



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING AGENDA
May 12, 2026 - 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 – None

4. Approval of Agenda

Recommended Resolution:

THAT the agenda for the Regular Meeting of Council for **May 12, 2026**, be approved [as presented **or** as amended].

5. Minutes of Previous Meetings

Recommended Resolutions:

- a) THAT the minutes from the **Regular Council meeting** held on **April 28, 2026**, be adopted [as presented **or** as amended].
- b) THAT the minutes from the **Special Council meeting** held on **May 7, 2026 starting at 5:00 pm**, be adopted [as presented **or** as amended].
- c) THAT the minutes from the **Special Council meeting** held on **May 7, 2026 which started at 7:10 pm**, be adopted [as presented **or** as amended].

6. Petitions and Delegations – None

7. Correspondence

- a) PacifiCan – Update on Federal Programs of Interest – April 29, 2026

- i. PacifiCan releases 2026–2028 Strategic Plan to support innovation, business growth, and resilient communities across BC.

8. Council Reports – None

9. Reports of Committees – None

10. Mayor’s Report – None

11. Unfinished Business – None

12. Staff Reports

a) **Village of Sayward Dissolution Report prepared by Jeannie Bradburne, CPA, Pacific Coastal Consulting**

- i. Village of Sayward Dissolution Report – May 5, 2026
- ii. Summary of Village of Sayward Dissolution Report – May 5, 2026
- iii. Presentation slides regarding Village of Sayward Dissolution Report

Recommended Resolution/s:

- 1. THAT the Village of Sayward Dissolution Report, Summary, and presentation be received by Council for information and discussion and accepted as presented.

13. Emergency Services/Public Works/Recreation Department Reports

a) RCMP Sayward Detachment Annual Report for 2025

- i. The Detachment Commander will provide a follow up report to Council regarding Policing priorities at a future Council meeting

b) Sayward Fire Rescue Update report – April 24, 2026

- i. Fire Chief Frank Morgan has been invited to provide an overview of the report

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 – None

18. Adjournment

a) **THAT the Village of Sayward Council adjourns its May 12, 2026 Regular Meeting.**

Time: _____ .



**VILLAGE OF SAYWARD
REGULAR COUNCIL MEETING MINUTES
April 28, 2026
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
Councillor Jason Johnson
Councillor Sue Poulsen – via Teams

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. Call to Order

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

2. Public Input – None

3. Introduction of Late Items – None

4. Approval of Agenda

MOTION R26/69

MOVED AND SECONDED

THAT the agenda for the Regular Meeting of Council for **April 28, 2026**, be approved as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

5. Minutes of Previous Meetings

MOTION R26/70

MOVED AND SECONDED

THAT the minutes from the **Regular Council meeting** held on **March 24, 2026**, be adopted as presented.

Opposed Cllr Burchett, Cllr Poulsen CARRIED

MOTION R26/71

MOVED AND SECONDED

THAT the minutes from the **Regular Council meeting** held on **April 14, 2026**, be adopted as presented.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

6. Petitions and Delegations

- a) Comox Strathcona Waste Management (CSWM) presentation regarding draft Solid Waste Management Plan (2026) by Sarah Willie, Manager of Solid Waste Planning and Policy Development with CSWM.

7. Correspondence

- a) Comox Strathcona Waste Management - letter requesting support for draft Solid Waste Management Plan 2026.

MOTION R26/72

MOVED AND SECONDED

THAT the Village of Sayward Council considers and endorses the draft Solid Waste Management Plan (2026) provided by Comox Strathcona Waste Management.

CARRIED

- b) Island Coastal Economic Trust (ICET) request for letter of support

MOTION R26/73

MOVED AND SECONDED

THAT the Village of Sayward sends a letter to the Provincial Government in support of the Island Coastal Economic Trust (ICET) and for advancing legislation to modernize and position the Trust for long-term positive impact through strategic provincial investment.

Opposed Cllr Burchett

CARRIED

- c) BC Road Builders – Strategic Plan 2026
- d) Sayward School Parent Advisory Committee – Annual Bike Rodeo

MOTION R26/74

MOVED AND SECONDED

THAT a \$200.00 donation be made to the Annual Bike Rodeo.

CARRIED

8. Council Reports – None

9. Reports of Committees – None

10. Mayor's Report

- a) Village of Sayward – Dissolution Petition

MOTION R26/75

MOVED AND SECONDED

THAT the Village of Sayward Council formally correspond with the Strathcona Regional District regarding the resolution passed on April 15, 2026 by the Electoral Area Services Committee regarding the petition for dissolution, and request that the SRD defer or refrain from submitting a letter to the Honourable Christine Boyle, Minister of Housing and Municipal Affairs, until sometime after a comprehensive financial analysis of the impacts of municipal dissolution has been completed and presented to the Village of Sayward Council as proceeding otherwise at this time would be premature.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

MOTION R26/76

MOVED AND SECONDED

THAT the Village of Sayward Council advise the Strathcona Regional District (SRD) Board and the members of the SRD Electoral Area Services Committee that the Village of Sayward is in communication with officials with the Ministry of Housing and Municipal Affairs about the petition seeking dissolution of the Village of Sayward to ensure the petition process is administered properly, and that the Village of Sayward will be providing Sayward property owners and residents with detailed information about the potential costs and benefits of municipal dissolution in the near future for public consideration.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

11. Unfinished Business – None

12. Staff Reports – None

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

14. Bylaws

- a) Village of Sayward Five Year Financial Plan 2026-2030

MOTION R26/77

MOVED AND SECONDED

THAT Council gives fourth and final reading to, and adopts, Five Year Financial Plan Bylaw No. 522, 2026.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

- a) Village of Sayward Municipal Property Tax Rates 2026

MOTION R26/78

MOVED AND SECONDED

THAT Council gives fourth and final reading to, and adopts, Tax Rates Bylaw No. 523, 2026.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

- b) Village of Sayward Fees and Charges Bylaw

MOTION R26/79

MOVED AND SECONDED

THAT Council gives fourth and final reading to, and adopts, Bylaw 524, Fees & Charges Amendment Bylaw.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

15. New Business – None

16. Public Question Period

- a) Lee Ettinger of 220 Sayward Heights said that 55% of eligible Village voters signed the dissolution petition. She also stated that Mayor Baker should recuse himself from discussions regarding possible dissolution of the Village of Sayward. She then stated that the matter is being considered by the Provincial government.
- b) Mark Fisher of 200 Sayward Heights asked if Council explored a reduction in staffing levels during the 2026 budget process.

17. In Camera – None

18. Adjournment

MOTION R26/80

MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its April 28, 2026 Regular Meeting.

CARRIED

Time: 8:04 pm.

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
May 7, 2026 – 5:00 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.

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

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 5:00 pm

2. Public Input – None

3. Introduction of Late Items – None

4. Approval of Agenda

MOTION S26/3

MOVED AND SECONDED

THAT the agenda for the Special Council Meeting to be held on May 7, 2026 starting at 5:00 pm, be approved as presented.

Opposed Cllr Burchett, Cllr Poulsen

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

17. In Camera

MOTION S26/4

MOVED AND SECONDED

THAT in accordance with section 92 of the *Community Charter*, this Council meeting 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)(d) security of the property of the municipality.
- 90(1)(h) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
- 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

Mayor Baker called a recess at 5:02 pm.

Mayor Baker recalled the meeting to order at 5:03 pm.

18. Rise and Report

Resolution # 6 adopted at Special In Camera Meeting May 7, 2026 (which meeting commenced at 5:00 pm)

MOVED and SECONDED

THAT the Village of Sayward Dissolution Report and presentation slides be accepted by Council and that this information be presented to the public at the Regular Council meeting scheduled for May 12, 2026.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

19. Adjournment

MOTION S26/5

MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its May 7, 2026 Special Council Meeting (which meeting started at 5:00 pm) at 7:05 pm.

CARRIED

Mayor

Corporate Officer



**VILLAGE OF SAYWARD
SPECIAL COUNCIL MEETING MINUTES
May 7, 2026 – 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.

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

In Attendance: Andrew Young, CAO/CO
Jennifer Redshaw, Office Administrator

1. Call to Order

The meeting was called to order at 7:10 pm.

2. Public Input – None

3. Introduction of Late Items – None

4. Approval of Agenda

MOTION S26/6

MOVED AND SECONDED

THAT the agenda for the Special Council Meeting held on May 7, 2026, be approved as presented.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

5. Minutes of Previous Meetings – None

6. Petitions and Delegations

a) Gaby Martin – Chan Nowosad Boates

Ms. Martin presented the Village of Sayward's 2025 Audited Financial Statements to Sayward Council.

MOTION S26/7

MOVED AND SECONDED

THAT the 2025 Audited Financial Statements [for the Village of Sayward] be approved by Council as presented.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

MOTION S26/8

MOVED AND SECONDED

THAT Council approves the reappointment of Chan Nowosad Boates as the Auditor of record for the 2026 financial audit year, should they accept the invitation.

Opposed Cllr Burchett, Cllr Poulsen

CARRIED

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

17. In Camera – None

18. Adjournment

MOTION S26/9

MOVED AND SECONDED

THAT the Village of Sayward Council adjourns its May 7, 2026 Special Council Meeting at 7:28 pm (which meeting started at 7:10 pm).

CARRIED

Mayor

Corporate Officer

From: [Horel, Bridget \(she/her | elle/la\) \(PacifiCan\)](#)
Subject: PacifiCan - Update on federal programs of interest - April 2026
Date: Wednesday, April 29, 2026 2:37:29 PM
Attachments: [image001.png](#)

Good afternoon,

I hope this message finds you well.

PacifiCan has released its [2026–2028 Strategic Plan](#), which reflects our commitment to supporting innovation, business growth, and resilient communities across B.C. I wanted to pass it along as part of this month's update.

Below are some Government of Canada programs and additional resources that may be of interest to you.

Programs:

1. [PacifiCan Business Scale-up and Productivity \(BSP\) Program | Program open April 27th – May 27th 12pm & Information Session May 8 10am – 11:15am \(PST\)](#)

The Business Scale-up and Productivity (BSP) program supports incorporated high-growth businesses in British Columbia that are scaling operations, commercializing innovative products or services, and improving productivity.

BSP is open to incorporated Canadian businesses who meet the following criteria:

- High-growth businesses with 20% growth year-over-year over the last two years
- Ready to scale and produce innovative goods, services or technologies
- Incorporated in Canada and has been operating in the country for at least two years
- Operates staffed facilities in BC
- Has secured at least 50% of project funding from non-government sources.

Funding: \$200,000 to \$5 million in repayable contributions per project.

PacifiCan will be hosting a **virtual information session on May 8, 2026** to help companies learn more about the program and identify if they are a good fit. **Learn more or register [here](#).**

Full details: [Business Scale-up and Productivity \(BSP\) in British Columbia - Canada.ca](#) or [contact our offices](#).

2. [Local Festivals — Building Communities Through Arts and Heritage | Deadlines April 30 & October 15](#)

The **Local Festivals** component of the Building Communities Through Arts and Heritage program provides funding to support recurring festivals that showcase the work of **local artists, artisans, heritage performers, cultural specialists, and First Nations, Inuit, and Métis cultural carriers**. Eligible festivals may also include celebrations of **2SLGBTQI+ communities** and Indigenous cultural events.

Applicants may request **up to 100% of eligible expenses**, to a maximum of **\$200,000**, for festivals that meet all program requirements.

Application deadlines:

- **April 30** — for festivals starting between **January 1 and June 30** of the following year
- **October 15** — for festivals starting between **July 1 and August 31** of the following year

Full program details are available on the [Government of Canada website](#).

3. [Youth Employment and Skills Program](#) | *Deadline May 4, 2026*

The Government of Canada has announced **up to \$13.47 million in funding for 2026–27** through Agriculture and Agri-Food Canada’s **Youth Employment and Skills Program**, as part of the broader **\$307.9 million Youth Employment and Skills Strategy**. The program supports employers in the agriculture and agri-food sector in hiring youth for meaningful employment opportunities.

Eligibility: Agriculture and agri-food employers, including: Producers, Processors, Indigenous employers, Non-profit organizations

Deadline to apply: May 4, 2026

Full program details and application information are available here: [Youth Employment and Skills Program — Agriculture and Agri-Food Canada](#)

4. [Indigenous Forestry Initiative \(IFI\) – 2026 Intake](#) | *Deadline May 13, 2026*

Natural Resources Canada’s Indigenous Forestry Initiative provides funding to support Indigenous-led economic development in the forest sector. Projects may include business planning, forest-based economic diversification, clean energy integration, and workforce development.

Eligible applicants include:

- Indigenous communities and governments
- Indigenous-owned businesses
- Indigenous-led organizations and development corporations

Funding supports capacity building, project development, and implementation. Applications for the 2026 intake close May 13, 2026.

Full details: Visit the [Indigenous Forestry Initiative – Contribution funding webpage](#).

5. [CanExport SMEs Program](#) | *Deadline May 29, 2026*

Global Affairs Canada’s CanExport SMEs program provides up to \$50,000 to help Canadian small and medium-sized enterprises expand into new international markets.

Eligible activities include:

- Market research and business development
- Participation in international trade shows
- Adaptation of marketing tools for foreign markets
- Intellectual property protection in target markets

The current intake closes May 29, 2026. Applicants are encouraged to apply early due to high demand.

Learn more and apply: [Visit the CanExport SMEs program page.](#)

6. [***Worker Retention Grant \(WRG\) | Open February 16, 2026 — Deadline December 31, 2026 \(3:00 pm EST\)***](#)

The **Worker Retention Grant (WRG)** provides additional income support to **EI-eligible employees** participating in an approved and implemented **Work-Sharing agreement**. The grant helps employers maintain employees' income levels while workers are on reduced hours and participating in training during the Work-Sharing period.

Eligibility: Employers in **all sectors** with an approved and active **Work-Sharing agreement**.

Program opens: February 16, 2026 **Deadline to apply:** December 31, 2026 at 3:00 pm EST

Funding: Amounts vary based on the specifics of the Work-Sharing agreement, including: Number of participating employees, Duration of the agreement, Reduction rate in hours

Full program details are available here: [Worker Retention Grant — Government of Canada](#)

Additional resources/opportunities:

1. [***Web Summit Vancouver 2026: The Countdown is On... Web Summit Vancouver | May 11-14, 2026 Vancouver Convention Centre***](#)

With less than four weeks to go, the conference is taking shape and there are new ways for organizations across BC to engage. A series of preparation and ecosystem-building events supporting B.C. tech companies ahead of Web Summit Vancouver. The **BC Pavilion programming** is now available, highlighting provincial strengths in creative tech, AI & quantum, life sciences, clean tech, agritech, and oceantech. The Pavilion will be a central hub for showcasing innovation while featuring a mix of structured and informal programming designed to support discovery, connection and deal-making. Cheer on BC founders, and catch some of the province's most promising companies in action. The 72 BC companies selected for the **Venture Spotlight** at the BC Pavilion have also been released, representing a diverse mix of regions and sectors from across the province. Please check the [daily schedule](#) for additional information.

Eligibility: B.C. tech companies, founders, and ecosystem partners.

Program timing: Events running throughout 2026 (pre-summit + during summit).

Sessions to Note:

- **Road to Web Summit Vancouver: Scaling Venture Series | Venture Financing Term**

Sheet Fight Club: Company readiness + positioning support

- **BC Pavilion Programming:** Expert talks and curated networking
- **Ecosystem Partner Events:** Community-driven sessions supporting regional and sector growth

We encourage all ecosystem organizations to use and contribute to the ecosystem [events calendar](#). The calendar is a one-stop shop for events happening across BC leading up to, during, and immediately after the conference. If you are organizing an event around WSV, submissions are open and reviewed by Innovate BC's team. Adding your event is a great way to boost visibility, strengthen regional participation, and connect your community to the broader WSV moment. Check the instructions document attached to learn how to submit your event.

Web Summit Vancouver is an opportunity for the entire BC tech ecosystem to shine!

Have more questions? Get in touch at wsv@innovatebc.ca

2. [BC Defence Supplier List](#) | *ABCMI Directory in Development*

The Association of British Columbia Marine Industries (ABCMI) is developing the **BC Defence Supplier List**, a comprehensive directory of B.C.-based companies with capabilities in the Sea, Land, Air, Space, Cyber, and Joint defence domains. This directory will support business development and export promotion by connecting B.C. suppliers with prime contractors, tier-1 and tier-2 partners, and government stakeholders seeking to meet procurement and Industrial and Technological Benefits (ITB) obligations.

ABCMI has engaged **CTRS Market Intelligence** to identify and validate companies for inclusion. If your company operates in B.C. and has defence-related capabilities but has **not yet been contacted**, you are encouraged to reach out to the CTRS team.

To ensure your company is included, please contact: alexis.gill@ctrs.co

Full details are available here: [BC Defence Supplier List — ABCMI](#)

I will continue to keep my eyes open for other programs and resources of interest to share with you.

Best,

Bridget Horel (she/her | elle/la)

Senior Business Officer, Vancouver Island and Coast
Pacific Economic Development Canada | Government of Canada
Cell: 250-465-8516 | Office: 778-336-9610 | PacifiCan.gc.ca

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Pacific Economic
Development Canada

Développement économique
Canada pour le Pacifique

Financial Analysis of Potential Dissolution of the Village of Sayward

Preliminary Report

May 5, 2026

Prepared for:



Village of
Sayward

Prepared by:



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Village of Sayward - Preliminary Financial Analysis of Potential Dissolution

1. Executive Summary

The potential dissolution of the Village of Sayward and transition to governance as an electoral area within the Strathcona Regional District represents a significant change in both financial structure and governance. Consideration of this option requires a clear understanding of how costs, revenues, taxation, and decision-making authority would change under a regional district model.

Dissolution would result in a fundamental restructuring of the Village's financial framework. Under the assumptions applied, total property taxation required to support services is estimated to decrease from approximately \$853,593 to \$537,794, representing a reduction of \$315,799, or 37.0%. This estimated reduction is driven primarily by the elimination of municipal governance and corporate administrative costs, the transfer of road responsibilities to the Province of British Columbia, and the distribution of shared administrative costs across a broader regional base.

These reductions are partially offset by the introduction of regional district administrative cost allocations, increased participation in regional district services, and the loss or restructuring of revenue sources associated with municipal status. Most notably, eligibility for the Small Communities Grant, currently valued at approximately \$330,000 annually, would be lost. In addition, a portion of Canada Community Building Fund revenues would no longer be directly attributed to the Sayward area.

These results reflect a single-year comparison based on the 2026 budget and are sensitive to assumptions regarding elevated legal costs and administrative cost allocation; as these factors normalize in future years, longer-term taxation impacts may differ from those illustrated.

Although overall taxation is estimated to decrease, the impact is not uniform across property classes. The transition from locally determined municipal tax multiples to provincially prescribed tax ratios results in a significant redistribution of the tax burden. Residential properties are expected to experience increased taxation relative to current levels, with the average residential property increasing by approximately 11%. In contrast, many non-residential properties—particularly utilities and managed forest properties—are expected to experience reductions due to the compression of tax multiples under the provincial taxation framework.

Dissolution also represents a substantial change in governance and financial decision-making. Authority over taxation policy, service levels, and financial priorities would transition from a locally elected municipal council to the Strathcona Regional District Board, where Sayward would be represented by a single Electoral Area Director. Decisions would be made within a regional, service-based governance structure, reducing local control and flexibility relative to the current municipal model.

The financial outcomes described are based on assumptions intended to support comparability between governance models. Actual results will depend on future decisions of the Strathcona Regional District and the Province of British Columbia, including service configuration, cost allocation methodologies, and the terms and conditions established through any Order in Council.

Municipal dissolution is a multi-stage process that requires additional study, provincial review, and elector approval. Based on provincial practice, this process typically occurs over multiple phases and may take several years to complete.

Dissolution does not eliminate the cost of providing services, but changes how those costs are structured, allocated, and funded. The information presented is intended to support informed consideration by Council, residents, and property owners and does not constitute a recommendation regarding whether dissolution should proceed.

2. Background and Council Direction

The Village of Sayward has been examining its long-term financial sustainability and governance capacity in response to ongoing pressures associated with operating costs, service delivery obligations, and the administrative requirements of maintaining municipal status. As a small municipality with a limited tax base, these structural factors affect the Village's ability to fund services, meet statutory obligations, and respond to changing financial conditions over time.

Council is also aware of ongoing community interest in understanding the Village's long-term viability and the range of governance options available, including the financial implications, service impacts, and governance trade-offs associated with alternatives to the current municipal structure.

Within this broader context, municipal dissolution and transition to a regional district governance model were identified as one option requiring further examination. Dissolution is a significant and consequential decision, with implications for governance, service delivery, taxation, and community representation. Consideration of this option requires clear, objective, and accessible financial information.

At its regular meeting held on March 17, 2026, Council adopted the following resolution:

THAT Village staff and the Financial Consultant be directed to prepare a financial analysis to provide more detailed information regarding the potential implications of dissolving the Village of Sayward, including projections of taxation impacts, service costs, and administrative charges under a regional district governance model, for the purpose of informing Council and the Village's residents and property owners.

In response to this direction, financial information has been prepared to illustrate how costs, revenues, and taxation may change under a regional district governance model, should dissolution be pursued in accordance with provincial legislation. The focus is on projected

property taxation and user fee impacts, recognizing that non-financial considerations are also relevant to any decision.

The information provided supports informed consideration by Council and the community and does not constitute a recommendation to proceed with, or to discontinue consideration of, dissolution.

3. Legislative Framework and Dissolution Process

3.1 Authority Under the *Local Government Act*

Municipal dissolution in British Columbia is authorized under Section 38 of the *Local Government Act*. Dissolution may occur only where two statutory requirements are met:

- Assent of the electors of the municipality is obtained; and
- Approval of the Province is granted through an Order of the Lieutenant Governor in Council.

While a municipal council may initiate and support consideration of dissolution, final authority rests with the Province. Dissolution represents a fundamental change to local governance and therefore requires both local approval and provincial oversight.

3.2 Provincial Role and Terms of Dissolution

Where elector assent is obtained, the Province reviews the proposal to determine whether dissolution is in the broader public interest. If approved, Cabinet issues an Order in Council that formally dissolves the municipality and establishes the effective date.

The Order in Council sets out binding terms and conditions, which may address:

- The transfer or disposition of municipal assets;
- Responsibility for existing liabilities and any long-term debt;
- The use, allocation, and protection of reserve funds;
- Transitional governance and administrative arrangements; and
- The continuation, establishment, or restructuring of municipal services under a regional district governance model.

These terms ensure continuity of essential services and provide for the orderly assignment of financial and legal obligations following dissolution.

3.3 Overview of the Dissolution Process

Although each municipal dissolution is unique and subject to provincial discretion, the process generally involves the following stages:

1. Preliminary Analysis and Engagement

Evaluation of potential governance, service delivery, taxation, and financial implications, together with engagement with the regional district and the Province to identify feasibility considerations and transition requirements.

2. Preparation of Financial and Service Information

Prior to any public approval process, the municipality must be able to clearly describe:

- How services would continue to be delivered;
- How service costs and administrative charges would be structured;
- How property taxation would change; and
- How assets, liabilities, and reserves would be treated.

The financial analysis contained in this report is intended to support this requirement.

3. Assent of the Electors

Elector approval is obtained through a voting process conducted in accordance with provincial legislation. Clear and understandable financial information is critical to informed participation.

4. Provincial Review and Order in Council

Following elector approval, the Province reviews the proposal and, if satisfied, issues an Order in Council establishing the terms and effective date of dissolution.

5. Implementation and Transition

Once dissolution takes effect:

- The municipal corporation ceases to exist;
- Governance transitions to an electoral area structure within the regional district;
- Assets, liabilities, and reserves are transferred in accordance with the Order in Council; and
- Services continue under newly established or reconfigured regional district services.

3.4 Importance of Financial Disclosure Prior to Elector Approval

Provincial restructuring policy places significant emphasis on ensuring that residents understand the financial and taxation implications of dissolution prior to any vote. This includes clear disclosure of:

- Projected property taxation impacts;
- Service costs under a regional district governance model; and
- Methods of cost recovery and allocation.

Financial information is provided in advance of any future consideration of elector assent to support understanding and informed decision-making by Council, residents, and property owners.

3.5 Provincial Study Process and Additional Due Diligence

Municipal dissolution is part of a broader local government restructuring process. Provincial guidance indicates that restructuring processes must account for the unique characteristics and issues of the community, while meeting the legislative requirements for the proposed change. The Province also identifies that restructuring can be lengthy and complex, and that the electorate should be well-informed on the implications of change before making a decision.

In practice, the dissolution process would require additional analysis beyond the financial comparison presented in this report. Provincial restructuring processes commonly include preliminary exploration, process design, technical study work, community engagement, decision-making, and implementation planning. The Ministry of Housing and Municipal Affairs may assist with terms of reference and restructuring planning grants to support independent analysis of fiscal, governance, representation, and service delivery impacts.

Further study would likely be required to confirm the practical implications of dissolution, including:

- service continuity and service delivery arrangements;
- treatment of assets, liabilities, reserves, bylaws, contracts, and existing obligations;
- regional district services establishment and cost allocation methods;
- road ownership, condition, standards, maintenance responsibility, and transfer readiness;
- impacts on Provincial ministries and service partners;
- First Nations consultation requirements and potential impacts on rights, title, and interests; and
- one-time transition costs, timing, and implementation requirements.

The Province would also need to consider whether dissolution is in the broader public interest and whether provision has been made for the payment and discharge of municipal debts and obligations before approving dissolution by an Order in Council.

4. Governance Models Compared

The Village of Sayward currently operates as an incorporated municipality. Dissolution would result in governance as an unincorporated electoral area within the Strathcona Regional District. These governance models are established under different legislative and administrative frameworks and result in materially different arrangements for representation, decision-making authority, statutory obligations, administrative structure, and cost allocation. These differences have direct implications for service delivery and financial outcomes.

4.1 Municipal Governance – Village of Sayward

The Village of Sayward is an incorporated municipality governed primarily under the *Community Charter*, with additional authority and requirements set out in the *Local Government Act*. Governance authority rests with an elected municipal council consisting of one Mayor and four Councillors, for a total of five elected officials.

Municipal council exercises broad legislative and regulatory authority within municipal boundaries, including powers related to:

- Property taxation and tax enforcement;
- Financial planning, budgeting, and reporting;
- Bylaw adoption and enforcement;
- Asset management and disposition; and
- Corporate governance and administration.

As a municipality, Sayward is responsible for meeting all statutory obligations applicable to municipal governments, including:

- Adopting an annual five-year financial plan and annual tax rates;
- Preparing audited annual financial statements;
- Producing an annual municipal report;
- Administering property tax collection and conducting tax sale proceedings for unpaid municipal taxes; and
- Maintaining a full municipal corporate structure.

Municipal operations are delivered through a stand-alone administrative organization that reports directly to Council. This structure includes a Chief Administrative Officer and senior finance and corporate administration functions required to support Council, ensure statutory compliance, and operate the municipal corporation.

4.2 Regional District Governance – Strathcona Regional District

The Strathcona Regional District is a regional government established under the *Local Government Act*. Unlike municipalities, which operate under broad corporate and regulatory authority, regional districts function within a service-based governance framework.

Regional districts are subject to the *Local Government Act* and certain provisions of the *Community Charter*; however, their authority is generally exercised only in relation to services that have been formally established and approved. Each service operates as a distinct function, with a defined scope, participating areas, governance structure, and cost recovery method.

Regional districts do not deliver a comprehensive suite of municipal services by default. Services are established individually through service-establishing bylaws that define:

- The nature and scope of the service;
- Participating jurisdictions;

- Governance and approval mechanisms; and
- Cost recovery methods, including taxation and user fees.

The Strathcona Regional District is governed by a Board of Directors composed of 14 elected officials, consisting of:

- Directors appointed from each member municipality; and
- Electoral Area Directors representing the regional district's four electoral areas.

The authority of the Board is limited to:

- Establishing and administering regional, sub-regional, and local services;
- Approving operating and capital budgets for those services;
- Adopting a regional district financial plan; and
- Requisitioning property taxes to fund approved services.

Regional district services operate on a cost-recovery basis, meaning that only properties that participate in a service are taxed for that service. Administrative and professional functions, including finance, legislative services, planning, and human resources, are provided through a centralized organization and allocated to services and jurisdictions using approved cost allocation methodologies.

4.3 Governance Structure Following Dissolution

If the Village of Sayward were dissolved, municipal governance would cease and the area would become an electoral area within the Strathcona Regional District.

Under this governance structure:

- Sayward residents would elect one Electoral Area Director;
- Representation would occur through that Director on the 14-member Strathcona Regional District Board; and
- There would be no Mayor, municipal council, or municipal corporate entity.

Authority affecting the Sayward area would be exercised through participation in regional district services and decisions of the regional district Board, subject to service boundaries and legislated voting rules. Board decision-making may involve weighted voting or additional approval mechanisms depending on the nature of the service and the participating areas.

The applicable legislative framework would shift from the municipal regime under the *Community Charter* to a *Local Government Act* framework applicable to regional districts.

The specific governance configuration, including whether Sayward would form a new electoral area, be incorporated into an existing electoral area, or be subject to boundary adjustments, would be determined through the provincial dissolution process.

4.4 Key Legislative and Administrative Differences

The change in governance structure results in several important legislative and administrative differences with direct financial implications.

Legislative Authority

- Municipalities exercise broad authority under the *Community Charter*, including taxation, regulatory, and enforcement powers.
- Regional districts exercise authority only with respect to services that have been formally established under the *Local Government Act*.

Tax Administration and Enforcement

- Municipalities administer and enforce property taxation, including conducting tax sales for unpaid municipal taxes.
- In electoral areas, property tax collection and enforcement, including action on unpaid taxes, is administered by the Province of British Columbia.

Corporate and Reporting Obligations

- Municipalities are required to maintain a corporate governance framework and produce annual municipal reports.
- Electoral areas do not function as separate corporate entities and are not subject to the same municipal reporting requirements.

Governance and Representation

- Municipal governance provides representation through five elected officials focused exclusively on Sayward.
- Electoral area governance provides representation through one director participating on a regional board representing multiple jurisdictions.
- Decision-making authority shifts from a council accountable solely to Sayward residents to a regional board balancing the interests of multiple communities.

Administrative Structure

- Municipal governance requires a dedicated senior administrative structure to support Council and statutory obligations.
- Regional district governance relies on a shared administrative supporting multiple jurisdictions and services.

4.5 Financial Implications of Governance Change

The shift from municipal governance to an electoral area governance model would eliminate the direct costs associated with municipal council governance, municipal corporate administration, and certain statutory obligations. These changes are partially offset by the

introduction of shared administrative and governance costs through participation in regional district services.

The governance transition also changes how costs are allocated and recovered, with expenditures assigned to specific services and funded through service-specific taxation and regional cost allocation methodologies rather than through a single municipal tax base. These structural differences underpin the service cost, administrative allocation, and taxation changes examined in the financial analysis sections that follow.

5. Financial Analysis

5.1 Overview of Financial Approach

The financial analysis has been prepared to provide a reasonable and comparable assessment of the Village of Sayward's current financial structure relative to a potential governance model as an electoral area within the Strathcona Regional District.

For consistency and comparability between governance models, the approved 2026 Village of Sayward budget has been used as a point-in-time financial baseline and applied without adjustment. This approach holds the underlying budget constant and avoids introducing normalization assumptions or subjective adjustments to expenditure levels.

For comparability purposes, the analysis assumes that:

- Existing service levels are maintained;
- Service delivery continues in a manner broadly consistent with current operations;
- Operating costs remain generally consistent in the short term; and
- Existing municipal services are re-established under the Strathcona Regional District where required.

The analysis further assumes that:

- Responsibility for road infrastructure would transfer to the Province of British Columbia;
- The Sayward administrative office would continue to operate locally;
- Existing reserve funds and surplus balances would transfer and remain attributable to the Sayward service area, subject to provincial direction; and
- The Village has no outstanding long-term debt. Should debt exist, it is assumed that such obligations would transfer to a regional district service and continue to be funded by properties within the former municipal area.

Administrative costs have been reflected using an allocation-based approach consistent with regional district practice. Under this approach, administrative and corporate functions currently performed by the municipality are assumed to be absorbed within the regional district's centralized administrative structure and largely recovered through service-specific cost allocation methodologies rather than through a direct transfer of existing municipal

administrative expenditures. For modeling purposes, administrative costs have been estimated at approximately ten percent of applicable service expenditures to reflect a reasonable order-of-magnitude allocation in the absence of finalized service structures and allocation drivers.

The application of this approach supports comparability between governance models while recognizing that regional district service configuration, budget decisions, and cost allocation methodologies are determined by the regional district Board and may result in outcomes that differ from those presented.

The administrative treatment reflects an assumed governance configuration and cost-sharing outcome and may vary depending on future service establishment, cost allocation methodologies, and governance decisions of the regional district Board and the Province of BC.

5.2 Current Financial Position

The Village of Sayward currently funds municipal operations through a combination of property taxation, user fees, grants, and other revenues.

For the 2026 budget year:

- Total operating revenue is approximately \$1.79 million;
- Property taxation for general municipal purposes is approximately \$853,593; and
- Operations include a full municipal governance and administrative structure, local service delivery functions, and participation in regional district services.

Key components of the current financial structure include:

- Municipal governance and corporate administration;
- Local service delivery, including recreation, parks, public works, planning, and protective services;
- Utility services funded through user fees, including water, sewer, and solid waste; and
- Grant funding, including the Small Communities Grant and the Canada Community Building Fund.

A detailed breakdown of current revenues and expenditures is provided in Attachment A.

5.3 Estimated Financial Changes from Dissolution

Dissolution would result in a restructuring of both revenues and expenditures. For analytical purposes, financial impacts are grouped into costs eliminated or reduced and costs transferred or introduced under a regional district governance model.

Costs Eliminated or Reduced

The following costs are assumed to be eliminated or significantly reduced:

- Council remuneration and election-related expenditures;
- Municipal corporate administration, including senior management functions;

- Certain statutory and reporting obligations associated with municipal status;
- Administrative functions related to municipal property tax administration and enforcement; and
- Road-related expenditures, which are assumed to transfer to the Province of British Columbia.

In addition, certain revenues associated with municipal status would be eliminated or restructured, including:

- The Small Communities Grant;
- A portion of investment income and tax penalty revenue; and
- Certain locally generated revenues that would instead be collected and allocated through the regional district framework.

Costs Transferred or Introduced

The following costs are assumed to continue or be introduced:

- Service delivery costs associated with existing municipal services re-established as regional district services;
- Administrative costs allocated through the Strathcona Regional District's cost allocation framework;
- Participation in regional district services, including services currently funded through Electoral Area A; and
- Ongoing operation of utility services, including water, sewer, and solid waste, on a cost recovery basis.

Detailed assumptions regarding the treatment of individual revenue and expenditure categories are provided in Attachment A.

5.4 Estimated Post-Dissolution Taxation

Based on the assumptions described above, the estimated property taxation required to support services under a regional district governance model is summarized below:

Component	Amount
Base Service Costs	\$334,732
Regional District Administrative Allocation	\$74,557
Additional Regional District Service Costs	\$101,679
Provincial 5.25% Collection Fee	\$26,826
Total Estimated Taxation	\$537,794
Current Municipal Taxation	\$853,593
Estimated Net Reduction	(\$315,799)
Percentage Change	(37.0%)

Base service costs reflect the estimated cost of delivering services currently provided by the Village, adjusted to account for the transfer of road functions to the Province.

Administrative costs are reflected through an estimated regional district administrative allocation, representing the shared delivery of finance, legislative, planning, and corporate services. The allocation is intended to approximate relative administrative effort rather than replicate existing municipal administrative costs.

Additional regional district service costs reflect increased participation in shared and electoral area services following dissolution.

5.5 Summary of Financial Impact

Under the assumptions applied, total property taxation required to support services following dissolution is estimated at approximately \$537,746, representing a reduction of approximately \$315,799, or 37.0%, relative to current municipal taxation.

It is important to note that the estimated overall reduction in taxation does not translate into reduced taxation for residential properties. Under the dissolution model, residential properties are estimated to experience a minimum increase of 11.3%, due to the redistribution of the tax burden under provincially prescribed tax ratios.

The estimated reduction is primarily attributable to:

- The elimination of municipal council governance and corporate administration costs;
- The transfer of road-related expenditures to the Province of British Columbia; and
- The allocation of administrative and service costs across a broader regional base.

These reductions are partially offset by:

- The introduction of shared regional district administrative cost allocations;
- Increased participation in regional district services; and
- The loss or restructuring of revenue sources associated with municipal status.

The estimates presented are based on assumptions intended to support comparability between governance models. Actual financial outcomes will depend on service configuration, cost allocation methodologies, and future decisions of the Strathcona Regional District Board and the Province of British Columbia.

6. Grant and Revenue Implications

A change in governance structure affects eligibility for certain grants and alters how some revenues are collected, allocated, and controlled. Dissolution would result in the loss, restructuring, or redistribution of several revenue sources that are material to the Village's current financial position.

6.1 Small Communities Grant

The Small Communities Grant is a provincial operating grant available exclusively to incorporated municipalities with populations under 5,000.

The Village of Sayward currently receives approximately \$330,000 annually through this program. Upon dissolution, the area would no longer meet the eligibility requirements, and this funding would be eliminated.

The loss of the Small Communities Grant represents a significant reduction in ongoing operating revenue. Replacement of this funding would require a combination of service adjustments, alternative cost recovery methods, increased taxation, or some combination thereof.

6.2 Canada Community-Building Fund (CCBF)

The Village currently receives approximately \$78,620 annually through the Canada Community Building Fund.

Upon dissolution, the base funding component of approximately \$63,411 would be lost. The remaining \$15,209 would transfer to the Strathcona Regional District and be included within its regional CCBF allocation. Any future investment of these funds in the Sayward area would be subject to the priorities and decisions of the Strathcona Regional District Board.

As a result, CCBF funding would no longer be directly controlled or dedicated to projects within Sayward.

6.3 Utility Revenues (Water, Sewer, Solid Waste)

The Village currently recovers the costs of water, sewer, and solid waste services through user fees charged to benefiting properties.

Following dissolution, these services would continue as defined service areas within the Strathcona Regional District. Costs would continue to be recovered from benefiting properties, and existing assets and reserve funds associated with these utilities would typically remain dedicated to the Sayward service areas, subject to provincial direction.

Decisions regarding cost recovery mechanisms, including the use of user fees, parcel taxes, or property taxation, would be made by the Strathcona Regional District Board in accordance with service-establishing bylaws and regional financial policies.

6.4 Other Revenues

The Village currently receives additional revenues from sources including investment income, tax penalties, licences and permits, and payments in lieu of taxes.

Under a regional district governance model, certain revenues would be collected and retained by the Province of British Columbia or the Strathcona Regional District, while others may continue as part of regional district services or be discontinued depending on how services are structured.

As a result, a portion of revenues that are currently locally generated and locally controlled would no longer be directly attributable to the Sayward area.

6.5 User Fee Impacts

Under a regional district governance model, water, sewer, and solid waste services are assumed to continue as defined service areas with costs recovered from benefiting properties. No change is assumed to the underlying cost of providing these services, and operating revenues are expected to remain broadly consistent with current levels.

For the purposes of this analysis, the primary financial change affecting user-funded services is the allocation of regional district administrative overhead. Administrative costs associated with finance, legislative services, and corporate administration are estimated to be applied through a generalized allocation equivalent to approximately 10% of applicable service expenditures. This allocation reflects a reasonable estimate of shared administrative effort and is intended to represent order-of-magnitude impacts rather than a precise future charge.

Beyond administrative allocation, user fees may also be influenced by future decisions related to asset management and billing practices. Under a regional district governance model, decisions regarding capital funding strategies, such as the amount of transfers to reserve funds, the treatment of lifecycle replacement costs, and reserve adequacy targets, would be determined by the Strathcona Regional District Board as part of the service budgeting process. Changes to billing frequency or fee structure may also occur as services are integrated into regional district systems.

While no material change in user fees is assumed for the purposes of this analysis, future budgets for utility services may be affected by administrative allocation, asset management funding decisions, and billing practices following dissolution.

7. Property Taxation Impacts

A transition from municipal governance to a regional district governance model results in a fundamental change in how property taxation is calculated, allocated, and collected. Dissolution would replace the Village's municipal taxation structure with a regional district framework, affecting both overall taxation requirements and the distribution of taxation across property classes.

7.1 Taxation Overview

Under the current municipal structure, property tax rates are established using locally determined tax multiples applied to general municipal assessment. This approach provides Council with the ability to influence how the overall tax burden is distributed among property classes in response to local policy objectives and financial requirements.

Following dissolution, property taxation would be calculated using converted (hospital) assessment values and provincially prescribed tax ratios applicable to electoral areas. Property tax collection would also be administered by the Province of British Columbia through the Surveyor of Taxes, resulting in the application of a 5.25% administration fee to property tax collections.

These changes remove local discretion over tax ratios and introduce provincially administered costs into the taxation framework.

7.2 Change in Total Taxation

Current general municipal and debt taxation totals \$853,593.

Estimated taxation under the regional district model totals \$537,794, inclusive of the 5.25% Survey of Taxes administration fee applied to property tax collection.

The difference between these amounts reflects the change in taxation framework, including the conversion to hospital assessment and the application of provincially prescribed class ratios.

7.3 Redistribution of Tax Burden

The application of provincially prescribed tax ratios results in a significant redistribution of taxation across property classes.

Table 7.1 – Comparison of Tax Multiples and Share of Taxation

Taxation Class	Municipal Multiple	Provincial Multiple	Current Share of Taxation	Post-Dissolution Share of Taxation
Class 1: Residential	1.00	1.00	43.75%	77.10%
Class 2: Utilities	8.65	3.50	0.55%	0.75%
Class 5: Light Industry	12.48	3.40	34.60%	16.66%
Class 6: Business/Other	6.21	2.45	6.75%	4.70%
Class 7: Managed Forest	100.69	3.00	14.10%	0.74%
Class 8: Recreational/Non-Profit	8.30	1.00	0.25%	0.05%

A detailed breakdown of the taxation analysis, including assessment conversion and rate calculations, is provided in Attachment B.

The comparison demonstrates substantial compression of tax multiples under the provincial framework. Property classes currently taxed at significantly higher multiples, particularly Utilities and Managed Forest, experience the greatest reductions in relative contribution.

As a result, the overall share of taxation borne by non-residential property classes is materially reduced. Residential properties increase from 43.75% of total taxation under the municipal model to approximately 77% under the regional district model, despite already representing the majority of the assessment base. This represents a fundamental shift in the distribution of the property tax burden.

7.4 Loss of Tax Policy Flexibility

As a municipality, the Village has the authority to establish tax multiples to reflect local policy objectives, service priorities, and financial needs.

Under a regional district governance model, tax ratios are established by the Province and cannot be altered by the Strathcona Regional District. The ability to adjust tax multiples to respond to local economic conditions or policy considerations would no longer exist.

7.5 Tax Collection

Under the current municipal structure, the Village administers property tax collection and establishes tax due dates and penalty rates in accordance with the *Community Charter*. The Village currently applies a July 2 due date with a 10% penalty on outstanding balances, although the ability exists to alter these under an alternative tax collection scheme.

Following dissolution, property tax collection would be administered by the Province through the Surveyor of Taxes. The tax due date would remain July 2, and a 10% penalty would continue to apply to unpaid balances. The timing and structure of penalties would be established provincially and would not be subject to local adjustment.

As a result, local control over tax collection practices, including due dates, penalty structures, and collection processes, would be eliminated.

7.6 Other Taxing Authorities

In addition to municipal or regional district taxation, property owners are subject to requisitions for taxation from other authorities.

The Vancouver Island Regional Library, while not a taxing authority, requisitions funding based on a formula incorporating population and assessed value. Upon dissolution, the amount currently attributable to Sayward would be incorporated into the Strathcona Regional District requisition and redistributed across the broader service area. Based on this approach, the current requisition of approximately \$19,859 is estimated to decrease to approximately \$12,463 and is included in the estimated increased SRD contribution. Again, it is important to note that this is based on the assumption of the existing Sayward area joining Electoral Area A, should the existing Sayward form its own Electoral Area impacts will vary.

No change is anticipated to requisitions levied by the Municipal Finance Authority of British Columbia or the BC Assessment Authority, which are established on a province-wide basis.

School taxes, set by the Province within each school district, are not expected to change as a result of dissolution.

Hospital taxes are already calculated using hospital assessment and provincially prescribed class ratios; accordingly, no material change is anticipated.

7.7 Overall Impact

The transition to a regional district taxation framework results in the application of provincially prescribed tax ratios, provincially administered tax collection, and the inclusion of mandatory administrative charges.

The combined effect is a significant redistribution of the property tax burden away from non-residential classes and toward residential properties. As a result, residential property owners are estimated to experience a minimum 11.3% increase in taxation under the dissolution model, even though total taxation required overall is estimated to decline. This shift is driven primarily by the compression of tax multiples for classes that are currently taxed at substantially higher rates under the municipal structure.

8. Net Financial Impact

Changes to the taxation framework result in different outcomes at the individual property level. The magnitude and direction of change depend primarily on property classification, assessed value, and how taxation is redistributed across property classes under provincially prescribed ratios.

8.1 Overview of Net Financial Impact

Under the current municipal taxation structure, locally determined tax multiples assign a greater share of the overall tax burden to selected non-residential property classes. As a result, residential properties contribute a smaller share of total taxation relative to their proportion of the total assessment base.

Under a regional district governance model, taxation is calculated using converted (hospital) assessment values and provincially prescribed class ratios. This approach standardizes the distribution of taxation across property classes and reduces the relative contribution from non-residential properties that are currently subject to higher municipal tax multiples.

8.2 Residential Properties

Residential properties are expected to experience an increase in taxation relative to the current municipal structure.

The average residential property currently pays approximately \$2,232.50, equivalent to \$604.64 per \$100,000 of assessed value. Under the regional district model, estimated taxation increases to approximately \$2,585.72, or \$673.16 per \$100,000 of assessed value.

This represents an estimated increase of approximately \$263, or 11.3%, for the average residential property. The increase reflects the redistribution of taxation resulting from a reduced contribution from non-residential property classes under the provincially prescribed taxation framework.

8.3 Non-Residential Properties

Non-residential properties are generally expected to experience a reduction in taxation relative to the current municipal structure.

The most significant reductions occur for utilities and managed forest properties, which are currently subject to higher municipal tax multiples. The application of provincial tax ratios materially reduces the relative tax burden for these classes.

Business/other and light industry properties are also expected to experience reductions in relative taxation, although to a lesser extent than utilities and managed forest properties.

8.4 Variation by Property

The impacts described above are general in nature. Actual taxation outcomes for individual properties will vary based on assessed value, property classification, and the interaction between converted assessment values and provincially prescribed class ratios.

Properties within the same classification may experience different outcomes depending on these factors.

8.5 Overall Financial Impact

At the individual property level, dissolution results in a redistribution of taxation rather than a uniform increase or decrease.

Residential properties are expected to experience higher taxation relative to current levels, while many non-residential properties are expected to experience reductions. The overall effect reflects the transition from locally determined municipal tax policy to a standardized provincial taxation framework and the corresponding reallocation of taxation across property classes.

9. Key Assumptions and Uncertainties

The analysis presented in this report is based on information available at the time of preparation and on a number of key assumptions necessary to compare two fundamentally different governance and taxation frameworks. The results are intended to illustrate potential financial outcomes under the conditions described and should not be interpreted as a precise prediction of future taxation levels or financial results following dissolution.

Several factors may influence actual outcomes.

The analysis relies on the approved 2026 Village of Sayward budget as a single-year financial baseline. The 2026 budget includes a level of legal expenditures that is significantly higher than historical norms and is considered atypical. These legal costs are expected to decline materially in future years regardless of whether the Village remains incorporated or proceeds with dissolution and transition to regional district governance.

For comparative purposes, the 2026 budget has been used without adjustments. As a result, the analysis implicitly assumes the continuation of these elevated legal costs under both governance scenarios. In practice, as legal expenditures normalize in future years, the apparent savings associated with dissolution would narrow, and the longer-term taxation impact on Sayward residential properties would be greater than that indicated by the 2026 comparison.

The configuration of regional district services has not been finalized. Service scope, participating areas, governance structures, cost-sharing methodologies, and service levels will directly affect both the overall amount of taxation required and the distribution of costs across property classes.

Financial outcomes will also be influenced by future decisions of the Strathcona Regional District Board, including decisions related to administrative cost allocation, service delivery approaches, budget priorities, and financial policies. These decisions are made within a regional governance framework and are not solely within the control of the former municipal area.

The estimation of administrative costs is subject to uncertainty related to the application of existing regional district cost allocation policies rather than the absence of such policies. Regional district administrative costs are allocated across services using a range of drivers, which may include service participation, transaction volumes, staff time, and service complexity. While these policies are established, applying them with precision requires detailed information regarding finalized service structures, operational activity levels, and administrative workload drivers that is not available prior to service establishment. In the absence of this information, administrative costs have been estimated using a generalized allocation approach intended to reflect a reasonable order-of-magnitude impact rather than a precise future charge. Actual administrative allocations may differ from the estimates presented once services are fully defined and allocation methodologies are applied in practice.

The analysis is based on current assessment data and existing property classifications. Changes in assessment values, reclassification of properties, or changes in the composition of the tax base over time may affect both total taxation and the distribution of taxation among property classes. Material changes involving major taxpayers could result in outcomes that differ from those illustrated.

The analysis assumes the continuation of current provincial taxation frameworks, administrative practices, and prescribed class ratios. Changes to provincial legislation, taxation policy, grant programs, or property tax administration practices could materially affect financial outcomes.

Financial results will also be influenced by decisions made during the implementation of dissolution, including the treatment of assets, liabilities, reserves, contractual obligations, and existing financial commitments. The timing of dissolution and the sequencing of transition-related decisions may affect near-term financial outcomes.

In preparing this analysis, estimates have been used where complete information is not available. Differences between estimated and actual results may occur. Notwithstanding these uncertainties, the analysis provides a reasonable and transparent assessment of the relative financial implications associated with a transition from municipal governance to a regional district governance model.

Regional District Administrative Cost Allocation Risk

The analysis assumes that administrative responsibilities currently performed by the Village would be incorporated within existing Strathcona Regional District administrative services and allocated through broader Electoral Area administrative structures. Under this assumption,

these costs are shared across participating jurisdictions in accordance with established regional district allocation methodologies.

If this assumption does not hold, there is potential for administrative costs associated with the former Village of Sayward to be established as a stand-alone local service and allocated entirely to properties within the former municipal boundary. Should this occur, it is estimated that approximately \$385,000 in additional administrative costs could be levied directly on Sayward properties.

Under this scenario, property taxation required to support services could increase from the current municipal requirement of approximately \$853,593 to approximately \$923,674, materially altering the financial outcomes presented elsewhere in this report.

The estimates contained in this analysis are therefore sensitive to a number of future decisions related to service establishment, administrative structure, and cost allocation. Many of these decisions would be made following dissolution through regional district and provincial processes and could materially affect taxation outcomes.

One-Time Transition Costs

The analysis does not include one-time costs that may be incurred to support dissolution and the transition to a regional district governance model. Such costs could include, but are not limited to, legal services, bylaw development, asset transfer and documentation activities, systems integration, and temporary or additional staffing required to support transition planning and implementation.

One-time transition costs are typically dependent on the specific terms and conditions established by the Province, the structure and timing of service establishment, and the administrative approach adopted by the regional district. In the absence of confirmed dissolution terms, detailed implementation plans, or finalized service structures, these costs have not been estimated and are excluded from the financial comparisons presented.

The analysis focuses on ongoing operating and taxation impacts once governance and service arrangements are in place. Actual financial outcomes during the transition period may differ from the estimates presented as a result of these one-time implementation requirements.

Additional Studies and Provincial Review Requirements

The analysis presented in this report is financial in nature and does not represent a complete dissolution study. Additional studies would be required before any elector approval process to confirm the broader governance, operational, service delivery, legal, and implementation impacts of dissolution.

In particular, further work would be required with the Province, Strathcona Regional District, and relevant service partners to confirm whether existing assumptions are practical and acceptable. This would include confirming the Province's position on the transfer of road

responsibilities, including whether existing roads meet provincial standards or whether upgrades, condition assessments, or transition requirements would be necessary.

Additional work would also be required to assess impacts on provincial ministries and agencies, including those responsible for transportation, policing, emergency management, infrastructure, land use planning, and other affected service areas. The Province's review would inform the terms and conditions of any Order in Council, including the treatment of assets, liabilities, reserves, services, and transitional arrangements.

The Province also has legal obligations related to consultation with First Nations where provincial decisions may affect Aboriginal rights, title, or interests. Any dissolution process would therefore need to include early engagement and consultation with affected First Nations, consistent with the Province's constitutional obligations and its commitments under the *Declaration on the Rights of Indigenous Peoples Act*.

The scope, timing, and cost of these additional studies are not known at this stage and are not included in the financial analysis. These matters would need to be addressed before residents, and property owners could be provided with complete information for any future elector approval process.

10. Conclusions

This report has examined the financial implications of a potential dissolution of the Village of Sayward and a transition to governance as an electoral area within the Strathcona Regional District.

The analysis indicates that dissolution would result in a material restructuring of the Village's financial framework, including changes to revenue sources, cost allocation mechanisms, and the approach to property taxation. Under the assumptions applied, total property taxation required to support services is estimated to decrease. This outcome is driven primarily by the elimination of municipal governance and corporate administrative costs and the transfer of certain responsibilities, including roads, to the Province of British Columbia. These reductions are partially offset by increased participation in regional district services, the introduction of shared administrative cost allocations, and the loss or restructuring of revenue sources associated with municipal status, most notably the Small Communities Grant.

A key conclusion of the analysis is that dissolution is not expected to reduce taxation for residential properties. Based on the modelled assumptions, residential taxation is estimated to increase by a minimum of 11.3%, while many non-residential property classes are expected to experience reductions. This is a material consideration for residents when assessing the financial implications of dissolution.

While total taxation is estimated to decrease, the financial impact is not uniform across property classes. The transition from locally determined municipal tax multiples to provincially

prescribed tax ratios results in a significant redistribution of the tax burden. Residential properties are expected to bear a substantially larger share of total taxation, while many non-residential properties are expected to experience reductions relative to current levels. This redistribution reflects the standardized provincial taxation framework applied in electoral areas rather than changes in service levels.

Dissolution also represents a substantive change in governance and financial decision-making authority. Responsibility for taxation policy, service structure, and financial priorities would transition from a locally elected municipal council to a regional district board operating within a service-based governance model. This change reduces local discretion over taxation policy and service configuration and places subsequent decisions within a broader regional decision-making framework.

The findings presented are based on assumptions intended to support a reasonable comparison between governance models. Actual outcomes will depend on future decisions regarding service establishment, cost allocation methodologies, and implementation, as well as provincial direction established through any Order in Council approving dissolution.

Dissolution does not eliminate the cost of providing services, but changes how those costs are structured, allocated, and funded. Consideration of dissolution therefore involves both financial and non-financial factors, including governance, representation, service delivery, and community priorities.

Before any decision on elector approval, additional study and engagement would be required with the Province, the Strathcona Regional District, service partners, and affected First Nations to confirm service delivery, infrastructure, consultation, and transition requirements.

This report is intended to provide clear, factual, and transparent financial information to support informed consideration by Council, residents, and property owners. It does not constitute a recommendation to proceed with, or to discontinue consideration of, dissolution.

Attachment A – Comparative Financial Analysis: 2026 Budget and Dissolution Model

	Sayward 2026 Budget	Eliminate Entirely	Transfer to SRD Admin	Projected 2026 Dissolution Budget	Comments
REVENUE					
Taxation - General Municipal Purpose	853,593	126,954	391,907	334,732	
Other taxes	14,086		8,751	5,335	1% Utility tax and a portion of PILTs assumed to transfer to RD administration.
Federal Community Works Fund Grant	78,620	63,411	15,209	0	Base funding lost; remaining balance transferred to regional district and allocated at Board discretion
Provincial Gov't Grant - Small Community	330,000	330,000		0	Eliminated as funding is only available to incorporated municipalities
Interest & Tax Penalties	8,925		8,925	0	Collected through the provincial tax system and retained within the regional district
General Investment Income	50,000		50,000	0	Assumed to form part of general regional district revenues
Other Revenue	4,800	600	3,950	250	Largely eliminated or absorbed; small portion of public works revenue assumed to continue
Licences, Permits & Fines	5,170	3,470		1,700	Building permits continue through regional district; business licences eliminated; dog licences likely eliminated and service discontinued
General Operating Grants	2,500	2,500		0	Current grant-in-aid funding not assumed to continue
Sale of Service - Recreation Centre	1,865			1,865	Assumed to continue as local recreation revenue
Donations - Recreation Centre	4,200			4,200	Assumed to continue in support of recreation services
Sale of Service - Other	20,100		100	20,000	Majority continues; planning-related revenue incorporated into RD service
RCMP Rent	25,200			25,200	Assumed to continue; treatment depends on final service structure
RCMP Maintenance	12,503			12,503	Assumed to continue as cost recovery for the RCMP facility
Sewer Revenue	111,402			111,402	Continues under a RD utility service funded by users
Water Revenue	209,675			209,675	Continues under a RD utility service funded by users
Solid Waste Revenue	60,777			60,777	Continues under a RD utility service funded by users
Total Operating Revenue	1,793,416	399,981	86,935	1,306,500	
EXPENDITURES					
Legislative Services	72,200	72,200		0	Eliminated with removal of municipal council governance
Administration	830,485	369,662	460,823	0	Municipal administration removed; costs replaced through RD allocation
Election	10,090	10,090		0	Covered through RD budget
Recreation Centre	77,643			77,643	Assumed to continue with no material change
Parks	48,374			48,374	Assumed to continue with no material change
Public Works	121,893			121,893	Continues for local services, excluding roads
Roads	46,027	21,672		24,355	Partially eliminated as responsibility transfers to the Province; remainder reflects street lighting
Drainage	9,691			9,691	Assumed to continue as a local service
Planning	42,224			42,224	Incorporated into RD planning service
Police	12,503			12,503	Assumed to continue with no material change
Emergency	2,810		2,810	0	Incorporated into RD emergency service
Health Clinic	1,725			1,725	Assumed to continue as a local service
Solid Waste	63,175			63,175	Continues as a RD service funded by users
Sewer Operations	116,360			116,360	Continues as a RD utility service
Water Operations	227,626			227,626	Continues as a RD utility service
Total Expenditures	1,682,826	473,624	463,633	745,569	
Surplus (Deficit) before Transfers	110,590	-73,643	376,698	560,931	
Transfers to/from Reserves/Surplus	110,590	53,311	15,209	42,070	

Attachment B – Taxation Analysis

Current Sayward 2026 Taxes

Class	Assessment	% Allocated	Tax Rate	Tax Multiple
Class 1: Residential	61,763,700	43.75%	6.04638	1.00000
Class 2: Utilities	89,800	0.55%	52.28019	8.64652
Class 5: Light Industry	3,913,900	34.60%	75.46007	12.48020
Class 6: Business/Other	1,533,450	6.75%	37.57379	6.21426
Class 7: Managed Forest	197,700	14.10%	608.78408	100.68568
Class 8: Recreational/Non-Profit	42,500	0.25%	50.21135	8.30436
	67,541,050	100.00%		

Estimated 2026 Taxes Under Dissolution

Class	Assessment	% Allocated	Tax Rate	Tax Multiple
Class 1: Residential	61,593,500	77.10%	6.73165	1.00000
Class 2: Utilities	170,600	0.75%	23.56076	3.50000
Class 5: Light Industry	3,913,900	16.66%	22.88760	3.40000
Class 6: Business/Other	1,533,450	4.70%	16.49253	2.45000
Class 7: Managed Forest	197,700	0.74%	20.19494	3.00000
Class 8: Recreational/Non-Profit	42,500	0.05%	6.73165	1.00000
	67,451,650	100.00%		

Village of Sayward – Summary of Potential Dissolution Report

The Village of Sayward is looking at its long-term future. One option being reviewed is dissolution. This means Sayward would no longer be a municipality (represented by a Council) and would instead become part of the Strathcona Regional District as an electoral area (represented by a regional Board).

No decision has been made.

What the review found

In 2026, the Village expects to collect about \$853,600 in municipal property taxes.

Under the dissolution model, total property taxes are estimated to drop to about \$537,800. This is a decrease of about \$315,800, or 37% overall.

However, residential property taxes are fully expected to increase under dissolution.

The average residential property currently pays about \$2,323 in Village taxes. Under the dissolution model, this is estimated to increase to about \$2,586.

That is an increase of about \$263, or 11.3%.

This increase is expected because the way taxes are shared would change. Residential properties currently pay about 44% of Village taxes. Under the regional district model, they would pay about 77%, as determined by law.

Why costs change under a regional district model

Even though some municipal costs are removed, new costs are also added under a regional district model:

- Administrative costs are charged to each service (instead of one municipal budget)
- A 5.25% fee is added for the Province to collect property taxes
- As part of an electoral area, Sayward properties would pay into existing regional district services
- Some grants and revenues currently received by the Village would be lost

At the same time, some properties would pay less. Business, industrial, and managed forest properties are expected to see tax decreases, which shifts more of the tax burden onto residential properties.

Important: taxes could increase more than shown

The analysis assumes administrative costs are shared across the regional district. If Sayward's administrative costs are instead charged more directly to the local area, taxes could increase further. In that case, total taxes could rise to about \$923,700, which is higher than current levels.

This would result in a much larger increase for residential properties.

Future decisions will affect costs

Future costs will depend on decisions made by the regional district board. This may include decisions to:

- Increase funding for infrastructure repairs and replacement
- Build up reserve funds for future projects
- Enhance service levels or maintenance

These decisions could increase costs over time. While these needs exist today, how and when they are funded would be determined by the regional district under a different decision-making process.

Other important changes

Sayward would lose about \$330,000 per year from the Small Communities Grant.

Sayward would also lose direct control over most of its Canada Community Building Fund money (about \$78,600 per year), and the amount received would significantly decrease.

Local decision-making would also change. Instead of a Mayor and four Councillors, Sayward residents would be represented by one Electoral Area Director on the Strathcona Regional District Board.

Bottom line

Dissolution may reduce total taxes overall, but residential property owners are expected to pay more, and potentially significantly more depending on how costs are shared.

Residential taxes are projected to increase by at least 11.3%, and increases could be higher depending on how administrative costs are allocated and services are structured in the future.



Financial Implications of Potential Dissolution

Preliminary Analysis

May 7, 2026

Key Considerations

- This presentation is for information only
- It uses the 2026 budget as a baseline example
- The numbers shown are not a prediction of future costs or taxes
- Actual outcomes will depend on:
 - Future decisions
 - Services and service levels
 - Administrative arrangements
- This is not a recommendation for or against dissolution

Background and Council Direction

- The Village is reviewing its long-term financial sustainability and service delivery
- A small tax base creates ongoing challenges in funding services and meeting obligations
- Community interest in understanding long-term viability and governance options
- Municipal dissolution and transition to a RD model is being explored
- Council has directed that financial analysis be completed on potential impacts of dissolution
- This includes taxes, service levels, and overall costs
- The information is intended to support understanding and informed discussion

Why This Is Being Considered



-
- Small and primarily residential tax base limits revenue capacity
 - Ongoing pressure to fund:
 - Core services
 - Infrastructure maintenance and replacement
 - Legislative and administrative requirements
 - Limited ability to build and maintain adequate reserves
 - Increasing costs (administration, compliance, inflation)
 - Exploring governance options to understand long-term sustainability

Dissolution Process

- Authority under the *Local Government Act*
- Dissolution may occur only where the following are met:
 - Assent of the electors of the municipality is obtained; and
 - Approval of the Province is granted through an Order of the Lieutenant Governor in Council
- A municipal Council may initiate consideration of dissolution, but final decision rests with the Province.
- It is important that financial disclosure occurs prior to public approval
 - Supports understanding and informed decision-making
- Dissolution is a multi-year process requiring additional studies, provincial review, coordination with multiple agencies, and consultation with First Nations to address potential impacts on rights, services, and governance before any decision is made.

Dissolution Process Cont.

- After public approval is obtained, the Province reviews the proposal and determines if dissolution is in the public interest.
- If approved, the Province will issue an Order in Council that formally dissolves the Village and may address:
 - The transfer or disposition of municipal assets;
 - Responsibilities for existing liabilities and any long-term debt;
 - The use, allocation, and protection of reserve funds;
 - Transitional governance and administrative arrangements; and
 - The continuation, establishment, or restructuring of municipal services under a RD governance model.

Municipal Vs. Regional District Governance

Key Feature	Municipal	Regional District
Governance Structure	Mayor and 4 Councillors, full control	1 EA Director on a 14-member Board, limited control
Decision-Making	Local Council makes decisions focused solely on Sayward	Decisions made by Regional Board balancing multiple communities
Legislative Authority	Broad authority under <i>Community Charter and Local Government Act</i>	Limited authority; only for services established under the <i>Local Government Act</i>
Service Delivery Model	Full-service municipality (all services provided corporately, though utilities usually tracked separately)	Service-based model (service established individually by bylaw)
Taxation Approach	Single municipal tax base with locally set tax rates and ratios	Service-based taxation; provincially set tax ratios (no local control)
Tax Collection	Collected and enforced by the municipality	Collected by the Province (includes a 5.25% administration fee)

Municipal Vs. Regional District Governance Cont.

Key Feature	Municipal	Regional District
Control Over Tax Policy	High – Council sets tax multiples and policies	Limited – tax ratios set by Province
Administrative Structure	Stand-alone municipal administration	Shared regional administration allocated across services
Cost Allocation	Costs pooled and funded through general taxation	Costs allocated to specific services and participating areas
Grant Eligibility	Eligible for municipal-only grants (e.g., Small Communities Grant)	Not eligible for municipal grants; funding flows through RD
Local Representation	Direct representation focused only on Sayward taxpayers	Indirect representation through 1 Director within a regional board
Flexibility	High flexibility to adjust services, taxation, and priorities locally	Reduced flexibility; decisions depend on regional governance structure

How the Financial Comparison Was Done



Financial Approach

- Based on the 2026 Village budget to allow a fair comparison

Key Assumptions

- Service levels and costs remain generally the same
- Services continue under a regional district model
- Roads transfer to the Province

Administrative Costs

- Shared and allocated across services (RD model) – estimated at 10%

Important

- Results depend on future RD decisions. Actual costs will differ based on service and cost-sharing choices

Projected Cost Savings

Cost Savings

- Council and election costs
- Municipal administration and corporate structure
- Some reporting and statutory requirements
- Property tax administration (moves to Province)
- Road costs transfer to Province

Revenues Lost or Reduced

- Small Communities Grant and most of the CWF Grant
- Some investment income and tax penalties

***Savings depend on how services are structured and may vary significantly**



Projected Additional Costs

- Administrative costs allocated to each service (highly variable)
- Participation in additional RD services
- Provincial tax collection fee of 5.25%
- Potential for administrative costs to be allocated fully to Sayward, which could significantly increase total costs

Estimated Post-Dissolution Taxation

Component	Amount
Base Service Costs	\$334,732
Regional District Administrative Allocation	\$74,557
Additional Regional District Service Costs	\$101,679
Provincial 5.25% Collection Fee	\$26,826
Total Estimated Taxation	\$537,794
Current Municipal Taxation	\$853,593
Estimated Net Reduction	(\$315,799)
Percentage Change	(37.0%)

Note: Outcomes are highly sensitive to administrative cost allocation. In some scenarios, total taxation could increase rather than decrease.

Grants and Revenue Implications

Small Communities Grant

- \$330,000 annual grant lost

Canada Community-Building Fund (Gas Tax)

- \$78,620 annual grant reduced to approximately \$15,209, allocation no longer Sayward specific and now up to the Board

Utility Revenues

- Method of collection now up to the Board (parcel tax, user fee, property taxation etc)
- User fees are expected to remain largely unchanged initially, but may increase over time to build adequate reserves and ensure the service is fully self-funded and able to cover future repairs and replacements

Other Revenues

- Some revenues will be lost or allocated to SRD Admin including investment income, tax penalties, licenses and permit revenues, and PILTS

Redistribution of Tax Burden

Municipalities use municipal tax multiples and general assessment, while regional districts use provincial tax multiples and hospital assessment. This redistributes taxes resulting in higher share for residential properties and lower share for non-residential

Taxation Class	Municipal Multiple	Provincial Multiple	Current Share of Taxation	Post-Dissolution Share of Taxation
Class 1: Residential	1.00	1.00	43.75%	77.10%
Class 2: Utilities	8.65	3.50	0.55%	0.75%
Class 5: Light Industry	12.48	3.40	34.60%	16.66%
Class 6: Business/Other	6.21	2.45	6.75%	4.70%
Class 7: Managed Forest	100.69	3.00	14.10%	0.74%
Class 8: Recreational/Non-Profit	8.30	1.00	0.25%	0.05%

Other Property Taxation Impact



Tax Policy

- Loss of flexibility. No ability to adjust tax multiples.

Tax Collection

- Loss of flexibility. July 2nd due date and 10% penalty now set

Other Taxing Authorities

- No change to other taxing authorities except VIRL, which may see a small decrease

Net Financial Impact - Residential



Current Taxes

- \$2,323.50 or \$604.65 per \$100,000 assessed

Estimated Taxes under the SRD

- \$2,585.72 or \$673.16 per \$100,000 assessed
- Estimated increase of \$263 or 11.3%

Important Considerations

- Increase driven primarily by redistribution of tax burden and loss of municipal tax flexibility.
- The impact to residential properties will likely be even greater
 - Unknown treatment of Sayward administration costs
 - Expected increased funding to reserves

Net Financial Impact – Non-Residential

- Non-residential properties are generally expected to experience a reduction in taxation relative to the current municipal structure.
- While administration costs are uncertain, even if they are fully allocated to Sayward properties and eliminate overall savings, these properties would still see a reduction due to the change in tax multiples.
- Reduction primarily due to lower provincial tax multiples applies to non-residential classes.

Key Assumptions

- Based on the 2026 Village budget as a single-year baseline
- Assumes Sayward would become part of EA A (could be own EA, or EA boundaries could change)
- Assumes service levels and operations remain similar
- Assumes roads transfer to the Province
- Assumes services continue under a RD model
- Assumes administrative costs are shared and allocated across services
- Administrative costs estimated at 10% of service cost
- Assumes current tax structure, assessment data, and provincial framework remain in place
- Assumes no long-term debt

Key Uncertainties

- Regional District decisions (services, cost-sharing, priorities) will affect outcomes
- Administrative cost allocation is uncertain and may vary
- If RD administrative costs are fully allocated to Sayward, costs could increase by around \$385,000
- Future tax savings may be lower than shown – offsetting future reductions in legal costs
- Property assessment changes and major taxpayers could impact tax distribution
- Provincial policies, grants, and tax rules may change over time
- One-time transition costs are not included and could be significant, some government funding may be available
- Additional studies required, including
 - Service delivery and infrastructure (e.g., roads)
 - Provincial ministry review
 - First Nations consultation
- Timeline, costs, and final structure are not yet known

What This All Means

- Dissolution would change how Sayward is governed, funded, and represented
- Total taxation may decrease overall, but residential taxes are expected to increase
- Some non-residential properties may pay less
- Local decision-making would shift from a municipal Council to the Regional District Board
- Outcomes will vary and depend heavily on Regional District decisions and cost allocation methods

Risks and Trade-Offs

- Loss of local decision-making and direct control
- Uncertainty in administrative cost allocation
- Residential taxpayers expected to carry a larger share of taxation
- Possible tax reduction to business properties
- Loss of direct municipal grants and funding certainty
- One-time transition costs not yet quantified
- Future service levels and priorities determined at the regional level
- Access to regional expertise and capacity
- Services are structured individually, so residents only pay for the services they participate in

What Happens Next

- Council receives and considers the preliminary financial analysis
- Report is shared with residents and property owners
- Additional studies would be required before any vote
- Future work would involve the Province, SRD, service partners, and First Nations
- Dissolution is a multi-year process, not an immediate decision
- No decision has been made; this analysis is intended to inform discussion

Final Takeaway

- Dissolution does not eliminate service costs; it changes how they are funded
- Overall costs may decrease, but impacts vary by property type
- Residential properties are expected to pay more under the modelled scenario
- Local governance and decision-making would change significantly
- There are important uncertainties that require further analysis
- This is an initial assessment to support informed community discussion



Questions



Sayward RCMP

Policing Annual Report - 2025



To: Mayor, Council, and Regional District

Policing Report for January 1, 2025 to Dec 31, 2025

Dear Mayor Baker and Councilors, Regional District Representative,

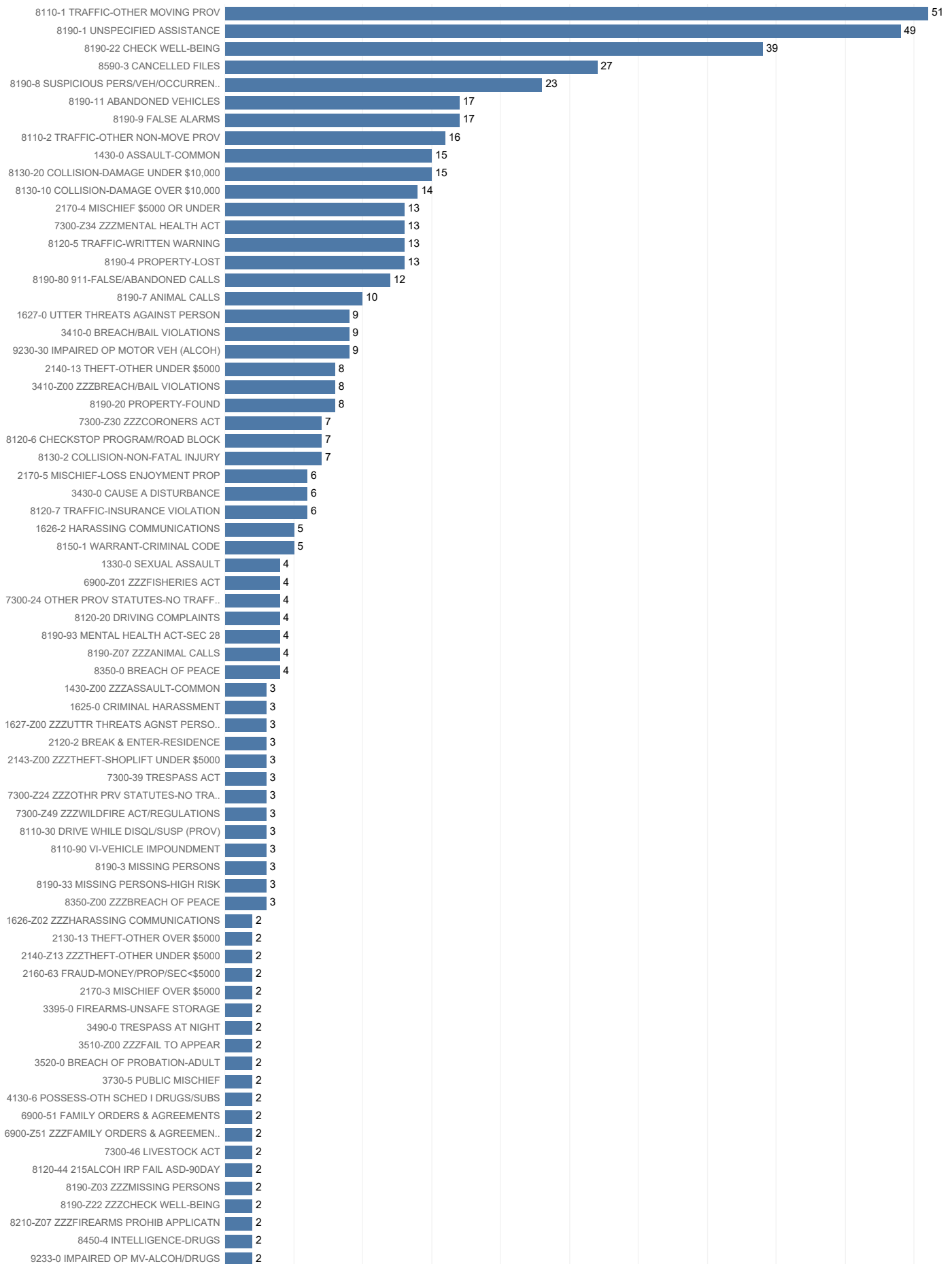
Please find enclosed the policing report that reflects the crime statistics for the year 2025. During this year, Sayward RCMP had a total of 549 calls for service, down from 557 for the year 2024. Out of those 549 calls for service, 12 were created as “bulk files” to monitor the written warnings and notice and orders given to drivers.

The British Columbia RCMP has invested into a new program called Ops360 Analytics which provides a better operational overview of the statistics of the detachments. On the next two pages, you will be able to view the Uniform Crime Reporting (UCR) violations breakdown that the Sayward RCMP members have worked on.

The Uniform Crime Reporting (UCR) Survey is Canada’s primary system for collecting police-reported crime statistics, operating since 1962 to measure the incidence and characteristics of crime. Run by the Canadian Centre for Justice and Community Safety Statistics (CCJCSS), a Division of Statistics Canada, in cooperation with police, it informs policy, tracks trends, and provides detailed, incident-based data on incidents, victims, and accused persons.

To assist you in reviewing the following UCR statistics, note that the UCR code starting with ZZZ mean, in general, that the incident was in assistance to another jurisdiction or another agency. For example, “ZZZAssault” would mean that the assault occurred in another jurisdiction and that the Sayward RCMP assisted in taking a statement from a witness living in Sayward.

UCR Breakdown



UCR Breakdown

1345-0 SEXUAL INTERFERENCE	1
1345-Z00 ZZZSEXUAL INTERFERENCE	1
1410-Z00 ZZZASSAULT-AGGRAVATED	1
1420-0 ASSAULT-W/WEAPON OR CBH	1
1420-Z00 ZZZASSAULT-W/WEAP OR CBH	1
1430-90 ASSAULT LVL1/CHILD ABUSE	1
1460-1 ASSAULT POLICE-COMMON	1
1610-Z03 ZZZROBBERY-OTHER	1
1625-Z00 ZZZCRIMINAL HARASSMENT	1
2110-0 ARSON-PROPERTY	1
2120-1 BREAK & ENTER-BUSINESS	1
2120-Z02 ZZZBREAK & ENTER-RESIDENCE	1
2121-0 BREAK & ENTER-TO STEAL FIREARM	1
2132-0 THEFT FROM MV OVER \$5000	1
2135-10 TAKE AUTO W/O CONSENT U/\$5000	1
2135-2 THEFT OF TRUCK OVER \$5000	1
2135-5 TAKE AUTO W/O CONSENT O/\$5000	1
2140-14 THEFT-ELEC/GAS/TEL UNDER \$5000	1
2142-0 THEFT FROM MV UNDER \$5000	1
2153-Z00 ZZZPOSS PROP OBT CRIME O/\$50..	1
2160-Z61 ZZZFRAUD-MONEY/PROP/SEC>\$50..	1
2160-Z63 ZZZFRAUD-MONEY/PROP/SEC<\$50..	1
2170-2 MISCHIEF TO DATA/INDICTABLE	1
3390-0 FIREARMS DOCUMENT-ADMIN	1
3455-Z10 ZZZCHILD PORN POSSESS/ACCESS	1
3470-0 OBSTRUCT PEACE/PUBLIC OFFICER	1
3730-3 BREACH TRUST BY PUBLIC OFFIC'L	1
3772-1 LIBEL	1
4170-0 POSSESSION-FENTANYL/ANALOGS	1
4220-0 TRAFFICKING-COCAINE	1
4230-1 TRAFFICKING-OTHER CDSA	1
4230-4 TRAFFICKING-METHADONE	1
4250-0 TRAFFICKING-METHAMPHETAMINE	1
4250-Z00 ZZZTRAFFCKNG-METHAMPHETAMI..	1
6550-0 FIREARMS ACT	1
6550-Z00 ZZZFIREARMS ACT	1
6900-Z14 ZZZOTH FED STATUTES-NOT TRFF..	1
7100-8 LIQUOR-CONSUME IN PUBLIC PLACE	1
7300-34 MENTAL HEALTH ACT	1
7300-35 WILDLIFE ACT (PROV)	1
7300-7 FIRE SERVICES/DEPT ACTS	1
7300-Z29 ZZZCHLD FMLY&COMM SERVICES ..	1
7300-Z35 ZZZWILDLIFE ACT (PROV)	1
7300-Z47 ZZZFAMILY LAW ACT	1
8100-20 BYLAW-NOISE	1
8110-10 FAIL TO STOP/REMAIN (PROV)	1
8110-20 DRIVE W/O CARE/CONSIDER (PROV)	1
8110-40 PROV PROHIB/SUSP-NOT 215	1
8110-Z01 ZZZTRFFC-OTHER MOVING PROV	1
8130-1 COLLISION-FATAL	1
8130-Z10 ZZZCLLISION-DMGE OVER \$10,000	1
8130-Z20 ZZZCLLISION-DMGE UNDER \$10,000	1
8150-2 WARRANT-FEDERAL	1
8160-10 PEACE BOND	1
8160-Z12 ZZZPEACE BOND INJURY	1
8170-2 SEARCH WARRANT EXECUTED-POS	1
8190-31 SEARCH & RESCUE-LAND	1
8190-32 SEARCH & RESCUE-MARINE	1
8190-6 INSECURE PREMISES	1
8190-90 DISTURBED PERSON/ATT SUICIDE	1
8190-92 PROPERTY FOUND-WEAPON	1
8190-Z01 ZZZUNSPECIFD ASSISTANCE	1
8190-Z11 ZZZABANDONED VEHICLES	1
8190-Z33 ZZZMISSING PERSONS-HIGH RISK	1
8280-20 HUNTERS CHECKED-PROV ACTS	1
8400-140 OTHER EXPLOSIVE FOUND	1
8450-Z91 ZZZINTELL-M/C GANG INFO	1
8450-Z95 ZZZINTELL-PROB ORNT POL/PREM	1
8900-Z13 ZZZCPIC/INDEX CHECKS	1
9133-0 DANG OP MV-EVADING POLICE	1

APP GOALS

Road Safety

Traffic Statistics for 2025:

- 146 Written Warnings
- 10 Hard Copy Violation Tickets
- 363 E-Ticket Warnings
- 151 E-Tickets Violation Tickets
- 20 Notice and Order

The Sayward members conducted a total of 690 documented vehicle stops where some form of enforcement was applied. The amount of vehicle stops where only a verbal warning was issued is not documented.

Most of the enforcement is conducted on Highway 19 as it also allows for the detection of other forms of criminality such as drug trafficking and impaired driving. However, traffic enforcement is also performed on Sayward Road and on major Forestry Service Roads.

Corporal Brunet has been working with the Ministry of Transportation to install signs on the highway to inform and remind drivers that they must “slow down and move over” for any vehicle with activated flashing lights (yellow, white, red, blue). The goal is to protect highway workers, tow truck drivers and operators, paramedics, firefighters, conservation officers, natural resources officers, commercial vehicle inspectors and police officers from the dangers of vehicles driving at high speeds. The project is moving but has been slowed by reduced provincial budgets.

Community Interactions:

Sayward members have been involved in the community by attending and participating in multiple events.

Members attended most of the **Senior’s Lunches** at the Kelsey Centre hosted on Wednesdays. Some presentations were given on fraud prevention and documentation was distributed to the attendees regarding fraud prevention as well as general resources for seniors. We must recognize that the lunches are always delicious and we are glad that we are invited to those lunches.

Members are always pleased to build relationship with the **Youth** through positive engagement and outreach in order to reduce youth crime and youth victimization. Sayward members demonstrated their commitment to the Youth through various activities in schools and the community:

- Hosting the annual *Bike Rodeo* organized by the PAC which is always a great success, including the BBQ with food provided by the COOP.

- Members used to attend the Youth Night at the Kelsey Centre and, since the closure of the Centre, started attending the *Youth Group* on Friday nights at the Sayward Christian Fellowship.
- Members visit the *Sayward Elementary School* on a weekly basis.
- Participating in *lockdown drills* at the Sayward school with debrief
- *Halloween night* – safety talk, reflectors provided by ICBC.
- Assisting with *Christmas festivities* and parade around Sayward
- *Detachment tours*
-

Members have also attended events in the community to ensure that the relationship with community members remains positive, and members remain approachable and available:

- Farmer’s Market at the Heritage Hall
- Sayward Wharf foot patrols
- Participating in the Canada Day parade
- Participating in the Remembrance Day event at the Legion
- Continued presence at the Oscar Daze Baseball Tournament
- Attendance at the Men’s Shed meetings
- Participating in FireSmart presentations in the community
- Patrols of recreation sites “owned” by Sayward Futures Society
- Planning of emergency response and traffic control for the Khusam Klimb
- Preventive patrols and traffic retention for events such as the Tour de Rock and the Wounded Warrior Project.

When the Sayward Legion managers have advised the community that they needed the community to step up to replace them, Constable CADA got involved in the meetings and was nominated as President of the Sayward Legion. He has slowly taken over the reins from Margaret who wanted a much-deserved retirement after all those years of service.

Marine Patrols

The Sayward Detachment was requested to loan its police boat to another detachment this summer due to damage on their boat which prevented members from conducting patrols and marine enforcement on the water. Two patrols were conducted prior to the transfer of the boat.

It was established that the boat was to be retired at the end of summer 2025 due to its age and the amount of repairs, maintenance and upgrading that was necessary. A new boat has been ordered and delivery has yet to be determined but should be within 6 to 18 months (depending on manufacturer delays).

Reduce substance abuse (interdiction enforcement)

Members have been applying concepts of “interdiction” on the highway around Sayward. Interdiction can be described as, “*Proactive, intelligence-led highway policing activities designed to detect, disrupt, and intercept criminal activity in transit, prior to the completion of the offence or broader distribution of contraband or proceeds of crime.*”

This method has been utilized on every traffic stop as well as during joint check stops with organizations such as Conservation Officers, Fisheries and Oceans Canada, Coast Guard and CVSE. Intelligence was gathered and shared when appropriate.

On a positive note, Sayward is not targeted by drug traffickers and the number of users remains low, making the detection and disruption of the offenders more difficult. One main project remains active, a search warrant was conducted on a residence, however no evidence of drug trafficking was found. Members will continue their efforts in disrupting this community concern.

SIGNIFICANT FILES AND POLICE INTERACTIONS

2025-15 – January 10, 2025 – prolific offenders known to police caught stealing fuel by the owner. Offenders were arrested and released with conditions of no-go Sayward which prevented them from committing further offences in Sayward. In early 2026, both plead guilty in Court.

2025-41 – January 24, 2025 - fatal motor vehicle incident where a head on collision occurred on Highway 19 near the Mount Cain intersection. Charges of dangerous driving were not approved by Crown Counsel. Driver was charged with Careless Driving under the Motor Vehicle Act.

2025-235 – June 7, 2025 – Village of Sayward requested that the RCMP initiate a criminal investigation into the offences of Breach of Trust by Public Officer and Mischief to Data. Ongoing.

2025-256 – June 18, 2025 – residential break and enter where a safe containing firearms was stolen. Delay in reporting to police. All firearms were recovered by police. Charge of failing to report theft or loss of firearms with reasonable dispatch approved by Crown. Application for firearm prohibition also forwarded to Crown Counsel under another file. Ongoing.

2025-391 – September 9, 2025 et al. – multiple reports over multiple months that feral pigs were loose on Highway 19 near Sayward Road, at the Coop Gas Station, Coop Store and other private properties. Sayward RCMP partnered with Conservation Officers and BC Government. Charge of Livestock at Large under the Livestock Act approved by Crown Counsel. Ongoing.

2025-468 – October 28, 2025 – members were called to the scene of a residential structure fire. Sayward Volunteer Fire Department firefighters worked hard to extinguish the fire. Investigation ongoing by Sayward RCMP.

2025-507 – November 29, 2025 – single vehicle collision into the ditch near Big Tree FSR where driver had an overdose while driving. Driver was taken to hospital by ambulance. Blood samples obtained by doctor. Drugs and paraphernalia seized inside vehicle. Search Warrant obtained by members for blood. Drugs sent for analysis and were confirmed to be illegal drugs. Blood sent for analysis which contained drugs.

Federal Crown declined to pursue charges of possession of drugs and possession for the purpose of trafficking. Impaired driving charges forwarded to Provincial Crown and being assessed. Ongoing.

2025-528 – December 14, 2025 – impaired driver stopped by Sayward member. Driver drove away and was arrested at his residence. Immediate Roadside Suspension served, vehicle impounded, criminal charge of Flight from police approved by Crown Counsel. Ongoing.

STAFFING

In August 2025, Constable ROSSI was transferred out of Sayward Detachment and a new member, Constable Reuben DOWN, was transferred from the Prince George Detachment with his family. There was only a gap of two working blocks between the departure of a member and the arrival of the other member. All shifts were covered by reservists or members of other detachments.

Members received a lot of training in 2025. Members received the following training on top of online training on investigative techniques:

- Intoxilizer instrument for impaired driving
- FST calibration for impaired driving detection
- Divisional Emergency Operations Centre
- Incident Command System 300
- Radar for speed detection
- Foundations of traffic
- 40mm intermediate weapon
- Carbine operations
- Health & Safety Coordinator
- Body Worn Cameras

Small detachments staffed with only three members face unique and ongoing challenges that require careful balancing of operational demands, member wellness, and service levels. Limited staffing significantly impacts shift coverage, backfilling for leave, training, and court commitments, often requiring members to perform multiple roles simultaneously. Despite these constraints, members continue to demonstrate resilience and dedication by prioritizing calls for service, maintaining essential enforcement and investigative functions, and leveraging support from neighbouring detachments and specialized units where possible.

The detachment clerk was away on leave for a long period of time and has taken a leave of absence until February 2027. Corporal BRUNET has taken over the tasks of the clerk with some remote assistance from other detachments' clerks and the occasional visit by two of those clerks providing much needed support.

Over the past year, our members have continued to demonstrate professionalism, adaptability, and a strong commitment to community safety while responding to evolving

crime trends and operational demands. Through balanced enforcement, targeted interdiction efforts, and collaborative partnerships, we have worked to disrupt criminal activity, enhance road and community safety, and maintain public trust. While challenges remain, the dedication of our personnel, supported by community partners and stakeholders, positions the detachment well to meet future priorities. As we move forward, we remain focused on intelligence-led policing, accountability, and service excellence to ensure the safety and well-being of the communities we serve.

I do apologize for the delay in producing this document and you should expect quarterly reports in 2026.

Sincerely,

Corporal Sebastien Brunet
Detachment Commander
Sayward RCMP



STAFF REPORT

DATE: April 24, 2026 **FILE:** 0550-04 Board

TO: Chair and Directors
Regional Board

FROM: David Leitch
Chief Administrative Officer

RE: **SAYWARD FIRE & RESCUE SERVICE – UPDATE**

PURPOSE/PROBLEM

To provide an update regarding the 2025 callout statistics, milestone and future priorities for the Sayward Volunteer Fire & Rescue (SVFR) Department.

EXECUTIVE SUMMARY

The SVFR delivers fire protection, first responder and rescue services to the Regional District under Bylaw No. 588. The bylaw sets out the structure of the fire department, the geographic limits of its operations and the authorized services to be provided within its response boundaries.

Bylaw No. 588 came into effect on January 1, 2025. As the SVFR is the first, and currently only, fire department directly governed by the Regional District this is an opportunity to provide the Board with an update about this service since Bylaw No. 588 came into effect.

RECOMMENDATION

THAT the report from the Chief Administrative Officer be received.

Respectfully;

A handwritten signature in blue ink, appearing to be "David Leitch", is written over a horizontal line. Below the line, the name and title are printed.

David Leitch
Chief Administrative Officer

BACKGROUND

In order to fulfill its responsibilities for providing fire protection services to the Village and Sayward Valley residents, Bylaw No. 588 was adopted on January 1, 2025. This report provides the 2025 callout statistics, milestones, future priorities and anticipated challenges of this service since Bylaw No. 588 was adopted.

Callouts

The SVFR received 163 callouts in 2025.

Type of Callout	Number of Callouts
First Responder	114
Fire	8
Motor Vehicle Incident	20
Duty Officer	12
Alarms	9

Milestones

Month	March, 2025
Action	Certified 8 additional licensed First Responders.
Funding Source	In-house instructor.
Month	May, 2025
Action	Added a new Rescue Truck to the fleet.
Funding Source	Combination of Regional District Growing Communities funding stream and a donation from the Sayward Rescue Society.
Month	June, 2025
Action	Upgraded all Self-Contained Breathing Apparatus (SCBA).
Funding Source	Regional District Growing Communities funding stream.
Month	September, 2025
Action	Received a 1,000-litre firefighting skid from Global Medic.
Funding Source	Donation.
Month	September, 2025
Action	Procured a 20-foot long Structural Protection Unit trailer and equipment.
Funding Source	Village of Sayward’s FireSmart Community & Funding Supports grant.
Month	October, 2025
Action	“Reopening” of Firehall #2 after renovations.
Funding Source	Electoral Area A Community Works fund (gas tax).
Month	February, 2026
Action	Certified two members as Professional Responder Instructors.
Funding Source	Indigenous Engagement Funding stream.
Month	March, 2026
Action	Successful piloted utilizing a Starlink connection to the North Island 911 Computer Automated Dispatch (CAD) system. Other fire departments are now following suit.
Funding Source	UBCM Next Generation 911 grant funding.

Future Priorities

- The Regional District has published a Request for Proposals (RFP) to procure a replacement for Engine #3 and Tender #2. In British Columbia, while there's no specific legal mandate for fire vehicle age, insurance companies, through the Fire Underwriters Survey (FUS), typically classify fire apparatus older than 30-years as no longer eligible for their standard "first line" grading or any credit in the insurance grading schedule. As Engine #3 and Tender #2 are reaching this 30-year milestone. In order for the current FUS Dwelling Protection Grade to be maintained the FUS requires that the Regional District

present a plan to replace Engine #3 and Tender #2 with apparatus that are less than 20-years old.

- Procure a Duty Officer Truck through a \$20,000 contribution from the Sayward Rescue Society.

Anticipated Service Challenges

- Recruiting and retaining volunteers.
- Increased costs of equipment.
- Expected decrease in grants available from the province.

***Prepared by: S. Koopman, Manager of Emergency Services
F. Morgan, Fire Chief***