



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
August 19, 2025 - 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:

THAT the agenda for the Regular Meeting of Council for **August 19, 2025**, be approved [as presented **or** as amended].

5. Minutes of Previous Meetings

Recommended Resolutions:

- a) THAT the minutes from the Special Council Meeting held on **July 7, 2025**, be adopted [as presented **or** as amended].
- b) THAT the minutes from the Regular Council Meeting held on **July 15, 2025**, be adopted [as presented **or** as amended].
- c) THAT the minutes from the Special Council Meeting held on **July 15, 2025**, be adopted [as presented **or** as amended].
- d) THAT the minutes from the Special Council Meeting held on **July 16, 2025**, be adopted [as presented **or** as amended].
- e) THAT the minutes from the Special Council Meeting held on **July 29, 2025**, be adopted [as presented **or** as amended].

- f) THAT the minutes from the Special Council Meeting held on **August 6, 2024**, be adopted [as presented **or** as amended].
- g) THAT the minutes from the Regular Council Meeting held on **May 21, 2024**, be adopted [as presented **or** as amended].
- h) THAT the minutes from the Special Council Meeting held on **May 13, 2024**, be adopted [as presented **or** as amended].
- i) THAT the minutes from the Special Council Meeting held on **May 9, 2024**, be adopted [as presented **or** as amended].

6. Petitions and Delegations - None

7. Correspondence

a) BC Salmon Farmers Community BBQ

Recommended Resolution

THAT Council receives this correspondence for information.

b) North Island College's Strategic Plan

Recommended Resolution

THAT Council receives this correspondence for information.

c) BCSFA Salmon Farm Research

Recommended Resolution

THAT Council receives this correspondence for information.

d) Coastal Fire Centre Status Report

Recommended Resolution

THAT Council receives this correspondence for information.

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business

a) Authorization of Signing Authorities

Recommended Resolution

THAT Council rescind all previous banking, investment, and financial transaction signing authority appointments, and;

THAT Council authorizes the following individuals to be the signing authorities for the Village of Sayward:

One of	Together with one of
Mark Baker	Andrew Young
Scott Burchett	Lisa Clark
Debbie Coates	
Jason Johnson	
Sue Poulsen	

12. Staff Reports

a) Grant in Aid Request – Sayward Community Health Society

Recommended Resolution

THAT Council receives the Grant in Aid Request – Sayward Community Health Society staff report for information and discussion.

Note: Additional resolutions are within the report for Council's consideration of the grant request.

b) Budget Variance Report – August 2025

Recommended Resolutions

THAT Council receives the Budget Variance Report to August 15, 2025 staff report for information and discussion.

c) Permissive Tax Exemptions 2026

Recommended Resolutions

THAT the Permissive Tax Exemptions 2026 Staff Report be received for information.

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

14. Bylaws – None

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

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) security of the 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.
4. 90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*.

18. Adjournment



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
July 7, 2025
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 Debbie Coates (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen (via Teams)

Absent: Councillor Scott Burchett

In Attendance: John Thomas, Acting CAO/Corporate Officer (via Teams)
Jennifer Redshaw, Office Administrator

1. Call to Order

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

2. Public Input – None

No members of the public were present in the gallery.

3. Introduction of Late Items - None

4. Approval of Agenda

MOTION S25/13

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for **July 7, 2025**, be approved as presented.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations - None

7. Correspondence - None

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports - None

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

14. Bylaws - None

15. New Business - None

16. Public Question Period - None

No members of the public were present in the gallery.

17. In Camera

MOTION S25/14

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) security of the 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.
4. 90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*.

CARRIED

Councillor Poulsen joined the meeting late.

18. Adjournment

The meeting was adjourned at 8:30pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
July 15, 2025
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 (via Teams)
Councillor Debbie Coates (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen

In Attendance: John Thomas, Acting CAO/Corporate Officer (via Teams)
Lisa Clark, CFO
Jennifer Redshaw, Office Administrator

1. Call to Order

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

2. Public Input

- a) Marty Carlson of 416 MacMillan Drive read the letter he provided to council that described his opposition to the DVP for 400 MacMillan Dr siting that this would open the door to future mobile homes variance applications and would be detrimental to surrounding property values.
- b) Dene Rossouw of 331 MacMillan Drive conveyed his opposition to the DVP for 400 MacMillan Drive siting this approval would cause the perceived neighborhood quality to deteriorate, a lack of neighborhood consistency and would negatively impact property values over time.

3. Introduction of Late Items

CAO Thomas added to the agenda:

- 17. In-Camera under Community Charter 90(1)(c) labour relations or other relations
- 15. New Business BCEHS request for camping at the village's campground for BCEHS staff

4. Approval of Agenda

MOTION R25/206

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for **July 15, 2025**, be approved as amended.

Opposed Cllr Burchett CARRIED

5. Minutes of Previous Meetings

MOTION R25/207

MOVED AND SECONDED

THAT the minutes from the Special Council Meeting held on **June 24, 2025**, be adopted as presented.

CARRIED

MOTION R25/208

MOVED AND SECONDED

THAT the minutes from the Committee of the Whole Meeting held on **April 4, 2024**, be adopted as presented.

Opposed Cllr Burchett CARRIED

MOTION R25/209

MOVED AND SECONDED

THAT the minutes from the Special Council Meeting held on **May 14, 2024**, be adopted as presented.

Opposed Cllr Burchett CARRIED

MOTION R25/210

MOVED AND SECONDED

THAT the minutes from the Special Council Meeting held on **May 16, 2024**, be adopted as presented.

Opposed Cllr Burchett CARRIED

6. Petitions and Delegations

- a) Tour de Rock – Canadian Cancer Society, Laura Nelson, Cops for Cancer Manager

7. Correspondence

- a) Resource Breakfast Series – Mining, Energy, Forestry
- b) Coastal Fire Centre Update
- c) Commission of Inquiry into Community Safety
- d) Community Appreciation BBQ – BC Salmon Farmers
- e) 2023 FireSmart Community Funding and Supports – 2023 Wildfire Risk Reduction initiative

MOTION R25/211

MOVED AND SECONDED

THAT correspondence a) – e) be received.

CARRIED

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business

a) DVP Application - 400 MacMillan Drive – Site Constraints

MOTION R25/212

MOVED AND SECONDED

THAT Council receives this report.

Opposed Cllr Burchett

CARRIED

MOTION R25/213

MOVED AND SECONDED

THAT Council deny the proposed Variances for 400 MacMillan Drive.

CARRIED

12. Staff Reports

a) Grant in Aid Request – Tour de Rock

MOTION R25/214

MOVED AND SECONDED

THAT Council receives the Grant in Aid Request – Canadian Cancer Society Tour de Rock staff report for information and discussion; and,

THAT the in-kind donation request from the Canadian Cancer Society - Tour de Rock dated June 27, 2025, be approved as amended (without pool or hot tub use).

CARRIED

b) Parcel Tax Implementation Project

MOTION R25/215

MOVED AND SECONDED

THAT Council receives the Parcel Tax Implementation Project staff report for information and discussion.

CARRIED

MOTION R25/216

MOVED AND SECONDED

THAT staff be directed to move forward with the Parcel Tax Implementation Project with a budget of no more than \$30,000; and,

THAT the funding source for this project be the Growing Communities Reserve Fund; and,

THAT the 2025-2029 Financial Plan be amended accordingly.

Opposed Mayor Baker, Cllr Coates, Cllr Johnson DEFEATED

MOTION R25/217

MOVED AND SECONDED

THAT the Parcel Tax Implementation Project be brought back to council for review and discussion in 2026.

Opposed Cllr Burchett CARRIED

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

14. Bylaws – None

15. New Business

a) BCEHS request for camping at the village's campground for BCEHS staff

MOTION R25/218

MOVED AND SECONDED

THAT the village support receiving a grant-in aid request from BCEHS for the use of one serviced campground site for their staff.

CARRIED

16. Public Question Period

a) Deborah Rossouw of 331 MacMillan Drive told council of her concern regarding a neighbour with an unsightly premises which is downgrading the entire neighborhood.

CAO Thomas explained that the property in question has a valid building permit and that staff have been in contact with the owner, who has removed a second RV from the property. In summary, CAO Thomas explained that all regulatory processes are being adhered to, and that these processes can take time.

b) Deborah Rossouw of 331 MacMillan Drive inquired if there is anything residents can do to support council and staff regarding unsightly premises i.e. submit more complaints.

Cllr Johnson confirmed that it is a complaint driven process.

CAO Thomas advised that written complaints first start at the front desk, not with council.

Cllr Poulsen commented that RV permits are issued for one year during construction. She asked if this property is under the same RV permit or a new one.

CAO Thomas said there is a valid temporary RV occupancy permit and a valid Building Permit.

17. In Camera

MOTION R25/219

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*:

- 90(1)(c) labour relations or other relations

Opposed Cllr Burchett

CARRIED

18. Adjournment

The meeting was adjourned at 08:38pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
July 15, 2025
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 Debbie Coates (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen

Absent: Councillor Scott Burchett

In Attendance: Lisa Clark, CFO
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 12:48pm.

2. Public Input - None

There were no members of the public present in the gallery.

3. Introduction of Late Items - None

4. Approval of Agenda

MOTION S25/15

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for **July 15, 2025**, be approved presented.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations - None

7. Correspondence - None

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports - None

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

14. Bylaws - None

15. New Business - None

16. Public Question Period – None

There were no members of the public present in the gallery.

17. In Camera

MOTION S25/16

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)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
2. 90(1)(c) labour relations or other employee relations.

CARRIED

18. Adjournment

The meeting was adjourned at 2:59pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
July 16, 2025
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 Debbie Coates (via Teams)
Councillor Jason Johnson
Councillor Sue Poulsen

Absent: Councillor Scott Burchett

In Attendance: Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 1:00pm.

2. Public Input – None

There were no members of the public present in the gallery.

3. Introduction of Late Items - None

4. Approval of Agenda

MOTION S25/17

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for **July 16, 2025**, be approved as presented.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations - None

7. Correspondence - None

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports - None

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

14. Bylaws - None

15. New Business -None

16. Public Question Period - None

There were no members of the public present in the gallery.

17. In Camera

MOTION S25/18

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)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
2. 90(1)(c) labour relations or other employee relations.

CARRIED

18. Adjournment

The meeting was adjourned at 2:37pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
July 29, 2025
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 Debbie Coates
Councillor Jason Johnson (via Teams)
Councillor Sue Poulsen

Absent: Councillor Scott Burchett

In Attendance: Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 9:00am.

2. Public Input - None

No members of the public were present in the gallery.

3. Introduction of Late Items - None

4. Approval of Agenda

MOTION S25/19

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for **July 29, 2025**, be approved as presented.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations - None

7. Correspondence

- a) Sayward Futures – Request for a Letter of Support – UBCM Strategic Priorities Fund Grant

MOTION S25/20

MOVED AND SECONDED

WHEREAS the Village of Sayward has recognized the need for further amenities at Kelsey Bay to attract new investment, increase tourism and commercial traffic and to bring new employment opportunities to Sayward;

AND WHEREAS Sayward Futures Society is uniquely positioned to lead work needed to bring in new services and amenities to the Village of Sayward with shovel ready projects;

THEREFORE BE RESOLVED that the Village of Sayward Council support Sayward Futures Society's application under the UBCM Strategic Priorities Fund for work towards the provision of marine fuel and other new amenities for the Village of Sayward;

AND THAT Council direct staff to write a Letter of Support as soon as possible allowing Sayward Futures Society to apply to the UBCM Strategic Priorities Fund.

CARRIED

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports - None

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

14. Bylaws - None

15. New Business - None

16. Public Question Period – None

No members of the public were present in the gallery.

17. In Camera

MOTION S25/21

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) security of the property of the municipality.
3. 90(1)(g) litigation or potential litigation affecting the municipality;
4. 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

The meeting was paused at 12:32pm.

The meeting resumed at 6:00pm with the same members of council present and the addition of CAO Thomas in attendance.

18. Adjournment

The meeting was adjourned at 6:29pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
AUGUST 6, 2024
COUNCIL CHAMBERS**

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

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

In Attendance: Brian Carruthers, Advisor

1. Call to Order

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

2. Public Input - None

3. Introduction of Late Items - None

4. Approval of Agenda

MOTION S24/Y1

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for August 6, 2024, be approved.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations - None

7. Correspondence - None

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports - None

13. Bylaws - None

14. New Business - None

15. Public Question Period - None

16. In-Camera

MOTION S24/Y2

MOVED AND SECONDED

THAT in accordance with Section 90 of the *Community Charter*, this Council meeting will be closed to the public at this time in accordance with

- Section 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.

CARRIED

17. Adjournment

The meeting was adjourned at 8:26pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
May 21, 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 Sue Poulsen

In Attendance: Keir Gervais, CAO/Corporate Officer
Brian Curruthers, Municipal Advisor

1. Call to Order

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

2. Public Input

- a) Mark Agnew of 754 Sayward Road inquired when the tax notices would be sent out and how much of a tax increase there would be.

Mayor Baker confirmed that the tax notices would be mailed out in the next couple of weeks and the tax increase would be 8%.

- b) Debbie Coates of 211-611 MacMillan Drive asked when a Rise and Report will be done on the report from JB Consultants.

Mayor Baker said that decision would be made In-Camera.

- c) Talia Clark of 611 MacMillan Drive inquired why her confidential, In-Camera information in the custody of the Village of Sayward was released by Mayor Baker without her consent, or council approval through a Rise and Report.

Mayor Baker said it was not released by him.

- d) Lorna Agnew of 754 Sayward Road said she read the apology in the Campbell River Mirror and expressed her feelings on professional conduct.

3. Introduction of Late Items - None

4. Approval of Agenda

- a) Cllr Burchett requested that 12.a) WorkSafeBC Order WCA21(2)(e) – Respectful Workplace Training for Elected Officials be moved In-Camera.

MOTION R24/XX35

MOVED AND SECONDED

THAT 12.a) WorkSafeBC Order WCA21(2)(e) – Respectful Workplace Training for Elected Officials be moved In-Camera.

Opposed Mayor Baker

CARRIED

- b) Cllr Burchett requested that 11. b) Council Appointments 2024 be moved to the end of the agenda, after 17. In-Camera.

MOTION R24/XX36

MOVED AND SECONDED

THAT 11. b) Council Appointments 2024 be moved to the end of the agenda, after In-Camera.

No vote was taken

MOTION R24/XX37

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for May 21, 2024, be approved as amended.

Opposed Mayor Baker

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegations

- a) Cpl. Sebastien Brunet, Detachment Commander, Sayward Detachment, Royal Canadian Mounted Police RE: Sayward Policing Reports and 2024-2025 Priorities.

7. Correspondence

- a) Jason Johnson, Interim Chair, Sayward Futures Society RE: Canada Day Celebrations Request for Support.

MOTION R24/XX38

MOVED AND SECONDED

THAT correspondence a) be received.

CARRIED

MOTION R24/XX39

MOVED AND SECONDED

THAT Council accepts Sayward Futures Society's ask for support with Canada Day celebrations as written.

CARRIED

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report – None

11. Unfinished Business

a) Deputy Mayor Designation – Keir Gervais, CAO

MOTION R24/XX40

MOVED AND SECONDED

THAT Council receive the Deputy Mayor Designation report for information and discussion; and,

THAT Councillor Sue Poulsen be designated Deputy Mayor.

CARRIED

b) Provincial Meeting Requests at 2024 UBCM Convention – Keir Gervais, CAO

MOTION R24/XX41

MOVED AND SECONDED

THAT the Provincial Meeting Requests at 2024 UBCM Convention report be received for information and discussion, and;

THAT Council provide further direction to Staff with respect to requesting provincial meetings at the upcoming 2024 UBCM Convention.

CARRIED

12. Staff Reports

a) Sayward Royal Canadian Legion Service Agreement - Share Shed – Keir Gervais, CAO

MOTION R24/XX42

MOVED AND SECONDED

THAT Council receive the Sayward Royal Canadian Legion Service Agreement - Share Shed Staff report for information and discussion.

CARRIED

MOTION R24/XX43

MOVED AND SECONDED

THAT Council approve the renewal of the Sayward Legion and Village of Sayward Working Agreement - Share Shed for one (1) year; and,

THAT Council authorize the CAO to execute said Service Agreement on behalf of the Village.

CARRIED

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

14. Bylaws

a) 2023-2027 Five Year Financial Plan Amendment Bylaw – Keir Gervais, CAO

MOTION R24/XX44

MOVED AND SECONDED

THAT Five Year Financial Plan Amendment Bylaw No. 505, 2023 be given fourth and final reading.

Opposed Cllr Burchett, Cllr Poulsen

DEFEATED

MOTION R24/XX45

MOVED AND SECONDED

THAT Five Year Financial Plan Amendment Bylaw No. 505, 2023 be deferred until the next council meeting with an accompanying variance report.

CARRIED

15. New Business - None

16. Public Question Period

- a) Darryl Lyons of 291 Ambleside Drive discussed the Code of Conduct and how it should apply to both the public in the gallery as well as members of council.

Cllr Poulsen requested that the municipal advisor provide insight on this topic and what the rules are regarding the behavior of the gallery.

Brian Carruthers stated that he is scheduled to have a workshop with council prior to the next council meeting and this topic has been flagged for discussion.

- b) Lorna Agnew of 754 Sayward Road stated that she has been contacted by the MOTI regarding her petition to lower the speed limit on Sayward Road and was advised that a letter from the Village of Sayward has not been received by them yet. She requested that she be advised when the letter has been sent.

CAO Gervais said that the letter has not been written yet but will be done by the end of next week.

- c) Debbie Coates of 211 – 611 MacMillan Drive inquired why the Respectful Workplace training for council will be moved In-Camera as her understanding is that In-Camera items concern legal, land, or labour topics only.

Mayor Baker stated that a discussion related to legal matters will occur In-Camera.

- d) Mark Agnew of 754 Sayward Road inquired how their zoning problem will be resolved and when.

CAO Gervais stated that this topic has been discussed at length and has provided the Agnew's with a letter regarding the process of re-zoning and there is nothing further to comment on.

- e) Karren McClinton of 281 Ambleside Drive requested confirmation that when a grant is received the funds must be spent on the item that is specified, and if not, then taxpayers cover the cost of the item.

Mayor Baker confirmed that Ms. McClinton is correct.

17. In Camera

MOTION R24/XX46

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*:

- Section 90(1)(c) labor relations or other employee relations;
- Section 90(1)(g) litigation or potential litigation affecting the municipality.

This motion was not moved or seconded however the gallery was cleared and council did move to In-Camera.

Both items on the amended agenda to occur after In-Camera were not addressed.

19. Adjournment

The meeting was adjourned at 8:50pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
May 13, 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 Sue Poulsen

In Attendance: Keir Gervais, CAO/Corporate Officer
Janice Aver, Acting CFO

1. Call to Order

The meeting was called to order at 5:34pm.

2. Public Input

- a) Brendan Chiswell of 311-611 MacMillan Drive inquired if 24/7 access to the weight room could be arranged.
- b) Debbie Coates of 211-611 MacMillan Drive commented about advertising on the website.

3. Introduction of Late Items

- a) Deputy Mayor Appointments be added to the agenda as Unfinished Business 11.a).
- b) Committee Appointments be added to the agenda as Unfinished Business 11.b).

MOTION S24/29

MOVED AND SECONDED

THAT Deputy Mayor Appointments and Committee Appointments be added to the agenda as Unfinished Business 11.a) and 11.b) respectively.

CARRIED

4. Approval of Agenda

MOTION S24/30
MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for May 13, 2024, be approved as amended.

CARRIED

Mayor Baker left the meeting at 5:41pm. Quorum was lost and the meeting ended.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
May 9, 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 Sue Poulsen
Councillor Tom Tinsley

In Attendance: Keir Gervais, CAO/Corporate Officer
Janice Aver, Acting CFO

1. Call to Order

The meeting was called to order at 5:01pm.

2. Public Input

- a) Irene Callaghan of 230 Kelsey Way asked how much longer village residents are going to pay for the Kelsey Centre because seniors can't afford it.

3. Introduction of Late Items - None

4. Approval of Agenda

A formal letter of correspondence from Chan Nowosad Boates, Chartered Professional Accountants, was added to the agenda as Correspondence 7.a).

MOTION S24/18

MOVED AND SECONDED

THAT the agenda for the Special Meeting of Council for May 9, 2024, be approved as amended.

CARRIED

5. Minutes of Previous Meetings - None

6. Petitions and Delegation - None

7. Correspondence

- a) Chan Nowosad Boates, Chartered Professional Accountants formal letter of correspondence.

MOTION S24/19
MOVED AND SECONDED

THAT correspondence a) be received.

CARRIED

Councillor Tinsley left the meeting at 5:16pm.

8. Council Reports - None

9. Reports of Committees - None

10. Mayor's Report - None

11. Unfinished Business - None

12. Staff Reports

a) Presentation of the 2024-2028 Financial Plan to the Public - Janice Aver, Acting CFO

MOTION S24/20
MOVED AND SECONDED

THAT the presentation of the 2024-2028 Financial Plan to the Public be received.

No vote was taken

MOTION S24/21
MOVED AND SECONDED

THAT the budget be reduced by \$20,00.

Opposed Mayor Baker

CARRIED

MOTION S24/22
MOVED AND SECONDED

THAT Council allow the auditor to complete the audit.

Opposed Mayor Baker

CARRIED

MOTION S24/23
MOVED AND SECONDED

THAT Council meet with the auditor on May 14, 2024 at 3:00pm.

CARRIED

The meeting paused for a scheduled recess at 5:45pm to accommodate for the special ethnohistory presentation. The meeting resumed at 8:06pm with the same members of council present and the same staff in attendance.

b) Property Tax Distribution Options 2024 - Janice Aver, Acting CFO

MOTION S24/24
MOVED AND SECONDED

THAT the Property Tax Distribution Options 2024 report be received for information and discussion.

CARRIED

MOTION S24/25
MOVED AND SECONDED

THAT Council direct staff to apply the tax rates as outlined in Option 2 to the property Tax Rates Bylaw.

CARRIED

MOTION S24/26
MOVED AND SECONDED

THAT staff be directed to prepare the required bylaws related to the 2024-2028 Financial Plan for the May 13, 2024 special meeting of Council.

CARRIED

- c) **Update: Appointment of Chief Election Officer and Deputy Chief Election Officer – Keir Gervais, CAO**

MOTION S24/27
MOVED AND SECONDED

THAT Council appoint Trish Malfair Deputy Chief Election Officer for the 2024 Village of Sayward by-election.

CARRIED

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

14. Bylaws - None

15. New Business - None

16. Public Question Period - None

17. In Camera - None

18. Adjournment

MOTION S24/28
MOVED AND SECONDED

THAT the Special Meeting of Council for May 9, 2024 be adjourned.

CARRIED

The meeting was adjourned at 9:23pm.

Mayor

Corporate Officer

From: [Michelle Franze](#)
To: [Michelle Franze](#)
Cc: [Brian Kingzett](#); [Andrew Nixon](#)
Subject: FOR IMMEDIATE RELEASE: BC SALMON FARMERS COMMUNITY BBQ RAISES \$7,000 FOR CAMPBELL RIVER FOOD BANK
Date: Friday, August 1, 2025 12:15:09 PM
Importance: High

FOR IMMEDIATE RELEASE

August 1st, 2025

BC SALMON FARMERS COMMUNITY BBQ RAISES \$7,000 FOR CAMPBELL RIVER FOOD BANK

While supporting the Campbell River Food Bank, community members also voiced concerns about the 2029 BC salmon farming ban

Ligwítaxw TERRITORY / CAMPBELL RIVER, BC— The annual *Community Appreciation BBQ*, hosted by the BC Salmon Farmers Association, brought families, local businesses, and volunteers together at Robert V. Ostler Park. The community's shared commitment to supporting those in need was at the heart of the event, as the annual BBQ raised a record \$7,000 for the Campbell River Food Bank. Volunteers from the Campbell River Food Bank helped serve meals and raise awareness about the growing need for food assistance.

"Hunger remains a serious concern in Campbell River and the surrounding district," said Joanne Watson, Executive Director of the Campbell River Food Bank. "In our region, more families are struggling to put nutritious food on the table than ever before. This generous donation helps us provide high-demand items like protein, which are essential for good health. We're truly grateful to the Campbell River community for standing with us and supporting our neighbours in need."

The event also offered meaningful dialogue regarding the future of salmon farming in British Columbia.

"The community appreciation BBQ is about gratitude, but this year, it was also about concern," said Brian Kingzett, Executive Director of the BC Salmon Farmers Association. "We heard directly from community members worried about food affordability and job security."

While attendees enjoyed fresh and local farm-raised salmon, they also explored interactive learning booths, virtual reality tours of farms, and scientific educational exhibits. Community members voiced their support for the Campbell River Food Bank and the salmon farming sector, expressing worry over the federal government's plan to phase out ocean-based salmon farms by 2029.

"With a newly elected and appointed federal government, now is the time to rethink this policy before lasting damage is done to local economies, Indigenous partnerships, and Canada's food security," said Kingzett.

Salmon farming in BC supports more than 4,560 full-time jobs, many in remote coastal communities. It contributes \$1.17 billion annually to the provincial economy and 380 million lower-carbon, locally grown meals annually.

“We’re proud to be part of Canada’s agriculture sector, producing healthy food for Canadians. As farmers, we must continue to support the food banks to ensure our local communities have continued access to healthy food,” said Kingzett. “We look forward to continuing our annual BBQ in support of the food bank next year.”

To donate to the Campbell River Food Bank, visit: crfoodbank.ca.

ABOUT THE BC SALMON FARMERS ASSOCIATION

The BC Salmon Farmers Association represents nearly 60 businesses and organizations throughout the value chain of finfish aquaculture in BC. Our members account for over 95% of the annual provincial harvest of farm-raised salmon in British Columbia.

Farm-raised salmon generates over \$1.17 billion for the provincial economy, supporting 4,560 well-paid full-time jobs. Additionally, farm-raised salmon provides a nutritious and high-quality protein that contributes to Canada’s food security and the Blue Economy.

BC salmon farmers are committed to reconciliation. All farms operating in BC are currently in agreement, negotiation, or established partnerships with First Nations in whose territories we operate. These agreements are founded upon recognizing First Nations’ right to exercise jurisdiction over the land, resources, and waters within their territories.

For more information, visit bcsalmonfarmers.ca.

For a comprehensive scientific summary of salmon farming in BC, read our [Modern Science Review](#).

MEDIA CONTACT

Michelle Franze

Manager of Communications, Partnerships and Community

michelle@bcsalmonfarmers.ca

604-202-4417

PHOTO CUTLINES:



North Island-Powell River MP Aaron Gunn wearing Cermac Canada's virtual reality goggles to tour a salmon farm.



BC Centre for Aquatic Health Sciences hosting an information booth.



Farm-raised Atlantic salmon on the BBQ.



Chef Pierre grilling farm-raised Atlantic salmon on the BBQ.



Young Salmon Farmers of BC hosting a giveaway booth.



Attendees at the BCSFA Community Appreciation BBQ.



Sector representatives, BC CAHS, and Mainstream Biological Consulting at the BC Salmon Farmers' 'Ask Us Anything' booth.



Campbell River Food Bank volunteers collecting donations.

Michelle Franze

Manager of Communications, Partnerships and Community
Co-Founder and Co-Director of the Young Salmon Farmers of BC (YSFBC)

Mobile: +1-604-202-4417

Email: michelle@bcsalmonfarmers.ca



**BC SALMON
FARMERS**

BC Salmon Farmers Association
201-911 Island Highway, Campbell River, BC, V9W 2C2
bcsalmonfarmers.ca [YSFBC](#) [LinkedIn](#) [TikTok](#) [Instagram](#) [Facebook](#) [X](#) [YouTube](#)
[Read our new Modern Science Review of the Sector!](#)

DRIVE AWAY HUNGER

Make a difference by fighting hunger in your community. Visit DriveAwayHunger.ca

From: [NIC President](#)
To: [Sayward Finance-Admin](#)
Subject: North Island College's BUILD 2026 Strategic Plan and Year 4 Dashboard
Date: August 8, 2025 12:06:21 PM
Attachments: [img001.png](#)

Dear Mayor and Council,

I am very pleased to share [BUILD 2026 Strategic Plan and Year 4 Dashboard](#), which provides updates on the itemized, measurable goals of our strategic plan. [BUILD 2026](#) was developed through meaningful consultation with the Nations and communities we have the privilege to serve. Your ongoing input continues to inform this responsive document, as it navigates us toward our mission of working together to build healthy and thriving communities, one student at a time.

BUILD 2026 serves in tandem with NIC's overarching Indigenization plan, Working Together. These plans are further supported by Journeying Together (connecting international students and faculty with Indigenous perspectives), Widening Our Doorways (ensuring all learning at NIC is relevant and accessible), Thriving Together (NIC's first people plan) and The CARE² Plan (supporting the mental health and wellbeing of all members of the college community). The six plans and their dashboard reports are currently shared on [Engage NIC](#), and we encourage your feedback.

As we enter the final year of this strategic plan, we reflect on our progress and extend sincere thanks to everyone who has contributed to advancing our shared goals. Over the coming year, we'll be reaching out with opportunities to participate in engagement activities that will help shape the next phase of our strategic direction.

If you have thoughts about how North Island College can better support the communities in our region through post-secondary education, please contact Emily Haagerup (Emily.Haagerup@nic.bc.ca or 250-334-5270) who will be pleased to coordinate a connection for us.

Thank you for your continued support and guidance.

Sincerely,



NORTH ISLAND COLLEGE 	Tony Bellavia Interim President North Island College 250-334-5205
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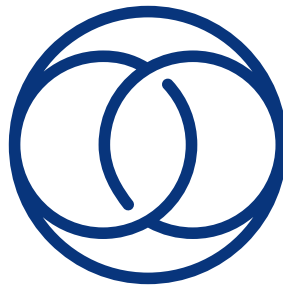
North Island College is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuw-chah-nulth, Kwakwaka'wakw and Coast Salish traditions, on whose traditional and unceded territories the College's campuses are situated.

BUILD



STRATEGIC PLAN AND YEAR 4 DASHBOARD

NORTH ISLAND COLLEGE



North Island College is honoured to acknowledge the traditional territories of the combined 35 First Nations of the Nuuchahnulth, Kwakwaka'wakw and Coast Salish peoples, on whose traditional and unceded territories the College's campuses are situated.

By 2026, NIC will deliver BC's best individualized education and training experience.



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Work on each of the following elements takes place in tandem as we build NIC together:

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⑧ Environment

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Look for the *Working Together* symbol to see how *BUILD 2026* supports and works with NIC's Indigenization Plan.

WELCOME

BUILD 2026 is North Island College's commitment to ensure students are at the centre of everything we do. The plan is founded on our passionate belief that learning empowers people and builds healthier and more resilient communities.

It is our promise to support unique people and communities through individualized learning.

Visit engage.nic.bc.ca to share your voice as we continue building NIC together.

MISSION

WORKING TOGETHER, NIC BUILDS HEALTHY AND THRIVING COMMUNITIES, ONE STUDENT AT A TIME.

BUILD 2026 represents a strengthening of our commitment to the many, diverse communities we serve. It is about raising our ambitions together with community. In many ways, we are putting down roots, and we are asking you to join us.

Originally created during COVID-19, this plan is designed to be responsive and has been adjusted annually to meet students' and communities' ever-changing needs.

This plan takes individualized education and training further, so more people can discover, grow and transform themselves through education, as they prepare for rewarding careers, participate in shifting economies and contribute to more diverse and just societies.

VISION

BY 2026, NIC WILL DELIVER BC'S BEST INDIVIDUALIZED EDUCATION AND TRAINING EXPERIENCE.

Though our vision is ambitious, we are ready. We respond quickly to students' needs when they need it most.

BUILD 2026 requires us to work with students and communities to be more resilient. It invites us to continue to be responsive and refine our operations to meet ongoing change.

We are grateful to align *BUILD 2026* with NIC's first Indigenization plan, *Working Together*.

The two overarching plans, reinforced by a growing number of integrated and supporting plans, guide our work as we strive to be Indigenous serving, ensure education and training is accessible and meet the social and economic needs of students and communities across the region.

YEAR 4 IN REVIEW

NIC enters the fifth and final year of the BUILD 2026 strategic plan focused on upholding our mission of helping to strengthen the communities we serve.

Despite the challenges to post-secondary institutions nation-wide, NIC continues to deliver results across a wide range of programming, infrastructure, Indigenization and health and well-being measures.

ADAPTING TO CHANGE

In the past year, NIC has faced a rapidly shifting external landscape, primarily impacted by the federal government's new, restrictive immigration policies. Reductions in study-permit approvals for international students and adjustments to post-graduation work-permit eligibility have created an unprecedented decline in international student enrolment nationwide. For NIC, that has meant going from its highest level of full-time international student enrolments (640) in 2024/25 to a projected drop of 32% (to 436) in 2025/26. This translates to an anticipated \$2.8 million reduction in revenue for the college, straining NIC's finances and capacity to deliver programs.

Though NIC has been less reliant on international students than many institutions (22% vs 32% for BC public colleges), international enrolment and its associated revenue have been critical to supporting program delivery across all areas of the college. The sudden shortfall has therefore impacted every division and added to existing challenges.

DIFFICULT DECISIONS

In response, NIC has taken steps to ensure its sustainability and uphold its commitment to students and communities. The college initiated a difficult, necessary organizational realignment in early 2025 to re-balance resources. Adjusting staffing levels to match the new enrolment reality resulted in the elimination of 24 full-time equivalent (FTE) administrative, support staff and faculty positions (through retirements, layoffs and elimination of vacant positions), representing downsizing those roles by approximately 11%, 8% and 12%, respectively. Advance layoff notices were issued to an additional 11 FTEs of regular faculty.

Concurrently, the college is reviewing and consolidating its program offerings, announcing suspensions of several programs effective Fall 2025 to focus resources on core offerings. These difficult decisions aim to preserve the overall quality, accessibility and financial health of NIC's education and services. Despite the challenges of this transition, NIC remains committed to its students and communities.

Realignment is intended to ensure that NIC programs continue to meet student demand and community needs in a sustainable way. Central to this effort is the implementation of a Strategic Enrolment Management framework, which provides a focused plan for shaping NIC's future by keeping programming relevant, responsive and aligned with strategic priorities.



Ditidaht First Nation, Vancouver Island

Graduates of Continuing Education,
MS Office Applications

YEAR 4 IN REVIEW CONTINUED



MOVING FORWARD

North Island College is unwavering in its mission to help strengthen communities through student-focused, accessible, flexible and responsive education. NIC's broad range of affordable, high-quality programs delivered on the North Island and BC Central Coast increases regional participation in the skilled economy and leads to further post-secondary opportunities for our students. Embedded in its communities, the college continues to collaborate with First Nations, local governments and industry partners to deliver culturally relevant training aligned with regional needs. This deep community engagement is a cornerstone of NIC's approach and will remain so throughout thriving times and challenging times in the evolution of post-secondary education.



Lisa Domae PhD, RPP
President and CEO,
North Island College

Patricia Trasolini
Chair, North Island College
Board of Governors

Working together to support students and communities.

NIC's two overarching strategic and Indigenization plans, ***BUILD 2026*** and ***Working Together***, are supported by ***Widening Our Doorways***, ***Journeying Together***, ***The CARE² Plan***, and ***Thriving Together - People Plan***.

Through the implementation of these plans, the College ensures all learning at NIC is relevant and accessible, connects students and faculty with Indigenous perspectives and supports the mental health, wellbeing and success of all members of the college community. The six plans work collectively to realize connected goals, measures and targets which support student success, strengthen communities and foster lasting, meaningful reconciliation across the region.



Look for the *Working Together* symbol throughout this document to see how the ***BUILD 2026*** actions support the goals from NIC's first Indigenization Plan.

27 Commitments

NIC's commitments were confirmed during the 2019 consultation with employees, students and community members. In 2021, the commitments were further defined, integrated and amended to meet students' changing learning needs.

These commitments inspired our *People* action statements.

ENGAGING PEOPLE

1. Healthy and Productive Workplaces
2. People Development
3. Employee Engagement and Collaboration

These commitments inspired our *Frame, Doorways and Rooms* action statements.

SUPPORTING STUDENTS

Caring and Supportive

4. Student Well-Being
5. Student Support and Persistence

Access

6. Program Entry
7. Learning and Services
8. Pathways to Learning

Learning and Programming

9. Indigenous-Led Education
10. Community-Connected Learning
11. Self-Directed and Customized Learning
12. Global Learning
13. Program Response and Renewal

These commitments inspired our *Foundation, Windows and Roof* action statements.

STRENGTHENING THE COLLEGE

Enrolment Services

14. Brand and Identity
15. Marketing & Recruitment
16. Integrated Enrolment

Infrastructure

17. Teaching and Learning
18. Finances
19. Information Technology
20. Campuses and Centres

Leadership

21. Reconciliation
22. Diversity, Equity and Inclusion
23. Transparency and Accountability

These commitments inspired our *Environment and Communities* action statements.

ENVIRONMENT

24. Climate and Sustainability

SERVING COMMUNITIES

25. Serving the People of the Region
26. Community Engagement
27. Social and Economic Development of the Region

9 Action Statements

Our vision, while ambitious, will be realized when we turn our commitments into action statements.

These action statements were inspired by our *Engaging People* commitments.

These action statements were inspired by our *Strengthening the College* commitments.

These action statements were inspired by our *Supporting Students* commitments.

These action statements were inspired by our *Strengthening the College* commitments.

These action statements were inspired by our *Serving Communities* commitments.

People

1. We will recruit, encourage, develop and retain a supportive, inclusive and diverse community of employees.

Foundation

2. We will strengthen our core operations to make NIC more resilient and agile.

Frame

3. We will embed caring learning services that support students in their studies.

Doorways

4. We will increase the many ways students can access education and training at NIC.

Rooms

5. We will examine and renew our programs, the types of credentials we offer and the needs of the unique communities we serve.

Windows

6. We will raise awareness about the quality and diversity of learning at NIC.

Roof

7. We will develop diverse, inclusive and accountable processes that support college employees and provide new opportunities to contribute.

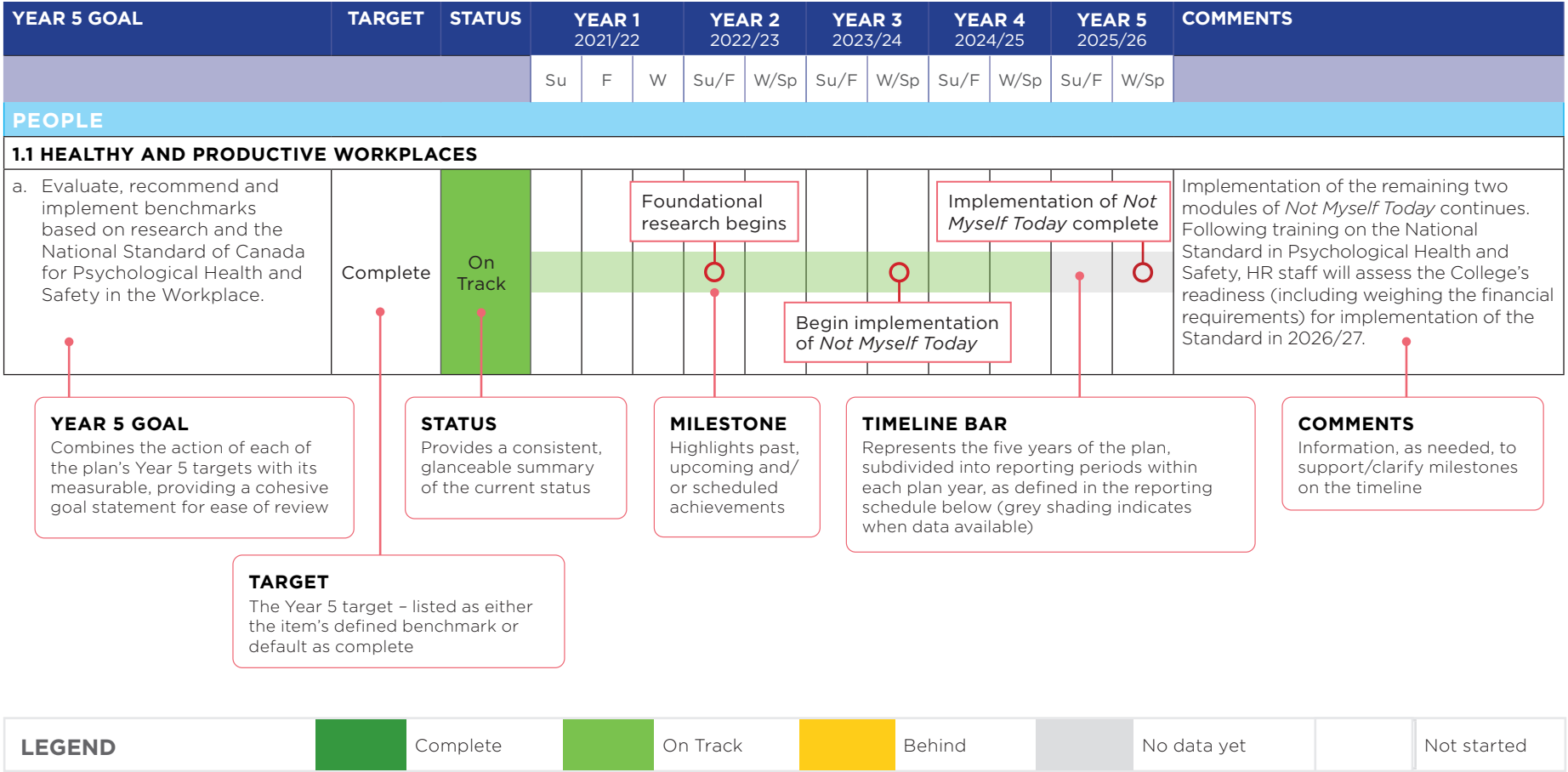
Environment

8. We will implement practices that acknowledge the cultural significance of the traditional lands on which we are gathered and sustain the planet for future generations.

Communities

9. We will serve the social and economic development needs of the people and region.

How the Dashboard Works



BUILD 2026 REPORTING

PLAN YEAR	YEAR 1			YEAR 2		YEAR 3		YEAR 4		YEAR 5	
	2021/22			2022/23		2023/24		2024/25		2025/26	
Term	Summer	Fall	Winter	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring	Summer/Fall	Winter/Spring
Measurement Period	May to Aug 2021	Sep to Dec 2021	Jan to Apr 2022	July to December 2022	January to June 2023	July to December 2023	January to June 2024	July to December 2024	January to June 2025	July to December 2025	January to June 2026
Reporting Date	Sep 21	Jan 22	Jun 22	February 2023	June 2023	February 2024	June 2024	February 2025	June 2025	February 2026	June 2026



People



NIC will commit to increasing the number of Indigenous employees with ongoing appointments throughout the institution, including Indigenous senior administrators.

The power of NIC lies in the strength, commitment and diversity of our people and workplaces. In our fast-changing digital world, our ability to act quickly, creatively and entrepreneurially requires a collaborative culture of growth and innovation.

We will recruit, encourage, develop and retain a supportive, inclusive and diverse community of employees.

1.1 HEALTHY AND PRODUCTIVE WORKPLACES

Positive workplaces are cultivated. Care for our employees' physical and psychological health leads to greater satisfaction, commitment and productivity. A healthy workplace promotes healthy lifestyles, safe physical environments, diverse and culturally safe and supportive work cultures and strong mental health for employees, and ultimately, the students we serve. We will instill health and wellness more intentionally into college structures and operations.

Outcome: Healthier employees working in safe and supportive workplaces

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.1 HEALTHY AND PRODUCTIVE WORKPLACES														
a. Evaluate, recommend and implement benchmarks based on research and the National Standard of Canada for Psychological Health and Safety in the Workplace.	Complete	On Track												Implementation of the remaining two modules of <i>Not Myself Today</i> continues. Following training on the National Standard in Psychological Health and Safety, HR staff will assess the College's readiness (including weighing the financial requirements) for implementation of the Standard in 2026/27.

Foundational research begins

Implementation of *Not Myself Today* complete

Begin implementation of *Not Myself Today*

1.2 PEOPLE DEVELOPMENT

NIC's people are our pillars of strength and our competitive advantage. Professional, dedicated and caring employees are at the heart of our student experience. **Excellent people, working together with support and development, will realize our vision and achieve our strategic goals.**

Outcome: Thriving, inspired and productive employees

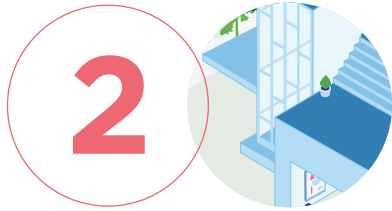
YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.2 PEOPLE DEVELOPMENT														
a. Implement People Plan to develop thriving, inspired and productive employees.	Complete	Complete												Thriving Together Year 2 Dashboard with priorities for Year 3 will be published and shared on the People Plan page of the Engage Site in Fall 2025.
<div> <div>Draft strategy complete</div> <div>People Plan launched</div> <div>Thriving Together Dashboard Year 1</div> <div>Thriving Together Dashboard Year 2</div> </div>														

1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION

All NIC employees are valued. The ability to share perspectives with colleagues across college campuses, groups and department areas creates a culture of collaboration that shares knowledge and makes NIC a more positive, engaging place to work. **We will empower people to collaborate, inspire and support each other.**

Outcome: A culture of collaboration supported by peer networks

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
PEOPLE														
1.3 EMPLOYEE ENGAGEMENT AND COLLABORATION														
a. Develop and implement an internal communications strategy.	Complete	Complete												Revised plan to be completed and shared with Leadership Team and the NIC community in Fall 2025.
<div> <div>Strategy consultation complete</div> <div>Draft strategy complete</div> <div>Begin implementation</div> <div>Revision in development</div> </div>														



Foundation

The quality of NIC's teaching and learning experiences, its financial health, information technology framework and its campuses and centres are the foundation for the delivery of NIC's education and training programs. They provide the basis necessary to achieve our vision, mission and mandate. Properly laid, the foundation also withstands the unavoidable pressures on today's operating environment. **We will strengthen our core operations to make NIC more resilient and agile.**

2.1 TEACHING AND LEARNING

Exceptional teaching and learning experiences are key to each student's academic success. While the educational landscape continues to change, we will support students' learning needs and experiences by encouraging excellence and learning within faculty groups. **We will systematically support and enhance the quality of instruction at NIC through the development of a comprehensive teaching and learning strategy.**

Outcome: Teaching excellence

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.1 TEACHING AND LEARNING														
a. Maintain or increase the target of 90% graduate and former student assessment of the quality of instruction across all programs.	≥ 90%	On Track				96%		93%		93%		97%		
b. Implement a student-learning-experience survey.	Complete	Complete				Survey complete		Implementation in TT programs						Implementation of the survey continues institution-wide.
								Implementation in HHS and ASM		Implementation institution-wide				

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.1 TEACHING AND LEARNING <i>continued</i>														
c. Implement combined teaching-and-learning/digital-learning strategy.	Complete	On Track												
<div>Begin draft Roadmap</div> <div>Implement Roadmap</div> <div>Finalize Roadmap</div>														

2.2 FINANCES

NIC has a long history of strong and sound financial management, in keeping with our responsibility to the Province and people of the region. This ensures our sustainability over the long term, giving confidence to students and employees, as we recover from the pandemic and guard against future challenges and threats to our financial security. **We will develop a responsive financial model to eliminate the deficit and create fiscal health.**

Outcome: Fiscal strength

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.2 FINANCES														
a. Balanced budget within three years of the pandemic ending.	Balanced	Complete												
<div>Projected: (\$1.5M) (\$793K) (\$642K)</div> <div>Actual: \$57K (\$741K) \$78K</div>														
b. Long-term financial health (positive net asset position).	> \$2.8M	On Track												
<div>Projected in 2021: \$3.9M \$2.8M \$2.1M \$2.1M \$2.2M</div> <div>Current Projections: \$4.3M</div> <div>Actual: \$5.4M \$4.7M \$4.8M \$4.3M</div>														

2.3 INFORMATION TECHNOLOGY

NIC's need for a more robust and effective Information Technology (IT) framework was reinforced throughout the pandemic. A solid network, resilient hardware and an integrated suite of applications and services for students and employees require additional investment to meet 21st-century learning needs. **We will actively and intentionally leverage our IT capacity through planning and investment.**

Outcome: Resilient, stable and secure IT services with predictable costs

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.3 INFORMATION TECHNOLOGY														
a. Implement IT Service Management (ITSM) model*.	Complete	Complete				TeamDynamix (ITSM) complete								
b. Improve NIC’s cybersecurity risk-mitigation and response capabilities.	NIST CSF Score ≥ 2.9	On Track				2022 Score 1.9		2023 Score 2.3		2024 Score 2.7				

* IT Service Management Model (ITSM) is a set of policies, practices and procedures for consistently improving the processes, activities and supports required to deliver customer-service oriented technologies in alignment with business goals.

2.4 INTEGRATED ENROLMENT

Integrated enrolment planning is a collaborative, college-wide process to ensure NIC offers, administers and promotes a forward-thinking and relevant mix of program types and student spaces in the region and beyond. Important planning considerations include government priorities, labour market needs and, most importantly, student demand. **We will adjust our offerings through data-driven, program-specific, regionally responsive, collaborative enrolment planning and review that responds to student demand and guides our resourcing.**

Outcome: Optimum college-wide domestic and international enrolment

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.4 INTEGRATED ENROLMENT														
a. Define optimum enrolment for NIC.	Complete	Complete												
b. Implement enrolment targets for all programs.	Complete	Complete												
c. Develop and implement an integrated, strategic enrolment-management planning process.	Complete	On Track												

2.5 CAMPUSES AND CENTRES

Since 1975, NIC's facilities have changed with the region's needs. Once a collection of 24 regional learning centres, NIC now operates four campuses in Campbell River, Comox Valley, Port Alberni and Micalakwila (Port Hardy) and the Ucluelet centre. In 2019, we opened the temporary St. Joe's location of the Comox Valley campus to meet burgeoning program needs. **We will review the capacity of our teaching locations, re-imagine our places, spaces and programming and support the development of living-learning communities* through student housing.**

Outcome: Thriving, inspired and integrated campuses and centres

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS	
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp		
FOUNDATION															
2.5 CAMPUSES AND CENTRES															
a. Develop Campus Master Planning concepts and share with communities.	Complete	On Track	<div><div>Mixelakwila complete</div><div>Port Alberni complete</div><div>Campbell River complete</div><div>Comox Valley complete</div></div>												
b. Establish a fully operational NIC Housing Commons at the Comox Valley campus.	Complete	On Track	<div><div>Tree removal/ site clearance</div><div>Construction begins</div><div>Housing opens</div><div>Operational development begins</div></div>												
c. Develop a business case for an NIC Housing Commons at the Campbell River campus.	Complete	Complete	<div><div>Begin developing business case</div><div>Business case to Ministry</div><div>Business case complete</div></div>												

* Living-learning communities are places where students live in a supported environment that directly connects them to peers and supports.

Risk is inherent in many aspects of post-secondary operations, and as we cannot eliminate all risk, a coordinated approach to risk management is critical to help us think through what might happen as we position ourselves to harness the present and embrace the future. **We will manage risk effectively in order to protect and enhance the value that NIC delivers to the community.**

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FOUNDATION														
2.6 RISK MANAGEMENT														
a. Develop and implement a college-wide risk-management program.	Complete	Complete						Framework development	Risk Appetite statement					
								ERM policy revision	Framework implemented					



Frame

NIC will establish Indigenous-centred holistic learning environments for learner success.

From the moment students enter the college, our services support their learning experiences. With “we are NICe” setting the tone, our learning services integrate with our many and varied courses and programs to ensure students are supported. **We will embed caring learning services that support students in their studies.**

3.1 STUDENT WELL-BEING

Health and wellness begins with knowing students as individuals, treating each student fairly and equitably, and celebrating and learning from their diversity. **We will embed student well-being into programming to improve accessibility and build connections between students as they balance their responsibilities.**

Outcome: Increased student-well-being

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
FRAME														
3.1 STUDENT WELL-BEING														
a. Develop and implement a Student Mental Health and Well-Being plan.	Complete	Complete												The CARE ² Plan Year 4 Dashboard will be published and shared on The CARE² Plan page of the Engage Site in Fall 2025.

3.2 STUDENT SUPPORT AND PERSISTENCE

NIC students are never alone on their educational path. While each student's situation is unique, financial stress, lack of childcare, the wrong learning path, under-developed study skills, learning struggles, interpersonal conflict and feeling a lack of belonging can all factor into their ability to reach their educational goals. **We will seamlessly integrate in-class and out-of-class experiences to support students in completing their studies.**

Outcome: Retain students with proactive support strategies

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS	
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp		
FRAME															
3.2 STUDENT SUPPORT AND PERSISTENCE															
a. Increase first-year student retention (Fall to Fall) above 47%.	> 47%	On Track	<div><div>52% retention</div><div>58% retention</div><div>Next data available</div><div>57% retention</div><div>63% retention</div></div>												
b. Maintain or increase the dollar amount of scholarships, bursaries, awards and emergency funds available to students.	≥ \$500K	On Track	<div><div>> \$540K</div><div>> \$567K</div><div>> \$635K</div><div>> \$1M</div></div>												The efforts of the NIC Foundation have resulted in a substantial increase in the number and value of its awards, resulting in over a million dollars in awards delivered to students this year.
c. Increase # of childcare spaces above 94.	>94	On Track	<div><div>Inventory of seats complete</div><div>Explore expansion opportunities</div><div>New CV spaces complete</div></div>												Building completion is now targeted for January 2026, with Beaufort Child Care Centre planning to license the facility in spring and open it in Fall 2026.



Doorways

Learning is a journey towards self-discovery, personal growth and socioeconomic prosperity. At NIC, our passionate commitment to life-long learning ensures we provide relevant and accessible learning opportunities for all. For many students, access also means valuing their life experiences and being able to choose what, how and when they progress through their studies. **We will increase the many ways students can access education and training at NIC.**

4.1 PROGRAM ENTRY

At NIC we recognize that learning happens in a variety of ways, both inside and outside traditional classrooms. We will enable more students to achieve their goals through NIC. **We will review programs to ensure they support students with multiple access points and provide pathways to learning for under-represented students.**

Outcome: Wider access to courses and programs

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
DOORWAYS														
4.1 PROGRAM ENTRY														
a. Increase the % of full-time equivalents (FTEs)* in access** courses and initiatives above 40%.	> 40%	On Track				72%	60%	54%	51%					

* Full-time Equivalent (FTE) is the metric used to measure enrolment across BC public post-secondary institutions. Full-time students count as one FTE while students taking part-time course loads count as less than one FTE.

** Access includes off-campus, non-traditional credit courses delivered at a time or place that is more available to students. This involves programs delivered off-campus, face-to-face, across the region, Adult Basic Education, Employment Transition, Joy of Lifelong Learning, dual credit and dual admission courses as well as evening and weekend courses.

4.2 LEARNING AND SERVICES

Time and place can render post-secondary learning and services inaccessible for students with multiple family and work commitments.

We will increase access to education and training by offering students flexible learning and service options.

Outcome: Serve more adult students through flexible delivery

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
DOORWAYS														
4.2 LEARNING AND SERVICES														
a. Increase % of courses with more than one entry point per year above 27%.	> 27%	On Track				28%	28%	36%	31%					
b. Increase the % of courses with multiple modes of delivery above 9%.	> 9%	On Track				44%	33%	27%	25%					
c. Develop and implement fully operational digital service strategy.	Complete	Complete				Strategy complete		Three-year rolling action plan						Principles of the plan are in place for reviewing new technologies.
						Strategy implementation								

4.3 PATHWAYS TO LEARNING

NIC links students, community, employers, industry and educational institutions. We welcome students from educational institutions on Vancouver Island, across BC and around the world. We are a gateway for learning.

We will connect students to learning opportunities close to home and across BC.

Outcome: Seamless transitions to and from NIC

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
DOORWAYS														
4.3 PATHWAYS TO LEARNING														
a. Maintain dual-credit enrolment above 170.	> 170	On Track				253 enrolments			184 enrolments					
							275 enrolments			246 enrolments				
b. Maintain or increase the # of partnership agreements each year, equal to or above 40.	≥ 40	On Track				75 partnership agreements			64 partnership agreements					
							77 partnership agreements			65 partnership agreements				



NIC will implement intellectual and cultural traditions of Indigenous peoples through curriculum and learning approaches relevant to learners and communities.

Learning is NIC's reason for being. Our high-quality, relevant and responsive programming draws students from across BC and around the world. COVID-19 has shifted local and global industries, regional labour markets, employment rates and individual student needs.

We will examine and renew our programs, the types of credentials we offer and the needs of the unique communities we serve.

5.1 INDIGENOUS-LED EDUCATION

Serving the distinct 35 First Nations of the Nuu-chah-nulth, Kwakwaka'wakw and Coast Salish traditions has strengthened NIC's programming, spaces and services. With the guidance of Indigenous leadership, Elders, students and employees, we are committed to supporting Indigenous-led education and celebrating Indigenous knowledge. **We will work collaboratively with Indigenous communities to develop and deliver unique programming that incorporates Indigenous knowledge, language and culture.**

Outcome: Indigenous-led learning

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS	
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp		
ROOMS															
5.1 INDIGENOUS-LED EDUCATION															
a. Maintain or increase % of FTE Indigenous students* greater than or equal to representation in the population.	≥ 14%	On Track	<div><div>19% Indigenous students</div><div>20% Indigenous students</div><div>20% Indigenous students</div><div>21% Indigenous students</div></div>												
b. Maintain or increase % of Indigenous students satisfied with NIC’s help in achieving educational goals, above or equal to 90%.	≥ 90%	On Track	<div><div>90%</div><div>90%</div><div>86%</div><div>90%</div><div>Next data available</div></div>												

* Inclusive of First Nations, Métis, Inuit and their communities, arts, cultures and histories in Canada.

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet ■ Not started

5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING

Rapid economic and social change is being unevenly felt across the region. Students now need more accessible skills and credentials that provide access to changing economies.

We will offer individualized and customized education and training to meet the changing needs of students, industry and communities.

Outcome: Individualized advising support and customizable training or programs

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOMS														
5.3 SELF-DIRECTED AND CUSTOMIZED LEARNING														
a. Increase # of students with advising support above 425 students.	> 425	On Track				547	543	576	593	759	766	684		
b. Maintain or increase # of short-term and micro-credential programs above 14.	≥ 14	On Track				24		26		26		22		

Global learning enriches the educational experience of all students at NIC, builds a diverse campus community and supports NIC's sustainability. It brings the world to NIC and provides all students opportunities to study, learn and gain international experience. COVID-19 is affecting student mobility worldwide, with many students beginning their studies in their home countries. We value international students' many contributions to the communities we serve and look forward to connecting international and Indigenous students with communities through learning.

Outcome: Revitalize and diversify international engagement at NIC

LEGEND ■ Complete ■ On Track ■ Behind ■ No data yet ■ Not started

5.5 PROGRAM RESPONSE AND RENEWAL

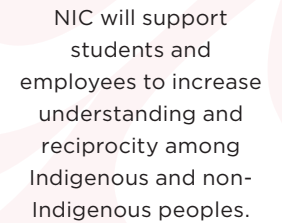
NIC's courses and programs must continuously evolve to continue to be responsive to the changing needs of students, communities, businesses and industries across the region. In a world where there are growing questions about the value and relevancy of post-secondary education, we strive to be the touchpoint for the region's students. **NIC will continue to deliver high-quality, relevant and responsive programming.**

Outcome: High-quality, relevant and responsive programming

[illegible]

* Program renewal plans provide programming and embedded services for workers, small business owners and industries negatively affected by the pandemic.

** An external review process, required by all public post-secondary institutions, Government of BC website: bit.ly/BCQAPA



6.1 BRAND AND IDENTITY

Outcome: Clearly describe who we are, what we do and for whom we do it

* Based on BC Student Outcomes Survey of Diploma, Associate Degree, and Certificate Students.

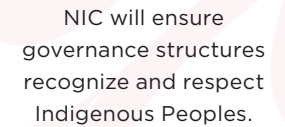
6.2 MARKETING AND RECRUITMENT

Engaging marketing, relevant recruitment and supportive advising will enable more students to meet their goals. NIC's digital presence must be responsive to a rapidly changing online landscape to effectively empower student recruitment, retention and engagement. **We will integrate marketing, recruitment and advising strategies to better serve students.**

Outcome: Better coordinate and strengthen how we communicate the value of our programs to prospective students*

[illegible]




* A person from any demographic or community who has expressed interest in studying at NIC for any amount of time.

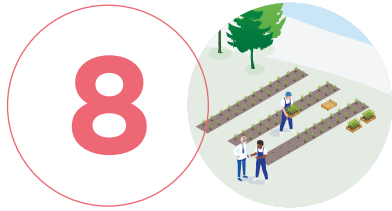


Everybody has the right to see themselves respectfully represented in the NIC community and its places. This is a core value, central to our mission and integral to students and employees alike. **We will meaningfully foster diversity, equity and inclusion by creating safe learning and workplaces and eliminating the inequities in NIC classrooms, systems and structures.**

[illegible]

Transparent decision-making builds a culture of trust and respect. **We will facilitate open dialogue, collaboration, and consultation, to manage risk, achieve our goals and obtain results.**

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ROOF														
7.3 TRANSPARENCY AND ACCOUNTABILITY														
a. Implement new administrative structures, teams and operational committees to meet strategic and operational needs.	Complete	Complete												Being revised as needed.
			New administrative structure											
b. Increase engagement with the North Island Students' Union (NISU).	Complete	Complete												NISU and NIC continue to collaborate and review efficiencies on how to best support each other, particularly with the expansion of NISU's food services.
						New MOU with NISU				NISU Eats in CV & PA Campuses				



Environment

The places where we live, learn, work and play matter. The incredibly biodiverse coastal mountains, ocean and forests which form the landscape we live on are key to our identities, inspire us and support the health and economies of people. **We will implement practices that acknowledge the cultural significance of the traditional lands on which we are gathered and sustain the planet for future generations.**

8.1 CLIMATE AND SUSTAINABILITY

As a forward-focused organization that improves people's futures through education and training, NIC is grateful to support people in the region in their environmental efforts. This includes the most vulnerable members of society, who disproportionately experience the impacts of climate change. **We will combat climate change through education, research and operations.**

Outcome: Climate change education and research

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
ENVIRONMENT														
8.1 CLIMATE AND SUSTAINABILITY														
a. Reduce greenhouse gas emissions.	Complete	On Track				Upgraded lighting & hot-water heaters		Continued expanding access to online classes						NIC's greenhouse gas emissions in 2024 were 1,084 tonnes, down from 1,107 tonnes in 2017.
							Purchased EV for inter-campus travel		Upgrade central cooling system at CR campus					

[illegible]



Communities



NIC will build relationships and be accountable to Indigenous communities in support of self-determination through education, training and applied research.

Communities come together through NIC. We anchor the region's communities through education, training, knowledge and innovation. We work with people, industry, Indigenous and not-for-profit organizations to enrich learning. The mutually beneficial exchange of knowledge and resources leads to healthy and thriving people and communities. It also leads to a healthy college. **We will serve the social and economic development needs of the people and region.**

9.1 SERVING THE PEOPLE OF THE REGION

Each of the communities in the region we serve is unique in their cultures, economies and access to digital technology and infrastructure. Before the pandemic, fewer people across the region were prepared for further education than the provincial average; and the pandemic may have created new obstacles on their educational path. We believe all students and communities should have access to education. **We will serve all communities, including those with barriers to participation in education and the economy.**

Outcome: Higher enrolment from within the region

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
COMMUNITIES														
9.1 SERVING THE PEOPLE OF THE REGION														
a. Increase above 278 the # of students participating in custom regional and in-community programming.	> 278	On Track			353		374		287		380			

9.2 COMMUNITY ENGAGEMENT

NIC is a meeting place where communities come together and work to enrich the region's health and sustainability through education. This is possible only if we are in conversation with those around us, if we are open to hearing a diverse range of voices and if we are committed to work in concert to tackle the issues in front of us. **We will support the people and communities we serve through active collaboration and engagement.**

Outcome: To be at the heart of civic conversations

YEAR 5 GOAL	TARGET	STATUS	YEAR 1 2021/22			YEAR 2 2022/23		YEAR 3 2023/24		YEAR 4 2024/25		YEAR 5 2025/26		COMMENTS
			Su	F	W	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	Su/F	W/Sp	
COMMUNITIES														
9.2 COMMUNITY ENGAGEMENT														
a. Create community-engagement strategy.	Complete	Complete												Community engagement will increase significantly during 2025/26, as NIC celebrates its 50 th Anniversary and begins consultations to develop its next strategic plan.
			<div> <div>Consultation complete</div> <div>Draft strategy in development</div> <div>Draft strategy complete</div> <div>Final strategy shared with community consultees</div> <div>Final strategy approved</div> <div>Community Engagement Advisory evaluating strategy's goals</div> </div>											

NIC is a publicly funded college established by the provincial government to serve the people and communities of the region. In doing so, we support the region's health and sustainability. **We will intentionally use human, financial and physical resources to promote social and economic development.**

[illegible]



EDUCATION AND TRAINING BUILT FOR YOU

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FOR IMMEDIATE RELEASE

August 7th, 2025

**NEW RESEARCH STRENGTHENS SCIENTIFIC CONSENSUS:
SALMON FARMS POSE MINIMAL RISK TO WILD PACIFIC SALMON**

Liḡwítłaxw TERRITORY / CAMPBELL RIVER, BC—Two new peer-reviewed scientific studies focused on disease transfer and sea lice infestation further dispel the myth that salmon farms in British Columbia harm wild Pacific salmon. This reinforces a growing body of scientific evidence that supports the coexistence of wild and farm-raised salmon.

Recently published in [Aquaculture Research](#), a study titled “Tenacibaculosis Caused by *Tenacibaculum maritimum* Is Not Transmitted From Atlantic Salmon (*Salmo salar* L.) to Canadian Chinook Salmon (*Oncorhynchus tshawytscha* W.) in a Cohabitation Model” examined whether Tenacibaculosis, commonly referred to as mouthrot, in farm-raised Atlantic salmon can be transmitted to Chinook salmon through cohabitation. The study concluded that Chinook salmon cohabitating with infected farm-raised Atlantic salmon showed no illness or mortality, even when exposed to high pathogen concentrations. This marks the first interspecific transmission study of its kind in Canada, directly addressing public concerns about disease transfer between farm-raised and wild salmon.

An additional paper, recently published in [Scientific Data](#) by *Nature* titled “Sea lice infestation dataset for wild and farmed salmon populations on the Pacific coast of Canada (2001-2023)”, provides the most comprehensive sea lice dataset compiled for British Columbia’s coast, covering over two decades of monitoring across nearly 100 farm sites and more than 365,000 wild fish. The study highlights the variability in sea lice prevalence (percentage of fish with sea lice) across regions and years, and cautions against drawing sweeping conclusions based on limited or localized data, which has often distorted public perception and influenced policy.

“These studies add to a growing and increasingly rigorous body of scientific evidence concluding that salmon farms in BC do not harm wild salmon populations,” said Brian Kingzett, Executive Director of the BC Salmon Farmers Association. “Four major peer-reviewed studies have emerged this year alone, reaffirming this conclusion.”

In April, a paper published in the [Journal of Fish Diseases](#) dismissed the widely repeated claim that removing salmon farms results in lower sea lice numbers on wild Pacific salmon.

Then, in July, another paper in [Aquaculture, Fish, and Fisheries](#) reviewed 20 years of scientific publications to conclude that salmon farms in British Columbia pose minimal impact on wild salmon populations, with no solid evidence of long-term impacts.

An additional publication is also forthcoming. The abstract, published in [Diseases of Aquatic Organisms](#), previews the upcoming paper “Trends in sea lice infestations on chum salmon (*Oncorhynchus keta*) and pink salmon (*O.gorbuscha*) in the Broughton Archipelago, British Columbia remain unchanged despite removal of finfish aquaculture.”

As part of the sector’s ongoing commitment to transparency, in April 2024, the BC Salmon Farmers, in partnership with the Coalition of First Nations for Finfish Stewardship and the BC Centre for Aquatic Health Sciences, released a comprehensive 500-page [science review](#) titled “Modern Salmon Farming in British Columbia.” The report includes contributions and data from First Nations, Pacific Ocean scientists, the sector, subject matter experts, government and eNGOs.

“With the 2029 marine net-pen ban on BC salmon farms approaching, we respectfully urge the federal government to reconsider this decision,” said Kingzett. “This policy, initiated under the previous Trudeau administration, is not supported by science and will significantly impact coastal communities and Canadian food security.”

The current ban on marine net-pens by 2029 risks [\\$9 billion in taxpayer costs and significant economic losses to Canada](#). Under a renewed, responsible, Indigenous-led plan, the sector could generate \$2.5 billion in annual economic output and 9,000 jobs by 2030, and \$4.2 billion in annual economic output with over 16,000 jobs by 2040.

ABOUT THE BC SALMON FARMERS ASSOCIATION

The BC Salmon Farmers Association represents nearly 60 businesses and organizations throughout the value chain of finfish aquaculture in BC. Our members account for over 95% of the annual provincial harvest of farm-raised salmon in British Columbia.

Farm-raised salmon generates over \$1.17 billion for the provincial economy, supporting 4,560 well-paid full-time jobs. Additionally, farm-raised salmon provides a nutritious and high-quality protein that contributes to Canada's food security and the Blue Economy.

BC salmon farmers are committed to reconciliation. All farms operating in BC are currently in agreement, negotiation, or established partnerships with First Nations in whose territories we operate. These agreements are founded upon recognizing First Nations' right to exercise jurisdiction over the land, resources, and waters within their territories.

For more information, visit bcsalmonfarmers.ca.

For a comprehensive scientific summary of salmon farming in BC, read our [Modern Science Review](#).

MEDIA CONTACT

Michelle Franze
Manager of Communications, Partnerships and Community
michelle@bcsalmonfarmers.ca
604-202-4417

From: [Coastal Fire Centre, BC Wildfire Service](#)
To: [CFO](#)
Subject: Coastal Fire Centre Status Report for the week ending August 13
Date: Thursday, August 14, 2025 2:31:41 PM

BC Wildfire Service Wildfire News banner



For the week ending August 13, 2025

Overview

Above seasonal temperatures and low relative humidity over the Coastal Fire Centre during the past week contributed to elevated fire behaviour. Widespread rain starting Friday is expected to assist fire fighting efforts. The fire danger rating is extreme on Vancouver Island, low on Haida Gwaii, and high in mainland portions of the Fire Centre.

Coastal Contact Information

Fire Information Line:

250 951-4209

Public Info Line:

1 888 336-7378

To Report Wildfires:

Since April 1, we have had 118 wildfires reported in the Centre - 106 human-caused and 12 lightning-caused. The 10-year average is 140.

There is currently one Fire of Note within the Centre: The Mount Underwood Fire (V71498), located 12 km south of Port Alberni. It is currently estimated to be 2,156 hectares in size and the status is Out of Control. BC Wildfire firefighters, heavy equipment and aircraft are ensuring 24-hour wildfire operations in response to the fire. This fire was detected August 11, was human-caused and is under investigation.

We are moving into the time of year when lightning-caused fires increase, so it is critical that we all work together to reduce the number of new human-caused wildfires, which are virtually all preventable.

As of July 17, 2025, Category 1 (campfire) open fires are prohibited throughout the Coastal Fire Centre, **with exceptions** for the Haida Gwaii Forest District and the portion of the Central Coast Regional District that falls within the North Island Central Coast Forest District.

Category 2 and 3 open fire prohibitions remain in place for the Coastal Fire Centre's jurisdiction, and as of July 24 at noon (PDT) also includes the Haida Gwaii Forest District. This includes backyard and industrial burning, along with other specific equipment and activities such as fireworks, sky lanterns, binary exploding targets, burn barrels or burn cages of any size or description and air curtain burners.

Our prohibitions apply to all areas outside of municipal boundaries as well as to parks, conservancies, recreation areas, sites and trails, interpretive forest sites, ecological reserves, wildlife management areas and private managed forest lands, whether they fall within municipal boundaries or not.

Check www.bcwildfire.ca for the most up to date information on open burning bans and current wildfires within the Coastal Fire Centre.

Fire Activity

Fires currently burning: **12**

1 800 663-5555
*5555 on a cellphone or
via the BC Wildfire App;
available for free
download in the App
Store and on Google
Play.

New fires last week: **10**

*As of August 13, 2025	2025 (since April 1)	2024 (April 1, 2024 to July 30, 2024)	10-Year avg. (2015- 2025)
Total Fires to Date	118	116	140
Total Hectares to Date	2582	2588	12974

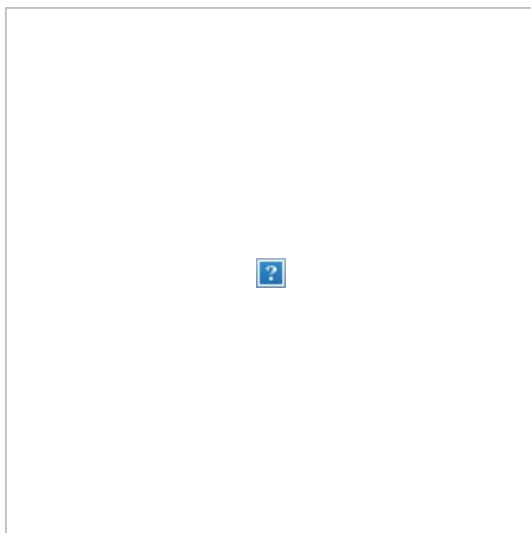
Active Fires

- **Mount Underwood (V71498)** - Mid-Island Zone - 2156 ha - **Out of Control**
 - This fire was reported late in the day on August 11.
 - Firefighters, structural defense personnel, heavy equipment and aircraft are responding to the fire.
 - Evacuation orders and alerts have been issued by the [Alberni-Clayoquot Regional District](#), the [Cowichan Valley Regional District](#), the [City of Port Alberni](#), and the [Tseshaht First Nation](#).
 - The fire was human-caused and is under investigation.
- **Wesley Ridge (V71145)** - Mid-Island Zone - 588 ha - **Being Held**
 - This fire was reported in the early morning on July 31.
 - Firefighters, structural defense personnel, heavy equipment and aircraft are responding to the fire.
 - This fire is suspected to be human-caused.
- **Bear Creek (V11110)** - Fraser Zone - 224 ha - **Being Held**
 - This fire was reported in the late afternoon on July 29.
 - 1 unit crew and an officer are responding.
 - Evacuation alerts have been rescinded. Forest Service Roads are open to the public.
 - This fire is suspected to be human-caused.
- **Serpent's Back (V10830)** - Fraser Zone - 1.5 ha - **Being Held**
 - This fire was reported in the late afternoon on July 2.
 - During active periods, this fire is visible from the community of Hope and Highway 1.
 - 2 Initial Attack crews and a helicopter are responding to this fire.
 - This fire is suspected to be human-caused.
- **V81511** - North Island Zone - 0.15 ha - **Being Held**
 - This fire was reported in the evening on August 12.
 - 1 Initial Attack Crew, 1 water tender and 3 additional personnel attended. Quadra Island FD provided additional support for suppression activities.
 - The cause of the fire is under investigation.
- **Barsby Lake Fire (V61089)** - South Island Zone - 2.24 ha - **Under Control**
 - This fire was reported during the evening on July 27.
 - Suppression efforts have ensured the wildfire will not spread beyond the current perimeter. BC Wildfire Service may continue to patrol the fire and extinguish hot spots while moving gear, equipment and personnel to another incident.
 - This fire is suspected to be human caused.

- **Nahmint Mountain (V70527)** Mid-Island Zone - 19.8 ha - **Being Held**
 - Reported on June 8.
 - A small portion of the fire is burning in inaccessible terrain with significant rockfall and danger tree hazards to workers.
 - Smoke from this incident during active burning periods is visible to the public.
 - This fire is suspected to be human caused.
- **V51477** - Sunshine Coast Zone - 1 ha - **Under Control**
 - This fire was reported on August 10
 - BCWS continues to assist the local fire department with fire suppression
 - This fire is suspected to be human caused. Any information about how this fire started can be reported by calling 1-877-952-7277
- **V51450, V51451, and V51456** - Sunshine Coast Zone - all are 0.009 ha - all are **Being Held**
 - All fires were reported on August 7
 - The cause of all fires is under investigation.
- **V51494** - sunshine Coast Zone - 0.09 ha - **Under Control**
 - This fire was reported on August 11.
 - This fire is suspected to be caused by lightning.

For the most up to date information on fire incidents, visit the [BC Wildfire Dashboard](#)

Fire Danger Rating



Learn more about [Fire Danger Rating](#) and [Zone Activity Levels](#).

Weather Forecast

SYNOPSIS: Wet and cooler weather is arriving for the Coastal Fire Centre, bringing a welcomed drop in fire activity through early next week. Two weather systems will move through the region starting today, bringing showers this afternoon and heavier rain by Friday. The first system brings light showers and breezy southwest winds, while the second delivers significant rainfall with up to 50-80 mm on western mountain slopes and 10-40 mm elsewhere. Winds will also increase, with gusts reaching 30–40 km/h by Friday morning. Smoke in central areas may linger today but should ease with the rain.

OUTLOOK: Saturday to Monday: With the low-pressure system being the dominant feature over the weekend, we will continue to see some instability throughout the fire centre. Saturday morning showers and rain will be pulled north giving southern zones

some late day clearing but staying below seasonal temperatures. Winds will continue to be SW with stronger gusts on the North Coast. Sunday and Monday are similar with scattered showers and some periods of rain, though locations and amounts are hard to nail down at this time. Mid next week brings a return to a warming and drying trend as a weather system bringing high pressure will build over the province from the south.

Fire Prohibitions and Restrictions



Open Burning:

Prohibited throughout the Coastal Fire Centre



Campfires:

Prohibition in effect at noon
July 17, 2025, **excluding** the Haida Gwaii Forest District and the portion of the Central Coast Regional District that falls within the North Island Central Coast Forest District.



Forest Use

Restrictions:

No restrictions in effect

[View current fire prohibitions and restrictions](#)

bcwildfire.ca | [BC Wildfire Service Dashboard](#) | [BC Wildfire Service App](#) | 1 888 3 FOREST



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STAFF REPORT

For: Mayor and Council
Prepared by: Lisa Clark, CFO
Subject: **Authorization of Signing Authorities**
Meeting date: August 19, 2025

PURPOSE

To amend the Village's financial signing authority appointments.

DISCUSSION

With the hiring of a new CAO, an update to the Village signing authorities is necessary. A resolution from Council is needed to update all banking, investment, and financial contacts and authorizations.

STAFF RECOMMENDATIONS

THAT Council rescind all previous banking, investment, and financial transaction signing authority appointments, and;

THAT Council authorizes the following individuals to be the signing authorities for the Village of Sayward:

One of	Together with one of
Mark Baker	Andrew Young
Scott Burchett	Lisa Clark
Debbie Coates	
Jason Johnson	
Sue Poulsen	

Respectively submitted,

Lisa Clark, CFO



STAFF REPORT

To: Mayor and Council
From: Lisa Clark, CFO
Subject: Grant in Aid Request – Sayward Community Health Society
Meeting date: August 19, 2025

BACKGROUND

Policy # 300-09 - Grant in Aid Policy establishes guidelines whereby financial or in-kind assistance can be provided to community groups and non-profit organizations who provide a benefit to the community, and any aspect of the community. Grants in aid and in-kind grants demonstrate Council's support of community groups which provide beneficial programs, services, or projects to the community. The policy, along with an established Grant in Aid budget, provides Council the framework and resources to serve the community within its capacity.

DISCUSSION

Staff have received an application for a grant in aid from the Sayward Community Health Society (SCHS) attached to this report. The SCHS is requesting use of the Kelsey Centre kitchen and gymnasium for preparing and serving meals for the twice monthly seniors' lunches. Tables and chairs will also be required for the lunches. The lunches are anticipated to start on September 10, 2025.

The value of providing this item (foregone revenue) is outlined in the table below:

Item	Quantity	Amount	Total
Twice monthly seniors lunches Sept 2025 - June 2026			
Gym rental (1/2 day)	20	\$ 150.00	\$ 3,000.00
Kitchen rental - use of all equipment (1/2 day)	20	\$ 150.00	\$ 3,000.00
Table rental (8 tables per lunch)	160	\$ 10.00	\$ 1,600.00
Chair rental (40 chairs per lunch)	800	\$ 4.00	\$ 3,200.00
Total			\$ 10,800.00
* Village of Sayward Fees & Charges Bylaw No. 451, 2019 (consolidated)			

STAFF RECOMMENDATIONS

THAT Council receives the Grant in Aid Request – Sayward Community Health Society staff report for information and discussion.

Options:

1. THAT the in-kind donation request from the Sayward Community Health Society dated August 1, 2025, be approved.
2. THAT the in-kind donation request from the Sayward Community Health Society dated August 1, 2025, be denied.
3. {THAT Council direct staff to take another action deemed appropriate by Council.}

Recommendation:

Staff are recommending option 1.

Respectfully submitted,



Lisa Clark, CFO

Attachments:

- ***Grant in Aid Application from the Sayward Community Health Society***

Appendix A – Application for Grant in Aid



Village of
Sayward

Name of Organization	SAYWARD COMMUNITY HEALTH SOCIETY
Address of Organization	601 KELSEY WAY, SAYWARD, VOP1R0
Full Mailing Address	PO BOX 33, SAYWARD, BC, VOP1R0
Telephone Number & Email	778 348 1532, schs. cl clinic@gmail.com
Contact Person/Title	Angie Hubbert, DIRECTOR/TREASURER.

Primary purpose of organization: RUNNING THE SAYWARD PRIMARY HEALTHCARE CLINIC, HOWEVER, THIS REQUEST IS FOR THE SENIORS LUNCHES.

Event or reason for request: TWICE MONTHLY SENIORS LUNCHES STARTING 10th SEPTEMBER 2025. THESE LUNCHES ARE NOT FUNDED IN ANY WAY BY SCHS. WE JUST OVERSEE AND HANDLE GRANTS ETC

Date of event: TWICE PER MONTH STARTING 10th SEPTEMBER 2025.

Amount of grant requested (or items requested if in-kind): USE OF THE KELSEY CENTRE FOR PREPARING AND SERVING HEALTHY, NUTRITIOUS LUNCHES TO SENIORS, WITHOUT CHARGE FOR USE.

In order to be considered for a grant in aid (financial) please ensure you attach the following when submitting your application:

- 1.) Most recent Financial Statements
- 2.) Budget & details for event

Have you received a previous grant in aid from the Village?

☐

Yes

☒

No

Applicant's signature: A.M. Hubbert Date: 1st August 2025

Note: Personal information is collected by the Village of Sayward under the authority of section 26(c) of the *Freedom of Information and Protection of Privacy Act* for the purpose of processing and administering grant-in-aid applications. Should you have any questions about the collection of this personal information, please contact the Corporate Officer (250) 282-5512, 652 H'Kusam Way, Sayward, BC, VOP 1R0

Income/Expense Records-Sayward Community Kitchen

Donations \$900 on hand
I Health Grant \$6360 to cover 2 years

DATE OF PURCHASE	PLACE OF PURCHASE	Groceries	Equipment	Other (specify)	GST/PST	AMOUNT
2024-06-11	Superstore	groceries				\$ 3.27
2024-06-11	Independent Grocer	groceries				\$ 11.98
2024-06-12	Costco	groceries				\$ 24.99
2024-09-08	Costco	groceries				\$ 59.96
2024-09-12	Costco	groceries				\$ 59.96
2024-09-16	Costco	groceries				\$ 104.80
2024-09-17	Superstore	groceries				\$ 59.66
2024-09-17	Save On Foods	groceries				\$ 13.99
2024-09-30	Costco	groceries				\$ 84.51
2024-10-01	Superstore	groceries				\$ 26.15
2024-10-13	Costco	groceries				\$ 56.82
2024-10-14	Superstore	groceries				\$ 50.54
2024-10-31	Superstore	groceries				\$ 12.96
2024-11-03	Costco	groceries				\$ 194.81
2024-11-08	Sampson's Janitorial			gloves	2.32	\$ 21.67
2024-11-17	Costco	groceries			3.2	\$ 148.29
2025-02-06	Costco	groceries				\$ 89.40
2025-02-06	Open School BC			Foodsafe Level 1		\$ 88.00
2025-02-09	Costco	groceries				\$ 51.03
2025-02-13	Fuel donation to cook					\$ 25.00
2025-03-30	Costco	groceries			0.8	\$ 73.91
2025-03-30	Superstore	groceries				\$ 65.92
2025-04-02	Fuel donation to cook					\$ 20.00
2025-04-14	Costco	groceries			0.8	\$ 51.89
2025-04-14	Superstore	groceries				\$ 11.40
2025-05-04	Costco	groceries				\$ 121.10
2025-05-06	Costco	groceries				\$ 25.98
2025-05-07	Fuel donation to cook					\$ 20.00
2025-05-18	Costco	groceries			2.52	\$ 193.85

Had to use donations for last lunch as used all nutrition link grant

Total \$ 1,771.84

\$7,260
less \$ 1,771.84
\$5,488.16

Sayward Community Kitchen Donation record

Donations 2024/25

	165.64
	203.84
	98.3
Total on hand	\$467.78

Community Kitchen budget 2025-2026

Total on hand \$5955.94

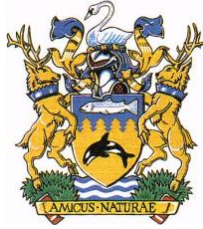
2 lunches per month, 1st September 2025 to end June 2026, or when the Kelsey Centre closes for the summer.

20 lunches @ \$175 per lunch = \$3500

The intent is for this money, predominantly from the recent grant, to last for 2 years.

Any savings/donations will be banked and enable the lunches to carry on longer.

Angie Hibbert
1st August 2025



STAFF REPORT

To: Mayor and Council
From: Lisa Clark, CFO
Subject: **Budget Variance Report to August 15, 2025**
Meeting date: August 19, 2025

BACKGROUND

Council approves a five-year financial plan bylaw annually in accordance with Section 165 of the *Community Charter*. The financial plan (budget) allocates the financial resources needed to achieve the strategic goals and objectives of the Village as outlined in the Council approved Strategic Plan. Staff perform monthly variance analyses of the revenues and expenditures as they relate to the 2025 financial plan, and a budget variance report is brought to Council for information and discussion approximately every 3 months. The budget variance report summarizes the approved budget, actual expenditures, and the variance between the two. It also shows comparisons to the previous year. Additionally, the budget variance report shows progress on the Council approved work plan, demonstrates that expenditures align with the approved Financial Plan, and that any variances are accounted for.

DISCUSSION

The Village's operational revenues and expenses up to the end of August 15, 2025 are summarized below, with a column showing the variance to the 2025 approved budget, as well as a comparison to the same period in 2024. Detailed departmental revenues and expenditures are also attached to this report as Appendix A.

August 15th is 7.5 months into the year, which is approximately 63% of the year. This is the number to keep in mind when comparing actuals to budget. Revenue line items that show a higher percentage than this means revenues are trending higher and expenditure line items that show a lower percentage are trending lower. As of August 15, 2025 overall total revenues are sitting at 78% of the annual budget and overall total expenditures are sitting at 58.7% of the annual budget, which can be seen in the table below. It is important that the expenditure % is equal to, or lower than, the revenue % to ensure there are no budget shortfalls. An analysis of the operating budget indicates revenues and expenditures are aligned with the financial plan bylaw.

Notes on each summarized line item with additional information, both revenue sources and departmental expenditures, have been included after the table. Additionally, a detailed department by department document is also attached at the end of this report.

Summary	2024 Budget	2024 Actual to Aug 15, 2024	% of Budget	2025 Budget	2025 Actual to Aug 15, 2025	% of Budget
OPERATING REVENUE						
Taxation - General Municipal Purpose	456,492	456,492	100.0%	625,395	625,489	100.0%
Other Taxes	15,008	5,632	37.5%	14,349	14,312	99.7%
Federal Community Works Fund Grant	75,149	0	0.0%	78,620	0	0.0%
Provincial Gov't Grant - Small Community	384,000	333,000	86.7%	368,500	335,000	90.9%
LGCAP Grant	120,373	120,373	100.0%	0	0	0.0%
Interest & Tax Penalties	13,275	8,703	65.6%	11,300	8,562	75.8%
General Investment Income	74,622	6,189	8.3%	85,750	26,927	31.4%
Other Revenue	48,850	46,080	94.3%	5,450	4,607	84.5%
Licences, Permits & Fines	12,100	4,625	38.2%	13,310	5,670	42.6%
General Operating Grants	259,980	12,966	5.0%	171,500	35,634	20.8%
Sale of Service - Recreation Centre	25,216	17,914	71.0%	22,528	9,538	42.3%
Donations - Recreation Centre	7,790	1,522	19.5%	13,950	864	6.2%
Sale of Service - Other	29,805	27,239	91.4%	37,407	14,666	39.2%
Fire Rescue Revenue	5,000	4,528	90.6%	0	0	0.0%
RCMP Rent	24,000	14,000	58.3%	25,000	14,600	58.4%
RCMP Maintenance	9,748	5,686	58.3%	9,748	5,686	58.3%
Sewer Revenue	98,561	98,657	100.1%	110,539	109,976	99.5%
Water Revenue	163,565	163,803	100.1%	201,151	177,390	88.2%
Solid Waste Revenue	52,654	48,859	92.8%	55,882	53,766	96.2%
Total Operating Revenue	1,876,188	1,376,269	73.4%	1,850,379	1,442,690	78.0%
OPERATING EXPENDITURES						
Legislative Services	78,455	34,237	43.6%	57,400	37,545	65.4%
Administration	721,754	296,627	41.1%	659,540	496,211	75.2%
Election	13,363	0	0.0%	0	0	0.0%
Recreation Centre	300,388	176,171	58.6%	231,102	107,195	46.4%
Parks	39,410	18,271	46.4%	43,216	21,591	50.0%
Public Works	103,650	62,649	60.4%	107,791	54,967	51.0%
Roads	54,264	18,953	34.9%	47,620	18,024	37.8%
Drainage	14,325	7,191	50.2%	15,461	2,313	15.0%
Planning	23,479	7,750	33.0%	32,950	30,051	91.2%
Police	11,186	2,285	20.4%	10,492	5,886	56.1%
Fire	58,329	75,479	129.4%	44,000	2,946	6.7%
Emergency	9,123	2,270	24.9%	9,218	1,256	13.6%
Health Clinic	1,000	353	35.3%	1,000	82	8.2%
Solid Waste	48,500	39,159	80.7%	52,100	28,861	55.4%
Sewer Operations	102,052	47,618	46.7%	109,118	39,362	36.1%
Water Operations	190,928	99,030	51.9%	199,851	104,747	52.4%
Total Departmental Expenditures	1,770,206	888,042	50.2%	1,620,859	951,036	58.7%
Surplus/(Deficit) Before Amortization and transfers to Reserves	105,982	488,227		229,520	491,653	
Required Reserve transfers	120,205	202,356		141,983	141,983	
Surplus/(Deficit) as at August 15	(14,223)	285,871		87,537	349,670	

REVENUES

Taxation: Tax revenue for 2025 is approximately \$172k higher than 2024. Council will recall that this additional tax revenue was needed to balance the budget and allow transfers to water, and sewer reserves to ensure monies are put aside for much needed infrastructure replacements. The additional tax burden to Village taxpayers was reallocated between the property classes during budget discussions with a heavier burden being placed on class 5 (light industry) and class 7 (managed forest land) than in previous years.

Other taxes: This line item includes annual utilities tax for both BC Hydro and Telus. It also includes payments in lieu of taxes (PILT's) received from the federal government for non-taxable exempt federal properties – RCMP and Coast Guard houses (4 properties total) as well as the Canada Post building. The 2024 figure is lower only due to a delay in posting that year.

Federal Community Works Fund Grant: Not received until later in the year but this is a fixed revenue source that is confirmed.

Provincial Gov't Grant – Small Community: This annual amount cannot be easily determined during budget preparation and is provided by the Province. Staff previously reached out to a contact at the Province and the following information was received: "The formula uses a 3-year rolling average of assessment per capita. The assessment per capita for each individual municipality is then compared against the provincial average assessment per capita of all municipalities. The formula determines the grant based on how a municipalities individual assessment per capita compares to the provincial average assessment per capita. As a municipality's assessment per capita approaches the provincial average, funding is reduced. The larger the gap between the two, the higher the funding. This measure is the formulas way of determining tax base robustness and is the most equitable way of allocating the funds between municipalities."

LGCAP Grant: 3 years received in advance in 2024 (for the years 2024, 2025, and 2026). These funds are sitting in a reserve and have been allocated to the Drainage project.

Interest and Tax Penalties: This line item includes interest on delinquent and arrears taxes as well as the annual tax penalty calculation for accounts that have not been paid by the tax deadline. This is a variable line item as it depends on payments by taxpayers which can fluctuate from year to year depending on a variety of factors. Trending lower than budget, but similar to 2024. Staff anticipate the budget for this line item for 2026 will be adjusted.

General Investment Income: The majority of the Village's cash is invested in a pooled high interest savings account provided by the Municipal Finance Authority (MFA) held by CIBC. Most of the Interest income on investment accounts for 2024 was not posted until November 2024 due to staff capacity in the office. For 2025, Staff completed the annual investment to the pooled high interest savings account at the beginning of August (\$800,000) and monthly interest income will now be higher until the end of the year.

Other Revenue: This includes tax certificate fees, lightening detection station lease fees, Home Owner Grant admin fee, Mid Island Co-op annual rebate funds, and other miscellaneous items. On trend with budget for 2025. 2024 included a \$40,000 one-time grant from the Province for the implementation of the Indigenous Engagement Requirements in the Emergency and Disaster Management Act. This grant funding was passed along to the SRD as part of a larger regional project.

Licenses, Permits and Fines: Includes building permits, business licenses, and dog licenses. Trending lower than budget but on trend with 2024.

General Operating Grants: For 2025 the following grants are included in the budget:

Local Government Housing Grant (confirmed)	\$100,000
LGMA Governance Grant (confirmed)	\$ 25,000
Community Emergency Program Funding – Fire Department Equipment (confirmed)	\$ 39,000
Recreation Grant – Age Friendly Van – From SRD	\$ 5,000
Emergency Program Grant – From SRD (confirmed)	\$ 2,500
Total	\$171,500

For 2025 the amount of \$35,634 in the table represents grant funding of \$13,600 for the Island Coastal Economic Trust project (carry forward from 2024) and grant funding of \$22,034 for the Next Gen 911 project (carry forward from 2024) which is being coordinated by SRD staff. 2025 grant funds are usually not posted until year-end once the annual costs for each project has been determined and reconciled.

Sale of Service – Recreation Centre: Trending lower than 2024 due to the Kelsey Centre being closed. Also trending lower than budget as the budget was close to being finalized before the closure. It should be noted that some revenue collected at the beginning of the year may need to be refunded to patrons depending on next steps for the Centre – example swim lesson fees paid in advance.

Donations – Recreation Centre: Trending lower than budget due to Recreation staff vacancies.

Sale of Service – Other: This line item includes Sayward News revenue, camping revenue, and planning revenue (rezoning, subdivisions, and other development fees). Trending lower than budget due to a reduction in use of the campground in 2025.

Fire Rescue Revenue: This line item is no longer part of the 2025 budget as the SVFD is now under the SRD umbrella.

RCMP Rent and RCMP Maintenance: On target with budget and on trend with 2024.

Sewer Revenue, Water Revenue, and Solid Waste Revenue: Includes annual user fees, connection fees, and frontage tax. All on target with budget and on trend with 2024.

EXPENDITURES

Legislative Services: This includes Mayor and Council stipends and payroll costs, IT costs, Council special projects, meetings and training, and Council office supplies. On target with 2025 budget.

Administration: Total overall department expenses to August 15th, 2025 are currently trending slightly higher than the 2025 budget due to a few line items (legal, IT, and contract labour). It should be noted that some of the expenditures in the contract labour line item (shown in appendix A) will be recovered with grant funding - Housing Needs Assessment grant and LGMA Governance grant for example. These grant funds offset the total contract labour costs which is a help to the overall health of the Village's finances to date. Contract labour costs have been analyzed below:

Housing Needs Report (grant funded)	\$ 19,455
Economic Development ICET project (carry forward from 2024, grant funded)	\$ 13,600
Next Gen 911 project (carry forward from 2024, grant funded)	\$ 22,034
Interim CAO (some will be grant funded for work on grant funded projects)	\$ 78,166
Public relations/communications	\$ 6,360
Kelsey Centre Air Conditioning project - cancelled	\$ 1,681
Other	\$ 16,378
Total contract labour to August 15 th , 2025	\$157,674
Less grant funded expenditures	\$ (62,000)
Actual contract labour costs to August 15th, 2025	\$ 95,674
Compare to 2025 budget for contract labour	\$ 115,000

Election: No costs anticipated until the 2026 general election.

Recreation Centre: Expenditures for 2025 are on track with the approved 2025 budget.

Parks: Includes wages, insurance, maintenance & repairs, supplies, and utility costs (hydro). On target with the 2025 budget.

Public Works: Includes all costs associated with the public works department including wages, payroll costs, training and education, safety equipment, insurance, fuel, supplies and utilities (telephone, internet, and hydro). On target with budget.

Roads and Drainage: These two departments include wages, maintenance and repairs, sand and salt, and street lighting. Trending lower than budget overall.

Planning: 2025 expenditures are trending higher than budget and include contract labour costs related to rezoning, subdivisions, and other land use planning matters. Several files have needed more attention during the second quarter of 2025, and this line item may be over budget by year end. 2024 expenditures reflect the reduction of work in this department in the beginning of 2024 due to staff capacity.

Police: Includes building and maintenance costs. These costs are recovered monthly through the rent that the Village receives. On trend with the 2025 budget.

Fire: Now that the Sayward Volunteer Fire Department fire service falls under the SRD all shared expenditures will be paid by the regional district, with the Village portion (40%) being billed as part of the annual tax requisition for the Village. 2024 expenditures reflect costs before the service switched to the regional district, and 2025 expenditures are related to Fire Hall #1 building maintenance and insurance costs as this is a Village owned asset.

Emergency and Health Clinic: Expenditures for 2025 are trending lower than the 2025 budget.

Solid Waste, Sewer, and Water Operations: Includes wages, insurance, maintenance and repairs, utilities, water treatment plant costs, and contract labour. All trending lower than budget due to staff vacancies in the Public Works department.

CAPITAL PROJECTS

Kelsey Centre Boiler Room Repair Project: \$70,000 approved in the financial plan to be funded in equal parts from the Growing Communities Fund Reserve and the Community Works Fund Reserve. Costs for this project have been analyzed below:

Final costs for project (includes new boilers, new control panel, new wiring and all associated costs and fees)	\$138,383.45
Insurance claim proceeds (less \$2,500 deductible)	\$ 59,180.18
Balance to be covered by the Village	\$ 79,203.27

It should be noted that the amount to be covered by the Village is \$9,203 over budget, however Staff can confirm that the funds are available due to savings in the lawnmower replacement project.

Parks – Lawnmower Replacement: \$49,000 approved in the financial plan to be funded from the Growing Communities Fund Reserve. Actual cost: \$30,356 for savings of \$18,644.

Fire Department Apparatus Replacement Project (grant funded): \$39,000 approved in the financial plan. This project has not yet started but it is anticipated to begin Fall 2025.

Drainage Improvement Project (partially grant funded): \$1,743,076 approved in the financial plan. Expenditures to date: \$141,043. This project is anticipated to break ground in 2026/2027.

In summary, when looking at line items in detail (Appendix A), council will notice that some line items are over budget, and some are under budget. However, when looking at the overall financial picture for the Village, expenses to date are trending lower than budget and no concerns were identified. If unanticipated events occur during the rest of the year that impact the approved five-year financial plan, staff will recommend amendments to the financial plan bylaw to authorize the changes. All budgetary amendments require Council's approval.

It is anticipated that the next budget variance report will be brought to Council during the initial 2026 budget planning sessions which are scheduled to begin in December 2025.

STAFF RECOMMENDATIONS

THAT Council receives the Budget Variance Report to August 15, 2025 staff report for information and discussion.

Respectfully submitted,



Lisa Clark, CFO

Attachments:

- **Appendix A – Detailed Revenues & Expenditures by Department**

Appendix A – Detailed Department Revenues and Expenditures

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
GENERAL REVENUE				
<i>Revenue</i>				
Taxation - General Municipal Purpose	456,492	458,159	625,395	628,786
Taxation - NMC				
Total Taxes	456,492	458,159	625,395	628,786
Utilities Tax - B.C. Hydro	4,132	3,879	3,880	4,136
Utilities Tax - Telus	2,004	1,753	1,755	1,543
Total Utilities Taxes	6,136	5,632	5,635	5,679
Federal Grant-in-lieu-of Taxes	8,872	7,922	8,714	8,633
Federal Community Works Fund Grant	75,149	78,620	78,620	0
Provincial Gov't Grant - Small Community	384,000	368,200	368,500	335,000
LGCAP Grant	120,373	120,373	0	0
HOG Administration Fee	2,100	2,125	2,100	2,134
Revenue - Other	1,250	2,475	1,250	1,806
Interest Income General	74,622	93,286	85,750	26,927
Interest on Arrears	13,275	2,890	2,600	1,202
Interest on Delinquent		1,146	1,200	402
Penalty on Current		7,743	7,500	6,959
Tax Sale Revenue	0	0	0	0
Total Other General Revenue	679,641	684,778	556,234	383,063
Total General Revenue	1,142,269	1,148,569	1,187,263	1,017,528

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
OTHER GOVERNMENTS				
Revenue				
Comox Strathcona Waste Management	8,500	7,809	8,000	8,861
School Tax	100,000	105,431	106,000	113,972
Regional Hospital	21,000	19,711	20,000	20,402
BC Assessment Authority	2,600	2,697	2,700	2,916
Municipal Finance Authority	15	15	15	16
Regional District	16,500	17,147	85,000	81,003
Regional Library	14,700	16,844	16,768	17,001
Police Tax	18,000	21,727	22,000	22,640
Total Other Governments Revenue	181,315	191,382	260,483	266,811
Expenditure				
Requisitions - School Tax	100,000	105,431	106,000	111,524
Requisitions - Regional Hospital	21,000	19,711	20,000	19,969
B.C. Assessment Authority	2,600	2,697	2,700	2,853
Municipal Finance Authority	15	15	15	0
Regional District	16,500	17,147	85,000	79,845
Regional Library	14,700	16,844	16,768	12,576
Requisitions - Police Tax	18,000	21,727	22,000	22,160
Comox Strathcona Waste Management	8,500	7,809	8,000	8,743
Total Other Governments Expenditure	181,315	191,382	260,483	257,670
Net Other Governments	0	0	0	9,142

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
MAYOR & COUNCIL				
<i>Revenue</i>				
Revenue - Other	0	0	0	0
Total Legislative Revenue	0	0	0	0
<i>Expenditure</i>				
Honorarium - Mayor	10,640	11,060	10,640	7,600
Honorarium - Councillors	32,960	27,948	32,960	23,260
Payroll Costs - Mayor & Council	900	990	1,200	1,107
Travel & Education - Council	22,350	18,912	1,500	518
Information Technology	4,400	6,168	6,250	4,029
Council - Special Projects	3,955	1,626	2,500	78
Grants in Aid	1,500	500	1,500	827
Council - Office Supplies/Expenses	1,750	302	850	125
Cellular phone costs	0	0	0	0
Total Legislative Expenditure	78,455	67,506	57,400	37,545
Net Legislative	(78,455)	(67,506)	(57,400)	(37,545)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ADMINISTRATION				
Revenue				
Grants - Admin	207,800	61,597	125,000	35,634
First Nations Relations Revenue	40,000	48,034	0	0
Area A Fire Administration Fee	2,500	2,500	0	0
Business Licenses	3,900	2,825	4,290	3,330
Dog Licenses & Fines	700	480	770	558
Photocopies & Fax	400	119	440	31
Sayward News Revenue	13,000	6,810	7,000	1,883
Revenue - Other	1,000	31,431	100	225
Transfer from Reserves	44,680	0	0	0
Total Administration Revenue	313,980	153,797	137,600	41,662
Expenditure				
Salaries - Admin	208,696	155,297	179,000	82,666
Wages - Custodian	1,568	1,769	1,623	480
Salaries - Public Works	2,982	5,609	3,852	5,349
Payroll Costs: Admin & PW	55,812	44,646	62,098	34,620
Employee Recognition & Benefits	0	200	2,000	1,025
Travel & Education - Admin	6,500	5,301	5,500	1,017
Advertising	750	965	750	199
First Nations Relations Expenses	40,000	48,034	0	237
Sayward News	5,257	5,708	5,822	3,106
Internet	1,082	925	1,103	908
Postage	1,681	1,133	1,178	944
Audit	16,694	37,895	18,600	18,600
Legal	20,000	105,551	90,000	84,010
Information Technology	16,270	23,106	23,500	18,645
Bank Charges, Fees & Interest	3,605	5,045	5,146	2,337
Tax Sale Fees	1,030	0	0	0
Dues, Memberships & Subscriptions	4,635	3,503	4,635	5,058
Insurance - Building	2,864	3,292	3,621	2,216
Insurance - Liability	3,519	3,817	4,198	3,127
Maintenance & Repairs - Admin Office	2,060	1,436	1,500	973
Cleaning Supplies - Office	309	128	309	71
Office Supplies	5,665	4,060	4,200	3,357
Tax Printing	515	0	550	620
Business Travel/Meetings	515	143	515	15
Equipment - Admin Office	12,875	123	3,000	2,249
Contract Labour	282,480	216,763	115,000	157,675
Copier - Rent & Supplies	6,695	7,130	7,272	4,561
Telephone & Cell Phone	4,532	4,308	4,532	2,253
Heating Fuel	6,267	10,840	8,000	1,002
Utilities	6,897	4,736	7,035	2,891
Contingency	0	0	95,000	56,000
Total Administration Expenditure	721,754	701,461	659,540	496,211
Net Administration	(407,774)	(547,664)	(521,940)	(454,548)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ELECTION				
<i>Revenue</i>				
Revenue - Other		0		0
Transfer from Election Reserve				
Total Election Revenue	0		0	0
<i>Expenditure</i>				
Salaries - Admin	0	0	0	0
Salaries - Public Works	0	0	0	0
Payroll Costs - Admin & PW	0	0	0	0
Election Expense	10,000	6,157	0	0
Transfer to Election Reserve	3,363	0	3,363	0
Total Election Expenditure	13,363	6,157	3,363	0
Net Election	(13,363)	(6,157)	(3,363)	-

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
RECREATION CENTRE				
Revenue				
Grants - Recreation	0	5,000	5,000	0
Kelsey Centre Gift Certificates	30	120	0	0
Age Friendly Program Revenue	1,200	722	900	238
Swim Lesson Fees	2,730	4,024	0	429
Ten Pack	4,562	6,107	3,513	2,639
Single User - Pool	2,000	2,475	0	128
Single User - Gymnasium	200	583	400	358
Drop In Fitness Fees	600	143	400	61
Drop In Weight Room Fees	250	348	400	168
Monthly Passes	1,000	1,826	1,400	724
After School Program/Day Care Fees	1,400	2,837	2,750	1,152
Concession Sales	3,500	5,709	5,500	1,383
Pool Rental	3,000	1,905	0	0
Gym Rental	2,194	2,635	2,600	120
Room Rental	400	1,252	1,500	983
Rentals - Tables and Chairs	150	0	165	206
Birthday Party/Event Revenue	2,000	2,749	3,000	949
Revenue - Other	0	399	0	110
Kelsey Centre Van Donations	3,290	3,194	2,500	600
Special Event Revenue/Donations	4,500	3,191	4,950	114
Afterschool Program Donations	0	1,250	2,500	0
Teen Program Donations	0	3,350	4,000	150
Total Recreation Centre Revenue	33,006	49,819	41,478	10,512

Expenditure				
Operating Expenses				
Salaries - Admin	48,155	47,050	47,335	11,354
Wages - Recreation	33,732	56,176	29,722	27,486
Wages - Custodian	5,096	7,046	5,274	3,627
Wages - Lifeguards & Pool Maintenance	45,608	25,947	1,193	1,928
Payroll Costs: Admin & PW	27,957	26,200	16,841	10,833
Travel & Education - Recreation	3,800	3,843	2,000	382
Advertising	750	0	750	0
Information Technology	1,600	3,330	3,500	2,086
Bank Charges, Fees & Interest	475	597	600	302
Dues, Memberships & Subscriptions	600	966	1,000	472
Afterschool Supplies/Expenses	1,300	1,568	1,500	261
Concession	2,100	3,839	3,000	624
Seniors Special Events	250	60	250	0
Special Events Expense	4,000	6,238	4,000	212
Teen Program Expenses	0	4,440	4,000	1,350
Swim Lesson Expenses	650	506	0	107
M & R, Gas & Oil - Age Friendly Van	4,100	5,377	5,000	2,610
Office Supplies	1,500	2,540	2,000	475
Chemicals & Maintenance - Pool	5,000	13,070	2,025	1,312
Rec Centre Supplies	1,200	971	1,200	208
Business Travel/Meetings	650	0	650	205
Equipment - Recreation Centre	5,050	2,955	3,500	2,899
Telephone & Internet	2,805	2,190	2,861	1,383
Sub Total Operating Expenses	196,478	214,928	138,201	70,115
Building Expenses				
Salaries - Public Works	11,744	11,812	7,187	6,115
Insurance - Building	11,208	13,481	14,829	9,047
Insurance - Liability	1,441	1,452	1,597	2,344
Maintenance & Repairs - Recreation	26,000	13,295	19,500	3,960
Cleaning Supplies	1,000	1,528	850	189
Heating Fuel	24,928	43,063	25,813	4,009
Utilities	27,589	18,684	23,125	11,415
Sub Total Building Expenses	103,910	103,314	92,900	37,081
Total Recreation Centre Expenditure	300,388	318,242	231,102	107,195
Net Recreation Centre	(267,382)	(268,424)	(189,624)	(96,683)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
POLICE SERVICES				
<i>Revenue</i>				
RCMP Rent	24,000	24,000	25,000	14,600
RCMP Maintenance	9,748	8,115	9,748	5,686
Total Police Services Revenue	33,748	32,115	34,748	20,286
<i>Expenditure</i>				
Salaries - Public Works	2,972	1,335	2,777	207
Payroll Costs: Admin & PW	616	190	808	18
Insurance - Building	1,409	1,364	1,550	896
Insurance - Liability	192	192	211	195
Maintenance & Repairs - Police	1,500	1,437	1,500	82
Municipal Services Expense	4,497	3,597	3,645	4,488
Total Police Services Expenditure	11,186	8,115	10,492	5,886
Net Police Services	22,562	24,000	24,257	14,401

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
ROADS				
<i>Revenue</i>				
Snow Removal Revenue	1,750	0	1,750	0
Total Roads Revenue	1,750	0	1,750	
<i>Expenditure</i>				
Salaries - Public Works	8,289	5,134	4,628	1,911
Payroll Costs: Admin & PW	2,105	624	2,134	183
Maintenance & Repairs - Roads	10,000	4,866	10,000	3,603
Sand & Salt	7,500	2,951	4,500	0
Contract Labour	2,000	0	1,500	0
Utilities - Street Lighting	24,370	22,726	24,858	12,326
Total Roads Expenditure	54,264	36,300	47,620	18,024
Net Roads Services	(52,514)	(36,300)	(45,870)	(18,024)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
DRAINAGE				
<i>Revenue</i>				
Transfer from Reserves	0	0	0	0
Total Drainage Revenue	0	0	0	0
<i>Expenditure</i>				
Salaries - Public Works	3,469	3,045	4,628	447
Payroll Costs: Admin & PW	856	336	833	45
Maintenance & Repairs - Drainage	9,000	6,162	9,000	1,821
Contract Labour	1,000	0	1,000	0
Total Drainage Expenditure	14,325	9,543	15,461	2,313
Net Drainage	(14,325)	(9,543)	(15,461)	(2,313)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
SEWER				
Revenue				
Frontage Tax - Sewer Kelsey	6,032	6,032	6,032	6,032
Sewer User Fees	92,528	95,002	104,506	102,470
Sewer Connection Fees	0	0	0	500
Revenue - Other	0	286	0	973
Actuarial Adjustment sewer	0	3,139	0	0
Transfer from Reserves/General Sur	0	0	0	0
Total Sewer Revenue	98,561	104,459	110,539	109,976
Expenditure				
Salaries - Admin	26,087	14,690	28,000	10,031
Salaries - Public Works	21,791	25,070	29,323	10,212
Payroll Costs: Admin & PW	12,239	6,995	12,674	5,219
Travel & Education - Sewer	5,000	655	1,000	175
Dues and Subscriptions	0	0	0	0
Insurance - Building	2,618	3,067	3,374	2,004
Insurance - Liability	522	480	574	488
Maintenance & Repairs - Sewer	12,000	11,558	12,000	4,118
Sewer Connection Costs	0	0	0	0
Equipment - Sewer	3,000	58	1,750	581
Contract Labour	3,000	240	3,500	188
Sewer Lease Fees	480	470	480	0
Utilities - Agitator, Lift Stations	9,282	10,206	10,411	5,796
Sewer Principal B/L #338	4,931	0	4,931	0
Sewer Interest B/L # 338	1,101	1,101	1,101	551
Total Sewer Expenditure	102,052	74,591	109,118	39,362
Net Sewer	(3,491)	29,868	1,420	70,613

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
WATER				
Revenue				
Frontage Tax - Water Kelsey	2,075	2,075	2,075	2,075
Grants - Water	0	0	0	0
Water User Fees	161,490	164,962	199,076	174,415
Water Connection Fees	0	0	0	500
Revenue - Other	0	0	0	400
Actuarial adjustment	0	1,080	0	0
Transfer from Reserves/General Surplus	0		0	0
Total Water Revenue	163,565	168,118	201,151	177,390
Expenditure				
Salaries - Admin	26,087	14,690	28,000	10,031
Salaries - Public Works	34,693	48,947	46,285	24,789
Payroll Costs: Admin & PW	6,857	9,735	15,964	7,012
Travel & Education	4,000	1,454	2,000	574
Dues and Subscriptions	0	0	0	0
Insurance - Building	8,634	9,017	9,918	5,818
Insurance - Liability	577	577	635	586
Maintenance & Repairs - Water	8,000	7,767	8,000	9,800
Maintenance & Repairs - Plant	15,000	25,822	15,000	517
Chemicals - Water	25,500	34,332	32,000	22,063
Equipment - Water	10,000	11,096	20,000	1,004
Contract Labour	36,500	4,138	3,000	15,296
Water Lease Fees	2,040	2,050	2,081	0
Telephone & Internet	255	1,020	1,041	400
Utilities	10,710	13,581	13,852	6,668
Water Principal B/L #337	1,697	0	1,697	0
Water Interest B/L #337	379	379	379	189
Total Water Expenditures	190,928	184,606	199,851	104,747
Net Water	(27,363)	(16,488)	1,300	72,644

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PARKS				
Revenue				
Grants - Parks	0	0	0	0
Camping Revenue	13,905	16,789	18,467	6,752
Revenue - Other	0	0	0	0
Park Bench Revenue	1,500	0	1,500	0
Transfer from Reserves	0	0	0	0
Total Parks Revenue	15,405	16,789	19,967	6,752
Expenditure				
Wages - Custodian	784	454	811	466
Salaries - Public Works	18,879	10,813	18,154	13,370
Payroll Costs: Admin & PW	3,670	1,348	4,708	1,306
Advertising	275	0	150	0
Insurance - Building	867	923	954	607
Insurance - Vehicles	739	787	739	896
Maintenance & Repairs - Parks	2,500	3,549	3,000	653
Cleaning Supplies	500	106	300	50
M & R - Equipment	3,000	727	3,000	109
Diesel & Oil - Kubota Mower	750	2,150	2,500	653
Supplies - Parks	2,100	2,082	2,100	1,004
Equipment - Parks	1,500	1,563	1,500	0
Contract Labour	1,000	0	1,000	405
Park Bench Expense	500	0	1,400	0
Utilities	2,346	2,878	2,900	2,074
Total Parks Expenditure	39,410	27,379	43,216	21,591
Net Parks	(24,005)	(10,590)	(23,248)	(14,839)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
SOLID WASTE				
<i>Revenue</i>				
Solid Waste User Fees	48,744	50,258	51,182	53,094
Recycling Revenue	500	884	500	647
Revenue - Other	3,410	4,540	4,200	25
Transfer from Reserves	0	0	0	0
Total Solid Waste Revenue	52,654	55,682	55,882	53,766
<i>Expenditure</i>				
Maintenance & Repairs - Solid Waste	500	0	500	24
Contract Labour	2,000	2,600	2,600	0
Waste Disposal & Tipping Fees	46,000	48,021	49,000	28,838
Total Solid Waste Expenditure	48,500	50,621	52,100	28,861
Net Solid Waste	4,154	5,061	3,782	24,905

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PUBLIC WORKS				
<i>Revenue</i>				
Revenue - Other	250	330	250	347
Transfer from Reserves	0	0	0	0
Total Public Works Revenue	250	330	250	347
<i>Expenditure</i>				
Salaries - Public Works	41,969	55,652	55,364	24,475
Payroll Costs: Admin & PW	10,553	13,718	10,557	6,495
Travel & Education - Public Works	1,500	0	1,500	1,839
PPE & Safety Equipment	0	0	0	0
Dues, Memberships & Subscriptions	800	500	800	833
Insurance - Building	1,401	1,473	1,541	956
Insurance - Liability	2,498	2,306	2,748	2,540
Insurance & Licenses - Vehicles	4,457	4,609	4,701	4,752
M & R - Public Works	2,500	2,281	2,500	228
M & R - Tractor and Dump Truck	3,000	3,689	3,000	34
Diesel & Oil - Tractor and Dump Truck	1,000	86	750	750
Gas & Oil - Public Works Trucks	5,000	5,831	5,800	1,858
M & R - Public Works Trucks	4,000	5,456	5,500	142
Office Supplies	500	1,026	1,000	689
General Supplies	2,500	2,785	2,500	1,644
Business Travel/Meetings	500	0	500	0
Equipment	2,500	2,299	2,500	1,890
Telephone & Internet	2,499	2,687	2,650	2,801
Utilities	2,754	2,121	2,300	1,461
MFA Principal - Truck Loan	13,642	0	1,573	1,573
MFA Interest - Truck Loan	76	480	7	6
Total Public Works Expenditure	103,650	106,998	107,791	54,967
Net Public Works	(103,400)	(106,668)	(107,541)	(54,620)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
PLANNING & BUILDING INSPECTION				
<i>Revenue</i>				
Building Permits	7,500	1,450	8,250	1,782
Planning Fee Revenue	1,000	17,884	10,000	6,000
Total Planning Revenue	8,500	19,334	18,250	7,782
<i>Expenditure</i>				
Building Inspections	7,500	3,370	3,750	3,625
Planning & Rezoning Costs	4,500	12,613	10,000	11,236
Contract Labour	10,000	21,499	18,000	11,060
Payroll Costs	1,479	1,018	1,200	4,130
Total Planning Expenditure	23,479	38,500	32,950	30,051
Net Planning	(14,979)	(19,167)	(14,700)	(22,269)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
EMERGENCY PLANNING				
<i>Revenue</i>				
Grants - Emergency Program	2,500	2,800	2,500	0
Revenue - Other	0	0	0	0
Total Emergency Planning Revenue	2,500	2,800	2,500	0
<i>Expenditure</i>				
Stipend - Municipal Emergency Program	3,600	900	3,600	0
Payroll Costs - Emergency Program	120	0	120	0
Travel & Education - Emergency Program	2,000	0	2,000	0
Insurance - Property	714	241	750	721
Insurance - Liability	1,189	178	1,248	535
Municipal Emergency Program Expenses	1,500	0	1,500	0
Equipment - Emergency Program	0	0	0	0
Emergency Program Projects	0	254	0	0
Total Emergency Planning Expenditure	9,123	1,573	9,218	1,256
Net Emergency Planning	(6,623)	1,227	(6,718)	(1,256)

Description	2024 Budget	2024 Actual	2025 Budget	2025 Actual
HEALTH CENTRE				
<i>Revenue</i>				
Revenue - Other	0	0	0	0
Total Health Centre Revenue	0	0	0	0
<i>Expenditure</i>				
Maintenance and Repairs - Health Clinic	1,000	571	1,000	82
Total Health Centre Expenditure	1,000	571	1,000	82
Net Health Centre	(1,000)	(571)	(1,000)	(82)



STAFF REPORT

To: Mayor and Council
From: Lisa Clark, CFO
Subject: **Permissive Tax Exemptions 2026**
Meeting date: August 19, 2025

BACKGROUND

Section 224 of the *Community Charter* outlines the authority for permissive tax exemptions. A bylaw under this section must come into force on or before October 31st for the exemption to be valid for the following year.

To ensure legislative deadlines were met for any new potential 2026 permissive tax exemptions the following schedule was presented to Council in early June:

Schedule	Action
Late June 2025	Advertise that Council will consider additional exemptions in the July Sayward Newsletter and post notice on the website, public notice places, and social media.
August 1, 2025	Deadline for applications.
September 2, 2025	Staff Report to Council to consider exemptions.
September 16, and October 7, 2025	Bylaw, if required, brought to Council.
October 31, 2025	Deadline for Staff to advise BC Assessment Authority of any permissive tax exemptions for 2026.

DISCUSSION

The Village did not receive any new applications from local organizations by the August 1st deadline, and therefore no bylaw is necessary. The same process will be undertaken in 2026, and Council can expect a report in May or June of that year.

STAFF RECOMMENDATIONS

THAT the Permissive Tax Exemptions 2026 Staff Report be received for information.

Respectfully submitted,

Lisa Clark, CFO