



## General Purposes Committee

Anderson Room, City Hall  
6911 No. 3 Road

Monday, June 17, 2019  
4:00 p.m.

Pg. #      ITEM

### MINUTES

**GP-5**      *Motion to adopt the **minutes** of the meeting of the General Purposes Committee held on June 3, 2019.*



### ENGINEERING AND PUBLIC WORKS DIVISION

1. **RECOVERING COSTS FOR LOCAL CLIMATE CHANGE IMPACTS**  
(File Ref. No. 10-6125-07-02) (REDMS No. 6190255 v. 9; 6192766; 6192881)

**GP-11**

**See Page GP-11 for full report**

*Designated Speakers: Anthony Capuccinello Iraci and Peter Russell*

### STAFF RECOMMENDATION

- (1) *That the draft letter to the Premier of British Columbia attached to the report titled “Recovering Costs for Local Climate Change Impacts” from the Senior Manager, Sustainability and District Energy dated May 14, 2019, be endorsed; and*
- (2) *That the draft Union of British Columbia Municipalities resolution attached to the report titled “Recovering Costs for Local Climate Change Impacts” from the Senior Manager, Sustainability and District Energy dated May 14, 2019, be endorsed.*



COMMUNITY SAFETY DIVISION

2. **BUSINESS REGULATION BYLAW NO. 7538, AMENDMENT BYLAW NO. 10029 - 4280 NO.3 ROAD UNIT 120**  
(File Ref. No. 12-8275-01) (REDMS No. 6164355; 6165641)

GP-19

See Page GP-19 for full report

*Designated Speaker: Carli Williams*

STAFF RECOMMENDATION

*That Business Regulation Bylaw No. 7538, Amendment Bylaw No. 10029, which amends Schedule A of Bylaw No. 7538, to add the address of 4280 No. 3 Road Unit 120 among the sites that permit an Amusement Centre to operate, be given first, second and third readings.*



3. **UBCM RESOLUTION ON LEGISLATIVE REFORM OF BENEFICIAL OWNERSHIP OF CORPORATIONS AND LAND**  
(File Ref. No. 09-5350-01) (REDMS No. 6148919 v. 5)

GP-24

See Page GP-24 for full report

*Designated Speaker: Mark Corrado*

STAFF RECOMMENDATION

*That the proposed UBCM resolution titled “Transparency and legislative reform of beneficial ownership of land and corporations” be submitted to the Union of BC Municipalities as outlined in the staff report titled “UBCM Resolution on Legislative Reform of Beneficial Ownership of Corporations and Land”, dated May 15, 2019, from the General Manager of Community Safety.*



4. **UBCM CANNABIS COSTS SURVEY**  
(File Ref. No. 09-5000-01) (REDMS No. 6194371 v. 4)

GP-29

See Page GP-29 for full report

*Designated Speaker: Mark Corrado*

STAFF RECOMMENDATION

*That the responses summarized in the staff report titled "UBCM Cannabis Costs Survey", dated May 21, 2019, from the General Manager, Community Safety be approved for submission to the UBCM.*



RICHMOND PUBLIC LIBRARY

5. **UBCM RESOLUTION REGARDING RESTORING PROVINCIAL SUPPORT FOR LIBRARIES**

(File Ref. No.) (REDMS No. 6205939 v. 2)

GP-53

See Page GP-53 for full report

*Designated Speaker: Susan Walters*

STAFF RECOMMENDATION

- (1) *That a letter of support for the City of Victoria's proposed Union of BC Municipalities (UBCM) resolution titled "Restoring Provincial Support for Libraries", as attached to the staff report titled "UBCM Resolution regarding Restoring Provincial Support for Libraries" dated June 4, 2019 from the Chief Librarian and Secretary to the Board, be submitted to UBCM for consideration at their annual general meeting; and*
- (2) *That a copy of the letter be sent to local Members of the Provincial Legislative Assembly.*



DEPUTY CAO'S OFFICE

6. **CODE OF CONDUCT FOR ELECTED OFFICIALS**

(File Ref. No. 01-0005-01) (REDMS No. 6020923 v. 23)

GP-58

See Page GP-58 for full report

*Designated Speaker: Lani Schultz*

STAFF RECOMMENDATION

*That the report titled “Code of Conduct for Elected Officials” dated April 10, 2019 from the Director, Corporate Programs Management Group be received for information.*

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7. **COUNCIL TERM GOALS 2018-2022**

(File Ref. No. 01-0105-07-01) (REDMS No. 6174635 v. 7)

**GP-106**

[See Page GP-106 for full report](#)

*Designated Speakers: Claire Adamson and Jason Kita*

STAFF RECOMMENDATION

*That Council adopt a set of 2018-2022 Council Term Goals by endorsing the goals and priorities as outlined in the report titled “Council Term Goals 2018-2022” from the Director, Corporate Programs Management Group, dated May 28, 2019, or that Council identify and adopt any modifications, deletions or additions to this information as their 2018-2022 Council Term Goals.*

☐

ADJOURNMENT

☐





## General Purposes Committee

Date: Monday, June 3, 2019

Place: Anderson Room  
Richmond City Hall

Present: Acting Mayor Chak Au, Acting Chair  
Councillor Carol Day  
Councillor Kelly Greene  
Councillor Alexa Loo  
Councillor Bill McNulty  
Councillor Linda McPhail  
Councillor Harold Steves  
Councillor Michael Wolfe

Absent: Mayor Malcolm D. Brodie

Call to Order: The Acting Chair called the meeting to order at 4:00 p.m.

## MINUTES

It was moved and seconded

*That the minutes of the meeting of the General Purposes Committee held on May 21, 2019, be adopted as circulated.*

**CARRIED**

## AGENDA ADDITIONS

The Acting Chair advised that a referral to staff regarding amendments to the Noise Regulation Bylaw would be added to the agenda as Item No. 2.

## COMMUNITY SERVICES DIVISION

1. **2019 CHILD CARE GRANTS – SECOND INTAKE**  
(File Ref. No. 03-0185-01) (REDMS No. 6178419 v. 4)

**General Purposes Committee**  
**Monday, June 3, 2019**

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It was moved and seconded

*That the Child Care Capital Grants, as outlined in the staff report titled "2019 Child Care Grants – Second Intake" dated May 7, 2019 from the Manager, Community Social Development, be awarded for the recommended amounts and cheques be disbursed for a total of \$25,720.*

**CARRIED**

## COUNCILLOR CAROL DAY

### 2. NOISE BYLAW AMENDMENTS

(File Ref. No.) (REDMS No.)

Councillor Day distributed materials (attached to and forming part of these minutes as Schedule 1) and spoke to amendments to the Noise Regulation Bylaw No. 8856 to change permitted hours of noise to start at 7:30 a.m. on weekdays, Monday through Friday as well as expanding the noise restriction to include other sources of noise such as landscaping activities.

Discussion took place regarding (i) referring the matter to staff to also review reducing the hours of permitted construction noise to an earlier end time, (ii) impact of weather and seasonal changes on required hours of construction, (iii) number of noise complaints received, and (iv) differentiating between construction noise and other types of noises.

In response to questions from Committee, John Irving, Acting General Manager, Engineering and Public Works, advised that staff do receive numerous exemption requests to work outside permitted construction noise hours typically for larger development projects that require longer durations of concrete pour for large slabs that would be difficult to achieve with weekday traffic.

As a result of the discussion, the following **referral motion** was introduced:

It was moved and seconded

*That staff review Noise Regulation Bylaw No. 8856 including beginning and end times of permitted construction noise and differentiating between construction and other noises.*

**CARRIED**

## ADJOURNMENT

It was moved and seconded

*That the meeting adjourn (4:09 p.m.).*

**CARRIED**

**General Purposes Committee**  
**Monday, June 3, 2019**

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Certified a true and correct copy of the Minutes of the meeting of the General Purposes Committee of the Council of the City of Richmond held on Monday, June 3, 2019.

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Acting Mayor Chak Au  
Acting Chair

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Amanda Welby  
Legislative Services Coordinator

Motion : Noise bylaw amendment to 7:30 am

Whereas bylaw 8856 restricts construction to a start time of 7:00 am Monday through Friday be it resolved that the bylaw be amended to change the start time to 7:30 am Monday to Friday and these bylaws be applied to all trades such as Landscape companies and others that create excessive noise with their equipment.

Rational : Residents are often subject to excessive noise that negatively affects the quality of their lives in residential neighbourhoods, a further half hour in the early morning will improve the quality of life and better regulate how trades operate their businesses.



## Noise Regulation Bylaw No. 8856 Amendments

**No.: INFO-29**  
**Date: 2016-03-11**  
**Revised: 2018-05-13**

### Purpose:

To inform builders and owners of amendments to Noise Regulation Bylaw No. 8856, the "Bylaw". The amendments include restrictions to demolition and construction activities on Sundays and Statutory holidays and the introduction of signage requirements.

### Background:

The City made amendments to the Bylaw on September 14 and November 09, 2015 to address demolition and construction noise concerns raised by members of the general public.

### Implementation:

The Noise Regulation Bylaw No. 8856 was amended to include the following:

#### Noise Restrictions

The primary change to the Bylaw will limit construction activities on Sundays and Statutory holidays to work performed by homeowners or occupants, provided that construction noise levels do not exceed the limits stipulated in the Bylaw. Under this amendment, contractors are prohibited from creating noise due to construction activities during Sundays and Statutory holidays.

Construction noise is permitted under the Bylaw provided it does not have a rating exceeding 85 dBA when measured at a distance of 15.2 m (50 feet) from the source of the noise and only occurs:

- between 7:00 a.m. and 8:00 p.m. Monday through Friday that is not a Statutory holiday for any type of construction;
- between 10:00 a.m. and 8:00 p.m. Saturday that is not a Statutory holiday for any type of construction; and
- between 10:00 a.m. and 6:00 p.m. on a Sunday or Statutory holiday, provided the construction is in connection with a residential building or structure and undertaken personally by the homeowner or occupier of the premises.

#### Requirements for Posted Signage

Where the construction value exceeds \$150,000.00, signage shall be installed and maintained on the premises in accordance with the following:

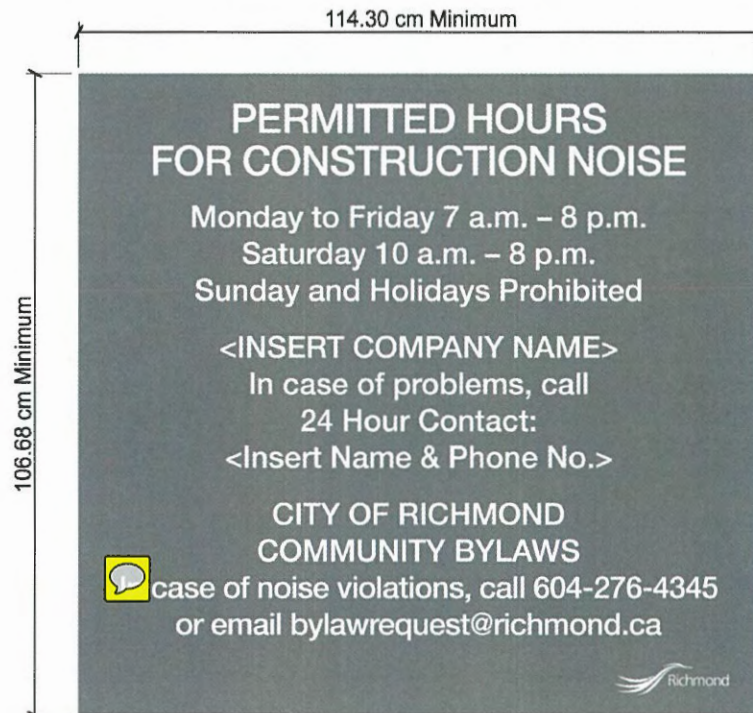
- The sign shall be at least 1.48 m<sup>2</sup> for construction that is in respect to a single or two-family dwelling or 2.97 m<sup>2</sup> for all other types of construction.
- The posted signage shall be a minimum of 114.30 cm (45 in.) wide by 106.68 cm (42 in.) high.
- The sign shall include the following information:
  - permitted hours for construction noise, as indicated in Noise Regulation Bylaw No. 8856;
  - name of the company undertaking the construction, if applicable;
  - name and phone number of the general contractor, owner or other person available to address complaints about the construction on a 24 hour per day basis; and
  - phone number and email address of the City's Community Bylaws Department (call 604-276-4345 or email [bylawrequest@richmond.ca](mailto:bylawrequest@richmond.ca)).
- The sign is to be secured to the building or supported by posts or poles and be capable of withstanding all weather conditions.

See over →



- The background colour of the sign shall be grey and the words shall be white Helvetica medium block lettering with a minimum letter height of 2.54 cm (1 in.).
- The owner, occupier, builder or developer shall maintain the sign required on the premises from the commencement date of any construction to the date that final occupancy is permitted.

#### Construction Sign Sample

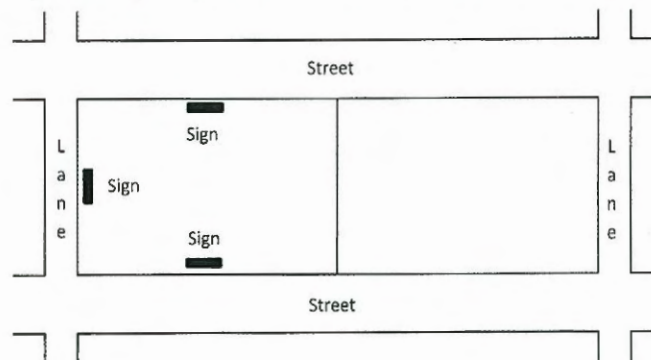


#### Sign Placement

Height From Ground - maximum 3.65 m

Height From Ground - minimum 1.52 m

Sign Quantity - 1 sign for EACH street and/or lane fronting the property



Note: Drawing not to scale.

The above-noted signage requirements will apply to all Demolition and Building Permits issued as of September 15, 2015, for all combined construction valued over \$150,000.00.

Should you have any questions, comments, or suggestions concerning this bulletin, please reference the Bulletin Number and email [building@richmond.ca](mailto:building@richmond.ca) or call the Building Approvals General Inquiries line at 604-276-4118.

Should you have any questions or comments concerning Noise Regulation Bylaw No. 8856, please contact the **Community Bylaws Department at 604-276-4345 or email [bylawrequest@richmond.ca](mailto:bylawrequest@richmond.ca).**



# City of Richmond

## Report to Committee

**To:** General Purposes Committee **Date:** May 14, 2019  
**From:** Peter Russell, Senior Manager, Sustainability and District Energy **File:** 10-6125-07-02/2019-Vol 01

Tony Capuccinello Iraci, City Solicitor

**Re:** Recovering Costs for Local Climate Change Impacts

### Staff Recommendation

1. That the draft letter to the Premier of British Columbia attached to the report titled "Recovering Costs for Local Climate Change Impacts" from the Senior Manager, Sustainability and District Energy dated May 14, 2019, be endorsed; and
2. That the draft Union of British Columbia Municipalities resolution attached to the report titled "Recovering Costs for Local Climate Change Impacts" from the Senior Manager, Sustainability and District Energy dated May 14, 2019, be endorsed.

Peter Russell MCIP RPP  
Senior Manager, Sustainability  
and District Energy  
(604-276-4130)

Tony Capuccinello Iraci  
City Solicitor  
(604-247-4636)

Att. 2

REPORT CONCURRENCE		
<b>ROUTED TO:</b>  Engineering	<b>CONCURRENCE</b>  <input checked="" type="checkbox"/>	<b>CONCURRENCE OF GENERAL MANAGER</b> 
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b>  CS	<b>APPROVED BY CAO</b> 

## Staff Report

### Origin

At the Regular Council meeting held on April 23, 2019, West Coast Environmental Law delegated on their effort to encourage the Province of BC to enable local governments to recover costs by cities for addressing climate change. Following the presentation and discussion, Council endorsed the following resolution:

*That the presentation titled “Recovering Climate Costs” by Gordon Cornwall be referred to staff to:*

- (1) examine how it aligns with City policies and strategies;*
- (2) provide an analysis of the impacts of any proposed legislation*
- (3) prepare a draft letter to the Province of BC; and*
- (4) prepare a draft resolution to UBCM.*

### Background

West Coast Environmental Law presented their ‘Climate Law in our Hands’ campaign and requested that Richmond “*take action to hold the fossil fuel industry accountable for its role in causing climate change and in the climate costs being caused by fossil fuel pollution*” by:

1. Preparing a letter to 20 of the world’s fossil fuel companies asking them to pay for climate costs incurred by the City; and
2. Signing on to the letter to Premier Horgan requesting climate liability legislation.

This report responds to the referral by identifying City’s climate-related programs as it relates to West Coast Environmental Law’s campaign and discussing legal aspects for consideration. A draft letter for distribution to the Premier (Attachment 1) and a draft resolution for the Union of BC Municipalities (Attachment 2) are included in this report.

### Analysis

#### Alignment with City Policies and Strategies

The City has policies and strategies that respond to climate change induced impacts. City assessments and provincial report that the average annual temperature across the province has risen by 1.4 °C since 1900 and that temperatures are expected to increase between 1.3 °C to 2.7 °C by 2050. Average annual rainfall amounts in the winter are expected to increase between 2% to 12% by 2050 but longer periods of drought are predicted in the summer months. Local impacts from these weather variations including longer growing seasons; more frequent and severe heat waves; increased frequency and intensity of storms; and new infectious diseases and pests continue to be recorded in the region. Richmond has made significant investments in response to these climate related concerns including:

- **Sea-level Rise and Flood Protection** – Richmond’s drainage and flood protection system is comprised of 581 km of drainage pipes, 61 km of culverts, 165 km of watercourses, 39 pump



stations and is currently valued at approximately \$1.5 billion. Richmond's dikes are currently at an average elevation of 3.5 m above mean sea level. Climate change studies predict up to a 1 m rise in sea level and 0.2 m of ground settlement by 2100. Predictions also indicate an increase in the frequency and intensity of storms in the region that can lead to extreme flooding and infrastructure loss.

The Council endorsed 2008-2031 Richmond Flood Protection Strategy provides the City with a framework for developing appropriate adaptation responses. The strategy identified the need to address climate change implications specific to Richmond relating to flood protection and called on the City to implement a comprehensive dike improvement program. The Dike Master Plan identifies a long-term upgrade strategy for the City's dikes. The plan sets a goal of increasing the height of Richmond's dike system to a minimum elevation of 4.7 m and further requires that dike upgrades to be able to facilitate a further raising to 5.5 m to accommodate possible additional sea level rise in future years.

The estimated dike upgrade costs to address the predicted 2100 sea level rise scenario is estimated to be hundreds of millions. As dike master planning continues and projects are completed, more information and financial requirements will be available to update costs. The Flood Protection Strategy indicates that the City should pursue a minimum of 50% funding for dike raising from senior government to assist with this program.

The City has prioritized investments for the continued maintenance and improvement of the drainage and flood protection system. Council endorsed the introduction of the Drainage and Diking Utility in 2003 as a dedicated source of funding for drainage and diking improvements. The utility currently generates approximately \$11 million each year. Funds are invested annually into Capital projects to address the effects of infrastructure age, population growth and climate change.

- **Richmond's Invasive Species Action Plan** – Endorsed in 2016 to reduce the economic and environmental risks of invasive species that are influenced, in part, by climate change. The Invasive Species Action Plan has secured \$845,000 in Capital funding since 2015 and \$225,000 provincial funding in 2018.

#### Analysis of the Impacts of any Proposed Legislation

There is currently limited ability for governments and class action groups to sue fossil fuel producers in nuisance, trespass, and/or negligence for compensation costs incurred as a result of climate change based on current Canadian law. There are currently a number of U.S. cities and states seeking compensation for climate-related infrastructure costs through the federal U.S. court system (under U.S. nuisance and negligence law, similar to that in Canada). Three of these cases in San Francisco, Oakland and New York have recently been dismissed through federal decisions and are awaiting appeal. There are currently no Canadian court cases involving municipalities or provinces, although the City of Victoria (endorsement of a class action suit), and City of Port Moody (sent a letter to 20 fossil fuel companies as requested by West Coast Environmental Law) have initiated courses of action against the fossil fuel industry.

West Coast Environmental Law is seeking provincial legislation for BC that targets large scale fossil fuel producers whose global operations, and use of their products, result in globally detectable levels of emissions. The legislation is modeled on Ontario's tobacco damages and health care cost-recovery legislation and is similar to the climate change legislation bill introduced and defeated in Ontario. Legislation in BC is intended to improve the likelihood of successful court decisions and awards for the Province and municipalities. Establishing causation and attributing the degree of responsibility to a specific group of companies may, however, prove to be an insurmountable evidentiary hurdle in such litigation.

A former member of the Ontario Provincial Parliament put forward a private member's bill (Bill 37) for the enactment of the *Liability for Climate-Related Harms Act* in 2018, which introduced the strict liability standard for climate-related claims. The bill was carried at 2<sup>nd</sup> reading in April 2018 and was sent to the relevant standing committee, prior to the 2018 Ontario election. It was reintroduced to parliament in October 2018 and was defeated at 2<sup>nd</sup> reading. It is unlikely that the legislation will be enacted under the current Ontario government. Had the legislation been successfully enacted by the Province of Ontario it would have:

- Reduced the burden of proving causation by setting out a number of criteria for strict liability and various assumptions that create lower evidentiary standards than would normally apply in court without the legislation;
- Applied the legal concept of 'strict liability' to all producers (exploration, recovery, refining, sale) of fossil fuels where globally detectable levels of greenhouse gas emissions can be attributed to their actions/product; and
- Enabled those in Ontario who suffer harms related to climate change impacts to prosecute the fossil fuel industry and seek compensation.

If the Province of BC enacted a similar statute (and accompanying regulations) potential lawsuits would be similar to the Canadian tobacco related health costs recovery lawsuits that are still before the courts. Various private class actions have settled or concluded; including an award of \$15-billion in Quebec. Two big tobacco companies subsequently filed for creditor protection in 2019 however. Even with the evidentiary challenges, the legislation may nevertheless be a useful tool for local governments to pursue compensation for climate change-related costs and harms from the fossil fuel industry if enacted. Although, lengthy, expensive lawsuits would be expected; partnering with the Province and other municipalities in joint litigation may be a solution to reduce legal costs and improve the likelihood of a successful ruling against the fossil fuel industry. In the event such claims are held to be fatally flawed on an evidentiary basis, then this may motivate the Province to enact more effective cost recovery legislation for the benefit of government, including municipalities.

#### Province of BC and the Union of British Columbia Municipalities

Two municipalities in BC have put forward separate motions that consider legal action against the fossil fuel industry to recover climate change-related costs and that the Province should consider enacting supporting legislation. At the Association of Vancouver Island and Coastal Communities meeting held in April 2019, the City of Victoria resolved:

1. *That UBCM explore the initiation of a class action lawsuit on behalf of member local governments to recover costs arising from climate change from major fossil fuel corporations; and*
2. *That the Province of British Columbia consider legislation to support local governments in recovering costs arising from climate change from fossil fuel corporations.*

The resolution was defeated during the meeting.

The City of Port Moody forwarded similar resolutions to the Union of BC Municipalities and the Federation of Canadian Municipalities in April 2019 that call upon the provincial and federal governments to enact legislation that holds fossil fuel companies financially liable for harms caused by their contributions to climate change. Both resolutions are currently awaiting consideration.

A draft letter to the Premier of BC is included in Attachment 1; it conveys the scale of the impact the City must address related to a changing climate. A draft UBCM resolution from the City of Richmond is also included as Attachment 2 for Council consideration for bringing forward to the 2019 UBCM conference for consideration by voting delegates.

### **Financial Impact**

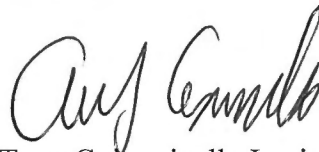
None.

### **Conclusion**

West Coast Environmental Law is promoting their 'Climate Law in our Hands' campaign with a goal to protect taxpayers, the Province, and municipalities from incurring the rising costs of climate change related investments in BC. New provincial legislation would be required to assist in holding fossil fuel companies financially liable. A draft letter to the Premier of BC and draft a UBCM resolution are included in the report.



Peter Russell  
Senior Manager, Sustainability and District Energy  
(604-276-4130)



Tony Capuccinello Iraci  
City Solicitor  
(604-247-4636)

- Att. 1: Draft Letter to Premier Horgan  
2: Draft Union of BC Municipalities Resolution

May 14, 2019  
File: 10-6125-07-02/2019-Vol 01

Mayor's Office  
Telephone: 604-276-4123  
Fax: 604-276-4332

REGISTERED

Premier John Horgan  
P.P. Box 9041 STN PROV GOVT  
Victoria, BC  
V8W 9E1

Dear Premier Horgan:

**Re: Liability for Climate-related Harms Act and Climate Leadership**

The City of Richmond commends the government for its actions in 2018 to update the greenhouse gas emissions reduction targets and release CleanBC, which will serve both as a climate action strategy and an economic development plan. Within recent years, Council has provided input to the development of the 2015 BC Climate Leadership Plan and the Province's CleanBC plan, and has successfully championed resolutions on building energy benchmarking and the right to a clean environment through the Union of BC Municipalities.

Climate change is currently the greatest threat facing the Province of BC. As Mayor and Council of the City of Richmond, we write to request that government take immediate action to hold global fossil fuel companies accountable for climate change-related harm and costs that occur in BC, through enactment of a *Liability for Climate-related Harms Act* that establishes clear legal rules of liability for harm caused by climate change. This statute is essential both to protect BC taxpayers against rising costs from climate-related impacts and to give global fossil fuel companies incentives to transition from fossil fuels and join the fight against climate change.

Richmond's location in southwestern BC, where the Fraser River converges with the Pacific Ocean, is adjacent to some of the most productive ecosystems in the world. The mixing of saline ocean water with the Fraser River's freshwater creates an estuary environment that supports a rich and diverse community of aquatic and terrestrial life. Richmond recognizes the importance of creating a sustainable community. Our vision of a healthy, safe and enriched island community with an innovative and prosperous economy and thriving natural systems, sustained for current and future generations is at risk from climate change.

Richmond has invested significantly in the establishment and maintenance of a world-class drainage and flood protection system comprised of 581 km of drainage pipes, 61 km of culverts, 165 km of watercourses, 39 pump stations that is currently valued at approximately \$1.5 billion. The system utilizes the natural and built environment to provide ecosystem services such as drainage, water filtration, green space, and wildlife habitat needed to support the overall connectivity and resiliency of our community.

Richmond has had to invest significant resources to protect the City against against the threats of the climate change. The Province of BC reports that the average annual temperature across the province has risen by 1.4 °C since 1900 and that temperatures are expected to increase from 1.3 °C to 2.7 °C by 2050. Local rainfall patterns are also projected to change. Average annual rainfall amounts in the winter are expected to increase from 2% to 12% by 2050 but longer periods of drought are predicted in the summer months. Local impacts from these weather variations including longer growing seasons; more frequent and severe heat waves; and new infectious diseases and pests continue to be recorded in the region. Richmond has been taking strong action on climate change for over a decade and can demonstrate meaningful achievements. The City reduced its overall greenhouse gas emissions by eight per cent between 2007 and 2010, and by a further four per cent between 2010 and 2015, despite 12 per cent growth in population over that entire period.

Richmond has joined hundreds of cities around the world, representing more than 20 million citizens, who have declared a climate emergency. The movement is a response to the Intergovernmental Panel in Climate Change Report (2018) that listed the areas that drastic actions were needed to offset the risks of accelerating global warming.

Fossil fuel companies have profited by selling products that contribute to climate change. West Coast Environmental Law advised the City that ninety fossil fuel producers are responsible (through operations and products) for about two-thirds of greenhouse gases in the global atmosphere today. Richmond taxpayers have to bear the cost of the impacts of fossil fuel pollution. We are calling on the Province of BC to enact a *Liability for Climate-related Harms Act* to protect the BC taxpayer and send a global message to the fossil fuel industry that they are liable for their actions.

Yours truly,

Malcolm D. Brodie  
*Mayor*

**RECOVERY COST FOR LOCAL CLIMATE CHANGE**

**City of Richmond**

**WHEREAS** local governments have incurred significant costs in response to the real and projected threats of climate change including flooding, sea-level rise and weather variations;

**AND WHEREAS** fossil fuel corporations profit without sharing the costs of the pollution caused by their operations and their products:

**THEREFORE BE IT RESOLVED** that the Province enact legislation to hold the fossil fuel industry responsible for its role in causing climate change by making it accountable for costs incurred by governments to adapt to climate change.



# City of Richmond

## Report to Committee

**To:** General Purposes Committee **Date:** April 9, 2019  
**From:** Carli Williams, P.Eng.  
Manager, Comm Bylaws and Licencing **File:** 12-8275-01/2019-Vol  
01  
**Re:** **Business Regulation Bylaw No. 7538, Amendment Bylaw No. 10029 -  
4280 No. 3 Road Unit 120**

### Staff Recommendation

That Business Regulation Bylaw No. 7538, Amendment Bylaw No. 10029, which amends Schedule A of Bylaw No. 7538, to add the address of 4280 No. 3 Road Unit 120 among the sites that permit an Amusement Centre to operate, be given first, second and third readings.

Carli Williams, P.Eng.  
Manager, Comm Bylaws and Licencing  
(604-276-4136)

Att. 1

REPORT CONCURRENCE		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Law	<input checked="" type="checkbox"/>	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 	<b>APPROVED BY CAO</b> 

## **Staff Report**

### **Origin**

One of the categories of regulated businesses in Richmond is Amusement Centre which contains Amusement Machines, defined in Business Regulation Bylaw No. 7538 as:

*A machine on which mechanical, electrical, automatic or computerized games are played for amusement or entertainment, and for which a coin or token must be inserted or a fee charged for use, and includes machines used for the purposes of gambling.*

Business Regulation Bylaw No. 7538 restricts a business from operating with more than four amusement machines unless the location is listed in Schedule A of the bylaw. This report deals with an application received from Kylin Enterprises Ltd., doing business as: Ace E-Sports Arena to operate 100 computer game systems for online/offline gaming from premises situated at 4280 No. 3 Road Unit 120. This premises is not listed as an approved address on Schedule A.

Ace E-Sports Arena is a new business and this company and its directors have no history with the City of Richmond. This location was previously occupied with a brake and muffler, vehicle service shop.

### **Analysis**

Amusement Centre regulations and definitions cover different types of amusement machines such as 3D virtual reality computerized games, console gaming, computer games in the Internet Café and traditional arcades. Amusement Centres are a regulated business because of their potential to impact the community, including their historic role of attracting problematic activities. The City has imposed regulations to minimize this risk including restricted operating hours, prohibition on children under 15 to be present during school hours and rules prohibiting gambling, fighting and consumption of alcohol. These businesses may be inspected from time to time to ensure regulatory compliance of the regulations.

The location the applicant is intending to operate is zoned Auto-Oriented Commercial (CA), which permits among other uses, Amusement Centre. The unit is situated on a parcel with a single-level commercial building with 4 units. This zone provides for a mix of commercial and related uses oriented to vehicular access. There are currently 3 commercial businesses operating on this property. Two businesses providing the permitted use of vehicle repair and third business is under the permitted use of vehicle sale/rental use. This property is situated on No. 3 Road, south of Browngate Rd, (Attachment1).

In addition to the bylaw amendment, the applicant will be required to ensure that the premises meets all building and health regulations before a Business Licence would be issued. Richmond R.C.M.P. have no issues with this business or operator.

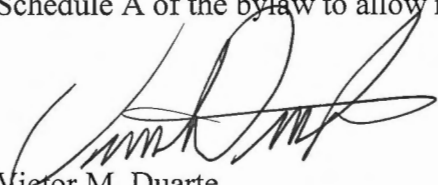
### **Financial Impact**

None.



## **Conclusion**

Amusement Centres are regulated under the City's Business Regulation Bylaw No. 7538 and staff are recommending that the applicant's request for 4280 No. 3 Road Unit 120, be added to Schedule A of the bylaw to allow more than four amusement machines to be operated.



Victor M. Duarte  
Supervisor, Business Licences  
(604-276-4389)

VMD:vmd

Att. 1: Aerial View Map

## City of Richmond Interactive Map



52.4 0 26.20 52.4 Meters

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

© City of Richmond

THIS MAP IS NOT TO BE USED FOR NAVIGATION





**Business Regulation Bylaw No. 7538, Amendment Bylaw No. 10029**

The Council of the City of Richmond enacts as follows:

1. That Business Regulation Bylaw No. 7538, as amended, is further amended by adding the following address in Schedule A item 9:

Civic Address	Civic Number	Original Bylaw Reference
9. No. 3 Road	4280 Unit 120	10029

and renumbering the rest of the remaining items in Schedule A in numerical order.

2. This Bylaw is cited as **"Business Regulation Bylaw No. 7538, Amendment Bylaw No. 10029"**.

FIRST READING

SECOND READING


THIRD READING

LEGAL REQUIREMENTS SATISFIED

ADOPTED

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept.

APPROVED for legality by Solicitor
BRB



# City of Richmond

## Report to Committee

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**To:** General Purposes Committee  
**From:** Cecilia Achiam  
General Manager, Community Safety  
**Date:** May 15, 2019  
**File:** 09-5350-01/2019-Vol  
01  
**Re:** **UBCM Resolution on Legislative Reform of Beneficial Ownership of  
Corporations and Land**

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### Staff Recommendation

That the proposed UBCM resolution titled "Transparency and legislative reform of beneficial ownership of land and corporations" be submitted to the Union of BC Municipalities as outlined in the staff report titled "UBCM Resolution on Legislative Reform of Beneficial Ownership of Corporations and Land", dated May 15, 2019, from the General Manager of Community Safety.

Cecilia Achiam  
General Manager, Community Safety  
(604-276-4122)

REPORT CONCURRENCE	
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>
RCMP	<input checked="checked" type="checkbox"/>
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> CS
<b>APPROVED BY CAO</b> 	

## Staff Report

### Origin

At the Council meeting on February 11, 2019, Council passed the following resolution:

*That the City put forward a resolution to the UBCM requesting legislative reform to create transparency around beneficial ownership of corporations and land.*

### Background

On April 2, 2019, the BC Ministry of Finance announced that it will table legislation, *Land Owner Transparency Act*, to establish a public registry of beneficial owners of property in B.C. All corporations, trusts and partnerships in BC will have to disclose their beneficial, often hidden, owners. Failure to disclose the beneficial ownership would result in fines of up to \$100,000 or 15% of the assessed property value, whichever is greater.

The new Land owner transparency registry is anticipated to be operational in 2020 when the *Land Owner Transparency Act* comes into force. The Land Title and Survey Authority will administer the new transparency registry through its website. Similar to land titles, basic property information, including names of all corporate interest holders, beneficial owners or partners, will be publicly accessible.

The Ministry of Finance further addressed both enforcement and privacy concerns by asserting that only:

“Tax authorities, law enforcement and regulatory agencies will have access to more detailed and sensitive information, such as the nature of their beneficial interest, place of residence, citizenship, tax number and information about the person completing the report. The registry will be self-funded through fees for filing and for searching. The Ministry of Finance will be responsible for enforcement. The Canada Revenue Agency (CRA) will have access to information and may use it to crack down on tax evasion.”<sup>1</sup>

The Provincial Government made further disclosure amendments to the *Business Corporations Act* in an effort to close loop holes around money laundering and tax evasion. Private companies will now be required to hold current information on beneficial owners of shares and will eliminate bearer shares which are unregistered and are effectively anonymous. Again tax authorities, law enforcement and select regulators will have access to the private companies transparency register in effort to “crack down on white collar crime.”

### Analysis

The Province did not propose a publicly accessible registry of corporate ownership. This omission and risk was identified by the BC Expert Panel on Money Laundering in BC Real Estate (Expert Panel) in their report, released on May 9, 2019:

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<sup>1</sup> <https://news.gov.bc.ca/releases/2019FIN0037-000545>

*“Recommendation 5*

*The BC Government should develop a discussion paper with draft legislation for consultation about the implementation of a full corporate beneficial ownership registry covering all legal persons that is consistent with best practices and that integrates with the Land Owner Transparency Act.”<sup>2</sup>*

According to Dr. Peter German, in his report titled “Dirty Money - Part 2”, there are 92,280 residential properties in BC that were owned through corporate entities which amounted to 7% of his research dataset. He estimated the value of these corporate owned properties to be \$150.45 billion. He noted further that 29% of corporate owned properties, worth \$28.24 billion were purchased without a mortgage. Dr. German noted that there was significant risk and a nexus to money laundering associated with unfinanced or cash-only real estate transactions.<sup>3</sup>

The Federal Budget, released on March 19, 2019, only partially acknowledged the above concerns regarding beneficial ownership:

*“...The Canada Business Corporations Act was amended to require federally incorporated corporations to maintain beneficial ownership information. In Budget 2019, the Government proposes further amendments to the Act to make the beneficial ownership information maintained by federally incorporated corporations more readily available to tax authorities and law enforcement.”<sup>4</sup>*

The Federal Government, however, did not propose a public registry for beneficial ownership for corporations or land and it remains unclear as to what specific measures will be enacted to improve law enforcement’s and the CRA’s access to beneficial ownership identities. Given the paucity of anti-money laundering law enforcement resources, the Federal Government should seize the opportunity to engage the public and media in uncovering financial crime.

There is no current consensus amongst the Provincial Governments and the Federal Government on whether to establish a public registry, such as in BC, or a secure law enforcement/regulator only accessible registry. However, the Federal and Provincial Ministers of Finance have announced a goal to have some form of an agreement in place by July 1, 2019. This agreement would likely mandate that all provincial and territorial corporations maintain accurate and up-to-date information on beneficial ownership that would be accessible to law enforcement.<sup>5</sup>

Given this lack of consensus, the Expert Panel recommended further that:

*The BC Minister of Finance should encourage finance ministers across the country to implement the Agreement to Strengthen Beneficial Ownership*

<sup>2</sup> [https://news.gov.bc.ca/files/Combating\\_Money\\_Laundering\\_Report.pdf](https://news.gov.bc.ca/files/Combating_Money_Laundering_Report.pdf), pg. 76.

<sup>3</sup> [https://news.gov.bc.ca/files/Dirty\\_Money\\_Report\\_Part\\_2.pdf](https://news.gov.bc.ca/files/Dirty_Money_Report_Part_2.pdf)

<sup>4</sup> <https://budget.gc.ca/2019/docs/plan/budget-2019-en.pdf>

<sup>5</sup> <http://www.ourcommons.ca/Content/Committee/421/FINA/Reports/RP10170742/finarp24/finarp24-e.pdf> pg. 16

*Transparency and enhance the disclosure of beneficial ownership of corporations, as soon as possible.<sup>6</sup>*

Prior to the proposed deadline for reaching a national agreement in July, the Provincial Government should engage its provincial counterparts and the Federal Government to advocate for a public registry similar to what has been proposed in BC. A consistent transparency regime surrounding beneficial ownership is needed in place of the current inconsistent patchwork of federal and provincial disclosure regimes that enable owners of private corporations and land to hide their true identity.

It is important to note that the current provincial proposal of a beneficial ownership registry only addresses land ownership and not the broader issue of corporate beneficial ownership. Provincial companies are still at risk of being utilized by organized crime, tax evaders, and politically exposed persons in non-real estate based industries to hide their ownership identity from the public and media. For example, other high risk industries for financial and other crimes include: import and export, construction, money exchange services, digital currency, chemical industry, high value goods dealers and auction houses. While at the national level no public beneficial ownership registry of land or corporations has been proposed. The risk exists that criminals will simply shift to shell corporations in neighbouring provinces.

### **Financial Impact**

None.

### **Conclusion**

Only the Provincial Minister of finance has tabled this beneficial land ownership registry legislation and it is inadequate because it does not apply to other industries such as import and export based companies. The Federal Minister of Finance has not tabled any similar legislation so criminals and money laundering will likely move to other Provinces and rebound back on to BC. Last, a public registry is essential to allow the public, media, foreign governments and private sector companies (competitors) to act as a force multiplier in detecting fraud, money laundering etc. The creation of both a provincial and national level public registry of beneficial owners of land and corporations would be another important step towards assisting law enforcement in targeting tax evaders, tax fraudsters and money launders. A resolution to the UBCM requesting legislative reform to create transparency around beneficial ownership of corporations and land would signal strong local government support on this issue to the senior levels of government.

Based on Council's direction, staff have drafted the following proposed resolution to the UBCM for Council's consideration:

### **TRANSPARENCY AND LEGISLATIVE REFORM OF BENEFICIAL OWNERSHIP OF LAND AND CORPORATIONS**

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<sup>6</sup> [https://news.gov.bc.ca/files/Combating\\_Money\\_Laundering\\_Report.pdf](https://news.gov.bc.ca/files/Combating_Money_Laundering_Report.pdf). 76

May 15, 2019

- 5 -

*WHEREAS the provincial Ministry of Finance has not proposed legislation around the establishment of a publicly searchable registry around beneficial ownership of corporations;*

*AND WHEREAS the federal Minister of Finance has not proposed legislation for a public registry of beneficial ownership of land or corporations:*

*THEREFORE BE IT RESOLVED that the UBCM call on the provincial Minister of Finance to propose both a new provincial publicly searchable registry of corporate beneficial ownership and advocate to the federal Minister of Finance to create a new national public registry around beneficial ownership of corporations and land.*



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Mark Corrado  
Senior Manager, Community Safety Policy and Programs  
(604-204-8673)

MC:mc





# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Cecilia Achiam  
General Manager, Community Safety  
**Re:** **UBCM Cannabis Costs Survey**

**Date:** May 21, 2019  
**File:** 09-5000-01/2019-Vol  
01

### Staff Recommendation

That the responses summarized in the staff report titled "UBCM Cannabis Costs Survey", dated May 21, 2019, from the General Manager, Community Safety be approved for submission to the UBCM.

Cecilia Achiam  
General Manager, Community Safety  
(604-276-4122)

Att. 3

REPORT CONCURRENCE	
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>
Finance Department	<input checked="" type="checkbox"/>
Community Bylaws	<input checked="" type="checkbox"/>
Fleet	<input checked="" type="checkbox"/>
Parks	<input checked="" type="checkbox"/>
Fire Rescue	<input checked="" type="checkbox"/>
RCMP	<input checked="" type="checkbox"/>
Policy Planning	<input checked="" type="checkbox"/>
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	

## Staff Report

### Origin

On October 17, 2018, the legalization of non-medical cannabis came into full force along with the Federal-Provincial-Territorial Agreement on Cannabis. This two year agreement enables the Federal Government to collect a 25% share, limited to a maximum of \$100 million, of the excise tax revenue on cannabis. The provinces and territories collect the remaining 75% or more share of the excise tax revenue. The Federal Government has not mandated any share of the excise tax revenue to local governments. As a result, each province or territory and their respective municipalities underwent separate negotiations on cannabis revenue sharing.

According to the Federation of Canadian Municipalities, only three provinces (Ontario, Quebec and Alberta) have publicly announced local government revenue sharing agreements on cannabis.<sup>1</sup> For the past two years, the UBCM and the Province have had ongoing discussions regarding revenue sharing of the cannabis excise tax. In July 2018, the UBCM proposed a revenue sharing model, similar to Ontario, where the Province would commit 40% of the cannabis excise tax revenue to local governments. UBCM's proposal was predicated on a claim that 46.4% of provincial excise tax revenue could cover the costs to local governments following cannabis legalization. The Province is now requesting that the UBCM provide "evidence from its members that supports the assertion that local governments will incur tangible one-time and ongoing costs that result from cannabis legalization in Canada."<sup>2</sup>

### Analysis

On May 1, 2019, the UBCM launched a survey of local governments that explored the costs associated with the legalization of cannabis.<sup>3</sup> This survey was developed with input from Government Finance Officers Association of British Columbia (GFOABC), and centres on a cannabis costing model that will be populated with survey data from local governments. The model consists of seven major cost categories: general government; development services; health, social and housing; protective services; solid waste; transportation and transit; airport services; and other services.

As a result of previous Council direction and research, attachment 1 is proposed as a response to the UBCM Cannabis Survey of incremental costs associated with cannabis legalization.

From 2018-2020, it is estimated that the City will incur a three year total of \$2,193,578 in costs directly or indirectly associated with the legalization of cannabis.<sup>4</sup> A significant portion (\$1.8 million) of these costs will be borne by the Community Safety Division.

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<sup>1</sup> <https://www.cbc.ca/news/politics/marijuana-cannabis-legalization-municipalities-cities-excise-1.5101880>

<sup>2</sup> <https://www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Community~Safety/Marijuana~Regulation/02-UBCM%20Cannabis%20Cost%20Tracking%20Model%20-%20Introduction%20FINAL%20v2.pdf>

<sup>3</sup> <https://www.ubcm.ca/EN/meta/news/news-archive/2019-archive/for-cfos-cannabis-costs-survey.html>

<sup>4</sup> Cost estimates were utilized for all years (2018-2019) to ensure a comprehensive accounting of both the direct and indirect financial impact of cannabis legalization. Of note, the UBCM model originally advised that 2018 should include actuals costs and 2019-2020 should include estimates. However, UBCM staff later advised that estimates for all years were acceptable.

The cost estimate for Richmond Fire-Rescue (RFR) is \$932,176 and under the UBCM model the costs are associated with:

- RFR staff training regarding revisions to the BC Fire Code, and on emerging hazardous home cultivation processes such as the extraction of cannabis oils and the use of flammable hydrocarbons.
- Public education campaigns informing the public about the dangers of cannabis extract production etc.
- Inspection costs associated with legal/illegal home cultivation.
- HAZMAT and emergency response costs associated with legal/illegal home cultivation.

The cost estimate for the RCMP is \$597,087 and under the UBCM model the costs are associated with:

- Training costs for road side screening and drug recognition expertise to detect cannabis related impaired driving.
- Public education and prevention campaigns associated with addiction and illegal underage consumption.
- Increased investigative and emergency response burden associated with impaired accidents and illegal grow operations.

The cost estimate for Community Bylaws is \$299,916 and under the UBCM model the costs are associated with:

- Property standards enforcement to address issues/complaints related to potential degradation/danger to property such as smoke dispersion in multi-residential units or home cultivation, as well as the purchase of testing equipment.
- Increased staff training on enforcing bylaws and provincial/federal laws associated with the cannabis framework.
- Increased burden to enforcing smoke-free bylaws.

The cost estimate for Public Works' Fleet and Environmental Programs is \$148,002 and under the UBCM model the costs are associated with:

- Disposal of refuse from cannabis cultivation.

The cost estimate for the Planning and Development is \$131,597 and under the UBCM model the costs are associated with:

- Reviews, updates and management of zoning bylaws.

The cost estimate for the Community Services is \$84,800 and under the UBCM model the costs are associated with:

- Marketing and signage in parks, trails, and coordination and response to general public inquiries or complaints.

## Financial Impact

None.

## Conclusion

Following direction from the General Purposes Committee, staff will submit the above response to the UBCM survey. This survey response provides an overview of the three years of estimated and incremental costs associated with cannabis legalization (2018-2020). Each City division was required to review and estimate any direct or indirect costs as per the UBCM cannabis costing model. While the majority of these costs will be borne by Community Safety Division there are notable costs in other departments. Staff will continue to research cost and other issues surrounding the Federal government's proposed regulatory regime for the *Cannabis Act* as well as the Province's *Cannabis Control and Licensing Act*.



Mark Corrado  
Senior Manager, Community Safety Policy and Programs  
(604-204-8673)

MC:mc

- Att. 1: Richmond Submission: Cannabis Cost Survey
- Att. 2: Overview of Local Government Tracking Model for Incremental Costs  
Associated with Cannabis Legalization
- Att. 3: Local Government Guide for Recording Incremental Costs Associated with  
Cannabis Legalization 2018-2020



## Richmond Submission: Cannabis Cost Survey

UNION OF BRITISH COLUMBIA MUNICIPALITIES INCREMENTAL COSTS ASSOCIATED WITH CANNABIS LEGALIZATION FOR THE YEARS 2018 - 2020										
NAME OF LOCAL GOVERNMENT: City of Richmond										
POPULATION: 222,945										
RETAIL STORES APPROVAL: NONE										
SERVICE AREA	2018			2019			2020			
	CAPITAL COSTS	OPERATING COSTS ONE-TIME	OPERATING COSTS ONGOING	CAPITAL COSTS	OPERATING COSTS ONE-TIME	OPERATING COSTS ONGOING	CAPITAL COSTS	OPERATING COSTS ONE-TIME	OPERATING COSTS ONGOING	
GENERAL GOVERNMENT										
Municipal Admin and Support		23,000	12,000		15,000	5,000		7,000	5,000	
DEVELOPMENT SERVICES										
Planning / Zoning			43,000			43,860			44,737	
PROTECTIVE SERVICES										
Enforcement Services	-	-	97,514	-	-	99,952	-	-	102,450	
Fire and Emergency Services	4,500	76,549	270,164	-	7,755	276,918	4,500	7,949	283,841	
Policing	306,000	127,074	17,553	26,400	28,614	17,991	26,400	28,614	18,441	
SOLID WASTE				50,000		48,516			49,486	
OTHER SERVICES										
Marketing and Signage	7,000	1,800		3,000	2,000		2,000	2,000		
TOTALS	317,500	228,423	440,231	79,400	53,369	492,237	32,900	45,563	503,955	
TOTAL 2018			986,154	TOTAL 2019			TOTAL 2020			582,418





## Overview of Local Government Tracking Model for Incremental Costs Associated with Cannabis Legalization



May 2019



## 1. INTRODUCTION

The Union of British Columbia Municipalities (UBCM) has been engaged with the Province of British Columbia over the past two years in the lead up and adoption of legislation legalizing non-medical cannabis in Canada. A UBCM proposal for excise tax revenue sharing between the Province and local governments has been discussed with MLAs and Ministry of Finance officials but no excise tax revenue has been committed to address local costs.

Among the many issues arising from legislative changes, the tracking of incremental costs has been of interest in several provinces, particularly in terms of supporting revenue sharing, including both compensatory payments and the potential for 'community good' consideration should there be excise tax revenue available to a province that exceeds all costs.

The Province is looking to UBCM to provide evidence from its members that supports the assertion that local governments will incur tangible one-time and ongoing costs that result from cannabis legalization in Canada.

## 2. BACKGROUND

The federal government, in legalizing non-medical cannabis, determined that there would be a 10% excise tax added to the retail price of cannabis (minimum \$1 on product less than \$10).<sup>1</sup> Initially, 50% of this tax revenue was to be passed on to provincial governments and 50% retained to cover federal costs. The provinces' share was subsequently raised to 75% recognizing that local governments in each province would be incurring substantial costs, although revenue sharing decisions are entirely at the discretion of each province.

To date, revenue sharing commitments across Canada have been mixed. For example, the Province of Manitoba has determined that local governments will not receive a share of provincial excise tax revenue. The Province of Ontario made an agreement with its local governments early in the process to allocate \$40 million of excise tax revenue over the first 2 years based on initial projections. While there was no requirement originally for sharing to be contingent on costs, the Province has now stated that local governments will only receive revenue allocations up to the total of 'permitted' costs. Permitted costs are only those costs directly associated with cannabis legislation and incremental to any pre-legislation expenditures. Ontario has determined there will be an initial

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<sup>1</sup> The proposed excise tax for cannabis edibles, extracts and topicals will be calculated based on THC content.

allocation of \$15 million distributed among all local governments, followed subsequently by a second \$15 million allocation available only to those jurisdictions agreeing to host retail stores. A total of \$10 million will be held in a contingency fund for unforeseen circumstances with no current timeline commitment.

UBCM's proposal for excise tax revenue sharing adopted the agreement framework utilized in Ontario, with a request for 40% of the estimated \$125 million Provincial portion of projected revenue over the first two years.<sup>2</sup>

### **3. MODELLING EXERCISE OVERVIEW**

The Province has put forward the idea that local governments quantify incremental expenditures associated with cannabis legalization. To best accomplish this goal, it is important to develop a model that will provide consistency with regard to types of costs and facilitate analysis of information based on various criteria (e.g. size of local government, expenditure type, etc.).

The model will report on expenditures for the 3-year period, 2018-2020. Reporting for 2018 is to be based on actual expenditures; 2019-2020 reporting is to reflect budgeted expenditures. To ensure consistency, reporting will be based on current dollars and will not project inflation. Ongoing expenditures are to be recorded in each year.

The 3-year period was selected recognizing that, as of February 2019, there were over 400 paid applications for private retail cannabis storefronts and close to 300 have been forwarded to local governments for approval. While only a portion will be approved, there are incremental costs associated with review, licensing, bylaw development, etc. that may not be incurred until at least 2020.


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<sup>2</sup> The provincial government, in February 2018, initially projected that it would receive \$125 million in excise tax revenue over the first two years of legalization (\$50 million in 2018/19 and \$75 million in 2019/20). The most recent 2019 provincial forecast projects \$10 million in 2018/19, \$38 million in 2019/20, and \$68 million in 2020/21.





 [www.ubcm.ca](http://www.ubcm.ca)

 604-270-8226

 [ubcm@ubcm.ca](mailto:ubcm@ubcm.ca)





# Local Government Guide for Recording Incremental Costs Associated with Cannabis Legalization 2018 - 2020



May 2019



## **1. MODEL COMPONENTS**

There are two main components to the model. The first, contained in this document, will provide narrative information that will be integral to completion of the spreadsheet and ensure the spreadsheet is free of excessive wording and complexity. The second will be the spreadsheet to be completed by all local governments.

### **Guide to Facilitate Completion of the Spreadsheet**

#### **A. Service Areas Identification**

Intended to capture the majority of service areas/departments where incremental cannabis related costs are incurred. When completing the spreadsheet, leave blank any areas that are not applicable to your local government.

#### **B. Definitions/Descriptions**

Within each service area/department, there is general guidance regarding the types of expenditures that are or will be incurred.

#### **C. Cost Estimate Information**

There are specific expenditure areas under which costs will be accumulated and recorded in the spreadsheet. Examples are provided in this document to assist in determining the calculation of costs to be included. These are not intended to be all-inclusive but serve as a guide for those completing the spreadsheet.

### **Spreadsheet for Cost Recording**

There is a single spreadsheet for the years 2018 – 2020. Please insert the name of your local government, population and complete the drop down menu indicating the type(s) of cannabis retail permitted in your community. Currency formatting is set to the dollar.

Each year includes columns for both capital and operating costs. Operating costs are further defined as either one-time or ongoing.

Recorded costs are totalled for the three years on the far right side of the spreadsheet. Completion of all years on one spreadsheet will help facilitate the

consolidation of information from all reporting local governments and guide discussions with the Province.

Please record costs only in the coloured cells. Generally, the service areas identified are consistent with how Local Government Data Entry (LGDE) information is reported. Should you have material costs that do not match well with the service areas provided, replace the cell or cells in the 'Service Area' column that read '*Add Service Area Here*' under Other Services. There is space allocated for up to 4 additional service areas.

## **2. SERVICE AREAS, DESCRIPTIONS AND COST ESTIMATE INFORMATION**

### GENERAL GOVERNMENT

#### **Municipal Administration and Administrative Support**

##### Description:

Time spent by senior municipal departmental staff, senior leadership teams and staff in supporting departments such as Finance, Legal and Communications to implement, administer, coordinate and support all cannabis legalization work. This could include FTE hours for both start-up and ongoing administration in positions such as corporate policy development/revision/coordination, project management, business licensing administration, legal, communications and IT. These positions could be spread across several existing departments or centralized in a new department specifically for cannabis legalization.

Specific tasks may include but are not limited to: lawyers reviewing the enforceability of bylaws, a legal team providing ongoing support for enforcement of bylaws, intergovernmental staff to engage with other orders of government on this complex, multi-layered file, and/or development of a communications plan to help citizens understand bylaw changes.

There are also material costs such as public consultations, advertising public notices and communications products for specific local rules. It is recognized that costs under 'Administration' may be recorded in multiple departments within your local government and consolidated here.

New costs may be incurred related to workplace safety policies, air quality and areas associated with risk management.

There may also be costs associated with 311 or similar services, including increased staff time, particularly during implementation, to handle citizen enquiries regarding cannabis legalization. This could also include time and resources to train staff on the new changes and which local government departments address the principle areas of concern.

Cost Estimate Information/Examples:

- **New positions created:** Estimated hours x average hourly wage, or annual salary + benefits
- **Employee time spent on cannabis-related work, including responding to citizen enquiries and concerns:** Estimated hours x average hourly wage + benefits
- **Public engagement:** Number of engagements x average cost of engagement
- **Advertising and communications:** (Estimated hours x average hourly wage + benefits, or fee for professional services) + cost of material goods (signs, posters, etc.) + cost of paid advertisements (newspaper, radio, internet, etc.)
- **Graphic design, communications, and other related professional services and/or consultant fees**
- **Employee time spent updating administrative policies and procedures:** Estimated hours x average hourly wage + benefits, or annual salary + benefits
- **Training:** Cost per employee x number of employees receiving training
- **Legal fees for professional services**
- **Other local government administration costs including related facility costs**

## **Human Resources / Labour Relations**

### **Description:**

Internal and external staff time committed to ensuring local government drug policies are up-to-date/adequately address non-medical cannabis, and that employees are well informed of the new policies. This could include substance use guidelines and policy, workplace smoking policies, and/or hosting social event guidelines.

There may be additional FTE time spent engaging and negotiating with local government staff unions over drug policy changes.

Staff resources and capital costs may also be incurred to ensure there is capacity in place for testing local government employees, and if necessary, new staff training to address safety related to cannabis in the workplace and additional adjustments to safely integrate HR policies related to cannabis edibles when they are regulated federally.

### **Cost Estimate Information/Examples:**

- **Legal fees to undertake research and update municipal drug and alcohol policies to reflect the legalization of non-medical cannabis**
- **HR staff:** Costs associated with the development of training for all staff; number of cannabis related incidents x number of hours to address cannabis in the workplace related incidents x hourly wage + benefits
- **Drug testing**
- **Other human resources/labour relations costs**

## **DEVELOPMENT SERVICES**

### **Planning / Zoning**

### **Description:**

The personnel and capital cost to conduct bylaw reviews and updates, as well as the ongoing management of zoning bylaws. In addition to staff time (both in-house and consultant contracting) this also includes the cost to undertake



required public consultation processes and public education related to adding new criteria to zoning bylaws, business licensing and building code permits and inspections.

Cost Estimate Information/Examples:

- **In-house:** Additional staff, FTEs, legal fees to draft/amend bylaws, and time spent managing consultants
- **Consultant contracting:** Average daily rate x estimated number of consultant days to address suite of bylaw changes
- **Consultation:** Number of public consultations x average cost per consultation, public education content development (use equivalent existing campaign for comparison)
- **Staff training:** Number of staff x cost to develop and deliver new training (use equivalent training costs as estimate)
- **Other planning/zoning costs**

## HEALTH, SOCIAL & HOUSING

### **Social Housing**

Description:

In some jurisdictions where local governments have responsibilities or partner in the provision of social housing there may be costs associated with writing provisions in tenancy agreements which prohibit smoking cannabis in social housing units; additional FTEs to enforce the new provisions; and an operations and maintenance budget to address violations.

Cost Estimate Information/Examples:

- **Legal/consultant fees for professional services**
- **Security costs**
- **Consultation costs with tenants and housing authorities**

- **Employee time on agreements, policies, etc.:** Estimated hours x average hourly wage + benefits

## PROTECTIVE SERVICES

### **Enforcement Services**

#### Description:

Personnel and capital costs required to monitor and enforce the additional activities associated with cannabis legalization as predicated on local government bylaws and services.

This includes the costs associated with additional staffing requirements for bylaw management and enforcement in the following areas:

- Property use inspection – to investigate cannabis business license complaints.
- Zoning enforcement – to ensure cannabis retail and other cannabis related establishments are in adherence with local zoning bylaws.
- Property standards enforcement – to address issues/complaints related to potential degradation/danger to property such as smoke dispersion in multi-residential units or home cultivation, as well as the purchase of testing equipment.
- Training – time and capital spent to develop and undertake learning exercises related to the roles and responsibilities of local government staff tasked with administering and enforcing local government aspects of the cannabis framework such as business licensing.
- Community standards, public spaces and smoke-free bylaw enforcement - increase in service demand with new bylaws such as smoke-free bylaws and local government rules for vaping lounges, restaurants and cafes (where applicable) and public consumption.

#### Cost Estimate Information/Examples:

- **New positions created:** Estimated hours x average hourly wage + benefits, or annual salary + benefits



- **Employee time spent on cannabis related calls/inspections:** Number of cannabis-related calls/inspections x estimated hours spent per call/inspection x average hourly wage + benefits
- **Training:** Cost per employee x number of employees receiving training
- **Other enforcement services costs**

## **Fire Services**

### **Description:**

Cost increases directly or indirectly incurred by the local government department responsible for fire safety, prevention and submission. This includes the following positions and activities:

- Process changes - amendments to the fire inspection component of the business licensing approval process, protocol for one-time and ongoing inspections.
- Training – for fire department staff regarding revisions to the BC Fire Code, and on emerging hazardous home cultivation processes such as the extraction of cannabis oils and the use of flammable hydrocarbons.
- Public education – education campaigns informing the public about the dangers related to oil extraction processes and flammable hydrocarbons; development and printing of fire safety messaging.
- Fire investigation costs – costs primarily due to overtime pay for fire safety officers investigating code and safety issues (e.g. hazards in retail establishments); to a small extent for manufacturing/processing establishments; and, responding to fires associated with legal/illegal home cultivation.
- There are also public education, communications and citizen services costs to properly engage with the public and provide preventative public education campaigns.
- HAZMAT response - for both licenced and illegal producers.

Cost Estimate Information/Examples:

- **Training:** Cost per employee x number of employees receiving training
- **Public education:** (Estimated hours x average hourly wage + benefits, or fee for professional services) + cost of material goods (signs, posters, etc.) + cost of paid advertisements (newspaper, radio, internet, etc.)
- **Increased volume of calls/investigations:** Number of cannabis-related calls/investigations x estimated hours spent per call/investigation x average hourly wage + benefits
- **Equipment:** Cost of material goods and equipment
- **Other fire costs**

POLICING

Description:

The availability of more detailed information related to incremental costs may differ depending on whether policing is municipal or under contract (RCMP).

Costs may be associated with the following activities:

- **Standard Field Sobriety Test (SFST) Training** - Percentage of police force who require the Standard Field Sobriety Test training. This would include the per officer cost to undertake this training (time spent in class, course fees) plus any additional instructor fees.
- **Drug Recognition Expert (DRE) Training** - Drug Recognition Expert training is a more specialized diagnostic examination of a suspected drug-impaired driver undertaken after the initial SFST. Currently the majority of this training is undertaken in the United States meaning travel costs, exchange rates, extra time etc. need to be factored into the costing analysis for this expenditure.
- **Facilities Enhancements** - An increase in cannabis seizures was experienced in the US. Costs associated to additional evidence storage capacity.

- Bill C-45/46 General Training - Cost to develop and deliver a 1-day training program on the implications of Bills C-45 and C-46 to all officers, with specifics on the roles and responsibilities of the force within the local community.
- Roadside Screening Equipment and Supplies - Devices required by the police force to test for drug sobriety.
- Illegal Dispensary/Grow Op Initiatives - One of the primary federal objectives for the legalization of non-medical cannabis is to eliminate the illicit market. With expectations from the public, there will be pressure on local police forces to take action on this issue. Establishing and training specialized units to undertake this work and calculating the FTE required to undertake these disruption activities will help establish a cost estimate. Costs associated with initiatives to close dispensaries/grow operations (FTEs).
- Youth Education and Prevention in Schools & Community Engagement - Policing costs extend far beyond traditional enforcement duties as officers may be called upon to undertake important public education and prevention activities with the public. This includes both education on the changing rules and information on prevention of excessive or illicit cannabis consumption. These costs can include establishing public education resources, training and FTEs to deliver the appropriate cannabis specific messaging.
- Increase in Forensic Laboratory Capacity - The proposed legislation enables police to undertake blood draws for suspected drug impaired drivers. An increase in blood draws, testing equipment and forensic analysts is required.
- Additional Officers - Potential increases in illicit production activity, motor vehicle accidents, roadside testing, enforcement of public consumption rules etc. will place additional responsibilities on police services. Additional responsibilities will require additional officers to address issues safely and effectively. This category represents additional FTEs not captured in the other proposed categories.

Specific trackable items:

- Drug seizures
- RIDE spot checks

- Drug related criminal investigations
- Drug complaints
- Cannabis specific violations
- Motor vehicle collisions
- Cannabis related demands for service tracked through DFSS (proactive)
- DRE testing
- SFST testing

Cost Estimate Information/Examples:

- **Training:** (Number of officers trained x cost of training) + officer time for training
- **Conducting training activities:** Number of officers requiring recertification + (training of new recruits on an annual basis x cost of training) + officer time for conducting training activities
- **Cost of additional storage capacity**
- **Roadside screening devices:** Number of roadside screening devices required per 100 officers x cost of roadside screening device
- **Illegal activities:** FTE to establish and run illegal dispensary/grow op initiatives for the population served x average hourly wage of officer on a disruption team + benefits
- **Education:** FTE to develop community education content
- **Delivery of training:** FTE to deliver training course x hourly wage + benefits x number of schools in community and estimated number of relevant events
- **Youth program:** FTE needed for the development and delivery of a youth diversion program
- **Forensic costs:** Average cost to administer a blood draw x increased number of blood draws associated with cannabis legalization
- **Additional policing duties:** (Estimated number of FTEs required to fulfill additional duties x average hourly wage + benefits) + other indirect costs for officers to undertake tasks



- **Other Policing Costs**

**Note: Ensure RCMP related costs recorded are limited to the local government's proportionate share.**

#### SOLID WASTE

Description:

Waste Management - The development of municipal policies and procedures that address the proper disposal of refuse from cannabis cultivation.

Cost Estimate Information/Examples:

- **Employee time spent updating policies and procedures:** Estimated hours x average hourly wage + benefits, or annual salary + benefits

#### TRANSPORTATION AND TRANSIT

##### **Transit**

Description:

Increased contract costs related to driver and management training, security, and other identified costs that are eligible to be passed on to local governments.

Cost Estimate Information/Examples:

- **Assessment costs:** Staff time working with transit contractor and BC Transit in assessing impacts and actions required relative to cannabis usage
- **Contract costs:** Increased transit contract costs for driver training, security and other safety related costs related to cannabis usage



## AIRPORT SERVICES

### Description:

Costs may be associated with some of the following activities:

- Airport Administrative Costs - Additional costs for municipal employees related to training, signage, communications, bylaws and procedures.
- Contract Costs - Additional contract costs associated with security services, including additional training for personnel and additional service provision hours.
- Additional contract costs for policing.
- Other Airport Services Costs - Other recognized costs not included above; may include capital expenditures.

### Cost Estimate Information/Examples:

- **Employee time on cannabis related work including tenant agreements, policies, security provisions, etc.:** Estimated hours x average hourly wage + benefits
- **Additional contract costs associated with training of security services personnel**
- **Additional contract costs associated with police training and increased on-site presence**
- **Other airport costs**

## OTHER SERVICES

### Description:

Material staffing, contract and capital costs that may not be incurred consistently across local governments in different regions but will still likely require budgetary considerations.

**Please provide a brief description of the service being captured in the 'Service Area' column on the spreadsheet by replacing '*Add Service Area Here*' under Other Services. There is space allocated for up to 4 additional service areas.**


Cost Estimate Information/Examples:

- **Contract cost increases**
- **Employee time:** Estimated hours x average hourly wage + benefits
- **Fees for professional services**
- **Cost of material goods and equipment**





 [www.ubcm.ca](http://www.ubcm.ca)

 604-270-8226

 [ubcm@ubcm.ca](mailto:ubcm@ubcm.ca)





# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Susan Walters  
Chief Librarian, Richmond Public Library  
**Date:** June 4, 2019  
**File:**  
**Re:** UBCM Resolution regarding Restoring Provincial Support for Libraries

### Staff Recommendation

1. That a letter of support for the City of Victoria's proposed Union of BC Municipalities (UBCM) resolution titled "Restoring Provincial Support for Libraries", as attached to the staff report titled "UBCM Resolution regarding Restoring Provincial Support for Libraries" dated June 4, 2019 from the Chief Librarian and Secretary to the Board, be submitted to UBCM for consideration at their annual general meeting; and
2. That a copy of the letter be sent to local Members of the Provincial Legislative Assembly.

Susan Walters  
Chief Librarian and Secretary to the Board  
Richmond Public Library  
(604-231-6466)

REPORT CONCURRENCE		
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>CONCURRENCE OF GENERAL MANAGER</b>
Intergovernmental Relations & Protocol Unit Finance	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
<b>REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE</b>	<b>INITIALS:</b> 	<b>APPROVED BY CAO</b> 

## **Staff Report**

### **Origin**

This report requests support for a resolution to the Union of British Columbia Municipalities (UBCM) for increased provincial grant funding to British Columbia public libraries. This resolution was initiated by the Greater Victoria Public Library. It applies the principles of Council's Long Term Financial Management Strategy (LTFMS policy 3707), supporting policy #3: Alternative Revenues and Economic Development:

*"Any increases in alternative revenues and economic development beyond all the financial strategy targets can be utilized for increased level of service or reduce the tax rate."*

### **Analysis**

#### Background

Public Libraries and Library Federations established under the authority of the *Library Act* are eligible for provincial funding. The BC Government provides \$14 million in grants to libraries annually. Libraries are the most equitable and accessible public amenities across BC, consisting of 71 library systems with 247 locations, and require ongoing reliable investment.

Richmond Public Library's 2019 annual budget is \$10.4 million, with 93.4% of the funding provided by the City of Richmond. Based on grants in prior years and increase in population, RPL's 2019 budget identified the provincial contribution as \$390,000 which represents 3.8% of the overall RPL budget.

#### Financial Implications of Provincial Funding

Of the \$14 million in provincial grants, RPL received an average of \$394,181 annually in the last five years (2015-2019).

In 2019, the library received \$376,528, a variance of \$13,472 or 3.5% from the budgeted amount and a reduction of \$3,546 or 0.9% from 2018. This reduction has occurred due to increased resource sharing in the province and reallocating the funding to other library associations, keeping the total disbursements within the BC Government's \$14 million budget.

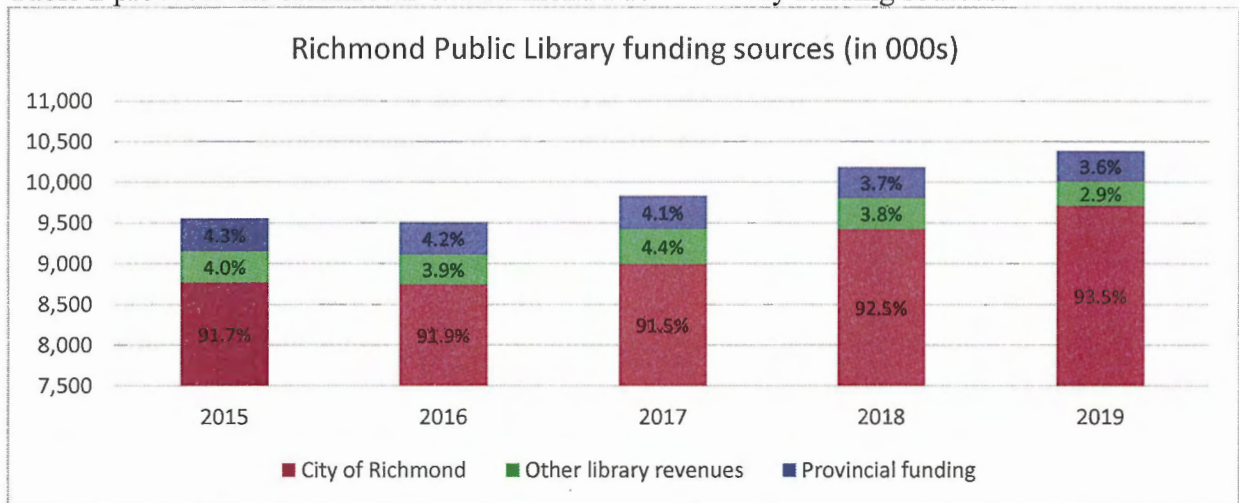
The operating grants are based on per capita calculations, which are now using the 2016 Census population rather than the higher annually updated provincial population estimate.



Table 1 provides the breakdown of the provincial funding to the Richmond Public Library for the last five years:

	2015	2016	2017	2018	2019
Per Capita Operating	358,319	358,319	369,836	352,990	352,990
One Card Grant	40,873	35,153	30,299	20,593	16,664
BC Equity Grant	4,500	4,500	4,500	4,500	4,500
Resource Sharing Grants	2,831	3,128	2,166	1,991	2,374
Provincial Grant Total	406,523	401,100	408,601	380,074	376,528

Table 2 provides the breakdown of Richmond Public Library funding sources:



As illustrated above, there is an upward trend of financial support from the City. This stems from declining revenue sources (fines and charges) as most libraries increase digital collections and the downward trend from the provincial funding. The BC Government has kept the total disbursement at \$14 million for over a decade while the library is facing growing pressure from non-discretionary increases annually such as inflation increases and demand for new and expanded services.

This spring, the Library Partners Group, which consists of the Association of BC Public Library Directors, BC Libraries Association, BC Libraries Trustees Association and the BC Libraries Co-op, took a unified funding message to the provincial 2019 Budget Lock Up. At the request of the Minister of Education a project proposal for one-time funding of \$2 million to support digital literacy for BC libraries was shared. To date, there has been no change in provincial funding to public libraries or an update on the digital literacy proposal. The Library Partners are supporting a new campaign **#20million2020** to seek increased provincial funding.

#### UBCM Resolutions

Provincial funding for libraries was reduced by 20% in 2009 from \$17.6 million to \$14 million and since 2010, public libraries have received \$14 million in annual funding. Libraries appreciate the stability of this grant funding, however with no annual increase in funding support from the

province, there is increased pressure on the City of Richmond and RPL's limited revenue options, due to the *Library Act*, to address inflationary pressure and demand for new and expanded services. Additionally, the grant funding allocated to RPL continues to decrease annually and does not correlate to Richmond's growing population.

Libraries are falling behind in their ability to meet growing needs and are seeking provincial funding that, at a minimum, includes annual increases to account for inflation. It is recommended that a letter of support for the City of Victoria's resolution be forwarded to the Union of BC Municipalities, requesting the province to restore library funding to a minimum of \$20 million. The resolution is included for reference (attachment 1).

### **Financial Impact**

None

### **Conclusion**

Libraries are the most equitable and accessible public amenities across BC, providing services to residents across 71 library systems with 247 locations. To meet residents' needs for new and expanded library services, BC libraries require ongoing reliable investment. This report recommends that a letter of support for the attached resolution be forwarded to the UBCM calling on the BC Government to restore library funding to a minimum of \$20 million.



Susan Walters, Chief Librarian and Secretary to the Board  
Richmond Public Library  
(604-231-6466)

Att. 1: Proposed UBCM Resolution – Restoring Provincial Support for Libraries

**RESTORING PROVINCIAL SUPPORT FOR LIBRARIES**

**City of Victoria**

**RESOLUTION**

WHEREAS libraries are a social justice equalizer that provide universal access to information and learning materials irrespective of income levels;

WHEREAS libraries are now so much more than books, building community and a sense of inclusion;

WHEREAS restoring funding to libraries supports the BC Government's agenda to eliminate poverty, improve access to education, and address social justice in BC;

WHEREAS funding rates have been frozen since 2009 and inflationary costs have increasingly been put on municipal property tax payers which is a regressive approach to funding public libraries;

WHEREAS municipalities face downloading from upper levels of government and have few tools to raise funds,

THEREFORE, BE IT RESOLVED that Council request the Mayor to write to the Minister of Education, the Premier, and all local MLAs strongly advocating for the restoration of library funding to a level that reflects both inflationary cost increases since 2009 and the value of this system to the Province.

BE IT FURTHER RESOLVED that this resolution be forwarded to other municipalities in the Capital Regional District and across BC requesting their favorable consideration.



# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Jason Kita  
Director, Corporate Programs Management  
Group  
**Re:** Code of Conduct for Elected Officials

**Date:** April 10, 2019  
**File:** 01-0005-01/2019-Vol  
01

### Staff Recommendation

That the report titled "Code of Conduct for Elected Officials" dated April 10, 2019 from the Director, Corporate Programs Management Group be received for information.

Jason Kita  
Director, Corporate Programs Management Group  
(604-276-4091)

Att: 6

REPORT CONCURRENCE			
<b>ROUTED TO:</b>	<b>CONCURRENCE</b>	<b>REVIEWED BY SMT</b>	<b>INITIALS:</b>
Law	<input checked="" type="checkbox"/>		
		<b>APPROVED BY CAO</b>	

## Staff Report

### Origin

At the September 17, 2018 General Purposes Committee meeting, discussion occurred regarding a code of conduct for Richmond City Council. As a result, the following referral was made:

*That staff review code of conduct options and codes of conduct implemented in other municipalities and report back following the November 5, 2018 Inaugural Council meeting.*

### Analysis

#### Existing Framework

In the province of British Columbia, legislation and common law establishes the ethical standards and rules of behaviours that locally elected officials must follow. These rules of behaviours are set out in the *Community Charter*<sup>1</sup>. The *Community Charter*, Division 6 – Conflict of Interest (Attachment 1) provides rules for conflicts of interest, inside and outside influence, exceptions from conflict restrictions, the acceptance and disclosure of gifts, disclosure of contracts, and the use of insider information. Legislation relating to the roles and responsibilities of elected officials also includes the *Local Government Act*<sup>2</sup> and the more broadly applied *Workers Compensation Act*<sup>3</sup> and *BC Human Rights Code*<sup>4</sup>.

A code of conduct is a written document that can be used by a Council to outline a shared set of expectations for conduct or behaviours that go beyond those outlined in the *Community Charter* and in common law. A code of conduct may be established at the discretion of Council and, as a document that is unique to a particular municipality, can take different forms in order to meet a particular Council's needs. While legislation sets out the roles, responsibilities, and ethical standards of elected officials, a Council may choose to adopt a code of conduct to more clearly define collective expectations for responsible conduct. Responsible conduct refers more broadly to how elected officials conduct themselves in relation to their elected colleagues, staff and the general public. Responsible conduct is an element of good governance that is founded in elected officials conducting themselves with honesty and integrity in a manner that furthers the municipality's ability to best serve the community.

Establishing a code of conduct that defines expectations for various aspects of responsible conduct is a matter of the governance role of Council. As such, the options presented below are provided for Council's consideration without a specific recommendation from staff. Staff are able to provide additional information if required and welcome Council's direction on any desired next steps.

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<sup>1</sup> Community Charter [SBC 2003] Chapter 26:

[http://www.bclaws.ca/civix/document/id/complete/statreg/03026\\_04#section100](http://www.bclaws.ca/civix/document/id/complete/statreg/03026_04#section100)

<sup>2</sup> Local Government Act: [http://www.bclaws.ca/civix/document/id/complete/statreg/r15001\\_00](http://www.bclaws.ca/civix/document/id/complete/statreg/r15001_00)

<sup>3</sup> Workers Compensation Act: [http://www.bclaws.ca/civix/document/id/complete/statreg/96492\\_00](http://www.bclaws.ca/civix/document/id/complete/statreg/96492_00)

<sup>4</sup> BC Human Rights Code: [http://www.bclaws.ca/Recon/document/ID/freeside/00\\_96210\\_01](http://www.bclaws.ca/Recon/document/ID/freeside/00_96210_01)



### Elements of a Code of Conduct

A code of conduct may include provisions relating to a variety of topics, at Council's discretion. Topics include those that expand upon already legislated expectations such as those related to the acceptance of gifts and proper handling of City information, as well as introducing new expectations around communication via social media and other channels, personal interactions with the public and other organizations or appointed bodies, or any other area Council feels is necessary to establish clarification around.

Examples of expectations relating to these topics that other municipalities have adopted include:

- *Absences and vacations*  
A code of conduct may outline expectations around attendance at meetings and may define an acceptable number of absences or vacation days. Provisions around scheduling vacations during breaks in the Council meeting schedule, or on "fifth weeks" when there are no meetings may also be considered.
- *Accepting gifts*  
Policies have been included that state that Council members may not accept any gifts (present or promised in the future), with the exception of appropriate refreshments or meals, and gifts or favours where authorized by law or as part of protocols or business obligations. Limitations have been placed, in some cases, on the value of gifts that are considered acceptable to receive, and some policies require Council members to complete a "gift disclosure form" upon receipt of gifts above a designated value. These policies are in addition to the rules and restrictions outlined in the *Community Charter*. The City of Vancouver is an example of a municipality that has included additional policies regarding receiving and disclosing the receipt of gifts on their code of conduct.

The *Community Charter* outlines a number of rules and restrictions relating to accepting and disclosing gifts, along with other ethical standards and rules governing municipal Councils (Attachment 1):

- Council members are prohibited from accepting a fee, gift or personal benefit connected with that member's performance of their official duties, except for three exemptions which each may trigger reporting requirements:
  - a. a gift or personal benefit that is received as an "incident of the protocol or social obligations that normally accompany the responsibilities of office":
    - must be disclosed to the corporate officer as soon as possible in a written disclosure statement, if the gift or benefit exceeds \$250 in value or the total value of gifts and benefits from one source in a 12 month period exceeds \$250;
    - the disclosure statement must indicate the nature of the gift or benefit, the source, when it was received, and the circumstances under which it was given and accepted.
  - b. compensation authorized by law (i.e. remuneration for acting as a Council member, reported annually under section 168 of the *Community Charter*); and
  - c. lawful political campaign contributions (reported under the *Local Elections Campaign Financing Act*).  
(sections 105 and 106)

- *Access and sharing of information*

Restrictions of access to individual staff have also been put in place, outlining that communications and requests for information from Council members to City employees must flow through the CAO, with direct access to staff within a department being solely at the CAO's discretion and practicality. The District of Stewart, for example, adopted this policy. Whereas others, such as the City of Grand Forks, allow for Council members to communicate directly with Department heads for requests that constitute a technical clarification; and go on to state that responses to requests beyond what is considered a clarification will be distributed to all Council members to ensure equal access to information.

- *Respectful communications*

Expectations around communicating with various parties such as staff, volunteers, and the media are outlined. These include expectations around demonstrating attentive listening and courteous, professional, fair, and unbiased communication with commitments to not interrupt other speakers, make comments that are not germane to the business of the body, or otherwise disturb a meeting. This often includes refraining from defamatory remarks, disparaging statements, expressing attitudinal biases related to matters that are the subject of a statutory or other public hearing. The Regional District of Central Okanagan, for example, also includes the requirement that cell phones be turned off in meetings, unless urgently required. The District of Saanich includes expectations for social media use and requires Council members to monitor their social media accounts and take immediate measures to deal with posts from others that violate the code of conduct.

- *Handling internal conflicts*

Statements have been included outlining respectful communications with each other, with staff, and with the public. Expectations are established in some cases that ensure comments and issues with performance or conduct are handled privately and (in the case of staff) through private correspondence and conversations with the CAO. The City of Dawson's Creek is an example of a municipality that has included this provision.

Several codes of conduct reference respect for process, with commitments to uphold and respect decisions of Council, even if individual members disagree with the decision. Some state that when speaking with the media, Council members may acknowledge they voted against a particular matter, but may not make disparaging remarks about other Council members or Council's decision in order to uphold the respect and integrity for the process. The Regional District of Central Okanagan, for example, includes this language in their code of conduct.

- *Political activities and advocacy*

Codes of conduct may outline expectations around a Council member's role as an advocate for constituents, and as a representative of the City. Some provide clarity around ensuring Council members, when speaking about matters of personal opinion, state that they are not representing or expressing the views of the City or Council. The

District of Saanich, for example, requires members to include an “in my opinion” disclaimer on any social media post pertaining to District-related business.

- *Use of public resources*

Codes of conduct may outline provisions around the use of public resources including staff time, equipment, supplies or facilities for private gain or personal purposes. The District of North Vancouver, for example, includes language around the use of public resources.

The above list outlines examples of topic areas that Council may wish to consider should they wish to add clarification around aspects of behavior and conduct beyond expectations laid out in the *Community Charter*. It should be noted that, while a Council may include expectations around a wide variety of topics, a code of conduct is not intended to replace or conflict with existing legislation and common law.

### The Working Group on Responsible Conduct

In August 2018, the Union of British Columbia Municipalities (UBCM) published a Model Code of Conduct that was established by the Working Group on Responsible Conduct (the Working Group). This joint initiative between the UBCM, the Local Government Management Association (LGMA), and the Ministry of Municipal Affairs and Housing provides information regarding best practices in establishing a code of conduct and an optional template (Attachment 2) that can be used and modified as desired to meet the needs of an individual municipality.

As part of its work, the Working Group established four foundational principles that are recommended for inclusion in a code of conduct for elected officials. These foundational principles are:

1. Integrity;
2. Respect;
3. Accountability; and
4. Leadership and collaboration.

Definitions of the foundational principles and examples of behaviours relating to each were established by the Working Group and are included in the template, as is the option for Council to add value statements and reference additional policies that apply to conduct and behaviours.

Best practices outlined in this report include:

- considering the process used to develop the code of conduct to ensure it allows for dialogue and time spent discussing the content;
- Ensuring the code of conduct is meaningful and customized to the municipality it is intended for;
- ensuring consistent integration into Council meetings, processes and discussions so it remains relevant and effective;
- ensuring appropriate consideration and alignment between existing policies and expectations;

- the provision of support and education around ensuring all members of Council understand the established code of conduct and what is expected of them as a result; and
- regular revisiting of the code of conduct to ensure it remains relevant and best meets the needs of the municipality.

The Working Group is currently developing a framework to support a code of conduct. This work involves seeking to find a balance between standardizing the rules for establishing a code of conduct and allowing for local flexibility. An analysis of feedback the Working Group has received regarding the components of the framework is expected to be published this summer.

A code of conduct is a tool that is useful to the extent that it provides a set of shared expectations of behaviours that can be understood, agreed upon and followed by all members. There is not one particular approach to take to developing and implementing a code of conduct. The Working Group released a companion guide (Attachment 3) that provides tips and resources to assist in establishing a code of conduct. This guide poses questions to help set the scope, establish a shared understanding of principles and values, define standards of conduct, determine how the code of conduct will align with other strategies and policies, and be used by Council once adopted.

There are a number of approaches that Council could consider to develop a code of conduct. While Council could consider developing a code of conduct starting from the very beginning, this approach would be lengthy and require significant attention to the process. Given the length and process involved in this approach, three alternative options are presented below that provide Council with the ability to create a customized approach to meet Richmond's needs and provide clear standards for conduct in a more timely manner.

### Code of Conduct Options

Any one of the options below, or a combination of these approaches, could be undertaken:

1. Option 1: Continue to operate within the existing framework of legislation, laws, and policies that outline expectations of conduct for elected officials;
2. Option 2: Adopt a code of conduct that has been established by another municipality, amended as necessary to reflect Richmond Council's shared expectations for conduct; or
3. Option 3: Adopt or amend a code of conduct drafted by staff, including any additional provisions at Council's discretion.

*Option 1: Continue to operate within the existing framework of legislation, laws, and policies that outline expectations of conduct for elected officials.*

Council is currently operating within an existing framework of legislation specific to the conduct of elected officials that includes the *Community Charter* and the *Local Government Act*. Common law and legislation such as the *Workers Compensation Act* and the *BC Human Rights Code* also require governments to ensure the health and safety of employees and to address and prevent inappropriate behaviours from occurring.



Should there be the need to address an individual in contravention of the provisions set out in the *Community Charter*; penalties are in place, enforceable by the Supreme Court of BC that may include declaring the individual as disqualified from holding office.

Council may wish to continue to operate within the existing framework of legislation that outlines expectations for the conduct of elected officials. Within this framework, clear expectations are outlined regarding ethical standards that address potential conflicts of interest. Though ethical conduct is addressed in current legislation, expectations specific to responsible conduct are not currently outlined in legislation. Responsible conduct for elected officials is a necessary and expected component of good governance. Tools such as a code of conduct may be used to promote or more clearly define standards for responsible conduct.

*Option 2: Adopt a code of conduct that has been established by another municipality, amended as necessary to reflect Richmond Council's shared expectations for conduct.*

There are many approaches to the development of a code of conduct that Councils may choose to consider. Several city councils have adopted different versions of a code of conduct. Local governments in BC that have adopted a code of conduct policy outlining minimum expectations for the behaviours of elected officials include:

- the City of Vancouver
- the City of Surrey
- the District of North Vancouver
- the City of Grand Forks
- the City of Prince George
- the District of Saanich
- the District of Sooke
- the District of Sparwood
- the District of Stewart
- the Comox Valley Regional District
- the Regional District of Central Okanagan
- the Village of Pemberton
- the City of Dawson Creek
- the City of Prince George

The District of Saanich adopted a code of conduct in 2016. This policy is attached for Council's reference (Attachment 4) as it is quite thorough and includes additional elements that may be of interest due to the inclusion of language in the interpretation of the policy that explicitly addresses the use of social media, interactions with the public and media, and the handling of gifts.

The District of North Vancouver adopted a Code of Ethics for Council, last amended in 2015 (Attachment 5). The District of North Vancouver Code of Ethics was developed to support the District's statement that residents and businesses are entitled to fair, open and honest local government. Council members and those appointed to committees, commissions and task forces of Council have committed to the code of ethics to ensure that:

- public business is conducted with integrity, in a fair, honest and open manner;
- members respect one another, the public and staff and recognize the unique role and contribution each person has in making the District a better place to work and live;
- their conduct in the performance of their duties and responsibilities with the District be above reproach; and
- the decision-making processes be accessible, participatory, understandable, timely and just, in addition to the requirements of applicable enactments.

Many of these codes of conduct include similar elements and language. An option for Council is to use a code of conduct that has been adopted by another municipality and to provide direction to staff in regard to making any revisions, additions or deletions from the content in order to meet Council's needs. This approach would result in the ability to adopt a code of conduct in a more expedient manner.

*Option 3: Adopt or amend a code of conduct drafted by staff, including any additional provisions at Council's discretion.*

A draft City of Richmond Code of Conduct for Elected Officials (Attachment 6) has been prepared for Council's consideration using the Working Group's recommended template and foundational principles.

This draft City of Richmond Code of Conduct for Elected Officials was developed to provide a useful document that provides foundational principles and expectations, as published by the Working Group. This draft code of conduct can be adopted as-is or revised as desired by Council. Elements from other codes of conduct may be included, as well as more explicit reference to sections of the *Community Charter*, or relating to aspects of responsible conduct that are of particular interest to Richmond Council, provided that the content is consistent with existing policies and laws.

A code of conduct, once adopted, is not "set in stone" and may be revisited and updated as needed at Council's discretion. The practice of reviewing and updating a code of conduct is considered a best practice in order to ensure expectations are current, relevant, and continue to reflect desired guidelines for all members of Council.

### **Financial Impact**

None.

### **Conclusion**

Codes of conduct are a tool that City Councils may choose to develop to outline shared expectations for behaviours and responsible conduct that extends beyond the ethical standards

and rules outlined in the *Community Charter* and in other legislation. A code of conduct may be established at the discretion of Council, with a great deal of flexibility with regard to format, content, and the process that is undertaken, in order to meet the specific needs of Council.



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Att. 1: Community Charter [SBC 2003] Chapter 26; Part 4 – Public Participation and Council Accountability; Division 6 – Conflict of Interest

Att. 2: Model Code of Conduct: Getting started on a code of conduct for your Council / Board

Att. 3: Companion Guide: Getting started on a code of conduct for your Council / Board

Att. 4: District of Saanich Code of Conduct

Att. 5: District of North Vancouver Code of Ethics

Att. 6: Draft Example of a City of Richmond Code of Conduct for Elected Officials

## Division 6 — Conflict of Interest

### Disclosure of conflict

- 100** (1) This section applies to council members in relation to
- (a) council meetings,
  - (b) council committee meetings, and
  - (c) meetings of any other body referred to in section 93 [*application of open meeting rules to other bodies*].
- (2) If a council member attending a meeting considers that he or she is not entitled to participate in the discussion of a matter, or to vote on a question in respect of a matter, because the member has
- (a) a direct or indirect pecuniary interest in the matter, or
  - (b) another interest in the matter that constitutes a conflict of interest,
- the member must declare this and state in general terms the reason why the member considers this to be the case.
- (3) After making a declaration under subsection (2), the council member must not do anything referred to in section 101 (2) [*restrictions on participation*].
- (4) As an exception to subsection (3), if a council member has made a declaration under subsection (2) and, after receiving legal advice on the issue, determines that he or she was wrong respecting his or her entitlement to participate in respect of the matter, the member may
- (a) return to the meeting or attend another meeting of the same body,
  - (b) withdraw the declaration by stating in general terms the basis on which the member has determined that he or she is entitled to participate, and
  - (c) after this, participate and vote in relation to the matter.
- (5) For certainty, a council member who makes a statement under subsection (4) remains subject to section 101 [*restrictions on participation if in conflict*].
- (6) When a declaration under subsection (2) or a statement under subsection (4) is made,
- (a) the person recording the minutes of the meeting must record
    - (i) the member's declaration or statement,
    - (ii) the reasons given for it, and
    - (iii) the time of the member's departure from the meeting room and, if applicable, of the member's return, and
  - (b) unless a statement is made under subsection (4), the person presiding at that meeting or any following meeting in respect of the matter must ensure that the member is not present at any part of the meeting during which the matter is under consideration.

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### Restrictions on participation if in conflict



- 101** (1) This section applies if a council member has a direct or indirect pecuniary interest in a matter, whether or not the member has made a declaration under section 100.
- (2) The council member must not
- (a) remain or attend at any part of a meeting referred to in section 100 (1) during which the matter is under consideration,
  - (b) participate in any discussion of the matter at such a meeting,
  - (c) vote on a question in respect of the matter at such a meeting, or
  - (d) attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.
- (3) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### Restrictions on inside influence

- 102** (1) A council member must not use his or her office to attempt to influence in any way a decision, recommendation or other action to be made or taken
- (a) at a meeting referred to in section 100 (1) *[disclosure of conflict]*,
  - (b) by an officer or an employee of the municipality, or
  - (c) by a delegate under section 154 *[delegation of council authority]*,
- if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.
- (2) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### Restrictions on outside influence

- 103** (1) In addition to the restriction under section 102, a council member must not use his or her office to attempt to influence in any way a decision, recommendation or action to be made or taken by any other person or body, if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.
- (2) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### Exceptions from conflict restrictions

- 104** (1) Sections 100 to 103 do not apply if one or more of the following circumstances applies:

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- (a) the pecuniary interest of the council member is a pecuniary interest in common with electors of the municipality generally;
  - (b) in the case of a matter that relates to a local service, the pecuniary interest of the council member is in common with other persons who are or would be liable for the local service tax;
  - (c) the matter relates to remuneration, expenses or benefits payable to one or more council members in relation to their duties as council members;
  - (d) the pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter;
  - (e) the pecuniary interest is of a nature prescribed by regulation.
- (2) Despite sections 100 to 103, if a council member
- (a) has a legal right to be heard in respect of a matter or to make representations to council, and
  - (b) is restricted by one or more of those sections from exercising that right in relation to the matter,

the council member may appoint another person as a representative to exercise the member's right on his or her behalf.

### **Restrictions on accepting gifts**

- 105** (1) A council member must not, directly or indirectly, accept a fee, gift or personal benefit that is connected with the member's performance of the duties of office.
- (2) Subsection (1) does not apply to
- (a) a gift or personal benefit that is received as an incident of the protocol or social obligations that normally accompany the responsibilities of office,
  - (b) compensation authorized by law, or
  - (c) a lawful contribution made to a member who is a candidate for election to a local government.
- (3) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### **Disclosure of gifts**

- 106** (1) This section applies if
- (a) a council member receives a gift or personal benefit referred to in section 105 (2) (a) that exceeds \$250 in value, or
  - (b) the total value of such gifts and benefits, received directly or indirectly from one source in any 12 month period, exceeds \$250.
- (2) In the circumstances described in subsection (1), the council member must file with the corporate officer, as soon as reasonably practicable, a disclosure statement

indicating

- (a) the nature of the gift or benefit,
  - (b) its source, including, if it is from a corporation, the full names and addresses of at least 2 individuals who are directors of the corporation,
  - (c) when it was received, and
  - (d) the circumstances under which it was given and accepted.
- (3) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### **Disclosure of contracts with council members and former council members**

**107** (1) If a municipality enters into a contract in which

- (a) a council member, or
- (b) a person who was a council member at any time during the previous 6 months,

has a direct or indirect pecuniary interest, this must be reported as soon as reasonably practicable at a council meeting that is open to the public.

- (2) In addition to the obligation under section 100 *[disclosure of conflict]*, a council member or former council member must advise the corporate officer, as soon as reasonably practicable, of any contracts that must be reported under subsection (1) in relation to that person.
- (3) A person who contravenes subsection (2) is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### **Restrictions on use of insider information**

**108** (1) A council member or former council member must not use information or a record that

- (a) was obtained in the performance of the member's office, and
- (b) is not available to the general public,

for the purpose of gaining or furthering a direct or indirect pecuniary interest of the council member or former council member.

- (2) A person who contravenes this section is disqualified from holding office as described in section 108.1 *[disqualification for contravening conflict rules]* unless the contravention was done inadvertently or because of an error in judgment made in good faith.

### **Disqualification from office for contravening conflict rules**

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**108.1** A person disqualified from holding office under this Division is disqualified from holding office

- (a) on a local government,
- (b) on the council of the City of Vancouver or on the Park Board established under section 485 of the *Vancouver Charter*, or
- (c) as a trustee under the *Islands Trust Act*

until the next general local election.

### **Court order for person to give up financial gain**

**109** (1) If a council member or former council member has

- (a) contravened this Division, and
- (b) realized financial gain in relation to that contravention,

the municipality or an elector may apply to the Supreme Court for an order under this section.

- (2) Within 7 days after the petition commencing an application under this section is filed, it must be served on
  - (a) the council member or former council member, and
  - (b) in the case of an application brought by an elector, the municipality.
- (3) On an application under this section, the Supreme Court may order the council member or former council member to pay to the municipality an amount equal to all or part of the person's financial gain as specified by the court.
- (4) In the case of an application made by an elector, if the court makes an order under subsection (3), the municipality must promptly pay the elector's costs within the meaning of the Supreme Court Civil Rules.
- (5) The court may order that costs to be paid under subsection (4) may be recovered by the municipality from any other person as directed by the court in the same manner as a judgment of the Supreme Court.
- (6) Except as provided in subsection (4), the costs of an application are in the discretion of the court.



MODEL CODE OF CONDUCT

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

*Produced by the Working Group on Responsible Conduct*

*August 2018*



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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 & Housing. 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 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 (e.g. governing in a way that is transparent, ethical, accountable, respectful of the rule of law, collaborative, effective, and efficient).
- A Code of Conduct is one tool that can be used by a local government council or board to promote or further responsible conduct.

### 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 wish to review or refresh the document following the 2018 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.<sup>1</sup> Every Code of Conduct should be built on these key foundational principles.
- 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; 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.

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<sup>1</sup> The Working Group on Responsible Conduct identified four foundational principles that can be used to guide the conduct of local elected officials in B.C. More information about these principles can be found [here](#).



### **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 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 important to ensure its effectiveness. 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.



## MODEL CODE OF CONDUCT<sup>2</sup>

### 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.

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<sup>2</sup> 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 being honest and demonstrating strong ethical principles. Conduct under this principle upholds the public interest, is truthful and honourable.
2. ***Respect*** – means having due regard for others’ perspectives, wishes and rights; it also means displaying deference to the offices of local government, and the role of local government in community decision making. Conduct under this principle is demonstrated when a member fosters an environment of trust by demonstrating due regard for the perspectives, wishes and rights of others and an understanding of the role of the local government.
3. ***Accountability*** – means an obligation and willingness to accept responsibility or to account for ones actions. Conduct under this principle is demonstrated when council or board members, individually and collectively, accept responsibility for their actions and decisions.
4. ***Leadership and Collaboration*** – means an ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal through collective efforts. Conduct under this principle is demonstrated when a council or board member encourages individuals to work together in pursuit of collective objectives by leading, listening to, and positively influencing others.



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

**Respect:** Respect is demonstrated through the following conduct:

- Members will treat every person with dignity, understanding, and respect.
- Members will show consideration for every person's values, beliefs, and contributions to discussions.
- Members will demonstrate awareness of their own conduct, and consider how their words or actions may be perceived as offensive or demeaning.
- Members will not engage in behaviour that is indecent, insulting or abusive. This behaviour includes unwanted physical contact, or other aggressive actions that may cause any person harm or makes them feel threatened.

**Accountability:** Accountability is demonstrated through the following conduct:

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

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

- Members will behave in a manner that builds public trust and confidence in the local government.
- Members will consider the issues before them and make decisions as a collective body. As such, members will actively participate in debate about the merits of a decision, but once a decision has been made, all members will recognize the democratic majority, ideally acknowledging its rationale, when articulating their opinions on a decision.
- Members will recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other members and staff to provide their perspectives on relevant issues.



- As leaders of their communities, members will calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.
- Members will recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other members, staff, and the public.
- Members will recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.

## **F. 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 (e.g. examples of social media policies from particular local governments).*

### **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.*



## COMPANION GUIDE

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

August 2018

*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 following the 2018 general local elections.

## 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.

## 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 and 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?

★ **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.



**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

**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 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.

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)? 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")?
- 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.



## 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
- 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, 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).

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### ***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

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### ***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

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## 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.

## 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.

## 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 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.

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### **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

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### **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

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### **Keep in mind...**

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

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

### EXAMPLES OF LOCAL GOVERNMENT CODES OF CONDUCT (BC)

#### **District of Sparwood**

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

#### **District of Saanich**

<http://www.saanich.ca/assets/Local~Government/Documents/Bylaws~and~Policies/code-of-conduct-nov-2016.pdf>

#### **City of Vancouver**

<http://vancouver.ca/files/cov/boards-committees-code-of-conduct.pdf>

#### **District of Sooke**

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

#### **City of Prince George**

[https://www.princegeorge.ca/City%20Hall/Documents/Mayor%20and%20Council/Council\\_Code\\_of\\_Conduct.pdf](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>

#### **Cariboo Regional District**

<http://bouchielakerec.ca/wp-content/uploads/2013/03/Code-of-Conduct-and-Ethics-FINAL-CRD-Board.pdf>

#### **Regional District of Central Okanagan**

[https://www.regionaldistrict.com/media/201242/Code\\_of\\_Conduct.pdf](https://www.regionaldistrict.com/media/201242/Code_of_Conduct.pdf)

### RESOURCES ABOUT ROLES AND RESPONSIBILITIES

#### **City of Port Moody (sample policy)**

<http://www.portmoody.ca/modules/showdocument.aspx?documentid=1513>

#### **City of Maple Ridge (orientation manual)**

<http://www.mapleridge.ca/DocumentCenter/View/4526/Council-Orientation-Manual-2014>

### 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](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]

#### **City of Pitt Meadows (sample policy)**

<http://www.pittmeadows.bc.ca/assets/Policies/C074-Council%20Social%20Media-Reaffirmed.pdf>

#### **City of Maple Ridge (sample policy)**

[http://www.mapleridge.ca/DocumentCenter/View/1367/social\\_media\\_policy\\_3010?bidId](http://www.mapleridge.ca/DocumentCenter/View/1367/social_media_policy_3010?bidId)

#### **City of Leduc (sample policy)**

<https://www.leduc.ca/sites/default/files/2014-11-17%20Public%20CoW%20Agenda%20Item%2006b%20-%20Social%20Media%20Policy%20%28Distributed%20Under%20Separate%20Cover%29.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](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>

Produced by the Working  
Group on Responsible  
Conduct



**District of Saanich  
Code of Conduct**

**COUNCIL POLICY**

<b>NAME:</b>	<b>CODE OF CONDUCT</b>	
<b>ISSUED:</b>	November 28, 2016	<b>INDEX REFERENCE:</b>
<b>AMENDED:</b>		<b>COUNCIL REFERENCE: 16/CNCL</b>

**PURPOSE:**

To set minimum expectations for the behaviour of Council officials in carrying out their functions.

**SCOPE:**

All Council officials and the Chief Administrative Officer.

**DEFINITIONS:**

**Advisory Body Member:** a person sitting on an advisory committee, task force, commission, board, or other Council-established body.

**Confidential Information:** Confidential Information includes information that could reasonably harm the interests of individuals or organizations, including the District of Saanich, if disclosed to persons who are not authorized to access the information, as well as information to which section 117 of the *Community Charter* applies.

**Council official:** the Mayor and Council members

**Personal Information:** has the same meaning as in the *Freedom of Information and Protection of Privacy Act*

**Staff:** an employee or contract employee of the District of Saanich, and includes staff that supports Advisory Bodies.

**Municipal Officer:** a member of staff designated as an officer under section 146 of the *Community Charter* or a bylaw under that section.

**INTERPRETATION:**

- (a) In this policy, a reference to a person who holds an office includes a reference to the persons appointed as deputy or appointed to act for that person from time to time.
- (b) This Code of Conduct applies to the use of social media by Council officials in relation to District related matters.



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**POLICY STATEMENTS:****1. Key Principles**

- 1.1. **Integrity:** Council officials are keepers of the public trust and must uphold the highest standards of ethical behaviour. Council officials are expected to:
  - make decisions that benefit the community;
  - act lawfully and within the authorities of the *Community Charter*, *Local Government Act* and other applicable enactments; and
  - be free from undue influence and not act, or appear to act, in order to gain financial or other benefits for themselves, family, friends or business interests.
- 1.2. **Accountability:** Council officials are obligated to answer for the responsibility that has been entrusted to them. They are responsible for decisions that they make. This responsibility includes acts of commission and acts of omission. In turn, decision-making processes must be transparent and subject to public scrutiny; proper records must be kept.
- 1.3. **Leadership:** Council officials must demonstrate and promote the key principles of the Code of Conduct through their decisions, actions and behaviour. Their behaviour must build and inspire the public's trust and confidence in local government. Council officials will provide leadership to District staff through the Chief Administrative Officer.
- 1.4. **Respect:** Council officials must conduct public business efficiently and with decorum. They must treat each other and others with respect at all times. This means not using derogatory language towards others, respecting the rights of other people, treating people with courtesy and recognition of the different roles others play in local government decision making.
- 1.5. **Openness:** Council officials have a duty to be as open as possible about their decisions and actions. This means communicating appropriate information openly to the public about decision-making processes and issues being considered; encouraging appropriate public participation; communicating clearly; and providing appropriate means for recourse and feedback.

**2. General Conduct**

- 2.1. Council officials must adhere to the key principles and provisions of the Code of Conduct.

- 2.2. Council officials must act lawfully and within the authorities of the *Community Charter, Local Government Act* and other applicable enactments and exercise a reasonable degree of care and diligence in carrying out their functions.
- 2.3. Council officials have an obligation to consider issues and exercise powers, duties and functions in a manner that avoids arbitrary and unreasonable decisions.
- 2.4. Council officials must avoid behaviour that could constitute an act of disorder or misbehaviour. Specifically, Council officials must avoid conduct that:
  - contravenes this policy;
  - contravenes the law, including the *BC Human Rights Code*, and other enactments, and District Bylaws; and
  - is an abuse of power or otherwise amounts to improper discrimination, intimidation, harassment or verbal abuse of others.

### **3. Collection and Handling of Information**

#### **3.1. Council officials must:**

- Collect and use personal information in accordance with *Freedom of Information and Protection of Privacy Act* legislation and the policies and guidelines as established in Saanich;
- Protect information that is specifically marked confidential, that is Personal Information and other material identified or understood to be confidential in nature;
- Refrain from discussing or disclosing any Confidential Information with or to Staff, or with persons outside the organization except as authorized;
- Refrain from discussing or disclosing any Personal Information with or to other Council Officials, Staff, or with persons outside the organization except in a manner consistent with the duty to protect Personal Information under the *Freedom of Information and Protection of Privacy Act*.
- Take reasonable care to prevent the examination of confidential material or access to Personal Information by unauthorized individuals;

- Not use Confidential Information except for the purpose for which it is intended to be used;
  - Only release information in accordance with established District policies and procedures and in compliance with the *Freedom of Information and Protection of Privacy Act* (British Columbia);
  - Not disclose decisions, resolutions or report contents forming part of the agenda for or from an in-camera meeting of Council until a corporate decision has been made for the information to become public; and
  - Not disclose details on Council's in-camera deliberations or specific detail on whether individual Councillors voted for or against an issue.
- 3.2. Except in the normal course of duties, Council officials must not in any way change or alter District records or documents.
- 3.3. When dealing with Personal Information, Council officials must comply fully with the provisions of the *Freedom of Information and Protection of Privacy Act*. All reasonable and necessary measures must be taken to ensure that the personal or private business information of individuals is protected. Personal information includes information or an opinion about a person whose identity is apparent, or can be determined from the information or opinion.

#### **4. Conflict of Interest**

- 4.1. Council officials are expected to make decisions that benefit the community. They are to be free from undue influence and not act or appear to act in order to gain financial or other benefits for themselves, family, friends, or business interests.
- 4.2. Council officials must appropriately resolve any conflict or incompatibility between their personal interests and the impartial performance of their duties in accordance with statutory requirements of the *Community Charter*.

#### **5. Interactions of Council officials with Staff and Advisory Body Members**

- 5.1. Council is the governing body of the District of Saanich. It has the responsibility to govern the District in accordance with the *Community Charter* and other legislation.
- 5.2. The Mayor is the head and chief executive officer of the District and has a statutory responsibility to provide leadership to the Council and to provide general direction to municipal officers respecting the municipal policies, programs and other directions of the council as set out in the *Community Charter*.



- 5.3. Council officials are to contact staff including Municipal Officers, according to the procedures authorized by Council and the District Chief Administrative Officer regarding the interaction of Council members and staff. As a general principle, the District adopts the one employee model where Council's point of contact with staff is the Chief Administrative Officer.
- 5.4. Council officials are to direct inquiries regarding departmental issues or questions to the District's Chief Administrative Officer or the Department Head (Director) of the appropriate department and refrain from contacting other staff without first discussing the issue with the Department Head.
- 5.5. Advice to Council from staff will be vetted, approved and signed by the Chief Administrative Officer.
- 5.6. Council officials will invite the Chief Administrative Officer to be present at any meeting between a Council official and a member of staff where such attendance is requested by the staff member.
- 5.7. Council officials are not to issue instructions to any of the District's contractors, tenderers, consultants or other service providers.
- 5.8. Council officials must not make public statements attacking or disparaging staff or Advisory Body Members and shall show respect for the professional capacities of staff. Council officials must not involve staff in matters for political purposes.
- 5.9. Council officials must not publish or report information or make statements attacking or reflecting negatively on staff or Advisory Body Members except to the Chief Administrative Officer as appropriate to bring a complaint to the attention of the Chief Administrative Officer for follow up.
- 5.10. Significant information provided to any member of Council, which is likely to be used in Council or in political debate, should also be provided to all other Council members, and to the Chief Administrative Officer.
- 5.11. Council officials must treat members of the public, other Council officials, Advisory Body Members and staff appropriately, and without bullying, abuse or intimidation in order to preserve a workplace free from harassment.

**6. Council Officials Use of Social Media**

- 6.1. It is not the role of individual Council officials to report directly on District related business. Council officials will use caution in reporting decision-making by way of their social media profiles and websites prior to official communication by the District.
- 6.2. Council officials will include an "in my opinion", or similar disclaimer, either within the banner of their individual social media site(s) or separately when making follow up posts to the District's social media postings and when creating original posts pertaining to District related business.
- 6.3. Council officials will refrain from using or permitting use of their social media accounts for purposes that include:
  - defamatory remarks, obscenities, profane language or sexual content;
  - negative statements disparaging staff or calling into question the professional capabilities of staff;
  - content that endorses, promotes, or perpetuates discrimination or mistreatment on the basis of race, religion or belief, age, gender, marital status, national origin, physical or mental disability or sexual orientation;
  - statements that indicate an actual attitudinal bias in relation to a matter that is to be the subject of a statutory or other public hearing;
  - promotion of illegal activity;
  - information that may compromise the safety or security of the public or public systems.
- 6.4. Council officials must regularly monitor their social media accounts and immediately take measures to deal with the publication of messages or postings by others that violate this Code of Conduct.

**7. Interactions with the Public and the Media**

- 7.1. Council officials will accurately communicate the decisions of the Council, even if they disagree with the majority decision of Council, and by so doing affirm the respect for and integrity in the decision-making processes of Council.

- 7.2. When discussing the fact that he/she did not support a decision, or voted against the decision, or that another Council official did not support a decision or voted against a decision, a Council official will refrain from making disparaging comments about other Council officials or about Council's processes and decisions.

## **8. Gifts and Personal Benefits**

The receipt and reporting of gifts and personal benefits is dealt with under sections 105 and 106 of the *Community Charter*. Ultimately, the interpretation of those sections is a matter for the courts. However, the general language used in those sections creates some level of uncertainty and this Code of Conduct is intended to provide some guidance to Council officials.

### **8.1. What are Gifts and Personal Benefits?**

- 8.1.1. Gifts and personal benefits are items or services of value that are received by Council officials for personal use. These would include, but are not limited to, cash, gift cards, tickets to events, items of clothing, jewellery, pens, food or beverages, discounts or rebates on purchases, free or subsidized drinks or meals, entertainment, invitations to social functions, etc.
- 8.1.2. The following are not to be considered gifts or personal benefits:
- Compensation authorized by law (see section 105(2)(b) of the *Community Charter*).
  - Reimbursement for out of pocket costs incurred for authorized travel, living and accommodation expenses associated with attendance at an event or in connection with an authorized travel.
  - A lawful contribution made to a Council member who is a candidate for election conducted under the *Local Government Act*.

### **8.2. What Gifts and Personal Benefits may be Accepted?**

- 8.2.1. Section 105(1) of the *Community Charter* prohibits Council officials from directly or indirectly accepting a fee, gift or personal benefit connected with the official's performance of the duties of office.
- 8.2.2. In accordance with section 105(2), a Council official may accept gifts and personal benefits received as an incident of the protocol or social obligations that normally accompany the responsibilities of elected office.



- 8.2.3. Gifts and personal benefits received in accordance with section 105(2)(a) of the *Community Charter* as referenced in section 8.2.2 must be reported and disclosed in accordance with section 106 to the Corporate Officer.
- 8.2.4. Where a gift or personal benefit that may be accepted under the *Community Charter* has a value in excess of \$100.00, the Council official who receives the gift will do so on behalf of the District and turn over the gift to the District, except as otherwise permitted by Council.
- 8.2.5. Council officials must not accept a gift or personal benefit that could reasonably be expected to result in a real or perceived conflict of interest, and to assist in avoiding that situation, Council officials will not accept gifts or personal benefits from business or commercial enterprises having a value that exceeds \$50.00 or, where the total value of such gifts and benefits, received directly or indirectly from one source in any twelve (12) month period, would exceed \$250.00.

### 8.3. How Must Gifts and Personal Benefits be Reported?

- 8.3.1. Council officials must disclose to the Corporate Officer gifts and personal benefits in accordance with section 106 of the *Community Charter*.
- 8.3.2. If a Council official receives a gift or personal benefit that they do not wish to accept, regardless of value, they may immediately relinquish the gift or personal benefit to the District, in which case a disclosure form would not be required. If the gift or personal benefit is not immediately relinquished to the District, then the Council official must file a disclosure form.
- 8.3.3. The content of the disclosure must comply with section 106(2) of the *Community Charter* and must be filed "as soon as reasonably practicable".
- 8.3.4. It is the responsibility of Council officials to be familiar with the provisions in the *Community Charter* relating to acceptance and disclosure of gifts and to ensure that they comply with these requirements as contemplated by the statute.

8.4. How are Gifts and Personal Benefits Valued?

- 8.4.1. For the purposes of this Code, the value of each gift or personal benefit shall be determined by its replacement cost, i.e., how much it would cost to replace the item?

8.5. Procedure for Dealing with Relinquished Gifts and Personal Benefits

- 8.5.1. Where a gift or personal benefit with value that exceeds \$50 is relinquished to the District, the Corporate Officer will record the receipt of the item, nature of the gift or personal benefit, source (including the addresses of at least two individuals who are directors, when the gift is provided by a corporation, if available), when the gift was received, and the circumstances under which it was given and accepted.

**9. Breaches, Complaint Handling and Disciplinary Action**

**General**

- 9.1. Council officials are to abide by the requirements of the *Community Charter* and this Code of Conduct, and shall endeavour to resolve disputes in good faith, recognizing that interpersonal rancour does not facilitate good governance.

**Council Officials**

- 9.2. Alleged breaches of this Code of Conduct by Council Officials shall be submitted in a written complaint addressed to the Mayor and the Chief Administrative Officer within six (6) months of the last alleged breach. In the event that the Mayor is the subject of, or is implicated in the complaint, the complaint shall be addressed to the current Acting Mayor unless that individual is the subject of, or implicated in the complaint.
- 9.3. Upon receipt of a complaint under section 9.2, the Mayor, or Acting Mayor, and the Chief Administrative Officer shall, if they are not able to resolve the matter informally, within thirty (30) days, appoint an independent third party identified and agreed between the Complainant(s) and Respondent(s) as having the necessary professional skills, knowledge and experience to investigate the complaint (the "Third Party Investigator"). If the parties cannot agree on the choice of investigator, the nominee of the Complainant(s) and the Respondent(s) shall jointly select a suitable Third Party Investigator.

9.4. The Third Party Investigator:

- 9.4.1. May conduct a preliminary assessment of the complaint, at the conclusion of which the investigator may determine to continue the investigation or make a written recommendation that the complaint be dismissed as unfounded, beyond jurisdiction or unlikely to succeed;

If the Third Party Investigator determines to continue the complaint, the Third Party Investigator shall:

- 9.4.2. Conduct an independent and impartial investigation of the complaint in a manner that is fair, timely, confidential and otherwise accords with the principles of due process and natural justice;
- 9.4.3. Provide an investigation updated within ninety (90) days of his or her appointment to the Mayor or Acting Mayor, as applicable, and to the Complainant and the Respondent;
- 9.4.4. Provide a written, confidential report (the "Report") of the findings of the investigation, including findings as to whether there has been a breach of this Code of Conduct, to the Mayor or Acting Mayor, as applicable, and to the Complainant and the Respondent; and
- 9.4.5. Provide recommendations in the Report as to the appropriate resolution of the complaint, which recommendations may include:
- dismissal of the complaint; or
  - public censure of the Council Official or Officials for misbehaviour or a breach of this Code of Conduct;
  - a recommendation that a Council Official or Officials apologize to any person adversely affected by a breach of this Code of Conduct;
  - counselling of a Council Official or Officials; and/or
  - such other recommendations as are deemed appropriate in the professional judgment of the Third Party Investigator.

9.5. The Mayor or Acting Mayor shall consider whether the Report should be presented to Council.

9.6. The Corporate Officer will receive and retain all reports prepared under section 9.4.3 and 9.4.4.



- 9.7. Where a Council Official alleges a breach of this Code of Conduct by a fellow Council Official, all Council Officials shall refrain from commenting on such allegations at open meetings of Council pending the conclusion of the Report and any decision of Council on the Report.
- 9.8. Council Officials who retain legal counsel to represent them in proceedings under this section may request in writing that the District indemnify them for their reasonable costs of representation, in accordance with section 740 of the *Local Government Act*.

**Attachment 1**

# **CODE OF ETHICS**

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**For members of  
District of North Vancouver Council  
and Council Appointees to Boards,  
Committees, Commissions and Task Forces (“members”)**

**Adopted by the Council of the District of North Vancouver  
November 28, 2000**

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## **Preamble**

The residents and businesses of the District of North Vancouver are entitled to have fair, honest and open local government that has earned the public's full confidence for integrity. In keeping with the District of North Vancouver's Governance Principles and Corporate Values as described in the Corporate Business Plan, the District seeks to maintain and enhance the quality of life for all District residents through effective, responsible and responsive government. To help achieve this goal, members have committed to strive to ensure that:

- public business is conducted with integrity, in a fair, honest and open manner;
- members respect one another, the public and staff and recognize the unique role and contribution each person has in making the District a better place to work and live;
- their conduct in the performance of their duties and responsibilities with the District be above reproach; and
- the decision-making processes be accessible, participatory, understandable, timely and just, in addition to the requirements of applicable enactments.

## **Application of the Code**

To this end, the Council of the District of North Vancouver has adopted a Code of Ethics applicable to members of Council and to any person appointed by Council to boards, committees, commissions, panels or task forces. Unless otherwise specified, “members” is intended to include both members of Council and committees. The bodies which Council can appoint members to are referred to collectively as “committees” in the Code.

### **1. Act in the Public Interest**

Recognizing that the District seeks to maintain and enhance the quality of life for all District residents through effective, responsive and responsible government, members will conduct their business with integrity, in a fair, honest and open manner.

### **2. Comply with the Law**

Members shall comply with all applicable federal, provincial, and local laws in the performance of their public duties. These laws include, but are not limited to: the *Constitution Act*; the *Provincial Human Rights Code*; the *Criminal Code*, the *Local Government Act*; *Community Charter*; laws pertaining to financial disclosures, and employer responsibilities; and relevant District bylaws and policies.

### **3. Conduct of Members**

The conduct of members in the performance of their duties and responsibilities with the District must be fair, open and honest. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, committees, the staff or the public.

### **4. Respect for Process**

Members shall perform their duties in accordance with the policies and procedures and rules of order established by the District Council governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the Council by District staff. Members of committees shall be aware of the mandate of their respective committee, and act in accordance with it.

### **5. Conduct of Public Meetings**

Members shall prepare themselves for public meetings; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall not interrupt other speakers; make personal comments not germane to the business of the body; or otherwise disturb a meeting.

### **6. Decisions Based on Merit**

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

### **7. Communication**

Subject to paragraph 10, members shall publicly share substantive information that is relevant to a matter under consideration by the Council or a committee, which they may have received from sources outside of the public decision-making process.



## **8. Conflict of Interest**

The Mayor and Councillors shall be aware of and act in accordance with Division 6 of the *Community Charter*, and shall fulfil part (c) of their *Oath of Office*. Other Members shall act in accordance with the Conflict of Interest provisions of Corporate Policy 1-0360-3.

## **9. Gifts and Favours**

Members shall not accept any money, property, position or favour of any kind whether to be received at the present or in the future, from a person having, or seeking to have dealings with the District, save for appropriate refreshments or meals, except where such a gift or favour is authorized by law, or where such gifts or favours are received as an incident of the protocol, social obligation or common business hospitality that accompany the duties and responsibilities of the member. A member may participate in District programs open to the public and may purchase District property or goods offered for public sale.

## **10. Confidential Information**

Members shall respect the confidentiality of information concerning the property, personnel or legal affairs of the District. They shall neither disclose confidential information without proper authorization, nor use such information to advance their personal, financial or other private interests.

## **11. Use of Public Resources**

Members shall not use public resources not available to the public in general, such as staff time, equipment, supplies or facilities, for private gain or personal purposes.

## **12. Advocacy**

Members shall represent the official policies or positions of the District Council or committee to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent Council, their committee or the District of North Vancouver, nor will they allow the inference that they do.

## **13. Policy Role of Members**

Members shall respect and adhere to the council-Chief Administrative Officer structure of government as practiced in the District of North Vancouver. In this structure, the Council determines the policies of the District with the advice, information and analysis provided by the public, committees, and District staff.

Members, therefore, shall not interfere with the administrative functions of the District or with the professional duties of District staff; nor shall they impair the ability of staff to implement Council policy decisions.

#### **14. Positive Work Place Environment**

Members shall treat other members, the public and District staff with respect and shall be supportive of the personal dignity, self-esteem and well being of those with whom they come in contact with during the course of their professional duties. Members shall be aware of and act in accordance with the Positive Workplace Environment: Anti-bullying and Harassment Policy.

#### **15. Implementation**

The District of North Vancouver Code of Ethics is intended to be self-enforcing. Members should view the Code as a set of guidelines that express collectively the standards of conduct expected of them. It, therefore, becomes most effective when members are thoroughly familiar with the Code and embrace its provisions.

For this reason, the Code of Ethics will be provided to candidates for Council and applicants to committees. Members elected to Council or appointed to a committee will be requested to sign the Member Statement affirming they have read and understood the District of North Vancouver Code of Ethics. In addition, Council and committees shall review annually the Code of Ethics, and Council shall consider recommendations from committees and update the Code as necessary.

#### **16. Compliance and Enforcement**

The District of North Vancouver Code of Ethics expresses standards of ethical conduct expected for members of the District Council and committees. Members themselves have the primary responsibility to assure that these ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of the governance of the District of North Vancouver.

Council may impose sanctions on members whose conduct does not comply with the District's ethical standards, such as motion of censure. Council may also rescind the appointment of a member to a committee for breaching the Code of Ethics.

To ensure procedural and administrative fairness, a member who is accused of violating any provision of the Code of Ethics with the exception of paragraph 14 shall have a minimum of one week, or the time between two consecutive meetings, whichever is greater, to prepare his or her case to respond to these allegations. Before considering a sanction, Council must ensure that a member has

1. received a written copy of the case against him or her;
2. a minimum of one week, or the time between two consecutive meetings, whichever is greater, to prepare a defence against any allegations; and
3. an opportunity to be heard.

The procedures outlined in the Positive Workplace Environment: Anti-bullying and Harassment Policy have been adopted by Council for dealing with a complaint under the Positive Workplace Environment: Anti-bullying and Harassment Policy (see paragraph 14, above).

A violation of this Code of Ethics shall not be considered a basis for challenging the validity of a Council or committee decision.

\* \* \* \* \*



# MODEL OF EXCELLENCE

Council of the District of North Vancouver  
and Council Appointees to Boards,  
Committees, Commissions and Task Forces

## MEMBER STATEMENT

As a member of the District of North Vancouver Council or of a District committee, I agree to uphold the Code of Ethics adopted by the District and conduct myself by the following model of excellence. I will:

Recognize the diversity of backgrounds, interests and views in our community;

Help create an atmosphere of open and responsive government;

Conduct public affairs with integrity, in a fair, honest and open manner;

Respect one another and the unique role and contribution each of us has in making the District a better place to work and live;

Strive to keep the decision-making processes open, accessible, participatory, understandable, timely, just and fair;

Avoid and discourage conduct which is not in the best interests of the District;

Treat all people with whom I come in contact in the way I wish to be treated.

***I affirm that I have read and understood the District of North Vancouver Code of Ethics.***

Signature \_\_\_\_\_

Date \_\_\_\_\_

\_\_\_\_\_  
Name (please print)

\_\_\_\_\_  
Office / Committee



# **Draft Example of a City of Richmond Code of Conduct for Elected Officials**

## **A. Introduction**

As local elected representatives (“members”), we recognize that responsible conduct is essential to providing good governance for the City of Richmond.

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 interactions 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 the City of Richmond’s City Council. 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 City of Richmond, the common law and any other legal obligations which apply to members individually or as a collective Council or Committee.

## **C. Foundational Principles of Responsible Conduct**

1. **Integrity** – means being honest and demonstrating strong ethical principles. Conduct under this principle upholds the public interest, is truthful and honourable.
2. **Respect** – means having due regard for others’ perspectives, wishes and rights; it also means displaying deference to the offices of local government, and the role of local government in community decision making. Conduct under this principle is demonstrated when a member fosters an environment of trust by demonstrating due regard for the perspectives, wishes and rights of others and an understanding of the role of the local government.
3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one’s actions. Conduct under this principle is demonstrated when Council members, individually and collectively, accept responsibility for their actions and decisions.
4. **Leadership and Collaboration** – means an ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal



through collective efforts. Conduct under this principle is demonstrated when a Council member encourages individuals to work together in pursuit of collective objectives by leading, listening to, and positively influencing others.

## D. Standards of Conduct

1. **Integrity** - Integrity is demonstrated by the following conduct:
  - Members will be truthful, honest, and open in all dealings, including those with other members, staff and the public.
  - Members will ensure that their actions are consistent with the foundational principles collectively agreed to by the council or board.
  - Members will follow through on their commitments, correct errors in a timely and transparent manner, and engage in positive communication with the community.
  - Members will direct their minds to the merits of the matters before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of their decisions.
  - Members will behave in a manner that promotes public confidence in all of their dealings.
2. **Respect** - Respect is demonstrated through the following conduct:
  - Members will treat every person with dignity, understanding, and respect.
  - Members will show consideration for every person's values, beliefs, and contributions to discussions.
  - Members will demonstrate awareness of their own conduct, and consider how their words or actions may be perceived.
  - Members will not engage in behaviour that is indecent, insulting or abusive. This behaviour includes unwanted physical contact, or other aggressive actions that may cause any person harm or makes them feel threatened.
3. **Accountability** - Accountability is demonstrated through the following conduct:
  - Members will be responsible for the decisions that they make and be accountable for their own actions and the actions of the collective council.
  - Members will listen to and consider the opinions and needs of the community, and allow for appropriate opportunities for discourse and feedback as required.
  - Unless required otherwise, members will carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions.
4. **Leadership and Collaboration** – Leadership and collaboration is demonstrated through the following conduct:
  - Members will behave in a manner that builds public trust and confidence in the local government.
  - Members will consider the issues before them and make decisions as a collective body. As such, members will actively participate in debate about the merits of a decision, but once a decision has been made, all members will recognize the democratic majority, ideally acknowledging its rationale.

- Members will recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other members and staff to provide their perspectives on relevant issues.
- As leaders of their communities, members will calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.
- Members will recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other members, staff, and the public.
- Members will recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.

DRAFT



# City of Richmond

## Report to Committee

**To:** General Purposes Committee  
**From:** Jason Kita  
Director, Corporate Programs Management  
Group  
**Re:** Council Term Goals 2018-2022

**Date:** May 28, 2019  
**File:** 01-0105-07-01/2019-  
Vol 01

### Staff Recommendation

That Council adopt a set of 2018-2022 Council Term Goals by endorsing the goals and priorities as outlined in the report titled "Council Term Goals 2018-2022" from the Director, Corporate Programs Management Group, dated May 28, 2019, or that Council identify and adopt any modifications, deletions or additions to this information as their 2018-2022 Council Term Goals.

Jason Kita  
Director, Corporate Programs Management Group  
(604-276-4091)

Att. 2

REPORT CONCURRENCE		
REVIEWED BY SMT	INITIALS:	APPROVED BY CAO

## **Staff Report**

### **Origin**

At the start of each new term of office, Council may establish a set of Council Term Goals (Term Goals) to determine their collective focus and priorities. Council's decisions influence the City's physical and social landscape, the relative safety of residents and businesses, the quality of life and lifestyle choices available to members of the community, as well as the role the City plays within the region. Term Goals help to ensure City work plans are appropriately aligned to achieve a focused and productive term of office that aligns with the most effective use of public resources. The purpose of this report is to facilitate discussion amongst members of Council in order to determine Council's collective and shared priorities in the form of the 2018-2022 Council Term Goals.

### **Analysis**

#### **Setting Council Term Goals**

Council Term Goals are most effective when they are focused on broad overarching themes that Council would like to establish as priorities for the term. A clear set of shared goals allows the City to accomplish a visionary agenda set by Council, while also being flexible and responsive to new opportunities, issues, and circumstances that may emerge during the term. The information presented in this report summarizes the goal themes and priorities that emerged from input provided by Council members for consideration in determining a set of shared 2018-2022 Council Term Goals. A total of eight broad goal themes have been identified, each with a set of priorities that provide a direction and help to capture Council's interests relating to the themes.

#### **Broad Goal Themes**

Council may adopt as many or as few goals as they desire, as overarching goals presented can be organized in any number of ways. The eight goal areas presented herein represent broad aspects of municipal governance through which Council's priorities and direction for the term can be articulated. The information below has been presented as "goal themes" rather than as set goals so as to not appear presumptuous before Council has had the opportunity to discuss and debate them. Council may choose to adopt the eight goal themes along with the related priorities as their Term Goals, or may modify, add to, or delete any part of them as desired to ensure they reflect common goals.

Council recognizes that all areas of municipal government are important and need consideration and attention; yet, in order to be most effective, a focus is needed. The goal themes proposed for the 2018-2022 Council Term Goals reflect a collective desire for proactive and forward-thinking leadership that remains rooted in Richmond's unique history and identity. Richmond has a long history as a meeting place of diverse cultures, of being home to thriving arts and cultural communities, and offering exceptional sport, recreation, and wellness opportunities; there is a desire to build on these strengths into the future. Richmond's unique island ecology, agricultural and fishing sectors, and focus on the environment will continue, ensuring sustainability is viewed not only as a goal but as a way of doing all business within the City. Of importance to Council is to enhance communication, collaboration and connection, ensuring residents and businesses



within Richmond are well-informed and engaged in decisions that shape the community's way forward.

Each goal theme listed below is considered to be of equal importance and is not presented in any priority sequence.

The broad goal themes are:

1. A Safe and Resilient City
2. A Sustainable and Environmentally Conscious City
3. One Community Together
4. An Active and Thriving Richmond
5. Sound Financial Management
6. Strategic and Well-Planned Growth
7. A Supported Economic Sector
8. An Engaged and Informed Community

***Goal Theme 1: A Safe and Resilient City - Enhance and protect the safety and well-being of Richmond.***

Richmond is a safe community and ensuring that it remains safe is a top priority. The safety of the city relies on a strong and dedicated team of community safety personnel that responds quickly and effectively to community needs. This term, a focus will be placed on enhancing these services and the partnerships that support them. Council is committed to future-proofing its infrastructure to respond to climate change and emerging technologies as well as maintaining effective infrastructure networks essential to a safe community. These measures will support preparation and ensure Richmond is ready in the event of a disaster or emergency of any kind. Coming together as a community to plan for emergencies is a priority and will help to ensure Richmond remains resilient.

Priorities that emerged under *Theme 1: A Safe and Resilient City* include:

- 1.1 Enhance safety services and strategies to meet community needs.
- 1.2 Future-proof and maintain city infrastructure to keep the community safe.
- 1.3 Ensure Richmond is prepared for emergencies, both human-made and natural disasters.
- 1.4 Foster a safe, caring and resilient environment.

Additional potential indicators of success and examples of outcomes related to *Theme 1: A Safe and Resilient City* are outlined in Attachment 1.

***Goal Theme 2: A Sustainable and Environmentally Conscious City - Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.***

Council views continued leadership in sustainability as a high priority. To be effective in this goal, Council intends to apply new, forward-thinking, and innovative approaches to the way the City conducts business. This includes prioritizing "green" initiatives and circular economic principles where appropriate, and prioritizing sustainability in a holistic sense, including but not

limited to environmental concerns. Council's goals for a sustainable and environmentally conscious city also extend to the community, with a focus on ensuring citizens have access to nature and to resources necessary to make sustainable choices.

Priorities that emerged under *Theme 2: Sustainable and Environmentally Conscious City* include:

- 2.1 Continued leadership in addressing climate change and promoting circular economic principles.
- 2.2 Policies and practices support Richmond's sustainability goals.
- 2.3 Increase emphasis on local food systems, urban agriculture and organic farming.
- 2.4 Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.

Additional potential indicators of success and examples of outcomes related to *Theme 2: A Sustainable and Environmentally Conscious City* are outlined in Attachment 1.

***Goal Theme 3: One Community Together – Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.***

Council recognizes that as a community we are stronger when we come together. To this end, Council's goal for *One Community Together* seeks opportunities for the community to meet and connect, particularly through arts, cultural and heritage programs and activities that help to sustain Richmond's vibrancy. Forming a unified Richmond also involves working with community partners and taking an intercultural and interagency approach where possible to best meet the wide-ranging needs and interests of the community.

Priorities that emerged under *Theme 3: One Community Together* include:

- 3.1 Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony.
- 3.2 Enhance arts and cultural programs and activities.
- 3.3 Utilize an interagency and intercultural approach to service provision.
- 3.4 Celebrate Richmond's unique and diverse history and heritage.

Additional potential indicators of success and examples of outcomes related to *Theme 3: One Community Together* are outlined in Attachment 1.

***Goal Theme 4: An Active and Thriving Richmond – An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.***

The focus for *An Active and Thriving Richmond* includes ensuring there are opportunities and access to programs and services that support overall health and well-being. This includes support for active living, sport and recreation participation, access to parks spaces and to social services and support networks for individuals and families. Council is committed to planning for community facilities and infrastructure that represents best practices and meet the needs of citizens today and into the future. Equitable access to programs and services is a high priority

and Council seeks to work with partners and other agencies to reduce barriers and increase access for those in need.

Priorities that emerged under *Theme 4: An Active and Thriving Richmond* include:

- 4.1 Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.
- 4.2 Ensure infrastructure meets changing community needs, current trends and best practices.
- 4.3 Encourage wellness and connection to nature through a network of open spaces.

Additional potential indicators of success and examples of outcomes related to *Theme 4: An Active and Thriving Richmond* are outlined in Attachment 1.

***Goal Theme 5: Sound Financial Management - Accountable, transparent, and responsible financial management that supports the needs of the community into the future.***

Council is keenly aware of the sensitivity and responsibility of effective management of taxpayers' dollars and is committed to ongoing diligence and transparency in decision-making. Balancing current needs with those of the future is a delicate and dynamic process through which rigorous planning and processes will continue to be applied. Council intends to take a proactive approach to advocating for Richmond's interests through applying for grants, working with other levels of government, and optimizing strategic opportunities as they arise.

Priorities that emerged under *Theme 5: Sound Financial Management* include:

- 5.1 Maintain a strong and robust financial position.
- 5.2 Clear accountability through transparent budgeting practices and effective public communication.
- 5.3 Decision-making focuses on sustainability and considers circular economic principles.
- 5.4 Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.

Additional potential indicators of success and examples of outcomes related to *Theme 5: Sound Financial Management* are outlined in Attachment 1.

***Goal Theme 6: Strategic and Well-Planned Growth - Leadership in effective and sustainable growth that supports Richmond's physical and social needs.***

Richmond continues to grow, in-line with the rest of Metro Vancouver and according to plans outlined in the Official Community Plan (OCP). A significant priority for Council this term is to ensure that growth-related decisions are made holistically and sustainably with the needs and best interests of the community in mind. Planning for growth and development will take into account "green" and environmental practices, maximizing opportunities to connect nature to the urban environment. The continued development of mobility networks and active transportation options is a priority. The preservation and celebration of the city's history and heritage remains an essential part of Richmond's evolution. Ensuring the people that live and work in Richmond have access to affordable and diverse housing options is also at the forefront of Council's

attention and opportunities that involve collaboration and partnership to best meet the community's needs will be explored.

Priorities that emerged under *Theme 6: Strategic and Well-Planned Growth* include:

- 6.1 Ensure an effective OCP and ensure development aligns with it.
- 6.2 "Green" and circular economic growth and practices are emphasized.
- 6.3 Build on transportation and active mobility networks.
- 6.4 Recognize Richmond's history and heritage through preservation, protection and interpretation.
- 6.5 Ensure diverse housing options are available and accessible across the housing continuum.
- 6.6 Growth includes supports and/or services for Richmond's vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.

Additional potential indicators of success and examples of outcomes related to *Theme 6: Strategic and Well-Planned Growth* are outlined in Attachment 1.

***Goal Theme 7: A Supported Economic Sector – Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.***

Economic development plays an important role in the well-being and financial sustainability of a city. Council's focus for the economic sector this term is on encouraging a diversified economic base with emphasis on clean sectors and strategic collaborations. Richmond is committed to being a business-friendly city, ensuring goals around growth align with economic goals and that workers' needs for transportation, housing, and training are all supported.

Priorities that emerged under *Theme 7: A Supported Economic Sector* include:

- 7.1 Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements.
- 7.2 Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land.
- 7.3 Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow.
- 7.4 Inspire the farming and fishing cultures of tomorrow.

Additional potential indicators of success and examples of outcomes related to *Theme 7: A Supported Economic Sector* are outlined in Attachment 1.

***Goal Theme 8: An Engaged and Informed Community – Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.***

Council views communication and engagement as a high priority that extends across all areas. With a multitude of communication tools available through advancements in technology, Council is keenly aware of the importance of access to accurate, timely and complete information in order for the community to understand and contribute most effectively to discussions and decisions that impact them.



Priorities that emerged under *Theme 8: An Engaged and Informed Community* include:

- 8.1 Increased opportunities for public engagement.
- 8.2 Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.

Additional potential indicators of success and examples of outcomes related to *Theme 8: An Engaged and Informed Community* are outlined in Attachment 1.

The above information summarizes the goal themes and priorities that emerged from input provided by Council members for consideration in determining a set of shared 2018-2022 Council Term Goals. Attachment 2 presents this same information in a table format for easy reference to each of the goal themes and priorities. Council may endorse the goal themes and priorities as described above as their 2018-2022 Term Goals or may provide direction to staff in regard to making any revisions, additions, or deletions necessary to adopt a set of Term Goals.

### Next Steps

Once Council has discussed and adopted a set of 2018-2022 Council Term Goals, these goals will guide City work programs during this four-year term of office. The Council Term Goals will also be published on the City of Richmond website and communicated to the public. Council Term Goals will be monitored and reviewed on an ongoing basis to track progress. It is intended that the Council Term Goals be reviewed by Council at least annually to ensure they remain relevant in light of changing community and organizational needs, and are amended as required to ensure priority areas of focus are appropriately addressed.

### **Financial Impact**

None.

### **Conclusion**

Term Goals are an important element of Council's governance role. They guide and influence the decisions and directions of the City over the course of Council's four-year term and ensure public resources and operational work programs are aligned appropriately while achieving Council's shared goals and priorities. This report seeks Council's direction for the adoption of a set of Term Goals either by adopting the goal themes and priorities as outlined in this report as Council's Term Goals or by amending, adding to or deleting from any of the above to establish Council's Term Goals.



Claire Adamson  
Manager, Corporate Strategic Initiatives  
(604-247-4482)

CA:ca

May 28, 2019

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Att. 1: Examples of outcomes and indicators of success related to each goal theme and priority  
Att. 2: Draft 2018-2022 Council Term Goal Themes and Priorities

## **Examples of outcomes and indicators of success related to each goal theme and priority**

Council Term Goals are necessarily broad and encompassing of a wide range of services and programs the City offers. They establish at a high-level what the City should focus on, while staff work programs, established through reports to Council, prepare recommendations on how to approach each priority area. The following information presents examples of potential actions, outcomes, and/or approaches to achieving each goal and priority. These examples were garnered from Council input to provide a sense of the goal's intended focus and are not necessarily reflective of, or endorsed by, all of Council.

### **Goal Theme 1: A Safe and Resilient City**

Enhance and protect the safety and well-being of Richmond.

- 1.1 Enhance safety services and strategies to meet community needs.
  - Effectively address personnel needs of first responders.
  - Ensure that the delivery of efficient public safety services addresses the evolving needs of a growing community.
  - Increase the coverage of community police stations, to be included near community centres.
  - Work with the Province regarding emergency procedures and required personnel.
- 1.2 Future-proof and maintain city infrastructure to keep the community safe.
  - Continue to maintain dikes, roads, pump stations, and other infrastructure that keeps residents safe.
  - Paint more walkways with high visibility paint and enhance lighting and signalling.
  - Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs.
- 1.3 Ensure Richmond is prepared for emergencies, both human-made and natural disasters.
  - Maintain emphasis on Emergency Preparedness programs.
  - Set up water monitoring stations in our waterways (sloughs and drainage canals).
  - Work with all businesses and shoreline landowners to audit our impacts on water quality.
- 1.4 Foster a safe, caring and resilient environment.
  - Continue with Resilient Communities Program.
  - Build community resilience to natural disasters and climate change.
  - Take steps to ensure Richmond is a Clean Air Community and a Clean Water Community.
  - Ensure community accessibility to those with disabilities.

## **Goal Theme 2: A Sustainable and Environmentally Conscious City**

Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.

- 2.1 Continued leadership in addressing climate change and promoting circular economic principles.
  - Innovative projects and initiatives to advance sustainability.
  - Consider strategies for circular cities.
  - Build capacities for effective and responsible leadership while participating in the development of cooperation and peer-to-peer learning with other local governments.
  - Target zero carbon (green buildings and green transportation), zero waste and healthy ecosystems (access to nature, clean water, local food, and clean air).
  - Achieve a Lighter City Footprint and enable citizens to reduce Personal Ecological Footprints.
- 2.2 Policies and practices support Richmond's sustainability goals.
  - Continue to make sustainability a factor in all decisions.
  - Continued implementation of the leading sustainability initiatives.
  - Establish action plans to mirror success of other cities with green goals.
- 2.3 Increase emphasis on local food systems, urban agriculture and organic farming.
  - Encourage more of our local farms to grow with organic methods.
  - Provide incentives for private land use that grows food for our community.
  - Make our landscape edible (by humans and nature) with guidance from local farmers, agricultural school programs, and peat-land biologists.
- 2.4 Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.
  - Preserve, protect and enhance our parks and green spaces to ensure everyone can access them.
  - Be strategic with green and open spaces to maximize the amount in each area.
  - Continue to protect and grow passive parks. Emphasis on supporting passive uses with paths, washrooms, etc.
  - Work with youths to empower their families, friends and coworkers to take action.
  - Expand and enhance green space to build upon Richmond's Garden City heritage.

## **Goal Theme 3: One Community Together**

Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.

- 3.1 Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony.
  - Demonstrate that Richmond is a caring community.
  - Enhance neighbourhood identity, intercultural harmony, and sense of belonging.
  - Create a wider network for gatherings and the meeting of one's neighbours.



- Richmond values and celebrates its historical and cultural identity.

### 3.2 Enhance arts and cultural programs and activities.

- Encourage robust program offerings in a variety of places, including at the community centres.
- Support a vibrant and expanding arts scene including supporting Richmond artists.
- Integrate arts and culture into all aspects of civic life.
- Cultivate a city where all cultural traditions and expressions are respected, promoted, and equitably resourced.
- Focus public art on themes and artists that represent the community.
- Opportunities to engage with arts and culture are accessible to all.

### 3.3 Utilize an interagency and intercultural approach to service provision.

- Share spaces with multiple partners where appropriate.
- Work with stakeholders to explore opportunities that will bring the community together and meet diverse and changing needs.

### 3.4 Celebrate Richmond's unique and diverse history and heritage.

- Focus on Richmond's historical past.
- Display and celebrate art from diverse cultures that make up Richmond's heritage.
- Collaborate with indigenous communities to share their history and heritage.
- Support the work of heritage groups to bring the story of Richmond alive.

## **Goal Theme 4: An Active and Thriving Richmond**

An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.

### 4.1 Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities.

- Encourage and promote lifelong participation in sport and recreation.
- Increase arts and recreation program offerings.
- Affordable programs for families with financial need.
- Continue subsidies for programs involving people and families in need.
- Encourage healthy eating habits.
- Work with all levels of government and community partners to provide access to appropriate resources for our most vulnerable citizens.

### 4.2 Ensure infrastructure meets changing community needs, current trends and best practices.

- Seek opportunities to co-locate with non-profits.
- Encourage robust social programs, including at the community centres.
- Continue to offer a wide range of programs at well-maintained facilities.
- Provide recreational opportunities that meet the needs of growth and changing demographics.

- 4.3 Encourage wellness and connection to nature through a network of open spaces.
- Preserve open spaces as spaces for families.
  - Ensure open spaces are created in a way that promotes use as a valuable community resource for everyone to enjoy.
  - Provide an open space system which links parks, schools and natural spaces for the enjoyment of Richmond citizens.
  - Ensure we have a decentralized spread of playgrounds and dog parks.
  - Explore opportunities for the riverfront to be better utilized for recreation.
  - Create a walkable city with a bike-friendly network.

### **Goal Theme 5: Sound Financial Management**

Accountable, transparent, and responsible financial management that supports the needs of the community into the future.

- 5.1 Maintain a strong and robust financial position.
- Utilize best-value solutions for projects.
  - Keep taxes reasonable —balance between businesses and residences.
- 5.2 Clear accountability through transparent budgeting practices and effective public communication.
- Transparent financial decisions that are appropriately communicated to the public.
  - Effective and best practices are used in budget processes.
  - Engaging and communicating with the public during the financial decision-making process.
- 5.3 Decision-making focuses on sustainability and considers circular economic principles.
- Reduce overproduction, overuse, and waste of natural and synthetic resources.
  - Review and update sustainable purchasing practices.
  - Invest in projects that best serve the community and sustainable choices: community centres, recreation facilities, infrastructure that solves congestion.
  - Ensure that the City's physical infrastructure is planned, funded and maintained to provide for current and future community needs.
- 5.4 Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.
- Seek alternate funding sources, particularly through grants from other levels of government.
  - Expand projects and partnerships that make sense for our community.
  - Build stronger relations with other levels of government.

## Goal Theme 6: Strategic and Well-Planned Growth

Leadership in effective and sustainable growth that supports Richmond's physical and social needs.

- 6.1 Ensure an effective OCP and ensure development aligns with it.
  - Ensure roads, parks and schools are keeping pace with growth.
  - Richmond will be a leader in planning for growth and technological advancement.
  - Focus density on City Centre and arterials while preserving single-family neighbourhoods.
- 6.2 "Green" and circular economic growth and practices are emphasized.
  - Provide public amenities to support growth
  - Identify clean industries to be included in Richmond.
- 6.3 Build on transportation and active mobility networks.
  - Growth must include adequate road ways for traffic.
  - Encourage and support the use of public transportation.
  - Encourage active and "green" transportation.
  - Create a walkable and bike-friendly network.
- 6.4 Recognize Richmond's history and heritage through preservation, protection and interpretation.
  - Celebrate the preservation of our heritage buildings, on public and private lands.
  - Promote awareness of the community's cultural and historic qualities and resources.
  - Create an accurate inventory of all heritage buildings that remain in Richmond and identify an action plan to save and restore these remaining visual sources of our history.
- 6.5 Ensure diverse housing options are available and accessible across the housing continuum.
  - Maintain a percentage of low rental units.
  - Work with community groups to connect with developers who are building affordable housing units to ensure that the builds are best suited to the needs of the Service Providers.
  - Ensure growth includes more rentals and affordable housing options.
  - Continue to implement the Affordable Housing Strategy.
- 6.6 Growth includes supports and/or services for Richmond's vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.
  - Focus on establishing more dedicated seniors' homes in Richmond.
  - Progress work on supportive housing projects and the homeless shelter.
  - Work with all levels of government and community partners to ensure access to appropriate resources for our most vulnerable citizens.

## **Goal Theme 7: A Supported Economic Sector**

Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.

- 7.1 Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements.
  - Become a leader in Green Jobs.
  - Engage stakeholders to grow our tech hub to increase the number of high-quality jobs in Richmond.
  - Focus on tourism and other sustainable industries.
  - Support a Self-Sufficient Energy Economy and other emerging economies.
  - Support ideation, mentoring, and networking at our post-secondary institutions to promote local leadership and entrepreneurship.
- 7.2 Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land.
  - Emphasize the need for a robust and balanced business sector.
  - Maximize the use of industrial land.
  - Preserve the use of agricultural land.
- 7.3 Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow.
  - Continue to support Richmond businesses through the Economic Development office.
  - Promote local training programs, manufacturing of goods, safe installation, and maintenance of green infrastructure on City and private lands.
  - Take the lead in promoting business of all sizes to locate in Richmond.
- 7.4 Inspire the farming and fishing cultures of tomorrow.
  - Promote local self-sufficiency in Agriculture and complete Garden City Lands and incubator farms.
  - Support the fishing industry to shift to a versatile fleet that is community-supported.
  - Promote agricultural opportunities within the urban environment (rooftop parks, etc.).
  - Ensure the City's agricultural and fisheries sectors are supported, remain viable, and continue to be an important part of the City's character, livability, and economic development vision.

## **Goal Theme 8: An Engaged and Informed Community**

Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.

- 8.1 Increased opportunities for public engagement.
  - Increase citizen involvement.
  - Increase communication and engagement with the public.



- Consider a Youth Commission that provides influence and a reminder of our public service.
- 8.2 Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.
- Ensure accurate and timely information is available to the public.
  - Effective communication tools are utilized to reach a wide audience.

<b>Draft 2018-2022 Council Term Goal Themes and Priorities</b>	
<b>Goal Theme</b>	<b>Draft Priorities</b>
<b>Goal Theme 1: A Safe and Resilient City</b>  <i>Enhance and protect the safety and well-being of Richmond.</i>	<b>1.1</b> Enhance safety services and strategies to meet community needs. <b>1.2</b> Future-proof and maintain city infrastructure to keep the community safe. <b>1.3</b> Ensure Richmond is prepared for emergencies, both human-made and natural disasters. <b>1.4</b> Foster a safe, caring and resilient environment.
<b>Goal Theme 2: A Sustainable and Environmentally Conscious City</b>  <i>Environmentally conscious decision-making that demonstrates leadership in implementing innovative, sustainable practices and supports the City's unique biodiversity and island ecology.</i>	<b>2.1</b> Continued leadership in addressing climate change and promoting circular economic principles. <b>2.2</b> Policies and practices support Richmond's sustainability goals. <b>2.3</b> Increase emphasis on local food systems, urban agriculture and organic farming. <b>2.4</b> Increase opportunities that encourage daily access to nature and open spaces and that allow the community to make more sustainable choices.
<b>Goal Theme 3: One Community Together</b>  <i>Vibrant and diverse arts and cultural activities and opportunities for community engagement and connection.</i>	<b>3.1</b> Foster community resiliency, neighbourhood identity, sense of belonging, and intercultural harmony. <b>3.2</b> Enhance arts and cultural programs and activities. <b>3.3</b> Utilize an interagency and intercultural approach to service provision. <b>3.4</b> Celebrate Richmond's unique and diverse history and heritage.
<b>Goal Theme 4: An Active and Thriving Richmond</b>  <i>An active and thriving community characterized by diverse social and wellness programs, services and spaces that foster health and well-being for all.</i>	<b>4.1</b> Robust, affordable, and accessible sport, recreation, wellness and social programs for people of all ages and abilities. <b>4.2</b> Ensure infrastructure meets changing community needs, current trends and best practices. <b>4.3</b> Encourage wellness and connection to nature through a network of open spaces.
<b>Goal Theme 5: Sound Financial Management</b>  <i>Accountable, transparent, and responsible financial management that supports the needs of the community into the future.</i>	<b>5.1</b> Maintain a strong and robust financial position. <b>5.2</b> Clear accountability through transparent budgeting practices and effective public communication. <b>5.3</b> Decision-making focuses on sustainability and considers circular economic principles. <b>5.4</b> Work cooperatively and respectfully with all levels of government and stakeholders while advocating for the best interests of Richmond.

<b>Draft 2018-2022 Council Term Goal Themes and Priorities</b>	
<b>Goal Theme</b>	<b>Draft Priorities</b>
<b>Goal Theme 6: Strategic and Well-Planned Growth</b>  <i>Leadership in effective and sustainable growth that supports Richmond's physical and social needs</i>	<b>6.1</b> Ensure an effective OCP and ensure development aligns with it. <b>6.2</b> "Green" and circular economic growth and practices are emphasized. <b>6.3</b> Build on transportation and active mobility networks. <b>6.4</b> Recognize Richmond's history and heritage through preservation, protection and interpretation. <b>6.5</b> Ensure diverse housing options are available and accessible across the housing continuum. <b>6.6</b> Growth includes supports and/or services for Richmond's vulnerable populations, including youth, seniors, individuals with health concerns, and residents experiencing homelessness.
<b>Goal Theme 7: A Supported Economic Sector</b>  <i>Facilitate diversified economic growth through innovative and sustainable policies, practices and partnerships.</i>	<b>7.1</b> Demonstrate leadership through strategic partnerships, collaborations and exploring innovative and emerging economic practices and technical advancements. <b>7.2</b> Encourage a strong, diversified economic base while preserving agricultural land and maximizing the use of industrial land. <b>7.3</b> Attract businesses to locate in Richmond and support employment and training opportunities in Richmond as we grow. <b>7.4</b> Inspire the farming and fishing cultures of tomorrow.
<b>Goal Theme 8: An Engaged and Informed Community</b>  <i>Ensure that the citizenry of Richmond is well-informed and engaged about City business and decision-making.</i>	<b>8.1</b> Increased opportunities for public engagement. <b>8.2</b> Ensure citizens are well-informed with timely, accurate and easily accessible communication using a variety of methods and tools.