

DISTRICT OF 100 MILE HOUSE – REGULAR COUNCIL AGENDA
- MEETING HELD IN MUNICIPAL COUNCIL CHAMBERS -

April 4, 2023
 7:00 PM



A.	<p><u>CALL TO ORDER</u></p> <p>Mayor to call the regular meeting to order at 7:00 PM.</p> <p>Acknowledgement that this meeting is being held on Secwepemculecw.</p>
B.	<p><u>APPROVAL OF AGENDA:</u></p>
	<p>B1</p> <p>BE IT RESOLVED THAT the April 4th, 2023 Regular Council agenda <u>be approved</u>.</p>
C.	<p><u>INTRODUCTION OF LATE ITEMS AND FROM COMMITTEE OF THE WHOLE:</u></p>
D.	<p><u>DELEGATIONS:</u></p>
E.	<p><u>MINUTES:</u></p>
<p>Financial Plan Public Meeting – Coffee with Council</p>	<p>E1</p> <p>BE IT RESOLVED THAT the report of the Financial Plan Public meeting of March 2nd 2023 <u>be received</u>.</p>
<p>Regular Council – March 7, 2023</p>	<p>E2</p> <p>BE IT RESOLVED THAT the minutes of the Regular Council meeting of March 7th 2023 <u>be adopted</u>.</p>
F.	<p><u>UNFINISHED BUSINESS:</u></p>
G.	<p><u>MAYOR'S REPORT:</u></p>
H.	<p><u>CORRESPONDENCE:</u></p>

Commissionaires Report March 2023	H1 BE IT RESOLVED THAT the By-Law Officer report for the period of March 1 st to March 31 st , 2023 <u>be received</u> .
NCLGA Correspondence	H2 BE IT RESOLVED THAT the correspondence dated March 16 th , 2023 from North Central Local Government Association be received.
I.	<u>STAFF REPORTS:</u>
Consideration of a Council Code of Conduct	I1 BE IT RESOLVED THAT the memo from administration regarding the consideration of a Council Code of Conduct be received. <i>Further action at the direction of Council</i>
Community Services RFQ (Gardener Utility Truck)	I2 BE IT RESOLVED THAT the report from Administration dated March 30 th , 2023 regarding the RFQ for the supply of a Custom Gardener Utility truck be received; and further BE IT RESOLVED THAT the RFQ to supply the District of 100 Mile House with a new Gardener Utility truck be awarded to Work Truck West for the state price of \$124,900. plus applicable taxes.
Line Painting Tender Award	I3 BE IT RESOLVED THAT the report from Administration dated March 30 th , 2023 regarding the Line Painting Tender Award be received; and further BE IT RESOLVED THAT Council award the tender for Line Painting services to Aardvark Pavement Marking Services for the submitted aggregate price of \$152,104.67 plus taxes over a three-(3) year term commencing in 2023.
Declassify In-Camera Resolution	I4 BE IT RESOLVED THAT In-Camera Resolution 04-23 be declassified.

J.	<u>BYLAWS:</u>
Financial Plan Bylaw No. 1399 – 2023	J1 BE IT RESOLVED THAT Financial Plan Bylaw 1399, 2023 be adopted this 4th day of April, 2023
Growing Communities Fund Reserve Bylaw No. 1401- 2023	J2 BE IT RESOLVED THAT the District of 100 Mile House Establishment of Growing Communities Fund Reserve Bylaw No. 1401-2023 be read a first, second and third time this 4th day of April 2023.
K.	<u>VOUCHERS</u>
Paid Vouchers (March) #28213 to #28322 & EFTs	K1 BE IT RESOLVED THAT the paid manual vouchers #28213 to #28322 and EFT's totaling \$ 458,017.47 <u>be received</u> .
L.	<u>OTHER BUSINESS:</u>
M.	<u>QUESTION PERIOD:</u>
N.	<u>ADJOURNMENT</u> BE IT RESOLVED THAT this April 4 th , 2023 meeting of Council be adjourned: Time:

REPORT ON THE FINANCIAL PLAN PUBLIC MEETING
“Coffee with Council – Let’s Talk Budget”
OF THE MUNICIPAL COUNCIL HELD IN COUNCIL CHAMBERS
THURSDAY, MARCH 2nd, 2023 FROM 1 -4 PM

PRESENT:	Mayor	Maureen Pinkney
	Councillor	Donna Barnett
	Councillor	Ralph Fossum
	Councillor	Jenni Guimond
	Councillor	Dave Mingo
STAFF:		
	Director of Finance	Tammy Boulanger
	Dir. Of Com. Services	Todd Conway
OTHERS:		
	Media (1); Others (2)	

Mayor Pinkney noted that the purpose of the Public Meeting is to present the **District of 100 Mile House 5 Year Financial Plan for the years 2023 to 2027 and to obtain public input.**

Director of Finance, Tammy Boulanger, delivered a slide presentation to the media providing an overview of the Five-Year Financial Plan.

The underpinning principles of the plan were:

- Maintain current service levels
- Continue to build Reserve Funds
- Focus on minimizing long term debt – a “pay as you go” philosophy.
- Utilize grants when available to fund projects.

Ms. Boulanger outlined the inflationary pressures affecting long term financial planning for the community. The effects of the recent collective agreement renewal; utility, fuel, and insurance costs are factored into the plan, based on known and historical trend analysis.

Ms. Boulanger highlighted the 2023 Capital plan; noting funds would be coming from reserves and grants.

It was noted that over the years there was a conscious effort to reduce the gap between Major Industry taxation and Residential/Commercial taxation. This was done primarily to reduce the

dependence on industry as the primary source of tax revenue and also create a more equitable distribution of taxation. Over the past many years major industries share of revenue from taxation has been reduced from 40% to 24%. Small business class collection is 30% and it was noted how imperative it is to shop local and support these businesses that supply a substantial contribution to the community through taxation.

Members of the public were welcome to engage in conversation with Council in relation to the Financial Plan.

I hereby certify this report to be correct:

Mayor

Corporate Officer



DISTRICT OF 100 MILE HOUSE

MEETING HELD IN DISTRICT COUNCIL CHAMBERS

Tuesday, March 7^h, 2023, AT 7:00 PM

PRESENT:	Mayor	Maureen Pinkney
	Councillor	Donna Barnett
	Councillor	Ralph Fossum (via Teams)
	Councillor	Jenni Guimond
	Councillor	Dave Mingo
STAFF:	CAO	Roy Scott
	Dir. of Finance	Tammy Boulanger
	Dir. of Com Services	Todd Conway
	Dir. Ec Dev & Planning	Joanne Doddridge (via Teams)
OTHERS:	(6)	
	(3) via Teams	
	(1) Media	

CALL TO ORDER

A

Mayor Pinkney called the meeting to order at 7:00 PM

Mayor Pinkney acknowledged that this meeting is being held on Secwepemculecw.

B	<u>APPROVAL OF AGENDA</u>
	<p>B1</p> <p>Res: 29/23 Moved By: Councillor Barnett Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the March 7th, 2023, Regular Council agenda be approved.</p> <p>CARRIED.</p>
C	<p><u>INTRODUCTION OF LATE ITEMS AND FROM THE COMMITTEE OF THE WHOLE</u></p> <p>No late items.</p>
D 100 Mile Senior Housing Society	<p><u>DELEGATIONS</u></p> <p>The 100 Mile Seniors Society appeared before Council to provide information as to the status of Society's endeavours to secure a seniors housing project in 100 Mile House.</p> <p>The Society indicated they have been working for the last three-(3) years towards securing a project for the community, however, they were somewhat frustrated with the developer they have been working with as little tangible progress has been made to date.</p> <p>The society was low on funds and needs assistance to identify funding for purposes of engaging a housing coordinator to assist with the project.</p> <p>Council agreed that District staff would look at the logistics of the project and try and identify a funding source that would assist the Society to move forward.</p> <p>Mayor Pinkney thanked the group for their persistence and dedication to the housing needs for the community.</p>



<p>Healthcare Landing Program</p>	<p>Via Teams, the Healthcare Landing Program team delivered a PowerPoint presentation describing the program, the services provided to both Williams Lake and 100 Mile House and milestones achieved to date.</p> <p>The primary goal of the program is “to provide support to physicians and other health care professionals visiting and relocating to the Cariboo with a focus on accommodation support and community integration.”</p> <p>One highlight of the presentation was the need for discussion with Interior Health with a view to increasing the cash incentive for Doctors to relocate to the area on a more permanent basis vis a vis locum.</p> <p>Mayor Pinkney thanked the team for their presentation and indicated although this was the second time seeing it; you always get a little more out of it each time the information is shared.</p>
<p>E</p>	<p><u>MINUTES</u></p>
<p>Regular Council – February 8th, 2023</p>	<p>E1</p> <p>Res: 30/23 Moved By: Councillor Mingo Seconded By: Councillor Barnett</p> <p>BE IT RESOLVED THAT the minutes of the Special Regular Council meeting of February 8th, 2023, <u>be adopted</u>.</p> <p style="text-align: center;">CARRIED.</p>
<p>Committee of the Whole – February 8th, 2023</p>	<p>E2</p> <p>Res: 31/23 Moved By: Councillor Guimond Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the minutes of the Committee of the Whole meeting of February 8th, 2023, <u>be adopted</u></p> <p style="text-align: center;">CARRIED.</p>



<p>Regular Council – February 14th 2023</p>	<p>E3</p> <p>Res: 32/23 Moved By: Councillor Mingo Seconded By: Councillor Guimond</p> <p>BE IT RESOLVED THAT the minutes of the Regular Council meeting of February 14th, 2023, <u>be adopted</u>.</p> <p>CARRIED.</p>
<p>Committee of the Whole – February 14th, 2023</p>	<p>E4</p> <p>Res: 33/23 Moved By: Councillor Guimond Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the minutes of the Committee of the Whole meeting of February 14th, 2023, <u>be adopted</u>.</p> <p>CARRIED.</p>
	<p><u>UNFINISHED BUSINESS</u></p> <p>No unfinished business.</p>
<p>G</p>	<p><u>MAYOR'S REPORT</u></p>
	<p>Mayor Pinkney suggested Council take time to read the "Overview of the Forest Landscape" plan which can be found on the Regional District web site.</p> <p>Mayor Pinkney noted the District was allocated \$1,265,000 from the recently announced provincial Growing Communities Fund. At this point the District has not been privy to program criteria, guidelines for use of funds and reporting.</p> <p>Mayor Pinkney also noted her attendance at the PSO grad student "cap stone" project presentations and the wrap up dinner for the Wranglers hockey team.</p> <p>Councillor Barnett brought attention to the planned March into Spring event scheduled for the weekend of March 24/25.</p>



	<p>Lots of planned events for all ages, completely free of charge to all participants.</p> <p>Councillor Barnett also noted plans were well underway for a Volunteer Fare, scheduled for the third week of April. This will be an opportunity for groups to canvas for new volunteers and to showcase what is being done by the volunteer sector in the South Cariboo.</p>
H	<u>CORRESPONDENCE</u>
Commissionaires Report February 2023	<p>H1</p> <p>Res: 34/23 Moved By: Councillor Mingo Seconded By: Councillor Barnett</p> <p>BE IT RESOLVED THAT the By-Law Officer report for the period of February 1st to February 28th, 2023, <u>be received</u>.</p> <p>CARRIED.</p>
Hot July Nights Street Closure Request	<p>H2</p> <p>Res: 35/23 Moved By: Councillor Mingo Seconded By: Councillor Guimond</p> <p>BE IT RESOLVED THAT the memo from Administration dated March 1st, 2023, regarding a request to authorize the closure of Birch Ave for the Hot July Nights car show be received; and further</p> <p>BE IT RESOLVED THAT Council authorize the closure of Birch Ave. between the hours of 6:00 AM and 5:00 PM from First Street to Fourth Street and Fourth Street to Fifth Street on Sunday July 16th, 2023.</p> <p>CARRIED.</p>



I.	<u>STAFF REPORTS</u>
Privacy Policy	<p>I1</p> <p>Res: 36/23 Moved By: Councillor Barnett Seconded By: Councillor Mingo</p> <p>BE IT RESOLVED THAT the memo from Administration dated March 1st, 2023, regarding the FOIPPA amendments be received; and further</p> <p>BE IT RESOLVED THAT the Freedom of Information and Protection of Privacy Policy dated March 1st, 2023, be approved.</p> <p style="text-align: center;">CARRIED.</p>
Rural Health Network Membership	<p>I2</p> <p>Res: 37/23 Moved By: Councillor Barnett Seconded By: Councillor Guimond</p> <p>BE IT RESOLVED THAT the memo from Administration dated March 2nd, 2023 regarding the Rural Health Network be received; and further</p> <p>BE IT RESOLVED THAT the District of 100 Mile House join the BC Rural Health Network.</p> <p style="text-align: center;">CARRIED.</p>



J	<u>BYLAWS</u>
Financial Plan By-Law #1399-2023	<p>J1</p> <p>Res: 38/23 Moved By: Councillor Mingo Seconded By: Councillor Barnett</p> <p>BE IT RESOLVED THAT the memo from Administration dated March 3rd, 2023, be received; and further</p> <p>BE IT RESOLVED THAT By-Law 1399, 2023 be read a first, second and third time this 7th day of March 2023</p> <p style="text-align: right;">CARRIED.</p>
K	<u>GENERAL VOUCHERS</u>
Paid Vouchers (February) #28106 to 28212 & EFTs	<p>K1</p> <p>Res: 39/23 Moved By: Councillor Barnett Seconded By: Councillor Guimond</p> <p>BE IT RESOLVED THAT the paid manual vouchers #28106 to #28212 and EFT's totaling \$ 332,954.08 <u>be received</u>.</p> <p style="text-align: right;">CARRIED.</p>
L	<u>OTHER BUSINESS:</u>



March 7, 2023

M	<u>QUESTION PERIOD:</u>
N	<u>ADJOURNMENT</u> Res: 40/23 Moved By: Councillor Barnett Seconded By: Councillor Mingo BE IT RESOLVED THAT this March 7 th ,2023 meeting of Council be adjourned: Time: 8:10 PM CARRIED.
	I hereby certify these minutes to be correct. _____ Mayor _____ Corporate Officer





COMMISSIONAIRES

TRUSTED - EVERYDAY - EVERYWHERE

H1

Monthly Progress Report

District of 100 Mile House – Bylaw Enforcement Site 545
March 1st to March 31st, 2023

In March there were 2 Requests for Service:

- Lane behind post office blocked by parked vehicle, cannot get through – took drive through lane each day and did not find any problem – will monitor.
- Barking dog – Dog barking for long periods. Talked to owner and asked them to monitor dog and suggested a bark collar.

Other issues dealt with in March:

- 2 Hour Parking – 3 vehicles issued district warning. Note: allow 3-4 hours before issuing warning.
- Deliver March into Spring posters to businesses.
- Dogs off leash in town – talked to owners and dogs were put on leash.
- No parking zones – 1 left warning on vehicle to check signs in future to avoid a ticket.
- Parking – vehicle parked on Dogwood blocking one lane of traffic. Talked to resident, asked them and their visitors to park in driveway in future.

Harold Underhill
Employee No.3258
Marianne Lawrence
Employee No.92080
Commissionaires B.C.



NCLGA MEMBER NOTICE
PROPOSED TOTAL MEMBERSHIP FEE INCREASE
2023/24 BUDGET
MARCH 16, 2023

Dear Members,

On March 5th, 2023, the NCLGA Board of Directors identified a 2% increase in the total annual membership fee amount (from \$160,000 to \$163,200) for inclusion in the 2023/24 NCLGA Budget (Attachment 1), which will be presented to the membership at the Annual General Meeting on May 10th 2023 in Dawson Creek.

The total annual membership fee amount was previously adjusted in 2018/19 and the recommended 2% increase for 2023/24 is designed to help mitigate the impacts of inflation. The 2% (\$3,200) increase in total annual membership fees would be pro-rated across the entire membership based on the established criteria (proportion of population and proportion of regional hospital district value) during the next invoicing cycle (June 2023).

However, even with the 2% increase in total membership fees in 2023/24, and with additional 2% increases projected in 2025/26 & 2027/28 as identified in the current multi-year budget plan (Attachment 2), the following unidentified discretionary revenue is still required to meet operational needs:

- 2023/24 = \$64,753, Proposed 2% increase in the total membership fee year
- 2024/25 = \$49,069
- 2025/26 = \$44,567, Projected 2% increase in the total membership fee year
- 2026/27 = \$53,528
- 2027/28 = \$49,003, Projected 2% increase in the total membership fee year
- 2028/29 = \$83,667
- Total Required Unidentified Discretionary Revenue to be secured = \$344,587

We recognize that an increase in membership fees is challenging and have made every effort to keep the increase to a manageable amount in 2023/24. The Board is committed to exploring options for securing the additional required unidentified discretionary revenue, from other sources, prior to implementing any additional increases in the total membership fees.

Please feel free to contact me if you have any questions or would like additional information. Thank you for your continued support of the NCLGA.

Sincerely,

Terry Robert
Executive Director

Attachment 1: NCLGA 2023/24 Budget

Category	2023/24	Notes
REVENUE		
Non-Restricted Deferred Revenue	\$ 40,000	Deferred from 2022/23
Total Membership Fees	\$ 163,200	Increased by \$3,200 (2%)
AGM & Convention	\$ 322,000	Sponsorship and Registration
Solid Waste Forum	\$ 35,625	Sponsorship and Registration
Webinars	\$ 3,054	Sponsorship
UBCM Convention	\$ 5,090	Sponsorship
Unidentified Discretionary	\$ 64,753	Sources to be identified
TOTAL REVENUE	\$ 633,722	
EXPENSES		
Professional Services – Operations	\$ 90,000	FBC Services Agreement Ends 31/12/2023
Professional Services – Organizational	\$ 17,500	Consultants – Strat plan
AGM & Convention	\$ 301,210	Event Planner, Venue, Catering, Tech...
Solid Waste Forum	\$ 32,750	Event Planner, Venue, Catering, Tech...
Webinars	\$ 611	Online Support Tools
UBCM Convention	\$ 3,818	Venue, Catering, Tech...
Interest & Bank Charges	\$ 104	Annual Fees
Office Expense	\$ 3,500	Office Setup for New Staff Starting in Q3/Q4
Miscellaneous	\$ 1,050	Materials and Supplies
Communications	\$ 12,500	Website Update
Rent	\$ 2,700	Office Setup for New Staff Starting in Q3/Q4
Telephone	\$ 1,800	NCLGA Land Line and Mobile
Board Meetings	\$ 30,000	Venue, Catering, Director Travel
Insurance	\$ 4,800	Directors/Event Insurance
Accounting	\$ 5,600	Notice to Reader and Bookkeeping
Advocacy and Outreach	\$ 13,500	Victoria Delegation Travel
Wages	\$ 65,000	New Staff (~ 1.5 FTE) starting in Q3/Q4
EI	\$ 845	New Staff (~ 1.5 FTE) starting in Q3/Q4
CPP	\$ 3,835	New Staff (~ 1.5 FTE) starting in Q3/Q4
WCB	\$ 1,170	New Staff (~ 1.5 FTE) starting in Q3/Q4
Benefits	\$ 1,430	New Staff (~ 1.5 FTE) starting in Q3/Q4
TOTAL EXPENSES	\$ 593,722	
NET	\$ 40,000	Deferred for expenses in next fiscal

Notes:

- NCLGA Fiscal Year – April 1st to March 31st.
- For decision at the upcoming Annual General Meeting.

Attachment 2: NCLGA Multiyear Budget Plan

Category	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total	Notes
REVENUE								
Non-Restricted Deferred Rev	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	From previous fiscal for expenses in Q1
Total Membership Fees	\$ 163,200	\$ 163,200	\$ 166,464	\$ 166,464	\$ 169,793	\$ 169,793	\$ 998,915	2% increase in 2023/24, 2025/26 & 2027/28
AGM & Convention	\$ 322,000	\$ 327,796	\$ 333,696	\$ 339,703	\$ 345,818	\$ 352,042	\$ 2,021,055	Sponsorship and registration fees
Solid Waste Forum	\$ 35,625	\$ 2,500	\$ 36,266	\$ 2,500	\$ 36,919	\$ 2,500	\$ 116,310	Sponsorship and registration fees
Webinars	\$ 3,054	\$ 3,109	\$ 3,165	\$ 3,222	\$ 3,280	\$ 3,339	\$ 19,169	Sponsorship
UBCM Convention	\$ 5,090	\$ 5,182	\$ 5,275	\$ 5,370	\$ 5,466	\$ 5,565	\$ 31,948	Sponsorship
Unidentified Discretionary	\$ 64,753	\$ 49,069	\$ 44,567	\$ 53,528	\$ 49,003	\$ 83,667	\$ 344,587	Sources to be determined
TOTAL REVENUE	\$ 633,722	\$ 590,855	\$ 629,434	\$ 610,787	\$ 650,279	\$ 656,906	\$ 3,571,983	
EXPENSES								
Professional Services-Ops	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	FBC Agreement ends December 31, 2023
Professional Services-Org	\$ 17,500	\$ 17,815	\$ 18,136	\$ 18,462	\$ 18,794	\$ 19,133	\$ 109,840	1.8% inflation
AGM & Convention	\$ 301,210	\$ 306,632	\$ 312,151	\$ 317,770	\$ 323,490	\$ 329,313	\$ 1,890,565	1.8% inflation
Solid Waste Forum	\$ 32,750	\$ 2,125	\$ 30,826	\$ 2,125	\$ 31,381	\$ 2,125	\$ 101,332	Every two years
Webinars	\$ 611	\$ 622	\$ 633	\$ 644	\$ 656	\$ 668	\$ 3,834	1.8% inflation
UBCM Convention	\$ 3,818	\$ 3,886	\$ 3,956	\$ 4,027	\$ 4,100	\$ 4,174	\$ 23,961	1.8% inflation
Interest & Bank Charges	\$ 104	\$ 106	\$ 108	\$ 110	\$ 112	\$ 115	\$ 15,539	1.8% inflation
Office Expense	\$ 3,500	\$ 2,400	\$ 2,443	\$ 2,487	\$ 2,532	\$ 2,578	\$ 15,940	New office setup in 2023/24
Miscellaneous	\$ 1,050	\$ 1,069	\$ 1,088	\$ 1,108	\$ 1,128	\$ 1,148	\$ 6,590	1.8% inflation
Communications	\$ 12,500	\$ 2,000	\$ 2,036	\$ 2,073	\$ 2,110	\$ 2,125	\$ 33,444	Material updates in 2023/24 & 2027/28
Rent	\$ 2,700	\$ 10,800	\$ 10,994	\$ 11,192	\$ 11,394	\$ 11,599	\$ 58,679	New office setup in Q3 of 2023/24
Telephone	\$ 1,800	\$ 1,832	\$ 1,865	\$ 1,899	\$ 1,933	\$ 1,968	\$ 11,298	1.8% inflation
Board Meetings	\$ 30,000	\$ 30,540	\$ 31,090	\$ 31,649	\$ 32,219	\$ 32,799	\$ 188,297	1.8% inflation
Insurance	\$ 4,800	\$ 4,886	\$ 4,974	\$ 5,064	\$ 5,155	\$ 5,248	\$ 30,128	1.8% inflation
Accounting	\$ 5,600	\$ 7,839	\$ 7,980	\$ 8,123	\$ 8,270	\$ 8,418	\$ 46,230	Auditor, new bookkeeper in Q3 of 2023/24
Advocacy and Outreach	\$ 13,500	\$ 13,743	\$ 13,990	\$ 14,242	\$ 14,499	\$ 14,760	\$ 84,734	1.8% inflation
Wages	\$ 65,000	\$ 130,000	\$ 132,340	\$ 134,722	\$ 137,147	\$ 139,616	\$ 738,825	New staff (1.5 FTE) in Q3/Q4 of 2023/24
El	\$ 845	\$ 1,690	\$ 1,720	\$ 1,751	\$ 1,783	\$ 1,815	\$ 9,605	New staff (1.5 FTE) in Q3/Q4 of 2023/24
CPP	\$ 3,835	\$ 7,670	\$ 7,808	\$ 7,949	\$ 8,092	\$ 8,237	\$ 43,591	New staff (1.5 FTE) in Q3/Q4 of 2023/24
WCB	\$ 1,170	\$ 2,340	\$ 2,382	\$ 2,425	\$ 2,469	\$ 2,513	\$ 13,299	New staff (1.5 FTE) in Q3/Q4 of 2023/24
Benefits	\$ 1,430	\$ 2,860	\$ 2,911	\$ 2,964	\$ 3,017	\$ 3,072	\$ 16,254	New staff (1.5 FTE) in Q3/Q4 of 2023/24
TOTAL EXPENSES	\$ 593,722	\$ 550,855	\$ 589,433	\$ 570,787	\$ 610,279	\$ 616,906	\$ 3,531,983	
NET (to be deferred)	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	To next fiscal for expenses in Q1

Notes:

- Total membership fee 2% increases projected for 2023/24, 2025/26 and 2027/28 (every two years).
- Remaining total unidentified discretionary revenue required to meet operational needs (after projected total membership fee 2% increases) = \$344,587 (between April 1st 2023, and March 31st 2029).



DISTRICT OF 100 MILE HOUSE

M E M O

Date: March 16, 2023
To: Mayor & Council
From: Administration
Subject: Consideration of a Council Code of Conduct

The Community Charter was amended in 2021, requiring a Council to **consider** establishing a code of conduct within six months after its first regular meeting following a general local election. For the District of 100 Mile House, the date would be May 7, 2023.

For clarity, the requirement is that Council must consider the establishment of a code of conduct. If a Council decides not to establish a code of conduct, it must publicly state its reasons for the decision. Further, this decision to not establish a code of conduct must be reconsidered before January 1 of the year of the next general local election.

The District of 100 Mile House Council does not currently have a code of conduct in place. If Council desires to have a code of conduct developed, it would be advisable to direct staff to begin working on a code of conduct based on the development documents provided by UBCM and examples from communities that have already established Code of Conducts.

The Union of BC Municipalities has provided multiple resources to guide the development of a code of conduct. These attached documents include:

- Forging the Path to Responsible Conduct Guide
- Model Code of Conduct (Working Group on Responsible Conduct)
- Companion Guide (Working Group on Responsible Conduct)

RECOMMENDATION:

BE IT RESOLVED THAT the memo from Administration dated March 16th, 2023 regarding consideration of a Council Code of Conduct be received, and further

BE IT RESOLVED THAT, that Staff be directed to begin development of a Code of Conduct for District of 100 Mile House Council.

ALTERNATIVE:

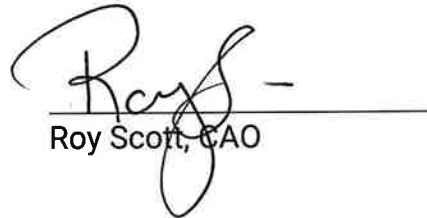
BE IT RESOLVED THAT Council resolves to not establish a Code of Conduct and pursuant to legislation states for the following reason(s): [cited by Council].

Respectfully submitted,



Sheena Elias, D/CO

Reviewed by,



Roy Scott, CAO

Forging the Path to **RESPONSIBLE CONDUCT** In Your Local Government



WORKING GROUP ON RESPONSIBLE CONDUCT

APRIL 2021

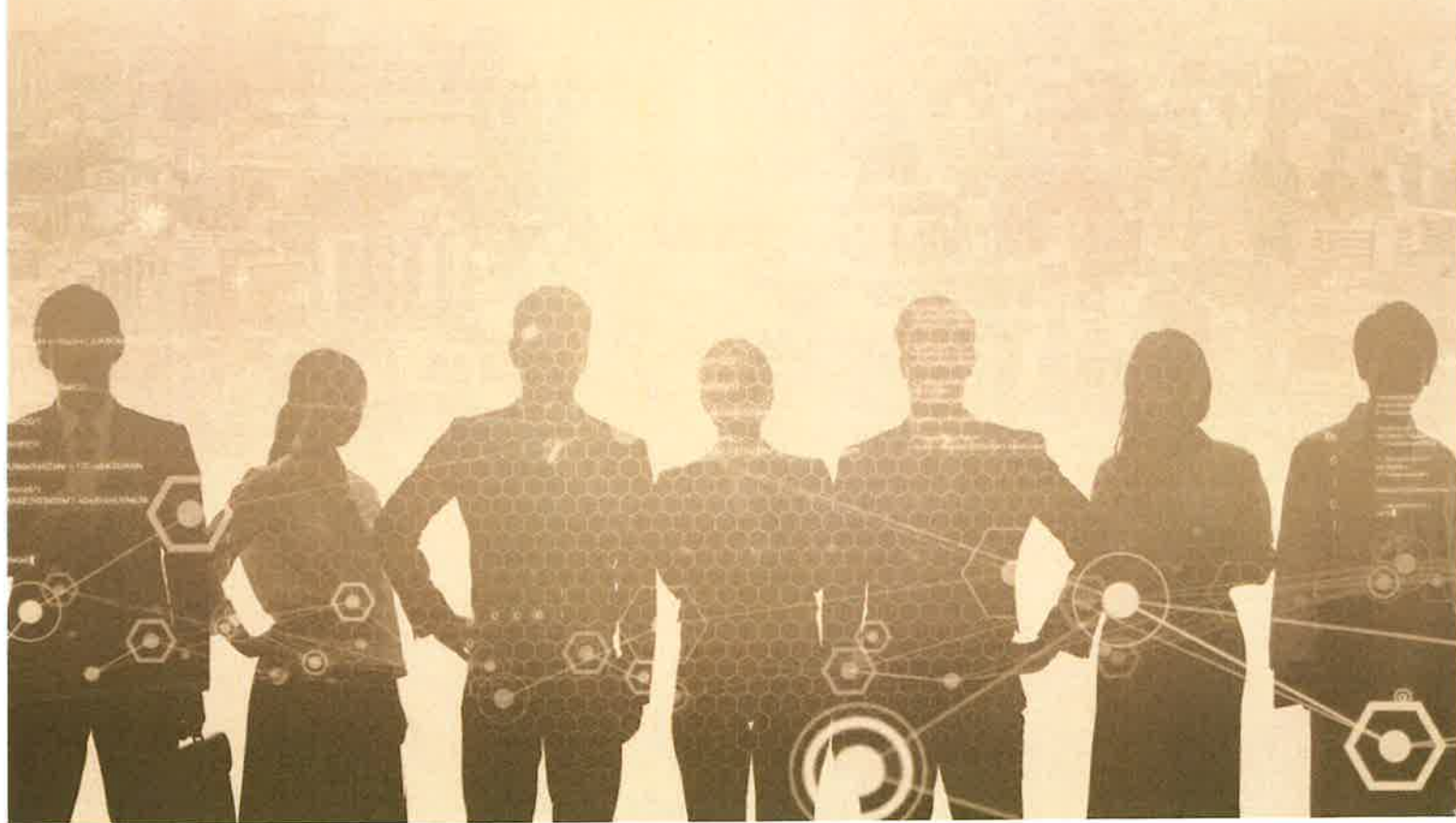


THANK YOU TO ALL PROJECT PARTICIPANTS

The Working Group on Responsible Conduct is a joint initiative of the B.C. Ministry of Municipal Affairs, the Local Government Management Association of British Columbia, and the Union of British Columbia Municipalities.

We sincerely appreciate the valuable contributions of all those who assisted the Working Group on Responsible Conduct in developing this guide, *Forging the Path to Responsible Conduct in Your Local Government*.

The project greatly benefited from the support and involvement of these participants, including B.C. local government elected and staff officials, and the legal experts who advise them. These individuals, through their willingness to share their experiences, were absolutely central in showing us how leading local governments can manage conduct issues within the current B.C. context. They are truly forging the path to responsible conduct in their communities. It is our hope that in passing on the wisdom built through those experiences, the guide will provide others with practical ideas to allow them to do the same.



INTRODUCTION

About this Guide

How local government elected officials conduct themselves matters. Conduct is central to governance and when conduct issues emerge, especially if allowed to fester, good governance can be impaired and public trust eroded. Yet dealing with conduct issues can sometimes be overwhelming and governing in the face of them enormously challenging.

The guide presents practical ways to help prevent conduct issues and to deal with them if they do arise. The guide does not represent legal advice, nor is it a substitute for that advice.

Guide Development

This guide was developed by the Working Group on Responsible Conduct (WGRC), a joint initiative by the Union of British Columbia Municipalities, the Local Government Management Association of British Columbia (LGMA), and the B.C. Ministry of Municipal Affairs. The staff-level Working Group undertakes collaborative research and policy work on the issue of responsible conduct of local government elected officials.

This guide builds on, and should be read in conjunction with, three previous WGRC publications: *Foundational Principles of Responsible Conduct for BC's Local Governments* along with *Getting Started on a Code of Conduct for Your Council/Board: Model Code of Conduct* and its *Companion Guide*.

The guide was informed by WGRC research, a review of a sample of B.C. local government codes of conduct that include enforcement provisions, and discussions with local government elected and staff officials and legal experts experienced in responsible conduct matters.

Our key take-away from those discussions was: **It's worth putting a lot of effort into prevention and informal resolution of conduct issues. There are enforcement processes if that doesn't work, but in practice, local governments are finding more success with informal methods.**

Watch for highlighted leading practice tips and quotes from trusted advisers that came to the WGRC during our research.

All resources noted in the chapters are linked in Chapter 6, Resources.



Guide Organization

The guide is organized around two central concepts:

- A continuous improvement practice to foster responsible conduct, maintain good governance, and resolve conduct issues informally; and
- Where it is needed, code of conduct enforcement.

The three continuous improvement topics do not represent a linear process, with a local government moving sequentially through each; instead, they are intertwined with activities in each undertaken iteratively, shaping an organizational culture of trust and respect, where participants work effectively together and councils and boards govern well.

There is a well-established body of practice in these areas, and the guide draws on this to provide examples, leading practice tips and links to further information and resources.

With these measures in place, conduct issues can be avoided, or managed early on, reducing the need for enforcement of a code of conduct. However, even within this context, there may occasionally be a need for a local government to enforce its code of conduct.

Articulating an enforcement process within a code of conduct is a relatively new practice in B.C. The guide draws on examples from leading local governments that have included enforcement in their codes to highlight both current practice and things a local government may wish to consider as it begins to design its own enforcement process.

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See Chapter 6, Resources for links to the publications and other resources referenced throughout this guide.

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CHAPTER 1

Fostering Responsible Conduct

What Kind of Conduct is Problematic and Why?

Some expectations of good conduct will be clear to most, often because these are set out in law: things like a person not voting on something if they have a financial interest in it, keeping confidential information confidential, not discriminating against a person,¹ and not making slanderous statements.

Other behaviours – like respecting others at meetings or not criticizing colleagues, staff or members of the public on social media – may be less obvious to some; perhaps council or board members don't even agree on what conduct they expect of each other in these areas. For example, some may think that there is nothing wrong with dismissing or belittling another in a debate because they have different backgrounds, experiences, or cultural values than you, or because their politics or points of view on a matter are different than yours.

Some may think that shouting at the chair is an acceptable tactic to get their point across, or that intimidating staff when they won't give you what you want is a way to get things done. However, all of these kinds of conduct can be destructive.

Even subtle actions can become pervasive, escalate over time, erode relationships and impair the ability of the local government to fulfill its most basic responsibilities to make collective decisions in the interests of the community. Electors have entrusted elected officials, acting collectively as the local government's governing body, to govern in the public interest; any conduct that gets in the way of that is a problem.



¹ The B.C. Human Rights Code prohibits certain activities and conduct that discriminate against a person or group or class of persons because of the race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or age of that person or that group or class of persons. See Chapter 6, Resources for a link to the legislation.

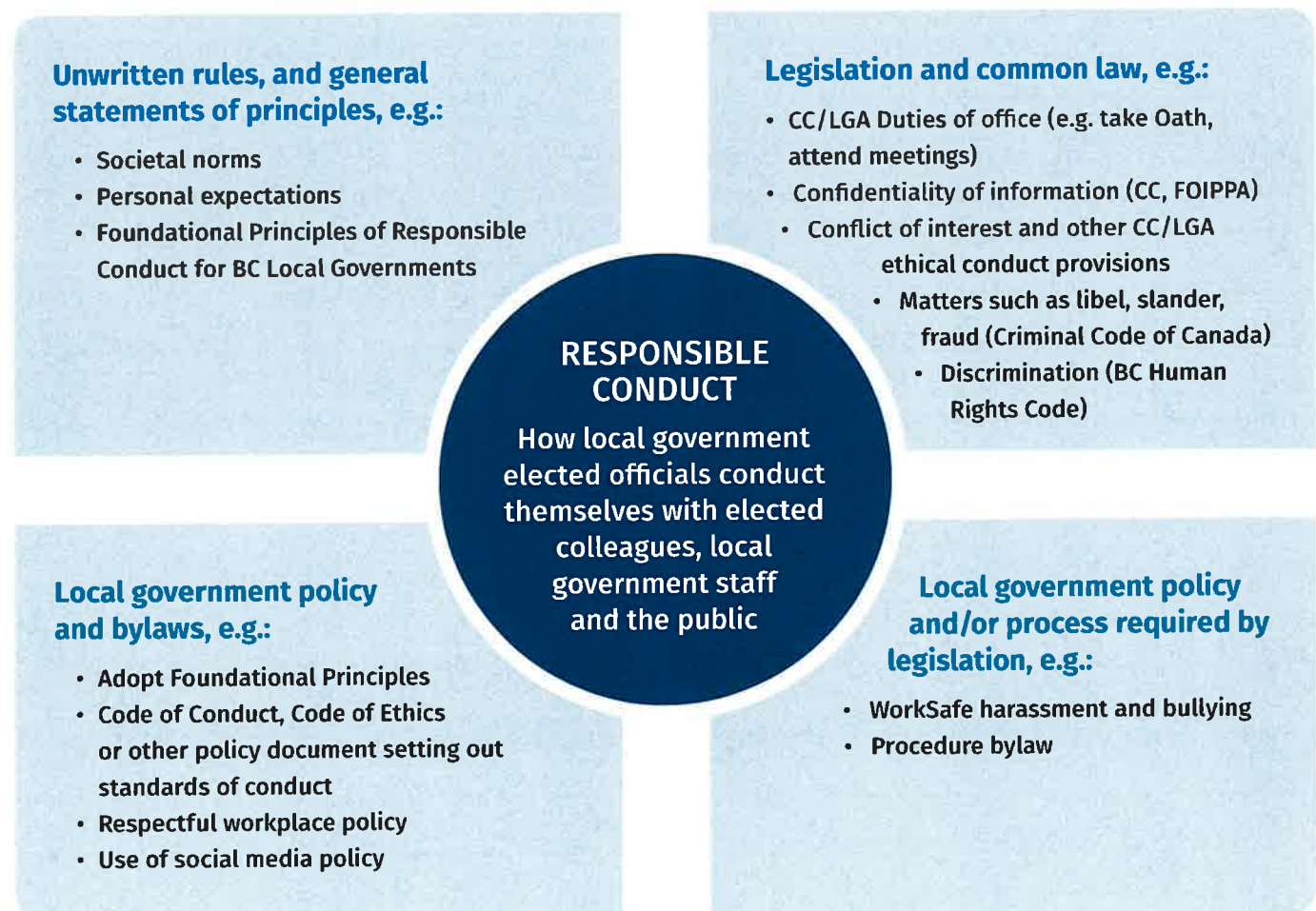
What is Responsible Conduct?

In the context of this guide, responsible conduct refers to how local government elected officials conduct themselves with their elected colleagues, with staff and with the public. It is grounded in conducting oneself according to principles such as integrity, accountability, respect, and leadership and collaboration, in a way that furthers a local government's ability to provide good governance to its community.

As illustrated in the graphic, conduct expectations can take the form of unwritten norms, written principles, or local, provincial or federal policy or law.

Much of this guide is focused on local government policy and bylaws, such as a local government code of conduct because:

- Preventing conduct issues is difficult when relying on unwritten rules or general statements of principle developed by others and not endorsed by the local government; and
- Considerable guidance is provided elsewhere for conduct that is governed by federal or provincial law; this guide touches on that aspect but directs the reader to external resources for more information.



How Can We Build Responsible Conduct in Our Local Government?

Adopt a Code of Conduct or Other Conduct Policy

Avoiding conduct issues when rules are unwritten is hard because people don't know what is acceptable. Building a shared understanding of expected conduct and setting that out in a code of conduct will make expectations clearer and is a good way to prevent issues.

Codes of conduct provide conduct standards that supplement conduct already required legislatively (e.g., conflict of interest rules, confidentiality requirements, prohibitions on discrimination) or through policy (e.g., council/board-staff relations) to ensure that the full range of expected conduct is clear. Existing legislation and/or local government policies will need to be considered as a local government develops its code to ensure the code is not inconsistent with existing conduct requirements.

Many codes also include details about how alleged contraventions will be dealt with. This can be a preventative measure because it adds clarity about how an individual elected official will be held accountable for their conduct.

Adoption of a code of conduct is strongly recommended – as is the inclusion of an enforcement process to address alleged contraventions, and a range of sanctions that may be imposed by the Council or Board if a contravention is determined. Ideally, initiate discussions towards adoption of the code before conduct issues emerge.

If you already have a code, use Chapter 4, Essentials of Code of Conduct Enforcement, to support development of an enforcement process. If you haven't yet adopted a code, start with two previous WGRC publications (*Model Code of Conduct* and its *Companion Guide*). Both are linked in Chapter 6, Resources.

Align Policies, Procedures and Practices

Procedure bylaws are an important tool in supporting conduct in meetings and Council and Board decision-making. *The Procedure Guide: For B.C.'s Local Governments* by the LGMA and B.C. Ministry of Municipal Affairs aims to help local governments proactively consider and change their procedure bylaw to help address challenging situations and to support responsible conduct.

Local governments have many other policy and procedural tools that can be used to support responsible conduct, including such things as (see links to samples in Chapter 6, Resources):

- Oath of office
- Social media policies
- Information-sharing practices
- Conduct expectations for members of the public
- Checklists and educational tools

LEADING PRACTICE TIPS

It's easiest to have discussions about creating a code of conduct before conduct issues emerge. If your Council or Board is struggling to have those discussions, try starting incrementally and adopting the WGRC's Foundational Principles of Responsible Conduct as a statement of the Council/Board's commitment to those principles.

LEADING PRACTICE TIPS

Try a visual or verbal reminder of expected conduct at meetings, like printing the WGRC's Foundational Principles of Responsible Conduct on a placemat for every Council or Board member's place at the table or stating the oath of office at the beginning of every meeting.

Elected Official Leadership, Knowledge-sharing, Skills Development and Support

Leadership development can play a significant role in maintaining responsible conduct and good governance.

For example, respectful dialogue at a Council or Board meeting is more likely when all members understand that decisions are made collectively and not by the mayor/chair, electoral area director, or any other individual elected official. Additionally, trust and respect can be improved through understanding one's role and how it fits with the roles of others, building cultural humility,² communicating in a way that respects people's inherent dignity, and developing an appreciation of the value of different perspectives.

Building a clear understanding about conduct rules and expectations early in a term – including those that are legislated (e.g., conflict of interest) and those that are established through codes of conduct – can be a key factor in elected officials meeting those expectations. In addition, compliance can be improved and conduct issues avoided if a local government provides its elected officials with trusted advice in response to their concerns about how they can comply with conduct rules.

Similarly, skill development in areas like effective communication, chairing a meeting, dispute resolution, and strategic thinking can support both good governance and responsible conduct. Leadership and skill development should be a priority for Councils and Boards as well as for both newly elected and veteran elected officials across B.C.

For participants in the decision-making process, shared power and decision-making puts a premium on leadership skills that help one's fellow leaders find common ground.

(From the Institute for Local Government webpage article Decision Making in the Collective Interest)

² "Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience." First Nations Health Authority. See Chapter 6, Resources for links and more information.

LEADING PRACTICE TIPS

Participate in the Local Government Leadership Academy's Annual Forum, which enables elected officials to learn formally from speakers, and informally through networking with colleagues from around the province. Relationships forged here can have ongoing benefit, as elected officials find they are not alone, and gain confidence to share ideas and seek advice from others who understand the challenges they may be facing.

Consider additional education, including:

- Scenario-based training where participants work through difficult situations or areas of conflict and practice skills to effectively deal with them;
- Training to increase understanding of the history and experiences of people who make up the community and avoid stereotypes and discrimination;
- Confidential coaching or mentoring for individual members of the Council or Board; or
- Pre-election candidate orientation, so individuals considering running for office know what they're getting into.

Consider developing a process to involve your Council or Board in determining their leadership and skills development priorities.

FOOD FOR THOUGHT

- › How well are we prepared to deal with conduct issues if they begin to emerge?
- › Do we have a code of conduct? If not, why not?
- › Does our code include a process to address alleged contraventions? If not, why not?
- › What issues are emerging that aren't dealt with under our code? Do we have policies to deal with them (e.g., social media policy)? Can we strengthen compliance by referring to these policies in our code?
- › Have we allocated funding for elected officials' leadership development, skills building and support in our budget? Do elected officials know this is available? How do we know what support and skills building are important to members individually and collectively?
- › Where can our elected officials go if they have questions about their conduct or to get advice about how they can comply with conduct rules? Does that advice include both legislated rules like conflict of interest and duty to respect confidentiality, as well as our code of conduct?

CLICK HERE for links to resources referenced in this chapter.

CHAPTER 2

Maintaining Good Governance

Working Together Before, During, After – and Despite – Conduct issues

A Council or Board is entrusted by electors to govern in the best interests of the community and it can only do this as a collective. Individual members cannot independently govern or make decisions affecting their community, but they can participate and contribute towards collective decision-making, and collaborative good governance responsibilities.

Given this, Boards and Councils need to find ways to work together; to effectively cooperate, collaborate, and make decisions, regardless of things like conduct issues, strained relationships or conflicting views.

“We need to stop pretending that good governance is an accident; if you’re not doing this proactively, you’ll be doing it reactively.”

(A B.C. local government consultant, facilitator and lawyer)

Whose Job is it Anyway?

Everyone has a role to play in responsible conduct and good governance.

- **Every elected official** is accountable for their own conduct and must make sure they are always acting ethically and responsibly.
- **The mayor or chair** provides leadership and can lead by example, maintain order at meetings and propose policy changes, but they cannot, on their own, ensure the Council or Board operates as it should.
- **All Council or Board members** influence how the collective works, and in the interest of serving their community, all can take steps to work effectively together, including speaking up when problems arise.
- **Staff** provide professional advice to the Council or Board and carry out its decisions in an effective, efficient and non-partisan manner. The relationship between elected and staff officials is intertwined, so it is vital for both to understand and respect one another’s roles. Developing effective lines of communication, and trustful, respectful relationships between elected and staff officials supports good governance, even under challenging circumstances. The CAO is your one employee and your ally to help elected officials be successful.

“Local officials are grappling with difficult policy challenges... A goal is to create a culture of tolerance for differing points of view that credits everyone with having the best interests of the community in mind.”

(From the Institute for Local Government document Tips for Promoting Civility in Public Meetings)

Enhance Collaboration: Embrace Diverse Ideas and Conflicting Views

Councils and Boards that welcome healthy debate, diverse ideas and conflicting views make better decisions. Different lived experiences and fresh perspectives can provide valuable insights, uncover opportunities and bring out solutions that hadn't previously been considered but are better for the community.

Productive conflict³ – that is, conflict that leads to productive results, such as better decisions – can be a significant positive influence on good governance. Productive conflict is an open exchange of conflicting or differing ideas in which parties feel equally heard, respected and unafraid to voice dissenting opinions as they work toward a mutually comfortable solution.

On the other hand, unproductive conflict – characterized by frequent, unresolved arguments – can leave individuals feeling angry and frustrated, bringing about conduct issues and making good governance more difficult.

LEADING PRACTICE TIPS

Provide a way for elected officials to build informal relationships beyond the Council or Board table (it can be as easy as sharing a meal together).

The next time a contentious issue is under discussion, try a “no rebuttal round table session” where every member has an opportunity to state their position on the issue and explain its impact from their perspective, and no member can rebut someone else's statement (when it is their turn, they must speak only to their personal perspectives).

(Details of this process, including its successes, are provided in the Enhancing Collaboration in British Columbia's Regional Districts report, found in Chapter 6, Resources.)

³ From *Unproductive Conflict vs. Productive Conflict*. See Chapter 6, Resources for link and details.

Individual strategies for productive conflict include:

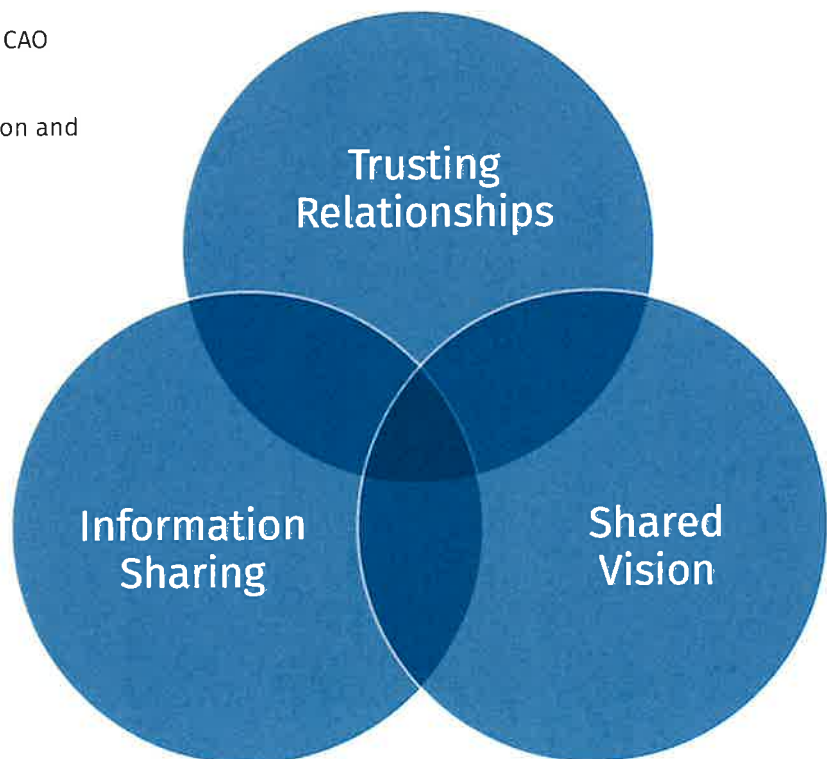
- Separating the person from the issue;
- Moving the discussion from positions to interests; and
- Seeking win-win scenarios, where solutions can meet key mutual interests.

Developing these skills can be a catalyst to move from unproductive conflict, with parties entrenched in their positions, to a place where conflicting views become a pathway to better solutions.

Focusing on trusting relationships, strong information sharing practices and a shared vision can equip a local government to ensure conflict remains productive and improve collaboration. For example:⁴

- Organizing information seminars on complex issues;
- Maintaining a strong chair/mayor and CAO leadership team; and
- Preventing the spread of misinformation and establishing a common set of facts.

“Regional issues may be more obscure than in a municipality and it is important to give all directors, from municipalities and electoral areas, the support they need to appreciate their role in creating a regional vision.”
(A B.C. regional district CAO)



⁴ Examples from *Enhancing Collaboration in British Columbia's Regional Districts*. See Chapter 6, Resources for link and details.

Contain Conduct Issues: Use Policy/Procedural Tools to Manage Meetings and Conduct, and Support Good Governance

Simply having policy and procedural tools in place are not enough; they will only be effective in managing conduct if they are used.

If the procedure bylaw supports responsible conduct or a code of conduct is in place, the mayor or chair can remind an elected official of their obligation to comply in real time when a conduct incident occurs at a meeting. Alternately, Councillors or Directors can raise a point of order in relation to the conduct.

If policy levers are not sufficient to support responsible conduct and good governance, any Council or Board member can propose an agenda item for a future meeting to discuss adoption or amendment of the needed policy.

Some examples that illustrate the range of policy levers that could be engaged are shown in the 'Align Policies, Procedures and Practices' section in the previous chapter.

"You might not be able to change behaviour, but you can change the local government's practices and system framework around it."
(A B.C. local government legal advisor)

LEADING PRACTICE TIPS

Using a procedure bylaw that specifically addresses conduct expectations, in combination with handbooks like *Robert's Rules of Order*, and *Local Government Act* and *Community Charter* provisions like the ability to expel someone acting improperly from a meeting, can be powerful tools to help contain conduct issues that arise during a meeting.

Developing a checklist for the Council or Board to evaluate its own effectiveness can be a good starting point for a check-in discussion. See Chapter 6, Resources for some sample checklists that can be customized.

Council/Board Check-ins: Find Ways to Work More Effectively Together

A Council or Board discussion – or check-in – about how to work together more effectively can provide a useful forum to identify and address areas of concern, including conduct, conflict, or collective 'blind-spots' that get in the way of effective discussion and decision-making. This can help to build trusting relationships as well as identify policy or procedural changes to overcome systemic barriers, and/or learning topics that could support both the collective and its individual participants to become more effective.

When negative conflict or conduct issues are present, these check-ins can help to clear the air, de-escalate unproductive conflict, improve communication, and help the Council or Board refocus on improving working relationships and removing barriers to its effectiveness.

These discussions can be challenging to start if a Council or Board is facing significant stress. Consider initiating them early in the term when tensions aren't high, and continue them on a regular basis after that.

Alternatively, some of the discussion can be woven into other processes, such as those in the graphic. Successes from these early discussions will reinforce the benefit of open dialogue aimed at improving relationships, and may help to create a willingness to participate in future dedicated check-ins.

Success of a dedicated check-in may depend on ensuring elected officials feel comfortable exploring their perspectives on barriers to their collective success without fear of reprisal, so that they can consider new approaches when current patterns of engaging with each other are not working.

In addition to considering external professional facilitation, Councils and Boards may wish to consider undertaking these sessions in the absence of the public, which can help to facilitate the open, honest discussion that will be needed to explore these issues.⁵



⁵ If you are discussing these matters in the absence of the public, make sure you don't also move towards making decisions, which you would need to do in an open meeting. See Chapter 6, Resources for useful resources from the Ministry of Municipal Affairs and the B.C. Ombudsperson.

LEADING PRACTICE TIPS

If you're getting stuck finding ways to work better together, especially if interpersonal dynamics are regularly getting in the way of making decisions, an external professional might be able to help. The combination of professional expertise and independence from the organization provides an opportunity for these professionals to bring new perspectives to the table and suggest approaches that may not have been considered before.

FOOD FOR THOUGHT

- › Is our Council or Board governing well? If we were to get a grade on that, what would it be? What's getting in the way? Do we regularly have discussions about this? Have we made provision for regular check-ins and getting some outside help if we need it?
- › What enhancements could be made to our policies or procedures to avoid conduct issues? Do we have specific issues that seem to be evolving that should be a priority (e.g., release of confidential information)? What can we put in place that would resolve these issues (e.g., does everyone understand their legal obligations, are there changes to our information-sharing practices that could help, and is this something the Council/Board should discuss in a check-in)?
- › What kinds of things are causing tension at the Council/Board table (e.g., whether something discussed in a closed meeting should have been in an open meeting; whether or not a member is in a conflict of interest in a particular matter; lack of respect because of such things as different political views, backgrounds, experience, age, gender identity or sexual orientation)? Would training and leadership development help? Is additional information needed, either generally or on a case-by-case basis? Are there tips or tools that could be developed to support members? Is this something the Council/Board should discuss in a check-in?
- › As an individual, self-awareness is key. Ask yourself: Am I part of the problem? Am I contributing to dysfunction or to good governance? Do I make assumptions about other Council or Board members without trying to understand their experiences or perspectives? What steps can I take to help the Board or Council work better together? What support do I need to do that? How can I help to ensure our conflict is productive?

"If local governments did less in closed meetings, there would be fewer conduct issues."

(A B.C. local government legal advisor)

CLICK HERE for links to resources referenced in this chapter.

CHAPTER 3

Resolving Conduct Issues Informally

When and Why to Consider an Informal Approach

Conduct issues can often be managed through prevention and good governance measures. Unfortunately, there are times where the issues are particularly significant or entrenched, and instead escalate or become more pervasive. In these cases, local governments may wish to consider taking additional steps to address the conduct issue.

Two approaches are available, and they are not mutually exclusive. Informal approaches are aimed at resolving conduct issues, through productive discussion toward mutually satisfactory solutions. Enforcement processes are aimed at determining whether there was a conduct contravention, and deciding on sanctions if a contravention is found.

Informal resolution can lead to better outcomes than enforcement processes because informal resolution tends to be:

- More effective in finding solutions that are satisfactory to all parties;
- Quicker, leaving less time for the problematic conduct to remain unchecked and less time for relationships to erode further;
- Less divisive since parties are brought together to work towards solutions that work for all, helping to rebuild trust and repair relationships (whereas in enforcement processes, parties oppose each other to prove or disprove a contravention); and
- Less legalistic, cumbersome and complex, which can also mean they are considerably less costly.

“I have yet to see an enforcement process where the elected official accepted the findings, so we need to make every effort to manage things before it gets to that.”

(A B.C. CAO, mid-sized municipality)

Given these advantages, many local governments are finding that in most circumstances it is well worth pursuing informal approaches to the fullest extent possible to see if they can resolve the conduct issues. In general, they are only considering enforcement processes if those informal resolution efforts are not successful.

However, despite its potential for positive outcomes, informal resolution is not appropriate for all circumstances.

Local governments will want to consider specific circumstances carefully before deciding on a course of action (and seek appropriate legal advice before proceeding). Consider the following examples.

When conduct issues impact employees:

Local governments are responsible for the safety of their employees at work. If a complaint relates to matters covered by legislated provisions to address workplace bullying and harassment, the complaint must be dealt with in accordance with the *Workers Compensation Act* and Occupational Health and Safety policies established by WorkSafeBC.

There may also be other laws, local government policies, or employment arrangements that will govern how to respond when an employee indicates they have been subjected to unsafe working conditions or inappropriate behaviour.

When conduct represents actual or threatened significant or imminent harm to persons, property or the local government:

In these situations, local governments will need to consider how best to preserve safety and security within their community. In addition to legal advice, local governments may need to consult with law enforcement.

“It’s important to remember that trust is built around understanding and respect, not necessarily agreement.”

(From the Institute for Local Government document Attributes of Exceptional Councils)

How to Pursue an Informal Approach

Informal resolution focuses on involved parties working out their differences to come to a mutually acceptable resolution that restores responsible conduct. Fairness is key, and local governments will want to consider fairness elements appropriate to the circumstances, which may be different than what is appropriate for enforcement (e.g., there may not be a need to provide parties an opportunity to be represented in informal discussions). Fairness supports informal discussions since people will be more willing to work towards solutions if they are being treated fairly. In addition, it is important to ensure that informal resolution does not jeopardize subsequent enforcement processes should they be needed. Providing an appropriate standard of fairness in informal discussions will help to meet that objective.

LEADING PRACTICE TIPS

Consider fairness training or coaching for all Council or Board members to raise awareness of the need for fair process in everything they do. This can lead to fewer conduct issues in the first place, and support informal resolution discussions if issues do arise, potentially avoiding the need for all parties to default to legal positions in the early stages of those discussions.

Who is involved in these conversations, and how the process unfolds, will depend on the situation and in part, who is willing and able to work through the issues.

The following are some common approaches; local governments should consider their own unique circumstances in deciding what methods to try.

When You Demonstrated Poor Conduct

All elected officials are accountable for their conduct and the vast majority are responsible, but lapses do occur: someone snipes in the heat of the moment that their colleague is too young, or too old, or too new to this country to have views on a topic; someone hits send on a social media post when they're still angry; someone picks on a staff member because they don't like a report's recommendations; someone takes a colleague's comment out of context in a way it was never intended. Sometimes, that someone is you.

Many elected officials find themselves in these situations; what distinguishes them is how they deal with them. Owning your part in a misunderstanding or admitting you've made a mistake or acted inappropriately is not a sign of weakness; it is a sign of strength and it is a quality common to exceptional leaders. It's also a way to build trust and respect and to repair relationships – valuable activities in one's quest to serve the community and get things done.

When faced with these situations, consider sitting down with the individual impacted by your conduct. It's a good opportunity to clear the air, to make an apology if that's in order, and to get to know each other's perspectives and experiences. It also allows you both to work through the issue and decide what else is needed to avoid further incidents and to move on.

Depending on how wide the impact, consider whether to have this conversation with the full Council or Board, and/or whether a public apology is appropriate.

"In more than six years as the Ombudsman for British Columbia, I have witnessed, again and again, how one action can make a difference in a small but meaningful way. I have observed that a sincerely offered apology will often satisfy a person who has a complaint... An apology can restore self-respect and dignity. An apology acknowledges that a mistake has been made and that the offending party will not repeat the action in question. It can help re-establish trust and assurance that the offending action was not the person's fault."

(From the BC Ombudsperson special report The Power of an Apology: Removing the Legal Barriers)

LEADING PRACTICE TIPS

If you're immersed in a conduct issue, try finding a personal sounding board – a confidante with whom you can test how your behaviour stacks up and who can give ideas about how you can resolve the issue. An elected official from another local government can be particularly helpful because they can understand what you're going through and may even have faced something similar, but can offer an impartial perspective because they are not directly involved in your situation.

When You Are on the Receiving End of Poor Conduct

An elected official impacted by the conduct of a colleague might consider meeting with them if they are willing. This can help to defuse the situation, understand other points of view, discover common ground and jointly problem solve ways to work better together. It is important to avoid accusations, so it may be prudent to prepare for the conversation by considering how best to share perspectives and find mutual interests, and by thinking about what might be needed to set things right.

Involvement of Another Person in Individual Discussions

Sometimes the two elected officials aren't able to resolve the issues themselves and having a facilitator can help. Choosing the right person depends on the situation. Typical choices include:

- The mayor or chair or their deputy;
- An official who provides advice or support in relation to conduct; or
- An independent third party with experience in dispute resolution.

The choice will depend on the nature and significance of the conduct issue, who has the needed skills, and whether all parties see the facilitator as neutral.

Many local governments avoid involving the CAO or other staff in a Council or Board conflict in this way so that staff are not seen as “taking sides,” which may cause considerable damage to elected official and staff relations.

If initial facilitated discussions aren't successful, the local government may wish to consider additional efforts to reach resolution, including negotiation and/or mediation.

Where an Individual's Conduct Impacts All Members

Sometimes the conduct at issue is not directed towards an individual, but to all or part of the Council or Board. For this, the mayor or chair, or their deputy, could initiate a discussion with the elected official whose conduct is at issue. These discussions are similar to those noted above, and could be aimed at gaining a mutual understanding of the various perspectives, identifying solutions to avoid further incident, and perhaps exploring new ways to work more effectively together. Depending on the nature and significance of the conduct, consider a facilitator for these discussions (e.g., an independent third party).

TIPS FOR THESE DISCUSSIONS

Regardless of who initiates or is involved in the conversation, there are a number of elements that can help make the discussions successful, such as:

- Ensure all discussions treat people fairly; be respectful, honest and accountable; be clear about what brought you to the discussion and what you would like to achieve; and give people an opportunity to respond;
- Have the conversation in private, and keep the discussion confidential;
- Try to start from a place of neutrality, aiming to gain an understanding of individual perspectives, intentions and impacts, and reflect on and challenge your own inherent stereotypes, assumptions and perspectives;
- Try not to judge; separate the problem from the person, actively listen, ask questions, seek clarification, and build on your understanding;
- Remain open to views about what you or others could have done differently;
- Seek common ground/mutual interests and use these as a basis for joint problem-solving to find solutions that everyone can accept; and
- Recognize that resolution may take some time and potentially a series of discussions; don't try and do this all at once as people need time to think through issues and discover solutions, and they may need time to work through complex emotions that the discussions reveal.

“Individuals sometimes ignore rules, and toxic personalities sometimes create challenges... difficult personalities on the Council create a challenging and uncomfortable environment for the Council itself... In the end, the Council must manage its own behavior and seek compliance from its own members.”
(From the Public Management article Preparing Councils for their Work by Julia Novak and John Nalbandian, August 2009, pg. 27)

Where the Conduct Issues are Systemic or Widespread

Some types of conduct lend themselves to discussions with the full Council or Board and informal resolution would begin there (e.g., certain elected officials are repeatedly interrupted, bullied or belittled by others; conduct is markedly different in closed meetings than in open ones; grandstanding becomes an issue when the public is particularly engaged and vocal at the Council or Board meeting).

In other cases, informal resolution that begins with individual discussions noted above reveals underlying causes that need to be discussed by the full Council or Board, and informal resolution would then move to these more broadly-based discussions.

This presents an opportunity for the Council or Board to engage in continuous improvement with broader discussions about how to work more effectively together.

This could involve processes discussed in Chapter 1, Fostering Responsible Conduct and Chapter 2, Maintaining Good Governance, and it is well-suited to discussion as part of a Council or Board's next check-in.

Full Council/Board discussion is appropriate whenever the conduct or its root causes indicate underlying systemic challenges, because those challenges need to be addressed in order to satisfactorily resolve the conduct issue and to avoid future incidents. Councils and Boards that find a way to identify systemic issues (e.g., preconceptions about things like gender identity, economic status, ability, race or age; lack of a common set of facts on matters discussed; gaps in a shared understanding of conduct expectations), speak about them openly and safely, and jointly develop solutions (e.g., leadership development, enhanced policy alignment) may find that conduct issues can be resolved, unproductive conflict and friction reduced, and more effective trusting working relationships established.

Professional Advice from Staff

While ultimately it is up to elected officials to restore responsible conduct of their members, senior staff can provide key support to that process. For example, they are well-positioned to:

- Provide advice about approaches to resolve conduct issues, including resolution at an individual level and potential structural, system or policy realignment;
- Provide process and technical support to individual elected officials on informal resolution and/or enforcement processes;
- Provide advice on how to ensure informal resolution processes are fair to all participants and where expert fairness advice may be needed; and
- Provide advice about when to involve a facilitator in discussions and the skills that will be important to the success of that role, and/or what other external support or advice could be considered (e.g., legal advice; involvement of law enforcement).

FOOD FOR THOUGHT

- › Is there anything in this situation that should prevent it from being considered for an informal resolution process?
- › Who is best positioned to initiate a conversation or to facilitate one if needed?
- › What support could the local government offer to elected officials who have conduct questions or concerns, or who want to better understand the process to try and deal with issues informally?
- › What is being done to support relationship-building? What can be done to ensure all voices are heard? If these were enhanced, might it be easier for elected officials to sort out conduct issues informally? Are there lessons to be learned from this process that could apply more generally to elected officials' relationships, and/or to changes needed in the local government's policies and procedures?
- › At an individual level: What triggers a change in my conduct? How can I manage that? What subconscious assumptions might be influencing my conduct? What support do I need to make a change or to sort out a conduct issue with my colleagues?

CLICK HERE for links to resources referenced in this chapter.

CHAPTER 4

Essentials of Code of Conduct Enforcement

When to Consider Enforcement

In most cases local governments find it is worth exerting considerable effort towards informal resolution, and considering enforcement only if those efforts prove unsuccessful. Conduct is often about relationships, and with the collective governance model of local governments, good working relations are critical to good governance. Informal resolution can help to maintain relationships. Enforcement processes – being lengthy, protracted affairs that sometimes pit colleagues against each other – can serve to erode relationships as well as public trust in the process and the local government.

For this reason, local governments generally find informal resolution more effective, and are more satisfied with its outcomes (see Chapter 3, 'Resolving Conduct Issues Informally' for details). If informal resolution is not attainable, local governments may wish to consider enforcement.

A local government can hold its elected officials accountable for their conduct through an enforcement process articulated within its code of conduct, so long as that process is fair. This chapter focuses on characteristics of these code of conduct enforcement processes, and what to consider in their development, but first, it points to enforcement approaches outside of a code of conduct that may be applicable.



Overview of Other Enforcement Approaches

Specific Statutory Processes

Various federal or provincial laws provide specific accountability or enforcement processes for certain conduct matters, for example:

- **Incidents and complaints regarding bullying and harassment of an employee and/or other conduct that affects employees:** Local governments are responsible for the safety of their employees at work. If a complaint relates to matters covered by legislated provisions to address workplace bullying and harassment, the complaint **must** be dealt with in accordance with the *Workers Compensation Act* and Occupational Health and Safety policies established by WorkSafeBC. There may also be other laws, local government policies or employment arrangements that will govern how to respond when an employee indicates they have been subjected to unsafe working conditions or inappropriate behaviour.
- **Application to court for a declaration of disqualification and forfeiture of financial gain for contraventions of conflict of interest and other ethical conduct requirements:** The *Community Charter*, *Local Government Act* and related legislation provide rules for conflicts of interest, inside influence, outside influence, gifts, contracts and insider information. Contraventions result in disqualifications and may result in forfeiture of any financial gain that resulted. Electors or the local government may apply to the Supreme Court for a declaration of disqualification and for an order to forfeit financial gain.

- **Prosecution of an offence:** Some contraventions of legal requirements are offences which may, at the discretion of the provincial Crown Counsel, be prosecuted in court, and convictions may result in fines and/or imprisonment (e.g., unauthorized disclosure of personal information under the *Freedom of Information and Protection of Privacy Act*, and unauthorized disclosure of certain confidential information under the *Community Charter*, *Local Government Act* and related statutes).

LEADING PRACTICE TIPS

This list is not exhaustive. There are numerous other federal or provincial laws that provide enforcement processes (e.g., Court-based prosecutions under the Criminal Code of Canada for contravention of laws related to libel or slander; Human Rights Tribunal determination of discrimination complaints under the BC Human Rights Code). Local governments will want to familiarize themselves with all applicable legislation before initiating a local government enforcement process.

Local Government Process to Decide on a Specific Alleged Conduct Contravention and Impose Related Sanctions

The courts have found that a local government has an ability to control conduct of its members in some circumstances, and local governments have relied on this to impose sanctions for contraventions on a case-by-case basis.

These case-by-case processes are similar to enforcement processes articulated within a code of conduct: both can result in sanctions; both must be undertaken using a high standard of fairness; and both are complex from a legal perspective.

However, an important distinction between them relates to whether the process is established in advance (as it is for processes articulated within a code of conduct), or whether it is developed each time it is needed (as it is for case-by-case processes).

LEADING PRACTICE TIPS

Before getting into a situation where misconduct of a Council or Board member becomes an issue, develop a code of conduct to set standards of conduct, and include within the code the process that will be used to deal with alleged contraventions.

An enforcement process articulated within a code of conduct has several advantages over a case-by-case enforcement process, as illustrated in the graphic, and is strongly recommended.

ADVANTAGES OF CODE OF CONDUCT ENFORCEMENT

ENHANCED CERTAINTY AND TRANSPARENCY IN THE PROCESS

- Everyone understands the process by which officials will be held accountable for their conduct
- Improved public confidence

IMPROVED COMPLIANCE

- Those who are subject to a code may be more likely to comply if there are known consequences for contraventions

ADMINISTRATIVE EFFICIENCIES

- Once the process is developed, using it for a subsequent contravention allegations will eliminate the need to “reinvent the wheel” each time an allegation is made

ENHANCED FAIRNESS

- Consistent use of the same process helps to ensure everyone is treated fairly
- Can help to overcome perceptions of bias in decisions about the process itself

Obtaining Legal, Law Enforcement and Other Advice About Enforcement Processes

Conduct enforcement is a complex and evolving area of law; while this guide is intended to help support local government decision-making in relation to conduct matters, it does not provide legal advice, and it is not a substitute for that advice.

Code of conduct enforcement does not replace other enforcement approaches that may be available or required, such as those described above. As a local government begins to explore what enforcement processes are available for a particular conduct contravention, it may want to consider discussing the matter with their legal advisors and, in some circumstances, with law enforcement or other agencies (e.g., WorkSafe BC for matters in which the conduct affects an employee; Office of the Human Rights Commissioner for matters that may be discriminatory).

Code of conduct enforcement is a complex process and its outcomes can be significant, so it is important for local governments to give considerable thought to how to ensure its process is sound. Articulating an enforcement process within a code of conduct is also a relatively new practice in B.C. and largely untested in the courts, which represents some legal uncertainties. These factors give rise to a critical need to seek legal advice on details of the process as it is being designed and when it is implemented.

This guide should not be used as a template for designing a code enforcement process, because some elements (e.g., what is an appropriate standard of fairness; what would comply with open and closed meeting rules; how to ensure that informal processes do not jeopardize a subsequent enforcement process; what complaints can be dismissed; what sanctions may be imposed) can vary considerably depending on specific circumstances. The considerations and current practice set out in the guide are intended to support a local government's initial thinking about these processes and as a starting point for it to have an informed discussion with its legal advisors about how to design an enforcement process that will meet its unique circumstances and needs.

Code of Conduct Enforcement: Overarching Considerations

Ensuring a Fair Process

Code of conduct enforcement processes have two stages: determining if there has been a contravention (e.g., taking complaints; conducting investigations; making determinations), and if so, making decisions on what, if any, sanctions to impose (e.g., recommendations from investigation and/or a Council/Board decision on sanctions). Fair process in both of these stages is critical.

A local government is obligated to ensure its decision processes are fair, particularly where the decision affects the interests of a specific individual.

Given the significance of these processes to elected officials, local governments need to consider how they can meet a high standard of fairness, including finding ways to ensure throughout the process that:

- The person affected by a decision is able to participate in the process before the decision is made (e.g., is notified of allegations, findings and recommendations and provided all documents and information that will be relied on by decision-makers, is provided with an opportunity to respond and sufficient time to prepare, and is given an opportunity to be represented by legal counsel at the appropriate stage);
- The decision-makers are open-minded (i.e., they have neither a conflict of interest nor a predetermined bias); and
- The decision is based on relevant evidence and, where applicable, the justification for the decision is given to the person(s) affected by it.

LEADING PRACTICE TIPS

Build timelines into the various steps of your enforcement process. This will enhance fairness, and can avoid eroding relationships further as the process drags on.

Build an informal resolution component into your code of conduct enforcement process.

Consider carefully managing the extent to which staff are involved in enforcement processes. Given the nature of these processes, critical staff-elected official working relationships can be significantly affected.

Consider specifically referring to legislated confidentiality requirements in your code of conduct, so members know how they will be held accountable for contraventions of those provisions.

Ensuring the Investigator has Sufficient Independence, Expertise and Authority

It can be extremely challenging to ensure the person conducting an investigation is free from bias or the perception of bias when investigating a colleague (i.e., where a Council/Board or one of its committees is investigating the conduct of a Council/Board member) or when there is an employer/employee relationship (e.g., where a CAO is investigating the conduct of a Council or Board member).

In order to remove this perception of bias, improve fairness, and enhance public trust in the process, investigations are most often assigned to an independent third party.

Balancing Transparency and Confidentiality

Local government legislation provides rules around what must be dealt with in open meetings, and what may or must be dealt with in closed meetings. The *Freedom of Information and Protection of Privacy Act* provide rights of access to certain records, as well as a requirement to protect personal information. A local government will need to ensure compliance with these laws as it develops and implements its enforcement processes.

Within these legislated parameters, there may be some discretion for local governments to make choices about whether to conduct some parts of the enforcement process in open or not. Where there is sufficient discretion, local governments may wish to consider where confidentiality is needed to support a fair process, where transparency is needed to enhance public confidence in the process, and how to balance these two objectives in each step of the process and overall.

For example, to protect the privacy of the individuals involved and ensure investigations are free from bias, most local governments maintain confidentiality throughout the complaint and investigation processes (e.g., notifying only those involved and requiring them to maintain confidentiality). Once the investigation is complete, and if it finds there was a contravention, the balance can sometimes shift towards transparency by providing for consideration of, and decisions on, investigators' reports and sanctions in an open Council or Board meeting. This is typically because the legislation requires this (i.e., the subject matter does not meet the criteria for discussion in a closed meeting) and/or the local government considers the public interest is best served by making these decisions transparently.

Matters of Cost, Capacity, Efficiency and Effectiveness

Decisions around process will have an impact on financial and human resource capacity. For example, decisions about who can make a complaint (e.g., elected officials, staff or the public) can significantly affect the volume of complaints and investigations. This will affect resources that will need to be dedicated to the enforcement process, since investigations can be time consuming and require people with highly specialized skills.

These considerations can help to sharpen the focus on various design elements and implementation strategies, not just for enforcement but for all elements of building and restoring responsible conduct. In addition, they may encourage reconsideration of alternative measures (e.g., prevention activities or informal resolution of conduct issues) that may have been previously discarded because of their associated costs (yet may be much less costly – both financially and in relationship impacts – than code of conduct enforcement).



and Considerations

INITIATION: What triggers the process?

How is the enforcement process initiated and who can make a complaint?

The process is typically initiated by a complaint, and complaints are allowed from any member of the Council or Board. In some cases, committee members and/or staff may also make a complaint, and in a few cases, complaints are accepted from “any person,” which would include all of the above as well as members of the public.

How is the complaint made, and what must it contain?

Typically, the complaint must be in writing, and most require these to be signed and dated by the complainant. There are varying degrees of specificity in the detail to be provided, with some codes saying nothing about this, and others requiring more specifics (e.g., detailed description of the conduct, witnesses and supporting documents).

To whom is the complaint made?

Most are delivered to the mayor/chair and/or a staff official (e.g. CAO), with provision that if the mayor/chair is involved, delivery is to the acting mayor/chair. In a few cases, delivery is to mayor and Council/chair and Board, and in some cases, complaints go to an investigator if one has been appointed.

Considerations:

- **Fair process/cost and capacity:** Fairness would dictate that at a minimum, anyone subject to a code of conduct should be allowed to make a complaint. From a public trust perspective, consideration could be given to allowing complaints from anyone impacted by the conduct (e.g., members of the public who are impacted by the erosion of good governance resulting from the conduct). The volume, and perhaps the complexity, of complaints tends to increase as the number of potential complainants increases, which will have cost and capacity impacts.
- **Fair process:** Consider timelines for making a complaint. Existing practice examples: some codes don't explicitly provide a deadline, while others tie a deadline to the breach (e.g., as soon as possible after, or within six months).
- **Fair process:** Consider how much detail to require in a complaint. Part of a fair process is enabling the respondent to respond, which would be difficult without sufficient detail as to the allegation. To be clear about process, consider explicitly stating that the respondent is to be provided notice of the allegations and an opportunity to respond before a decision to proceed to an investigation is made, perhaps with some deadlines. Existing practice examples: some codes do not provide this explicitly, while others do and provide deadlines (e.g. must respond within 14 days of notification).
- **Confidentiality/transparency:** Consider measures to ensure confidentiality until an investigation of the allegations is complete.

INFORMAL RESOLUTION: What informal resolution processes are available?

When does informal resolution occur and how is it triggered?

Most codes explicitly provide for informal resolution. Some create an informal complaint process, and encourage complainants and respondents to try informal resolution before a formal complaint is made. Some other codes encourage an attempt at informal resolution after a formal complaint has been submitted and before the complaint review process; in these cases, the CAO and/or mayor/chair become involved in that informal resolution step.

What is the informal resolution process?

Some codes that provide for informal resolution are silent as to the process. However, most others call for the complainant to address the issue directly with the respondent to encourage compliance, and/or to request the assistance of the mayor/chair to attempt to resolve the issue. In one case, a senior staff official could be called on to assist the complainant in that process, and third-party mediation is an option if these steps aren't successful in reaching resolution.

What are the timelines and fair process provisions?

There is no deadline for informal resolution where it occurs prior to receiving a formal complaint, because the de facto deadline is when a formal complaint is made. Most codes that encourage informal resolution after a formal complaint is made set a 30-day deadline to attempt informal resolution prior to an investigator being appointed. Most do not have specific fair process or transparency/confidentiality provisions for this informal stage. However, in some cases, there are specific provisions for confidentiality, and where mediation is part of the process, legal or other representation for the complainant and respondent are offered for that part of the process.

Considerations:

- **Cost/capacity/efficiency/effectiveness:** Local governments may want to consider encouraging informal resolution because that can be less costly and lead to better outcomes than investigation and sanction processes (see Chapter 3, Resolving Conduct Issues Informally).
- **Confidentiality/transparency:** Consider measures to keep informal resolution processes confidential.

APPOINTMENT OF INVESTIGATOR: Who is appointed to investigate and how are appointments made?

Who is the investigator, who makes the appointment, and on what basis?

In the majority of cases, the investigator is an independent third party, typically appointed by either the mayor/chair, the person acting in their place, or jointly by the mayor/chair and CAO. Exceptions include when the code assigns investigator duties to a position (e.g., senior staff official), or when the investigator is defined as the Council/Board or an individual or body appointed by the Council/Board. In cases where a senior staff official is assigned in the code as investigator, the code also provides for that individual to appoint an independent third party to investigate instead of the senior staff official.

What duties does the investigator perform?

Typically, investigators undertake the complaint review process, investigation and reporting of findings. In at least one case, a senior staff official is responsible for the complaint review process, and the investigator is appointed only after the complaint review process is complete, if needed. In one case, the investigator is assigned a broader range of responsibilities.⁶

What are the timelines and fair process provisions?

Several jurisdictions require the investigator be appointed within 30 days of receipt of a formal complaint (unless the matter is resolved informally within that time frame). See “Who is the Investigator” above for fair process provisions.

Considerations:

- **Fair process/investigator independence, expertise and authority:** Choosing an investigator who is free from bias is critical. This would indicate a need to appoint an independent third party, and/or ensure other mechanisms are in place to protect investigator independence. Assigning an investigation to a senior staff position, such as a CAO, is not recommended for most investigations as it would be very difficult to achieve the needed level of independence, and because the investigation could harm the staff-Council/Board relationship, compromising both the ability of the Council/Board to provide good governance and the CAO's ability to effectively perform their duties. Providing for input from the complainant and respondent on the choice of investigator can help ensure all parties agree the investigator is unbiased and qualified; this effect can be enhanced by provisions that refer to the need for investigators to have professional skills/expertise.
- **Confidentiality/transparency:** The choice of who appoints the investigator (e.g., Council/Board, mayor/chair and/or CAO) may impact when complaint information becomes public, since Council/Board decisions may need to be made in an open meeting.

⁶ City of Surrey Bylaw 20018 creates an Ethics Commissioner position and assigns a number of roles to the position, including providing advice and delivering training. See link in Chapter 6, Resources.

COMPLAINT-REVIEW PROCESS: How are complaints initially dealt with and by whom?

What is the complaint review process and who carries it out?

If informal resolution is not reached, complaints undergo an initial assessment and are either dismissed or proceed to investigation. Almost always, the investigator is responsible for the initial assessment, although in at least one code of conduct, this role is assigned to a senior staff official.

On what basis can a complaint be dismissed?

Reasons that a complaint may be dismissed are usually provided, but there is some variation on the grounds for dismissal. Many refer to complaints that are frivolous, vexatious and/or not made in good faith. Several also mention complaints that are unfounded, based on insufficient grounds, unlikely to succeed and/or beyond the jurisdiction of the code or other conduct policy.

What is the process if a complaint is dismissed?

Many do not provide a specific process. Where one is provided, there is a requirement to inform the complainant and, in at least one code of conduct, the Council or Board.

What are the timelines and fair process provisions?

Codes don't typically set timelines for this step. Some codes provide that the respondent must be notified and given an opportunity to provide an initial response prior to the complaint review process; of these, a few provide deadlines for the initial response (e.g., within 14 days of notification).

Considerations:

- **Cost, capacity, efficiency, effectiveness:** Local governments will want to consider some form of complaint-review process, to ensure that investigations aren't required when not warranted by the nature of the complaint.
- **Fair process:** Both fair process and public trust can be enhanced by being clear about the types of complaints that can be dismissed, while providing some discretion for investigators to make decisions based on their professional judgement and specific circumstance. Local governments may also want to consider whether to provide some deterrents for vexatious complaints (see Other Enforcement-Related Provisions table).
- **Confidentiality/transparency:** For complaints that are dismissed, local governments will want to consider how to treat the involved parties fairly when making decisions about whether or not to provide notification about the complaint and the reasons it has been dismissed, and the extent of that notification. For complaints that proceed to investigation, fair process would require notification to both the complainant and respondent, and opportunities for the respondent to respond during the investigation (see the Investigation table below).

INVESTIGATION: How are complaints investigated?

What is the purpose of the investigation and how is it conducted?

Investigations tend to be described quite generally (e.g., independent, impartial investigation of complaint; determine the facts, review relevant documents, conduct interviews), which provides considerable room for investigators to use their professional judgement to adapt the investigative process to meet the circumstances. Specific provisions relate to fair process, described below.

What are the timelines?

Some codes do not provide timelines. Where they are provided, timelines can refer to when the investigation begins (e.g., within 10 days, or as quickly as possible), when updates are provided (e.g., updates within 90 days after investigator's appointment) and/or when the investigation finishes (e.g., within 30 days, with extensions possible).

What are the fair process provisions?

Codes typically provide for confidential investigations and require participants to respect that confidentiality. All codes have investigation fair process provisions, that are either general (e.g., investigate in a manner that is fair, timely, confidential and otherwise accords with the principles of due process and natural justice), or more specific (e.g., complainant and respondent are provided notice, and relevant documents, respondents must be given opportunity to respond, and participants may be represented (including legal counsel)).

Considerations:

➤ **Fair process:** Whether or not specific provisions are included in the code, participants must be afforded fair process. Local governments will need to consider how they will provide key fairness elements, like:

- How respondents will be able to effectively participate, including how and when they will be provided with relevant documents, how and when they can respond (ensuring they are given sufficient time to prepare that response); and when are respondents and potentially others given an opportunity to be represented and by whom; and
- How to ensure the decision is based on relevant information (e.g., considerations around things like documentation of evidence, findings and decisions).

In addition, local governments will want to consider how much of this to detail within their code. More detail helps to ensure processes are consistently applied and things don't get missed, but may make the process less flexible and more difficult to adapt to emerging circumstances.

➤ **Confidentiality/transparency:** Considerations typically relate to how to ensure allegations and evidence remain confidential during the investigation process.

REPORTING FINDINGS: How are investigation findings and recommendations reported and to whom?

What must be in the investigator's report?

Reports must provide investigation findings. In some cases, there is a specific requirement to include findings as to whether there has been a contravention, and/or recommendations on resolution of the complaint.

Can sanctions be recommended if there has been a contravention?

There are two approaches: specific authority for the recommendations of sanctions from among a list of potential sanctions in the code; OR no specific mention of the ability to recommend sanctions, even though the code lists potential sanctions.

Can additional recommendations be made in the report?

A number of codes specifically allow any recommendation an investigator deems appropriate and also specifically provide for a recommendation that the complaint be dismissed.

To whom is the report delivered?

There are two general approaches, with some slight variation: to the Council/Board, with some also provided to a staff official; OR to the mayor/chair (with provision for the acting mayor/chair if that person is involved) with most also being provided to a staff official.

What are the timelines and fair process provisions?

There are few timelines for reporting (see Investigation table above for details). In many cases, there are explicit provisions for reports to be provided to both the complainants and respondents. A few state that the report to the mayor/chair is confidential, and in one case, there is explicit provision that if there is insufficient evidence in an investigation, the investigator reports that finding but there is to be no permanent record of the complaint.

Considerations:

- › **Fair process:** Consider how and when the complainant and respondent are informed of the findings of the investigation. Consider whether different approaches are needed if no contravention has been found as opposed to if the findings indicate a contravention.
- › **Confidentiality/transparency:** Consider whether the investigator's report is provided confidentially or not. The choice of who receives the investigator's report may impact the extent to which the report is confidential, since if the report is delivered to the Council/Board, this may be in an open meeting. Where reports are not confidential, consider whether some information must be severed to comply with legislated privacy rules. Consider whether different approaches are needed if no contravention has been found as opposed to if the findings indicate a contravention.

FINAL RESOLUTION: What actions can be taken once findings have been reported and by whom?

If the investigator's report goes to mayor/chair, does it also go to Council or Board?

Some codes require the mayor/chair to provide the report, or a summary of it, to the Council/Board, others allow that person to decide whether it should go to the Council/Board, and the remainder do not give direction to the mayor/chair as to whether or not the report should be provided to the Council/Board.

What happens if the investigation finds a contravention?

Some codes state that the decision about whether there was a contravention rests with the Council/Board. Others are less explicit, stating only that the investigator's report must state whether there has been a contravention.

If there was a contravention, who imposes sanctions and what are the parameters around that?

In no case can an investigator impose sanctions. That decision rests with the Council/Board. Codes describe what sanctions may be imposed, and in many cases, a Council/Board can choose from among those provided. In some cases, the only sanctions that can be imposed are some or all of those recommended by the investigator. In at least one case, the Council/Board is directed to consider specified factors (e.g., nature or impact of the conduct).

What are the timelines and fair process provisions?

Some codes do not articulate fair process. Others do, including: notification to the respondent prior to Council/Board consideration, stating that the respondent is entitled to respond and given time to prepare response (e.g., two weeks), stating that the respondent is entitled to be represented, including by legal counsel (some have indemnification; see 'Other Enforcement-related Provisions' table below). Some codes provide for Council/Board consideration in open meetings, while others provide for closed meetings for this.

Considerations:

- **Fair process:** Whether or not specific provisions are included in the code, participants must be afforded fair process. Local governments will need to consider how they will provide key fairness elements and how much to detail this within their code. **Refer to the fair process discussion in the 'Investigation' table above, which is relevant for this step also.** In addition, consider how to ensure an unbiased decision on sanctions. Some local governments find that limiting Council/Board discretion (e.g. may only impose sanctions recommended by investigator, or must consider specific factors) can help to reduce the potential for bias and/or ensure the decision is based on relevant information.
- **Confidentiality/transparency:** Consider relevant meeting rules and the nature of the matter. If these matters are dealt with in open meetings, consider whether some personal information should be severed; if dealt with in closed meetings, consider when and how the respondent is informed of decisions, and when and to what extent information is made available to the public (as a void of information can ultimately be filled by misinformation). Consider also whether different approaches are needed if no contravention has been found as opposed to if the findings indicate a contravention.

OTHER ENFORCEMENT-RELATED PROVISIONS: A sample of other key enforcement provisions that may be included in a code.

What enforcement provisions are there for different groups that are subject to a code?

Many codes apply only to members of the Council/Board; some also include committee members and/or staff. Where these other groups are included, codes tend to modify enforcement provisions (e.g., who deals with complaints and how this is done; what sanctions may be imposed) for each group.

Do codes provide for reimbursement of legal costs for a person involved in an enforcement process?

Some codes make provisions for reimbursement of a respondent's legal costs under certain circumstances, and with certain limits (e.g., if the person did not act in a dishonest, grossly negligent or malicious way; for the first occurrence, but not subsequently unless agreed in advance; upon request; only reasonable costs are reimbursed, sometimes with specified dollar limits).

What are the responsibilities of persons subject to the code?

Most codes require that members refrain from discussing allegations at open meetings until after investigations and Council/Board decisions on them.

Some codes require that members endeavour to resolve disputes in good faith, cooperate with informal resolution and/or not obstruct the Council/Board in investigations.

Some also require that members not act or threaten reprisal/retaliation against involved persons (i.e., complainant, respondent, witness, staff). In at least one case, for complaints that are vexatious, malicious or in bad faith, complainants are subject to disciplinary action, including sanctions in the code.

Considerations:

- **When code applies to committee members and/or staff:** All processes must be fair, and all will need to consider the confidentiality/transparency balance, but how these are applied is often different for each group. There may also be different legal or contractual requirements that would guide enforcement processes that must be considered (particularly with respect to staff).
- **Reimbursement:** Fairness can be enhanced by providing clear policy in the code, rather than dealing with reimbursement of legal costs on a case-by-case basis. In considering the potential to offer reimbursement of legal costs and limitations around that, local governments may wish to consider whether their indemnification policy could inadvertently act as a deterrent to trying to work things out informally.
- **Responsibilities:** Local governments may wish to consider whether the fairness and/or effectiveness of their enforcement processes could be enhanced by provisions such as these.

Sanctions

As described in the 'Final Resolution' table above, if the findings of an investigation indicate that there has been a conduct contravention, a Council or Board may consider what, if any, sanctions to impose.

As with other elements of a code of conduct enforcement process, legal advice is recommended as sanctions are being designed and when they are imposed.

Current Practice for Sanctions

Codes of conduct that provide details of an enforcement process also typically set out a range of sanctions that the Council or Board could impose for contraventions.

Sanctions are stated specifically, generally, or as a combination of these. For example, some codes say that the Council/Board "may impose sanctions" and follow this with a few examples, while others provide a specific list of sanctions, sometimes followed with a general provision for "any other sanction considered appropriate" by the investigator in some cases and the Council/Board in others.

Some codes also provide overarching statements that sanctions may only be imposed if they do not prevent the member from fulfilling their legislated duties of elected office.

Specific sanctions included in a sampling of B.C. codes of conduct are:

- Request letter of apology
- Mandatory education, training, coaching or counselling
- Suspension/removal from some or all committees or other bodies
- Public censure
- Letter of reprimand or formal warning
- Publication of reprimand or request for apology and member's response
- Suspension or removal as deputy/acting mayor/chair
- Restrictions on representing the local government or attending events or conferences
- Limits on travel/expenses beyond those in corporate policies
- Limiting access to certain local government facilities
- Requirement to return local government property provided for convenience
- Restrictions on how documents are provided to the member
- Reduction in compensation (in accordance with remuneration bylaw)⁷
- Written pledge promising to comply

Readers are cautioned that this listing merely presents a compilation of sanctions currently included within B.C. local government codes of conduct. They should be considered in the context of evolving law and the legal uncertainty that is discussed above. Given this, legal advice is advised on sanctions as well as other elements of a code of conduct enforcement process.

⁷ This sanction is provided for in the District of North Cowichan's code of conduct, and it is specifically linked to its Council remuneration bylaw. See Chapter 6, Resources for link.

Considerations When Imposing Sanctions

- **Fair process:** Fairness can be enhanced and the potential for bias reduced by providing direction to the Council or Board about what it must consider in making sanction decisions, or limiting Council/Board discretion to only imposing some or all of the sanctions recommended by the third-party investigator.
- **Effectiveness:** While sanctions can be imposed as a way of distancing the Council or Board from the member's conduct (e.g., public rebuke) or to penalize the member for the contravention (e.g., reduction in remuneration, imposing limits on travel or suspension of committee appointments), local governments may also wish to consider how sanctions may be used to support a return to responsible conduct and to prevent conduct issues in the future. For example, providing coaching, skills building or training can help to avoid conduct issues that stem from a misunderstanding about roles and responsibilities, from cultural assumptions or from frustration with not being able to get one's point across at a meeting. Additionally, restricting how documents are provided to the member can help to prevent a recurrence of a contravention of a duty of confidentiality.
- **Legal risk:** Sanctions are not specifically mentioned in B.C. local government legislation but local governments have been found by the courts to have the ability to manage conduct; this may include the ability to sanction in cases of the misconduct of a Council or Board member. The edges of that authority – in terms of what specific sanctions may be imposed – aren't yet clear, but some key questions to think about in imposing sanctions are set out in this graphic. Ensuring that each question can be answered with a "yes" may mean that the legal risk related to the proposed sanction is lower.

Could the sanction fall within the local government's legislated powers?

(e.g. CC/LGA fundamental and included powers; power to rescind appointments.)



If the sanction were imposed, would the elected official still be capable of fulfilling their duties of office?

(e.g., a suspension or disqualification from office would mean the elected official could not fulfill their duties of office; removal from rotation as acting mayor/chair or from a committee would not have that effect.)



Is the sanction consistent with other policies and procedures of the local government?

(e.g., do policies related to compensation allow for reduced remuneration if an elected official is found to have contravened the code of conduct?)



Were processes to determine the contravention and impose sanctions procedurally fair, with due regard to natural justice?

(e.g. notice, opportunity to be heard, open-minded decision-making, and consideration of relevant facts?)

How to Improve the Post-sanction Environment

Disqualification is not a sanction that can be imposed by a local government. Consequently, an elected official found to be in contravention of a code of conduct will continue to be a Council or Board member. By the time formal complaints are made, relationships among Council or Board members may be very strained, and the investigation and sanction process will likely further damage these relationships.

Finding effective ways to work together will become even more important, and local governments may wish to consider what specific support could be provided to the elected official found to be in contravention, and to the collective to facilitate them working effectively together again. In addition, consideration may be given to whether policy or procedure changes could support a return to responsible conduct. Local governments may also wish to consider whether to give the investigator an ability to make these types of restorative and support recommendations, which could help to move away from a singular focus on sanctions.



FOOD FOR THOUGHT

- › Is informal resolution something that would be suitable for the conduct issue at hand? If so, have we attempted that? If not, why not?
- › What enforcement processes and sanctions does our code of conduct include? Are they sufficient?
- › Do we have a process in place to review our code of conduct and what it covers? What can we learn from what we have just gone through for any future situations?
- › Does our code refer to legislated conduct rules? If so, is it clear about which enforcement processes refer to what code provisions? (e.g., court-based processes for conflict of interest, WorkSafe BC processes for bullying and harassment involving an employee, code of conduct enforcement for all others).
- › Have we done everything we can to make sure investigations and decisions are free from bias and administratively fair, and that the entire enforcement process reduces the potential for the process to be used for purely political purposes?
- › Are we providing the same standard of fairness to everyone?

“Justice Crawford sounded one important note of caution on the right of an elected council to take action regarding a council member’s misconduct. The power to decide whether a council member’s conduct falls below the expected standard of conduct must be exercised with great care and discretion:

‘Far too easily, this could turn into an abuse of process for cheap political gain, and any council that sets out in this direction must be careful in what it is doing.’”

(From the Young Anderson paper Controlling Councillor Conduct)

CLICK HERE for links to resources referenced in this chapter.

CHAPTER 5

Conclusion

Forging the Path to Responsible Conduct

Local governments are finding that putting sustained effort towards fostering responsible conduct and resolving conduct issues informally is an effective way to avoid lengthy, divisive enforcement processes, and is also necessary to sustain and maintain good governance.

Key success factors include:

- Initiating discussions towards adoption of a code of conduct before conduct issues emerge;
- Adopting a code of conduct, including details of the enforcement process to be used to address alleged contraventions of the code and the range of sanctions that may be imposed by the Council or Board if a contravention is determined;
- Building supporting structures, including policy alignment, and supporting elected official leadership and skills development;
- Finding ways to work effectively together and to build trustful, respectful working relationships, through such means as regular Council or Board check-ins; and
- Not allowing conduct issues to fester, but rather taking steps to resolve them informally early on and identify and address their underlying causes (e.g., preconceptions, mistrust, misinformation) in order to avoid future conduct issues.

“The time to adopt a code of conduct is not when you’re in the middle of a crisis – it’s when things are going well, and when it can be aspirational.”

(A B.C. regional district CAO)

When enforcement processes are needed, local governments are well served by having articulated their process within their code of conduct in advance. Key factors to consider include ensuring a high standard of fairness throughout the process (e.g., the person affected by the decision is able to participate in the process before the decision is made, the decision-maker is open-minded, and the decision is based on relevant information).

Subsequent to enforcement processes, local government have found a need to take a renewed interest in improving working relationships among the Council or Board that tend to have further eroded during the enforcement process. Efforts towards continuous improvement in fostering responsible conduct and maintaining good governance are helpful – in particular, rebuilding respectful and trustful relationships.

CHAPTER 6

Resources

Click the name of the resource in dark blue to link to the website.

Please note: the following links were up-to-date at time of publication. If the links do not work, most of these resources can be found by conducting a web search using the name and organization listed below.

Chapter 1: Fostering Responsible Conduct

Featured Resources

- Working Group on Responsible Conduct materials:
 - [Foundational Principles of Responsible Conduct for BC Local Governments](#) describes key principles to guide elected officials' conduct.
 - [Getting Started on a Model Code of Conduct for Your Council/Board: Model Code of Conduct](#) and its [Companion Guide](#) provide a model code that local governments can modify to meet their needs, and describes things to think about when developing a code; the Companion Guide provides links to numerous resources, including several B.C. local government codes of conduct.
 - The Ministry of Municipal Affairs and Local Government Management Association publication [Procedure Bylaw Guide: For B.C.'s Local Governments](#) explains legislative requirements, provides best practices, and sets out questions to consider in developing procedure bylaw amendments.
- Other local government resources:
 - Oath of office: [City of Kelowna](#)
 - Social media policies: [District of Saanich Code of Conduct, s.6](#)
 - Information-sharing practices: District of North Vancouver policy [Staff Handling of Individual Council Member Requests for Information](#) (see Corporate Administration tab)
 - Conduct expectations for the public: [District of North Cowichan Public Input and Meeting Conduct Policy](#) and [Respectful Places Bylaw](#)
 - Checklists and educational tools: [District of Sparwood Code of Conduct Quick Reference Guide to Accepting and Disclosing Gifts](#)

Click the name of the resource in dark blue to link to the website.

Other Resources

- [B.C. Human Rights Code](#)
- [Local Government Leadership Academy website](#)
- [Local Government Management Association resources webpage](#)
- Institute for Local Government (California) publications:
 - [Developing a Local Agency Ethics Code: A Process-oriented Guide](#)
 - [Ethics Code Menu/Worksheet](#)
- Province of B.C. video [Roles and Responsibilities of a Locally Elected Official](#)
- Province of B.C. video [Characteristics of Effective Locally Elected Officials](#)

Chapter 2: Maintaining Good Governance

Featured Resources

- [Enhancing Collaboration in British Columbia's Regional Districts](#) (2014, by Jennie Aitken of the University of Victoria in collaboration with the Ministry of Community, Sport & Cultural Development, Union of B.C. Municipalities and LGMA) is a research study with findings that show what can support collaboration, and it provides a number of recommendations in relation to this; a [checklist](#) summarizes these recommendations.
- [Local Government External Resource Database](#) provides areas of speciality and contact information for professionals who work with local governments on governance and other critical issues.
- The Province of B.C.'s short videos [What Contributes to Effective Local Government Decision-making](#) and [Roles and Responsibilities of a Locally Elected Official](#) focus on key elements related to effective governance.
- [Sample customizable self-evaluation checklists for Councils and Boards](#).
- [B.C. Ombudsperson Complaint Handling Guide](#) and [First Nations Health Authority](#) provide information on treating people with dignity and respect and building cultural humility.

Other Resources

- Ministry of Municipal Affairs webpage [Local Government Open Meeting Rules](#)
- B.C. Ombudsperson special report [Open Meetings: Best Practices Guide for Local Governments](#)
- Candice Martin presentation on Prezi.com [Unproductive Conflict vs. Productive Conflict](#)
- Institute for Local Government (California) publications:
 - [Leadership & Governance: Tips for Success](#)
 - [Tips for Promoting Civility in Public Meetings](#)
 - [Understanding the Role of the Chair](#)
 - [Working Together to Achieve Ones' Goals](#)
 - [Dealing with Bumps in the Road](#)

Click the name of the resource in dark blue to link to the website.

Chapter 3: Resolving Conduct Issues Informally

Featured Resources

- B.C. Ombudsperson report [The Power of an Apology: Removing the Legal Barriers](#) and [Quick Tips on Apologies](#)
- *Public Management* article [Preparing Councils for their Work](#), Julia Novak and John Nalbandian (August 2009, pg. 27)
- [Local Government External Resource Database](#) provides areas of speciality and contact information for professionals who work with local governments on governance and other critical issues.
- Institute for Local Government (California) publication [Dealing with Bumps in the Road](#) provides strategies for dealing with elected official and staff relationship challenges, which may also be useful when taking informal steps to resolve conduct issues among elected officials informally.

Resources

- [Getting to Yes: Negotiating an Agreement Without Giving In](#); Roger Fisher and William Ury, with Bruce Patton, Editor
- Institute for Local Government (California) publication: [Attributes of Exceptional Councils](#)

Chapter 4: Essentials of Code of Conduct Enforcement

Featured Resources

- [Getting Started on a Model Code of Conduct for Your Council/Board: Model Code of Conduct](#) and its [Companion Guide](#) – of particular interest to enforcement are links to several B.C. local government codes of conduct, many of which articulate enforcement provisions, located within the *Companion Guide*.
- [City of Surrey Bylaw 20018](#) creates an Ethics Commissioner position and assigns a number of roles to the position, including providing advice and delivering training.
- District of North Cowichan's code of conduct provides for a sanction to reduce remuneration, noted in its [Council remuneration bylaw](#).

Other Resources

- B.C. Ombudsperson resources [Fairness in Practice Guide](#), along with [Fairness by Design](#) and [Quick Tips: Essentials of Procedural Fairness](#)
- Young Anderson report [Controlling Councillor Conduct](#) by Barry Williamson, 2013.
- B.C. Ministry of Municipal Affairs webpage [Ethical Standards for Locally Elected Officials](#)
- Union of British Columbia Municipalities fact sheet [Conflict of Interest](#)
- WorkSafe BC's [bullying and harassment resource toolkit](#) along with [A Handbook on Addressing Workplace Bullying and Harassment](#)
- [B.C.'s Office of the Human Rights Commissioner](#) and [B.C. Human Rights Tribunal](#) websites provide links to information and resources about the Human Rights Code, prohibited discrimination and how to file a complaint with the Human Rights Tribunal.

WORKING GROUP ON RESPONSIBLE CONDUCT

The Working Group on Responsible Conduct is a joint initiative between the Union of BC Municipalities, the Local Government Management Association of British Columbia, and the B.C. Ministry of Municipal Affairs. The group was formed to undertake collaborative research and policy work around issues of responsible conduct of local government elected officials.



COMPANION GUIDE

Getting Started on a Code of Conduct for Your Council / Board

August 2018; updated April 2021

Produced by the Working Group on Responsible Conduct

What is Responsible Conduct?

Responsible conduct is grounded in conducting oneself according to principles such as honesty and integrity, and in a way that furthers a local government's ability to provide good governance to their community

Keep in mind...

before thinking about the content of your Code of Conduct, ensure that everyone is on the same page about what you want to achieve and how you want to get there. Agreeing on the objectives and the process upfront will help make the Code of Conduct more meaningful and successful

Introduction

The Working Group on Responsible Conduct has developed a model Code of Conduct that can be used as a starting point by local government councils/boards to develop their own customized Code of Conduct.

This companion guide provides discussion questions, things to keep in mind, and other helpful tips and resources to facilitate a council/board's conversation in developing their own Code of Conduct. This guide is also useful for councils/boards that already have a Code of Conduct in place, but may want to review or refresh it.

What is a Code of Conduct?

A Code of Conduct is a written document that sets shared expectations for conduct or behaviour. A council/board can adopt a Code of Conduct to establish expectations for how members should conduct themselves while carrying out their responsibilities, and in their work as a collective decision-making body for their community.

Responsible conduct of elected officials is not optional; it is essential to good governance. A Code of Conduct is one tool that can be used by a local government council/board to promote or further responsible conduct. Information about complimentary tools can be found in "*Forging the Path to Responsible Conduct in Your Local Government*" (see "*List of Resources & Helpful Links*" section in this guide).

Before you get Started

Before you discuss the content of your Code of Conduct, it is important to ensure that all council/board members understand the purpose of embarking on the development of a Code of Conduct, have clear expectations about what the Code of Conduct will/will not do, and that there is consensus on the process for developing it.

Ensuring that everyone is on the same page before diving into the details of your Code of Conduct will help make the development process easier and the Code of Conduct more meaningful. Ask yourselves:

- Q Why is developing a Code of Conduct important to us?
- Q What are our key objectives in developing a Code of Conduct?
- Q Do we each understand the role of a Code of Conduct (i.e. that it is in addition to, not instead of, legal rules and local government policies)?
- Q What kind of process do we want to undertake to develop our Code of Conduct? Do we want to do this ourselves, with staff or get assistance from a facilitator or other consultant?
- Q Would we benefit from training or education about responsible conduct or Codes of Conduct generally before we get started on developing our own?
- Q Should our staff check in with other local governments that have already developed a Code of Conduct?

★ **TIP:** It may take multiple sessions and a variety of approaches to develop a Code of Conduct that works for you – don't feel you have to get it done in one sitting or using any one particular method.

Setting the Scope

Developing a Code of Conduct requires consideration about its scope, including who it applies to and in what capacity. For example, the model Code of Conduct prepared by the Working Group on Responsible Conduct is intended to apply to local elected officials.

Keep in mind...

that elected officials must always conduct themselves in accordance with the law – this includes rules set out in local government legislation and other legislation, such as human rights rules. Ensure that your Code of Conduct is consistent with existing laws and policies

When thinking about the scope and application of your Code of Conduct, ask yourselves:

- Q Other than the elected members of your council/board, will the Code of Conduct apply to anyone else over which the local government has authority (e.g. senior staff)? If it includes staff, how will that work with existing policies and laws (e.g. employment contracts, collective agreements, workplace laws/policies)?
- Q Will the Code of Conduct apply to any or all of your local government committees and/or commissions? If so, are there specific considerations, limitations or criteria on how the Code of Conduct will apply to these bodies?
- Q Will the Code of Conduct apply to elected members in carrying out all of their roles and responsibilities in all circumstances (e.g. when an elected official sits on an advisory committee with members of the public and others not covered by a council/board's Code of Conduct)?

★ **TIP:** Make sure the scope of your Code of Conduct aligns with the objectives you initially identified for developing a Code of Conduct. The broader the scope of the Code of Conduct, the more difficult it may be to implement and put into practice.

Thinking about Principles & Values

The model Code of Conduct developed by the Working Group on Responsible Conduct is built on four key foundational principles -- *integrity, respect, accountability, and leadership and collaboration*. At a minimum, every Code of Conduct should incorporate these four principles, but your council/board may want to build on these principles and provide more context regarding the values and objectives underlying the Code of Conduct. Ask yourselves:

- Q Are there additional principles that are fundamentally important to our council/board (e.g. openness; impartiality; transparency; equity)? If so, what are they and how are they defined? Should they be included in our Code of Conduct?
- Q Are there particular values that are important to us that should be explicitly articulated as value statements in our Code of Conduct (e.g. "we practice high standards of ethical behaviour and conduct our decision-making in an open and transparent way to inspire trust"; "we strive for continuous improvement"; "we believe that different lived experiences, diverse ideas and conflicting views help us make better decisions for the community")?
- Q Are there principles in our Code of Conduct that we want to include in other policies or procedures to ensure our expectations for conduct are consistent (e.g. ensure any principles set out in the procedure bylaw are consistent with principles set out in the Code of Conduct)?

★ **TIP:** Use clear, concise language that can be easily understood by everyone at all levels of the organization, as well as the public.

Keep in mind...

that a Code of Conduct does not need to be complex or elaborate – it simply needs to spell out the standards your council/board feels are important to be commonly understood

Setting Standards of Conduct

The model Code of Conduct developed by the Working Group on Responsible Conduct sets out a range of standards of conduct that reflect the four key foundational principles. Because these are broadly applicable, they are necessarily written as general statements.

Your council/board can customize by adding other standards, expanding on the ones provided or by providing specific statements or examples of expected behaviour. Ask yourselves:

Q Are there specific behaviours that should be identified and encouraged under our Code of Conduct? For example:

- members should listen courteously and attentively to all discussions at the council/board meeting, and focus on the business at hand
- members must make every effort to show up to all meetings on time and well prepared to take an active role in the business at hand
- members should always consider the **impact** that their choice of language may have on other individuals, regardless of the members's intent

Q Are there specific behaviors that should be identified and discouraged under our Code of Conduct? For instance:

- members must not interrupt each other during a meeting, including by talking over another person
- members must not engage in specific physical actions or language, such as shaking a fist, eye rolling, turning their back to people who are speaking, making faces, pointing aggressively, using curse words, using racist, sexist, trans/gender phobic or ageist slurs, or making comments about a person's appearance
- members must stop talking and pay attention when the chair is talking or seeking order

★ **TIP:** No Code of Conduct will capture every situation that may arise. Consider which standards of conduct matter the most to your council/board now and incorporate additional standards as needed.

★ **TIP:** Look at other published Codes of Conduct for ideas you feel may be appropriate for your council/board's Code of Conduct (see "List of Resources & Helpful Links" section of this guide).

★ **TIP:** Ensure that your standards of conduct are clear and easy to interpret (e.g. any member should be able to see whether they are or are not meeting the standard).

Keep in mind...

that it is important to balance rules about appropriate conduct (including language, communication and other physical actions) with the importance of open discourse that is necessary for governing bodies

Keep in mind...

that achieving consensus at the council/board table about the content of the Code of Conduct may be challenging, but having these difficult conversations is an important part of developing a meaningful Code of Conduct

Incorporating other Provisions

Local governments may choose to include additional provisions in their Code of Conduct, such as ones related to supporting compliance and enforcement. Such provisions are not required; articulating an enforcement process within a Code of Conduct is a relatively new practice in BC and there are still uncertainties. At the same time, depending on a council's or board's shared understanding of the purpose of its Code of Conduct, provisions related to informal resolution, administratively-fair formal processes and sanctions may be considered useful. Ask yourselves:

- Q What measures do we have in place for continuous improvement at our council or board, to foster responsible conduct, maintain good governance and resolve conduct issues informally? In other words, are we putting sufficient effort into prevention and informal resolution of conduct issues? If we don't have anything in place, what should we consider to help prevent and informally address less-than-responsible conduct?
 - Q Are there provisions to support compliance that we could include in our Code of Conduct that are consistent with our shared understanding of the purpose of our Code? (e.g. requirements for members to acknowledge they understand and will abide by Code of Conduct; requirement that members endeavor to resolve interpersonal disputes in good faith; articulate informal resolution processes and/or formal enforcement processes and sanctions)?
 - Q What expert advice (e.g. legal) do we need to develop administratively fair formal enforcement processes and appropriate sanctions? Do we have the resources and capacity to follow through on such enforcement processes if they are needed (e.g. to ensure independent impartial investigation of a complaint)?
 - Q Does everyone understand what sanctions can/cannot be included in a Code of Conduct? What do we have in place to improve the post-sanction environment (e.g. to repair relationships among council and board members)? How will we move forward constructively as a collective?
- ★ **TIP:** Review "*Forging the Path to Responsible Conduct in Your Local Government*" if considering additional provisions related to enforcement (see "*List of Resources & Helpful Links*" section in this guide).

Keep in mind...

there may be stereotypes, faulty assumptions or misinformation behind some conduct issues; what equity training, education or other actions will be needed to support prevention?

Keep in mind...

that local governments **cannot** impose disqualification from office as a sanction for a Code of Conduct breach

Incorporating other Policies

Local governments are likely to have a range of existing policies on a number of topics, from communications to information management to human resources. A Code of Conduct may be a useful place to connect to some of these policies. Ask yourselves:

- Q What existing policies do we already have that could be referenced in our Code of Conduct (e.g. respectful workplace policy; use of social media; handling of information; gifts and personal benefits)?
- Q Are there any existing policies that need to be updated to reflect or reference the Code of Conduct?
- ★ **TIP:** You do not need to replicate all of your organization's existing policies in a Code of Conduct. Key policies can simply be referenced where appropriate, throughout your Code of Conduct.

Keep in mind...

that if it is challenging to achieve consensus at adoption or any other stage of the development process – don't be afraid to seek out a facilitator or another consultant

Adopting and Publishing your Code of Conduct

Once you have come to a consensus on the content of your Code of Conduct, ask yourselves:

- Q How will we try to ensure that all members are comfortable with a Code of Conduct that is adopted? What can we do if some members disagree with the Code of Conduct?
- Q Should each council/board member formally commit to the Code of Conduct in some way? What would this look like (e.g. each member signs the document)?
- Q How are we going to communicate or present the Code of Conduct to staff, the public and others? Should it be on our website? How else can we make it known?
- ★ **TIP:** Make sure your Code of Conduct is easily accessible by everyone in the organization, as well as the public.

Keep in mind...

that making your Code of Conduct accessible, transparent and available to the public will help build public confidence and demonstrate a commitment to good governance

Putting the Code of Conduct into Action

Finding ways to integrate the Code of Conduct into your ongoing governance will help ensure that it remains a relevant and effective 'living' document. Consider how you will maintain, use and keep your Code by Conduct 'alive' and meaningful by asking yourselves:

- Q How will we use and refer to the Code of Conduct (e.g. by including it in every agenda package? Displaying it on the wall? Framing it on every member's desk?)?
- Q Should there be education or any other supports for our council/board members or employees about the Code of Conduct (e.g. at a set time such as the start of every term)? How will new members be oriented to it (e.g. after a by-election)?
- Q How do we know that the Code of Conduct is working for us? How will we review and evaluate the Code of Conduct (e.g. when/how often should we review it? Should there be a set process for reviews? How will changes be incorporated)?
- ★ **TIP:** It may be useful to establish a process for feedback on the Code of Conduct to ensure that when a review happens, all of the relevant feedback is readily available and can be considered.

Keep in mind...

that your Code of Conduct is not 'set in stone'; it can be and should be revisited and reviewed regularly

List of Resources & Helpful Links

WORKING GROUP ON RESPONSIBLE CONDUCT RESOURCES

Model Code of Conduct

http://www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Governance/Working~Group~on~Responsible~Conduct/MODEL_CODE_OF_CONDUCT_Aug2018_FINAL.pdf

Responsible Conduct of Local Elected Officials Website (Policy Paper; Foundational Principles Brochure)

<https://www2.gov.bc.ca/gov/content/governments/local-governments/governance-powers/conduct-of-locally-elected-officials/responsible-conduct>

Responsible Conduct of Local Elected Officials – Consultation Paper (March 2017)

http://www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Governance/Working~Group~on~Responsible~Conduct/ResponsibleConductLocalGovtElectedOfficials_Consultation_Paper_March302017.pdf

Forging the Path to Responsible Conduct in Your Local Government (April 2021)

<https://www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Governance/Working~Group~on~Responsible~Conduct/Forging%20the%20Path%20to%20Responsible%20Conduct.pdf>

EXAMPLES OF LOCAL GOVERNMENT CODES OF CONDUCT (BC)

City of Abbotsford

<https://municipal.qp.gov.bc.ca/civix/document/id/coa/coaother/c00708>

District of Sparwood

<https://sparwood.civicweb.net/document/67075>

District of Saanich

<https://www.saanich.ca/assets/Local~Government/Documents/Bylaws~and~Policies/Council~Policies/code-of-conduct.pdf>

City of Surrey

https://www.surrey.ca/sites/default/files/bylaws/BYL_reg_20020.pdf

District of North Cowichan

https://www.northcowichan.ca/assets/Municipal~Hall/Policies/Council_Policy_Standards_of_Conduct.pdf

City of Prince George

https://www.princegeorge.ca/City%20Hall/Documents/Mayor%20and%20Council/Council_Code_of_Conduct.pdf

District of North Vancouver

<http://app.dnv.org/OpenDocument/Default.aspx?docNum=2611131>

Regional District of Okanagan Similkameen

<https://www.rdos.bc.ca/assets/BOARD/Policies/Code-of-Ethics-Policy.pdf>

Regional District of Central Okanagan

https://www.regionaldistrict.com/media/201242/Code_of_Conduct.pdf

District of Sooke

<https://sooke.civicweb.net/document/11215>

Thompson-Nicola Regional District

<https://tnrd.civicweb.net/document/148611>

RESOURCES ABOUT ROLES AND RESPONSIBILITIES

Town of Smithers (orientation manual)

[https://www.smithers.ca/uploads/2018_Elected_Officials_Orientation_Handbook_\(with_attachments_links\).pdf](https://www.smithers.ca/uploads/2018_Elected_Officials_Orientation_Handbook_(with_attachments_links).pdf)

RESOURCES ABOUT SOCIAL MEDIA POLICIES

Social Media Resource Guide (Alberta Urban Municipalities Association)

https://www.auma.ca/sites/default/files/Advocacy/Programs_Initiatives/citizen_engagement/social_media_resource_guide.pdf
[Note: page 26 pertains to Elected Officials and Social Media Policy]

Islands Trust (sample policy)

<http://www.islandstrust.bc.ca/connect/social-media-guidelines/>

District of Sparwood (sample policy)

<https://sparwood.civicweb.net/filepro/document/45294/Social%20Media%20Policy.pdf>

City of Guelph (sample policy)

<http://guelph.ca/news/social-media/social-media-principles-and-guidelines-for-elected-officials/>

RESOURCES ABOUT HARASSMENT / HUMAN RIGHTS

City of Vancouver: Human Rights & Harassment policy

<https://policy.vancouver.ca/AE00205.pdf>

City of Richmond: Respectful Workplace Policy

https://www.richmond.ca/shared/assets/Respectful_Workplace_Policy22820.pdf

District of Sooke: Anti-bullying Policy

<https://sooke.civicweb.net/document/11213>

RESOURCES ABOUT PRIVACY & HOW INFORMATION IS HANDLED

Privacy Management (Office of the Information & Privacy Commissioner)

<https://www.oipc.bc.ca/guidance-documents/1545>

District of Saanich (sample privacy management policy)

<http://www.saanich.ca/assets/Local~Government/Documents/Bylaws~and~Policies/privacy-management-may-2017.pdf>

RESOURCES ABOUT PROCEDURE BYLAWS

Procedure Bylaw Guide: For BC's Local Governments

https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/governance-powers/procedure_bylaw_guide_for_bc_local_governments_december_2020.pdf

Produced by the Working Group on Responsible Conduct

The *Working Group on Responsible Conduct* is a joint initiative between the Union of BC Municipalities, the Local Government Management Association, and the Ministry of Municipal Affairs. The Group was formed to undertake collaborative research and policy work around issues of responsible conduct of local government elected officials.



MODEL CODE OF CONDUCT

Getting Started on a Code of Conduct for Your Council / Board

Produced by the Working Group on Responsible Conduct

Updated in October 2022



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The *Working Group on Responsible Conduct* is a joint initiative between the Union of BC Municipalities, the Local Government Management Association, and the Ministry of Municipal Affairs. The Group was formed to undertake collaborative research and policy work around issues of responsible conduct of local government elected officials.

INTRODUCTION & EXPLANATORY NOTES

What is a code of conduct?

- A code of conduct is a written document that sets shared expectations for conduct or behaviour. A local government council or board can adopt a code of conduct to establish shared expectations for how members should conduct themselves while carrying out their responsibilities and in their work as a collective decision-making body for their community.
- Responsible conduct of elected officials is not optional; it is essential to good governance. Responsible conduct refers to how government elected officials conduct themselves with their elected colleagues, with staff, and with the public. It is grounded in conducting oneself according to principles such as integrity, accountability, respect, and leadership and collaboration.
- A code of conduct is one tool that can be used by a local government council or board to promote or further responsible conduct. See the [Forging the Path to Responsible Conduct in Your Local Government](#) guide for complementary tools.

What is the purpose of this document?

- The purpose of this document is to provide local government council or board members with a model code of conduct which establishes a set of principles and general standards of conduct that can be used as a starting point to develop their own code of conduct.
- This model code of conduct may also be useful for councils or boards who already have a code of conduct in place but are required to consider updating their code following the 2022 general local elections.
- The Working Group on Responsible Conduct has also developed a “Companion Guide” to accompany this document that provides discussion questions, things to keep in mind, and other tips to facilitate a council or board’s conversation in developing a code of conduct.
- The general standards of conduct set out in this model code of conduct reflect the foundational principles of integrity, respect, accountability, and leadership and collaboration. Local governments are required to reflect on these principles when considering whether to establish or update a code of conduct.
- Councils or boards may choose to customize and expand on the general standards of conduct provided in this model code of conduct by:
 - Adding examples of specific behaviours or other details to further elaborate on the standards of conduct that are provided;
 - Including additional standards of conduct that address topics of importance to the council or board and which are not directly dealt with by the standards of conduct already provided;
 - Including additional provisions in the code of conduct to support compliance or to cover informal resolution processes, formal enforcement processes such as complaints investigation and final resolution, and sanctions; and/or

- Incorporating, referencing or attaching other policies that are generally related to responsible conduct (such as social media policies), where a council or board feels it is appropriate.

What are some considerations in developing and using a code of conduct?

- In developing a code of conduct, council or board members should consider not just the content of the code of conduct, but also how to make it meaningful for members, both as individuals and as a collective decision-making body. While there is no ‘right’ way to develop and use a code of conduct, councils or boards should consider the following to maximize the effectiveness of their code of conduct:
 - *Don’t overlook the importance of the process when developing and adopting a code of conduct:* How a code of conduct is developed and adopted matters; providing opportunities for council or board members to discuss not just the “what” but also the “why” of a code of conduct will help ensure its effectiveness.

To start with, understanding the context for developing and adopting a code of conduct is important – is the council or board being proactive or have there been particular incidents of concern; does the council or board need to consider its collective “blind spots”, such as identifying and airing subconscious assumptions or systemic barriers? Discussing the language and content of the code of conduct and how it can best be customized to meet the needs of the council or board and individual members is also important. Discussing shared expectations as a part of the orientation process for newly elected officials or including the code of conduct as an outcome of a strategic planning process (with dedicated follow-up opportunities for development) could be good ways of ensuring a code of conduct is adopted in a meaningful way.

- *Make the code of conduct meaningful:* Finding ways to integrate the code of conduct into the council or board’s ongoing governance will help ensure that it remains a relevant and effective living document. For instance, some councils or boards may choose to refer to the code of conduct at every meeting; others may have a copy included in every agenda package or framed on the wall in the meeting room or placed on the desk of each elected official as a regular point of reference.
- *Make sure the code of conduct is consistent with existing laws and policies:* Council or board members may include a variety of topics in their code of conduct. Where existing laws or policies deal with topics they choose to include in their code of conduct (i.e., privacy legislation; Human Resources policies; etc.), they must ensure that their code of conduct is consistent with those laws and policies.
- *Offer ongoing advice, education, and support:* A council or board will also want to consider how members can best be supported in working with their code of conduct. This could include, for example, general education around the purpose of codes of conduct, opportunities for members to receive specific advice on how the code of conduct should be interpreted and applied, as well as other ongoing opportunities for support and education – for example, orientation when new members join the council or board or regular debriefings following council or board meetings to discuss how effectively the code of conduct guided the discussion.
- *Revisit it regularly:* Council or board members should approach their code of conduct as a living document to be reviewed and amended from time to time, to ensure that it remains a relevant and

effective tool. At a minimum, councils and boards are required to consider updating their code of conduct following a general local election; however, it is encouraged that councils and board review it more often than once per term.

MODEL CODE OF CONDUCT ¹

A. INTRODUCTION

As local elected representatives (“members”), we recognize that responsible conduct is essential to providing good governance for the [city / municipality / regional district / district] of [name of local government].

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.

B. HOW TO APPLY AND INTERPRET THIS CODE OF CONDUCT

This code of conduct applies to the members of [city / municipality / regional district / district] of [name of local government]. It is each member’s individual responsibility to uphold both the letter and the spirit of this 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 or board.

¹ Some sections of this code of conduct include additional information in a shaded box. This information is for guidance and context only and is not intended to be included in a local government’s code of conduct.

C. FOUNDATIONAL PRINCIPLES OF RESPONSIBLE CONDUCT

Information about the Foundational Principles:

The foundational principles of integrity, respect, accountability and leadership and collaboration have been identified by the Working Group on Responsible Conduct as being important to promoting and furthering responsible conduct and should be incorporated into every code of conduct.

A high-level definition of each foundational principle, along with a general description of the type of conduct that upholds each principle, is provided below. These principles are intended to provide members with a shared understanding of responsible conduct and guide them in fulfilling their roles and responsibilities both as individual elected officials and as a collective council or board. Key standards of conduct are set out in subsequent sections of this model code of conduct to provide specific examples of the types of conduct that demonstrate the foundational principles.

These four principles, in conjunction with the key standards of conduct, can be used as a guide for elected officials against which to assess their own conduct.

1. **Integrity** – means conducting oneself honestly and ethically.
2. **Respect** – means valuing the perspectives, wishes, and rights of others.
3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one's actions.
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.

D. OPTIONAL: VALUE STATEMENTS

Information about including Value Statements:

A council or board may wish to customize their code of conduct to include 'value statements'. These are high-level statements that identify the values that the council or board consider important and feels should be included for context in their code of conduct.

A council or board may find the "Companion Guide" to this code of conduct useful as they consider how 'value statements' may be incorporated into their own code of conduct.

E. STANDARDS OF CONDUCT

Information about the Standards of Conduct:

The following section provides general standards of conduct that reflect the foundational principles identified above. A council or board can customize their code of conduct by including additional standards of conduct, or by expanding on existing standards of conduct to more clearly demonstrate how a member can exemplify responsible conduct.

A council or board may find the “Companion Guide” to this code of conduct useful as they consider how these general standards of conduct may be customized to best fit their needs.

Integrity: Integrity is demonstrated by the following conduct:

- Members will be open and truthful in all local government dealings, while protecting confidentiality where necessary.
- Members will behave in a manner that promotes public confidence, including actively avoiding any perceptions of conflicts of interest, improper use of office, or unethical conduct.
- Members will act in the best interest of the public and community.
- Members will ensure actions are consistent with the shared principles, values, policies, and bylaws collectively agreed to by the council or board.
- Members will demonstrate the same ethical principles during both meetings that are open and closed to the public.
- Members will express sincerity when correcting or apologizing for any errors or mistakes made while carrying out official duties.

Respect: Respect is demonstrated through the following conduct:

- Members will treat elected officials, staff, and the public with dignity, understanding, and respect.
- Members will acknowledge that people’s beliefs, values, ideas, and contributions add diverse perspectives.
- Members will create an environment of trust, including displaying awareness and sensitivity around comments and language that may be perceived as offensive or derogatory.

- Members will refrain from any form of discriminatory conduct against another elected official, staff, or the public.
- Members will honour the offices of local government and fulfill the obligations of Mayor/Chair and Councillor/Director dutifully.
- Members will recognize and value the distinct roles and responsibilities of local government staff.
- Members will call for and expect respect from the community towards elected officials and staff.
- Members will ensure that public statements and social media posts that concern other elected officials, staff, and the public are respectful.

Accountability: Accountability is demonstrated through the following conduct:

- Members will be transparent about how elected officials carry out their duties and how council conducts business.
- Members will ensure any information and decision-making processes are accessible to the public while protecting confidentiality where necessary.
- Members will correct any mistakes or errors in a timely and transparent manner.
- Members will accept and uphold that the council/board is collectively accountable for local government decisions, and that individual elected officials are responsible and accountable for their behaviour and individual decisions.
- Members will listen to and consider the opinions and needs of the community in all decision-making and allow for public discourse and feedback.
- Members will act in accordance with the law, which includes, but is not limited to, the statutes, bylaws, and policies that govern local government.

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

- Members will demonstrate behaviour that builds public confidence and trust in local government.

- Members will provide considered direction on municipal policies and support colleagues and staff to do the same.
- Members will educate colleagues and staff on the harmful impacts of discriminatory conduct, and take action to prevent this type of conduct from reoccurring if necessary
- Members will create space for open expression by others, take responsibility for one's own actions and reactions, and accept the decisions of the majority.
- Members will advocate for shared decision-making and actively work with other elected officials, staff, the public, and other stakeholders to achieve common goals.
- Members will foster positive working relationships between elected officials, staff, and the public.
- Members will commit to building mutually beneficial working relationships with neighbouring First Nations to further advance reconciliation efforts.
- Members will positively influence others to adhere to the foundational principles of responsible conduct in all local government dealings.

F. ENCOURAGED: ENFORCEMENT MECHANISMS

Information about including Enforcement Mechanisms:

A council or board may want to include enforcement mechanisms to support compliance of their code of conduct. These mechanisms may include informal resolution, administratively fair and formal complaint processes, third-party investigators, and sanctions. Local governments are always first encouraged to focus on continuous improvement to foster responsible conduct, maintain good governance, and resolve conduct issues informally. A council or board may want to consult the "Companion Guide" and the "Forging the Path to Responsible Conduct in Your Local Government" guide for tips and resources that support the development of practical enforcement mechanisms.

G. OPTIONAL: ADDITIONAL POLICIES

Information about including Additional Policies:

A council or board may choose to include additional policies as part of their code of conduct. These additional policies may be useful in addressing matters of importance that require deeper attention or that are connected to the four foundational principles. Some examples of the types of policies that a council or board could include are provided below.

A council or board may want to consult the “Companion Guide” for tips and resources for including additional policies.

Policies About Communications

- *Use of social media by members.*
- *How members communicate as representatives of the local government.*

Policies About Personal Interaction

- *Interactions between members and others, such as the public, staff, bodies appointed by the local government, and other governments and agencies (e.g., respectful workplace policies).*
- *Roles and responsibilities of staff and elected officials.*

Policies About How Information is Handled

- *Proper handling and use of information, including information which is confidential or otherwise protected and is made available to members in the conduct of their responsibilities.*
- *Retention and destruction of records.*
- *How and when information that was relevant to the decision making process is made publicly available.*

Policies About Other Matters

- *Creation, use, and retention of the local government’s intellectual property.*
- *Personal use of local government resources.*
- *Receipt of gifts and personal benefits by members.*
- *Provision of remuneration, expenses, or benefits to members in relation to their duties as members.*



DISTRICT OF 100 MILE HOUSE

M E M O

Date: March 30th, 2023

To: Mayor & Council

From: Administration

Subject: Community Services RFQ (Gardener Utility Truck)

The District issued an RFQ for the supply of a new Gardener Utility truck. This opportunity was posted on BC Bid, District web site and in local media.

Two (2) valid submissions were received by the deadline; submissions were opened in the presence of CAO Roy Scott, Dir. Of Finance Tammy Boulanger and Director of Community Services, Todd Conway. The project budget for this piece of equipment was approved at \$130,000.


SUBMISSION	Quoted Amount Prior to Taxes	Taxes	Total Amount of Tender
Commercial Truck Equipment Co.	\$ 125,000.	\$ 15,000.	\$140,000.
Work Truck West	\$ 124,900.	\$ 14,988.	\$ 139,888.

Recommendation:

BE IT RESOLVED THAT the report from Administration dated March 30th, 2023 regarding the RFQ for the supply of a Custom Gardener Utility truck be received; and further

BE IT RESOLVED THAT the RFQ to supply the District of 100 Mile House with a new Gardener Utility truck be awarded to Work Truck West for the state price of \$124,900. plus applicable taxes.


T. Boulanger, DOF


Roy Scott, CAO



DISTRICT OF 100 MILE HOUSE

M E M O

Date: March 30th, 2023

To: Mayor & Council

From: Administration

Subject: Line Painting Tender Award

The District advertised a tender for the to provide “Line Painting” services for a three-(3) year period (2023 thru 2025).

One (1) tender package was received as of the 2:00 pm March 30th, 2023 deadline. Tenders were opened in the presence of Director of Finance T. Boulanger and Director of Community Services T. Conway. The tender received was deemed to be valid.


Contractor	Tender Value
Aardvark Pavement Marking Services	\$ 152,104.67
3 Year Term: \$ 48,589. (2023) / \$ 50,995.75 (2024) / \$ 52,519.92 (2025)	

RECOMMENDATION:

BE IT RESOLVED THAT the report from Administration dated March 30th, 2023 regarding the Line Painting Tender Award be received; and further

BE IT RESOLVED THAT Council award the tender for Line Painting services to Aardvark Pavement Marking Services for the submitted aggregate price of \$152,104.67 plus taxes over a three-(3) year term commencing in 2023.


 Tammy Boulanger
 Director of Finance


 Roy Scott, CAO



DISTRICT OF 100 MILE HOUSE

M E M O

Date: March 30, 2023
To: Mayor & Council
From: Administration
Subject: Declassify In-Camera Resolution

The following In-Camera resolution is to be declassified by Council decision.

IC Resolution 04-23 Collective Agreement

Recommendation:

BE IT RESOLVED THAT In-Camera Resolution 04-23 be declassified.


S.Elias, D/Corporate Officer


R.Scott, CAO

**DISTRICT OF 100 MILE HOUSE
Bylaw No. 1399, 2023**

A bylaw to adopt the 2023 to 2027 Financial Plan.

The Council of the District of 100 Mile House in open meeting assembled, hereby enacts as follows:

TITLE

1. This bylaw may be cited for all purposes as "**District of 100 Mile House 2023 Financial Plan Bylaw No. 1399, 2023**".

ENACTMENT

2. THAT, the Five-Year Financial Plan hereto annexed and marked as Schedule "A" and Schedule "B" is hereby approved and authorized and shall be in full force and effect from January 1, 2023 until amended, repealed or replaced.

READ A FIRST, SECOND AND THIRD TIME this 7th day of March, 2023.

ADOPTED this _____ day of _____, 2023.

Mayor

Corporate Officer

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule "A"

REVENUES	2023	2024	2025	2026	2027
Taxes & Grants In Lieu	\$ 3,091,970	\$ 3,125,690	\$ 3,159,905	\$ 3,199,405	\$ 3,239,780
Utility Rates	1,018,183	1,068,950	1,122,155	1,178,020	1,236,680
Sales of Services	183,385	177,394	179,425	181,520	183,685
Government Grants	1,484,880	1,112,462	1,117,170	1,121,967	1,122,507
Contributions & DCC	4,090	4,090	4,090	4,090	4,090
Other Revenue	312,585	311,385	311,385	311,385	311,385
Transfer from Reserves	97,115	43,500	43,500	43,500	43,500
Transfer from Other	1,467,660	1,464,585	1,411,350	1,373,490	1,333,595
	\$ 7,659,868	\$ 7,308,056	\$ 7,348,980	\$ 7,413,377	\$ 7,475,222

EXPENDITURES					
General Government	\$ 1,018,625	\$ 1,039,390	\$ 1,052,625	\$ 1,095,900	\$ 1,093,225
Protective Services	774,075	761,965	767,815	782,795	785,890
Transportation Services	1,505,025	1,478,225	1,510,240	1,528,695	\$ 1,538,120
Environmental & Public Health	135,130	139,135	141,295	145,000	145,895
Recreation & Culture	214,685	210,440	212,240	218,065	218,585
Utility Operations	974,394	947,514	962,518	988,970	1,000,650
Development & Planning	648,510	303,215	305,278	312,399	312,813
Interest & Bank Charges	7,130	7,130	7,130	3,200	3,200
Principal Debt Payment	5,275	5,280	5,280	-	-
Amortization	1,467,655	1,464,585	1,411,350	1,373,490	1,333,595
Transfer to Capital Reserve	255,064	343,731	388,843	439,385	498,885
Transfer to Equipment Reserve	156,000	156,000	156,000	156,000	156,000
Transfer to Other Reserves	498,300	451,446	428,367	369,478	388,364
	\$ 7,659,868	\$ 7,308,056	\$ 7,348,981	\$ 7,413,377	\$ 7,475,222

	\$ -	\$ -	\$ 0.50	\$ -	\$ -
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CAPITAL	2022	2023	2024	2025	2026
Capital Expenditure	5,619,275	9,450,345	1,083,000	530,000	544,000
Transfer from Operating Surplus	-	-	-	-	-
Transfer from Reserves	4,403,515	7,702,345	1,083,000	530,000	544,000
Grant Funding	1,215,760	1,748,000	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule "B"

STATEMENT OF OBJECTIVES & POLICIES

In accordance with the Sec 165 (3.1) of the *Community Charter*, the Council of the District of 100 Mile House must set out objectives and policies of the municipality in relation to the following:

- a) The proportion of total revenue that is proposed to come from each of the funding sources;
- b) The distribution of property taxes among the property classes; and
- c) The use of permissive tax exemptions.

FUNDING SOURCES

The table below shows the proportion of total revenue to be raised from each funding source in 2023. Property taxes, which provide a stable and consistent source of funding, are the primary revenue source for the District, while Government grants and transfers from other and reserves, (which will fluctuate year to year) are second highest for planned funding sources.

Revenue Distribution	% of Total Revenue	Dollar Value
Property & Parcel Taxes	40.0%	\$ 3,091,970
Government Grants	20.0%	1,484,880
Transfers from Other	19.0%	1,467,660
Utility User Fees	13.0%	1,018,183
Other Revenue	7.0%	500,060
Transfer from Own Reserves	1.0%	97,115
	100%	\$ 7,659,868

Objectives

- To adequately maintain core municipal services exclusive of alternative local government funding programs.
- That the cost of living increases reduce the net worth of municipal taxation dollars.
- To review user fees and charges on an ongoing basis.

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule “B”

Policies

- Utility user fees have been established and if needed, will be adjusted to ensure that these funds are self-liquidating.
 - Other revenues including franchise fees will be considered as general revenue in the financial plan and any restrictions placed on these revenues will be determined annually.
 - The District will ensure that all government transfers are used in accordance with the terms and conditions attached to the funding and that all reporting requirements are met. Unconditional government transfers will be considered as general revenue in the financial plan. The District will continue to apply for grant funding to support projects and initiatives.
 - The District will initiate partnerships and other measures that will diversify revenues in order to provide services and opportunities to the community that may have not otherwise been possible.
-

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule “B”

DISTRIBUTION OF PROPERTY TAXES

The projected distribution of property tax values included in the financial plan among the property classes for 2023 is as follows:

Assessment Class	% of Total Collection	Collection Dollar Value
Class 1 - Residential	26%	700,758
Class 2 - Utilities	20%	541,554
Class 4 - Major Industry	23%	625,661
Class 5 - Light Industry	1%	22,451
Class 6 - Business	30%	809,824
Class 8 - Recreation & Non-Profit	0.07%	1,808
Class 9 - Farm	0.05%	1,356
	100%	\$ 2,703,412

Objectives

- To have stable taxation rates and that Council give consideration to cost of living increase for all classes.
- To have user fees that cover the cost of the service and reduce the burden on the entire tax base.
- Continue to encourage economic development initiatives designed to attract more investment in the community to expand the tax base.

Policy

- It is the policy of Council to approve Municipal property tax rates annually by considering changes in the assessment base, inflationary factors and economic conditions and costs of providing ongoing and new District services.

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule "B"

PERMISSIVE TAX EXEMPTIONS

Objectives

- To exempt certain parcels of land in the District of 100 Mile House from taxation as provided by Section 220 and 224 of the Community Charter, Chapter 26.

Policy

- To continue to provide permissive exemptions to include religious institutions, not for profit societies and service organizations that the District feels are a benefit to the community. Historically these exemptions have been granted at 100% of taxes payable.
-

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule "B"

SURPLUS AND RESERVES

It is in the best interest of the District of 100 Mile House to maintain healthy and functional surplus accounts and reserve funds in order to ensure long term financial sustainability.

Objectives

- Capital funding provided through the annual process will be adequate to maintain the District's capital assets and infrastructure and provide for the replenishment of capital assets.
- Establish and maintain reserves to provide stability to municipal operations and ensure the District can meet both current fiscal requirements and future obligations.
- Strive to increase the sum of the balances of the reserve funds and unappropriated surplus accounts.

Policies

- To establish a target of operational surplus in the General Fund in the amount of twenty percent (20%), of the total revenues to a maximum of \$500,000, in a given fiscal year. Any accumulated surplus which exceeds this amount shall be allocated to capital reserves.
 - To establish a target of operational surplus in each of the Sewer and Water funds in the amount of twenty percent (20%) of the total revenues from sales of sewer and water services in a given fiscal year and any accumulated surplus which exceeds these amounts shall be allocated to the Utility Infrastructure Reserve Fund.
 - To increase the following reserves annually from revenues in accordance with the annual approved budget:
 - Municipal Infrastructure Reserve Fund
 - Mobile Equipment Replacement Reserve Fund
 - Emergency Equipment Replacement Reserve Fund
 - Computer System Reserve Fund
-

DISTRICT OF 100 MILE HOUSE
2023 Financial Plan Bylaw No. 1399, 2023
Schedule "B"

DEBT MANAGEMENT

Proceeds from borrowing will be used within the guidelines of the bylaw established to borrow the funds. The maximum amount of accumulated borrowings will be in accordance with the regulations outlined in the Community Charter.

Objectives

- Maintain the long-term debt servicing liability at a manageable level.

Policies

- Limit the creation of long-term debt to the financing of large infrastructure and economic development projects.
- Minimize debt costs by seeking out and applying for provincial and federal government grants whenever possible.

The objectives and policies as stated above are broad in nature to assist Council in their decision-making process. Rate capping and ratio limitations on property tax were intentionally excluded so as not to restrict Council's ability to make future decisions.



DISTRICT OF 100 MILE HOUSE

MEMO

Date: March 29th, 2023
To: Mayor & Council
From: Administration
Subject: Establishment of Growing Communities Fund Reserve
Bylaw #1401-2023

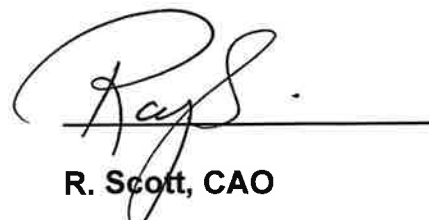
In March 2023, The District of 100 Mile House was notified by the Province the District would receive a Growing Communities Fund Grant of \$1,265,000. This funding is provided to support core community infrastructure and amenities.

As a condition of the acquired funding the grant must be placed in a separate reserve and any expenditures reported to the Province as part of the annual financial reporting. Hence, the enabling by-law as per the provisions of the Community Charter is hereto attached for Council consideration.

CONCLUSION

BE IT RESOLVED THAT the District of 100 Mile House Establishment of Growing Communities Fund Reserve Bylaw No. 1401-2023 be read a first, second and third time this 4th day of April 2023.


T. Boulanger; Dir. of Finance


R. Scott, CAO

DISTRICT OF 100 MILE HOUSE

Bylaw No. 1401

Being a bylaw to establish reserve funds for the Growing Communities Fund received by the Provincial Government.

That the Council of the District of 100 Mile House, in open meeting assembled, enacts as follows:

(1) This bylaw may be cited as the ***“Growing Communities Fund Reserve Bylaw No. 1401-2023”***

- 1.1 This reserve shall be called the “Growing Communities Fund Reserve”.
- 1.2 The monies set aside shall be deposited in the General operating account in a chartered bank (as designated as the District Bankers by Council) and shall be accounted for as separate and apart from the other reserve funds being deposited into this bank account, and until required to be expended, may be invested in the manner approved by the Community Charter.
- 1.3 Monies from this reserve shall only be disbursed in accordance with the terms of the Provincial funding stream. Eligible capital costs will include public drinking water supply, treatment facilities and water distribution; local portion of affordable/attainable housing developments; childcare facilities; municipal projects that service, directly or indirectly, neighbouring First Nation communities; wastewater conveyance and treatment facilities; storm water management; solid waste management infrastructure; public safety/emergency management equipment and facilities not funded by senior level government; local road improvements and upgrades; sidewalks, curbing and lighting; active transportation amenities not funded by senior level government; improvements that facilitate transit service; natural hazard mitigation; park additions/maintenance upgrades including washrooms/meeting space and other amenities and recreation-related amenities. Non-Capital one-off costs can include additional items approved within the Provincial funding terms. All expenses must be duly approved by Council, and the use of funds must be reported annually in part of the audited financial statements.

READ A FIRST, SECOND AND THIRD TIME this 4th day of April 2023.

ADOPTED this _____ day of _____, 2023.

Mayor

Corporate Officer

Cheque Register-Summary-Bank



AP5090

Page : 1

Date : Mar 31, 2023

Time : 10:38 am

K1

Supplier : 079850 To ZZ9950
 Pay Date : 01-Mar-2023 To 31-Mar-2023
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 100

Seq : Cheque No. Status : All
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
28213	09-Mar-2023	ICBC50	ICBC	Issued	88	C	30,659.00
28214	17-Mar-2023	119350	1193489 BC LTD	Issued	97	C	2,500.00
28215	17-Mar-2023	1MDA50	100 MILE & DISTRICT ARTS COUNCIL	Issued	97	C	3,000.00
28216	17-Mar-2023	1MDE50	100 MILE DEVELOPMENT CORPORATION	Issued	97	C	1,200.00
28217	17-Mar-2023	ACEC50	ACE COURIER SERVICES	Issued	97	C	195.33
28218	17-Mar-2023	AIKG50	AIKEN, GREG	Issued	97	C	200.00
28219	17-Mar-2023	BLAK50	BLACK PRESS GROUP LTD	Issued	97	C	1,201.51
28220	17-Mar-2023	BOUT50	BOULANGER, TAMMY	Issued	97	C	506.60
28221	17-Mar-2023	BURG50	BURGESS PLUMBING HEATING & ELECTRIC	Issued	97	C	2,542.49
28222	17-Mar-2023	CAME50	CAMEO PLUMBING LTD	Issued	97	C	174.69
28223	17-Mar-2023	CAPU50	CARIBOO PUBLISHING INC.	Issued	97	C	110.25
28224	17-Mar-2023	CARM50	CARIBOO MEDIA INC	Issued	97	C	1,050.00
28225	17-Mar-2023	CARN50	CARO ANALYTICAL SERVICES	Issued	97	C	711.92
28226	17-Mar-2023	CARO50	CARIBOO RADIO	Issued	97	C	693.00
28227	17-Mar-2023	CBCO50	CARIBOO BLADED COMBAT	Issued	97	C	100.00
28228	17-Mar-2023	CENT50	CENTRAL CARIBOO DISPOSAL SERVICES LT	Issued	97	C	7,416.50
28229	17-Mar-2023	CENU50	CENTURY HARDWARE LTD	Issued	97	C	35.82
28230	17-Mar-2023	CINT50	CINTAS CANADA LIMITED	Issued	97	C	556.73
28231	17-Mar-2023	CIVI50	CIVICINFO BC	Issued	97	C	357.00
28232	17-Mar-2023	CLEN50	CLEANWAY SUPPLY INC	Issued	97	C	16.97
28233	17-Mar-2023	COMI50	COMMISSIONAIRES BRITISH COLUMBIA	Issued	97	C	2,153.03
28234	17-Mar-2023	CRCB50	CARWEN CUSTOM BUILDERS LTD	Issued	97	C	16,221.45
28235	17-Mar-2023	DHLE50	LOOMIS EXPRESS	Issued	97	C	115.46
28236	17-Mar-2023	DONA50	DONAHUE AIRFIELD SERVICES	Issued	97	C	1,050.00
28237	17-Mar-2023	EXEV50	EXETER VALLEY TRUCK & CAR WASH	Issued	97	C	12.08
28238	17-Mar-2023	FALC50	FALCON EQUIPMENT LTD	Issued	97	C	253.26
28239	17-Mar-2023	FIRM50	FIREMEDIX FIRE ACADEMY	Issued	97	C	2,850.00
28240	17-Mar-2023	FIRT50	FIRST TRUCK CENTRE	Issued	97	C	760.33
28241	17-Mar-2023	FRES50	FRESHCO #8943 / 1225288 BC LTD	Issued	97	C	113.24
28242	17-Mar-2023	GOLT50	GOLD TRAIL RECYCLING LTD	Issued	97	C	65.44
28243	17-Mar-2023	HERA50	HERITAGE SIGNWORKS	Issued	97	C	498.40
28244	17-Mar-2023	INLA50	INLAND KENWORTH PARTNERSHIP	Issued	97	C	93.66
28245	17-Mar-2023	INNO50	INNNOV8 DIGITAL SOLUTIONS	Issued	97	C	5,910.32
28246	17-Mar-2023	INTU50	INTERNATIONAL UNION OF OPERATING ENG	Issued	97	C	596.10
28247	17-Mar-2023	JAYC50	JAYCO PLUMBING	Issued	97	C	199.50
28248	17-Mar-2023	LAFR50	LAFARGE CANADA INC.	Issued	97	C	8,096.22
28249	17-Mar-2023	LONE50	LONE BUTTE SUPPLY LTD	Issued	97	C	294.95
28250	17-Mar-2023	MINI50	MINISTER OF FINANCE	Issued	97	C	869.96
28251	17-Mar-2023	MTSM50	MTS MAINTENANCE TRAINING SYSTEMS INC	Issued	97	C	1,228.50
28252	17-Mar-2023	NAPA50	NAPA AUTO PARTS - 100 MILE HOUSE	Issued	97	C	627.09
28253	17-Mar-2023	NEWG50	NEW AGE ENTERTAINMENT AND RECORDING	Issued	97	C	525.00
28254	17-Mar-2023	NOAN50	NORTHLANDS WATER & SEWER SUPPLIES L	Issued	97	C	5,370.40
28255	17-Mar-2023	NORM50	NORTHERN COMPUTER	Issued	97	C	10,340.41
28256	17-Mar-2023	PATE50	PATERSON SEPTIC SERVICE	Issued	97	C	315.00
28257	17-Mar-2023	PERF50	PERFORMANCE ALL TERRAIN & RENTALS LT	Issued	97	C	694.40
28258	17-Mar-2023	PERS50	PERFECT SOLUTIONS LTD	Issued	97	C	1,966.00
28259	17-Mar-2023	ROLL50	ROLLINS MACHINERY	Issued	97	C	53.70
28260	17-Mar-2023	SANE50	SANDERSON CONCRETE INC	Issued	97	C	6,101.76
28261	17-Mar-2023	SAVE50	SAVE ON FOODS	Issued	97	C	32.54
28262	17-Mar-2023	SCMO50	SOUTH CARIBOO MOTOR SPORTS LTD	Issued	97	C	834.67
28263	17-Mar-2023	SCOO50	SCOTT, ROY	Issued	97	C	15,000.00
28264	17-Mar-2023	SHAS50	SHAWS ENTERPRISES LTD	Issued	97	C	721.55
28265	17-Mar-2023	SMIT50	SMITTY'S JANITORIAL SERVICES (1993)	Issued	97	C	2,394.00
28266	17-Mar-2023	TASC50	TASCO SUPPLIES LTD	Issued	97	C	1,522.77

DISTRICT OF 100 MILE HOUSE

Cheque Register-Summary-Bank



AP5090

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Date : Mar 31, 2023

Time : 10:38 am

Supplier : 079850 To ZZ9950
 Pay Date : 01-Mar-2023 To 31-Mar-2023
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 10C

Seq : Cheque No. Status : All
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount
Bank : 4 ROYAL BANK - CURRENT ACCOUNT							
28267	17-Mar-2023	TRFL50	TRAFFIC LOGIX CORPORATION	Issued	97	C	10,392.90
28268	17-Mar-2023	TSUN50	TSUNAMI SOLUTIONS LTD.	Issued	97	C	68.04
28269	17-Mar-2023	UNIT50	UNITED CONCRETE & GRAVEL LTD	Issued	97	C	448.00
28270	17-Mar-2023	UPAN50	UPANUP	Issued	97	C	1,050.00
28271	17-Mar-2023	VIST50	VISTA RADIO LTD	Issued	97	C	945.00
28272	17-Mar-2023	WESK50	WESTKEY GRAPHIC COMMUNICATIONS INC	Issued	97	C	192.71
28273	17-Mar-2023	WESR50	WESTERRA EQUIPMENT LP	Issued	97	C	309.21
28274	17-Mar-2023	WILL50	WILLIAMS LAKE WATER FACTORY	Issued	97	C	50.00
28275	17-Mar-2023	WILO50	WILLIAM LOVE	Issued	97	C	288.75
28276	17-Mar-2023	WURT50	WURTH CANADA LTD	Issued	97	C	731.94
28277	31-Mar-2023	106750	1067701 BC LTD.	Issued	108	C	46,180.00
28278	31-Mar-2023	1MDE50	100 MILE DEVELOPMENT CORPORATION	Issued	108	C	37,910.30
28279	31-Mar-2023	1MRH50	100 MILE REP HOCKEY 3	Issued	108	C	435.00
28280	31-Mar-2023	ACEC50	ACE COURIER SERVICES	Issued	108	C	136.16
28281	31-Mar-2023	BCRU50	BC RURAL HEALTH NETWORK	Issued	108	C	50.00
28282	31-Mar-2023	BCTR50	BC TRANSIT	Issued	108	C	19,653.64
28283	31-Mar-2023	BIGC50	BIG COUNTRY LANES LTD	Issued	108	C	875.00
28284	31-Mar-2023	BREE50	BREE CONTRACTING LTD	Issued	108	C	6,431.26
28285	31-Mar-2023	CANI50	CANLAN SPORTS CORPORATION	Issued	108	C	3,122.22
28286	31-Mar-2023	CARN50	CARO ANALYTICAL SERVICES	Issued	108	C	510.14
28287	31-Mar-2023	CENH50	GUSTAFSON'S CENTRAL CHEVROLET GMC E	Issued	108	C	125.00
28288	31-Mar-2023	CENU50	CENTURY HARDWARE LTD	Issued	108	C	113.51
28289	31-Mar-2023	CINT50	CINTAS CANADA LIMITED	Issued	108	C	486.27
28290	31-Mar-2023	CITN50	CITY OF NANAIMO	Issued	108	C	420.00
28291	31-Mar-2023	COMI50	COMMISSIONAIRES BRITISH COLUMBIA	Issued	108	C	574.14
28292	31-Mar-2023	DHLE50	LOOMIS EXPRESS	Issued	108	C	121.70
28293	31-Mar-2023	FOSR50	FOSSUM, RALPH	Issued	108	C	1,456.50
28294	31-Mar-2023	GLSM50	GL SMITH PLANNING & DESIGN INC.	Issued	108	C	2,500.00
28295	31-Mar-2023	GUIJ50	GUIMOND, JENNI J	Issued	108	C	851.28
28296	31-Mar-2023	HACH50	HACH SALES & SERVICE CANADA LP	Issued	108	C	1,193.92
28297	31-Mar-2023	INLA50	INLAND KENWORTH PARTNERSHIP	Issued	108	C	1,562.76
28298	31-Mar-2023	INTO50	INTERIOR LOCKSMITH	Issued	108	C	63.84
28299	31-Mar-2023	INTR50	INTER-MTN TESTING LTD	Issued	108	C	2,532.86
28300	31-Mar-2023	INTU50	INTERNATIONAL UNION OF OPERATING ENG	Issued	108	C	461.64
28301	31-Mar-2023	JUST50	JUSTICE INSTITUTE OF BC	Issued	108	C	887.24
28302	31-Mar-2023	KALT50	KAL TIRE	Issued	108	C	180.32
28303	31-Mar-2023	LONE50	LONE BUTTE SUPPLY LTD	Issued	108	C	28.29
28304	31-Mar-2023	MIND50	MINGO, DAVE	Issued	108	C	1,441.32
28305	31-Mar-2023	NORM50	NORTHERN COMPUTER	Issued	108	C	2,014.88
28306	31-Mar-2023	OMEG50	OMEGA-1 CONTRACTING LTD	Issued	108	C	500.00
28307	31-Mar-2023	PATE50	PATERSON SEPTIC SERVICE	Issued	108	C	525.00
28308	31-Mar-2023	PINM50	PINKNEY, MAUREEN	Issued	108	C	1,291.24
28309	31-Mar-2023	POIN50	POINTER SIGN SHOP	Issued	108	C	89.60
28310	31-Mar-2023	PURO50	PUROLATOR INC	Issued	108	C	178.30
28311	31-Mar-2023	REGE50	REGENCY CHRYSLER	Issued	108	C	2,130.24
28312	31-Mar-2023	ROTA50	ROTARY CLUB OF 100 MILE HOUSE	Issued	108	C	435.00
28313	31-Mar-2023	SCMO50	SOUTH CARIBOO MOTOR SPORTS LTD	Issued	108	C	561.83
28314	31-Mar-2023	SMIH50	SMITH CAMERON PROCESS SOLUTIONS	Issued	108	C	623.72
28315	31-Mar-2023	TASC50	TASCO SUPPLIES LTD	Issued	108	C	553.06
28316	31-Mar-2023	TRUE50	TRUE CONSULTING GROUP	Issued	108	C	15,288.02
28317	31-Mar-2023	UNBC50	UNION OF BC MUNICIPALITIES	Issued	108	C	1,509.10
28318	31-Mar-2023	VCAA50	VANCOUVER CANUCKS ALUMNI ASSOCIATIC	Issued	108	C	10,000.00
28319	31-Mar-2023	VIST50	VISTA RADIO LTD	Issued	108	C	945.00

Cheque Register-Summary-Bank



Supplier : 079850 To ZZ9950
 Pay Date : 01-Mar-2023 To 31-Mar-2023
 Bank : 0099 - CASH CLEARING/SUSPENSE "BANK" To 6 - 100

Seq : Cheque No. Status : All
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount	
Bank : 4 ROYAL BANK - CURRENT ACCOUNT								
28320	31-Mar-2023	WESR50	WESTERRA EQUIPMENT LP	Issued	108	C	2,666.27	
28321	31-Mar-2023	WILO50	WILLIAM LOVE	Issued	108	C	446.25	
28322	31-Mar-2023	CHAD50	CHATUKUTA, DORCAS ANTONETE	Issued	109	C	1,960.92	
04102-0001	03-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	73	E	14,623.65	
04103-0001	03-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	74	E	1,347.27	
04105-0001	01-Mar-2023	CLIF50	CANADA LIFE	Issued	76	E	10,233.38	
04106-0001	03-Mar-2023	FRCO50	FOUR RIVERS CO-OPERATIVE	Issued	79	E	15,896.93	
04106-0002	03-Mar-2023	PENS50	PENSION CORPORATION	Issued	79	E	8,314.72	
04107-0001	02-Mar-2023	GRAY50	TELUS CUSTOM SECURITY SYSTEMS	Issued	80	E	193.99	
04108-0001	02-Mar-2023	SHAW50	SHAW CABLE	Issued	81	E	151.20	
04109-0001	02-Mar-2023	SHAW50	SHAW CABLE	Issued	82	E	100.75	
04110-0001	02-Mar-2023	SHAW50	SHAW CABLE	Issued	83	E	190.40	
04111-0001	06-Mar-2023	ROYL50	ROYAL BANK VISA	Issued	84	E	417.50	
04112-0001	06-Mar-2023	ROYL50	ROYAL BANK VISA	Issued	85	E	967.05	
04113-0001	06-Mar-2023	ROYL50	ROYAL BANK VISA	Issued	86	E	628.70	
04114-0001	06-Mar-2023	ROYL50	ROYAL BANK VISA	Issued	87	E	3,918.13	
04115-0001	10-Mar-2023	BCHY50	BC HYDRO & POWER AUTHORITY	Issued	89	E	13,882.05	
04116-0001	10-Mar-2023	BCHY50	BC HYDRO & POWER AUTHORITY	Issued	90	E	125.79	
04117-0001	10-Mar-2023	FORT50	FORTIS BC - NATURAL GAS	Issued	91	E	3,812.70	
04118-0001	15-Mar-2023	SHAW50	SHAW CABLE	Issued	92	E	395.14	
04119-0001	15-Mar-2023	TELU50	TELUS COMMUNICATIONS COMPANY	Issued	93	E	17.01	
04120-0001	17-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	94	E	17,640.84	
04121-0001	17-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	95	E	1,681.23	
04122-0001	17-Mar-2023	PENS50	PENSION CORPORATION	Issued	96	E	9,724.15	
04123-0001	20-Mar-2023	TELM50	TELUS MOBILITY CELLULAR INC	Issued	98	E	622.01	
04124-0001	23-Mar-2023	GRAY50	TELUS CUSTOM SECURITY SYSTEMS	Issued	99	E	193.99	
04125-0001	23-Mar-2023	GRAY50	TELUS CUSTOM SECURITY SYSTEMS	Issued	100	E	193.99	
04126-0001	23-Mar-2023	SHAW50	SHAW CABLE	Issued	101	E	254.19	
04127-0001	23-Mar-2023	SHAW50	SHAW CABLE	Issued	102	E	305.54	
04128-0001	24-Mar-2023	VANH50	VAN HOUTTE COFFEE SERVICES INC	Issued	103	E	99.68	
04129-0001	31-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	104	E	14,866.51	
04130-0001	31-Mar-2023	RECE50	RECEIVER GENERAL OF CANADA	Issued	105	E	946.32	
04131-0001	31-Mar-2023	PENS50	PENSION CORPORATION	Issued	106	E	8,414.37	
04132-0001	28-Mar-2023	BCLA50	BC LAND TITLE & SURVEY	Issued	107	E	250.00	
Total Computer Paid :		327,608.29	Total EFT PAP :		130,409.18	Total Paid :		458,017.47
Total Manually Paid :		0.00	Total EFT File :		0.00			

141 Total No. Of Cheque(s) ...

Capital \$ 15,288.02