

**DISTRICT OF 100 MILE HOUSE****COMMITTEE OF THE WHOLE****TO BE HELD IN DISTRICT COUNCIL CHAMBERS****Tuesday, August 25th, 2026, AT 4:00 PM**

	<u>CALL TO ORDER</u> Mayor to call the Committee of the Whole meeting to order at 4:00 PM. Mayor acknowledges that this meeting is being held on Tsq̓escencúfecw.
	<i>Please be advised that this is an open public meeting. As such, members of the press or public may be capturing audio and video recordings or photos of our proceedings. By attending and participating, you acknowledge that your voice, image, and statements form part of the public record.</i>
A.	<u>APPROVAL OF AGENDA:</u>
	A1 BE IT RESOLVED THAT the August 25th, 2026, Committee of the Whole agenda <u>be approved</u> .
B.	<u>INTRODUCTION OF LATE ITEMS</u>
C.	<u>DELEGATIONS:</u>
D.	<u>UNFINISHED BUSINESS:</u>

E.	<u>CORRESPONDENCE:</u>
The Fishing Highway Tourist Association - Business Struggles	E1 BE IT RESOLVED THAT the correspondence from the The Fishing Highway Tourist Association regarding tourism business struggles be received.
F.	<u>STAFF REPORTS:</u>
Vacant Storefront Project Update	F1 BE IT RESOLVED THAT the memo from the Economic Development Coordinator be received. <i>Further action at the discretion of Council</i>
G.	<u>BYLAWS:</u>
H.	<u>OTHER BUSINESS:</u>
Screening Policy & Public Complaints Policy	F2 Council to receive and review the amendments to the Bylaw Enforcement and Compliance Policy and the draft Public Complaints Policy.
I.	<u>QUESTION PERIOD:</u>
	<u>ADJOURNMENT:</u>
	J1 BE IT RESOLVED THAT the Committee of the Whole meeting of August 25 th , 2026 adjourn: PM:

***“Committee of the Whole”** means a committee comprised of all Council Members of the District of 100 Mile House to consider and recommend on matters of the Districts’ business. The Committee sits in a deliberative rather than a legislative capacity, for informal debate and preliminary consideration of matters awaiting action.*

Subject: FW: (tourism) business struggles

Dear Mayor Pinkney and members of the District of 100 Mile House Council,

I hope this e-mail finds you well.

I'm writing to you on behalf of the members of the Fishing Highway 24 Tourist Association. As you can easily imagine, attracting guests to our area is very challenging at the moment. Many of the resorts - and certainly the restaurants & services all the way up to 108 Mile House - generate the majority of their revenue in the summer months; revenue which is then used to make it through the shoulder seasons & winter. As it stands right now, unfortunately, cancellations outnumber bookings & RV sites/cabins are sitting empty. Our E-mail and phone conversations are all about trying to convince booked guests to show up. And trust me, allegations of "trying to lure guests" up despite the horrible conditions are very common. The media along with everyone active on social is painting the same picture: Destruction, immediate fire threat, thick smoke, stay away and leave room/gas/groceries for the residents etc. Our attempts to post daily current pictures through our channels aren't working. People don't believe it; they want to hear it from "official" voices or other "trusted sources". The complete silence on these official sides (CRD, District of 100 Mile House, Cariboo Chilcotin Tourist Association etc.) actually implies the opposite - that the area isn't safe to travel to & that visitors are not welcome at this time.

Together with four directors of the FH24TA I created a survey that is being filled out by our members as I'm writing this. We are trying to collect as much current information on the state-of-business and as detailed as we can. We need to turn this ship around and make sure that business improves immediately & definitely for the fall season.

You, the District of 100 Mile House Mayor & Council, are a trusted source of information, and you have access to official channels. We would like to ask you to support our efforts by sharing the message about current safe & smoke-free conditions at our highway 24 and 100 Mile House resorts & tourism adjacent businesses. If you can talk about this other aspect of wildfires to the province-wide media, even better. (I see many examples from businesses in Penticton, who are also left to struggle). Your opinion counts and is powerful. The South Cariboo tourism industry is challenged now but even more in the coming months, when we'll have to find a way to tackle the image of being a wildfire destination.

If you are interested in the outcome, the findings, of our impromptu state-of-business survey, please let me know and I'll share them with you.

Thank you very much in advance.

Kind regards.

Irene Meili
Chair of The Fishing Highway Tourist Association



August 20th, 2026

The Fishing Highway Tourism Association
Att: Irene Meili, President
6850 Fawn Lake Access Rd. #1
Lone Butte, BC
V0K 1X1

Email: president@fishinghighway24.com

Re: Letter of concerns of Tourism and Business Struggles

Dear Irene,

Thank you for your letter and for sharing your concerns about the challenges businesses are facing and the impact of wildfires in the South Cariboo.

You are not alone. Businesses in the District of 100 Mile House—and, as you noted, as far as 108 Mile Ranch—are affected by social media and reports about what is happening in and around our area. We want to ensure the right message is shared.

Concerns are not limited to wildfires. Emergency room closures, which should become less frequent after summer, also cause uncertainty and may make people question whether they should visit the area. We have worked hard to reassure people that these situations are temporary and that we remain a safe, welcoming community for visitors and residents.

Throughout the summer, we used media interviews about emergency room closures and wildfires to share that, for the most part, the local area was not affected. We also continue to promote the South Cariboo through our tourism campaigns and Visitor Information Centre.

Of course, we can always do more. We would be very interested in reviewing your business survey. We also compile our own business profile updates and surveys, which are available on our website to provide new residents and prospective businesses with accurate information.

We will discuss your letter in detail at our next Council meeting and consider what additional initiatives we may be able to undertake.

Sincerely,

A handwritten signature in cursive script, appearing to read "Maureen Pinkney".

Maureen Pinkney, Mayor
On Behalf of District of 100 Mile House Council



**District of
100 MILE HOUSE**

**COUNCIL REPORT
File No. 570-01**

**Committee of the Whole
August 25, 2026**

REPORT DATE: August 11, 2026

TITLE: Vacant Storefront Project Update

PREPARED BY: Y. Henshall, Economic Development Coordinator

PURPOSE: The purpose of this report is to provide Council with a brief update on the District's Vacant Storefront Project and the research completed to date.

RECOMMENDATION:

BE IT RESOLVED THAT the memo from the Economic Development Coordinator regarding vacant storefronts be received.

Further action at the discretion of Council.

BACKGROUND INFORMATION / DISCUSSION: Further to the Economic Development discussion with Council at the June 23rd CoW meeting, staff has conducted local research into vacant storefronts, recent business closures, artisan display and pop-up shop policies. Attached are the findings, for Council's information and discussion.

OPTIONS: N/A

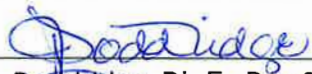
BUDGETARY IMPACT: N/A

LEGISLATIVE CONSIDERATIONS (Applicable Policies and/or Bylaws): N/A

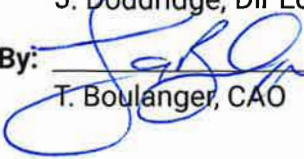
ATTACHMENTS: Updated Vacant Storefront Project Summary,
Vacant Storefront Inventory- Excel Spreadsheet

Prepared By: 
Y. Henshall, Ec Dev Coordinator

Date: AUGUST 12, 2026

Reviewed By: 
J. Doddridge, Dir Ec Dev & Planning

Date: Aug. 12 / 26

Reviewed By: 
T. Boulanger, CAO

Date: Aug. 13 - 26

Project Purpose & Direction

The Vacant Storefront Inventory Project aimed to establish an accurate and thorough inventory of all available retail, commercial, office, and mixed-use spaces within the community.

The purpose of the project was to capture a “snapshot” of current properties available for lease or rent to support business attraction, expansion, and economic development efforts.

The project involved identifying vacant and unoccupied properties, collecting information on property characteristics, enhancements, leasing contacts where applicable. At this stage, the inventory did not include vacant land, buildings under construction, future lease vacancies where the current lease will not be renewed, or industrial properties.

Engagement Results

A review of the current inventory identified ten vacant units, ranging in size from 407 sq. ft. to 4,000 sq. ft. Approximately 15,805 sq. ft. combined.

These spaces are located throughout the municipality, both downtown and along the highway, in the C-1, C-2, C-3, and C-4 zones. The vacancies represent diverse commercial opportunities, with several common themes emerging.

Key Findings

Limited tenant improvements are available in most spaces. Seven of the ten properties reported no planned tenant improvements, meaning prospective tenants would be responsible for renovation costs.

Large spaces are more difficult to lease. The 4,000 sq. ft. unit receives inquiries, but most potential tenants are seeking spaces closer to 1,000-1,500 sq. ft. Lease costs for large spaces have discouraged many prospective tenants.

The five spaces of 1,000 sq. ft or more represent approximately 89% of the total available square footage. Some vacancies are not advertised yet, and one owner prefers an “as-is” tenant.

Some vacancies are temporary. One property was empty at the beginning of the project and has already been filled, while another property owner anticipates the space to be leased by late August of this year.

While commercial vacancies are a normal part of the natural business cycle, reducing prolonged vacancies remains important to maintaining a vibrant, attractive, and economically resilient environment.

File:

Emerging Trends

In general, businesses are seeking smaller, move-in-ready spaces.

The cost of tenant improvements continues to be a barrier for both landlords and prospective tenants.

There is interest from a diverse range of business sectors, suggesting demand exists when spaces align with business needs.

Some property owners are adopting a cautious approach, deferring renovations and marketing until tenant interest is confirmed.

Pop-Up Shop initiatives could represent a strong emerging trend, supporting the finding that simply advertising vacant buildings may not be sufficient to attract tenants. A strategy that addresses affordability, flexibility, tenant improvements, and landlord participation may have a greater economic-development impact.

Artisan in the Window

As part of the Vacant Storefront Project, staff is exploring one potential opportunity to enhance vibrancy within the downtown core by activating unused storefront window spaces.

The proposed approach would be to utilize vacant storefront windows as temporary exhibition spaces for local artwork, creating a more welcoming and engaging streetscape while minimizing the negative appearance of vacant commercial spaces.

Staff is exploring ways to implement this option for interested property owners, in partnership with local artisans.

Activating the downtown core and supporting artisans are among the goals frequently cited in the District's Economic Development and Tourism plans.

Pop-Up Shop Program

Another initiative that staff is exploring is a Pop-Up Shop Program. Research is currently in preliminary stages. A pilot program implemented in Kitimat has been identified as a promising model and warrants further review.

A potential approach could involve offering short-term pop-up opportunities ranging from one week to three months, providing entrepreneurs with a low-barrier way to test the market while activating vacant storefronts.

Like the mobile businesses that periodically operate in our community, this model could encourage entrepreneurs to step into a storefront, test a business idea, and become a visible part of the community while helping bring activity to the downtown.

Business Closures

The following summarizes the findings from recent business closures.

Over one-third (35.7%) of closures were attributed to retirements, suggesting that many closures were owner-driven rather than the result of broader economic conditions.

Several business owners also passed away unexpectedly over the past year, highlighting succession planning as a potential issue.

Others chose to close or relocate for personal or lifestyle reasons, and 21.4% of closures have no confirmed reason.

Overall, the findings indicate that the majority of recent closures were driven by personal circumstances rather than broader economic challenges.

Vacant Storefront

[illegible]

8. LEGAL

8.1 BYLAW ENFORCEMENT AND COMPLIANCE

Policy Objective

The District of 100 Mile House will, from time to time and in accordance with this policy, take enforcement action with respect to contraventions of its bylaws. It is the goal of Council to achieve voluntary compliance through increased public education and awareness of District regulations and their rationale. To address complaints in a fair and consistent manner, a policy is required for the general enforcement of bylaws.

The purpose of this policy is to provide guidance to staff on the receipt of complaints and initiation of investigation and enforcement proceedings related to contraventions of bylaw. The District of 100 Mile House has no duty to take enforcement action with respect to every contravention of a bylaw that may occur within its jurisdiction. The District will use discretion on a case-by-case basis to evaluate contraventions, and take reasonable steps to investigate contraventions in accordance with this policy and operational guidelines of the District. Council may provide other policy guidance or direction on specific complaints or enforcement issues.

Definitions

"Bylaw Enforcement Officer" is a person prescribed under the *Community Charter* who is designated by a local government as a Bylaw Enforcement Officer

"Valid Complaint" means a complaint that describes the location and general nature of a potential **bylaw contravention**, which includes the complainant's name, address and telephone number, and which is not a vexatious complaint.

"Vexatious Complaint" means a complaint that is made for retaliatory or bad faith purposes, or otherwise forms part of a pattern of conduct by the complainant that amounts to an abuse of the complaint process.

Priority of Investigations

Upon receipt of a bylaw complaint, infractions will first be ordered on the basis of the date the complaint was received, and will then be assigned a priority level of:

Priority #1: the alleged bylaw violation may adversely impact the environment or public safety. These violations will be investigated and enforced as soon as possible given the availability of staff or other resources. Prior warning notices or education may not be appropriate or practical.

Priority #2: the alleged bylaw contravention is significantly impacting adjacent properties in a negative manner, but it generally does not pose an immediate risk to the health or public safety of the community. The District's investigation and enforcement

of Priority 2 matters will most often be initiated in response to valid complaints received by the District.

Priority #3: the alleged bylaw contravention may be a matter that is a general community concern. These contraventions are less serious in nature and generally do not affect the health or public safety of the community. The District's investigation and enforcement of Priority #3 matter is initiated in response to complaints. Staff receiving a complaint will use discretion to determine where there is sufficient geographic or other connection between the complainant and the location of the alleged violation to constitute a valid complaint. Investigating staff will focus on education and will provide opportunities to bring the property or situation into compliance that are appropriate in the circumstances. If a confirmed violation is minor in nature and/or if it appears the complaint may be a vexatious complaint or is part of a larger neighbourhood conflict, staff may conclude it is not in the District's or community's best interest to pursue the matter.

Complaints

Bylaw complaints shall be in written form and signed by the complainant. The complaint may be made by letter, email or on a form provided by the District. The District will, upon request, email/mail a complaint form to the complainant. All telephone bylaw complaints will be received by the Bylaw Enforcement Officer.

The complainant is to provide the name, address, telephone number, and nature of the complaint.

Complaints that fall within the scope of Priority #1 and require immediate investigation to preserve life or to address immediate health or safety violations or risks to the environment may be made verbally.

The District's bylaw enforcement resources are prioritized to ensure the timely receipt and investigation of complaints. It is not the District's practice to proactively provide follow-up information to complainants. Staff will respond to specific requests for information (subject to confidentiality requirements) as time permits.

Upon receipt of a complaint, the Bylaw Enforcement Officer will:

- Provide acknowledgment of receipt of the complaint;
- Conduct a preliminary review of the complaint to ensure it is a valid complaint and directly related to an enforceable bylaw;
- Log and record the complaint. Follow-up and investigate; and
- Direct the complainant to the appropriate agency if the complaint is outside the District's jurisdiction.

Anonymous Complaints: will not be investigated unless potential safety, health, or liability issues are identified.

Vexatious Complaints will not be acted on.

Investigations

A Bylaw officer, acting in the regular course of his or her duties, may initiate investigations and conduct inspections to determine compliance with all regulations, prohibitions and requirements of District bylaws.

As the District does not have the resources to proactively ensure compliance with all bylaws at all times, bylaw contravention investigations will primarily be initiated by public complaints.

Upon receipt of an assigned valid complaint, the Bylaw Enforcement Officer will begin an investigation in accordance with the priorities described in this policy and by operational procedures developed by staff.

If during an investigation, the Bylaw Officer determines that the issue is a civil matter, any persons involved will be notified and the investigation halted.

Enforcement

Where investigation reveals a contravention, the primary goal of enforcement action is to achieve voluntary compliance with District bylaws through communication, education and non-penalty enforcement, including providing a reasonable timeframe to comply.

Occasionally, compliance based on education or warning notices may not be appropriate or effective. In some cases, a more direct enforcement approach is required and may include immediate ticketing. In determining whether to issue a bylaw fine, the Bylaw Enforcement Officer may consider one or more of the following criteria:

- If human health, safety or security is at risk;
- If environmental safety or security is at risk;
- If the infraction is occurring on public property
- If Council has prioritized direct enforcement to address a specific issue or type of issue; and/or
- If the offence is reoccurring.

Bylaw Enforcement Notices may be issued at the discretion of the Bylaw Officer and in accordance with this Policy, the ~~District of 100 Mile House Municipal Ticket Information Bylaw No. 1340, 2019~~, **Bylaw Notice Enforcement Bylaw No. 1429, 2026** and the *Local Government Act*.

The Bylaw Enforcement Officer will maintain written records of inspections and investigations undertaken and record the disposition of all complaints received. All records are to be stored at the District municipal office.

Where the District seeks to recover the expense of direct or remedial enforcement measures from a person in contravention of a bylaw, reasonable efforts will be made to provide the person with an estimate of the cost of the expense prior to undertaking the direct or remedial action.

Confidentiality

Confidentiality is necessary to ensure complainants are not exposed to retaliation or other adverse actions as a result of the complaint, and to maintain effective investigation techniques. The identity of the complainant and any identifying information will not be disclosed to the alleged offender or any member of the public, except as required by law. Likewise, the details of an investigation or enforcement steps will not be disclosed to the complainant.

Despite the foregoing, the District will not guarantee the anonymity and confidentiality of complainants and may disclose personal information in bylaw enforcement files in the following circumstances:

- If the complaint has been publicly disclosed by the complainant;
- If the investigation results in enforcement proceedings and disclosure is necessary to proceed with enforcement;
- If disclosure is required pursuant to the terms of the *Freedom of Information and Protection of Privacy* "Act or pursuant to an order issued by the Information and Privacy Commission under the Act; and
- Where disclosure is otherwise required by law.

General

The individual members of Council will not be involved in day-to-day bylaw enforcement matters. Council may, through a formal decision of Council, direct staff to investigate or enforce with respect to a specific complaint or enforcement issue.

An individual member of Council may refer a matter to the appropriate department for review by the Bylaw Enforcement Officer.

The safety of District staff is of utmost importance. If a Bylaw Enforcement Officer is verbally or physically threatened or assaulted while administering the bylaws of the District, no further action will be carried out until a written statement has been completed and forwarded to the District of 100 Mile House RCMP and appropriate security measures are taken to safeguard the Bylaw Enforcement Officer, which may include but is not limited to arranging for a police officer to accompany the Bylaw Enforcement Officer in carrying out his/her duties.

The Bylaw Enforcement Officer may enter on or into property without the consent of the owner or occupier for the purposes of bylaw enforcement in accordance with the applicable provisions of the *Community Charter*.

A decision made by a Bylaw Enforcement Officer in handling a complaint or enforcement matter is subject to review by the Officer's supervisor or management staff responsible for the Department that has conduct of the file.

Screening Officer Authority to Cancel a Bylaw Enforcement Notice

The Screening Officer is authorized to cancel a Bylaw Enforcement Notice where he or she is satisfied that one or more of the following reasons exist and a compliance agreement is not appropriate or available:

- (a) Identity cannot be proven, for example:
 - (i) The Bylaw Notice was issued to the wrong person, or
 - (ii) The vehicle involved in the contravention has been stolen.
- (b) An exception specified in the Bylaw or a related enactment is made out:
 - (i) Handicap vehicle in time zone
- (c) There is a poor likelihood of success at adjudication for the District, for example:
 - (i) The evidence is inadequate to show a contravention;
 - (ii) The officer relied on incorrect information in issuing the Notice;
 - (iii) The Notice was not completed properly;
 - (iv) The Bylaw provision is unenforceable or poorly worded.
- (d) The contravention was necessary for the preservation of health and safety, for example:
 - (i) The contravention was the result of a medical emergency.
- (e) The Notice is one of a number of Notices arising out of the same incident, in which case the Screening Officer may cancel all but the more appropriate Notice.
- (f) It is not in the public interest to proceed to adjudication for one of the following reasons:
 - (i) The person who received the Notice was permitted or entitled to take the action, but the issuing officer was not aware of this entitlement or permit;
 - (ii) The person receiving the Notice was undergoing a personal tragedy at the time of the contravention such that it is not in the public interest to proceed;

- (iii) The Bylaw has changed since the Notice was issued and now authorizes the contravention.
- (g) The person exercised due diligence in their efforts to comply with the Bylaw, for example:
 - (i) As a result of mechanical problems the person could not comply with the Bylaw
 - (ii) The sign indicating the Bylaw requirement was not visible.



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1.6 PUBLIC COMPLAINTS POLICY

PURPOSE

The purpose of this policy is to promptly and effectively address program and service delivery concerns raised by members of the public. The policy will assist to provide excellent service to the public and contribute to the continuous improvement of District operations. The District of 100 Mile House strives to increase customer satisfaction by:

- providing a fair complaint procedure which is clear and easy to use for anyone wishing to make a complaint;
- providing a timely and reasonable response to complaints; and
- using complaints as an opportunity to improve program and service delivery issues.

This policy does not address complaints regarding non-District services, issues addressed by legislation, a decision of Council, internal employee complaints or matters that are handled by tribunals, courts of law, and quasi-judicial boards.

DEFINITIONS

“CAO” means Chief Administrative Officer of the District of 100 Mile House

“Investigator” means the CAO or designated department director tasked with conducting an investigation into the complaint.

“COMPLAINT DEFINITION”

A complaint is an expression of dissatisfaction with respect to a contradiction in policies or procedures related to District of 100 Mile House programs, services, facilities or staff members, where a member of the public believes that the District has not provided a service experience to the customer's satisfaction at the point of service delivery and where a response or resolution is expected.

A complaint is distinct from:

- A request for service made on behalf of a citizen for a specific service
- A general enquiry or specific request for information regarding District services
- An opinion or feedback, comment, or expression of interest in a program or service processes
- A suggestion or idea submitted by a customer with the aim of improving services, programs or processes.



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Complaints submitted anonymously will not be accepted due to the fact that the District cannot fully investigate such complaints to determine the validity and nature of the complaint nor seek additional information when investigating the complaint

CONFIDENTIALITY OF COMPLAINTS

Confidentiality is an important aspect of this policy, information gathered during the course of an investigation and review of any issue will be held in confidence to the extent possible but not so as to hamper any investigation, or to infringe upon the legitimate interests of the District of any parties involved in the matter or where information must be provided as part of legal proceedings. As a result, reasonable levels of confidentiality may be maintained but anonymity may not.

The complaint as well as the complainant's identity shall, to the extent possible, be kept confidential. However, in certain circumstances the individual investigating the complaint may conclude that in order to investigate the complaint appropriately details of the complaints and/or the identity of the complainant must be revealed. In such circumstances the investigating official shall inform the complainant of the need for disclosure and seek their concurrence. If concurrence cannot be obtained the issue of disclosure shall be referred to the CAO for disposition. In such circumstances the CAO will inform the complainant of the need to disclose, in advance of the disclosure.

The District of 100 Mile House is governed by the provisions of the *Freedom of Information and Protection of Privacy Act* and must comply with the processes and protections stipulated in the Act.

COMPLAINT ADMINISTRATION PROCEDURE

Filing of a Complaint

Complaints can be submitted to the District of 100 Mile House in the following ways:

- Mail: P.O. Box 340, 100 Mile House, BC V0K 2E0
- Email: district@100milehouse.com
- Telephone: (250) 395-2434
- In-person: #1-385 Birch Avenue, 100 Mile House BC (8:30am-4:30pm Mon-Fri)
- Online: www.100milehouse.com/

Frontline Resolution

The complainant should attempt to resolve concerns by dealing with the applicable District employee or immediate supervisor directly involved with the issue, where appropriate.



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District employees have a responsibility to attempt to resolve an issue or concern before it becomes a complaint and to identify opportunities to improve District services where deficiencies are noted.

Complaints

If a complainant does not consider their matter was resolved through a frontline resolution, a formal complaint may be submitted to the CAO on the District of 100 Mile House Complaint form. All information, including name and contact information, must be complete to initiate an internal investigation.

Authority to dismiss complaint

Complaints that are not accepted for review under this complaints policy may be dismissed for the following reasons:

- the issue is not within the jurisdiction for review by the District
- the concerns raised have previously been investigated by the District and no new issues have been reported
- the issues raised by the complainant are currently before the courts
- the complaint appears vexatious
- the remedy sought by the complainant is not achievable

When a complaint is dismissed for any of the reasons above, the complainant will be notified by email, letter or phone within 14 business days of receiving the complaint, with reasons provided for the decision to dismiss the complaint.

Administration

The CAO, or designate, shall log the complaint within the “Complaint Registry”, assign a tracking number and acknowledge receipt of the complaint within 14 business days.

When recording the complaint the following information will be documented:

- the complainant’s name and contact information
- when and how the complaint was received (by email, telephone, webform, mail or in-person)
- main issues raised in the complaint, including all relevant facts provided by the complainant
- the outcome sought by the complainant (if known)
- any attempts made to resolve the complaint informally, including action taken by the staff member receiving the complaint
- any barriers or additional support the person making the complaint may need, such



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as access to an interpreter

During this phase, the CAO or designate shall:

- contact the complainant, acknowledging receipt of the complaint, and provide a tracking number for reference purposes.
- if needed, clarify the complaint to the Director of the appropriate department. In the case of a complaint regarding the CAO, the complaint shall be transferred to Council

Investigation

Complaint investigations will be guided by the principles of administrative fairness and will be conducted in a fair, timely and impartial manner.

The Director, or designate, of the applicable department and CAO, or designate, shall conduct an investigation into the nature of the complaint.

If the complaint is made against the CAO, Council shall conduct the investigation or designate a solicitor, or other qualified individual at arms-length of the District.

The designated investigator shall review the issues identified by the complainant, and in so doing they may:

- review relevant provincial or federal legislation
- review District policies, procedures and any existing file documents
- interview employees or members of the public involved in the issue(s)
- identify actions that may be taken to address the complaint or to improve District operations
- provide a resolution report to the CAO or Council.

All relevant evidence will be considered by the investigator during the review process, and the complainant will be provided an opportunity to be heard and comment on any preliminary findings prior to the District concluding the review of their complaint.

Documentation requirements for the investigation file include:

- copy of the original complaint
- all interviews notes with the date, time and names of those present
- copies of all records reviewed in the course of the investigation
- a statement about any action taken in response to the complaint, or specific



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- resolution reached on the matter, including clear reasons for decisions made
- a final report outlining investigative process and outcome

Decision

A final report/letter is due at the conclusion of a complaint investigation and provided to the complainant within 60 business days from the date the investigation was concluded. This report/letter must be written in clear and accessible language, and include information about:

- overview of complaint
- detail of how the investigation was conducted
- summary of the facts
- outline of the findings
- identification of next steps
- suggestions of appropriate resolution along with the rationale supporting the proposed resolution.

If the complaint is complex, the response provided may identify a need for additional time. Justification and an estimated timeline will be provided within this correspondence.

The decision shall be considered final. There are no appeal mechanisms at the District level. If the complainant is dissatisfied with the response, they are invited to contact the Ombudsperson's office.

Continuous Quality Improvement

The District of 100 Mile House may monitor complaint trends and conduct regular reviews to identify any systemic service issues and make necessary improvements in the organization. The District is committed to learning from the complaints received from service users.

Records Management & Personal Information

A copy of the complaint and response shall be maintained in accordance with the Records Retention Policy.

The District will adhere to all applicable legislation regarding privacy in accordance with the *Freedom of Information and Protection of Privacy Act*. All complaint records will be kept securely and in accordance with corporate policy and legislative responsibilities.

Personal information on the complaint is treated as confidential to protect the privacy of the complainant. However, complainants should be aware that certain circumstances may



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indirectly identify them during an investigation.

RETRIBUTION

Allegations of retribution or threat of retribution against a complainant of anyone cooperating with an investigation under this policy shall be investigated in accordance with the current Code of Conduct, and Work Place Harassment policies.

DRAFT