



AGENDA
REGULAR COUNCIL MEETING
February 12, 2024 @ 5:00 p.m.
IN THE TOWN OF VALLEYVIEW
COUNCIL CHAMBERS

A small town with big economic opportunities, Valleyview is on the way up!

1. CALL TO ORDER

2. ACCEPTANCE OF AGENDA (adds & deletes)

3. ADOPTION OF MINUTES

3.1 Minutes 24-01 from the Regular Meeting of Council held on Monday, January 15, 2024..

3.2 Business Arising from Minutes.

4. PUBLIC HEARINGS

There is no Public Hearing.

5. PRESENTATIONS & DELEGATIONS

5.1 Presentation from Edward and Belinda Boman regarding concerns and upgrades for the Arena Concession at 5:05pm.

5.1(a) Attachment – Letter of request and photos.

5.2 Presentation from Travis Werklund on the Coalition of Inclusive Municipalities at 5:25pm.

5.2(a) Attachment – The Coalition of Inclusive Municipalities: Small & Rural Municipalities

5.2(b) Attachment – The Coalition of Inclusive Municipalities: A Guide for New & Established Members.

6. TOWN OPERATIONAL REPORTS

- 6.1 Utilities Report submitted by Carol McCallum;
- 6.2 Public Works Report submitted by Dave Descheneaux;
- 6.3 Community Services Report submitted by Pat Brothers;
- 6.4 Bank Reconciliation for month ending January 31, 2024.

7. COMMITTEE REPORTS (Boards, Commissions & Committee Minutes)

- 7.1 Heart River Housing Minutes from December 21, 2023.
- 7.2 Valleyview Library Board Meeting Minutes from November 15, 2023.
- 7.3 Valleyview Library Board Special Meeting Minutes from December 18, 2023.

8. OLD BUSINESS

There is no Old Business.

9. NEW BUSINESS

- 9.1 RFD - To review the costs associated and pros/cons of having audio and or visual recordings in the Town of Valleyview Council Meetings.
- 9.2 RFD – For the Town of Valleyview Council to have a proactive water shortage plan for our community based on Alberta's 2024 drought situation.
- 9.3 Heart River Housing 2024 Senior's Lodge Requisitions.

10. BYLAWS

- 10.1 To obtain second and third reading of 2024-01 Municipal Borrowing Bylaw. First reading was given January 15, 2024.
- 10.2 RFD – To seek Council's approval for first reading of 2024-02 Bylaw Enforcement Officer Bylaw.
- 10.3 RFD – To seek Council's approval for three readings of 2024-03 Snow Removal Bylaw.
- 10.4 RFD – To seek Council's approval for first and second reading of 2024-05 Council Code of Conduct Bylaw.

11. CORRESPONDENCE

11.1 Letter from Noelle Lawson regarding the Valleyview Municipal Library Budget.

11.2 Letter from Arlene Garcia regarding the Valleyview Municipal Library Budget.

11.3 Letter from Della Jones regarding the Valleyview Municipal Library Budget.

11.4 Letter from Shirene Napier regarding the Valleyview Municipal Library Budget.

11.5 Letter from Mary-Colleen Rabb Lawson regarding the Valleyview Municipal Library Budget.

11.6 Letter from Christine & Mike Balabuck regarding the Valleyview Municipal Library Budget.

11.7 Email from Tyler Graham, President of Alberta Municipalities, with an invite to submit resolutions that will be debated at the 2024 Convention.

11.8 Email from Maryanne King , Policy Advisor, National Police Federation, with the 2024 Pre-Budget Recommendations and sample support for ABRCMP Funding Letter.

12. CLOSED SESSION

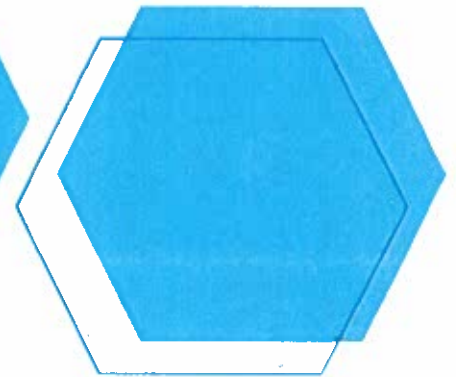
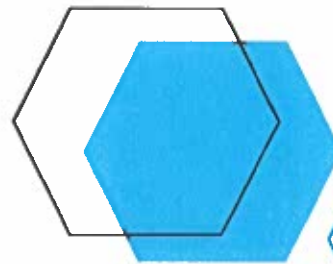
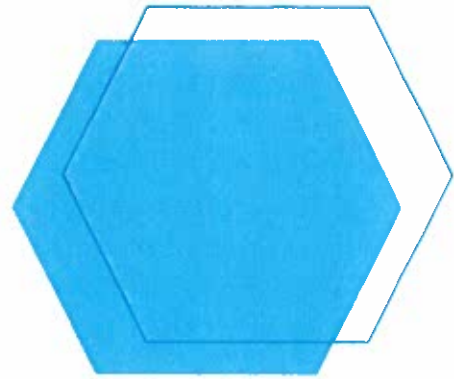
12.1 Closed Session, FOIP section(s) 17 (1), 21 (1a, I, ii), 23 (1b)

13. ADJOURNMENT



MINUTES

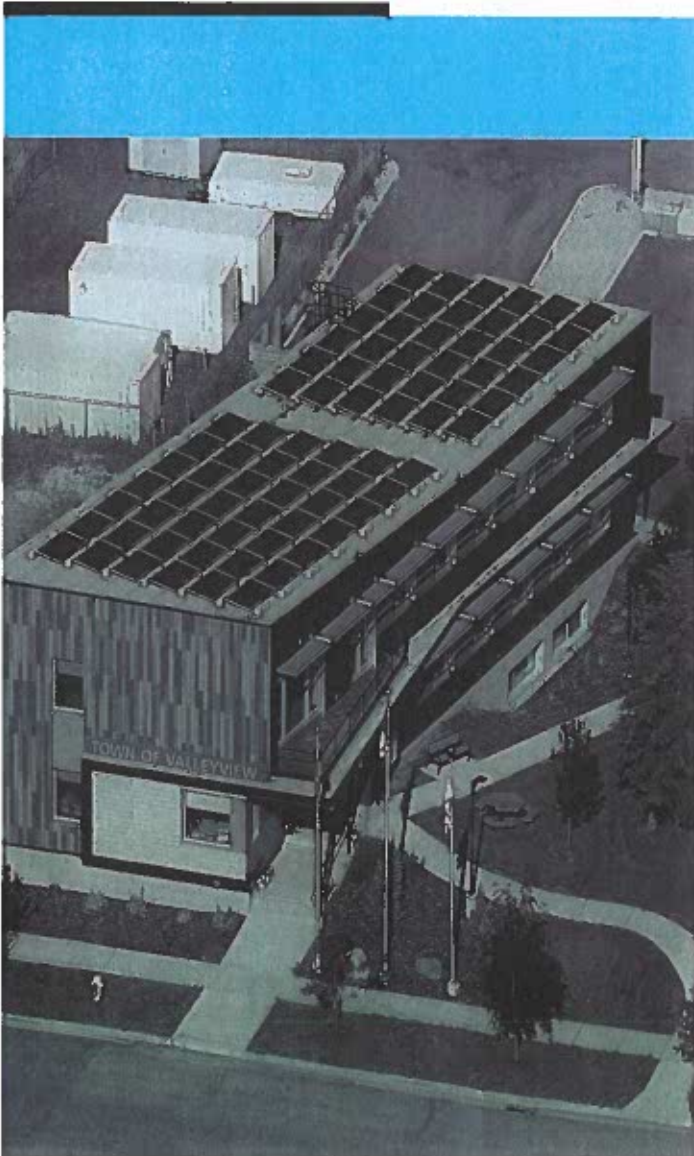
MINUTES



REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE





TOWN OF VALLEYVIEW REGULAR COUNCIL MEETING MINUTES

MINUTES 24-01

Monday, January 15, 2024

AT 5:00PM IN THE TOWN OF VALLEYVIEW
COUNCIL CHAMBERS

PRESENT

Mayor:

Councillors:

Vern Lymburner
Glenn Burke
Delwin Slemph
Ken Wittig
Samantha Steinke
Tanya Boman
Danny McCallum

REGRETS

ADMINISTRATION

Chief Administrative Officer
Director of Public Works & Infrastructure:
Director of Corporate Services
Director of Community Services:
Director of Utilities & Asset Management:
Administrative Officer:

Ben Berlinguette
Kathy McCallum
Dave Descheneaux
Pat Brothers
Carol McCallum
Karen Staples

OTHERS PRESENT

Reeve Tyler Olsen
Library Representatives: Karri Danner, Connor
D'Onofrio, Liz Griffiths, Skylar MacPherson, Travis
Werklund, Pam Donovan, Carissa Dougherty

1. CALL TO ORDER

Call to Order

Mayor Lymburner called the Regular Council Meeting to order
at 5:02p.m.

CAO reviewed safety protocols – fire exits and washroom
locations.

2. ACCEPTANCE OF AGENDA (adds & deletes)

Councillor Steinke moved that Town Council adopt the
January 15, 2024 Regular Council Meeting Agenda as amended
with addition of:

9.4 Recordings of Meetings

Agenda Acceptance
Resolution #24-01-001

CARRIED UNANIMOUSLY

3. ADOPTION OF MINUTES

3.1 Regular Council Meeting Minutes 21-23 dated Monday December 11, 2023.

Councillor Burke moved that Town Council approve the Regular Town Council Meeting Minutes 21-23 with amendment –
Councillor Boman left the meeting at 6:19pm.

RCM Minutes
Resolution #24-01-002

CARRIED UNANIMOUSLY

3.2 Business arising from Minutes.

None

4. CLOSED SESSION

4.1 FOIP – Section 23 (1b), 24 (1A), and 27 (1a)

Councillor Steinke moved that Town Council move into Closed Session at 5:05pm for FOIP section 23 (1b), 24 (1A), and 27 (1a), with CAO Berlinguette, called in at 5:40pm to join.

Into Closed Session
Resolution #24-01-003

CARRIED UNANIMOUSLY

Attendance:
Mayor Lymburner
CAO Berlinguette (joined at 5:40pm)
Councillor Stemp
Councillor Steinke
Councillor Wittig
Councillor McCallum
Councillor Burke
Councillor Boman

Councillor Steinke moved that Town Council move out of Closed Session at 6:02 pm.

Out of Closed Session
Resolution #24-01-004

CARRIED UNANIMOUSLY

5. PRESENTATIONS & DELEGATIONS

There are no Presentations or Delegations.

6. TOWN OPERATIONAL REPORTS

- 6.1 Utilities Report submitted by Carol McCallum;
- 6.2 Public Works Report submitted by Dave Descheneaux;
- 6.3 Community Services Report submitted by Pat Brothers;
- 6.4 CAO Report submitted by Ben Berlinguette;
- 6.5 Bank reconciliation from month ending December 31, 2023.

Councillor McCallum moved to accept the Town Operational Reports as presented.

Town Operational Reports
Resolution #24-01-005

CARRIED UNANIMOUSLY

7. COMMITTEE REPORTS (Boards, Commissions & Committee Minutes)

- 7.1 Heart River Housing Minutes from November 16, 2023.

Councillor Boman moved to accept the Committee Reports as presented.

Committee Reports
Resolution #24-01-006

CARRIED UNANIMOUSLY

8. OLD BUSINESS

There is no old business.

9. NEW BUSINESS

- 9.1 RFD – To review the Town of Valleyview 2024 interim budget as directed by Council.

Councillor McCallum moved that Council gives Administration direction on opportunities found within the Town of Valleyview's 2024 interim budget.

New Business
Resolution #24-01-007

CARRIED

- 9.2 RFD – To seek Council's approval of the Caron Community Education Fund (CCEF) including disbursements of its funds to donor selected local user groups in the Town of Valleyview.

Councillor Burke asked to be excluded from the decision for pecuniary interests. (Works for Caron)

	Councillor Slemp moved that Council approves the Caron Community Education Fund and accepts the donation amount of \$24,833.11 with these funds to be distributed at Council's discretion to the town local user groups, the Valleyview Riverside Golf Course for JR Golf and the Valleyview JETS Hockey Club.	
New Business Resolution #24-01-008	6 for and 1 against	CARRIED

	9.3 RFD – To obtain Council's review and signature of the Quality Management Plan for the Town of Valleyview Gas Utility.	
	Councillor Steinke moved that Council accepts the Quality Management Plan – Town of Valleyview Gas Utility as presented, and the Mayor and Administration signs the document.	
New Business Resolution #24-01-009		CARRIED UNANIMOUSLY

	9.4 Recording of council meetings – audio, video, live stream.	
	Councillor Boman moved to have administration look into costs of recording options for council meetings.	
New Business Resolution #24-01-010		CARRIED UNANIMOUSLY

10. BYLAW

	10.1 RFD – To seek Council's approval for second and third readings of 2023-13 Council Code of Conduct Bylaw.	
	Councillor McCallum gives second reading of 2023-13 Council Code of Conduct Bylaw.	
Bylaw Resolution #24-01-011		CARRIED UNANIMOUSLY

	Councillor Steinke gives third and final reading of 2023-13 Council Code of Conduct Bylaw.	
Bylaw Resolution #24-01-012		CARRIED UNANIMOUSLY

Mayor Lymburner declared Bylaw 2023-13 Council Code of Conduct in effect.

10.2 RFD – To seek Council's approval to pass Proposed Bylaw 2024-01 Municipal Borrowing Bylaw which is an annual Bylaw passed in the event the Town is required to borrow funds.

Councillor Burke moved Council gives first reading of 2024-01 Council Procedural Bylaw.

Bylaw
Resolution #24-01-013

CARRIED UNANIMOUSLY

11. CORRESPONDENCE

11.1 Letter from Sunny Balwaria, President of Cold Shot bringing attention to their critical financial situation.

Correspondence
Resolution #24-01-014

Councillor Steinke moved to accept as information.

CARRIED UNANIMOUSLY

11.2 Letter from the Valleyview & District Agricultural Society requesting a silent auction donation.

Councillor Steinke asked to be excused due to pecuniary interest.
(On the Board)

Correspondence
Resolution #24-01-015

Councillor McCallum moved to donate a prize not exceeding \$250.00.

CARRIED

11.3 Email and letter from Sarah Lavers & Charlene Galandie with the Valleyview Minor Hockey Association requesting a donation of ice time for their raffle table.

Councillor Burke moved to donate ice time as a prize to Hockey Day in Canada not exceeding \$120.00.

Correspondence
Resolution #24-01-016

CARRIED UNANIMOUSLY

11.4 Letter from Rebecca Schultz, Minister of Environmental and Protected Areas, advising Municipalities on the Alberta drought situation.

Councillor Wittig moved to accept plan as information and for administration to come back with an RFD with drought provisions.
Cancelled flower baskets this year.

Correspondence
Resolution #24-01-017

CARRIED UNANIMOUSLY

11.5 Letter from Rebecca Alty, Mayor of Yellowknife, thanking the Town of Valleyview of their efforts to support the Yellowknife evacuees.

11.6 Email from Andrew Tereposky and Ronalda Wilcox thanking the Town of Valleyview for their assistance during their evacuation from Yellowknife.

Correspondence
Resolution #24-01-018

Councillor Slempp moved to accept as information.

CARRIED UNANIMOUSLY

12. PUBLIC HEARINGS

There are no Public Hearings.

13 ADJOURNMENT

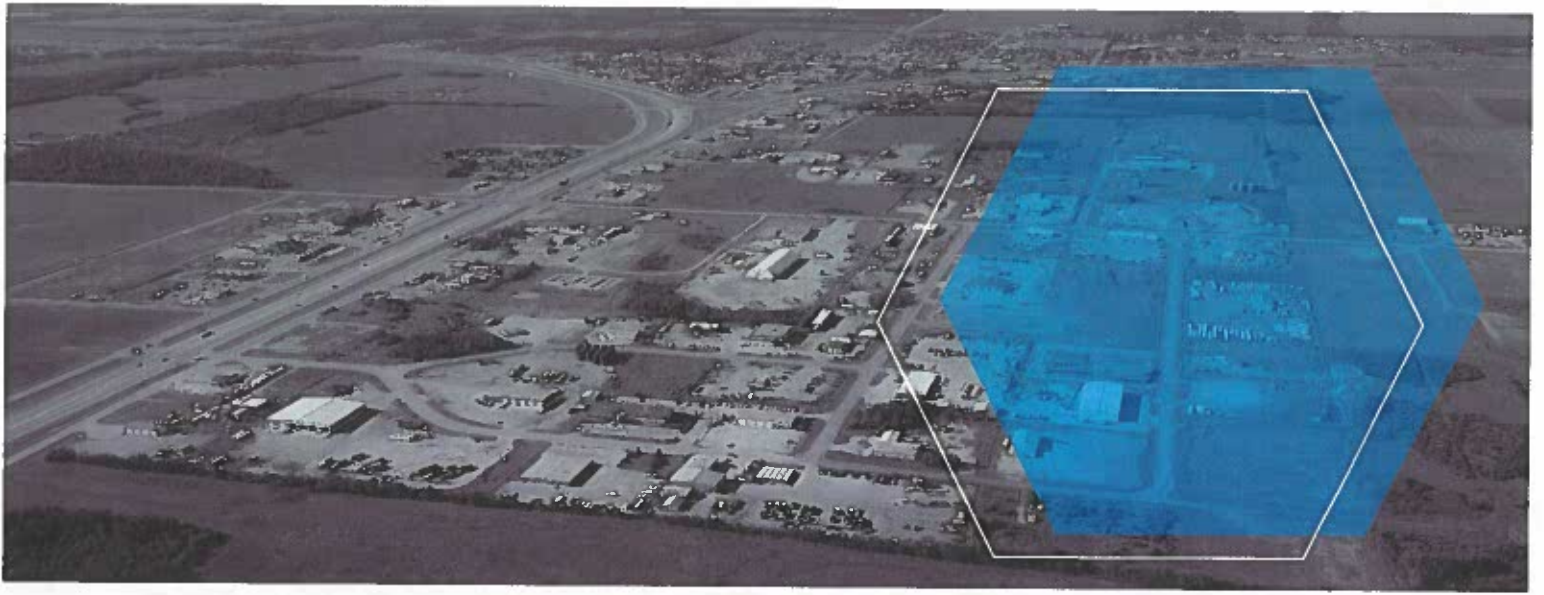
Councillor Slempp declared the Monday, January 15, 2024 Regular Council Meeting adjourned at 6:45p.m.

Adjournment
Resolution #24-01-019

CARRIED UNANIMOUSLY

Mayor, Vern Lymburner

CAO, Ben Berlinguette



PRESENTATIONS & DELEGATIONS

PRESENTATIONS & DELEGATIONS



REGULAR COUNCIL MEETING

COUNCIL CHAMBERS
TOWN ADMINISTRATION OFFICE

Belinda & Ed Boman

c/o Yo-Mamaz' Concession

Box 2614

Valleyview, AB

TOH 3N0

(780) 558-9140

OR

(780) 552-4600

RE: REQUEST FOR MONIES FOR KITCHEN RENOVATIONS AND EQUIPMENT UPGRADES

Our family has had the opportunity to run the concession at the local Polar Palace for the past 4 years.

Our passion is cooking and engaging with the Community. We have made many friends here. Served multiple families and our Community members with our dedicated service. We have invested multiple hours at our concession and We look forward to serving our Community for additional years.

Within the time we have been there, we have encountered multiple issues which leave us to reach out and ask for much needed upgrades to the Polar Palace Concession, as well as purchases of new equipment. We are requesting assistance to purchase additional deep fryers and renovations to the kitchen to better suit our working environment.

During a Jets home game, we have been able to put out at least 140 to 160 lbs of home cut fries to our customers. We believe, if we have additional fryers, we can almost double that, and better serve our customers who have to wait at least 10 minutes or more for their orders due to the limited frying sources.

In addition, our slush machine, which was donated years ago by The Moses Family has recently fell apart on one side, leaving us with only one option for our kids. We have priced out some slush machines, and as a small business we can not afford to purchase a new one. We are asking for a donated slush machine for the concession, which will continue to stay inside the concession for future contractors.

During the past 4 years, we have been dealing with electrical issues in the kitchen. We can only have so many outlets being used, or the breaker kicks us off, leaving us to leave the kitchen to re – set. Electrical upgrades are definitely needed as soon as possible.

The lay out of the kitchen is hard to accommodate both curlers and hockey fans at the same time. We managed to figure out a way to serve both sides so everyone can see the items we offer, however, additional renovations in that area would definitely be easier for our employees to serve everyone.

We have not had the opportunity to search for additional information as to when the kitchen was last upgraded or additional monies have been put into this establishment. We believe that it is time for new renovations, upgraded/ newer equipment, to better serve our Community.

Our requests are as follows:

1. Additional deep fryers
2. Renovation of kitchen area
3. Purchase of slush machine
4. 3 compartment sink
5. Electrical Upgrades
6. Dishwasher

I have attached some pictures to give you a better understanding of what we deal with on a daily and what needs to be done to better serve our customers.

We thank you for taking the time to meet with us and we look forward to hearing your decision on our requests.

Thank you

Belinda & Ed Boman

c/o Yo-Mamaz' Concession







THE COALITION OF INCLUSIVE MUNICIPALITIES:

Small and Rural Municipalities

Canadian Commission for UNESCO

**COALITION
OF INCLUSIVE
MUNICIPALITIES**

*fostering equity
and diversity*



United Nations
Educational, Scientific and
Cultural Organization



Canadian
Commission
for UNESCO

With the support of the

International Coalition
of Inclusive and
Sustainable Cities – ICCAR



Table of Contents

Introduction.....3

Building sustainable communities4

Promoting equity and diversity6

Immigrant attraction and retention8

The benefits for small and rural municipalities9

Overcoming challenges for small and rural municipalities10

Building relationships with Indigenous communities..... 16





Introduction

Small and rural municipalities have been members of the Coalition of Inclusive Municipalities since its early days and have acquired a wealth of knowledge about how to address racism and discrimination. While every municipality has its own context, small and rural municipalities share unique assets and similar challenges.

Unfortunately, many resources and toolkits that support municipalities in their anti-discrimination work are designed with larger and urban communities in mind. This toolkit aims to fill this gap by providing information that is useful and relevant to smaller and rural centres. It offers possible strategies, promising practices, and reflections on how best to fight racism and foster inclusion and, in particular, offers advice and ideas for small and rural municipalities who are just starting out on this work.

As someone working with a small or rural municipality, you are dedicated to building a sustainable and vibrant community that is a good place to live. You want residents to have economic security and an appropriate cost of living; you want to maintain and protect local ecosystems; you want a strong cultural scene that supports creativity and innovation; and you want to meet social needs, like health, education, and safety.

You know there are definite benefits to living and working in a small or rural centre. These could, for example, include closer-knit communities, shorter commute times, slower pace of life, less pollution, more affordable housing, and closeness to nature. When working on projects within your municipal organization and community, it may be easier to move initiatives forward — because once people decide something needs to be done, there are fewer parties involved and less red tape to get through. Further, smaller communities usually have strong social networks and often a few individuals have their finger on the pulse of a number of different initiatives.

You also know that your small or rural municipality faces challenges. Young people might be leaving

and taking talent with them, there may gaps in services and infrastructure, and local employers may have difficulty finding the skills they need from the local population. There may be new people moving in, either newcomers from other regions or from outside Canada who aren't yet connected to the social fabric of the community. The small population might mean that there's not a lot of diversity, so community members aren't used to interacting across difference. Or it might mean that there aren't a lot of services to support people who experience exclusion and discrimination. Funding for municipal projects may be stretched, and your small staff team can only do so much.

Finally, this toolkit should be reviewed together with the Coalition of Inclusive Municipalities's [Guide for New and Established Members](#); this resource offers valuable information for municipalities of all sizes.

Building sustainable communities

Addressing racism and fostering inclusion can help build sustainable small and rural municipalities. It can be useful to think about sustainability in terms of the sustainability frameworks used by many municipalities across Canada, which see sustainability as incorporating four main pillars: economic, environmental, social, and cultural. Although issues of racism and discrimination are often relegated to the social and cultural pillars, they have a significant impact on the economic and environmental pillars as well.

Here are some examples of how addressing discrimination can support municipal sustainability.



Economic sustainability

- Less discrimination and exclusion in the job market
- Ability to attract immigrant workers – and workers from other underrepresented groups – who can fill employment needs in your municipality
- Ability to retain these workers for many years once they arrive
- Diverse employees bring new skill sets, talents, and perspectives that can reinvigorate the practices of local companies and allow them to better serve diverse customers
- Increased migration to the community can expand the customer base for products and services
- Increased marketability of your community as a tourist destination for international visitors and newcomers



Environmental sustainability

- Better relationships with Indigenous communities who can share knowledge about how to take care of local ecosystems
- Ensuring that racialized people are not unfairly treated when decisions are made about land use and infrastructure projects (environmental racism)
- More sustainable transportation that is accessible to all residents



Social sustainability

- More trust, interdependence, and social cohesion among individuals and groups who are different from each other
- Increased safety and perception of safety in the community, including reduced crime
- Growth in education, employment, housing, and community programs and services
- Stronger relationships among business, government, education, community, and cultural organizations
- Greater collaborative capacity within your community to respond to new and emerging issues
- Increased participation of people who experience discrimination in public consultation processes, which can help leaders make decisions that benefit these residents



Cultural sustainability

- Increased willingness of people who are marginalized to share their stories
- Increased levels of community understanding and valuing of diversity and difference
- Greater variety of artistic expression
- More opportunities for diverse groups to meaningfully take part in community events, celebrations, and festivities

Addressing issues of racism and discrimination in your municipality means that residents who already live there will have an improved quality of life. It also means your municipality is more likely to keep people who don't feel they have opportunities or a sense of belonging and who might leave – such as young people, Indigenous people, and racialized people – and attract new people who have heard about your community's reputation for being equitable and inclusive. Reducing the barriers that people in your small or rural community face can go a long way to ensuring that everyone can experience the benefits of living there.

Promoting equity and diversity

Each section of this toolkit offers step-by-step guidance for structuring, planning, implementing, and measuring your Coalition-related work, and has been written with different sizes of municipalities in mind. Refer to the following sections for more information on each of these steps.

Although the general steps are the same in a municipality of any size, the details might look unique in a small or rural municipality. As you do this work, identify your assets and find ways to build on them. You may even want to do a formal review of municipal and community assets that considers some of the items set out in the sections below. More information about identifying community assets can be found in this section. Try to anticipate some of these challenges and put strategies in place to prevent them from happening or mitigate them if they arise.



Diversity is more than race

Often when we talk about “diversity” in Canada we assume we’re talking about race or culture, but discrimination happens to a wide range of people based on qualities like gender, gender identity, age, religion, ability, and sexual orientation, among others. Often small and rural communities start their journey down the path of anti-discrimination initiatives because there has been a recent influx of newcomers or because the municipality wants to commit to reconciliation work with nearby Indigenous communities. However, doing this work well means we need to recognize all forms of discrimination. It also means we need to recognize that multiple forms of discrimination can happen to the same person (e.g. someone can be Indigenous and bisexual, or a young person with a disability), which is called intersectionality. See section about Developing a Plan of Action in the Coalition of Inclusive Municipalities’s [Guide for New and Established Members](#) for more information on diversity and intersectionality and how to take them into account.



Plan your inclusion strategy based on your needs and objectives

- What are the current and future projected demographics of your community?
- What is your vision for your community? What would you like your community to look like in 10 years? In 50 years?
- What are your municipal priorities with regards to inclusion and equity? (Elderly people? Indigenous people? LGBTQ2+ people? Newcomers? People from racially diverse backgrounds? Youth? People with disabilities? Women?)
- What are your community's assets and how can you use these assets to meet your goals?
- What are the gaps? What new strategies need to be developed? What assets need to be cultivated?
- Who can you partner with to help you move your work forward?

Immigrant attraction and retention

Many small and rural municipalities start their journey down the path of anti-discrimination work by attracting and retaining immigrants. This may be rooted in an economic development strategy designed to address population decreases and the need for new people to fill jobs in the community. However, once people arrive, it becomes clear that residents, businesses, and services in the community need to be welcoming, inclusive, and equitable.

If this is where your municipality wants to start, here are a few questions to consider:

- **How can you make the case for working to attract newcomers? How will an influx of newcomers benefit your community?**

- **Are you looking to attract economic immigrants? Refugees? Entrepreneurs? Temporary foreign workers? International students?**

- **Who will drive the attraction strategy? What about the retention strategy? Which partners can you work with?**

- **How will you ensure that newcomers are treated fairly and not exploited by employers, landlords, and other businesses? What happens if they are?**

- **What supports are available for newcomers once they get here? Think about formal supports like settlement services and informal social networks of compatriots and non-immigrants.**

- **How do you think the community as a whole will respond to newcomers? Are there ways to build relationships and cohesion between current residents and newcomers? Are there processes in place if incidents of racism or discrimination happen?**

Attracting immigrants

Based on a [study of rural municipalities in Ontario](#), researchers from the University of Guelph created a model of promising practices for attracting and retaining immigrants in rural communities. Their research recommends that communities seeking to attract and retain immigrants do the following:

1. Work with what you have
2. Build and maintain relationships
3. Gain political will
4. Involve newcomers as key players
5. Ensure research-based decision making
6. Emphasize process and build capacity
7. Plan with a long-term horizon in mind

Source: *Attracting and Retaining Newcomers in Rural Communities and Small Towns*. 2017. Wayne Caldwell, B. Labute, B. Khan and N. D'Souza Rea. Publisher: Municipal World, Union Ontario. Page 24

Retaining immigrants

Another research project from the Rural Ontario Institute focused on how to enhance newcomer engagement and build social capital to cultivate social inclusion.

The findings suggest newcomers and stakeholders will benefit by focusing on four essential areas:

1. Providing intentional community leadership from municipalities and municipal leaders
2. Reducing system barriers in employment, culture, transportation, housing, etc.
3. Building relationships between newcomers and other community members
4. Developing robust support systems like programs and services, faith communities, and networks

Source: [Newcomer Engagement and Social Capital in Rural Communities](#)

The benefits for small and rural municipalities

Close connections

One of the most important benefits of doing anti-discrimination work in a small or rural municipality is that people tend to know each other or have mutual connections. Municipal staff and elected officials are more likely to know about the work of non-government organizations or already have relationships with these organizations, which makes

it easier to find potential partners. This can also be helpful when you're looking for a champion – a prominent member of the municipality or the community who can connect people across departments or organizations and influence them to see the value of Coalition-related work.

There are fewer municipal staff and elected officials in a small municipality, so if you're looking for internal allies for anti-discrimination work, it's more likely that you already know who to approach for help and

support. As municipal staff, you might even have a closer relationship with senior administration or council. This can make it easier to have initial conversations communicating the value of inclusion and diversity work. Once you've signed onto the Coalition, this will help you to closely align your activities with the core priorities of the municipality, which better ensures success and sustainability of the work, and to identify roadblocks related to approvals from leadership.

Proximity to local issues

In a small community, municipal staff and elected officials are also closer to the ground. You might have a better sense of the real issues related to racism and discrimination facing people in your community because you or your colleagues likely work directly with the public. In some small communities, there's less distance between residents and decision makers, which may mean that residents are more comfortable approaching leaders directly to voice their concerns or work together to find solutions. This also means that when municipal staff and elected officials want to hear from the community, they know who to ask for advice and feedback. Consultations and public forums to elicit feedback from communities can be easier to organize and to implement because many marginalized groups and the organizations that represent them are already known to municipal staff. Because people know each other, and because there are fewer organizations and initiatives in town, when something is going on, it is likely that everyone knows about it. Word spreads quickly about new initiatives, which can help to promote events and programs. People doing Coalition-related work in small municipalities also report that it's easier to see the results of your actions in a day-to-day way.

Overcoming challenges for small and rural municipalities

The closer connections in small municipalities also mean there are certain challenges in doing Coalition-related work that large municipalities are less likely to face. This section discusses three common challenges faced by small and/or rural municipalities: limited resources, lack of support from council or staff, and resistance to racism- and discrimination-related work.

Limited resources

One of the most common challenges in small municipalities is a lack of resources for work related to the Coalition – financial, human, and otherwise. Municipalities often have to meet competing demands with small budgets and few staff, and discrimination and inclusion are often seen as lower priority issues than “core municipal business” like economic development or infrastructure. A lack of resources can especially be a problem if there is no formal mandate from council for Coalition-related activities – which often means there is no budget. The work ends up being done “off the side of someone's desk” or, worse, it slows to a stop altogether. This can result in disappointed and frustrated community members who are expecting changes. Outside the municipal organization, the low number of community organizations in small and rural communities means that staff and volunteers are often overstretched and unable to take on new work without additional resources. Responding to racism and discrimination also requires a specific set of knowledge and skills, and municipal staff may need to build their expertise in this area.

1. Identify and build on existing assets

One way to address the challenge of limited resources is to utilize and build on the current assets within your community. When creating your Plan of Action, take stock of what's already happening in the municipality or the community that relates to racism and discrimination, and build on it instead of starting from scratch. This might mean that your Coalition work involves bringing an equity lens to existing municipal programs instead of creating a new initiative. It could also mean building a network of existing service providers who want to work together to reduce racism through their programs.

2. Focus on one or two priority areas

Small municipalities working in the Coalition have also found that when dealing with resource constraints, sometimes the best solution is to take it slow and steady. Limited funding can be an opportunity to choose one priority area (or one of the Common Commitments mentioned in the Coalition of Inclusive Municipalities's [Guide for New and Established Members](#)) to work on at a time, which allows you to plan for and implement that priority thoughtfully. For example, if a lot of refugees have recently arrived in your municipality, enhancing settlement services may be a priority. Or, if the number of racist incidents in

your community is high, you may want to work on a protocol to respond.

During the action planning process, be realistic about the goals you can achieve with your current resources. Be clear about who is responsible for implementing the plan, out of what department, and what human, financial, and other resources you'll use. Overshooting your capacity is a sure way to create a sense of disappointment and frustration from council, staff, and the community and will affect the success of future initiatives. You may also want to focus on activities that are low-cost or no-cost, instead of ones that require significant financial or human resources.

Limited resources can also be an opportunity to spend your time on the essential work of gradually building relationships and trust within the municipality and community for anti-discrimination work. Taking the time to build appreciation for why this work is important might be exactly what you need to convince council to provide funding.

3. Establish partnerships

By far, the most common way that small municipalities deal with a lack of resources is to partner with other organizations, including community groups, service providers, and businesses. Creating partnerships in a

Using community asset mapping

A community asset can be a physical structure or place, community service, business, or person. Community asset mapping processes bring these various groups together for one or more sessions led by a facilitator. The process produces a set of maps and reports for planning and implementing initiatives.

- The [Community Tool Box](#) describes how to identify and map community assets
- The [Facilitator's Guide to Community Asset Mapping](#) outlines how to lead an asset mapping session
- The [Community Foundations of Canada](#) measures the vitality of communities across Canada

small community is often easier because there are fewer groups, and people already know each other. They may already trust one another or each other's organizations, which makes it easier to build buy-in for a new initiative. If those relationships don't already exist, they are easier to create and turn into formal or informal partnerships when the time is right.

Partnerships allow organizations to pool resources – financial, human, and knowledge – and enable them to achieve more than they would on their own. They can support genuine relationship-building between the municipality and people who experience discrimination, which can improve understanding and trust. They can also allow for capacity building and increased prominence of each organization that is part of the partnership. See “Creating a Structure” and “Developing your Plan of Action” from the Coalition’s [Guide for New and Established Members](#) for more information on the benefits of and advice for creating partnerships. Below are some types of partnerships:

Interagency networks: Representatives from various community organizations meet regularly to share information and identify areas for collaboration. For example, a local organization hosts a monthly meeting of all organizations in the community that work with youth.

Communities of practice: Individuals, whether from organizations or independently, meet regularly to exchange knowledge and get help from each other with emerging issues. One example is the Southern Alberta Inclusion Network.

One-time collaborations: Organizations pool resources or expertise to implement a short-

duration initiative (for example, to bring in a trainer for a series of workshops or conducting research on a specific social issue in the community).

Ongoing collaborations: Organizations work together to offer a new program or service in the community. Local Immigration Partnerships are an example of such collaborations.

Agreements with Indigenous communities: Municipalities sign agreements with nearby First Nations to build relationships and collaborate on specific joint initiatives. For example, the City of Pitt Meadows and Katzie First Nation have signed water, sewer, and fire agreements and a Friendship Agreement. More information on signing accords and agreements with Indigenous communities can be found in [Reconciliation with Indigenous Peoples: A Holistic Approach](#) (Canadian Commission for UNESCO, 2019).

Funding: Municipalities provide funding to local organizations to take on community projects. For example, a municipality funds a local ethnocultural organization to create brochures on services for newcomers in several languages.

Coordination: Organizations align initiatives or schedule events at the same time to build momentum or awareness, for example, [Raising the Curtain](#), an annual celebration of diversity and inclusion in Medicine Hat, Saskatchewan.

Mentorship: Programs or individuals enter into a mentoring relationship where the mentor shares information and helps the mentee troubleshoot emerging issues. For example, a municipality mentors a new local disability justice organization to set up administrative infrastructure and apply for grants.

4. Collaborate on funding proposals

A key strategy that many small municipalities have used to deal with resource challenges is to jointly apply for provincial, federal, or other sources of funding for a particular initiative that meets their Coalition commitments. This can be a one-time project or a more extensive initiative that requires multi-year funding. Alternatively, municipalities can support organizations to develop their own funding proposals, especially smaller organizations that do not have the resources or expertise to write grant proposals.

5. Focus on actions that have low or no cost associated with them

There are many ways your municipality can do diversity and inclusion-related work at minimal or no cost. Celebrating special dates, raising a pride flag, and organizing community meetings or consultations are some examples of how this can be done. Your municipality can also build on the experiences of other municipalities (examples are scattered throughout this toolkit) to identify possible avenues for actions that do not entail major costs.

Lack of support from council or staff

Strong support from council and senior administration is essential to the success of municipality-wide action on racism and discrimination, and not just for small municipalities. There may be interest in anti-discrimination work, but a lack of appetite or a perceived lack of reasons to sign on to the Coalition. Or your municipality may have signed on to the Coalition based on the enthusiasm of one passionate staff member or elected official but, once that person left, no one else was invested in or responsible for implementing the Plan of Action. Perhaps there is no formal mandate from council for Coalition-related work. This may be due to the lack of resources

discussed above. But it may also be due to a lack of buy-in from council or other municipal staff.

1. Find champions

Finding champions within the municipality or in the community is a great way to build support for Coalition initiatives. Champions should be able to work across multiple sectors and use their influence to build relationships and get others engaged. Over time, the goal is to build a broad understanding of why work around racism and discrimination is beneficial for the community, and to secure commitments from individuals and organizations to work on the issue. It's important to see the champion as a catalyst who can build excitement and ownership so that the work begins to sustain itself and does not rest on one person. Champions can be trusted and influential elected officials, municipal staff, or community members. For example, municipalities who have a mayor as a champion have been able to use that person's position to gain administration's acceptance for the initiative and to lend credibility to their initiatives. Although champions at senior levels may have more formal decision-making authority and influence, it can be powerful to have champions spread across all levels of the organization.

2. Provide education, dispel myths, and facilitate dialogue

Education and dialogue are an excellent way to build support, especially if there has been little access to education, or misinformation about discrimination in the past. Many small municipalities have successfully implemented public education campaigns or hosted training for leadership and municipal staff. Other municipalities have organized "conversation cafes" where people can gather in an informal setting to raise issues and concerns and brainstorm ideas for projects and initiatives. It's important that educational

initiatives are appropriate for the audience's current level of understanding. This requires assessing people's knowledge, attitudes, and learning needs and deciding on the most appropriate educational strategies and methods to meet those needs. It's also important to consider how to deliver education broadly so it reaches people without making them look for it. Small municipalities have had success partnering with other local organizations to jointly host training sessions or organize community-wide awareness-raising events. Placing information in public venues where individuals don't have to seek it out (i.e. billboards, recreation facilities, etc.) is another way to spread the word.

3. Show how the Coalition can contribute to council's goals

Look at council's existing priorities and plans and identify how doing anti-discrimination work will help council achieve its goals. Find opportunities – in formal proposals or presentations or in informal conversations – to demonstrate these alignments. The four pillars of municipal sustainability referred to at the beginning of this section provide a place to start as the pillars are familiar to many municipalities across Canada. Use the examples above, and come up with some of your own, to make the case that doing Coalition-related work will support the economic, environmental, social, and cultural sustainability of the municipality. Look at “Section 2: Before Joining the Coalition” and “Section 3: Joining the Coalition” for more ideas about how to present the benefits of the Coalition to council.

Resistance to anti-discrimination work

Small municipalities often find that an early and ongoing roadblock to Coalition-related work is people's sense that “discrimination doesn't happen here.” This story might come from community members, councillors, or municipal staff. This

response might emerge because “diversity” isn't visible in a way that people expect. Often, when people say “diversity” they're referring to ethnic or racial diversity, but it's important to recognize that diversity and discrimination exist along many axes: socioeconomic status, religion, gender, gender identity, age, disability, sexual orientation, and many more. One reason diversity might not be visible is that there are barriers to visibility. Perhaps people with physical disabilities in your community are reluctant to go out in the community due to barriers in the built infrastructure and a lack of accessible transportation. Transgender people might not be comfortable being “out” about their identity for fear of violence. If people feel comfortable enough to speak about their experiences of discrimination, take that as a good sign. It's likely that they trust you or think that you might be able to do something about it.

But for people who don't experience discrimination, it can be hard to admit that this happens in “our community.” This could be due to a lack of education, a lack of exposure, or a lack of information about marginalized groups. We also might not hear about discrimination because, when people have talked about it in the past, they have faced backlash and exclusion. Or it may be that people don't know where to go when they experience discrimination, so they don't talk about it at all. But this doesn't mean discrimination doesn't happen.

If someone's experience of their community is positive, it can be difficult for them to hear that not everyone feels this way. They might feel powerless to do anything in the face of something as serious as deep-seated histories of racism. Acknowledging that discrimination is an issue doesn't take away from the positives of the community, but it allows us to have

a more honest look at who doesn't have access to these positive experiences. Below are some ways to address resistance to anti-discrimination work:

1. Educate the public to shift powerful ideas

Sometimes resistance comes from residents in your community who lack information about or haven't interacted with people who are different from them. Information and awareness campaigns about how equity and inclusion can benefit the community as a whole can be useful, along with opportunities for people to learn about each other and work together. Providing education to people who are not interested in being part of "inclusion initiatives" can be tricky. Social marketing and other informal public education methods are good ways to make an impact on people who might not search out inclusion-related education or might even think they don't need it.

However, often resistance to anti-discrimination work comes from powerful ideas about ourselves, about certain groups, and about what each group deserves. There may be deep-seated myths circulating in your municipality about particular communities or histories of violence and exploitation between groups that must be taken seriously if they are to change. You cannot hope to change the perspective of every person in your community, but you can make it clear that certain behaviour will not be tolerated and you can work to shift mainstream values to the point where discrimination is an exception rather than an everyday occurrence.

2. Work with people where they are

People who work in small municipalities must learn to listen carefully to assess where people are in their knowledge about and openness to learning about difference and discrimination. This can look like formal assessments, such as a municipal workforce survey

about staff perceptions of equity, meetings with community groups, or informal conversations with the public at events. Once you have a sense of where people are, design your Plan of Action to meet people at this point and move them forward from there.

Listening can also take the form of honest internal conversations about how well the municipality is doing with respect to inclusion and anti-discrimination. How many municipal staff come from underrepresented groups? Do barriers to access exist in your programs and services? Who is missing from the conversation about your Plan of Action? Again, one of the benefits of being in a small municipality is that it can be easier to assess where people are because your relationships are closer.

3. Learn from other municipalities

Small municipalities have found that learning from other municipalities is a great way to deal with some of these challenges, and to kickstart their Coalition work in the first place. CCUNESCO encourages signatory municipalities to connect with each other to exchange ideas and talk about their experiences with this work. Hearing from another small municipality can save you time and resources and help you figure out what could work for your community.

In exchange, share what you've done. Talking about your work – both successes and challenges – helps create pride in your work and builds relationships of mutual benefit with other municipalities. The Coalition, and other organizations that represent municipalities like the Federation of Canadian Municipalities or your provincial association of municipalities, are platforms you can use to start this. Some small municipalities are even creating their own inter-municipal networks to share their experiences and work together.

Building relationships with Indigenous communities

For many years, municipalities have been entering into agreements and relationships with nearby Indigenous communities and with organizations that represent Indigenous people living off reserve or in urban centres. Since the release of the Truth and Reconciliation Commission Calls to Action in 2015, more municipalities have recognized their role in accounting for and repairing past harms and building positive relationships to carry us all forward. Below are some ways municipalities are working together with Indigenous communities. For more guidance, and to read examples of initiatives other municipalities have undertaken for reconciliation, check out CCUNESCO's resource, [Reconciliation with Indigenous Peoples: A Holistic Approach](#).

Agreements & Accords

Some of these agreements take the form of Friendship Accords, which outline common values and principles and commit both parties to working together. Others focus on particular infrastructural or environmental issues, like wastewater or land use. Examples of friendship accords can be found in the [Stronger Together handbook](#) from the Federation of Canadian Municipalities.

Education & Conversation

This might take the form of trainings or workshops where the municipality invites members of Indigenous communities to teach about their histories, values, practices, and current issues. Other municipalities have participated in or hosted meetings or conferences where Indigenous and non-Indigenous community members can get together and discuss issues of common concern.

Collaborative Service Delivery

In some cases, municipalities and Indigenous communities sign agreements to collaborate on the provision of emergency, recreation, or transit services. In other cases, municipalities might work with local Indigenous communities to adapt existing programming. For example, a municipality could contract local knowledge keepers to redesign cultural or heritage programming so it more accurately reflects the history and present of Indigenous people in the region.

The Federation of Canadian Municipalities has developed a set of resources to support municipalities to collaborate with First Nations on community economic development and infrastructure projects. The FCM website also contains a set of case studies of [municipal-First Nations collaboration](#).



United Nations
Educational, Scientific and
Cultural Organization



Canadian
Commission
for UNESCO

With the support of the

International Coalition
of Inclusive and
Sustainable Cities – ICCAR

THE COALITION OF INCLUSIVE MUNICIPALITIES:

A Guide for New and Established Members

Canadian Commission for UNESCO

**COALITION
OF INCLUSIVE
MUNICIPALITIES**

*fostering equity
and diversity*



United Nations
Educational, Scientific and
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Table of Contents

INTRODUCTION	5
UNESCO, cities, and human rights	5
The Coalition of Inclusive Municipalities	6
The Common Commitments	8
BEFORE JOINING THE COALITION	9
Reaching out to stakeholders	9
Engaging stakeholders	9
Understanding your local reality	13
JOINING THE COALITION OF INCLUSIVE MUNICIPALITIES	14
Preparing the case for Coalition membership	14
Questions you might receive	15
Adopting a resolution	17
Next steps after adopting a resolution	17
Go public!	18
CREATING A STRUCTURE	20
Why create a structure?	20
Staff roles	20
Committees	21
Establish a structure	23
Typical structures	24
Maintain your structure	25



DEVELOPING YOUR PLAN OF ACTION	26
Who should be involved?	26
Steps in the process	26
Questions to consider in developing the Plan of Action	27
Create your plan	28
IMPLEMENTING YOUR PLAN OF ACTION	33
How to locate resources	33
Planning for measurement and reporting	35
Addressing implementation challenges	36
Celebrating successes	39
MEASURING AND REPORTING YOUR PROGRESS	40
Decide what to measure	40
Select indicators	42
Collect data	45
Report to the Canadian Commission for UNESCO	47
Report to your municipality	47
Learn and improve	48
APPENDIX A	49
Speaking notes	49



Purpose of this toolkit

This toolkit is intended to help citizens, organizations, municipal elected officials, and employees understand and prepare for joining the Coalition. It provides information and practical advice about working with community stakeholders to develop and implement a Plan of Action to advance inclusion at the municipal level. Finally, it provides guidance on evaluating results and describing the impact of the Plan of Action.



Introduction

“The call for global unity in combating racism and all forms of discrimination has never been more relevant, and the complexity of the challenges faced in cities around the world requires shared action and leadership.” - The Canadian Commission for UNESCO

UNESCO, cities, and human rights

Since its creation in 1945, the [United Nations Educational, Scientific and Cultural Organization \(UNESCO\)](#) has championed equity, peace, and sustainable development by promoting collaboration among nations. As part of this mandate, UNESCO has worked to protect human rights and extend the freedoms of all peoples, without discrimination.

UNESCO has spearheaded initiatives that have garnered support worldwide. In response to the outcomes of the 2001 [World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance](#) (“The Durban Conference”), UNESCO developed an [Integrated Strategy to Combat Racism, Discrimination, Xenophobia and Intolerance](#).

Recognizing the key role that local governments play as policy makers and guarantors of human rights, UNESCO partnered with municipalities to implement its Integrated Strategy and launched, in 2004, the International Coalition of Cities Against Racism (ICCAR), a network of cities committed to fostering inclusion by improving their policies against racism, discrimination, exclusion, and intolerance. In 2016, ICCAR was renamed the [International Coalition of Inclusive and Sustainable Cities – ICCAR](#). The change in name aligns this network and its efforts with the [United Nations’ 2030 Agenda for Sustainable Development](#), and underscores the importance of cities as focal points for sustainable and inclusive development.

By implementing inclusion, diversity, and equity policies and programs, municipalities contribute to advancing many of the UN Sustainable Development Goals (SDGs), in particular:

- **SDG #1:**
No Poverty
- **SDG #5:**
Gender Equality
- **SDG #8:**
Decent Work and Economic Growth
- **SDG #10:**
Reduced Inequalities
- **SDG #11:**
Sustainable Cities and Communities
- **SDG #16:**
Peace, Justice and Strong Institutions

The Coalition of Inclusive Municipalities

In response to UNESCO's work, the Canadian Commission for UNESCO (CCUNESCO) created a Canadian Coalition of Cities against Racism and Discrimination (CCMARD) in 2005. CCUNESCO and its partners¹ invited all Canadian municipalities to join the Canadian Coalition. An advisory committee for the Coalition, which includes municipal staff and elected officials, was created in 2017 to provide recommendations to CCUNESCO to advance and strengthen the

Coalition, while supporting the work of signatory municipalities in implementing the Coalition's Common Commitments and inclusion-related initiatives. The name of the Canadian Coalition was changed to the Coalition of Inclusive Municipalities in 2019 to promote inclusion and diversity, while maintaining a focus on racism and discrimination. A new visual identity was developed for the Coalition with a seal of inclusion for signatory municipalities to use on their inclusion-related publications, websites, posters, signatures, and letters.

¹A pan-Canadian working group was formed, which comprised representatives of the Canadian Race Relations Foundation, the National Association of Friendship Centres, the Alberta Human Rights Commission, the Ontario Human Rights Commission, the City of Toronto, and the City of Gatineau. The working group established a declaration to be signed by municipalities and adapted the commitments developed by the European Coalition to reflect the responsibilities of Canadian municipalities.

Objectives of the Coalition

The main objective of the Coalition is to provide a platform to broaden and strengthen human rights through coordination and shared responsibility among local governments, civil society organizations, and other democratic institutions. Members of the Coalition advance initiatives to:

- **Improve their practices for social inclusion**
- **Establish policies to eradicate racism and discrimination**
- **Promote human rights and diversity**

Benefits for Municipalities

There are many benefits to joining the Coalition and investing time and resources in inclusion work. Coalition members share experiences and lessons learned by having access to a network of municipalities that can help them identify best practices, tools, and resources for combating racism and other forms of discrimination. Coalition membership also benefits municipalities by helping them:

- **Understand local realities and develop a Plan of Action to foster inclusion**
- **Increase trust, loyalty, and respect for the municipality by promoting greater equality and inclusion**
- **Strengthen partnerships with local organizations, businesses, and individuals**

The Common Commitments

The Coalition's Common Commitments cover areas of municipal responsibility – such as housing, service delivery, employment, and culture – to guide local authorities in developing policies and programs. The Common Commitments are structured around three areas of municipal responsibility.

The municipality as a guardian that respects the public interest

- 1** Increasing vigilance against systemic and individual discrimination.
- 2** Monitoring discrimination in the municipality and taking action to address it.
- 3** Supporting individuals who experience discrimination.
- 4** Providing police services that are exemplary institutions for fighting discrimination.

The municipality as an organization that upholds human rights

- 5** Providing equal opportunities as a municipal employer, service provider, and contractor.
- 6** Supporting measures that promote equity in the labour market.
- 7** Challenging discrimination and promoting diversity and equal opportunities in housing.

The municipality as a community that promotes diversity

- 8** Involving citizens by giving them a voice in anti-racism initiatives and decision-making.
- 9** Challenging discrimination and promoting diversity and equal opportunities in education and other forms of learning.
- 10** Promoting the respect, knowledge, and appreciation of cultural diversity and the inclusion of Indigenous and racialized communities in the cultural fabric of the municipality.

When a municipal council signs the declaration to join the Coalition, it endorses the Common Commitments and agrees to develop a [Plan of Action](#). This process is flexible so that each municipality can address its own inclusion-related issues. The Plan of Action is a key tool for signatory municipalities; once adopted, it becomes integrated into the municipality's visions, strategies, and policies.

Before joining the Coalition

Reaching out to stakeholders

An inclusive municipality is the result of the combined efforts of a wide range of community stakeholders.² By engaging community stakeholders before joining the Coalition, municipalities can help ensure that their proposed actions are well-informed, supported by expertise and resources, and reflective of the community and the issues they are trying to address. Having early and active involvement from the community will result in increased ownership of the Plan of Action and lead to more tangible success.

Support from community stakeholders ensures continuity through changes in elected officials and encourages the overall sustainability of

your initiatives. Be sure to involve stakeholders throughout the entire process – to involve them once with no follow-up will seem like a token effort.

Engaging stakeholders

Be sure to invite all key players when engaging community stakeholders. Consider the diversity of your community and ask those you invite if there are others who should join the discussion. Pay attention to intersectionality³ within your community. For example, youth with disabilities have different experiences than adults with disabilities.



Note on stakeholder terminology:

“Stakeholder” is used throughout this toolkit to signify engaged citizens and community partners who want their municipal government to advance inclusion. This may include autonomous Indigenous communities or groups. The terms that describe different stakeholders represent the primary self-identification terms at the time of writing. Language continues to evolve, and the Coalition seeks to keep terminology updated in all publications. As more Canadians continue to self-identify in different ways, the list of stakeholders will grow and change.

² The word stakeholder is used in this document to refer to all organizations invested in this process and is not meant to exclude groups – such as Indigenous communities – who do not commonly use this term.

³ Intersectionality is the interconnection of social categorizations – such as race, class, and gender – when they overlap and create interdependent systems of discrimination or disadvantage.

Who to invite?

- First Nations, Métis, and Inuit communities
- Indigenous organizations, Indigenous elders and leaders, Friendship Centres
- Provincial and territorial organizations representing Indigenous peoples
- Immigration and settlement and ethnocultural organizations, local immigration partnerships
- Official language minority communities
- LGBTQ2+ organizations
- Local employers and educational institutions, including universities and colleges
- Faith-based organizations, interfaith networks
- Women's organizations
- Sex worker organizations
- Disability activists and groups
- Youth centres and youth groups
- Veterans, seniors' organizations
- Union representatives
- Anti-poverty and homelessness initiatives
- Municipal departments including police services, human resources, housing, recreation, planning and development, public works, parks, transit, and community development
- Human rights commissions and non-governmental organizations working on discrimination
- Provincial associations of municipalities and relevant provincial and federal government departments
- Human resources staff involved in hiring and diversity practices



Indigenous peoples

While many Indigenous peoples live in urban areas, their political and legal representation often remains with First Nations Governments, Métis settlements, or Inuit communities. Engage with urban Indigenous peoples through Provincial Territorial Organizations (PTOs) to connect with chiefs and other representatives, or through local Indigenous organizations to connect with those who are not politically affiliated. Be attentive to and respectful of appropriate protocols. For more information, see [Reconciliation with Indigenous Peoples: A Holistic Approach](#) (CCUNESCO 2019).



Youth

Youth are actively engaged in many initiatives to combat discrimination in their communities. Youth bring energy, new perspectives, and creative strategies for approaching problems. Municipalities can engage youth formally through established youth councils and advisory groups, and informally by engaging with youth programs and implementing recreation and arts-based activities. For more information, see [Youth Engagement Toolkit](#) (CCUNESCO 2020).

Reach youth by:

- Partnering with local schools and youth organizations and connecting with UNESCO Schools in Canada
- Involving local youth councils or advisory groups
- Using social media, sports, and arts to reach youth
- Ensuring events are youth friendly (held at appropriate times and easily accessible via public transit)
- Creating meaningful linkages between youth and decision makers
- Encouraging youth to participate in social media campaigns, contests, or training related to inclusion
- Following up with youth who get involved to retain them for future initiatives

The [Municipal Youth Engagement Handbook](#), published by the Federation of Canadian Municipalities, contains guidelines for elected officials and public administrators for engaging and recruiting youth as future municipal leaders and workers. The handbook suggests events, contests, and campaigns that can be used to implement and strengthen youth engagement in your community.

Various outreach methods

- Send letters or invitations to community organizations and representatives
- Present to community organizations to tell them about Coalition
- Attend local events to meet people and learn what communities are doing about discrimination
- Ask to be added to a Chamber of Commerce meeting agenda and to service clubs, like the Rotary Club
- Write articles for local newspapers and community newsletters about discrimination and inclusion
- Identify community champions who can facilitate participation from their community members
- Use social media and make personal calls to follow up on your invitations
- Best practices for involving community stakeholders

Best practices for involving community stakeholders

Be considerate and flexible when involving stakeholders. Plan your meetings by considering culture, socioeconomic issues, safety concerns, and accessibility. Respect days of significance for various faiths and cultures (see the [interfaith calendar](#)) and ask community members for advice on structuring and timing meetings so that people can attend and fully participate.

Plan your meetings by asking:

- Are interpreters required?
- Is childcare needed?
- Is the space accessible to people with mobility challenges?
- Do members of Indigenous or other communities have protocols for holding meetings?
- Can we hold our meetings at different locations, or on weekends, to allow greater participation from the community?
- Have we considered a variety of ways to reach out to various populations, including media, elders, personal invitations, and newspaper?

Validate experience

Validate the experience and expertise of your stakeholders by recognizing strengths and building capacity. The perspectives of those who have experienced discrimination – especially if they have not been historically invited to planning processes. They might have innovative solutions to complex problems.

Recognize limitations

Recognize the time constraints and competing responsibilities of community members and organizational representatives. Provide flexibility in their involvement but be clear about your expectations regarding their contributions and the time required for participation. Address any resource constraints (such as budgets or staff time) from the start.

Follow up

Follow up regularly with stakeholders and tell them how their suggestions are being implemented. By seeing how their participation is benefiting the process, they will be more likely to continue their involvement. Use their initial involvement to begin the long-term process of relationship building.

Understanding your local reality

By understanding the issues and the current capacity of your community, you will be better able to explain how joining the Coalition will help your municipality foster inclusivity, and can:

- **Propose actions that are relevant, meaningful, and achievable in your local context.**
- **Ensure human and financial resources are available for implementing your initiatives.**
- **Encourage a positive response to your proposal to join the Coalition.**

Joining the Coalition of Inclusive Municipalities

Joining the Coalition begins with making the case for membership and obtaining support through a resolution passed at a council meeting.

Implementing the Common Commitments is a long-term objective so it is helpful to secure the support of local stakeholders and partners, including relevant municipal divisions, businesses, and community organizations.

If your provincial or territorial association of municipalities has not officially endorsed the Coalition, you can raise this issue at an association meeting. Individual municipalities have influence as members to call for endorsements, and the association has a mandate to represent the interests of its members. One of your elected officials could become actively involved on the board of the association to move this forward.

Preparing the case for Coalition membership

- Talk to other municipalities and learn from their experiences. Connect with other municipalities that have made the decision to join the Coalition. Look for a municipality that has similar characteristics (e.g. population size, demographics, financial and human resources) to make comparisons easier. Please see the [CCUNESCO website](#) for a current list of municipalities that are Coalition signatories.
- Invite champions from nearby communities to support your presentation.
- Involve your stakeholders. Your community stakeholders have valuable insight and experience to share. Ask them to speak to parts of your presentation. Hearing the voices of diverse community members will deepen Council's understanding of the importance of Coalition membership. Stakeholders can write letters of support to accompany your case.
- Align your case with existing plans and priorities. Demonstrate how joining the Coalition and taking action on inclusion contributes to plans that have been already approved by council.
- Show how fostering inclusion is vital to the core business of the municipality.
- Be ready to outline whether joining the Coalition will require additional funding and be prepared to justify your answer.
- Know the benefits of membership. Be prepared to speak to the benefits of joining the Coalition. Please see Appendix A for suggestions on your speaking notes.

Questions you might receive

Municipal councils are responsible for asking questions about initiatives before making decisions. This is especially true of resolutions that may have budget implications or consist of long-term commitments that will carry on after the term of the current council. Below you'll find a list of questions commonly asked by municipalities. Be prepared to answer these questions and do additional research as required. The more information council has, the more likely it is to pass the resolution. Council members will also demonstrate a stronger commitment to ongoing action after they join if they are informed from the start.



We are a small and mostly homogenous community – how can the Coalition work here?

Discrimination comes in many forms and your Plan of Action will reflect your municipality's local realities. Be familiar with the statistics for your community and consider race, age, sexual orientation, family status, and socioeconomic factors. There are diverse ways to ensure your municipality is inclusive for everyone.



We don't have problems like racism here – why do we need to join?

Respond to this question by commending the efforts your municipality is making to create a welcoming and inclusive community and remind your municipality that discrimination comes in many forms. Members of your community who experience discrimination might not talk about their experiences for fear of backlash, which could be why some community members don't think it exists. Community organizations, church groups, employers, schools, universities, and councils may be working hard to end discrimination in your community. Joining the Coalition is a way of publicly recognizing their work and making a commitment to build on their efforts.



Is the Coalition's only objective to combat racism?

No. Depending on their local context and priorities, municipalities can be actively involved in developing initiatives, policies, and programs that advance equity and facilitate inclusion and non-discrimination for numerous groups, including LGBTQ2+ people, Indigenous people, people with disabilities, youth, older adults, people living in poverty, and women. Everyone who is at risk of exclusion or discrimination can be the focus of initiatives undertaken as part of a municipality's commitment to the Coalition.

4

How much does it cost?

There is no cost to joining the Coalition. Municipalities should consider the resources available in their communities when they develop their Plans of Action and decide which initiatives to implement. Being a member of the Coalition means you benefit from the experience and expertise of other municipalities. This allows you to implement successful programs in your community without investing significant resources.

5

What if we are unable to complete the process to join the Coalition within the term of our elected officials? What if our champion leaves?

If your elected officials or champions leave, your plans to join the Coalition could be interrupted. Mitigate this possibility by ensuring that all elected officials know about your work and its progress. Secure support from various departments within your municipal administration and find champions from different areas of the organization. Engage these champions by involving them in designing and implementing your Plan of Action. Partnerships with community organizations will also contribute to the success of your initiatives.

6

How much time does it take to develop a Plan of Action?

This varies from one municipality to another and depends on your existing resources, the number of consultations required, the policies and programs that currently exist, and your municipality's approval process. It can take several months or several years.

7

Do we have to work on all ten Common Commitments at once?

Start by addressing one or two commitments and expand your scope over time. Focus your work on a specific issue, such as monitoring incidents of racism or supporting newly arrived refugees. Each municipality can design its own approach.

8

What impact has membership in the Coalition had on signatory municipalities?

Municipalities describe concrete changes in their communities regarding discrimination. These changes include the Plan of Action, which involves community stakeholders, programs to engage and raise awareness of discrimination, internal policies on equity and employment, and new staff positions. Being a signatory of the Coalition allows municipalities to improve existing policies against racism, discrimination, exclusion, and intolerance. Other benefits are increased access to information, tools, resources, and frameworks for promoting diversity and inclusion. [Coalition toolkits](#) describe many effective initiatives launched across Canada.



How do we monitor our progress?

Each municipality decides how to monitor its own progress. Reporting requirements are minimal, but municipalities are encouraged to provide annual updates to their residents and to CCUNESCO. By describing their recent experiences, initiatives, and policies, municipalities help inform the work of others in advancing issues such as equity, diversity, inclusion, employment, housing, service delivery, and reconciliation.

Adopting a resolution

Council can draft its own resolution or use the [Declaration to Join the Coalition of Inclusive Municipalities](#) template. The declaration can be signed at a ceremony that includes local citizens and organizations.

Next steps after adopting a resolution

Contact CCUNESCO once the resolution to join the Coalition is passed and include the following:

1. A notice of your municipality's decision to join the Coalition.
2. A copy of the resolution passed by council.
3. The name of two focal points (one elected official and one municipal staff) and their contact information. They are the primary contacts for future correspondence.

Please send emails to ccunesco@ccunesco.ca or letters to:

Canadian Commission for UNESCO
Att. Coordinator, Coalition for Inclusive
Municipalities
150 Elgin Street, P.O. Box 1047
Ottawa, Ontario K1P 5V8

Elected official focal point

The role of the elected official focal point is to act as a diversity and inclusion champion locally and to speak about the Coalition with members of council, local partners, and other elected officials. The elected official reports to residents on the progress of the municipality's involvement in the Coalition and is active on local committees. Elected officials receive information about the Coalition and are invited to participate in meetings. Elected officials are encouraged to share their municipality's best practices with CCUNESCO and other municipal signatories.

Municipal staff focal point

The role of the municipal staff focal point is to act as a liaison between CCUNESCO, the Coalition, and other municipal divisions. The municipal staff focal point ensures Coalition matters are managed by the proper municipal division, forwards information received from CCUNESCO to the appropriate individuals, invites colleagues to share information on initiatives in their departments, and shares this information with CCUNESCO. The municipal staff focal point is responsible for reporting annually to CCUNESCO.



Go public!

CCUNESCO encourages municipalities to publicly announce their commitment to the Coalition.

Communicate your decision

- Send releases to local media and include the announcement in local newsletters and e-bulletins.
- Highlight your decision on the municipal website.
- Invite community organizations to share the announcement with their networks.
- Tag CCUNESCO on your social media posts (@CCUNESCO).

Plan a community event

- Plan an event with community stakeholders – ensure stakeholders reflect the diversity of your community.
- Invite community members to share their personal stories and their thoughts about joining the Coalition.

Organize a signing ceremony

- Invite representatives of community organizations, police authorities, media, municipal employees, community members, and local schools to a signing ceremony.
- Distribute signed copies of the declaration to attendees.
- Ask local groups to perform or invite attendees to contribute to a common art piece.

Link your announcement to a special day

Celebrate diversity and inclusion by supporting events designated by the [Government of Canada](#).

February Black History Month	March 8 International Women's Day 21 International Day for the Elimination of Racial Discrimination 31 International Transgender Day of Visibility	April 22 Earth Day
May Asian Heritage Month 16 International Day of Living Together in Peace 17 International Day against Homophobia and Transphobia 28 National AccessAbility Week	June Pride Month, National Indigenous History Month 8 World Oceans Day 20 World Refugee Day 21 National Indigenous Peoples Day	August 9 International Day of the World's Indigenous People 12 International Youth Day
October 1 National Seniors Day 31 World Cities Day	November Second week Transgender Awareness Week	December 3 International Day of Persons with Disabilities 10 Human Rights Day



March 21st

The social media campaign, #ItStartsWithMe, coordinated by CCUNESCO to celebrate the [International Day for the Elimination of Racial Discrimination](#), offers materials and key messages for raising awareness about racism, inclusion, and diversity in your municipality.

Creating a structure

Why create a structure?

A structure consists of the individuals and groups responsible for working together on issues of inclusion, equity, diversity, racism, and discrimination. Your municipality may have an existing structure, or a structure may have been approved with your proposal to join the Coalition.

Although municipalities organize their Coalition work in different ways, their structures share common elements that can be adapted for the individual objectives of each municipality. A formal structure for implementation, with staff roles and committee responsibilities, makes membership more than a signature – it creates a strong foundation for your Coalition work.

Staff roles

Permanent staff: Permanent staff are municipal employees who are wholly or partially dedicated to Coalition work. Sometimes new staff positions are created for anti-discrimination work; other times existing staff may be assigned to Coalition work in conjunction with another role. There may be one staff person responsible for anti-discrimination work, or there may be a team devoted to this. Having permanent staff dedicated to Coalition initiatives ensures accountability and sustainability.

Other staff: Other staff are consultants and temporary employees, such as summer students and interns, who help with Coalition work, especially in the initial stages. Some municipalities hire contractors with specific areas of expertise.

Considerations for staff

In which department is the position located?

New positions related to the Coalition are often created in the social or community services or human resources departments. The location impacts the scope and focus of the work. If someone works in the human resources department, then making hiring practices more equitable is easier than creating grants for ethnocultural community groups. Many municipalities say it's essential for Coalition work to stretch beyond one department into multiple areas. Achieve this by having multiple staff involved in Coalition work or by creating relationships between staff and other departments.



Be sure to tag @CCUNESCO when posting on social media about your diversity, equity, and inclusion initiatives

What is their decision-making authority and influence? Staff positions exist at various levels of seniority. If a staff position is at too low a level in the municipality, it may hinder the person's ability to shift policies and practices that pose barriers to marginalized communities, or to work meaningfully with community members. Anti-discrimination requires a specific set of knowledge and specialized skills. It's essential to recognize this expertise and give staff members appropriate levels of authority to carry out their roles effectively.

To whom do they report? A staff position located within a particular department follows reporting procedures for that department. It may be useful to create a mechanism for that person to report to council or senior administration about their activities. This extends council's role in Coalition work.

Committees

Internal committees: Internal committees can consist of municipal staff, councillors, or both. Internal committees represent different departments or areas within the municipality. An internal committee might function as an advisory committee to others who are implementing the Plan of Action, or they might be responsible for implementation themselves.

External committees: External committees can include individual community members or individuals representing community organizations and local institutions. These groups can be either advisory or implementation committees.

Joint committees: Joint committees are a mix of municipal and community members working together.

It's important to determine if the committees in your structure will be implementation or advisory. Implementation committees are responsible for achieving goals. These committees plan activities and initiatives to meet the objectives in the Plan of Action. Advisory committees provide recommendations to municipal staff members or to council, who are then responsible for achieving goals. Both types of committees need support from a municipal staff person. Many council-approved committees receive an annual budget.

Considerations for committees

Who are the members? Whether your work has an internal or external focus determines who should be on the committee. In a joint committee, the balance of municipal and community members affects the focus of the work. If your committee is focused on a specific group, then you should include members from this group on your committee. It is important for anti-discrimination committees to represent the diversity of the community and to prioritize the experiences and knowledge of marginalized groups. Committees often require staff support to maintain focus and perform tasks like circulating meeting notes and conducting research.

How do members join? Membership can be by appointment, by formal application, or by signing up. Some municipalities are shifting away from an appointment process to include more diverse members.

How frequently do members meet? Meetings are the main way that committees coordinate their work and make decisions. Monthly meetings may be helpful for committees responsible for implementing the Plan of Action. Less frequent

meetings (quarterly meetings) may be more appropriate for advisory committees.

How are meetings conducted? Meetings can be formal or informal. Always have an agenda and a meeting facilitator. Make decisions by voting or by consensus. Define your decision-making process and have an orientation session to tell members how the process will work; this is an important way to reduce barriers to full participation.

How does work get done? Specify in the Terms of Reference or in meetings what is expected of members. Subcommittees and working groups can be created permanently or temporarily to implement particular activities or to focus on broader areas that need development.

What is the relationship with the municipality?

Often committees rely on approvals from council to make anything happen. It is useful to specify early on what kinds of decisions the committee can make on its own and what must go to council or senior administration for approval. Information sharing is important; it can be useful to build in regular requirements or opportunities for the committee to report on their activities and recommendations to council or senior leaders.

Capture the above details in a Terms of Reference or a similar document. Include the Terms of Reference in a package for committee members and review it with committee members when they join.



Support for staff and committees

Champions: Champions are elected officials, staff members, or individuals who are passionate about eliminating discrimination. Champions have influence in the municipality and are skilled at building relationships and communicating the value of Coalition work. Champions help with initiatives, especially in the early stages, when building knowledge and support. Find champions in your municipality and give them a role in your structure. Champions can help focus your goals, inspire others, and maintain momentum. Their commitment keeps issues of inclusion at the forefront during changes in staff or elected officials.

Partners or coalitions: Partnerships can help your municipality fulfill the Common Commitments, especially if you have limited resources to devote to anti-discrimination work. For example, Local Immigration Partnerships, funded by the federal government, help municipalities increase support for newcomers to Canada. Increasingly, municipalities are creating coalitions related to reconciliation with Indigenous peoples. Municipalities can play various roles in forming partnerships and coalitions – all the way from being a member to providing leadership.

Establish a structure

Consider the following elements when developing and implementing a structure for your municipality.

Existing structures: Is there an existing structure for addressing discrimination in your municipality? Is there a municipal staff person responsible for inclusion and diversity? Working with an existing structure provides knowledge and experience; however, shifting the direction of an existing structure can be expensive and difficult if it is not flexible or has limited capacity.

Priorities: What are your areas of focus? If your priorities focus on making changes to municipal policies (like diversifying the municipal workforce or making procurement more equitable), then you will need to select internally focused elements. If your priorities focus on making changes in the community (like reducing hate crimes or building the anti-discrimination capacity of organizations), then you will need to select externally focused elements.

Leadership support: Signatory municipalities say that support from senior leaders is critical to the successful implementation of the Plan of Action. If senior leaders value your commitment to the Coalition, then ask for the creation of a staff position or committee with a mandate to develop and implement your Plan of Action.

Financial and human resources: Financial resources come from various sources – often an annual budget or project grants. Human resources come from the time spent by municipal staff, elected officials, and community members. If there is no long-term funding for staff, consider hiring consultants to do critical tasks, like

conducting public consultations and developing a Plan of Action, and then give the plan to a volunteer committee for implementation.

Changes over time: Your structure may change over time. You might start your planning process by convening an informal group of municipal staff or community members to develop your Plan of Action; after you secure funding, you might create a staff position and a formal committee to implement the initiatives.

Roles and responsibilities: To develop roles and responsibilities, consider the mandate and function of each element of the structure. Ensure there is sufficient funding and support for implementing the planned actions. Terms of Reference for committees in other municipalities might be useful. It is important to consult with signatories to identify the necessary work for each element. Many municipalities have faced challenges when the mandate assigned to a committee or to staff is broad, but where there is insufficient funding or authority to implement planned actions. Ensure all responsibilities are clearly assigned to a specific role, including:

- Signing on to the Coalition
- Engaging stakeholders
- Understanding your local reality
- Developing a Plan of Action
- Locating resources
- Implementing your Plan of Action
- Measuring and reporting progress

Typical structures

Your municipality can combine the various elements of the structures outlined below to create one that works best:

1

One full-time staff person is responsible for diversity and inclusion and works on both internal initiatives and external strategies. An advisory committee supports the staff person and provides feedback on priorities, makes recommendations, and reviews policies and plans.

2

One part-time staff person is responsible for diversity and inclusion and is supported by an internal diversity and inclusion committee. The committee helps create the Plan of Action, which focuses on changing policies and procedures internal to the municipality. Responsibility for implementing the plan is delegated to the appropriate departments.

3

An informal community-based committee is responsible for developing and implementing the Plan of Action. The committee's work is supported by a staff person at the municipality. Consultants, students, or interns work as needed to support specific internal projects.

4

A formal municipal-wide strategic plan includes goals and strategies to address discrimination and promote equity and inclusion both within the organization and the community. Each department applies diversity and inclusion principles to their work by planning, implementing, and measuring progress on equity-related initiatives.

Maintain your structure

Although the people who make up your structure are likely chosen for their expertise, they will need ongoing support to make the most of their involvement. Committees might benefit from education on particular kinds of discrimination or training on how to have difficult conversations with coworkers and community members. Staff might benefit from professional development sessions on organizational change or policy review. Education may also involve giving people information about how municipal decisions are made, or orienting them to community initiatives. Make sure committee members know what supports are available to them. These supports may be different for internal and external committees.

Regularly evaluate if your structure is helping your municipality carry out its Plan of Action. Which elements of the structure are functioning best and which elements need revising? Is your structure having the desired impact? Establish a process to receive regular feedback on how best to support staff and committees and ensure their comments are addressed.



The Community Toolbox , developed by the Center for Community Health and Development at the University of Kansas, provides a free step-by-step guide for developing Strategic and Action Plans and offers additional resources for each step in the process.

Developing your plan of action

Your Plan of Action⁴ guides the implementation of your initiatives and increases accountability. With a clearly defined plan, you can monitor your progress and plan future actions. Developing your Plan of Action is an opportunity for active community engagement, which leads to increased ownership and responsibility.

Who should be involved?

Municipal staff

Your plan will be more comprehensive if you involve municipal staff from different departments. Include senior administration and front-line staff from different areas at various stages of the planning process to allow for increased commitment to Coalition initiatives.

Elected officials

By joining the Coalition, council has undertaken to develop a Plan of Action and remain involved in its implementation. Beyond this step, Coalition work (including successful Plan of Action to foster inclusion) requires the ongoing engagement and support of elected officials. Once the plan is developed, ensure it is reviewed and adopted by council at a meeting.

Stakeholders

The diversity in your community is a strength to draw on when developing your Plan of Action. Your plan will be more effective if you include stakeholders whose mandate is related to discrimination and inclusion.

Steps in the process

1. Collaborate with municipal staff, elected officials, and stakeholders to create an inventory of existing policies or programs related to the Common Commitments.
2. Explain how your planning process will lead to actions and how the outcomes will be shared and used.
3. Invest time to establish a shared vision for your Coalition work. Define key terms and objectives at the start of the planning process to ensure that everyone is working from the same understanding.
4. Avoid placing individuals in the position of spokesperson for their entire ethnic group, gender, sexual orientation, or other aspect of their identity. The concept of intersectionality reminds us that anyone can face multiple experiences of discrimination.
5. Offer different means of participation, such as community forums, interviews, focus groups, conversation cafes, informal gatherings, and questionnaires.
6. Draft your Plan of Action and share it with stakeholders.
7. Solicit feedback and revise your plan.
8. Present your plan to council for adoption and share it with municipal staff, elected officials, and community stakeholders.

⁴Information in this section has been adapted from the [Alberta Urban Municipalities Association \(AUMA\) Welcoming and Inclusive Communities Toolkit](#) and the [Planning Together Guide to Municipal Immigration Action Planning](#) in Alberta.

Questions to consider in developing the Plan of Action

1. What are the current and future demographics of our community?
2. What are our established municipal priorities (housing, immigration, employment, economic development, education)? How can inclusion and equity strategies support the achievement of our objectives?
3. What makes our municipality unique? What are our specific needs?
4. What is our vision for the future of our municipality?
5. Who is doing inclusion work in our community? Where are the gaps? What is our capacity?
6. What best practices can we learn from other municipalities?
7. Is there budget available to implement our plan?



The *Living Together* Approach

The [International Observatory of Mayors on Living Together](#) and UNESCO's [International Coalition of Inclusive and Sustainable Cities – ICCAR](#) launched, in 2019, the publication [City Policies on Living Together](#). The publication builds on a study conducted for the Standing Committee on *Living Together* of the [Association internationale des maires francophones](#) (AIMF). It documents existing *Living Together* policies and programmes at the municipal level, describes an operational study on *Living Together* for strengthening municipal initiatives, and offers guidelines to cities for supporting *Living Together* strategies.

Create your plan

1. Identify the issues

The first step in developing your municipality's Plan of Action involves looking at your community and collaborating with your stakeholders to conduct a "needs assessment." Having strong community involvement as you identify the issues helps you incorporate a wide range of experiences into your plan. Use a combination of methods to gain the necessary information.

Document analyses: Consult documents from previous anti-discrimination initiatives in your municipality. There may be documents on specific areas – such as housing, employment, or recreation services – that can help you identify important issues.

Interviews: Conduct interviews to gather information for identifying community issues. Interviews are useful for seeking immediate clarification and tailoring questions to the interviewee. Conducting confidential interviews can allow for greater participation from

members of marginalized groups who may feel uncomfortable sharing their experiences in a larger setting.

Focus groups: Use focus groups to gather information without investing the time required for individual interviews. Discussion among participants can enrich the data collected. Be sure to keep your group size to 10-12 people, limit the meeting time to 1-2 hours, prepare questions that will elicit feedback, and record the results (ask for participants' explicit consent before recording anything digitally or on paper).

Community forums: Host a forum to identify the issues that are important to your community members. The benefits of this approach include bringing diverse community members together, creating the opportunity to raise awareness of the issues through educational sessions, and offering networking possibilities for the participants. If you host a forum, be sure to have an adequate budget and access to experienced facilitators who can design an effective process for gathering feedback.

Community advisory groups: Establish community advisory groups to identify key issues in your municipality and always invite members from diverse groups. Community advisory groups allow for ongoing consultation and can lead to the contribution of resources and specialized forms of expertise.



The Gender Lens

"Many of the institutions that have shaped our city have been created from a masculine point of view. This gender bias has meant that the design of services and urban spaces does not always take into account women's specific needs and perspectives. When we apply a Gender Lens to city planning and decision making we ask about differences and inequities among genders (women, men, intersex and trans people). We also explore the diversity and inequities among women. We recognize that no service or plan is gender neutral and believe that women's leadership is essential ..."

- City for All Women Initiative (CAWI) and the City of Ottawa, *Women, Equity & Inclusion Lens Snapshot*

Discrimination affects the lives of women, men, and LGBTQ2+ people in different ways. Consult the following resources to identify issues using the gender lens in your municipality:

[The Role of Municipalities in Advancing Women's Equity in Canada](#)

[Gender-Based Analysis Plus \(GBA+\)](#)

[Women Friendly Cities Challenge](#)

[Diverse Voices: Tools and Practices to Support All Women](#)

[Women in Cities International \(WCI\)](#)

2. Collect baseline information

Baseline information provides an understanding of the current realities in your community, and helps you establish goals for your work and gives you a basis for measuring your success. Sources of baseline information include repositories of demographic data about your population (e.g. Statistics Canada), provincial government reports and studies, academic research on racism and discrimination, and research and reports by non-profit and community organizations.

Invite staff committees, local stakeholders, and researchers from educational institutions to

participate in this step to help locate a range of data sources and to provide expertise on data gathering, analysis, and reporting. Having diverse people involved in the collection of baseline information broadens the number of people who understand the issues facing your municipality.

In its report [Indicators for Evaluating Municipal Policies aimed at Fighting Racism and Discrimination](#), the Center for Research on Immigration, Ethnicity and Citizenship (CRIEC) outlines the following types of baseline data:

Economic data	Unemployment rates, income levels and poverty rates, annual employment equity data for federally regulated employers, disaggregated data for interpreting the position of various groups Other data: employment rate of various groups, underemployment rates, long-term retention of members of diverse groups by employers
Housing and transportation data	Residential segregation, access to ownership, commute times and dependency on public transport, safety and user-friendliness of public transit
Data on public safety	Hate crimes, number of reported incidents, number of discrimination complaints, percentage of persons tried for criminal offences, citizens' feelings of security
Education data	Educational attainment, participation in higher education, home computer and online access
Health data	Hospitalization and mortality rates, obesity rates, infant mortality and birth weights
Data on civic participation	Representation of various groups within council, in management of local organizations and volunteers

3. Align with existing policies, priorities, and initiatives

What is your municipality already doing to foster inclusion? Linking your Plan of Action to existing policies, priorities, and initiatives has a number of advantages: contributing to the ongoing sustainability of your initiatives, allowing for greater sharing of resources, preventing “burn-out” of the individuals and organizations involved, and benefiting from the knowledge, skills, and experiences that already exist in your municipality. This process will also help you to identify opportunities for collaboration.

Initiatives to consider include:

- ✓ Your official community plan
- ✓ Your municipality’s sustainability plan
- ✓ Plans to address poverty, housing, or employment
- ✓ Plans that address parks, recreation, transportation, and built environment
- ✓ Plans for the attraction and retention of immigrants
- ✓ Existing policies that support municipal workforce diversity and inclusion
- ✓ Responses to the Truth and Reconciliation Commission’s (TRC) Calls to Action

4. Identify action items

Identify action items by prioritizing the issues you need to address. Consider the timeframe for your Plan of Action, the availability of resources, and the degree of stakeholder involvement. Brainstorm

action items for each of your identified issues and be concrete, detailed, and exact in what you need to accomplish. Keep your baseline information and data sources available as you brainstorm. Can you measure your progress on various initiatives? Can you determine if your targets have been reached? Create realistic targets by identifying action items that are possible to implement within the context of your municipality.

5. Use resources to develop your Plan of Action

Identify action items by prioritizing the issues you need to address. Consider the timeframe for your Plan of Action, the availability of resources, and the degree of stakeholder involvement. Brainstorm action items for each of your identified issues and be concrete, detailed, and exact in what you need to accomplish. Keep your baseline information and data sources available as you brainstorm. Can you measure your progress on various initiatives? Can you determine if your targets have been reached? Create realistic targets by identifying action items that are possible to implement within the context of your municipality.

- Alberta Urban Municipalities Association
– [Welcoming and Inclusive Communities Toolkit, Planning Together: Guide to Municipal Immigration Action Planning In Alberta, and Strategies to Improve Your Inclusiveness](#)
- City of Ottawa & City for All Women Initiative
– [Equity and Inclusion Lens Handbook](#)
- Immigration, Diversité et Inclusion Québec
– [Toolkit for Québec Municipalities on Immigration and Ethnocultural Diversity Issues](#)
(French only)

- Ontario Human Rights Commission – [Anti-Racism and Discrimination for Municipalities](#)
- European Coalition of Cities Against Racism – [The ECCAR Toolkit for Equality](#)
- Merrill Cooper for the Government of Alberta – [Pathways to Change: Facilitating the Full Civic Engagement of Diversity Groups in Canadian Society](#)

6. Review sample Plans of Action

A primary objective of the Coalition is to facilitate the sharing of information and best practices among members. The following municipalities have shared their Plans of Action to help guide this process.

Small municipalities

Val d'Or, QC: [Action Plan 2018-2020 \(French only\)](#)

Brooks, AB: [City of Brooks Welcoming and Inclusive Communities Partnership Plan 2017-2020](#)

Midsized municipalities

Lethbridge, AB: [Building a Welcoming and Inclusive Lethbridge Community Action Plan 2011-2021](#)

Oshawa, ON: [City of Oshawa Diversity and Inclusion Plan \(2017\)](#)

Regional Municipality of Wood Buffalo, AB: [Diversity and Inclusion in Wood Buffalo: A Community Plan 2017-2022](#)

Large municipalities

Longueuil, QC : [Plan d'action pour contrer le racisme et la discrimination 2015-2017 \(French only\)](#)

Windsor, ON: [Diversity and Inclusion Initiative \(2018\)](#)

London, ON: [London's Community Diversity and Inclusion Strategy \(2017\)](#)



Send your completed Plan of Action to the Canadian Commission for UNESCO at ccunesco@ccunesco.ca.

Implementing your Plan of Action

How to locate resources

Consider your municipality's human and financial resources to set realistic goals for implementing your Plan of Action. Signatory municipalities differ in their available resources for implementation. Some municipalities have dedicated multiyear funding and staff, while others rely on committed community members. If your municipality needs additional resources to implement your Plan of Action, form partnerships with community organizations to secure resources. Partnerships can help your municipality maintain anti-discrimination work for years to come. Locate resources by:

1. Creating an inventory

- Brainstorm with colleagues
- Consult community organization directories
- Ask community organizations for suggestions from their network lists
- Contact Friendship Centres
- Visit your local Chamber of Commerce
- Browse social media platforms and check bulletin boards and local newspapers
- Use the United Way's 2-1-1 Information and Referral System
- Consider provincial or territorial resources, such as human rights commissions, arts councils, sports and recreation associations, community living organizations, policing authorities, and government departments (immigration, social services, municipal affairs


- Indigenous affairs, culture, sports, education, youth, economy and innovation, employment, transportation, seniors, women, health, and public safety)

2. Contacting other Coalition members

- Contact signatory municipalities to ask about their funding sources, how to establish partnerships, and how to use non-financial community resources. Organize a resource-sharing workshop in your province.

3. Collaborating with local groups

- Collaborate with a community organization to write a grant proposal on issues of common



Hire a summer student or intern to conduct an inventory of your local resources.

interest since community organizations are eligible for most funding programs

- Team up with a local university research centre or faculty members to advance research to inform local action on a given topic, such as building a statistical portrait of your community or examining the experiences of a marginalized group in your community
- Visit the website of the [Canadian Women's Foundation](#) to access tools to support the work of women's organizations. The foundation also offers grants.

4. Using community asset mapping

A community asset can be a physical structure or place, community service, business, or person. Community asset mapping processes bring these various groups together for one or more sessions led by a facilitator. The process produces a set of maps and reports for planning and implementing initiatives.

- The [Community Tool Box](#) describes how to identify and map community assets
- The [Facilitator's Guide to Community Asset Mapping](#) outlines how to lead an asset mapping session
- The [Community Foundations of Canada](#) measures the vitality of communities across Canada

5. Secure funding

Funding from outside the municipality: It is often more difficult to secure money from outside your municipality for sustained, core funding for your

Coalition initiative. Seeking smaller amounts of project funding to implement portions of your Plan of Action may be more realistic. Such funding can serve as a catalyst for your work, support initial relationship-building between partners, reassure community members that action is being taken, and allow you to demonstrate success that you can use in future funding applications.

Funding from inside the municipality: If a municipality's Coalition work is located within a department, funding is usually allocated from within that department's budget. When Coalition work is outside a municipal department (e.g. if it is led by a community advisory committee), it may be necessary to request funds from council. In either case, it is important to demonstrate your success to maintain or increase your funding or to make a case for future support.

Many organizations automatically look to government for their funding. Consider approaching local small businesses and larger corporations that have a presence in your community. Insurance companies, real estate agencies, financial institutions, and utility companies often have funding programs. When approaching a business for funding, consider the links between your objectives and the company's vision. For example, if your initiatives are focused on immigration, you could highlight a financial institution's desire to diversify their services and explain that immigrants can offer them a new client base.



Federal Funding Sources:

[Canada Mortgage and Housing Corporation](#)

[Canadian Heritage](#)

[Department of Justice](#)

[Employment and Social Development Canada](#)

[Federation of Canadian Municipalities](#)

[Immigration, Refugees and Citizenship Canada](#)

[Indigenous and Northern Affairs Canada](#)

[Infrastructure Canada](#)

[Public Safety Canada](#)

[Status of Women Canada](#)

Planning for measurement and reporting

Plan for measurement during the action planning process. This will help you gain support from senior leaders and elected officials and will facilitate any applications for funding external to your municipality. Explain how your measurement methods will demonstrate if you are achieving your goals and specify in your budget what resources you will need to collect and analyze data. Having agreement on your proposed methods for measurement ensures your results are valid and used for future planning. The responsibility for measuring and reporting aligns with the approach your municipality has chosen for addressing discrimination.

Approach #1: Single Responsibility

In this approach, municipalities have a plan that is developed and implemented by a single body, such as a Diversity and Inclusion Committee. One person on the committee takes responsibility

for measuring and reporting on the committee's activities. Alternatively, the committee might hire a consultant to perform this function. A small working group could be formed to support this person.

Approach #2: Multiple Responsibility

In this approach, municipalities have a corporate-wide plan to address discrimination with different departments responsible for developing and implementing separate parts of the plan. Alternatively, instead of creating one plan, some municipalities use an equity lens to assess all their programs and services. Equity and inclusion are not the primary emphasis of each action, but departments integrate this focus into their work. To measure their results, each department can submit an individual report, or someone can bring the results from each department together and submit an overall report.

With either approach, those tasked with creating the Plan of Action might not have the authority to set performance measurements for the entire corporation. If this is the case, city council can ask the departments to bring forward their performance indicators as part of their ongoing business plans.

Addressing implementation challenges

Challenges may arise when there are different understandings of the established priorities, competing agendas, or disagreements over who is responsible for implementing various parts of your plan. Revisit your goals at regular intervals and share your common vision with community stakeholders to align your priorities with those of your partners. Address challenges by:

1. Providing anti-discrimination training

Provide anti-discrimination training for your community stakeholders, council members, municipal employees, potential funders, and local businesses to outline the issues you are working to address. Anti-discrimination training contributes to the success of your initiatives and the establishment of new partnerships. Do not assume that, because an individual understands one form of discrimination, they have a clear understanding of other forms. Work with community organizations to develop and implement educational campaigns that examine the various forms of discrimination.

2. Approaching your stakeholders

Approach your stakeholders for experience, expertise, and resources. When a challenge arises

in the implementation of your plans, discuss solutions with your stakeholders. They may have encountered similar obstacles in their own work and can provide resources to help overcome the challenge or can offer a perspective you might have overlooked. Reaching out to other Coalition signatories may also help you access new ideas and moral support.

3. Looking for quick wins

Look for quick wins if your Plan of Action seems overwhelming at the start. These easily-implemented actions can demonstrate the success you need to move forward, prove your commitment to action, and provide evidence of your capacity as you continue to seek funding for your other initiatives.

4. Anticipating resistance

Anticipate resistance in the forms of denial and defensiveness, both from within the municipality and the community. Sometimes resistance means that you need to change your approach; other times it means that you're on the right track and starting to shift the root causes of discrimination. Find out who is resisting and why they're uncomfortable. If you are working with a group to implement your plans, be aware of the emotional tolls of anti-discrimination work. This emotional impact can be especially draining for people who experience discrimination.

5. Making your programs accessible to all

Make your programs accessible to all by using multiple formats for meetings, publications, and policies. This will help you reach various audiences, especially community members with

disabilities. If certain groups are missing your events or not using your resources, determine if your process is creating barriers that prevent their participation and then break down these barriers. Hire sign language interpreters and book barrier-free venues for events. Ensure municipal facilities include braille on their signs. Use videos that are closed captioned and write pamphlets in plain language with large print. Ask people to tell you

about their accessibility needs and set aside time and resources to make accessibility a priority.

6. Engaging the arts and culture community

Engage the arts and culture community as a driving force for sustainable development and urban regeneration. The arts and culture community promotes social cohesion, citizen well-being, and intercultural dialogues.

Creative City Network

The [Creative City Network of Canada](#) (CCNC) is a non-profit organization composed of municipalities, arts organizations, and individuals working to support cultural development in their communities. CCNC facilitates knowledge sharing and professional development in the fields of cultural policy, planning, and research. CCNC and [2010 Legacies Now](#) offer resources to assist local governments, cultural groups, and heritage organizations with planning and developing arts programs and projects.

ArtBridges

[ArtBridges](#) is a hub for anyone interested in community-engaged arts and arts for social change in Canada. ArtBridges works towards better access to the arts across Canada, particularly for people living in remote, under-resourced, and under-served communities. The ArtBridges database offers information about accessible and affordable community-engaged arts projects, programs, organizations, and resources in Canada.

7. Using sports and recreation

Use sports and recreation to strengthen social ties and networks and promote anti-discrimination.

When planning your anti-discrimination strategies,

consider raising awareness with your local sport teams and include them in the discussion. Consider issues surrounding access to sports and recreation when planning your programs.

Community Foundations of Canada and True Sport Foundation

The Community Foundations of Canada's [Vital Signs Report on Sport and Belonging](#), produced in partnership with the [True Sport Foundation](#), examines how sport – when grounded in fairness, excellence, inclusion, and fun – can strengthen our sense of belonging and community.

Sports Inclusion Program

The Canadian Centre for Gender & Sexual Diversity runs the [Sports Inclusion Program](#), which challenges homophobia and transphobia in athletics and make sports more accepting and inclusive for all athletes, regardless of sexual orientation or gender identity.

Sport for Life for All Newcomers to Canada

Access to sports and physical activity can be challenging for newcomers for various reasons (financial, logistical, cultural). [Sport for Life for All Newcomers to Canada](#) outlines the challenges that newcomers may face in their participation in sports and physical activity and offers solutions and opportunities for municipalities.



“Sport has a unique power to attract, mobilize and inspire. By its very nature, sport is about participation. It is about inclusion and citizenship.” – United Nations Office on Sport for Development and Peace

Celebrating successes

Celebrate your successes along the way to provide the encouragement needed to continue your work by:

1. Sharing your progress

Share your progress by reporting regularly on your Coalition work. This helps build awareness about the Coalition and creates support for future work. Municipalities can present an annual report card to council that can be released to the public during a community celebration.

2. Hosting a community event

Host a community celebration to recognize a significant date, such as the International Day for the Elimination of Racial Discrimination, Pride Week, Human Rights Day, or National Indigenous Peoples Day.

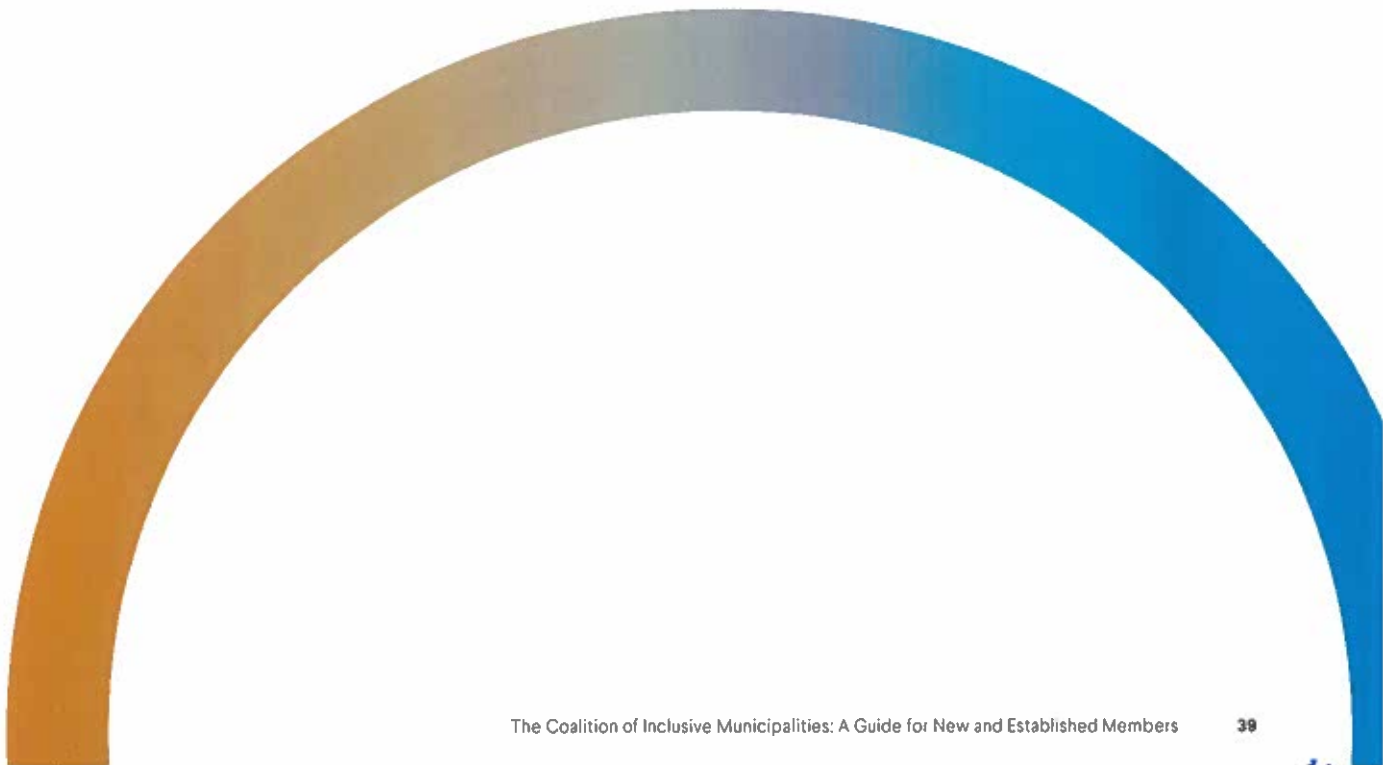
3. Recognizing stakeholders

Recognize stakeholders by establishing a program that celebrates their contributions. Explore opportunities to collaborate with existing awards programs and disseminate information on these

programs to your local partners. This will raise awareness about your municipality's efforts to combat discrimination. Examples of national awards programs include the Award of Excellence from the [Canadian Race Relations Foundation](#) and the Sustainable Communities Award from the [Federation of Canadian Municipalities](#).

4. Showing your pride

Display the Inclusive Municipality's seal on your website, publications, slide shows, and posters. Ensure your communications department knows about your membership in the Coalition and has access to the Coalition's branding strategy. Mention your commitment on your municipality's website, at events on inclusion and diversity, in media releases, and during speeches and interviews. Talk about inclusive municipalities at board meetings, committee meetings, and conferences. Contact CCUNESCO to receive the Inclusive Municipality's seal and user guide at ccunesco@ccunesco.ca.



Measuring and reporting your progress

Showing that your actions are generating results justifies your Coalition work and creates support. This is especially important if your inclusion initiatives are controversial or lack resources. By measuring and reporting, you can keep stakeholders – inside and outside the municipality – informed about your initiatives and their impact. Evaluating your Plan of Action during the implementation process also allows you to gauge progress, adjust implementation strategies, and identify future initiatives.

If you build measurement strategies into your plan from the start, you will ensure resources are allocated to measuring and reporting. This allows you to dedicate time and energy to the most meaningful actions for your municipality.

Decide what to measure

The goals set out in your Plan of Action will determine what you need to measure. Use the following table to guide your measurement strategies.



Measure diversity and inclusion and equity

A common problem in measurement efforts related to discrimination is assessing levels of diversity without assessing inclusion and equity. To create an inclusive municipality, everyone must be able to equitably and meaningfully participate.

To measure diversity: Use a survey to ask employees to voluntarily disclose identity data (e.g. gender, ethnicity, sexual orientation, Indigenous status, etc.).

To measure inclusion: Use feedback surveys and 360 reviews to see if diverse employees believe their workplace is inclusive and ask if they have experienced discrimination.

To measure equity: Use levels of pay, hiring practices, and employee retention and promotion to create comparisons based on diversity.

Common Goals for Municipalities

The goal	What to measure
Diverse municipal workforce	<ul style="list-style-type: none"> • Diversity of municipal workforce compared to diversity of the community and representation of equity groups • Accessibility of information about job opportunities • Barriers in the job application process, such as unnecessary qualifications or homogeneous hiring panels
Inclusive workplace	<ul style="list-style-type: none"> • Employees' level of satisfaction with the work environment, employee engagement, and accessibility of facilities • Existence of a mechanism (both a structure and a process) for confidentially resolving complaints • Presence of training programs on diversity, inclusivity, equity, and human rights
Diverse management and senior leadership	<ul style="list-style-type: none"> • Representation of equity groups in management and senior leadership positions • Barriers to hiring and retention embedded in talent management policies and practices • Policies and practices that support equitable distribution of work, retention, promotion, and advancement
Equitable municipal services that meet the needs of all residents	<ul style="list-style-type: none"> • Income and poverty levels, employment opportunities, homelessness, and precarious housing • Barriers to accessing services for various groups and communities • Effectiveness of an equity lens to review policies and practices
Decrease in incidents of discrimination	<ul style="list-style-type: none"> • Number and types of hate crimes • Availability and use of a protocol to report incidents • Accessibility of support for victims
Meaningful community engagement and participation	<ul style="list-style-type: none"> • Effectiveness of mechanisms to engage communities (advisory groups, consultation processes, community liaisons, etc.) • Municipal staff awareness of best practices for engaging with communities • Community awareness of municipal initiatives on discrimination
Diverse perspectives at public consultation events	<ul style="list-style-type: none"> • Attendance at public consultations • Barriers to attending consultations and strategies for addressing them • Satisfaction of residents with public consultation process
Enhanced capacity of community organizations	<ul style="list-style-type: none"> • Partnerships and collaborative projects with community organizations • Collective impact of collaborative initiatives • Community organizations' access to information about funding opportunities and their capacity to submit successful applications

Select indicators

An indicator is a specific, observable, and measurable characteristic that is used to show the difference an action is making towards achieving a specific goal or outcome. Use different types

of indicators to measure your progress on each action. The Center for Research on Immigration, Ethnicity and Citizenship's (CRIEC) report ["Indicators for evaluating municipal policies aimed at fighting racism and discrimination"](#) suggests two main types of indicators:

Performance indicators:

Use performance indicators to assess the processes, programs, and policies implemented for addressing discrimination. Examples are the establishment of an ombudsman office, the number of employees participating in anti-discrimination training, the increased number of municipal scholarships for young people, the number of companies educated on bias in human resource practices, the improvement of accessibility to social services, and the increased number of candidates running for office from underrepresented groups.

Results indicators:

Use results indicators to assess the concrete impact of the mechanisms that have been implemented and their effect on discrimination. Results indicators speak to the extent to which these goals set out in the Plan of Action have been achieved. Examples include the increase of income for marginalized groups, the reduction of hate incidents, the extinction of residential segregation, the improvement of education levels, the decrease of unemployment rates, the rate of success of marginalized groups, and the advocacy of non-governmental organizations working for social change.

Performance and Results Indicators for Municipalities

The goal	What to measure	Results Indicator
To offer respectful workplace training for municipal staff	<ul style="list-style-type: none"> • Number of workshops delivered • Number of participants • Percentage of employees in each department who attended training 	<ul style="list-style-type: none"> • Number of employees who feel respected and included in the workplace • Percentage of harassment complaints successfully resolved
To increase the number of people from racialized groups in municipal leadership	<ul style="list-style-type: none"> • Number of participants in a workshop on unconscious bias • Number of policies and practices adjusted to reduce hiring bias • Ratio of racialized applicants vs. new hires 	<ul style="list-style-type: none"> • Percentage of racialized people in senior leadership positions • Percentage of racialized city councillors • Percentage of racialized individuals on agencies and boards
To establish an annual human rights event co-hosted by the municipality and community organizations	<ul style="list-style-type: none"> • Number people who attended • Number of organizations that participated • Number of brochures on community resources distributed 	<ul style="list-style-type: none"> • Number of organizations that continue their participation in the event • Degree of satisfaction with the process of collaboration • Level of commitment from organizations to address human rights
To increase the safety of Indigenous women in public spaces	<ul style="list-style-type: none"> • Number of safety inspectors on public transit • Percentage of peace officers and safety inspectors who have attended Indigenous awareness training 	<ul style="list-style-type: none"> • Indigenous women's perception of their safety in public spaces • Reduced number of racist and sexist incidents targeting Indigenous women
To develop a protocol and data repository for racist incidents	<ul style="list-style-type: none"> • Number and types of hate crimes • Availability and use of a protocol to report incidents • Accessibility of support for victims 	<ul style="list-style-type: none"> • Number of racist incidents • Level of satisfaction from people who approach organizations for support

Indicators can be quantitative or qualitative:

Quantitative indicators:

Use quantitative indicators to attach a numerical value to your measurement. Quantitative indicators offer a straightforward method for collecting data because the questions are simple: How many people attended an event? How many hate crimes were reported this year?

- Percentage of racialized people and women in the community
- Percentage of racialized people and women in the municipal workforce
- Percentage of racialized people and women in senior leadership positions
- Percentage of racialized people and women who feel engaged and satisfied with their work

Qualitative indicators:

Use qualitative indicators to understand how and why your actions are working. For example, it is difficult to quantitatively measure if your program increased employment among immigrants because various factors contribute to employment rates. However, you can use qualitative indicators to measure employment rates by interviewing participants to ask if your program made a difference in their lives.

- Racialized people and women's engagement in the workplace
- Their satisfaction with promotion practices
- Their feedback on barriers to hiring and promotion into senior leadership positions

Indicators and social change

You may need multiple indicators for each of your actions, but you don't need many. Choose a small set of indicators and expand or change them as your action evolves. For example, if you are trying to promote the use of an equity lens to review municipal policies, you could start with indicators that describe how many people attended training on the equity lens and their level of knowledge after the training. Later, you could add indicators like how often the lens is being used and the number of policies that have been reviewed.

A considerable challenge in measuring the progress of racism and discrimination work is that the social processes that produce racism and discrimination are complex. It can take many actions over a period of years to see the results of initiatives that aim to reduce discrimination, which makes it difficult to choose results indicators that demonstrate whether change is occurring. This complexity also means it is hard to definitively say that specific actions caused specific outcomes.

One way to respond to this challenge, especially at the start of an initiative, is to use more performance indicators than results indicators. However, it's essential not to lose sight of the ultimate goal of the work of the Coalition: to create more inclusive communities by eliminating racism and discrimination.

Collect data

Collect data from different sources to gain a complete understanding of your progress. At the start of each initiative, gather baseline data to provide an understanding of your current state. Set

realistic targets that align to the goals in your Plan of Action and connect to your baseline.

Identify municipal data sources

Identify any municipal data sources that you can access. Does the human resources department keep statistics on how many applicants and hires come from marginalized groups? Is there information on which groups have participated in public consultations? Research the available data and contact municipal departments to ask for more information. Verify the accuracy of these data sources by asking departments how they collect their data.

Access external data sources

Access external data sources from provincial and federal government departments as well as from non-government organizations.

- Statistics Canada datasets on community demographics, health, and economics
- Provincial government reports and studies
- Academic research reports
- Reports produced by local non-profit organizations that address particular issues (immigration, homelessness, poverty, etc.)



Open Government Data

Many municipalities in Canada provide free public access to their data. Check out the [Open Data in Canada](#) page for a complete list.

Collect new data

Municipalities without the expertise or infrastructure for collecting data on their own can either create new mechanisms for data collection or modify existing mechanisms to include new indicators.

- Create new mechanisms for data collection by partnering with research institutes, colleges and universities, or municipal associations.
- Modify existing mechanisms to include new indicators by adapting current methods of data collection.

For example: If your municipality conducts a workforce engagement survey, but the survey does not capture identity data, then add identity questions to the survey. If a recreation facility collects basic information about new members, and you would like to know if people with low incomes are accessing recreation services, then add an optional and anonymous question about income range to the membership application.

If there are no existing mechanisms of data collection you can adapt, use these common methods for collecting new data:

Methods of collecting data

Method	Data collected
Public opinion surveys	<ul style="list-style-type: none">• Public opinions on experiences of discrimination• Demographic information and feedback on barriers to positive economic and social outcomes
Public forums	<ul style="list-style-type: none">• Ideas about priority areas in your municipal diversity and inclusion plan
Focus groups	<ul style="list-style-type: none">• Assessments on the capacity of community organizations to address discrimination
Employee surveys	<ul style="list-style-type: none">• Workforce demographics• Levels of employee engagement, satisfaction, and belonging
Employee interviews	<ul style="list-style-type: none">• Feedback on barriers to promotion• Experiences of discrimination in the workforce
Program data	<ul style="list-style-type: none">• Number of clients served• Client satisfaction
Employee education workshop surveys	<ul style="list-style-type: none">• Number of participants• Percentage of employees who attended workshops• Satisfaction with workshops

Analyze the data

Analyzing quantitative and qualitative data requires specific skill sets, tools, and techniques. For quantitative data, this involves calculating averages, percentages, and total counts. For qualitative data, this involves summarizing comments or using qualitative data analysis techniques to identify patterns and themes. Large municipalities may have research offices for analysis or have access to data analysis software. Small municipalities may benefit from partnerships with local researchers or non-profits with this capacity.

Examine the data and ask:

- How do the results compare to the baseline?
- Is there progress?
- Were the targets achieved? If yes, what were the success factors? If no, what are the reasons?

If you collected data that was broken down by various identity categories, such as gender or ethnicity, or by workforce categories, such as occupational group, disaggregate your data so you can see what differences exist between the groups. Disaggregation allows you to isolate your data to see how your actions are impacting different people based on who they are. It is imperative to follow all legal and ethical requirements around storing personal information, producing research, and protecting individuals' personal information.

After your analysis, show the results to others and gather their input. You can bring community stakeholders or different departments together

to draw conclusions about what the data says and how best to report it.

Report to the Canadian Commission for UNESCO

The Canadian Commission for UNESCO, as coordinator of the Coalition of Inclusive Municipalities, asks municipalities to submit annual reports of their activities using a reporting template provided by CCUNESCO. These reports help CCUNESCO understand the impact of the Coalition and its members, identify new or promising practices, and plan for the development of new resources for municipalities.

Report to your municipality

The format and content of your report depends on your purpose and audience. Internal audiences may include council, senior leaders, management, and employees. External audiences may include stakeholders such as community organizations, diversity and inclusion committees, media sources, and citizens.

You might decide to produce one report for everyone, or you might create different products for different audiences containing the information most relevant to them. For example, reports to council for additional resources for your Coalition work could include a summary of the progress you have made on each action in your plan and what resources are needed to achieve your next targets. Reports to community groups could focus on how your initiatives are contributing to equity for all residents.

The most common format is a written report. Written reports can include short summaries, graphs, charts, or infographics to appeal to a

variety of audiences. Other reporting methods include online dashboards that present key findings, or presentations that are tailored to individual community groups or the public.

Learn and improve

Learn and improve by using your results to create positive change in your municipality. Share your results with senior leaders so they can make decisions, such as allocating budget or approving requests, that will help you implement your plans.

Once you have produced your report, look at the goals in your Plan of Action. What you included in your plan was likely based on information about your municipality and on assumptions about what kinds of actions would produce certain results. Decide if you had the right information when you were planning and if your assumptions were correct. Examining your results can help you decide if you need to engage additional departments, committees, or municipal staff in your Coalition work. Here are some questions to ask yourself:

- Are there gaps in your measurement data?
- Should any implementation strategies be adjusted?
- What opportunities exist for improvement?
- Are new indicators needed to fill the gaps?
- Should any actions be continued, improved, or stopped?
- What resources, information, or skills are needed for the next round of measurement?

Appendix A

Speaking notes

These speaking notes can be used by community members or councillors. Adapt them to your local municipality for increased effectiveness.

1. Racism and other forms of discrimination are a daily reality across Canada. Given the proximity of municipalities to the everyday lives of residents, and their ability to act quickly compared to other levels of government, municipalities are well placed to support anti-racism and anti-discrimination. Our municipality has a duty:

- To be a guardian of the public interest
- To respect and promote human rights
- To provide residents with a safe and inclusive environment

The Coalition's Common Commitments are structured around these three areas of municipal responsibility and can offer us a framework for thinking about how we can fulfill these duties as a public organization.

2. Present some local data about:

- Hate incidents
- Unemployment/underemployment rates for people with disabilities, Indigenous people, people from various racial backgrounds, youth, and women
- Racial and social profiling
- Human rights complaints
- Complaints of discrimination from municipal

staff or people accessing municipal services, or discrimination towards municipal staff from the public

- Housing availability, affordability, and accessibility

3. Joining the Coalition will give our municipality access to:

- Lessons learned by other municipalities in Canada and abroad
- A forum to discuss our views, strategies, and priorities
- A platform to exchange ideas on emerging issues
- Practical tools and resources to inform our actions (for example, on racial profiling, LGBTQ2+ inclusion, reconciliation, welcoming newcomers)
- A group of like-minded municipalities to join with on initiatives of common interest
- Training opportunities for staff and elected officials
- Materials and ideas to support the celebration of special dates (for example, the International Day for the Elimination of Racial Discrimination on March 21)

4. Joining the Coalition provides our municipality with the opportunity to work with and consult different community partners. Creating a relevant and feasible Plan of Action requires us to gather information from local organizations, businesses, Indigenous

communities, and other stakeholders concerned about racism and discrimination. This chance for dialogue, knowledge sharing, and relationship building around common goals can strengthen existing partnerships and spark new ones.

5. Being part of the Coalition lends credibility and structure to any anti-discrimination work we may already be doing.

Many members have said that they have used their membership as leverage to improve on existing programs and policies against racism, discrimination, exclusion, and intolerance, or to develop new programs and policies.

6. Joining the Coalition will not necessarily have an immediate budgetary impact.

We can start by making small changes in the way we do things. But, if we are serious about this commitment, then we need to be prepared to put money towards it.

7. We are not starting from scratch. We are already doing many good things (this implies that whoever speaks to council has conducted some research).

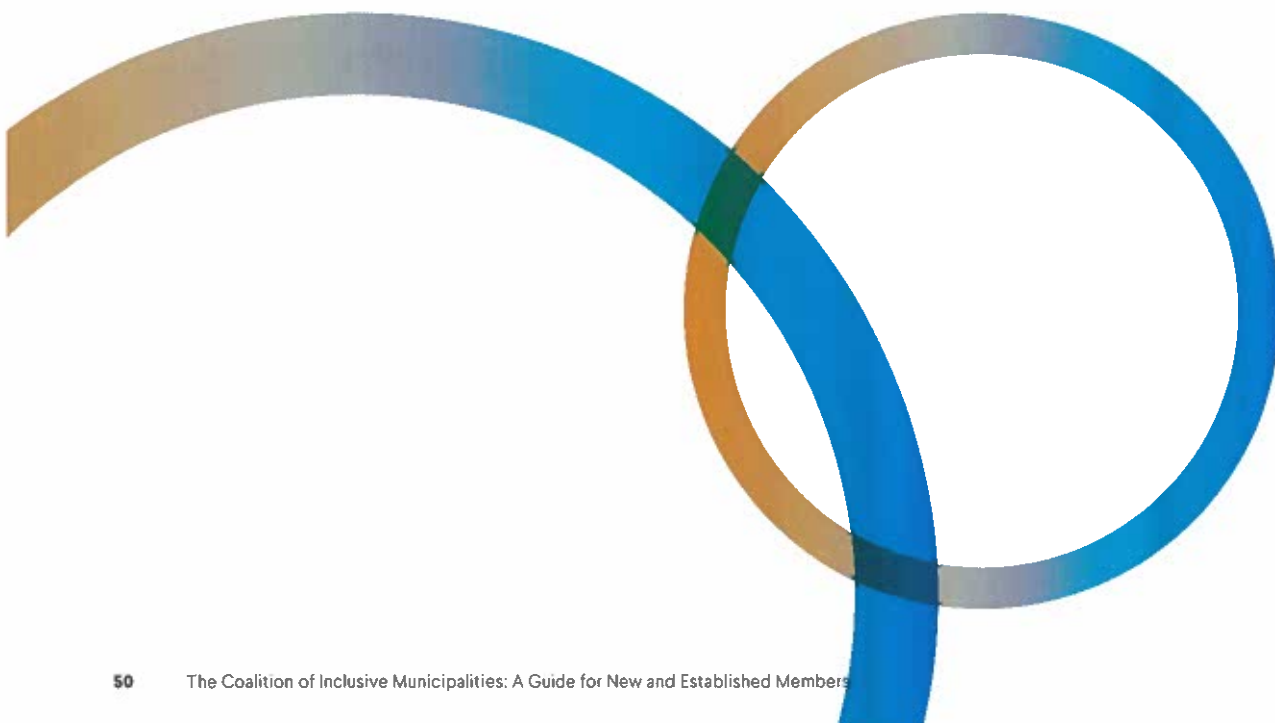
8. This is an opportunity for our municipality to take a stand against discrimination and clearly state our intention to improve the situation of one or more marginalized groups.

The Coalition has helped some municipalities get noticed by promoting awareness about their diversity, equity, and inclusion initiatives across Canada.

9. The initiative has gained the support of major partners:

the Federation of Canadian Municipalities and some Provincial and Territorial Associations of Municipalities (Alberta Urban Municipalities Association, Union des municipalités du Québec, etc.) have encouraged their members to join; the Canadian Race Relations Foundation and the Canadian Association of Statutory Human Rights Agencies (CASHRA) have supported the initiative since its launch.

10. Note the number of Coalition members and cite some examples of other municipalities that have joined. Ask the question: “Why have these municipalities joined and we have not?”





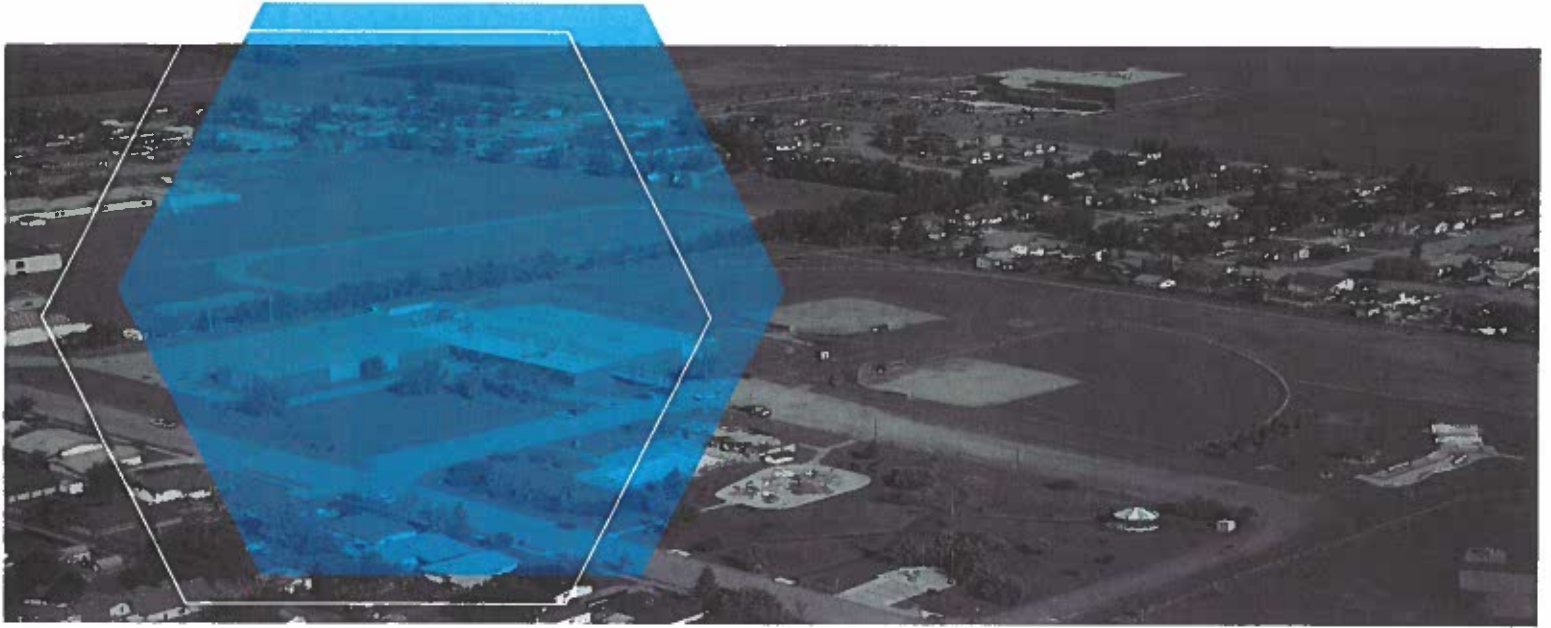
United Nations
Educational, Scientific and
Cultural Organization



Canadian
Commission
for UNESCO

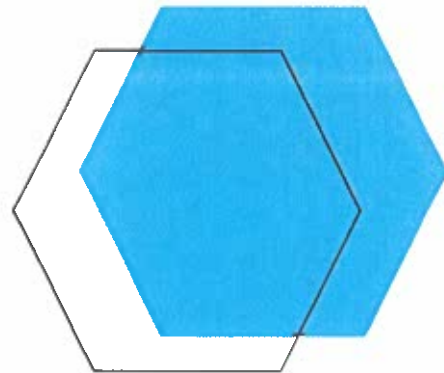
With the support of the

International Coalition
of Inclusive and
Sustainable Cities – ICCAR



REPORTS

TOWN OPERATIONAL & COMMITTEE REPORTS



REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE

Directors Operational Report

Date:	February 12, 2024
From:	Carol McCallum, Director of Utilities & Asset Management
Department:	Utilities & Asset Management

Utilities Gas Department

Service Calls / Changes in Service:

- Meter changes and locates ongoing.

System Maintenance:

- HWY 43 gas main line realignment, project has been awarded.
- Readings with our drive-by system failed, we will be sending the meters to the supplier for an analysis.

Utilities Water/Wastewater Department

Service Calls/Changes in Service:

- Meter changes and locates ongoing.

System Maintenance:

- Various water calls through the January/February fluctuating temperature's, Operators responded to turn off CC due to water flowing, CC changes with Public Works and meter maintenance.
- River pumping stopped on January 16th

Lagoon:

- The O&M Manual for the New Lagoon system is being forwarded for our review.

Lift Station:

- Edson Trail Lift Station pump re-installed.

Water Treatment Plant:

- Generator Project update meeting was held on January 17, 2024.
- The Glycol system for the Truck Fill Pad required repair.

2024 Capital Budget:

- Reviewing with Engineers, the received report for the Underground water infrastructure modelling.
- The 2 water/wastewater vehicles have arrived,



Directors Operational Report

Date:	February 12th, 2024
From:	Dave Descheneaux, Director of Public Works
Department:	Public Works

Road and Sidewalk Maintenance:

- Sidewalks are shoveled and salted when needed.
- The roads are sanded when needed.
- A sidewalk contractor has been contacted but has yet to show up to survey the sidewalks and produce a quote.

Airport:

- The airport is plowed and salted when needed.
- Multiple lights on the runway are out, I have contacted an electrician to fix the lights, starting February 8th, 2024.
- A stop sign was put in with the hydrovac at the airport, when turning onto Range Road 223.
- Skid tests are done after the airport is plowed, and any day the airport had packed snow on the runway.

Waste Management:

- The land fill cleanup has ended in the month of December 2023, a date to start again in 2024 has yet to be determined.
- There were 2 complaints about garbage.
- Many bins were blown around on January 30th, which resulted in people losing their bins. A crew was sent out to find and replace all the misplaced bins that were reported missing.

Underground Infrastructure:

- A CC was changed at 4419 54th Ave on January 29th, 2024.
- Another CC was changed at 4810 53rd Ave on January 23rd, 2024.
- Two culverts were steamed on January 30th, one by UFA and one by the hospital.
- A sewer was steamed on January 29th in front of Napa.

Other:

- A 50 km/h sign was replaced after wind knocked it down.
- The muster point sign located at Public Works and the "closed from 12-1" sign at Recycle are also being replaced, after wind tore them off their fences.



Directors Operational Report

Date:	February 12, 2024
From:	Pat Brothers, Director of Community Services
Department:	Community Services

Recreation:

- Winter programming is continuing with good participation.
- "A Taste of the World" which will start on February 23 has three available spots at this time.
- The Women's Wellness Expo on Saturday January 20, 2024 went well with 96 people attending. We have received sponsorship for this event through Rural Mental Health and this year it is free to attend.
- Our movies do not appear to be as popular as they once were, we are considering cancelling these.

Facilities:

- Our Public Skating and Shinny Hockey after school sessions continue to be busy. We have not heard from the skating club on whether they are going to be able to get back on the ice next year.
- We have completed a new one-year lease agreement with the Curling Club, they wanted to keep it for one year at this time and will consider a longer agreement next year when we review it.
- The high wind event did take out one of the flag poles at Memorial Hall and we removed a second one as we were concerned that it would also come down. We also lost a couple of trees on the south side of the Town Office property.

Streets, Parks & Cemetery:

- We have removed all our Christmas displays; we do have a few light post displays that need repairs after the high wind event.
- We are searching for contractors to complete concrete work for various projects around town, hoping to secure one prior to them getting busy.

Community Peace Officer:

- We have had 75 complaints for the month of January; unsightly was the highest with 24 followed with causing a disturbance with 18, 8 trespassing and 6 snow. The other 19 complaints were for various other types of complaints. 23 tickets were issued 12 provincial and 4 town tickets and 7 warnings.

TOWN OF VALLEYVIEW
BANK RECONCILIATION STATEMENT
GENERAL ACCOUNT FOR THE MONTH ENDING January-31 2024

Net Balance at End of the Previous Month	\$ 5,822,770.55
Receipts for the Month	\$ 75,862.82
Direct Deposits	\$ 413,418.71
Void/Cancelled Cheques Chq# 39094, 39192, 39361, 40415	\$ 12,090.78
Interest on Account	\$ 24,193.84
Credit Memo	
GST Refund	
Monthly Taxes	\$ 47,255.63
Misc Credit	
SUB-TOTAL	\$ 6,395,592.33
LESS:	
Disbursements for the Month (A/P)	\$ 824,391.09
Disbursements for the Month (Payroll)	\$ 237,421.35
Lease payments	\$ 3,922.02
Lease payments	\$ 5,380.15
Federal Fuel Charge	\$ 97,393.58
Gas Alberta Invoice	\$ 88,405.51
Bill Payments on line (Visa, Bell & Telus Bills)	\$ 29,717.78
Bill Payments on line (Receiver General)	\$ 108,650.56
School Requisition pymt	
Debenture Payments	
Employee RRSP's	\$ 250.00
Chargebacks	\$ 145.36
Debit Machine Service Charges	\$ 2,500.36
Debit Memo Xerox	
Debit Memo GIC Investment	\$ 1,000,000.00
NET BALANCE AT MONTH END	\$ 3,997,414.57
Balance on Bank Statement	\$ 4,103,143.79
Deposits by Month End not Included on Statement	\$ 51,174.76
LESS:	
Outstanding Cheques	\$ 156,903.98
NET BALANCE AT MONTH END	\$ 3,997,414.57

This statement submitted to Council this 12th day of February 2024.

MAYOR

SECRETARY-TREASURER

BALANCE OF RESERVES/INVESTMENTS:

GIC Investments (January 12, 2024 - 6 month) \$1,000,000.00

**HEART RIVER HOUSING
MINUTES**

December 21st, 2023

Heart River Housing Boardroom, 5401-48 Street High Prairie, AB

Time: 6:00 pm

IN ATTENDANCE: Myrna Lancot, Raoul Johnson, Art Laurin, Ann Stewart, Ernest Johnson, Jason Doris, Brian Panasiuk, Glenn Burke and Dale Smith

VIA ZOOM CONFERENCE/ TELEPHONE: Sheila Gilmour

ABSENT: Donna Buchinski

STAFF & C.A.O: Jolene McNabb and Lindsay Pratt

1. CALL TO ORDER
4224/2023

MOVED BY: Chair Myrna Lancot to call the meeting to order at 6:01 pm
CARRIED.

2. AGENDA

Additions:

9.2 Board expenses

9.3 RENT Ready

11.4 CAO review

4225/2023

MOVED BY: Ernest Johnson to adopt the agenda with additions.
CARRIED.

3. MINUTES
4226/2023

3.1 Organizational Board Meeting November 16th, 2023

MOVED BY: Ann Stewart to adopt the Minutes with amendments.
CARRIED.

4227/2023

3.2 Regular Board Meeting November 16th, 2023

MOVED BY: Raoul Johnson to accept the Regular Board Meeting Minutes from November 16th, 2023, with amendments.
CARRIED.

4. BUSINESS ARISING FROM MINUTES: N/A

5. FINANCIALS

5.1 Year to date Provincial

5.1.1 Provincial

5.1.2. HRH Owned

5.1.3. Lodge

4228/2023

MOVED BY: Raoul Johnson to accept 5.1 to 5.1.3 as presented.
CARRIED.

4229/2023

5.2 Policy Section 9

MOVED BY: Ann Stewart to accept 5.2 Policy Section 9.
CARRIED.

4230/2023

5.3 2022 bad Debt write offs

MOVED BY: Ernest Johnson to accept 5.3 to write off bad debts for 2022 of \$26,084.65.
CARRIED.

4231/2023

5.4 Provincial Government

MOVED BY: Dale Smith received as information.

CARRIED.

**6. ACCOUNTS
PAYABLE
4232/2023**

6.1 Cheque Listing November 2023 Cheque Listing 97,99 – 6600-6608
EFT # 16851-17080 Totaling: \$1,438,217.05
MOVED BY: Raoul Johnson to ratify payment of attached.
CARRIED.

6:34pm lost connection with Sheila Gilmour

6:36pm connection resumed with Sheila Gilmour

**7. MANGEMENT
STATISTICS**

7.1 Program Vacancy
7.1.1 Family Housing Vacancy & Waitlist Report
7.2 SSC Waitlist / Vacant Unit
7.3 SSC Arrears
7.4 Family & Affordable Housing Arrears
7.5 Lease to Own Arrears
7.6 Managers Reports
7.7 Aged Receivables
7.8 Tenant Move-in and Move-Out

4233/2023

MOVED BY: Brian Panasiuk to accept 7.1 to 7.8 Management Statistics
as information.
CARRIED.

**8. COMMITTEE
REPORTS/ ACTION ITEMS**

8.1 PVL Addition
8.1.1 Deficiencies /Warranty Inspections
8.1.2 Closing Financials

4234/2023

MOVED BY: Glenn Burke to accept 8.1 to 8.1.2 as information.
CARRIED.

8.2 Villa Additions Update
8.2.1 Construction
8.2.2. Funding

4235/2023

MOVED BY: Jason Doris to accept 8.2. to 8.2.2 as information.
CARRIED.

8.3 Fox Creek Addition
8.3.1 CLOSING Financials
8.3.2 Warranty inspections

4236/2023

MOVED BY: Sheila Gilmour to accept 8.3 to 8.3.2 as information.
CARRIED.

8.4 Greenview / Valleyview
8.4.1. Housing Needs Study "Funding"

4237/2023

MOVED BY: Dale Smith to accept 8.4 to 8.4.1 as information.
CARRIED.

**9. ACTION ITEMS
4238/2023**

9.1 Lease to Purchase
MOVED BY: Art Laurin to accept 9.1 as information.
CARRIED.

9.2 Board expenses

4239/2023


MOVED BY: Ernest Johnson to accept 9.2 as information.
CARRIED.

4240/2023

9.3 RENT Ready
MOVED BY Brian Panasiuk to accept 9.3 as information.
CARRIED.

10. ASSOCIATIONS

4241/2023

10.1 ASCHA March 11-13/2024 -Calgary
Ann Stewart, Ernest Johnson, Raoul Johnson, Brian Panasiuk, Myrna Lancot, Donna Buchinski and Lindsay Pratt attend the conference.
MOVED BY: Jason Doris to accept 10.1 as information. 
CARRIED.

4242/2023

10.2 Healthy Ageing Alberta – Myrna reported.
MOVED BY: Ernest Johnson to accept 10.2 as information.
CARRIED.
10.3 APHAA - N/A

11. OTHER BUSINESS / BOARD CONCERNS

4243/2023

11.1 Health & Safety
11.2 Social Media
11.3 CAO Report
MOVED BY: Ann Stewart to accept 11.1 to 11.3 as information.
CARRIED.

4244/2023

11.4 CAO review
MOVED BY: Art Laurin to go into a closed session @ 7:01pm due to staffing discussion - Jolene McNabb & Lindsay Pratt left board room.
CARRIED.

4245/2023

MOVED BY: Myran Lancot to come out of closed session @ 7:13pm and staff & CAO to re-enter the board room.
CARRIED.

4246/2023

MOVED BY: Art Laurin to accept 11.4 CAO review to wage increase as discussed.
CARRIED.

4247/2023

MOVED BY: Raoul Johnson to approve the Christmas gifts purchased for the CAO and staff of Heart River Housing, purchased by Myrna Lancot.
CARRIED.

12. ROUND TABLE

N/A

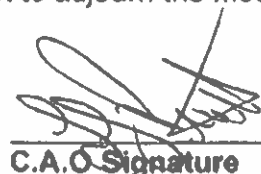
13. NEXT MEETING

Regular Board Meeting – January 18th 2024
Supper @ 5:30 pm
The meeting will be @ 6 pm in Heart River Housing Board Room or Via Zoom.

14. ADJOURNMENT 4248/2023

MOVED BY: Myrna Lancot to adjourn the meeting @ 7:16pm
CARRIED.


Chair or Vice Chair Signature


C.A.O. Signature

HEART RIVER HOUSING

REGULAR BOARD MEETING

DATE: THURSDAY, DECEMBER 21, 2023 - 5:30 PM

Printed Name:

Signature:

Please check what applies to you.

Travelled Alone

Travelled with
Someone

Ann Stewart

Ann Stewart

/ ☒ /

Art Laurin

Art Laurin

/ ☒ /

Brian Panasiuk

Brian Panasiuk

/ ☐ /

Dale Smith

Dale Smith

/ ☒ /

Donna Buchinski

Absent

/ ☐ /

Ernest Johnson

Ernest Johnson

/ ☒ /

Glenn Burke

Glenn Burke

/ ☒ /

Jason Doris

Jason Doris

/ ☒ /

Myrna Lanctot

In Person

/ ☒ /

Raoul Johnson

Raoul Johnson

/ ☒ /

Sheila Gilmour

Online

/ ☐ /

Lindsay Pratt, CAO

Lindsay Pratt

/ ☐ /

ENTERED
Jan 9/24 BG



**Valleyview Library Board
Meeting Minutes
Wednesday, November 15, 2023 @ 5:30 p.m.**

In attendance: Adam Norris, Kelli Reimer, Debbie Stewart, Ken Wittig, Scott Biggin, Debbie Wedel, Kerri Danner, Christen Trofimenkoff

Regrets: Judy Smith, Louis Joseph

1. **Call to order**– Meeting was called to order by Adam Norris at 5:34 p.m.
2. **Welcome new trustee Ken Wittig** – Adam Norris welcomed new Library Trustee, Ken Wittig, who is also a Town Council representative, who was appointed to the Library Board at the Town Council organizational meeting held on October 23, 2023.
3. **Acceptance of Agenda** – Debbie Wedel made a MOTION to accept the agenda. All in favour. Carried.
4. **Adoption of Minutes** – Debbie Stewart made a MOTION to accept the minutes of the October 18, 2023 meeting. All in favour. Carried.
5. **VCLC Manager's Report** – Christin Trofimenkoff presented her report the Grant Application to Alberta Advanced Education for the period covering 2024 - 2027. Debbie Wedel made a MOTION to accept the grant application and have Christin Trofimenkoff submit the application. Scott Biggin seconded the motion. All in favour. Carried. *Christin Trofimenkoff left the meeting at 6:11 p.m.*
6. **Financial Report** – Kerri Danner presented the current financial statements. Debbie Stewart made a MOTION to accept the Financial Reports as presented. Kelli Reimer seconded. All in favour. Carried.
7. **Library Manager's Report** – Kerri Danner presented her report. Debbie Wedel made a MOTION to accept the report as information. All in favour. Carried.
8. **TOPICS FOR DISCUSSION**
 - 8.1. No new topics for discussion.
9. **ACTION ITEMS**
 - 9.1. **2024 to 2026 Plan of Service Review** – Review of the 2024 to 2026 Plan of Service was reviewed. Ken Wittig suggested amendments to the Land Acknowledgment placement/wording. Scott Biggin made a MOTION have Kerri Danner make the suggested amendments to the 2024 to 2026 Plan of Service and send to the board after completion for final approval by email. If no further changes are needed, Kerri Danner will submit the approved Plan of Service to the Public Library Services Branch. Kelli Reimer seconded the motion. All in favour. Carried.
 - 9.2. **Review Policy 400.1 – Violence and Harassment in the Workplace** – In response to an anonymous allegation made in the online 2023 Community Needs Assessment Survey, the Board reviewed the allegation and Policy 400.1 to ensure that policy/procedure had been handled appropriately. Upon review, the Board decided that Library staff and management had handled the alleged incident appropriately, however, Chair Adam Norris will follow up with

RCMP to officially report the allegation on behalf of the Board. Scott Biggin made a MOTION to have Kerri Danner forward Section 400 of the Policy Manual for a thorough review by the Board. Debbie Stewart seconded the motion. All in favour. Carried.

10. General Discussion

- 10.1. Town of Valleyview – Ken Wittig reported on the public meeting held Nov. 14, 2023.
- 10.2. MD of Greenview Library Board – Judy Smith was unable to attend.
- 10.3. Trustee comments – Debbie Wedel reminder of meeting on Thursday, Nov. 16 about the planned new K-12 School.

11. Next Meeting: Wednesday, January 17, 2024 at 5:30 p.m. (Potluck)

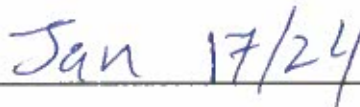
12. Adjournment – Scott Biggin made a MOTION to adjourn at 7:11 p.m. All in favour. Adjourned.




Chair



Secretary



Date



Date

**Valleyview Library Board
Special 2024 Budget Meeting
Minutes**

Monday, December 18, 2023 @ 5:30 p.m.



***In attendance:** Adam Norris, Kelli Reimer, Debbie Stewart, Ken Wittig, Debbie Wedel, Louis Joseph, Judy Smith, Scott Biggin via Zoom, Kerri Danner, Elizabeth Griffiths. The meeting was recorded on ZOOM.*

***Guests:** Tom Burton, Chair MD Greenview Library Board*

1. **Call to order**-- Meeting was called to order by Adam Norris at 5:35 p.m.
2. **Special Meeting Agenda** – Adam Norris stated the purpose of the meeting was to discuss the 52% budget cut to the Town of Valleyview Annual Appropriation to operate the Library for 2024, and communications with the Town of Valleyview.
3. **Open Discussion Summary/Notes:**
 - Kerri Danner inquired on the rationale for cutting the library budget by 52%.
 - Ken Wittig replied that the Valleyview Municipal Library is funded at a considerably higher rate than Fox Creek, Debolt or Grande Cache and that Town Council research showed overlap of services with other agencies such as FCSS.
 - Kerri Danner and Elizabeth Griffiths both responded that there is very little overlap of programs and services.
 - Louis Joseph commented that the cuts felt targeted.
 - Judy Smith commented on the timing of the cuts, that it was like a bomb being dropped with no prior warning.
 - Adam Norris felt that there has been poor communication from the town on the cut and the timing of the cut.
 - Ken Wittig commented that Town Council had some concerns with the communication between the Library Board and Town Council over the past few years. The Board and staff as a whole said that from the Library side, the communication with our previous Trustee Tanya Boman was very good and they had been happy with their representation.
 - Kerri Danner commented that Town Council has been provided our financials each month and that if there was a problem with the budget, the Town should have contacted us much earlier.
 - Debbie Stewart commented that she had concerns about the lack of communication about the cut and allegations of program overlaps in the community.
 - Debbie Wedel asked Ken Wittig whether the new school was a consideration for Town Council since the Library Board is against moving the library into the new school, she feels the notice about the cut is very last minute.
 - Tom Burton, Chair of the MD of Greenview Library Board talked about current agreements between the Library Board, MD Library Board and Town Council.
 - Ken Wittig replied that he will bring forward the agreements with Mayor Lymburner and that the Library Board should send a delegation to Council.
 - Adam Norris agreed that the Board should send a delegation to Council.

- Kelli Reimer said the news was shocking, especially in light of all the partnerships and agencies that work with the library and utilize the building.
- Elizabeth Griffiths explained that the library staff work with community agencies like Walking with Families, FCSS, etc. to avoid duplication of programs and services and that the groups we are working with are not serviced by other agencies.
- Louis Joseph asked if Town Council is even aware of the extent of social services the Library offers to vulnerable populations and the barriers the library helps remove or for many people. He asked if there are areas that we can cut and still allow the library to serve the community.
- Kerri Danner stated that most costs are out of our control such as power, utilities and that insurance rates have greatly increased. The majority of library funding is spent on staffing. Cutting the budget, will mean cutting staff, programs and services. She reminded that Board that for safety reasons there should always be at least 2 staff people working during open hours.

Adam Norris thanked Trustees, Staff and Tom Burton for attending and providing their input. and thanked Ken Wittig for hearing the concerns of Board and Staff and taking them back to Council. Scott Biggin made a **MOTION** to have Chair Adam Norris work on a communications strategy and to contact Mayor Vern Lymburner to arrange a meeting between Town Council and the Library Board to discuss the 2024 Budget. Debbie Wedel seconded the motion. All in favour. Carried.


Tom Burton presented a cheque to the Board in the amount of \$125,000 for the 2024 Funding Appropriation on behalf of the MD of Greenview Library Board and a gift of holiday treats for the Board and Staff. Debbie Wedel made a **MOTION** to recognize the gift and thank the MD of Greenview Library Board. All in favour. Carried.

4. **Next Meeting:** **Wednesday, January 17, 2024 at 5:30 p.m. (Potluck)**

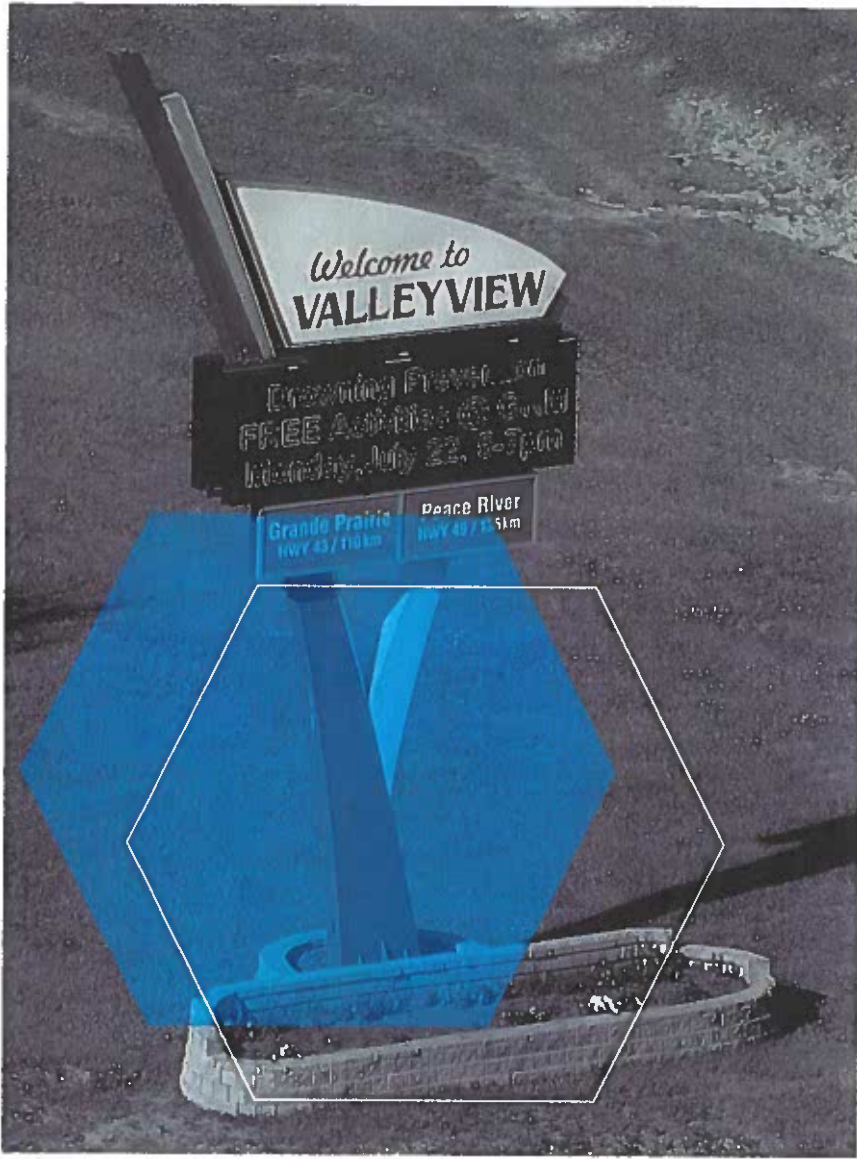
5. **Adjournment:** Judy Smith made a **MOTION** to adjourn at 6:23 p.m. All in favour. Adjourned.


Chair


Secretary


Date


Date



REGULAR COUNCIL MEETING

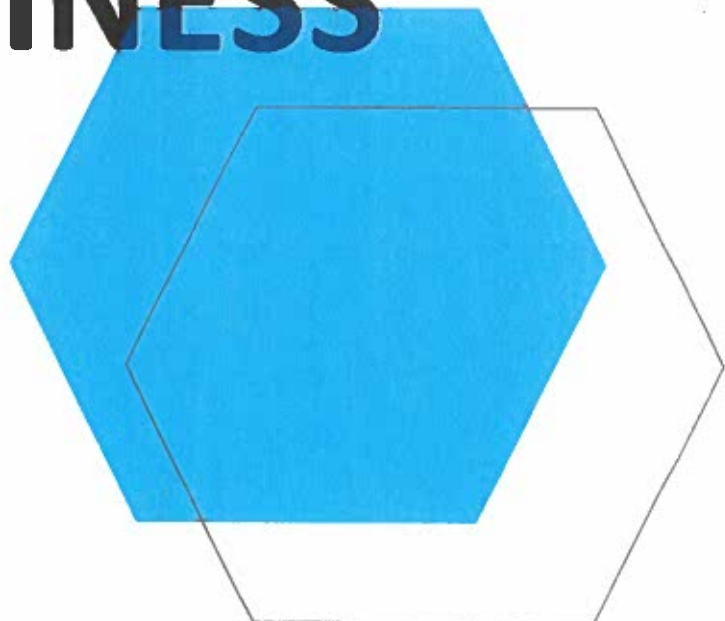
COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE



NEW BUSINESS

NEW BUSINESS





Town of Valleyview Request For Decision

Date:	February 12, 2024
From:	Ben Berlinguette, Chief Administrative Officer
Subject:	Audio and or Visual Recordings in Council Meetings

1.0 PURPOSE

To review the costs associated and pros / cons of having audio and or visual recordings in Town of Valleyview Council Meetings.

2.0 BACKGROUND AND DISCUSSION

Administration was directed by Council to research the costs associated and pros / cons of having audio and or visual recordings in Town of Valleyview Council Meetings. Administration contacted Long & McQuade (L&M) in Grande Prairie, an audio-visual recording supplier and installer, to discuss feasible options to meet our proposed needs. Administration also contacted our municipalities lawyer to discuss the pros and cons of utilizing audio-visual recordings during Council Meetings and any suggestions and recommendations witnessed from experience of other municipalities usage of same.

L&M provided three options for costs to supply and install microphones and recording system in the Council Chambers at the Town of Valleyview Administration office building:

1. Microphones (3) suspended from ceiling with recording system:
 - \$16,000 plus to supply & install
 - Poor performance as it captures all sounds, not just the person who is the primary speaker
2. Wireless microphones for each individual (Councillor, Administration public) with recording system:
 - \$16,000 supply & install
3. Hardwire from current digital cabinet location to each seat (Councillor, Administration) with existing microphones:
 - Involves carpet removal to router into existing wood subfloor and install conduit
 - Not recommended by architect-designer of building
 - \$20,000 to supply & install

L&M also provided two options for video recording set-up:

1. Live streaming with recording device:
 - Need to update the Town's server to allow for numerous individuals.
 - \$20,000
2. Pure live streaming from a direct link, with no recording device:
 - Need to update the Town's server to allow for numerous individuals onto pure live streaming system.
 - \$16,000

Administrations discussion with our municipalities lawyer gave the following advice and recommendations:

- Does not recommend recording of any sort at Council Meetings as any recordings can be utilized in the future (short & long-term) for legal purposes.
- Does recommend that rate payers at large should attend / join Council Meetings.

3.0 ALTERNATIVES

- 3.1 Council gives Administration direction on above audio-visual recording system options (three microphone / recording system options and two video-recording set-up options).
- 3.2 Council accepts municipal lawyer's recommendation of Council not allowing recording of any sort at Council Meetings as any recordings can be utilized in the future (short & long-term) for legal purposes.
- 3.3 Council accepts this RFD "Audio and or Visual Recordings in Council Meetings" as information only.

4.0 FINANCIAL IMPLICATIONS

Depends on the option chosen for the supply and installation of audio-visual recording equipment and or other hard / software needed to operate the system.

1. Estimated costs for audio-visual recording equipment: \$16,000 to \$20,000
2. Estimated costs for video recording set-up: \$16,000 to \$20,000+
3. Estimated costs for rate payers at large to join Council Meetings: NIL

5.0 ATTACHMENTS

None.

6.0 RECOMMENDATIONS

Council accepts municipal lawyer's recommendation of Council not allowing recording of any sort at Council Meetings as any recordings can be utilized in the future (short & long-term) for legal purposes and Council encourage rate payers at large to attend / join Council Meetings in person.

Submitted By: 
Ben Berlinguette, Chief Administrative Officer



Town of Valleyview Request For Decision

Date:	February 12, 2024
From:	Carol McCallum, Director of Utilities & Asset Management
Subject:	Municipality Awareness of Alberta's 2024 Drought Situation – Town of Valleyview's Proactive Water Shortage Plan

1.0 PURPOSE

For the Town of Valleyview Council to have a proactive water shortage plan for our community based on Alberta's 2024 drought situation.

2.0 BACKGROUND AND DISCUSSION

The Town of Valleyview Council, amongst all other Alberta Elected Municipal Leaders, received a letter from Rebecca Schulz, Minister of Environment and Protected Areas, advising Municipalities on the Alberta drought situation (see 5.1 attached). The letter states that Alberta is currently in Stage 4 (out of 5 – a province-wide emergency level) of its water management plan. Alberta's Drought Command Team is finalizing its 2024 Drought Emergency Plan based on low rainfall / high temperatures in 2023 and the El Nino global phenomenon which has the potential to increase Alberta's drought conditions in spring / summer 2024. Though Alberta has a wide range of tools and approaches to respond to an emergency drought situation, both regulatory and non-regulatory, the Minister is asking all Municipalities to develop a water shortage plan now to start using less water in 2024.

With that said, Administration would like to propose the following proactive "Town of Valleyview's 2024 Water Shortage Plan":

1. Campaign on TVV Website, Facebook, and other social media entities on water conservation:
 - Reason (the why's), purpose (the importance), action steps (the how's).
 - Effective date: Immediately
2. Bulk water station:
 - Shut down bulk water station at night / operate by day to control use.
 - Limit users to farmers and acreage owners (potable) only (no oil field).
 - Effective: Immediately
3. Water restrictions – Town residents:
 - Odd / even (based on house numbers / date) outdoor water usage.
 - Effective: Beginning of spring season – April 1, 2024.
 - If needed: Impose full water restrictions (i.e., no watering gardens, washing automobiles for all residents).
4. Flowerpots / planters / gardens in / around the Town:
 - Zero supply (gifted, Town purchased), install (plant, hang), and maintain (water only) of any flowerpots, gardens, and or planters throughout entire Town (downtown, entrance into Town).
 - Effects the municipality of the Town of Valleyview only; Others (businesses or residents) may follow suit.
 - Effective: entire 2024 season.
5. Raw water retention pond (Maintaining for future potable water volumes)
 - Engineer design of a new pond with costs not to exceed \$45,000.
 - Report back to Council on findings.

6. Splash park will be restricted to odd days and in full drought conditions it will be turned off.

3.0 ALTERNATIVES

- 3.1 Council gives Administration direction to move forward with the Town of Valleyview's 2024 Water Shortage Plan, proactive action items 1 thru 5, as presented in this RFD "Municipality Awareness of Alberta's 2024 Drought Situation – Town of Valleyview's Proactive Water Shortage Plan".
- 3.2 Council gives Administration direction on alternate ideas and or solutions to Alberta's 2024 drought situation for the Town of Valleyview.
- 3.3 Council accepts this RFD "Municipality Awareness of Alberta's 2024 Drought Situation – Town of Valleyview's Proactive Water Shortage Plan" as information only at this time.

4.0 FINANCIAL IMPLICATIONS

The following costs associated with each proactive action item for the Town of Valleyview's 2024 Water Shortage Plan:

1. Campaigning: Negligible; Administrative undertaking.
2. Bulk Water Station: Negligible; Town-MD wide notice, monitoring users.
3. Water Restrictions: Negligible; Town wide notice, monitoring users.
4. Flowerpots, planters, gardens: Savings in time (watering) / materials (plants); Community Services labour efforts to be placed on other Town needs (i.e., maintenance).
5. Design Raw water retention pond (Maintaining for future potable water volumes)
Engineer budget of \$45,000 (funds from accumulated surplus).

5.0 ATTACHMENTS

- 5.1 Letter from Rebecca Schulz, Minister of Environment and Protected Areas advising Municipalities on the Alberta drought situation.

6.0 RECOMMENDATIONS

Council gives Administration direction to move forward with the Town of Valleyview's 2024 Water Shortage Plan, proactive action items 1 thru 5, as presented in this RFD "Municipality Awareness of Alberta's 2024 Drought Situation – Town of Valleyview's Proactive Water Shortage Plan".

Submitted By:



Carol McCallum, Director of Utilities & Asset Management

Approved By:



Ben Berlinguette, Chief Administrative Officer



ALBERTA

ENVIRONMENT AND PROTECTED AREAS

Office of the Minister

Dear Elected Municipal Leaders,

Alberta is currently in a significant drought. During summer 2023, several water basins reached critical drought conditions due to low rainfall and high temperatures. The world is also experiencing El Niño, a global phenomenon occurring for the first time in seven years. It's causing less snow and rain, along with higher temperatures, heightening the potential for significant drought into spring and summer 2024, particularly in southern Alberta.

Alberta has five stages in its water management plan. Ranging from Stage 1, which is a minor drought, to Stage 5, which is a province-wide emergency. We are currently in Stage 4. The Government of Alberta is closely monitoring the situation and working to be prepared in case the province faces a similar – or worse – drought next year. Staff from Environment and Protected Areas, along with Agriculture and Irrigation, are working with water licence holders, major water users, and other partners to develop water conservation plans and water-sharing agreements.

Alberta has stood up a Drought Command Team in the event of an emergency and an early first draft of a 2024 Drought Emergency Plan has been completed and is now being refined. We have also initiated drought modelling work that will allow the province to determine how to maximize the province's water supply. Alberta is considering a wide range of tools and approaches to respond to an emergency situation, including both regulatory and non-regulatory tools.

The province will also be striking an advisory panel of leaders to help provide advice in the months ahead. And we are preparing for the future, looking at what long-term infrastructure is needed to help manage water supplies for future generations.

However, municipal action is also needed. In order to be fully prepared for a severe drought, municipal leaders throughout Alberta will need to take action. From my time as the Minister of Municipal Affairs, I have had the pleasure of meeting and working with many of you, and I am confident that Albertans will find their municipal leaders are ready and willing to deal with this challenge head-on.

That's why I am writing to all municipalities to ask that the following be undertaken in the coming months:

- 1.) Initiate efforts to monitor water supply infrastructure proactively, paying particular attention to water intake relative to water levels.
- 2.) Begin a review of the terms of your municipality's water licence so you are aware of any conditions that may limit your ability to withdraw water during a drought.
- 3.) Alert municipal water managers to prepare to be engaged with officials from the Drought Command Team, should conditions within your municipal water licence need to be triggered.
- 4.) Develop a water shortage plan so your municipality is prepared to respond if water availability decreases.

We are asking all water users to start planning now to use less water in 2024. We are committed to providing information and supporting any additional conservation efforts that your municipality may adopt in the future.

Stay up-to-date on precipitation and water levels through the Alberta Rivers app or the Alberta Rivers Basins web page at rivers.alberta.ca. To learn more about the impacts of drought on communities and the principles for sound water management, please visit alberta.ca/drought.

Environment and Protected Area would like to hear from your water management staff on perceived risks of drought in 2024, what impacts it could have on your operations, and how your municipality plans to mitigate risks. To connect with our team, please email epa.drought@gov.ab.ca.

Alberta has navigated many droughts before and has a long, proud history of coming together during tough times. I know we can count on our municipal partners to work together in the face of adversity.

Sincerely,



Rebecca Schulz
Minister of Environment and Protected Areas

cc: Honourable Ric McIver
Minister of Municipal Affairs

Honourable RJ Sigurdson
Minister of Agriculture and Irrigation

Stacey Smythe
Assistant Deputy Minister, Regulatory Assurance
Environment and Protected Areas

Heart River Housing



January 15, 2024

Town of Valleyview
Box 270
Valleyview, AB T0H 3N0

RE: 2024 Seniors Lodge Requisitions – Heart River Housing

The Board of Directors of Heart River Housing finalized the 2024 Lodge budget at their November 2023 meeting. The information attached indicates your municipality's percentage of the total 2024 equalized assessment for all contributing municipalities and your net 2024 requisition.

HRH was able to hold the line on the operating portion of the requisition (thus no increase) and has increased the capital requisition to 1.5 million as per the "letter of Understanding" signed by all 11 municipalities in 2023.

If you are willing to pay in one lump sum, please forward the full amount of \$77,858.00. If you wish to remit quarterly, we have provided the following payment schedule:

Payment Due	March 31, 2024	\$19,464.50
	June 30, 2024	\$19,464.50
	September 30, 2024	\$19,464.50
	December 31, 2024	\$19,464.50

In the past we have not sent invoices or reminders. If you choose to pay quarterly, we ask that the dates and amounts are set up in your system.

We appreciate the support and cooperation received from your organization. If you have any questions or concerns, do not hesitate to contact the office.

Sincerely,

Lindsey Pratt
CAO Heart River Housing

P.O. Box 909, High Prairie, Alberta T0G 1E0

telephone (780) 523-5282

fax (780) 523-5283

website: www.heartriverhousing.ca



Appendix "A"

- **The capital reserve is established for the construction of:**
 - **Pleasantview Lodge addition High Prairie.**
 - **Villa Beausejour addition in Falher.**
 - **Future Seniors Housing in Valleyview as identified in the 2023 Housing Needs Study**
- **These projects are approved in the Heart River Housing 2022 Business plan**

P.O. Box 909, High Prairie , Alberta T0G 1E0

telephone (780) 523-5282

fax (780) 523-5283

website: www.heartriverhousing.ca



Letter of Understanding

Heart River Housing is established under a Ministerial Order and is governed by a Board made up of representatives from eleven municipalities. The Management Body Board is an empowered body, charged with accountability and authority over the organization's activities.

The following clarifies the funding of operating requisitions, capital requisitions, and future capital projects within the region, Heart River Housing wishes to have all municipalities support the following:

- 1) Heart River Housing bases its annual operating requisition on the current year's budget.
 - a) This amount is based on equalized assessment across the entire Heart River Housing boundaries.
 - b) Boundaries are established in Heart River Housing's Ministerial Order.
- 2) Heart River Housing establishes restricted reserve accounts. Maximum reserve amounts are established by the Board and reviewed every year based on the Business Plan.
 - a) Operating Reserves
 - i) Funds are reserved and allocated for emergencies only; Currently, the maximum amount is \$200,000.
 - b) Capital Reserves
 - i) Capital Reserves are funded by all 11 municipalities by way of equalized assessment and must be tied into HRH Capital Business Plan.
 - ii) Capital Reserves will be allocated according to Appendix "A"
- 3) Requisition of 1.5 million per year will cover the annual \$550,000 loan payment on the Pleasantview lodge addition in High Prairie and the anticipated annual \$575,000 loan payment for the Villa Beausejour project in Falher, the remaining approximately \$375,000 will go into restricted reserves for the planned Red Willow lodge addition.
 - a) Heart River Housing's Board has approved borrowing up to \$7.5 million to finance the construction of additional units at Villa Beausejour in Falher.
 - b) The specific loan amount will be established at the time of construction and based on construction costs and capital reserve amounts.

Municipality_____

Representative_____

Position_____

Date_____

Heart River Housing_____

Representative_____

Position_____

Date_____

2024 Heart River Housing Requisition

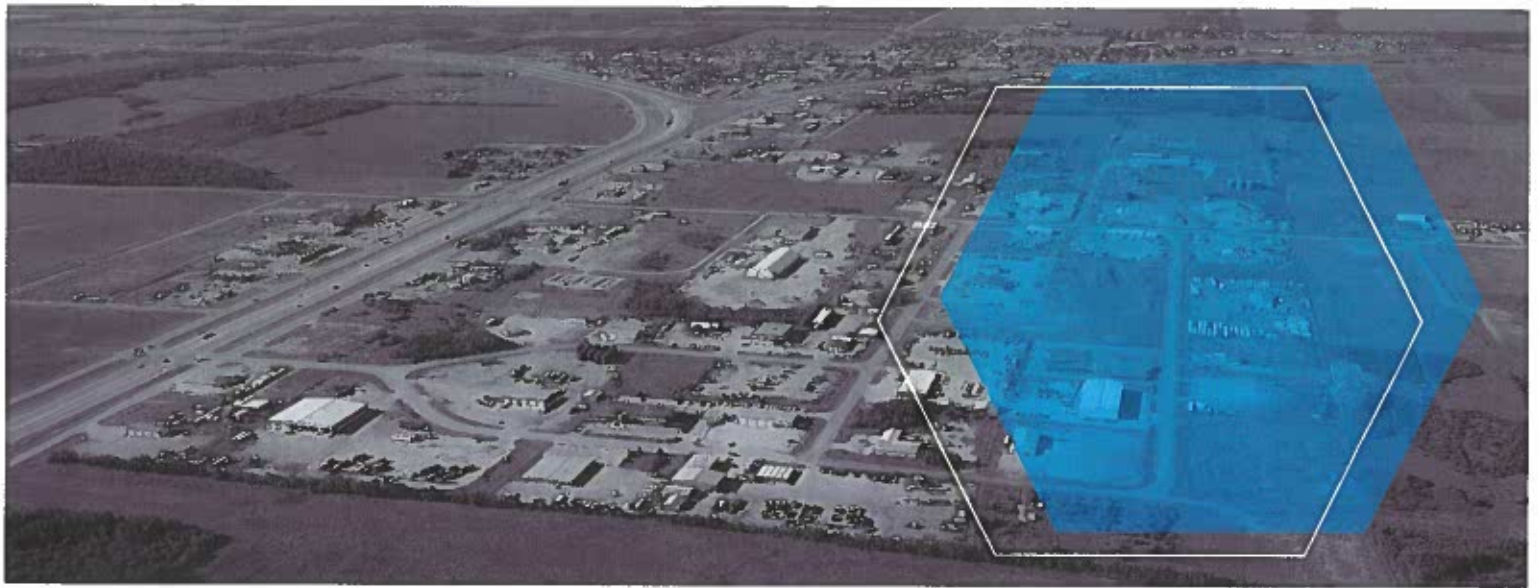
MUNICIPALITY	EQUALIZED ASSESSMENT 2024	% of total	Operating	Capital	Total 2024 Requisitions	2024-VS 2023	2023	2022
M.D. Greenview #16	4,913,846,851	57.49%	\$919,906	\$862,412	\$1,782,318	\$287,471	\$1,494,848	\$1,318,008
Big Lakes County	1,404,537,785	16.43%	\$262,939	\$246,506	\$509,445	\$82,169	\$427,276	\$425,248
Northern Sunrise County	646,988,057	7.57%	\$121,121	\$113,551	\$234,671	\$37,850	\$196,821	\$192,497
M.D. Smoky River #130	536,743,135	6.28%	\$100,482	\$94,202	\$194,684	\$31,401	\$163,283	\$155,623
Town of Fox Creek	350,589,944	4.10%	\$65,633	\$61,531	\$127,164	\$20,510	\$106,653	\$107,531
Town of High Prairie	317,643,086	3.72%	\$59,465	\$55,748	\$115,213	\$18,583	\$96,631	\$93,781
Town of Valleyview	214,655,125	2.51%	\$40,185	\$37,673	\$77,858	\$12,558	\$65,301	\$65,197
Town of Falher	83,743,708	0.98%	\$15,677	\$14,698	\$30,375	\$4,899	\$25,476	\$26,869
Town of McLennan	40,765,097	0.48%	\$7,632	\$7,155	\$14,786	\$2,385	\$12,401	\$13,176
Village of Donnelly	21,459,246	0.25%	\$4,017	\$3,766	\$7,784	\$1,255	\$6,528	\$6,706
Village of Girouxville	15,719,385	0.18%	\$2,943	\$2,759	\$5,702	\$920	\$4,782	\$4,864
TOTALS	8,546,691,419	100.00%	1,600,000.00	1,500,000.00	3,100,000.00	500,000.00	2,600,000.00	2,409,500.00

MUNICIPALITY	EQUALIZED ASSESSMENT 2024	EQUALIZED ASSESSMENT 2023	up or down
M.D. Greenview #16	4,913,846,851	4,455,687,518	458,159,333
Big Lakes County	1,404,537,785	1,408,590,333	-4,052,548
Northern Sunrise County	646,988,057	621,156,294	25,831,763
M.D. Smoky River #130	536,743,135	510,540,340	26,202,795
Town of Fox Creek	350,589,944	329,630,690	20,959,254
Town of High Prairie	317,643,086	305,482,624	12,160,462
Town of Valleyview	214,655,125	211,598,226	3,056,899
Town of Falher	83,743,708	86,487,948	-2,744,240
Town of McLennan	40,765,097	42,332,064	-1,566,967
Village of Donnelly	21,459,246	22,006,365	-547,119
Village of Girouxville	15,719,385	15,787,579	-68,194
TOTALS	8,546,691,419	8,009,299,981	537,391,438

operating	1,600,000
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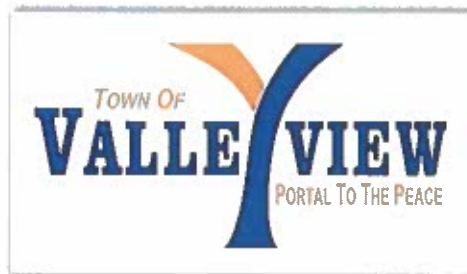
capital	1,500,000
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2024 total	3,100,000
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BYLAWS

BYLAWS



REGULAR COUNCIL MEETING

COUNCIL CHAMBERS
TOWN ADMINISTRATION OFFICE



MUNICIPAL BORROWING BYLAW

BYLAW # 2024-01

AUTHORITY: Mayor & Council

APPROVAL: February 12, 2024.

EFFECTIVE DATE: February 12, 2024.

OF THE TOWN OF VALLEYVIEW IN THE PROVINCE OF ALBERTA

MUNICIPAL BORROWING BYLAW – 2024-01

For the Purpose Specified in Section 256 of the Municipal Government Act

WHEREAS, the Council of the Town of Valleyview in the Province of Alberta, considers it necessary to borrow certain sums of money for the purpose of:

- Current expenditures of the Town of Valleyview for its financial year commencing January 1, 2024.

NOW THEREFORE, pursuant to the provisions of the Municipal Government Act, it is hereby enacted by the Council of the Town of Valleyview as a Bylaw that:

1. The Town of Valleyview borrow from Scotiabank up to the principal sum of \$2,100,000 repayable upon demand at a rate of interest per annum from time to time established by Scotiabank, not to exceed five percent (5%) and such interest will be calculated daily and due and payable monthly on the last day of each and every month.
2. The Chief Elected Officer and the Chief Administrative Officer are authorized for and on behalf of the Town of Valleyview:
 - (a) to apply to Scotiabank for the aforesaid loan to the Town of Valleyview and to arrange with Scotiabank the amount, terms and conditions of the loan and security or securities to be given to Scotiabank;
 - (b) as security for any money borrowed from Scotiabank
 - i. to execute promissory notes and other negotiable instruments or evidences of debt for such loans and renewals of all such promissory notes and other negotiable instruments or evidences of debts;
 - ii. to give or furnish to Scotiabank all such securities and promises as Scotiabank require to secure repayment of such loans and interest thereon; and
 - iii. to execute all security agreements, hypothecations, debentures, charges, pledges, conveyances, assignments, and transfers to and in favour of Scotiabank of all or any property, real or personal, moveable or immovable, now or hereafter owned by the Town of Valleyview or in which the Town of Valleyview may have any interest, and any other documents or contracts necessary to give or to furnish to Scotiabank the security or securities required by it.



MUNICIPAL BORROWING BYLAW

3. The source or sources of money to be used to repay the principal and interest owing under the borrowing from Scotiabank are:
 - Taxes, Reserves, Grants, etc.
4. The amount to be borrowed and the term of the loan will not exceed any restrictions set forth in the Municipal Government Act.
5. In the event that the Municipal Government Act permits extension of the term of the loan and in the event the Council of the Town of Valleyview decides to extend the loan and Scotiabank is prepared to extend the loan, any renewal or extension, bill, debenture, promissory note, or other obligation executed by the officers designated in paragraph 3 hereof and delivered to Scotiabank will be valid and conclusive proof as against the Town of Valleyview of the decision of the Council to extend the loan in accordance with the terms of such renewal or extension, bill, debenture, promissory note, or other obligation, and Scotiabank will not be bound to inquire into the authority of such officers to execute and deliver any such renewal, extension document or security.
6. This Bylaw comes into force on the final passing thereof and repeals Bylaw #2023-01 in its entirety.

Certificate

WE HEREBY CERTIFY that the foregoing Bylaw was duly passed by the Council of the Town of Valleyview therein mentioned at a duly and regularly constituted meeting thereof held on the 12th day of February 2024 at which a quorum was present, as entered in the minutes of the said Council, and that the Bylaw has come into force and is still in full force and effect.

WITNESS our hands and the seal of the Town of Valleyview this 12th day of February, 2024.

READ A FIRST TIME ON January 15, 2024

READ A SECOND TIME ON February 12, 2024

READ A THIRD TIME AND PASSED ON February 12, 2024

Chief Elected Official

Chief Administrative Officer



Town of Valleyview Request For Decision

Date:	February 12, 2024
From:	Pat Brothers, Director of Community Services
Subject:	2024-02 Bylaw Enforcement Officer Bylaw

1.0 PURPOSE

To seek Council's approval for first reading of 2024-02 Bylaw Enforcement Officer Bylaw.

2.0 BACKGROUND AND DISCUSSION

The Town of Valleyview's current Bylaw Enforcement Officer Bylaw is outdated and requires updating to reflect the current needs of our community, Council's directions, and requirements of the *Municipal Government Act* (MGA), R.S.A. 2000, c. M-26, and amendments thereto.

2024-02 Bylaw Enforcement Officer Bylaw includes the following revisions:

1. MGA: Recognize Sections of the MGA applicable to the purpose of this Bylaw including Sections 7(i) [Council may pass bylaws respecting the enforcement of bylaws], 555 [Bylaw Enforcement Officer's duties to preserve and maintain public peace], 556 [by bylaw, must specify powers, duties, disciplinary procedures, and appeal process pertaining to Bylaw Enforcement Officer] and Part 13, Division 4 [municipality may carry out numerous enforcement powers and duties which may be exercised by Bylaw Enforcement Officers].
2. Purpose: Added as per MGA requirements.
3. Definitions: Added – CAO, Council, MGA, Misuse of Power, Officer; Removed – Special Constable, Supervisor.
4. Sections: Added titles for ease of reading and locating information.
5. Subsections: Clearly defined scopes within each subsection. Removed supervisor. CAO has prime directive to Town Bylaw Enforcement Officers.
6. Renumbering of sections / subsections due to adds / deletes noted above.
7. Current Bylaw 2006-09 and all amendments are repealed.

3.0 ALTERNATIVES

- 3.1 Council gives first reading of 2024-02 Bylaw Enforcement Officer Bylaw.
- 3.2 Council moves to amend 2024-02 Bylaw Enforcement Officer Bylaw and gives first reading of 2024-02 Bylaw Enforcement Officer Bylaw.
- 3.3 Council accepts this RFD "2024-02 Bylaw Enforcement Officer Bylaw" as information only at this time.

4.0 FINANCIAL IMPLICATIONS

None.

5.0 ATTACHMENTS

5.1 New Bylaw: 2024-02 Bylaw Enforcement Officer Bylaw

5.2 Current Bylaw: 2006-09 Bylaw Enforcement Officer Bylaw dated June 12, 2006

6.0 RECOMMENDATIONS

Council gives first reading of 2024-02 Bylaw Enforcement Officer Bylaw.

Submitted By:



Pat Brothers, Director of Community Services

Approved By:



Ben Berlinguette, Chief Administrative Officer



BYLAW ENFORCEMENT OFFICER'S BYLAW-

BYLAW # 2006-09

AUTHORITY: Mayor & Council

APPROVAL: JUNE 12th, 2006

EFFECTIVE DATE: JUNE 12th, 2006

OF THE TOWN OF VALLEYVIEW IN THE PROVINCE OF ALBERTA

BYLAW ENFORCEMENT OFFICER'S BYLAW NO # 2006-09

Being a Bylaw respecting the appointment of Bylaw Enforcement Officers/and or Special Constables and setting out the powers and duties and establishing disciplinary procedures of Bylaw Enforcement Officers/and or Special Constables.

WHEREAS under the authority and subject to the provisions of the Municipal Government Act, Revised Statutes of Alberta, 2000, Chapter M-26 and amendments thereto, a municipality may appoint Bylaw Enforcement Officers for the preservation and maintenance of the public peace; and

WHEREAS council must by bylaw specific the powers and duties of Bylaw Enforcement Officers and establish disciplinary procedures for misuse of power, including penalties and an appeal process applicable to misuse of power by Bylaw Enforcement Officers;

NOW THEREFORE the Municipal Council of the Town of Valleyview in Council duly assembled hereby enacts as follows;

1. This Bylaw may be cited as the Bylaw Enforcement Officers Bylaw.

2. Definitions:

- (a) **"Bylaw Enforcement Officer"** shall mean a person appointed as such and who, in the execution of his duties, is responsible for the preservation and maintenance of the public peace;
- (b) **"Special Constable"** shall mean a Special Constable appointed by the Solicitor General under Section 42 of the Police Act.
- (b) **"Town"** shall mean the "Town of Valleyview";
- (c) **"Supervisor"** shall mean the person appointed by the Chief Administrative Officer who shall govern the operation of the Bylaw Enforcement Officers' department.

3. The Chief Administration Officer may appoint one or more Bylaw Enforcement Officers for the purpose of enforcing compliance with Town bylaws.

4. Notwithstanding anything herein contained, all Bylaw Enforcement Officers hold office at the pleasure of the Chief Administrative Officer.

5. The powers and duties of the Bylaw Enforcement Officers are as follows:

- (a) To preserve and maintain the public peace;
- (b) To enforce the bylaws that Council has authorized the Bylaw Enforcement Officers to enforce within the boundaries of the Town;
- (c) To respond to and investigate complaints, conduct routine patrols and issue notices, tickets or tags;
- (d) To carry out the directions of Council;
- (e) To perform all other related duties as may from time to time be assigned by the Supervisor;

- (f) To assist in the prosecution of breaches of municipal bylaws and related offences including the issuance of violation tickets, the swearing of complaints, the service of summons, the gathering of evidence, ensuring the attendance of witnesses and making any appearances in court that may be required;
 - (g) To perform such duties as authorized as a Special Constable appointed by the Provincial Solicitor General's department;
 - (h) To take the official oath prescribed by the Oaths of Office Act upon being appointed as a Bylaw Enforcement Officer and to carry upon his person at all such times as he is acting as a Bylaw Enforcement Officer evidence in writing of his appointment as a Bylaw Enforcement Officer of the Town.
6. Where it is alleged that a Bylaw Enforcement Officer, in carrying out his duties as a peace officer, has committed a disciplinary default as defined by this Bylaw, the Supervisor shall:
- (a) Advise the Bylaw Enforcement Officer of the allegation of the disciplinary default;
 - (b) Give the Bylaw Enforcement Officer an opportunity to respond to the allegation in writing or orally as, in the discretion of the Supervisor, the case requires;
 - (c) Determine whether there has been a disciplinary default;
 - (d) If it is determined that the Bylaw Enforcement Officer has committed a disciplinary default, determine the appropriate action to be taken; and
 - (e) Advise the Bylaw Enforcement Officer in writing of the Supervisor's decision.
7. When it is determined that the Bylaw Enforcement Officer has committed a disciplinary O default, the Supervisor may:
- (a) Reprimand in writing the Bylaw Enforcement Officer;
 - (b) Suspend the Bylaw Enforcement Officer from acting as a Bylaw Enforcement Officer for the Town, with or without pay, for such period as the Supervisor may determine but such period suspension shall not exceed six (6) months;
 - (c) Recommend to the Chief Administrative Officer that the appointment of the Bylaw Enforcement Officer be terminated.
8. An appeal from the decision of the Supervisor may be commenced by the Bylaw Enforcement Officer who is the subject of the disciplinary proceedings by filing a written notice of the appeal with the Chief Administrative Officer within fifteen (15) days of the receipt by the Bylaw Enforcement Officer of the decision of the Supervisor.
9. The Chief Administrative Officer shall:
- (a) Hear the appeal within thirty (30) days from the day of the receipt of the notice of appeal;
 - (b) Obtain from the Supervisor a report outlining the allegation of disciplinary default, the response to the allegations made by the Bylaw Enforcement Officer and the decision of the Supervisor;
 - (c) Provide the Bylaw Enforcement Officer with a copy of the report;
 - (d) Give the Bylaw Enforcement Officer an opportunity to respond to the report and to respond further to the allegations in writing or orally as, in the discretion of the Chief Administrative Officer, the case requires;
 - (e) Confirm, vary or set aside the decision of the Supervisor; and
 - (f) Advise the Bylaw Enforcement Officer in writing of the Chief Administrative Officer's decision.
10. The decision of the Chief Administrative Officer shall be final and conclusive. There shall be no further right of appeal. The decision of the Chief Administrative Officer shall not be subject to judicial review.
11. For the purposes of this Bylaw, the following shall be disciplinary defaults:

- (a) Discreditable conduct where the Bylaw Enforcement Officer:
 - (i) acts in a disorderly or inappropriate manner likely to bring discredit upon the reputation of Bylaw Enforcement Officers;
 - (ii) uses inappropriate or oppressive conduct towards members of the public;
 - (iii) uses profane, abusive or insulting language to any Bylaw Enforcement Officer or member of the public;
 - (iv) willfully or negligently makes any false complaint or statement against a member of the public;
 - (v) is convicted of an indictable offence under a federal statute or an offence punishable upon summary conviction under the Criminal Code (Canada);
 - (vi) withholds or suppresses a complaint or report against a Bylaw Enforcement Officer or member of the public; or
 - (vii) abets, connives or is knowingly an accessory to a general default described by this Bylaw;
- (b) Insubordination where the Bylaw Enforcement Officer by word or actions and o without lawful excuse disobeys, omits or neglects to carry out any direction or duty given to him by Council, the Chief Administrative Officer or by the Supervisor;
- (c) Neglect of duty where the Bylaw Enforcement Officer:
 - (i) without lawful excuse neglects or omits promptly and diligently to perform a duty of a Bylaw Enforcement Officer;
 - (ii) fails to work in accordance with directions or leaves an area, detail or other place of duty without due permission or sufficient cause;
 - (iii) fails, when knowing where an offender is to be found, to report him; or
 - (iv) fails to report a matter that it is his duty to report;
- (d) Deceit where the Bylaw Enforcement Officer;
 - (i) knowingly makes or a false statement in an official document or book;
 - (ii) willfully or negligently makes a false, misleading or inaccurate statement pertaining to official duties; or
 - (iii) without lawful excuse destroys, mutilates or conceals an official document or records or alters or erases any entry therein;
- (e) Breach of confidence where the Bylaw Enforcement Officer:
 - (i) divulges any matter which it is his duty to keep secret;
 - (ii) gives notices, directly or indirectly, to any person against whom any warrant or summons has been or is about to be issued except in the lawful execution of such warrant or service of such summons;
 - (iii) without proper authorization from a superior or in contravention of any rules of the Town communicates to the news media or to any unauthorized person any law enforcement matter which could be injurious to any person or investigation.
 - (iv) without proper authorization from the Town shows to any person who is not a peace officer or any unauthorized member of the Town staff any book or printed paper, document or report relating to any law enforcement matter that is the property of or in the custody of the Town; or
 - (v) makes any anonymous communication to the Chief Administrative Officer;
- (f) Corrupt practice where the Bylaw Enforcement Officer:
 - (i) fails to account for or to make a prompt, true return of money or property q received in an official capacity;
 - (ii) fails to adhere to the Code of Ethics as adopted by Council describing the conduct of Town employees;



BYLAW ENFORCEMENT OFFICER'S BYLAW-

- (iii) places himself under a pecuniary or other obligation to a person in respect of whose conduct or business operation or employment the member may likely have to report or give evidence; or
- (iv) improperly use his position as a Bylaw Enforcement Officer for private advantage;
- (g) Unlawful or unnecessary exercise of authority where the Bylaw Enforcement Officer for private advantage;
- (h) Consuming intoxicating liquor or drugs in a manner prejudicial to duty where the Bylaw Enforcement Officer:
 - (i) while on duty is unfit for duty due to consuming intoxicating liquor or drugs;
 - (ii) reports for duty and is unfit for duty due to intoxicating liquor or drugs;
 - (iii) except with the consent of a superior or in the discharge of duty, consumes or receives from any other person intoxicating liquor or drugs while on duty; or
 - (iv) demands, persuades or attempts to persuade another person to give or purchase or obtain for a Bylaw Enforcement Officer while on duty any intoxicating liquor or drugs;
- (i) Absenteeism where the Bylaw Enforcement Officer is without permission, warning or sufficient reason absent from work; or
- (j) Physical assault where the Bylaw Enforcement Officer without lawful excuse assaults a supervisor, fellow employee or member of the public.

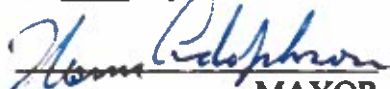
12. Bylaw No. 87-16 be rescinded in its entirety.

READ a first time this 12th day of June 2006

READ a second time this 12th day of June 2006.

READ a third time this 12th day of June 2006.

Executed ~~this~~ 12 day of June, 2006.


MAYOR


Director of Administration



BYLAW ENFORCEMENT OFFICER BYLAW

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

A BYLAW OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA, TO SPECIFY THE APPOINTMENT, POWERS, AND DUTIES OF TOWN OF VALLEYVIEW BYLAW ENFORCEMENT OFFICERS.

WHEREAS, pursuant to Section 7(i) of the *Municipal Government Act*, R.S.A. 2000 c. M-26, and amendments thereto, provides that a Council may pass bylaws respecting the enforcement of bylaws;

AND WHEREAS, pursuant to Section 555 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, and amendments thereto, a person who is appointed as a Bylaw Enforcement Officer is, in the execution of those duties, responsible for the preservation and maintenance of the public peace;

AND WHEREAS, pursuant to Section 556 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, and amendments thereto, a council must by bylaw, specify the powers and duties of Bylaw Enforcement Officers and establish disciplinary procedures for misuse of power, including penalties and an appeal process applicable to misuse of power by Bylaw Enforcement Officer;

AND WHEREAS, pursuant to Part 13, division 4 of the *Municipal Government Act*, R.S.A. 2000 c. M-26, and amendments thereto, the municipality may carry out numerous enforcement powers and duties, which may be exercised by Bylaw Enforcement Officers;

AND WHEREAS, the Council of the Town of Valleyview deems it necessary to have Bylaw Enforcement for peace and order within the community;

NOW, THEREFORE, THE COUNCIL OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Short Title

This Bylaw may be cited as the Town of Valleyview's "Bylaw Enforcement Officer Bylaw".

2. Purpose

The purpose of this Bylaw is to specify the appointment of, to regulate the powers, duties, and responsibilities of, and to establish disciplinary procedures of a Town of Valleyview Bylaw Enforcement Officer in accordance with the *Municipal Government Act*.

3. Definitions

In this Bylaw:



BYLAW ENFORCEMENT OFFICER BYLAW

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

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- 3.1 **“Bylaw Enforcement Officer”** means the designated Officer(s) appointed for the enforcement of municipal bylaws;
 - 3.2 **“Chief Administrative Officer”** or CAO means the chief administrative officer of the Town of Valleyview or their delegate;
 - 3.3 **“Council”** means the Mayor and Councillors duly elected in the Town of Valleyview and who continue to hold office;
 - 3.4 **“MGA”** means the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, and amendments thereto;
 - 3.5 **“Misuse of Power”** by a Bylaw Enforcement Officer means any one or more of the following:
 - a. Failure to perform or carry out his/her/their duties according to law.
 - b. Failure to carry out the duties and responsibilities given to him/her/them within the terms of his/her/their appointment as a Bylaw Enforcement Officer.
 - 3.6 **“Officer”** means:
 - a. A person who is an employee of the Town and who has been appointed to carry out the duties of enforcing its Bylaws,
 - b. A person who is a Community Peace Officer (CPO) as defined under the *Peace Officer Act*, Revised Statutes of Alberta 2006, Chapter P-3.5, and amendments thereto, or
 - c. A person who is a member of the Royal Canadian Mounted Police (RCMP).
 - 3.7 **“Town”** means the Town of Valleyview;

4. Appointment

- 4.1 The CAO may establish Bylaw Enforcement Officer positions within the Town.
- 4.2 The CAO may appoint, promote, or dismiss individuals to the position of Bylaw Enforcement Officer, for the purpose of enforcing the Town’s bylaws.
- 4.3 If the Bylaw Enforcement Officer is absent from his/her/their position, is off duty, or is out of the office, the CAO may take on any of the duties and powers of a Bylaw Enforcement Officer or appoint an Interim Bylaw Enforcement Officer for the purpose of enforcing the Town’s bylaws.
- 4.4 A Bylaw Enforcement Officer shall take the Official Oath prescribed by the *Oaths of Office Act* before starting his/her/their duties.
- 4.5 The power and duties of a Bylaw Enforcement Officer for the Town shall be as follows:
 - a. Ensure that all bylaws of the Town are enforced;
 - b. Respond to and investigate complaints;
 - c. Conduct routine patrols;
 - d. Issue notices, tickets, or tags;
 - e. Appear in court to provide evidence for the prosecution of bylaw matters;

BYLAW ENFORCEMENT OFFICER BYLAW

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

- f. Service of summonses;
- g. Ensure proper filing of information and documentation of circumstances;
- h. Exercise all powers, duties, and functions of a designated Officer to conduct any inspections, remedies, or enforcement authorized or required by bylaw or enactment in accordance with Section 542 of the *MGA*; and
- i. Perform all other duties as may be assigned by the CAO.

5. Complaints

- 5.1 A complaint made against a Bylaw Enforcement Officer must be made in writing and submitted to the CAO.
- 5.2 On receipt of a complaint, the CAO will acknowledge to the complainant the receipt of the complaint in writing within 10 working days of the receipt date. The CAO will regularly update the complainant with the status of the complaint. The CAO will also notify the Bylaw Enforcement Officer concerned that a complaint has been made against them.
- 5.3 When an investigation is carried out in respect of a complaint, the CAO will, where deemed appropriate, provide the Bylaw Enforcement Officer with details of the complaint.
- 5.4 The CAO or delegate shall investigate all and only written complaints submitted against a Bylaw Enforcement Officer and use this Bylaw as the Code of Conduct, in addition to any other Town policies or directives already in place.
- 5.5 A Bylaw Enforcement Officer may be liable to disciplinary action if his/her/their conduct includes a violation of any of the following provisions, 5.6 through 5.11 of this Bylaw.
- 5.6 A Bylaw Enforcement Officer commits discreditable conduct if that Officer:
 - a. Acts in a disorderly or inappropriate manner, or in a manner prejudicial to discipline or likely to bring discredit upon the reputation of the Town.
 - b. Willfully or negligently makes a false statement or lays a false complaint or statement against any person or another Bylaw Enforcement or Peace Officer.
 - c. Withholds or suppresses a complaint or report against any person or another Bylaw Enforcement or Peace Officer.
 - d. Is guilty of an indictable offense under a federal Statute or an offence punishable upon summary conviction under the Criminal Code of Canada.
 - e. Connives or is knowingly an accessory to a general default described in this Bylaw.
- 5.7 A Bylaw Enforcement Officer commits insubordination if that Officer knowingly:
 - a. By work or action, and without lawful excuse, disobeys, omits, or neglects to carry out any lawful order from a superior officer or civilian supervisor.
 - b. By word or action, is unwilling to submit to the authority of the CAO.
- 5.8 A Bylaw Enforcement Officer is negligent in their duties if that Officer:
 - a. Without lawful excuse, neglects or omits tasks required to perform a duty as a Bylaw Enforcement Officer or Interim Bylaw Enforcement Officer.



BYLAW ENFORCEMENT OFFICER BYLAW

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

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- b. Fails to work in accordance with orders, or leaves an area, detail, or other place of duty without due permission or sufficient cause.
 - c. Fails to report a matter that is the Officer's duty to report.
- 5.9 A Bylaw Enforcement Officer commits an act of deceit if that Officer:
- a. Knowingly makes or signs a false statement in an official document or book.
 - b. Willingly or negligently makes a false, misleading, or inaccurate statement pertaining to official duties.
 - c. Without lawful excuse destroys, mutilates, or conceals an official document or record, or alters or erases any entry therein.
- 5.10 A Bylaw Enforcement Officer commits a breach of confidence if that Officer:
- a. Divulges any matter, which is the duty of the Officer to keep confidential.
 - b. Without proper authorization or in contravention of any rules of the Town, communicates to the media or to any authorized person any law enforcement matter, which could be injurious to any person or investigation.
 - c. Without proper authorization, shows to any person not a Bylaw Enforcement Officer, or any person not a Peace Officer or an unauthorized Officer, any book or written or printed document or report relating to any law enforcement matter that is the property of or in the custody of the employer of the Bylaw Enforcement Officer or Interim Bylaw Enforcement Officer.
- 5.11 A Bylaw Enforcement Officer commits corrupt practice if that Officer:
- a. Fails to account for or makes a prompt, true return of money or property received in an official capacity.
 - b. Directly or indirectly solicits or receives a gratuity, present, pass, subscription, or testimonial without the consent of the CAO.
 - c. Places him/her/their self under a pecuniary obligation to a person of respect, whose conduct or business operation or employment the Officer may likely have to report or give evidence.
 - d. Improperly uses the position of a Bylaw Enforcement Officer for private advantage.
 - e. Is unnecessarily discourteous or uncivil to a member of the public.
 - f. Uses excessive force in the execution of Officer's duties without just cause as a Bylaw Enforcement Officer.
 - g. Uses excessive authority of the Officer's position with co-workers.
- 5.12 The CAO will dispose of a complaint by making one of the following decisions and by giving reasons for the decision:
- a. The complaint is unfounded (no basis in fact).
 - b. The complaint is unsubstantiated (not supported or proven by evidence).
 - c. Having all the circumstances regarding the complaint, no investigation is necessary.
 - d. The complaint is found to have no merit, in whole or in part.
 - e. The complaint is frivolous or made in bad faith.

BYLAW ENFORCEMENT OFFICER BYLAW

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

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- 5.13 If a complaint about a Bylaw Enforcement Officer is found to have merit or is founded in part, the CAO will take one of the following actions:
- A reprimand of the Bylaw Enforcement Officer.
 - A suspension of the Bylaw Enforcement Officer, with pay, for a period not to exceed seventy-two (72) hours.
 - A suspension of the Bylaw Enforcement Officer, without pay, for a period not to exceed seventy-two (72) hours.
 - The dismissal (discharge) of the Bylaw Enforcement Officer.
- 5.14 The CAO will update the complainant on any decision or action taken.

6. Confidentiality

Personal information within a written complaint will be collected in accordance with Part 2, Protection of Privacy of the *Freedom of Information and Protection Act*, and amendments thereto. Personal information gathered will be used to process the complaint but will not be made available to the public.

7. Appeal Process

- 7.1 Any person who considers themselves to be aggrieved by a decision of the CAO made under this Bylaw may appeal the decision in writing to Council within 10 business days of receiving the outcome of the decision.
- 7.2 Council will make a decision on any appeal within thirty (30) days of its receipt.
- 7.3 Council's decision in respect of an appeal will be final and binding.

8. Severability

- 8.1 All sections of this Bylaw are separate and severable. Should any section or part of this Bylaw be deemed invalid or inoperative by any court or administrative body for any reason, the remaining sections shall remain valid and in full force and effect.
- 8.2 Nothing in this Bylaw relieves a person from complying with any provision of any federal, provincial, or municipal law or regulation or any requirement of any lawful permit, order, or licence.

9. Repeal

This Bylaw repeals Bylaw Enforcement Officer Bylaw 2006-09 and all amendments.



**BYLAW ENFORCEMENT
OFFICER BYLAW**

BYLAW #: 2024-02

AUTHORITY: COUNCIL

SUPERSEDES: BYLAW ENFORCEMENT OFFICER
BYLAW 2006-09

EFFECTIVE DATE: JANUARY XX, 2024

10. Coming into Force

This Bylaw comes into force and effect on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME, AS AMENDED ON _____

READ A THIRD TIME, AS AMENDED ON _____

MAYOR _____

DATE _____

CAO _____

DATE _____



Town of Valleyview Request For Decision

Date:	February 12, 2024
From:	Dave Descheneaux, Director of Public Works
Subject:	2024-03 Snow Removal Bylaw

1.0 PURPOSE

To seek Council's approval for three reading of 2024-03 Snow Removal Bylaw.

2.0 BACKGROUND AND DISCUSSION

The Town of Valleyview's current Snow, Ice, Dirt, Obstruction Removal on Town Limits Bylaw 2014-12 is outdated and requires updating to reflect the current needs of our community and Council's directions. 2024-03 Snow Removal Bylaw includes the following revisions:

1. Per MGA requirements, added 'why' Council passes Bylaws (i.e., matters such as "the safety, health, and welfare of people ...") and 'why' Council is passing this Bylaw (i.e., "... to regulate the removal of snow, ice, dirt, debris ...")
2. Purpose: Added as per MGA requirements.
3. Definitions: Added as none were provided in previous Bylaw.
 - a. "Event" definition added to mean more than just a snow event as any Acts of God (i.e., weather related) has the potential to create or cause hazard conditions on sidewalks within Town limits.
 - b. "Downtown Core" definition which defines 50th Avenue: An east-west roadway from the intersection of Highway 43 to the intersection of Highway 49.
4. Rules of Interpretation: Added as none were provided in previous Bylaw.
5. Commercial and residential areas are recognized as per Town's Land Use Bylaw.
6. Noise control in residential areas is recognized as per Town's Community Standards Bylaw.
7. Section 5.3: Defined clearer expectations of Owners, Occupants, and or residents of commercial or residential properties within Town limits when it comes to removing snow, ice, dirt, debris, etc. with an exception (noted in prior Bylaw).
8. Section 5.4: Added responsibilities and liabilities of Owner or Occupant of commercial properties along the Downtown Core areas.
9. Section 5.6: Added causing damage to sidewalk or curb during the removal of snow, ice, dirt, debris, etc. off sidewalks.
10. Section 6: Added more depth and clarity to Enforcement including: Corporations and Partnerships, Offences and Penalties, Municipal Tag, Violation Ticket, Continuing Offences, Appeal Procedure.
11. Added Sections: 7. Powers of the CAO, 8. Severability, 9. Conflict, 10. Repeals, 11. Coming Into Force.
12. Sections / subsections: Added titles for ease of reading and locating information.
13. Added Schedule "A": Fines and Penalties.

14. Current Bylaw 2014-12 and all amendments are repealed.

3.0 ALTERNATIVES

- 3.1 Council gives three reading of 2024-03 Snow Removal Bylaw.
- 3.2 Council moves to amend 2024-03 Snow Removal Bylaw and gives first reading of 2024-03 Snow Removal Bylaw.
- 3.3 Council accepts this RFD "2024-03 Snow Removal Bylaw" as information only at this time.

4.0 FINANCIAL IMPLICATIONS

None.

5.0 ATTACHMENTS

- 5.1 New Bylaw: 2024-03 Snow Removal Bylaw
- 5.2 Current Bylaw: 2014-12 Snow, Ice, Dirt, Obstruction Removal on Town Limits Bylaw dated November 10, 2014

6.0 RECOMMENDATIONS

Council gives three reading of 2024-03 Snow Removal Bylaw.

Submitted By: 
Dave Descheneaux, Director of Public Works

Approved By: 
Ben Berlinguette, Chief Administrative Officer



SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

A BYLAW OF THE TOWN OF VALLEYVIEW (TOWN), IN THE PROVINCE OF ALBERTA, TO REGULATE THE REMOVAL OF SNOW, ICE, DIRT, DEBRIS, AND OR OTHER OBSTRUCTIONS FROM THE SIDEWALKS WITHIN THE TOWN'S JURISDICTION.

WHEREAS, pursuant to Section 7 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, and amendments thereto, a Council may pass bylaws for municipal purpose respecting the following matters:

- a. the safety, health and welfare of people and the protection of people and property;
- b. people, activities, and things in, on or near a public place or place that is open to the public;
- c. nuisances, including unsightly property; and
- d. the enforcement of bylaws;

AND WHEREAS, the Town of Valleyview Council deems it necessary to regulate the removal of snow, ice, dirt, debris, and or other obstructions from sidewalks within Town limits;

NOW, THEREFORE, THE COUNCIL OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Short Title

This Bylaw may be cited as the Town of Valleyview's "Snow Removal Bylaw".

2. Purpose

The purpose of this Bylaw is to regulate the removal of snow, ice, dirt, debris, and or other obstructions (SIDDO) from the sidewalks within the Town's jurisdiction.

3. Definitions

In this Bylaw:

- 3.1 **"Boulevard"** means that portion of the right-of-way of a roadway lying between the curb line of the road and the abutting lot line, excepting that portion occupied by a sidewalk; or where there is no curb, that portion of the right-of-way lying between the edge of the roadway ordinarily used by vehicles and the abutting lot line, excepting that portion occupied by a sidewalk;
- 3.2 **"Chief Administrative Officer"** or CAO means the chief administrative officer of the Town of Valleyview or their delegate;
- 3.3 **"Council"** means the Municipal Council of the Town of Valleyview;



SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

-
- 3.4 **“Downtown Core”** means the following roadway within Town limits:
- a) 50th Avenue: An east-west roadway from the intersection of Highway 43 to the intersection of Highway 49;
- 3.5 **“Event”** means, in relation to Acts of God (i.e., weather), any rain, freezing rain, sleet, snow, wind condition, etc. that allows snow, ice, dirt, debris, and or other obstructions to accumulate on sidewalks within the Town’s jurisdiction and that without the removal of the said snow, ice, dirt, debris, and or other obstructions on said sidewalks, would cause or could have the potential to cause harm (i.e., injury, damage) to people and or property.
- 3.6 **“Municipal Tag”** means a tag or similar document issued by the Town pursuant to the *Municipal Government Act* that alleges a bylaw offence and provides a Person with the opportunity to pay an amount to the Town in lieu of prosecution of the offence;
- 3.7 **“Owners”** means:
- a) in respect of land, to be registered under the *Land Titles Act* as the owner of the fee simple estate in a parcel of land; or
 - b) in respect of personal property, to be in lawful possession or have the right to exercise control over it or to be the registered owner of it;
- 3.8 **“Occupant”** means any Person residing on or to be in apparent possession or control of a Property or Structure, including, but not limited to, a lessee;
- 3.9 **“Peace Officer”** means a Community Peace Officer or Bylaw Officer appointed by the Town to do any act, perform any duty, and enforce any provision outlined by any Municipal Bylaw, and includes a member of the Royal Canadian Mounted Police;
- 3.10 **“Person”** means any individual, firm, partnership, association, corporation, trustee, executor, administrator, or other legal representative;
- 3.11 **“Right-of-Way”** or ROW means a strip of land over which the public has a rite of passage, including roads, parkways, medians, sidewalks, and driveways constructed thereon;
- 3.12 **“Sidewalk”** means that part of a roadway especially adapted to the use of or ordinarily used by pedestrians, and includes that part of a roadway between (i) the curb line, or (ii) where there is no curb line, the edge of the roadway, and the adjacent property line, whether or not it is paved or improved;
- 3.13 **“Town”** means the Town of Valleyview;
- 3.14 **“Violation Ticket”** means a violation ticket as defined in the *Provincial Offences Procedure Act*.

4. Rules of Interpretation

- 4.1 Nothing in this Bylaw relieves a Person from complying with any provision of any Provincial or Federal legislation or regulation, or other bylaw, or any requirement of any lawful permit, order, or licence;



SNOW REMOVAL BYLAW

BYLAW #:	2024-03	AUTHORITY:	COUNCIL
SUPERSEDES:	SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON TOWN LIMITS BYLAW 2014-12	EFFECTIVE DATE:	FEBRUARY 12, 2024

-
- 4.2 Headings in this Bylaw are for guidance purposes and convenience only;
 - 4.3 Every provision in this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

5. General Provisions

- 5.1 In commercial areas as defined within the Town’s Land Use Bylaw, all Owners and or Occupants of commercial properties fronting or abutting on any sidewalk within Town limits shall remove and clear away any snow, ice, dirt, debris, and or other obstructions (SIDDO) on any sidewalk fronting or abutting these commercial properties within twenty-four (24) hours at the end of each Event.
- 5.2 In residential areas as defined within the Town’s Land Use Bylaw, sidewalks must be cleared within forty-eight (48) hours at the end of each Event. Sidewalks should be cleared of SIDDO for the entire finished sidewalk width and to the finished sidewalk surface.
 - a. Noise Control: The use of snow-clearing or other devices powered by an engine in residential areas is prohibited before 7:00 a.m. or after 11:00 p.m., Monday through Saturday, or before 9:00 a.m. or after 11:00 p.m., Sunday or holiday.
 - b. Note: See Town’s Community Standards Bylaw for further information regarding Noise Control.
- 5.3 No Person, including Owners, Occupants, and or residents of commercial or residential properties within the Town’s jurisdiction, shall place and or stockpile SIDDO on any Town ROW including Public sidewalks, boulevards, alleyways, or roadways.
 - a. It is the responsibility of all Owners, Occupants, and or residents of commercial or residential properties within Town limits to make their own arrangements to have SIDDO removed off any sidewalk fronting or abutting commercial and or residential properties at their own expense.
 - b. Exception: An Owner, Occupant, and or resident of commercial or residential properties within Town limits may dump snow or ice only onto the roadway and or into the windrows when the Town has plowed up windrows and will be in the process of removing these said windrows from the roadway.
 - c. Note: An Owner and or Occupant of commercial properties along the Downtown Core may only place or dump snow or ice only off their sidewalks fronting or abutting these commercial properties and onto the roadway (50th Avenue only) fronting or abutting these commercial properties.



SNOW REMOVAL BYLAW

BYLAW #:	2024-03	AUTHORITY:	COUNCIL
SUPERSEDES:	SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON TOWN LIMITS BYLAW 2014-12	EFFECTIVE DATE:	FEBRUARY 12, 2024

-
- 5.4 An Owner or Occupant of commercial properties along the Downtown Core may place or dump snow or ice only off sidewalks and onto the roadway fronting or abutting these commercial properties however, the Owner or Occupant of said commercial properties along the Downtown Core are:
- Liabile for any and all injuries or damages resulting from the said snow or ice placed or dumped onto the Downtown Core's roadway by said Owner or Occupant and up until the time the Town's resources removes the said snow or ice from the Downtown Core's roadway's surface.
 - Responsible for removal of any additional snow or ice that may accumulate onto Downtown Core sidewalks that cannot be reasonably removed by Town resources as they clean along the roadway's curb area; The result of this said activity by Town resources may require that the Owner or Occupant of said commercial properties along the Downtown Core to reclean (i.e., shovel, sweep, etc.) the said sidewalk once the said Town resources have completed a pass or passes to remove the snow and or ice from the roadway and or curb areas.
 - Note: Subsection 5.4a. applies in conjunction with subsection 5.4b.

Note: Town will remove said snow and ice from the Downtown Core roadway's when it is reasonable to do so and as per service level requirements noted within the Town's Snow Removal Procedure.

- 5.5 No Person shall place or dump SIDDO onto another Person's property without prior permission by the Owner or Occupant of that property.
- 5.6 No Person shall cause damage, whether knowingly or unknowingly, to any sidewalk and or curb through means that would cause failure of the said sidewalk and or curb during the removal process of SIDDO off sidewalks (i.e., point loading with equipment which has the potential to or causes cracks, dips, collapse, etc. of sidewalk or curb). Any Person who causes damage to sidewalks and or curbs during the removal process of SIDDO off sidewalks will be found liable for the damage caused to said sidewalk and or curb and responsible for replacement and or repair of said sidewalk and or curb at their sole expense.
- 5.7 No Person shall cause damage to Town property including, but not limited to, trees, metal barriers (surrounding trees), benches, and garbage cans while in the process of SIDDO removal. Any Person who damages Town property, whether knowingly or unknowingly, while in the process of SIDDO removal will be found liable for the damage caused to Town property and responsible for replacement and or repair of Town property at their sole expense.



SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

6. Enforcement

6.1 Corporations and Partnerships

- a. When a corporation commits an offence under this Bylaw, every principal, director, manager, employee, or agent of the corporation who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence whether or not the corporation has been prosecuted for the offence.
- b. If a partner in a partnership is guilty of an offence under this Bylaw, each partner in that partnership who authorized the act or omission that constitutes the offence or assented to or acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence.

6.2 Offences and Penalties

- a. A Person who contravenes any provision of this Bylaw is guilty of an offence.
- b. A Person who is guilty of an offence is liable to a minimum fine of \$250.00, if the section is not in Schedule “A”, and not to exceed ten thousand dollars (\$10,000.00).
- c. Notwithstanding subsection 6.2b, any Person who commits a second or subsequent offence under this Bylaw within one (1) year of conviction for a first offence under this Bylaw, is liable on summary conviction to a fine double of the amount set out for the offence in Schedule “A” to this Bylaw.

6.3 Municipal Tag

- a. Without restricting the generality of subsection 6.1b, the fine amounts set out in Schedule “A” are established for use on Municipal Tags and Violation Tickets if a voluntary payment option is offered.
- b. A Peace Officer is hereby authorized and empowered to issue a Municipal Tag to any Person whom the Peace Officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
- c. A Municipal Tag shall be issued and served to a Person:
 - i. Either personally; or
 - ii. By regular or registered mail to such Person at their last known postal address.
- d. A Municipal Tag shall be in a form approved by the CAO and shall state:
 - i. Name of the Person to whom the Municipal Tag is issued;
 - ii. Particulars of the contravention under this Bylaw;

SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

- iii. Specified penalty for the offence as set out in Schedule "A";
- iv. That the specified penalty shall be paid within thirty (30) days of the issuance of the Municipal Tag in order to avoid prosecution; and
- v. Any other information that may be required by the CAO.
- e. Where a Municipal Tag has been issued under this Bylaw, the Person to whom the Municipal Tag has been issued may, in lieu of being prosecuted for the offence, pay to the Town the penalty specified on the Municipal Tag.
- f. If a Municipal Tag has been issued and the specified penalty on the Municipal Tag has not been paid within the prescribed time, a Peace Officer may issue a Violation Ticket to the Person to whom the Municipal Tag was issued.
- g. Notwithstanding subsection 6.3f, a Peace Officer may immediately issue a Violation Ticket to any Person whom the Peace Officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.

6.4 Violation Ticket

- a. A Peace Officer is authorized and empowered to issue a Violation Ticket pursuant to the *Provincial Offences Procedure Act* to any Person who the Peace Officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
- b. If a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
 - i. Specify the fine amount established by this Bylaw for the offence; or
 - ii. Require a Person to appear in court without the alternative of making a voluntary payment.
- c. A Person who commits an offence may:
 - i. If a Violation Ticket is issued in respect of the offence; and
 - ii. If the Violation Ticket specifies the fine amount established by this Bylaw for the offence;

make a voluntary payment by submitting to a Clerk of the Provincial Court, on or before the initial appearance date indicated on the Violation Ticket, the specified penalty set out on the Violation Ticket.

- d. When a Clerk of the Provincial Court records the receipt of a voluntary payment pursuant to subsection 6.4c and the *Provincial Offences Procedure Act*, the act of recording constitutes acceptance of the guilty plea and also constitutes a conviction and the imposition of a fine in the amount of the specified penalty.

SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

6.5 Continuing Offences

In the case of an offence that is of a continuing nature, a contravention constitutes a separate offence in respect of each day, or part of a day, on which it continues and a Person guilty of such an offence is liable to a fine in an amount not less than that established by this Bylaw for each such day.

6.6 Appeal Procedure

- a. The Person who receives an Order pursuant to this Bylaw may request the CAO to review that Order by written notice:
 - i. The written request for a review of an Order issued must be received by Town Administration within seven (7) days of the receipt of the Order;
 - ii. Upon receipt of a written appeal, the CAO will review the Order, the enforcement file, the Bylaw, and any other materials provided therewith. The CAO may decide to uphold, vary, or revoke the Order and will communicate in writing within ten (10) business days of receipt of the appeal including, where applicable, the date by which the upheld or varied Order must be complied with.

7. Powers of the CAO

Without restricting any other power, duty, or function granted by this Bylaw, the CAO may:

- a. Carry out any inspections to determine compliance with this Bylaw;
- b. Take any steps or carry out any actions required to enforce this Bylaw;
- c. Take any steps or carry out any actions required to remedy a contravention of this Bylaw;
- d. Establish investigation and enforcement procedures with respect to residential, commercial, industrial, or other types of property and such procedures may differ depending on the type of property in question;
- e. Establish areas where activities restricted by this Bylaw are permitted;
- f. Establish forms for the purposes of this Bylaw;
- g. Issue permits with such terms and conditions as are deemed appropriate;
- h. Establish the criteria to be met for a permit pursuant to this Bylaw; and
- i. Delegate any powers, duties, or functions under this Bylaw to an employee of the Town.

8. Severability



SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

All sections of this Bylaw are separate and severable. Should any section or part of this Bylaw be deemed invalid or inoperative by any court or administrative body for any reason, the remaining sections shall remain valid and in full force and effect.

9. Conflict

Where the provisions of this Bylaw conflict with any other Bylaw enacted by the Town, the provisions of this Bylaw shall apply.

10. Repeals

This Bylaw repeals the Snow, Ice, Dirt, Obstruction Removal on Town Limits Bylaw #2014-12, and amendments.

11. Coming Into Force

This Bylaw comes into force and effect on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME, AS AMENDED ON _____

READ A THIRD TIME, AS AMENDED ON _____

SIGNED AND PASSED ON _____

MAYOR

DATE

CAO

DATE



SNOW REMOVAL BYLAW

BYLAW #: 2024-03

AUTHORITY: COUNCIL

SUPERSEDES: SNOW, ICE, DIRT, OBSTRUCTION
REMOVAL ON TOWN LIMITS
BYLAW 2014-12

EFFECTIVE DATE: FEBRUARY 12, 2024

SCHEDULE "A"

Fines and Penalties

Any Person who is in contravention of any part of the following sections of this Bylaw shall be subject to:

OFFENCE	SECTION	MUNICIPAL TAG	VIOLATION TICKET
Failure to remove SIDDO off sidewalks within 24-hours of an Event – Commercial Owners / Occupants	5.1	\$250.00	\$500.00
Failure to remove SIDDO off sidewalks within 48-hours of an Event – Residential Owners / Occupants	5.2	\$150.00	\$250.00
Operating snow-clearing or other powered devices in residential areas during a prohibited time period	5.2 a	\$250.00	\$500.00
Placing / stockpiling SIDDO on Town R.O.W.	5.3	\$250.00	\$500.00
Causing injury or sustaining damages to people and or property due to placing / dumping of snow / ice onto Downtown Core roadway	5.4 a & b	\$500.00	\$10,000.00 (plus, any court and other related fees)
Placing / dumping SIDDO onto another Person's property without permission from Owner / Occupant of that property	5.5	\$250.00	\$500.00
Causing damage to sidewalk / curb during the process of removing SIDDO off sidewalks	5.6	\$250.00	\$1,000.00 (plus, costs to repair / replace sidewalk / curb)
Causing damage to Town property while in the process of SIDDO removal	5.7	\$250.00	\$1,000.00 (plus, costs to repair / replace Town property)



SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON TOWN LIMITS-REPEALED # 1993-08

BYLAW # 2014-12

AUTHORITY: Mayor & Council

APPROVAL: NOVEMBER 10th, 2014

EFFECTIVE DATE: NOVEMBER 10th, 2014

OF THE TOWN OF VALLEYVIEW IN THE PROVINCE OF ALBERTA

SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON TOWN LIMITS BYLAW # 2014-12

A Bylaw of the Town of Valleyview, Province of Alberta, to require the removal of snow, ice, dirt and or obstruction from the sidewalks within the jurisdiction of the Town of Valleyview.

NOW THEREFORE, the Council of the Town of Valleyview, duly assembled hereby enacts as follows:

1. All Occupants of commercial properties or owners of commercial properties fronting or abutting on any of the sidewalks within the Town of Valleyview shall remove and clear away any dirt, snow or ice and any obstructions on any sidewalk fronting or abutting commercial properties within Twenty-four hours (24 hrs.) of the snow fall.
2. In residential areas, sidewalks must be cleared with 48 hours of the end of a snowfall. Sidewalks should normally be cleared of snow and ice for the entire finished width, to the finished surface. Please note that the Noise Bylaw 2010-03 prohibits the use of snow-clearing devices powered by an engine in residential areas before 7:00 a.m. on weekdays or Saturdays, and before 9:00 a.m. on Sundays or statutory holidays.
3. Businesses and residents are not allowed to stock pile on the sidewalk or plow into alleyways or in the roadway. The only time that snow can be dumped in the roadway is when the Town of Valleyview has plowed up wind rows. It is the responsibility of the renter, lease or owner to make arrangements to have the dirt, snow or ice removed.
4. It is illegal to push, plow, or pile dirt, snow and or ice on anyone else's property without permission.

Enforcement

1. Where the Peace Officer or Designate finds that walks have not been adequately maintained, a written notice will be issued advising as to what action is required and providing a period of not less than 24 hours to take action.
2. If Notice is not complied with there will be a fine issued for none compliance and the Town of Valleyview have the work done and a bill will be issued to the renter, lease, and or property owner. If the fine and bill is not paid within 30 days, the

Town of Valleyview reserves the right to apply these charges to the property taxes.

3. Fines for Fail to Comply:

1 st Offence		- Written warning
2 nd & 3 rd Offence	- Business	-\$150.00
	-Residential	- \$50.00
4th and thereafter	-Business	-\$ 500.00
	-Residential	-\$150.00



SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON
TOWN LIMITS-REPEALED # 1993-08

This Bylaw shall come into effect upon the date of the final passing thereof.

Bylaw 93-08 is hereby rescinded in its entirety.

Reading a first time this 10th day of November A.D. 2014

Reading a second time this 10th day of November A.D. 2014

Reading a third and final passed this 10th day of November A.D. 2014


MAYOR
DIRECTOR OF ADMINISTRATION



SNOW, ICE, DIRT, OBSTRUCTION REMOVAL ON
TOWN LIMITS-REPEALED # 1993-08

Town of Valleyview Request For Decision

Date:	February 12, 2024
From:	Ben Berlinguette, Chief Administrative Officer
Subject:	2024-05 Council Code of Conduct Bylaw

1.0 PURPOSE

To seek Council's approval for first and second reading of 2024-05 Council Code of Conduct Bylaw.

2.0 BACKGROUND AND DISCUSSION

The Town of Valleyview's current Council Code of Conduct Bylaw (2023-13) requires further updating to reflect Alberta Regulation, 200/2017, the *Code of Conduct for Elected Officials Regulation* (Regulations) and as recommended by our Municipal legal team.

2024-05 Council Code of Conduct Bylaw includes the following revisions:

1. Definitions: Added – Bias, Bullying, Conflict of Interest, Council, Councillor, Elected Official, Harassment, Mayor, Person, Social Media, Town, Violence.
2. Sections: Added – 12. Use of Social Media.
3. Subsections: Added – 3.2 "... each Member must ... at Council meetings, at committee, commission and or Board meetings, in closed session meetings, and while in public but, does not include with limitations, pecuniary or Conflicts of Interest ..."; 3.3 "This Bylaw is to be given board and liberal interpretation ..."; 3.4 "All Members shall comply ..."; 3.4 "... applies to all forms of communication.: 4.5 "Commit to discourage behaviours that create an unproductive or negative environment ..."; 10.4 "... avoid any situation which may result in a Conflict of Interest or result in circumstances of either actual Bias or an apprehension of Bias."
4. Renumbering of sections / subsections due to additions noted above in 2. and 3.
5. Current Bylaw 2023-13 and all amendments to be repealed.

Revisions reflected within the Town of Valleyview's 2024-05 Council Code of Conduct Bylaw were based on the review of other Council Code of Conduct Bylaws including the City of Grande Prairie, the Municipal District of Greenview, and the Towns of Stony Plain and Barrhead.

3.0 ALTERNATIVES

- 3.1 Council gives first and second reading of 2024-05 Council Code of Conduct Bylaw.

- 3.2 Council moves to further amend 2024-05 Council Code of Conduct Bylaw and gives first reading of 2024-05 Council Code of Conduct Bylaw.
- 3.3 Council accepts this RFD "2024-05 Council Code of Conduct Bylaw" as information only at this time.

4.0 FINANCIAL IMPLICATIONS

None.

5.0 ATTACHMENTS

- 5.1 Bylaw: 2024-05 Council Code of Conduct Bylaw
- 5.2 Current Bylaw: 2023-13 Council Code of Conduct Bylaw dated December 11, 2023

6.0 RECOMMENDATIONS

Council gives first and second reading of 2024-05 Council Code of Conduct Bylaw.

Submitted By:



Ben Berlinguette, Chief Administrative Officer



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

A BYLAW OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A CODE OF CONDUCT FOR MEMBERS OF COUNCIL.

WHEREAS, pursuant to Section 146.1(1) of the *Municipal Government Act*, a Council must, by Bylaw, establish a code of conduct governing the conduct of Councillors;

AND WHEREAS, pursuant to section 153 of the *Municipal Government Act*, Councillors have a duty to adhere to the code of conduct established by the Council;

AND WHEREAS, the public is entitled to expect the highest standards of conduct from the members that it elects to Council for the Town of Valleyview;

AND WHEREAS, the establishment of a code of conduct for members of Council is consistent with the principles of transparent and accountable government;

AND WHEREAS, a code of conduct ensures that members of Council share a common understanding of acceptable conduct extending beyond the legislative provisions governing the conduct of Councillors;

NOW, THEREFORE, THE COUNCIL OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Short Title

This Bylaw may be referred to as the “Council Code of Conduct Bylaw”.

2. Definitions

In this Bylaw, words have the meanings set out in the *Act*, except that:

- 2.1 “**Act**” means the *Municipal Government Act*, R.S.A. 2000, c. M-26, and associated regulations, as amended;
- 2.2 “**Administration**” means the administrative and operational arm of the Municipality, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the CAO;
- 2.3 “**Bias**” means common law Bias and includes situations where a Member has prejudged a matter to be decided to the extent of that Person being no longer capable of persuasion. In situations where the Member is engaged in a “quasi-judicial” function or role, Bias will also include situations where the Member may be perceived as being incapable of deciding the matter fairly. Situations leading to a reasonable perception of Bias includes the following:
 - a) Relationships with individuals involved in the matter: Where the Member has a “sufficiently close” personal relationship with someone who has a direct interest in

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

-
- the outcome of the decision, that relationship may give rise to a “reasonable apprehension of Bias”;
- b) Outside knowledge or involvement with the matter: Primary concern in this scenario is that the Member will be unable to avoid making use of information that they obtained outside the hearing thereby violating the rule that all parties “must know the case to be met” and be given full opportunity to respond to all relevant information that may form the basis of the Members decision; or
 - c) Inappropriate comments, activity, or behaviour: If a Member makes any comments or engages in any activity or behaviour which is consistent with the Member being perceived by a “reasonable Person” as not being impartial, this may result in a finding of Bias.
- 2.4 **“Bullying”** means repeated and hostile or demeaning behaviour by an individual, either directly or through any medium whatsoever, where the behaviour results in harm, fear, or distress to one or more individuals in the Municipality including, but not limited to, physical harm, psychological harm, or harm to an individual’s reputation and the determination of whether behaviour is Bullying will be determined based on what a “reasonable Person” would perceive to be Bullying;
- 2.5 **“CAO”** means the chief administrative officer of the Municipality, or their delegate;
- 2.6 **“Conflict of Interest”** means a situation where the personal or private interest of a Member may actually influence, or may be perceived as influencing, the Member on a matter of public interest that is before Council, including situations which may result in Bias. A Conflict of Interest situation may also include using:
- a) The influence of the position of the Member;
 - b) Confidential information;
 - c) The services of Administration; or
 - d) Town assets or services; for
- the actual or expected Personal or private gain or advancement of the Member.
- Further, a Conflict of Interest situation may include the use of the influence of a Member to advance the specific interests of family members, friends, neighbours, business associates or other associates of a Member.
- 2.7 **“Council”** means the Council of the Town and includes the Mayor and Councillors as Elected Officials;
- 2.8 **“Councillor”** means an Elected Official of the Council of the Town but does not include the Mayor;
- 2.9 **“Elected Official”** means a duly elected member of Council for the Town;
- 2.10 **“FOIP”** means the Freedom of Information and Protection of Privacy Act, R.S.A. 2000, c. F-25, any associated regulations, and any amendments or successor legislation;
- 2.11 **“Harassment”** includes, but is not limited to:

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

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- a) Written or verbal comments, Social Media posts, actions, gestures, or other behaviours that are humiliating, offensive, hurtful, or belittling;
 - b) Intimidation;
 - c) Bullying;
 - d) The abuse of authority;
 - e) The deliberate exclusion of a Member or Administration from relevant work activities or decision making;
 - f) An attempt to discredit a Member or Administration by spreading false information about them; and
 - g) Sexual Harassment, whether implicit or explicit, meaning unwanted sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature.
- 2.12 **“Investigator”** means Council or the individual or body established by Council to investigate and report on complaints;
- 2.13 **“Mayor”** means the chief Elected Official of the Town, whether elected or appointed, pursuant to the *Act*;
- 2.14 **“Member”** means a member of Council and includes a Councillor or the Mayor;
- 2.15 **“Municipality”** means the municipal corporation of the Town of Valleyview;
- 2.16 **“Person”** means, without limiting the generality of the term, any individual or any business entity including, but not limited to, a firm, partnership, association, corporation, society, or legal entity;
- 2.17 **“Social Media”** refers to freely accessible, third-party hosted, interactive web-based technologies used to produce, post, and interact through text, images, video, and audio to inform, share, promote, collaborate, or network;
- 2.18 **“Town”** means the Town of Valleyview;
- 2.19 **“Violence”** means the threatened, attempted, or actual conduct of a Person that causes, or is likely to cause, physical injury, whether it occurs at the workplace or is work-related.

3. Purpose & Application

- 3.1 The purpose of this Bylaw is to establish standards for the ethical conduct of Members relating to their roles and obligations as representatives of the Municipality and a procedure for the investigation and enforcement of those standards.
- 3.2 Each Member must comply with and uphold this Bylaw when carrying out the Members duties as Mayor or Councillor including during the Members attendance at Council meetings, at committee, commission and or Board meetings, in closed session meetings, and while in public thus, Members are always a Mayor or a Councillor while in attendance at Council meetings and closed session meetings, and while in public; Additionally, Members cannot use statements or phrases indicating otherwise (i.e., I am a Person at large, I am a rate payer,



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

I am a public Person, I personally don't support that etc.), any other statement that indicates that they is not a Councillor.

- 3.3 This Bylaw is to be given a broad and liberal interpretation in accordance with applicable legislation. It will not cover every possible conduct scenario and, therefore, all Members shall be guided by and must conduct themselves in a manner that reflects the spirit and intent of this Bylaw.
- 3.4 All Members shall comply with the standards of conduct outlined in this Bylaw.
- 3.5 This Bylaw applies to all forms of communication.

4. Representing the Municipality

Members shall at all times:

- 4.1 Act honestly and in good faith, serve the welfare and interests of the Municipality as a whole;
- 4.2 Perform their functions and duties in a conscientious and diligent manner with integrity, accountability, and transparency;
- 4.3 Conduct themselves in a professional manner with dignity and make every effort to participate diligently in the meetings of Council, committees of Council and other bodies to which they are appointed by Council; and
- 4.4 Arrange their private affairs and conduct themselves in a manner that promotes public confidence and will bear close public scrutiny.
- 4.5 Commit to discourage behaviours that create an unproductive or negative environment in the workplace and within the Municipality including, but not limited to, acts and or threats of Violence and Harassment and additionally, will adhere to all regulations and policies pertaining to acts and or threats of Violence and Harassment at all government (Federal, Provincial, Municipal), regulatory (i.e., Alberta & Canadian Human Rights), and *Acts* (i.e., Individual Rights Protection, OHS) levels.

5. Communication on Behalf of the Municipality

- 5.1 A Member must not claim to speak on behalf of Council unless authorized to do so.
- 5.2 Unless Council directs otherwise, the Mayor is Council's official spokes Person and in the absence of the Mayor it is the Deputy Mayor. All inquiries from the media regarding the official Council position on an issue shall be referred to Council's official spokes Person.
- 5.3 A Member who is authorized to act as Council's official spokes Person must ensure that their comments accurately reflect the official position and will of Council as a whole, even if the Member Personally disagrees with Council's position.
- 5.4 No Member shall make a statement when they know that statement is false.
- 5.5 No Member shall make a statement with the intent to mislead Council or the public.



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

6. Respecting the Decision-Making Process

- 6.1 Decision making authority lies with Council, and not with any individual Member. Council may only act by Bylaw or resolution passed at a Council meeting held in public at which there is a quorum present. No Member shall, unless authorized by Council, attempt to bind the Municipality, or give direction to employees in Administration, agents, contractors, consultants, or other service providers or prospective vendors to the Municipality.
- 6.2 Members shall conduct and convey Council business and all their duties in an open and transparent manner other than those matters which by law are authorized to be dealt with in a confidential manner (in-camera session), and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking certain actions.
- 6.3 Members shall accurately communicate the decisions of Council, even if they disagree with Council's decision, such that respect for the decision-making processes of Council is fostered.

7. Adherence to Policies, Procedures, and Bylaws

- 7.1 Members shall uphold the law established by the Parliament of Canada and the Legislature of Alberta and the Bylaws, policies and procedures adopted by Council.
- 7.2 Members shall respect the Municipality as an institution, its Bylaws, policies, and procedures and shall encourage public respect for the Municipality, its Bylaws, policies, and procedures.
- 7.3 A Member must not encourage disobedience of any Bylaw, policy, or procedure of the Municipality in responding to a member of the public, as this undermines public confidence in the Municipality and in the rule of law.

8. Respectful Interactions with Council Members, Staff, the Public and Others

- 8.1 Members shall act in a manner that demonstrates fairness, respect for individual differences and opinions, and an intention to work together for the common good and in furtherance of the public interest.
- 8.2 Members shall treat one another, employees of the Municipality and members of the public with courtesy, dignity, and respect and without abuse, bullying or intimidation.
- 8.3 No Member shall use indecent, abusive, or insulting words or expressions toward another Member, any employee of the Municipality or any member of the public.
- 8.4 No Member shall speak in a manner that is discriminatory to any individual based on the Person's race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

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- 8.5 Members shall respect the fact that employees in Administration work for the Municipality as a corporate body and are charged with making recommendations that reflect their professional expertise and a corporate perspective and that employees are required to do so without undue influence from any Member or group of Members.
- 8.6 Members must not:
- Involve themselves in matters of Administration, which fall within the authority of the CAO.
 - Use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any employee of the Municipality with the intent of interfering in the employee's duties.
 - Use, or attempt to use, their authority or influence for the purpose of directing the operations of the Municipality with the intent of interfering with the operations of the Municipality.
 - Maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of employees of the Municipality.

9. Confidential Information

- 9.1 Members must keep in confidence matters discussed in private at a Council or Council committee meeting until the matter is discussed at a meeting held in public.
- 9.2 No Member shall use confidential information for Personal benefit or for the benefit of any other individual organization.
- 9.3 In the course of their duties, Members may also become privy to confidential information received outside of an "in-camera" meeting. Members must not:
- Disclose or release by any means to any member of the public, including the media, any confidential information acquired by virtue of their office, unless the disclosure is required by law or authorized by Council to do so;
 - Access or attempt to gain access to confidential information in the custody or control of the Municipality unless it is necessary for the performance of the Member's duties and is not otherwise prohibited by Council, and only then if the information is acquired through appropriate channels in accordance with applicable Council Bylaws and policies;
 - Use confidential information for Personal benefit or for the benefit of any other individual or organization.
- 9.4 Confidential information includes information in the possession of, or received in confidence by, the Municipality that the Municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under FOIP or any other legislation, or any other information that pertains to the business of the Municipality,



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

and is generally considered to be of a confidential nature, including but not limited to information concerning:

- a. The security of the property of the Municipality;
- b. A proposed or pending acquisition or disposition of land or other property;
- c. A tender that has or will be issued but has not been awarded;
- d. Contract negotiations;
- e. Employment and labour relations;
- f. Draft documents and legal instruments, including reports, policies, bylaws, and resolutions, which have not been the subject matter of deliberation in a meeting open to the public;
- g. Law enforcement matters;
- h. Litigation or potential litigation, including matters before administrative tribunals;
- i. Advice that is subject to solicitor-client privilege.

10. Conflicts of Interest

- 10.1 Members have a statutory duty to comply with the pecuniary interest provisions set out in Part 5, Division 6 of the *Act*, and a corresponding duty to vote unless required or permitted to abstain under the Act or another enactment.
- 10.2 Members 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 associates, business or otherwise.
- 10.3 Members shall approach decision-making with an open mind that is capable of persuasion.
- 10.4 Members shall avoid any situation which may result in a Conflict of Interest or may result in circumstances of either actual Bias or an apprehension of Bias.

11. Improper Use of Influence

- 11.1 No Member shall use the influence of the Member's office for any purpose other than for the exercise of the Member's official duties.

12. Use of Social Media

- 12.1 Members shall act with discretion and exercise caution with respect to all material they post on Social Media and shall follow Council policies and procedures as applicable.

13. Use of Municipal Assets and Services

- 13.1 Members shall use municipal property, equipment, services, supplies and staff resources only for the performance of their duties as a Member, subject to the following exceptions:



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

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SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

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-
- a. Municipal property, equipment, service, supplies and staff resources that are available to the general public may be used by a Member for Personal use upon the same terms and conditions as members of the general public including booking and payment of any applicable fees or charges;
 - b. Electronic communication devices including, but not limited to, desktop computers, laptops, tablets, and smartphones, which are supplied by the Municipality to a Member, may be used by the Member for Personal use, provided that the use is not for Personal gain, offensive or inappropriate.

14. Orientation and Other Training Attendance

- 14.1 Every Member must attend the orientation training offered by the Municipality within 90 days after the Member takes the oath of office.
- 14.2 Unless excused by Council, every Member must attend any other training organized at the direction of Council for the benefit of Members throughout the Council term.
- 14.3 Members are stewards of public resources and shall avoid waste, abuse, and extravagance in the use of public resources.
- 14.4 Members shall be transparent and accountable with respect to all expenditures and comply with all municipal Bylaws, policies, and procedures regarding claims for remuneration and expenses.
- 14.5 Members shall not accept gifts, hospitality or other benefits that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.

15. Informal Complaint Process

- 15.1 Any Person or Member who has identified or witnessed conduct by a Member that the Person or Member reasonably believes, in good faith, is in contravention of this Bylaw may address the prohibited conduct by:
 - a. Advising the Member that the conduct violates this Bylaw and encouraging the Member to stop;
 - b. Requesting the Mayor to assist in informal discussion of the alleged complaint with the Member in an attempt to resolve the issue. In the event that the Mayor is the subject of, or is implicated in a complaint, the Person may request the assistance of the Deputy Mayor.
- 15.2 Individuals are encouraged to pursue this informal complaint procedure as the first means of remedying conduct that they believe violates this Bylaw. However, an individual is not required to complete this informal complaint procedure prior to pursuing the formal complaint procedure outlined in section 16. Formal Complaint Process.



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BYLAW #: 2024-05

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SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

16. Formal Compliant Process

- 16.1 Any Person who has identified or witnessed conduct by a Member that the Person reasonably believes, in good faith, is in contravention of this Bylaw may file a formal complaint in accordance with the following procedure:
- All complaints shall be made in writing and shall be dated and signed by an identifiable individual;
 - All complaints shall be addressed to the Investigator;
 - The complaint must set out reasonable and probable grounds for the allegation that the Member has contravened this Bylaw, including a detailed description of the facts, as they are known, giving rise to the allegation;
 - If the facts, as reported, include the name of one or more Members who are alleged to be responsible for the breach of this Bylaw, the Member or Members concerned shall receive a copy of the complaint submitted to the Investigator;
 - Upon receipt of a complaint under this Bylaw, the Investigator shall review the complaint and decide whether to proceed to investigate the complaint or not. If the Investigator is of the opinion that a complaint is frivolous or vexatious or is not made in good faith, or that there are no grounds or insufficient grounds for investigating, the Investigator may choose not to investigate or, if already commenced, may terminate any investigation, or may dispose of the complaint in a summary manner. In that event, the complainant and Council, if Council is not the Investigator, shall be notified of the Investigator's decision;
 - If the Investigator decides to investigate the complaint, the Investigator shall take such steps as it may consider appropriate, which may include seeking legal advice. All proceedings of the Investigator regarding the investigation shall be confidential;
 - If the Investigator is not Council, the Investigator shall, upon conclusion of the investigation, provide the Council and the Member who is the subject of the complaint, the results of the Investigator's investigation;
 - A Member who is the subject of an investigation shall be afforded procedural fairness, including an opportunity to respond to the allegations before Council deliberates and makes any decision or any sanction is imposed;
 - A Member who is the subject of an investigation is entitled to be represented by legal counsel, at the Member's sole expense.

17. Compliance and Enforcement

- 17.1 Members shall uphold the letter and the spirit and intent of this Bylaw.



COUNCIL CODE OF CONDUCT BYLAW

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BYLAW 2023-13

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- 17.2 Members are expected to co-operate in every way possible in securing compliance with the application and enforcement of this Bylaw.
- 17.3 No Member shall:
- a. Undertake any act of reprisal or threaten reprisal against a complainant or any other Person for providing relevant information to Council or to any other Person;
 - b. Obstruct Council, or any other Person, in carrying out the objectives or requirements of this Bylaw.
- 17.4 Sanctions that may be imposed on a Member, by Council, upon a finding that the Member has breached this Bylaw may include:
- a. A letter of reprimand addressed to the Member;
 - b. Requesting the Member to issue a letter of apology;
 - c. Publication of a letter of reprimand or request for apology and the Member's response;
 - d. Suspension or removal of the appointment of a Member as the chief Elected Official under section 150(2) of the *Act*;
 - e. Suspension or removal of the appointment of a Member as the Deputy chief Elected Official or acting chief Elected Official under section 152 of the *Act*;
 - f. Suspension or removal of the chief Elected Official's presiding duties under section 154 of the *Act*;
 - g. Suspension or removal from some or all Council committees and bodies to which Council has the right to appoint members;
 - h. Reduction or suspension of remuneration as defined in section 275.1 of the *Act* corresponding to a reduction in duties, excluding allowances for attendance at Council meetings;
 - i. Any other sanction Council deems reasonable and appropriate in the circumstances provided that the sanction does not prevent a Member from fulfilling the legislated duties of a Councillor and the sanction is not contrary to the *Act*.

18. Review

This Bylaw shall be brought forward for review at the beginning of each term of Council, when relevant legislation is amended, and at any other time that Council considers appropriate to ensure that it remains current and continues to accurately reflect the standards of ethical conduct expected of Members.

19. Severability



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2024-05

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BYLAW 2023-13

EFFECTIVE DATE: February 26, 2024

All sections of this Bylaw are separate and severable. Should any section or part of this Bylaw be deemed invalid or inoperative by any court or administrative body for any reason, the remaining sections shall remain valid and in full force and effect.

20. Repeal

This Bylaw repeals Council Code of Conduct Bylaw 2023-13 and all amendments.

21. Coming Into Force

This Bylaw comes into force and effect on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME AND PASSED ON _____

MAYOR

DATE

CAO

DATE



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2023-13

AUTHORITY: COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2021-04

EFFECTIVE DATE: December 11, 2023

A BYLAW OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA, TO ESTABLISH A CODE OF CONDUCT FOR MEMBERS OF COUNCIL.

WHEREAS, pursuant to Section 146.1(1) of the *Municipal Government Act*, a council must, by bylaw, establish a code of conduct governing the conduct of councillors;

AND WHEREAS, pursuant to section 153 of the *Municipal Government Act*, councillors have a duty to adhere to the code of conduct established by the council;

AND WHEREAS, the public is entitled to expect the highest standards of conduct from the members that it elects to council for the Town of Valleyview;

AND WHEREAS, the establishment of a code of conduct for members of council is consistent with the principles of transparent and accountable government;

AND WHEREAS, a code of conduct ensures that members of council share a common understanding of acceptable conduct extending beyond the legislative provisions governing the conduct of councillors;

NOW, THEREFORE, THE COUNCIL OF THE TOWN OF VALLEYVIEW, IN THE PROVINCE OF ALBERTA DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Short Title

This Bylaw may be referred to as the “Council Code of Conduct Bylaw”.

2. Definitions

In this Bylaw, words have the meanings set out in the *Act*, except that :

- 2.1 “*Act*” means the *Municipal Government Act*, R.S.A. 2000, c. M-26, and associated regulations, as amended;
- 2.2 “*Administration*” means the administrative and operational arm of the Municipality, comprised of the various departments and business units and including all employees who operate under the leadership and supervision of the CAO;
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- 2.5 “*Investigator*” means Council or the individual or body established by Council to investigate and report on complaints;
- 2.6 “*Member*” means a member of Council and includes a councillor or the Mayor; and
- 2.7 “*Municipality*” means the municipal corporation of the Town of Valleyview.



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2023-13

AUTHORITY:

COUNCIL

**SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2021-04**

EFFECTIVE DATE:

December 11, 2023

3. Purpose & Application

The purpose of this Bylaw is to establish standards for the ethical conduct of Members relating to their roles and obligations as representatives of the Municipality and a procedure for the investigation and enforcement of those standards.

4. Representing the Municipality

Members shall:

- 4.1 Act honestly and, in good faith, serve the welfare and interests of the Municipality as a whole;
- 4.2 Perform their functions and duties in a conscientious and diligent manner with integrity, accountability, and transparency;
- 4.3 Conduct themselves in a professional manner with dignity and make every effort to participate diligently in the meetings of Council, committees of Council and other bodies to which they are appointed by Council; and
- 4.4 Arrange their private affairs and conduct themselves in a manner that promotes public confidence and will bear close public scrutiny.

5. Communication on Behalf of the Municipality

- 5.1 A Member must not claim to speak on behalf of Council unless authorized to do so.
- 5.2 Unless Council directs otherwise, the Mayor is Council's official spokesperson and in the absence of the Mayor it is the Deputy Mayor. All inquiries from the media regarding the official Council position on an issue shall be referred to Council's official spokesperson.
- 5.3 A Member who is authorized to act as Council's official spokesperson must ensure that their comments accurately reflect the official position and will of Council as a whole, even if the Member personally disagrees with Council's position.
- 5.4 No Member shall make a statement when they know that statement is false.
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6. Respecting the Decision-Making Process

- 6.1 Decision making authority lies with Council, and not with any individual Member. Council may only act by bylaw or resolution passed at a Council meeting held in public at which there is a quorum present. No Member shall, unless authorized by Council, attempt to bind



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- the Municipality, or give direction to employees in Administration, agents, contractors, consultants, or other service providers or prospective vendors to the Municipality.
- 6.2 Members shall conduct and convey Council business and all their duties in an open and transparent manner other than those matters which by law are authorized to be dealt with in a confidential manner (in-camera session), and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking certain actions.
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- 7.2 Members shall respect the Municipality as an institution, its bylaws, policies, and procedures and shall encourage public respect for the Municipality, its bylaws, policies, and procedures.
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8. Respectful Interactions with Council Members, Staff, the Public and Others

- 8.1 Members shall act in a manner that demonstrates fairness, respect for individual differences and opinions, and an intention to work together for the common good and in furtherance of the public interest.
- 8.2 Members shall treat one another, employees of the Municipality and members of the public with courtesy, dignity, and respect and without abuse, bullying or intimidation.
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- 8.4 No Member shall speak in a manner that is discriminatory to any individual based on the person's race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation.
- 8.5 Members shall respect the fact that employees in Administration work for the Municipality as a corporate body and are charged with making recommendations that reflect their professional expertise and a corporate perspective and that employees are required to do so without undue influence from any Member or group of Members.



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2023-13

AUTHORITY:

COUNCIL

**SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2021-04**

EFFECTIVE DATE:

December 11, 2023

8.6 Members must not:

- a. Involve themselves in matters of Administration, which fall within the jurisdiction of the CAO.
- b. Use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any employee of the Municipality with the intent of interfering in the employee's duties.
- c. Use, or attempt to use, their authority or influence for the purpose of directing the operations of the Municipality with the intent of interfering with the operations of the Municipality.
- d. Maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of employees of the Municipality.

9. Confidential Information

- 9.1 Members must keep in confidence matters discussed in private at a Council or Council committee meeting until the matter is discussed at a meeting held in public.
- 9.2 No Member shall use confidential information for personal benefit or for the benefit of any other individual organization.
- 9.3 In the course of their duties, Members may also become privy to confidential information received outside of an "in-camera" meeting. Members must not:
 - a. Disclose or release by any means to any member of the public, including the media, any confidential information acquired by virtue of their office, unless the disclosure is required by law or authorized by Council to do so;
 - b. Access or attempt to gain access to confidential information in the custody or control of the Municipality unless it is necessary for the performance of the Member's duties and is not otherwise prohibited by Council, and only then if the information is acquired through appropriate channels in accordance with applicable Council bylaws and policies;
 - c. Use confidential information for personal benefit or for the benefit of any other individual or organization.
- 9.4 Confidential information includes information in the possession of, or received in confidence by, the Municipality that the Municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under FOIP or any other legislation, or any other information that pertains to the business of the Municipality, and is generally considered to be of a confidential nature, including but not limited to information concerning:
 - a. The security of the property of the Municipality;
 - b. A proposed or pending acquisition or disposition of land or other property;
 - c. A tender that has or will be issued but has not been awarded;



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- d. Contract negotiations;
 - e. Employment and labour relations;
 - f. Draft documents and legal instruments, including reports, policies, bylaws, and resolutions, that have not been the subject matter of deliberation in a meeting open to the public;
 - g. Law enforcement matters;
 - h. Litigation or potential litigation, including matters before administrative tribunals;
 - i. Advice that is subject to solicitor-client privilege.

10. Conflicts of Interest

- 10.1 Members have a statutory duty to comply with the pecuniary interest provisions set out in Part 5, Division 6 of the *Act*, and a corresponding duty to vote unless required or permitted to abstain under the Act or another enactment.
- 10.2 Members 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 associates, business or otherwise.
- 10.3 Members shall approach decision-making with an open mind that is capable of persuasion.

11. Improper Use of Influence

- 11.1 No Member shall use the influence of the Member's office for any purpose other than for the exercise of the Member's official duties.

12. Use of Municipal Assets and Services

- 12.1 Members shall use municipal property, equipment, services, supplies and staff resources only for the performance of their duties as a Member, subject to the following limited exceptions:
 - a. Municipal property, equipment, service, supplies and staff resources that are available to the general public may be used by a Member for personal use upon the same terms and conditions as members of the general public, including booking and payment of any applicable fees or charges;
 - b. Electronic communication devices, including but not limited to desktop computers, laptops, tablets, and smartphones, which are supplied by the Municipality to a Member, may be used by the Member for personal use, provided that the use is not for personal gain, offensive or inappropriate.



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13. Orientation and Other Training Attendance

- 13.1 Every Member must attend the orientation training offered by the Municipality within 90 days after the Member takes the oath of office.
- 13.2 Unless excused by Council, every Member must attend any other training organized at the direction of Council for the benefit of Members throughout the Council term.
- 13.3 Members are stewards of public resources and shall avoid waste, abuse, and extravagance in the use of public resources.
- 13.4 Members shall be transparent and accountable with respect to all expenditures and strictly comply with all municipal bylaws, policies, and procedures regarding claims for remuneration and expenses.
- 13.5 Members shall not accept gifts, hospitality or other benefits that would, to a reasonable member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.

14. Informal Complaint Process

- 14.1 Any person or Member who has identified or witnessed conduct by a Member that the person or Member reasonably believes, in good faith, is in contravention of this Bylaw may address the prohibited conduct by:
 - a. Advising the Member that the conduct violates this Bylaw and encouraging the Member to stop;
 - b. Requesting the Mayor to assist in informal discussion of the alleged complaint with the Member in an attempt to resolve the issue. In the event that the Mayor is the subject of, or is implicated in a complaint, the person may request the assistance of the Deputy Mayor.
- 14.2 Individuals are encouraged to pursue this informal complaint procedure as the first means of remedying conduct that they believe violates this Bylaw. However, an individual is not required to complete this informal complaint procedure prior to pursuing the formal complaint procedure outlined in section 15. Formal Complaint Process.

15. Formal Complaint Process

- 15.1 Any person who has identified or witnessed conduct by a Member that the person reasonably believes, in good faith, is in contravention of this Bylaw may file a formal complaint in accordance with the following procedure:
 - a. All complaints shall be made in writing and shall be dated and signed by an identifiable individual;



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- b. All complaints shall be addressed to the Investigator;
 - c. The complaint must set out reasonable and probable grounds for the allegation that the Member has contravened this Bylaw, including a detailed description of the facts, as they are known, giving rise to the allegation;
 - d. If the facts, as reported, include the name of one or more Members who are alleged to be responsible for the breach of this Bylaw, the Member or Members concerned shall receive a copy of the complaint submitted to the Investigator;
 - e. Upon receipt of a complaint under this Bylaw, the Investigator shall review the complaint and decide whether to proceed to investigate the complaint or not. If the Investigator is of the opinion that a complaint is frivolous or vexatious or is not made in good faith, or that there are no grounds or insufficient grounds for investigating, the Investigator may choose not to investigate or, if already commenced, may terminate any investigation, or may dispose of the complaint in a summary manner. In that event, the complainant and Council, if Council is not the Investigator, shall be notified of the Investigator's decision;
 - f. If the Investigator decides to investigate the complaint, the Investigator shall take such steps as it may consider appropriate, which may include seeking legal advice. All proceedings of the Investigator regarding the investigation shall be confidential;
 - g. If the Investigator is not Council, the Investigator shall, upon conclusion of the investigation, provide the Council and the Member who is the subject of the complaint, the results of the Investigator's investigation;
 - h. A Member who is the subject of an investigation shall be afforded procedural fairness, including an opportunity to respond to the allegations before Council deliberates and makes any decision or any sanction is imposed;
 - i. A Member who is the subject of an investigation is entitled to be represented by legal counsel, at the Member's sole expense.

16. Compliance and Enforcement

- 16.1 Members shall uphold the letter and the spirit and intent of this Bylaw.
- 16.2 Members are expected to co-operate in every way possible in securing compliance with the application and enforcement of this Bylaw.
- 16.3 No Member shall:
 - a. Undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to Council or to any other person;
 - b. Obstruct Council, or any other person, in carrying out the objectives or requirements of this Bylaw.
- 16.4 Sanctions that may be imposed on a Member, by Council, upon a finding that the Member has breached this Bylaw may include:



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-
- a. A letter of reprimand addressed to the Member;
 - b. Requesting the Member to issue a letter of apology;
 - c. Publication of a letter of reprimand or request for apology and the Member's response;
 - d. Suspension or removal of the appointment of a Member as the chief elected official under section 150(2) of the *Act*;
 - e. Suspension or removal of the appointment of a Member as the deputy chief elected official or acting chief elected official under section 152 of the *Act*;
 - f. Suspension or removal of the chief elected official's presiding duties under section 154 of the *Act*;
 - g. Suspension or removal from some or all Council committees and bodies to which council has the right to appoint members;
 - h. Reduction or suspension of remuneration as defined in section 275.1 of the *Act* corresponding to a reduction in duties, excluding allowances for attendance at council meetings;
 - i. Any other sanction Council deems reasonable and appropriate in the circumstances provided that the sanction does not prevent a Member from fulfilling the legislated duties of a councillor and the sanction is not contrary to the *Act*.

17. Review

This Bylaw shall be brought forward for review at the beginning of each term of Council, when relevant legislation is amended, and at any other time that Council considers appropriate to ensure that it remains current and continues to accurately reflect the standards of ethical conduct expected of Members.

18. Severability

All sections of this Bylaw are separate and severable. Should any section or part of this Bylaw be deemed invalid or inoperative by any court or administrative body for any reason, the remaining sections shall remain valid and in full force and effect.

19. Repeal

This Bylaw repeals Council Code of Conduct Bylaw 2021-04 and all amendments.

20. Coming Into Force

This Bylaw comes into force and effect on the day it is passed.



COUNCIL CODE OF CONDUCT BYLAW

BYLAW #: 2023-13

AUTHORITY:

COUNCIL

SUPERSEDES: COUNCIL CODE OF CONDUCT
BYLAW 2021-04

EFFECTIVE DATE:

December 11, 2023

READ A FIRST TIME ON DEC 11, 2023

READ A SECOND TIME ON JAN 15, 2024

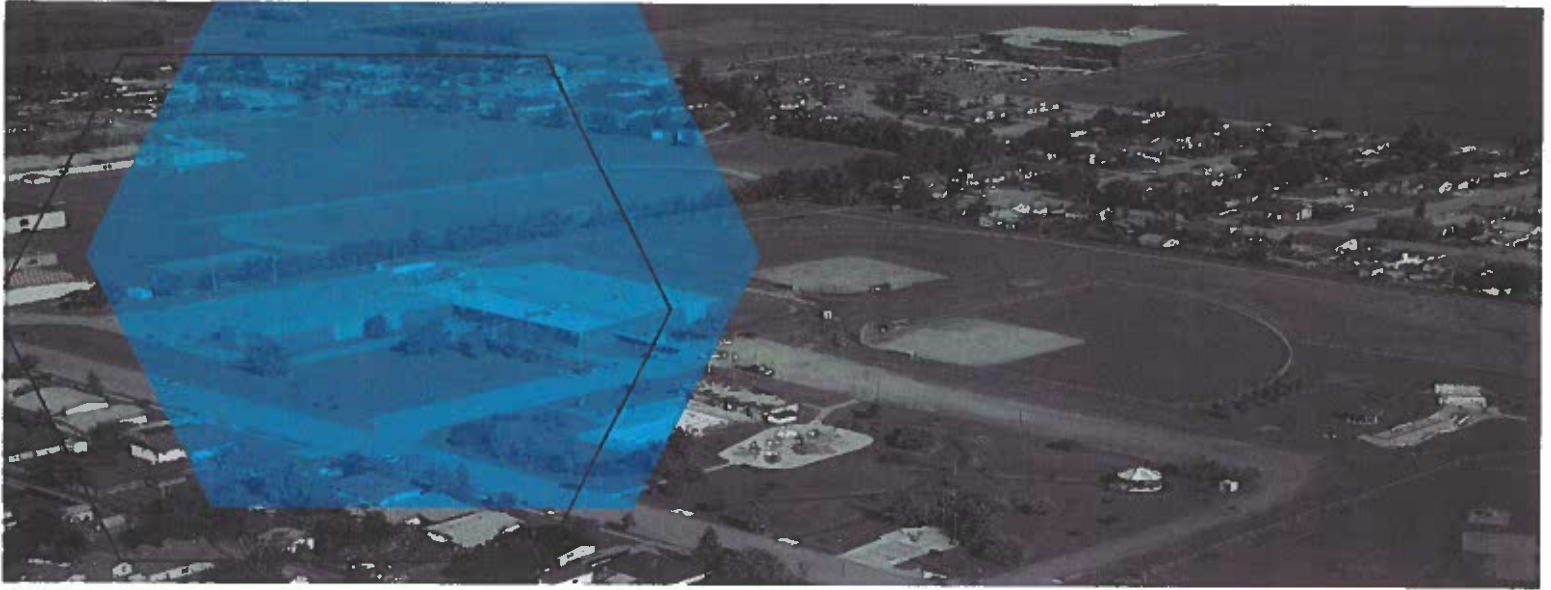
READ A THIRD TIME AND PASSED ON JAN 15, 2024


MAYOR

JAN 15, 2024
DATE

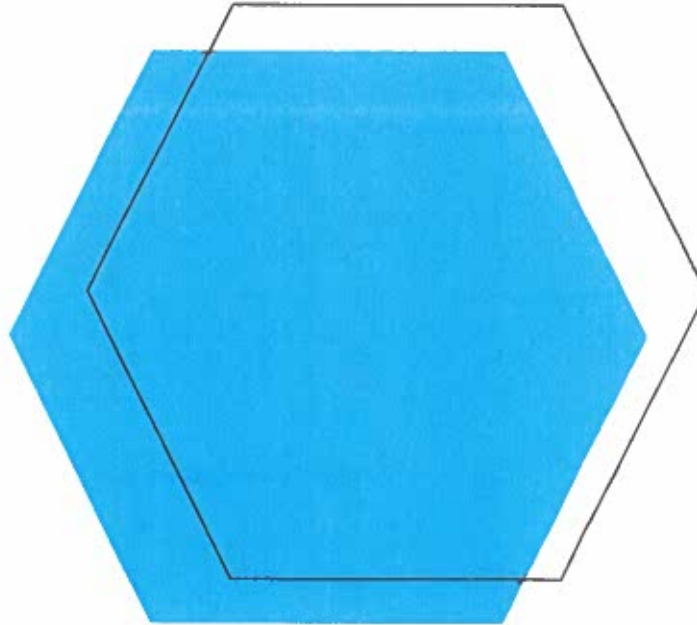

CAO

JAN 15, 2024
DATE



CORRESPONDENCE

CORRESPONDENCE



REGULAR COUNCIL MEETING

COUNCIL CHAMBERS

TOWN ADMINISTRATION OFFICE

January 14, 2023

Dear Valleyview Town Council,

I am writing as a concerned teenager in our community regarding the recent budget cuts to the Valleyview Municipal Library.

The library is more than just a place with books; it's where I meet friends from different schools and engage in unique programs like coding, crafts, LGBTQ support, driver's education, and D&D club. The D&D club, in particular, has 18 members and cutting the budget will lead to its cancellation, disrupting a cherished weekly activity of mine.

During the summer, the library becomes a social hub where friends and I gather to play board games, creating treasured memories. Its involvement in the Holiday events, such as providing hot chocolate during the Christmas parade and hosting games at Halloween, strengthens our community's connections.

Additionally, the library's Inter Library Loan system allows anyone in our community to access materials from around the province, such as audio books, books and movies, providing valuable resources not available in schools and outside of school hours. Myself and my family use this invaluable service all the time.

There are very limited safe locations where kids of my age are allowed to meet and socialize in town. I kindly request you to reconsider the current budget cuts, as it will affect the well-being and structure of the youth in our community.

Thank you for your attention to this matter.

Sincerely,

Noelle Lawson, Age 13

5413-46 St, Valleyview, AB, T0H 3N0

Noelle.lawson@ngps.ca

780-552-6599

Arlene Garcia

Box 1754
Valleyview, AB, T0H3N0
780-300-1049
garcia3@telusplanet.net

January 12/24

Mayor and Council

Town of Valleyview
info@valleyview.ca

Re: Funding cuts to Valleyview Municipal Library

This letter is to be presented and read during the Jan. 15th Town Council meeting

Dear Mayor and Council

As stated, this letter is in regard to the Town of Valleyview's funding cuts to our local library.

I strongly oppose this cut, as our library is a very important part of our community. The programs that the library runs give residents access to information and/or activities that would otherwise not be available. For example, there is a program to help seniors understand and be able to use their cell phones and computers. This is a skill set that is needed in our increasingly tech oriented society. The programs geared for children/students such as D&D, Lego Club, Summer Reading, Girl Power, GSA, and many others, give our youth not only something to do, but somewhere to be when not in school. The programs foster reading, math, and social skills. Many of the youth who attend cannot afford to attend other programs through the rec department or GRM.

Our library is the only place that some residents can access the internet. It is where they can also go to access fax and printing at a reasonable price. A major plus is that the library staff can assist the residents with writing, formatting, and wording of their faxes. The library is also the home of The Gallery, which is a pictorial history of this area. Rather than cutting funding, it should be increased and this area should be used by visiting school classes.

Our library is fortunate to have access to many books on most any subject, through the Peace Library System. The books are accessed by a great many

residents, many of whom would have no other option for accessing books for research, how-to information, pleasure reading etc.

This letter is my formal objection to the massive cuts that our library has sustained to its already small budget by Council. If the cuts are implemented, most of the programs will no longer be viable, as there will not be adequate staff to do the administration, programs, and man the front desk and phones. The cuts will also effectively prevent purchase of the supplies needed to run the programs.

Along with my objection to the cuts, this letter is also my formal request to Mayor and Council to forward to me the minutes of the meeting at which the library funding cuts were decided, including which councilors voted in favour of the cuts. I also formally request a list of the other programs that the town funds, either wholly or partially, and the amounts of budget cuts that those programs sustained. These documents may be sent via Canada Post or to the email provided above.

I look forward to your timely response.

Sincerely,

Arlene Garcia

Dear Town Council,

It is with a heavy heart that I write this letter. I am a social worker and am currently employed as a Wellness Worker at St. Stephen's School. I see students and their families utilize our library on a regular basis. In fact, I often refer students to the programming provided at the library who may feel isolated within their peer groups, to gain connection with the like as well as parents to engage and connect with other parents and interagencies. Not to mention the students from our school that use the library as a safe sanctuary to hang out after school with the opportunity to gain some knowledge from the library books and resources provided.

For decades and decades libraries have been a service in our country and have served many people by enhancing their personal wellness. In our small town I see numerous individuals using this space not just for the books but for a communal gathering place, adult learning, and internet use to name a few. The library staff have been doing an outstanding job of gathering information pertaining to the trends in our community and building regular scheduled targeted programs around that topic. The sanctuary space that our library provides helps to shape our future and when parents are given opportunities to connect and engage with their children, attendance at school will increase, they build self esteem and confidence and are better able to build social skills.

I am unsure of the reason(s) that the town council has decided to withdraw over 50% of the library funding. I would hope that after reading my letter you would consider rethinking the retraction of funding, and if you are hesitant perhaps become creative in how we can sustain the library and its programing. Living in small communities has its perks but one of its shortfalls is that there are limited resources for our community members. If the library was unable to sustain itself I feel we would face an extreme loss. The community members would suffer because the library and community partnerships use the library as a hub to educate parents and members of our communities. It is imperative that we use every resource within our reach to help parents engage to enhance the development of their children and have a place where they belong. The library in our town is just that for so many and it would be a shame if we were to reduce hours, scale down resources and were no longer able to offer the free programming and activities. Moreover, I feel that we would be going backwards instead of the forward momentum we have been striving for a great wellbeing and knowledge base. EDUCATION is power.

Thank you for taking the time to read my letter. I sincerely wish that you will take into account the impact of your financial contributions which is vital for our community members to be able to experience intellectual knowledge and personal growth.

Sincerely,

Della Jones

January 11, 2024

To Valleyview Town Council,

Good day. I am writing to express my concern over the extreme cuts that have been made to the public library budget for this fiscal year. As a parent and a teacher, I believe the cuts are detrimental to the children in our community. As a community member, I am also concerned about the impact of these cuts to our underprivileged population. Finally, as a library user, I am deeply concerned about the impacts these cuts will have on the programs at the library.

As a parent, my family participates in the programs the library provides multiple times a week. Both of my children have participated in a variety of programs at the library and I appreciated the learning opportunities and relationship skills that were enhanced through these programs. I also must point out that the library is the only place in town that offers programs for teens that are not interested in sports. Sports are a wonderful outlet, but they aren't for every child. My children are not interested in afterschool team sports. They were able to participate in programs through the recreation department until they were 12, after that, there wasn't anything offered for them. The library opened up programs that interested my children and engaged them in extracurricular activities. I believe the programs offered at the library are a valuable part of their teenage development.

As a teacher, the library is invaluable. I regularly use resources offered by the library in my classroom. The resources the library provides enhance the experiences in my classroom. Perhaps, more importantly I see the difference the library makes to the underprivileged students in our school. Students that don't have access to internet services at home, can access them at school. This enables them to complete assignments, do research and create presentations. The library helps to remove the barriers that underprivileged students face. I have also noticed a number of our students with working parents use the library as a safe after school space. Students are able to read, play, work in the library free from harassment or danger while their parents finish their work day. It is a much better alternative than staying home alone or wandering the streets getting into mischief. Finally, I have seen the magic that the library provides to students that struggle with peer relationships. Students that "don't fit in" at school, or are regularly bullied. The library is a safe place for these students. I have seen unhappy, "outcast" students join a club and be accepted at the library. It is a bright spot for the child that is looking for a place to belong.

As a community member, I see the value the library provides for underprivileged people. The opportunity to use the computers to create resumes, research job postings, and take courses are all vital to these people. Without the library to offer these resources, it is much more difficult for people to work on improving their situation.

Finally, as a library user, I use the library every week. The access I have to the tracpac system is a gift. As an avid reader, being able to access books from multiple libraries is something I truly appreciate. As a lifelong learner, the variety of educational books that are available through the library is also impressive. I use the library weekly and I know I'm not the only one.

As a taxpayer (I pay taxes on 2 properties in the town of Valleyview) I implore the town to reconsider the funding cut that was made to the Valleyview Municipal Library. Consider asking the library to come in and make a presentation about their budget, how it is used and how many people access their programs. Take a look at the wide range of children and adults that the library serves. Look at the programs and resources that the library offers. Go to the library, spend some time there, ask the people that use it regularly. The library is a service to the people in this community and it should be treasured.

Sincerely,
Shirene Napier



January 14, 2023

Dear Valleyview Town Council,

I hope this message finds you well. I'm writing to express my concerns regarding the recent budget cuts to the Valleyview Municipal Library.

The library is a vital part of our community, offering diverse courses and safe spaces for various groups. It contributes to keeping our main street active and alive, providing a much-needed community space for kids and teens.

Since my family moved here 14 years ago, we've been avid users of the library's fantastic staff and facilities. From Rhyme Time to Mom-and-Tot programs, Coding Programs, and Reading Camps during the summer and everything in between, the library has been instrumental in our lives. Our oldest daughter currently enjoys the evening teen group, where she's able to make new friends beyond her school circle.

As a local small business owner, I've personally experienced the positive impact of the library's collaboration with small businesses. It has allowed us to bring unique classes to the community, fostering a sense of creativity and learning.

I kindly urge you to reconsider the proposed budget cuts to ensure the continued success of the Valleyview Municipal Library. It is an essential resource that not only benefits families like mine but also contributes to the overall growth and well-being of our community.

Thank you for your time and consideration.

Best regards,

Mary-Colleen Rabb Lawson
5413-46 St, Valleyview, AB, T0H 3N0
mary@marycolleen.ca
780-552-6599

Urgent Concerns Regarding Proposed Library Budget Cut

Dear Town of Valleyview Council Members,

We are writing to express our deep concern about the proposed 53% budget cut to the Valleyview Library. Such a drastic reduction will undoubtedly have severe consequences for families, youth, adults, and our entire community.

Valleyview already lacks human services available in town, with the library and FCSS being crucial providers in this regard. It is disheartening to note that precisely these programs are the ones facing cuts. In challenging times, when people need these services more than ever, they should be invested in rather than defunded.

The proposed budget cut not only threatens essential human services but also jeopardizes access to critical resources like computers and printers, hindering students and job seekers from utilizing crucial tools for education and employment opportunities. Additionally, the everyday operational costs may be compromised, potentially undermining the quality of services and staff support that make our library a cornerstone of our community.

Valleyview's library serves as a vital hub for community engagement, offering diverse programs that contribute to the educational and social fabric of our town. The proposed cuts to these programs risk depriving residents of opportunities for personal growth, learning, and connection.

Moreover, our library is more than a repository of books; it is a safe place for many individuals, providing a quiet and inclusive space for people of all ages. The reduction in funding risks undermining the sense of security and belonging that our library currently offers.

In conclusion, we strongly urge the Town Council to reconsider these proposed cuts to the library's budget. Instead, let us prioritize investing in the essential human services and programs that our community so desperately requires, especially during these challenging times.

Thank you for your attention to this matter. We trust you will make decisions that prioritize the well-being, education, and prosperity of Valleyview.

Sincerely,

Christine and Mike Balabuck

From: Tyler Gandam <president@abmunis.ca>

Sent: Wednesday, January 31, 2024 11:50 AM

To: Ben Berlinguette <bBerlinguette@valleyview.ca>

Subject: Submit a resolution for debate at ABmunis 2024 Convention – Due by May 31

Dear Mayors, Councillors, and CAOs:

Is there a municipal issue that you think requires advocacy by Alberta Municipalities (ABmunis) to the provincial or federal governments? Sponsoring a resolution for debate at ABmunis' 2024 Convention is an excellent way to bring attention to an issue and empower ABmunis to take action if your resolution is supported by the majority of ABmunis' members.

Alberta Municipalities' members are now invited to submit resolutions that will be debated at our 2024 Convention in Red Deer on September 25-27, 2024. If your municipal council is interested in sponsoring a resolution, please visit our [Resolutions page](#) to access all the details including our Resolution Tips sheet, Resolution Template, and Resolutions Policy.

Change for 2024

Beginning this year, the mover municipality and the seconder municipality must represent at least two of the following population categories:

- Less than 2,500 population
- 2,500 to 10,000 population
- Greater than 10,000 population

For example, if the moving municipality has a population of 7,000, then the seconder municipality must be less than 2,500 population or greater than 10,000 population. The purpose of this change is to increase the likelihood that each resolution is applicable to most municipalities.

Deadline for 2024 Resolutions

This year, the deadline for submitting a resolution is May 31, 2024. Don't delay because the councils for the moving and seconding municipality must approve the resolution by the May 31 deadline.

Have a more urgent issue?

If your municipality has a pressing issue that cannot wait until the resolution session at our September Convention, then your municipality can present a request for decision (RFD) for consideration at ABmunis' Spring Municipal Leaders Caucus on March 14-15, 2024. The deadline to [submit an RFD](#) is February 23, 2024.

If you have questions about resolutions or RFDs, please contact our Policy & Advocacy team at advocacy@abmunis.ca. Also, make sure that you are registered to attend our [Spring Municipal Leaders Caucus](#) to discuss the resolutions process, action on adopted resolutions from recent years, and connect with municipalities that may be interested in co-sponsoring a resolution with you.

Thank you,

Tyler Gandam | President

E: president@abmunis.ca
300-8616 51 Ave Edmonton, AB T6E 6E6
Toll Free: 310-MUNI | 877-421-
6644 | www.abmunis.ca



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We respectfully acknowledge that we live, work, and play on the traditional and ancestral territories of many Indigenous, First Nations, Métis, and Inuit peoples. We acknowledge that what we call Alberta is the traditional and ancestral territory of many peoples, presently subject to Treaties 4, 6, 7, 8 and 10 and Six Regions of the Métis Nation of Alberta.

CAUTION: This e-mail has originated from outside your organization.

Kathy McCallum

From: Vern Lymburner
Sent: February 8, 2024 8:49 AM
To: Kathy McCallum
Subject: FW: Budget 2024 Update from the National Police Federation
Attachments: NPF - 2024 Pre-Budget Submission.pdf; SAMPLE Support For ABRCMP Funding Letter.docx

Agenda item please

Sent from [Mail](#) for Windows

From: Maryanne King <mking@npf-fpn.com>
Sent: Thursday, February 8, 2024 8:38:16 AM
To: Vern Lymburner <mayor@valleyview.ca>
Cc: Town of Valleyview Info <info@valleyview.ca>
Subject: Budget 2024 Update from the National Police Federation

Hello Mayor Lymburner,

I hope that your 2024 is off to a pleasant start.

Over the past few years, the NPF has been advocating for a needed increase into Alberta RCMP resources. Since 2017, the provincial investments to the RCMP have been minimal, forcing the provincial service to have to cut its budget and run under resourced. Starting in 2021, the province changed the Police Funding Model, so that every municipality would have to pay a portion for policing. Since then, millions have been collected that are supposed to be reinvested in policing, with a priority on increasing core policing.

However, recent policing investments have gone to municipal policing services in Edmonton and Calgary, or the Alberta Sheriffs who do not typically perform policing duties in rural environments like the Alberta RCMP does.

The NPF has submitted to the Government of Alberta our 2024 2024 Pre-Budget Recommendations, which address the issue of needed funding for the AB RCMP. To keep pace with population growth of 10% since 2017, the province needs to fund 400 more RCMP positions to keep pace with current and future needs. I have attached our full 2024 Pre-Budget submission for your review and consideration.

We invite you to consider supporting this crucial ask by writing to the Government in support of hiring additional RCMP officers in your community and across the province. To aid in this endeavour, we have included a template letter that you can use in whole or in part.

If you have any questions on our 2024 Budget submission or should you like to meet to discuss, I welcome inquiries at your convenience.

Thank you in advance for your consideration.

Kind regards,

Maryanne King
Policy Advisor | Conseiller Politique
National Police Federation | Fédération de la Police Nationale
(587) 672-0695

npf-fpn.com



**NATIONAL
POLICE
FEDERATION**

**FÉDÉRATION
DE LA POLICE
NATIONALE**

 @NPFFPN

 NPF_FPN

 nationalpolicefederation

 National Police Federati

The mission of the National Police Federation is to provide strong, professional, fair and progressive representation to promote and enhance the rights of RCMP Members. La mission de la Fédération de la police nationale est de fournir une représentation forte, professionnelle, juste et progressive afin de promouvoir et faire avancer les droits des Membres de la GRC.

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2024 PRE-BUDGET SUBMISSION

TO THE GOVERNMENT OF ALBERTA

JANUARY 2024



NPF Contact:

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INTRODUCTION

The National Police Federation (NPF) represents ~20,000 RCMP Members serving across Canada and internationally. We are the largest police union in Canada. The NPF is focused on improving public safety for all Canadians, including our Members by advocating for much-needed investment in the public safety continuum. This includes investments in police resourcing and modern equipment, as well as social programs including health, addiction, and housing supports to enhance safety and livability in the many communities we serve, large and small, across Canada.

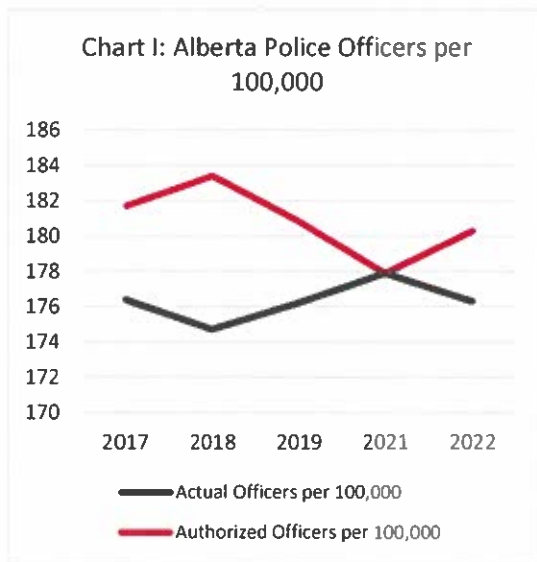
In 2019, the Government of Alberta announced a commitment of \$286m over five years to fund improvements to public safety. This funding would include an additional 300 officer positions across RCMP detachments in Alberta with the support of an additional 200 civilian staff. Under this investment plan, the Alberta RCMP would have increased from the 1,600 officers recorded in 2019 to approximately 1,900 by 2024.ⁱ While this announcement was welcomed, the province had been critically underfunding the Alberta RCMP to this point. This announcement was made concurrently with modifications to the Police Funding Model (PFM) that would result in every Alberta municipality beginning to pay for their policing services. While the province had stated that the revenue from the new police funding model would be reinvested into policing, both promises of additional personnel and increased resources for public safety across rural communities have not been kept.

Today, rather than invest in areas that could support the rural communities our Members are proud to serve and call home, Budget 2023 saw investments in the Alberta Sheriffs and other programs that largely benefitted Edmonton and Calgary. Polling conducted by the NPF with Pollara Strategic Insights quantifies that half of Albertans agree that the province should focus funding for public safety on existing fully-trained police officers. Additionally, 4-in-5 Albertans in RCMP-served areas are satisfied with the RCMP's policing. The NPF, the Alberta RCMP, many Alberta Mayors and Councils, and Indigenous communities have reiterated to the provincial province that equitable investments must be made across police services in Alberta. Investing in the Alberta RCMP is crucial to demonstrating that the Government of Alberta both understands and is committed to addressing public safety challenges equitably across communities. For Budget 2024, the public safety of all Albertans – both urban and rural – must be upheld by the province through renewed investments from the Government of Alberta toward the Alberta RCMP.

NPF RECOMMENDATIONS

1. **Invest \$80m over three years to hire 400 RCMP officers to meet population growth and future demand**

From 2017-2022, Alberta's population increased by 9.5%. Over the same period, total police personnel increased by 7%. Actual police personnel in 2022 consisted of 8,007 officers, but the authorized strength had been 8,190 personnel total – thereby leaving Albertans short 183 officers across the province.ⁱⁱ For years, the Government of Alberta has not been ensuring that officer strength has been met and made little investments in ensuring it. Investments must match the needs



of 2024 and beyond to ensure that future needs can continue to be met as the province encourages and promotes Alberta's population growth. By the province's stated ideal personnel strength of 180 police personnel per 100,000 population, 400 more officer personnel are needed, constituting a 5% increase in the current amount of police personnel.

Further, while the Alberta Crime Severity Index has decreased by 9.5%, demonstrating the outstanding work of our Members, calls for service continue to rise. Between 2017 and 2021, calls for service increased by 8%, from 650,080 in 2017 to 701,126 in 2021.ⁱⁱⁱ All of these factors indicate that a fully resourced Alberta RCMP continues to be necessary for maintaining this effective response across communities.

Polling conducted by the NPF with Pollara Strategic Insights from September 2023 demonstrated that increasing resources for policing was the top public safety priority for Albertans. Increased resources for policing outranked priorities such as increased response times, increased resources for addressing petty crimes, and increased local autonomy in policing. Continued and sustained investment in the Alberta RCMP is necessary to meet current and future demands.

2. \$4m in grant funding to support the implementation of policing committees

Policing committees are a critical function in delivering community-based needs and priorities to those that contract the RCMP as their municipal police service. Through a policing committee, municipal leadership can represent the interests of Council to the officer in charge of the contracted detachment.

Recent changes to the *Police Act* in 2022 have now made it mandatory for municipalities policed by the RCMP to establish their own policing committees, giving them a role in setting policing priorities. Before this, these committees were not mandatory and many communities never established them, creating a disconnect between the RCMP and the community. These committees are another function of local governance and would require that the municipality put yearly funding towards the success of the committee. Many chose not to establish these committees as a way to save money.

The *Police Act* changes establish that communities served by the RCMP with populations over 15,000 must now create their own policing committee. Additionally, communities with populations under 15,000 can choose to be represented by a regional governance body that will make recommendations on policing priorities in the region, or establish their own local policing committee.

While this function should be considered a core component of ensuring municipalities are best able to provide community-based public safety priorities through the RCMP, these committees do not currently receive any investment from the Government of Alberta to support their implementation. The province should fund the creation of these committees for communities over and under

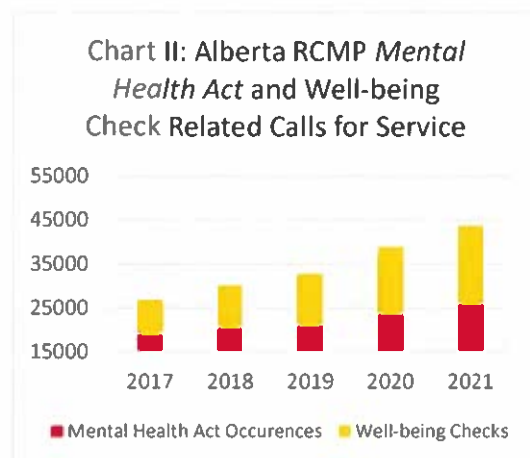
populations of 15,000 who wish to create their own police committee, separate from the regional governance bodies, by providing a commensurate financial investment into these communities.

The Government of Alberta should support the implementation of greater community involvement in their policing services by investing \$4m toward the establishment of policing committees. By investing in municipalities through assisting their launch of these committees, the province can fulsomely demonstrate its commitment to all Albertans having access to policing services that best support their individualized needs.

3. \$4m to expand the Regional Police and Crisis Teams in partnership with Alberta Health Services

The Alberta RCMP have been increasingly called on to fill gaps resulting from significantly decreased funding for mental health and social services. Albertans and our Members want to see more funding for frontline services that help alleviate pressures on vulnerable Canadians and, by extension, the police.

A clear example of this pressure is present in both the increase of mental health calls and well-being checks being done by our Members. In Alberta, from 2017 to 2021, the number of *Mental Health Act* calls and well-being checks have increased by 63% (see Chart II), from a combined total of 26,855 occurrences in 2017 to 43,761 in 2021.^{iv} This means that our Members are spending more time responding to those in mental health crises and less time on core policing duties.



Police calls responding to someone in crisis are not always routine and can vary in complexity. The Alberta RCMP has implemented and expanded the Regional Police and Crisis Teams (RPACT) units across Alberta to address a rising number of calls for service associated with the *Mental Health Act*. RPACT is a collaboration between the Alberta RCMP and Alberta Health Services, pairing Members with mental health professionals to provide a fulsome response to *Mental Health Act* related calls. From its launch in 2011, RPACT has since expanded to various detachments across Alberta, inclusive of Red Deer, Grande Prairie, and Airdrie. Recently, the Alberta RCMP announced that RPACT would be expanding to serve Hinton, Athabasca, Gleichen, Wainwright, and High level in addition to Sundre, Rocky Mountain House, Innisfail, Blackfalds, Rimbey, Sylvan Lake, Drayton Valley, Lake Louise, Banff, Canmore, Cochrane, Airdrie rural, Disbury, Olds, Drumheller, Chestermere, Strathmore, St. Paul, and Coaldale.^v

However, calls for service related to those in crisis are continuing to increase at an alarming rate and more investment into these successful RPACT programs are needed. These investments should be evidence-based and be established in communities who frequently see *Mental Health Act* related calls. Through a total investment of \$4m to expand the RPACTs in Alberta, the province can demonstrate its commitment to providing all Albertans with accessible assistance when they need it.

ⁱ December 2019. Municipalities will pay up as Alberta adds 300 RCMP officers to combat rural crime. Available at: <https://www.cbc.ca/news/canada/edmonton/alberta-rcmp-rural-crime-schweitzer-1.5383062>

ⁱⁱ Statistics Canada. Police personnel and selected crime statistics. Available at: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510007601&pickMembers%5B0%5D=1.10&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

ⁱⁱⁱ Royal Canadian Mounted Police. RCMP Occurrence Report – 2021. Available at: <https://www.rcmp-grc.gc.ca/transparenc/police-info-policiers/calls-appels/occurrence-incident/2021/index-eng.htm>

^{iv} Royal Canadian Mounted Police. RCMP Occurrence Report – 2021. Available at: <https://www.rcmp-grc.gc.ca/transparenc/police-info-policiers/calls-appels/occurrence-incident/2021/index-eng.htm>

^v March 2023. RCMP's Regional Police and Crisis Teams expanding. Available at: <https://www.mountainviewtoday.ca/sundre-news/rcmps-regional-police-and-crisis-teams-expanding-6589661>

Dear Premier Smith,

The government's renewed interest in supporting public safety across the province is appreciated by my community and others. To ensure that every community across our province has the resources they need to continue to keep the public safe, I'm writing to ask you to include the Alberta RCMP in Budget 2024.

As you know, the Commissioner of the RCMP establishes a minimum level of policing in consultation with the Provincial Minister, who then decides if that standard will be met or exceeded per Article 6 of the Provincial Police Service Agreement (PPSA). The number of officers is reviewed annually by the Provincial Minister as part of planning for each upcoming fiscal year. The Provincial Minister can increase the number of Members in the service through Article 5 of the PPSA.

We are asking the Government of Alberta to invest \$80 million in our Alberta RCMP in pursuit of hiring an additional 400 new RCMP officers across the province. Our community could specifically benefit from an additional ## officers from these new positions. The government can utilize the PPSA as described above to request additional personnel that will bolster the safety of Albertans across the province, and we invite you to act on this function.

Over the past few years, the provincial investments to the RCMP have been minimal, forcing the provincial service to have to cut its budget and run under-resourced. Starting in 2021, the province changed the Police Funding Model, so that every municipality would have to pay a portion for policing. Since then, millions have been collected that are supposed to go towards reinvestment in policing, with a priority on increasing core policing.

We need your reassurance that communities served by the RCMP are just as crucial to your government's public safety plans as others. We know that the impact of crime and the number of Albertans needing help aren't limited to the boundaries of Calgary and Edmonton, which is why we are asking you to equitably invest in the Alberta RCMP.

Sincerely,