
AGENDA - COMMITTEE OF THE WHOLE
Monday, February 3, 2025 @ 6:00 PM
In the City Hall Council Chambers & Via Video-Conference
4850 Argyle Street, Port Alberni, BC

The following pages list all agenda items received by the deadline [12:00 noon on the Wednesday before the scheduled meeting]. A sample resolution is provided for most items in italics for the consideration of Council. For a complete copy of the agenda including all correspondence and reports please refer to the City's website portalberni.ca or contact Corporate Services at 250.723.2146 or by email corp_serv@portalberni.ca

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A. CALL TO ORDER & APPROVAL OF THE AGENDA

1. Council would like to acknowledge and recognize that we work, live and play in the City of Port Alberni which is situated on the unceded territories of the Tseshaht [čišaaʔath] and Hupačasath First Nations.
2. Late items identified by Committee members.
3. Late items identified by the Corporate Officer.
4. Notice of Video Recording (live-streaming and recorded/broadcast on YouTube).

That the agenda be approved as circulated.

B. ADOPTION OF MINUTES - Page 5

1. Minutes of the meeting held at 6:00 pm on January 20, 2025, as presented.

C. PUBLIC INPUT PERIOD

An opportunity for the public to address the Committee. A maximum of six [6] speakers for no more than five [5] minutes each will be accommodated. For those participating electronically, please use the 'Raise your Hand' feature and you will be called upon to speak in the order of which it appears.

D. DELEGATIONS

1. **Port Alberni Pickleball Club** - Page 9
D. Horning on behalf of Port Alberni Pickleball Club to present a proposal/design to resurface tennis courts into dedicated pickleball courts.
2. **FIFA 2026 | Friendly Matches & Cultural Celebration** - Page 10
A. Jahangir, Agrohope Farms & Products Inc. and T. Deakin, Owner, INEO Employment Services in attendance to present a proposal to host multiple friendly matches featuring Team Canada vs. popular World Cup teams.

E. UNFINISHED BUSINESS

1. **Five Year Financial Plan Q&A Summary - Page 12**
Summary of questions and responses as it relates to the 2025-2029 Financial Planning process.
2. **2025 -2029 Financial Plan - Page 14**
Report dated January 30, 2025 from the Director of Finance regarding the 2025-2029 Financial Plan.

THAT the Committee of the Whole recommend Council amend the “City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025” as follows:

- i. Defer the following equipment from the Equipment Replacement Reserve Fund in 2025 to 2026:*
 - a. Replace 2008 Dodge Ram 3500 Flat deck (shop) #150 - \$46,182*
 - b. Replace 2011 Freightliner Asphalt Patch Truck #266 - \$415,000*
 - c. Replace 2013 Volvo Dump Tandem Axle #267 - \$194,386*
 - d. Replace 2005 John Deere Loader #350 - \$288,285*
 - e. Replace 2005 Volvo Grader #355 - \$306,818*
 - f. Replace 1990 Britco Office Trailer #369 - \$26,258*
 - g. Replace 1995 BOMAG ROLLER #395 - \$60,696*
 - h. Replace 2004 CHEV 3500 CUBE VAN (used) #616 - \$51,724*
 - i. Replace 2006 FORD E350 15 PASSENGER VAN #619 - \$62,016*
 - j. Replace 2012 Chev 3500 Service Truck #521 - \$77,681*
- ii. Add funding from Equipment Replacement Reserve Fund in 2025 for the following:*
 - a. Replace 2014 Toyota Tacoma #522 - \$50,470 – additional funding of \$24,830 for a new allocation of \$75,300*
 - b. Replace 2015 Ventrac Mower #609 - \$41,184 - additional funding of \$29,616 for a new allocation of \$70,800*
- iii. Utilize Equipment Replacement Reserve Fund to fund solid waste trucks in 2025 rather than taxation for \$290,880.*
- iv. Utilize the lease asset management allocation in 2025 for the RCMP storage upgrades for \$150,000 rather than taxation.*

Financial Plan Resolution referred to the Committee from the Regular Meeting of January 27, 2025

THAT the Committee of the Whole direct Council to amend the “City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025” by deferring the replacement of the multiplex handrail in the amount of \$50,000 to 2026.

3. **Parks and Public Places Bylaw No. 5121, 2024** - Page 51
Report dated January 27, 2025 from the Director of Parks, Recreation and Culture providing further details regarding an update to the parks and public places bylaw.

THAT the Committee of the Whole recommend Council introduce and complete three readings of "Parks and Public Places Bylaw No. 5121, 2024".

F. STAFF REPORTS

G. CORRESPONDENCE

H. NEW BUSINESS

1. **Code of Conduct** - Page 79
Report from the December 9, 2024 Regular meeting regarding the Code of Conduct referred by Council to the Committee of the Whole for further discussion.

THAT the Committee of the whole recommend that Council direct staff to amend the Code of Conduct Policy to establish clear behavioral guidelines for Council members.

[December 9, 2024 Staff Report Pg.](#)

2. **Alberni Valley Restorative Justice Society | Cllr. Haggard** - Page 137
Correspondence dated January 10, 2025 from the Alberni Valley Restorative Justice Society and corresponding proposed motions by Councillor Haggard.
 - a. *THAT the Committee of the Whole recommend Council direct administration to provide the Alberni Valley Restorative Justice Society with a one-time monetary donation in the amount of \$20,000 with funding from RCMP surplus funds, identified in the 2024 financial plan.*
 - b. *THAT the Committee of the whole recommend Council direct staff to assist the Alberni Valley Restorative Justice Society in locating suitable office space within City facilities and offer to the organization as an in-kind contribution.*
 - c. *THAT the Committee of the Whole recommend Council direct administration to accommodate the Alberni Valley Restorative Justice Society access to the Echo Park Fieldhouse up to a maximum of 3 times per month to use as circle space [scheduled around other facility bookings] at no cost up to and including December 31, 2025; AND FURTHER, THAT the Committee of the Whole recommend Council direct administration that the Alberni Valley Restorative Justice Society be required to apply for the Community Investment Program for the year 2026 onward for continued support from the City of Port Alberni for the use of City facility meeting spaces.*

I. QUESTION PERIOD

An opportunity for the public to ask questions of the Committee. For those participating electronically, please use the 'Raise your Hand' feature and you will be called upon to speak in the order of which it appears.

J. ADJOURNMENT

That the meeting adjourn at pm.

MINUTES OF THE COMMITTEE OF THE WHOLE
Monday, January 20, 2025 @ 6:00 PM
In the City Hall Council Chambers & Via Video-Conference
4850 Argyle Street, Port Alberni, BC

Present: Mayor S. Minions
Councillor D. Dame
Councillor D. Haggard
Councillor C. Mealey
Councillor T. Patola
Councillor C. Solda
Councillor T. Verbrugge

Staff: M. Fox, Chief Administrative Officer
S. Darling, Director of Corporate Services
S. Smith, Director of Development Services
J. MacDonald, Director of Infrastructure Services
A. McGifford, Director of Finance
M. Owens, Fire Chief
W. Thorpe, Director of Parks, Recreation and Culture
S. Bourgoin, Manager, Recreation Services
R. Kraneveldt, Manager, Facilities
W. Mihalicz, Manager, Parks
S. Perry, Manager, Culture
C. Wright, Manager, Operations
K. Motiuk, Deputy Director, Corporate Services [Recording Secretary]
J. Pelech, Manager, Information Services

Gallery: 3

A. CALL TO ORDER & APPROVAL OF THE AGENDA

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

MOVED AND SECONDED, THAT the agenda be amended to include an item under 'New Business' H.1 | Fire Department | 2025 Capital and Staffing Financial Plan Implications. The agenda was then adopted, as amended.

CARRIED

B. ADOPTION OF MINUTES

MOVED AND SECONDED, THAT the minutes of the meeting held at 6:00 pm on January 14, 2025 be adopted, as presented.

CARRIED

C. PUBLIC INPUT PERIOD

D. DELEGATIONS

1. **Alberni Clayoquot Regional District | FireSmart Program**
R. Thoen, FireSmart Coordinator, provided a summary of the current 2023 - 2025 FireSmart Grant and an outline of the objectives identified in the 2025 - 2027 FireSmart Grant.

E. UNFINISHED BUSINESS

1. Five Year Financial Plan Q&A Summary

Summary of questions and responses as it relates to the 2025-2029 Financial Planning process.

MOVED AND SECONDED, THAT the Committee of the Whole receive the 2025 - 2029 Financial Plan Questions & Responses report as information.

CARRIED | 25-18

2. 2025 – 2029 Financial Plan

MOVED AND SECONDED, THAT the Committee of the Whole receive the report '2025-2029 Financial Plan' dated January 15, 2025 as information.

CARRIED | 25-19

F. STAFF REPORTS

1. Financial Services Department Service Levels & Response to Financial Plan Motions

MOVED AND SECONDED, THAT the Committee of the Whole receive the 'Financial Services Department | Response to Financial Plan Motions' dated January 14, 2025 as information.

CARRIED | 25-20

2. Infrastructure Services Department Service Levels & Response to Financial Plan Motions

MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to reduce the street cleaning budget by \$30,000 in 2025 and going forward.

CARRIED | 25-21

MOVED AND SECONDED, THAT the Committee of the Whole receive the 'Infrastructure Services Department | Response to Financial Plan Motions' report dated January 14, 2025 as information.

CARRIED | 25-22

3. Fire Department Service Levels & Response to Financial Plan Motions

MOVED AND SECONDED, THAT the Committee of the Whole receive the Fire Department 2025-2029 Service Level report and 'Fire Department | Response to Financial Plan Motions' report dated January 13, 2025 as information.

CARRIED | 25-23

Councillor Dame left the meeting at 7:39 p.m. and returned to the meeting at 7:43 p.m.

4. Development Services Department Service Levels & Response to Financial Plan Motions

MOVED AND SECONDED, THAT the Committee of the Whole receive the Development Services Department | Response to Financial Plan Motions' report dated January 14, 2025 as information.

CARRIED | 25-24

MOVED AND SECONDED, THAT the Committee of the Whole recommend that Council direct Administration to reduce the Development Services 2025-2029 Financial Plan budget allocation by a total of \$136,218 by deferring consulting work from 2025 to 2026.

CARRIED | 25-25

5. **Parks, Recreation and Culture Department Service Levels & Response to Financial Plan Motions**

MOVED AND SECONDED, THAT the Committee of the Whole receive the 'Parks, Recreation and Culture | Response to Financial Plan Motions' report dated January 13, 2025 as information.

CARRIED | 25-26

G. CORRESPONDENCE

Councillor Haggard left the meeting at 8:36 p.m. and returned at 8:38 p.m.

H. NEW BUSINESS

1. **Fire Department | 2025 Capital and Staffing Financial Plan Implications**

MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to add \$50,000 in 2026 from taxation for a Functional Study and Design to renovate the Fire Hall to address daily operations, growth, health and safety, gender requirements, and equipment storage in the 2025-2029 Financial Plan.

CARRIED | 25-27

MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to allocate \$49,436 in 2025 from the Local Government Climate Action Program funding to the existing \$60,564 from ERRF to purchase and equip an electric or hybrid vehicle to replace the 2011 Chev Silverado 4x4 in the 2025-2029 Financial Plan.

CARRIED | 25-28

MOVED AND SECONDED, THAT the Committee of the Whole postpone discussion on the following motion to the February 18, 2025 Committee of the Whole meeting:

"MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to include \$58,094 for a Fire Department Administrative Support position commencing in Q3 2025 and \$59,380 for the addition of two Firefighters commencing in Q4 2025 in the 2025-2029 Financial Plan."

CARRIED | 25-29

2. **Alberni District Secondary School Graduation Ceremonies at the Alberni Valley Multiplex**

MOVED AND SECONDED, THAT the Committee of the Whole receives the report 'Alberni District Secondary School Graduation Ceremonies at the Alberni Valley Multiplex' dated December 24, 2024 as information.

CARRIED | 25-30

I. QUESTION PERIOD

J. Leskosek

Inquired about trail maintenance costs, Somass Lands development, future tree planting in the City, and small business retention.

B. East

Inquired about Industrial Heritage Centre discussion updates.

J. ADJOURNMENT

MOVED AND SECONDED, THAT the meeting adjourn at 9:34 p.m.

CARRIED

Mayor

Corporate Officer



JAN 06 2025

CITY OF PORT ALBERNI

DELEGATION APPLICATION

CONTACT INFORMATION: (please print)

Full Name: Darwin Horning

Organization (if applicable): PA Pickleball Club

Street Address: 3727 Roger St,
Port Alberni, BC V9Y 8J4

Phone: 250 981 1833

Mailing Address: as above

Email: darwin.horning@gmail.com

No. of Additional Participants: Len Dumont <papicklers@gmail.com> / Jennifer St. Thomas jenniferst54@gmail.com / Jerry (Tennis)
[Name/Contact Information]

MEETING DATE REQUESTED: ³ February 2025

PURPOSE OF PRESENTATION: (please be specific)

Provide an overview of your presentation below, or attach a one-page (maximum) outline of your presentation:

Present a proposal/design to resurface tennis courts converting two tennis courts into dedicated pickleball courts and a third tennis court as both tennis and pickleball. Presentation will provide background, court design, and budget estimates for resurfacing as well as longer term phased plan for the Port Alberni Pickleball Club.

Requested Action by Council (if applicable):

Budget and proceed with proposed resurfacing of tennis courts as part of the infrastructure maintenance program for 2025.

Supporting Materials/PowerPoint Presentation: ☐ No ☒ Yes

Note: If yes, must be submitted by 5:00 pm on the Monday before the scheduled meeting date.

SIGNATURE(S):

I/We acknowledge that only the above listed matter will be discussed during the delegation and that all communications/comments will be respectful in nature.

☐ Council ☐ Economic Development
☐ Planning ☐ Engineering/PM
☒ Parks, Rec. & Heritage
☒ Development Services
☐ Finance ☐ Community Safety
☒ Corporate Services ☐ Other
☒ Agenda Feb 3 COW
File # 6550-30

12/19/2024

Signature:

Date:

OFFICE USE ONLY:

Approved: (Deputy Director of Corporate Services)

Scheduled Meeting Date: February 3, 2025

Date Approved: Jan 7/25

Applicant Advised: Jan 7/25

Personal information you provide on this form is collected pursuant to Section 26 of the *Freedom of Information and Protection of Privacy Act* [FOIPPA] and will only be used for the purpose of processing this application.

Your personal information will not be released except in accordance with the *Freedom of Information and Protection of Privacy Act*.



CONTACT INFORMATION: (please print)

Full Name: Abu Hasan Muhammed Jahangir

Organization (if applicable): Agrohope Farms & Products Inc

Street Address: 3072 4th Avenue

Phone: 2369948577

Mailing Address: 3072 4th Avenue, Port Alberni, BC V9Y 2B9

Email: ahmjahangir@agrohope.ca

No. of Additional Participants:

[Name/Contact Information] Terry Deakin, Owner, INEO Employment Services

MEETING DATE REQUESTED: February 3, 2025

PURPOSE OF PRESENTATION: (please be specific)

Provide an overview of your presentation below, or attach a one-page (maximum) outline of your presentation:

Overview for the purpose of the presentation is attached

Requested Action by Council (if applicable):

Letter of support, helping in intergovernmental connectivity, attending all activities and events actively at least by sending

City representative, access to the park and stadiums as and when needed, if possible participate by a dollar etc

Supporting Materials/PowerPoint Presentation: ☒ No ☐ Yes

Note: If yes, must be submitted by 5:00 pm on the Monday before the scheduled meeting date.

SIGNATURE(S):

I/We acknowledge that only the above listed matter will be discussed during the delegation and that all communications/comments will be respectful in nature.

Jahangir

☒ Council
☒ Mayor
☒ CAO
☐ Finance
☒ Corporate Services
☒ Agenda
☐ Economic Development
☐ Engineering/PW
☐ Parks, Rec. & Heritage
☐ Development Services
☐ Community Safety
☐ Other
File # 0550-30

14th January 2025

Signature:

Date:

OFFICE USE ONLY:

Approved: (Deputy Director of Corporate Services)

Scheduled Meeting Date:

Date Approved:

Applicant Advised:

Personal information you provide on this form is collected pursuant to Section 26 of the *Freedom of Information and Protection of Privacy Act* [FOIPPA] and will only be used for the purpose of processing this application.

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Proposal: FIFA 2026 Friendly Matches & Cultural Celebration on Vancouver Island

Objective:

To organize multiple friendly matches featuring Team Canada vs. popular World Cup teams alongside year-long cultural and community activities, boosting the economy and showcasing Vancouver Island as a hub for sports and cultural experiences.

Key Components:

1. Friendly Matches:

- Host 3-5 matches, including one in Alberni Valley, with star players to attract local and international audiences.

2. Cultural Showcases:

- Indigenous-led performances, food festivals, and collaborations with local artists to celebrate Vancouver Island's cultural richness.

3. Community Engagement:

- Youth soccer clinics, player meet-and-greets, and activities to foster local involvement.

Proposed Timeline:

- **2025 Q1:** Secure approvals, finalize contracts, and initiate marketing campaigns.
- **2025 Q2:** Launch promotional activities and community engagement events.
- **2026:** Execute matches and associated activities.

Economic Impact:

- **Tourism Boost:** Attract visitors to Vancouver Island and integrate Lower Mainland participation.
- **Local Business Support:** Partnerships with vendors, sponsors, and Indigenous communities to stimulate economic growth.

Request for Collaboration:

We seek the City of Port Alberni's support for:

- **Intergovernmental Connectivity:** Facilitate coordination between Vancouver Island and Lower Mainland stakeholders.
- **Event Promotion:** Leverage networks to enhance visibility.
- **Participation:** Explore opportunities to contribute to cultural or sporting events as part of the campaign.

Conclusion:

This initiative will place Vancouver Island on the global soccer map while celebrating its cultural diversity. Your collaboration is crucial to making this vision a success.

Thank you for your support!

Contact:

- Abu Hasan Muhammed Jahangir (Agrohope Farms & Products Inc.)
- Terry Deakin (INEO Employment Services)



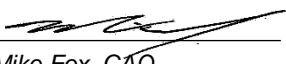
2025 - 2029 Financial Plan Questions & Responses

The following is an active document reflecting questions and responses in relation to the 2025-2029 Financial Plan. This is a living document and as such, will continue to be updated accordingly throughout the Financial Planning process. Citizens are encouraged to engage throughout the process by submitting comments/questions to council@portalberni.ca.

Date	Q or C	QUESTION/COMMENT	RESPONSE
October 21 CoW			
Question Period	1	Has the San Group or whoever is the property owner of the mill at Stamp and Roger paid the 2024 property taxes?	<i>The City will not release information on specific properties without a request for access to records. This ensures the release of information is in accordance with FOIPPA regulations. Please follow this link to the City website to place a FOI request, https://www.portalberni.ca/access-records-and-information.</i>
	2	What is the current percentage of unpaid 2024 property taxes for each of the major classes; Heavy Industry, Light Industry, Business and Residential?	<i>Total outstanding taxation at time of question was \$2,662,201. 51% Residential, 36% Light Industry, and 13% Commercial. These totals include all outstanding taxation, including prior years, penalties and utilities transferred to taxation. Taxation (including other governments) was \$41,246,621 for 2024.</i>
	3	In addition to the Property Tax comparison of 22 communities presented in the meeting agenda, a. please compare the percentage of 2024 Budgeted Tax Revenue for each of the communities for the 4 property classes as listed above, and b. for each community divide the 2024 Budgeted Residential Tax Revenue by the number of households in the community as provided by BC Assessment.	<i>Moving forward, we can provide the % of taxation coming from Class 4 (Major Industry), this is a helpful information point. As it relates to request "b", that is not an information point that can easily be attained. The comparable are provided annually for each municipality in the province and City administration will use the available information to report our annually. Please find the link to the information below:</i>
		Link to Website re: above question	Municipal Tax Rates and Tax burden - Province of BC
	4	Does the City have a process in place to count the traffic on the Quay to Quay Pathway?	<i>The City is looking into economical methods to quantify pathway usage.</i>
	5	What is the planned use of the cleared and improved gravel road from Dunbar north along Dry Creek to the railway Wye/Catalyst property?	<i>This cleared area is now City property. In the future it will hopefully form part of the trail system or another City use.</i>
	6	Was this cleared route [Dunbar north along Dry Creek to the railway Wye/Catalyst property] costed against the Quay to Quay Pathway?	<i>Yes it was. At the time the City was working with Domtar to lease the piece of land at the end of the cleared area to get the trail route following this pathway. The City ended up getting some good results regarding the Somass environmental that at the last minute allowed the City to go on the Somass Lands using all City owned land and road right of aways.</i>
	7	Does the City have programs, processes and staffing in place to provide security, daily patrols, daily garbage removal and routine maintenance on the Quay to Quay Pathway?	<i>The City does have funds to maintain the pathway, as part of the operational budget in Parks.</i>
	8	The report from Bylaw Services lists the number of files opened by Complaint; a. Are any files opened by the Bylaw Officers? b. Bylaw infractions have resulted in fines of \$79K to date with \$70K uncollected. What are the plans to collect this outstanding amount?	<i>Yes, Bylaw Officers open files. The City is following a collection process for the \$70,000 uncollected.</i>

	9	Will the City take the lead in the Canada Day (and City Anniversary) celebrations rather than participate under the leadership of an outside community organization?	<i>Not currently. In 2024, the City hosted activities alongside other organizations at Harbour Quay. The City doesn't currently have budget in place for this event to be City-led.</i>
	10	Why does the City charge a fee to use a City owned playing field for exercise and not charge a fee to walk for exercise on the City owned Quay to Quay Pathway?	<i>These are two different types of uses and to date, access to sports fields and the pathway have been free of charge. Similar, to a sidewalk, the pathway does not have a fee associated with its use and anyone can use it. The current recommendation Council is considering is charging for use of sports fields, like we do for other recreation facilities.</i>
January 14 CoW			
	11	Please provide training & development budget and utilization for the past years three years.	<i>1) 2022 - Budget \$148,937 - Spend was \$85,008 (start of year had impacts due to COVID)</i> <i>2) 2023 - Budget \$150,427 - Spend was \$167,500</i> <i>3) 2024 - Budget \$191,212 - Spend was \$134,190 (as of January 29, 2025 - year-end still not closed)</i>
Public Correspondence			
	12	In the September 30, 2024 AV news, the Mayor is quoted as saying the Quay to Quay path “ was coming in \$1.2 million under budget”. 1.What account was that money put back into? 2. And how has that savings being reallocated to help offset the upcoming tax increase?	<i>A project summary report is set to be brought forward to a future Council meeting.</i>
January 27 RCM			
	13	Please provide information on the John Dam and Associates McLean Mill National Historic Site Assessment budget allocation?	<i>To be brought forward at a future Council meeting.</i>

Date: January 30, 2025
File No: 1720-20-2025-2029
To: Committee of the Whole
From: M. Fox, CAO
Subject: 2025-2029 Financial Plan Bylaw No. 5123, 2025 | Amendments

Prepared by: A. MCGIFFORD Director of Finance	Supervisor: MIKE FOX M. Fox, CHIEF ADMINISTRATIVE OFFICER	CAO Concurrence:  Mike Fox, CAO
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RECOMMENDATION

THAT the Committee of the Whole recommend Council amend the “City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025” as follows:

- i. Defer the following equipment from the Equipment Replacement Reserve Fund in 2025 to 2026:
 - a. Replace 2008 Dodge Ram 3500 Flat deck (shop) #150 - \$46,182
 - b. Replace 2011 Freightliner Asphalt Patch Truck #266 - \$415,000
 - c. Replace 2013 Volvo Dump Tandem Axle #267 - \$194,386
 - d. Replace 2005 John Deere Loader #350 - \$288,285
 - e. Replace 2005 Volvo Grader #355 - \$306,818
 - f. Replace 1990 Britco Office Trailer #369 - \$26,258
 - g. Replace 1995 BOMAG ROLLER #395 - \$60,696
 - h. Replace 2004 CHEV 3500 CUBE VAN (used) #616 - \$51,724
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- ii. Add funding from Equipment Replacement Reserve Fund in 2025 for the following:
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 - b. Replace 2015 Ventrac Mower #609 - \$41,184 - additional funding of \$ 29,616 for a new allocation of \$70,800
- iii. Utilize Equipment Replacement Reserve Fund to fund solid waste trucks in 2025 rather than taxation for \$290,880.
- iv. Utilize the lease asset management allocation in 2025 for the RCMP storage upgrades for \$150,000 rather than taxation.

PURPOSE

To provide public input to the Committee of the Whole (CoW), an opportunity to review and seek information related to the 2025-2029 Financial Plan, and invite the CoW to provide recommendations or requests for additional information.

BACKGROUND

The *Community Charter* requires that a municipality must have a Financial Plan that is adopted annually. The *Community Charter* goes further to state that the planning period for a Financial Plan is 5 years, that period being the year in which the plan is specified to come into force and the following 4 years. In addition to the Financial Plan needing to set out objectives and policies of the municipality, the process must also include a process of public consultation/engagement prior to its adoption.

ALTERNATIVES/OPTIONS

1. *THAT the Committee of the Whole recommend Council amend the “City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025” as follows:*
Defer the following Equipment from the equipment Replacement Reserve Fund in 2025 to 2026:
Replace 2008 Dodge Ram 3500 Flat deck (shop) #150 - \$46,182
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Add funding from Equipment Replacement Reserve Fund in 2025 for the following:
Replace 2014 Toyota Tacoma #522 - \$50,470 – additional funding of \$24,830 for a new allocation of \$75,300
Replace 2015 Ventrac Mower #609 - \$41,184 - additional funding of \$ 29,616 for a new allocation of \$70,800
Utilize Equipment Replacement Reserve Fund to fund solid waste trucks in 2025 rather than taxation for \$290,880.
Utilize the lease asset management allocation in 2025 for the RCMP storage upgrades for \$150,000 rather than taxation.
2. *The Committee make further recommendation to Council for changes.*
3. *The Committee consider input from the public.*
4. *The Committee seek further information for follow up and possible amendments to the Financial Plan.*

ANALYSIS

The ‘2025-2029 Financial Plan’ provides funding required for the current levels of service, direction set by Council and continued implementation of the 2023-2027 *Corporate Strategic Plan* priorities. Updated annually, the City’s five-year Financial Plan includes budgeted revenues and expenditures to deliver day-to-day services to the community, implement strategic initiatives, invest in infrastructure, and enable long-term funding strategies for future infrastructure requirements. In large part, this Financial Plan was approved previously within the 2024-2028 Financial Plan with changes based on utilization and cost increases for the current levels of service.

Over the next few months the Committee and Council will be brought forward information to support decision making and will also allow for additional information requests where required prior to final adoption, which is required to be completed by May 14, 2025.

The display and tracking of the Reserve accounts have been updated to align with the new Financial Plan template and City branding standards. The new reserve schedule is provided allow for improved linkage between the Capital Plan, past financial allocations and future planned commitments to reserve funding.

IMPLICATIONS

The final impact of the annual financial plan is not scheduled to be confirmed until adopted by Council in March. The province requires adoption of the 'Financial Plan' and associated bylaws before May 15th of each year. An overview of the Financial Plan will continue to be provided to Committee and input will be received for follow up. A "Question and Answer" log has once again been provided and tracked at meeting to provide follow up throughout the process.

Amendments approved at the Regular Meeting of Council on January 27, 2025 are now included in the draft 'Financial Plan' attached to the report. Also, the financial implications on the 'Financial Plan' are provided in *Tables 1 and 2* below, the net changes resulted in a decrease from 19.16% to 16.40%. In *Table 3*, the recommendations from Administration to the Committee of the Whole are provided for consideration today. If recommendations are supported and no other changes are made the result would be a taxation increase of 14.99% in 2025.

Table 1: 2025 Amendments with Taxation Implications (from January 20 CoW)

Recommendations	Amount	Percentage
Replace Main Pool Circulating Pump	19,200	0.06%
Replace corroded filter room piping	24,000	0.08%
Replace Main Pool UV System	51,878	0.17%
Operational - Economic Development - decrease	(64,196)	(0.21%)
Capital - Fire - Rear Parking Lot Paving - remove	(92,000)	(0.29%)
Operational - Street Sweeping - reduce	(30,000)	(0.10%)
Operational - Development Services - Consulting - decrease	(136,218)	(0.44%)
Net Change	(227,336)	(0.73%)

Table 2: 2025 Amendments with Taxation Implications (January 27 RCM)

Line item	Approved Resolutions	Amount	Percentage
22140	Parking enforcement	(25,000)	(0.08%)
23237	Snow & Ice Removal	(17,597)	(0.06%)
27140	AV Multiplex Concessions	(25,000)	(0.08%)
28220	Traffic updates - Intersection safety	(50,000)	(0.16%)
28220	McLean Mill - Heritage	(25,000)	(0.08%)
23121	Engineering Consulting Services	(45,000)	(0.14%)
26234	Business Development	(56,000)	(0.18%)
27220	Horticultural Services	(4,500)	(0.01%)
27220	Horticultural Services	(11,000)	(0.04%)

28220	Bob Dailey Stadium - Paint	(21,850)	(0.07%)
28220	Tree Planting	(79,590)	(0.25%)
28220	Paint Public Washrooms at Caretaker Facilities	(10,000)	(0.03%)
28220	Design for future Capital projects	(100,000)	(0.32%)
27215	Parks Maintenance	(50,000)	(0.16%)
27510	Museum Services	(31,500)	(0.10%)
21925	Council Travel and Development	(18,280)	(0.06%)
26911	Chamber of Commerce Visitor Centre	(104,030)	(0.33%)
27160	EAC - reduce public swimming sessions by 1 Lifeguard	(13,500)	(0.04%)
27160	EAC - close Mondays from 5:00 p.m. to 8:00 p.m.	(7,500)	(0.02%)
27160	EAC - add Saturday and Sunday hours and swim lessons	\$60,000	0.19%
	Net Change	(635,347)	(2.03%)

Administration is providing the Committee with two additional Financial Plan amendments for consideration. The ERRF consideration reflects the deferral of many of the planned equipment purchases in 2025, allowing another year of ERRF contributions to support future purchases as planned. If the Committee concurs with the deferral of 2025 ERRF purchases to 2026 (and potentially other years) the taxation impacts related to the two solid waste trucks could be eliminated lowering taxation by \$290,880.

The second recommendation to lower taxation is to use the funding that will be received in 2025 from the lease asset management allocation to fund the intended upgrades at the RCMP for storage related to the implementation of Body Worn Cameras. The reserve that will be created for leased property – asset renewal, will have approximately \$380,000 in contribution in 2025. Considering the work at the RCMP detachment would be approximately \$80,000 of the contribution in 2025.

Table 3: 2025 Operational & Capital Recommendations to CoW with Taxation Implications

Recommendations	Amount	Percentage
Capital – Solid Waste Trucks – move from taxation to ERRF	(290,880)	(0.93%)
Capital – RCMP Storage	(150,000)	(0.48%)
Net Potential Change	(440,000)	(1.41%)

Insurance

Currently the insurance for all City property is within the administration portion of the Financial Plan. With the facility review and the desire to better understand the true cost of delivering services administration will be amending allocations and creating new budget lines to improve reporting. These changes will not have any impact on the overall taxation, just the location and display of the Financial Plan. The value below is currently in the administration section of the plan and will be removed and set up within each facility moving forward:

- Industrial Heritage Centre & Curling Rink - \$17,416
- Roundhouse - \$696
- Train Station - \$2,548
- Cedarwood School - \$4,291
- Rollin Art Centre - \$8,258
- Tebo Trades Centre – NIC leased property - \$7,147

COMMUNICATIONS

The Financial Plan process started October 21st 2024 and the proposed schedule recommended was:

Date	Meeting	Purpose
October 21, 2024	CoW	Director of Finance to provide an overview and summarize the City's proposed Five-Year Financial Plan process and invite comments from Committee
November 18, 2024	CoW	Department presentations and input from the Committee on the proposed Five-Year Financial Plan process and invite comments from Committee
December 9, 2024	CoW	Department presentations and input from the Committee on the proposed Five-Year Financial Plan process and invite comments from Committee
January 14, 2025	CoW	Department presentations and input from the Committee on the proposed Five-Year Financial Plan process and invite comments from Committee
January 20, 2025	CoW	Department presentations and input from the Committee on the proposed Five-Year Financial Plan process and invite comments from Committee
January 27, 2025	RCM	Council to consider First Reading "City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025"
February 3, 2025	CoW	Public Engagement Session
February 10, 2025	RCM	Council to consider Second Reading "City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025"
February 17, 2025	CoW	Public Engagement Session
February 24, 2025	RCM	Address any follow up - Council to consider Third Reading "City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025"
March 10, 2025	RCM	Address any follow up - Council to consider Final Adoption "City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025"

* Council may amend and add additional meetings if required.

The Departmental Level of Service details could not be updated in time for the agenda and will be updated for the February 10, 2025 Regular meeting of Council.

BYLAWS/PLANS/POLICIES

- "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"

SUMMARY

The Financial Plan process takes considerable effort and time to prepare and consolidate for Council's review and final approval. Over the next few months there will be numerous opportunities for input from the public and for Council to provide any recommendations or additional information in the planning process prior to final adoption, which is required to be completed by May 14, 2025.

ATTACHMENTS

- City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025

**CITY OF PORT ALBERNI
BYLAW NO. 5123**

A BYLAW TO ESTABLISH A FIVE-YEAR FINANCIAL PLAN

WHEREAS Section 165 of the *Community Charter* stipulates that a municipality must have a financial plan that is adopted on an annual basis;

NOW THEREFORE, the Municipal Council of the City of Port Alberni in open meeting assembled hereby enacts as follows:

1. Schedules 'A' & 'B' attached hereto and forming part of this Bylaw is hereby adopted and is the Financial Plan of the City of Port Alberni for the five-year period from January 1, 2025 to December 31, 2029.
2. This Bylaw may be cited for all purposes as "*City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025*" and shall become effective upon adoption.

READ A FIRST TIME this 27th day of January, 2025.

READ A SECOND TIME this day of , 2025.

READ A THIRD TIME this day of , 2025.

FINALLY ADOPTED this day of , 2025.

Mayor

Corporate Officer

SCHEDULE A TO BYLAW NO. 5123



CITY OF PORT ALBERNI CONSOLIDATED FINANCIAL PLAN 2025 - 2029

	2025	2026	2027	2028	2029
Revenue					
Taxes					
Property Taxes	37,206,198	40,839,935	43,314,610	45,441,599	47,926,370
Other Taxes	860,702	886,716	913,518	941,131	984,189
Grants in Lieu of Taxes	231,761	231,772	231,784	231,795	231,825
Fees and Charges					
Sales of Service	5,126,468	5,249,172	5,356,040	5,497,475	5,733,390
Sales of Service/Utilities	7,871,234	8,272,581	8,624,247	8,750,340	8,975,648
Service to other Government	75,000	76,000	77,000	79,000	83,000
User Fees/Fines	636,171	650,588	665,396	680,608	705,804
Rentals	257,110	262,572	268,152	273,854	280,377
Interest/Penalties/Miscellaneous	1,275,063	1,291,888	1,309,232	1,327,110	1,357,168
Grants/Other Governments	1,085,000	1,095,150	1,105,402	1,115,755	1,126,213
Other Contributions	89,900	89,900	89,900	89,900	89,900
	54,714,607	58,946,274	61,955,281	64,428,567	67,493,884
Expenses					
Debt Interest	647,335	647,335	647,335	647,335	127,777
Capital Expenses	9,541,438	7,457,142	6,830,784	5,897,865	4,712,745
Other Municipal Purposes					
General Municipal	6,247,350	6,397,460	6,534,582	6,722,994	7,014,050
Police Services	10,576,675	10,993,929	11,365,921	11,734,401	12,265,784
Fire Services	5,145,395	5,304,510	5,514,352	5,733,068	5,979,661
Other Protective Services	466,309	479,080	522,239	505,794	525,334
Transportation Services	6,753,148	7,152,932	7,366,647	7,594,652	7,899,970
Environmental Health and Development	3,741,503	3,744,738	3,870,249	3,982,846	4,114,239
Parks and Recreation	7,645,322	7,975,016	8,211,257	8,440,718	8,731,917
Cultural	2,153,408	2,247,516	2,312,551	2,432,623	2,525,851
Water	2,409,648	2,474,629	2,545,124	2,617,722	2,715,349
Sewer	2,105,173	2,164,854	2,227,339	2,291,703	2,381,693
Contingency	300,000	300,000	300,000	300,000	300,000
	57,732,704	57,339,141	58,248,380	58,901,721	59,294,370
Revenue Over (Under) Expenses Before Other	(3,018,097)	1,607,133	3,706,901	5,526,846	8,199,514
Other					
Debt Proceeds	-	-	-	-	-
Debt Principal	(363,788)	(363,788)	(363,788)	(363,788)	(363,788)
Transfer from (to) Reserves	3,381,885	(1,243,345)	(3,343,113)	(5,163,057)	(7,835,726)
	3,018,097	(1,607,133)	(3,706,901)	(5,526,846)	(8,199,514)
Balanced Budget	-	-	-	-	-

SCHEDULE B TO BYLAW NO. 5123

REVENUE POLICY DISCLOSURE

Objectives and Policies

The City of Port Alberni's 2023 – 2027 Corporate Strategic Plan [Strategic Plan] provides municipal objectives and policy direction. The "City of Port Alberni 2025 – 2025 Financial Plan Bylaw No. 5123, 2025" [Financial Plan] will continue with initiatives arising from these stated priorities related directly to revenue generation, property taxation, and permissive tax exemptions until alternate direction has been made for an updated Corporate Strategic Plan.

The Financial Plan seeks continued levels of service that are currently provided for the community, and where required, additional resources to support that level of service have been added.

Proportion of Revenue from Funding Sources

Property Taxes – The majority of the City of Port Alberni's revenue arises from property taxation; in 2024, approximately 68% in the Financial Plan.

The Financial Plan proposes an 19.16% increase in property taxes collected for 2024, with increases in subsequent years decreasing from 9.77% to 4.91%. Property tax increases over the previous five years were lower than those projected for the next five years. The projected annual tax increases will allow for successful implementation of corporate strategic priorities set out by Council in the Strategic Plan, as well commitments to capital projects, collective bargaining agreements, and projects that require debt service.

2024-2028 Annual Tax Rates

2024	2025	2026	2027	2028
19.16%	9.77%	6.06%	4.91%	5.47%

Parcel Taxes – No new parcel tax levies are proposed in the Financial Plan.

Fees and Charges – In 2025, approximately 24% of the City of Port Alberni's revenues will be derived from fees and charges. Services funded through fees and charges include water and sewer utilities, solid waste collection and disposal, building inspection, cemetery operations and a portion of the parks, recreation, heritage and cultural services. City Council has directed that, where possible, it is preferable to charge a user fee for services that are identifiable to specific users instead of levying a general tax to all property owners.

Other Sources – Other revenue sources are rentals of City-owned property, interest/penalties, payments in lieu of taxes and grants from senior governments. In 2024, approximately 2% of the City of Port Alberni's revenues will be derived from these other sources.

Revenue from some rentals and interest are increasing based on appraisals (market rates), CPI and prescribed interest rates now in the 3% to 5% range. Grants from senior governments vary significantly from year to year depending on successful application for conditional funding.

Distribution of Property Taxes among Property Classes

Council will provide the policy direction which will be incorporated in the Financial Plan. The previous year tax shares were allocated as follows:

Class 1 – Residential - Tax increases will reflect the 19.16% for this class (share to be confirmed by Council). Between 2005 and 2024 the share of property taxation paid by Class 1 increased from 40.00% to 60.07%.

Class 4 – Major Industry - In 2006, Council directed that significant tax reductions be provided for Class 4 taxpayers over a five-year period in response to continued market weakness in the coastal forest industry and higher than average municipal tax rates for Major Industry in Port Alberni. These reductions were implemented in 2006. The City subsequently further committed that through 2013 to 2017 there would be no increase in taxes for Major Industry as part of the agreement to purchase Catalyst's sewage lagoon infrastructure. The above noted reductions and freezes resulted in the Major Industry share of taxation decreasing from 41.80% in 2005 to 18.65% in 2024.

Class 5 – Light Industry - Growth has occurred in the Class 5 property classification since 2019. Historically the rate of Class 4 and 5 were the same. These classes were delinked in 2021. The tax share of Class 5 was 3.18% in 2024.

Class 6 – Business - In committing to successful implementation of Council's *Strategic Plan* business rates will be reviewed to allocate the increase of 19.16%. Business property tax rates had a taxation share of 17.75% in 2024.

Other Classes - Approximately 0.36% of total taxation arises from the other property classes in Port Alberni. Council will consider the share of taxation paid by other classes for 2024 to allocate the tax increase of 19.16%.

Permissive Tax Exemptions

Permissive tax exemptions are provided by the City of Port Alberni as permitted under the *Community Charter* and in compliance with Council policy. Permissive tax exemptions must also fall within the budget constraints identified by Council to be considered for approval. Council approved the "Permissive Tax Exemption Bylaw No. 5090, 2023" in effect for the years 2024 to 2027.

Generally, permissive tax exemptions are a means for Council to support organizations within the community which further Council's objectives of enhancing quality of life (economic, social, and cultural) and delivering services economically. Specifically, the policy allows for annual application by eligible organizations for permissive tax exemptions on the lands or buildings they occupy, and who provide for:

- athletic or recreational programs or facilities for youth;
- services and facilities for persons requiring additional supports; mental wellness and addictions;
- programming for youth and seniors;
- protection and maintenance of important community heritage;
- arts, cultural or educational programs or facilities;
- emergency or rescue services;
- services for the public in a formal partnership with the City or;
- preservation of an environmentally or ecologically sensitive area designated within the Official Community Plan;

Eligible organizations may be considered for tax exemptions exceeding one year (to a maximum of 10 years) where it is demonstrated that the services/benefits they offer to the community are of duration equal to or greater than the period of tax exemption.

In 2024, 53 organizations were approved, with a total annual property tax exemption value of approximately \$302,324.

Strategic Community Investment (SCI) and Traffic Fine Revenue Sharing (TFRS) Funds

The Strategic Community Investment Fund Plan is an unconditional grant from the Province to municipalities to assist in provision of basic services. The Traffic Fine Revenue Sharing Fund returns net revenues from traffic violations to municipalities responsible for policing costs.

The City is expecting to receive approximately \$560,000 in 2024. Performance targets are not expected to change from 2024 to 2025. SCI and TFRS funds are allocated to general revenue to support local government service delivery.

Community Gaming Funding

On October 23, 2007 the City of Port Alberni and the Province of BC signed the Host Financial Assistance Agreement providing for the transfer to the City (Host) of ten (10%) percent of net gaming revenue from the casino located within the City's boundaries. The budget assumes that the City of Port Alberni will continue to receive a share of gaming revenue through the five years of this Financial Plan. It should be noted that there is no long-term agreement in place with the Province.

Community gaming funds must be applied to Eligible Costs only. Eligible Costs are defined by the Province as "the costs and expenses incurred by the Host for any purpose that is of public benefit to the Host and within the lawful authority of the Host."

2025 Funding Allocation	Funds (\$) Allocated
McLean Mill National Historic Site Operations	\$172,770
Visitor Centre Funding	104,030
Offset Economic Development	140,000
Community Investment Plan/Grants in Aid	33,200
Total commitments	\$450,000



CITY OF PORT ALBERNI

FINANCIAL PLAN

2025-2029

February 3, 2025



**CITY OF PORT ALBERNI
CONSOLIDATED FINANCIAL PLAN 2025 - 2029**

	2025	2026	2027	2028	2029
Revenue					
Taxes					
Property Taxes	36,340,415	40,434,639	42,797,264	44,928,244	47,566,115
Other Taxes	860,702	886,716	913,518	941,131	984,189
Grants in Lieu of Taxes	231,761	231,772	231,784	231,795	231,825
Fees and Charges					
Sales of Service	5,126,468	5,249,172	5,356,040	5,497,475	5,733,390
Sales of Service/Utilities	7,871,234	8,272,581	8,624,247	8,750,340	8,975,648
Service to other Government	75,000	76,000	77,000	79,000	83,000
User Fees/Fines	636,171	650,588	665,396	680,608	705,804
Rentals	257,110	262,572	268,152	273,854	280,377
Interest/Penalties/Miscellaneous	1,275,063	1,291,888	1,309,232	1,327,110	1,357,168
Grants/Other Governments	1,085,000	1,095,150	1,105,402	1,115,755	1,126,213
Other Contributions	89,900	89,900	89,900	89,900	89,900
	53,848,824	58,540,978	61,437,935	63,915,212	67,133,629
Expenses					
Debt Interest	647,335	647,335	647,335	647,335	127,777
Capital Expenses	10,122,412	7,365,960	6,996,122	5,816,683	5,789,939
Other Municipal Purposes					
General Municipal	6,204,070	6,354,332	6,491,535	6,679,955	6,967,984
Police Services	10,576,675	10,993,929	11,365,921	11,734,401	12,265,784
Fire Services	5,145,395	5,304,510	5,514,352	5,733,068	5,979,661
Other Protective Services	466,309	479,080	522,239	505,794	525,334
Transportation Services	6,660,551	7,058,907	7,269,802	7,494,901	7,797,227
Environmental Health and Development	3,381,059	3,653,268	3,640,182	3,750,370	3,873,211
Parks and Recreation	7,593,822	7,921,971	8,156,621	8,384,442	8,673,953
Cultural	2,121,908	2,215,071	2,279,133	2,398,202	2,490,397
Water	2,409,648	2,474,629	2,545,124	2,617,722	2,715,349
Sewer	2,105,173	2,164,854	2,227,339	2,291,703	2,381,693
Contingency	300,000	300,000	300,000	300,000	300,000
	57,734,357	56,933,846	57,955,705	58,354,576	59,888,309
Revenue Over (Under) Expenses Before Other	(3,885,533)	1,607,132	3,482,230	5,560,636	7,245,320
Other					
Debt Proceeds	-	-	-	-	-
Debt Principal	(363,788)	(363,788)	(363,788)	(363,788)	(363,788)
Transfer from (to) Reserves	4,249,321	(1,243,344)	(3,118,442)	(5,196,847)	(6,881,531)
	3,885,533	(1,607,132)	(3,482,230)	(5,560,636)	(7,245,320)
Balanced Budget	-	-	-	-	-



**CITY OF PORT ALBERNI
GENERAL FUND - REVENUE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
REAL PROPERTY TAXES												
11111 General Purposes - Taxes	31,011,903	36,128,744	5,116,841	16.50%	40,222,968	11.33%	42,585,593	5.87%	44,716,573	5.00%	47,354,444	5.90%
11112 Debt Purposes - Taxes	211,671	211,671	-	0.00%	211,671	0.00%	211,671	0.00%	211,671	0.00%	211,671	0.00%
<i>TAX LEVY</i>	31,223,574	36,340,415	5,116,841	16.39%	40,434,639	11.27%	42,797,264	5.84%	44,928,244	4.98%	47,566,115	5.87%
11211 Special Area Levy	18,540	19,282	742	4.00%	20,053	4.00%	20,855	4.00%	21,689	4.00%	22,774	5.00%
<i>SPECIAL ASSESSMENTS</i>	18,540	19,282	742	4.00%	20,053	4.00%	20,855	4.00%	21,689	4.00%	22,774	5.00%
11910 Utility Tax 1%	816,913	841,420	24,507	3.00%	866,663	3.00%	892,663	3.00%	919,442	3.00%	961,415	4.57%
<i>TAXES</i>	32,059,027	37,201,117	5,142,090	16.04%	41,321,355	11.08%	43,710,782	5.78%	45,869,375	4.94%	48,550,304	5.84%
FEDERAL GOVERNMENT												
12110 Federal Building Grant	550	561	11	2.00%	572	1.96%	584	2.10%	595	1.88%	625	5.04%
12210 CBC Grant	6,000	6,000	-	0.00%	6,000	0.00%	6,000	0.00%	6,000	0.00%	6,000	0.00%
PROVINCIAL GOVERNMENT												
12310 Provincial Government Grant	54,000	54,000	-	0.00%	54,000	0.00%	54,000	0.00%	54,000	0.00%	54,000	0.00%
12410 BC Hydro	106,000	106,000	-	0.00%	106,000	0.00%	106,000	0.00%	106,000	0.00%	106,000	0.00%
12411 Public Housing Grant (in lieu of taxes)	65,000	65,000	-	0.00%	65,000	0.00%	65,000	0.00%	65,000	0.00%	65,000	0.00%
OTHER ENTITIES												
12910 University of Victoria	200	200	-	0.00%	200	0.00%	200	0.00%	200	0.00%	200	0.00%
<i>GRANTS IN LIEU OF TAXES</i>	231,750	231,761	11	0.00%	231,772	0.00%	231,784	0.01%	231,795	0.00%	231,825	0.01%
SERVICES PROVIDED TO GOVERNMENT												
13121 PRISONER EXPENSE RECOVERY	70,000	75,000	5,000	7.14%	76,000	1.33%	77,000	1.32%	79,000	2.60%	83,000	5.06%
SALES OF SERVICES												
14120 ADMINISTRATION SERVICE CHARGE	25,500	30,000	4,500	17.65%	30,000	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%
			-									
14221 Law Enforcement Service Charge	192,500	200,000	7,500	3.90%	204,223	2.11%	210,350	3.00%	216,660	3.00%	227,493	5.00%
14241 Fire Department Service Charge	279,333	226,888	(52,445)	-18.78%	224,836	-0.90%	240,181	6.82%	238,529	-0.69%	250,455	5.00%
<i>PROTECTIVE SERVICES</i>	471,833	426,888	(44,945)	-9.53%	429,059	0.51%	450,531	5.00%	455,189	1.03%	477,948	5.00%
14310 Public Works Service Charge	77,800	77,800		0.00%	77,800	0.00%	77,800	0.00%	77,800	0.00%	77,800	0.00%
14400 Public Transit Revenue	301,845	350,947	49,102	16.27%	360,097	2.61%	369,493	2.61%	379,143	2.61%	393,710	3.84%
<i>TRANSPORTATION SERVICES</i>	379,645	428,747	49,102	12.93%	437,897	2.13%	447,293	2.15%	456,943	2.16%	471,510	3.19%
14433 Commercial Solid Waste Collection	15,000	15,450		3.00%	15,914	3.00%	16,391	3.00%	16,883	3.00%	17,727	5.00%
14434 Residential Solid Waste Collection	1,519,211	1,561,388		2.78%	1,623,844	4.00%	1,688,797	4.00%	1,756,349	4.00%	1,844,167	5.00%
14434 Recycle BC Collection Incentive	296,115	309,166	13,051	4.41%	315,349	2.00%	321,656	2.00%	328,089	2.00%	334,651	2.00%
<i>CURBSIDE WASTE COLLECTION</i>	1,830,326	1,886,004	55,678	3.04%	1,955,107	3.66%	2,026,844	3.67%	2,101,321	3.67%	2,196,545	4.53%
14516 PUBLIC HEALTH-CEMETERIES	58,700	76,350	17,650	30.07%	77,877	2.00%	79,435	2.00%	81,023	2.00%	82,644	2.00%
14550 PLANNING ADMINISTRATION	45,000	45,000		0.00%	45,000	0.00%	45,000	0.00%	45,000	0.00%	45,000	0.00%
14560 ECONOMIC DEVELOPMENT	65,000	10,000	(55,000)	-84.62%	10,000	0.00%	10,000	0.00%	10,000	0.00%	10,000	0.00%



**CITY OF PORT ALBERNI
GENERAL FUND - REVENUE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
14600 Marine Commercial Building	90,000	115,310	25,310	28.12%	117,616	2.00%	119,968	2.00%	122,368	2.00%	124,815	2.00%
14601 Port Building	50,000	51,500	1,500	3.00%	53,045	3.00%	54,636	3.00%	56,275	3.00%	59,089	5.00%
14602 Market Square	25,000	25,750	750	3.00%	26,523	3.00%	27,318	3.00%	28,138	3.00%	29,545	5.00%
14690 A. H. Q. Miscellaneous Revenue	250	700	450	180.00%	700	0.00%	700	0.00%	700	0.00%	700	0.00%
<i>ALBERNI HARBOUR QUAY</i>	165,250	193,260	28,010	16.95%	197,884	2.39%	202,622	2.39%	207,481	2.40%	214,149	3.21%
RECREATION SERVICES												
RECREATION FACILITIES												
14710 Gyro Youth Centre	6,500	8,000	1,500	23.08%	8,000	0.00%	8,000	0.00%	8,000	0.00%	8,000	0.00%
14712 Echo '67 Centre	206,786	221,982	15,196	7.35%	226,863	2.20%	231,855	2.20%	236,961	2.20%	243,149	2.61%
14714 Glenwood Centre	39,050	41,449	2,399	6.14%	42,564	2.69%	43,713	2.70%	44,895	2.70%	47,140	5.00%
14716 Echo Aquatic Centre	32,000	17,090	(14,910)	-46.59%	17,603	3.00%	18,131	3.00%	18,675	3.00%	19,608	5.00%
14718 AV Multiplex	647,000	725,320	78,320	12.11%	745,220	2.74%	765,716	2.75%	786,828	2.76%	826,169	5.00%
14720 Stadium & Athletic Fields	19,500	20,085	585	3.00%	20,688	3.00%	21,308	3.00%	21,947	3.00%	23,045	5.00%
RECREATION PROGRAMS												
SPORT PROGRAMS												
14730 Glenwood Centre	1,500	2,300	800	53.33%	2,300	0.00%	2,300	0.00%	2,300	0.00%	2,300	0.00%
14732 Echo Aquatic Centre	203,500	207,545	4,045	1.99%	213,771	3.00%	220,184	3.00%	226,790	3.00%	238,130	5.00%
14734 AV Multiplex	34,100	71,198	37,098	108.79%	73,334	3.00%	75,534	3.00%	77,800	3.00%	81,690	5.00%
LEISURE PROGRAMS												
14738 Children & Youth Programs	285,180	270,060	(15,120)	-5.30%	275,883	2.16%	281,459	2.02%	287,151	2.02%	301,508	5.00%
14742 Adult Programs	85,000	132,673	47,673	56.09%	135,327	2.00%	138,033	2.00%	140,794	2.00%	143,610	2.00%
14750 Special Events	1,000	1,000	-	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
COMMUNITY SERVICES												
14760 Community Services Misc. Revenue	19,350	11,270	(8,080)	-41.76%	11,548	2.47%	11,835	2.49%	12,130	2.49%	12,736	5.00%
14770 Contributions & Grants	140,447	102,447	(38,000)	-27.06%	102,447	0.00%	102,447	0.00%	102,447	0.00%	107,569	5.00%
<i>RECREATION SERVICES</i>	1,720,913	1,832,419	111,506	6.48%	1,876,548	2.41%	1,921,515	2.40%	1,967,718	2.40%	2,055,654	4.47%
CULTURAL SERVICES												
MUSEUM SERVICES												
14810 Museum-Sales & Service	39,400	49,400	10,000	25.38%	46,400	-6.07%	39,400	-15.09%	39,400	0.00%	41,370	5.00%
14820 Museum-Federal Grants	3,400	23,400	20,000	588.24%	18,400	-21.37%	3,400	-81.52%	3,400	0.00%	3,570	5.00%
14830 Museum-Provincial Grants	100,000	125,000	25,000	25.00%	125,000	0.00%	100,000	-20.00%	100,000	0.00%	105,000	5.00%
<i>CULTURAL SERVICES</i>	142,800	197,800	55,000	38.52%	189,800	-4.04%	142,800	-24.76%	142,800	0.00%	149,940	5.00%
<i>SALES OF SERVICES</i>	4,904,967	5,126,468	221,501	4.52%	5,249,172	2.39%	5,356,040	2.04%	5,497,475	2.64%	5,733,390	4.29%
OTHER REVENUE OWN SOURCES												
15110 Business License Fees	190,000	191,900	1,900	1.00%	193,819	1.00%	195,757	1.00%	197,715	1.00%	199,692	1.00%
15160 Dog License Fees	13,635	13,771	136	1.00%	13,909	1.00%	14,048	1.00%	14,189	1.00%	14,898	5.00%
15170 Building & Plumbing Permit Fees	400,000	412,000	12,000	3.00%	424,360	3.00%	437,091	3.00%	450,204	3.00%	472,714	5.00%
15181 Other Const/Demolition Permit Fees	500	500	-	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
15190 Vacant Bldg. Registration Permit Fees	1,000	1,000	-	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
<i>LICENCES & PERMITS</i>	605,135	619,171	14,036	2.32%	633,588	2.33%	648,396	2.34%	663,608	2.35%	688,804	3.80%
15210 FINES & PARKING TICKETS	151,000	17,000	(134,000)	-88.74%	17,000	0.00%	17,000	0.00%	17,000	0.00%	17,000	0.00%



**CITY OF PORT ALBERNI
GENERAL FUND - REVENUE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
15320 RENTALS	180,993	257,110	76,117	42.06%	262,572	2.12%	268,152	2.13%	273,854	2.13%	280,377	2.38%
15510 Interest On Investments	400,000	400,000		0.00%	400,000	0.00%	400,000	0.00%	400,000	0.00%	400,000	0.00%
15590 Other Interest	306,000	306,000	-	0.00%	306,000	0.00%	306,000	0.00%	306,000	0.00%	306,000	0.00%
RETURN ON INVESTMENTS	706,000	706,000	-	0.00%	706,000	0.00%	706,000	0.00%	706,000	0.00%	706,000	0.00%
15611 Current Tax Penalties	210,000	216,300	6,300	3.00%	222,789	3.00%	229,473	3.00%	236,357	3.00%	248,175	5.00%
15621 Arrears & Delinquent Tax Interest	53,600	55,208	1,608	3.00%	56,864	3.00%	58,570	3.00%	60,327	3.00%	63,344	5.00%
15625 Residential Garbage Penalties	20,000	20,000	-	0.00%	20,000	0.00%	20,000	0.00%	20,000	0.00%	20,000	0.00%
PENALTIES & INTEREST	283,600	291,508	7,908	2.79%	299,653	2.79%	308,043	2.80%	316,684	2.81%	331,519	4.68%
15930 Miscellaneous Revenue	239,782	242,205		1.01%	249,471	3.00%	256,955	3.00%	264,663	3.00%	277,897	5.00%
15940 Miscellaneous Revenue-IT Services	33,990	35,350	1,360	4.00%	36,764	4.00%	38,234	4.00%	39,763	4.00%	41,752	5.00%
MISCELLANEOUS REVENUE	273,772	277,555	3,783	1.38%	286,235	3.13%	295,189	3.13%	304,426	3.13%	319,649	5.00%
OTHER REVENUE OWN SOURCES	2,200,500	2,168,344	(32,156)	-1.46%	2,205,048	1.69%	2,242,780	1.71%	2,281,572	1.73%	2,343,349	2.71%
UNCONDITIONAL TRANSFERS OTHER GOV'T PROVINCIAL GOVERNMENT												
16212 Small Community Protection Grant	210,000	220,000	10,000	4.76%	222,200	1.00%	224,422	1.00%	226,666	1.00%	228,933	1.00%
16214 Revenue Sharing - Traffic Fines	345,000	345,000	-	0.00%	348,450	1.00%	351,935	1.00%	355,454	1.00%	359,008	1.00%
16215 Community Gaming Revenue	500,000	450,000	(50,000)	-10.00%	454,500	1.00%	459,045	1.00%	463,635	1.00%	468,272	1.00%
UNCOND TFRS OTHER GOV'T	1,055,000	1,015,000	(40,000)	-3.79%	1,025,150	1.00%	1,035,402	1.00%	1,045,755	1.00%	1,056,213	1.00%
CONDITIONAL TRANSFERS OTHER												
18120 Grants/Contributions UBCM/FCM	60,000	-	(60,000)		-	0.00%	-	0.00%	-	0.00%	-	0.00%
18121 Grants/Contributions Other	70,000	70,000	-	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%
CONDITIONAL TRANSFERS - OTHER	130,000	70,000	(60,000)	-46.15%	70,000	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%
OTHER TRANSFERS & COLLECTIONS												
19110 Cemetery Trust Fund	2,000	2,000	-	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,100	5.00%
19114 Operating Funds From Prior Years	-	1,100,000	1,100,000		400,000	-63.64%	400,000	0.00%	400,000	0.00%	400,000	0.00%
19115 Transfer from RCMP Surplus Reserve	193,116	-	(193,116)		-		-		-		-	
TRANSFERS FROM OWN RESERVES	195,116	1,102,000	906,884	464.79%	402,000	-63.52%	402,000	0.00%	402,000	0.00%	402,100	0.02%
COLLECTIONS FOR OTHER GOV'T												
19811 Non-Residential School Tax	1,875,000	1,931,250	56,250	3.00%	1,989,188	3.00%	2,048,863	3.00%	2,110,329	3.00%	2,215,845	5.00%
19812 Residential School Tax	5,200,000	5,356,000	156,000	3.00%	5,516,680	3.00%	5,682,180	3.00%	5,852,646	3.00%	6,145,278	5.00%
COLLECTIONS FOR OTHER GOV'T	7,075,000	7,287,250	212,250	3.00%	7,505,868	3.00%	7,731,043	3.00%	7,962,975	3.00%	8,361,123	5.00%
REGIONAL GOVERNMENT												
19820 Alberni-Clayoquot Regional Hosp Dist.	679,233	685,000	5,767	0.85%	685,000	0.00%	685,000	0.00%	685,000	0.00%	719,250	5.00%
19821 Alberni-Clayoquot Regional District	1,807,199	2,094,570	287,371	15.90%	2,157,408	3.00%	2,222,139	3.00%	2,288,806	3.00%	2,403,242	5.00%
REGIONAL GOVERNMENT	2,486,432	2,779,570	293,138	11.79%	2,842,408	2.26%	2,907,139	2.28%	2,973,806	2.29%	3,122,492	5.00%
JOINT BOARDS AND COMMISSIONS												
19830 Municipal Finance Authority	1,200	1,236	36	3.00%	1,273	2.99%	1,311	2.99%	1,351	3.05%	1,418	4.96%
19831 BC Assessment	220,000	226,600	6,600	3.00%	233,398	3.00%	240,400	3.00%	247,612	3.00%	259,993	5.00%
JOINT BOARDS AND COMMISSIONS	221,200	227,836	6,636	3.00%	234,671	3.00%	241,711	3.00%	248,963	3.00%	261,411	5.00%
OTHER TRANSFERS, COLLECTIONS	9,782,632	10,294,656	512,024	5.23%	10,582,947	2.80%	10,879,893	2.81%	11,185,744	2.81%	11,745,026	5.00%
GENERAL FUND REVENUE	50,628,992	57,284,346	6,655,354	13.15%	61,163,444	6.77%	64,005,681	4.65%	66,662,716	4.15%	70,215,207	5.33%



**CITY OF PORT ALBERNI
GENERAL FUND - EXPENSE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
GENERAL GOVERNMENT SERVICE												
LEGISLATIVE												
21110 Mayor	74,724	78,902	4,178	5.59%	82,641	4.74%	86,568	4.75%	90,690	4.76%	95,019	4.77%
21130 Council	201,961	212,449	10,488	5.19%	222,268	4.62%	232,558	4.63%	243,340	4.64%	254,640	4.64%
21190 Receptions and Other Services	46,880	47,632	752	1.60%	59,199	24.28%	53,821	-9.08%	52,499	-2.46%	55,073	4.90%
LEGISLATIVE	323,565	338,983	15,418	4.77%	364,108	7.41%	372,947	2.43%	386,529	3.64%	404,732	4.71%
GENERAL ADMINISTRATION												
ADMINISTRATIVE												
21211 Chief Administrative Officer & Admin	338,984	367,268	28,284	8.34%	379,790	3.41%	390,539	2.83%	401,615	2.84%	413,130	2.87%
21212 Corporate Services	812,438	774,525	(37,913)	-4.67%	747,125	-3.54%	770,489	3.13%	794,499	3.12%	819,945	3.20%
21215 Legal Services	25,000	25,000	-	0.00%	25,000	0.00%	25,000	0.00%	25,000	0.00%	26,250	5.00%
21216 Bylaw Enforcement	474,853	504,698	29,845	6.29%	516,511	2.34%	530,209	2.65%	544,328	2.66%	560,719	3.01%
22140 Parking Enforcement	-	-	-		-		-		-		-	
21217 Bylaw Enforcement Vehicles	21,362	23,201	1,839	8.61%	23,891	2.97%	24,601	2.97%	25,329	2.96%	26,540	4.78%
21218 Public Safety Building	59,727	52,888	(6,839)	-11.45%	54,233	2.54%	55,616	2.55%	57,038	2.56%	59,335	4.03%
FINANCIAL MANAGEMENT												
21221 Financial Management Administration	1,034,184	1,115,189	81,005	7.83%	1,146,139	2.78%	1,177,883	2.77%	1,210,364	2.76%	1,243,840	2.77%
21225 External Audit	32,960	35,000	2,040	6.19%	36,050	3.00%	37,132	3.00%	38,245	3.00%	39,393	3.00%
21226 Purchasing Administration	134,015	139,549	5,534	4.13%	142,746	2.29%	146,040	2.31%	149,432	2.32%	153,962	3.03%
21229 Other Financial Management	79,290	61,541	(17,749)	-22.38%	63,387	3.00%	65,289	3.00%	67,248	3.00%	69,294	3.04%
COMMON SERVICES												
21222 Administration Vehicle	12,639	13,018	379	3.00%	13,409	3.00%	13,811	3.00%	14,225	3.00%	14,937	5.01%
21252 City Hall	140,832	147,452	6,620	4.70%	151,649	2.85%	155,963	2.84%	160,396	2.84%	166,440	3.77%
21253 Other City Buildings	2,185	114,864	112,679	5156.93%	117,180	2.02%	119,549	2.02%	121,966	2.02%	124,481	2.06%
21254 Planning & Engineering Building	-	88,830	88,830		89,637	0.91%	90,467	0.93%	91,321	0.94%	95,344	4.41%
21259 Other Common Services	671,462	633,706	(37,756)	-5.62%	647,786	2.22%	662,272	2.24%	677,177	2.25%	711,036	5.00%
21260 Carbon Offsets	51,500	53,045	1,545	3.00%	54,636	3.00%	56,275	3.00%	57,964	3.00%	60,862	5.00%
INFORMATION SERVICES												
21261 Information Services	968,488	1,017,002	48,514	5.01%	1,057,131	3.95%	1,098,979	3.96%	1,142,653	3.97%	1,188,239	3.99%
OTHER ADMINISTRATIVE SERVICES												
21282 Appraisals	-	27,500	27,500		-		-				31,000	
21283 Personnel (Human Resources)	435,976	489,493	53,517	12.28%	460,859	-5.85%	482,572	4.71%	481,006	-0.32%	497,030	3.33%
21285 Employee Wellness (EFAP)	17,812	19,368	1,556	8.74%	19,949	3.00%	20,547	3.00%	21,164	3.00%	22,222	5.00%
RECOVERIES												
21290 Administration Services Recovered	(530,000)	(545,900)	(15,900)	3.00%	(550,000)	0.75%	(555,000)	0.91%	(560,000)	0.90%	(565,000)	0.89%
GENERAL ADMINISTRATION	4,783,707	5,157,237	373,530	7.81%	5,197,108	0.77%	5,368,233	3.29%	5,520,970	2.85%	5,758,999	4.31%
21911 Election Expense	-	-	-		64,290		-		-		-	
21920 Training and Development	191,212	199,069	7,857	4.11%	205,041	3.00%	211,192	3.00%	217,528	3.00%	224,054	3.00%
21925 Council Travel and Development	76,000	60,000	(16,000)	-21.05%	62,500	4.17%	65,000	4.00%	67,500	3.85%	70,000	3.70%
21930 Insurance	404,642	416,781	12,139	3.00%	429,285	3.00%	442,163	3.00%	455,428	3.00%	478,199	5.00%
21931 Damage Claims	21,000	21,000	-	0.00%	21,000	0.00%	21,000	0.00%	21,000	0.00%	21,000	0.00%
21950 Grants In Aid	11,000	11,000	-	0.00%	11,000	0.00%	11,000	0.00%	11,000	0.00%	11,000	0.00%
OTHER GENERAL GOV'T SERVICES	703,854	707,850	3,996	0.57%	793,116	12.05%	750,355	-5.39%	772,456	2.95%	804,253	4.12%
GENERAL GOVERNMENT SERVICE	5,811,126	6,204,070	392,944	6.76%	6,354,332	2.42%	6,491,535	2.16%	6,679,955	2.90%	6,967,984	4.31%



**CITY OF PORT ALBERNI
GENERAL FUND - EXPENSE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
PROTECTIVE SERVICES												
22121 Police Services Contract	7,287,407	7,968,738	681,331	9.35%	8,310,565	4.29%	8,593,371	3.40%	8,902,454	3.60%	9,347,577	5.00%
22122 Police Services Administration	1,331,508	1,505,247	173,739	13.05%	1,549,676	2.95%	1,589,987	2.60%	1,633,854	2.76%	1,679,438	2.79%
22123 Police Services Consulting	36,000	38,750	2,750	7.64%	38,750	0.00%	41,000	5.81%	41,000	0.00%	43,050	5.00%
22130 Community Policing	159,292	169,263	9,971	6.26%	174,945	3.36%	179,509	2.61%	184,293	2.67%	190,335	3.28%
22160 Police Building Maintenance	196,663	294,233	97,570	49.61%	302,957	2.96%	327,928	8.24%	321,071	-2.09%	334,980	4.33%
22180 Detention & Custody of Prisoners	571,751	600,444	28,693	5.02%	617,036	2.76%	634,126	2.77%	651,729	2.78%	670,404	2.87%
<i>POLICE PROTECTION</i>	9,582,621	10,576,675	994,054	10.37%	10,993,929	3.95%	11,365,921	3.38%	11,734,401	3.24%	12,265,784	4.53%
22411 Fire Protection Administration	415,283	461,547	46,264	11.14%	480,102	4.02%	499,469	4.03%	519,681	4.05%	541,972	4.29%
22421 Fire Crew	3,488,594	3,648,586	159,992	4.59%	3,755,196	2.92%	3,910,551	4.14%	4,072,726	4.15%	4,242,741	4.17%
22422 Personnel Expense	58,127	61,973	3,846	6.62%	63,910	3.13%	65,907	3.12%	67,967	3.13%	71,336	4.96%
22431 Communication System	8,901	9,257	356	4.00%	9,535	3.00%	9,821	3.00%	10,115	2.99%	10,621	5.00%
22440 Fire Investigation	2,080	2,163	83	3.99%	2,228	3.01%	2,295	3.01%	2,364	3.01%	2,482	4.99%
22441 Fire Prevention	183,927	214,886	30,959	16.83%	223,806	4.15%	233,125	4.16%	242,860	4.18%	253,150	4.24%
22471 Fire Building Maintenance	93,915	97,805	3,890	4.14%	100,691	2.95%	103,664	2.95%	106,726	2.95%	111,649	4.61%
22480 Vehicle Repair & Maintenance	494,043	545,135	51,092	10.34%	561,437	2.99%	578,228	2.99%	595,523	2.99%	624,848	4.92%
22481 Sundry Equipment Repair & Mtce	28,359	29,493	1,134	4.00%	30,378	3.00%	31,290	3.00%	32,228	3.00%	33,840	5.00%
22482 Fire Fighting Tools/Supplies Purchases	53,824	74,550	20,726	38.51%	77,227	3.59%	80,002	3.59%	82,878	3.59%	87,022	5.00%
<i>FIRE PROTECTION</i>	4,827,053	5,145,395	318,342	6.59%	5,304,510	3.09%	5,514,352	3.96%	5,733,068	3.97%	5,979,661	4.30%
22510 Emergency Program (Tsunami Warning)	6,401	2,027	(4,374)	-68.33%	2,088	3.01%	2,151	3.02%	2,215	2.98%	2,326	5.01%
22921 Building & Plumbing Inspection	278,481	295,244	16,763	6.02%	302,928	2.60%	340,847	12.52%	319,008	-6.41%	329,208	3.20%
22926 Building Inspector Vehicle	10,395	10,707	312	3.00%	11,028	3.00%	11,359	3.00%	11,699	2.99%	12,284	5.00%
22931 Animal Control Services Contract	153,763	158,331	4,568	2.97%	163,036	2.97%	167,882	2.97%	172,872	2.97%	181,516	5.00%
<i>OTHER PROTECTION</i>	442,639	464,282	21,643	4.89%	476,992	2.74%	520,088	9.03%	503,579	-3.17%	523,008	3.86%
PROTECTIVE SERVICES	14,858,714	16,188,379	1,329,665	8.95%	16,777,519	3.64%	17,402,512	3.73%	17,973,263	3.28%	18,770,779	4.44%
TRANSPORTATION SERVICE												
COMMON SERVICES												
23110 Engineering Administration	881,031	744,384	(136,647)	-15.51%	959,621	28.91%	985,668	2.71%	1,012,302	2.70%	1,049,887	3.71%
23121 Engineering Consulting Services	50,000	6,500	(43,500)	-87.00%	8,045	23.77%	8,286	3.00%	8,535	3.01%	9,916	16.18%
PUBLIC WORKS ADMINISTRATION												
23129 Clerical & Reception-Operation	172,045	179,435	7,390	4.30%	184,513	2.83%	189,743	2.83%	195,130	2.84%	201,692	3.36%
23130 Supervision Operations	390,448	414,828	24,380	6.24%	426,213	2.74%	437,940	2.75%	449,929	2.74%	462,202	2.73%
23134 Small Tools/Equipment/Supplies	55,303	58,136	2,833	5.12%	59,867	2.98%	61,650	2.98%	63,486	2.98%	66,550	4.83%
23136 Works Yard Maintenance	125,481	133,127	7,646	6.09%	137,456	3.25%	141,914	3.24%	148,266	4.48%	153,857	3.77%
23137 Main Building Maintenance	178,159	187,436	9,277	5.21%	192,818	2.87%	198,355	2.87%	204,035	2.86%	212,042	3.92%
23138 Shop Overhead	101,771	106,728	4,957	4.87%	109,767	2.85%	112,897	2.85%	116,121	2.86%	120,518	3.79%
23160 General Equipment Maintenance	759,351	784,096	24,745	3.26%	806,885	2.91%	830,358	2.91%	854,534	2.91%	890,989	4.27%
23161 Vehicle Maintenance & Replacement	34,107	41,601	7,494	21.97%	43,186	3.81%	44,832	3.81%	46,543	3.82%	48,718	4.67%
23162 Supv Vehicle Mtce & Replacement	28,000	28,840	840	3.00%	29,705	3.00%	30,596	3.00%	31,514	3.00%	33,090	5.00%
<i>COMMON SERVICES</i>	2,775,696	2,685,111	(90,585)	-3.26%	2,958,076	10.17%	3,042,239	2.85%	3,130,395	2.90%	3,249,461	3.80%
ROAD TRANSPORTATION												
ROADS AND STREETS												
23205 Customer Service Requests-Streets	86,859	93,439	6,580	7.58%	96,032	2.78%	98,703	2.78%	101,450	2.78%	104,707	3.21%



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	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
23210 Small Tools/Supplies-Streets	2,354	2,454	100	4.25%	2,498	1.79%	2,573	3.00%	2,650	2.99%	2,782	4.98%
23220 Streets Inspections	45,033	48,078	3,045	6.76%	49,400	2.75%	50,761	2.76%	52,162	2.76%	53,717	2.98%
23231 Roadway Surfaces Maintenance	626,170	647,286	21,116	3.37%	665,957	2.88%	685,136	2.88%	704,863	2.88%	733,327	4.04%
23233 Road Allowance Maintenance	466,370	481,790	15,420	3.31%	495,799	2.91%	510,220	2.91%	525,036	2.90%	545,046	3.81%
23234 New Driveway Crossings	12,819	13,302	483	3.77%	13,684	2.87%	14,078	2.88%	14,484	2.88%	15,070	4.05%
23236 Street Sweeping	201,522	182,679	(18,843)	-9.35%	187,791	2.80%	193,015	2.78%	198,386	2.78%	205,706	3.69%
23237 Snow & Ice Removal	211,751	200,000	(11,751)	-5.55%	206,668	3.33%	213,567	3.34%	220,701	3.34%	229,187	3.85%
BRIDGES AND RETAINING WALLS												
23241 Bridges & Engineered Structures	26,681	30,922	4,241	15.90%	31,840	2.97%	32,786	2.97%	33,760	2.97%	35,363	4.75%
STREET LIGHTING												
23250 Overhead & Decorative Lighting	408,759	423,387	14,628	3.58%	436,045	2.99%	449,083	2.99%	462,506	2.99%	485,172	4.90%
23261 Signs & Traffic Marking	267,028	277,416	10,388	3.89%	285,386	2.87%	293,594	2.88%	302,049	2.88%	314,351	4.07%
23264 Traffic & Railroad Signals	25,218	25,975	757	3.00%	26,754	3.00%	27,557	3.00%	28,384	3.00%	29,803	5.00%
PARKING												
23272 Off-Street Parking	17,946	18,620	674	3.76%	19,174	2.98%	19,744	2.97%	20,328	2.96%	21,142	4.00%
OTHER												
23291 Gravel	119,706	135,438	15,732	13.14%	139,344	2.88%	143,367	2.89%	147,511	2.89%	153,630	4.15%
ROADS & STREETS	2,518,216	2,580,786	62,570	2.48%	2,656,372	2.93%	2,734,184	2.93%	2,814,270	2.93%	2,929,003	4.08%
STORM DRAINAGE OPEN DRAINAGE												
23311 Ditch, Creek & Dyke Maintenance	108,312	113,888	5,576	5.15%	116,197	2.03%	119,487	2.83%	122,863	2.83%	126,945	3.32%
STORM SEWERS												
23331 Storm Sewer Maintenance	138,304	145,123	6,819	4.93%	149,186	2.80%	153,372	2.81%	157,683	2.81%	163,179	3.49%
23333 Storm Sewer Lift Station	52,657	55,784	3,127	5.94%	55,311	-0.85%	56,852	2.79%	58,426	2.77%	60,119	2.90%
23335 Storm Sewer Connections	114,062	119,456	5,394	4.73%	122,867	2.86%	126,379	2.86%	129,996	2.86%	134,981	3.83%
STORM DRAINAGE	413,335	434,251	20,916	5.06%	443,561	2.14%	456,090	2.82%	468,968	2.82%	485,224	3.47%
OTHER COMMON SERVICES												
23881 Training Program	125,634	120,226	(5,408)	-4.30%	123,686	2.88%	127,248	2.88%	130,911	2.88%	136,110	3.97%
23882 Safety	41,642	82,172	40,530	97.33%	84,533	2.87%	86,961	2.87%	89,460	2.87%	92,968	3.92%
23884 Special Streets Work Orders	2,964	23,308	20,344	686.37%	23,948	2.75%	24,608	2.76%	25,287	2.76%	26,053	3.03%
OTHER COMMON SERVICES	170,240	225,706	55,466	32.58%	232,167	2.86%	238,817	2.86%	245,658	2.86%	255,131	3.86%
OTHER												
23510 PUBLIC TRANSIT	1,119,137	1,253,697	134,560	12.02%	1,302,731	3.91%	1,347,472	3.43%	1,399,610	3.87%	1,457,408	4.13%
RECOVERIES												
23952 Main Building Expense Recovery	(24,000)	(24,000)	-	0.00%	(24,000)	0.00%	(24,000)	0.00%	(24,000)	0.00%	(24,000)	0.00%
23958 Equipment Charges Recovery	(400,000)	(420,000)	(20,000)	5.00%	(435,000)	3.57%	(450,000)	3.45%	(465,000)	3.33%	(480,000)	3.23%
23959 Gravel Cost Recovery	(75,000)	(75,000)	-	0.00%	(75,000)	0.00%	(75,000)	0.00%	(75,000)	0.00%	(75,000)	0.00%
RECOVERIES	(499,000)	(519,000)	(20,000)	4.01%	(534,000)	2.89%	(549,000)	2.81%	(564,000)	2.73%	(579,000)	2.66%
TRANSPORTATION SERVICE	6,497,624	6,660,551	162,927	2.51%	7,058,907	5.98%	7,269,802	2.99%	7,494,901	3.10%	7,797,227	4.03%
ENVIRONMENTAL HEALTH SERVICES SOLID WASTE COLLECTION												



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	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
24320 Residential Waste Collection	880,573	956,728	76,155	8.65%	1,005,224	5.07%	1,034,259	2.89%	1,064,123	2.89%	1,107,233	4.05%
24322 Solid Waste Containers Purchase & Mtce	51,088	71,086	19,998	39.14%	84,148	18.37%	86,516	2.81%	88,932	2.79%	91,881	3.32%
24323 Solid Waste Disposal Fees	550,000	593,000	43,000	7.82%	612,000	3.20%	624,240	2.00%	636,725	2.00%	668,561	5.00%
24324 City Facility Solid Waste Collection	6,203	6,500	297	4.79%	6,760	4.00%	7,030	3.99%	7,312	4.01%	7,677	4.99%
ENVIRONMENTAL HEALTH	1,487,864	1,627,314	139,450	9.37%	1,708,132	4.97%	1,752,045	2.57%	1,797,092	2.57%	1,875,352	4.35%
PUBLIC HEALTH												
25161 Cemetery Maintenance	14,510	15,509	999	6.88%	15,958	2.90%	16,420	2.90%	16,897	2.90%	17,509	3.62%
25162 Interments	47,936	50,207	2,271	4.74%	51,628	2.83%	53,091	2.83%	54,593	2.83%	56,306	3.14%
25163 Memorial Marker Installation	23,077	24,070	993	4.30%	24,735	2.76%	25,420	2.77%	26,123	2.77%	26,922	3.06%
CEMETERIES	85,523	89,786	4,263	4.98%	92,321	2.82%	94,931	2.83%	97,613	2.83%	100,737	3.20%
PUBLIC HEALTH	85,523	89,786	4,263	4.98%	92,321	2.82%	94,931	2.83%	97,613	2.83%	100,737	3.20%
DEVELOPMENT SERVICES												
26129 Planning Administration	796,927	825,372	28,445	3.57%	898,526	8.86%	1,032,871	14.95%	1,059,806	2.61%	1,094,045	3.23%
26132 Consulting Services - OCP	240,600	225,000	(15,600)	-6.48%	326,218	44.99%	120,000	-63.21%	140,000	16.67%	121,000	-13.57%
RESEARCH AND PLANNING	1,037,527	1,050,372	12,845	1.24%	1,224,744	16.60%	1,152,871	-5.87%	1,199,806	4.07%	1,215,045	1.27%
26234 Business Development	65,800	13,156	(52,644)	-80.01%	12,277	-6.68%	12,522	2.00%	12,773	2.00%	13,411	4.99%
26235 Economic Development	333,906	305,169	(28,737)	-8.61%	313,579	2.76%	318,900	1.70%	327,590	2.72%	343,489	4.85%
26237 Community Serv-Community Inv Program	33,200	33,200	-	0.00%	33,200	0.00%	33,200	0.00%	33,200	0.00%	33,200	0.00%
26238 Community Serv-Community Engagement	500	500	-	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
COMMUNITY DEVELOPMENT	433,406	352,025	(81,381)	-18.78%	359,556	2.14%	365,122	1.55%	374,063	2.45%	390,600	4.42%
26701 Alberni Harbour Quay Overhead	19,289	115,340	96,051	497.96%	117,842	2.17%	120,402	2.17%	122,385	1.65%	125,463	2.52%
26770 Harbour Quay - Buildings Maintenance	136,825	146,222	9,397	6.87%	150,673	3.04%	154,811	2.75%	159,411	2.97%	166,014	4.14%
ALBERNI HARBOUR QUAY	156,114	261,562	105,448	67.55%	268,515	2.66%	275,213	2.49%	281,796	2.39%	291,477	3.44%
OTHER ENVIRONMENTAL DEVELOPMENT												
26911 Chamber of Commerce Visitor Centre	103,000	-	(103,000)	-100.00%	-	-	-	-	-	-	-	-
OTHER	103,000	-	(103,000)	-100.00%	-	-	-	-	-	-	-	-
ENVIRONMENTAL DEVELOPMENT	1,730,047	1,663,959	(66,088)	-3.82%	1,852,815	11.35%	1,793,206	-3.22%	1,855,665	3.48%	1,897,122	2.23%
PARKS, RECREATION & HERITAGE RECREATION FACILITIES ADMINISTRATION												
27110 Parks, Recreation & Heritage Mgmt Serv	603,077	628,711	25,634	4.25%	650,454	3.46%	668,599	2.79%	687,224	2.79%	709,956	3.31%
COMMUNITY CENTRES AND HALLS												
27120 Gyro Youth Centre Maintenance	53,832	54,798	966	1.79%	56,184	2.53%	57,608	2.53%	59,070	2.54%	61,341	3.84%
27126 Glenwood Skate Shop	2,979	3,088	109	3.66%	3,181	3.01%	3,277	3.02%	3,332	1.68%	3,468	4.08%
27128 Glenwood Centre Maintenance	81,661	88,781	7,120	8.72%	91,021	2.52%	93,321	2.53%	95,684	2.53%	99,536	4.03%
27129 Bob Dailey Stadium	16,880	17,486	606	3.59%	17,897	2.35%	24,321	35.89%	18,758	-22.87%	19,431	3.59%
27130 Echo Activity Centre Maintenance	309,660	407,787	98,127	31.69%	429,965	5.44%	442,865	3.00%	456,002	2.97%	470,517	3.18%
27134 Echo Aquatic Maintenance	512,687	571,332	58,645	11.44%	588,275	2.97%	605,966	3.01%	624,034	2.98%	647,483	3.76%
27140 AV Multiplex Concessions	228,461	211,966	(16,495)	-7.22%	218,325	3.00%	224,875	3.00%	231,621	3.00%	241,286	4.17%
27142 AV Multiplex Skate Shop	29,545	30,839	1,294	4.38%	31,734	2.90%	32,656	2.91%	33,606	2.91%	34,640	3.08%
27144 AV Multiplex Maintenance	1,001,017	1,056,621	55,604	5.55%	1,088,637	3.03%	1,121,714	3.04%	1,155,345	3.00%	1,198,417	3.73%
27146 Parks Building & Fieldhouses	140,710	144,218	3,508	2.49%	148,277	2.81%	152,746	3.01%	157,397	3.04%	164,130	4.28%
27148 Echo Park Complex	65,285	68,728	3,443	5.27%	70,911	3.18%	73,248	3.30%	75,674	3.31%	78,699	4.00%



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	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
RECREATION PROGRAMS												
SPORT PROGRAMS												
27156 Glenwood Centre Programs	68,927	72,757	3,830	5.56%	74,715	2.69%	76,732	2.70%	78,809	2.71%	80,961	2.73%
27160 Echo Aquatic Programs	847,498	897,353	49,855	5.88%	923,539	2.92%	949,905	2.85%	977,057	2.86%	1,006,374	3.00%
27163 AV Multiplex Programs	274,681	296,346	21,665	7.89%	345,817	16.69%	355,449	2.79%	365,320	2.78%	375,436	2.77%
LEISURE PROGRAMS												
27166 Leisure Service Programs	287,255	296,534	9,279	3.23%	329,759	11.20%	339,231	2.87%	348,957	2.87%	359,182	2.93%
27173 Children's Programs	321,721	338,916	17,195	5.34%	393,395	16.07%	402,647	2.35%	412,180	2.37%	423,559	2.76%
27180 Adult Programs	88,755	132,454	43,699	49.24%	132,605	0.11%	132,760	0.12%	132,918	0.12%	133,817	0.68%
SPECIAL EVENTS												
27190 Special Events	13,250	67,400	54,150	408.68%	60,336	-10.48%	61,092	1.25%	61,868	1.27%	64,834	4.79%
27198 Vehicle Maintenance & Repair	14,354	37,577	23,223	161.79%	38,047	1.25%	38,526	1.26%	39,013	1.26%	39,506	1.26%
RECREATION FACILITIES & PROGRAMS	4,968,281	5,423,692	455,411	9.17%	5,693,074	4.97%	5,857,538	2.89%	6,013,869	2.67%	6,212,573	3.30%
PARKS AND PLAYGROUNDS												
27210 Parks & Facility Management Services	351,065	355,895	4,830	1.38%	365,791	2.78%	375,962	2.78%	386,437	2.79%	398,339	3.08%
27215 Parks Maintenance	1,122,923	1,142,201	19,278	1.72%	1,167,482	2.21%	1,202,750	3.02%	1,239,074	3.02%	1,284,042	3.63%
27220 Horticultural Services	379,143	426,455	47,312	12.48%	440,285	3.24%	454,956	3.33%	469,245	3.14%	487,776	3.95%
27225 Vehicles & Equipment Mtce & Repair	233,802	246,706	12,904	5.52%	254,415	3.12%	262,380	3.13%	270,607	3.14%	282,390	4.35%
27230 Parks Upgrading	69,952	68,873	(1,079)	-1.54%	70,924	2.98%	73,035	2.98%	75,210	2.98%	78,833	4.82%
27499 Equipment Recovery	(76,000)	(70,000)	6,000	-7.89%	(70,000)	0.00%	(70,000)	0.00%	(70,000)	0.00%	(70,000)	0.00%
PARKS & PLAYGROUNDS	2,080,885	2,170,130	89,245	4.29%	2,228,897	2.71%	2,299,083	3.15%	2,370,573	3.11%	2,461,380	3.83%
CULTURAL SERVICES												
27510 Museum Services	325,234	346,355	21,121	6.49%	354,271	2.29%	362,401	2.29%	370,775	2.31%	380,654	2.66%
27515 Museum Programs-Curatorial	120,297	140,754	20,457	17.01%	144,776	2.86%	148,917	2.86%	153,183	2.86%	157,822	3.03%
27516 Museum Programs-Permanent Exhibits	1,000	11,030	10,030	1003.00%	-	-100.00%	-	-	-	-	-	-
27517 Museum Programs-Temporary Exhibits	20,200	65,806	45,606	225.77%	68,430	3.99%	22,073	-67.74%	22,735	3.00%	23,872	5.00%
27530 Industrial Collections	110,657	117,427	6,770	6.12%	120,774	2.85%	124,330	2.94%	127,949	2.91%	134,209	4.89%
27550 Museum Maintenance	89,742	97,347	7,605	8.47%	100,180	2.91%	103,463	3.28%	106,660	3.09%	111,033	4.10%
27600 Vancouver Island Regional Library	1,072,702	1,139,722	67,020	6.25%	1,230,900	8.00%	1,329,372	8.00%	1,435,721	8.00%	1,507,508	5.00%
27700 McLean Mill Operator Agreement	130,000	120,000	(10,000)	-7.69%	110,000	-8.33%	100,000	-9.09%	90,000	-10.00%	80,000	-11.11%
27710 McLean Mill City operations	74,015	83,467	9,452	12.77%	85,740	2.72%	88,577	3.31%	91,179	2.94%	95,299	4.52%
CULTURAL SERVICES	1,943,847	2,121,908	178,061	9.16%	2,215,071	4.39%	2,279,133	2.89%	2,398,202	5.22%	2,490,397	3.84%
RECREATION & CULTURAL	8,993,013	9,715,730	722,717	8.04%	10,137,042	4.34%	10,435,754	2.95%	10,782,644	3.32%	11,164,350	3.54%
TOTAL OPERATIONS EXPENSES	39,463,911	42,149,789	2,685,878	6.81%	43,981,068	4.34%	45,239,785	2.86%	46,681,133	3.19%	48,573,551	4.05%
INTEREST & DEBT SERVICING												
28115 Interest on Prepaid Taxes	50,000	50,000	-	0.00%	50,000	0.00%	50,000	0.00%	50,000	0.00%	50,000	0.00%
28121 Interest Payments on Debentures	83,777	83,777	-	0.00%	83,777	0.00%	83,777	0.00%	83,777	0.00%	83,777	0.00%
28131 Principal Payments on Debentures	120,468	120,468	-	0.00%	120,468	0.00%	120,468	0.00%	120,468	0.00%	120,468	0.00%
28193 Banking Service Charges	8,200	8,300	100	1.22%	8,400	1.20%	8,400	0.00%	8,400	0.00%	8,400	0.00%
FINANCING & BANK FEES	262,445	262,545	100	0.04%	262,645	0.04%	262,645	0.00%	262,645	0.00%	262,645	0.00%
TOTAL OPERATIONS AND DEBT SERVICING	39,726,356	42,412,334	2,685,978	6.76%	44,243,713	4.32%	45,502,430	2.84%	46,943,778	3.17%	48,836,196	4.03%
TRANSFERS TO RESERVES												



**CITY OF PORT ALBERNI
GENERAL FUND - EXPENSE
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
28910 Debt Reserve Fund Transfer	15,000	15,000	-	0.00%	15,000	0.00%	15,000	0.00%	15,000	0.00%	15,000	0.00%
28222 Transfer to Equipment Replacement	34,000	34,000	-	0.00%	34,000	0.00%	34,000	0.00%	34,000	0.00%	34,000	0.00%
28230 Transfer to Capital Works Reserve	70,000	70,000	-	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%
RESERVE TRANSFERS	119,000	119,000	-	0.00%	119,000	0.00%	119,000	0.00%	119,000	0.00%	119,000	0.00%
TRANSFERS TO GENERAL CAPITAL RES.												
28220 Projects TBD Council Direction	-	-	-		2,017,352		3,670,709	82.0%	5,091,373	38.7%	6,119,985	20.2%
Administration	130,000	-	(130,000)	-100.0%	-		250,000		595,325	138.1%	-	-100.0%
Fire Department	15,500	54,600	39,100	252.3%	50,000	-8.4%	240,000	380.0%	-	-100.0%	152,000	
Transportation Services	272,078	290,880	18,802	6.9%	-	-100.0%	-		-		-	
Paving and Road Construction	-	744,010	744,010		1,050,000	41.1%	1,050,000	0.0%	1,050,000	0.0%	1,050,000	0.0%
Traffic Upgrades	-	100,000	100,000		100,000	0.0%	33,000	-67.0%	33,000	0.0%	33,000	0.0%
Storm Drains	-	380,000	380,000		380,000	0.0%	380,000	0.0%	380,000	0.0%	380,000	0.0%
Other Public Works Projects	15,000	-	(15,000)	-100.0%	-		-		-		-	
Parks	39,675	34,500	(5,175)	-13.0%	22,425	-35.0%	150,650	571.8%	34,500	-77.1%		-100.0%
Cultural Services	-	30,000	30,000		30,000	0.0%	30,000	0.0%	30,000	0.0%	30,000	0.0%
Parks, Recreation and Heritage	23,000	1,424,358	1,401,358	6092.9%	1,868,000	31.1%	1,000,000	-46.5%	500,000	-50.0%	1,050,000	110.0%
TOTAL GENERAL CAPITAL TRANSFERS	495,253	3,058,348	2,563,095	517.5%	5,517,777	80.4%	6,804,359	23.3%	7,714,198	13.4%	8,814,985	14.3%
OTHER SERVICES												
OTHER BUDGET CONSIDERATIONS												
29911 Contingency Funds	265,000	300,000	35,000	13.21%	300,000	0.00%	300,000	0.00%	300,000	0.00%	300,000	0.00%
OTHER BUDGET CONSIDERATIONS	265,000	300,000	35,000	200.00%	300,000	13.21%	300,000	0.00%	300,000	0.00%	300,000	0.00%
TOTAL OPERATIONS, DEBT SERVICING, RESERVE AND CAPITAL TRANSFERS, CONTINGENCY												
	40,605,609	45,889,682	5,284,073	25.72%	50,180,490	23.58%	52,725,789	14.90%	55,076,976	9.76%	58,070,181	10.14%
TRANSFERS TO RESERVE ALLOWANCES												
28211 Transfers to Reserve - Asset Mangement	240,751	1,100,000	859,249	356.90%	400,000	-63.64%	400,000	0.00%	400,000	0.00%	400,000	0.00%
TAXES COLLECTED FOR OTHERS REGIONAL DISTRICT												
28410 Alberni-Clayoquot Regional District	1,807,199	2,094,578	287,379	15.90%	2,157,415	3.00%	2,222,138	3.00%	2,288,802	3.00%	2,403,242	5.00%
SCHOOL DISTRICTS												
28811 Non-Residential School Tax	1,875,000	1,931,250	56,250	3.00%	1,989,188	3.00%	2,048,863	3.00%	2,110,329	3.00%	2,215,845	5.00%
28812 Residential School Tax	5,200,000	5,356,000	156,000	3.00%	5,516,680	3.00%	5,682,180	3.00%	5,852,646	3.00%	6,145,278	5.00%
REGIONAL GOVERNMENTS												
28820 Alberni-Clayoquot Regional Hosp District	679,233	685,000	5,767	0.85%	685,000	0.00%	685,000	0.00%	685,000	0.00%	719,250	5.00%
JOINT BOARDS AND COMMISSIONS												
28830 Municipal Finance Authority	1,200	1,236	36	3.00%	1,273	2.99%	1,311	2.99%	1,351	3.05%	1,418	4.96%
28831 BC Assessment	220,000	226,600	6,600	3.00%	233,398	3.00%	240,400	3.00%	247,612	3.00%	259,993	5.00%
TAXES COLLECTED FOR OTHERS	9,782,632	10,294,664	512,032	5.23%	10,582,954	2.80%	10,879,892	2.81%	11,185,740	2.81%	11,745,026	5.00%
GENERAL FUND EXPENDITURE	50,628,992	57,284,346	6,655,354	13.15%	61,163,444	6.77%	64,005,681	4.65%	66,662,716	4.15%	70,215,207	5.33%



CITY OF PORT ALBERNI
WATER FUND - REVENUE & EXPENSES
2025-2029 FINANCIAL PLAN

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
SALES OF SERVICE												
54421 Metered Sales	3,851,896	4,005,972	154,076	4.00%	4,166,211	4.00%	4,332,859	4.00%	4,506,174	4.00%	4,731,482	5.00%
54431 Connections	60,000	60,000	-	0.00%	60,000	0.00%	60,000	0.00%	60,000	0.00%	60,000	0.00%
54432 Turn-On Charges	1,500	1,500	-	0.00%	1,500	0.00%	1,500	0.00%	1,500	0.00%	1,500	0.00%
54433 Service Charges Sundry	50,000	50,000	-	0.00%	50,000	0.00%	50,000	0.00%	50,000	0.00%	50,000	0.00%
SALES OF SERVICE	3,963,396	4,117,472	154,076	3.89%	4,277,711	3.89%	4,444,359	3.90%	4,617,674	3.90%	4,842,982	4.88%
OTHER REVENUE FROM OWN SOURCE												
55590 Other Interest	100,460	100,460	-	0.00%	100,460	0.00%	100,460	0.00%	100,460	0.00%	100,460	0.00%
55611 Water Penalty	35,000	35,000	-	0.00%	35,000	0.00%	35,000	0.00%	35,000	0.00%	35,000	0.00%
OTHER REVENUE	135,460	135,460	-	0.00%	135,460	0.00%	135,460	0.00%	135,460	0.00%	135,460	0.00%
WATER FUND REVENUE												
	4,098,856	4,252,932	154,076	3.76%	4,413,171	3.77%	4,579,819	3.78%	4,753,134	3.78%	4,978,442	4.74%
WATER SUPPLY SYSTEM ADMINISTRATION												
64110 Water Administration & Other	895,089	1,104,261	209,172	23.37%	1,136,245	2.90%	1,169,206	2.90%	1,203,176	2.91%	1,247,589	3.69%
ENGINEERING SERVICES												
64121 Engineering Consulting Services	30,000	30,000	-	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%
WATER SYSTEM ADMINISTRATION												
64133 Customer Service Requests	20,756	10,335	(10,421)	-50.21%	10,645	3.00%	10,965	3.01%	11,294	3.00%	11,858	4.99%
64136 Small Tools/Equipment/Supplies	10,523	6,041	(4,482)	-42.59%	6,222	3.00%	6,409	3.01%	6,601	3.00%	6,931	5.00%
SERVICE OF SUPPLY												
64141 Supply Inspection & Operation	106,996	123,164	16,168	15.11%	126,633	2.82%	130,206	2.82%	133,886	2.83%	138,326	3.32%
PUMPING												
64161 Pumping Inspection & Operation	271,388	298,932	27,544	10.15%	307,546	2.88%	316,418	2.88%	325,556	2.89%	338,595	4.01%
TRANSMISSION & DISTRIBUTION												
64181 Transmission/Distribution System	380,556	400,242	19,686	5.17%	410,041	2.45%	421,651	2.83%	433,593	2.83%	448,761	3.50%
64183 Connections	86,841	85,364	(1,477)	-1.70%	87,925	3.00%	90,562	3.00%	93,279	3.00%	97,943	5.00%
64185 Meters	282,746	292,544	9,798	3.47%	300,455	2.70%	309,111	2.88%	318,022	2.88%	330,860	4.04%
64187 Hydrants	61,574	58,765	(2,809)	-4.56%	58,917	0.26%	60,596	2.85%	62,315	2.84%	64,486	3.48%
WATER SUPPLY SYSTEM	2,146,469	2,409,648	263,179	12.26%	2,474,629	2.70%	2,545,124	2.85%	2,617,722	2.85%	2,715,349	3.73%
FISCAL SERVICES												
DEBT												
68120 Interest Payments On Debentures	44,000	44,000	-	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%
68130 Principal Payments On Debentures	38,743	38,743	-	0.00%	38,743	0.00%	38,743	0.00%	38,743	0.00%	38,743	0.00%
DEBT	82,743	82,743	-	0.00%	82,743	0.00%	82,743	0.00%	82,743	0.00%	82,743	0.00%
TRANSFERS TO FUNDS AND RESERVES												
68220 Transfers To Water Capital Fund	1,869,184	1,760,081	(109,103)	-5.84%	1,855,339	5.41%	1,951,492	5.18%	2,052,209	5.16%	2,179,890	6.22%
68910 Debt Reserve Fund Transfer	460	460	-	0.00%	460	0.00%	460	0.00%	460	0.00%	460	0.00%
FISCAL SERVICES	1,952,387	1,843,284	(109,103)	-5.59%	1,938,542	5.17%	2,034,695	4.96%	2,135,412	4.95%	2,263,093	5.98%
EXCESS OF REVENUE OVER EXPENSE												
	-	-	-	-	-	-	-	-	-	-	-	-
WATER FUND EXPENSE												
	4,098,856	4,252,932	154,076	3.76%	4,413,171	3.77%	4,579,819	3.78%	4,753,134	3.78%	4,978,442	4.74%



**CITY OF PORT ALBERNI
SEWER FUND - REVENUE & EXPENSES
2025-2029 FINANCIAL PLAN**

	Budget 2024	Budget 2025	Increase \$	Increase %	Budget 2026	Increase %	Budget 2027	Increase %	Budget 2028	Increase %	Budget 2029	Increase %
SALES OF SERVICE												
94421 Sewer Fees	3,230,739	3,392,276	161,537	5.00%	3,561,889	5.00%	3,739,984	5.00%	3,889,583	4.00%	4,084,062	5.00%
94431 Sewer Connections	85,272	86,977	1,705	2.00%	88,717	2.00%	90,491	2.00%	93,206	3.00%	93,206	0.00%
94432 Service Charges Sundry	40,000	41,200	1,200	3.00%	42,436	3.00%	43,709	3.00%	45,020	3.00%	45,020	0.00%
94433 User Charges	21,318	21,744	426	2.00%	22,179	2.00%	22,623	2.00%	23,302	3.00%	23,302	0.00%
OTHER SERVICES												
94441 Sewage Disposal Fees	74,613	76,105	1,492	2.00%	77,627	2.00%	79,180	2.00%	81,555	3.00%	81,555	0.00%
<i>SALES OF SERVICE</i>	3,451,942	3,618,302	166,360	4.82%	3,792,848	4.82%	3,975,987	4.83%	4,132,666	3.94%	4,327,145	4.71%
OTHER REVENUE FROM OWN SOURCE												
95590 Interest Income	24,000	24,000	-	0.00%	24,000	0.00%	24,000	0.00%	24,000	0.00%	24,000	0.00%
95611 Sewer Penalty	38,045	39,765	1,720	4.52%	41,562	4.52%	43,441	4.52%	45,000	3.59%	45,000	0.00%
91210 Sewer Local Improvement Charges	1,000	1,000	-	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
<i>OTHER REVENUE</i>	63,045	64,765	1,720	2.73%	66,562	2.77%	68,441	2.82%	70,000	2.28%	70,000	0.00%
SEWER FUND REVENUE	3,514,987	3,683,067	168,080	4.78%	3,859,410	4.79%	4,044,428	4.79%	4,202,666	3.91%	4,397,145	4.63%
ADMINISTRATION												
104210 Sewer Administration & Other	891,584	1,102,667	211,083	23.68%	1,134,558	2.89%	1,167,413	2.90%	1,201,264	2.90%	1,247,196	3.82%
ENGINEERING SERVICES												
104221 Consulting Services	36,086	37,169	1,083	3.00%	38,284	3.00%	39,432	3.00%	40,615	3.00%	42,646	5.00%
SEWER SYSTEM ADMINISTRATION												
104233 Customer Service Requests	32,704	9,691	(23,013)	-70.37%	9,982	3.00%	10,281	3.00%	10,590	3.01%	11,119	5.00%
104236 Small Tools/Equipment/Supplies	4,472	4,606	134	3.00%	4,745	3.02%	4,887	2.99%	5,034	3.01%	5,285	4.99%
SEWER COLLECTION SYSTEM												
104240 Sewage Collection System Main	100,198	122,772	22,574	22.53%	126,227	2.81%	129,785	2.82%	133,449	2.82%	138,246	3.59%
104241 Sewer Service Connections	206,830	227,359	20,529	9.93%	233,379	2.65%	240,083	2.87%	246,984	2.87%	256,735	3.95%
SEWER LIFT STATIONS												
104260 Sewage Lift Stations	305,642	317,475	11,833	3.87%	326,078	2.71%	335,445	2.87%	345,090	2.88%	358,957	4.02%
SEWER TREATMENT AND DISPOSAL												
104280 Sewage Treatment	271,244	282,434	11,190	4.13%	290,601	2.89%	299,013	2.89%	307,677	2.90%	320,509	4.17%
OTHER COMMON SERVICES												
104294 Special Work Orders	1,000	1,000	-	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
<i>SEWER SYSTEM</i>	1,849,760	2,105,173	255,413	13.81%	2,164,854	2.83%	2,227,339	2.89%	2,291,703	2.89%	2,381,693	3.93%
FISCAL SERVICES												
DEBT												
108120 Interest Payments On Debentures	519,558	519,558	-	0.00%	519,558	0.00%	519,558	0.00%	519,558	0.00%	519,558	0.00%
108130 Principal Payments On Debentures	204,577	204,577	-	0.00%	204,577	0.00%	204,577	0.00%	204,577	0.00%	204,577	0.00%
<i>TOTAL DEBT</i>	724,135	724,135	-	0.00%	724,135	0.00%	724,135	0.00%	724,135	0.00%	724,135	0.00%
TRANSFER TO FUNDS AND RESERVES												
108220 Transfer To Sewer Capital Fund	939,092	851,758	(87,333)	-9.30%	968,421	13.70%	1,090,954	12.65%	1,184,828	8.60%	1,289,317	8.82%
108910 Debt Reserve Fund Transfer	2,000	2,000	-	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%
108211 Transfer to Reserves & Allowances	-	-	-		-		-		-		-	
108920 Transfer to Infrastructure Capital Reserve	-	-	-		-		-		-		-	
<i>TRANSFERS</i>	941,092	853,758	(87,333)	-9.28%	970,421	13.66%	1,092,954	12.63%	1,186,828	8.59%	1,291,317	8.80%
FISCAL SERVICES	1,665,227	1,577,894	(87,333)	-5.24%	1,694,556	7.39%	1,817,089	7.23%	1,910,963	5.17%	2,015,452	5.47%
EXCESS OF REVENUE OVER EXPENSE	-	-	-		-		-		-		-	
SEWER FUND EXPENSES	3,514,987	3,683,067	168,080	4.78%	3,859,410	4.79%	4,044,428	4.79%	4,202,666	3.91%	4,397,145	4.63%

CITY OF PORT ALBERNI - CAPITAL PLAN

2025-2029 Financial Plan - Capital Plan

STRATEGIC PRIORITIES	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Stormwater Master Plan	Capacity	75,000					GCF GRANT
Fire Services Master Plan	Capacity	150,000					GCF GRANT
Mobility Master Plan (Active Transportation & Trail Network)	Capacity	50,000					GCF GRANT
Total		275,000	-	-	-	-	

ADMINISTRATION	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Enterprise Resource Planning (GP Dynamics upgrade)	Renewal			250,000	250,000		ERRF RESERVE
Enterprise Resource Planning System (GP Dynamics upgrade)	Renewal			250,000	250,000		TAXATION
Total		-	-	500,000	500,000	-	

INFORMATION TECHNOLOGY	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Annual Computer Equipment Replacement	Renewal	88,848					ERRF RESERVE
Annual Computer Equipment Replacement	Renewal		90,325				ERRF RESERVE
Annual Computer Equipment Replacement	Renewal			93,035			ERRF RESERVE
Annual Computer Equipment Replacement	Renewal				95,325		ERRF RESERVE
Annual Computer Equipment Replacement	Renewal					98,185	ERRF RESERVE
Total		88,848	90,325	93,035	95,325	98,185	

FIRE DEPARTMENT	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Turnout Gear	Renewal	119,600					SPLIT
Fueling Station	Renewal					42,000	TAXATION
Jordair Compressor Replacement	Renewal	65,000					ERRF RESERVE
Replace 2011 CHEV SILVERADO 4X4 #13 (moved from 2024)	Renewal	110,000					SPLIT
Replace 2006 Ford F550 Rescue Truck #8 (moved from 21 & 24)	Renewal		128,961				ERRF RESERVE
Functional Study and Design - Renovate	Upgrade		50,000				TAXATION
Reno - New Shower - safety improvement	Upgrade			TBD			TAXATION
Replace Thermal Cameras	Renewal			55,000			TAXATION
Fire Pump Test Pit	Renewal			50,000			TAXATION
Replace portable Radios	Renewal			85,000			TAXATION
Replace High Angle Rope Equipment	Renewal			50,000			TAXATION
SCBA Changeout	Renewal				262,226		ERRF RESERVE
Parking lot renewal - front	Renewal					110,000	TAXATION
Total		294,600	178,961	240,000	262,226	152,000	

PAVING & ROAD CONSTRUCTION	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Design for future Capital projects	Renewal	150,000					TAXATION
Capital plan designed in prior years on priority listing	Renewal	894,388					SPLIT
Design for future Capital projects	Renewal		250,000				TAXATION
Capital plan designed in prior years on priority listing	Renewal		800,000				TAXATION
Design for future Capital projects	Renewal			250,000			TAXATION
Capital plan designed in prior years on priority listing	Renewal			800,000			TAXATION
Design for future Capital projects	Renewal				250,000		TAXATION
Capital plan designed in prior years on priority listing	Renewal				800,000		TAXATION
Design for future Capital projects	Renewal					250,000	TAXATION
Capital plan designed in prior years on priority listing	Renewal					800,000	TAXATION
Total		1,044,388	1,050,000	1,050,000	1,050,000	1,050,000	

* Master Plans will identify specific projects

CITY OF PORT ALBERNI - CAPITAL PLAN

2025-2029 Financial Plan - Capital Plan

FLEET & EQUIPMENT	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Replace 2008 Dodge Ram 3500 Flat deck (shop) #150	Renewal	46,182					ERRF RESERVE
Replace 2011 Freightliner Asphalt Patch Truck #266	Renewal	415,000					ERRF RESERVE
Replace 2013 Volvo Dump Tandem Axle #267	Renewal	194,386					ERRF RESERVE
Replace 2005 John Deere Loader #350	Renewal	288,285					ERRF RESERVE
Replace 2005 Volvo Grader #355	Renewal	306,818					ERRF RESERVE
Replace 1990 Britco Office Trailer #369	Renewal	26,258					ERRF RESERVE
Replace 1996 Wells Cargo Trailer (Sewer) #389	Renewal	14,118					ERRF RESERVE
Replace 1995 BOMAG ROLLER #395	Renewal	60,696					ERRF RESERVE
Replace 2004 CHEV 3500 CUBE VAN (used) #616	Renewal	51,724					ERRF RESERVE
Replace 2006 FORD E350 15 PASSENGER VAN #619	Renewal	62,016					ERRF RESERVE
Replace 2018 Freightliner Garbage Truck #402 - 2024	Renewal	588,500					SPLIT
Replace 2018 Freightliner Garbage Truck #403	Renewal	588,500					SPLIT
Replace 2012 Chev 3500 Service Truck #521	Renewal	77,681					ERRF RESERVE
Solid Waste Pickup Truck - Service Call needs	New	85,000					ERRF RESERVE
Replace 2014 Toyota Tacoma #522	Renewal	50,470					ERRF RESERVE
Replace 2015 Ventrac Mower	Renewal	41,184					ERRF RESERVE
Replace 2014 TYMCO SWEEPER #411	Renewal		367,220				ERRF RESERVE
Replace 2011 GMC SIERRA P/U #629	Renewal		49,008				ERRF RESERVE
Replace 2013 TOYOTA TACOMA #630	Renewal		35,006				ERRF RESERVE
Replace 2013 TOYOTA TACOMA #632	Renewal		35,006				ERRF RESERVE
Replace 1992 HIWAY STREET SANDER #378	Renewal			21,852			ERRF RESERVE
Replace 2014 NISSAN NV VAN 2500 SERIES (water) #523	Renewal			57,130			ERRF RESERVE
Replace TYCROP TOP DRESSER #626	Renewal			42,847			ERRF RESERVE
Replace 2014 DODGE RAM CREW CAB 4X4	Renewal			53,038			ERRF RESERVE
Replace 2005 VOLVO TANDEM GRAVEL TRUCK #264	Renewal				208,324		ERRF RESERVE
Replace 2015 Dodge Durango - BEO #130	Renewal				68,613		ERRF RESERVE
Replace 2016 Dodge Ram 4x4 #155	Renewal				40,904		ERRF RESERVE
Replace 1993 SWENSON SANDER #382	Renewal				23,892		ERRF RESERVE
Replace 2014 Toyota RAV 4 LE #158	Renewal					49,450	ERRF RESERVE
Replace 2007 VOLVO TANDEM DUMP TRUCK #265	Renewal					254,840	ERRF RESERVE
Replace 2010 YANMAR TRACKSTER (QUAD) #634	Renewal					41,641	ERRF RESERVE
Replace 2014 VERMEER CHIPPER #640	Renewal					60,924	ERRF RESERVE
Total		2,896,818	486,240	174,867	341,732	406,855	

TRAFFIC UPGRADES	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Intersection safety	TBD	100,000					TAXATION
Traffic Signal Controller Replacement	Renewal		100,000				TAXATION
Traffic Signal Controller Replacement	Renewal			33,000			TAXATION
Traffic Signal Controller Replacement	Renewal				33,000		TAXATION
Traffic Signal Controller Replacement	Renewal					33,000	TAXATION
Total		100,000	100,000	33,000	33,000	33,000	

* Master Plans will identify specific projects

CITY OF PORT ALBERNI - CAPITAL PLAN

2025-2029 Financial Plan - Capital Plan

STORM	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
CSO projects	Renewal	380,000					TAXATION
CSO projects	Renewal		380,000				TAXATION
CSO projects	Renewal			380,000			TAXATION
CSO projects	Renewal				380,000		TAXATION
CSO projects	Renewal					380,000	TAXATION
Total		380,000	380,000	380,000	380,000	380,000	

* Master Plans will identify specific projects

SOLID WASTE SERVICES	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Garbage Carts	Renewal		630,109				ERRF RESERVE
Total		-	630,109	-	-	-	

PARKS	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Bob Dailey Stadium - Paint	Renewal	-		21,850			TAXATION
Roger Creek Park - Zipline installation	New	34,500					TAXATION
Maquinna trail - Bridge replacement	Renewal		22,425				TAXATION
Quonset hut replacement	Replacement			128,800			TAXATION
Russell Field - Basketball surface and backboard up	Renewal				34,500		TAXATION
Total		34,500	22,425	150,650	34,500	-	

MCLEAN MILL	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
McLean Mill Capital Projects - John Dam Priority report*	Renewal	119,900					SPLIT
McLean Mill - historic site building work	Renewal	25,000					Heritage Fund
McLean Mill Capital Projects - John Dam Priority report*	Renewal		119,900				SPLIT
McLean Mill Capital Projects - John Dam Priority report*	Renewal			119,900			SPLIT
McLean Mill Capital Projects - John Dam Priority report*	Renewal				119,900		SPLIT
McLean Mill Capital Projects - John Dam Priority report*	Renewal					119,900	SPLIT
Total		144,900	119,900	119,900	119,900	119,900	

* Funding set at \$30,000 CPA, \$29,900 ACRD, \$60,000 Grant

PARKS, RECREATION & CULTURE	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Facilities Upgrade	Renewal		1,835,000				TAXATION
Facilities Upgrade	Renewal			1,000,000			TAXATION
Facilities Upgrade	Renewal				500,000		TAXATION
Facilities Upgrade	Renewal					1,050,000	TAXATION
Total		-	1,835,000	1,000,000	500,000	1,050,000	

* Master Plans will identify specific projects

CITY OF PORT ALBERNI - CAPITAL PLAN

2025-2029 Financial Plan - Capital Plan

PARKS YARD		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Roof Replacement		Renewal	100,000					TAXATION
Total			100,000	-	-	-	-	

AQUATIC CENTRE		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Order Main Pool Recirculating Pump		Renewal	19,200					TAXATION
Replace Corroded Filter Room Piping		Renewal	24,000					TAXATION
Order Main Pool UV Filter System		Renewal	51,878					TAXATION
Tot's pool UV filter		Renewal			49,500			TAXATION
South Roof		Renewal			113,132			TAXATION
hydronic system equipment		Renewal			27,126			TAXATION
Structural review		Study			24,912			TAXATION
Total			95,078	-	214,670	-	-	

MULTIPLEX		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Handrailing		New	50,000					TAXATION
Replacement Propane Zamboni		Renewal	137,500					TAXATION
Dehumidifier with Heat Recovery Chiller system		Renewal	899,000					SPLIT
Replace Rink Boards on Weyerhaeuser		Renewal	500,000					TAXATION
Total			1,586,500	-	-	-	-	

MUSEUM		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Museum - Security and washroom flooring		Renewal	10,000					TAXATION
Total			10,000	-	-	-	-	

CITY HALL		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Committee room updates		Renewal	30,000					TAXATION
Westside door replacement		Renewal	15,000					TAXATION
Total			45,000	-	-	-	-	

PUBLIC SAFETY BUILDING		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Safety Assessment		Review	20,000					TAXATION
Total			20,000	-	-	-	-	

ECHO CENTRE		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Cedar room dividers		Renewal	40,000					TAXATION
Flooring - Fir room, furniture and offices		Renewal	10,000					TAXATION
Blinds and furniture		Renewal	11,500					TAXATION
Safety upgrades		Renewal	45,000					TAXATION
Total			106,500	-	-	-	-	

GLENWOOD CENTRE		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Replacement Tables and Chairs		Renewal	10,000					TAXATION
Total			10,000	-	-	-	-	

ECHO PARK FIELDHOUSE		PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
East Building Gutters		Renewal	35,000					TAXATION
Total			35,000	-	-	-	-	

CITY OF PORT ALBERNI - CAPITAL PLAN

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RECREATION PARK	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Concession Roof and Gutter Repairs	Renewal	10,280					TAXATION
Total		10,280	-	-	-	-	

CARETAKERS	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Paint Public Washrooms at Caretaker Facilities	Renewal	-	-	10,000	-	-	TAXATION
		-	-	10,000	-	-	

PUBLIC WORKS YARD BUILDING	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Replace Office Windows	Renewal	5,000					TAXATION
Total		5,000	-	-	-	-	

RCMP	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Boardroom office reno	Renewal		17,000				TAXATION
Secure Police Equipment Room Renovation	Upgrade	150,000					TAXATION
Cabinets	Upgrade		16,000				TAXATION
Total		150,000	33,000	-	-	-	

WATER FUND	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Design for future Capital projects	Renewal	100,000					WATER FUND
Capital plan designed in prior years on priority listing	Renewal	1,250,000					WATER FUND
Design for future Capital projects	Renewal		100,000				WATER FUND
Capital plan designed in prior years on priority listing	Renewal		1,200,000				WATER FUND
Design for future Capital projects	Renewal			100,000			WATER FUND
Capital plan designed in prior years on priority listing	Renewal			1,200,000			WATER FUND
Design for future Capital projects	Renewal				100,000		WATER FUND
Capital plan designed in prior years on priority listing	Renewal				1,200,000		WATER FUND
Design for future Capital projects	Year ending balance					100,000	WATER FUND
Capital plan designed in prior years on priority listing						1,200,000	WATER FUND
Total		1,350,000	1,300,000	1,300,000	1,300,000	1,300,000	

* Master Plans will identify specific projects

SEWER FUND	PROJECT TYPE	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	FUNDING TYPE
Design for future Capital projects	Renewal	100,000					SEWER FUND
Sewer Flow monitoring	Capacity	40,000					SEWER FUND
Capital plan designed in prior years on priority listing	Renewal	1,200,000					SEWER FUND
Capital plan designed in prior years on priority listing	Renewal		900,000				SEWER FUND
Sewer Flow monitoring	Capacity		40,000				SEWER FUND
LWMP Update per regulatory requirements	Capacity		200,000				SEWER FUND
Design for future Capital projects	Renewal			1,200,000			SEWER FUND
Harbour Road Trunk Sewer Replacement (from 2022)	Renewal			300,000			SEWER FUND
CSO - Masterplan	Renewal			230,000			SEWER FUND
Design/construction for future Capital projects	Renewal				1,200,000		SEWER FUND
Design/construction for future Capital projects	Renewal					1,200,000	SEWER FUND
Total		1,340,000	1,140,000	1,730,000	1,200,000	1,200,000	

* Master Plans will identify specific projects

Grand Total **10,122,412** **7,365,960** **6,996,122** **5,816,683** **5,789,939**

CITY OF PORT ALBERNI - RESERVES						
2025-2029 Financial Plan						

EQUIPMENT REPLACEMENT RESERVE FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	6,622,669	5,470,344	4,122,887	4,243,477	5,225,455	5,829,595
Contributions to Reserve	1,333,769	1,373,782	1,414,996	1,457,445	1,501,169	1,546,204
Interest Income	231,793	164,110	41,229	42,435	52,255	58,296
Sale of Equipment/trade in	-	-	-	-	-	-
Total projected balance before allocations	8,188,231	7,008,237	5,579,112	5,743,357	6,778,878	7,434,095
Capital project allocations						
City wide - Computer Equipment Evergreening	86,400					
Replace 2005 Ford F350 W/Comp Body #520	120,532					
Replace 2007 GMC 5500 W/SERVICE BOX #140	134,000					
Replace 2009 DODGE 5500 SERVICE TRUCK #141	112,000					
Replace 2007 GMC C5500 Utility Dump Trk #240	140,000					
Replace 2007 Dodge Dakota	70,000					
Replace 1998 GMC 4.5M3 Dump Truck #259	288,000					
Replace 1999 GMC 4.5M3 Dump Truck #260	288,000					
Replace 2004 Ford F450 w/Utility Dump Box #263	145,000					
Replace 1997 Big 40 Diesel Miller Welder #393	10,000					
Replace 2018 Freightliner Garbage Truck #401 - moved from 2024*	523,940					
Replace 2005 Ford F250 4X4 Pickup #610	47,501					
Replace 2005 GMC TC5500 152" WB (Hort) #614	145,000					
Replace 2005 GMC TC5500 128" WB (Util) #615	145,000					
Replace 2007 Dodge Caliber #721	28,000					
Fire Hall - Replace Exhaust Extraction Equipment	43,068					
Replace 2008 Dodge Ram 2500 PU (Carpenter) #151	34,834					
Replace 2006 LANGFAB DUMP PUP TRAILER - #367	45,657					
Replace 1992 Ingersoll Rand Compressor/Trailer #377	29,600					
Replace 1996 TRIPLE AXLE TILT TRAILER - #388	47,501					
Replace 2007 FORD F350 PICKUP (CARPENTER) #622	39,030					
Replace 2013 TORO MOWER #633	122,147					
Total Station Survey Instrument	53,835					
Replace 1997 CLARKE FLOOR SCRUBBER	18,842					
City wide - Computer Equipment Evergreening		88,848				
Replace 1998 Jordair Compressor		65,000				
Replace 2011 CHEV SILVERADO 4X4 #13 (from 2024)		60,564				
Fire Turnout Gear		65,000				
Replace 2008 Dodge Ram 3500 Flat deck (shop) #150		46,182				
Replace 2011 Freightliner Asphalt Patch Truck #266		415,000				
Replace 2013 Volvo Dump Tandem Axle #267		194,386				
Replace 2005 John Deere Loader #350		288,285				
Replace 2005 Volvo Grader #355		306,818				
Replace 1990 Britco Office Trailer #369		26,258				
Replace 1996 Wells Cargo Trailer (Sewer) #389		14,118				
Replace 1995 BOMAG ROLLER #395		60,696				
Replace 2004 CHEV 3500 CUBE VAN (used) #616		51,724				
Replace 2006 FORD E350 15 PASSENGER VAN #619		62,016				
Replace 2018 Freightliner Garbage Truck #402 - 2024		443,060				
Replace 2018 Freightliner Garbage Truck #403		443,060				
Replace 2012 Chev 3500 Service Truck #521		77,681				

CITY OF PORT ALBERNI - RESERVES						
2025-2029 Financial Plan						
Solid Waste Pickup Truck - Service Call needs		85,000				
Replace 2014 Toyota Tacoma #522		50,470				
Replace 2015 Ventrac Mower		41,184				
City wide - Computer Equipment Evergreening			90,325			
Replace 2006 Ford F550 Rescue Truck #8 (from 2021 & 24)			128,961			
Replace 2014 TYMCO SWEEPER #411			367,220			
Replace 2011 GMC SIERRA P/U #629			49,008			
Replace 2013 TOYOTA TACOMA #630			35,006			
Replace 2013 TOYOTA TACOMA #632			35,006			
Garbage Carts			630,109			
City wide - Computer Equipment Evergreening				93,035		
Enterprise Resource Planning (GP Dynamics upgrade)				250,000	250,000	
Replace 1992 HIWAY STREET SANDER #378				21,852		
Replace 2014 NISSAN NV VAN 2500 SERIES (water) #523				57,130		
Replace TYCROP TOP DRESSER #626				42,847		
Replace 2014 DODGE RAM CREW CAB 4X4				53,038		
City wide - Computer Equipment Evergreening					95,325	
SCBA Changeout					262,226	
Replace 2005 VOLVO TANDEM GRAVEL TRUCK #264					208,324	
Replace 2015 Dodge Durango - BEO #130					68,613	
Replace 2016 Dodge Ram 4x4 #155					40,904	
Replace 1993 SWENSON SANDER #382					23,892	
City wide - Computer Equipment Evergreening						98,185
Replace 2014 Toyota RAV 4 LE #158						49,450
Replace 2007 VOLVO TANDEM DUMP TRUCK #265						254,840
Replace 2010 YANMAR TRACKSTER (QUAD) #634						41,641
Replace 2014 VERMEER CHIPPER #640						60,924
Total allocations	2,717,887	2,885,350	1,335,635	517,902	949,283	505,039
Year ending balance	5,470,344	4,122,887	4,243,477	5,225,455	5,829,595	6,929,055

CITY OF PORT ALBERNI - RESERVES
2025-2029 Financial Plan

GROWING COMMUNITY FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	5,396,338	3,556,799	3,388,503	3,422,388	3,456,612	3,491,178
Contributions	-	-	-	-	-	-
Interest	188,872	106,704	33,885	34,224	34,566	34,912
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	5,585,210	3,663,503	3,422,388	3,456,612	3,491,178	3,526,090
Capital project allocations						
Master plan - Parks, Recreation & Culture	300,000	-	-	-	-	-
Master plan - Watershed Protection Plan	50,000	-	-	-	-	-
Stormwater Master Plan	125,000	-	-	-	-	-
Fire Services Master Plan	100,000	-	-	-	-	-
Mobility Master Plan (Active Transportation & Trail Network)	200,000	-	-	-	-	-
Connect the Quays pathway	1,253,411	-	-	-	-	-
Stormwater Master Plan	-	75,000	-	-	-	-
Fire Services Master Plan	-	150,000	-	-	-	-
Mobility Master Plan (Active Transportation & Trail Network)	-	50,000	-	-	-	-
<i>Total allocations</i>	2,028,411	275,000	-	-	-	-
<i>Year ending balance</i>	3,556,799	3,388,503	3,422,388	3,456,612	3,491,178	3,526,090

CARBON FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	549,410	705,499	622,113	682,970	746,075	811,500
Contributions	51,500	53,045	54,636	56,275	57,964	60,862
Interest	19,229	21,165	6,221	6,830	7,461	8,115
Other - Grant - three years of funding	430,960	-	-	-	-	-
<i>Total projected balance before allocations</i>	1,051,099	779,709	682,970	746,075	811,500	880,477
Capital project allocations						
New - Manager of Operations - Compact SUV	43,000	-	-	-	-	-
New - Superintendent Roads and Drainage - Compact SUV	43,000	-	-	-	-	-
New - Facilities - Compact SUV	43,000	-	-	-	-	-
Replace 2007 Dodge Caliber #721	22,600	-	-	-	-	-
Connect The Quays	90,000	-	-	-	-	-
Climate Action Role - Capacity Building - Development Services	104,000	108,160				
Climate Action Role - Capacity Building - Development Services	-	49,436	-	-	-	-
<i>Total allocations</i>	345,600	157,596	-	-	-	-
<i>Year ending balance</i>	705,499	622,113	682,970	746,075	811,500	880,477

CITY OF PORT ALBERNI - RESERVES

2025-2029 Financial Plan

PARKS & RECREATION CAPITAL FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	2,650,919	892,290	999,059	1,091,449	1,187,236	1,286,526
Contributions	80,000	80,000	82,400	84,872	87,418	90,041
Interest	92,782	26,769	9,991	10,914	11,872	12,865
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	2,823,701	999,059	1,091,449	1,187,236	1,286,526	1,389,432
Capital project allocations						
Connect The Quays	1,641,411	-	-	-	-	-
Clock Tower Repair	150,000	-	-	-	-	-
Echo Park Field upgrade	140,000	-	-	-	-	-
<i>Total allocations</i>	1,931,411	-	-	-	-	-
<i>Year ending balance</i>	892,290	999,059	1,091,449	1,187,236	1,286,526	1,389,432

PARK LAND ACQUISITION	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	314,284	314,284	314,284	314,284	314,284	314,284
Contributions	-	-	-	-	-	-
Interest	11,000	9,429	3,143	3,143	3,143	3,143
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	325,284	323,713	317,427	317,427	317,427	317,427
Capital project allocations						
	-	-	-	-	-	-
<i>Total allocations</i>	-	-	-	-	-	-
<i>Year ending balance</i>	314,284	314,284	314,284	314,284	314,284	314,284

LAND SALE	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	991,722	991,722	991,722	991,722	991,722	991,722
Contributions	-	-	-	-	-	-
Interest	-	-	9,917	9,917	9,917	9,917
Other - Land sales	1,200,000	-	-	-	-	-
<i>Total projected balance before allocations</i>	2,191,722	991,722	1,001,639	1,001,639	1,001,639	1,001,639
Capital project allocations						
Somass Funding allocation	1,200,000	-	-	-	-	-
<i>Total allocations</i>	1,200,000	-	-	-	-	-
<i>Year ending balance</i>	991,722	991,722	991,722	991,722	991,722	991,722

CITY OF PORT ALBERNI - RESERVES

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ALBERNI VALLEY COMMUNITY FOREST RESERVE	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	906,152	916,867	944,373	953,817	963,355	972,989
Contributions - Dividends	300,000		-	-	-	-
Interest	31,715	27,506	9,444	9,538	9,634	9,730
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	1,237,867	944,373	953,817	963,355	972,989	982,719
Capital project allocations						
Echo Phase II - Sports field upgrading	157,550					
Echo Centre - Tables and Chairs	14,850					
Multiplex - Stereo System	33,600					
City Hall - Front & Council Chamber entrance reconfiguration	100,000					
Train Station - Water Tower Structure	15,000					
<i>Total allocations</i>	321,000	-	-	-	-	-
<i>Year ending balance</i>	916,867	944,373	953,817	963,355	972,989	982,719

RCMP - EMERGENCY FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	1,040,231	1,203,523	255,022	507,572	762,648	1,020,274
Contributions - annual surplus - under utilization of FTE	320,000	250,000	250,000	250,000	250,000	250,000
Interest	36,408	36,106	2,550	5,076	7,626	10,203
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	1,396,639	1,489,629	507,572	762,648	1,020,274	1,280,477
Capital project allocations						
Community Policing - funding allocation	193,116	-	-	-	-	-
RCMP - Liability retro payment - March 31, 2025	-	1,234,607	-	-	-	-
<i>Total allocations</i>	193,116	1,234,607	-	-	-	-
<i>Year ending balance</i>	1,203,523	255,022	507,572	762,648	1,020,274	1,280,477

ASSET MANAGEMENT	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	240,000	248,400	255,852	258,411	260,995	263,605
Contributions	-	-	-	-	-	-
Interest	8,400	7,452	2,559	2,584	2,610	2,636
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	248,400	255,852	258,411	260,995	263,605	266,241
Capital project allocations						
	-	-	-	-	-	-
<i>Total allocations</i>	-	-	-	-	-	-
<i>Year ending balance</i>	248,400	255,852	258,411	260,995	263,605	266,241

CITY OF PORT ALBERNI - RESERVES						
2025-2029 Financial Plan						

CAPITAL WORKS RESERVE	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	289,505	27,638	28,467	29,178	29,908	30,656
Contributions	-	-	-	-	-	-
Interest	10,133	829	285	292	299	307
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	299,638	28,467	28,751	29,470	30,207	30,962
Capital project allocations						
Connect The Quays	272,000	-	-	-	-	-
<i>Total allocations</i>	272,000	-	-	-	-	-
<i>Year ending balance</i>	27,638	27,638	28,467	29,178	29,908	30,656

CANADA COMMUNITY BUILDING FUND RESERVE	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	3,237,726	1,430,126	1,451,466	2,360,795	3,315,010	4,278,767
Contributions	894,814	894,814	894,814	930,607	930,607	930,607
Interest	113,320	42,904	14,515	23,608	33,150	42,788
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	4,245,860	2,367,844	2,360,795	3,315,010	4,278,767	5,252,162
Capital project allocations						
Anderson at North Park reconstruction overage to Sewer Funds	150,000					
Intersection Safety #1a Gertrude/Roger	60,000					
Traffic Signal Controller Replacement - 3rd Ave and Redford	96,000					
CSO - Project - Storm Sewer 3rd Avenue	380,000					
Burde Street renewal	370,000					
Intersection safety	150,000					
CSO - Project - Storm Sewer 3rd Avenue	380,000					
Public Works - Boiler replacement	402,500					
Burde Street renewal	827,234	-	-	-	-	-
Paving & Road Construction		356,378				
Dehumidifier with Heat Recovery Chiller system	-	560,000				
<i>Total allocations</i>	2,815,734	916,378	-	-	-	-
<i>Year ending balance</i>	1,430,126	1,451,466	2,360,795	3,315,010	4,278,767	5,252,162

AQUATIC CENTRE RESERVE FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	61,688	63,847	65,762	66,420	67,084	67,755
Contributions	-		-	-	-	-
Interest	2,159	1,915	658	664	671	678
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	63,847	65,762	66,420	67,084	67,755	68,433
Capital project allocations						
<i>Total allocations</i>	-	-	-	-	-	-
<i>Year ending balance</i>	63,847	65,762	66,420	67,084	67,755	68,433

CITY OF PORT ALBERNI - RESERVES
2025-2029 Financial Plan

CEMETERY TRUST	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	153,915	163,228	168,125	169,806	171,504	173,219
Contributions	-	-	-	-	-	-
Interest	9,313	4,897	1,681	1,698	1,715	1,732
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	163,228	168,125	169,806	171,504	173,219	174,951
Capital project allocations						
	-	-	-	-	-	-
<i>Total allocations</i>	-	-	-	-	-	-
<i>Year ending balance</i>	163,228	168,125	169,806	171,504	173,219	174,951

ASSET RENEWAL - LEASED FACILITIES - 50% CONTR.	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	-	-	379,367	770,936	1,175,023	1,591,949
Contributions	-	379,367	387,775	396,378	405,176	415,980
Interest	-	-	3,794	7,709	11,750	15,919
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	-	379,367	770,936	1,175,023	1,591,949	2,023,849
Capital project allocations						
	-	-	-	-	-	-
<i>Total allocations</i>	-	-	-	-	-	-
<i>Year ending balance</i>	-	379,367	770,936	1,175,023	1,591,949	2,023,849

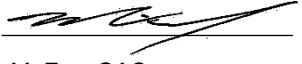
CITY OF PORT ALBERNI - RESERVES
2025-2029 Financial Plan

WATER INFRASTRUCTURE RESERVE FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	5,402,014	6,297,456	6,896,461	7,520,764	8,247,464	9,082,147
Contributions	1,869,184	1,760,081	1,855,339	1,951,492	2,052,209	2,179,890
Interest	227,000	188,924	68,965	75,208	82,475	90,821
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	7,498,198	8,246,461	8,820,764	9,547,464	10,382,147	11,352,859
Capital project allocations						
Watershed Masterplan	50,000					
Franklin River Rd-Supply Main Replace.- Design - Ph 1	43,509					
Light Plant	30,000					
Water Masterplan	250,000					
Burde St. Renewal Project Tender Phase 1# - Water Fund Allocation	827,233					
Design for future Capital projects		100,000				
Capital plan designed in prior years on priority listing		1,250,000				
Design for future Capital projects			100,000			
Capital plan designed in prior years on priority listing			1,200,000			
Design for future Capital projects				100,000		
Capital plan designed in prior years on priority listing				1,200,000		
Design for future Capital projects					100,000	
Capital plan designed in prior years on priority listing					1,200,000	
Design for future Capital projects						100,000
Capital plan designed in prior years on priority listing						1,200,000
<i>Total allocations</i>	1,200,742	1,350,000	1,300,000	1,300,000	1,300,000	1,300,000
<i>Year ending balance</i>	6,297,456	6,896,461	7,520,764	8,247,464	9,082,147	10,052,859

CITY OF PORT ALBERNI - RESERVES
2025-2029 Financial Plan

SEWER INFRASTRUCTURE RESERVE FUND	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	6,349,809	5,988,301	5,679,708	5,564,926	4,981,529	5,016,171
Contributions	939,092	851,758	968,421	1,090,954	1,184,828	1,289,317
Interest	222,243	179,649	56,797	55,649	49,815	50,162
Other	-	-	-	-	-	-
<i>Total projected balance before allocations</i>	7,511,144	7,019,708	6,704,926	6,711,529	6,216,171	6,355,650
Capital project allocations						
Sewer Flow monitoring	30,753					
Josephine Sewer Forcemain Replacement - design	111,912					
CSO - 3rd Avenue Storm	72,311					
SCADA - communication requirements	100,635					
Decommission old lagoon - consulting/ARO	30,000					
South Street raised sewer culvert replacement - Tender #1 w/ Burde renewal	150,000					
Burde St Renewal- Sewer Portion - Tender Phase 1#	827,233					
Sewer Masterplan	200,000					
Design for future Capital projects		100,000				
Sewer Flow monitoring		40,000				
Capital plan designed in prior years on priority listing		1,200,000				
Capital plan designed in prior years on priority listing			900,000			
Sewer Flow monitoring			40,000			
LWMP Update per regulatory requirements			200,000			
Design for future Capital projects				1,200,000		
Harbour Road Trunk Sewer Replacement (from 2022)				300,000		
CSO - Masterplan				230,000		
Design/construction for future Capital projects					1,200,000	
Design/construction for future Capital projects						1,200,000
<i>Total allocations</i>	1,522,843	1,340,000	1,140,000	1,730,000	1,200,000	1,200,000
<i>Year ending balance</i>	5,988,301	5,679,708	5,564,926	4,981,529	5,016,171	5,155,650

Date: January 27, 2025
File No: 3900-02-5121
To: Committee of the Whole
From: M. Fox, CAO
Subject: Parks and Public Places Bylaw No. 5121, 2024

Prepared by: W. THORPE Director of Parks, Recreation and Culture	Supervisor: M. Fox Chief Administrative Officer	CAO Concurrence:  M. Fox, CAO
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RECOMMENDATIONS

THAT the Committee of the Whole recommend Council introduce and complete three readings of “Parks and Public Places Bylaw No. 5121, 2024”.

PURPOSE

To provide the Committee of the Whole with an update of the parks and public places bylaw.

BACKGROUND

Public use of the City’s parks and outdoor public spaces is outlined in the “Parks Regulation By-Law No. 3611”, which was adopted in 1981.

At the November 18, 2024 Committee of the Whole meeting, the Committee reviewed the draft updated bylaw, which included the following key adjustments:

- An expanded list of definitions of terms
- Updated language to reflect alignment with other City bylaws
- Further details within clauses (fire safety, animals, vehicles, camping, etc.)

At that meeting, the Committee passed the following motion:

THAT the Committee of the Whole direct staff to address the Committees’ comments with regards to the proposed “Parks and Public Places Bylaw No. 5121, 2024” for consideration at a future Committee of the Whole meeting.

Corresponding changes to the draft bylaw are outlined in the attached draft bylaw.

ALTERNATIVES/OPTIONS

1. The Committee of the Whole recommend Council introduce and complete three readings of “Parks and Public Places Bylaw No. 5121, 2024”.
2. The Committee of the Whole request additional information from staff prior to Council considering “Parks and Public Places Bylaw No. 5121, 2024”.

ANALYSIS

Repealing *“Parks Regulation By-Law No. 3611”* and introducing *“Parks and Places Bylaw No. 5121, 2024”* ensures that permitted use of public places in Port Alberni aligns with current best practices in parks operations.

IMPLICATIONS

Bylaws are a mechanism in which Council exercises their statutory authority. Updating the Parks and Public Places Bylaw ensures that the use of public spaces in Port Alberni meets the established expectation as outlined by the City.

COMMUNICATIONS

Staff will relay Council direction to the public and all affected user groups.

BYLAWS/PLANS/POLICIES

- *“Parks Regulation By-Law No. 3611”*

Updating the fees and charges bylaw aligns with Council’s *2023 – 2027 Corporate Strategic Plan*:

- 3.1 The highest and best use is made of City-owned assets.
- 3.3 The City provides quality services to residents.

SUMMARY

Public use of the City’s parks and outdoor public spaces is outlined in the *“Parks Regulation By-Law No. 3611”*, which was last updated in 1981. Staff recommend that the Committee of the Whole recommend Council introduce and complete three readings of *“Parks and Public Places Bylaw No. 5121, 2024”*.

ATTACHMENTS:

- Draft *“Parks and Public Places Bylaw No. 5121, 2024”*
- [November 18, 2024 Committee of the Whole Meeting | Parks and Public Places Bylaw No. 5121, 2024](#)

CITY OF PORT ALBERNI

BYLAW NO. 5121

WHEREAS Council may, by bylaw, establish rules and regulations for managing, maintaining, improving, and operating City of Port Alberni parks and public places for the pleasure, recreation, or community use of the public;

AND WHEREAS Council may, by bylaw, regulate, prohibit and impose requirements with respect to services, nuisances, disturbances and other objectionable situations;

AND WHEREAS Council wishes to protect and enhance recreational areas, preserve natural and environmental conditions, and ensure safety and enjoyment while preventing conflicts within City parks and public places;

NOW THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF PORT ALBERNI, IN OPEN MEETING ASSEMBLED, ENACTS AS FOLLOWS:

1. Title

- 1.1 This bylaw may be known and cited for all purposes as: “**Parks and Public Places Bylaw No. 5121**”.

2. Repeal

- 2.1 Upon effect of Bylaw No. 3611, “Parks Regulation Bylaw”, shall be hereby repealed.

3. Definitions

- 3.1 In this bylaw the following terms have the following meanings:

“*abutting*” means on the front, back, or sides of a property parcel.

“*boulevard*” means the area between the curbs, lateral lines, or the shoulder of a *street* and the adjacent property line, including *sidewalks*.

“*business*” means the carrying on of a commercial or industrial undertaking of any kind or nature, or the providing of professional, personal or other services, but does not include an activity carried on by the government, its agencies or government owned corporations.

“*Bylaw Enforcement Officer*” means every person employed by the City of Port Alberni for the purpose of enforcement of the City’s bylaws and includes members of the RCMP and Peace Officers.

“*camping equipment*” includes portable cooking equipment, sleeping bags or rolls, backpacks or packsacks, tents, tarps or lean-tos.

“*campfire*” means a small contained outdoor fire, not exceeding 0.5 metres in height and

0.5 metres in width, and used for cooking, ceremonial purposes, or social enjoyment.

“*campfire apparatus*” means a portable free-standing fireplace that burns liquid, gaseous, or solid fuel, is designed to provide ambiance and heat, and has a flame usually open to the elements but may have a grate on the top to assist with cooking food.

“*campfire ban*” means a ban implemented by the Government of British Columbia to help prevent human-caused wildfires and to help protect public safety.

“*campsite*” includes any place of temporary abode where *camping equipment* is used.

“*City*” means the City of Port Alberni.

“*combustible material*” means any material capable of being ignited.

“*commercial dog walker*” means a person who operates a *business* or commercial enterprise in which the primary service provided is the walking of one or more dogs.

“*controlled substance*” means a controlled substance as defined in the *Controlled Drugs and Substances Act*, SC 1996 c 19, as amended, but does not include a controlled substance permitted under that Act.

“*deposit*” includes, bury, scatter, set, place, pitch, abandon, toss, drop, throw, dump, leak, or otherwise dispose of.

“*dog owner*” means any person to whom a license for a dog has been issued pursuant to the City of Port Alberni Animal Control and Pound Bylaw, as amended, and who owns, is in possession of, or has the care and control of a dog.

“*dog park*” means an area designated by the City that allows for the exercising, training, or companionship of dogs either on or off leash, as signed.

“*drug paraphernalia*” means equipment, product or accessories intended or modified for using a controlled substance.

“*fight*” means a violent physical confrontation between two or more people.

“*Fire Chief*” means the head of the *Fire Department* or their designated representative and includes the Deputy Fire Chief.

“*Fire Department*” means the City of Port Alberni Fire Department.

“*fuel break*” means a barrier or a change in fuel type or condition, or a strip of land that has been modified or cleared to prevent fire spread.

“*highway*” means the same as defined in the *Transportation Act*, SBC 2004, c 44, as amended.

“*liquor*” means, subject to the *Liquor Control and Licensing Regulation*, BC Reg 244/2002, as amended, beer, wine, spirits or other product that is intended for human

consumption and that contains more than 1% alcohol by volume.

“*litter*” means debris, *rubbish*, refuse, garbage or waste matter of any kind whatsoever and without limiting the generality of the foregoing shall include animal carcasses and droppings, ashes, bottles, cans, cartons, construction materials, discarded appliances, clothing, furniture and household effects, inoperative mechanical equipment, kitchen wastes, lumber, packing materials, paper, soil, tree trimmings, pruned branches, clippings, garden waste, stumps, branches, automobile parts.

“*Manager*” means the Manager of Parks or their designated representative.

“*mobile vendor*” means a person who, from a motor vehicle, trailer or cycle, as defined or licensed under the *Motor Vehicle Act*, RSBC 1996, c 318, as amended, offers for sale food or merchandise, or who advertises or takes orders for goods or services.

“*mobility aid*” means a device, including a manual wheelchair, electric wheelchair and scooter, that is used to facilitate the transport, in a normally seated orientation, of a person with a physical disability.

“*natural park feature*” means a tree, shrub, herb, flower, grass, turf, or other plant or fungus and all soil, sand, silt, gravel, rock, mineral, wood, fallen timber, or other park resource.

“*nuisance*” means any activity or action which interferes with the use and enjoyment, comfort or convenience of the *public place* by other persons.

“*off road vehicle*” means any off road motorcycle, all-terrain vehicle, snowmobile, tracked vehicle, dune buggy, go cart, golf cart or any similar vehicles, but excludes a *mobility aid*.

“*outdoor stove*” means a cooking fire ignited in a barbecue cooking device that uses liquid fuel, gaseous fuel, or briquettes, and is CSA-approved or ULC-approved for outdoor use.

“*park/facility*” means land acquired, reserved or dedicated as a regional park or community park in accordance with the *Local Government Act*, RSBC 2015, c 1, as amended, or the *Community Charter*, SBC 2003, c 26, as amended, and land dedicated, owned, controlled, or used by the City as a public park, beach, dock, pier, sports field, playground, cemetery, trail, garden, square, plaza, outdoor sport court, swimming pool, park shelter or recreational facility, and includes all buildings and other improvements upon such land.

“*public place*” means the following:

- (a) real property of portions of real property to which the public is ordinarily invited or permitted access and, for greater certainty, shall include *highways*, *sidewalks*, *streets*, any portion of a road allowance, parking lots, city facilities, and conservation areas;
- (b) *park/facility*; and
- (c) any other place to which the public has either express or implied access.

“*person*” includes any corporation, society, firm, partnership, association or party.

“person experiencing homelessness” means a person with no fixed address or no predictable residence to return to on a daily basis and no access to public shelter facilities.

“portable structure” means a free standing, non-permanent structure that can be erected, taken down, and relocated without the need for tools for construction or deconstruction of its constituent elements, such as a tent.

“property return facility” means a location designated by the Manager or City staff where members of the public can go to request the return of property that the City has removed, seized, or impounded from a *public place*.

“retained property” means any property or thing that is removed, seized, or impounded by the City that is not disposed of as *rubbish*.

“rubbish” means any item that, in the opinion of the Manager or City staff:

- (a) is damaged, soiled, manufactured for single use, or perishable to the extent that it cannot reasonably be used;
- (b) contains or appears to contain a noxious or hazardous substance; or
- (c) has negligible to no resale value.

“sharps” means hypodermic needles, broken glass, or other material with edges sharp enough to break or puncture skin.

“sidewalk” means the portion of a *street*, improved for the use of pedestrians, between the curb lines or the lateral lines of a roadway and the adjacent property lines.

“smoke” or *“smoking”* means to inhale, exhale, burn or carry a lighted cigarette, cigar, pipe, hookah pipe, electronic cigarette, or other smoking equipment, that burns or vaporizes tobacco, marijuana or any other substance.

“street” includes *highway*, public road, bridge, viaduct, alley, right-of-way, *sidewalk*, and multi-use pathway, and any other way normally open to the use of the public but does not include a private right-of-way or private property.

“street garden” means a garden located on green areas in a *public place* such as a *boulevard*, street circle, or street-corner bulge, which is planted and maintained by community members for food or ornamental purposes.

“temporary shelter” means a structure, improvement, shield or cover used or intended to be used to house or protect people or things, and includes a tent, tarp, lean-to or other shelter made of cardboard, tarpaulin, canvas, nylon, polyester, plastics, metal, logs, brush, branches, or other materials or things.

“traffic control device” means a sign, signal, line, meter, marking, place, barrier or device consistent with the *Motor Vehicle Act*, RSBC 1996, c 318, as amended, placed or erected by authority of the City or a person authorized by Council under an enactment to exercise that authority.

“trail” means any passageway where the public has access or is invited for the purpose of providing for pedestrian traffic and human powered devices, excluding vehicles.

“*vehicle*” means a device in, upon, or by which, a person or thing is, or may be, transported or drawn upon a *street* or other land surface, except a device designed to be moved by human power, and excludes *off road vehicles*.

“*vicious dog*” means a dog with a known tendency, propensity, or disposition to attack animals or humans without provocation.

4. Application and Powers of Manager

- 4.1 This bylaw shall apply to every *park/facility* and *public place* within the boundaries of the City of Port Alberni.
- 4.2 Notwithstanding anything contained in this bylaw or any other bylaw of the City to the contrary, the following shall be exempt from the provisions of this bylaw:
- (a) an officer, official, employee or agent of the City, while acting in the exercise and within the scope of their duties;
 - (b) a provincially designated arterial *highway*, as defined in the *Transportation Act*, SBC 2004, c 44, as amended; and
 - (c) land held by the Province of British Columbia as a park or public open place.
- 4.3 Council delegates their powers under Section 15 of the *Community Charter*, SBC 2003, c 26, as amended, to the Manager. As per Section 156 of the *Community Charter*, Council may overturn a delegated decision made under this section upon appeal or otherwise.
- 4.4 The Manager may:
- (a) designate certain areas of a *park/facility* for a specific use and prescribe certain rules and regulations for the use;
 - (b) establish hours for the daily opening and closing of a *park/facility* and temporarily extend or shorten the set hours;
 - (c) issue written permission for any recreational activity, tournament, procession, march, drill, performance, ceremony, concert, gathering or meeting and may charge rent for the use of any *public place* or portion thereof as set down in the current City of Port Alberni Fees and Charges Bylaw, as amended;
 - (d) upon request, issue a permit for such uses listed in Subsection 4.4(c), such as a Facility Use Permit, which shall be displayed or produced upon request to any Bylaw Enforcement Officer or City staff;
 - (e) require a person to acquire and maintain insurance in an amount and form satisfactory to the City in respect of an activity upon or use of a *park/facility*;

- (f) design, construct, modify, and post signs in or around a *park/facility*; and
 - (g) place any restrictions and limits as deemed necessary.
- 4.5 The Manager shall not be obliged to issue a permit, and may amend, suspend, revoke, or refuse to issue such documentation to any person who has contravened any provision of a previous permit, this bylaw, or any other enactment.
- 4.6 The usage of a *public place* for a special event must comply with the requirements outlined in the City of Port Alberni Special Events Policy, including any updates, changes, or other relevant regulations.
- 5. Damage to Environment and Structures**
- 5.1 Unless expressly approved by the Manager, a person must not damage or alter any *park/facility* through any of the following:
- (a) adding or depositing items to these spaces (painted rocks, fairy doors, etc.);
 - (b) disturb ground which is under repair, prepared for planting, newly seeded or in an area posted to that effect;
 - (c) destroy, damage, cut down, top, deface, remove, mark, or adorn any tree or other *natural park feature*;
 - (d) plant any tree, sapling, shrub, flower, or other vegetation, including any plant life or vegetation that is deemed to be a noxious weed under the *Weed Control Act*, RSBC 1996 c 487;
 - (e) gather *park/facility* wood, logs, branches, or other *natural park features*, for unauthorized purposes such as to collect firewood; and
 - (f) disturb any *natural park feature* purposely altered by the City and posted to that effect, such as, but not limited to, trees which have been cut down and left to naturally decay.
- 5.2 A person must not, in any *public place*:
- (a) cut, break, remove, cover, deface, alter, destroy or damage any:
 - (i) tree, sapling, shrub, plant, turf, flower, grass or other vegetation, soil, sand, gravel or wood;
 - (ii) seat, bench, table, light fixture, fence, gate, lock, screen, ornament, swing, or playground equipment of any kind, within any *park/facility* or on any *boulevard*;
 - (iii) structure, building or any real or personal property owned, controlled, or used

- by the City;
 - (iv) *traffic control device*; and
 - (v) City sign, notice, rule or regulation posted or affixed to anything in or on any *park/facility* or *boulevard*;
- (b) foul, pollute, or *deposit* any substance, object, or matter in any fountain, lake, pool, pond, stream or other body of water;
- (c) plug, tamper with, or alter any drains or water flow in any *park/facility*, such as a spray park; and
- (d) damage or alter any *boulevard*, including any improvements made thereto.

6. Restricted Hours

- 6.1 Unless otherwise authorized under this bylaw, no person shall be in a *park/facility* between 10:00 p.m. on any one day and 5:00 a.m. on the following day, subject to restricted hours posted through signage or specified by the Manager.

7. Deposit of Waste

- 7.1 No person shall *deposit* or cause to be deposited any *litter* in a *public place*, except in receptacles approved by the City for that purpose.
- 7.2 No person shall *deposit* or cause to be deposited any *litter* on any *street* within the City.
- 7.3 No person shall deposit household or business garbage in City receptacles.
- 7.4 Any person who acts contrary to Subsections 7.1, 7.2 or 7.3, or who directs, supervises or aids another person in acting contrary to Subsections 7.1, 7.2 or 7.3, shall pay all costs incurred by the City in restoring the site to the state it was in before the contravention.
- 7.5 For the purposes of Subsections 7.1, 7.2 and 7.3, each separate discarded item shall constitute a separate offence.

8. Conducting Business

- 8.1 Unless a person has the written authorization of the Manager and a valid permit allowing the activity, they must not, in a *public place*:
- (a) sell, barter, or display for sale any goods, services, or materials, including food and refreshments;

- (b) conduct any business or commercial activity, whether paid for in advance of during, or after the activity;
 - (c) post, paint or affix any advertisement, bill, poster, picture, matter or thing, except on a public bulletin board provided for that purpose by the City; or
 - (d) operate or station any commercial vehicle or any motor vehicle displaying advertising or equipped with a public address system for the purpose of advertising, promoting, demonstrating, or attracting attention.
- 8.2 A person may conduct commercial activities, such as selling food, beverages, or products, at public events or gatherings only with:
- (a) explicit written permission from the Manager, and
 - (b) full compliance with all current permitting and licensing requirements for *mobile vendors* as outlined in the City of Port Alberni Mobile Vending Policy, including any updates, changes, or other relevant regulations.
- 8.3 A person must not serve or sell any *liquor* at an event at a *public place*, unless it is within a designated licensed area, possessed under and in accordance with a Special Event Permit (SEP) issued by the Province of British Columbia, and with written permission from Council.
- 9. Fire Safety and Smoking**
- 9.1 No person shall kindle, light, maintain, use, build or attempt to build a *campfire*, fire pit, or any form of open-air burning, or engage in any form of wood burning, in a manner that contravenes:
- (a) a *campfire ban* or any other provincial fire restriction that is in effect under the *Wildfire Act*, SBC 2004, c 31, at any location in a City *park/facility* outside the boundaries of the City;
 - (b) a Suspension of Outdoor Burning as ordered by the Fire Chief or their designate, at any location in a *park/facility* within the boundaries of the City; or
 - (c) any applicable requirements under the City of Port Alberni Fire Control Bylaw, as amended or replaced.
- 9.2 The prohibition in Subsection 9.1 does not apply to a person operating an *outdoor stove* or portable *campfire apparatus* which meets the following requirements:
- (a) CSA-approved or ULC-approved;

- (b) the flame length does not exceed fifteen (15) centimetres;
 - (c) used in accordance with the manufacturer's instructions;
 - (d) powered by liquid fuel or gaseous fuel ;
 - (e) kept a minimum of one (1) meter away from the nearest structure, property line, tree or other *combustible material*;
 - (f) used under constant supervision; and
 - (g) if the cooking fire is positioned on the ground, placed on a non-combustible surface and surrounded by an adequate *fuel break* that is free of *combustible materials*.
- 9.3 Subject to Subsection 9.1, a person is permitted to light or make use of a *campfire* in a *park/facility* only in strict accordance with the following conditions:
- (a) authorized either by signage or Manager permission for such use;
 - (b) not ignited during strong wind conditions;
 - (c) kept a reasonable distance away from combustible materials;
 - (d) if not in a designated, City-installed, campfire ring, a *fuel break* is maintained by sufficiently clearing away *combustible material* down to the mineral soil; and
 - (e) equipped with a hand tool (such as a shovel) or at least eight (8) litres of water capable of extinguishing the fire.
- 9.4 No person shall, in any *park/facility*, leave a fire without ensuring the remaining embers are extinguished and the ashes are cold to the touch.
- 9.5 No person shall *smoke* in a *public place* or on a *street*, unless that person is on a portion of *sidewalk* that is more than:
- (a) twenty (20) metres from any *park/facility*, which includes *public places* such as beaches, trails, playing fields, docks, piers, heritage sites, public recreation centres, arenas, swimming pools, City Hall and other City properties open to the public, except in a private vehicle;
 - (b) seven (7) metres from playgrounds or outdoor playing facilities; and
 - (c) seven (7) metres from any intersection or crosswalk, transit shelter, transit sign,

customer service area (patio), door, window or air intake.

- 9.6 The ceremonial use of fire or tobacco in a traditional First Nation cultural practice, which may otherwise violate Subsections 9.1, 9.3, and 9.5 of this bylaw and the Fire Control Bylaw, as amended, may be permitted with written approval from the Fire Department.
- 9.7 No person shall discard or place on the ground, or on or in any *combustible material*, any lighted item including a match, cigarette, cigar, pipe, e-cigarette, vapour equipment or other lighted smoking equipment, burning tobacco, cannabis, or other weed or substances.
- 9.8 No person shall possess or use any explosive or explosive substance, unless authorized under the *Explosives Act*, RSC 1985 c E-17.
- 9.9 A temporary shelter as permitted under Subsection 12.4 must not contain any unattended campfire, lighted candles, propane lanterns or stoves, or other similar devices which would contravene the Fire Control Bylaw.

10. Animals

- 10.1 In a *public place*, every *dog owner* must:
- (a) ensure that the dog does not enter any *public place* where a City sign specifically forbids dogs, unless the dog is a certified service animal;
 - (b) keep the dog on a leash, chain or tether not exceeding 183 centimetres (six feet) in length, subject to Subsection 10.2;
 - (c) ensure the dog is under the immediate care and control of a competent person at all times;
 - (d) immediately remove any excrement/feces and dispose of bags containing pet waste in a sanitary manner, unless the person is legally visually impaired;
 - (e) not permit or allow the dog to damage property or vegetation;
 - (f) not permit or allow the dog to howl or bark excessively;
 - (g) ensure the dog is not present if it is a *vicious dog*.
- 10.2 In a designated off-leash *dog park*, a *dog owner* (including a *commercial dog walker*) may allow their dog to be at large, provided they follow Subsection 10.1 and meet the following additional requirements:
- (a) the dog is closely supervised at all times, and visual sight and verbal control of the

dog is maintained at all times;

- (b) the dog is legally licensed, wears a current license tag, and has up-to-date vaccinations as defined by the *Canadian Veterinary Medical Association*;
- (c) the maximum allowance of four (4) dogs per person is not exceeded;
- (d) the dog is securely kept on a leash when entering and exiting an off-leash *dog park*, and the *dog owner* possesses a leash to control the dog at all times;
- (e) the dog does not disturb other *dog park* users;
- (f) the *dog owner* takes immediate physical control and promptly removes the dog at the first sign of aggression;
- (g) the *dog owner* is personally and solely liable for any damages or injury inflicted by their dog upon another dog or human; and
- (h) the *dog owner* reviews and obeys all posted rules and regulations on signs.

10.3 No person shall feed any wild animal or fowl.

10.4 Only persons with appropriate licenses shall disturb or catch a bird, animal, or fish.

10.5 No person shall ride, drive or herd any animal or livestock.

10.6 No person shall cause or permit any animal to roam at large, subject to Subsection 10.2.

10.7 No person shall cause or permit any animal to create a nuisance or harm another animal or an individual.

10.8 No person shall ride or drive a horse or other animal into or permit such horse or other animal to enter into a *public place*, except on a designated area where a City sign expressly authorizes their entry, or with written permission of the Manager.

10.9 No person shall permit any dogs or other animals, owned or handled by the person, to enter waterpark or spray park .

11. Vehicles, Parking, and Traffic Control

11.1 Unless expressly approved by the Manager, a person in a *park/facility* must not drive or propel any *vehicle*:

- (a) on a path not designated for such use;
- (b) where a *traffic control device* prohibits such use;

- (c) on any path allotted for pedestrian traffic only, provided however, that bicycles, baby strollers, and *mobility aids* may be used on *sidewalks* in such manner as not to interfere with the free use of such *sidewalks* by pedestrians;
 - (d) over any grass area or flower bed;
 - (e) over any sports field;
 - (f) on a surface that is not a hard-surfaced portion of established roads; and
 - (g) in any direction other than the direction designated by a *traffic control device*.
- 11.2 Unless expressly approved by the Manager, a person in a *park/facility* must not park, stop, or leave standing any *vehicle*:
- (a) in contravention of any *traffic control device* forbidding or regulating the parking of *vehicles*;
 - (b) in a parking place where a *traffic control device* indicates that place is reserved for a particular class of *vehicle*, except for that particular class of *vehicle*;
 - (c) on any grass, turf, field, pathway, or walkway located;
 - (d) within five (5) metres of a fire hydrant or adjacent to a curb that is painted yellow.
 - (e) without displaying a valid and current license plate issued for that *vehicle*, other than a maintenance vehicle or equipment operated by City staff that does not leave the *park/facility*; and
 - (f) in an area, lot, or stall designated as pay parking, accessibility parking, or service or emergency vehicle parking, except in accordance with a valid permit issued by the Manager or a valid parking permit for persons with disabilities, or unless the *vehicle* is a service vehicle or emergency vehicle.
- 11.3 A person must not allow or permit a *vehicle* to obstruct traffic circulation on a public way, such as the entrance to a parking lot.
- 11.4 No person shall grease, wash, clean, or repair a *vehicle*, except where a vehicle is parked and an emergency repair to that vehicle is necessary.
- 11.5 No person shall operate a *vehicle* for the primary purpose of voicing or broadcasting or displaying advertisements of any kind without first obtaining the written permission of the Manager, as set out in Subsection 8.1(d).
- 11.6 Without limiting the generality of any other provision of this bylaw, the Manager or a

Bylaw Enforcement Officer is authorized to issue a ticket or order the seizure or towing of any vehicle unlawfully occupying any area of a *park/facility*.

12. Camping and Erecting Portable Structures

- 12.1 Subject to Subsection 12.4, no person may place, erect, construct, or build, or cause to be place, erected, constructed, or built, in or on any *public place* any, tent, building, structure, shelter, pavilion, or other construction whatsoever without the prior written permission of the Manager.
- 12.2 No person shall place, erect, construct, build, establish or set up a *campsite* in a *public place* unless prior written permission is obtained from the Manager.
- 12.3 No person commits an offence under Subsection 12.2 by bringing *camping equipment* into a *public place* that is used for a picnic or while the person takes temporary, but not overnight, respite in a *public place* other than a parkade, or where authorized by a permit issued under Subsection 4.4(d).
- 12.4 Notwithstanding Subsection 12.1, a person experiencing homelessness may only for the purposes of sheltering overnight in a designated park, and without the prior written permission of the Manager, place, erect and occupy a temporary shelter outside of the prohibited locations designated in Schedule “A” to this Bylaw and with the temporary shelter being a size of not more than nine (9) square metres (3m x 3m) and with one (1) metre clearance on all sides, between dusk on one day and 7:00 a.m. of the following day if there are no reasonable alternative accommodations available for that person within the City and provided that the person experiencing homelessness:
- (a) must not place, erect or occupy the temporary shelter:
 - (i) that contravenes the permitted size for a temporary shelter as described in this Section 12.4 of the Bylaw;
 - (ii) that impedes public use or access to a park or facility;
 - (iii) that is tied or affixed to a building, structure, park improvement, tree or flora;
 - (iv) until dusk. on one day, must remove the temporary shelter, all personal possessions, litter and debris prior to 7:00 a.m. of the following day unless the Manager has provided their consent to temporary daytime sheltering under Section 12.6 of the Bylaw;
 - (v) in a park or park location that is designated a prohibited location for overnight sheltering as prescribed in Schedule “A”;

- (vi) on beaches, parking lots, trails, walking paths, bridges, roadways, natural areas, sports fields, gazebos, public displays, picnic shelters, washrooms and docks or other waterfront facilities;
 - (vii) within ten (10) metres of an established trail or sidewalk, or as to obstruct a street, sidewalk or parking lot or interfere with the lawful use of a street, sidewalk or parking lot by a person or vehicle;
 - (viii) within twenty (20) metres of any playground, community garden, sports field, tennis court, picnic shelter, gazebo, stage, water park, skate park, parking lot, public washroom, ornamental garden, horticultural display, established trail, sidewalk or private property;
 - (ix) within fifty (50) metres of any area of a *park/facility* that has been designated for an event or activity under a valid permit issued by the City;
 - (x) in an environmentally or culturally sensitive area, community garden or horticultural area; and
 - (xi) as to hinder or interrupt the ability of City staff or contractors to perform their work.
- (b) must not:
- (i) leave the temporary shelter or any personal property unattended;
 - (ii) leave or discard any *litter, sharps, drug paraphernalia*, alcohol containers, hazardous objects, or any similar item in a *public place*;
 - (iii) cause or permit their belongings to be left, stored or discarded outside of the temporary shelter;
 - (iv) foul, pollute or deposit any injurious, noxious or offensive substance, object or matter in any area of the park;
 - (v) urinate or defecate in or on any park except in a provided public or private toilet;
 - (vi) operate any amplifying system or loudspeaker or create unreasonable noise or disturbance;
 - (vii) destroy, damage, cut down, deface or remove any tree or flora;
 - (viii) destroy, damage, deface or remove any building, fence, bench, sign, ornament, structure, log, wood, branches, or other material or thing;

- (ix) ignite any fire or cause or permit any fire to be ignited in the park or discard any burning or flammable substance or object in the park; and
 - (x) use the temporary shelter to sell goods or conduct business;
- (c) must comply with all other provisions of this bylaw, particularly Subsection 9.9 regarding fire safety within temporary shelters.
- 12.5 The Manager, a Peace Officer, a Bylaw Enforcement Officer, or any other authorized individual, is authorized to remove and impound from a *public place* any *portable structures, camping equipment* forming part of a temporary shelter, personal belongings, or any other items that violate this bylaw, and has the discretion to take the following actions:
- (a) prepare an itemized list of the retained property, hold and store the retained property at a designated *property return facility* and return or dispose of the retained property on the following conditions:
 - (i) the owner of the *retained property* may attend at the property return facility during regular business hours to claim and request the return of their property; or
 - (ii) if not claimed within a hold period of at least thirty (30) days, the City may take steps to dispose of the retained property upon making efforts to:
 - i. identify the owner of the retained property;
 - ii. deliver written notice to the owner of the retained property advising that the retained property:
 - 1. is in the City's possession;
 - 2. can be claimed at the property return facility;
 - 3. the City will be disposing of the retained property if it remains unclaimed by the date specified in the written notice; and
 - 4. that the person will not be entitled to compensation from the City for the disposal of the retained property if it is not claimed prior to the date of disposal provided in the notice.

- 12.6 Where a temporary shelter has not been removed from a park or area as required by this Bylaw or has been placed, erected or occupied in a park or area in which temporary shelters are prohibited then the Manager or their agents may issue a notice to the occupant of the temporary shelter advising that they are in violation of the Bylaw and are required to remove the temporary shelter within the timeline set out in the notice.
- 12.7 Where the temporary shelter is not removed in the time prescribed in the notice or where the temporary shelter has been abandoned then the Manager, a Peace Officer, a Bylaw Enforcement Officer, or any other authorized individual may remove the temporary shelter and any personal property found within the temporary shelter from the park, prepare an itemized list of the items and impound these items at a designated *property return facility* pursuant to Section 12.5.
- 12.8 The Manager may for health and safety reasons or for park maintenance order temporary shelters placed, erected or occupied in parks and areas other than the prohibited locations in Schedule "A" be relocated to another designated park or area.
- 12.9 The Manager may on a temporary basis designate an area acceptable for temporary daytime sheltering in one of the prohibited locations prescribed in Schedule "A".

13. Safe Use of Public Places and Public Nuisances

- 13.1 While in a *public place*, a person must not:
- (a) fight or engage in any other course of conduct with another person which may cause or be likely to cause injury, harm or danger to a person;
 - (b) possess or use any firearm or weapon as defined by Section 2 of the *Criminal Code*, RSC, 1985, c C-46, as amended, including an air gun, air rifle, air pistol, spring gun, or archery equipment, except for a Police Officer or Bylaw Enforcement Officer in the performance of their duty;
 - (c) possess or consume any *liquor*, unless the alcoholic beverage is approved by the Manager and possessed under and in accordance with a license, authorization, or permit issued under the *Liquor Control and Licensing Act*, SBC 2015, c 19, as amended;
 - (d) be intoxicated by alcohol or other substance so as to be unresponsive to verbal communication or unable to care for themselves;
 - (e) display, possess, or use a *controlled substance*;
 - (f) display, possess, or use *sharps* or *drug paraphernalia* for the purposes of storing,

- transporting or using a *controlled substance*;
- (g) use obscene or profane language;
 - (h) gamble or wager, unless authorized by a rental agreement and the Gaming Policy and Enforcement Branch of British Columbia;
 - (i) undress, except in places specifically provided for such purposes;
 - (j) contravene any provision of the *Criminal Code*, RSC, 1985, c C-46, as amended, concerning indecent acts, indecent exhibition, or public nudity, in any *public place* or on private property while exposed to public view;
 - (k) urinate or defecate, except in a toilet facility;
 - (l) paint, write, or place any unauthorized writing or graffiti on any wall, fence or other structure;
 - (m) carry on or permit an activity of a hazardous or unsafe nature which may endanger life, safety, health, property or public peace;
 - (n) dive or jump from a diving tower, pier or wharf except from a diving board, platform or diving tower constructed by the City for that purpose and where this is permitted by a City sign;
 - (o) fish in any area posted to prohibit fishing;
 - (p) use any boat, motorboat, water sled, water skis, power saw or other thing on or in the vicinity of any beach that will endanger, disturb, or interfere with the free use by any person of any beach or of the water adjacent to any beach;
 - (q) engage in any game, sport, or activity except in areas designated for any such specified activities, such as:
 - (i) shoot an arrow or practice archery;
 - (ii) throw axes, knives or boomerangs;
 - (iii) ski, snowboard, skibob, or sled;
 - (iv) operate any remote-controlled or other powered device, including model versions of aircrafts, boats, rockets, vehicles, or drones;
 - (r) be on the roof of any building, or climb, walk or sit upon any wall, fence or other structure, unless explicitly authorized by the Manager;
 - (s) lie horizontally across a bench on public property so as to interfere with the ability of another person to use the bench, unless in medical distress; and

- (t) create a nuisance by interfering with an approved event or rental occurring within an area of a *public place* set aside for specific use through a permit issued under the authority of the Manager.
- 13.2 No person shall make or cause to be made noise, vibration, odor, dust, illumination or undertake any activity that is liable to disturb the quiet, peace, rest, enjoyment, comfort or convenience of individuals or the public in a *public place*.
- 13.3 Without limiting Subsection 13.2, a person must not play or operate electronic equipment or an instrument or other apparatus for the amplification of sound in a *public place*, such as a loudspeaker, in a manner that is liable to disturb the quiet, peace, rest, enjoyment, comfort or convenience of individuals or the public in a *public place*, without first obtaining written permission from the Manager.
- 13.4 No person may obstruct a Bylaw Enforcement Officer or any employee of the City in the fulfillment of their duties.
- 14. Restriction of Access**
- 14.1 A Bylaw Enforcement Officer may direct a person to leave a *public place* if that person is acting in contravention of this bylaw, or any other enactment.
- 14.2 Every person directed to leave a *public place* must proceed immediately to the nearest exit point.
- 15. Offence and Penalty**
- 15.1 Any person who causes, permits or allows anything to be done in contravention of this bylaw, or who neglects or fails to do anything required to be done pursuant to this bylaw, commits an offence against this bylaw and is liable upon summary conviction to pay a fine of not more than \$50,000, plus the costs of prosecution, and any other penalty or remedy available under the *Community Charter*, SBC 2003, c 26, as amended, and the *Offence Act*, RSBC 1996, c 338, as amended.
- 15.2 Where an offence under this bylaw is of a continuing nature, each day that the offence continues, or is permitted to exist, shall constitute a separate offence.
- 15.3 A court may also make orders in accordance with Section 263.1 of the *Community Charter* regarding additional sentencing powers in relation to *Offence Act* prosecutions, as amended.
- 15.4 Subsection 15.1 shall not prevent the City, or an authorized person on behalf of the City, from issuing and enforcing a ticket under the City of Port Alberni Bylaw Offence Notice Enforcement Bylaw, as amended.

15.5 Nothing in this bylaw limits the City from utilizing any other remedy that would otherwise be available to the City at law, including remedies available through prosecution or civil remedies, including injunction.

16. Severability

16.1 If a section, subsection, clause or phrase of this bylaw is for any reason held to be invalid by the decision of a Court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the bylaw.

READ A FIRST TIME this day of , 2025.

READ A SECOND TIME this day of , 2025.

READ A THIRD TIME this day of , 2025.

ADOPTED this day of , 2025.

Mayor

Corporate Officer

Schedule A

Prohibited Locations and Amenity Areas

Locations

- Alberni Valley Multiplex and Glenwood Centre, with extent of location as shown within heavy line on Schedule A1
- City Hall, with extent of location as shown within heavy line on Schedule A2
- Echo Centre, with extent of location as shown within heavy line on Schedule A3
- Esso Beach and Harbour Quay, with extent of location as shown within heavy line on Schedule A4
- Millstone Park and Victoria Quay, with extent of location as shown within heavy line on Schedule A5
- Somass lands, with extent of location as shown within heavy line on Schedule A6

Amenity Areas

No temporary overnight shelter on or within 20 metres of:

- Playgrounds
- Spray parks
- Sport courts
- Sports fields
- Skateboard parks
- Washroom facilities
- Picnic shelters or gazebos
- Parks, recreational and cultural facilities

No temporary overnight shelter on:

- Pathways, bridges or docks
- Environmentally sensitive areas
- Sidewalks, medians and boulevards
- Public squares or gathering spaces
- Horticultural displays or gardens

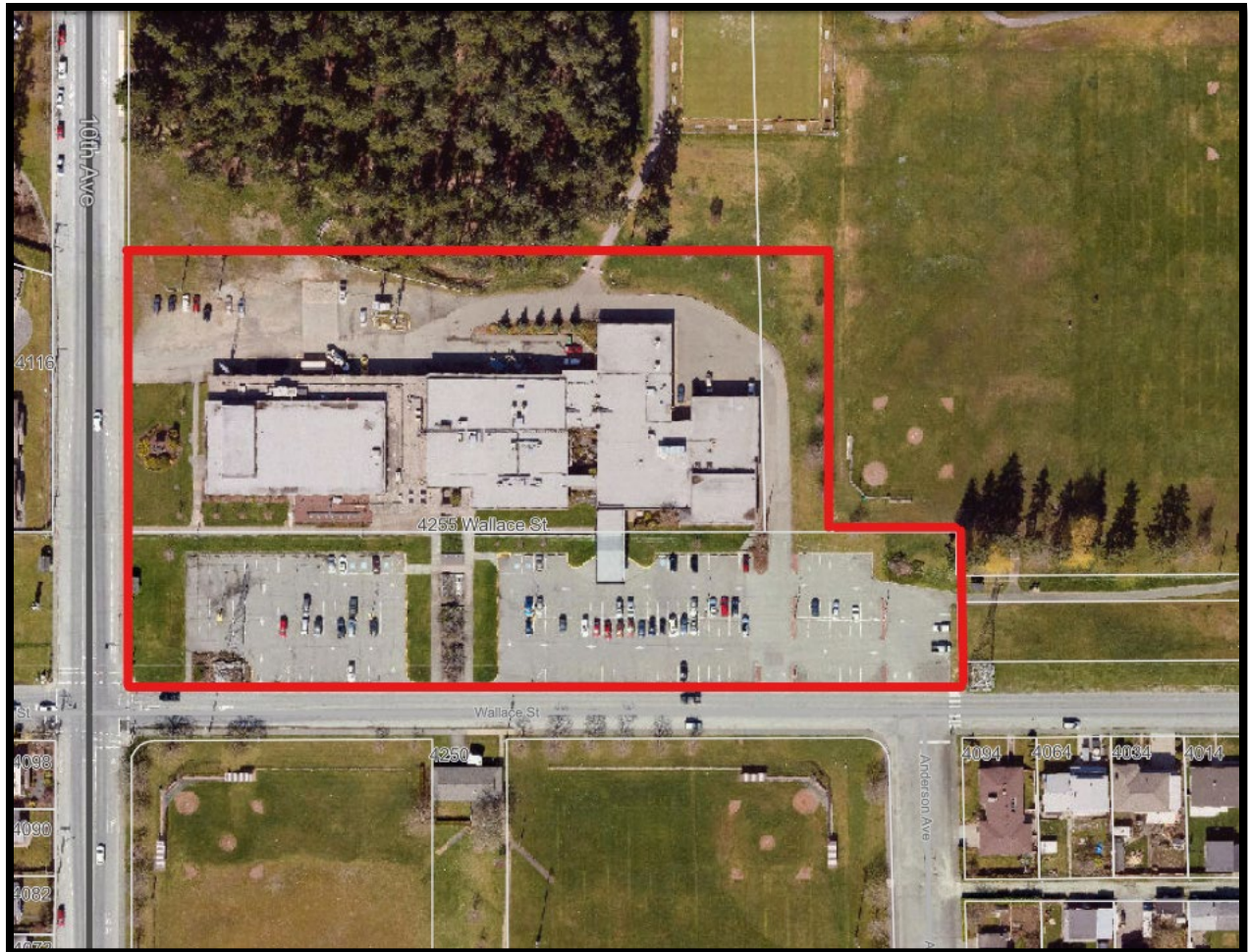
Schedule A1 – Alberni Valley Multiplex and Glenwood Centre



Schedule A2 – City Hall



Schedule A3 – Echo Centre



Schedule A4 – Esso Beach and Harbour Quay




Schedule A5 – Millstone Park and Victoria Quay



Schedule A6 – Somass Lands



Date: December 2, 2024
File No: 3950-20-3002-1
To: Mayor & Council
From: M. Fox, CAO
Subject: Council Code of Conduct

Prepared by: K. MOTIUK DEPUTY DIRECTOR OF CORPORATE SERVICES	Supervisor: S. DARLING Director of Corporate Services	CAO Concurrence:  M. Fox, CAO
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RECOMMENDATION[S]

That Council direct Administration to develop a Council Code of Conduct Bylaw linked to the Council Remuneration Bylaw, which establishes clear behavioural guidelines for Council members, outlines sanctions for breaches of conduct, and promotes transparency and integrity in serving the City of Port Alberni, thereby ensuring accountability and upholding public trust.

PURPOSE

To provide Council with an opportunity to review its Code of Conduct Policy No. 3002-1 established on May 8, 2023, and consider potential future updates to the policy in keeping with municipal Council Code of Conduct policy/bylaw innovations throughout the province.

BACKGROUND

Community Charter Section 113.1 and 113.2 states Council must pass the code of conduct or a resolution outlining reasons for not adopting a code of conduct. At its May 8, 2023 Council, Council approved Council Code of Conduct Policy No. 3002-1.

Responsible conduct is critical to a local government's ability to provide good governance to its community and its ability to attract diverse candidates to run for office.

A Code of Conduct is essential to open, transparent government, and supports the City's organizational objective to serve our community through visionary leadership and effective, responsive and responsible government. The Council Code of Conduct and related policies are intended to convey the importance of respectful deliberation and debate of public policy issues ensure a fair, honest and respectful environment amongst members of Council, staff and Committee members.

ALTERNATIVES/OPTIONS

1. *That Council direct Administration to develop a Council Code of Conduct Bylaw linked to the Council Remuneration Bylaw, which establishes clear behavioural guidelines for Council members, outlines sanctions for breaches of conduct, and to promotes transparency and integrity in serving the City of Port Alberni, thereby ensuring accountability and upholding public trust.*
2. *That Council accept the Council Code of Conduct Policy review as information.*
3. *That Council direct staff to amend the Code of Conduct Policy to establish clear behavioural guidelines for Council members.*
4. *That Council take no action.*

ANALYSIS

Responsible conduct of elected officials is not optional; it is essential to good governance, and helps to sustain a Council environment where vigorous policy debate and respectful dialogue co-exist.

Councils around the province have taken a comprehensive and integrated approach to the development of their Codes of Conduct outlining expected behaviour at meetings, in the community, on social media, and during election campaigns. Several have established Bylaws outlining both an informal and formal complaint and resolution process, with the formal process involving a third-party investigator. Possible sanctions for breaches of the Code of Conduct are clearly outlined, along with guidance for which parts of the resolution process should take place in an open Council meeting. These Bylaws apply to all members of Council and to those appointed by Council to Boards, Committees, Commissions, Panels or Task Forces.

What sets some of the more innovative Codes of Conduct apart is that they are linked to their Council's Remuneration Bylaw – deducting pay for each breach of the Bylaw, its Procedure Bylaw, Respectful Workplace Policy, *Community Charter* conflict of interest rules and Oath of Office documents.

Aligning the Code of Conduct with the Remuneration Bylaw would reinforce the importance of ethical behaviours while providing a mechanism to address misconduct. This approach supports good governance practices and enhances Councils ability to serve the community effectively.

IMPLICATIONS

Without a clear set of expectations and process for breaches, the current policy lacks teeth as breaches would have to be addressed based on unwritten rules or general statements of principle not endorsed by Council.

The existing Code of Conduct policy could benefit from:

- 1) expansion to include additional provisions relating to the behavioural expectations that are connected to the foundational principles; and
- 2) inclusion of accountability/enforcement provisions as the existing policy does not address how alleged breaches would be handled should a conduct issue emerge.

COMMUNICATIONS

BYLAWS/PLANS/POLICIES

Development of a Council Code of Conduct Bylaw that establishes clear behavioural guidelines for Council members and outlines sanctions for breaches of conduct promotes transparency and integrity in the service of the City of Port Alberni ensuring accountability and upholding public trust. This aligns with Council's *Strategic Plan*, and the principal 'be respectful, communicative and accountable'.

Policy 3002-1 – Council Code of Conduct

SUMMARY

Aligning the Code of Conduct with the Remuneration Bylaw reinforces the importance of ethical behaviours while providing a mechanism to address misconduct. This approach supports good governance practices and enhances Councils ability to serve the community effectively.

It is recommended that Council direct Administration to develop a Council Code of Conduct Bylaw linked to the Council Remuneration Bylaw establishing clear behavioural guidelines for Council members and outline sanctions for breaches of conduct.

ATTACHMENTS/REFERENCE MATERIALS

Council Code of Conduct Policy No. 3002-1

UBCM Potential for Change Discussion Paper

District of Squamish Bylaw 2919 – Council Code of Conduct

District of Squamish Bylaw 1503 – Remuneration and Expenses (s. 7.1)

POLICY No. 3002-1 | Council Code of Conduct

Approved: May 8, 2023

Resolution No.: R23-154

Date of Last Review:

CITY OF
PORT ALBERNI



PURPOSE

As local elected representatives ["members"], we recognize that responsible conduct is essential to providing good governance for the City of Port Alberni.

We further recognize that responsible conduct is based on the foundational principles of integrity, accountability, respect, and leadership and collaboration.

In order to fulfill our obligations and discharge our duties, we are required to conduct ourselves to the highest ethical standards by being an active participant in ensuring that these foundational principles, and the standards of conduct set out below, are followed in all of our dealings with every person, including those with other members, staff, and the public.

SCOPE

This Code of Conduct applies to the members of the City of Port Alberni. It is each member's individual responsibility to uphold both the letter and the spirit of the Code of Conduct in their dealings with other members, staff and the public.

Elected officials must conduct themselves in accordance with the law. This Code of Conduct is intended to be developed, interpreted and applied by members in a manner that is consistent with all applicable Federal and Provincial Laws, as well as the bylaws and policies of the local government, the common law and any other legal obligations which apply to members individually or as a collective council.

FOUNDATIONAL PRINCIPLES OF RESPONSIBLE CONDUCT

1. **Integrity** – means being honest and demonstrating strong ethical principles. Conduct under this principle upholds the public interest, is truthful and honourable.
2. **Respect** – means having due regard for others' perspectives, wishes and rights; it also means displaying deference to the offices of local government, and the role of local government in community decision making. Conduct under this principle is demonstrated when a member fosters an environment of trust by demonstrating due regard for the perspectives, wishes and rights of others and an understanding of the role of the local government.



3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one's actions. Conduct under this principle is demonstrated when council or board members, individually and collectively, accept responsibility for their actions and decisions.
4. **Leadership and Collaboration** – means an ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal through collective efforts. Conduct under this principle is demonstrated when a council or board member encourages individuals to work together in pursuit of collective objectives by leading, listening to, and positively influencing others.

STANDARDS OF CONDUCT

Integrity: Integrity is demonstrated by the following conduct:

- Members will be truthful, honest, and open in all dealings, including those with other members, staff and the public.
- Members will ensure that their actions are consistent with the shared principles and values collectively agreed to by the council.
- Members will follow on their commitments, correct errors in a timely and transparent manner, and engage in positive communication with the community.
- Members will direct their minds to the merits of the decisions before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of those decisions.
- Members will behave in a manner that promotes public confidence in all of their dealings.

Respect: Respect is demonstrated through the following conduct:

- Members will treat every person with dignity, understanding, and respect.
- Members will show consideration for every person's values, beliefs, experiences and contributions to discussions.
- Members will demonstrate awareness of their own conduct, and consider how their words or actions may be, or may be perceived as, offensive or demeaning.
- Members will not engage in behaviour that is indecent, insulting or abusive. This behaviour includes verbal slurs such as racist remarks, unwanted physical contact, or other aggressive actions that are harmful or threatening.

Accountability: Accountability is demonstrated through the following conduct:

- Members will be responsible for the decisions that they make and be accountable for their own actions and the actions of the collective council.
- Members will listen to and consider the opinions and needs of the community in all decision-making, and allow for appropriate opportunities for discussion and feedback.
- Members will carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions.

Leadership and Collaboration: Leadership and collaboration is demonstrated through the following conduct:

- Members will behave in a manner that builds public trust and confidence in the local government, including considering the different interests of the people who make up the community.
- Members will consider the issues before them and make decisions as a collective body. As such, members will actively participate in debate about the merits of decision, but once a decision has been made, all members will recognize the democratic majority, ideally acknowledging its rationale, when articulating their opinions on a decision.
- Members will recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other members and staff to provide their perspectives on relevant issues.
- As leaders of their communities, members will calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.
- Members will recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other members, staff and the public.
- Members will recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.

Contact Information:

If you have any questions about this policy please contact Corporate Services 250.723.2146 or by email corp_serv@portalberni.ca

AUTHORITY TO ACT:

The Corporate Officer is delegated responsibility and authority for ensuring compliance with this policy.

PROCESS:

This policy is to be reviewed by Council following a general local election.



Sharie Minions
Mayor



Donna Monteith
Corporate Officer

DISCUSSION PAPER

POTENTIAL FOR CHANGE

Responsible Conduct Framework for Local Government Elected Officials

SEPTEMBER 2024



A joint Initiative of the Union of British Columbia Municipalities
and the Local Government Management Association of British Columbia

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INTRODUCTION

This *Discussion Paper* is a joint initiative of the Union of British Columbia Municipalities (UBCM) and the Local Government Management Association of British Columbia (LGMA).

The *Paper* explores two specific, inter-related topics in recent discussions on potential changes to British Columbia's responsible conduct framework for local government elected officials:

- The idea of mandatory codes of conduct, in place of voluntary codes, for local governments, and
- The models that exist, or that could be developed, to support the administration and enforcement of responsible conduct standards set out in local government codes of conduct.

Resolutions to UBCM over the past seven years have consistently called for additional tools to promote responsible conduct and enforce responsible conduct standards. Included in the resolutions has been a request for a province-wide integrity or ethics commissioner office for local government. This paper explores the underlying issues that have prompted these calls for action, and identifies key considerations for determining how to best address the issues. The paper aims to broaden and inform discussion; it does not recommend policy.

Consultation for the *Paper* included separate discussions with two focus groups, one of which featured local elected officials, the other a mix of chief administrative officers, corporate officers and other senior staff. Interviews with past and present Integrity Commissioners, local government staff, a Municipal Advisor appointed by the Ministry of Municipal Affairs, and others were also conducted. Research was undertaken to understand responsible conduct frameworks in other provinces, and to assess the range of approaches taken to promote responsible conduct, investigate alleged breaches of codes of conduct, resolve conduct issues, and enforce codes through the application of sanctions.

WORKING GROUP ON RESPONSIBLE CONDUCT

The *Discussion Paper* builds on the efforts to date of the staff-level Working Group on Responsible Conduct for

Local Government Officials in British Columbia. The Group, which includes representatives of the Ministry of Municipal Affairs, UBCM and LGMA, was established in 2016 in response to a UBCM resolution that called on the provincial government to enable local governments to appoint integrity commissioners. In 2017, the Group delivered a policy paper at the UBCM Convention on the key components of an effective framework to support responsible conduct. In subsequent years, resources and tools to strengthen the framework were developed, including a set of foundational principles, a model code of conduct for local government elected officials, a scenario-based online training course, and guidance for local governments on how to prevent conduct issues from arising, and deal with issues that do arise.

DISCUSSION PAPER FORMAT

The *Discussion Paper* is divided into three sections. Section one provides an overview of British Columbia's current responsible conduct framework. Section two outlines a set of resolutions endorsed by the UBCM membership in recent years. This section includes a discussion on the desire for further change to address perceived gaps in the framework that remain. Section three explores the case for mandatory codes of conduct, and considers three different models for code of conduct administration and enforcement. Each of the models is designed to enable the provision of advice and education on responsible conduct, to assist in resolving responsible conduct concerns, to investigate alleged breaches of responsible conduct, and to support the enforcement of codes of conduct in cases of actual breaches.

The full text of the UBCM resolutions noted in section two are provided in *Appendix I*. A preliminary discussion of mandatory education is provided in *Appendix II*. The resources created in recent years by the Working Group are presented in *Appendix III*.

CURRENT FRAMEWORK

This section profiles British Columbia's current responsible conduct framework for local government elected officials. In general, the framework recognizes the autonomy of local governments in British Columbia to select and design tools that local governments themselves feel are important to have in place.

The Province provides the legislative authority that municipalities and regional districts need to take action, and encourages local governing bodies to embrace certain tools, such as codes of conduct. Guidance is also provided (including through the Working Group on Responsible Conduct) to assist local government officials in their efforts to learn about the framework and the expectations inherent in it. This table provides an overview of the existing framework. Individual elements identified in the box are outlined separately in this section.

ELEMENTS OF THE CURRENT FRAMEWORK	
Foundational Principles	Four principles to guide behaviour
Oath or Affirmation of Office	Required under Community Charter, Local Government Act, Vancouver Charter Elected officials who do not take the oath are disqualified from taking office
Codes of Conduct	Cornerstone of framework, but optional Guidance provided by Working Group on best practice codes
Independent Investigators	Ability to retain independent investigators, and to appoint autonomous integrity commissioners
Education	Widely recognized as essential to promotion of responsible conduct Identified in many existing codes as sanctions to correct poor conduct
Broader Legislative Context	Responsible conduct part of a broader legislative framework to address related concerns
Resources on Responsible Conduct	Various resources exist to guide local governments in efforts to promote responsible conduct, and to resolve instances of poor conduct

Foundational Principles

The foundational principles are intended to guide the conduct of individual elected officials and the collective behaviour of the governing body (i.e., the municipal council or regional district board). Four principles underlie the current framework in British Columbia:

- **Integrity** — Elected officials with integrity conduct themselves honestly and ethically. They are open and truthful in their dealings, protective of confidentiality, and work to avoid conflicts of interest and perceived conflicts.
- **Accountability** — Accountable officials accept responsibility for their own behaviour and for decisions they make as individuals. They accept the collective

responsibility of the governing body for decisions made.

- **Respect** — Respect means valuing the perspectives, wishes and rights of others, including other elected officials, staff members and the public.
- **Leadership and Collaboration** — Elected officials need to demonstrate an ability to lead, listen to, and positively influence others. They need to come together to create or achieve collective goals.

These principles are integrated with and reflected in other parts of the framework, including the oath of office, the legislated requirement to consider the adoption or updating of a code of conduct, and the model code of conduct.

Oath of Office

The *Community Charter* (s. 120), *Local Government Act* (s. 210) and *Vancouver Charter* (s. 140), require that every local government elected official in British Columbia take an oath or make an affirmation of office within 45 days following election. Each local government may, by bylaw, establish its own oath. Where no bylaw has been created, officials must use the oath prescribed in BC Reg. 137/2022 (*Local Government Oath of Office Regulation*). The prescribed oath — adjusted in response to a 2021 UBCM resolution

— requires officials to swear that they are qualified to hold office, will abide by the rules set out in legislation on conflicts of interest, will act in accordance with the four foundational principles, and will perform the duties of their office in accordance with the law.

Any elected official who does not take the oath within the prescribed time is disqualified from holding office.

Codes of Conduct

Codes of conduct are documents that set out shared expectations for elected official behaviour. The *Community Charter* (s. 113.1 and 113.2)¹ and *Vancouver Charter* (s. 145.93 and 145.94) require each local governing body to decide, within six months after its first council or board meeting post-election, whether to establish a code of conduct for elected officials, or review an existing code. In making its decision, the council or board must consider the prescribed principles for codes of conduct that are set out in BC Reg. 136/2022 (*Principles for Codes of Conduct Regulation*).²

If a council or board chooses to not establish a code of

conduct, the council or board must make available to the public the reasons for its decision. The council or board must also reconsider its decision before January 1 of the year of the next general election. If the governing body, upon reconsideration, affirms that it will not establish a code of conduct, the body must again make its reasons available to the public.

The Working Group on Responsible Conduct created a Model Code of Conduct and a Companion Guide, along with advice to support informal and formal resolutions on matters of conduct.

Investigators and Commissioners

Local governments have the ability in the current framework to retain independent investigators, and to appoint autonomous integrity commissioners, to receive and investigate complaints, facilitate the informal resolution of conflicts, manage formal resolution processes, and make recommendations to governing bodies on sanctions to apply. In British Columbia, integrity commissioners have been created by the Cities of Surrey (2020), Vancouver (2022), Maple Ridge (2024) and New Westminster (2024).³ Many municipal councils and regional district boards, however, provide for the hiring of independent third-party investigators.

The Working Group has developed guidance materials for local governments on best-practice approaches to the enforcement of codes. These materials identify the hallmarks of sound enforcement, which include the development of a thorough process for vetting and handling complaints on conduct, the identification of a range of sanctions to consider applying in the event of a breach, safeguards to ensure procedural fairness for all parties, and the use of independent third parties to conduct investigations, make determinations and recommend sanctions.

Education

Education is widely recognized as essential to the promotion of responsible conduct, and as a key part of the responsible conduct framework. The Working Group provides an online scenario-based course of the principles that guide responsible conduct. The Local Government

Leadership Academy provides training to elected officials on the factors, including responsible conduct, that enhance a local government's ability to provide good governance to its community. UBCM and LGMA also provide training, for elected officials and staff respectively, on topics related to

¹ These sections of the *Community Charter* apply to regional district boards.

² The requirements for consideration and reconsideration were introduced by the province in 2022 in response to a 2021 UBCM resolution.

³ In late July 2024, during the writing of this Discussion Paper, Vancouver City Council entertained a motion to suspend the work of the Integrity Commissioner pending an independent review of the Commissioner's scope of duties. On August 6, 2024, however, Council resolved to postpone a vote on the motion until September.

responsible conduct.

Most local governments provide orientation to their governing bodies in the months following the inaugural meeting. Governance principles and responsible conduct are typically included in orientation programs. Some local governments go further and provide regular or periodic

refresher sessions. Education is also identified in many existing codes of conduct as a form of sanction that governing bodies may impose to remedy instances of less-than-responsible conduct. A recommendation that the council or board member attend a specified training course, for example, is a feature of some codes.

Broader Legislative Context

British Columbia's current responsible conduct framework is situated within a broader legislative context that includes provincial and federal statutes designed, among other purposes, to govern elements of elected official conduct. The context includes the *Local Government Act*, *Community Charter* and *Vancouver Charter*, each of which speaks to conflict of interest matters. The context also includes the:

- *Criminal Code of Canada*
- *Ombudsperson Act*

- *Workers Compensation Act*
- *British Columbia Human Rights Code*
- *Freedom of Information and Protection of Privacy Act*

Independent parties with authority under these statutes — the Office of the Ombudsperson and WorkSafe BC are examples — have spheres of jurisdiction that may compel them to act in response to issues that arise, either in place of or in advance of locally-appointed third-party investigators and integrity commissioners.

Resources on Responsible Conduct

Experienced third-party consultants and municipal lawyers are available to assist local governments with drafting codes of conduct bylaws or policies, with orientation and education efforts aimed at explaining the codes and their implications for behaviour, with investigations into complaints, and with enforcement measures. In exceptional circumstances, supported by a request (resolution) from the council or

board, the Ministry of Municipal Affairs has assisted local governments by contracting Municipal Advisors to examine and provide advice address the most egregious incidences of questionable conduct. The Local Government Management Association also maintains an online database of consultants that is available to local governments.

Additional Comments

It is useful to remember that the Framework for Responsible Conduct applies specifically to local government elected officials, not to local government staff. Unlike staff who are accountable to the organizations that employ them, elected officials are accountable to the electors in the communities they serve. The Framework provides tools and resources to promote proper conduct by elected officials, and to

address incidents of poor conduct by officials, between elections. The ability of electors to judge elected officials and remove them from office at the time of election, however, will in some cases be the most effective tool for managing elected official conduct.

DESIRE FOR CHANGE

From 2016 to 2023 the UBCM membership voted on six resolutions related to British Columbia's responsible conduct framework for elected officials. All of the resolutions underscored the growing sense on the part of local governments across the province that incidents of less than responsible conduct among elected officials were becoming more prevalent and intractable. All of the resolutions spoke to a desire for change in the existing framework, and put forward specific ideas to either introduce new tools or strengthen existing ones.

This section summarizes the proposed UBCM resolutions⁴ between 2016 and 2023, along with a proposed 2024 resolution that at the time of writing has not yet been presented to or voted on by the membership. The section ends with commentary on the potential need for further change.

UBCM Resolutions

As noted, the UBCM membership voted on six responsible conduct resolutions between 2016 and 2023. The first resolution, presented in 2016, sought authority for local governments to appoint local integrity commissioners who would provide advice and education to local elected officials on conduct and codes of conduct, investigate alleged breaches to codes of conduct, and enforce codes in cases of actual breaches. This resolution, which was referred to the UBCM Executive, resulted in the creation of the Working Group on Responsible Conduct.

Three resolutions in 2021, 2022 and 2023 called on the Province to establish through legislation one or more integrity commissioner offices to advise local governments and enforce codes of conduct. All three resolutions were endorsed by the membership. A separate resolution in 2022 sought the development of a standard code of conduct that would apply to all local governments in the province. This resolution was not endorsed.

A 2021 special resolution (SR3: *Strengthening Responsible Conduct*) sponsored by the UBCM Executive asked the provincial government to:

- Require all local governments to consider the adoption or updating of a code of conduct at least once in each new term of office,
- Work with UBCM and others to develop a mandatory education model that would support responsible conduct by local elected officials,
- Update the oath of office that is prescribed by provincial regulation to embed the foundational principles of the responsible conduct framework, and
- Provide guidance to assist local governments with their own oath of office bylaws in incorporating the foundational principles into the bylaws.

An additional resolution has been endorsed by UBCM's Resolutions Committee for presentation to the membership in 2024. The resolution calls on the provincial government to establish an Office of the Municipal Government Ethics Commissioner to provide "fair and unbiased guidance" to local governments on responsible conduct matters, code of conduct violations, conflict of interest and bullying. The resolution also calls on the Province to require all new local elected officials to participate in mandatory ethics training.

⁴ The resolutions are presented in full in Appendix I.

Desire for Further Change

Local governments recognize that most elected officials endorse and seek to demonstrate appropriate behaviour. The continuing calls for additional responsible conduct tools, however, underscore the general belief that resources in the current framework are not sufficient for dealing with individuals who show little interest in understanding roles and expectations, who demonstrate little respect for their peers or for local government staff, and who appear to reject the very local government institutions that enable good governance and that they, as elected officials, are responsible for protecting.

There is a concern with the trend towards problematic elected official conduct and its impact on the ability councils and boards to function. Local governments that become mired in internal conflict may experience a loss of legitimacy in their own communities, and may see a related decline at elections in voter turnout, and in the number and diversity of candidates for election. The same local governments may also experience a decline in morale among staff and may observe a reluctance on the part of current managers to seek higher positions in their organizations. Departures of top-performing employees, and significant recruitment challenges, are additional consequences.

Local governments dealing with cases of poor conduct are increasingly calling on the provincial government to introduce new legislative requirements, and/or to provide additional tools to manage conduct matters, including tools that can be applied province-wide by a centralized body. This appeal reflects:

- A sense of frustration with the perceived lack of tools, and the resulting inability of local governing bodies to effectively address egregious examples of poor conduct;
- An awareness that the current reliance on local governments to determine their own approaches to managing conduct issues leads to significant inconsistencies among councils and boards in both the design and administration of codes of conduct;
- The concern that existing approaches to managing elected official conduct too often involve a role for local government staff, and that a reliance on staff to intervene or resolve conflict is both unfair and inappropriate;
- A concern expressed by elected officials and staff — particularly officials and staff from smaller jurisdictions — that local governments lack the resources to properly administer and enforce a responsible conduct framework; and

- A fear that codes of conduct, complete with sanctions that publicly censure elected officials for issues of conduct, can be easily weaponized when administered locally against individuals with minority perspectives.

Not all local governments, it should be emphasized, share these concerns, or believe that there is a strong case for provincial government intervention, either in the form of stronger legislation or additional tools. Some local governments take the view that the existing legislation and tools are sufficient to address matters of conduct, that local governments themselves are responsible for managing conduct issues in their governing bodies, and that cost-sharing

CALL FOR LEGISLATION

Local governments dealing with cases of poor conduct are increasingly calling on the provincial government to introduce new legislative requirements, and/or to provide additional tools to manage conduct matters, including tools that can be applied province-wide by a centralized body.

and other collaborative approaches exist to enable local governments to effectively meet their responsibilities.

The UBCM resolutions and the input provided to this *Discussion Paper* by elected officials and senior staff, however, speak to the growing perception that the current responsible conduct framework has shortcomings that prevent local governments from being able to effectively address cases of poor conduct. These shortcomings constitute gaps that UBCM and LGMA seek to understand through the exploration of mandatory codes of conduct and the consideration of different models that may be used for code administration and enforcement.

Across British Columbia and beyond, local governments are seeking effective tools to support responsible conduct. Ideas that are being advanced by some, including ideas that feature a province-wide integrity commissioner, need to be assessed carefully.

CHANGES TO CONSIDER

This section responds to concerns raised by local government elected officials and staff on the existing responsible conduct framework for local government elected officials. The text explores two specific, inter-related topics:

- The idea of mandatory codes of conduct in place of voluntary codes for local governments, and
- The models that exist, or that could be developed, to support the administration and enforcement of responsible conduct standards set out in local government codes of conduct.

The two topics are addressed separately in the section but are dependent on one another. The models for administration and enforcement focus on the standards in the codes of conduct, and therefore require codes of conduct to be in place.

An additional topic concerns responsible conduct education for elected officials. Education on principles and standards of conduct is encouraged in the current responsible conduct framework, but is not required. A change in favour of mandatory education is a point of discussion among elected officials and staff, and is a topic in need of further study. Appendix II introduces and provides an overview of the topic.

Mandatory Codes of Conduct

Codes of conduct are tools created by local governments to help local government officials understand the standards of behaviour and conduct that are expected of them. Codes also exist to set out fair processes for receiving complaints about elected official conduct, investigating alleged breaches of code standards, and reporting on findings. Finally, codes are developed to hold elected officials accountable who, based on investigations, are found guilty of code breaches.

It should be emphasized that codes are not intended to prevent or impede in any way the robust exchange of views that is critical to good local governance. Codes are also not created to eliminate or stifle minority perspectives that need to be heard and taken into consideration in decision making.

When designed and administered properly, codes of

conduct help to promote a positive working environment for local elected officials to collaborate, through their collective governing bodies, in setting priorities and making decisions that benefit their communities. Council and board discussions on the creation of codes allow elected officials to explore values and relationships, roles and responsibilities, and the principles of good governance. Such discussions also help elected officials understand the potential impacts of their actions on the communities they serve. In clearly laying out standards of acceptable behaviour and conduct, codes protect councils and boards from unnecessary conflict and stress. In so doing, codes help to build public confidence in local governments and the broader local government system.

Current Approach

Codes of conduct are a cornerstone of the responsible conduct framework for elected officials in British Columbia. They are widely recognized to be both important and necessary as tools to guide the behaviour of decision-makers and, where required, hold decision-makers accountable between elections for problematic conduct that occurs.

Local governments in British Columbia are strongly encouraged to create codes, and are required to consider creating

them. The requirement for consideration takes the form of legislative amendments (2022) introduced by the Province in response to the UBCM's 2021 special resolution (*Strengthening Responsible Conduct*). These amendments require all councils and boards to consider establishing a code of conduct, or reviewing an existing code, within the first six months after their inaugural meetings. Most local governments in the province have codes of conduct in

place today.⁵

Strong encouragement and the requirement for consideration notwithstanding, codes of conduct are not mandatory for local governments in British Columbia. This approach reflects the long-standing legislative framework for local government in British Columbia which is based, to a

significant degree, on principles of local government autonomy, empowerment and accountability. Ultimately, it is the decision of each municipal council and regional district board to determine whether or not to put a code in place to guide the conduct of its members.

Approaches Elsewhere

Responsible conduct frameworks for local government elected officials in all provinces include and emphasize the importance of codes of conduct. British Columbia's framework is no different in this respect. British Columbia's framework is entirely unique in its treatment of codes as voluntary and at the discretion of individual local governments. In all other provinces, codes of conduct for local government elected officials are mandatory.

Requirements for codes of conduct in other provinces differ in their degree of prescriptiveness. In Alberta, the rules concerning codes of conduct are outlined in the province's *Code of Conduct for Elected Officials Regulation*, created in 2017 pursuant to section 146.1 of the *Municipal Government Act*. The regulation prescribes topics that must

The regulation also requires each council to review and update its code of conduct, along with any bylaws that have been incorporated by reference into the code, at least once every four years.

Saskatchewan's legislation prescribes a set of standards for codes that includes honesty, respect and confidentiality. A complaints process that must be based on principles of fairness, accessibility, responsiveness and efficiency is required. Manitoba is quite prescriptive in its approach to codes. The province prescribes, through its *Council Members' Codes of Conduct Regulation* (2020), the values on which codes must be based, the requirement to review codes every year, the list of specific sanctions to include in codes, and the specific factors that councils must consider when imposing a sanction.

Ontario's local government legislation requires every council to establish a code of conduct for its members, but does not list to any significant degree the topics to include or procedures to follow in administering the codes.⁶ Under section 223.4 (5) of Ontario's *Municipal Act*, however, the Province does prescribe and limit the range of sanctions that may be imposed. This section states that a council may impose one of two sanctions, based on a report by the integrity commissioner that the member has contravened the code of conduct:

- A reprimand, or
- A suspension of remuneration for up to 90 days.

New Brunswick and Nova Scotia have introduced requirements for local governments to implement codes of conduct with some standardized elements. By contrast, the highly prescriptive approach taken by Quebec sets out contents for local government codes, including complaint procedures and sanctions.⁷

VOLUNTARY CODES

British Columbia's framework is entirely unique in its treatment of codes as voluntary and at the discretion of individual local governments. In all other provinces, codes of conduct for local government elected officials are mandatory.

be included — others may be included at the discretion of council — along with a set of sanctions from which councils may choose to impose in cases where a council member fails to adhere to the code. The regulation requires the inclusion of a complaint system to identify who may make a complaint, and how complaints are to be investigated.

⁵ At the time of writing, 70% of local governments have codes of conducts in place. Most of these codes have been established and/or reviewed under the 2022 legislative amendments.

⁶ Ontario does have in place a short regulation titled Codes of Conduct: Prescribed Subject Matters. The regulation identifies four prescribed subject matters that local governments must include in their codes of conduct for local elected officials — gifts, benefits and hospitality; respectful conduct; confidential information; use of local government property.

⁷ Quebec's approach has its origins in the findings of the Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry (Charbonneau Commission). This Commission, which ran from 2011 to 2015, exposed significant corruption in municipal government.

EVOLVING FRAMEWORKS

One takeaway from the research conducted for this Discussion Paper is that responsible conduct frameworks in all provinces are evolving. Reviews are underway in many jurisdictions to clarify objectives and incorporate new or amended tools.

Factors to Consider

Over 70% of local governments in British Columbia have established codes of conduct despite the lack of any statutory requirement on the matter. The UBCM's 2021 special resolution (*Strengthening Responsible Conduct*) addressed the need for codes of conduct, and requested the Province to amend local government legislation to require the consideration of codes. UBCM stopped short of calling for change to make codes mandatory.

Focus group participants and individuals interviewed for this *Discussion Paper* expressed support for a change in favour of mandatory codes. The introduction of such a requirement, it was suggested, would send a strong and positive message throughout the local government community and the broader public on the importance of responsible conduct.

When determining how to proceed on the matter of required codes of conduct, implications for local government autonomy, empowerment and accountability may be important to consider. It may be argued that a change in favour of mandatory codes would conflict with the principles of autonomy, empowerment and accountability that underpin British Columbia's local government legislative framework. These principles hold that each local government, irrespective of size, should have the ability to determine for itself whether a code of conduct is needed, and if so, how it should be structured and administered.

In a spirit of collaboration, local governments routinely collaborate with one another directly and through their associations (e.g., UBCM and Area Associations) to share ideas and develop similar approaches to address key matters. Local governments also seek advice and guidance from central bodies, including UBCM, LGMA and the Ministry of Municipal Affairs. Collaboration and guidance aside, however, local governments retain the autonomy to determine whether and how to act in several key areas, including responsible conduct.

A ceding of autonomy over codes of conduct may be perceived as beneficial to some local governments, particularly those in which elected officials may demonstrate less than full support for codes, or even strong resistance to codes. Some local governments may feel the authority to mandate codes of conduct should rest with the Province given the Province's ultimate responsibility for the structure, integrity and proper functioning of the local government system. Decision-makers who take this position may point to the Province's requirement for elected officials to take an oath of office as a parallel situation. Finally, some local governments may highlight the mandatory nature of codes in all

provinces other than British Columbia as suggestive, if not compelling, of the need for change.

If codes were made mandatory, either in response to calls from local governments or at the initiative of the Province, factors related to the structure, content, process for developing, and use of codes would be important to explore.

CONTENT OF CODES

The Working Group has developed a model code of conduct and an accompanying guide to assist local governments in establishing a code.⁸ Several municipalities and regional districts in British Columbia have made use of this resource. Others have relied on municipal lawyers, consultants and senior staff with strong experience in responsible conduct matters to design bespoke codes that speak to local circumstances and needs.

It is possible to identify a set of contents that may be considered "best practice", and that should be considered for inclusion in all codes of conduct whether mandatory or not. The text box on the following page presents these contents. They were identified based on a review of the Working Group materials; well-crafted codes created by local governments that have been forced to combat less than responsible conduct head on; and the requirements in place in other provinces.

STANDARDIZATION OF CODES

In 2021 a municipal council in the Metro Vancouver area sponsored a resolution to UBCM in support of a "Provincial Code of Conduct for Local Government Officials". The resolution advocated the development and application of one single code for all local governments in British Columbia. The resolution was not endorsed by the UBCM membership, but did serve to highlight the attractiveness among some in local government for a common set of rules and processes to deal with responsible conduct matters.

The preference for standardization is shared by some provincial governments in other parts of Canada — and, possibly by some of the local governments in these provinces — that have adopted prescriptive approaches to codes.

There are certain topics that may be considered important for all codes of conduct as best practices. Some of these topics address expectations of behaviour and highlight specific values to guide interactions; others concern the administration of codes, stress the importance of fair process, and identify reasonable sanctions. These best practice contents suggest that there may be topics that should be included in all codes.⁹ There will be other topics, however,

⁸ Companion Guide: Getting Started on a Code of Conduct for Your Council/Board, October 2022.

⁹ The inclusion of key, best practice contents could address the current inconsistency in the quality and completeness of local government codes of conduct in British Columbia. The result of this inconsistency is a patchwork of standards of conduct — a patchwork that makes it difficult to create and enforce a common set of behavioural expectations.

that may hold special importance in only some communities, or that will speak to specific local circumstances or needs.

The process of developing a code provides the opportunity for councils and boards to consider what is most important to their own situations. The process provides the forum in which elected officials can reflect on the value of responsible conduct as an enabler of good governance, the collective responsibility of governing bodies to promote responsible conduct, and the need for governing bodies to both prevent and, where necessary, take action against instances of less than responsible conduct. The process of developing a code is important for local governing bodies to experience. A requirement in favour of mandatory codes of conduct would compel all councils and boards to experience the process and reflect on their own environments and needs. A move towards total standardization of codes, however, would impose prescribed codes on local governments that may be less reflective of local conditions.

IMPLEMENTATION TOOL

Some local governments in British Columbia that present and apply codes of conduct in the form of a policy. Most councils and boards, however, use bylaws. Bylaws, as a type of legislation, give codes of conduct and their contents greater significance and authority.

It may be argued that policies, as non-legislative tools, may be best suited to promote and enable efforts to resolve responsible conduct situations using informal, restorative means. In some local governments with strong cultures of responsible conduct, and with a strong sense within local governing bodies of collective responsibility, policies may indeed promote informal resolution as the answer and make bylaws unnecessary. Best practice codes that are created and applied as bylaws, however, also stress the importance of informal resolution as the first course of action. These bylaws recognize that informal resolution, as important as it is, may not always been enough.

APPLICABILITY

All codes of conduct are designed to apply to the local elected officials who sit on the governing body. Some codes, both in British Columbia and in other parts of Canada, go further to apply to non-elected persons who are appointed to local boards, committees, task forces, commissions and other bodies established by the local government. The value of this broader application is that it spreads the local government's expectations for proper conduct beyond the council or board table to all advisory and delegated decision-making bodies that represent and reflect on the local government. The broader application may also suggest that the standards of conduct expected of elected officials should be the same as, and no higher than, those expected of

non-elected individuals appointed by governing bodies to assist in decision-making.

The roles, powers and sources of legitimacy for elected officials are different from those which apply to non-elected committee and task force members. Non-elected officials are appointed by and serve at the pleasure of the governing body. Elected officials are elected and cannot, except under the most serious of circumstances, be removed from office. Codes of conduct that are exclusive to elected officials help to impress upon such officials and their communities the importance and power of elected officials, and the heightened obligation of individuals who hold office

CODES OF CONDUCT: CONTENTS TO CONSIDER

A review of Working Group resources, existing codes of conduct, and requirements in place in other provinces points to a list of contents that should be considered for inclusion in all codes of conduct. Best practice codes include sections on:

- The foundational principles of responsible conduct
- General conduct, including the need to treat others with respect and dignity
- Interactions with staff and the public
- The collection and handling of information, including information considered confidential
- The use of social media
- Conflict of interest matters
- Gifts and benefits
- Complaint procedures, including the appointment of an independent investigator to receive and/or review complaints
- The informal resolution of complaints
- Formal resolution procedures, including those related to investigation and adjudication
- Reporting on findings and recommendations
- The application of sanctions

to act responsibly in their interactions with others, handling of information, use of resources, and performance of all of their duties.

ACCESSIBILITY

Some codes of conduct in British Columbia are designed to allow complaints concerning elected official conduct to be submitted only by other local elected officials. Other codes allow complaints from staff and volunteers, as well. A few go further to allow complaints from any person, which in practice includes members of the public.

Making the codes broadly accessible may help to emphasize the importance of responsible conduct on the part of elected officials not only in their interactions with other elected officials, but also in their treatment of local government staff and in their dealings with members of the public. Allowing complaints from all of these sources, however, may risk making the process of administering codes unwieldy, or even expose the process to misuse. It should be acknowledged, as well, that the public is served by codes of conduct, even in the absence of an ability to directly submit complaints, that establish and enforce expected standards of conduct.

SCOPE OF SANCTIONS

Best practice codes of conduct emphasize the importance of informal resolution methods, such as discussions, facilitated exchanges and mediation in addressing concerns related to responsible conduct. Informal resolution efforts have the potential to help elected officials understand the impacts of certain behaviours, strengthen relationships, and foster a culture of responsible conduct that can build confidence in the governing body and, by extension, the local government system. Best practice codes also, however, contain sanctions that governing bodies may need to apply to address cases of poor conduct.

In British Columbia and some other provinces, local governments have the ability to select their own sanctions within the limits of their authority as set out in legislation.¹⁰ Most governments select a variety of measures, ranging from less severe penalties — reprimands, and requests or requirements to make apologies, are examples — to more serious remedies. Examples of more serious sanctions include removal from committees, withdrawal of access to civic offices and facilities, and reductions to remuneration. None of the current sanctions available to local governments in British Columbia are established through legislation. As a result, the range of sanctions varies considerably from one local government to the next. In many cases,

councils and boards have struggled with applying the full range of sanctions available.

Sanctions that target elected official remuneration are becoming increasingly popular in local governments across Canada, including in British Columbia. In some cases, the remuneration for elected officials who have been found by an independent investigator to have breached the code of conduct is automatically reduced for a specified period of time. Subsequent breaches trigger further reductions which may be cumulative. Such reductions may also be applied automatically to elected officials who have attempted to “weaponize” the code of conduct by submitting vexatious, frivolous, or bad faith complaints.¹¹ In other cases, suspensions of pay are not automatically triggered but may be applied as separate penalties.

The growing interest in remuneration as a target of sanctions is based on the assumption that elected officials’ pay is meaningful enough to influence behaviour. This assumption may be valid in some cases; it will not, however, be valid in all cases. CAOs and COs who participated in the staff-level focus group commented that in most local governments elected official remuneration levels are simply not high enough to serve as effective levers in establishing deterrents.

All sanctions, including ones that target remuneration, represent a form of public censure. The choice of sanction in any particular case will be based on a variety of factors, such as:¹²

- The nature of the code breach,
- Whether the elected official knowingly breached the code,
- Steps taken by the official to mitigate or remedy the contravention, and
- Whether the breach was the official’s first contravention or a repeat event.

The threat of public censure, irrespective of the exact sanction chosen, will at times serve as an effective disincentive to less than responsible conduct. In cases involving officials who have no interest in protecting local government institutions or the broader system, however, the threat of public censure may not hold great weight in and of itself. Indeed, in some of these cases, officials may use public censure as a weapon to rally supporters who feel unrepresented by the sitting governing body, or shut out of the broader system of democratic government. These same officials may, however, be impacted by sanctions that limited their ability to participate on committees, access local government offices,

¹⁰ The legislation in British Columbia and in other provinces does not give local governments the ability to eject an elected official from office, or disqualify the individual from holding office.

¹¹ The District of Squamish’s responsible conduct framework provides a useful example. The District’s Code of Conduct Bylaw references the Remuneration and Expenses Bylaw, which sets out automatic, successive and cumulative reductions in remuneration of 10%, 15% and 25% for breaches to the Code of Conduct. Each reduction applies for 12 months.

¹² In some responsible conduct frameworks, such as that in place in Manitoba, local governing bodies are required to consider specific factors when determining the appropriate sanctions to impose.

APPROACHES TO SANCTIONS IN SELECT JURISDICTIONS ACROSS CANADA

The range of permitted sanctions that may be imposed by a governing body against one of its members varies by province. British Columbia and Alberta have the broadest ranges — in both provinces, local governments have broad scope to create their own sanctions (other than removal from office). Ontario and Manitoba are examples of provinces with prescribed lists of sanctions, beyond which local governments may not venture.

British Columbia

- Request letter of apology
- Mandatory education, training, coaching, counselling
- Suspension or removal from some or all committees or other bodies
- Letter of reprimand or warning
- Publication (public censure) of reprimand or request for apology, and member's response
- Suspension or removal as deputy/acting mayor or chair
- Restrictions on representing the local government or attending events and conferences
- Limiting travel or expenses
- Limiting access to local government facilities
- Restrictions on provision of information to the member
- Reductions in remuneration (in accordance with bylaw)
- Other sanctions determined by the local government

Alberta

- Letter of reprimand
- Request letter of apology
- Publication of letter and member's response
- Mandatory training
- Suspension or removal as deputy/acting mayor or chair
- Suspension or removal from some or all committees
- Reduction or suspension of remuneration
- Other sanctions determined by the local government

Ontario

- A reprimand
- Suspension of remuneration for up to 90 days

Manitoba

- Censuring the member
- Reprimanding the member
- Requiring a letter of apology
- Mandatory training
- Suspension or removal from specific duties
- Suspension or removal from deputy mayor
- Suspension or removal from committees
- Suspension from carrying out a power, duty or function for 90 days
- Reductions in remuneration
- Imposing a fine of up to \$1,000

connect with staff, and attend events as a local government representative. These types of sanctions, which place limits on officials' ability to act, may serve as more effective deterrents to poor behaviour than the threat of public censure.

The courts have recognized the authority of local governing bodies to impose the range of sanctions featured in most codes, including sanctions that affect remuneration, on elected officials who have been found in violation of the codes. Courts do not support sanctions that aim to disqualify elected officials from office for code of conduct violations. Therefore, codes of conduct and the responsible conduct frameworks in which they rest do not include disqualification from office as a possible sanction. Even Quebec, with its highly prescriptive approach born out of concerns of corruption at the local government level, violators of codes of conduct can be suspended from holding office for a small period of time, but not disqualified. Disqualification across Canada is reserved primarily for criminal matters.¹³

THE COURTS ON SANCTIONS

The courts have recognized the authority of local governing bodies to impose the range of sanctions featured in most codes, including sanctions that affect remuneration, on elected officials who have been found in violation of the codes. Courts do not support sanctions that aim to disqualify elected officials from office for code of conduct violations.

MISUSE OF CODES

Codes are explicitly not intended to prevent or impede the robust exchange of views that is critical for good local governance. Codes are also not created to eliminate or stifle minority perspectives that need to be heard and taken into consideration in decision making. However, codes may be misused or weaponized by individuals who seek to harass or intimidate elected officials with whom they disagree.

The forums in which local governing bodies operate are inherently political. Local governments need to anticipate that attempts will be made in some situations to weaponize codes. Such attempts can be thwarted, or at least frustrated, through the use of independent third parties or integrity commissioners to carefully scrutinize complaints, and to prevent vexatious or frivolous complaints from proceeding to investigations. Provisions in codes that allow appointed third parties or commissioners to recommend sanctions against complainants, and/or to exclude such individuals from the complaints process, are important.

¹³ Conflicts of interest and other concerns are reasons for disqualification in some provinces.

Code Administration and Enforcement

Codes of conduct are a cornerstone of British Columbia's responsible conduct framework for local government elected officials. They are tools created by local governments to help local government officials understand the standards of behaviour and conduct that are expected of them. Their structure and contents are important. So too are the processes outlined within them for receiving complaints about elected official conduct, investigating alleged breaches of code standards, and reporting on findings. Sanctions, applied in cases of actual code contraventions, are in place to hold elected officials accountable between elections for less than responsible conduct.

The approaches taken to administer codes and enforce their provisions are as important to the success of codes as their content and structure.

CURRENT APPROACH

British Columbia's current system of responsible conduct empowers local governments themselves to determine how to administer and enforce their elected official codes of conduct. Across the province, local governments have chosen to use one of three approaches; in some cases, elements of different approaches are combined.

Internal Administration and Enforcement

Some local governments view the oversight of elected official conduct, and the administration of the local government's code of conduct, as responsibilities of the governing body. The council or board in these places is responsible for ensuring that elected officials receive education on and understand the standards of behaviour set out in codes, receive advice as needed on matters of conduct and code interpretation, receive and deal with complaints that may be brought against elected officials through codes, and take corrective action authorized in codes to address more serious cases. The governing body in these places may delegate these responsibilities to a committee of council or the board, and/or may rely on the CAO or CO to assist with administration.

Third-Party Investigators

Many local governments in British Columbia make use of independent, third parties to investigate allegations of code breaches, to assist in resolving conduct concerns through informal, restorative process, and to recommend the application of sanctions to deal with more serious code breaches. Most third parties are lawyers with experience in responsible conduct cases, a strong understanding of the need for fair process in conducting and reporting on investigations and in recommending sanctions for governing bodies to consider. Several local governments require the

use of third-party investigators; others determine the need for investigators on a case-by-case basis, often in response to requests by elected officials or staff.

In some cases, the same third parties who investigate complaints will provide advice to the local governments on the development or amendment of codes. The parties may also provide education or advice to elected officials on conduct matters through orientation programs or in other forums. However, investigators are primarily involved in addressing complaints that are made pursuant to the complaints process set out in codes.

Integrity Commissioners

Integrity commissioners are independent officers appointed by local governing bodies for a fixed period of time. They report and make recommendations to the governing bodies, but are empowered with a considerable degree of autonomy during their time in office. An important part of the integrity commissioner role involves the provision of regular education and ongoing advice to the local government's elected officials on responsible conduct matters and broader principles of good governance. This reliance on commissioners for education and advice is one of the factors that distinguishes integrity commissioners from third-party investigators. Similar to third-party investigators, however, commissioners also receive and investigate complaints of alleged code violations, and work to resolve code breaches through informal processes (preferred) or the recommendation of sanctions to address more serious code breaches.

All local governments in British Columbia have the ability to appoint integrity commissioners. To date, only three municipalities in the province — the City of Surrey, the City of Vancouver and the City of Maple Ridge — have endorsed the model.¹⁴ As noted earlier in the *Paper*, there have been several calls for a province-wide integrity commissioner to deliver the services that are provided today by the locally-appointed commissioners.

APPROACHES ELSEWHERE

There is considerable alignment among provinces in the options permitted and used to administer and enforce codes of conduct. In most provinces, local governments are encouraged or required to make use of independent, third-party resources to receive and investigate complaints and alleged code violations, and to recommend to governing bodies sanctions they may wish to apply in cases of code breaches. Local governments in these provinces are encouraged or required to have specific procedures in place to ensure that complaints are received and investigated with strong regard for fair process. The degree to

¹⁴ As noted earlier, Vancouver City Council entertained in late July 2024 a motion to suspend the work of the Integrity Commissioner pending an independent review of the Commissioner's scope of duties. On August 6, 2024, Council resolved to postpone a vote on the motion until September.

which such procedures are prescribed by provinces varies by jurisdiction.

All local governments outside of Quebec have the ability to appoint their own independent integrity commissioners.¹⁵ In Ontario, this ability was replaced in 2018 by the requirement to appoint. All local governments in Ontario today, therefore, are served by an integrity commissioner who is appointed for a set term (e.g., two years) by the governing body. Most large municipalities in Ontario have their own appointed commissioner. Smaller municipalities take advantage of a provision in the *Ontario Municipal Act* (s. 223.3(1.1)) which allows them to share the services of an integrity commissioner with one or more other municipality.

In Western Canada, integrity commissioners are in place in most large cities and in a number of mid-size local governments, including the Cities of Edmonton, Calgary, Red Deer, Wood Buffalo, Saskatoon, Regina and Winnipeg. Other cities make use of third-party resources, as needed, to assist with the administration and enforcement of codes.

Manitoba's approach, compared to that of several other provinces, is highly prescriptive.¹⁶ Values on which to base codes are spelled out in full. Required processes for receiving complaints, examining complaints, referring complaints to mediation, investigating complaints, and reporting on

investigations are identified. Steps that local governing bodies must take in receiving investigation reports from third-party investigators are listed. Sanctions from which governing bodies must choose are also listed, as are the specific factors that must be considered when imposing a sanction. The Province appoints a Code of Conduct Intake Reviewer for the province as a whole to receive and determine the validity of complaints. If the Province deems that a complaint is valid, local governments must appoint independent third-party investigators to investigate the complaint and take responsibility for the remainder of the investigative process.

It is useful to note that only Quebec has in place a provincial body — the Commission municipale du Québec — to oversee the administration and to undertake the enforcement of local government codes of conduct. Following the conclusion of the *Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry* (Charbonneau Commission) in 2015, and based on the Commission's findings related to corruption and unethical behaviour in local government, the Commission municipale was given strong powers over code administration and enforcement.

¹⁵ In some provinces this ability is provided as an explicit authority granted to local government. In other places, the choice to appoint an integrity commissioner is implied under permissive legislation and is not prohibited.

¹⁶ Manitoba's approach applies to municipalities outside of the City of Winnipeg. Winnipeg has its own Integrity Commissioner with processes and authorities outlined in City bylaws.

MODELS TO CONSIDER IN BRITISH COLUMBIA

The remainder of the *Paper* sets out three models for discussion purposes to allow local governments and stakeholders to compare and contrast core concepts. Within each model, there is a range of potential policy choices, the full assessment of which is beyond the scope of this *Paper*. Frameworks that support responsible conduct are in a state of evolution throughout Canada. Further consultation and policy work would be required to enact changes contemplated under any of the models.

The Working Group on Responsible Conduct supports approaches to the administration of codes of conduct that make use of independent bodies to investigate complaints and recommend sanctions. The Working Group does not support an internal administration and enforcement approach, which relies on local elected officials and — in several cases — local government staff to perform these functions.¹⁷

The internal approach is problematic for a number of reasons, the most important of which concerns administrative fairness. Fair process and the perception of fairness are difficult to achieve when individuals who are not independent of the governing body or the local government are receiving and adjudicating complaints against individual members of the governing body. The internal administration and enforcement approach is not put forward as a model for further consideration.

The *Paper* focuses instead on models that feature bodies which are independent of the local government to investigate complaints and recommend sanctions. One such model can be developed and implemented at the local level by local governments themselves, using the tools and the natural person power authority in the current responsible conduct framework. This model is similar to that which is used today by councils and boards in British Columbia that make use of third-party investigators or local integrity commissioners.

A second model features a province-wide office, established by provincial legislation, to receive and adjudicate complaints, investigate alleged code violations, and deliver

findings and recommendations to local governments for implementation. This model, or a version of it, has been advanced by some in local government as the preferred solution to address shortcomings in the current framework.

INDEPENDENT BODIES

The Working Group on Responsible Conduct supports approaches to the administration of codes of conduct that make use of independent bodies to investigate complaints and recommend sanctions. The Working Group does not support the internal administration and enforcement approach, which relies on local elected officials and — in several cases — local government staff to perform these functions.

A third model represents a new way for administering and enforcing codes of conduct in British Columbia. This model departs from the permissive approach under Model I, while at the same time placing responsibility for administration and enforcement with local governments at a local level. The model relies on the Province to introduce new legislation that would require local governments to adopt codes of conduct, and to appoint independent third parties at a local level to handle code of conduct complaints.

¹⁷ The Working Group on Responsible Conduct, in *Forging the Path to Responsible Conduct*, advises against relying on internal resources to receive and adjudicate complaints, and to enforce codes of conduct. The approach does not allow for the necessary high degree of fair process.

Model I: Local Determination

This model relies on local governments to determine for themselves whether to create and implement a code of conduct to help local government officials understand the standards of behaviour and conduct that are expected of them. Local governments take this decision in accordance with the current legislative provisions which both enable councils and boards to establish codes, and require councils and boards to consider establishing a code of conduct, or reviewing an existing code, within the first six months after their inaugural meetings.

A council or board that establishes a code under this model is responsible for determining the content and the code. The Working Group's model code of conduct and an accompanying guide are available to guide the local governments in this effort; municipal lawyers and consultants with experience in code development are also available. Codes developed under this model reflect best practices brought forward in the reference materials or by experienced advisors. The codes also, however, respond to needs and circumstances that may be specific to the local government and the environment in which it operates.

In keeping with the Working Group's recommended approach outlined in *Forging the Path to Responsible Conduct*, a local government under this model appoints an independent body to:

- Vet all complaints of alleged code violations that are submitted to the local government, pursuant to the complaints process outlined in the code,
- Investigate complaints as deemed necessary,
- Attempt, whenever possible, to resolve complaints through informal, restorative means (e.g., facilitated or mediated discussion involving the parties), and
- Present findings from investigations to the council or board, along with recommendations on sanctions the council or board may consider imposing in an effort to correct behaviour, and/or deter elected officials from demonstrating future similar behaviour.

The independent body may be an integrity commissioner, appointed by the local government to serve a specified period of time. Alternatively, the body may be a third party, experienced municipal lawyer or consultant.

Education and advice to elected officials under the model may be provided through a combination of local government associations (e.g., UBCM), independent consultants, and local government elected official peers. Where appointed, integrity commissioners would play a significant role as a resource for ongoing advice and education.

An additional important point to address with the model — indeed, with all models — concerns cost. All costs required to establish a code of conduct under the model, to administer and enforce the code using an independent third party, and to give local elected officials access to education and advice on matters of conduct, would be the responsibility of the local government. Local governments could collaborate with one another, including through their regional districts, to implement the model at a sub-regional or regional

HIGH LEVEL OF VARIABILITY

Model I aligns most closely with the current context in British Columbia. The model features tools that are available to local governments, and that, if utilized to their full extent, are powerful. It is clear in practice, however, that there is a high level of variability in applying these tools across the sector.

level, in an effort to reduce an individual government's cost.

Model I aligns most closely with the current context in British Columbia. The model features tools that are available to local governments, and that, if utilized to their full extent, are powerful. It is clear in practice, however, that there is a high level of variability in applying these tools across the sector. This variability has resulted in some cases in some local governments choosing to not adopt a code of conduct. In other cases, codes that are created vary considerably in their extent of thoroughness, the effectiveness of the sanctions adopted, and the degree to which their implementation is resourced and supported. Based on current application, it is not clear that this model would address the existing framework's shortcomings.

Model II: Provincial Requirements for Centralized Administration and Enforcement

Model II responds to call for a province-wide office, created by provincial legislation, to centrally administer and enforce local government codes of conduct for elected officials. Currently in Canada there is no model for such an office.

Such a province-wide office would:

- Receive and vet all complaints submitted to local governments through processes set out in their mandatory, standardized codes of conduct,
- Appoint experienced investigators to investigate alleged code violations as necessary,
- Offer advice aimed at resolving conduct concerns through informal means, and
- Deliver findings from investigations to councils and boards, along with recommendations on sanctions to impose

UNINTENDED CONSEQUENCES

Model II, with its province-wide centralized office, represents an unprecedented approach to the administration and enforcement of codes of conduct, relative to those in place in British Columbia and across Canada today. Given the novelty of such an office, there is a significant potential for unintended consequences, including those related to scope creep in mandate, challenges of cost containment, and the ability to address concerns in a timely matter.

Such an office would also provide advice and resources to local governments on the development of codes, and offer education and advice on responsible conduct and code matters.

Codes of conduct under the model would be mandatory, constructed with a high degree of standardized content to allow for centralized administration and enforcement. Each council and board would be required by provincial legislation to establish a code, and to incorporate into the

code a series of prescribed provisions on standards of behaviour, interactions with staff and the public, fair processes to govern the submission and review of complaints, fair processes for the investigation and adjudication of alleged code violations, a robust set of sanctions, and other elements.

Municipal councils and regional district boards, as under all models, would receive and determine whether to act on findings from investigations and recommended sanctions. Local governments themselves would fund the model entirely. Costs incurred by the province-wide body would be allocated across local governments through an equitable cost-recovery model that took into account factors such as population and assessment base, but also number of complaints and number of investigations (i.e., usage).

One consideration under *Model II* that is not applicable to the other models is that of governance. A province-wide office, established by provincial legislation but operated by and for local governments, would require a governing body to set policy and oversee operations. It is assumed for the purpose of this *Discussion Paper* that the office would be governed by a board of directors, comprised primarily (if not entirely) by local elected officials. The most appropriate method of election or appointment to the Board would be a matter for further consideration.

Model II, with its province-wide centralized office, represents an unprecedented approach to the administration and enforcement of codes of conduct, relative to those in place in British Columbia and across Canada today.¹⁸ Given the novelty of such an office, there is a significant potential for unintended consequences, including those related to scope creep in mandate, challenges of cost containment, and the ability to address concerns in a timely matter. Consideration needs to be given to the scale of this approach relative to that of the current challenge facing local governments. It should also be acknowledged that a decision to establish a province-wide office would not introduce powers that are not already available under *Model I*.

¹⁸ The closest comparison is the current approach in Quebec, which features the Commission municipale du Québec. The Quebec approach, however, removes local governments from code administration and enforcement entirely. Model II, profiled here, assumes that local councils and regional district boards would continue to make final decisions on the application of sanctions. Responsibility for the application of sanctions is standard in all jurisdictions except Quebec.

Model III: Provincial Requirements for Local Administration and Enforcement

This model relies on the Province to introduce prescriptive legislation to address matters of responsible conduct.

Specifically, under this model the Province would introduce legislation to:

- Require all councils and boards to establish and adopt codes of conduct.
- Prescribe elements to embed in all codes, including: principles of conduct, expected standards of behaviour, interactions with staff and the public, fair processes to govern the submission and review of complaints, fair processes for the investigation and adjudication of complaints deemed serious, and a robust set of sanctions local governments may consider to address code violations.
- Require each council and board to appoint an independent third party to vet complaints submitted under the code, investigate alleged code violations as necessary, and submit findings and recommended sanctions (where necessary) to the governing body.

Mandatory codes of conduct, standardized to include key elements, would be a central feature of this model. A reliance on independent third parties with a significant role in code administration and enforcement would be another key feature. Local governments under the model would be responsible for providing access to advice and education, including through the appointed third party. Local governments would also be expected to fund the model. As with *Model I: Local Determination*, local governments could collaborate with one another, including through their regional districts, to manage overall costs.

Model III is similar in many respects to the approaches taken in Manitoba, and to a lesser extent the Province of Ontario. Provincial legislation in these provinces has evolved over time to become more prescriptive in response to shortcomings in, and concerns with the efficacy of, earlier less-prescriptive responsible conduct frameworks. Local governments in these provinces, however, remain responsible for administration and enforcement, as would local governments in British Columbia under *Model III*.

CONSISTENCY AND RIGOUR

Model III would help to overcome the variability that exists in the current system. Greater consistency and rigour in the administration and enforcement of codes across the sector would be the expected result.

Model III presents an approach that highlights the role of local governments in the development and application of codes, and that remains accountable to local government. *Model III* may, however, improve on the approach set out in *Model I* by overcoming the variability that exists in the current system. Greater consistency and rigour in the administration and enforcement of codes across the sector would be the expected result.

Assessment of Models

This table assesses the models against specific factors to consider. The assessment is presented to spark further discussion among local governments and responsible conduct stakeholders, not to identify a single, recommended approach.

MODEL I LOCAL DETERMINATION	MODEL II PROVINCIAL REQUIREMENTS; CENTRAL ACTION	MODEL III PROVINCIAL REQUIREMENTS; LOCAL ACTION
Source of Authority		
Local governments under the model choose to create, administer and enforce codes of conduct using the natural person powers (section 8(1) of the <i>Community Charter</i>).	The province-wide body is established by provincial legislation. Requirements for local governments to establish standardized codes of conduct are also imposed by provincial legislation.	Requirements for mandatory codes of conduct, specific code contents and the use of independent third parties are established through provincial legislation.
Scope of Sanctions		
The scope of sanctions is at the discretion of the local government but may be broad, as at present in British Columbia. Sanctions may not include removal or disqualification from office. Sanctions are recommended by the third-party investigator, as deemed necessary, for the consideration of the council or board. Only the council or board may apply the sanctions; councils and boards are responsible for holding their members to account between elections on matters of responsible conduct.	The scope of sanctions is set out by provincial legislation. It is expected that the scope would be broad, as at present in British Columbia. Sanctions may not include removal of disqualification from office. The province-wide body recommends sanctions based on the outcomes of investigations to council and boards for their consideration. Only councils and boards may apply the sanctions against their members. This authority and responsibility may not be delegated, even to a province-wide office established to administer and enforce codes of conduct.	The scope of sanctions is set out by provincial legislation. It is expected that the scope would be broad, as at present in British Columbia. Sanctions may not include removal of disqualification from office. Sanctions are recommended by the third-party investigator for the consideration of the council or board. Only the council or board may apply the sanctions; councils and boards are responsible for holding their members to account between elections on matters of responsible conduct.
Precedent		
The model is closest to the <i>status quo</i> approach for several local governments in British Columbia that have established and adopted codes of conduct, and that rely on independent third parties to vet complaints, investigate alleged code violations, and present findings and recommendations to governing bodies for consideration.	The model has no precedent in Canada outside of Quebec, which adopted a form of this model in response to corruption exposed by the Charbonneau Commission. Quebec's approach, however, differs from the model in many respects and does not provide a useful precedent.	The model has no precedent in British Columbia but is similar to approaches taken in some other provinces. The reliance on provincial legislation to require codes of conduct, prescribe (to some degree) the contents of codes, and require the use of independent third parties make the model similar, in particular, to models in force in Ontario and Manitoba.

MODEL I LOCAL DETERMINATION	MODEL II PROVINCIAL REQUIREMENTS; CENTRAL ACTION	MODEL III PROVINCIAL REQUIREMENTS; LOCAL ACTION
Local Government Choice		
<p>Local government choice is strong under this model. Provincial involvement is limited to the requirement for councils and boards to consider establishing a code of conduct, or reviewing an existing code, within the first six months after their inaugural meetings.</p> <p>Local governments choose whether to establish a code of conduct. Local governments choose to use independent third parties for code administration and enforcement. Local governments are guided in this choice by best practices.</p> <p>Local governments also determine whether to accept recommendations on what sanctions to apply.</p>	<p>Local government choice is lowest under this model. Provincial requirements limit local government choices related to code establishment and customization. Code administration and enforcement is assigned to a province-wide body, established by provincial legislation.</p> <p>The model does not enable local governments to collaborate on a sub-regional or regional level. Administration and enforcement is undertaken by the province-wide body.</p> <p>Local governments remain responsible for determining whether to accept and impose recommendations on sanctions.</p>	<p>Local government choice is less strong under this model, relative to that in Model I. Provincial requirements limit local government choices related to code establishment and customization, and code administration and enforcement.</p> <p>Local governments may choose to collaborate with one another in use of third parties and to share costs. Local governments appoint their own independent third parties for the purposes of investigation.</p> <p>Local governments remain responsible for determining whether to accept and impose recommendations on sanctions.</p>
Oversight and Accountability		
<p>Local councils and boards provide oversight for the model and its application. Local councils and boards are accountable for the structure, content and effectiveness of their codes of conduct, and for the mandate assigned to third-party investigators.</p> <p>Local councils and boards remain accountable for decisions taken with respect to sanctions, and for creating a culture of governance that encourages responsible conduct.</p>	<p>Oversight is provided by the province-wide agency established to administer and enforce codes of conduct. Local governments are accountable for establishing codes of conduct with prescribed contents. The province-wide body's board of directors is accountable for code administration and enforcement efforts.</p> <p>Local councils and boards are accountable for decisions on sanctions, and for creating a culture of governance that encourages, or discourages, responsible conduct.</p>	<p>Local councils and boards, along with the provincial government, provide oversight for the model and its application. Local governments are accountable to the Province for establishing codes of conduct with prescribed contents, and for engaging independent third parties in code administration and enforcement. Independent third parties are accountable to the local councils and boards that use them.</p> <p>Local councils and boards are accountable for decisions on sanctions, and for creating a culture of governance that encourages, or discourages, responsible conduct.</p>

MODEL I LOCAL DETERMINATION	MODEL II PROVINCIAL REQUIREMENTS; CENTRAL ACTION	MODEL III PROVINCIAL REQUIREMENTS; LOCAL ACTION
Degree of Standardization		
<p>Codes of conduct are developed by local governments in accordance with best practices, and to reflect local needs and circumstances. Some level of standardization exists based on adherence to best practices.</p> <p>At present under this approach, 30% of local governments are without a code of conduct and the quality of codes of conduct, including their enforcement mechanisms, vary widely.</p>	<p>Standardization of codes is similar to Model III to enable centralized administration and enforcement. Centralized administration and enforcement would not be practicable in an environment with non-standardized codes.</p> <p>This approach ensures that codes of conduct and systems of administration and enforcement are in place for every local government.</p>	<p>The Province's decision to prescribe, through legislation, specific provisions and requirements to include in codes of conduct results in a high degree of standardization.</p> <p>This approach ensures that codes of conduct and systems of administration and enforcement are in place for every local government.</p>
Cost Management		
<p>Local governments may manage costs under this model through code design and application, the imposition of budget caps, and the ability to collaborate with one another on the use and funding of independent third parties.</p> <p>It is important to recognize, however, that local governments which make use of the model, and particularly smaller communities, currently cite cost as an issue.</p>	<p>Cost management is most difficult under this model. Standardized codes of conduct, coupled with centralized administration and enforcement, give little ability to local governments to contain costs.</p> <p>Costs under this scenario may also be difficult to manage due to the scope of responsibility across the local government sector.</p> <p>It is uncertain whether the Province would contribute to the operational costs for this model.</p>	<p>Prescriptive provincial legislation makes cost management more difficult under this model. Local governments have less control, relative to Model I, over code design and application. Local governments may collaborate with one another in the use and funding of independent parties.</p> <p>It is uncertain whether the Province would contribute to the operational costs for this model.</p>
Fairness		
<p>Fairness is determined in part through the design of complaint and investigation processes in codes of conduct. Fairness is also determined by the process through which local government receives, considers, applies and publicizes recommended sanctions. A process to allow for appeal to local government, and in some cases to courts, is important.</p> <p>Adherence to best practices, and the use of experienced code designers, enhances the potential for fairness. Due to the variance of approaches, though, this approach poses significant risks to ensuring fair procedures.</p>	<p>Provincially-prescribed contents for codes of conduct, including processes for complaints and investigations, determine fairness of model to a large degree. Fairness is also determined by the process through which local government receives, considers, applies and publicizes recommended sanctions.</p> <p>Process to allow for appeal to province-wide body, and ultimately to courts in some cases, would continue.</p>	<p>Provincially-prescribed contents for codes of conduct, including processes for complaints and investigations, help to establish a high degree of fairness in comparison to Model I. Fairness is also determined by the process through which local government receives, considers, applies and publicizes recommended sanctions.</p> <p>A process to allow for appeal to local government, and in some cases to courts, would continue.</p>

MODEL I LOCAL DETERMINATION	MODEL II PROVINCIAL REQUIREMENTS; CENTRAL ACTION	MODEL III PROVINCIAL REQUIREMENTS; LOCAL ACTION
Effectiveness		
<p>Effectiveness is determined in large part by the governing body's willingness to design a strong code, support the work of independent parties, and apply sanctions against its members.</p> <p>Ability to emphasize informal resolution approaches in the code of conduct may strengthen effectiveness.</p> <p>This approach currently leaves 30% of local governments without a code of conduct, and a high degree of variability in the quality of the codes of conduct that have been implemented.</p>	<p>Provincial requirement for all councils and boards to adopt codes of conduct, and to include specific provisions in codes, would improve efficacy for the local government as sector as a whole relative to Model I.</p> <p>The centralized administration and enforcement under the model may weaken the ability to resolve matters informally. (Informal resolution often relies on a strong local presence and strong relationships with the parties involved in complaints.)</p> <p>The centralized approach under this model comes with a significant risk in timely service delivery. A centralized office also poses a higher risk of scope creep in practice.</p>	<p>Provincial requirement for all councils and boards to adopt codes of conduct, and to include specific provisions in codes would improve effectiveness for local government as sector as a whole relative to Model I.</p> <p>Prescribed emphasis on informal resolution, coupled with robust set of prescribed sanctions, may further strengthen the effectiveness of this option.</p> <p>The decentralized approach to administration of and enforcement will provide more timely interventions relative to Model II.</p>

REQUEST FOR INPUT

British Columbia's responsible conduct framework for local government elected officials is designed to help municipalities, regional district boards and their elected members learn about, promote, and ensure adherence to standards of appropriate conduct. Concerns raised by elected officials and staff with shortcomings in the existing framework prompted UBCM and the LGMA to produce this joint *Discussion Paper*.

The *Paper* has explored the potential for mandatory codes of conduct in all local governments in British Columbia and presented three models to address issues related to the administration and enforcement of codes. The *Paper* does not offer prescriptions, nor does it recommend a specific path forward. It has, however, identified a new option for code of conduct administration and enforcement that exists between the status quo and a centralized province-wide service.

The authors of this paper, UBCM and LGMA, invite local government feedback to inform further action on these considerations by the Working Group on Responsible Conduct, and ultimately, by the Province.

To this end, we are inviting local government councils and boards and individual elected officials or chief administrative officers to provide comment on the following questions:

- Should the province be requested to develop legislation mandating codes of conduct modelled on established best practices for all local governments in BC?
- Are legislated changes needed to support code of conduct administration and enforcement?
- And, if so, what factors do you think are most important to the success of a new approach to code administration and enforcement?

Councils and boards are invited to respond to these questions in writing to UBCM to the attention of Paul Taylor, Director of Communications, UBCM (ptaylor@ubcm.ca).

Chief administrative officers may provide responses to Candace Witkowskyj, Executive Director, LGMA (cwitkowskyj@lgma.ca).

The deadline for providing response to the above questions is **November 1, 2024**.

All feedback will be shared with the Working Group on Responsible Conduct as all parties work together to identify a process the next phase of changes to strengthen BC's responsible conduct framework.

Acknowledgements

The Union of British Columbia Municipalities and the Local Government Management Association are thankful to Allan Neilson of Neilson Strategies Inc. for the excellent support he provided during the development of this discussion paper.

Valued research and advice were also provided by staff at the Ministry of Municipal Affairs.

Oversight for this project was provided by Candace Witkowskyj, LGMA's Executive Director and Paul Taylor, UBCM's Director of Communications.

APPENDIX I

UBCM Resolutions on Responsible Conduct 2016-2024

NUMBER	RESOLUTION TEXT	OUTCOME
2016-B70	<p>Integrity Commissioner for Local Government</p> <p>Sponsor: City of Kelowna</p> <p>Whereas the current legislative tools available to local government in British Columbia regarding matters of questionable conduct and breaches of code of conduct of elected officials result in expensive quasi-judicial processes eroding public confidence, strained internal relationships, and produce limited viable outcomes;</p> <p>And whereas elected officials in local government do not have access to independent advice regarding conflict of interest or other matters related to Codes of Conduct, nor an effective process to objectively resolve contraventions, accusations or public complaints:</p> <p>Therefore be it resolved that UBCM call on the provincial government to enact enabling legislation that would empower local governments with the ability to appoint local independent Integrity Commissioners who would serve the public and elected officials in an advisory, educational and investigative role in the application and enforcement of Codes of Conduct.</p>	Referred to the Working Group on Responsible Conduct
2021-NR1	<p>Independent Office of Integrity for Local Government</p> <p>Sponsor: City of Maple Ridge</p> <p>Whereas the UBCM Working Group on Responsible Conduct WGRC has been working extensively to support local government initiatives to address less-than-responsible local government conduct by providing local government council and board members with a set of principles and general standards of conduct that can be used to develop their own code of conduct;</p> <p>And whereas the WGRC continues to work on potential legislative change that focuses on the importance of councils and boards turning their minds to codes of conduct in a standardized and consistent manner:</p> <p>Therefore be it resolved that UBCM request the provincial government to establish an Independent Office of Integrity to serve the public, elected officials and local government officials in an advisory, educational and investigative role in the development, application and enforcement of codes of conduct.</p>	Endorsed

NUMBER	RESOLUTION TEXT	OUTCOME
2021-SR3	<p>Strengthening Responsible Conduct</p> <p>Sponsor: UBCM Executive</p> <p>Whereas responsible conduct of elected officials, both individually and collectively as a Council or Board, is essential to sound and effective governance;</p> <p>And whereas local governments are best served by tools and resources that reflect the legislative framework for local government in British Columbia, which is based on foundational concepts of autonomy, empowerment, accountability and collaboration:</p> <p>Therefore, be it resolved that UBCM ask the provincial government to:</p> <ul style="list-style-type: none"> • Introduce a legislative requirement that all local governments in British Columbia must consider the adoption or updating of a Code of Conduct at least once early in each new term of office; • Work collaboratively with UBCM and others to consider the design of a mandatory educational module that would support responsible conduct by local elected officials; • Update the oath of office prescribed by regulation to embed the foundational principles identified by the Working Group on Responsible Conduct; and • Provide guidance for local governments that have established an oath of office by bylaw so that these oaths may be updated with the same foundational principles for responsible conduct. 	Endorsed
2021-NEB1	<p>Support for a Provincial Code of Conduct for Local Government Elected Officials</p> <p>Sponsor: City of Port Moody</p> <p>Whereas there is no current legislation to hold elected officials, across the province, to a consistent set of standards of accountability for their behavior and actions;</p> <p>And whereas elected officials should have a right to a respectful and safe workplace;</p> <p>Therefore be it resolved that UBCM ask the Province of British Columbia to develop a code of conduct, which is informed by a review of elected official experiences and with input from equity seeking groups, that is overseen by the Province, so that all elected officials have access to a consistent, formal set of standards and process for complaint against other elected officials.</p>	<u>NOT</u> Endorsed

NUMBER	RESOLUTION TEXT	OUTCOME
2022-EB77	<p>Ethics Commissioner</p> <p>Sponsor: City of White Rock</p> <p>Whereas Bill 26 2021: Municipal Affairs Statutes Amendment Act No. 2, 2021 does not require a local government to adopt a Code of Conduct for Council members;</p> <p>And whereas many local governments in British Columbia cannot afford or do not have an independent non-partisan Ethics Commissioner to review and resolve allegations of misconduct:</p> <p>Therefore be it resolved that UBCM call upon the provincial government to immediately create an Office of the Municipal Ethics Commissioner within the Ministry of Municipal Affairs that will: 1 respond to allegations of misconduct by an elected official of a municipal government and conduct an inquiry if warranted; 2 review decisions imposed on an elected official of a municipal government and conduct an inquiry if warranted; and 3 require local governments to adopt a code of conduct for council members.</p>	Endorsed
2023-EB69	<p>Shared Ethics Commissioner Office</p> <p>Sponsor: City of Nelson</p> <p>Whereas all local governments are required to decide on the implication of code of conduct within the first 6 months of a new term, which may include the designation of a local ethics commissioner officer;</p> <p>And whereas local governments may often lack the resources or expertise to develop local ethics commissioners role:</p> <p>Therefore be it resolved that UBCM ask the Province to create a shared local government ethics commissioners offices to serve local governments in the efficient and effective implementation of Code of Conduct policies.</p>	Endorsed
Pending	<p>Office of the Municipal Government Ethics Commissioner</p> <p>Sponsor: City of Port Moody</p> <p>Whereas the City of Port Moody strongly supports fair and unbiased resources for local governments;</p> <p>And whereas in support of this principle, the City of Port Moody called upon the Province to establish an "Office of the Municipal Government Ethics Commissioner", which would provide fair and unbiased guidance to local governments on issues such as legality, conflict, code of conduct violations, and bullying:</p> <p>Therefore be it resolved that UBCM requests the Province establish an Office of the Municipal Government Ethics Commissioner and require mandatory ethics training for all new elected officials.</p>	Pending

APPENDIX II

Mandatory Education

Many local government elected officials come into office without a deep background in or extensive knowledge of British Columbia's local government system. The make up and authority of collective decision making bodies will be new to some, as will the roles, responsibilities and limitations of individual elected officials within the bodies. Principles of responsible conduct and accepted norms of behaviour will be regarded by many elected officials as "common sense". The exercise of proper conduct in, and the importance of such conduct to, effective local government decision-making, however, is critical even for these officials to understand.

The need for a strong grounding in British Columbia's local government system, the roles and responsibilities of elected officials and other parties, and the principles of responsible conduct, must be acquired in order to practice and consistently achieve good governance. Education is the tool to provide this grounding.

Across Canada, expectations and requirements related to the participation of local government elected officials in educational programs vary. The approach taken by provinces such as Saskatchewan, Ontario, Nova Scotia and New Brunswick is similar to that which is taken by British Columbia: encourages but does not require participation. In some of these places, including British Columbia, the approach is rooted in a commitment to local government autonomy. Local governing bodies and their members in autonomous local governments should determine their own approaches to education.

In Alberta, the Province has had a requirement in place for several years for every municipality to offer orientation training to each council member within 90 days of the member having taking the oath of office. Until recently, there was no accompanying requirement for council members to actually attend the training. As a result of a 2024 legislative amendment, however, every municipality is required to offer, and each member is required to attend, orientation on specific topics to be held before or on the same day as the inaugural council meeting.

In Manitoba, section 84.2(1) of the Province's *Municipal Act* requires each municipality to arrange for training for its elected officials on the municipality's code of conduct within the first six months following election. The same section compels every elected official to attend the training, which is developed by the Ministry of Municipal and Northern Relations, and made available through the Municipal Relations Learning Portal. Members who do not

complete the training within the six month timeline cannot continue to serve as a member of council until the training is completed.

Newfoundland and Labrador (NL) takes a similar approach to Manitoba. However, the content of the mandatory training for elected officials in NL extends beyond responsible conduct to include related topics such as roles and responsibilities, meetings and procedures, access to information and protection of privacy, and conflict of interest. Officials who fail to complete the training cannot continue to sit in office until training has been completed.

In 2021, the UBCM Executive embedded in its special resolution (*Strengthening Responsible Conduct*) a call for the development of a mandatory training module for all local government officials in British Columbia. The desire for mandatory training has not subsided in the intervening years. On the contrary, in the focus group sessions and in interviews conducted for the *Discussion Paper*, the desire for mandatory education on matters of responsible conduct was emphasized. The 2024 UBCM resolutions request to the Province to require all new local elected officials to participate in mandatory ethics training adds to the call. For some, the approaches taken in other jurisdictions are considered instructive.

There are several questions to consider in determining whether education on responsible conduct for elected officials in British Columbia should be mandatory.

- Would mandatory education work to produce greater consistency in the conduct of elected officials across the province?
- What topics should be included in mandatory education?
- Should mandatory education be standardized for all local government elected officials?
- Should responsibility for development and delivery be assigned to a single, central body? Or should design and delivery be decentralized and left to individual local governments or consortia of local jurisdictions?
- When and how often should education be provided?
- What types of incentives, disincentives and penalties should be applied to ensure participation? Who should apply them?
- Who should pay the cost of mandatory education?

These questions and the broader topic of mandatory education warrant further consideration.

APPENDIX III

Resources to Support Responsible Conduct

The [Working Group on Responsible Conduct](#) has developed several resources to assist local governments as they develop, implement and administer Codes of Conduct.

FOUNDATIONAL PRINCIPLES FOR RESPONSIBLE CONDUCT

The [foundational principles](#) provide a basis for how local government elected officials fulfill their roles and responsibilities, including in their relationships with each other, with local government staff and with the public.



MODEL CODE OF CONDUCT AND COMPANION GUIDE

The [Model](#) provides local government council or board members with a set of principles and general standards that can be used to develop a Code of Conduct. The [companion guide](#) provides discussion questions, tips and resources.



FORGING THE PATH TO RESPONSIBLE CONDUCT

This [resource](#) provides guidance on ways to prevent conduct issues by local elected officials, and how best to deal with them if they do arise. Developed by the Working Group on Responsible Conduct, the guide addresses fostering responsible conduct, maintaining good governance and resolving conduct issues for those who serve on Councils and Boards. It also includes considerations for local governments that wish to establish an enforcement process within a Code of Conduct.



ON DEMAND TRAINING: RESPONSIBLE CONDUCT EVERY DAY

This [online course](#) introduces the principles that support responsible conduct through a series of scenarios that explore conduct choices. Please use the course code VV81-5TFM to access the course.

DISTRICT OF SQUAMISH

BYLAW NO. 2919, 2022

A BYLAW TO REGULATE THE CONDUCT FOR COUNCIL AND COMMITTEE MEMBERS

WHEREAS Council and Committee Members are keepers of the public trust and must uphold the highest standards of ethical behaviour in order to build and inspire the public's trust and confidence in local government;

AND WHEREAS Council and Committee Members are expected to:

- (a) make decisions that benefit the community;
- (b) act lawfully and within the authority granted by the *Community Charter, Local Government Act* and other applicable enactments; and
- (c) be free from undue influence and not act to gain financial or other benefits;

AND WHEREAS Council and Committee Members wish to conduct their business in a transparent, efficient, accountable and respectful fashion;

AND WHEREAS it is to the benefit of the community for Council and Committee Members to conduct their business in accordance with the guiding principles of integrity, accountability, respect, leadership and collaboration;

AND WHEREAS Council and Committee Members intend to demonstrate their leadership in ethical behaviour, while promoting the principles of transparency, accountability and civility through their decisions, actions and behaviour;

AND WHEREAS a Code of Conduct Bylaw expresses standards of conduct expected for members of District Council and Committees;

AND WHEREAS Council and Committee Members have primary responsibility for ensuring that the standards of conduct herein are understood and met, thereby fostering public confidence in the integrity of the government of the District of Squamish.

THEREFORE BE IT RESOLVED that the Council of the District of Squamish in open meeting assembled, hereby ENACTS AS FOLLOWS:

PART I – GENERAL

1.1 Title

This Bylaw may be cited as “District of Squamish Code of Conduct Bylaw No. 2919, 2022”.

1.2 Definitions

In this bylaw:

“CAO”	Means the Chief Administrative Officer for the District of Squamish.
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"Committee Member"	Means a person appointed to a committee, sub-committee, task force, commission, board, or other Council established body under the <i>Community Charter</i> – Part 5, Division 4 – Committees, Commissions and Other Bodies or the <i>Local Government Act</i> .
"Complaint"	Means a formal allegation, in accordance with the complaint procedure set out in Part 4 of this Bylaw, that a Member has breached this Bylaw.
"Complainant"	Means a person who has submitted a Complaint.
"Confidential Information"	Means information or records held in confidence by the District, including information or records to which Section 117 of the <i>Community Charter</i> applies. For certainty, this includes all information and records from closed meetings of Council until publicly released.
"Conflict of Interest"	Refers to pecuniary and non-pecuniary conflicts of interest governed by the <i>Community Charter</i> and the common law.
"Council Member"	Means the Mayor and Councillors for the District of Squamish.
"Gifts and Personal Benefits"	Means an item or service of value that is received by a Member for personal use or enjoyment.
"Investigator"	Means the person appointed to fulfill the duties and responsibilities assigned in Part 5 of this Bylaw.
"Member"	Means a Council Member or a Committee Member
"Municipal Officer"	Means a member of Staff designated as an officer under Section 146 of the <i>Community Charter</i> .
"Personal Information"	Has the same meaning as in the <i>Freedom of Information & Protection of Privacy Act</i> .
"Respondent"	Means a Council or Committee Member whose conduct is the subject of a Complaint.
"Staff"	Means an employee or contractor of the District.
"Volunteer"	Means a person serving the District who is not a Council Member or Committee Member.

1.3 Purpose and Interpretation:

1.3.1 This Bylaw sets out the rules Members must follow in fulfilling their duties and responsibilities as elected or appointed officials, and the powers and procedures of the Investigator in exercising oversight over Council Members.

1.3.2 The provisions of this Bylaw are to be interpreted broadly and in a manner that is consistent with the *Community Charter* S.B.C. 2003, c. 36.

1.4 Application:

- (a) This Bylaw applies to Council Members and Committee Members.
- (b) For clarity, the provisions of this bylaw that reference Committee Members only are intended to apply also to Council Members acting in their capacity as Committee Members.
- (c) Unless otherwise provided, this Bylaw does not apply to a Member's conduct in their personal life, except to the extent that such conduct reasonably undermines public confidence in District governance.
- (d) This Bylaw does not apply to Staff.
- (e) In the event of a conflict between this Bylaw and another District bylaw or Council policy governing Member conduct, this Bylaw prevails.
- (f) In this Bylaw, a reference to a person who holds an office includes a reference to the persons appointed to act for that person from time to time.
- (g) Nothing in this bylaw is intended to preclude Members, prior to the filing of a Complaint, from speaking to each other in order to resolve matters which may otherwise be captured by this Bylaw.

1.5 Severability:

If any definition, section, subsection, paragraph, subparagraph, clause or phrase in this Bylaw is held invalid by a Court of competent jurisdiction, the invalid definition, section, subsection, paragraph, subparagraph, clause or phrase must be severed and the remainder of this Bylaw is deemed to have been adopted without the severed definition, section, subsection, paragraph, subparagraph, clause or phrase.

PART 2 – STANDARDS AND VALUES

2.1 Foundational Principles

The key statements of principle that underline this Code of Conduct are as follows:

- (a) Members shall serve and be seen to serve their constituents in a conscientious and diligent manner;
- (b) Members shall be committed to performing their duties and functions with integrity and avoiding improper use or influence of their office, and conflicts of interest;
- (c) Members are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny; and
- (d) Members shall seek to serve the public interest by upholding both the letter and spirit of the laws of the Federal Parliament and British Columbia Legislature, and the laws and policies adopted by the District Council.

2.1.1 Interpretation

The foundational principles above are to inform the interpretation of the substantive provisions of this Bylaw and are not stand-alone bases for Complaints.

2.2 Roles and Responsibilities

- (a) Council is the governing body of the District. It has the responsibility to govern the District in accordance with Part 5 of the *Community Charter* and other applicable legislation.
- (b) The Mayor is the head and chief executive officer of the District and has a statutory responsibility to provide leadership to the Council and to provide general direction to Municipal Officers respecting District policies, programs and other directions of the Council as set out in Part 5 of the *Community Charter*.
- (c) Staff provide professional advice to the Council and carry out decisions in an effective, efficient and non-partisan manner.

PART 3 – CONDUCT OF ELECTED OFFICIALS

3.1 General Conduct

3.1.1 A Member shall not:

- (a) contravene this Bylaw, as amended or replaced from time to time;
- (b) contravene any other District bylaw or policy, as amended or replaced;
- (c) contravene a law of British Columbia or Canada, including the *British Columbia Human Rights Code* or the *Freedom of Information and Protection of Privacy Act*; or
- (d) defame a Member, Staff, or Volunteer.

3.1.2 A Member shall treat other Council Members, Committee Members, Staff, and Volunteers with respect and dignity.

3.1.2 A Council Member shall not:

- (a) breach their oath sworn upon taking office as a Council Member; or
- (b) abuse their office.

3.2 Interactions with Staff, Volunteers and Committee Members

3.2.1 A Member must direct inquiries regarding departmental issues or questions to the CAO, General Manager, or department Director of the appropriate department and refrain from contacting Staff directly unless the communication is minor and for the purpose of seeking administrative clarity.

3.2.2 A Member must not interfere with, hinder or obstruct Staff, Volunteers or other Committee Members in the exercise of performance of their roles, responsibilities, powers, duties or functions, nor shall they impair the ability of Municipal Officers and Staff to implement Council policy decisions in accordance with Section 153 of the *Community Charter*.

- 3.2.3 A Member must not request or require Staff to undertake personal or private work on behalf of a Member.
- 3.2.4 A Member must not compel Staff to engage in partisan political activities or subject them to reprisal of any kind for refusing to engage in such activities.
- 3.2.5 A Member must not publish, on social media or otherwise, statements attacking Members, Staff, or Volunteers.
- 3.2.6 A Member must not directly or indirectly request, induce, encourage, aid, or permit Staff to do something which, if done by the Member, would be a breach of this Code of Conduct.

3.3 Interactions with the Public and Media

- 3.3.1 A Member must not communicate on behalf of the District unless authorized to do so:
 - (a) pursuant to the Communication and Media Policy;
 - (b) by Council resolution;
 - (c) or by virtue of a position or role the Member has been authorized to undertake by Council.
- 3.3.2 Without limiting the ability of the Council Member to hold a position on an issue and respectfully express an opinion, a Council Member must ensure that:
 - (a) their communications relating to Council business are accurate and not issue any communication that the Member knows, or ought to have known, to be false; and
 - (b) all communications by, and on behalf of a Member, including communications made via social media, are respectful and do not discriminate against, harass, or defame any Member, Staff, or Volunteer.
- 3.3.3 A Member shall not issue instructions to any of the District's contractors, tenderers, consultants or other service providers unless expressly authorized to do so.
- 3.3.4 Outside of a Council or committee meeting, a Member shall not communicate with a tenderer or proponent regarding the subject matter of the procurement.

3.4 Public Meetings

- 3.4.1 A Member must act with decorum at Council and Committee meetings and in accordance with District of Squamish Procedure Bylaw No. 2099, 2009, as amended or replaced from time to time.

3.5 Collection and Handling of Information

- 3.5.1 A Member must:
 - (a) comply with the provisions of the *Freedom of Information and Protection of Privacy Act* and the policies and guidelines as established by the District;

- (b) comply with section 117 of the *Community Charter*, including by protecting, and not disclosing publicly, Confidential Information;
- (c) only access information held by the District for District business, and not for personal purposes; and
- (d) not alter District records unless expressly authorized to do so.

3.6 Use of Social Media

- 3.6.1 The provisions of this Bylaw apply, without limitation, to the use of a Member's personal and official social media accounts.
- 3.6.2 Members must regularly monitor their social media accounts and immediately take measures to deal with the publication of messages or postings by others that violate the provisions of this Bylaw.
- 3.6.3 For clarity, section 3.6 applies only to social media accounts in respect of which a Member has primary moderation control.

3.7 Conflict of Interest

- 3.7.1 A Member shall not participate in a discussion of a matter, or vote on a question in respect of that matter, in respect of which the Member has a Conflict of Interest.
- 3.7.2 In respect of each matter before Council, a Council Member shall:
 - (a) assess whether they have a Conflict of Interest; and
 - (b) determine whether it is necessary to seek independent legal advice, at their own cost except where the CAO approves the cost, with respect to any situation which may result in a Conflict of Interest.
- 3.7.3 If a Member believes they have a Conflict of Interest in respect of a matter in a Council or Committee meeting, the Member shall:
 - (a) notify the Mayor or the Chair of the meeting that the Member has a Conflict of Interest prior to the matter being considered, and the Member shall restate the Conflict of Interest each time the matter arises before Council;
 - (b) refrain from discussing the matter with any other Member publicly or privately; and
 - (c) leave any meeting if the matter is discussed and not return until the discussion has ended or voting on the matter has been concluded.

3.8 Use of Influence

- 3.8.1 A Member must not attempt to influence a decision of the Council, a Committee, a Municipal Officer, or Staff if the Member has a pecuniary Conflict of Interest in relation to that decision.
- 3.8.2 A Member must not use their office to provide preferential treatment to any person or organization except as warranted by the ordinary and lawful discharge of their duties.
- 3.8.3 A Member must not intimidate, improperly influence, threaten, or coerce Staff.

3.9 Gifts and Personal Benefits

- 3.9.1 A Council Member must not accept a Gift or Personal Benefit, unless accepted in accordance with section 105 of the *Community Charter*.
- 3.9.2 A Council Member must disclose a Gift or Personal Benefit, received in accordance with section 105 of the *Community Charter*, as per section 106 of the *Community Charter*.
- 3.9.3 Committee Members must comply with 3.9.1 and 3.9.2 as though they were Council Members.

3.10 Campaign Activities

- 3.10.1 A Council Member shall not use District facilities, equipment, supplies, services, or other resources of the District for any election-related activities.
- 3.10.2 A Member must not use the services of Staff for election-related purposes during the hours in which those Staff Members are in the paid employment of the District or paid by the use of District resources.
- 3.10.2 A Council Member shall comply with all applicable election legislation including, but without limitation, the *Local Government Act* and *Local Elections Campaign Financing Act*.

3.11 Business Relations

- 3.11.1 A Council Member who engages in another profession, business, or occupation concurrently while holding elected office shall not allow such activity to materially affect the Council Member's integrity, independence or competence.

PART 4 – COMPLAINT AND RESOLUTION PROCEDURES

4.1 Council Members

4.1.1 Confidential Requests

- (a) If a Council Member, Committee Member, or Staff believes that they have been subject to conduct by a Council Member in breach of this Bylaw, that person may approach the CAO on a confidential basis, without the need to file a Complaint, to request that the CAO inform the Council Member of the alleged breach. Upon receipt of the confidential request, the CAO may attempt to address the conduct with the Council Member.
- (b) The CAO must protect the confidentiality of a person making a request under 4.1.1(a) unless the person making the request consents in writing to disclosure.

4.1.2 Complaint Procedure

- (a) A Member, Staff, or Volunteer may submit a Complaint to the CAO or, if the Complainant is the CAO or the Complaint involves or is about the CAO, then to the Corporate Officer.
- (b) Upon receipt of a Complaint, the CAO (or Corporate Officer if the Complainant is the CAO or the Complaint involves or is about the CAO) shall retain an Investigator.
- (c) A Complaint must be in writing and describe with sufficient detail:
 - i. the name of the Complainant;
 - ii. the name of the Respondent;
 - iii. the conduct that the Complainant alleges to have been breached;
 - iv. the date of the alleged conduct;
 - v. the parts of this Bylaw that the Complainant alleges have been breached; and
 - vi. the basis for the Complainant's knowledge about the conduct.
- (d) A Complainant may specify in the Complaint if they are willing to participate in an informal resolution of the Complaint.
- (e) The CAO (or Corporate Officer, if the CAO is the Complainant or the Complaint involves or is about the CAO) may accept a Complaint notwithstanding that the form of the Complaint does not comply with all of the requirements set out in Section 4.1.2 (c) if the circumstances warrant.
- (f) The Investigator must not accept multiple Complaints concerning the same matter. In the event that the Investigator receives multiple Complaints concerning the same matter, the Investigator must proceed with the first Complaint accepted, but may expand the Complaint and/or add Complainants for the purpose of conducting the investigation and preparing the investigation report.
- (g) The Investigator must reject a Complaint received more than 90 days after the Complainant knew, or reasonably ought to have known, of the alleged breach of this Bylaw. The Investigator is authorized to extend this 90 day deadline up to an additional 90 days if circumstances warrant an extension.
- (h) The Investigator must reject a Complaint received regarding a Council Member seeking re-election in the period from the first day of the nomination period to the general voting day.
- (i) In the 90 days prior to general voting day, the Investigator may suspend any investigation that is underway.

4.1.3 Dismissal or Suspension of Complaint

- (a) If a Complaint is submitted that, on its face, is not made with respect to a breach of this Bylaw, or if a Complaint would be more appropriately addressed through another process, including if the Complaint is:

- i. with respect to non-compliance with the *Freedom of Information and Protection of Privacy Act*;
- ii. with respect to non-compliance with a more specific Council policy or bylaw with a separate Complaint procedure; or
- iii. with respect to a matter that is subject to another outstanding process, such as a court proceeding or human rights complaint,

the Investigator may reject the Complaint, or part of the Complaint, and must notify the Complainant in writing that the Complaint is not within the jurisdiction of this Bylaw, or that the Complaint would be more appropriately addressed through another process, as the case may be, and set out any additional reasons and referrals the Investigator thinks appropriate.

- (b) If the Investigator, at any stage in the Complaint procedure, determines that there are reasonable grounds to believe that there has been a contravention of the *Criminal Code* then the Investigator must immediately refer the matter to the appropriate authorities and suspend the investigation until any resulting police investigation and charge have been finally disposed of, and shall report the suspension to Council.
- (c) Where a Complaint is made against a Council Member who, during the course of the Complaint procedure, ceases to hold office, the Investigator may close the Complaint and notify the Complainant and Respondent of this decision.

4.1.4 Preliminary Assessment

- (a) On receipt of a Complaint, the Investigator must conduct a preliminary assessment and if at that time, or any time thereafter, the Investigator is of the opinion that:
 - i. the Complaint is not with respect to a breach of this Bylaw;
 - ii. the Complaint is frivolous, vexatious, or not made in good faith;
 - iii. the investigation is or might be hampered, or the Council Member might be prejudiced, by the Complainant's failure to comply with Section 4.1.2(c), or otherwise cooperate with the investigation;
 - iv. the Complainant wishes to withdraw the Complaint, and it would be appropriate in the circumstances to allow the withdrawal; or
 - v. there are no grounds or insufficient grounds to conclude that a violation of this Bylaw has occurred,

the Investigator must notify the Complainant and the Respondent in writing that the Investigator is closing the Complaint, set out the reasons therefore, and close the Complaint.

- (b) Notwithstanding Section 4.1.4 (a), the Investigator may request further information from the Complainant before determining whether or not there are sufficient grounds for believing that a breach of this Bylaw may have occurred.

4.1.5 Informal Resolution:

- (a) When the Investigator has decided to proceed with a Complaint, the Investigator must determine whether the Complaint requires a formal investigation, or whether the Complaint may be resolved informally. In the latter case, the Investigator may either attempt to resolve the Complaint directly or refer the Complaint to the CAO.
- (b) In making a determination under subsection (a), the Investigator shall give a strong preference to the informal resolution process wherever possible.
- (c) When determining whether the Complaint may be resolved informally, the Investigator may consider culturally appropriate, transformative or restorative justice approaches, and may engage a third party to assist the Investigator for this purpose.
- (d) Where the Investigator refers the Complaint in accordance with Section 4.1.5(a) the CAO may agree to assist in resolving the Complaint directly, or may appoint at their discretion a third party to assist in resolving the Complaint.
- (e) The third party assisting in the informal resolution of a Complaint will assess the suitability of the Complaint for settlement or resolution on an on-going basis and may decline to assist at any point.
- (f) The Complainant, or the Respondent, can decline to participate in an informal resolution at any time.
- (g) If a Complaint is resolved informally, the third party assisting in resolving the Complaint must notify the Investigator in writing of the terms of the resolution, upon receipt of which, the Investigator must close the Complaint.
- (h) If a Complaint cannot be resolved informally, the third party assisting in resolving the Complaint must refer the Complaint back to the Investigator for a formal investigation.

4.1.6 Formal Resolution:

- (a) If a Complaint is not rejected, closed, or resolved informally, the Investigator must proceed with a formal investigation.
- (b) The Investigator must deliver the Complaint to the Respondent with a request that the Respondent provide a written response to the Complaint together with any submissions the Respondent chooses to make within 10 days, subject to the Investigator's discretion to extend the timeline.
- (c) The Investigator may deliver the Complainant with the Respondent's written response together with any submissions, on a strictly confidential basis, and request a reply in writing within 10 days, subject to the Investigator's discretion to extend the timeline.
- (d) The Investigator may:

- i. speak to anyone relevant to the Complaint;
 - ii. request disclosure of documents relevant to the Complaint; or
 - iii. access any record in the possession or control of the District, except a record that is subject to solicitor-client privilege.
- (e) The Investigator must ensure that the formal investigation complies with the rules of procedural fairness and natural justice required in the circumstances.
- (f) Notwithstanding subsection (a) above, nothing prohibits the Investigator from summarily dismissing a Complaint where it becomes apparent, after some investigation, that the Complaint has no chance of success.
- (g) If the Investigator summarily dismisses a Complaint in the Formal Resolution stage, the Investigator shall report to the Complainant and Respondent in the manner similar to that as set out in 4.1.4(a).

4.1.7 Adjudication and Reporting:

- (a) The Investigator must make a decision within 90 days of making the determination to proceed with a formal investigation, unless the Investigator determines that doing so is not practicable, in which case the Investigator must notify the Complainant and Respondent of the delay and provide a revised decision date. The revised decision date may be extended by periods of up to 30 days on provision of written notice to the Complainant and the Respondent.
- (b) A notification issued pursuant to sections 4.1.3(a), 4.1.3(b), 4.1.4(a), or subsection (a) is confidential and must not be disclosed except in the following circumstances:
 - i. to Council for the purpose of considering a resolution for reimbursement of legal fees pursuant to section 4.4.2; and
 - ii. the Respondent may disclose the fact that the Complaint has been closed, or that a finding has been made that the Respondent did not breach this Bylaw.
- (c) If after reviewing all material information, the Investigator determines that the Respondent did not violate this Bylaw, then:
 - i. the Investigator must prepare a written investigation report providing reasons for their determination that the Council Member did not breach the Bylaw;
 - ii. the Investigator must deliver a copy of the investigation report to the Complainant, Respondent and Council; and
 - iii. the Investigator must make the investigation report or a summary publicly available on the next available Council agenda after delivery of the investigation report to the Complainant, Respondent and Council.
- (d) If after reviewing all the material information, the Investigator determines that a Council Member did violate this Bylaw, then:

- i. the Investigator must prepare a written investigation report providing reasons for their determination that the Council Member breached this Bylaw;
 - ii. the investigation report must make recommendations as to the appropriate sanction for the breach;
 - iii. if the Investigator determines the Council Member took all reasonable steps to prevent the breach, or that the breach was trivial or done inadvertently or because of an error in judgment made in good faith, the Investigator will so state in the investigation report and may recommend that no sanction be imposed;
 - iv. the Investigator must deliver, on a strictly confidential basis, a copy of the investigation report to the Respondent; and
 - v. the Investigator must deliver a copy of the investigation report to the Complainant and Council forty eight (48) hours after delivery of the investigation report to the Respondent.
- (e) In all circumstances, the Investigator may choose to distribute the investigation report to Council through the Corporate Officer.

4.1.8 Final Determination by Council

- (a) Council must, within 30 days of delivery of the investigation report pursuant to Section 4.1.7(d)(v), or a longer period if approved by a 2/3 vote of Council, decide on the appropriate measures, if any, that are warranted by the breach of this Bylaw, and will take such actions as Council considers appropriate in the circumstances.
- (b) Prior to Council making any decision regarding the findings and recommendations set out in the investigation report, the Respondent must be provided with an opportunity, either in person or in writing, to comment on the decision and any recommended censure, sanctions or corrective actions.
- (c) While an investigation report provided to Council may be considered in a closed meeting for the purpose of receiving legal advice, or for another valid reason, when Council deliberates and votes on the investigation report, it will do so in a public meeting and the investigation report, or a summary, must be made available to the public in a form that complies with section 4.1.10(b).
- (d) Notwithstanding subsection (c), Council may deliberate on and vote on a report in a closed meeting where there is a valid reason to close the meeting under section 90 of the *Community Charter*. For certainty, this means the investigative report or summary may not be publicly released.

4.1.9 Remedies

- (a) Sanctions that may be imposed for a violation of this Bylaw include the following:
 - i. a letter of reprimand from Council addressed to the Council Member;

- ii. a request from Council that the Council Member issue a letter of apology;
 - iii. the publication of the letters contemplated in subsections (i) and (ii), along with the Council Member's written response, if any;
 - iv. directions to the CAO regarding the provision of documents, including documents containing Confidential Information, to the Council Member;
 - v. a recommendation that the Council Member attend specific training or counselling;
 - vi. limitations on access to certain District facilities;
 - vii. suspension or removal of the Council Member from some or all Council committees and bodies to which the Council Member was appointed;
 - viii. prohibition from representing the District at events and/or attending conferences and seminars;
 - ix. suspension or removal of the appointment of a Council Member as the Acting Mayor;
 - x. public censure of a Council Member;
 - xi. any other sanction recommended by the Investigator, so long as that sanction is within the authority of Council.
- (b) The Investigator may recommend that Council consider commencing an application for disqualification under section 111 of the *Community Charter* or for damages under section 117 of the *Community Charter*, as applicable.

4.1.10 Report to be Public

- (a) Unless deliberations have, pursuant to section 4.1.8(d), taken place in a closed Council meeting, the District must, after delivering a copy of the investigation report to the Complainant and Council, make the investigation report, or a summary of the report, available to the public.
- (b) In all circumstances, the District will ensure that the investigation report or a summary complies with the District's obligations regarding disclosure of personal information set out in the *Freedom of Information and Protection of Privacy Act*, and ensure that appropriate redactions are applied prior to any release to the public.

4.1.11 Remuneration

- (a) Where the Investigator finds that a Council Member:
- i. breached this Bylaw; or
 - ii. submitted a complaint that was frivolous, vexatious, or made in bad faith

the remuneration to which that Council Member would otherwise be entitled shall be reduced in accordance with the Remuneration and Expenses Bylaw No. 1503, 1997, as amended or replaced from time to time.

(b) Notwithstanding subsection (a)(i), the remuneration of a Council Member shall not be reduced if the Investigator makes a finding under section 4.1.7(d)(iii) that:

- i. the Council Member took all reasonable steps to prevent the breach;
- ii. the breach was trivial or inadvertent; or
- iii. the breach was because of an error in judgment made in good faith.

4.1.12 Confidentiality of the Investigation

- (a) The Investigator must make all reasonable efforts to investigate Complaints in confidence.
- (b) The Investigator and every person acting under the Investigators' instructions must preserve confidentiality with respect to all matters that come into the Investigator's knowledge in the course of any investigation or Complaint except as required by law.
- (c) An investigation report must only disclose such matters as, in the Investigator's opinion, are necessary for the purpose of the investigation report.

4.1.13 Interpretation

For clarity, and despite section 4.2, the procedure in section 4.1 is to apply to all allegations against Council Members including in their capacity as Committee Members.

4.2 Committee Members

4.2.1 A Complaint of an alleged breach of this Bylaw by a Committee Member shall be submitted simultaneously in writing addressed to both the Mayor and CAO and within 90 days of the last alleged breach.

4.2.2 A Complaint must comply with the standards set out at section 4.1.2.

4.2.3 The Mayor shall consider the Complaint and direct that any enquiries considered appropriate or desirable be undertaken, including a referral to the CAO or the Investigator. For certainty, if the Complaint is referred to the CAO or the Investigator, then the processes and procedures in section 4.1 of this Bylaw may be utilized to the extent deemed necessary and appropriate.

4.2.4 Nothing in this Code is intended to abrogate the power of the Mayor or Council, as applicable, to remove, at their pleasure and at any time, any Committee Member from any committee to which they have been appointed.

4.3 Reprisals and Obstruction

- 4.3.1 No Council Member, Committee Member, or Staff will threaten, interfere with, or otherwise obstruct the Investigator in relation to the Investigator carrying out the duties and responsibilities under this Bylaw.
- 4.3.2 No Council Member, Committee Member, or Staff will threaten or undertake any reprisal against a Complainant or against a person who provides information to the Investigator in the context of an investigation.
- 4.3.3 No Council Member, Committee Member, or Staff will tamper with or destroy documents or electronic records related to any matter under investigation under this Bylaw or refuse to respond to the Investigator when questioned regarding an investigation.
- 4.3.4 Any individual covered by this Bylaw who is found to have engaged in any reprisal or retaliation in violation of this Bylaw will be subject to appropriate disciplinary action, which action may include, and is not limited to, the sanctions and remedies described above or the termination of employment for just cause, as applicable.

4.4 Reimbursement of Costs

- 4.4.1 A Council Member may make a request to Council for reimbursement for the costs of legal advice and representation in responding to the formal complaint process outlined in this Bylaw. If appropriate after considering all circumstances, Council may resolve to reimburse legal fees reasonably incurred by a Council Member, provided that all of the following are met:
 - (a) it is the Council Member's first formal complaint process; and
 - (b) the amount does not exceed \$10,000.
- 4.4.2 For clarity, the provisions of the Indemnification Bylaw No. 2373, 2015, as replaced or amended from time to time, do not apply to requests for reimbursement under this Bylaw.

4.5 Vexatious Allegations and Complaints

- 4.5.1 Any individual covered by this Bylaw who makes an allegation or Complaint under this Bylaw that is subsequently found to have been made in a deliberately vexatious or malicious manner, or otherwise to have been made in bad faith, will be subject to appropriate disciplinary action, which action may include, but is not limited to:
 - (a) in the case of Council Members, sanctions and remedies described in Section 4.1.9;
 - (b) in the case of Committee Members, termination of the Committee Member's appointment;
 - (c) in the case of Staff, disciplinary action or the termination of employment for just cause, as applicable.

PART 5 – APPOINTMENT OF INVESTIGATOR

5.1 Appointment of Investigator

5.1.1 The CAO shall, upon receipt of a Complaint, appoint an Investigator to fulfill the duties and responsibilities described in section 5.2.

5.2 Duties and Responsibilities

5.2.1 The duties and responsibilities of the Investigator are as follows:

- (a) to assist with informal resolution of a confidential request or Complaint;
- (b) to receive and assess a Complaint to determine if the Complaint must be rejected, closed, resolved or investigated;
- (c) to investigate and conduct inquiries as to alleged violations of this Bylaw;
- (d) to report to Council as to whether a Member has breached this Bylaw;
and
- (e) to make recommendations on an appropriate remedy, if the Investigator determines that a Member has breached this Bylaw.

5.2.2 The Investigator must perform the duties and responsibilities under this Bylaw in an independent manner.

5.2.3 An Investigator may only be dismissed for cause.

PART 6 – ENACTMENT

6.1 Effective Date

This bylaw comes into force and effect on adoption.

READ A FIRST, SECOND and THIRD time this 12 day of July, 2022.

ADOPTED this 19 day of July, 2022.

Karen Elliott, Mayor

Robin Arthurs, Corporate Officer

DISTRICT OF SQUAMISH

BY-LAW NO. 1503

As Amended by Bylaw 1605, 1904, 2150, 2178, 2233, 2287, 2542, 2629, 2694, 2858 and 2918

THIS IS A CONSOLIDATED BYLAW PREPARED BY THE DISTRICT OF SQUAMISH FOR CONVENIENCE ONLY. THE CORPORATION DOES NOT WARRANT THAT THE INFORMATION CONTAINED IN THIS CONSOLIDATION IS CURRENT. IT IS THE RESPONSIBILITY OF THE PERSON USING THIS CONSOLIDATION TO ENSURE THAT IT ACCURATELY REFLECTS CURRENT BYLAW PROVISIONS.

A by-law to provide for Council Members Remuneration And Expenses.

The Council of the District of Squamish, in open meeting assembled, enacts as follows:

(1) REMUNERATION TO COUNCIL MEMBERS

- (a) The annual remuneration for the Mayor for the discharge of the duties of the office is: \$85,421; effective January 1, 2019 and beginning January 1, 2019 the annual remuneration will be adjusted in January of each year in accordance with the District of Squamish Exempt Salary Policy. (Amended as per Bylaw 2629)
- (b) The annual remuneration for a Councillor for the discharge of the duties of office is 42.2% of the Mayor's indemnity adjusted annually thereafter to maintain the 42.2% ratio. (amended as per Bylaw 2629)
- (b) The annual remuneration for the Acting Mayor for the discharge of the duties of office of the Mayor is 60% of the Mayor's indemnity adjusted annually thereafter to maintain the 60% ratio.

(2) INCIDENTAL EXPENSES

- (a) A portion of the remuneration for a member of Council set out in Section 1, being one-third, is an allowance for expenses incidental to the discharge of the duties of office, other than expenses covered under Section 4 or 5.

(3) BENEFITS

- (a) The District of Squamish shall pay the annual premium for insuring members of Council against accidents while on official business for the Municipality.
- (b) The District of Squamish shall pay the premium for the employers portion of the liability for the Canada Pension Plan on the annual remuneration for the Mayor and for each Councillor.
- (c) The District of Squamish shall pay the premium for Healthcare, Vision and Dentalcare benefits.

(4) EXPENSES INCURRED (As Amended by Bylaw No. 2694, 2019)

- (a) Payment for reimbursement of eligible expenses directly incurred by a Council member while

- (i) representing the Municipality;
- (ii) engaging in municipal business; or
- (iii) attending a meeting, course or convention,

will be provided within two weeks from date of receipt of an expense claim.

Upon request, the Financial Officer may provide an advance on expenses of up to 75% of the estimated costs to be incurred prior to the date of travel where the estimated total value of eligible expense incurred directly by the Council Member for a specific travel event is expected to exceed \$500. The Council Member will submit an expense claim within two weeks following the travel event indicating that an advance was granted. Any remaining funds outstanding to the Council member will be reimbursed within two weeks following receipt of the expense claim. In the event that the expense claim is lower than the advance provided, the Council member will reimburse the Municipality for the difference at the time of expense claim submission.

(5) QUALIFYING EXPENSES AND EXPENDITURES (Amended as per Bylaw 2629)

The types of expenses and expenditures that may qualify for payment under Section 4 include:

- (a) hotels outside the District of Squamish;
- (b) transportation or mileage for personal vehicle, for travel outside the District of Squamish;
- (c) meals and gratuities; and
- (d) parking for travel outside the District of Squamish.

(6) LEVEL OF PAYMENT

The level at which the Financial Officer shall reimburse a Council member for: (As Amended by Bylaw No. 2694, 2019)

- (a) transportation outside the District of Squamish by way of the Council member's own vehicle is the Canada Revenue Agency (CRA) Automobile Allowance Rate per kilometre plus actual ferry fares OR the cost of equivalent economy class airfare, if available. (As amended by Bylaw No. 1904)
- (b) transportation outside the District of Squamish for travel other than by way of the Council member's own vehicle is actual cost including taxes;
- (c) hotel accommodation is actual hotel cost including taxes;

- (d) The daily per diem rate is \$75/day for travel within Canada.(As Amended by Bylaw No. 2694, 2019)
 - (i) Meal Component: the daily rate includes a meal component of \$60. The per diem is not to be used for the purchase of alcohol or alcoholic beverages. The per diem must be reduced for any meals provided as part of a conference/function using the following guidelines:
 - a. Breakfast \$15
 - b. Lunch \$15
 - c. Dinner \$30
 - (ii) Incidental Component: The daily rate includes an incidental component of \$15.00 to cover the following items:
 - a. Personal phone calls
 - b. Snacks, mini bar items, excluding alcohol
 - c. Cleaning and laundry costs
 - d. Gratuities
 - e. Other incidentals not otherwise covered in the travel policy.
 - (iii) Part day travel: The daily rate is prorated by 50% if travel starts after or concludes before noon.
 - (iv) Receipts: No receipts are required.
- (e) other expenses and expenditures listed in Section 5 is actual cost including taxes.
- (f) Travel Outside of Canada:(As Amended by Bylaw No.2694, 2019)
 - (i) The daily per diem rate will be reimbursed at the same rate as for travel within Canada, but will be adjusted based on the current exchange rate at time of expense claim submission;
 - (ii) Subject to Council approval, where extraordinary costs were reasonably incurred for meals and incidentals, receipts for actual costs incurred for all meals and incidentals may be submitted in lieu of all eligible per diems.

**(7.1) REDUCTION OF REMUNERATION FOR CODE OF CONDUCT BREACH
(Amended as per Amendment Bylaw No. 2918, 2022)**

Subject to section 7.2, where a member of Council has been found by the Investigator to have breached the Code of Conduct Bylaw, or where a member of Council has been found by the Investigator to have submitted a complaint thereunder that is frivolous, vexatious, or made in bad faith, the remuneration to which the member of Council would otherwise entitled under this Bylaw shall be reduced as follows:

- (a) where the member of Council has been found to have breached the Bylaw for the first time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 10% for a period of 12 months from the date on which Council considers the Investigator's report;
- (b) where the member of Council has been found to have breached the Bylaw for a second time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 15% for a period of 12 months from the date on which Council considers the Investigator's report relating to that offence;
- (c) where the member of Council has been found to have breached the Bylaw for a third or subsequent time, the remuneration to which the member of Council would otherwise be entitled to under this bylaw shall be reduced by 25% for a period of 12 months from the date on which Council considers the Investigator's report relating to that offence;

- (d) for certainty, where a member of Council has been found to have breached the Bylaw more than once in a 12-month period, the reductions in the remuneration to which the member of Council would otherwise be entitled under this Bylaw shall be cumulative for any period of overlap in the duration of each reduction (for example, if a member of Council is found to have first breached the Bylaw on January 1 of a calendar year, and is subsequently found to have breached the Bylaw again on July 1 of that year, the remuneration to which the member of Council would otherwise be entitled shall be reduced by 10% from January 1 to June 30 of that year, by 25% from July 1 to December 31 of that year, by 15% from January 1 to June 30 of the following year, and thereafter be fully reinstated).

(7.2) Section 7.1 does not apply if, pursuant to section 4.1.11(b) of the Code of Conduct Bylaw, as amended from time to time, the Investigator has determined that:

- (a) the member of Council took all reasonable steps to prevent the breach;
- (b) the breach was trivial or inadvertent; or
- (c) the breach was because of an error in judgment made in good faith.

(Amended as per Amendment Bylaw No. 2918, 2022)

(8) ABSENCE BY MEMBER OF COUNCIL DUE TO MATERNITY LEAVE OR PARENTAL LEAVE (As amended by Bylaw No. 2858, 2021)

- (a) When a member of Council is on Maternity Leave or Parental Leave (pursuant to Council Maternity and Parental Leave Policy), absence of an elected official will be deemed to be absent with the leave of Council for the purposes of Section 125(7) of the Community Charter, for whichever of the following is the shorter time period:
 - (i) Up to six months; or
 - (ii) Until the end of the elected official's term of office.
- (b) The District of Squamish shall continue payment of the following for the applicable time period as set out in Section 7(a) of this bylaw:
 - (i) Full remuneration pursuant to Section (1) of this bylaw;
 - (ii) Benefits pursuant to Section (3) of this bylaw.

(9) REPEAL

"District of Squamish Remuneration and Expenses Bylaw No. 1418, 1996" is hereby repealed.

(10) CITATION

This bylaw may be cited as "District of Squamish Remuneration And Expenses Bylaw No. 1503, 1997".

READ A FIRST, SECOND AND THIRD TIME, this 16th day of December, 1997.

RECONSIDERED AND FINALLY ADOPTED, this 6th day of January, 1998.

C. LONSDALE, MAYOR

J.E. BARRY, CLERK

DEC. 9th RCM



<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Economic Development
<input type="checkbox"/> Mayor	<input type="checkbox"/> Engineering/PW
<input checked="" type="checkbox"/> CAO	<input type="checkbox"/> Parks, Rec. & Heritage
<input checked="" type="checkbox"/> Finance	<input type="checkbox"/> Development Services
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Community Safety
<input checked="" type="checkbox"/> Agenda	<input type="checkbox"/> Other

File # 9230-20- AVRJS

January 10, 2025

The Honourable Sharie Minions
Mayor of Port Alberni
City Hall
4850 Argyle Street
Port Alberni, BC V9Y 1V8

Dear Mayor Minions,

Re: Request for FY2026 Funding to Support Restorative Justice in Port Alberni

Thank you for taking the time to meet with Duncan Booth and me before the holidays and for including Councillor Deb Haggard in that discussion. Your thoughtful engagement reflects the City's commitment to fostering dialogue on matters that strengthen our community.

This letter and the attached brief provide the additional details you requested about our funding needs for the coming fiscal year. We hope to secure your support in realizing a vision for Port Alberni that is not only more just but also more resilient and united.

A Strategic Investment in Port Alberni's Future

We understand the City is facing fiscal constraints due to significant unforeseen changes in both revenue and expenses. In light of this, we have significantly reduced our funding request since our presentation to Council in September, demonstrating our commitment to being flexible partners in this challenging financial environment.

While this request focuses on our immediate financial need in FY2026, this is intended as one-time request. The City's contribution will act as a bridge and will give us the time to establish a more stable financial footing for subsequent years. In addition, the City's support will encourage other organizations to contribute, amplifying the impact of its investment and further helping us establish long-term financial sustainability.

All that said, restorative justice is not merely a cost—it is a high-return investment in the well-being of our community. By reducing burdens on justice systems and creating efficiencies in social and education organizations, restorative practices deliver measurable financial and social benefits that ripple throughout the City.

Restorative Justice: A Growing Movement in Our City

We spent 2024 exploring the potential impact of restorative justice in our community and the response exceeded all expectations (see Appendix II for community letters of support). Highlights included:

- **41 attendees at our AGM** including senior leaders from diverse sectors of our community;
- **A surge in interest** leading to additional requests to join our board and volunteer team and a spike in referred cases; and

- **Momentum** that has inspired three new initiatives: teaching restorative practices to community members, training others to refer cases to our organization, and building capacity for facilitating restorative cases.

This growing enthusiasm signals a cultural shift in how Port Alberni approaches justice and community-building. With your support we can capitalize on this momentum, deepen the roots of restorative practices and expand their positive impact.

Meeting Fiscal Challenges with Proven Solutions

We are asking for financial support not in spite of the City's fiscal challenges but because of them. Restorative justice offers immediate, tangible benefits that extend far beyond individual cases:

- **Reduced costs for the justice system:** RJ processes are more efficient and effective than traditional criminal justice systems.
- **Stronger community connections:** By addressing harm collaboratively, RJ fosters trust and cooperation and results in lower recidivism.
- **Lasting societal impact:** Participants report increased well-being, closure, and accountability—outcomes that benefit everyone.

In addition, Canadian communities are increasingly duty-bound to provide restorative practices to First Nation citizens. Our activities in 2024 were well-supported by the Chiefs of the Tseshaht and Hupacasath Nations; your investment will help us deliver even more value to these vital communities.

As outlined in the attached brief, these benefits position restorative practices as a key strategy for creating a safer, healthier, and more cost-effective community.

A Heartfelt Thank You

We deeply appreciate the City's past support and your encouragement to submit this funding request. With your help, we can strengthen Port Alberni as a model for restorative approaches that reflect the values of reconciliation, equity, and community care.

Thank you for considering our request. We look forward to continuing this important partnership.

Yours truly,

Alberni Valley Restorative Justice Society



Alex Glassey
President

cc: Councillor Deb Haggard

Attachments (2)
AG/kl

Appendix I - Our Request for Funding for FY2026

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1. Introduction and Executive Summary

The Alberni Valley Restorative Justice Society (AVRJS) is pleased to submit this brief that requests funding from the City of Port Alberni to support its operations between April 1, 2025 and March 31, 2026.

Our mission is to deliver restorative practice services to the people and organizations of the Alberni Valley and teach restorative practices (including Circles) throughout our community with a focus on Port Alberni.

In 2024 we embarked on a project to grow awareness of restorative justice among the Valley's criminal justice, social support and education organizations. We were very successful. The number of requests for teaching and facilitation opportunities as well as the number of referred cases rose dramatically throughout the year.

For this fiscal year (ending March 2025) we received one-time operational funding from a provincial grant which allowed us to hire a part-time Coordinator to manage the increased demands. We have since applied for the same grant for the coming year. In addition, we have applied for several *project-specific* grants, however they will not meaningfully contribute to our operational needs.

Assuming that we receive the operational grant that we requested, it will be insufficient to cover our essential needs for the coming year because of the increasing demand for our services. This request, therefore, asks for the following in-kind and one-time financial contributions from the City of Port Alberni:

- a. **Approximately 400+ sq. ft of office space** as an in-kind contribution. This would be used for meetings and administrative work during normal working hours.
- b. **Occasional access to a classroom-sized space** (such as the Echo Fieldhouse) for conducting Circles, large meetings and teaching during normal working hours, evenings and weekends. This would be an in-kind contribution.
- c. **\$20,875 to cover a funding gap** between April 1, 2025 and June 30, 2025. The operational grant we have applied for, if successful, will not be received until mid- to late June 2025.
- d. **\$18,625 to top up the operating budget** between July 1, 2025 and March 31, 2026. The operational funding we have applied for will not be sufficient to cover our basic operational expenses for the balance of the fiscal year.

These contributions of \$39,500 cash plus work and meeting spaces will enable us to complete 60 cases this year, provide training for 20-30 additional volunteers, and deepen our collaborations with Tseshaht and Hupacasath First Nations, Pacific Rim School District, and the City's local criminal justice and social support organizations.

In addition, we believe we can arrange for longer-term funding effective April 2026. The City's contribution this year would act as an important bridge to a permanent restorative justice group based in Port Alberni.

Financial details are shown in section 7, "Program Sustainability" that begins on page 13.

2. The Imperatives Urging the City of Port Alberni to Support Restorative Justice Initiatives

The City of Port Alberni's commitment to reconciliation, its close partnerships with the Tseshaht and Hupacasath Nations, and its alignment with provincial and national frameworks like UNDRIP and the TRC's Calls to Action create both legal and moral imperatives to support restorative justice initiatives as a cornerstone of community well-being and equity.

A. Municipal Responsibility to Implement Provincial and Federal Justice Goals

While municipalities are not directly responsible for the justice system, they play a critical role in implementing community-level initiatives that align with broader legal frameworks, including the **Gladue** and **Ipeelee** decisions, as well as reconciliation efforts outlined by the **Truth and Reconciliation Commission (TRC)**.

- **Gladue (1999):** This Supreme Court decision states that courts are required to consider restorative alternatives to incarceration for Indigenous offenders, per Section 718.2(e) of the Criminal Code. This mandate extends beyond sentencing—it implies a need for municipalities to provide or support local programs that offer these alternatives, ensuring that the courts' obligations can be fulfilled within their jurisdiction.
- **Ipeelee (2012):** In 2012, the Supreme Court reaffirmed the need for culturally appropriate and restorative options to address systemic inequities in the justice system. Municipalities that host or fund RJ programs directly contribute to creating the necessary infrastructure for courts to meet their legal mandates.

A municipality's failure to support RJ initiatives risks leaving its community without the practical means to implement restorative approaches, undermining broader justice system goals.

B. Advancing Reconciliation Through Local Action

The TRC's **Calls to Action** include specific directives for justice reform, many of which require localized implementation:

- **Call to Action #30:** Reducing the overrepresentation of Indigenous people in custody requires culturally appropriate programs like RJ. Municipalities are uniquely positioned to support this through funding and partnerships.
- **Call to Action #31:** Stable and sufficient funding for Indigenous-specific justice programs is essential. While provinces bear primary responsibility, municipalities are key partners in ensuring these programs are locally accessible.
- **Call to Action #42:** Municipalities are called to adopt reconciliation principles and align their practices with the **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)**, which prioritizes justice alternatives that are culturally relevant and community-driven.

By funding and promoting RJ initiatives, municipalities fulfill their role as essential partners in reconciliation, ensuring that national and provincial commitments translate into tangible local actions.

C. Advancing BC's Commitment to UNDRIP at the Municipal Level

The Province of British Columbia's 2019 adoption of the **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)** through the **Declaration on the Rights of Indigenous Peoples Act (DRIPA)** signals a profound commitment to reconciliation and justice reform. Municipalities, as key implementers of provincial objectives, have a vital role in ensuring UNDRIP principles are meaningfully enacted at the community level.

Specifically, UNDRIP Articles 5, 21, and 40 highlight the need for Indigenous peoples to access culturally appropriate justice systems and remedies. Restorative Justice (RJ) initiatives directly address these priorities by:

- Offering alternatives that align with Indigenous traditions and values, such as **Circles** and consensus-based resolutions.
- Actively involving Indigenous communities in shaping justice practices that reflect their worldviews and priorities.

Port Alberni's leadership in supporting RJ demonstrates not only alignment with BC's UNDRIP commitments but also the City's proactive stance in creating equitable, inclusive systems that benefit all residents.

D. Honouring Partnerships with the Tseshaht and Hupacasath Nations

Port Alberni's close working relationships with the Tseshaht and Hupacasath Nations reflect a shared commitment to fostering mutual respect, collaboration, and reconciliation. Supporting RJ initiatives is a natural extension of this partnership, offering tangible benefits that reinforce these bonds:

- **Culturally Appropriate Justice:** RJ provides processes that can incorporate Indigenous teachings, ensuring that justice outcomes are more meaningful for Indigenous participants.
- **Community Healing:** By addressing harm collaboratively, RJ fosters healing not only for individuals but also for the broader community, including the Nations that are an integral part of Port Alberni.
- **Demonstrating Respect:** Municipal support for RJ signals a recognition of the Tseshaht and Hupacasath Nations' contributions to the fabric of the city and a willingness to walk alongside them in building a more restorative and reconciliatory future.

As key partners in the City's development, the Tseshaht and Hupacasath Nations are uniquely positioned to help guide and strengthen RJ efforts, ensuring they resonate with the community's diverse cultural and historical realities.

E. Alignment with the City's Strategic Vision and Values

Port Alberni's **corporate strategic plan** and **action plan** emphasize priorities such as reconciliation, community well-being, and fiscal responsibility. Supporting RJ initiatives aligns seamlessly with these objectives:

- **Reconciliation and Inclusion:** The City's vision includes fostering an inclusive community where relationships are built on trust and mutual respect. RJ embodies this vision by creating spaces for dialogue, accountability, and healing.
- **Community Safety and Well-Being:** RJ contributes to a safer and healthier community by addressing harm in a way that reduces recidivism, strengthens relationships, and promotes long-term social cohesion.
- **Effective Use of Resources:** RJ is a cost-effective alternative to traditional justice processes, reducing burdens on courts, policing, and social services. It aligns with the City's objective of delivering high-value services within a constrained fiscal environment.
- **Collaboration and Partnerships:** The City's strategic plans emphasize working collaboratively with local organizations and Indigenous communities. Supporting RJ initiatives reinforces these partnerships and amplifies the impact of shared efforts.

F. A Moral and Practical Leadership Opportunity

Municipalities like Port Alberni are at the forefront of addressing challenges that deeply affect their residents. Supporting RJ is not just about meeting obligations—it's about demonstrating leadership that reflects the values of equity, compassion and community.

- **Responding to Systemic Injustice:** RJ provides a pathway to address intergenerational trauma and systemic inequities, particularly for Indigenous residents, who continue to face disproportionate harm from traditional justice systems.
- **Strengthening the Social Fabric:** RJ fosters trust, accountability, and collaboration, creating a community that is not only safer but also more connected and resilient.
- **Showcasing Port Alberni as a Model Community:** By investing in RJ, the City sets an example for other municipalities, showing how thoughtful partnerships and innovative approaches can address complex societal challenges.

Port Alberni has a unique opportunity to build on its deep relationships with the Tseshaht and Hupacasath Nations, its alignment with UNDRIP, and the strategic goals outlined in its corporate plans. Supporting Restorative Justice initiatives is not merely a response to legal imperatives—it is an expression of the City's values and its vision for a more just, inclusive, and prosperous future.

By funding RJ efforts, the City will:

- Fulfill its role in advancing reconciliation and equity.
- Strengthen relationships with Indigenous Nations and the broader community.
- Deliver meaningful, cost-effective solutions that benefit residents today and for years to come.

3. A Summary of The Economic and Social Benefits of Restorative Practices Across Key Sectors

Restorative practices, which include Restorative Justice (RJ), offer significant economic and social benefits across the criminal justice, social service, and education sectors by reducing systemic costs, preventing conflicts from escalating and fostering long-term societal well-being. This is evidenced by a growing body of research.

A. Criminal Justice System

For the criminal justice system, the research shows RJ reducing costs by diverting cases from traditional processes like court trials and incarceration, and then lowering recidivism.

Shapland et al. (2008) found an 8:1 cost-benefit ratio, meaning every \$1 spent on RJ saved \$8 in justice system costs due to reduced reoffending.

The 2022 study "An Economic Evaluation of Restorative Justice" reported that every \$1 invested in RJ generated a direct return of \$4 to the justice system.

Anecdotally, we were recently told by a local RCMP officer that, "Every case I refer to RJ saves me countless hours of time."

A recent referral to our RJ group from the Federal Crown saved the cost of a criminal trial and the likely cost of one year of incarceration (over \$110,000).

B. Social Service Organizations

RJ reduces the strain on the social service organizations that support individuals dealing with addiction, mental health issues, homelessness, or reentry after incarceration. RJ helps by addressing underlying issues, preventing conflicts, and ensuring that an individual's recovery isn't disrupted by a criminal justice proceeding when alternative measures are warranted.

The study "An Economic Evaluation of Restorative Justice" states that the social benefit returns on RJ expenditures are 14:1.

C. Education Organizations

RJ fosters healthier school environments, reducing disciplinary actions and absenteeism while improving teacher retention and student outcomes.

An early notable research example was the Oakland Unified School District that, in 2014, demonstrated an 87% reduction in suspensions, leading to cost savings and improved state funding tied to attendance.

The research since then, including 2021's "Use of Restorative Justice and Restorative Practices at School: A Systematic Literature Review", shows a quickly growing interest in adopting restorative practices in schools and across school districts.

These practices extend beyond responses to negative student behaviour to include “pre-emptive” activities like Circles that normalize student interactions, teach alternative approaches to conflict, and address racial and gender disparities.

Further, RJ is being used in teacher disciplinary cases to provide a process that is more fair and more productive, with non-exclusionary outcomes.

RJ creates a ripple effect of economic and social benefits across criminal justice, social services, and education by:

- Reducing systemic costs associated with traditional punitive approaches.
- Preventing the escalation of conflicts and crises.
- Empowering individuals to resolve harm constructively, leading to long-term societal savings.

The cited studies strongly affirm RJ's cost-effectiveness and its potential to generate significant economic and social returns for communities like Port Alberni. Supporting RJ initiatives is a fiscally prudent and socially transformative investment for municipalities, organizations, and governments.

4. Economic and Social Benefits of Restorative Justice (RJ) and Restorative Practices (RP) for First Nations in BC

The previous section introduced, in general terms, the benefits of restorative practices to a community. These benefits are even more pronounced for First Nations citizens because of culture, intergenerational trauma, and their disproportionate representation in disciplinary actions, in criminal proceedings, and as clients of social service organizations.

It is vitally important, therefore, to understand how restorative practices can support First Nation citizens.

Restorative Practices (RP) offer profound economic and social benefits to First Nations communities in British Columbia, aligning with their cultural values, addressing systemic inequities, and promoting healing and resilience. These are particularly relevant to Port Alberni with its close relationships with the Tseshaht and Hupacasath Nations and the 17% of its citizens who are Indigenous.

Here's a bulleted summary of these benefits with a First Nations emphasis:

A. Economic Benefits

Cost Savings in the Justice System

- *Reducing Incarceration Costs*
First Nations people are disproportionately represented in BC's correctional system. RJ diverts cases from traditional court processes, leading to significant cost savings. The cost of incarceration is estimated at over \$110,000 per year per inmate in Canada, while RJ processes cost a fraction of this amount.
- *Efficient Conflict Resolution*
RJ resolves conflicts through dialogue and consensus, reducing the need for prolonged legal proceedings and their associated costs.

Economic Empowerment through Community Stability

- *Supporting Economic Participation*
By addressing intergenerational trauma and conflict, RJ enables individuals to reintegrate into their communities as active contributors, enhancing local economies.
- *Reducing Social Service Dependency*
RJ practices help individuals address the root causes of their challenges, leading to reduced reliance on social assistance programs.

Strengthening Local Governance

- *Cost-Effective Dispute Resolution*
RJ can be integrated into local governance frameworks, allowing First Nations communities to resolve disputes internally without expensive external interventions.

- *Capacity Building*
Training in RJ fosters leadership skills and creates job opportunities within communities, contributing to economic development.

B. Social Benefits

Aligning with Cultural Values

- *Restoring Traditional Practices*
RJ and RP resonate deeply with Indigenous approaches to justice, which emphasize healing, accountability, and community harmony. These practices help revive and sustain cultural traditions.
- *Empowering Elders and Knowledge Keepers*
RJ integrates the wisdom of Elders, reinforcing their roles as key figures in community decision-making and cultural transmission.

Healing Intergenerational Trauma

- *Addressing Root Causes*
RJ focuses on understanding and addressing the underlying causes of harm, often linked to colonization, residential schools, and systemic racism.
- *Promoting Mental Health*
By fostering dialogue and empathy, RJ helps individuals and families process trauma, reducing mental health challenges and improving well-being.

Strengthening Community Cohesion

- *Building Trust*
RJ resolves conflicts in ways that rebuild trust among community members, reducing divisions and fostering unity.
- *Engaging Youth*
RJ practices in schools and youth programs divert young people from the criminal justice system, helping them stay connected to their culture and community.

Supporting Reconciliation

- *Collaborating with Governments*
RJ demonstrates the commitment of First Nations to reconciliation efforts, fostering stronger partnerships with provincial and federal governments.
- *Advancing Self-Determination*
By adopting RJ practices, First Nations communities assert control over justice processes, reinforcing their sovereignty and self-determination.

C. Broader Impacts

Reducing Recidivism

- Studies consistently show that RJ reduces reoffending rates. This is particularly significant for First Nations, who face higher rates of incarceration. Lower recidivism benefits not only individuals but also their families and their communities.

Inspiring Other Communities

- Successful RJ initiatives in First Nations communities serve as models for other Indigenous and non-Indigenous communities, amplifying the impact of these practices.

Environmental Stewardship

- Some First Nations integrate RJ into land and resource management, resolving disputes and fostering collaboration in ways that reflect traditional ecological knowledge.

D. Conclusion

The economic and social benefits of RJ and RP for First Nations in BC are transformative. These practices align with Indigenous cultural values, reduce systemic inequities, and foster community resilience. By supporting RJ and RP, First Nations can strengthen their communities, advance reconciliation, and create lasting economic and social impacts for current and future generations.

5. Success Stories and Case Studies

The following three cases provide a cross-section of cases that we have handled in the past year. They illustrate the diversity of people, organizations, situations and benefits that restorative approaches deliver. Details of the cases along with participant names have been changed to ensure confidentiality.

Pat

Pat was arrested by the RCMP and charged by the Federal Crown with multiple counts of drug possession with intent to traffic. The case was straightforward and would likely have resulted in an incarceratory sentence in the 12-month range. After being charged, however, Pat demonstrated a willingness to change their life and, after three years of considerable personal work and much support from health and social service agencies, the Crown referred the case to us.

Our process took 110 hours of volunteer work to prepare for the Circle. The Circle involved 11 people, including Indigenous elders, the RCMP and other members of the community. An agreement was reached which included community service with the Salvation Army.

Pat successfully completed their work with us. The charges have been withdrawn meaning that Pat has no record. They are working towards establishing themselves in the community and reconnecting with their children. The social services organizations that supported Pat through their recovery feel that Pat is not at high risk to relapse. The Crown and the Court were saved the cost of a trial and Corrections was saved the cost of a year of incarceration.

In a letter Pat wrote to us after successfully completing our process they said simply, "RJ saved my life."

Casey

Casey, a teacher, became involved in a public dispute with a parent at a school sanctioned event. The parent complained to the school board claiming that Casey's behaviour was, at best, rude and, at worst, inappropriately authoritarian.

When these situations arise, they tend to be handled in a formal, adversarial process that focuses on compliance. The process can be lengthy and often result in repercussions for the teacher. However, the school board decided to refer the case to us.

We quickly convened a Circle with the participants and an observer. After three hours, the participants were both fully satisfied with the results of the discussion. Mutual apologies were offered and accepted over a handshake and the matter was ended. The elapsed time from conflict to resolution was eight days.

Even with such a simple case, the benefits to everyone involved are significant. The school board saved hours of a senior administrator's time; the relationship between the two participants was, if not fully restored, considerably repaired; Casey's employment record was not affected; the parent was wholly satisfied with the process and the result.

Sam

Sam, a high school student, accidentally started a fire in a school bathroom resulting in damage to the bathroom, a large fire department and police response, and a complete evacuation of the school. Sam was charged with arson and disregard for human life. These are life-changing charges.

However, the RCMP and Crown decided to refer the case to us. After several weeks of preparation, Sam's Circle took place with attendance by the RCMP, a fire department official and school administrators. An agreement was reached that included several apologies and community service with the school and the local firehall.

The case was resolved much quicker than if it had gone to Court. The RCMP, the Crown and Court, and school administration all saved considerable time. Sam has learned a valuable lesson without his life being considerably altered by a conviction and punishment.

Afterward, Sam's mother said, "This process has been such a positive experience for our entire family."

6. Capacity Building and Partnership Development

We rely on training, collaboration and volunteers to accomplish our mission of delivering restorative practices in the Alberni Valley. Here is a summary of our activities, past and planned:

- **Training and Education**

In 2024 we delivered presentations to numerous organizations including Tseshaht and Hupacasath, all RCMP watches, the local Crown, Federal Crown, the local defence bar, Corrections, several schools, Pacific Rim School Board, the Alberni Valley Teachers' Union, both Rotary clubs, Sage Haven, KUU-US, PA Fire Department, PASS, INEO, CAT and CMHA.

We also engaged one of the world's leaders in Restorative Justice and Circles, Dr. Evelyn Zellerer, to deliver two days of Circle training which was attended by 17 Port Alberni leaders. Dr. Zellerer also delivered a 90-minute briefing to senior leaders from many of the above-named organizations.

We will continue our outreach to individual organizations in 2025 and have planned to bring Dr. Zellerer back for advanced training. In addition, we have three initiatives which start in January:

- **"How To Become A Circle Facilitator"** starts on January 10 with 13 people expressing interest in attending. This multi-lesson event teaches people how to become volunteer facilitators who are able to handle RJ cases.

- **"Referral Assessment Table"** begins on January 16 with 9 people expressing interest. This meeting, which we expect will be repeated monthly or semi-monthly, is modeled after the Situation Table. It is designed to teach potential referring organizations what and how to refer to RJ. It will be co-chaired by an RCMP officer.

- **"Community Circle"** starts on January 30; 25 people have expressed interest in attending. This is designed for anyone in Port Alberni who would like to learn how to incorporate Circles into their organization and it will provide them an opportunity to practice. We expect to hold this meeting at least monthly. It will be open to all.

- **Collaborations and Supporters**

We currently have formal partnerships or active conversations with all the organizations listed above. We attach in Appendix II a list of the letters of support that we have received in the past six months.

- **Volunteer Engagement**

The increase in energy and activity we've had in 2024 has spurred considerable interest in people wanting to contribute to our City through our Society:

- We have eight new people interested in joining our Board;

- We have 28 new people interested in participating in one or more of the activities described above. We believe this will substantially increase our capacity to accept new cases.

Restorative justice is an attractive way for many people to become more involved with the City's communities.

7. Program Sustainability

The City's contributions of funds and space will help us become an established organization in Port Alberni.

The office space will provide us with a confidential space to meet with referral organizations and with everyone involved in a case. We do not currently have a devoted space and, while the Public Safety Building has been very generous to us, we are at risk of outstripping their capacity.

The gathering space, which we will use for Circles and training, will free us to schedule more of these meetings. We currently have limited access to the Echo resources which are perfect for our needs; we worry about exceeding our budget with them in 2025.

The financial contribution means that we can keep our newly hired part-time Coordinator, Mr. Duncan Booth, and, even better, commit to providing him with a full-time position which is rapidly becoming necessary. Mr. Booth has been quite a find for us because, not only does he have all the requisite skills, he is well-known to the Nations having worked recently with Nuu-Chah-Nulth in a role that allowed him to visit many of their member Nations.

Further, the City's financial support will act as a catalyst that inspires confidence and contributions from other organizations, notably the ACRD, the Province of British Columbia and the Federal Department of Justice.

All told, the City's contribution means that our fundamental needs will be met for the next 15 months. This will allow us to:

- Successfully manage the increasing caseload;
- Deliver all the training events described previously and strengthen our volunteer pool;
- Be prepared to deliver the project-specific grants we've applied for that exceed \$1 million; and
- Continue to pursue other funding opportunities that will make us fiscally sustainable.

The next page shows a summary of our financial activity for three fiscal years:

1. **The FY2025 column (on the left) shows our current year.** We have received all of the grants shown; we expect to end the year with \$6,275 cash which is our usual working capital buffer.
2. **The FY2027 column (at the right) shows that we expect to build sustainable funding from other sources.** Other than a continuing in-kind grant from the City for office and meeting space, we do not expect that we will request a cash contribution from the City.
3. **The twelve FY2026 columns show each month of next year's financial projections.** We have shown two Cash sections at the bottom that compare our cash position with and without the City's contributions. It is clear that we will be unable to grow our capacity to even meet our current demand without the City's contributions.

The City's contributions make all the difference.

Three Year Cash Flow Projections for AVRJS Operations

AVRJS OPERATIONS*
SUMMARY CASH FLOW PROJECTIONS (Year Ending March 31, 2025**)

	FY2025 (Est.)	FY2026 (Projected)												FY2027 (Pro)
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Grants & Revenue (without the City's contributions)														
BC Gaming Grant & Others														80,000
Civil Forfeiture	40,000				40,000									40,000
CAP Grant	4,000				4,000									4,000
Community Foundation	2,000													
	46,000	0	0	0	44,000	0	0	0	0	0	0	0	0	124,000
Expenses														
Office & Meeting Spaces		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Promo & Supplies	840	250	250	250	250	250	250	250	250	250	250	250	250	5,000
Training	10,000													
Wages, Benefits, Honorariums	39,025	6,708	6,708	6,708	6,708	6,708	6,708	6,708	6,708	6,708	6,708	6,708	6,708	120,000
Total Expenses	49,865	8,458	8,458	8,458	8,458	8,458	8,458	8,458	8,458	8,458	8,458	8,458	8,458	143,000
Surplus / (Deficit)	(3,865)	(8,458)	(8,458)	(8,458)	35,542	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(19,000)
Cash (without the City's Contributions)														
At Start	10,140	6,275	(2,183)	(10,642)	(19,100)	16,442	7,983	(475)	(8,933)	(17,392)	(25,850)	(34,308)	(42,767)	(51,225)
At End	6,275	(2,183)	(10,642)	(19,100)	16,442	7,983	(475)	(8,933)	(17,392)	(25,850)	(34,308)	(42,767)	(51,225)	(70,225)
Cash (with the City's Contributions)														
At Start	10,140	6,275	20,192	13,233	6,275	61,942	54,983	48,025	41,067	34,108	27,150	20,192	13,233	6,275
Surplus / (Deficit) from above	(3,865)	(8,458)	(8,458)	(8,458)	35,542	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(8,458)	(19,000)
Contribution to Space (In-Kind)		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Contribution to Immediate Shortfall		20,875												
Contribution to Annual Shortfall					18,025									
Total City Contribution	0	22,375	1,500	1,500	20,125	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Cash At End (with City's Contribution)	6,275	20,192	13,233	6,275	61,942	54,983	48,025	41,067	34,108	27,150	20,192	13,233	6,275	5,275

Notes

* This projection does not include any project-specific grant information. We have applied for two projects; their revenue and expenses will not impact our operational finances.

** This projection is designed to match the City's Fiscal year end. Our normal year end is October 31.

8. Further Reading

The following papers and websites provide in-depth discussions into the important contributions that restorative justice and restorative practice make to communities, in general, and, more specifically, to First Nations citizens.

1. **Does restorative justice affect reconviction?** Shapland et al. (2008): found an 8:1 cost-benefit ratio, meaning every \$1 spent on RJ saved \$8 in justice system costs due to reduced reoffending.

<https://restorativejustice.org.uk/sites/default/files/resources/files/Does%20restorative%20justice%20affect%20reconviction.pdf>

2. **“An Economic Evaluation of Restorative Justice”**, Why Me Organization, 2022: reported that every \$1 invested in RJ generated a direct return of \$4 to the justice system and a 14:1 return in social benefits.

<https://why-me.org/wp-content/uploads/2022/11/Why-Me-RJ-Economic-Evaluation-Technical-report-2022-v3.pdf>

3. **Hollow Water First Nation (Manitoba)**: Hollow Water's Community Holistic Circle Healing program uses RJ to address sexual abuse and intergenerational trauma. The program's success in reducing reoffending rates has saved millions in justice system costs and inspired similar initiatives across Canada.

<https://cncfr.jbsinternational.com/node/589>

4. **BC First Nations Justice Council**: The Council emphasizes RJ as a key strategy to address systemic inequities and enhance community justice processes in BC, aligning with the principles of UNDRIP and reconciliation.

<https://bcfnjc.com/landing-page/justice-strategy>

APPENDIX II - Letters of Support We Have Received In The Last Six Months



TSESHAHT FIRST NATION

5091 Tsuma-as Dr. Port Alberni, BC V9Y 8X9
P: 250.724.1225 | F: 250.724.4385 | Tseshah.com

October 9, 2024

Re: Our Support for the Alberni Valley Restorative Justice Society and The SIVC Grant Submission

To whom it may concern,

On behalf of Tseshah First Nation, we would like to express our support for the efforts being made to secure grant funding to support Indigenous victims of crime. We recognize the importance of addressing the unique challenges faced by Indigenous communities and ensuring that victims receive the culturally sensitive care and resources they need.

This formal letter of support from Tseshah First Nation for the grant application which is aimed at providing resources and services to Indigenous victims of crime. Our community stands behind this initiative and believes that this funding will help address critical gaps in support and services for our people. While we wholeheartedly endorse the project as a whole, we are particularly compelled by its focus on understanding the unique harms faced by Indigenous victims of crime through the lenses of Indigenous philosophy, culture, and history. By designing solutions grounded in these perspectives, we believe this initiative will offer a much needed and culturally resonant approach to support services for our members.

This project will also be developed in line with Tseshah's priorities, conditions, and recognition of unceded Tseshah territory. Alberni Valley Restorative Justice Society (AVRJS) has acknowledged the region they are working in is the traditional territory of Tseshah and will acknowledge this in all print material, communications, events or meetings. Finally, Tseshah First Nation is willing to support AVRJS by providing youth, elders, staff and community members where input is needed.

Tseshah also has conditions that must be met for all letters of support which are also applicable for this initiative, that include, but are not limited to:

1. **Governance** - pending Tseshah availability; a role/seal for Tseshah any governance board, committee or working group on the subject matter when applicable.
2. **Cultural** - Tseshah participation in any opportunities given this is in our territory with Tseshah protocols and ceremonies as agreed to by Tseshah.
3. **Territorial recognition** - a commitment to acknowledge the unceded territory of Tseshah First Nation where practicable.
4. **Tseshah participation** - specific seats or other opportunities for Tseshah and members in the initiative
5. **Employment and Training** - that employment and training opportunities be provided directly to Tseshah members if possible.

If you have any questions, please do not hesitate to contact me.

łeekoo łeekoo

Wahmeesh (Ken Watts)

cc. Tseshah Council, Ha'wiih and applicable staff



Hupacasath First Nation

5500 Ahahswinis Drive
PO Box 211
Port Alberni, BC V9Y 7M7
Tel: 250-724-4041
Fax: 250-724-1232

October 7, 2024

To Whom It May Concern

The Hupačasath First Nation is writing to express our clear and strong support for the **"Support Indigenous Victims of Crime"** project being led by the Alberni Valley Restorative Justice Society.

We are fully committed to this initiative and are proud to join as a partner.

Our people have experienced the effects of crime and violence, and its clear that current services are not sufficient. Too many of our community members are falling through the cracks. We see this project as an important and necessary step toward addressing those gaps and creating better, more tailored support for Indigenous people in the Alberni Valley.

What we like about this project is its clear focus identifying the actual needs of Indigenous victims and making sure that the solutions are grounded in our cultural values. Too often, programs are created without real input from the people they are supposed to help.

This project is different because it starts by listening to the communities and understanding what is really needed. That how change happens.

The Hupačasath First Nation is also encouraged by the projects plan to develop and test practical solutions. We have seen too many reports gather dust on shelves. This project is about taking action-piloting services that work, refining them and finding ways to make them sustainable in the long run. That's the kind of initiative we can get behind.

We are ready to work together with the Alberni Valley Restorative Justice Society and the other partners, including our neighboring nations.

-2-

We expect his project will make a real difference in the lives of Indigenous people who have been impacted by crime, and we will do our part to ensure its success.

Sincerely,



for Chief Brandy Lauder
Hupačasath First Nation



TLA-O-QUI-AHT
FIRST NATION

July 22nd, 2024

July 22nd, 2024.

To: City of Port Alberni

Re: **Support Letter for the Alberni Valley Restorative Justice Society**

Please accept this letter of support for the Alberni Valley Restorative Justice Society (AVRJS). The Tla-o-qui-aht Justice Department has witnessed the commitment of AVRJS to integrating restorative practices to address and resolve conflicts constructively in the central region of Vancouver Island.

We are grateful for the AVRJS's support, which has not been limited to Port Alberni. They have extended their services to Tla-o-qui-aht members in the Tofino area, as well as those living in Port Alberni. Their services in the central region have been instrumental in enabling our members to engage in restorative justice practices.

As the Justice Manager working with the Tla-o-qui-aht Justice Committee, we share similar goals with the AVRJS. Our mutual aim is to explore alternatives for resolving conflicts, as Tla-o-qui-aht and other Nuuchahnulth communities are committed to reducing the over-representation of Indigenous peoples in incarceration or the justice system as a whole.

The AVRJS has taken the initiative to reach out to First Nation communities. They are committed to inclusion and collaboration with other communities such as ours.

Kind regards,
Tla-o-qui-aht Justice Manager,
Curtis Tom

P. 250.725.3350 F. 250.725.3352
www.tla-o-qui-aht.org

TLA-O-QUI-AHT FIRST NATION
PO Box 18 #1119 Pacific Rim Hwy. Tofino, BC V0R 2Z0



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Ottawa
Room 524
Confederation Building
Ottawa, Ontario
K1A 0A6
Tel.: 613-992-0903
Fax.: 613-992-0913

Parksville
Main Community Office
1209 East Island Hwy,
Suite 12
Parksville, BC
V9P 1R5
Tel.: 250-947-2140
Fax.: 250-947-2144



Gord Johns

Member of Parliament
Courtenay—Alberni

Gord.Johns@parl.gc.ca
<http://gordjohns.ca/>

Port Alberni
Satellite Community Office
Open Tuesdays
2533 Port Alberni Hwy
Port Alberni, BC
V9Y 8P2
Tel: 1-844-620-9924

Courtenay
Satellite Community Office
Open Wednesdays
437 5th Street
Courtenay, BC
V9N 1J7
Tel: 1-844-620-9924

October 4th, 2024

To Whom It May Concern,

I am writing to offer my full support for the “Support Indigenous Victims of Crime” project (SIVC), spearheaded by the Alberni Valley Restorative Justice Society (AVRJS) in collaboration with local First Nations and social service organisations. This vital initiative, focused on addressing the specific harms and challenges faced by Indigenous victims of crime in the Alberni Valley, represents an important step toward creating justice and healing for Indigenous people in our region.

As the Member of Parliament for Courtenay—Alberni, I am deeply committed to advancing reconciliation and ensuring that Indigenous peoples have access to justice and culturally appropriate support services. The SIVC project aligns with these values by placing Indigenous voices, needs, and experiences at the heart of the initiative. The project’s structure, which includes identifying gaps in existing services, piloting new, high-priority solutions, and scaling successful programs, is both thoughtful and action-oriented.

What is particularly meaningful about this project is its focus on collaborating with local First Nations. This ensures that Indigenous perspectives guide every phase of the process. It is critical that solutions for supporting victims of crime are developed with a deep understanding of Indigenous cultures and histories. This project does exactly that by emphasizing community involvement, cultural relevance, and trauma-informed care.

The work of the AVRJS and its partners in addressing the unique harms experienced by Indigenous victims is essential to creating safer and more supportive communities. I have long advocated for Indigenous justice and equality, and I believe that this initiative will have a lasting impact by both addressing immediate needs and laying the foundation for sustainable, long-term change.

I wholeheartedly endorse this project and commend the Alberni Valley Restorative Justice Society and their partners for their dedication to supporting Indigenous victims of crime. I look forward to seeing the positive outcomes that this initiative will bring to our communities.

Please do not hesitate to contact me through my office if elaboration or clarification is required concerning any aspect of this letter of support.

Yours truly,

Gord Johns, MP
Courtenay-Alberni



City Hall • 4850 Argyle Street • Port Alberni, BC • V9Y 1V8

Office of the Mayor

Phone: 250.723.2146

Fax: 250.723.1003

portalberni.ca

Our File No. 0230-20-AVRJ

October 8, 2024

To whom it may concern

On behalf of Council for the City of Port Alberni, I am writing to express our support in principle, for the "Support Indigenous Victims of Crime" project, led by the Alberni Valley Restorative Justice Society. This initiative aligns with Council's key priority of fostering a complete community—one that is safe, healthy, and inclusive for all residents.

Port Alberni is proud to be home to many Indigenous people and we are aware of the unique challenges they face, particularly when it comes to crime and victimization. This project directly addresses those challenges by developing culturally relevant and restorative approaches that support healing and justice. The collaboration with local First Nations and support organizations ensures that these efforts are grounded in the lived experiences and needs of our Indigenous citizens.

We are especially encouraged by the project's practical focus on identifying gaps in services and piloting high-priority solutions. This aligns with Council's efforts to create meaningful partnerships and improve services for all residents. Supporting Indigenous victims of crime contributes directly to our goals of making Port Alberni a safer and more inclusive community.

We are fully committed to supporting the Alberni Valley Restorative Justice Society in this important work, and we believe this project will have a lasting, positive impact on the Alberni Valley as a whole.

Yours truly
CITY OF PORT ALBERNI

A handwritten signature in blue ink, appearing to read "Sharie Minions".

Sharie Minions
Mayor

C: M. Fox, CAO
S. Darling, Director of Corporate Services
M. Massicotte, Manager of Community Safety and Social Development



October 3, 2024

Re: Letter of Support
Grant Application by the Alberni Valley Restorative Justice Society

To Whom It May Concern,

I am writing to express my support for the Alberni Valley Restorative Justice Society's application for the "Support Indigenous Victims of Crime" grant. As a criminologist and international expert in restorative justice with extensive experience working in various settings, I endorse this multi-year project and its mission to support Indigenous victims of crime in the Alberni Valley.

Restorative justice is fundamentally centered on the needs of victims, offering a framework that is inclusive, healing-focused, and community-based. A restorative approach is particularly vital when working with Indigenous populations who continue to be over-represented and harmed by criminal justice systems. The proposed project emphasizes collaboration with the Indigenous peoples and Nations of the Alberni Valley, and prioritizes the voices and experiences of those most impacted by crime.

The commitment to collaboration and healing aligns with the core principles of restorative justice, which place victims at the heart of the process and addresses harm in ways that promote healing for individuals, families, and communities.

The phased structure of this project is thoughtful and strategic. Phase 1's focus on identifying types of crime, understanding their impact, and mapping existing services is essential for creating clarity and a solid foundation for moving forward. The research-driven approach ensures that the project will address real, identified needs within the community.

Phase 2's development of a pilot program, combined with an assessment and refinement of services, is a critical step toward implementing practical, victim-centric solutions. By integrating services that can both prevent harm and promote healing, and fine-tuning the approach based on community feedback, this project enhances its success and impact.

Phase 3's commitment to scaling the most effective services and securing long-term funding demonstrates a sustainable, future-focused vision and benefiting Indigenous communities.

The Alberni Valley Restorative Justice Society has a deep commitment to restorative values and principles. I have confidence in their ability to complete their proposed project with care, integrity and collaboration with Indigenous communities. I recommend your full consideration.

Warm regards,
E. Zellerer
Dr. Evelyn Zellerer
she/her
Director, Peace of the Circle

peaceofthecircle.com



Public Prosecution Service
of Canada

British Columbia Regional Office
12th Floor – 800 Burrard Street
Vancouver, BC
V6Z 0B9

Service des poursuites
pénales du Canada

Bureau régional de la Colombie-Britannique
12^e étage – 800 Rue Burrard
Vancouver, (C.-B.)
V6Z 0B9

(m): 604-666-5250
(f): 604-666-1599

July 29, 2024

Alberni Valley Restorative Justice Society
9438 Faber Road
Port Alberni, BC V9C 9Y4

VIA EMAIL: albernivalleyrj@gmail.com

We write this letter to confirm that the Public Prosecution Service of Canada has been working with Alberni Valley Restorative Justice Society ("AVRJS") since November 2023 for restorative justice and diversion from the criminal legal system.

To date, we have referred one file to AVRJS involving complex possession for the purpose of trafficking charges under the *Controlled Drugs and Substances Act*. These charges are serious and involve the possibility of a federal prison sentence for the accused. Further, drug trafficking files do not have a "direct victim" and, consequently, AVRJS has demonstrated flexibility, creativity, and commitment in holding the accused accountable for their offending conduct, and in developing effective restorative justice processes and plans.

In receiving our referral, AVRJS has worked in partnership with the Public Prosecution Service of Canada. As Crown Counsel, we enthusiastically support the work of AVRJS as we recognize the need for restorative justice services to effectively respond to offending behaviour in a holistic and comprehensive manner. It is anticipated that our referrals to AVRJS will increase as we consider more files for diversion in the Alberni Valley. We hope to continue sending referrals to AVRJS in the future and look forward to our continued partnership with this dedicated organization.

Yours truly,

CCoulson

Chantelle Coulson and Gillian Angrove
Crown Counsel
Public Prosecution Service of Canada
British Columbia Regional Office
CC/ME

Page 1 of 1



Royal Canadian
Mounted Police

Gendarmerie royale
du Canada

Security Classification/Designation
Classification/désignation sécuritaire

Port Alberni Detachment
4444 Morton Street
Port Alberni, BC, V9Y 4M8

Your File - Votre référence

Our File - Notre référence

Date

July 23, 2024

To whom it may concern:

Re: Alberni Valley Restorative Justice Society

I am writing on behalf of the Port Alberni RCMP Detachment in support the Alberni Valley Restorative Justice Society and the work they do in the City of Port Alberni.

Port Alberni is a busy jurisdiction in regards to policing statistics. Having an active and committed Restorative Justice Society is pertinent to policing operations, as it allows for an integrated approach in restorative practices throughout our community to address and resolve conflicts constructively. It can also significantly alleviate pressures within our Court System.

Alberni Valley Restorative Justice Society has provided restorative justice programming locally for over 20 years. It plays a valuable role in the community: providing constructive alternatives to court-based processes for those who have been harmed by incidents as well as those who are accountable for the harm. Their society provides an accessible process for investigations involving both adults and Young Persons, essential to police responsibilities for Extra-Judicial Sanction within the Youth Criminal Justice Act (YCJA).

Over the last year, we are excited to see a revamped society with some new faces and fresh ideas. The AVRJS meets regularly with and is fully supported by the Port Alberni RCMP, whereas I am committed to being the liaison from our Detachment.

Yours truly,


Cpl Jordan Hamlyn
Port Alberni RCMP

Canada

RCMP GRC 2823 (2002-11) WPT

Page 1 of/de 1



The Salvation Army Alberni Valley Ministries | 4835 Argyle Street Port Alberni BC, V9Y 1V9
The Salvation Army Bread of Life Centre | 3130 3rd Avenue, Port Alberni, BC V9Y 4C8

To Whom it May Concern:

The Salvation Army has been a strong supporter of Restorative Justice initiatives in the Alberni Valley for a number of years. We have been blessed to have a member sit on the AVRJ board. We have provided supervision, support, and mentorship for individuals involved in the restorative justice process. Further we have provided opportunities for people to contribute to the community and provide service hours at The Salvation Army!

I personally believe the restorative justice practices are essential to any community and do support the Alberni Valley Restorative Justice Society.

Sincerely,
THE SALVATION ARMY

Major Michael Ramsay
The Salvation Army
Alberni Valley Ministries



ALBERNI DISTRICT TEACHERS' UNION

4558 Adelaide Street, Port Alberni, BC, V9Y 6N3

Telephone: 250 724-5021 FAX: 250 724-0442

Email: adtug@shawcable.com

July 22, 2024

To whom it may concern,

It is our pleasure to write this letter of support for the Alberni Valley Restorative Justice Society. As an organization dedicated to the communities in which we serve we have seen a significant need for the work of the Restorative Justice Society and we support the good work that they do. We recognize that our community has been deeply impacted over the years by a number of factors that make the good work of the Restorative Justice Society so important. We see the impacts of this in our classrooms, day in and day out and as an organization of teachers whom are committed to improving the life chances of all our students we see the work of the Restorative Justice Society as integral in our vision of what healing together as a community could and should look like. We whole-heartedly support the Alberni Valley Restorative Justice Society and the good work that they do and we support them in their endeavor in integrating restorative practices throughout our community to address and resolve conflicts constructively.

Please feel free to contact us if you have any questions.

Sincerely,

ALBERNI DISTRICT TEACHERS' UNION,

Ryan Dvorak
President

RD:ahf EUMISW2009

August 26, 2024

To Whom It May Concern:

Re: Alberni Restorative Justice

I am writing this letter of support for a program that I strongly believe in. I had my first encounter and experience with Restorative Justice about 20 years ago when I fostered children. I had a teenager in my care who shoplifted at a grocery store in the Alberni Valley. The case was referred to Restorative Justice and I went through the process with her and made sure that all was followed through. She completed the requests from the "harmers" and upon completion and even to this day, she has stayed on the right path.

I am grateful to RJ for leading the way for many, especially our youth who may just need awakening and new path to follow. If the City has some funding available to support this worthwhile program then I do fully support this great program that helps steer youth/people onto a better path.

Thank you,

Debra Masso

1-250-731-9264



RE: SUPPORT FOR ALBERNI VALLEY RESTORATIVE JUSTICE
August 23rd, 2024

To the City of Port Alberni,

I'm writing in support of the Alberni Valley Restorative Justice Society (AVRJS) request for annual base funding to support their delivery of justice services in your community. As the Executive Director for qathet Community Justice Society (qCJ), a restorative justice organization serving qathet Regional District, including the City of Powell River, I am deeply aware of the need for core funding.

Each year, we struggle to apply for grants to keep our doors open and continue offering services. We are forced to reinvent ourselves with new and interesting projects, as few funding sources support core operational expenses. Core operational funding is what we need to create strong organizations that serve their communities well. When organizations are scrambling to find new grants each year, they are unable to focus their efforts where it matters – on their community members and the services they require to live in a just, safe and equitable community.

We are grateful to have received grant support from the City of Powell River and the qathet Regional District in the past. Support from local government demonstrates a commitment to a shared vision of community. It demonstrates accountability to address the complex web of social issues facing our communities, and an acknowledgement that we must work together to make it happen. Other successful restorative justice programs receive base annual funding from their local governments, and we intend to pursue this in qathet.

I wish your community the very best and hope to see increased support for restorative justice services throughout BC.

Respectfully,

A handwritten signature in blue ink, appearing to read "Siobhan Brown".

Siobhan Brown

Executive Director
qathet Community Justice (qCJ)



Phone: 604-414-4203 / Fax: 604.485.9244
Email: qCJ@qathetCJ.org
Office: #116-4708 Joyce Ave, Powell River, BC
Mailing Address: #218-6975 Alberni Street, Powell River, BC V8A 2B8

Celebrating Diversity, Promoting Peace

July 20, 2024

Dear Members of the City Council,

I am writing to express my strong support for the Alberni Valley Restorative Justice Society and their commendable efforts to integrate restorative practices throughout our community. As the Vice President of the Alberni District Teachers' Union, I have witnessed firsthand the growing need for effective and constructive conflict resolution methods.

Restorative practices offer an invaluable approach to addressing conflicts, fostering understanding, and building stronger, more resilient communities. In the Alberni Valley, where diverse perspectives and experiences can sometimes lead to misunderstandings and discord, the need for restorative justice is more pressing than ever. By focusing on dialogue, accountability, and healing, restorative justice not only resolves conflicts but also promotes long-term harmony and cohesion.

I am particularly enthusiastic about the principles and methods of restorative justice, which align closely with the values of empathy, equity, and community building that we strive to uphold within our educational system. The Restorative Justice Society's dedication to these principles and their proactive efforts to implement them within our community are both admirable and essential.

Supporting the Alberni Valley Restorative Justice Society is an investment in the well-being and future of our community. Their work has the potential to transform how we address and resolve conflicts, creating a safer and more inclusive environment for all residents. I firmly believe the Alberni Valley Restorative Justice Society will continue to make significant positive impacts with your support.

Sincerely,

Wendy Arnett
Vice President, Alberni District Teachers' Union

4558 Adelaide St.
Port Alberni, BC
V9Y6N3
Office: (250) 724-5021
Fax: (250) 724-0442
Email: warnett311@gmail.com
Website: <https://adtu.ca/>

Christina Brack
2549 3rd Ave
Port Alberni BC V9Y 2B5

July 23, 2024

Mayor Sharie Minions & Council
City of Port Alberni
4850 Argyle St
Port Alberni BC V9Y 1V8

Dear Mayor Minions and Council,

I am pleased to write this letter of support for the Alberni Valley Restorative Justice Society. I am a strong advocate for community safety and wellness built upon collaboration among individuals, organizations, businesses and service providers. It is my belief that restorative justice plays an integral role in this cohesiveness, particularly in building stronger bonds and resilience within the community.

Restorative justice offers an effective and powerful alternative to traditional justice methods with focus placed upon repairing relationships, evoking personal growth, and fostering compassion for all those involved. Through the proactive approach of restorative justice, offenders are offered the opportunity to take responsibility for their actions in a meaningful way, understanding their accountability, and ultimately reduce likelihood of recidivism. Victims are empowered with having a voice in the process and taking part in the steps towards healing. Many individuals may be involved in a single case including law enforcement and community service providers to tailor solutions unique to each situation. With this approach, the community becomes safer, more empathetic, and harmonious.

By supporting restorative justice in the community, I think this highlights the City's commitment to progressive steps towards safety and wellbeing while seeking a deeper understanding of root causes of conflict and crime, ultimately reducing demands on law enforcement, emergency responses, and service providers. I strongly feel that accessible restorative justice processes will enhance our community and I look forward to witnessing the positive impact Alberni Restorative Justice Society brings in the future.

Christina Brack, HSW .

To Whom it may concern:

I am a concerned citizen of Port Alberni. My educational background is in Criminology and Sociology. I take keen interest in people's capacity for change and I strongly believe this is bolstered by social support. Over the course of my developing career, I have been exposed to many failings of the systems that justice involved folks interact with. From the criminal justice system, healthcare system and beyond, many individuals find themselves in a very vulnerable position due to substance use, mental health concerns, houselessness, lack of social support, poverty and many other compounding barriers. I have observed that it is easy for the general public to brush these populations aside and for policy makers to make determinations holding similar unchecked or uninformed biases. Resultantly, people in Port Alberni are suffering and there is not enough attention or resources currently targeting the roots of criminal behaviour.

These observations have led me to feel disappointment and frustration at times, but most often I am motivated to work alongside individuals and organizations who challenge the status-quo. If there is anything that my life experience overall, my professional experience, as well as my education has taught me, it is to challenge things as they exist in the present. This is done through curiosity, open-mindedness and critical thought. Interestingly, I find our criminal justice system lacking in its fundamental principles of justice. It is my strong belief that this has been a cumulative result of years of complacency or ignorance on the part of government policy makers, employees, as well as Canadian citizens overall. Of course, this is a broad sweeping generalization and by no means is a complete reflection of reality. In fact, I am surrounded by like-minded individuals who are passionate about the work that they do and the people that they serve. It is my hope that this passion will translate into systemic change. I am not ignorant to the fundamental need for accountability, denunciation and deterrence within the criminal justice system. I do however find it ironic that a Canadian justice principle in sentencing is rehabilitation.

A lot can be said about each principle of justice and with my educational background and professional experience I am left with many questions about the justice system's capacity for any/all of the principles that it is based on. In British Columbia alone, an exorbitant number of offences being heard in provincial criminal court are administrative in nature, or breach charges. Potential consequences include fines or incarceration; the irony being the environment in British Columbia's custody centres. These centres are often under or inadequately staffed and they house populations with which staff are not necessarily capable of supporting; those with complex mental health and substance use needs, traumatic or acquired brain injury, those with FASD, etcetera. As such, I have observed little to no rehabilitation offered to justice involved folks within custody centres. There are not enough staff to run programs and if they do, the structure of said programs does not always meet best-practice criteria. Custody is the best chance for many people to access support because they are no longer surrounded by unregulated peer influence, and they do not have the same degree of access to intoxicants as they would in community. Further, if they are incarcerated, there are very few barriers to entering the program room to participate. The reality is this rehabilitation is not currently happening province wide within these centres or outside them. Although some centres find themselves in better standing than others in this regard, the institutional standards of change work are limited.

So, where does Restorative Justice come in and where to go from here? My perspective typically points me towards the, at times, hidden capacity of individuals. I strongly believe that with the proper supports, encouragement, funding, time and attention, that people can work towards a life outside of criminal justice purviews. There is a lot of work to do in the present to ensure in future, more people have positive outcomes following a criminal conviction. Although restorative justice has been present on paper within the Canadian Criminal Justice system for 40-years, there appears to be a lack of heart behind the work. There is a need for flexibility, reparation, active listening, accountability and compassion. These values are not so overt within the justice system. There is an opportunity to shift this, but the work required will be ever evolving and extensive. Crime is a social construct through which victims, offenders and communities are impacted. These impacts are rarely reconciled through incarceration or through community supervision orders. All individuals respond to trauma in different ways. That said, my initial bias led me to believe that victims who have been harmed would ask for punishment or retribution when many do not. From my perspective, the Canadian criminal justice system as it exists in the real world, as opposed to on paper, does not have the capacity to bring about that change in behaviour that victims as well as overall society would like to see in those who have committed crime. Restorative Justice allows offenders and victims, where appropriate and with consent, to come together and truly address the harm caused and the immediate and persisting consequences of this harm. Some may say that this perspective is 'rose coloured' in nature, however, I suggest that the overwhelming amount of administrative charges before the courts in BC is proof enough that what we are currently doing is not working. Therefore, the logical response would be to try something different.

In meeting with Mr. Glassey, I am confident that the Alberni Valley Restorative Justice Society will bring about phenomenal change to Port Alberni, a community in need of support. Here exists an opportunity to bolster confidence, accountability and systemic change. Restorative Justice is so prevalently needed and under-utilized or perhaps plain misunderstood. Overall, we must now recognize that our societal response to criminal behaviour and the ensuing consequences are not effective. We must invest our time, energy, and financial resources into the development of alternatives to support the fruition of justice in our communities, provinces, and country. As such, as a concerned citizen in Port Alberni, BC, I wish to voice my support for the Alberni Valley Restorative Justice Society.

Sincerely,

Port Alberni Community Member

To: Alex Glassey
President
[Alberni Valley Restorative Justice Society](#)
+1.250.589.3230

Letter of Support:

I am writing to express my strong support for the restorative justice program that has been implemented in the Alberni Valley. I believe that restorative justice is a valuable approach to resolving conflicts and repairing harm in our community.

Restorative justice focuses on healing and reconciliation, rather than punishment and retribution. It empowers individuals to take responsibility for their actions, make amends, and work towards rebuilding trust and relationships. By bringing together those affected by harm, restorative justice creates opportunities for dialogue, understanding, and growth.

I have been a paramedic for 24 years and have seen how trauma is linked to addiction, abuse, and violence. We take a trauma informed approach to every call we do and I have seen firsthand the positive impact that restorative justice can have on individuals and communities. It helps to foster empathy, accountability, and a sense of community, ultimately leading to stronger and more resilient relationships.

I commend you for recognizing the importance of restorative justice and for taking proactive steps to implement a program that can make a real difference in the lives of those involved. I fully support your efforts and encourage you to continue promoting restorative justice as a valuable tool for building a more just and compassionate society.

Thank you for your dedication to this important work. I look forward to seeing the positive outcomes that your restorative justice program will bring.

Sincerely,

Deb Roberts LEAD-Youth Pathways
BC Emergency Health Services | Provincial Health Services Authority
Mobile: (250)731-7197 | Deborah.roberts@bcehs.ca





July 25, 2024

To Whom It May Concern,

Re: Supporting the Alberni Valley Restorative Justice Society

I wish to share my support for the work that the Alberni Valley Restorative Justice Society offers.

I am the Executive Director of Sage Haven Society where our role is to help people in Port Alberni successfully transition from trauma and violence, towards safety, healing, and hope. Restorative justice is an important part of this transition. It can help in the healing process. It provides healthy options for conflict resolution

We have had preliminary discussions with AVRJS to better understand how we can work together. The more we learn about Circles, restorative justice, and the AVRJS, the more we believe they are an integral part of our community and of the work that we at Sage Haven do.

Respectfully,

Ellen Frood
Executive Director



Port Alberni Shelter Society

3681 3rd Ave.,
Port Alberni, BC, V9Y4E7
Phone: 250-723-6511
portalbernishelter.com

RE: Letter of Support for the Alberni Valley Restorative Justice Society

To whom it may concern,

Please accept this letter from the Port Alberni Shelter Society in support for the Alberni Valley Restorative Justice Society.

Port Alberni Shelter Society appreciates and acknowledges the important work the Alberni Valley Restorative Justice Society carries out in our community.

We have seen the benefit of involvement with Alberni Valley Restorative Justice Society for our clients at our Therapeutic Recovery Centre at Shelter Farm. We believe there is a need for access to restorative justice for many of the people we serve and that restorative justice serves as a positive means to address the harm caused by crime in our community.

The Alberni Valley Restorative Justice Society has become an important resource in our community and we look forward to continuing to work together for the good of the community and the people we serve.

Warm Regards

Jim

Jim McCarthy
Deputy Director
Port Alberni Shelter Society
250-618-9037
jjim@portalbernishelter.com

July 31, 2024

To Whom It May Concern

Re: My support for the AVRJS

The Restorative Justice Society Program is a fantastic program that helps guide people step by step on a journey to mend their wrongs.

I think this program is great because people make mistakes and wrong choices but this program helps offer a second chance. The people of the restorative justice program are kind, humble and supportive. They listen, have empathy and make people feel safe in the process of the program.

I highly recommend this program as it is a process that helps people of all ages grow and learn from mistakes.

Yours truly,

MW

August 26, 2024

To Whom It May Concern

Re: My support for the Port Alberni Restorative Justice Program

The Restorative Justice team has helped me with working with them on myself and changing my life for the better and they have been very supportive in my recovery.

Thanks.

BD



Vancouver Island Region Restorative Justice Association

*Advancing restorative justice on Vancouver Island, the
Sunshine Coast and all Gulf Islands*

August 7, 2024

Dear City of Port Alberni,

As an active member of VIRRJA for over a decade, I am pleased to provide this letter of support for the Alberni Valley Restorative Justice Society. Over the years, I have worked closely with members of the Alberni Valley Restorative Justice Society and recently, have been a participant in an in-depth presentation by Alex Glassey to our VIRRJA members which focused on the re-structuring of an RJ (Restorative Justice) program).

Although each of the nineteen Vancouver Island Region Restorative Justice (VIRRJA) programs are unique to their communities, we are guided by similar mission to integrate restorative practices throughout our communities and be an integral part of resolving conflict constructively. The Alberni Valley RJ program is committed to this mission and has continued to make significant efforts and decisions to ensure their program is relevant, accessible and crucial to the people of the Alberni Valley.

I am aware that this vital program has focused on the broader needs of all the community and has mandated a deep and effective Board to oversee the full demographics of the community. This mandate alone is a model for other programs to consider and follow. Their program recently undertook an extensive review of their strategic plan to continually review their focus and mandate to remain relevant, current and effective.

The vast majority of our VIRRJA programs are based solely on the commitment of volunteers. We are all passionate about the effectiveness and benefits of using restorative justice practices to resolve conflicts and repair the harm done and ultimately, improve the relationships and health of our communities. In order to further develop our skills, deliver programs to reach our youth and support our local police, our programs must constantly seek funds to enable us to sustain our work.

The Alberni Valley RJ program is a stellar example of a community based Restorative Justice program and I encourage the City of Port Alberni to consider annual funding for this progressive program for the benefit of all residents of your community.

Kindest regards,

Sue Saunders, VIRRJA Secretary
secretary@virrja.ca

PO Box 1325, Ladysmith, BC V9G 1A9

www.virrja.ca



August 16, 2024,

To Whom It May Concern,

Re: Support for the Alberni Valley Restorative Justice Society

I am writing to express my strong support for Restorative Justice (RJ) and the Alberni Valley Restorative Justice Society. RJ significantly contributes to a healthy community, and the Alberni Valley Restorative Justice Society embodies the essential elements of a successful RJ organization.

As the Associate Director of Restorative Justice Victoria, we handle approximately 80 cases annually, ranging from shoplifting to serious and violent crime. Our referrals come from three municipal police departments, provincial and federal Crown Counsel, judiciary, BC Corrections, schools, non-profit agencies, and community members. The impact of RJ on our community has been profound. RJ helps offenders address their actions and reintegrate into society, often without the stigma of a criminal record. More importantly, RJ addresses the harms caused by crime and other forms of wrongdoing, allowing victims, families, and the broader community to heal and find closure.

RJ offers practical community benefits, including reduced recidivism, and freeing up resources in police, Crown, court, and corrections. It also supports students and school administration, and other organizations vital to the community, such as Island Health and the Salvation Army.

Earlier this year, I had the opportunity to work with several members of the Alberni Valley RJ Society on a difficult case via Zoom. I was impressed by their dedication, focus, and skills. I fully support their efforts to expand restorative justice practices in Port Alberni.

If you require further information, please reach out.

Warmly,

A handwritten signature in black ink, appearing to read 'Gillian'.

Gillian Lindquist
Associate Director
Restorative Justice Victoria
Gillian@RJVictoria.com
Cell: 250-884-7904
Office: 250-383-5801

1929 Lee Ave. Victoria, BC V8R 4W9
Phone: (250) 383-5801 Email: office@rjvictoria.com Website: rjvictoria.com

August 15, 2024

RE: Letter of Support for Alberni Valley Restorative Justice Society (AVRJS)

I write this letter of support in my capacity as a British Columbia Provincial Court Judge. I am the resident Judge for the west coast of Vancouver Island. I am based out of Port Alberni. However, our courthouse services 14 Indigenous Communities, as well as the Bamfield, Ucluelet and Tofino regions as well.

In my career as a lawyer and a Judge, I have worked with restorative justice agencies for over thirty years. I recognize it is unusual for a Judge to write a letter of support for local non-profit initiatives.

The AVRJS is an important part of our local justice system. It operates as a significant and meaningful alternative to some of the work we do in our court system. By creating 'alternatives' to court, there are significant benefits. One is that less money and time is spent on police and court resources.

Perhaps less tangible, but just as important, by incorporating creative healing traditions into their work, it is my view, that individual and community healing is enhanced.

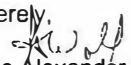
Restorative justice approaches also incorporate victim participation and input which is essential to mitigating the damage caused by harmful behaviours.

I am familiar with the work that the Society does. In addition, I have had the opportunity to meet with the AVRJS President, Alex Glassey. He brings a bright, well-thought out and organized vision to how the AVRJS can continue to grow and make the Alberni Valley an even more vibrant and healthy community, with the assistance of the Society.

I highly support the work that the Alberni Valley Restorative Justice Society does. I think, with time and more resources, they can greatly increase the assistance they give to our community.

I would be happy to provide any further information or clarification.

Sincerely,


Judge Alexander Wolf
2999 – 4th Ave, Port Alberni,
British Columbia
V9Y 8A5
Email: AWolf@provinciacourt.bc.ca
Cell: (604) 767-3259