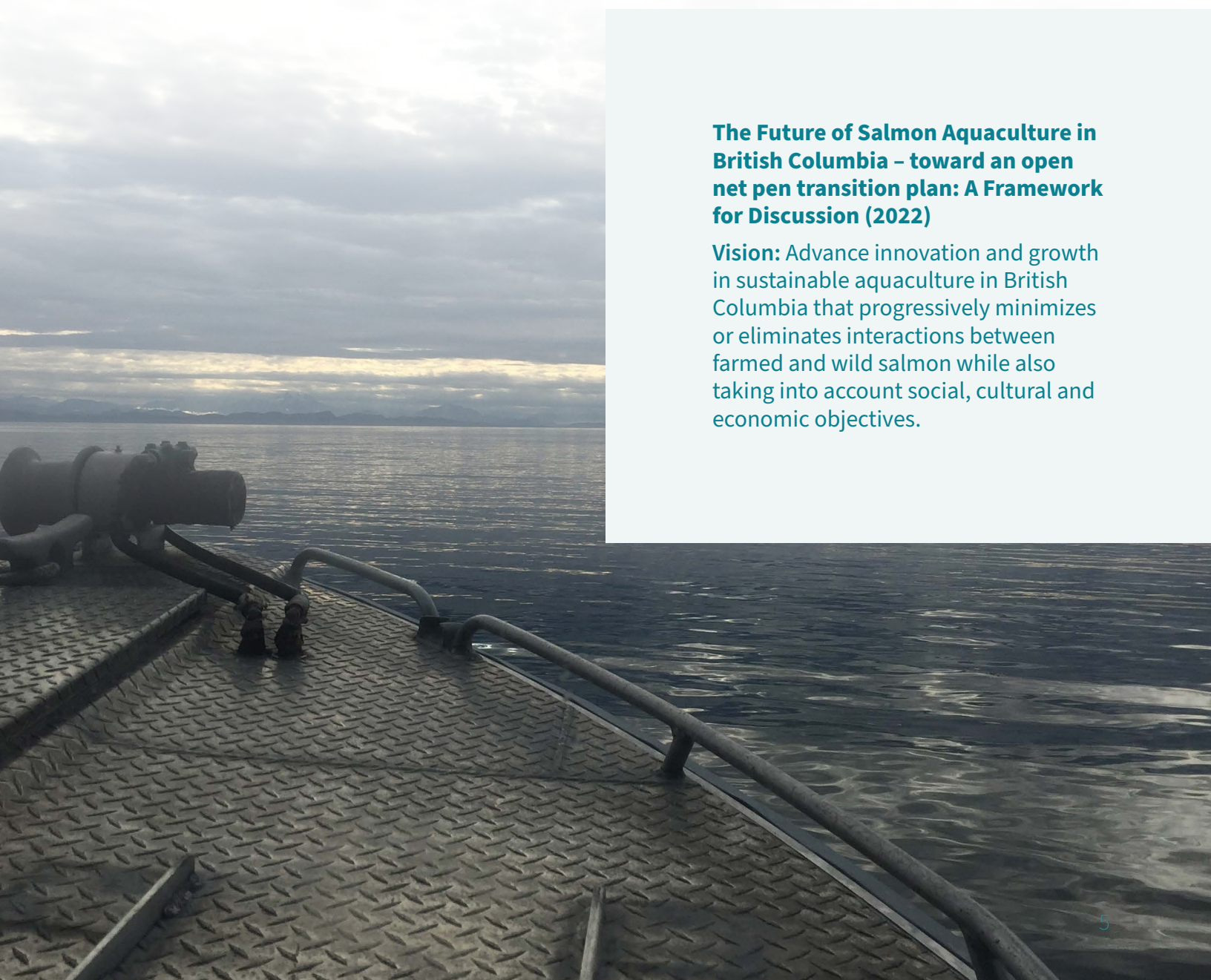
HOW WILL WE GET THERE

Transition will be achieved through collaboration amongst federal, provincial, municipal and First Nations' governments acting together. Collectively, governments, impacted British Columbians, and First Nations in

particular, will consider what supports are required for a responsible transition. This approach will enable coastal communities to plan for a successful transition and will allow First Nations to develop, tailor and implement unique transition approaches.

The Future of Salmon Aquaculture in British Columbia – toward an open net pen transition plan: A Framework for Discussion (2022)

Vision: Advance innovation and growth in sustainable aquaculture in British Columbia that progressively minimizes or eliminates interactions between farmed and wild salmon while also taking into account social, cultural and economic objectives.



Provincial authorities related to aquaculture

There are numerous **provincial** authorities related to aquaculture, some of which are in part shared. Provincial authorities include but are not limited to:

- Authorizing the occupation and use of Crown land (through tenures) for aquaculture and ancillary purpose under the *Lands Act*. A responsibility for ensuring tenure holders are compliant with tenure agreements, which includes removal of all improvements upon termination, and that the land is restored to a safe, clean, and sanitary condition
 - Responsibilities related to freshwater intake under the *Water Sustainability Act*
 - Licensing of marine plant culture and wild harvest under the *Fish and Seafood Act*
 - Permitting for pesticide use under the *Integrated Pest Management Act*
 - Responsibilities for welfare of cultivated fish under B.C.'s *Prevention of Cruelty to Animals Act* with enforcement authorities designated to the BC Society for the Prevention of Cruelty to Animals (BC SPCA)
 - Specific responsibilities related to effluent discharge from processing facilities or land-based aquaculture under the *Environmental Management Act* through the *Land-Based Finfish Waste Control Regulation* and the *Waste Discharge Regulation*
 - Providing guidance related to land-based disposal of wastes, including mortalities, under the *Environmental Management Act*
-

Federal authorities related to aquaculture

There are numerous **federal** authorities related to aquaculture, including but not limited to:

- Issuing licences for aquaculture (including prescribed mitigations) under the *Pacific Aquaculture Regulations*
- Responsibility for the protection of fish and fish habitat under the *Fisheries Act*
- Tracking presence of reportable and notifiable diseases under the *Health of Animals Act*, the *Health of Animals Regulations* and *Reportable Diseases Regulations*
- Authorizing the movement of live fish under the *Fishery (general) Regulations*
- Responsibilities related to the deposit of deleterious substances under the *Fisheries Act*
- Authorizing the use of therapeutants in aquaculture under the *Canadian Food and Drugs Act and Regulations*
- Authorizing deposits to the environment through the *Aquaculture Activities Regulations*
- Issuing approvals under the *Canadian Navigable Waters Act*; etc



Support for First Nations, workers, and communities in this transition

The Plan facilitates a collaborative assessment and response to the impacts of the transition for First Nations, communities, businesses and workers, while identifying options and priorities for mitigating impacts, and a collaborative approach in support of an effective whole-of-government response.

Many First Nations and coastal communities that rely on the economic and employment opportunities associated with open net-pen salmon aquaculture are rural and remote with limited economic opportunities. In many cases, local and Indigenous-owned businesses rely on partnerships associated with the salmon aquaculture industry, as it is currently structured. It is important that impacts to communities are assessed and addressed in a manner that is responsive to the unique needs and perspectives of individuals, communities and First Nations, and which brings various levels of government together in a collaborative approach.

A whole-of-government coordinated response, in cooperation with the Government of B.C., to support

implementation of the Transition Plan provides a unique opportunity for impacted First Nations and communities to identify and guide effective response measures. These measures could include:

- Efforts to understand the economic impacts and opportunities associated with the transition;
- identification of training and reskilling supports for individuals focused on new industry opportunities;
- development of projects designed to protect and build upon the natural capital of natural resources within communities such as wild salmon; and
- development of new economic opportunities that align with particular communities' needs and values.

Implementation of the Plan is anticipated

to take place over a longer period than the five years associated with a transition away from open net-pen salmon aquaculture.

This approach will ensure that an

environment is created in which economic development opportunities for First Nations will be supported as they transition to new forms of sustainable aquaculture and other economic opportunities.





Identifying economic supports for the adoption of innovative and clean aquaculture technology

A coordinated Government of Canada approach, in cooperation with the Government of B.C., First Nations and others, will identify opportunities and priorities to support the trial and adoption of innovative and clean aquaculture technology, including marine and land-based closed containment. Attracting new innovation and investment in the sector will support B.C. becoming a world leader in innovative and clean aquaculture technology development and adoption.

This Transition Plan promotes the development and use of innovative and clean aquaculture technology in B.C., including opportunities to foster technology development and adoption, supporting an effective transition to more advanced and sustainable solutions.

A successful transition builds the capacity of British Columbia to become a world leader in innovative and clean aquaculture technology, including within the closed containment salmon aquaculture sector. It ensures that the sector remains competitive and

Innovation can take many forms, and there is no one set path. It can be a change to a process, adopting or adapting a technology already used elsewhere, creating a new technology, or pursuing a novel business model. Innovation is about ideas that create value for customers and help businesses stay competitive.

Engagement on innovation and technology will explore how the Government of Canada and others can work together with companies and communities to leverage their unique assets and capabilities. Economic development that is rooted in communities' values is most likely to lead to enduring and inclusive prosperity.

makes B.C. a target for domestic and international investment.

Transition Plan partnership discussions will explore mechanisms, scope, scale, approaches, and partnerships to support and enhance innovative and clean aquaculture technology adoption. This could include elements such as:

- research and development;
- support for Canadian innovation and pilots;
- reducing barriers to construction of new facilities;
- opportunities to attract investment in sustainable aquaculture partnerships;
- training and reskilling to support industry transition;
- technology transfer from world leading innovators; and
- technology adjacent initiatives such as access to renewable sources of electricity to support innovative and clean aquaculture technology development and adoption.

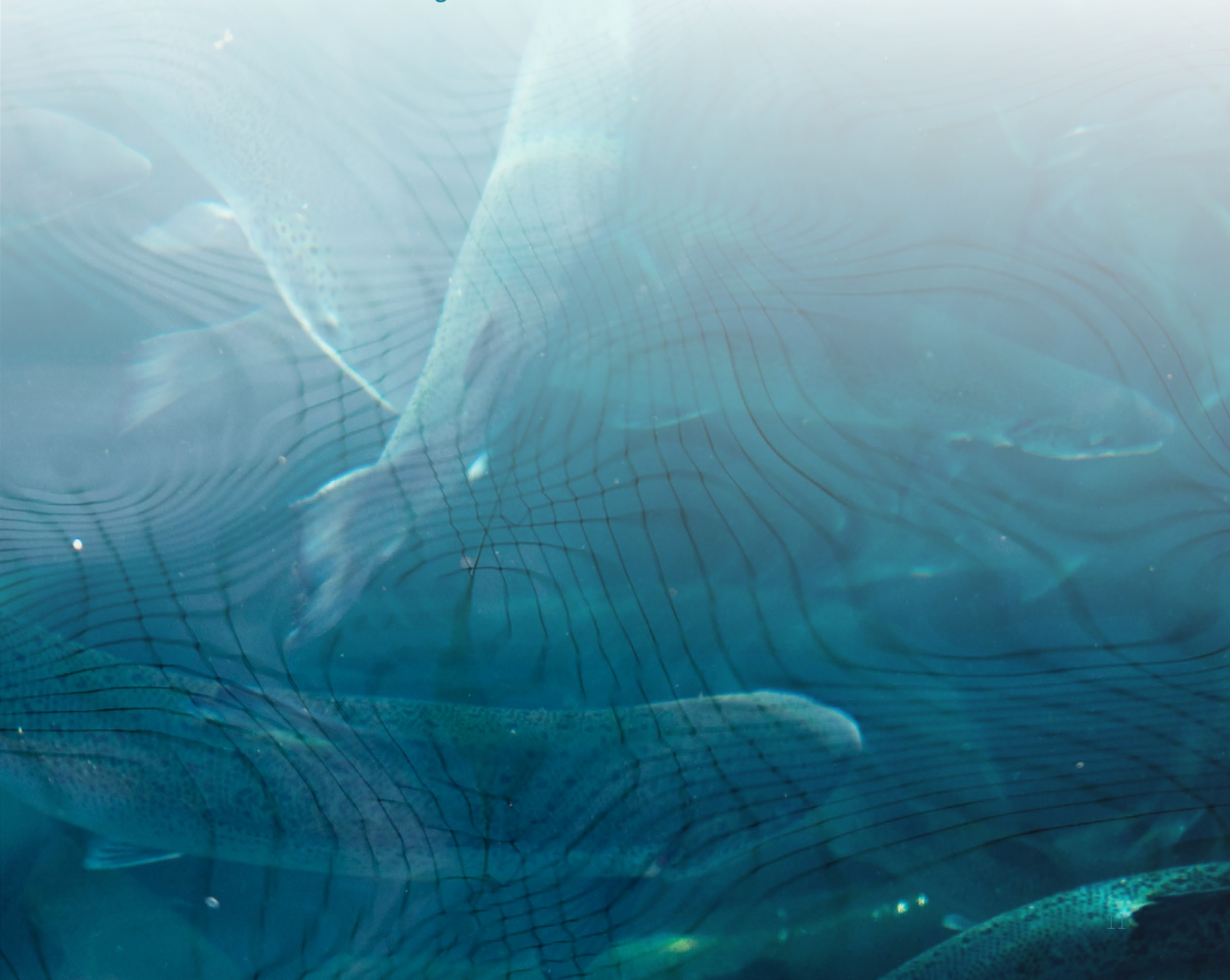
Consideration will also be given to how to support technological advances or innovative approaches in other

aquaculture sectors such as shellfish, seaweed, hatcheries, and other finfish species. Some First Nations have indicated this could make a significant contribution to the expansion of their local economies on the coast (for example, increasing hatchery or processing capacity or expanded opportunities to utilize integrated multi-trophic aquaculture approaches).

In this Plan — one size may not fit all. Unique approaches and innovations related to different types of aquaculture production could amplify economic development opportunities for communities on a local and national level.

First Nations, industry, coastal communities, all levels of governments, private businesses, academia, international experts and investors will all be important contributors to the development of approaches to facilitate a transition in innovative and clean aquaculture technologies. Advancement of these new technologies will leverage opportunities to enhance Canada's leadership in the blue economy.

New sources of clean, reliable energy generation and transmission are needed to power a net zero economy by 2050, including new and emerging industries such as sustainable aquaculture. While electricity is an area of provincial responsibility, a number of federal measures have been put in place to support the decarbonization of the electricity sector, including Investment Tax Credits, low-cost financing from the Canada Infrastructure Bank, and targeted programming such as the Smart Renewables and Electrification Pathways Program and the Clean Electricity for Rural and Remote Communities Program. In addition, the Government of Canada has established the Regional Energy and Resource Tables, as part of a collaborative initiative with the provinces and territories designed to identify, prioritize, and pursue opportunities for sustainable job creation and economic growth for a low-carbon future in the energy, electricity, mining, forestry, and clean technology sectors across all of Canada's regions.





Milestones, principles, and criteria for the phase down of salmon open net-pen aquaculture

Transition to a new management regime for salmon aquaculture in B.C. including clear milestones, principles and criteria for the phasing out of open net-pen salmon aquaculture.

A responsible transition will ensure that the phase out and ban on open net-pen salmon aquaculture takes place in a clear, orderly manner, which supports the interests and perspectives of communities most directly impacted by the transition.

- Fisheries and Oceans Canada intends to introduce [amendments to the Pacific Aquaculture Regulations to ban open net-pen salmon aquaculture](#). These amendments are intended to support both the implementation of a ban effective June 30, 2029, and the regulation of marine and land-based closed containment salmon aquaculture.
- Closed containment technology will be required to ensure the removal of waste and filtration or treatment of discharged water. Fisheries and Oceans Canada will work with subject matter experts to develop [a proposed definition of, and conditions of licence for, closed containment aquaculture](#) for marine and land-based infrastructure, which will be included in consultations.
- Where appropriate, Fisheries and Oceans Canada will work with First Nations and aquaculture companies to develop transition approaches for [individual licences](#) and associated reporting. In some cases, mitigations (locational changes to licences, infrastructure testing or updates, plans for access to hydropower) may be required to support a transition to closed containment.
- Canada, B.C., and First Nations will collaborate to [review the process associated with the decommissioning of sites](#), where appropriate, taking into consideration restocking and harvesting decisions consistent with the June 30, 2029, ban on open net-pen technology.
- Starting immediately, Fisheries and Oceans Canada will consider

new licence applications for closed containment salmon aquaculture for nine years. Fisheries and Oceans Canada will work with First Nations, other jurisdictions, industry, and other stakeholders to support the expeditious review of these applications, and consideration of support for projects which meet strict new criteria.

A transition in support of new economic opportunities and the adoption of innovative and clean aquaculture technology will require coordination and consideration of both what is being transitioned from (open net-pen salmon aquaculture) and what communities are transitioning toward. Planning will respect the unique cultural, economic, and social conditions related to individual First Nations and communities, and

will inform the activities and supports associated with each community's unique transition.

The Transition Plan measures will create opportunities for collaboration and harmonization between federal, provincial, First Nations, and local governments, in support of transition planning, which will be undertaken by First Nations and communities.

The success of this Transition Plan requires the milestones, principles, and criteria associated with a transition away from open net-pen aquaculture to align with the realities associated with a transition toward new economic opportunities. A critical path will be developed in consultation with First Nations and impacted stakeholders.

There are a number of **milestones, principles, and criteria** related to implementation of the ban, which will be addressed in the coming months by DFO and the partner agencies, including:

- Development of an approach and timeline that identifies elements necessary to transition salmon aquaculture licences or production to closed containment (which may include access to hydro-power, conversion of licences and adoption of new infrastructure; and required training or testing associated with new technologies);
- Identification of milestones associated with a transition to new forms of aquaculture or development and adoption of innovative and clean technologies;
- Criteria related to conditions of licence, mitigations and standards associated with closed containment licences;
- Clarifications related to which species of fish are included in the ban and exploration of the potential of integrated multi-trophic aquaculture; and
- Outline of a process for amending the *Pacific Aquaculture Regulations* to enact a ban.



Management of open net-pen salmon aquaculture until the ban is fully implemented

Responsible and transparent management of open net-pen salmon aquaculture in B.C. until open net-pens are fully transitioned to closed containment or decommissioned.

A responsible transition ensures that the aquaculture industry can make responsible decisions related to their employees, partnerships, inventory, and assets as the transition is implemented. Measures will be put in place to support the responsible oversight of remaining open net-pen facilities until a full ban is implemented.

- For the remaining time that open net-pens continue to operate, they must be responsibly managed in collaboration with First Nations and other government partners. **Enhanced monitoring and oversight will be in place for the next five years until the ban on open net-pens is fully implemented in 2029**, including more opportunities for First Nations to participate in monitoring activities within their territories, and to input into data transparency and reporting.
- **Enhancements to the conditions of licence** came into effect with the issuance of new licences on July 1, 2024. These conditions include a reduction in the allowable thresholds for sea lice during the wild salmon out-migration periods, new requirements related to reporting marine mammal interactions, and new inventory accounting requirements, which include detailed production cycle reporting on harvest, mortalities, predator interactions, and escapes. The Government of Canada intends to build on these protections by continuing to **undertake science reviews with external collaborators** and at the two-year point in licences **will undertake a review to determine if further protections should be introduced** into licences.
- For the next five years, **detailed and timely reporting on industry**

performance and compliance will be made publicly available in a timely manner. This includes public reporting of compliance with standards (including new sea lice requirements and sea floor impacts); proactive disclosure of interactions, bycatch, and escapes; and new annual public reporting related to salmon feed.

- As standards are increased, it is important that the salmon aquaculture industry be subject to strong oversight and that strict compliance measures be applied — up to and including

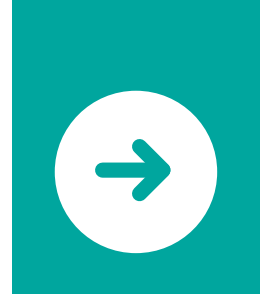
suspension or cancellation of licences in cases of serious or repeat non-compliance.

The Government of Canada and its partner agencies will continue to work collaboratively with First Nations to support and improve engagement in ongoing aquaculture management, including through enhanced monitoring of open net-pen aquaculture licences, engagement in processes associated with the decommissioning of sites, and measures associated with the Transition Plan's outcomes.

Public transparency, and monitoring of compliance and implementation progress will be key to the transition. Over the course of the transition this will include:

- A review and consultation on licence requirements and plan progress, including to catalyze as needed, enhancements to requirements of salmon aquaculture licences. This review and supporting changes will be taken at the two-year point of licences, in 2026;
- Enhanced, regular and timely reporting related to management performance, compliance; reporting on the Plan implementation; and salmon feed; and
- Enactment of enhanced compliance measures including suspension or cancellation of open net-pen aquaculture licences in cases of serious or repeated non-compliance.





Conclusion

The Transition Plan provides important opportunities for growth and leadership in innovative, sustainable salmon aquaculture; for British Columbia to become a world leader in the adoption of innovative and clean aquaculture technology; and to support long-term food security while protecting ecosystems and wild salmon for generations to come.

The journey ahead will require a significant amount of cooperation and collaboration between multiple levels of government. Open net-pen salmon aquaculture in B.C. is an important economic driver for a number of First Nations and coastal communities. This transition will disproportionately impact some of the province's most vulnerable populations, many of whom are already contending with a number of other challenges.

This Plan outlines the broad themes which will support the transition. Impacted parties will be invited to respond and to collaborate with the Government of Canada on the themes and the more detailed measures outlined in this Plan. Consultations will take

place leading to a final Transition Plan to be published in 2025. Consultation on implementation will continue following the release of the Transition Plan.

This Plan will ensure that First Nations are able to develop unique responses, which address concerns and issues in particular communities. The Plan provides a framework for assessment and implementation, while allowing for customization related to the unique situations and aspirations of individual First Nations.

Over the next ten years, the Government of Canada, together with its partner agencies, will produce an annual update on progress related to the Plan's implementation, which will be made available publicly.

Working together, this Plan provides a road map to transition salmon aquaculture to a make B.C. a world leader in innovation and clean technology adoption, while supporting a transition that reflects the unique interests and objectives of B.C.'s coastal communities and First Nations.



Discussion Questions

THEME 1

Support for First Nations, workers, and communities in this transition

Supporting First Nations through the transition to support community and individual objectives

What impact (in terms of jobs and economic activity) will the ban on open net-pen salmon aquaculture have in your community?

Where do you see economic potential in your communities? How does this align with the unique strengths, capabilities and values in your community? What does the community need to advance this potential?

What unique supports (economic, governance, etc.) do First Nations require to manage through a transition?

What are the next steps to properly respond to First Nation's interests and concerns?

How can the Government of Canada support economic development needs and aspirations of First Nations impacted by the transition?

What models for the collaborative delivery of transition approaches and programming should be considered in the Transition Plan?

Supporting communities, businesses, and workers in transitioning to new economic development opportunities while maintaining community well-being

What impact (in terms of jobs and economic activity) will the ban on open net-pen salmon aquaculture have in your community?

Where do you see economic potential in your communities? How does this align with the unique strengths, capabilities and values in your community? What does the community need to advance this potential? What is the role of industry in contributing to innovation in B.C. aquaculture?

How should the Government of Canada ensure that small businesses and individuals in small coastal communities are supported through the transition? What are gaps in existing Government of Canada programming for communities, businesses and workers that could support the transition? What else is needed?

What delivery mechanisms would be most effective to address the potential economic impacts of the decision to ban all open net-pen salmon aquaculture?

THEME 2

Identifying economic supports for the use of innovative and clean aquaculture technology

What is the role of industry in contributing to innovation in B.C. aquaculture?

What are gaps in existing Government of Canada programming to support innovation and investment in aquaculture?

What challenges (technological and/or other) must be overcome to make marine and land-based closed containment viable for salmon aquaculture?

What actions can governments take that would most effectively advance the transition to development and adoption of innovative aquaculture technology, including for shellfish and other forms of aquaculture?

What does innovation in other forms of aquaculture look like and what supports are needed to catalyze investments and innovation?

THEME 3

Milestones, principles, and criteria for the phase down of salmon open net-pen aquaculture over the five-year license period

What should the Government of Canada's highest priorities be in supporting a rapid transition to closed containment salmon aquaculture?

What new regulations and standards should be considered in relation to closed containment technology?

What measures would contribute to a transition to closed containment salmon aquaculture?

Should the Government of Canada consider distinct measures for the transition of native species?

THEME 4

Management of open net-pen salmon aquaculture until the ban is fully implemented

What public reporting would be most relevant during the transition?

What are key elements of enhanced monitoring?



ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES

MEDIA ADVISORY

FOR IMMEDIATE RELEASE:

AVICC Tackles Watershed Security and Land Conservation Issues on Vancouver Island

VANCOUVER ISLAND, B.C. – The Association of Vancouver Island and Coastal Communities (AVICC) is calling for provincial attention to address the critical challenges surrounding watershed security and land conservation, specifically on privately managed forest lands within the historic E&N Land Grant on Vancouver Island.

At the recent 2024 UBCM Convention, AVICC members convened with provincial representatives to discuss resolutions focused on protecting vital ecosystems and ensuring the long-term safety of drinking water. Key issues include the need for adequate conservation funding and the strengthening of environmental regulations to improve protection of critical forest lands that are currently privately owned and managed.

“Our region faces unique challenges in the protection of our watersheds due to the significant presence of privately owned forest lands resulting from the 1883 E&N Land Grant” said **Ben Geselbracht**, President of AVICC. “The security of our watersheds and the preservation of biodiversity are essential to the health and safety of our communities. Protections are slim, for example only 2% of the watershed that all of Nanaimo’s drinking water comes from is protected. We are calling for stronger conservation efforts by the Province and improved environmental protections.”

The association’s discussions highlighted three significant resolutions endorsed in 2023 and 2024: the need for conservation in the Mount Arrowsmith Biosphere Region (MABR), the establishment of a Watershed Security Strategy and Fund, and addressing the ecological impacts of the E&N Land Grant.

Vickie Brown, Mayor of Cumberland, emphasized, “The watersheds in regions like Perseverance Creek, which is 75% privately owned, are essential to our water supply. With climate change, the urgency to protect these lands has never been higher. We need collaborative efforts with both the Province and private landowners to ensure sustainable management.”

Key Highlights from the Meeting:

- **E&N Land Grant Areas:** Focused on the unique conservation needs of lands historically impacted by the 1883 E&N Railway land grant.
- **Private Forest Lands:** Addressed the need to revise the Private Managed Forests Land Act to enhance local governments' ability to manage water quality and conservation in privately managed forests.
- **Mount Arrowsmith Biosphere Region (MABR):** Discussed the importance of conserving ecologically vital lands in the MABR, home to some of the highest biodiversity in B.C.

AVICC continues to advocate for updated land management strategies to protect the region’s water sources and biodiversity while engaging with the Province and other key stakeholders.

For media inquiries, please contact:

Media contacts:

Councillor Ben Geselbracht, City of Nanaimo

President, AVICC

Ben.Geselbracht@nanaimo.ca

Theresa Dennison

Executive Director, AVICC

info@avicc.ca

The Association of Vancouver Island and Coastal Communities (AVICC) represents its member municipalities, regional districts and First Nations of Vancouver Island, Sunshine Coast, qathet/Powell River, the North Coast and the Central Coast. AVICC is one of five area associations of local governments within the Province of British Columbia. All operate under the umbrella of the Union of BC Municipalities (UBCM). The Association advocates on behalf of its members on issues and concerns that affect communities ranging from larger urban areas to small rural and remote communities.



STAFF REPORT

To: Mayor & Council
From: John Thomas, A/CAO
Subject: Follow – SOFI Questions from Council
Meeting date: November 19, 2024

BACKGROUND

The purpose of this report is to provide Council with answers to questions raised during the October 15, 2024, Council meeting in regard to the Statement of Financial Information (SOFI) Report.

DISCUSSION

The information below contains both outstanding questions that were raised by a member of Council and the corresponding answer:

1. With respect to the statement of severance, guarantees, and indemnity agreement section of the report, one severance agreement was listed for 2023. Can you confirm where the sum is reflected in the report?
 - a. Answer: the information contained in the SOFI report is accurate. Severance payment, unless declared as compensatory damages during the separation process with the employee, is calculated and reflected on the employee's T4 form and the Villages SOFI report as wages paid to the employee. Therefore, all severance paid from the time the employment relationship concluded to December 31 of that given year, would be reflected in wages and if the sum of the amount paid is equal to or greater than \$75,000 it will be reported on the SOFI report.
2. With respect to Councillors' stipend/compensation for 2023, what explains the difference in calculation?
 - a. Answer: Upon review of the matter, the difference in stipend/compensation is attributable to an administrative error which resulted in payment for an additional meeting to one member of Council.

STAFF RECOMMENDATIONS

THAT the Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

John Thomas, A/CAO



Village of Sayward

STATEMENT OF FINANCIAL INFORMATION PREPARED UNDER THE FINANCIAL INFORMATION ACT FOR THE YEAR ENDING DECEMBER 31, 2023

MANAGEMENT REPORT

Prepared under the Financial Information Regulation, Schedule 1, Section 9

The financial statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian public-sector accounting standards. Management is responsible for the integrity and objectivity of these statements as well as the supplementary statements and schedules. Management maintains a system of internal controls to provide reasonable assurance that the assets are safeguarded, and the transactions are authorized, recorded and reported properly.

Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through Council. Council reviews internal financial statements and external Audited Financial Statements.

Our external auditors, Chan Nowosad Boates Inc., conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the Village's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to financial management of the Corporation of the Village of Sayward and meet when required.

On behalf of the Village of Sayward,

Lisa Clark, CPA, CGA
Chief Financial Officer

Village of Sayward

Schedule of Remuneration and Expenses for 2023

1) Elected Officials

Name and Position	Remuneration	Expenses
Baker, Mark - Mayor	10,420	2,965
Burchett, Scott - Councillor	7,800	4,091
Gilkin, Kohen - Councillor	8,020	2,315
Poulsen, Sue - Councillor	7,800	2,739
Tinsley, Tom - Councillor	11,620	1,575
	45,660	13,683

2) Employees earning more than \$75,000 per year

Name and Position	Remuneration	Expenses
Clark, Lisa - Chief Financial Officer/Corporate Officer	94,679	830
Gervais, Keir - Chief Administrative Officer	109,216	2,203
Leggat, Tony - Public Works Manager	78,305	0
	282,200	3,034

3) Employees earning less than \$75,000 per year

Consolidated total of other employees with remuneration less than \$75,000	316,194	2,996
Total Remuneration	644,054	19,713

Village of Sayward

Schedule of Payments made for the Provision of Goods or Services for 2023

1) List of suppliers who received aggregate payments exceeding \$25,000

Supplier name	Aggregate
B.C.HYDRO	79,916
Carvello Law	37,154
CIBC PHISA	1,200,000
IZCO TECHNOLOGY SOLUTIONS LTD.	34,298
Manulife Insurance Company	36,281
McElhanney	39,830
MUNICIPAL PENSION PLAN	47,889
RBC ROYAL BANK VISA	35,105
RECEIVER GENERAL OF CANADA	169,297
STRATHCONA REGIONAL DISTRICT	50,754
SUPERIOR PROPANE	57,912
Urban Systems	42,497
W.F.R.WHOLESALE FIRE AND RESCUE LTD	40,291
WASTE MANAGEMENT	26,325
Total Suppliers Equal & Over \$25,000	1,897,549

2) Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less	484,935
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Total Payments	2,382,483
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**Note: The Village prepares the Schedule of Payments made to Suppliers based on actual disbursements through the accounts payable system, which is on a cash basis. Therefore, this figure will differ significantly from the expenses reported on an accrual basis in the consolidated financial statements.*

Village of Sayward
Statement of Severances, Guarantees and Indemnity Agreements

Severance Agreements

There was **one** severance agreement made between the Village of Sayward and its employees during the fiscal year 2023.

Guarantees & Indemnities

The Village of Sayward has not given any guarantees or indemnities under the Guarantees & indemnities Regulation during fiscal year 2023.

Village of Sayward
Statement of Financial Information Approval

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules in this Statement of Financial Information, produced under the *Financial Information Act* .

Lisa Clark
Chief Financial Officer
October 15, 2024

Mark Baker
Mayor
October 15, 2024



STAFF REPORT

To: Mayor & Council
From: John Thomas, A/CAO
Subject: Follow – Connected Coast from Council
Meeting date: November 19, 2024

BACKGROUND

The purpose of this report is to provide Council with answers to a question raised during the November 5, 2024, Council meeting regarding the Connected Coast Project.

DISCUSSION

The information below contains both the outstanding question and corresponding answer.

1. Do we have any information currently on the process, where it is at and the potential barriers at this time?
 - a. Answer: as of November 15, 2024, the information gathered from the SRD and from the website (www.connectedcoast.ca) pertaining to this project is that the backbone fibre is near completion – est. March 2025. Sayward is currently connected, and testing is ongoing. The last mile from the landing site in Sayward to the rest of the community is partially completed. Permitting through the Ministry of Transportation right of way is currently being worked on and once this is completed, additional work can proceed.

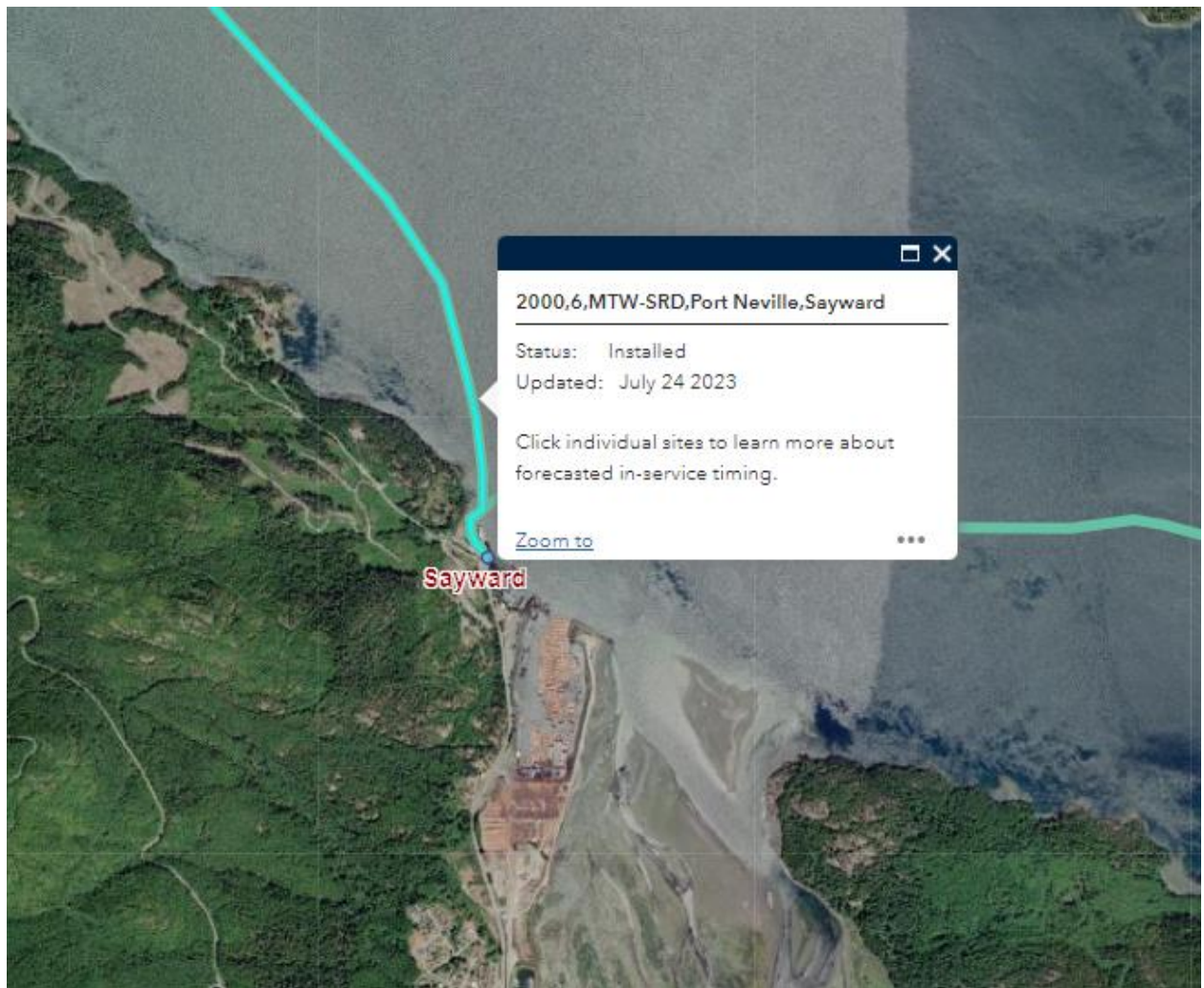
STAFF RECOMMENDATIONS

THAT the Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

John Thomas, A/CAO



2000,6,MTW-SRD,Port Neville,Sayward

Status: Installed

Updated: July 24 2023

Click individual sites to learn more about
forecasted in-service timing.

[Zoom to](#)



STAFF REPORT

For: Mayor and Council
Prepared by: John Thomas, ACAO
Subject: AVICC Attendance Follow-up Report
Meeting date: November 19, 2024

BACKGROUND

This is a follow-up report to Council following previous direction to staff to conduct additional research into the financial cost for up to 5 persons to attend AVICC on behalf of the Village in 2025.

DISCUSSION

During the November 5, 2024, Regular Council Meeting, Council adopted the following resolution: "THAT Council directs staff to develop and report back to Council an estimated cost for five council members/staff to attend AVICC 2025."

Today's report highlight that the financial cost will be dependent on several factors including but not limited to, the location for accommodation and the numbers of attendees. When a Member of Council attends a village sponsored event, it is extremely important that each representative is aware that they are representing the Village at all times. This would be considered a workplace event and rules governing conduct in the workplace will apply (for staff) and the Council Code of Conduct Bylaw will apply (for Members of Council).

RECOMMENDATION

THAT Council receives the follow-up staff report for information; AND

THAT Council authorizes [***state name of member(s) of Council***] to attend AVICC 2025 on behalf of the Village of Sayward and to report back to the Council.

Respectfully submitted,

Original Signed

John Thomas, A/CAO
Attachment: AVICC AGM & Convention Financial Projection

AVICC AGM and Convention, Nanaimo BC April 11 - 13, 2025

	Rate	Participants	Nights		tax percent	with tax
Coast Bastion	239	5	3	3585	15	537.75
Parking	15	5	3	225		
Per diem	95	5	3	1425		
Mileage	0.5	5	460	1150		
Registration fee	100	5	1	500		
				6885		7422.75
Marriott Courtyard	209	5	3	3135	15	470.25
Parking	15	5	3	225		
Per diem	95	5	3	1425		
Mileage	0.5	5	460	1150		
Registration fee	100	5	1	500		
				6435		6905.25
Dorchester Hotel	159	5	3	2385	15	357.75
Parking	0	5	3	0		
Per diem	95	5	3	1425		
Mileage	0.5	5	460	1150		
Registration fee	100	5	1	500		
				5460		5817.75

Coast Bastion - rates starting at \$239, complimentary wifi, paid parking. Check-in 3pm, check-out 12pm. Ph 800-716-6199 Group name: AVICC Conference 2025

Courtyard by Marriott Nanaimo – rates starting at \$209, complimentary wifi, paid parking. Check-in 4pm, check-out 11am. Ph 250-824-2717 Group name: AVICC

Best Western Dorchester Hotel – rates starting at \$159, complimentary wifi and parking. Check-in 4pm, check-out 11am. Ph 800-661-2449 Group name: AVICC 2025

Meals - Historically AVICC sponsors have offered breakfasts, lunch, reception and banquet meal opportunities. The daily overnight stay per diem of \$95 is allowed for in this budget.

Travel - Sayward to Nanaimo distance 230km each way, return trip 460km @ 0.50 = \$230 applied for each participant.

Registration Fee - Historically registration fees have been approximately \$100 per attendee.

Consideration in this draft budet has not been given to any participants sharing travel etc.

IMPORTANT - Director's Report - Strathcona Regional District (Area 'A')

November 6, 2024

Potential Area A and Village Recreation Service

About twenty years ago, the municipalities attempted to force Area A into a joint Regional District Service with the Village of Sayward to pay for the Kelsey Center. So, Area A took the question to a referendum and the result was an overwhelming, "No!" Now, once again, the municipalities are plotting to force Area A into the exact same service. All Regional District services are funded by requisitioning property taxes from the residents, and the normal method is to base these taxes on property assessments. Since the property in the Valley is more valuable than that in the Village, Valley residents would be forced to pay 60% of the total cost, while the Village would pay 40%.

The Village's 2024 budget projects the operating costs for the Kelsey Center to be \$306,331 in 2025, with a revenue of \$32,004, which leaves a shortfall of \$274,327. The Valley residents' share of this shortfall would average approx. \$725.09 per property in additional property taxes. In addition to these operating costs, in 2019 the Village identified \$769,793 (as adjusted to 2024 dollars) as only some of the many maintenances and upgrades needed to keep that facility operating. If these upgrades were included, these combined costs would raise taxes by over an average of \$2,759 per property, and that only covers some of the needed upgrades. Also bear in mind that such an enormous money grab would be just the beginning of tax increases. The Village has zero reserve funds for the Kelsey Center which is over fifty years old and is reaching the end of its useful life. We need to find out if it even meets modern building codes or would withstand a strong earthquake, knowing that if a structural failure injured people, we could all be financially liable. Campbell River's Strathcona Gardens complex is not as old as the Kelsey Center but has been officially declared to have already reached the end of its useful life. Therefore, it is currently being rebuilt. The new design was completed in 2022 at an estimated construction cost of \$54 million. As of today, that figure has risen to \$69.8 million. Likewise, the Kelsey Center will, in a relatively short timeframe, be in a similar situation and require millions of dollars to upgrade. This will be impossible for our small communities to afford. The danger for us Valley residents is that once you join a Regional District Service, it is virtually impossible to ever get out. Therefore, at the Electoral Areas Services Committee meeting today, Nov 6, 2024, I introduced the following motions, which passed and will now proceed to the full Board for a final vote on Nov. 27, 2024:

(a) THAT a subcommittee of two municipalities and two electoral areas be convened to further explore the current status of the Kelsey Center and the Village of Sayward's aspirations for its future operation and maintenance.

Furthermore, if this motion should fail to pass,

(b) THAT a referendum be held in the Sayward Valley Service Area of Electoral Area A to determine if those electors are willing to accept an increase in taxation to fund the Kelsey Center.

The first motion is designed to find out exactly what the Village wants. If both of my motions fail to pass, then the Municipalities can begin the process of creating this new service against our will, but the final resolution typically would require the consent of the majority of Sayward electors. I will keep you posted on this website of each development as the Board deals with this issue.

If you have any questions on these or any other issues, please do not hesitate to contact me. My door is always open.

Gerald Whalley
Regional Director (Area 'A')
Phone: 250-282-3787
gwhalley@srd.ca

Betty Wasyliw

From: Gerald Whalley
Sent: November 1, 2024 10:22 AM
To: Tom Yates
Subject: Director's Report for EASC agenda
Attachments: 01 Kelsey Center Revenues & Expenses (Dir Rpt).pdf; 02 Sayward Village - Bylaw 505 - Five Year Financial Plan Amendment.pdf; 03 Spreadsheet Summary of Kelsey Center Costs.pdf

Hi Tom,

Please include the three attached files as my Director's Report for the next EASC agenda.

Thank you,

Gerald Whalley

Regional Director
Strathcona Regional District
Kyuquot-Nootka/Sayward (Area 'A')
(250) 282-3787
gwhalley@srd.ca

Regarding the Village of Sayward:

Financial Plan Bylaw

Municipalities are prohibited from running budget deficits, we are required to provide balanced budgets. I have attached a copy of the Village's 5-year financial plan which outlines all the revenues and expenses, including for the Kelsey Centre. However, please note, the budget does not reflect the true cost of the investment needed to properly operate and maintain the facility in optimal operational condition. Please see below the projected revenues, expenses, and operating deficit for the Kelsey Centre.

Revenues

2024	2025	2026	2027	2028
33,006	32,004	32,033	32,062	32,091

Expenses:

300,388	306,331	312,656	319,227	326,060
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Operating Deficit (Business Unit/Department)

(267,382)	(274,327)	(280,623)	(287,165)	(293,969)
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In addition to the above budget information, the Village must also consider other asset management requirements to properly maintain the facility, some of which are outlined in a 2019 report (at 2019 dollars – therefore significantly increased).

The following table provides a summarized list of maintenance, repair or upgrades identified in the 2019 buildings assessments, which primarily focused on the Kelsey Recreation Centre. A breakdown of individual work items is available in the respective assessment reports.

Building Asset	Timeframe (Years)	Description	Cost
Kelsey Recreation Centre			
Building Envelope	2-5	Windows (Rec Centre Entrance) – replace	\$10,000
		Upper level vinyl siding – replace	\$10,000
Roof	5-10	Roll of asphalt roof – replace	\$50,000
Mechanical	< 2	Emergency Eye Wash Stations (x2) – replace	\$10,000
		Fire Protection System – upgrade/ install	\$116,000
		Solar Collection System – complete operations manual and as-built drawings	\$1,000
		Hot Water Heating System – install acid neutralizer and emergency shut down switch	\$6,500
	2-5	DDC Control System – upgrade to localized unit	\$5,000
		Ventilation System – replace	\$330,500
		Heating Water Conveyance System – replace pipe insulation/ fire stopping	\$20,500
	5-10	Domestic Water Piping – replace and insulate piping	\$35,000
		Plumbing Fixtures – Upgrade fixtures to high efficiency	\$25,000
Electrical	< 2	Electrical Panels – replace	\$22,500

Building Asset	Timeframe (Years)	Description	Cost
		Kitchen Receptacles - upgrade to GFI	\$500
		Force Flow Heater - replace pool storage room unit	\$500
		Electrical Conduit - repair conduit on SE exterior wall	\$500
		Fire alarm system - replace all field devices	\$20,000
	2-5	Upgrade change room lighting to LED	\$3,000
		Upgrade remaining exterior lighting to LED	\$6,000
Total			\$650,000

I hope this email satisfies the request for information. If you need further details, please let me know, thanks.

John Thomas, MBA
Acting Chief Administrative Officer
Acting Corporate Officer
Village of Sayward
652 H'Kusam Way, PO Box 29
Sayward, BC V0P 1R0
250-282-5512 Ext. 2 (office)
cao@saywardvalley.ca



VILLAGE OF SAYWARD

BYLAW NO. 505

A BYLAW TO PROVIDE FOR THE AMENDMENT OF THE FINANCIAL PLAN (2023-2027)

WHEREAS pursuant to Section 165 of the *Community Charter*, “Five Year Financial Plan Bylaw No. 483, 2022” was adopted on May 2, 2023;

AND WHEREAS pursuant to Section 165 (2) of the *Community Charter*, the financial plan may be amended by bylaw at any time;

NOW THEREFORE, the Council of the Village of Sayward in open meeting assembled enacts as follows:

1. This Bylaw may be cited as “**Five Year Financial Plan Amendment Bylaw No. 504, 2023**”
2. “Five Year Financial Plan Bylaw No. 498 2023” is hereby amended by deleting Schedule “A” in its entirety and replacing it with Schedule “A” attached to and forming part of this Bylaw.

Read a first time on the 16th day of January 2024.

Read a second time on the 16th day of January 2024.

Read a third time on the 16th day of January 2024.

Adopted on the 4th day of June 2024.

Certified a true copy of Bylaw No. 505
this ____ day of _____, _____

Chief Administrative Officer
Village of Sayward

Original signed by “M. Baker”
Mayor

Original signed by “J. Thomas”
Corporate Officer

Village of Sayward
2023 – 2027 Five Year Financial Plan Amendment Bylaw No. 505, 2024 – Schedule A

	2023	2024	2025	2026	2027
REVENUES					
Taxation					
Property Value Taxes	414,993	456,492	502,142	552,356	607,591
Parcel Taxes	38,607	38,607	38,607	38,607	38,607
Utilities/Payments in Lieu of Taxes	14,600	15,134	15,690	16,271	16,877
Total Taxation	468,200	510,233	556,439	607,234	663,075
Fees and Charges					
Recreation	21,250	21,280	21,311	21,342	21,374
Licences/Permits	10,900	10,900	10,900	10,900	10,900
Sewer Utility	92,099	92,528	95,767	99,119	102,588
Water Utility	157,586	161,490	166,334	171,324	176,464
Solid Waste Fees	45,555	48,744	50,450	52,216	54,043
Other Revenue	91,058	91,521	92,996	93,484	93,986
Total Fees and Charges	418,449	426,463	437,758	448,385	459,355
Other Revenue					
Federal Government Grants	71,568	75,149	75,149	75,149	75,149
Provincial Government Grants	1,206,360	360,000	360,000	360,000	360,000
Capital Asset Grants	1,350,198	0	0	0	0
Other Grants	110,242	43,582	43,582	43,582	43,582
Total Other Revenue	2,738,368	478,731	478,731	478,731	478,731
Proceeds From Borrowing	400,000	0	0	0	0
Transfers Between Funds					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	235,631	0	0	10,100	0
TOTAL REVENUE	4,260,647	1,415,427	1,472,928	1,544,449	1,601,161
EXPENSES					
Municipal Purposes					
General Government Services	607,687	493,746	500,747	518,036	515,355
Fire, Emergency & Protective Services	114,842	78,292	78,802	81,802	83,300
Public Works, Roads, Drainage	154,531	155,194	155,940	160,774	161,701
Parks & Recreation	341,269	332,248	339,072	346,157	353,521
Sewer Utility	95,368	92,544	94,276	96,068	97,924
Water Utility	146,448	147,610	150,903	154,336	157,920
Solid Waste Operations	49,000	49,870	50,757	51,663	52,586
Interest Payment on Municipal Debt	16,538	16,396	16,320	16,320	16,320
Amortization	214,986	214,986	214,986	214,986	214,986
Annual Surplus/(Deficit)	2,519,980	-165,459	-128,875	-95,693	-52,452

Village of Sayward
2024 – 2028 Five Year Financial Plan Bylaw No. 505, 2024 – Schedule A cont'd

Capital Expenditures					
General Capital Expenditures	1,950,576	0	0	0	0
Sewer Capital Expenditures	0	0	0	0	0
Water Capital Expenditures	0	0	0	0	0
Principal Payment on Municipal Debt	35,937	35,929	22,287	22,287	22,287
Adjustment for Non-Cash Items (Amortization)	-214,986	-214,986	-214,986	-214,986	-214,986
Transfers Between Funds					
Statutory Reserve Funds	0	0	0	0	0
Surplus/Reserve Accounts	748,451	13,598	63,824	97,006	140,247
FINANCIAL PLAN BALANCE	0	0	0	0	0

2025 Projected Cost to Run & Maintain the Kelsey Center								(\$650k plus compounded annual inflation)		
			Canada Inflation Rates:					Est.		
			2019	2020	2021	2022	2023	2024	Total	
\$32,004	Revenues									
\$306,331	Expenses		1.9%	0.7%	3.4%	6.8%	3.9%	2.5%	\$769,793	
\$274,327	Deficit									
\$769,793	\$650k + 5 years compounded inflation				(The \$650,000 in 2019 dollars is just some of the asset management					
\$1,044,120	Total (Deficit + Maintenance)				required to properly maintain the facility, as per the 2019 Buildings					
						Assessments Report below.)				
\$164,596	2025 deficit portion only times 60% (Valley share).									
227	properties in EA 'A' Sayward Service Area.									
\$725.09	Average tax increase per Valley property.									
If the needed repairs are added to the deficit:										
\$1,044,120 x 60% / 227 properties equals \$2,759.79 average tax increase per property.										
Some of the needed Kelsey Center Upgrades										
as per 2019 Buildings Assessments Report:										
\$10,000	Replace windows									
\$10,000	Replace vinyl siding									
\$50,000	Replace roll of asphalt roof									
\$10,000	Replace two eye wash stations									
\$116,000	Upgrade/Install fire protection system									
\$1,000	Solar collection									
\$6,500	Hot water heating system									
\$5,000	DDC control system									
\$330,500	Replace ventilation system									
\$20,500	Heating water conveyance system									
\$35,000	Replace & insulate domestic water piping									
\$25,000	Upgrade plumbing fixtures									
\$500	Upgrade kitchen receptacles									
\$500	Replace storage room force flow heater									
\$500	Repair electrical conduit									
\$20,000	Fire Alarm System - replace all field devices									
\$3,000	Upgrade change room lighting to LED									
\$6,000	Upgrade exterior lighting to LED									
\$650,000	Total									



STAFF REPORT

For: Mayor and Council
Prepared by: John Thomas, ACAO
Subject: Strategic Plan Workshop – January 2025
Meeting date: November 19, 2024

BACKGROUND

The purpose of this report is to present to Council a comprehensive approach to developing a strategic plan that covers the period of at least 2025 to 2027. The strategic planning process is essential for aligning the Village's goals, defining future direction, and establishing a clear pathway for achieving success with measurable outcomes. This report outlines a comprehensive and structured process for conducting a strategic planning workshop with Council and Staff and developing an actionable strategic plan. The process is designed to ensure Council leads in defining and the staff provides input and expertise of how to achieve the goals of the Village.

The final product would be the preparation of a Strategic Plan (high-level document) and an operational plan (tactical plan informed primarily by staff).

DISCUSSION

The primary objective of the strategic planning workshop is to facilitate collaboration between Mayor, Council, and Staff to define the Village's immediate/short/long-term vision, goals, and strategies. This process will unfold in 5 phases: planning, preparation, workshop execution, post-workshop draft document development, and review and finalization of documents.

Phase 1: Planning

During this phase, Council determines the strategic planning process that it will engage. This may take the form of determining who it wishes to engage as part of the process, the number of days Council will meet to develop the direction for the Village, location if not within the Village itself, hiring a consultant or doing it in-house or any other parameter it wishes to consider.

Phase 2: Preparation

During this phase, Council sets the foundation for a successful strategic planning workshop by being clear on objectives of the workshop, identifying the facilitator, reading the necessary materials prepared and shared in advance, understanding the current realities of the village internally and externally, understanding the current realities that may impact or influence the Village's ability to deliver on its goals and vision, and most importantly, attend with an open mind, ready to engage in productive dialogue. There also need to be a willingness to openly engage staff in order to build an inclusive vision for the Village.

Council should also confirm the agenda for the workshop and share it with the relevant participants in advance. The draft agenda is attached for reference for which Council may adjust and/or confirm as final.

Phase 3: Workshop Execution

On the days determined for the workshop, the facilitator will guide Council and staff through various exercises to generate the necessary information to define the mission, vision, values, and strategic objectives for the Village. January 22 to 24 and January 27 to 29 may be the ideal time to host the session. Additional dates for February could be found.

Phase 4: Post-workshop Development of Draft Strategic Plan & Operational Plan

Once the workshop is completed, the information gathered from the sessions will be used to craft the draft Strategic and Operational Plans for Council's consideration.

Council and staff will then have an opportunity to consider the draft documents, provide up to two sets of input for revision, after which the document will be brought forward for approval by Council at a regularly scheduled meeting.

Phase 5: Review and Finalization of Strategic Plan & Operational Plan

Council would follow its normal process for adopting a plan which is customarily done through an affirmative resolution of Council.

RECOMMENDATION

THAT Council receives this report for information; AND

THAT Council selects January **[pick date]** to **[pick date]** to host the two-day Strategic Planning session as an In-Camera Workshop of Council to be held in the Kelsey Centre, pursuant to section 90(1)(l) *“discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing the annual report under section 98”*; AND

THAT Council approves the draft agenda for the two-day session as outlined below (OR as amended); AND

THAT Council designates A/CAO John Thomas as the Strategic Planning Facilitator for this session.

Respectfully submitted,

Original Signed

John Thomas, A/CAO

DRAFT AGENDA – METHODOLOGY

Day 1: Team Building + Defining Vision, Mission, & Values

1. **9:00 AM – 9:30 AM:** Welcome and Introduction

Objective:

- Set the tone for the 2-day workshop, review objectives, and present the agenda.

Activities:

- Welcome remarks from Mayor and Council.
- Overview of workshop objectives and desired outcomes.
- Brief introduction of participants and roles.

2. **9:30AM to 10:30AM:** Municipal Tour +

Objective:

- Have a fresh perspective of the current environmental factors in the Village for both Council and Staff.

Activities:

- Conduct a joint tour of the municipality (down to the Crossroads) showcasing infrastructure, Kelsey Centre, Village Office, Public Works, neighbourhood infrastructure, and community services and businesses.

3. **10:30 AM – 10:45 AM:** Break

4. **10:45AM to 12:00PM** Environmental Scan and Review

Objective:

- Review findings from the tour noting some key elements interest for future discussion.

Activities:

- Note general observations – what is the first impression of the community? What is the current state of the Village’s infrastructure? Current areas of concerns impacting the Village.

5. **12:00PM to 1:00PM:** Lunch

Objective:

- Share a meal together over catered lunch, bond as one team.

Activity:

- Board Games
- Free time

6. **1:00PM to 2:00PM:** Defining our **Mission**

Objective:

- Develop a brief statement outlining the mission of the Village of Sayward. The mission would distill the central (core) purpose of the Village to the community.

Activity

- Breakout into subgroups mixing staff and Council.
- Groups draft their ideas for the mission on paper and are reviewed together.
- Engage in dotmocracy to find areas of agreement.

7. **2:00pm to 3:00PM:** Defining our **Values**

Objective:

- Defining our moral compass as a team which will become the Village's (organization) set of values. This will help us work with intentionality relative to the mission. Three (3) to five (5) core values are ideal for the Village.

Activity:

- Break out in groups of 2.
- Review a list of over 100 different values.
- Groups review the list, identify their top 5 and rank them 1 to 5.
- All values ranked values in order of priority (1 to 5) will be reviewed and distilled further until the group reaches three (3) to five (5) core values.

8. **3:00PM to 3:15PM:** Break

9. **3:15PM to 5:00PM:** Defining our **Vision**

Objective:

- To create a multi-year collective vision for the Village that reflects the priorities of the organization and community at large.

Activity:

- Engage in a brainstorming session with the entire team working as one group.
- Develop a broad list of visionary ideas.
- Create budgets for the ideas that are similar in nature to find common themes.
- Defining the linkage of each strategic ideas to the mission and values.
- Areas for consideration could includes community (*asset management, service types, and service levels*), good governance (*policy, inter-governmental relationships – feds, province, first nations, regional and local governments*), development (*economic, community planning, major projects*), organization (*staff, technology systems*).

Day 2: Review Day 1 Achievements, Develop Strategic Priorities, Develop Operational Plan/Tasks

1. 8:30 AM – 9:30 AM: Welcome and Breakfast

Objective:

- Build relationships, share a meal, coffee.

2. 9:30AM – 10:00AM: Review Day 1 Accomplishments

Objective:

- Recap vision, mission, and values.

Activity:

- The team reviews the accomplishments of day 1: Mission, Vision, Values, and notable items from the municipal tour.

3. 10:00AM to 10:15AM: Break

4. 10:15AM to 12:30PM – Strategic Priorities Development

Objective:

- Develop high-level strategic priorities/goals that align with the vision.
- Consider the notable items from the Municipal Tour.

Activities:

- Breakout groups to draft SMART strategic goals.
- Group presentations and discussions to refine and prioritize goals.
- Develop consequential list of tasks for each strategic priority/goal.

5. 12:30PM to 1:30PM – Lunch

Objective:

- Share a meal together over catered lunch, bond as one team.

Activity:

- Board Games
- Free time

6. 1:30PM to 3:00PM – Strategic Priorities Development Continued & Assessment of Gaps (Risk Management)

Objective:

- Develop high-level strategic priorities/goals that align with the vision.
- Consider the notable items from the Municipal Tour.
- Discuss gaps that may impact probability of success: Known Knowns (knowledge), Known Unknowns (awareness), Unknown Knowns (Bias – assumption), and Unknown Unknowns (lack of awareness).

Activities:

- Breakout groups to draft SMART strategic goals.
- Group presentations and discussions to refine and prioritize goals.
- Develop consequential list of tasks for each strategic priority/goal.

7. **3:00PM to 3:15PM** – Break

8. **3:15PM to 4:45PM** – Review Prioritization of Strategic Priorities/Goals

Objective:

- Review and discuss strategic priorities/goals prioritization list.

Activities:

- Group discussion on prioritization based on Cost of Effort to Succeed and Benefits (Value to the Village).
- Review graph plot of priorities
- Prioritization exercise to rank strategic goals and initiatives.

9. **4:45PM to 5:00PM** – Recap & Reflection

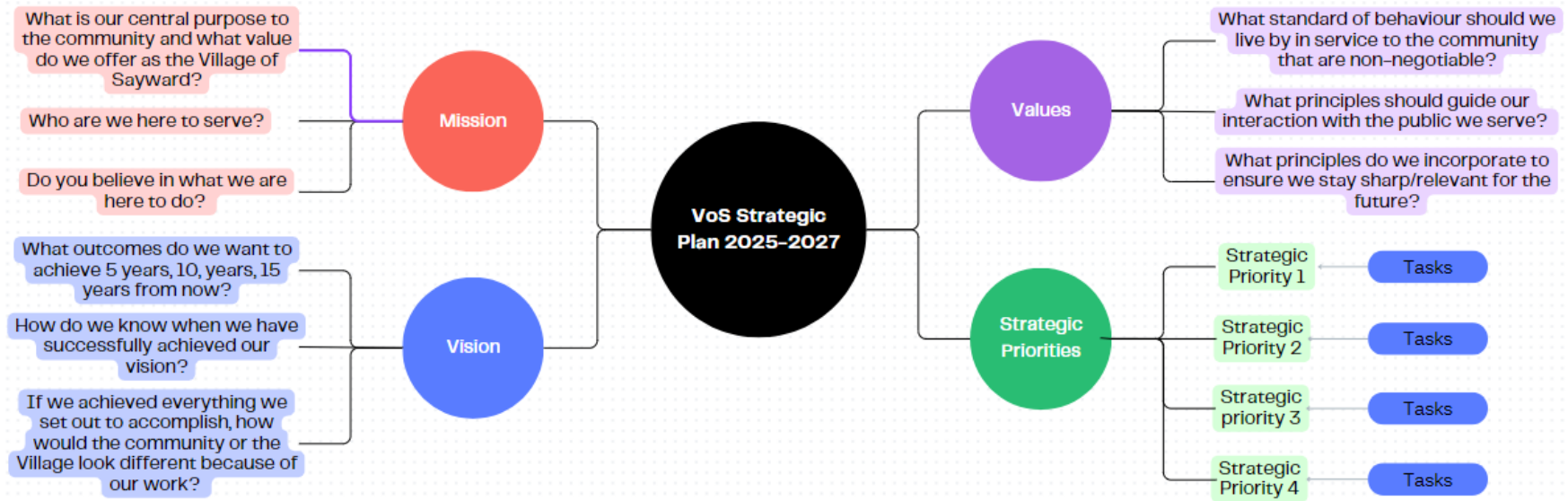
Objective:

- Summarize key takeaways from Day 1 and Day 2.
- Reflect on the process and solicit feedback for improvement.

Activities:

- Review strategic priorities, prioritization, and reflect on the strategic planning process.

Village of Sayward Strategic Plan 2025-2027





STAFF REPORT

To: Mayor and Council
From: Kevin Brooks, Village Planner,
Subject: Housing Needs Report
Meeting date: November 19, 2024

BACKGROUND

On November 30, 2023, the Provincial government ratified several new statutes that amended the *Local Government Act (LGA)*. The intent of the legislative changes are to promote an increase in housing stock within communities across British Columbia. These statutes are:

- Bill 47 – Transit Oriented Development
- Bill 46 – Development Financing
- Bill 44 – Residential Development

The amendment to the LGA from Bill 44 amendments will have the biggest impact on the Village. Bill 44 outlines the requirement of all municipalities in BC to permit small scale multi-unit housing (SSMUH) within their communities. These changes include:

- All Local Governments must permit either a secondary suite or a ADU on all parcels **(zoning bylaw has been reviewed and is compliant)**
- In addition, a Local Government must permit 3 units on parcels less than 280 sq m where an urban containment boundary has been established either in a RGS or a OCP for municipalities over 5000. **(Not applicable)**
- Further, Local Governments are not permitted to hold public hearings for rezonings that are consistent with the OCP.
- **All Local Governments are required to update their Housing Needs Report**
- All Local Governments are required to update their OCP
- All Local Governments are required to update their zoning bylaws to permit SSMUH **(zoning bylaw has been reviewed and is compliant)**

Bill 44 requires the Village to develop and receive a Housing Needs Report by January 1, 2025. Staff provided a presentation summarizing the Housing Needs Report requirements at the November 5, 2024 Council meeting.

Implications

What does this mean for Sayward:

- 1) Housing needs report **must** be updated to provide a 5 and 20 year housing projection (attached)
- 2) OCP **must** be updated to ensure compliance with legislation and reflect the findings of the Housing Needs Report.
- 3) The Village **must** permit at least one secondary suite or ADU on all parcels

It should be noted that the housing funding may also be used for additional studies that can be completed under the funds if they support the intent of the legislation and support housing development. A list of required and other eligible projects are listed below:

Required Updates
• housing needs report (HNR)
• official community plan (OCP)
• zoning bylaw
Additional eligible studies
• development cost charge (DCC) bylaw
• amenity cost charge (ACC) bylaw
• transportation, parks or neighbourhood plan
• works and services bylaw
• parking bylaw
• infrastructure master plans
• asset management plans or strategies
• long-term financial plan
• capacity modelling/analysis
• condition and risk assessments
• demand management strategies
• stormwater surcharge or rainwater recharge studies
• procedures bylaw

The province has set deadlines for local governments to update their housing needs OCP and zoning bylaws.



The Interim Housing Needs Report and Housing Analysis sheet are attached to this report. The Interim Housing Needs Report provides a 10-page summary of the required housing projections and key

findings. The Housing Needs Analysis provides an in-depth assessment and review of the data and provides the required legislated statistical reporting required to meet the *Housing Needs Report Regulations*.

STAFF RECOMMENDATIONS

THAT Council receives the Interim Housing Needs Report and Housing Needs Analysis reports as attached, AND

THAT Council directs staff to publish the report and analysis on the Village's website.

Respectfully submitted,

Kevin Brooks
Planner
Village of Sayward

Attachments:

Interim Housing Needs Report
Housing Analysis Report

The background of the slide is a collage of three images. On the left is a misty harbor scene with several fishing boats docked. In the center is a solid orange rectangle containing the title text. On the right are two images: the top one shows a building with a sign for the Village of Sayward, and the bottom one shows a sign for Sayward Village Campground.

Village of Sayward Housing Needs Assessment

2024



McElhanney

THE PROCESS

CALCULATIONS

The province has developed an assessment methodology and calculator that provides the projections required to draft the initial housing needs estimates for the HNR.

The province requires a specific **methodology** to calculate the number of housing units that must be integrated into the community's **Official Community Plan**

These calculations include numbers to address:

- Extreme Core Housing Need
- Persons Experiencing Homelessness
- Suppressed Household Formation
- Anticipated Household Growth
- Rental Vacancy Rate Adjustment
- Demand Buffer



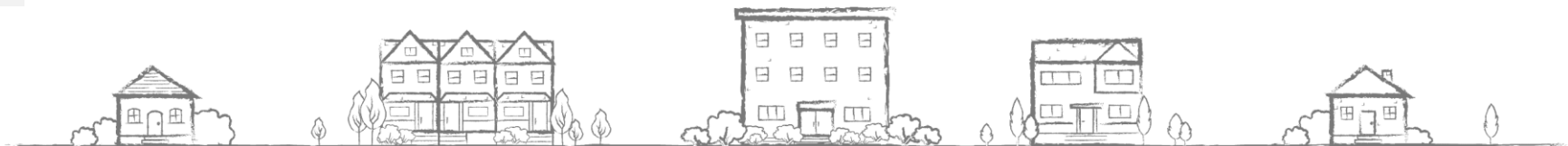
THE RESULTS

CALCULATIONS

The province requires a specific **methodology** to determine a final number of housing units that must be facilitated by the community's **Official Community Plan**

These calculations include numbers to address:

- **Extreme Core Housing Need - 0 Units Required**
- Persons Experiencing Homelessness - 1.15 units in 5 years, 2.31 units in 20 years
- Suppressed Household Formation – 2.88 units in 5 years, 11.54 units in 20 years
- Anticipated Household Growth – 28.09 units in 5 years, 44.39 units in 20 years
- Rental Vacancy Rate Adjustment – 0.12 units in 5 years, 0.50 units in 20 years
- Demand Buffer – 2.32 units in 5 years, 9.28 units in 20 years



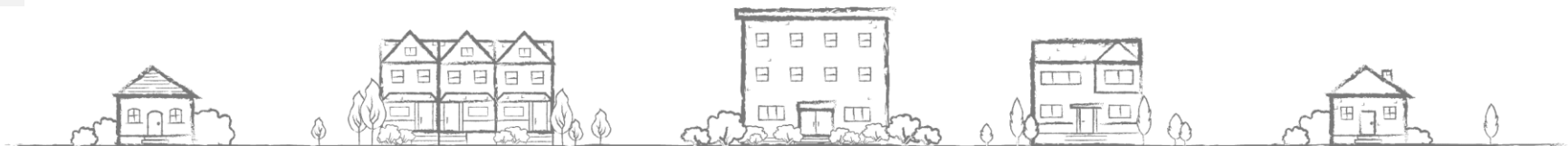
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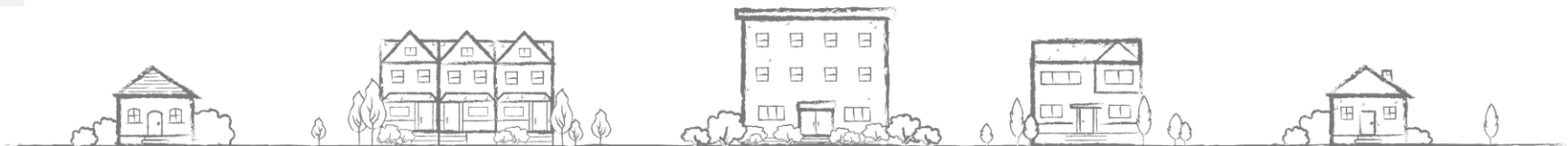
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THE RESULTS

CALCULATIONS

5-year total: 35

20-year total: 68

The province requires a specific **methodology** to determine a final number of housing units that must be facilitated by the community's **Official Community Plan**

These calculations include numbers to address:

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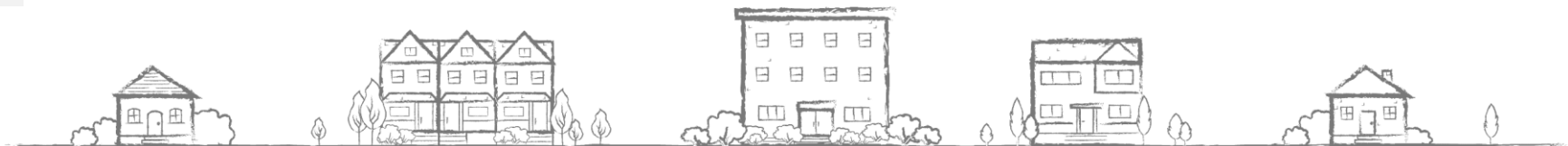
THE FINDINGS SUMMARIZED

- Need for seniors housing options
- Decrease in household size suggest need for smaller housing types
- Housing is becoming more expensive
- Need for housing renovations and maintenance as housing stock ages. Opportunity to encourage suites/flats to meet housing need
- Majority of homes are designed for larger families. Opportunity for retrofitting.



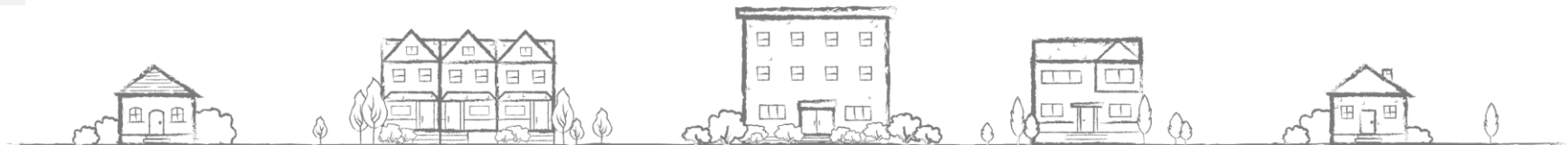
Next Steps

1. Community Consultation (open house and survey) – January 2025
2. Refine and finalize housing needs report – February 2025
3. Approval of final housing needs by Council – February – March 2025
4. Review and revise OCP and Zoning as required to meet HNR – March 2025



Questions

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Interim Housing Needs Report

Village of Sayward 2024

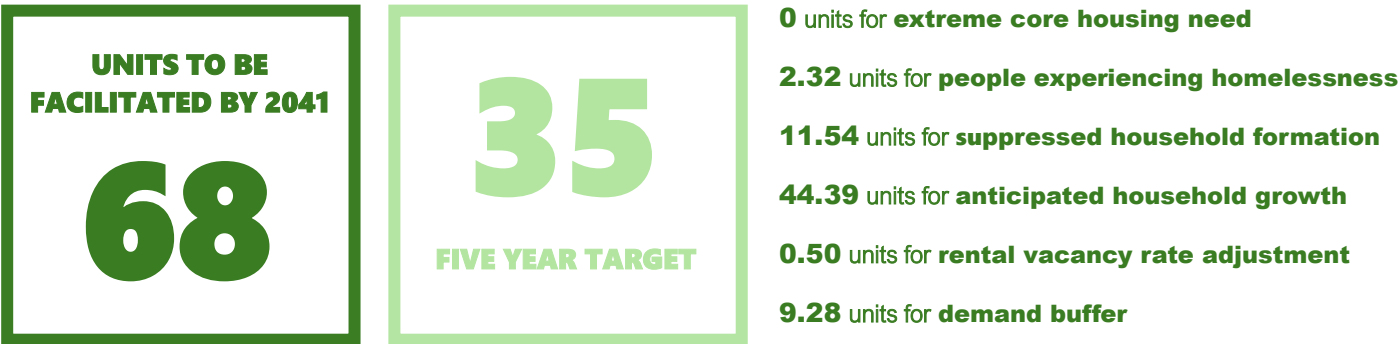
Meeting Housing Demand

Housing legislation was passed in November 2023 which requires all local governments to update their housing needs assessments to provide 5 and 20-year housing projections. By adopting this report, The Village of Sayward follows the Housing Needs Report meets legislative requirements of the *Local Government Act* and *Housing Needs Report Regulation*. This document represents a culmination of other supplementary documents that provide the full context of the housing environment in the Village of Sayward, which will help guide updates to this report within the next 5 years. This full suite of information is included in the appendices, and consists of:

HNR Data Tables:	<i>The data tables used to calculate the required HNR numbers</i>
Housing Analysis Sheet:	<i>A deeper explanation of the analysis of housing data to produce the findings indicated in this report</i>
What We Heard Report:	<i>The summary of community engagement facilitated throughout the Housing Needs Report development</i>

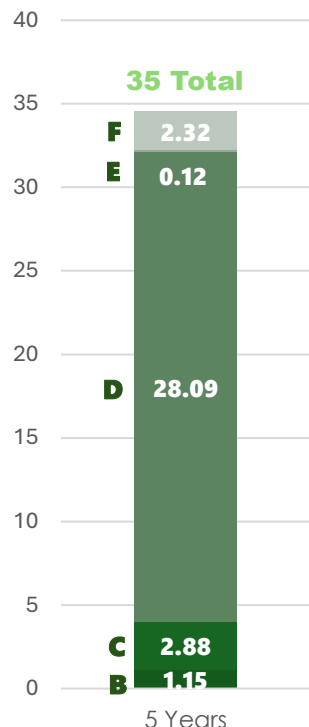
Housing Needs Requirements: Housing Needs Report Methodology

Based on the methodology required by the province of BC, a summary of the number of housing units that must be accommodated by the Village of Sayward’s Official Community Plan and Zoning Bylaw are below. This report utilizes these numbers as a base and combined with community context, tailors those numbers to the wants and needs of the community and defines the type of housing development most needed to improve the housing environment for current and future generations.



HNR Method Breakdown

5 Years: Breakdown



A: Extreme Core Housing Need

Extreme core housing need is defined as households where the unit is not adequate (requires major repairs), or not affordable to an extreme degree (has shelter costs of more than 50% of before-tax household income), or not suitable (does not have enough bedrooms as per National Occupancy Standards) and the household would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that meets all of the above housing indicator thresholds. For this number, the extreme core housing needs rates for both homeowners and renters are considered separately, with the final number of units required being a sum of the two groups. The extreme core housing need for the Village of Sayward is 0 for both 5 and 20-year forecasts.

B: Persons Experiencing Homelessness

As per the HNR methodology, 2.32 housing units must be accommodated over the next 20 years (with 1.15 units being accommodated over the next 5 years) to meet the requirements for persons experiencing homelessness. This number examines the obligation of the Town to accommodate a population-based proportion of the units required to meet the needs of the Strathcona A region.

C: Suppressed Housing Formation

11.54 units must be accommodated over the next 20 years (with 2.88 units being accommodated over the next 5 years) to meet the needs of suppressed households in the Village of Sayward. This number represents households that may have formed if housing were more available, such as adult children moving out of home to form their own households or choosing to have roommates where they otherwise wouldn't have. This number is calculated based on headship rates (households per population, by cohort and tenure) from 2006 when housing was less constrained and is applied to the current population.

D: Anticipated Household Growth

44.39 units must be facilitated over the next 20 years (with 28.09 units being facilitated over the next 5 years) to accommodate anticipated household growth as projected by the province. This number seems 'front-loaded' due to the projected household growth reducing over the longer term.

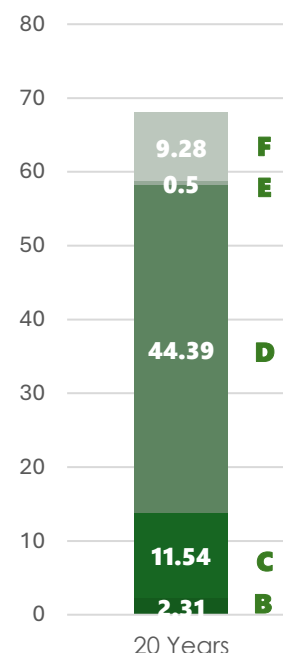
E: Rental Vacancy Rate Adjustment

Vacancy rates (the number of units unoccupied at a given time) are seen to be 'healthy' at around 3%, meaning that there are available units for people looking to move to or within the community. As vacancy rate data is not available for the Town of Smithers, this calculation uses the provincial vacancy rate of 1.4%, with the goal of providing enough units to bring this percentage up to 3%. With this calculation, 0.5 units must be accommodated over the next 20 years.

F: Demand Buffer

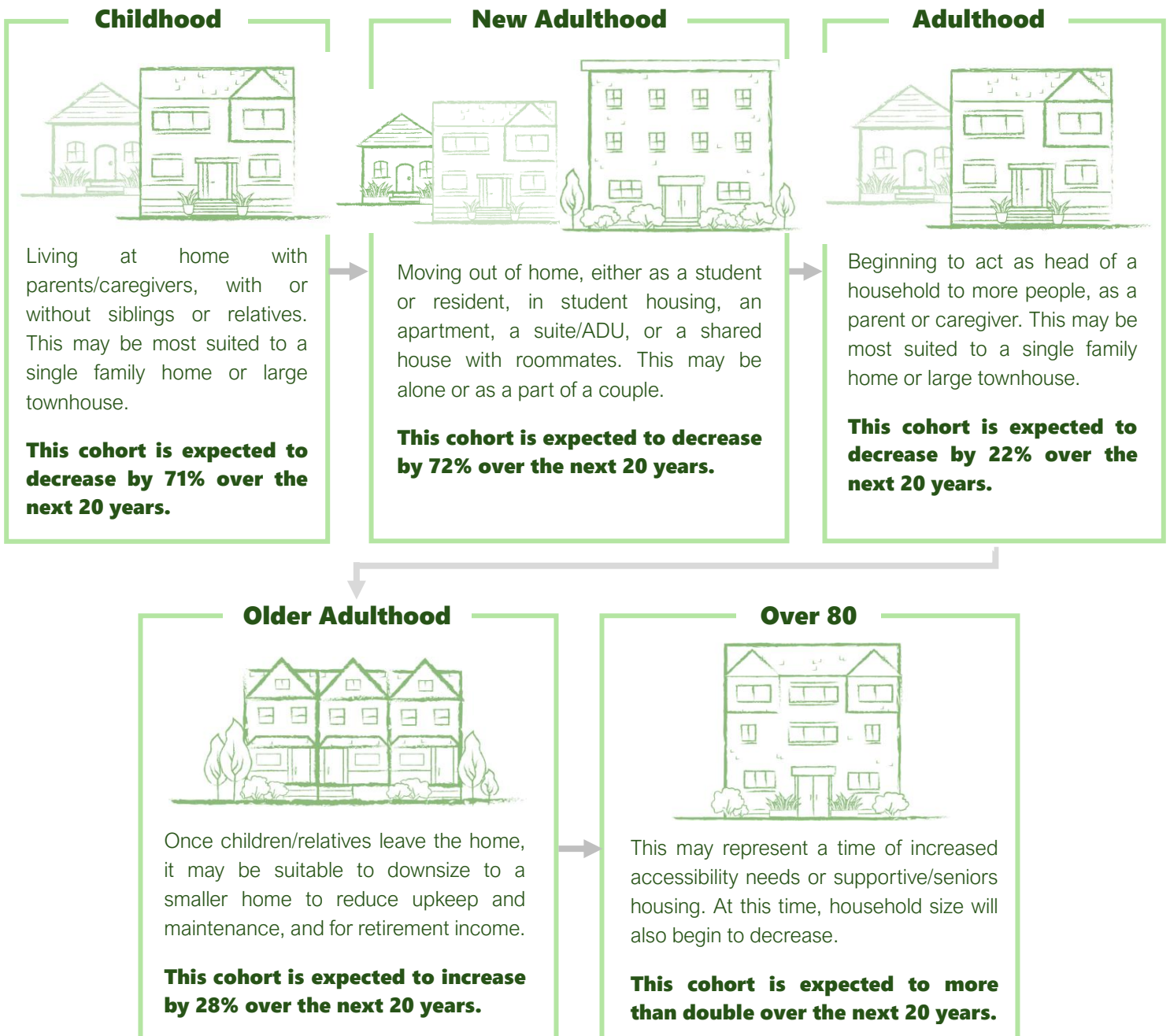
9.28 units must be facilitated over the next 20 years (with 2.32 units being facilitated over the next 5 years) to accommodate the demand buffer – a contingency to account for additional housing required to satisfy a 'healthy' market demand.

20 Years: Breakdown



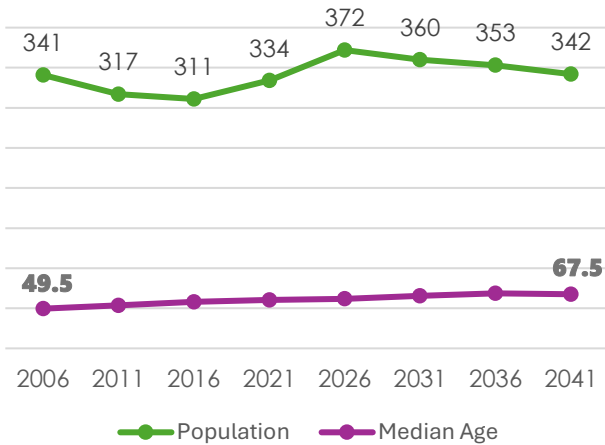
Journey through Housing: A Lifetime of Change

As a person moves through their life, the requirements of their housing may change based on their household's social and physical wants and needs. There are many ways an individual may move through different types of housing throughout their lifetime, and by examining some common trajectories we can begin to predict which kinds of needs the community may see in the future. Based on our understanding of the community's desired housing trajectories, a common journey through housing is shown below. By envisioning age cohorts as having general alignment with housing types, we can understand the types of demands a shift in populations and households over time may have on the demands placed on the housing stock.



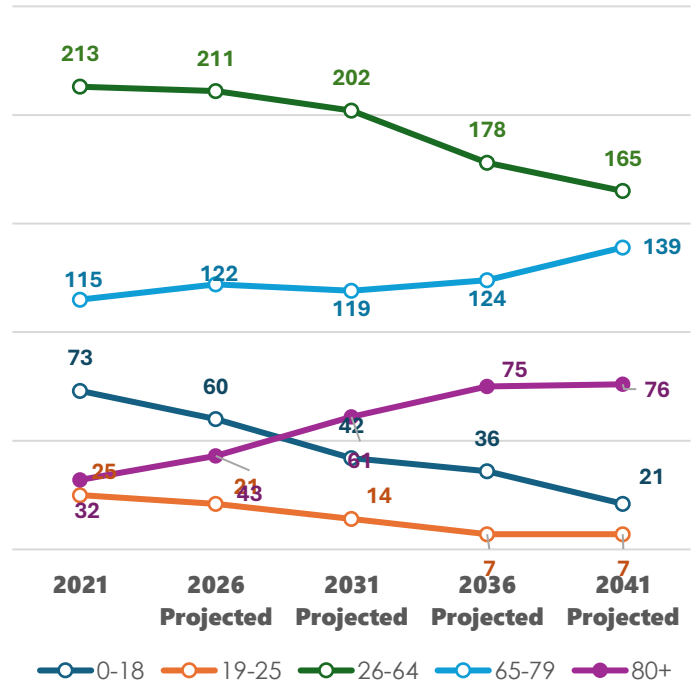
The Gaps: Households vs Housing Stock

Population Trends



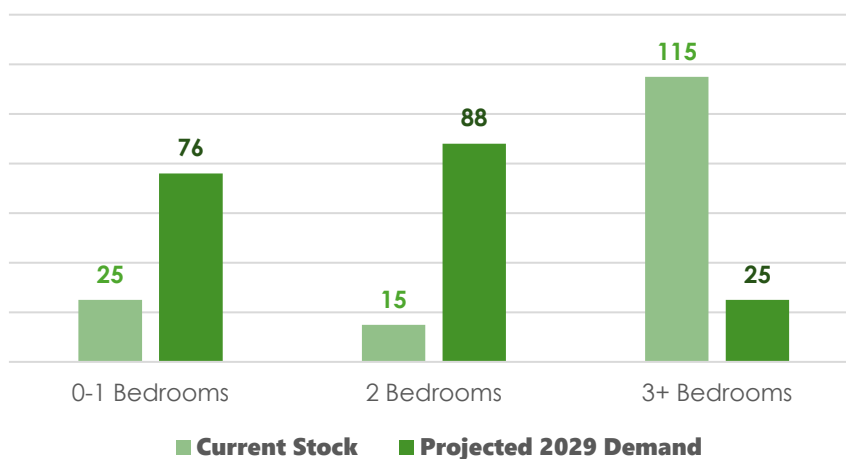
The median age of the Village of Sayward residents is projected to increase to 67.5 over the next 20 years, while the population is expected to grow only slightly, and reach 342 residents by 2041. Age groups expected to grow significantly in the next 20 years are those between the age of 61-79 and those over the age of 80.

Projected Age Cohorts



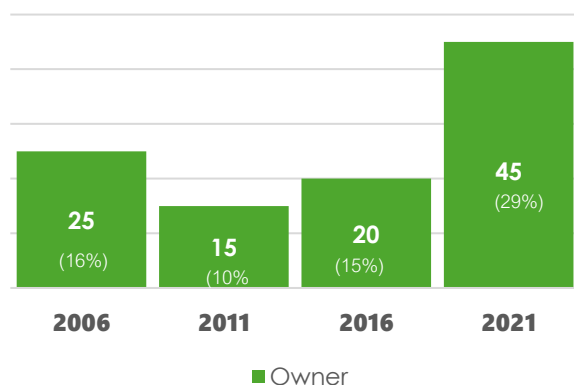
With the assumption of one bedroom per person, household size cohorts have been projected for 2026, and measured against the existing housing stock to highlight which housing sizes should be a key focus for new development. Generally, the number zero to two-bedroom units are not sufficient for the projected demands, while there is an expected surplus of units with three or more bedrooms.

Household Size Alignment



Most of the housing existing stock is designed for three to four-person households, though most households are one to two persons in size. This notes an opportunity for larger homes to satisfy more families through conversion to houses with secondary suites or accessory dwelling units, fourplexes, or student housing units. New units should focus on satisfying one to two person households rather than be built to accommodate larger families.

Core Housing Need



Households determined to be in core housing need are those whose housing does not meet at least one of the following:

Adequacy: Housing not requiring any major repairs

Affordability: Shelter costs equal less than 30% of total before-tax household income

Suitability: Housing with enough bedrooms for the composition of residents as per NOS standards

As per Census Canada, core housing need has increased in the Village of Sayward since 2006. Not enough data is available for the Village to determine a consistent difference between renters and owners

Households living in extreme core housing need are those that are also living below at least one of the indicator thresholds of adequacy and suitability, with the increased affordability threshold of households paying at least 50% of their before-tax income to shelter costs. As of 2021 there were no households in the Village of Sayward identified as living in extreme core housing need.

All local governments are required to complete an Interim Housing Needs Report by January 1, 2025. The Interim Housing Needs Report must only include three new, additional items:

- The number of housing units required to meet current and anticipated need for the next 5 and 20 years, as calculated using the HNR Method provided in the Regulation;
- A statement about the need for housing near transportation infrastructure that supports walking, bicycling, public transit or other alternative forms of transportation; and,
- A description of the actions taken by the local government, since receiving the most recent Housing Needs Report, to reduce housing needs

Looking Back: Reflecting on the Recent Past

Initiatives Since Previous Housing Needs Report

The most recent Housing Needs Report for the Village of Sayward was completed in 2022 and outlines recommendations including a general focus on reducing the cost of rental units for village residents. The report recommended encouraging purpose-built rental housing, as well as new units with rental potential, such as homes with suites and low-to-medium density multifamily housing. The report also recommended adding secondary dwelling units in developed areas to alleviate the severe shortage of rental options, particularly smaller one- and two-bedroom units.

The report also stressed the need for affordable and supportive housing, particularly for seniors, and suggested that the Village partner with non-profit housing organizations and use Village-owned land for such projects. Collaboration with other government levels and community groups was advised to implement supportive housing solutions.

Promoting accessible housing and retrofitting existing homes to support seniors and people with disabilities was also recommended. Since most homes are 40 to 60 years old, the report noted that energy efficiency upgrades and repairs would

improve housing quality and help reduce overall costs, as inefficient energy use contributes to core housing need. The report also recommended that the Village provide educational resources on home improvements and energy grants, as well as streamline the building permit process to encourage necessary repairs and upgrades. Finally, due to limited serviced land, the report advised promoting compact development in already serviced areas, with a focus on diversifying unit types, such as townhouses, medium-density housing, and secondary dwelling units.

Since the 2022 Sayward HNA the village has adopted its 2023 Strategic Plan, which outlines two new measures to encourage and support new housing. The first is to **update the existing development framework including updating the Zoning Bylaw**, to address housing needs within the community. By modernizing zoning regulations, the framework facilitates a more flexible and responsive approach to land use, enabling a broader range of housing types and densities. This helps promote affordable housing options, mixed-use developments, and efficient land utilization. The updated framework supports a more inclusive and adaptable housing market, catering to diverse community needs.

The second measure the Village has taken to reduce housing needs is to **provide access to additional staff resources to administer new building and development applications** that directly supports housing and reduces housing needs within the community by expediting the review and approval process. With an increased capacity to handle applications efficiently, delays in project timelines can be minimized, allowing housing developments to move from concept to construction more swiftly. By streamlining the administrative process, the community benefits from a quicker response to market needs, fostering the development of various housing types and contributing to overall affordability and accessibility.

Changes in Need Since Previous Housing Needs Report

Since the 2022 Housing Needs Report, notable changes of need have been documented in the 2024 Housing Needs Report. The affordability crisis has deepened, with the proportion of households spending more than 30% of their income on shelter rising significantly, while the affordability metric affects both renters and owners, renters are still disproportionately living in higher cost housing relative to their incomes. Housing adequacy has become a more pressing concern, as an increase in the number of units requiring major repairs was observed, indicating a growing need for support in maintaining older homes. The aging population is projected to increase, particularly among those over 80, pointing to a need for more accessible, senior-friendly housing options and supportive living facilities. Additionally, the trend toward smaller household sizes has persisted, reinforcing the demand for one- and two-person housing units over larger family homes. Barriers such as the difficulty in accessing skilled tradespeople due to Sayward's remote location remain a challenge, further impacting housing quality and maintenance.

Looking Forward

Future Development: How the Village of Sayward Can Help Fill the Gaps

Significant imbalances are emerging in the housing market for the Village of Sayward. The disparity between the existing housing stock and household composition continues to diverge, creating conditions in which residents continue to reside in less-than-suitable residences for their family size. This mismatch in housing suitability drives unaffordability and access for more residents. While 76.5% of the current housing stock consists of single-detached homes with three or more bedrooms, only 15.2% of households have three or more members. In contrast, the majority—84.8% of households—are composed of one or two people, yet only 14.7% of available housing is designed to accommodate them. This imbalance suggests an oversupply of larger homes relative to current and future demand and a shortage of smaller, more suitable housing units for most residents. Additionally, an aging population, with projections showing significant growth in the number of residents over 65 and, more notably, those over 80. This demographic shift implies a growing need for accessible housing and senior-friendly units, as well as potential supportive living arrangements. Persistent affordability challenges, with a significant portion of both renters and homeowners spending more than 30% of their income on housing are highlighted in the census data evaluated to prepare this interim report. Maintenance of the aging housing stock remains an issue, exacerbated by the community's remote location, which limits access to skilled tradespeople and resources for home repairs. These factors underline the need for targeted strategies to address affordability, diversify housing options, and support the aging population.

The HNR calculations outline a need for 35 new homes needed within the next 5 years and 68 new units over the next 20 years to meet projected demand. This poses significant challenges due to Sayward's remote location and small size, which impact the feasibility of private developers to take the lead in new housing projects. The high cost of construction in remote areas, driven by the transportation of materials and limited access to skilled labor, results in higher upfront expenses that deter private investment. Additionally, the modest population size translates to lower market demand and reduced potential for high returns on investment, making large or medium scale developments financially unattractive to private-sector developers. The limited infrastructure and challenges in securing qualified trades further compound these issues, slowing down potential projects and increasing costs. Given these constraints, it is evident that new housing development in Sayward will need to be led by the municipality, with substantial support from government programs and funding to make such projects viable. This approach would help bridge the gap between community needs and market feasibility, ensuring that the necessary housing stock can be developed to support the population, particularly for smaller households and the aging demographic.

This interim housing needs report has been prepared to satisfy the legislative requirements of the British Columbia Government. Further information will be gathered through community engagement to determine specific community needs that were not represented in the data. Community members will have the opportunity to voice their concerns and provide anecdotal evidence of the housing environment in the Village of Sayward.

Key Areas of Local Need

Affordable Housing

Housing affordability challenges impacting both renters and homeowners are a key area of local need. The percentage of households spending more than 30% of their income on housing has risen, signaling an escalating affordability crisis. The problem is exacerbated by the area's aging housing stock, which often requires costly maintenance and repairs that strain household budgets. Additionally, Sayward's remote location adds to these financial burdens, as accessing materials and skilled labor is more expensive and less reliable. To address this, the report suggests a need for comprehensive measures such as targeted financial assistance and policy initiatives to support housing affordability and prevent displacement or undue financial stress among residents.

Rental Housing

Rental housing continues to be a pressing issue in Sayward. The current rental supply is insufficient to meet local demand, particularly for smaller, affordable units suited to one- and two-person households, which make up 84.8% of the population. The housing stock remains dominated by larger, single-detached homes that are not well-suited to this demographic trend or to aging residents looking to downsize. High shelter costs and limited rental options exacerbate financial pressures for renters, making it difficult for many to find adequate, affordable housing. As discussed, the private market is unlikely to invest in new rental developments due to low return on investment, driven by high construction costs, the community's remote location, and modest demand. To effectively address these challenges, the report calls for municipal-led initiatives and government support to incentivize the development of diverse and affordable rental options. This approach would help create a balanced rental market, expand housing choices, and improve overall housing stability for residents.

Housing for Seniors

There is an urgent need for senior-specific housing in Sayward, driven by a projected increase in residents over 65, with the 80+ age group expected to more than double by 2041. Currently, the housing stock is dominated by larger, single-detached homes, which constitute 76.5% of all units, yet do not align with the needs of older adults who often prefer smaller, more manageable residences. Only 14.7% of the housing stock is suited for one- or two-person households, despite 84.8% of households fitting this size. Additionally, there is a shortage of rental units and supportive living options, posing significant challenges for seniors seeking accessible housing.

Special Needs Housing

Current data on residents with special needs accommodation for shelters is unclear in the Village of Sayward. Additional insights will be gained through Community Engagement in early 2025 to understand the limitations of the existing housing stock and the number of shelters that may require accessibility features to be installed to assist residents with mobility challenges or disabilities. It is notable that, due to the expected increase in seniors over the age of 80, special accessibility measures may need to be available to allow seniors dignity of aging in their community.

This demand is compounded by an aging housing stock, with over 75% of units being over 40 years old and many requiring major repairs. The maintenance of older homes may become increasingly difficult for seniors, who might face physical and financial challenges in upkeeping these properties. The limited availability of skilled tradespeople in this remote community further complicates the situation. Economic constraints, combined with a limited return on investment for private developers, highlight the need for municipal and provincial involvement to foster senior-friendly housing solutions. Municipally led initiatives, such as incentivizing the development of accessory dwelling units and accessible apartments, would increase the housing stock for 1 and 2-person households and allow seniors to have safe, suitable housing options that meet their evolving needs and enable them to stay within the community as they age.

No units of special needs housing are currently available in the Village of Sayward.

Housing for Families

Over the past two decades, the proportion of households with one or two persons has increased, now comprising 84.8% of total households, while those with three or more members have significantly decreased. This indicates a reduced need for larger single-family homes traditionally suited for families with children. The existing housing stock, predominantly composed of single-detached homes with three or more bedrooms (76.5%), is mismatched with the demographic shift toward smaller households. BC Statistics projections also show a long-term decline in the younger population and nonspecific household maintainers (ages 26-64) by 2041, further suggesting a reduced demand for larger homes. Moving forward, there is a clear need to focus on housing options that cater to one- and two-person households, potentially through retrofitting existing homes and prioritizing new developments that offer smaller, more adaptable living spaces.

Shelters

There is a current lack of shelter facilities for people experiencing homelessness in Sayward, noting that developing independent shelter services for a small community of 350 residents is impractical. Building and maintaining a shelter solely for Sayward would be cost-prohibitive due to high construction, maintenance, and operational expenses. Instead, a more effective strategy would be to consolidate shelter needs into a centralized facility that serves multiple municipalities within the Strathcona Regional District. This shared approach would leverage combined resources and enable municipalities to split costs, reducing the financial burden on any single community. Centralized shelter facilities could be strategically located to maximize accessibility for residents across the region, offering a more sustainable and comprehensive solution. This model would promote resource efficiency and create stronger support networks.

The housing needs in Sayward reflect changing household dynamics and life-stage transitions. As people move through different phases of life, as demonstrated in the “Journey through Housing in this report, their housing requirements evolve, impacting demand for specific types of homes. People under the age of 20 is projected to decrease by 33% over the next 20 years, indicating a reduced future need for family-sized homes. This points to a continued downward trend in demand for large, single-family homes. Conversely, older adulthood, characterized by downsizing to smaller, maintenance-friendly homes, is projected to increase. This shift suggests the need for more compact, adaptable housing options to meet the desires of those seeking to reduce household upkeep.

by sharing operational responsibilities and funding among the participating municipalities and the regional district. Such a coordinated effort would address the shelter needs of small, remote communities like Sayward while providing a more effective, scalable response to emergency and transitional housing demands.

Housing Near Transportation

The remote location of Sayward makes active transportation infrastructure challenging, as the closest city (Campbell River), is located 50 minutes south via Highway 19. Accessing amenities not available in Sayward necessitate vehicle travel for many residents. However, despite these constraints, Sayward is still working to improve access to active transportation. The Village of Sayward completed an Active Transportation Study in October of 2022. The majority of the housing stock is built just South Kelsey Bay and the “pedestrian walking circle” is a 5-15 minute walking radius that fits most of Sayward’s amenities. Continuing to expand housing options within this walking radius will encourage active transportation including walking and biking within the Village. As the population continues to age, it becomes increasingly important to continue to construct housing near diverse modes of transportation to allow community members to maintain their independence and mobility as long as possible. In addition to constructing housing within this walking circle, recommendations to reduce automobile trips include, but are not limited to, setting up a carpooling system through shared social media accounts, implementing an all ages shuttle between Sayward and Campbell River and increasing options of grocery delivery. Currently, the Village of Sayward does not have public transit and residents rely heavily on vehicle trips to access essential services.

Policy Implications – The Reality of Housing Development Constraints

The updated HNR methodology requires that the 20-year needs must be facilitated by local government Official Community Plan designations and zoning. It is assumed that by ensuring that the amount of housing needed by the community to return to a satisfactory housing environment to address key housing concerns, that private and public residential development will naturally begin to build out those units, based on market demand. This assumption is a challenge for smaller, remote communities like the Village of Sayward, as development constraints, including high construction costs, availability of skilled trades and low return on investment for private developers, decrease the likelihood that private developers will look to establish projects in the Village. To meet the required residential development targets, public funding and partnerships will be needed.

Additionally, some components as listed in the HNR methodology may be more efficiently delivered in nearby communities within the Strathcona A Regional District. Rather than the Village of Sayward investing in shelters or emergency services, it may be more cost effective and efficient for multiple villages to pool resources into one centralized location to serve the needs of the region. Although there are many challenges in delivering residential units for the Village of Sayward, there are tools available to local governments to help address the need for housing in their communities. These include:

- The development of social housing, constructed in partnership with BC Housing, on municipal lands
- Securing funding for both public and private housing developments, and sharing funding resources and information with local housing developers
- Streamlining approvals processes for projects with affordable housing components, and reducing some requirements of development where the impact is anticipated to be minimal, (e.g. Reducing parking requirements for certain types of development)
- Where infrastructure is not at risk, reducing property taxation for housing developments with affordable housing components
- Ensuring that land is appropriately designated (in the OCP) and zoned to facilitate residential development in appropriate areas in the community
- Partnering with non-profit organizations such as BC Build to create market-oriented dwelling units focused on purpose-built rental housing

The 2024 Village of Sayward Housing Needs Report provides a snapshot of the current housing needs in the community. Following Council adoption of this report, the Village is required to ensure that the OCP land use designations and Zoning Bylaw permit the number of housing units needed over the next 20 years, as specified in this report. In addition, the OCP is required to include housing policies respecting each class of housing needs in the most recent Housing Need Report.

The Village's current Zoning Bylaw and Official Community Plan, both adopted in 2000, will need updates to reflect the changing demographic trends and housing needs of the community. Minimal housing policies are included do not reflect the needs of the community in respect to accommodating seniors housing, special needs housing or a diversity of housing options to enable a wide variety of housing unit forms and configurations to be constructed in the community.

HOUSING NEEDS ANALYSIS

VILLAGE OF SAYWARD

2024

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THE BACKGROUND

Housing legislation was passed in November 2023 which requires all local governments to update their housing needs assessments to provide 5 and 20-year housing projections.

This background analysis report utilizes key information from both regulated data collection and housing needs analysis methodologies, along with additional data collection and analysis critical to the deeper understanding of the housing environment in the Village of Sayward, and how that environment can be improved to meet the needs of the people.

This analysis sheet provides an overview of the information used and results found to inform the Housing Needs Report (HNR) which meets the regulatory requirements of the province of British Columbia. Appendix A provides the required HNR calculation tables.

Community Engagement

Following the initial analysis below, community engagement in the form of a Community Survey will be conducted in early 2025. Results of the community engagement will inform the revisions to the OCP and Zoning Bylaw if required, ensuring that key contextual issues concerning housing in the Village of Sayward are included. The below analysis has been completed to meet the requirements for an interim housing needs report however the intent is to update the analysis following the results of community engagement and has been used to determine information gaps that need to be addressed through the engagement process.

Population

Population information and projections provide a basis on which to assess and predict housing needs in the community. This population information can be compared to housing stock quantity, quality, and type to determine how the current housing environment does or does not meet the needs of the people now and for anticipated growth and change. The quality of the information going into the analysis will dictate the quality of the results. This report has included the following statistical input to provide an analysis of the housing need in the Village of Sayward.

Data Collection

As mandated by the Province of British Columbia, certain information must be collected and considered when creating Housing Needs Reports. Age, mobility, and student status can all impact the need for housing in communities. The required *Populations* information for the Village of Sayward has been provided below and has informed the analysis of housing need based on population.

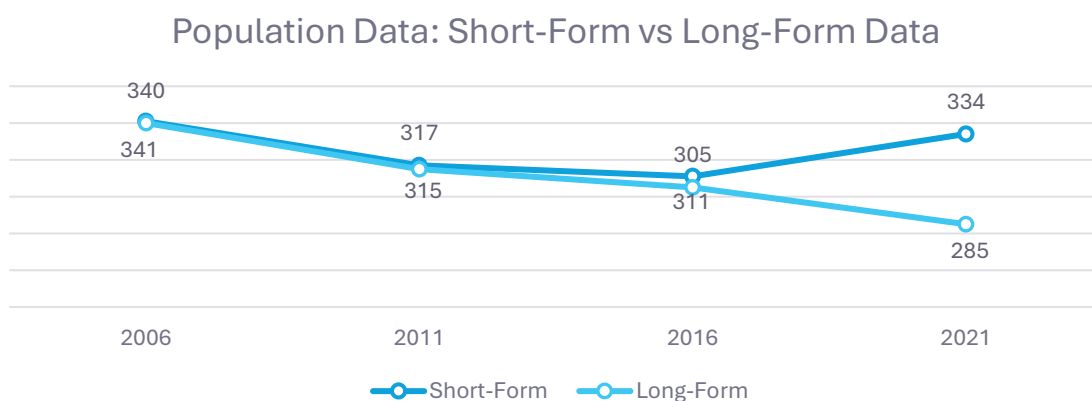
Table 1.0 – Population Data

	2006	2011	2016	2021	Source
Total Population	341	317	311	334	Census
Average Age	-	-	49.5	51.9	Census
Median Age	49.5	53.6	57.9	60.4	Census
Mobility (1 year)					
Non-Movers	270	-	230	275	Census
Non-Migrants	25	-	35	0	Census
Migrants	30	-	30	15	Census
Students enrolled in post-secondary institutions	0	0	0	0	Ministry of PSEFS

For the previous three census periods, there has been an overall decrease in non-movers, and a slight increase in migrants, noting mobility within the Village and to the Village. The variation in these numbers for the most recent Census period may have been disproportionately impacted by the COVID-19 pandemic.

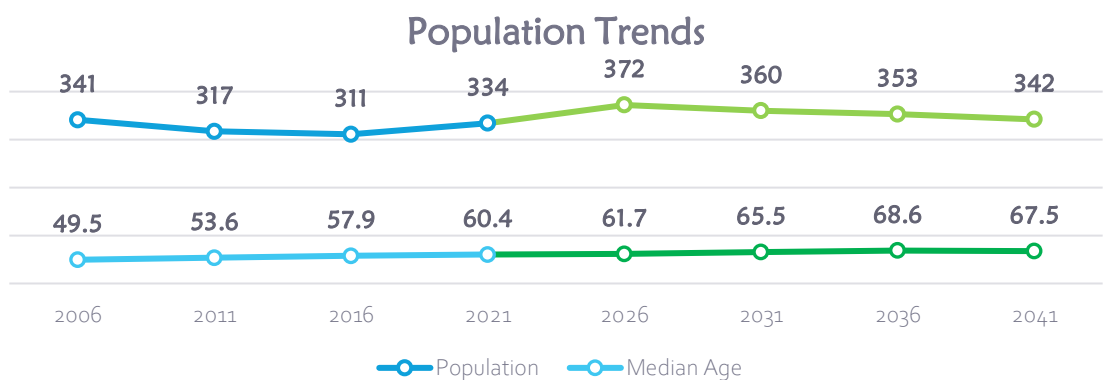
Of note, two different sets of data are used to determine the Census Canada numbers, which represent different surveys provided to the public. While the entire population receives a short-form questionnaire, a sample of the population receives a long-form questionnaire, with additional questions to the short-form. As the long-form data is taken from a smaller sample of the population, data may be less representative than short form census data. In areas with small population bases, such as the Village of Sayward, sampling errors of the long-form data may be disproportionately skewed as sample sizes are proportionate to 1 in 4 as compared to short-form census data. In the case of the Village of Sayward Census data from 2021, there were differences in the population

numbers provided by the short-form and long-form questions. For this Housing Needs Report methodology as required by the provincial government, data from the long-form questionnaire is used as the additional data provided by those questionnaires is required for the statistical analysis of housing environments. Differences in the short-form and long-form population numbers since 2006 are shown below. As the provincial regulations make use of the long-form data sets, this is what is used for most of this report. However, these numbers are limited in their accuracy and should be contextualized with non-statistical information about the community. The discrepancies below demonstrate the challenges of accurately depicting the reality of a small community using only statistical data.

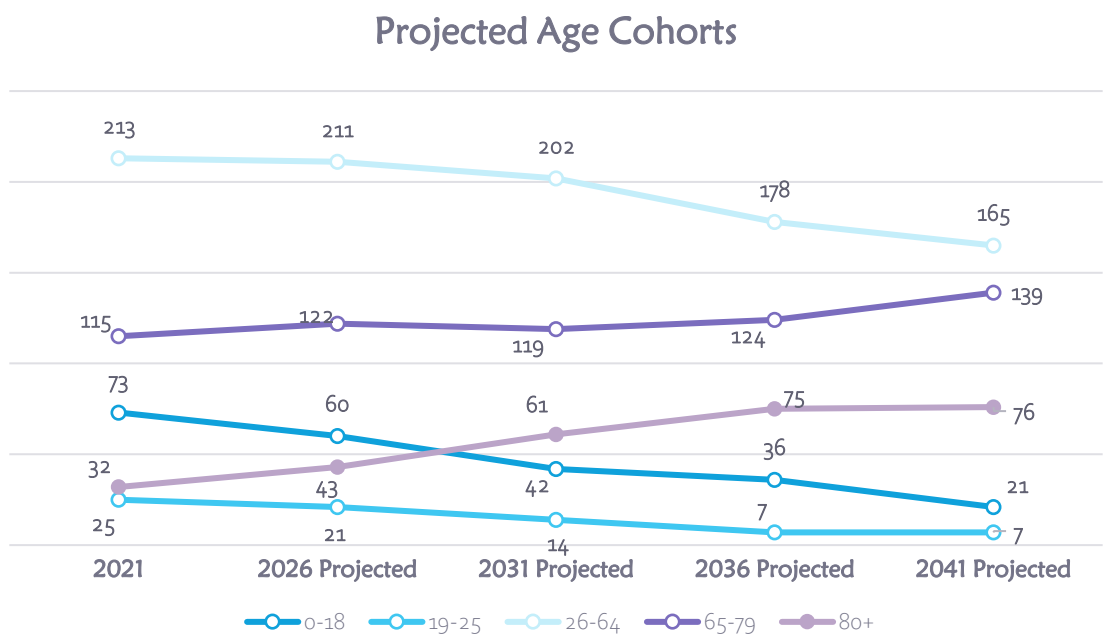


Despite the challenges of determining accurate data for the Village of Sayward, we can utilize the required data to determine past trends to determine a set of future conditions. Past population growth and projected future population growth as provided by Census data and BC Population Projection numbers are demonstrated below, which show an anticipated increase in population between 2021 and 2026, followed by a slight decline over the next two decades. This anomaly in the population from 2016 to 2021 may be the result of inaccurate data collection, or impacts seen by the COVID-19 pandemic. The 2021 census data faced unique challenges due to the impact of COVID-19, which affected both data collection and response rates. Small, remote communities, such as the Village of Sayward, were particularly affected by lower response rates as data collection may have been limited. While the 2021 census data still provides valuable insights, it may be less reliable than previous census cycles, and presents challenges when comparing census data between cycles, especially for smaller population bases. The average age of the population is anticipated to increase to 67.5 by 2041, indicating a change in the

demographic profile of the community.



For housing needs analysis, age cohorts have been broken down into five distinct groups which have different housing needs. Examining the common characteristics and housing preferences of these age cohorts may provide insight into future housing typologies required to accommodate different types of households. The age cohorts examined are 0-18 years (dependents), 19-26 years (new adults), 26-64 years (nonspecific household maintainers), 65-79 years (older adults and empty nesters), and persons over 80. Demographic trends of these age cohorts over the previous two decades as per the Canada Census are shown below.



0-18 Years (Dependents)

From a housing perspective, the general expectation is that people under the age of 20 will be living at home as dependents, rather than seeking their own independent housing. The expectation is that members of this cohort will not function as household maintainers. The size and type of housing for this group will vary, depending on the makeup of the household, but will be more suited to single-family homes or larger townhouses, with 3 or more bedrooms.

BC Statistics project a significant decrease in the size of this age cohort for the next 20 years, with a decrease of over 71% by the year 2041. This suggests a decrease in the need for homes that support families with children under the age of 19, such as larger, single-family homes.

19-25 Years (New Adults)

This is the age young adults may begin to seek housing outside of their parent/caregiver's home. From a housing perspective, this marks a large change in household size as many nuclear families see children "leave the nest", with households beginning to divide. For example, a 4-person family with a parental couple may see the first child leave home at 20, creating 2 households, followed by an additional household forming when the second child leaves home a few years later. These additionally formed households may be where the new adult seeks their own smaller unit (such as a one-bedroom basement suite, or student housing) on their own or with a partner, or in a larger shared house with roommates.

BC Statistics project a decrease in this age cohort of 72% by the year 2041. The types of housing for those looking to leave home for the first time at this age, such as small-scale multi-unit housing (secondary suites and accessory dwelling units, duplexes, and triplexes/fourplexes) designed for young single adults or couples may decrease accordingly.

26-64 Years (Nonspecific Household Maintainners)

Between 26-64 years, housing needs based on age alone are non-specific, with a majority of household members in this age range being household maintainers (contributing to paying rent, mortgage, taxes, utilities, etc.). This group may have dependents living at home, and the size and type of housing for this group will depend on household makeup. This is the age group where many new adults will begin having children and requiring larger

housing units and may be better suited to a large townhouse or single-family home environment.

As the age range is widest for this cohort, this group represents the largest proportion of the community. Based on BC Statistics projections, this cohort is anticipated to decrease over the next 20 years, though at a much slower rate than the younger cohorts, with an overall decrease of 22.5% by 2041. As with the decrease in dependents, this may mean that the need for larger family homes will decrease over time.

65-79 Years (Older Adults and Empty Nesters)

Between 65 and 79 years, the needs of this age cohort share similar characteristics than that of the 20-64 age group. Members of this group may be ready to 'downsize' as dependents leave the home, and some may start to see an increase in the need for accessibility features or begin to move into supportive facilities.

BC statistics projection anticipate a slight increase in this cohort over the next 15 years, with a larger jump between 2036 and 2041, peaking at 140 community members by 2041. This suggests that housing with accessibility options and smaller unit sizes to accommodate downsizing may be in more demand in the coming decades.

80+ (Persons Over 80)

From a housing perspective, the needs of older seniors may be different to those of younger cohorts. The need for accessibility features will be high for those living alone or sharing in a larger household. The rate of single-person households is higher for this age cohort, and supportive seniors housing, and support for those wishing to age in place are critical for this group. The need for housing located with easy access to medical services will also be critical for this age group, including access to public transportation for those who no longer drive.

This cohort represents the largest anticipated age group increase in the next 20 years as projected by BC Statistics, with this cohort projected to more than double by 2041, from 32 people to 76 people. This suggests an extreme increase in the need for supportive seniors housing, accessible housing, smaller units, and housing located close to medical services and amenities.

What This Means

Key Takeaway



The projected increase for the Village of Sayward residents over the age of 65, and particularly the even steeper projected increase for persons over the age of 80, suggest that housing options that cater to seniors will be extremely important. The implications of this may include an increased demand for:

- Seniors Housing
- Multi-generational housing, or accessible small-scale units designed for older family members living in a separate unit on the same property as family (such as accessory dwelling units or secondary suites)
- Assisted living facilities

Key Takeaway



The projected decrease for the Village of Sayward residents under the age of 26 could mean a decrease in average household size, with less children and families living in the Village of Sayward. This could mean a decrease in demand for larger homes that have been traditionally used for larger families. This suggests that retrofitting of existing homes may provide the needed affordable rental housing.

THE PEOPLE AT-RISK

EXTREME CORE HOUSING NEED (COMPONENT A)

Extreme core housing need is defined as households where the unit is not adequate (requires major repairs), or not affordable to an extreme degree (has shelter costs of more than 50% of before-tax household income), or not suitable (does not have enough bedrooms as per National Occupancy Standards (NOS)) and the household would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that meets all of the above housing indicator thresholds. For this number, the extreme core housing needs rates for both homeowners and renters are considered separately, with the final number of units required being a sum of the two groups.

HNR Numbers: Extreme Core Housing Need

**5-YEAR
REQUIREMENT**

0.0

**20-YEAR
REQUIREMENT**

0.0

The BC HNR Calculator tool has been used to produce the housing needs for Component A (Extreme Core Housing Need) to the left. Data tables for these calculations are provided in Appendix A. **0** units must be accommodated to meet the 20-year requirement for the Village of Sayward.

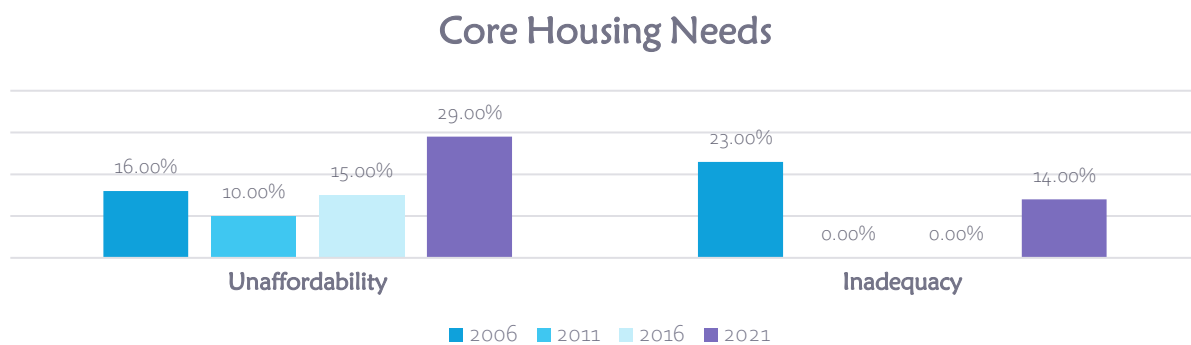
Data Collection

The affordability, adequacy, and suitability of housing have a major impact on what housing supports are required for a community's housing stock demands. The required *Core Housing Need* and *Household Income* data collection for the Village of Sayward has been provided below and has been included in the analysis of housing needs based on at-risk populations.

Table 2.0 – Core Housing Needs Data

Core Housing Needs										
		2006		2011		2016		2021		Source
Affordability										
	Households spending 30%+ of income on shelter costs	25	16%	15	10%	20	15%	45	29%	Custom Census
	Renter households spending 30%+ of income on shelter costs	10	-	0	-	0	0%	20		Custom Census
	Owner households spending 30%+ of income on shelter costs	15	-	10	-	10	8%	25		Custom Census
Adequacy										
	Households in dwellings requiring major repairs	35	23%	0	0%	0	0%	25	14%	Custom Census
	Renter households in dwellings requiring major repairs	15	-	0	-	0	-	0	0%	Custom Census
	Owner households in dwellings requiring major repairs	20	-	0	-	0	-	20	44%	Custom Census
Suitability										

	Households in overcrowded dwellings	0	0%	0	0%	0	0%	0	0%	Custom Census
	Renter households in overcrowded dwellings	0	0%	0	0%	0	0%	0	0%	Custom Census
	Owner households in overcrowded dwellings	0	0%	0	0%	0	0%	0	0%	Custom Census



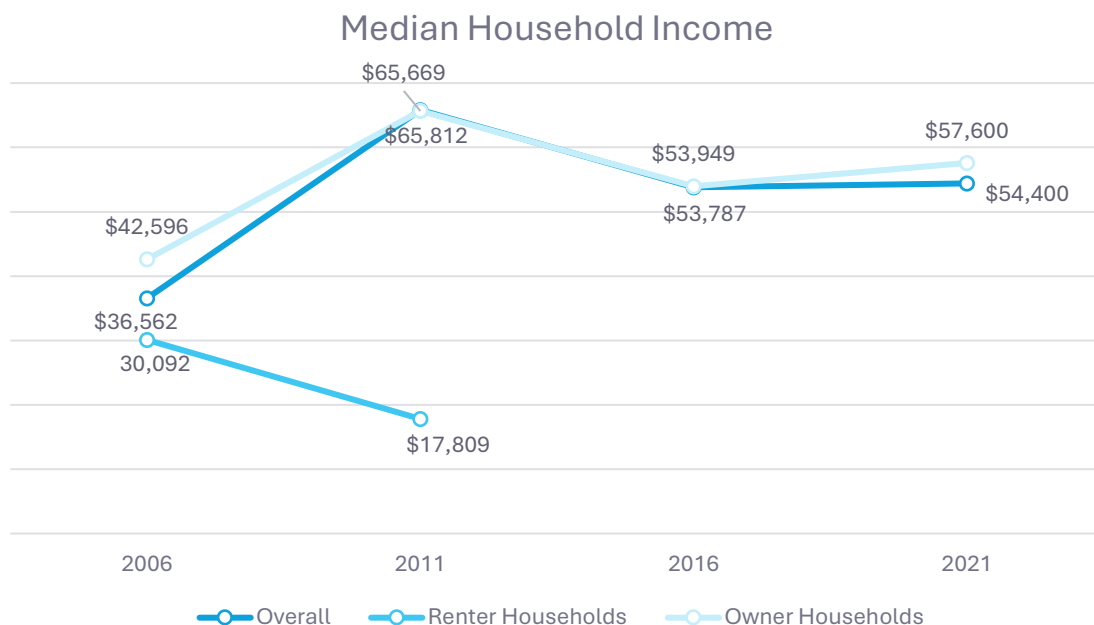
The number of households living in housing that is not deemed affordable (spending 30% or more of income on shelter costs) has almost doubled to 29% for the past two decades. Adequacy data for 2011-2021 is noted as zero, however this may be a sampling error due to the remote and small and remote nature of the community. Further investigation may be required, including conducting a community survey to better understand the adequacy of housing in the Village of Sayward. Unsuitable housing (units that do not meet National Occupancy Standards for household size – otherwise known as overcrowding) has remained at 0% from 2006-2021. This indicates that units are suitable in size for the current population, however inadequate (in need of major repairs) and unaffordability measures have increased by 80% since 2006 and indicate a need for more support for the Village of Sayward.

For the Village of Sayward, equal numbers of owners and renters have experienced housing unaffordability in the last 20 years. In addition to affordability challenges, owners are experiencing an increased burden in the cost of repairs for the Village of Sayward. Resources that may be helpful to homeowners maintaining their homes could include financial support, information on how to perform basic home maintenance, and information on how to hire qualified workers to conduct repair work. It is understood that access to qualified, affordable tradespeople to perform repair work is particularly

challenging for the Village of Sayward residents due the remote nature of the community. Supports the lack of skilled trades in the community would be beneficial in maintaining the quality of the housing stock in the community. This issue will be noted further in the Housing Stock section of this report.

Table 2.1 – Household Income Data

	2006	2011	2016	2021	Source
Average household income	\$48,825.00	\$66,200.00	\$63,505.00	\$63,000.00	Custom Census
Median household income	\$36,562.00	\$65,812.00	\$53,787.00	\$54,400.00	Custom Census
Average renter household income	\$44,915.00	\$23,892.00	-	\$34,000.00	Custom Census
Median renter household income	\$30,092.00	\$17,809.00	-	-	Custom Census
Average owner household income	\$49,561.00	\$72,655.00	\$60,797.00	\$69,000.00	Custom Census
Median owner household income	\$42,596.00	\$65,669.00	\$53,949.00	\$57,600.00	Custom Census



Overall, household income is higher for households than in 2006, which is to be expected due to general inflation, and median household income for Owners matches closely with the trend of overall Median income. This indicates most of the population may be homeowners, giving a smaller sample size of data for renter income. Income for owner households is significantly higher than for rental households, with no data for renter households for 2016 or 2021. This may be because there was a decrease in renters for the Village of Sayward, or because of a sampling area with the long-form census.

What This Means

Key Takeaway



Housing affordability is an increasing issue for both Owners and Renters in the Village of Sayward. Given this, affordability measures are particularly beneficial and should be explored in conjunction with general measures to support housing affordability for residents of all types of tenure.

Key Takeaway



Unaffordability has increased by 80% since 2006 in the Village of Sayward, indicating a need for greater financial support or measures to bring down the cost of housing.

HART Tool Calculations – 2021

The HART tool was developed by UBC to create a standardized way of measuring income-based housing needs, powered by Statistics Canada. This methodology provides a way of viewing housing by income categories that can help to shine a light on housing costs experienced by community members in relation to income.

The HART methodology breaks household income into five categories which are intended to group households by employment types. The categories are as follows:

Very Low Income: 20% or less of Median Household Income for the area, which is equivalent to shelter allowance for welfare recipients

Low Income: 21%-50% of Median Household Income for the area, which is equivalent to one full-time minimum wage job

Moderate Income: 51%-80% of Median Household Income for the area, which is meant to note “middle class” households

Median Income: 80%-120% of Median Household Income for the area

High Income: More than 120% of Median Household Income for the area

For Strathcona A (census subdivision for the Village of Sayward), the Area Median Household Income (AMHI) in 2021 was \$61,6000, with a projected affordable household cost of \$1,540. This is broken down further by income category in the table below:

Table 2.2 – Affordable Shelter Cost Based on HART Model

Income Category	% Total Households	Annual Household Income	Affordable Shelter Cost
Very Low Income (20% or under AMHI)	0.0%	<\$12,320	<\$308
Low Income (21%-50% AMHI)	20.99%	\$12,320-\$30,800	\$308-\$770
Moderate Income (51%-80% AMHI)	17.28%	\$30,800-\$49,280	\$770-\$1,232
Median Income (81% to 120% AMHI)	24.69%	\$49,280-\$73,920	\$1,232-\$1,848
High Income (121% + of AMHI)	37.04%	>\$73,921	>\$1,849

The affordable shelter costs noted in the above table may give some context to appropriate rent prices for non-market housing, and highlights that over one fifth of households fit into the low-income category.

Key Takeaway  Based on the HART model, affordable shelter costs for low-income households (equivalent to one full-time minimum wage job) range from \$308 to \$770 per month, with over 20% of households fitting into this income group. Affordable shelter costs for moderate income households range from \$770 to \$1,232, with 25% of households fitting into this category.

INDIVIDUALS EXPERIENCING HOMELESSNESS (COMPONENT B)

This number examines the obligation of the Village to accommodate a population-based proportion of the units required to meet the needs for the Village of Sayward.

HNR Numbers: Individuals Experiencing Homelessness

5-YEAR REQUIREMENT

1.15

20-YEAR REQUIREMENT

2.31

The BC HNR Calculator tool has been used to produce the housing needs for Component B (Individuals Experiencing Homelessness) to the left. Data tables for these calculations are provided in Appendix A. **2.31** units must be accommodated to meet the 20-year requirement for the Village of Sayward as per HNR methodology.

Due to the remote nature of the Village of Sayward within the Strathcona A Regional District, understanding the needs of the community for housing to support individuals experiencing homelessness requires more information that is specific to the Village. The Community Engagement component of this project will work to better understand what these needs are, and how those needs can be better addressed in the community.

What This Means

Key Takeaway



Based on the remoteness of the Village of Sayward, numbers and community feedback specific to the Village should be obtained to better understand the needs for housing for those experiencing homelessness, and what measures can be taken to support those individuals in the community now and over time.

Data Collection

There are currently no shelter beds and housing units for people experiencing or at risk of homelessness in the Village of Sayward. Further understanding of the needs of the community based on Community Engagement will help to inform the level of required to address the needs of those individuals experiencing or at risk of homelessness.

THE HOUSEHOLDS

The number and make-up of households help to determine the volume and type of housing units will be needed to meet the needs of the community. We can estimate deficits of specific housing types to determine which types and sizes of housing should be prioritized when development opportunities become available.

Data Collection

The number and make-up of households help to determine the volume and type of housing units that will be needed to meet the needs of the community. The required *Household* data collection for the Village of Sayward has been provided below and has informed the analysis of housing needs based on current, suppressed, and anticipated households.

Table 4.0 – Household Data

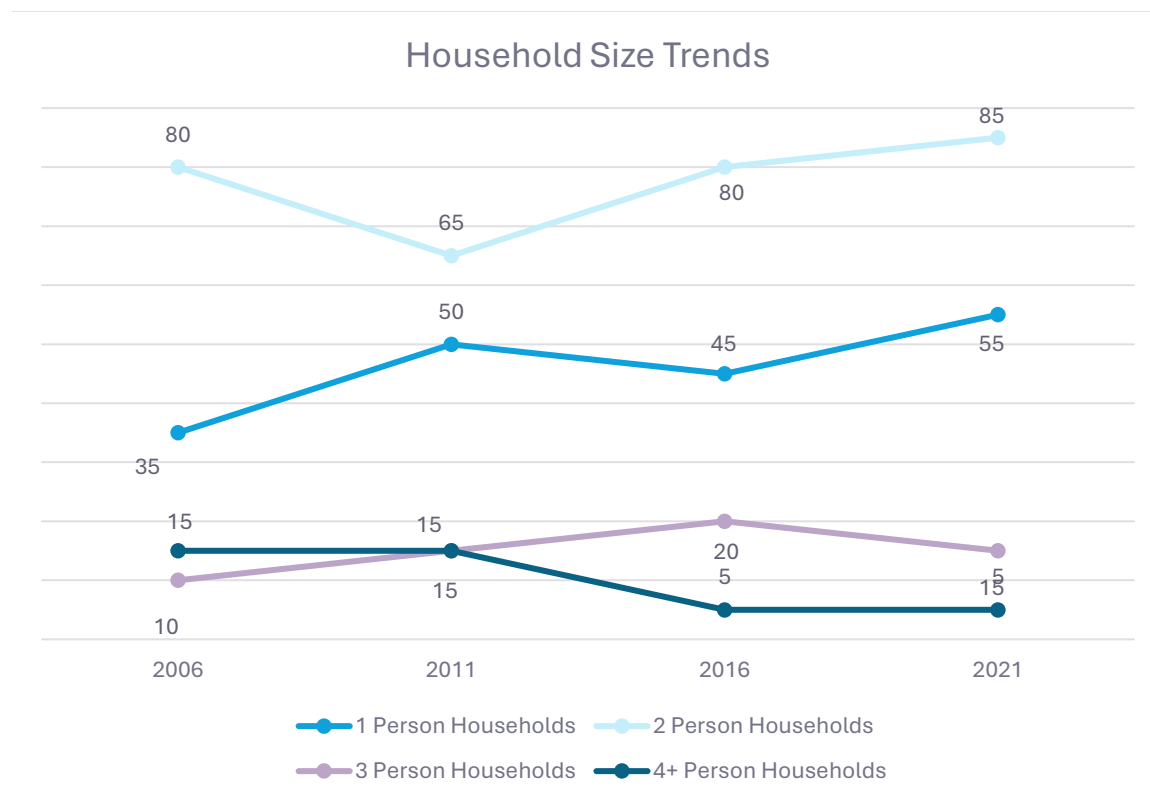
		2006		2011		2016		2021		Source
Total Households		155		175		140		155		Custom Census
Average Household Size		2.2		1.8		2.3		1.8		Custom Census
Households by Size										
	1 person	35	23%	90	51%	30	21%	60	39%	Custom Census
	2 person	80	52%	45	26%	70	50%	70	45%	Custom Census
	3 person	10	6%	0	0%	25	15%	20	13%	Custom Census
	4 person	20	13%	0	0%	0	0%	0	0%	Custom Census
	5+ person	10	6%	0	0%	10	7%	10	6%	Custom Census
Renter Households		25	16%	20	11%	20	14%	30	19%	Custom Census
Owner Households		130	84%	150	86%	120	86%	125	81%	Custom Census
Renter Households in Subsidized Housing		n/a		n/a		n/a		n/a		Custom Census

		2006*		2011		2016		2021		Source
Total Households		150		150		150		165		Census Profile Data
Average Household Size		2.3		2.1		2.1		2.0		Census Profile Data
Households by Size										
	1 person	35	22.5 %	50	33.3 %	45	30.0 %	55	33.3 %	Census Profile Data
	2 person	80	51.6 %	65	43.3 %	80	53.3 %	85	51.5 %	Census Profile Data
	3 person	10	6.5%	15	10%	20	13.3 %	15	9.0%	Census Profile Data
	4 person	15	9.7%	15	10%	5	3.3%	5	3.0%	Census Profile Data
	5+ person	0	0%	5	3.3%	5	3.3%	5	3.0%	Census Profile Data
Renter Households		25	16.1 %	20	11.4 %	15	10.7 %	30	19.4 %	Custom Census
Owner Households		130	83.8 %	150	85.7 %	120	85.7 %	125	80.6 %	Custom Census
Renter Households in Subsidized Housing		n/a		n/a		n/a		n/a		Census Profile Data

* Where numbers taken from the Custom Census Data (long-form data) was determined to be less accurate, short-form data was used, as noted in the Source column

The average household size has fluctuated between 2.2 and 1.8 over the past 20 years. The most recent statistics put the average household size at 1.8 people in 2021 for the Village of Sayward. As per BC Statistics household projections, this average household size is anticipated to drop further to 1.7 persons per household by 2041. This has large implications on the types of housing that may be needed to satisfy the needs of the community in the future, with smaller units being favored over larger ones.

The percentage of renter households for the past two decades has remained consistent, at around 85% owner households and 15% renter households.



When examining household size trends for the past three census periods, it is noted that one-person households have increased, while larger four-person households have decreased, indicating a need for more options for smaller household sizes. One-person and two-person households represent the highest proposed household sizes in the community. All other household sizes have dropped on average, with households with four or more people dropping significantly in the past two decades.

One way to conceptualize the types of housing needed is to examine the *household size mix*. Household size mix refers to the percentage of different-sized households. In 2021, the Household Size Mix for the Village of Sayward is shown below:

1-Person Households (2021): 33.3% (55)

2-Person Households (2021): 51.5% (85)

3-Person Households (2021): 9.0% (15)

4+ Person Households (2021): 6.0% (10)

The household size mix for 2021 shows that most households are comprised of one or two people (84.8%). This is aligned with the average household size for 2021 of 2.0. Household size mix trends from 2006 to 2021 show a gradual increase in 1-person & 2-person households. 3-person households have remained consistent between census periods, and 4+ person households have decreased, averaging a decrease of 4.5% per census period since 2011.

The general trends in change of household size mix since 2006 demonstrate that the number of one and two person households seem to be increasing, while all others are decreasing over time. This aligns with the changes in age cohorts and will change the demand for certain housing types designed to suit different households.

Key Takeaway



As of 2021 more than half (51.5%) of households in Sayward are two-person households, with the second highest household size as one-person households at 33.3%. This household mix follows a trend of decreasing household sizes over the past two decades, with one and two-person households composing more of the households in the community. The trend suggests that the future needs of the community may be centered around an increase in smaller units designed for households with one or two people and can be combined with projected increases in age to determine some of the features those smaller units may need to accommodate the types of households anticipated in the Village of Sayward over the next two decades.

SUPPRESSED HOUSEHOLDS (COMPONENT C)

This number represents households that may have formed if housing were more available, such as adult children moving out of home to form their own households or choosing to have roommates where they otherwise would not have. This number is calculated based on headship rates (households per population, by cohort and tenure) from 2006 when housing was less constrained and is applied to the current population.

HNR Numbers: Suppressed Households

5-YEAR
REQUIREMENT

2.88

20-YEAR
REQUIREMENT

11.54

The BC HNR Calculator tool has been used to produce the housing needs for Component C (Suppressed Households) to the left. Data tables for these calculations are provided in Appendix A. **11.54** units must be accommodated to meet the 20-year requirement for Sayward.

ANTICIPATED HOUSEHOLD GROWTH (COMPONENT D)

For the purposes of this housing needs report and analysis, BC Stats population projections are used. This tool produced by the provincial government uses the P.E.O.P.L.E (Population Extrapolation for Organization Planning with Less Error) method.

HNR Numbers: Anticipated Household Growth

5-YEAR
REQUIREMENT

28.09

20-YEAR
REQUIREMENT

44.39

The BC HNR Calculator tool has been used to produce the housing needs for Component D (Anticipated Household Growth) to the left. Data tables for these calculations are provided in Appendix A. **44.39** units must be accommodated to meet the 20-year requirement for the Village of Sayward.

THE HOUSING STOCK

INCREASING THE RENTAL VACANCY RATE TO 3% (COMPONENT E)

Vacancy rates (the number of units unoccupied at a given time) are seen to be 'healthy' at around 3%, meaning that there are available units for people looking to move to or within the community. The HNR methodology uses this number to calculate additional units needed to bring local communities up to the 3% vacancy rate that reflects a healthy housing environment.

HNR Numbers: Increasing Rental Vacancy

**5-YEAR
REQUIREMENT**

0.12

**20-YEAR
REQUIREMENT**

0.50

The BC HNR Calculator tool has been used to produce the housing needs for Component E (Rental Vacancy Rate Adjustment) to the left. Data tables for these calculations are provided in Appendix A. **0.50** units must be accommodated to meet the 20-year requirement for Sayward as per HNR methodology.

Housing Stock Data Collection

The existing housing stock plays a role in determining what additional housing is needed to meet the demand. The required *Housing Unit* data collection for the Village of Sayward has been provided below and has informed the analysis of housing need based on the principle of facilitating a healthy vacancy rate. Vacancy Rates are considered “healthy” at around 3%, meaning that 3% of units are not occupied at a given time.

Table 5.0 – Housing Unit Data

2021				Source
Total Housing Units		170		Custom Census
Structural Type of Units				
	Single-detached house	130	76.5%	Census Profile 2021
	Semi-detached house	0	0%	Census Profile 2021
	Row house	0	0%	Census Profile 2021
	Apartment or flat in a duplex	0	0%	Census Profile 2021
	Apartment in a building that has fewer than 5 storeys	25	14.7%	Census Profile 2021
	Apartment in a building that has 5 or more storeys	0	0%	Census Profile 2021
	Other single-attached house	0	0%	Census Profile 2021
	Movable dwelling	15	8.8%	Census Profile 2021
	Other dwelling			Census Profile 2021
Units by Size				
	0 bedrooms (bachelor)	0		Census Profile 2021
	1 bedroom	25		Census Profile 2021
	2 bedrooms	15		Census Profile 2021

	3+ bedrooms	115		Census Profile 2021
Units by Date Built				
	Pre-1960 (Pre-1970 data not available)	10	6.9%	Custom Census
	1961-1980 (1971-1980 data not available)	100	70.0%	Custom Census
	1981-1990	10	6.9%	Custom Census
	1991-2000	25	17.2%	Custom Census
	2001-2010	0	0%	Custom Census
	2011-2020	0	0%	Custom Census
	2021+	0	0%	Custom Census
	Subsidized housing units	n/a		BC Housing/BCNPHA

Most of the housing stock in the Village of Sayward is comprised of single-detached houses (76.5%) and homes with 3 or more bedrooms (74.2%). 76.9% of the housing stock is over 40 years old. As most of the housing stock was constructed before 1980, maintenance of older homes will be vital in preserving the existing housing stock.

Accessible Housing

As the population of Sayward is ageing, and particularly with the anticipated growth of the age cohort of residents over the age of 80, it is expected that the level of need for accessible housing units will expand significantly in the coming decades. This issue is community-specific, therefore information gained from the Community Survey and Open House in 2025 will help to provide additional information on the current accessibility needs of residents, as well as expected needs for the future.

What This Means

Key Takeaway



As over 75% of the existing housing stock is over 40 years old, and many of the existing dwellings are already requiring major repair, home maintenance will be a key factor in preserving the existing housing stock for generations to come.

Key Takeaway



As the population of Sayward is ageing, and particularly with the anticipated growth of the age cohort of residents over the age of 80, it is expected that the level of need for accessible housing units will expand significantly in the coming decades.

THE ADDITIONAL DEMAND

DEMAND BUFFER (COMPONENT F)

The demand buffer is a contingency to account for additional housing required to satisfy a ‘healthy’ market demand.

HNR Method: Demand Buffer

**5-YEAR
REQUIREMENT**

2.32

**20-YEAR
REQUIREMENT**

9.28

The BC HNR Calculator tool has been used to produce the housing needs for Component C (Suppressed Households) to the left. Data tables for these calculations are provided in Appendix A. **9.28** units must be accommodated to meet the 20-year requirement for the Village of Sayward.

General Context

It is important to examine some potential explanations for the housing market not naturally meeting the demands of the community. These explanations are unique to each community, with some challenges being seen across the province while others are of particular importance in different communities. One main constraint reducing the ability of the market to self-adjust to the needs of the people of many north Island communities includes the high cost of housing construction and building materials, and the challenges of bringing skilled tradespeople into the community for construction and repair work.

It should be noted that local governments do not have tools to directly resolve issues related to construction costs, however, it is important to note the impact of multiple complex factors such as social, political, and financial factors contribute to the housing environment.

- The local government is limited in what it can do to foster new housing development. Some key strategies that can be used are: The development of social housing, constructed in partnership with BC Housing, on municipal lands

- Streamlining approvals processes for housing projects and reducing some requirements of development where the impact is anticipated to be minimal, (e.g. Reducing parking requirements for certain types of development)
- Where infrastructure is not at risk, reducing property taxation for housing developments that support the community's housing goals
- Ensuring that land is appropriately designated (in the OCP) and zoned to facilitate residential development in appropriate areas in the community
- Incentivize local trade businesses through decreased business taxation for in-demand businesses such as construction trades

Following community engagement, policy will be developed outline the key strategies the Village of Sayward can utilize these tools to address specific community needs .

THE NUMBERS: 5 & 20-YEAR REQUIRED UNITS

The required number of housing units based on the HNR Calculator for the 5-year and 20-year periods as required by the province is equal to the sum of the six housing needs components. These numbers are listed in the table below.

5 & 20-year Unit Requirements

Component	5 Year Result	20 Year Result
A – Extreme Core Housing Need	0.00	0.00
B – Persons Experiencing Homelessness	1.15	2.32
C – Suppressed Household Formation	2.88	11.54
D – Anticipated Household Growth	28.09	44.39
E – Rental Vacancy Rate Adjustment	0.12	0.50
F – Demand Buffer	2.32	9.28
Total	35	68

**Denotes numbers which have been adjusted to account for contextual factors relevant to the community*

Housing Type Breakdown

As mentioned in the population section of this analysis, different age cohorts will have different housing needs, both in housing size and in the most appropriate typology. Families with children living at home will be larger and require more space, which is better suited to single-family homes (those under 19, and their parents/caregivers/household maintainers). New adults moving out on their own for the first time will have smaller households and less leverage for homeownership. Rental options that are affordable and are suitable for individuals living alone or as couples without children may be most appropriate for this cohort, along with some options for larger units designed for individuals living with roommates. Adults (65-79) may be looking to downsize from larger homes to reduce the upkeep of larger dwellings but may not be requiring as many additional features such as universally accessible units or seniors housing at this stage. As such, smaller units such as one and two-bedroom apartments/condominiums may be particularly desirable for this age cohort, particularly where units are located near services and amenities that residents would like to enjoy as a part of retirement. In the 80+ age cohort, units of universally accessible housing, and seniors/supportive housing will be important to accommodate changing housing needs later in life.

Based on those different life stages and housing needs during those stages, a general household type and size has been directly aligned with each designated age cohort to determine how a person may move through various stages of housing throughout their lifetime. This will not be the trajectory through the housing continuum for every person but demonstrates the shift in need for many people and families through time. The most common trajectory may look like this:

Childhood →	New Adulthood →	Adulthood →	Older Adulthood →	Over 80
Living at home with parents/caregivers, with or without siblings or relatives. This may be most suited to a single-family home or large townhouse.	Moving out of home, either as a student or resident, in student housing, an apartment, a suite/ADU, or a shared house with roommates. This may be alone or as a part of a couple.	Beginning to act as head of a household to more people, as a parent or caregiver. This may be most suited to a single-family home or large townhouse.	Once children/relatives leave the home, it may be suitable to downsize to a smaller home to reduce upkeep and maintenance, and for retirement income.	This may represent a time of increased accessibility needs or supportive/seniors housing. At this time, household size will also begin to decrease.

These life stages and housing types associated with them are shown below, with a review of the household size mixes, unit size mixes, and household type mixes. This provides a foundation for determining gaps in the existing housing environment that will help to guide the most beneficial types of housing needed in the community.

Age Cohort		General Household Size	Household Size Mix (2021)	Best-suited Household Size	Existing Unit Size Mix (2021)	Best Suited Unit Type
Shared Child/Adult Living	Under 19	3-5 persons	15.2%	3+ bedrooms	76.5%	Single Family Home Rowhouse
	26-64					
New Adults	19-25	1-2 persons	84.8%	1-2 bedrooms	14.7%	Suites/ADU's, 2/3/4 Plexes
Older Adults	65-79					Apartments Condos
Persons Over 80	80+					Apartments, Seniors Housing

Childhood & Adulthood Housing (Families)

As per the 2021 statistics, approximately 15.2% of households contain three or more persons. This compares to 76.5% of the housing stock being noted as having three or more bedrooms, which is the most appropriate housing type for this group. This suggests that there may not be a need for additional housing designed to accommodate larger households. **77% of the housing stock is designed for only 15% of households.**

New Adults, Older Adults, & Persons Over 80

In 2021, approximately 76.5% of households contain 1-2 persons, which is assumed to be the household size for young adults, and people aged over 65. The types of units most suitable for this group are secondary suites, accessory dwelling units, plexes (such as duplexes, triplexes, and fourplexes), and apartments/condos and seniors housing. Together, these units account for only 14.7% of the housing stock. **14.7% of the housing stock is designed for 77% of households, meaning that many housing units designed for larger families are being utilized for smaller households.** While this may be preferred by

some residents, it is important to determine if this is an intentional desire for community members to age in place, or if smaller, easier-to-maintain units would better suit their housing needs as they age.

Neighbourhood Diversity

Additionally, it is important to note that integrated and diverse communities provide key benefits to the social health of any neighbourhood, and that these cohort designations are intended to serve as general notes on population, and not to assign any one area or neighbourhood to any housing type or targeted cohort. It is noted that residents of different cohorts in any neighbourhood provide valuable diversity that contributes to that neighbourhood socially, economically, and for the health of the residents.

What This Means

Key Takeaway



Most of the housing stock is designed for three to five-person households, though most households are one to two persons in size. This notes an opportunity for exploring options for retrofitting more units in existing buildings to accommodate more community members. New units should focus on satisfying one to two person households rather than larger families.

Key Areas of Local Need – Initial Takeaways

Housing Needs Reports in BC are required to report on the following key areas of local need: Affordable Housing, Rental Housing, Special Needs Housing, Housing for Seniors, Housing for Families, Shelters, and Housing Near Transportation. Key takeaways from this analysis have informed the following statements on the Village of Sayward Key Areas of Local Need.

General

With an aging housing stock, the need for repairs and maintenance will be a significant factor in preserving the existing homes in the Village of Sayward for future generations. The proportion of dwellings requiring major repairs has risen to 14% since 2011, highlighting a need for support and education in home maintenance, particularly for homeowners. Resources that could assist homeowners in maintaining their homes include financial aid, guidance on performing basic home repairs, and information on hiring skilled workers for more complex repairs. Additionally, addressing the challenges posed by the community's remote location, such as the difficulty in finding skilled tradespeople, will be beneficial.

Another key element in meeting the community's housing needs, both now and in the future, is ensuring that housing types and sizes align with the needs of households. At present, 51.5% of households in Sayward consist of two people, while 33.3% are one-person households. Combined, these two categories represent 84.8% of households, indicating a demand for smaller housing types. Over the past two decades, there has been a trend toward smaller households, suggesting that the future housing needs of the community may center around one- and two-person households. The projected aging of the population further implies that these smaller units may need features that cater to older residents over the coming decades.

While much of the existing housing stock is built for households of three to five people, most households in Sayward are smaller, consisting of one or two people. This mismatch presents an opportunity to explore retrofitting existing homes to better serve the community's current needs. Future housing developments should prioritize creating units suited for one- to two-person households rather than larger families.

Affordable Housing & Rental Housing

Affordability remains a challenge in Sayward, especially for renters. Given this, specific measures to improve affordability for renters should be considered, alongside broader efforts to support affordable housing for all residents, regardless of tenure.

According to the HART model, affordable housing costs for low-income households (typically equivalent to one full-time minimum wage job) range from \$308 to \$770 per month, with over 21% of households falling into this income bracket. For moderate-income households, affordable shelter costs range from \$770 to \$1,232 per month, with over 17% of households in this category. Median-income households can afford shelter costs between \$1,232 and \$1,848 per month, which includes about 25% of households.

Special Needs Housing

It is unclear the level of need for Special Needs housing in the community, however, the results of community engagement may provide a more in-depth understanding of the demand for special needs housing in Sayward.

Housing for Seniors

With a projected increase in Sayward's population over the age of 65—and an even sharper rise in residents over 80—housing options that cater to seniors will be increasingly important in the coming decades. This may result in a higher demand for seniors' housing, supportive housing, smaller accessible units for one-person households, multi-generational homes, or accessory dwelling units (such as secondary suites) designed for older family members. Assisted living facilities may also become necessary.

Housing for Families

The projected decrease for Sayward residents under the age of 26 could mean a decrease in average household size, with less children and families living in Sayward. This could mean a decrease in demand for larger homes that have been traditionally used for larger families.

Shelters

Based on the remoteness of Sayward within the Strathcona A District, numbers specific to Sayward should be obtained to better understand the needs for housing for those experiencing homelessness, and what measures can be taken to support those individuals in the community now and over time.

Housing Near Transportation

For many communities in BC, housing located near public transportation is crucial to ensure residents can move around without relying on personal vehicles. However, as Sayward does not currently have transit services, public transportation access will not play a significant role in determining housing locations.

Appendix A

HNR Calculation Data Tables: Village of Sayward

Extreme Core Housing Need (Component A)

The BC HNR Calculator tool has been used to produce the below housing needs for Component A (Extreme Core Housing Need):

Calculation Table 1 – Extreme Core Housing Need Calculations, Step 1 and 2

Total Households	2006		2011		2016		2021		Average ECN Rate
Owners	130		155		120		125		
Renters	25		25		15		30		
Extreme Core Housing Need	#	% of total	#	% of total	#	% of total	#	% of total	
Owners with a mortgage	n/a		n/a		n/a		0	0%	0%
Renters	0	0%	0	0%	0	0%	0	0%	0%

Calculation Table 2 – Extreme Core Housing Need Calculations, Steps 3 and 4

Total Households	2021 Households	Average ECHN Rate	Households in ECHN
Owners	125	n/a	n/a
Owners with a mortgage		0%	0.00
Renters	30	0%	0.00
Total New Units – 20 years			0.00

Individuals Experiencing Homelessness (Component B)

The BC HNR Calculator tool has been used to produce the below housing needs for Component B (Individuals experiencing homelessness):

Calculation Table 3 – People experiencing homelessness calculations, Step 1, 2, and 3

Regional Population	Local Population		Regional PEH	Proportional Local PEH
	#	% of Region		
47,280	285	0.6%	383	2.31
Total New Units – 20 years				2.31

2024 Housing Needs Analysis

Village of Sayward

Suppressed Households (Component C)

The BC HNR Calculator tool has been used to produce the below housing needs for Component C (Suppressed Households):

Calculation Table 4 – Suppressed household formation calculations, Step 1

Age – Primary Household Maintainer 2006 Categories	2006 Households		Age – Primary Household Maintainer 2021 Categories	2021 Households	
	Owner	Renter		Owner	Renter
Under 25 years	0	0	15-24 years	0	0
25-34 years	0	0	25-34 years	0	0
35-44 years	0	10	35-44 years	10	0
45-54 years	50	0	45-54 years	0	0
55-64 years	35	0	55-64 years	40	0
65-74 years	25	10	65-74 years	40	25
75+ years	0	0	75 to 84 years	20	0
			85+ years	0	0

Calculation Table 5 – Suppressed household formation calculations, Step 2

Age Categories – Household Maintainer	Age Categories - Population	2006		2021	
		All Categories	Summed Categories	All Categories	Summed Categories
15-24 years	15-19 years	15	15	25	25
	20-24 years	0		0	
25-34 years	25-29 years	10	20	0	0
	30-34 years	10		0	
35-44 years	35-39 years	15	45	10	25
	40-44 years	30		15	
45-54 years	45-49 years	30	65	15	15
	50-54 years	35		0	
55-64 years	55-59 years	35	70	25	60
	60-64 years	25		35	
65-74 years	65-69 years	25	60	45	80
	70-74 years	35		35	
75 years+	75-79 years	0	10	35	35
	80-84 years	10		0	
	85 years +	0		0	

Calculation Table 6 – Suppressed household formation calculations, Step 3

Age Categories – Household Maintainers	2006 Households		2006 Population	2006 Headship Rate	
	Owner	Renter		Owner	Renter
15-24 years	0	0	15	0.00%	0.00%
25-34 years	0	0	20	0.00%	0.00%
35-44 years	0	10	45	0.00%	22.22%
45-54 years	50	0	65	76.92%	0.00%
55-64 years	35	0	70	50.00%	0.00%
65-74 years	25	10	60	41.67%	16.67%
75+ years	0	0	10	66.67%	0.00%

Calculation Table 7 – Suppressed household formation calculations, Step 4

Age Categories – Household Maintainers	2006 Headship Rate		2021 Population	2021 Potential Households	
	Owner	Renter		Owner	Renter
15-24 years	0.00%	00.00%	25	0.00	0.00
25-34 years	0.00%	00.00%	0	0.00	0.00
35-44 years	00.00%	22.22%	25	0.00	5.56
45-54 years	76.92%	00.00%	15	11.54	0.00
55-64 years	50.00%	0.00%	60	30.00	0.00
65-74 years	41.67%	16.67%	80	33.33	13.33
75+ years	00.00%	0.00%	35	0.00	0.00

Calculation Table 8 – Suppressed household formation calculations, Steps 5 and 6

Age Categories – Household Maintainers	2021 Potential Households		2021 Households		2021 Suppressed Households		
	Owner	Renter	Owner	Renter	Owner	Renter	Total
15-24 years	0.00	0.00	0	0	0.00	0.00	0.00
25-34 years	0.00	0.00	0	0	0.00	0.00	0.00
35-44 years	0.00	5.56	10	0	-10.00	5.56	0.00
45-54 years	11.54	0.00	0	0	11.54	0.00	11.54
55-64 years	30.00	0.00	40	0	-10.00	0.00	0.00
65-74 years	33.33	13.33	40	25	-6.67	-11.67	0.00
75+ years	0.00	0.00	20	0	-20.00	0.00	0.00
Total New Units – 20 years							11.54

2024 Housing Needs Analysis

Village of Sayward

Anticipated Household Growth (Component D)

The BC HNR Calculator tool has been used to produce the below housing needs for Component D (Anticipated Household Growth):

Calculations Table 9 – Anticipated household growth calculations, Step 1

Regional District Projections	2021	2041	Regional Growth Rate
Households	21,230	27,364	28.89

Calculations Table 10 – Anticipated household growth calculations, Steps 2-5

Growth Scenarios	Regional Growth Rate	Households		New Units
		2021	2041	
Local Household Growth	n/a	155	199.00	44.00
Regionally Based Household Growth	28.89%	155	199.78	44.78
Scenario Average				44.39
Total New Units – 20 years				44.39

Increasing the Rental Vacancy Rate to 3% (Component E)

The BC HNR Calculator tool has been used to produce the below housing needs for Component E (Increasing Rental Vacancy Rate to 3%):

Calculations Table 11 – Rental vacancy rate adjustment calculations, Steps 1-4

	Vacancy Rate	Occupied Rate	Renter Households	Estimated Number of Units
Target Vacancy Rate	3.00%	97.00%	30	30.93
Local Vacancy Rate	1.4%	98.6% (BC)		30.43
Total New Units – 20 years				0.50

Demand Buffer (Component F)

The BC HNR Calculator tool has been used to produce the below housing needs for Component F (Demand Buffer):

Calculations Table 12 – Additional local housing demand calculations, Steps 1 and 2

Component	Result
A – Extreme Core Housing Need	0.00

B – Persons Experiencing Homelessness	2.31
C – Suppressed Household Formation	11.54
E – Rental Vacancy Rate Adjustment	0.50
Total	14.35
Demand Factor	0.65
Total New Units – 20 years	9.28

The Numbers: 5 & 20-Year Required Units

5 & 20-year Unit Requirements

Component	5 Year Result	20 Year Result
A – Extreme Core Housing Need	0.00	0.00
B – Persons Experiencing Homelessness	1.15	2.31
C – Suppressed Household Formation	2.88	11.54
D – Anticipated Household Growth	28.09	44.39
E – Rental Vacancy Rate Adjustment	0.12	0.50
F – Demand Buffer	2.32	9.28
Total	35	68



STAFF REPORT

To: Mayor & Council
From: Lisa Clark, CFO
Subject: Finance Department Update
Meeting date: November 19, 2024

BACKGROUND

Staff would like to update Council on work being done in the Finance department since the last report presented on October 15th. Progress continues and staff anticipate most of the outstanding items will be reconciled before year-end and the subsequent annual audit takes place (February 2025).

DISCUSSION

The following is a list of items that have been completed by the Finance department over the last month:

- Bank reconciliation – completed to the end of February 2024
- Continued to post auto-payments to the accounting system that had not been posted since December 2023, including monthly invoices for Waste Management, Telus, Telus Mobility, Moneris, MFA, Mid Island Co-op, Pitney Bowes, innov8, BC Hydro, Superior Propane, VISA statements for May-Sep, and many others. This task is about 90% complete
- Electronic bank deposit posting to the end of February
- Worked with AMAIS support to correct many errors that could only be corrected by their IT team
- Municipal Pension Plan (MPP) reconciliation for 2024 – MPP remittances YTD are now correct
- Property tax deferment reconciliations and reversal of penalties that were posted in error to some accounts
- Started balance sheet reconciliations for deferred revenue, receivables, payables and others, and started posting journal voucher entries
- Payroll package reconciliations – in progress
- Payroll analysis to ensure staff were paid correct rates and hours for every pay period from January to August – in progress
- Obtained access to ROE system in order to upload ROE's electronically
- Started working on the 2025-2029 draft financial plan spreadsheet
- Various other tasks and items

Items that are still in progress and that require additional time to complete are as follows:

- Bank reconciliations for March to October 2024
- Electronic bank deposit posting for March to October – there are many deposits that have not been posted including grant funding, road rescue funding, and various other monies
- Continued property tax reconciliations and overdue balance reminder statements for residents
- Accounts receivable reconciliations and overdue balance reminder statements
- Income statement reconciliations to ensure expenditures have been posted to the correct departments/GL's
- Grant funding and project reconciliations
- GST returns for the following periods: Oct-Dec 2023, Jan-Mar 2024, Apr- Jun 2024, Jul-Sep 2024
- Variance reporting for Council, this cannot be done until more reconciliations and general ledger postings are complete. **Staff expect a report will be provided to Council at the Dec 2nd council meeting**
- School and police tax reconciliation
- Homeowner Grant reconciliation
- Process BC Assessment files for property tax system to reflect updated owner information and address updates YTD
- Various other tasks and items

STAFF RECOMMENDATIONS

THAT the Finance Department Update Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

Lisa Clark, CPA, CGA



STAFF REPORT

To: Mayor & Council
From: Frank Morgan, Fire Chief
Subject: Fire Department Update
Meeting date: November 19, 2024

BACKGROUND

Staff would like to update Council on work being done in the Fire department since the last report presented on October 15th.

DISCUSSION

Monthly updates for October:

- 8 First Responder Medical calls;
- 1 Road Rescue call;
- 2 Motor Vehicle Incidents calls;
- 1 Alarm Call

PERSONNEL:

- The Fire Department now has 23 members on the roster, of which, 16 would be considered active members.
- With a growing roster, additional new turnout gears will need to be acquired for new members when they are added to the active-duty roster.
- Halloween: members of the Department contributed to the Halloween events by creating displays and distributing hot dogs and hot chocolate for the kids and parents of the community.
- The Department is in process of applying for UBCM Grant for \$40,000 for equipping trucks.
- The Department is awaiting donation of 6 SCBA's from Ladysmith's Fire Department to help bridge the equipment gap until new units can be ordered.
- The Department looks forward to starting renovations on Hall 2 in the Valley.
- Additional training is being pursued for Motor Vehicle Crash Season – equipment orientation to be held.

STAFF RECOMMENDATIONS

THAT the Fire Department Update Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

Frank Morgan, Fire Chief



STAFF REPORT

For: CAO/CFO, Mayor & Council
Prepared by: Michelle Davis, Recreation Manager
Subject: **Recreation Centre Report October 2024.**
Meeting date: November 19, 2024

This report summarizes the various activities of the Recreation Centre for October, 2024.

Special Events:

- New Program Latin Dance October 4th
- Election Canada October 18th
- Folk Music Concert October 6th
- Pro D Camp October 25th
- Halloween Swim October 25th
- Family Movie Night October 25th
- Haunted House October 31th

Donations/Grants

- Continue to seek out donations and grants.
- The Kelsey Centre has received \$2100.00 and continue to receive cash donations for our teen Program, Special events and After school program.

Pool:

- Public Works completed our Pool chemical storage unit.
- Replace basketball hoop, net and backboard.
- Kick off Swim October 2nd
- Swim lessons started October 2nd – Nov 2nd
- Aquafit starts October 3rd
- Halloween special swim October 25th

After School Program:

- ASP is now running 5 days a week. As families got settled into routines with back to school our numbers for this program are growing on a daily basis.

Teen Program:

- Teen Night Friday's
- Pumpkin Patch in Campbell River October 26th

October Stats:

- **Aerobics**

Total Patrons: 27

- Townsite: 27
- Valley: 0

- **Weight Room**

- Total Patrons: 54
- Townsite: 49
- Valley: 5

- **Pool**

- Total Patrons 310
- Townsite: n/a
- Valley: n/a

- **Seniors Social**

- Total Patrons: 12
- Townsite: 9
- Valley: 3

- **Carpet Bowling: (Free Program)**

- Total Patrons: 29
- Townsite: N/A
- Valley: N/A

- **Open Gym Sport**

- Total Patrons: 26
- Townsite n/a
- Valley n/a

- **Teen Night**

- Total Patrons: 23
- Townsite: 9
- Valley: 14

- **After School Program**

Total Patrons: 159

- Townsite: 48
- Valley: 111

Swim Lessons

Total Patrons: 18

- Townsite: 3
- Valley: 15

Special Pro – D Camp

- Total patrons: 14

- Townsite: 4
- Valley: 10



STAFF REPORT

To: Mayor & Council
From: Colin Read, Public Works Foreman
Subject: **Public Works Department**
Meeting date: November 19, 2024

BACKGROUND

Staff would like to update Council on work being done in the Public Works Department since the last report presented to Council.

DISCUSSION

- 3 pallets of sandbags have been placed on McMillan Drive as has been done in past years.
- Water plant operations continue to be a challenge during heavy rain events and the fresh logging at the top of the watershed. Even with low colour in the water, we are still experiencing what looks like tea leaves in the water. Because it is at the top of the watershed, it is going to take a while to clear even after they stop working up there. In the past week, the chemicals have been a record high dosage just to keep the plant working.
- There were no out of the ordinary problems with the power outages.
- Going to try and keep the campground bathrooms open as long as possible so that we have public toilets open here in the Village. We are looking at heating them so they can stay open all year round as it has been seen that many contractors and travelers are stopping by to use them, and we don't want them to be using the bushes.

STAFF RECOMMENDATIONS

THAT the Public Works Department Update Staff Report be received for information and discussion.

Respectfully submitted,

Original signed

Colin Read, Public Works Foreman



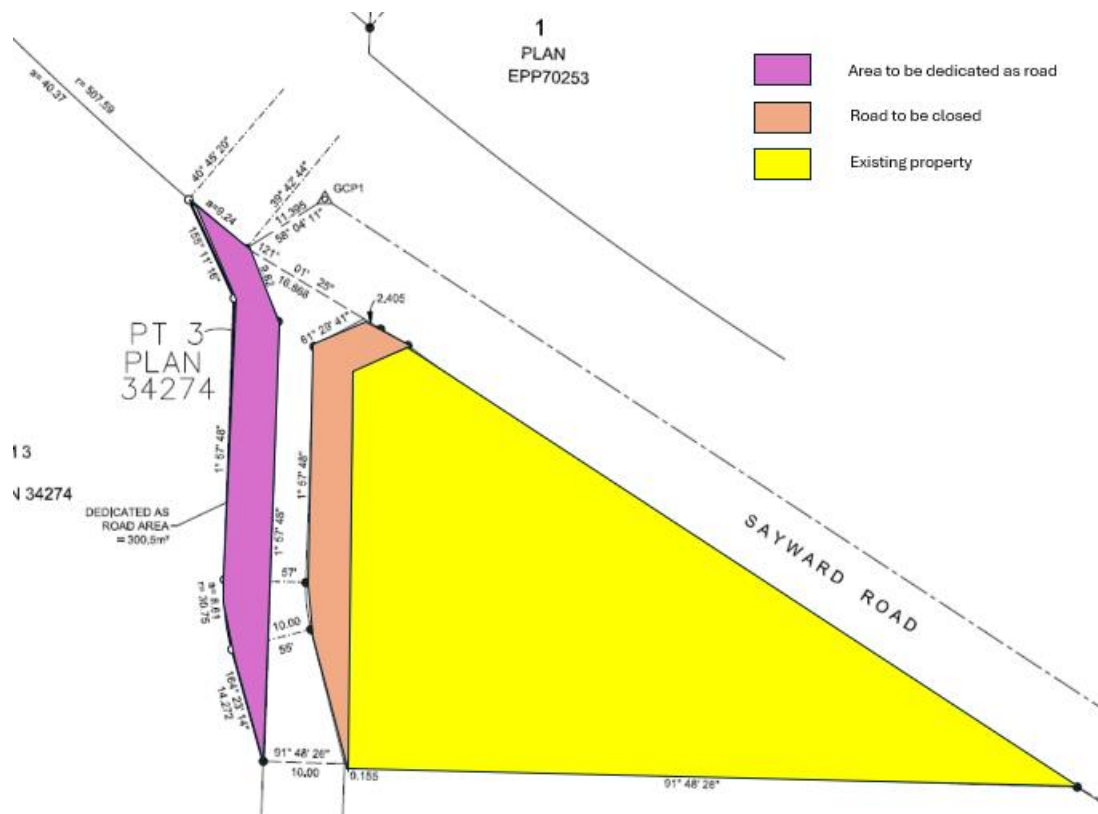
STAFF REPORT

To: Mayor and Council
From: Kevin Brooks, Village Planner, and John Manson, Peng, Approving Officer
Subject: Application to amend setback for 765 Sayward Rd – Site Specific Zoning bylaw amendment

Meeting date: November 19, 2024

BACKGROUND

The Village has been working with the property owners for some time to deal with a historic encroachment of the house within the Village's Road right of way (ROW). To address the issue of encroachment, an agreement was reached to swap a portion of the existing road right of way for a portion of the parcel to the west (761 Sayward Rd) to allow for realignment of the ROW.



The intent of the ROW is to provide future access to land beyond if future development were to occur. The land disposition process review and approval are separate from the proposed zoning amendment.

Official Community Plan

The subject property is currently designated Residential. The Residential designation is intended to allow for residential uses on properties.



The proposed zoning amendment is consistent with the OCP.

Zoning Bylaw

The property is zoned Residential One (R-1) under Zoning Bylaw No 309. R-1 zoning allows for Single detached residential with or without a secondary suite with several accessory uses such as

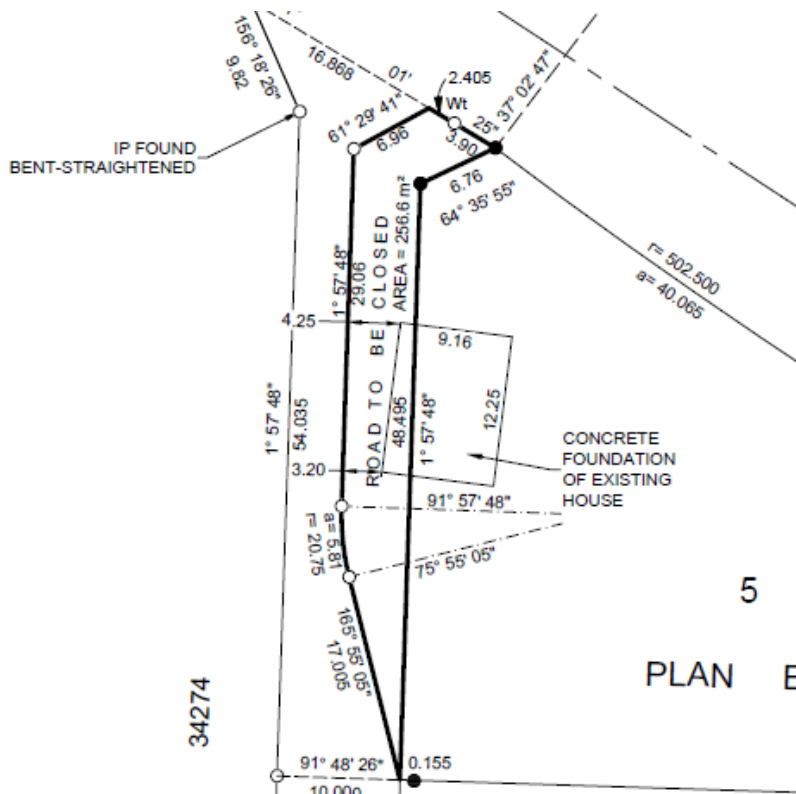
- Home-based business
- Bed & Breakfast
- Boarding;
- Buildings, accessory
- Secondary suites

The property uses are compliant with the Zoning Bylaw, however the existing home encroaches within the Village's right of way. As noted above, the Village has negotiated a land disposition and road dedication that will address the encroachment.

The proposed zoning amendment is to address setback issues associated with the existing house on the property once the land swap is finalized, specifically providing an amendment to allow for the deck and stairs to encroach into the required zoning setback.

The existing R-1 setbacks are:

- a) 6.0m (19.6ft) of front and rear lot lines;
- b) 1.5m (4.9ft) of side lot line on a lot;
- c) 3.0m (9.8ft) of side lot line abutting a public road right-of-way;
- d) No accessory structure shall be located within 1.0m (3.3ft) of a rear or side lot line.



The proposed amendment will add site specific setback reduction to allow for the deck and stairs to encroach in the required setbacks specifically for this parcel. The proposed amendment is:

- c) 3.0m (9.8ft) of side lot line abutting a public road right-of-way, ***except for Lot 5, plan Epp70253;***
- d) ***0.6m (2.0ft) of side lot line abutting a public road right-of-way, for Lot 5, plan Epp70253;***

COMMUNICATION AND PROCESS

With the adoption of the suite of Housing Bills in November of 2023, the Village is prohibited from holding a public hearing for zoning amendment for residential lands where the zoning amendment is consistent with the OCP. As noted above, the proposed zoning changes for this residential parcel are consistent with the OCP therefore the Village is prohibited from holding a public hearing under section 464 of the *Local Government Act*. The Village is required to provide notification of no public hearing.

ADDITION BY A/CAO

For the purposes of Public Notices in compliance with section 94 of the Community Charter, the Village utilizes default publication requirements as no alternate notice process has been approved by Bylaw. As a result, notice must be published in a newspaper that is distributed at least weekly for two consecutive weeks. The cost for two weeks' notice is estimated at \$4,150; therefore, staff intends on including new notice procedures in the next iteration of the Council Procedures Bylaw.

STAFF RECOMMENDATIONS

THAT Council receives this report for information; AND

THAT Council directs staff to provide notification as per section 467 of the Local Government Act; AND

THAT Council directs staff to return the bylaw for first and second reading during the December Regular Council Meeting.

Respectfully submitted,

Kevin Brooks
Planner
Village of Sayward

John Manson, Peng
Approving Officer



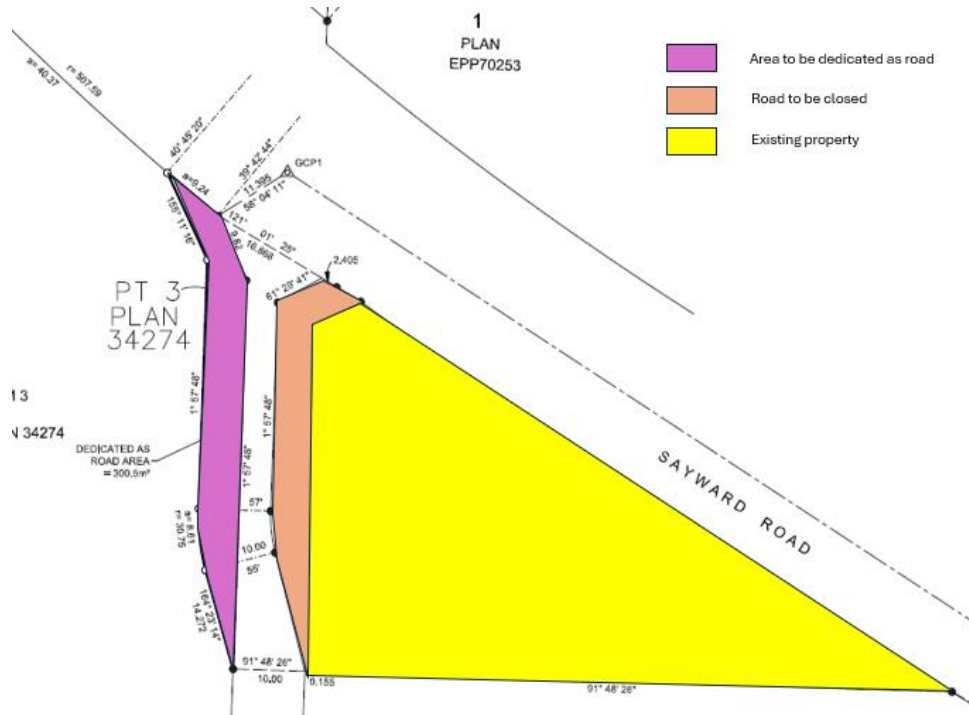
VILLAGE OF SAYWARD

PUBLIC NOTICE OF NON-PUBLIC HEARING

BYLAW 510 – A BYLAW TO AMEND VILLAGE OF SAYWARD'S ZONING BYLAW, BYLAW NO. 309

The Council for the Village of Sayward hereby notifies the public of its intent to amend the Village of Sayward Zoning Bylaw, 2000, Bylaw No. 309 to address a longstanding encroachment of the dwelling at **Lot 5, plan Epp70253** (761 Sayward Road) into the Village's road right-of-way. This proposed amendment aligns with the Village's Official Community Plan. As such, and in accordance with Section 464 of the *Local Government Act*, a public hearing will not be held on this matter.

The first reading of the bylaw is scheduled for 7:00 p.m. on Monday, December 2, 2024, in the Council Chambers at 650 H'Kusam Way, Sayward, B.C., V0P 1R0. Copies of the draft bylaw may be inspected at the Village Office during business hours Mondays to Fridays from 9:00AM to 12:00PM and 1:00PM to 4:30PM, except for statutory holidays.



Sayward Village Office, 652 H'Kusam Way, PO Box 29, Sayward, BC, V0P 1R0
Phone: 250-282-5512 Fax: 250-282-5511 e-mail: village@saywardvalley.ca

The Village of Sayward respectfully acknowledges that the land we gather on is on the unceded territory of the K'ómoks First Nation, the traditional keepers of this land.



VILLAGE OF SAYWARD

BYLAW NO. 510, 2024

A BYLAW TO AMEND ZONING BYLAW NO. 309, 2000

WHEREAS the Council for the Village of Sayward has, by Bylaw No. 309, adopted zoning regulations for Sayward and vicinity pursuant to Part 14 of the *Local Government Act*;

AND WHEREAS the Council for the Village of Sayward wishes to amend “Zoning Bylaw No. 309, 2000” having due regard to the requirements of the *Local Government Act*;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the Village of Sayward, in open meeting assembled, hereby enacts as follows:

1. CITATION

This bylaw may be cited as “**Village of Sayward Zoning Amendment Bylaw No.510, 2024**”.

2. AMENDMENT

Bylaw No. 309 being the “Village of Sayward Zoning Bylaw, 2000” is hereby amended as follows:

- a. Section 601, subsection 5 amend 5 c as follows:
 - c) 3.0m (9.8ft) of side lot line abutting a public road right-of-way, ***except for Lot 5, plan Epp70253;***
- b. **Add** a new section, being 5 e as follows:
 - e) 0.6m (2.0ft) of side lot line abutting a public road right-of-way, for Lot 5, plan Epp70253;***

Read a first and second time on the ____ day of _____ 2024.

Public Hearing held on the ____ day of _____ 2024.

Read a third time on the ____ day of _____ 2024.

Adopted on the ____ day of _____ 2024.

Certified a true copy of Bylaw No. XXX
this ____ day of _____, _____

Chief Administrative Officer
Village of Sayward

Mayor

Corporate Officer



VILLAGE OF SAYWARD

BYLAW NO. 442

A BYLAW TO ESTABLISH A CODE OF CONDUCT FOR VILLAGE OF SAYWARD COUNCIL

WHEREAS the purposes of the Village of Sayward include providing good government for its community, pursuant to Part 2 and 5 of the *“Community Charter”*.

AND WHEREAS the Village of Sayward seeks to maintain and enhance the quality of life for its residents through effective, responsible and responsive government.

AND WHEREAS the Village of Sayward wishes to establish principles and guidelines for the conduct of its elected officials in providing good government for the Village of Sayward.

NOW THEREFORE the Council of the Village of Sayward, in open meeting assembled, enacts as follows:

PART 1 - INTERPRETATION

Definitions

1. In this bylaw, unless the context otherwise requires:

“Bylaw” means this bylaw.

“Chair” means the Mayor or their designate.

“Confidential Information” is defined within section 37 of this Bylaw.

“Complaint” means a formal allegation that a Council member has breached this Bylaw and which is submitted to the *Integrity Commissioner* in accordance with the complaint procedure set out in this Bylaw.

“Complainant” means a person who has submitted a Complaint to the *Integrity Commissioner*.

“Council” means the governing body of elected officials of the Village of Sayward.

“Council member” or **“member of Council”** means the elected officials of the Village of Sayward.

“code” or **“Code of Conduct”** means the Code of Conduct established by this Bylaw.

“Chief Administrative Officer” or **“CAO”** means the Chief Administrative Officer duly appointed by Council and persons duly appointed by Council as the acting CAO.

“Integrity Commissioner” means the person appointed by Council to fulfill the duties and responsibilities assigned to that position as set out in this Bylaw.

“Personal Information” has the same meaning as defined in the *Freedom of Information and*

Protection of Privacy Act, RSBC 1996, c. 165;

“Presiding member” means the person who is chairing a Council meeting or Committee of the Whole Council meeting and includes a Council member designated as the member responsible for acting in the place of the Chair.

“Staff” means an employee, contract employee or contactor of the Village and includes the CAO unless otherwise stated in this bylaw or the context requires.

“Village” means the Village of Sayward.

“Workplace” includes, but is not limited to, work sites owned, operated or controlled by the Village, including the municipal hall, operations centres, fire hall, parks locations and buildings, construction or maintenance sites, business related social functions, work locations away from the foregoing venues, work related conferences and training sessions, and work related travel.

2. Unless otherwise provided in this Bylaw, any other words and phrases used herein have the same meanings as in the *Community Charter*, SBC 2003, and *Interpretation Act*, RSBC 1996, c. 238, or as the context and circumstances may require.
3. A reference to a statute refers to a statute of the Province of British Columbia, and a reference to any statute, regulation or bylaw refers to that enactment, as amended or replaced from time to time.
4. Words in the singular include the plural and gender specific terms include both genders and corporations.
5. Headings in this Bylaw are for convenience only and must not be construed as defining, or in any way limiting the scope or intent of this Bylaw.
6. If any part of this Bylaw is held to be invalid by a court of competent jurisdiction, the invalid part is severed and the remainder continues to be valid.
7. Without limitation, this Bylaw applies in respect of the Workplace and elsewhere, and without limitation applies to the use of social media by a member of Council.

PART 2 – GENERAL

Application

8. This Bylaw applies to the conduct of *Council members*.
9. A *Council member* or the CAO may be a Complainant. For greater certainty, all Complaints by *Staff* about a Council member will be subject to the complaint and resolution procedures within the Village’s Respectful Workplace Policy #200-03.
10. This Bylaw does not apply to a Council member’s conduct in their personal life, except to the extent that such conduct reasonably undermines, or has the potential to reasonably undermine, public confidence in the Village governance.

Principles and Values

11. *Council* is committed to performing its functions of office truthfully, faithfully and impartially to the best of its knowledge and ability based on the following values:
- (a) to work as a committed team in a spirit of collaboration and community;
 - (b) to be caring and respectful in all interactions and relationships;
 - (c) to be open and honest, and to adhere to the highest standards of ethical conduct;
 - (d) to deliver effective public service through professionalism and creativity; and
 - (e) to be accountable to its constituents.

General Conduct of Council

12. *Council members* must adhere to the key values and provisions of the *Code of Conduct* and must ensure that:
- (a) public business is conducted with integrity in a fair, honest and open manner;
 - (b) they respect one another, the public and *Staff* and recognize the unique role and contribution each person has in making the *Village* a better place to work and live;
 - (c) their conduct in the performance of their duties and responsibilities with the *Village* be above reproach;
 - (d) decision-making processes be accessible, participatory, understandable, timely and just, in addition to satisfying the requirements of applicable enactments; and
 - (e) they act with due regard for the broadest public interest.

Standards of Responsible Conduct

13. *Council members* will demonstrate and abide by the Standards of Responsible Conduct set out below:
- (a) Integrity is demonstrated by the following behaviours and *members of Council* will:
 - (i) be truthful and honest in all matters and in all dealings with their elected colleagues, *Staff*, members of the public, other community and local government stakeholders, the media, and through social media in their role as a representative of the *Village*;
 - (ii) ensure their actions are consistent with the shared principles and values collectively agreed to by the *Village*;
 - (iii) follow through on their commitments in a timely manner;
 - (iv) correct errors in a timely, transparent and reasonable manner;
 - (v) engage in respectful communication, dialogue and debate in all matters and in all dealings at all times;
 - (vi) make informed and well-reasoned decisions by directing their minds to the merits of the matter before them for consideration, ensuring that they act on the basis of relevant information, legal implications, and in consideration of the consequences of their decisions;

(vii) conduct and comport themselves in a manner that promotes and inspires public confidence and trust in local government and in all of their dealings as a local government official and representative;

(viii) conduct and comport themselves in a manner which avoids any perception of pecuniary or non-pecuniary conflict of interest, improper use of office, or other unethical or illegal conduct;

(ix) conduct and comport themselves in a manner which upholds the public interest by diligently serving citizens and communities within their sphere of influence in a manner which best serves the communities' interests and not their own, or the interests of a select few;

(x) conduct and comport themselves in a manner that is consistent, fair, non-prejudicial, non-discriminatory and unbiased in all their dealings as a local government official and representative;

(b) Respect is demonstrated by the following behaviours and *members of Council* will:

(i) treat every person with dignity, understanding, courtesy, politeness, civility and respect irrespective of differences of opinion, perspectives, beliefs, traditions or values;

(ii) respect the role of the *Chair* or Presiding Member and treat that person with respect and deference at all times;

(iii) abide by the rules of procedure adopted by the Village, including the *Council Procedure Bylaw No. 416, 2015*;

(iv) respect the distinct roles and responsibilities of *Village Staff*, the CAO and commit to fostering a positive working relationship between *members of Council*, *Staff*, the CAO and members of the public, and other community and local government stakeholders;

(v) refrain from publicly criticizing a member of *Council*, *Staff* or the CAO;

(vi) call for, and expect that respect be shown to *members of Council*, *Staff*, the CAO and members of the public by other citizens, and other community and local government stakeholders;

(vii) value the role of diverse perspectives and will show due consideration for every person's contribution by listening actively and respectfully to another person's perspective or point of view during discussion, debate, collaboration and decision making;

(viii) demonstrate awareness of their own conduct and behaviour, and manage and adjust their conduct and behaviour accordingly and as circumstances warrant;

(ix) create an environment of trust and will consider and be sensitive to how their choice of words, tone, conduct and behaviour can be perceived by a reasonable person as offensive, rude, derogatory, disrespectful, discriminatory, harassing, bullying, aggressive, combative, insulting, inflammatory or otherwise hurtful or inappropriate; and

(x) not engage in conduct or behaviour that is or ought to be known to be indecent, obscene, insulting, abusive or otherwise unbefitting of a member of *Council* and Village representative. This conduct or behaviour includes, but is not limited to:

- (i) unwanted physical or sexual contact or comments, and/or any form of aggressive or threatening conduct or behaviour that may or ought to be known to cause harm to Staff or the CAO which makes a person feel threatened, humiliated or intimidated;
 - (ii) making malicious, vexatious or false allegations against other Council members, *Staff* or the CAO that:
 - (A) injure or may injure the integrity or character of other *Council members*, Staff or the CAO;
 - (B) damage the professional or ethical reputation or the prospects of employment of other *Council members*, Staff or the CAO; or
 - (C) undermine a *Council member's*, Staff's or the CAO's credibility to effectively interact with community members, *Council*, Staff, stakeholders, First Nations, contractors, colleagues in other local governments and public servants in other levels of government;
 - (iii) continued making of malicious, vexatious or false allegations against other Council members, *Staff* or the CAO in any forum, including social media, or to other Provincial agencies:
 - (A) after an investigation of the Complaint, dismissal or rejection of the Complaint under sections 61, 62 and 63 of this Bylaw; or
 - (B) if the *Council member* has not sought Council to reconsider the *Integrity Commissioner's* decision in accordance with the specified time and procedures set out in the *Council Procedures Bylaw No. 416, 2015* and section 131 of the *Community Charter*; and
 - (iv) attempted use of a *Council member's* authority or influence for the purpose of intimidating, threatening, coercing, commanding or influencing Staff or the CAO with the intent of interfering in Staff's or the CAO's duties;
- (c) Accountability is demonstrated by the following behaviours and *members of Council* will:
- (i) be responsible for, and will accept responsibility for decisions they make as an elected official or representative of the Village;
 - (ii) be accountable for their individual actions, and for the actions of the collective governing body;
 - (iii) actively listen to and consider the opinions, viewpoints and needs of the community in all decision-making, and will allow for meaningful and appropriate opportunities for citizen and community input, engagement, discourse and feedback;

(iv) carry out their business, duties and responsibilities in an open and transparent manner ensuring that the public understands the process and rationale used to reach informed decisions and the reasons and justifications for taking certain actions; and

(v) ensure that information is accessible to the extent possible under law, while also protecting privacy and confidentiality where appropriate, necessary or in accordance with the *Freedom of Information and Protection of Privacy Act*, and the confidentiality provisions of the *Local Government Act* and *Community Charter*.

(d) Leadership and Collaboration is demonstrated by the following behaviours and *members of Council* will:

(i) proactively and routinely monitor and measure their performance in order to ensure the foundational principles with respect to Responsible Conduct are being followed by all *members of Council* and the collective governing body;

(ii) behave in a manner that instills and builds public trust and confidence in local government;

(iii) recognize that vigorous discourse and deliberation on a matter is integral to the democratic process and will encourage healthy, respectful and constructive debate prior to taking a decision with respect to a matter;

(iv) make decisions collaboratively as a collective governing body;

(v) actively participate in debate about the merits of the matter before them;

(vi) without restricting *Council's* authority to reconsider a matter, accepting, respecting and working toward implementation of Council's decisions;

(vii) as leaders of their communities, face challenges, obstacles, controversy and adversity calmly, respectfully, diplomatically, professionally and with due consideration while endeavoring to find effective and appropriate solutions through clear direction to Staff, and to empower each other and *Staff* to face challenges, obstacles, controversy and adversity in the same manner; and

(viii) recognize and value the distinct roles and responsibilities that others play in providing good governance and will commit to fostering a positive working relationship amongst *Council members*, Committee members, member of the public, the media and community and other local government stakeholders.

Unacceptable Behaviour

14. Without limiting the expected standards of conduct set out in section 13 of this Bylaw, *Council members* must refrain from abusive conduct, intimidating or demeaning behaviour or verbal attacks upon the character, integrity, professionalism or motives of others. Further examples of unacceptable behaviour which also will be considered a violation of this Bylaw are set out in Appendix "A" to this Bylaw

Conflicts of interest

15. (1) *Council members* have a statutory duty to comply with the conflict-of-interest provisions as set out in the *Community Charter*.
- (2) *Council* may request that the CAO seek a legal opinion from the Village's solicitor with respect to situations that may result in a real or perceived conflict of interest. For greater certainty, only *Council* as a whole and not individual *Council members* may request a legal opinion with respect to situations that may result in a real or perceived conflict of interest.
- (3) *Council members* are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends, or associates, business or otherwise;
- (4) A *Council member* is not entitled to review *Confidential Information*, including a privileged legal opinion, CAO's report to Council or Staff's report to Council, or any resolutions passed during an *in camera* Council meeting which has not been released to the public on a subject matter about which a *Council member* has declared a conflict of interest;
- (5) *Council members* must approach decision-making with an open mind that is capable of persuasion.
- (6) *Council members* must not use *Confidential Information* with the intention to cause harm or detriment to Council, the Village or any other person or body;
- (7) *Council members* must protect *Confidential Information* from inadvertent disclosure.
- (8) *Council members* must take reasonable care to prevent *examination of Confidential Information* by unauthorized individuals.

Use of Village property, assets, and premises

16. (1) *Council members* must not make unauthorized use of any Village property, assets, or other resources for personal reasons. In addition, *Council members* must ensure that any property (including cash, cheques, documents, inventories, and equipment) in their care is properly secured and protected at all times. This responsibility extends to the use and security of any corporate credit, email or access code cards.
- (2) *Council members* must use municipal property, equipment, services, supplies, and Staff resources only for the performance of their duties as a *Council member*, subject to the following limited exceptions:
- (a) municipal property, equipment, service, supplies, and *Staff* resources that are available to the general public may be used by a *Council member* for personal use upon the same terms and conditions as members of the general public, including booking and payment of any applicable fees or charges; and
- (b) electronic communication devices, including but not limited to desktop computers, laptops, tablets, and smartphones, which are supplied by the Village to a *Council member*, may be used

by the *Council member* for limited personal use, provided that the use is strictly personal and not offensive, inappropriate or for personal gain and complies with any applicable Village bylaw, policy, procedure or direction, which may be amended from time to time.

Council Training and Orientation

17. (1) After first being elected, a *Council member* must attend all sessions of orientation training on Village business that are identified as mandatory by the *Chair, Integrity Commissioner* or *CAO* unless doing so is not practically possible and the absence is approved by resolution of Council.
- (2) A *Council member* must attend all orientation training or any sessions of training on Village business that are identified as mandatory by *Council, Integrity Commissioner* or *CAO*, unless doing so is not practically possible and the absence is approved by resolution of Council.

Compliance with Laws

18. *Council* and *Council member* must comply with all applicable federal, provincial and local laws in the performance of their public duties, including:
- (a) the *Constitution Act of Canada*;
 - (b) the *Canadian Human Rights Act*;
 - (c) the *Provincial Human Rights Code*;
 - (d) the *Criminal Code*;
 - (e) the *Community Charter*;
 - (f) laws pertaining to financial disclosures and employer responsibilities; and
 - (g) all Village Bylaws and policies.

Respect for Process

19. *Council members* shall perform their duties in accordance with the policies, procedures and rules of order established by the *Village* governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions by *Council*.

PART 3 - MEETINGS

Conduct of Meetings

20. Meetings should be conducted with the objective of making the proceedings as open, transparent, accessible and understandable to the public as possible and in accordance with the prevailing *Council Procedure Bylaw*.

Meeting Preparations

21. (1) *Council members* shall prepare themselves for meetings, listen courteously and attentively to all discussions before the body, and focus on the business at hand.
- (2) *Council members* must not attend meetings under the influence of cannabis, alcohol or other controlled substances, where those substances can affect the decision-making process.
- (3) Cellular phones should be turned off during meetings, however if an urgent matter requires that a *Council member* respond to an email or text message during the meeting, the cell phone

shall be muted or kept in vibrate mode.

Decorum at Meetings

22. (1) *Council members* will not interrupt other speakers, make personal comments or comments relevant to the business of *Council*, or otherwise disturb a meeting.
- (2) Meetings should provide an environment for transparent and healthy debate on matters requiring deliberation by *Council*.
- (3) *Council* and *Council members* must act in accordance with the *Council Procedure Bylaw No. 416, 2015*, Roberts Rules of Order and the conduct guidelines of this *Bylaw*.

Mayors Rulings to be Respected

23. *Council members* will respect and abide by the rulings of the *Chair* unless altered by decision of *Council* using the procedures available for challenging the *Chair*.

PART 4 - ADVOCACY

Collaboration and Cooperation

24. It is recognized that *Council* plays a role of representing the interests of their taxpayers, while recognizing the benefits of collaboration and cooperation within the democratic process of decision-making as a local entity.

Council Decisions Paramount

25. *Council members* will respect the diverse interests of their constituents and the role of *Council* to balance the views of their taxpayers and, to that end, *Council members* will consider all aspects of an issue, including applying *Council's* key values, prior to making decisions that support *Council's* strategic objectives.

PART 5 – COMMUNICATION AND MEDIA RELATIONS

Village Spokespersons

26. *The Chair* is the spokesperson for the *Village* on *Council* matters, and decisions of *Council* are to be communicated by the *Chair*.

Administrative and Operational Matters

27. The *Chief Administrative Officer* or that person's designate is the spokesperson for the *Village* on administrative and operational matters.

Corporate Correspondence

28. All corporate correspondence shall be sent on the letterhead of the *Village* and shall be used for the purposes of obtaining or giving information or conveying the official position of the *Village* established by resolution of *Council*.

Council Communications

29. (1) *Members of Council* will accurately communicate decisions of *Council* even if they disagree with

the majority decision of *Council*.

- (2) *Members of Council* may state that they voted against a *Council* decision but will refrain from making disparaging comments about other *members of Council* or the decision itself.
- (3) Adherence to the above procedures will affirm the respect for and integrity of the decision-making process of the *Council*.

Use of Corporate Letterhead and Village Email Addresses

30. (1) When using *Village* letterhead or Village email addresses to present their individual opinions and positions, *Council members* shall expressly state that the views are their own and do not necessarily represent the views of the *Village* as a whole.
- (2) *Members of Council* will not use *Village* letterhead or Council member Village email addresses for personal matters or to convey an opinion on any matter that has not been specifically been approved by *Council*.
- (3) Before a *Council member* sends, delivers or distributes correspondence on Village letterhead or sends electronic email from Village email addresses to *Council*, a *Council member* must forward such correspondence to the *Chief Administrative Officer* to ensure that proper records are maintained and to ensure compliance with the *Freedom of Information and Protection of Privacy Act*.

PART 6 – STAFF RELATIONS

Interaction with *Staff*

31. *Council* has the sole responsibility to govern the *Village* in accordance with the *Community Charter, Local Government Act* and other relevant legislation and, as such, *Council members* must not:
 - (a) direct or influence, or attempt to direct, influence or issue instructions to any *Staff* in the exercise of their duties or functions;
 - (b) contact or issue instructions to any of the *Village* contractors, tenderers, consultants or other service providers; or
 - (c) make public statements attacking or reflecting negatively on *Staff* or invoke *Staff* for political purposes.

Roles and Responsibilities

32. (1) Council members shall respect the powers, duties and responsibilities of the CAO, the Village's Corporate Officer and Chief Financial Officer delineated within a bylaw that addresses delegation of authority by Council (the *Appointment of Officers Bylaw No. 488, 2022*).
- (2) *Council members* will respect that there are distinct and specialized roles expected of Staff and the CAO in both the carrying out of their respective responsibilities and in dealing with *Council*.
- (2) *Members of Council* will respect and adhere to the *Village's* governance structure in which *Council* makes policy decisions and *Staff* implements those decisions with appropriate advice, information and analysis.
- (3) *Members of Council* are to contact *Staff* including the Village's Corporate Officer and Chief Financial Officer, according to the procedures authorized by Council and the *Chief Administrative Officer* regarding the interaction of *Council members* and *Staff*. As a general

principle, the Village adopts the one employee model where *Council's* point of contact with Staff is the *Chief Administrative Officer*.

Accountability for Decisions

33. (1) *Staff* are accountable to the *Chief Administrative Officer* and the *Chief Administrative Officer* is accountable to *Council*.
(2) *Staff* shall contact *Council* through contact with the CAO.
(3) The *Chief Administrative Officer* is responsible for the efficient and effective operation of the *Village's* organization and for ensuring the implementation of *Council* decisions.
(4) Council members shall not involve themselves in matters of administration, departmental management, supervision, personnel or other administrative responsibilities that fall within the jurisdiction of the *Chief Administrative Officer*.

Council is the Governing Body

34. (1) The *Village* as a corporate body represents the entire *Village*, and *Council*, as a whole, is the local government for the entire *Village*.
(2) *Council* as a whole, not individual *Council members*, give direction to *Staff* through the passage of *Council* resolutions.

Respecting Corporate Priorities

35. (1) *Council members* will not request *Staff* to undertake work that has not been expressly authorized by *Council*, nor shall they:
- (a) interfere with the administrative functions of the *Village* or the professional duties of *Staff*;
or
 - (b) impair the ability of *Staff* to implement *Village* policy decisions.
- (2) Where a *member of Council* desires work to be undertaken which has not been authorized, the member of *Council* shall submit such request directly to *Council*, or where the member of *Council* believes the request is of a minor nature consistent with corporate policies or formal strategic direction, to the *Chief Administrative Officer* who shall determine if the request can be accommodated without compromising other *Council*-approved directives or if the request needs to be referred to *Council* for consideration of resource allocation.
- (3) Unless provided in response to a formal request under the *Freedom of Information and Protection of Privacy Act*, information provided to a *member of Council* by *Staff* that would constitute more than a technical clarification will be provided to all of *Council*, so that all *Council member* have access to the same information.
- (4) Information provided to a member of *Council* that is deemed to be significant or which is likely to be used in a *Council* meeting or in a political debate should also be provided to all other *members of Council* and to the *Chief Administrative Officer*.
- (5) *Council* is not permitted to request any information or work from *Staff* that is not related to the business of the *Village*.

Corporate Resources

36. *Council*, *Staff*, volunteers and other persons representing the *Village* shall not use *Village* resources, including equipment, supplies, websites, facilities or personnel for purposes other than the

discharge of their authorized duties in connection with the *Village* and in no event are such resources to be used for personal convenience.

PART 8 – CONFIDENTIAL INFORMATION

Confidential Information Defined

37. *Confidential* information includes documents and discussions regarding all matters described under section 90 of the *Community Charter* affecting the business affairs of the *Village*, as well as information provided by third party on a confidential basis including, but not limited to the following:
- (a) information discussed or disclosed at a closed meeting of *Council*;
 - (b) information circulated to *Council* and marked as confidential;
 - (c) information that is given verbally in confidence in preparation for or following a closed session of *Council*;
 - (d) decisions, resolutions or report contents, including a CAO's or a Staff's report, forming part of the agenda for or from a closed meeting of *Council* until a *Council* decision has been made for the information to become public or otherwise redacted;
 - (e) information about the acquisition, disposition or expropriation of land or improvements if disclosure could reasonably be expected to harm the interests of the *Village*;
 - (f) negotiations and related discussions respecting the proposed provision of an activity, work or facility that are at their preliminary stages if disclosure could reasonably be expected to harm the interests of the *Village*;
 - (g) advice that is privileged at law; and
 - (h) Personal Information that is prohibited from disclosure under the *Freedom of Information and Protection of Privacy Act*.

Duty to Maintain Confidentiality

38. (1) *Council* shall be aware of their responsibilities under the *Community Charter* and *Local Government Act* and shall fulfill the statutory requirements imposed by such legislation.
- (2) *Council members* and *Staff* shall not disclose or release to anyone, either in oral or written form:
- (a) *Confidential Information* acquired, by virtue of their office, including *Personal Information*, unless required or permitted by law or authorized by *Council* to do so;
 - (b) the substance of deliberations of a closed meeting of *Council* prior to *Council* adopting a resolution to release the information to the public; or
 - (c) *Confidential Information* that has otherwise been approved to be released to the public.
- (3) *Council members* and the CAO shall not disclose *Confidential Information* to a *Council* member who has declared a conflict of interest.

Reporting, recording and retaining information

39. (1) It is every *member of Council's* responsibility to ensure that all information collected, produced, or obtained in the course of his or her duties, whether written, oral, or in electronic format, is as accurate as possible. No *member of Council* will willfully mislead *Staff*, other member of *Council*, or the public about any issue of *Village* concern.
- (2) If a *member of Council* believes that someone may have misunderstood them, they must promptly correct the misunderstanding. Reporting inaccurate or incomplete information, or

reporting information in a way that is intended to mislead or misinform those who receive it, is strictly prohibited and could lead to serious consequences including disciplinary action.

(3) Examples of dishonest reporting include, but are not limited to the following:

- (a) submitting an expense account for reimbursement of business expenses not actually incurred, or misrepresenting the nature or amount of expenses claimed;
- (b) providing inaccurate or incomplete information to Village management or *Staff* during an internal investigation, audit, or other review, or to organizations and people outside the Village, such as external auditors;
- (c) making false or misleading statements in any reports or other documents submitted to or maintained for government agencies;
- (d) failing to provide and/or destroying relevant records when requested to provide such records in order for the Village to respond to a request for records made under the *Freedom of Information and Protection of Privacy Act*; and
- (e) providing or communicating false or misleading information.

(4) All *members of Council* must work in accordance with both the Village controls established to prevent fraudulent misconduct and all applicable laws, regulations, and government guidelines.

(5) All incidents of fraud or theft committed against the Village will be taken seriously and may be viewed as acts of criminal activity and treated accordingly.

PART 9 – IMPLEMENTATION AND ENFORCEMENT

Implementation

40. Upon adoption of this bylaw, the *Code of Conduct* described in this Bylaw becomes effective and it is the responsibility of those persons affected by the provisions of the *Code* to become familiar with and embrace those provisions.

Compliance

41. The *Code of Conduct* sets out the expectations of *Council members* with respect to the standards of conduct for *Council members*.

Part 10 - Appointment of Integrity Commissioner

42. Council must appoint an *Integrity Commissioner* to undertake the duties and responsibilities set out in this *Bylaw*.

43. The appointment of an *Integrity Commissioner* must be for a set period of two (2) years. An Integrity Commissioner may be appointed for more than one term.

44. At the request of the *Integrity Commissioner*, Council may suspend the appointment for a mutually agreed period of time.

45. Council will not terminate an *Integrity Commissioner* except for cause.

46. The appointment of an *Integrity Commissioner* may only be made, suspended, or terminated by a 2/3 vote of all *Council members*.

Interim Ad Hoc Appointment of Integrity Commissioner

47. The CAO may appoint an ad hoc *Integrity Commissioner* in the following circumstances:
- (a) If the Village has not yet entered into a contract for the appointment of an *Integrity Commissioner*;
 - (b) In the interim period between the expiry of the appointment of a new *Integrity Commissioner*;
or
 - (c) If the appointed *Integrity Commissioner* is unable or unwilling to act.

Duties and Responsibilities

48. The duties and responsibilities of the *Integrity Commissioner* are as follows:

- (a) provide advice and recommendations to a *Council member* on questions of compliance with this Bylaw where requested to do so by that *Council member* or the CAO;
- (b) provide advice and recommendations to a *Council Member*, regarding their compliance or disclosure obligations under a provincial statute, such as the *Financial Disclosure Act*, or other such statute that imposes an express compliance or disclosure obligation on the *Council member* due to their position as an elected official, where requested to do so by a *Council Member*;
- (c) prepare written materials and content for the Village's website for distribution to, and use by, the public, to aid in their understanding of the role of the *Integrity Commissioner* and the ethical obligations and responsibilities of members under this Bylaw;
- (d) deliver educational programs regarding the role of the *Integrity Commissioner* and the ethical obligations and responsibilities of members under this Bylaw;
- (e) assist with informal resolution of confidential requests and complaints;
- (f) receive and assess all Complaints to determine if the Complaint must be rejected, closed, resolved or investigated;
- (g) investigate and conduct inquiries as to violation of this Bylaw;
- (h) report to *Council* as to whether a *Council member* has breached this By-law;
- (i) make recommendations on an appropriate remedy if a Council member has breached this By-law;
- (j) make recommendations to *Council* on whether to reimburse legal fees reasonably incurred by a *Council member* in relation to a *Complaint*;
- (k) submit an annual budget for approval by Council; and
- (l) assist the CAO in preparing and publishing an annual report by December 1 each year that includes a summary of the work of the *Integrity Commissioner* and any advice or recommendations that the *Integrity Commissioner* has to improve the text or operation of this By-law.

49. The *Integrity Commissioner* must perform the duties and responsibilities of their office in an independent manner.

Powers after Resignation or Expiry of Term

50. If the *Integrity Commissioner* resigns or their appointment expires, the CAO may authorize that individual to continue to exercise the powers of the *Integrity Commissioner* in regards to any *Complaint* received before the end of their term.

51. An authorization under section 50 continues until the *Complaint* which is the subject of the authorization is rejected, closed, resolved informally, or a written investigation report is delivered to *Council*.

Part 11 – Complaint and Resolution Procedures

Informal Discussion

52. (1) Any *member of Council* or the CAO who has identified or witnessed *Council* conduct that the *member of Council* or the CAO reasonably believes, in good faith, is in contravention of this Bylaw may address the prohibited conduct by:
- (a) advising the *Council member* the conduct violates this Bylaw and encouraging the *Council member* to stop; or
 - (b) requesting the Mayor to assist in informal discussion of the alleged complaint with the *Member of Council* in an attempt to resolve the issue. In the event the Mayor is the subject of, or is implicated in a complaint, the *Council member* may request the assistance of the Deputy Mayor.
- (2) *Members of Council* are encouraged to pursue this informal complaint procedure as the first means of remedying conduct that they believe violates this Bylaw; however, a *Council member* is not required to complete this informal complaint procedure prior to pursuing the formal *Complaint* procedure in section 53.
- (3) If the situation is not able to be resolved through an informal process within thirty (30) calendar days, the *Complainant* must submit the *Complaint* to the *Integrity Commissioner* unless the *Complainant* decides to withdraw the *Complaint*.

Formal Complaint Procedure

53. Any *Council member* or the CAO who has identified or witnessed *Council member* conduct that they reasonably believe, in good faith, is in contravention of this Bylaw may submit a Complaint to the *Integrity Commissioner* in accordance with the following procedure:
- (a) All Complaints will be addressed to the *Integrity Commissioner*.
 - (b) Incidents or Complaints must be reported to the *Integrity Commissioner* as soon as possible after experiencing or witnessing an incident and by no later than 180 days after the *Council member* or CAO knew or reasonably ought to have known of the alleged breach of this Bylaw. This allows the incident to be investigated and address promptly.
 - (c) All *Complaints* must be made in writing and must be dated and signed by the *Complainant*.
 - (d) The *Complaint* must set out a detailed description of the facts as they are known giving rise to the allegation that the respondent *Council member* has contravened specific sections of this Bylaw. The description must include the names of people involved, witnesses, where and when the incidents occurred and what behaviour led to the *Complaint*. Supporting documents such as but not limited to emails, handwritten notes, or photographs must be attached. If possible, the *Complainant* must include the impact of the behaviour complained of on the *Complainant*.
54. A *Complainant* may specify in the *Complaint* if they are willing to participate in an informal resolution of the *Complaint*.

55. The *Integrity Commissioner* may prescribe a form for submitting a *Complaint*.
56. The *Integrity Commissioner* must not accept multiple complaints concerning the same matter. In the event that the *Integrity Commissioner* receives multiple complaints concerning the same matter, the *Integrity Commissioner* must proceed with the first complaint accepted, but may expand the *Complaint* and/or add *Complainants* for the purpose of conducting the investigation and preparing the investigation report.
57. The *Integrity Commissioner* must reject a complaint received more than 180 days after the *Complainant* knew or reasonably ought to have known of the alleged breach of this By-law.
58. The *Integrity Commissioner* must reject a *Complaint* received regarding a *Council member* seeking re-election in the period from the last day of the nomination period to the general voting day.
59. In the period 90 days prior to general voting day, the *Integrity Commissioner* may suspend any investigation underway until the day after the general voting day.

Complaint Outside of Jurisdiction

60. The *Integrity Commissioner* has the authority to investigate a *Complaint* alleging that a *Council member* is in breach of this Bylaw.
61. If a *Complaint* is submitted that, on its face, is not made with respect to a breach of this Bylaw, or if a *Complaint* would be more appropriately addressed through another process including if the *Complaint* is:
 - (a) an allegation of a criminal nature consistent with the *Criminal Code*;
 - (b) with respect to non-compliance with the *Freedom of Information and Protection of Privacy Act*;
 - (c) with respect to conduct that may subject a member to disqualification under the *Community Charter*;
 - (d) with respect to non-compliance with a more specific Council policy or by-law with a separate complaint procedure; or
 - (e) with respect to a matter that is subject to another outstanding process, such as a court proceeding or a Human Rights complaint,

the *Integrity Commissioner* must reject the *Complaint*, or part of the *Complaint*, and must notify the *Complainant* in writing that the *Complaint* is not within the jurisdiction of this Bylaw, or that the *Complaint* would be more appropriately addressed through another process, as the case may be, and set out any additional reasons and referrals the *Integrity Commissioner* considers appropriate.

62. Where a *Complaint* is made against a *Council member* and the complaint procedure overlaps with a municipal election and the *Council member* is not re-elected in that election, the *Integrity Commissioner* must notify the *Complainant* and the *Council Member* in writing that the *Integrity Commissioner* is closing the complaint on this basis and close the *Complaint*.

Preliminary Assessment

63. On receipt of a *Complaint*, the *Integrity Commissioner* must conduct a preliminary assessment and if at that time, or any time thereafter, the *Integrity Commissioner* of the opinion that:

- (a) the statement is not with respect to a breach of this Bylaw;
- (b) the complaint is frivolous, vexatious, or not made in good faith;
- (c) an investigation of the complaint would not be in the public interest;
- (d) the investigation is, or might be, hampered, or the *Council member* might be prejudiced by the *Complainant's* failure to provide a *Complaint* in compliance with section 52, or otherwise cooperate with the investigation;
- (e) the *Complainant* wishes to withdraw the *Complaint*, and it would be appropriate in the circumstances to allow the withdrawal; or
- (f) there are no grounds or insufficient grounds for concluding that a violation of this Bylaw has occurred,
- (g) the *Integrity Commissioner* must notify the *Complainant* and the respondent in writing that the *Integrity Commissioner* is closing the *Complaint*, set out the reasons therefore, and close the *Complaint*.

64. Notwithstanding section 63, the *Integrity Commissioner* may request further information from the *Complainant* before determining whether or not there are sufficient grounds for believing that a breach of this Bylaw may have occurred.

Formal Resolution

65. If a *Complaint* is not rejected, closed, or resolved informally, the *Integrity Commissioner* must proceed with a formal investigation.

66. The *Integrity Commissioner* must serve the *Complaint* on the respondent with a request that the respondent provide a written response to the *Complaint* together with any submissions the respondent chooses to make within 10 days, subject to the *Integrity Commissioner's* discretion to extend the timeline.

67. The *Integrity Commissioner* may serve the *Complainant* with the respondent's written response together with any submissions, on a strictly confidential basis, and request a reply in writing within 10 days, subject to the *Integrity Commissioner's* discretion to extend the timeline.

68. The *Integrity Commissioner* may:

- (a) speak to anyone relevant to the *Complaint*;
- (b) request disclosure of documents relevant to the *Complaint*; or
- (c) access any record in the possession or control of the Village, except a record that is subject to an implied undertaking that a document produced under compulsion in court proceeding must not be disclosed to the *Integrity Commissioner* unless and until the scope of the undertaking is varied by a court order or other judicial order, consent or statutory override or a situation of immediate and serious damage emerges.

69. The *Integrity Commissioner* must ensure that the formal investigation complies with the rules of procedural fairness and natural justice required in the circumstances.

70. Each party interviewed by the *Integrity Commissioner* has the right to be accompanied by the party's legal counsel. All participants will be asked and expected to maintain confidentiality and confirm in writing that they will agree to not discuss or disclose any part of the investigation without Council's authorization or as required by law.

71. If the *Complainant(s)* or respondent(s) refuse to participate in a formal investigation the investigation may continue without that individuals' participation and the *Integrity Commissioner* may base their findings on the information present.

72. The *Council member* alleged to have breached this Bylaw is entitled to receive a copy of the *Complainant's* name and information on the particulars of the *Complaint* prior to the making of a decision on whether or not to investigate under this section.

73. Each party interviewed by the *Integrity Commissioner* has the right to be accompanied by the party's legal counsel. All participants will be asked and must maintain confidentiality and confirm in writing that they will agree to not discuss or disclose any part of the investigation without Council's authorization or as required by law.

74. The *Integrity Commissioner* may suspend any investigation underway for the purpose of attempting to resolve the *Complaint* informally, either at the *Integrity Commissioner's* own determination, or at the request of a party to the investigation.

Adjudication and Reporting

75. The *Integrity Commissioner* must make a decision within 60 days of making a decision to proceed with a formal investigation, unless section 62 or section 74 applies, or the *Integrity Commissioner* determines that doing so is not practicable, in which case the *Integrity Commissioner* must notify the *Complainant* and respondent of the delay and provide a revised decision date. The revised decision date may be extended by periods of up to 30 days on provision of written notice to the *Complainant* and the respondent.

76. A notification issued pursuant to sections 61, 62, 63 and 75 of this Bylaw is confidential and must not be disclosed except in the following circumstances:

- (a) the *Integrity Commissioner* and CAO may use information in a notice in an annual report in the form of context and statistics;
- (b) the *Integrity Commissioner* may prepare an anonymized bulletin based on the notice if the *Integrity Commissioner* believes that doing so would be of public benefit;
- (c) to *Council* for the purpose of considering a resolution for reimbursement of legal fees pursuant to sections 86 and 87 of this Bylaw; and

- (d) the respondent may disclose the fact that the *Complaint* has been closed, or that a finding has been made that the respondent did not breach this Bylaw.

77. If after reviewing all material information, the *Integrity Commissioner* determines that a *Council member* did violate this By-law then:

- (a) the *Integrity Commissioner* must prepare a written investigation report providing reasons for their determination that the member breached this Bylaw;
- (b) the investigation report will make recommendations as to the appropriate sanction for the breach;
- (c) if the *Integrity Commissioner* determines that a *Council member* did breach this By-law, but that the Council member took all reasonable steps to prevent it, or that it was trivial or done inadvertently or because of an error in judgment made in good faith, the *Integrity Commissioner* will so state in the investigation report and may recommend that no sanction be imposed;
- (d) the *Integrity Commissioner* must deliver, on a strictly confidential basis, a copy of the investigation report to the respondent; and
- (e) the *Integrity Commissioner* must deliver a copy of the investigation report to the *Complainant* and *Council* forty eight (48) hours after delivery of the investigation report to the respondent; and
- (f) the *Integrity Commissioner* must make the investigation report available to the public after delivery of the investigation report to the *Complainant*, *Council* and the *CAO*.

78. The *Integrity Commissioner* must ensure that the investigation report as drafted complies with the Village's obligations regarding disclosure of personal information set out in the *Freedom of Information and Protection of Privacy Act*, or ensure that appropriate redactions are applied prior to release to the public.

Final Determination by Council

79. *Council* must, within 30 days of delivery of the investigation report pursuant to section 76(e) of this Bylaw, or a longer period if approved by a vote of *Council*, decide on the appropriate measures, if any, that are warranted by the breach of this Bylaw, and will take such actions as *Council* considers appropriate in the circumstances.

80. Prior to *Council* making any decision regarding the findings and recommendations set out in the investigative report, the respondent must be provided with an opportunity, either in person or in writing, to comment on the conclusions of the investigation report and before *Council* deliberates and makes any decision on culpability and any recommended censure, sanctions or corrective actions.

81. A *Council member* who is the subject of a *Complaint* and investigation is entitled to retain, be advised, and be represented by legal counsel during the investigation stage and at the *Council* meeting where any decision on culpability is to be made or any motion of censure and related sanctions is

considered and imposed.

82. Following *Council's* hearing of the affected *Council member's* submissions to *Council*, the *Council member* will leave the meeting room and those *members of Council* without a conflict of interest will consider the measures, if any, to impose in accordance with sections 93 and 94 of this Bylaw; and

83. While an investigation report provided to *Council* may be considered in a closed meeting for the purpose of receiving legal advice, or other valid reason, when *Council* deliberates and votes on the investigation report, it will do so in a public meeting and the investigation report must be made available to the public in a form that complies with section 78.

84. When making a decision under section 79 of this Bylaw, *Council* will provide notice to the *Complainant* and respondent of options for *Council's* reconsideration of *Council's* decision under section 27 of the *Council Procedure Bylaw* and also *Local Government Act* section 623.

85. The Village may reimburse the reasonable costs for each respondent *Council member's* legal representation under this section after *Council* concludes its deliberations and makes a decision under section 79 unless *Council* determines that the *Council member* engaged in dishonest, grossly negligent or malicious conduct.

86. Despite section 87 *Council* may, by resolution, approve interim funding for a respondent *Council member's* legal representation under this section subject to the respondent *Council member's* written agreement to repay such funding if, after *Council* concludes its deliberations and makes a decision under section 79 *Council* determines that the *Council member* engaged in dishonest, grossly negligent, malicious conduct.

Confidentiality

87. *Council members* must refrain from discussing allegations at open meetings or at any other time or with anyone until after the investigation and *Council* makes decisions whether or not to impose censure and related sanctions under section 79 of this Bylaw.

88. Where a *member of Council* alleges a breach of this *Code of Conduct* by a fellow member of *Council*, all *members of Council* must refrain from commenting on such allegations at meetings of *Council* until such time that the Integrity Commissioner releases to the public the investigation report under sections 77(e) and 78 of this *Bylaw*.

Unfounded Complaint

89. If the *Integrity Commissioner* finds insufficient evidence to support the *Complainant's* allegations, there will be no permanent record of the *Complaint* and there will be no penalty to anyone concerning the incident. A finding of no evidence is a simple reflection of an absence of evidence to support the claim and nothing more.

Vexatious Complaints

90. Any individual covered by this Code of Conduct who makes an allegation or *Complaint* under this Code of Conduct that is subsequently found to have been made in a deliberately vexatious or

malicious manner, or otherwise to have been made in bad faith, will be subject to appropriate disciplinary action, which action may include, but is not limited to, the sanctions and remedies described in section 93.

Censure and Sanctions

91. If an investigation reveals that there is evidence to support a reasonable likelihood that the subject matter of the complaint took place and *Council* determines to regulate the conduct of the *Council member* that is the subject of the complaint, *Council* may consider issuing censure and related sanctions including:

- (a) seeking a letter of apology;
- (b) mandatory education, training, coaching or counselling;
- (c) if applicable, removal from committees or boards;
- (d) restrictions on representing the Village at events or conferences;
- (e) limiting access to certain Village facilities;
- (f) restricting a Council member's ability to attend in person at Council or COTW meetings;
- (g) restricting how documents are to be provided to *Council members*; and the form and manner in which documents will be provided to *Council members*;
- (h) communicating with *Staff* through a designated person;
- (i) reduction in remuneration in accordance with a remuneration bylaw;
- (j) imposing limits on travel;
- (k) suspension, if applicable, of committee appointments; and
- (l) seeking a written promise to comply with the *Code of Conduct*, *Council Procedure Bylaw*, *Local Government Act*, *Community Charter* and all applicable other legislation and Village Bylaws and internal policies.

92. In determining the appropriate censure and related sanctions, *Council* will consider the following factors:

- (a) the degree and nature of the conduct;
- (b) whether the contravention was a single or repeated act;
- (c) whether the *Council member* was told that the conduct was unwelcome or offensive, and nonetheless continued the conduct;
- (d) the nature of the work relationship of the *Complainant* and the respondent, and whether the *Council member* was in a position of authority over the *Complainant*, such that the degree and nature of the conduct was thereby exacerbated by an abuse of power;
- (e) the impact of the contravention on the *Complainant*;
- (f) the *Council member's* acknowledgment of wrongdoing; and
- (g) the *Council member's* history of other contraventions.

Retaliatory Behaviour

93. *Council* and the Village will not tolerate threats or acts of reprisal or retaliation against any complainant, witness, respondent, or employee of the Village responsible for implementing and carrying out the objectives or requirements of this Bylaw and procedure, who in good faith:

- (a) makes a *Complaint* under this Bylaw;

(b) identifies or opposes a practice or conduct that they reasonably believe to constitute a violation of this Bylaw; and

(c) implements or participates in an investigation, proceeding or hearing of any kind under this Bylaw.

94. *Members of Council* must not take or threaten to take any act of reprisal or retaliation against a *Complainant*, witness, respondent, or employee of the Village, or any other person responsible for implementing and carrying out the objectives or requirements of this Bylaw and procedure in good faith.

95. Any individual covered by this Bylaw who is found to have engaged in any reprisal or retaliation in violation of this Code of Conduct will be subject to appropriate disciplinary action, which action may include, and is not limited to, the sanctions and remedies described in section 46.

Impact on Council Decisions

96. A violation of this Bylaw will not be considered a basis for challenging the validity of a *Council* decision.

Citation

97. This bylaw may be cited for all purposes as *Code of Conduct Bylaw*.

Repeal:

98. Bylaw No. 442 and all amendments thereto are hereby repealed.

Read a first time on the XX day of XXX, 2024

Read a second time on the XX day of XXX, 2024

Read a third time on the XX day of XXX, 2024

Adopted on the XX day of XXX, 2024

Certified a true copy of Bylaw No. XXX
this ____ day of _____, _____

Chief Administrative Officer
Village of Sayward

Mayor

Corporate Officer

Appendix "A" to the *Code of Conduct* - Examples of Unacceptable Conduct

Meeting Conduct, Rules of Order and Procedural Matters

- 1** (1) Failing to abide by the *Council Procedure Bylaw*;
- (2) Failing to respect the role of the Chair or Presiding Official at meetings;
- (3) Failing to respect due process and procedural fairness;
- (4) Unfair or disrespectful treatment of persons or delegations appearing before Council;
- (5) Disrespectful or disruptive behaviour during a meeting which results in being called out of order by the Chair or Presiding Official; (f) Expulsion from a meeting; and
- (6) Behaviour which undermines the free exchange of ideas and which stifles or inhibits healthy debate.

Integrity

- 2** (1) Abuse of authority or trust;
- (2) Failure to act in the public interest;
- (3) Showing favoritism, bias or nepotism towards any person, vendor, contractor, business, family member or to others doing business with the Village;
- (4) Dishonesty;
- (5) Obstructing an investigation into a matter;
- (6) Obstructing Staff from undertaking their duties;
- (7) Harassment;
- (8) Sexual Harassment;
- (9) Discrimination;
- (10) Bullying;
- (11) Intimidation;
- (12) Coercion;
- (13) Extortion;
- (14) Uttering Threats;
- (15) Assault;
- (16) Accepting a bribe;
- (17) Disrespecting the viewpoints of others during discussion on a matter;
- (18) Failing to keep an open mind during debate on a matter;
- (19) Damaging the reputation and/or credibility of the Village by words, actions and/or irresponsible conduct; and
- (20) Acting in an official capacity while intoxicated resulting in irresponsible conduct.

Communication, Interpersonal Relations, Council and Staff Relations

- 3** (1) Use of disrespectful, derogatory, demeaning, defamatory, discriminatory, intolerant or offensive language at any time, and on any communication platform, including social media as a representative of the Village;
- (2) Failing to treat any person with respect, courtesy, tolerance, acceptance, and/or dignity;
- (3) Disrespecting the role of the Chief Administrative Officer, *Staff* or Village consultants;
- (4) Failing to respect the various roles and responsibilities which are inherent to informed local government decision making;
- (5) Publicly criticizing or chastising a fellow *member* of *Council*, *Staff* or Village consultant;

- (6) Interfering with the administrative corporate or operational functions of the Village;
- (7) Failure to observe established protocols with respect to tasking or otherwise directing *Staff*.

Confidentiality and Data Security

- 4** (1) Intentionally accessing unauthorized information, records or data on Village devices and Confidential Information;
- (2) Unauthorized disclosure of confidential or personal information to a third party;
- (3) Intentionally breaching the Village's network and data security systems;
- (4) Intentionally leaking confidential information to the media or other local government stakeholders;
- (5) Fraud;
- (6) Theft of Village resources and/or assets; and
- (7) *Criminal Code* of Canada conviction while in office.

Retaliation

- 5** (1) Retaliation or retribution towards any person who in good faith has reported a suspected contravention of the Village's Code of Conduct;
- (2) Retaliation or retribution towards any person who in good faith has reported a suspected contravention of the Villages Respectful Workplace Policy; and
- (3) Retaliation or retribution towards any person who in good faith has reported a suspected contravention of the *Criminal Code* of Canada or other federal, provincial or local government statute, regulation, or enactment.

Conflict of interest

- 6** (1) Failure to abide by Conflict of Interest Rules in the *Community Charter and Local Government Act*;
- (2) Failure to disclose conflict of interest;
- (3) Participation in meetings where in conflict of interest;
- (4) Use of office to influence a decision, recommendation or other action where an elected official has a direct or indirect pecuniary interest;
- (5) Accepting unauthorized gifts;
- (6) Failure to disclose authorized gifts; and
- (7) Failure to disclose and report contracts entered into by the elected official or former elected official with the Village where the elected official or former elected official has a direct or indirect pecuniary interest.

Interference with designated decision makers and/or processes

- 7** (1) Interfering with, and/or failing to respect the role and authority of statutory and/or other designated decision makers:
 - (a) Officer Responsible for Corporate Administration;
 - (b) Officer responsible for Financial Administration;
 - (c) Head, Freedom of Information and Protection of Privacy;
 - (d) Chief Election Officer;
 - (e) Building Officials;

- (f) Bylaw Enforcement Officers;
- (g) Provincial Approving Officer; and
- (h) Others in statutory and/or designated decision making roles.

(2) Failing to abide by the Village's procurement policies and bylaw.

Partisan politics and campaigning

- 8** (1) Engaging in partisan politics while undertaking Village business;
- (2) Use of Village resources for campaign purposes;
 - (3) Unauthorized Conduct - General Prohibitions;
 - (4) Providing instruction to Village contractors, consultants or other service providers;
 - (5) Speaking on behalf of the Council when not authorized to do so;
 - (6) Failing to uphold a decision, bylaw or policy of the Council; and
 - (7) Unauthorized use of Village Staff and/or other Village resources and assets.