



The Village of
PORT CLEMENTS
"Gateway to the Wilderness"

36 Cedar Avenue West
PO Box 198
Port Clements, BC
V0T1R0
OFFICE: 250-557-4295
Public Works: 250-557-4295
FAX: 250-557-4568
Email: office@portclements.ca
Web: www.portclements.ca

6:00 PM Regular Meeting of Council, Monday, July 20, 2026

AGENDA

This meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.

1. ADOPT AGENDA

2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS

D- 1 – MID-YEAR UPDATE – SGT. LANCE MASSET RCMP

D- 2 – OFFER OF DONATION TOWARD THE HAIDA GWAIL CT SCANNER – KERRY LAIDLAW & TRACY MORTON

D- 3 – SENIORS SUPPORTED HOUSING PROJECT PUBLIC REVIEW FEASIBILITY STUDY – PORT CLEMENTS HOUSING AND RESTORATION SOCIETY

3. MINUTES

M-1 – June 15, 2026, Regular Council Meeting Minutes.

M-2 – June 29, 2026, Special Council Meeting Minutes.

M-3 – July 10, 2026, Special Council Meeting Minutes.

4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS

5. ORIGINAL CORRESPONDENCE

C-1–INFORMATION —LOCAL GOVERNMENT CLIMATE ACTION PROGRAM (LGCAP) FUNDING – THE CORPORATION OF THE DISTRICT OF OAK BAY

C-2– REQUEST - SUPPORT FOR NORTHERN-RURAL HOMEOWNERS GRANT – CITY OF PRINCE GEORGE

6. FINANCE

F-1– 2nd Quarter Financial Report – Sr. Finance Manager R. Bell

7. GOVERNMENT

G-1 – READINGS 1&2 OF COUNCIL PROCEDURE AMENDMENT BYLAW NO. 460.4, 2026

Recommended motion: THAT Council does the 1st and 2nd reading of "Council Procedure Amendment Bylaw No. 460.4 2026 of the Village of Port Clements."

8. REPORTS & DISCUSSIONS

9. ACTION ITEMS

10. QUESTIONS FROM THE PUBLIC & PRESS

11. IN-CAMERA

Community Charter s.90(1) a part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

(d) the security of the property of the municipality;

(n) the consideration of whether a council meeting should be closed under a provision of this subsection or subsection (2);

Community Charter s.90(2) a part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

(b) the consideration of information received and held in confidence relating to negotiations
ii. between the municipality and another local government or between another local government and a third party, or

12. RISE AND REPORT

13. ADJOURNMENT



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For more information please contact by:
Phone: 250-557-4295
FAX: 250-557-4568
Email: cao@portclements.ca

Delegation to Council Application Form

Applicant Group/Individual Name: Sgt. LANCE Masset RCMP
Mailing Address: _____
Telephone: 250-626-3991 **Email:** jeffrey.lance@rcmp-grc.gc.ca

Subject of Delegation: _____

Purpose of Delegation:

Please note that delegations regarding any aspect of an Official Community Plan or a zoning application are prohibited between the conclusion of a Public Hearing and the adoption of a Bylaw and may not come before Council at that time.

- ☐ Question for council
☐ Requesting information
☐ Requesting a letter of support
☐ Requesting funding
☒ Other (provide details): Provide Mayor and council a mid-year update

Contact Person (if different from above): _____
Telephone number: _____ **Email:** _____

It is recommended that if an applicant has a deadline or specific time constraint then the applicant should make their delegation application to a Council Meeting that has at least one other Council Meeting occurring before this deadline.

Please note that your delegation may not be on the date requested due to prior commitments, staff resources or at the Chief Administrative Officers' discretion due to subject matter. Your delegation is not confirmed until it is approved by the CAO and you have been contacted by Village staff.

Council Meeting date requested: 2026-07-20
Attending delegate (if different from above): _____

Delegation Requirements:

If approved the name of the delegation and its subject will be published in the Council Meeting Agenda, which is made available to the public and on our website. This is not optional and cannot be withdrawn from the public record.

If you wish to provide supporting documentation to be published in the Agenda, it must be provided to our office no later than **1:00 PM on the Wednesday prior to the Council Meeting**. After the Agenda's deadline the delegation must bring its supporting document to the Council Meeting for distribution. It is mandatory to bring 7 copies for Council and Staff

Delegation Rules at Council Meetings:

1. **The delegation has a 10 minute time limit for speaking to Council.** This limit is regardless of how many speakers the delegation presents as part of their delegation. This limit also includes time for any questions.
2. The presentation must be directed at Council in a respectful and collaborative manner. The meeting Chairperson will indicate who has the turn to speak and in what order: interrupting and talking over someone when they are speaking is strongly discouraged. Disrespectful and abusive language will not be tolerated.
3. **Do not expect an immediate answer or response to your delegation:** Council may refer to staff for more information or postpone it to another meeting for further consideration. Council reserves the right to make its decision in its own time and will not be pressed to a decision due to a delegate's deadline.

I understand and agree that I have been advised on the rules and requirements of a delegation to Council and I agree to these terms.

Name: Jeff LANCE

Date: 2026-06-23

Signature: Jeffrey S. Lance

For Office Use Only:

Date Application Received: June 23/26 Documents Submitted with Application: NIL

Application Received by: Marjorie Dobson Signature: _____

☒ Approved

☐ Declined

☐ Other (please specify): _____

Council Meeting Appearance date of Delegation: July 20, 2026

Andy Zedock for CAO
Signature of Chief Administrative Officer

June 23, 2026
Signature Date



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Phone: 250-557-4295
FAX: 250-557-4568
Email: cao@portclements.ca

Delegation to Council Application Form

Applicant Group/Individual Name: Kerry Laidlaw and Tracy Morton
Mailing Address: NHA HGH PO Box 9 Daajing Giids BC V0T1S0
Telephone: 250-637-1188 **Email:** kerry.laidlaw@northernhealth.ca

Subject of Delegation: Offer of donation toward the HG CT scanner

Purpose of Delegation:

Please note that delegations regarding any aspect of an Official Community Plan or a zoning application are prohibited between the conclusion of a Public Hearing and the adoption of a Bylaw and may not come before Council at that time.

- ☒ Question for council
☐ Requesting information
☐ Requesting a letter of support
☐ Requesting funding
☐ Other (provide details): _____

Contact Person (if different from above): _____
Telephone number: _____ **Email:** _____

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20 July 2026

Council Meeting date requested: _____
Attending delegate (if different from above): _____

Delegation Requirements:

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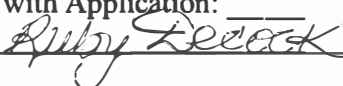
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I understand and agree that I have been advised on the rules and requirements of a delegation to Council and I agree to these terms.

Name: Kerry Laidlaw
Date: 2026-07-15
Signature: 

For Office Use Only:

Date Application Received: July 15/26 Documents Submitted with Application: _____
Application Received by: Ruby Deacock Signature: 

☒ Approved

☐ Declined

☐ Other (please specify): _____

Council Meeting Appearance date of Delegation: _____

Signature of Chief Administrative Officer

Signature Date



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FAX: 250-557-4568
Email: cao@portclements.ca

Delegation to Council Application Form

Applicant Group/Individual Name: Port Clements Housing and Restoration Society
Mailing Address: _____
Telephone: 250-626-7459 **Email:** kazamir@live.com

Subject of Delegation: Seniors Supported Housing Project Public Review Feasibility Study

Purpose of Delegation:

***Please note that delegations regarding any aspect of an Official Community Plan or a zoning application are prohibited between the conclusion of a Public Hearing and the adoption of a Bylaw and may not come before Council at that time. ***

- ☐ Question for council
☐ Requesting information
☐ Requesting a letter of support
☒ Requesting funding
☒ Other (provide details): Requesting motion to retain consultant to review and completed submitted Feasibility Study

Contact Person (if different from above): Kazamir Falconbridge
Telephone number: 250-626-7459 **Email:** kazamir@live.com

It is recommended that if an applicant has a deadline or specific time constraint then the applicant should make their delegation application to a Council Meeting that has at least one other Council Meeting occurring before this deadline.

Please note that your delegation may not be on the date requested due to prior commitments, staff resources or at the Chief Administrative Officers' discretion due to subject matter. Your delegation is not confirmed until it is approved by the CAO and you have been contacted by Village staff.

Council Meeting date requested: July 20, 2026
Attending delegate (if different from above): Debbie Reindl and/or Manzanita Snow

Delegation Requirements:

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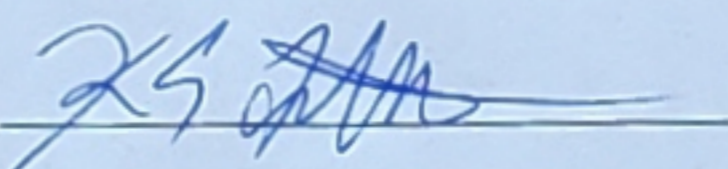
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I understand and agree that I have been advised on the rules and requirements of a delegation to Council and I agree to these terms.

Name: Kazamir Falconbridge

Date: July 15, 2026

Signature: 

For Office Use Only:

Date Application Received: _____ Documents Submitted with Application: _____

Application Received by: _____ Signature: _____

☐ Approved

☐ Declined

☐ Other (please specify): _____

Council Meeting Appearance date of Delegation: _____

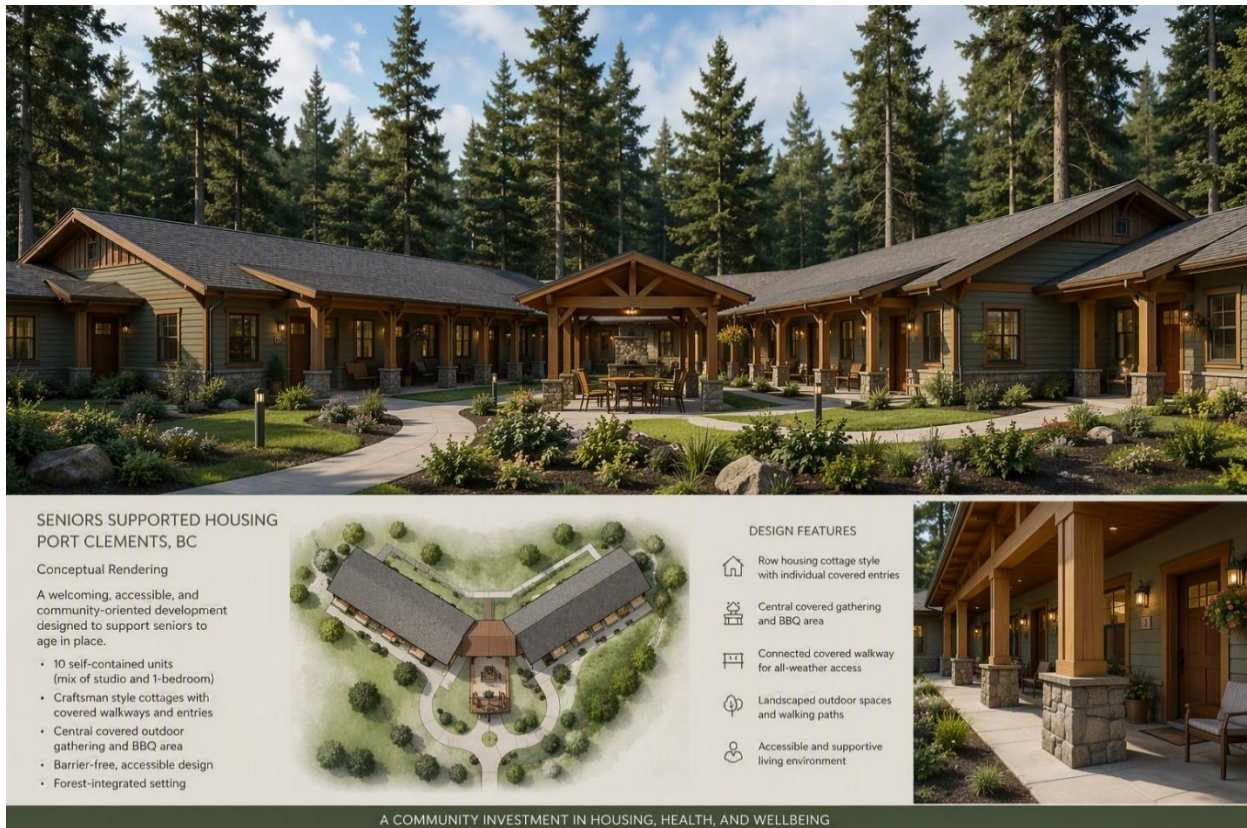
Signature of Chief Administrative Officer

Signature Date

PORT CLEMENTS HOUSING AND RESTORATION SOCIETY

PORT CLEMENTS SENIORS VILLAGE

Business Case and Feasibility Study



Prepared by the **Port Clements Housing and Restoration Society**

for the **Village of Port Clements**

July 2026

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Executive Summary

The Port Clements Housing and Restoration Society (PCHRS) proposes the development of the **Port Clements Seniors Village**, a supported housing community intended to provide safe, accessible, and affordable accommodation for seniors while supporting aging in place, community connection, and long-term housing sustainability within Port Clements and Haida Gwaii.

This Business Case and Feasibility Study examines the need for the project, evaluates its practicality, identifies potential funding and partnership opportunities, and outlines a pathway toward implementation.

The project has been developed in response to findings contained within the Village of Port Clements Housing Needs Reports completed in 2020 and 2024, both of which identified the need for additional housing options for older adults and recognized the growing importance of accessible and supportive housing within the community. The 2020 Housing Needs Report specifically identified seniors housing as a priority and recommended the development of a small seniors-oriented housing complex.

The proposed Port Clements Seniors Village would consist of ten supported housing units arranged in a bungalow-style cottage development designed to balance independence with access to services and community supports. The project concept includes a mix of one-bedroom and studio suites, barrier-free design, a common dining facility, commercial kitchen, wellness space, family visitation area, outdoor gathering spaces, and infrastructure to support future expansion.

The proposed development site consists of a 5.99-acre Village-owned parcel located on higher ground outside identified tsunami hazard areas. The site offers sufficient area for the initial development, outdoor amenities, and potential future expansion while remaining compatible with surrounding residential uses.

Beyond addressing senior housing needs, the project is expected to generate broader community benefits. By creating appropriate downsizing opportunities for older adults, larger housing units may become available to younger families and future residents, improving overall housing mobility within the community. Additional benefits include local employment opportunities, potential use of locally manufactured wood products,

increased community resilience, enhanced quality of life for seniors, and support for the long-term sustainability of Port Clements.

Preliminary analysis indicates that the project is feasible from a planning and development perspective. Municipal support has been identified, a suitable site is available, community need has been documented through multiple housing studies, and a range of potential funding opportunities exist through provincial, federal, regional, nonprofit, and community sources.

While challenges associated with financing, construction costs, and long-term operations will require careful management, the study concludes that these challenges are outweighed by the demonstrated need, significant community benefits, and strong policy alignment supporting the project.

The Port Clements Housing and Restoration Society therefore concludes that the Port Clements Seniors Village represents a practical, achievable, and strategically important housing initiative and recommends proceeding to the next stage of project development, funding acquisition, detailed design, and implementation.

1. Introduction

Housing has always been about far more than the physical structures in which people live. For individuals and families, housing represents security, independence, dignity, stability, and connection to community. For seniors in particular, housing also determines whether they are able to remain close to family members, maintain lifelong friendships, participate in community activities, access support services, and continue contributing to the social fabric of the places they have helped build. When communities fail to provide appropriate housing options for their aging populations, the consequences extend well beyond the individuals directly affected. Communities lose volunteers, neighbours, mentors, and local knowledge, while families face the emotional and financial burden of supporting loved ones who may be forced to relocate away from their home community.

Port Clements is not immune to these challenges. Like many rural communities throughout British Columbia, Port Clements has experienced significant demographic change over the past several decades. While the community was originally built around a thriving forestry sector that attracted young families and workers, the population has gradually aged as economic conditions evolved and younger generations sought opportunities elsewhere. Today, many of the residents who helped shape Port Clements during its periods of growth are entering a stage of life where housing needs are changing. Homes that once accommodated growing families now present challenges related to maintenance, accessibility, mobility, heating, snow removal, yard care, and ongoing upkeep. For many older residents, the issue is not a desire to leave their homes, but rather the growing realization that their homes may eventually no longer meet their physical needs.

The challenge facing Port Clements is not that seniors wish to leave the community. In fact, the evidence suggests precisely the opposite. The 2020 Housing Needs Report documented a strong desire among seniors to remain in Port Clements for as long as possible, surrounded by friends, family, familiar surroundings, and the community networks they have helped establish over many years. The report further identified a significant gap in appropriate housing options for older adults who wish to downsize while maintaining independence and quality of life. Seniors interviewed during the Housing Needs Assessment consistently expressed concern regarding the lack of smaller, accessible housing alternatives within the community and the possibility that they might

eventually be forced to leave Port Clements in order to access appropriate accommodation and support services.

Recognizing the importance of these issues, the Village of Port Clements undertook a comprehensive Housing Needs Assessment in 2020 with support from the Province of British Columbia, the Union of British Columbia Municipalities, and the Northern Development Initiative Trust. The resulting report concluded that there was a clear and immediate need for seniors-focused housing within the community and specifically recommended consideration of a small housing complex designed to support older residents through a combination of independent living accommodations and shared support facilities. The report identified seniors housing as one of the community's highest housing priorities and recognized that suitable housing options for aging residents would not only benefit seniors themselves but would also improve housing availability throughout the broader community by creating opportunities for housing turnover and family occupancy of existing homes.

Four years later, the Village completed an updated Housing Needs Report in accordance with new provincial housing legislation. Although methodologies and reporting requirements had changed, the findings continued to point toward the need for additional housing options and highlighted the growing importance of accessible and supportive housing for older adults. The report projected ongoing housing demand over both five-year and twenty-year planning horizons and reinforced the conclusion that housing solutions tailored to changing demographic realities would be necessary to maintain the long-term sustainability of the community.

Despite years of study, community engagement, consultation, and planning, the fundamental housing needs identified through these reports remain largely unaddressed. The recommended seniors housing development envisioned during the 2020 Housing Needs Assessment has not yet been constructed. During that same period, the community has continued to age, housing options have remained limited, and many of the challenges identified by residents continue to exist today. The result is a situation in which the problem has been extensively documented while the solution remains unrealized.

The Port Clements Seniors Village has emerged directly from this planning history. The proposal is not a new idea developed in isolation, nor is it an attempt to create demand where none exists. Rather, it represents the natural evolution of recommendations that have been repeatedly identified through public engagement, municipal planning policy,

housing studies, and community discussion over a period exceeding six years. The concept incorporates many of the features that local seniors themselves identified as important, including independent housing units, accessible design, opportunities for social interaction, shared community spaces, outdoor gathering areas, and services that help residents maintain independence for as long as possible.

The vision behind the Port Clements Seniors Village extends beyond housing alone. It is intended to create a supportive living environment that enables seniors to remain active participants in community life while accessing the services and facilities necessary to age comfortably and safely within their own community. The proposed development seeks to combine independence with support, privacy with connection, and local identity with long-term sustainability. It is envisioned as a place where residents can continue living meaningful and fulfilling lives while remaining close to the people and places that matter most to them.

This Business Case and Feasibility Study has been prepared by the Port Clements Housing and Restoration Society to evaluate the practicality of the proposed development, examine opportunities and challenges associated with implementation, identify potential funding pathways and partnerships, and provide a clear framework for moving the project from concept to reality. More importantly, it seeks to demonstrate that the Port Clements Seniors Village represents an achievable, community-supported response to a housing need that has already been identified, studied, discussed, and reaffirmed through years of planning and public engagement. The central question is no longer whether the community requires seniors housing. The overwhelming evidence suggests that it does. The question now is whether the community is prepared to transform years of planning into action and create a lasting legacy for future generations of Port Clements residents.

2. Organizational Background

The Port Clements Housing and Restoration Society (PCHRS) was established in 2019 by a group of dedicated community volunteers who recognized that housing challenges represented one of the most significant threats to the long-term sustainability of Port Clements. At a time when the community was experiencing demographic changes, an aging population, a shrinking housing inventory, and increasing concerns regarding housing suitability and accessibility, local residents came together to create an organization focused on finding practical, community-based solutions. The Society's mandate was intentionally broad, encompassing housing development, community revitalization, restoration initiatives, and economic opportunities that would contribute to the long-term well-being of Port Clements and the surrounding area.

The original Board of Directors consisted of:

- **Manzanita Snow**
- **Kelly Green**
- **Brigid Cummings**
- **Wendy Quinn**

These individuals were instrumental in advocating for the completion of the Village's first Housing Needs Assessment and in supporting the extensive public consultation process that ultimately became the 2020 Housing Needs Report. The report specifically acknowledged the contributions of the Society and its board members, recognizing the important role they played in identifying housing priorities and gathering community input.

At the time the Housing Needs Report was completed, the Society was viewed as a key community organization capable of helping advance future housing initiatives. The report noted that while the Village of Port Clements operated with limited staffing resources, a locally based nonprofit society could provide leadership, advocacy, partnership development, fundraising capacity, and project management support necessary for

pursuing housing projects. The report further identified the Society as a logical organization to help champion a future seniors housing development.

Unfortunately, in the years following completion of the Housing Needs Report, momentum surrounding housing development slowed. Like many volunteer-driven organizations in small rural communities, the Society faced challenges related to capacity, succession planning, volunteer availability, and the complexity of advancing major development projects. During this period, several original board members stepped away from active involvement, and the Society became largely inactive. The community also experienced a significant loss with the passing of board member **Wendy Quinn**, whose commitment to housing, community service, and the future of Port Clements was widely respected.

Despite these challenges, the need that originally inspired the formation of the Society never disappeared. In fact, many of the housing issues identified in 2020 remained unresolved and were subsequently reaffirmed through the Village's 2024 Housing Needs Report.

Recognizing both the continuing need and the opportunity to finally advance a long-standing community priority, the Society has recently undergone a period of renewal and reorganization. Today, the Board of Directors consists of:

President

Manzanita Snow

Vice-President

Kazamir Falconbridge

Secretary-Treasurer

Debbie Reindl

The continued involvement of Manzanita Snow provides an important link between the original vision of the Society and its current efforts. As one of the founding board members, her participation helps ensure that the objectives identified through the original Housing Needs Assessment remain central to the Society's direction.

The current Board believes that the community has now completed sufficient planning, consultation, and needs assessment work to move beyond identifying housing challenges

and begin implementing solutions. The Port Clements Seniors Village is intended to represent the first major step in fulfilling the recommendations originally identified through the 2020 Housing Needs Report and reaffirmed through subsequent planning efforts. Rather than revisiting questions that have already been extensively studied, the Society's focus is now directed toward funding acquisition, partnership development, project implementation, and ultimately the creation of housing that allows seniors to remain active and valued members of the community they helped build.

3. Planning History

The Port Clements Seniors Village is the culmination of a planning process that began several years ago and reflects a consistent pattern of community engagement, housing analysis, municipal planning, and volunteer leadership. While the project itself has evolved over time, the underlying need has remained remarkably consistent. Residents, community organizations, and municipal leaders have repeatedly identified the need for housing that enables seniors to remain within the community as they age while maintaining independence, dignity, and meaningful connections to family and community life.

The foundation for the project was established in 2019 when the Village of Port Clements secured provincial funding to undertake a comprehensive Housing Needs Assessment. Funding was provided through the Union of British Columbia Municipalities and the Northern Development Initiative Trust, recognizing the importance of understanding current and future housing needs within the community.

During the assessment process, extensive community engagement was undertaken, including stakeholder interviews, community surveys, direct interviews with seniors, community conversations, and opportunities for public review and feedback. Approximately twenty-two percent of the community participated in the survey process, representing a significant level of engagement for a small rural municipality.

A key partner throughout the Housing Needs Assessment process was the newly formed Port Clements Housing and Restoration Society. The Society had been established by a group of local volunteers who recognized that housing challenges represented a growing threat to the future sustainability of Port Clements. The original board included Manzanita Snow, Kelly Green, Brigid Cummings, and Wendy Quinn, all of whom contributed significantly to identifying local housing priorities and supporting the assessment process. The Housing Needs Report itself formally acknowledged the contributions of both the Society and its board members.

When the final Housing Needs Report was released in September 2020, its conclusions were clear. The report identified a growing aging population, a shortage of suitable downsizing opportunities, limited supportive housing options, and increasing concerns among seniors regarding accessibility and home maintenance. Seniors interviewed

during the study repeatedly expressed their desire to remain in Port Clements while also acknowledging that existing housing options would not necessarily allow them to do so indefinitely.

Most significantly, the report concluded that there was a clear need for seniors housing within the community and recommended the development of a small seniors-focused housing complex consisting of approximately four to six units. The housing concept identified by seniors themselves included independent living arrangements, private entrances, accessible design features, shared gathering spaces, communal kitchen facilities, and outdoor living areas. The report recognized that such a development could not only benefit older residents directly but could also improve overall housing availability by creating opportunities for existing homeowners to downsize.

The Housing Needs Report further identified the Port Clements Housing and Restoration Society as a logical organization to help advance future housing developments. The report noted that the Society, working in cooperation with the Village, could provide leadership and continuity for housing initiatives while pursuing funding opportunities and partnerships. Among its specific recommendations were review of municipally owned land, exploration of funding opportunities, development of a seniors housing model, and investigation of long-term operating arrangements.

Despite the strength of the report's findings, implementation did not immediately follow. As is often the case in small rural communities, limited organizational capacity, volunteer fatigue, staffing constraints, and the complexity of developing housing infrastructure slowed progress. The Society itself eventually experienced a period of inactivity, and several original board members stepped away from active involvement. The community also experienced the loss of Wendy Quinn, whose commitment to housing and community development had been instrumental during the Society's formative years.

Importantly, while organizational momentum slowed, the housing need itself did not disappear. Seniors continued to age in place within homes that were increasingly difficult to maintain, and the lack of appropriate downsizing options remained unresolved. Homes that might otherwise have become available to younger families remained occupied because suitable alternatives simply did not exist within the community. The challenges identified in 2020 persisted.

In 2024, the Village of Port Clements completed an updated Housing Needs Report in accordance with new provincial housing legislation. Although the methodology differed significantly from the earlier study, the findings once again highlighted the need for

additional housing within the community and emphasized the growing importance of accessible and supportive housing for older adults. The report projected a need to facilitate approximately seventeen additional housing units over five years and approximately fifty-three units over twenty years, reinforcing the conclusion that housing demand remained an important issue despite a small population base.

The updated report effectively confirmed what residents had already been saying for years: housing needs identified in 2020 had not disappeared. Instead, they had become more urgent as the community continued to age and opportunities for supportive housing remained absent.

In response, the Port Clements Housing and Restoration Society was reorganized and revitalized. Today, the Society is led by President Manzanita Snow, one of the organization's original founders, together with Vice President Kazamir Falconbridge and Secretary-Treasurer Debbie Reindl. The renewed Board is focused on advancing the recommendations that emerged from the original Housing Needs Assessment and moving the project from concept to implementation.

The Port Clements Seniors Village is therefore best understood as the next step in a process that began years ago. It is not a new idea, nor is it a response to a recently identified need. It is the implementation of recommendations that have been repeatedly identified through housing studies, municipal policy, community engagement, and direct conversations with local residents. The planning has been completed. The need has been documented. The policy support exists. The community has identified a suitable site. The remaining challenge is to transform years of planning into a tangible and lasting community asset.

4. Official Community Plan Alignment

The Port Clements Seniors Village is strongly aligned with the vision, goals, and policies contained within the Village of Port Clements Official Community Plan (OCP) 2025. Rather than representing a new direction for the community, the proposed development advances several objectives already embedded within the Village's long-term land use, housing, social well-being, and community development policies. The project can therefore be viewed as the practical implementation of priorities that have already been identified through community consultation and formally adopted municipal policy.

The Official Community Plan establishes a community vision in which Port Clements seeks "economic growth and prosperity for our citizens, as well as an inclusive and sustainable lifestyle." The proposed Seniors Village contributes directly to this vision by providing housing that supports inclusion, independence, accessibility, and long-term community sustainability. The development is intended to allow older adults to remain within their home community while continuing to participate in local social, recreational, and volunteer activities, strengthening the social fabric of Port Clements and contributing to a healthy and resilient community.

Social well-being forms a central component of the Official Community Plan. The Plan recognizes that quality of life is influenced by social relationships, economic health, and adequate housing and identifies the creation of healthy communities for people of all ages and abilities as a primary goal. Specific policies call for public facilities, infrastructure, and new development to be fully accessible and inclusive. The Seniors Village directly supports these objectives through its barrier-free design, accessible housing units, covered walkways, shared community spaces, and wellness-focused facilities that are intended to accommodate residents with varying levels of mobility and support needs.

Housing policy within the 2025 Official Community Plan provides particularly strong support for the proposed development. The Plan establishes a clear goal that suitable housing should be available and affordable for residents of all abilities and ages. To achieve this objective, the OCP specifically encourages the creation of both market-based and subsidized housing and directs the Village to participate with the Port Clements Housing and Restoration Society and government agencies in creating momentum toward affordable housing projects and specialized independent and assisted living

housing for seniors. This policy language is highly significant because it directly identifies both the Housing and Restoration Society and the type of housing proposed through the Port Clements Seniors Village.

The Official Community Plan further recognizes the importance of municipal support in achieving housing objectives and specifically indicates that the Village should consider providing land for the development of affordable and suitable independent and assisted living housing for seniors. The proposed project aligns directly with this policy through the consideration of a Village-owned development site and through ongoing cooperation between the Housing and Restoration Society and the Village of Port Clements.

The OCP further emphasizes housing diversity, infill development, and the creation of a broader range of housing forms. Policies throughout the Village Centre, Village Residential, Medium Density Residential, and Future Residential land use designations support additional residential density, multi-family housing forms, mixed-income housing developments, and efficient use of existing infrastructure. The proposed Seniors Village reflects these objectives by creating a new housing option that currently does not exist within Port Clements while making efficient use of municipal infrastructure and serviced land.

Support for aging in place is another important area of alignment. The Official Community Plan specifically encourages measures that allow residents to remain within their community as they age, including housing forms that support accessibility, independence, and multi-generational living. The Seniors Village has been designed around these same principles, providing independent housing units combined with opportunities for support services, communal activities, and social interaction. This approach allows residents to maintain autonomy while benefiting from environments specifically designed to accommodate changing physical and social needs.

Transportation policies contained within the OCP further support the project. The Plan encourages exploration of community-based transportation initiatives such as senior shuttle services and local ride-share programs while promoting walkability and accessibility throughout the community. The proposed Seniors Village incorporates these concepts through its emphasis on pedestrian-oriented design, accessible pathways, and the possibility of transportation coordination for medical appointments, community activities, and other essential services.

The project also aligns with broader economic development objectives identified within the Official Community Plan. The Village seeks to encourage diverse employment

opportunities, support local industries, and strengthen long-term economic sustainability. Construction of the Seniors Village would generate employment opportunities during development and create ongoing economic activity through operations, maintenance, support services, and procurement. Opportunities to utilize locally manufactured wood products and potentially process locally harvested alder into interior finishes would further support local industry and reflect the forestry heritage of Port Clements while keeping economic benefits within the community.

Finally, the Official Community Plan identifies implementation priorities that include inventorying housing suitable for redevelopment to accommodate seniors and people with special needs, identifying partnerships with non-profit organizations and government agencies to develop seniors housing, and supporting additional residential development within serviced areas. The Port Clements Seniors Village directly advances each of these implementation objectives and represents a tangible opportunity to transform adopted policy into measurable community outcomes.

Taken collectively, the policies, goals, and implementation strategies contained within the Official Community Plan provide strong policy support for the Port Clements Seniors Village. The proposed development is not only consistent with the OCP, but actively advances many of its most important housing, accessibility, social well-being, and community sustainability objectives. As such, the project should be viewed as a direct implementation of the Village's long-term vision for a healthy, inclusive, and sustainable community.

5. Why This Project Is Needed

The need for the Port Clements Seniors Village is rooted in demographic reality, community priorities, and the long-term sustainability of Port Clements itself. While housing challenges exist across many segments of the population, multiple planning documents have consistently identified seniors housing as one of the community's most pressing and achievable housing priorities. The proposed development represents a practical response to a need that has been documented through public engagement, housing studies, strategic planning exercises, and municipal policy over a period exceeding six years.

The population of Port Clements continues to age. According to the 2021 Census, 26.5 percent of residents are 65 years of age or older, while the median age of the community has reached 50.4 years, significantly higher than the provincial average. At the same time, nearly half of all households consist of a single individual, creating an increased need for housing that is manageable, accessible, and appropriately sized for smaller households.

For many seniors, the challenge is not a lack of housing, but rather a lack of suitable housing. Much of Port Clements' existing housing stock consists of detached single-family homes that were constructed during periods of population growth associated with the forestry industry. These homes served generations of families well; however, as residents age, many are finding that larger homes, stairs, wood heating systems, yard maintenance, snow clearing, and ongoing repairs are becoming increasingly difficult to manage. The 2020 Housing Needs Report documented these concerns directly through interviews and community engagement, finding that many seniors wished to remain in Port Clements but lacked practical opportunities to downsize without leaving the community altogether.

The issue extends beyond individual households. When seniors have no suitable place to move, larger homes remain occupied even when they no longer meet the needs of their occupants. This reduces housing mobility throughout the community and limits opportunities for younger families, workers, and prospective residents seeking housing. The result is a housing system in which residents at every stage of life are affected by the absence of suitable alternatives. Development of the Port Clements Seniors Village would help address this challenge by creating purpose-built housing that allows seniors to

transition into accommodation that better meets their needs while potentially making larger homes available for others.

The need for seniors housing has been formally recognized by the Village of Port Clements for many years. The 2020 Housing Needs Report concluded that there was a clear need for seniors-focused housing and recommended development of a small seniors housing complex. The 2024 Housing Needs Report reaffirmed the need for additional housing options and recognized the increasing importance of accessible and supportive housing for older adults. The Village Strategic Plan specifically identifies support for seniors housing as a municipal priority and directs action on recommendations arising from housing studies. The 2025 Official Community Plan further strengthens this position by establishing policies that encourage affordable and suitable housing for residents of all ages and abilities and specifically support independent and assisted living housing for seniors in partnership with the Port Clements Housing and Restoration Society and senior levels of government.

The Official Community Plan goes even further by recognizing the importance of municipal participation in the development of seniors housing and specifically identifies the possibility of providing Village land for affordable independent and assisted living housing. The proposed Seniors Village therefore does not introduce a new planning objective but rather advances a course of action that has already been incorporated into the Village's primary planning document.

The project is also needed because it contributes directly to the broader vision for Port Clements. The Official Community Plan describes a future in which Port Clements seeks economic growth, prosperity, inclusiveness, and sustainability. The Strategic Plan identifies goals related to supporting seniors' housing, encouraging residential development, attracting young families, and creating a strong and vibrant community through partnerships and sustainable development. The Seniors Village advances each of these objectives simultaneously. By providing appropriate housing for older adults, supporting local employment opportunities during construction and operation, encouraging new residential development, and strengthening the overall housing market, the project becomes much more than a housing initiative. It becomes a strategic investment in the future stability and resilience of the community.

The need for action is also becoming increasingly urgent. The community has already completed the planning work necessary to understand the problem. Housing needs have been assessed, public consultation has occurred, municipal policies have been updated,

development land has been identified, and community leadership has emerged through the revitalization of the Port Clements Housing and Restoration Society. Continuing to study the issue without advancing a solution risks prolonging challenges that have already been clearly documented. The question facing Port Clements is no longer whether suitable seniors housing is needed. The evidence overwhelmingly demonstrates that it is. The question now is whether the community is prepared to act on years of planning, consultation, and policy direction to create a housing option that allows current and future seniors to remain active, connected, and engaged members of the community they helped build.

6. Why Now?

The question is no longer whether Port Clements needs seniors housing. That question has already been answered through multiple rounds of community consultation, planning exercises, housing needs assessments, strategic planning documents, and the recently adopted Official Community Plan. The more relevant question is why the project should proceed now rather than at some uncertain point in the future. The answer lies in the convergence of need, opportunity, policy support, and community readiness.

First and foremost, the planning work has already been completed. Since 2019, the community has invested considerable time, effort, and public resources into understanding its housing challenges. The Village has completed two Housing Needs Reports, updated its Strategic Plan, modernized its Official Community Plan, engaged residents through surveys and interviews, consulted with seniors directly, and identified housing as one of the community's most important long-term priorities. The conclusion reached through each of these exercises has been remarkably consistent: Port Clements requires additional housing options, including specialized independent and assisted living opportunities for seniors.

Second, the policy framework necessary to support development is now in place. The Village Strategic Plan specifically identifies support for seniors housing options and calls for action on the recommendations contained within the Housing Study. Similarly, the 2025 Official Community Plan expressly supports affordable housing, independent and assisted living housing for seniors, partnerships with the Port Clements Housing and Restoration Society, and consideration of Village-owned land for senior housing development. From a municipal planning perspective, there has never been a stronger policy foundation for advancing this project.

Third, a suitable development site has already been identified. The proposed 5.99-acre Village-owned property provides sufficient area for the initial phase of development while preserving opportunities for future expansion. The site is located on higher ground, outside identified tsunami hazard areas, and benefits from proximity to existing municipal infrastructure. Many communities spend years searching for a suitable site. Port Clements already has one.

The demographic realities facing the community also make action increasingly urgent. The median age of Port Clements now exceeds fifty years, and more than one-quarter of residents are over the age of sixty-five. Many senior citizens who participated in the original Housing Needs Assessment expressed a desire to remain in the community but identified growing concerns regarding accessibility, maintenance requirements, and the lack of suitable alternatives should their housing needs change. Those concerns have not disappeared with time. In many cases, they have become more pressing.

Equally important is the revitalization of the Port Clements Housing and Restoration Society. Following a period of reduced activity, the Society has re-established itself with active leadership, a clear objective, and a commitment to advancing recommendations that have sat largely unimplemented since 2020. The Society now provides the organizational capacity and local leadership necessary to move the project beyond planning and into development. Without community champions prepared to carry a project forward, even the best ideas remain unrealized. Today that leadership exists.

There are also significant funding opportunities available today that may not remain available indefinitely. Provincial and federal governments continue to prioritize affordable housing, rural housing, age-friendly communities, accessibility improvements, and partnership-based developments. The Village has demonstrated an ability to attract external funding for infrastructure and community projects, while the Housing and Restoration Society is well positioned to pursue grants and partnerships specifically targeted toward housing initiatives. Delaying action risks missing opportunities that exist today.

The project also aligns with broader community objectives extending beyond housing alone. Construction of the Port Clements Seniors Village would support local employment, create opportunities for local contractors and suppliers, encourage use of locally sourced materials, and contribute to long-term economic resilience. The possibility of incorporating products manufactured by Haida Gwaii Forest Products and utilizing locally harvested alder for interior finishes further strengthens the project's connection to the local economy and forestry heritage. In this regard, the project serves both social and economic development objectives.

Perhaps most importantly, there comes a point when further study no longer creates additional value. Port Clements has spent years identifying, documenting, discussing, and validating the need for seniors housing. Evidence has been gathered. The plans have

been written. The policies have been adopted. Community support has been demonstrated. Continuing to study the issue without acting upon the findings risks creating frustration and losing momentum while the underlying housing challenges continue to grow. The community now possesses the information necessary to move forward with confidence.

For all of these reasons, the Port Clements Housing and Restoration Society believes that the present moment represents a unique opportunity. The need is well documented, the policy support is in place, the site has been identified, community leadership exists, and funding opportunities remain available. The Port Clements Seniors Village has reached the stage where success depends less upon additional planning and more upon a collective decision to proceed. The question is no longer whether the community should plan for seniors housing; the question is whether the community is prepared to build it.

7. Project Description

The Port Clements Seniors Village is envisioned as a purpose-built supported housing community designed to provide seniors with the opportunity to remain within Port Clements and Haida Gwaii while maintaining independence, dignity, safety, and meaningful connections to the community. The project seeks to bridge the gap between traditional independent living and higher levels of care by creating a housing environment that combines private accommodation with shared amenities, social opportunities, and access to support services.

At its core, the project is intended to address a challenge repeatedly identified through community engagement and housing planning processes. Many seniors wish to remain in the community but currently occupy homes that are becoming increasingly difficult to maintain due to age, mobility limitations, accessibility barriers, and property upkeep requirements. The proposed development offers an alternative that allows residents to continue living independently while reducing many of the burdens associated with aging in larger single-family homes.

The overall design concept is that of a small residential village rather than an institutional facility. The intention is to create an environment that feels like a neighbourhood, not a care home. Residents would maintain private living accommodation while benefiting from proximity to neighbours, shared spaces, and services that support healthy aging and social connection.

The development is anticipated to consist of ten self-contained residential units arranged in a bungalow-style configuration connected by covered walkways and organized around a centralized community hub. The layout has been inspired by concepts discussed during the original Housing Needs Assessment process, where seniors expressed preferences for private entrances, independent living arrangements, accessibility, and attractive outdoor spaces.

The residential units would consist of a combination of one-bedroom and studio suites designed specifically for older adults and individuals with mobility challenges. All units would be located on a single level, eliminating the need for stairs and reducing accessibility barriers. Each residence would contain a private washroom, kitchen or

kitchenette, living area, and sleeping area designed to support independent living. Attention would be given to universal design principles including wider doorways, accessible washrooms, barrier-free entries, improved lighting, non-slip flooring, and emergency response systems. Consistent with the Official Community Plan, all housing would be designed to meet modern accessibility standards and support residents of varying ages and abilities.

Architecturally, the development is envisioned as a Craftsman-inspired village utilizing natural materials, generous roof overhangs, covered entrances, and traditional residential design elements that complement the character of Port Clements. Rather than appearing institutional in nature, the project is intended to reflect the scale and character of a small rural community while providing modern, energy-efficient housing.

The residential wings would extend outward from a central services building that serves as the social and operational heart of the development. This central building would contain shared amenities intended to enhance quality of life, encourage social interaction, and support resident well-being.

A common dining room and commercial kitchen are proposed as key components of the facility. While residents would continue to maintain independent living arrangements within their own suites, the dining facilities would provide opportunities for shared meals, community events, celebrations, and potential meal service programs. The communal dining space would help reduce social isolation, foster friendships, and strengthen the sense of community among residents.

The development would also include a wellness and examination room designed to accommodate visiting healthcare providers, community nurses, wellness programs, and routine health services. Although the project is not intended to function as a medical care facility, the availability of dedicated wellness space would improve access to health services and support aging in place wherever possible.

Additional interior spaces may include a staff office, meeting room, family visitation lounge, shared laundry facilities, storage areas, and flexible multi-purpose spaces that can be adapted to meet changing community needs over time. These facilities would support day-to-day operations while also accommodating volunteer programs, educational events, social programming, and support services.

Outdoor spaces are envisioned as an equally important component of the development. The Seniors Village is intended to encourage social interaction, physical activity, and enjoyment of the surrounding natural environment. The site plan includes a covered outdoor gathering pavilion that can accommodate barbecues, social events, family gatherings, and community celebrations. This space would provide year-round usability while recognizing the wet climate conditions common to Haida Gwaii.

Accessible walking paths would connect residential units with shared facilities while encouraging outdoor activity and mobility. Landscaped gathering areas, benches, gardens, and passive recreation spaces would provide opportunities for residents to enjoy nature, interact with neighbours, and maintain active lifestyles. Community garden areas could also support local food production, volunteer involvement, and intergenerational activities, aligning with broader community objectives regarding food security and healthy living.

An important component of the project is its emphasis on local identity and economic development. Wherever practical, construction should prioritize locally available materials and services. Opportunities exist to utilize products manufactured by Haida Gwaii Forest Products and to explore the use of locally harvested alder from adjacent Village-owned lands for interior finishes, flooring, paneling, and architectural accents. Such an approach would support local employment, reduce transportation costs, and create a facility that reflects the forestry heritage of Port Clements while contributing to the local economy.

The project has also been designed with future growth in mind. While the initial phase proposes ten units, the size of the site allows for future expansion should community needs warrant additional development. The ability to expand over time provides flexibility and ensures that the investment can continue to respond to changing demographic and housing needs over the coming decades.

Ultimately, the Port Clements Seniors Village is intended to be much more than a housing development. It is envisioned as a community asset that supports aging in place, improves housing choice, strengthens social connections, encourages health and wellness, and contributes to the long-term sustainability of Port Clements. By creating a supportive residential environment specifically tailored to the needs of older adults, the project seeks to ensure that seniors can continue living as active, engaged, and valued members of the community they helped build.

8. Site Considerations

Proposed Development Site

The proposed site for the Port Clements Seniors Village occupies a strategically located Village-owned parcel that offers a unique combination of accessibility, development capacity, community integration, and future growth potential. As illustrated in **Figure 1**, the property is centrally located within Port Clements and is situated between established residential neighbourhoods and important community amenities, creating an ideal setting for a seniors-focused housing development.

Legal Description

- Parcel A, Plan PRP1079
- District Lot 746
- Queen Charlotte Land District
- Plan 10257
- PID: 013-159-861

Site Area

- Approximately 5.99 acres (2.42 hectares)

The site occupies a prominent location within the community, situated north of the Port Clements Community Park, east of Falcon Street, south of Bayview Drive, and west of Dyson Street. As shown in **Figure 1**, the property is located within walking distance of residential neighbourhoods, community services, and recreational amenities while maintaining sufficient separation from commercial and industrial activities to provide a quiet and comfortable residential environment.

One of the site's greatest strengths is its proximity to existing community infrastructure. Residents would have convenient access to recreational facilities, walking opportunities, community programs, and municipal services while remaining closely connected to the social and cultural life of Port Clements. This accessibility is particularly important for older adults, as proximity to community services helps support independence, social participation, and overall quality of life. The location also aligns with Village objectives that encourage walkability, accessibility, and aging in place.

The size and configuration of the parcel provide exceptional flexibility for development. While the initial project proposes the construction of ten housing units and associated shared facilities, the property is significantly larger than required for the first phase of development. This additional land area allows for thoughtful site planning, natural landscaping, outdoor gathering spaces, walking trails, gardens, and future expansion opportunities. It also allows buildings to be positioned in a manner that maximizes privacy, sunlight exposure, accessibility, and integration with the surrounding natural environment.

The site is particularly well suited to the village-style development concept proposed within this feasibility study. The parcel can easily accommodate a central community building with residential wings extending outward from a common hub, creating a campus-style layout that encourages both independence and social interaction. The size of the property makes it possible to balance built development with meaningful outdoor spaces, helping create an environment that promotes physical activity, wellness, and community connection.

The Official Community Plan identifies growth, housing diversity, and efficient use of serviced lands as important community objectives. The Village has adopted policies supporting multi-family housing, affordable housing initiatives, and independent and assisted living housing for seniors. The proposed site is consistent with these objectives and represents an opportunity to transform adopted policy into a tangible community asset. The OCP specifically contemplates the use of Village-owned land to support suitable seniors housing and encourages partnerships between the Village, nonprofit organizations, and government agencies to achieve housing goals.

Municipal servicing capacity represents another significant advantage. The Official Community Plan states that the Village's water system has sufficient capacity to serve approximately 1,000 residents and that the upgraded wastewater treatment system is designed to support a population exceeding 700 residents. This existing infrastructure significantly improves the feasibility of residential development while reducing the costs often associated with extending services to new sites.

The site also offers important opportunities related to environmental sustainability and local economic development. Adjacent portions of the property contain mature stands of alder and other vegetation that contribute to the character of the area. Subject to detailed engineering and environmental review, selective harvesting of some trees along steep slopes may improve site safety while also providing locally sourced materials that

could potentially be incorporated into the development. This approach would support local industry, reduce transportation impacts, and reinforce the connection between the project and the forestry heritage of Port Clements.

From a long-term planning perspective, the property provides a level of flexibility rarely available for community housing projects. The initial ten-unit development can be accommodated without utilizing the full site, allowing future phases to respond to changing community needs. Additional housing units, assisted living accommodations, wellness facilities, community gardens, transportation infrastructure, or other complementary services could potentially be incorporated in future years without requiring the acquisition of additional land.

Overall, the proposed site possesses the characteristics necessary to support a successful seniors housing development. Its central location, substantial size, existing infrastructure capacity, compatibility with surrounding land uses, and alignment with adopted municipal planning policies make it exceptionally well suited for the Port Clements Seniors Village. As illustrated in **Figure 1**, the property provides both the space and the setting required to create a supportive residential community that enables seniors to remain active, connected, and independent while continuing to live within the community they call home.

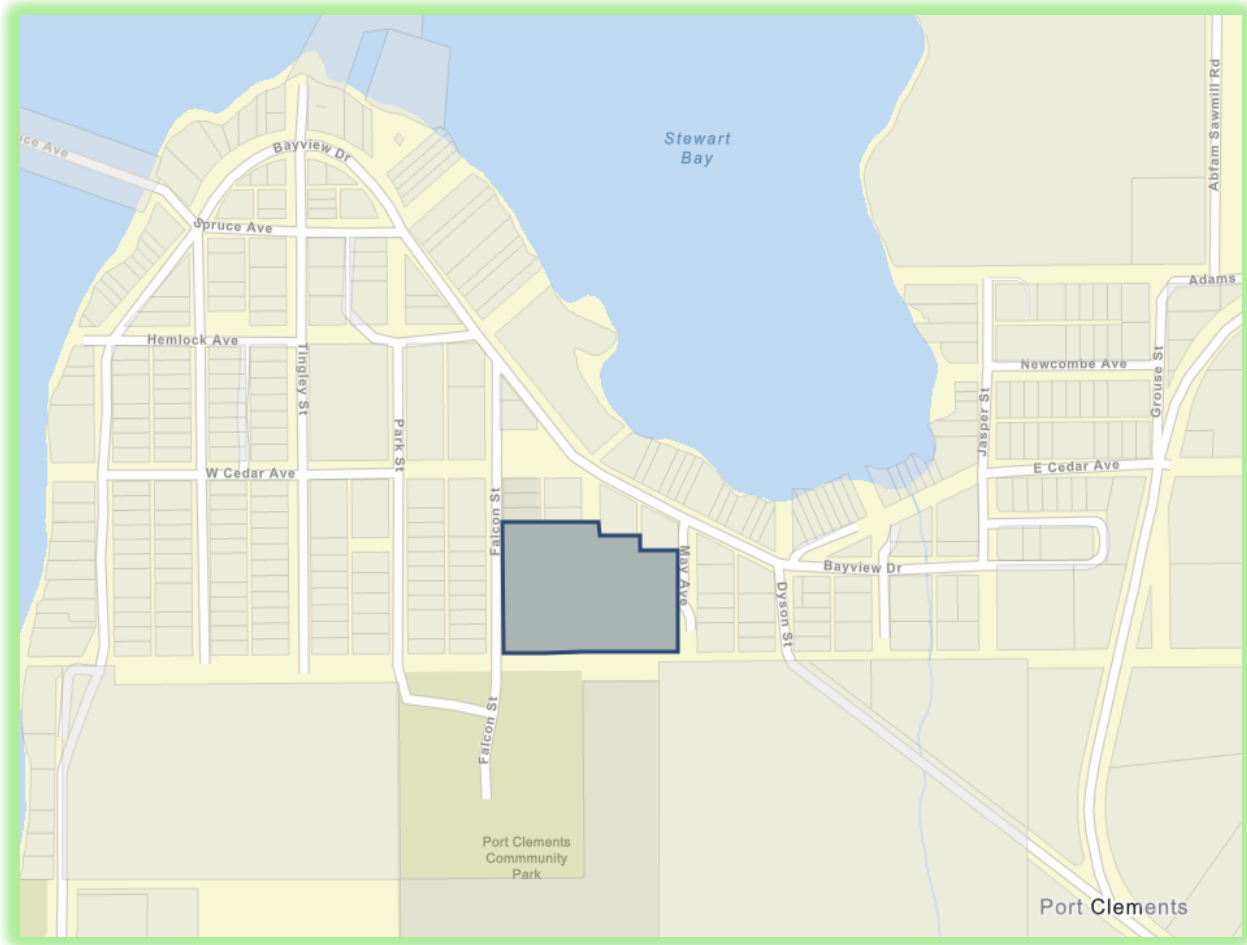


Figure 1: BC Assessment Map

9. Local Materials and Economic Benefits

The Port Clements Seniors Village presents a unique opportunity to advance not only community housing goals, but also broader economic development objectives identified within the Village of Port Clements Official Community Plan and Strategic Plan. While the primary purpose of the development is to provide suitable housing for seniors, the project has been deliberately envisioned as an investment that generates economic, social, and community benefits extending well beyond the residents who will ultimately occupy the facility.

Port Clements has a long and proud history rooted in forestry, manufacturing, and resource-based industries. Generations of residents have built their livelihoods around the forests that surround the community, and forestry remains one of the largest employment sectors on Haida Gwaii. The Official Community Plan recognizes the importance of supporting local industry, encouraging value-added manufacturing, and creating new economic opportunities that build upon the community's traditional strengths. The Port Clements Seniors Village represents a practical opportunity to put those objectives into action.

Whenever economically and technically feasible, the project should prioritize the use of local contractors, local tradespeople, and locally manufactured building materials. By maximizing local participation during construction, a greater proportion of project expenditures can remain within the regional economy, creating employment opportunities and supporting businesses throughout Port Clements and Haida Gwaii. This local-first approach aligns with the Village's broader economic development objectives and contributes to the creation of a stronger and more resilient local economy.

One of the most significant opportunities involves the potential use of locally sourced wood products supplied through Haida Gwaii Forest Products and other regional producers. The Official Community Plan specifically encourages development of locally made resource-based specialty products and recognizes the importance of creating additional value from local resources. Incorporating locally manufactured wood products into the Seniors Village would support these objectives while creating a development that reflects the character and heritage of Port Clements.

Local wood products could potentially be incorporated into numerous aspects of the project, including structural framing, exposed timber elements, covered walkways, siding, trim packages, outdoor shelters, benches, pergolas, and decorative architectural features. In addition to the economic benefits associated with local procurement, such an approach would reduce transportation distances, lower associated emissions, and contribute to a distinctive architectural identity rooted in the natural environment of Haida Gwaii.

An additional opportunity exists immediately adjacent to the proposed development site. A steep Village-owned slope contains a number of mature alder trees that may require selective removal over time due to safety, maintenance, or development considerations. Rather than viewing this resource as waste material, the Society proposes exploring opportunities to process harvested alder into value-added building materials that could be incorporated directly into the development.

Alder is widely recognized for its attractive grain patterns, warm colouration, and suitability for interior finishing applications. Subject to economic and technical feasibility, locally harvested alder could potentially be milled and processed into flooring, wall paneling, ceiling finishes, cabinetry, feature walls, furniture, and other architectural elements throughout the development. The use of locally harvested alder would create a unique visual character while simultaneously reducing materials costs and supporting local manufacturing opportunities.

Beyond construction, the project is expected to generate ongoing economic benefits throughout its operational life. Building maintenance, groundskeeping, transportation services, food preparation, wellness programming, cleaning services, and facility management all represent opportunities for employment and local contracting. The concentration of residents within a purpose-built community may also create opportunities for partnerships with healthcare providers, home support agencies, transportation providers, and community service organizations operating throughout Haida Gwaii.

The project is also expected to contribute indirectly to the local housing market. One of the recurring themes identified during public consultation and housing needs assessments is that many seniors currently occupy larger family homes because suitable downsizing opportunities are unavailable. By creating attractive and appropriate alternatives, the Seniors Village may encourage housing mobility throughout the community. As seniors transition into purpose-built accommodation, existing homes may

become available to younger families, workers, and prospective residents, producing broader economic and housing benefits that extend beyond the development itself.

The Village's Strategic Plan identifies balanced growth, economic sustainability, support for local industries, and the creation of a strong and vibrant community as core priorities. Similarly, the Official Community Plan emphasizes economic diversification, support for local business, value-added resource development, and sustainable growth. The Port Clements Seniors Village aligns with each of these objectives by combining community development, housing investment, economic activity, and local resource utilization into a single project capable of producing lasting benefits for current and future generations.

Ultimately, the Port Clements Seniors Village should be viewed not simply as a housing development, but as a community-building initiative. Through the use of local labour, local materials, local expertise, and local partnerships, the project has the potential to create economic value while strengthening community identity and preserving the connection between Port Clements' future and its longstanding forestry heritage. The resulting development would stand as a tangible example of how housing investment can simultaneously support social well-being, economic resilience, and sustainable community growth.

10. Financial Overview

The Port Clements Seniors Village has been developed as a community infrastructure project intended to address a long-standing housing need while supporting broader objectives related to aging in place, community sustainability, housing diversity, accessibility, economic development, and community well-being. As such, the project's financial viability should be assessed not only on construction and operating costs, but also on the substantial social, economic, and community benefits that will be generated over its lifespan. The project is envisioned as a long-term community asset designed to serve residents for decades while contributing to the overall resilience and sustainability of Port Clements.

The following financial estimates are preliminary in nature and are intended to support planning, funding discussions, partnership development, and future project refinement. Detailed engineering, architectural design, quantity surveying, and procurement analysis will be required before final project costs can be confirmed.

Capital Cost Overview

Based on comparable rural housing developments, current construction costs in northern British Columbia, transportation considerations unique to Haida Gwaii, and the scope of the proposed development, the total capital cost of the Port Clements Seniors Village is currently estimated to range between **\$5.0 million and \$7.0 million**. This estimate includes housing construction, shared community facilities, professional services, site development, furnishings, equipment, project administration, and contingency allowances.

Land Contribution

A significant financial advantage of the project is the availability of a municipally owned development site. The Official Community Plan specifically contemplates the use of Village-owned land to support independent and assisted living housing for seniors and recognizes the importance of partnerships with the Port Clements Housing and Restoration Society in achieving community housing objectives.

Subject to Council approval and project requirements, potential municipal contributions may include:

- Land donation or transfer
- Long-term lease arrangement
- Development fee waivers
- Property tax exemptions
- Utility servicing assistance
- In-kind project support

The value of these contributions would substantially improve the financial viability of the project while demonstrating municipal commitment to implementation.

Site Preparation and Development

Estimated Cost: **\$300,000 to \$750,000**

Site development costs are expected to include clearing, grading, utility installation, stormwater management, parking areas, sidewalks, pathways, landscaping, geotechnical assessments, environmental review, and site servicing requirements. Because the proposed development site benefits from proximity to existing municipal infrastructure and is located within a serviced area of the community, development costs are expected to be lower than those associated with greenfield development in more remote locations.

Residential Construction

Estimated Cost: **\$3,000,000 to \$4,000,000**

Residential construction represents the largest project component and includes ten fully accessible housing units designed to support aging in place and independent living.

Construction budgets include structural systems, building envelope, mechanical and electrical systems, fire protection systems, accessibility requirements, covered entrances, covered walkways, and energy-efficient design features.

The use of bungalow-style construction and single-level design contributes to both accessibility and long-term operational efficiency while reducing maintenance requirements compared to multistorey developments.

Community Services Building

Estimated Cost: **\$750,000 to \$1,250,000**

The central community building is envisioned as the heart of the Seniors Village and would provide shared facilities that support quality of life, wellness, and community interaction.

Potential components include:

- Commercial kitchen
- Dining facility
- Wellness and examination room
- Administrative office
- Family visitation room
- Multi-purpose gathering space
- Shared laundry facilities
- Storage and maintenance areas

The inclusion of shared amenities is consistent with recommendations identified during the Housing Needs Assessment process and contributes significantly to the project's ability to support aging in place.

Furnishings and Equipment

Estimated Cost: **\$200,000 to \$400,000**

This category includes dining furnishings, kitchen equipment, office furnishings, wellness room equipment, outdoor seating, common area furnishings, landscaping features, emergency response systems, and other operational requirements necessary for occupancy.

Professional Services

Estimated Cost: **\$500,000 to \$800,000**

Professional services will include:

- Architectural design
- Civil engineering
- Structural engineering
- Mechanical engineering
- Electrical engineering

- Surveying
- Geotechnical investigations
- Environmental assessments
- Legal services
- Permit preparation
- Project management

Investment in professional design services is essential to ensuring that the project meets regulatory requirements, accessibility standards, funding criteria, and long-term operational objectives.

Contingency

Estimated Cost: **\$500,000 to \$1,000,000**

Construction projects located in rural and remote communities face unique challenges related to material transportation, contractor availability, weather conditions, and market fluctuations. A robust contingency allowance is therefore recommended to manage unforeseen costs and reduce financial risk during implementation.

Funding Strategy

The Port Clements Seniors Village is expected to utilize a blended funding model combining municipal support, provincial and federal grants, nonprofit partnerships, regional funding programs, philanthropic contributions, and community support.

Potential funding partners include:

- BC Housing
- Canada Mortgage and Housing Corporation (CMHC)
- Northern Development Initiative Trust
- Northwest BC Regional Benefits Alliance
- Gwaii Trust Society
- Community foundations
- Indigenous partners
- Corporate sponsors
- Private donors

The strength of the project lies in its alignment with adopted municipal policy, documented housing needs, community priorities, accessibility objectives, and regional housing strategies. These factors position the project favorably for future funding applications.

Operational Sustainability

Construction funding alone will not ensure the long-term success of the Port Clements Seniors Village. Equally important is the development of a sustainable operational model capable of supporting services, maintenance, programming, and administration over the life of the facility.

Potential annual operating expenses may include:

- Utilities
- Insurance
- Building maintenance
- Grounds maintenance
- Snow removal
- Janitorial services
- Property management
- Program administration
- Transportation services
- Wellness programming
- Kitchen and dining operations

Detailed operating budgets will be developed during subsequent planning and design stages. However, experience from comparable developments suggests that sustainable operations can be achieved through a combination of rental revenue, service agreements, operating grants, partnerships, and volunteer support.

Organizational Capacity and Staffing

One of the most important lessons arising from the original Housing Needs Assessment process is the recognition that successful housing development requires organizational capacity beyond what can reasonably be sustained through volunteer efforts alone. While the Port Clements Housing and Restoration Society has benefited enormously from

volunteer leadership, implementation of a multi-million-dollar housing initiative will require dedicated administrative and project management support. The 2020 Housing Needs Report specifically identified the need to pursue resources capable of supporting project advancement and housing development activities.

The Society therefore believes that staffing should be considered a core project component rather than an optional expense.

Development Phase Staffing

During planning, funding acquisition, design, and construction, the Society should seek funding for a Project Coordinator responsible for:

- Grant applications
- Funding administration
- Stakeholder engagement
- Community communications
- Consultant coordination
- Project reporting
- Regulatory compliance
- Partnership development

Estimated annual cost:

\$50,000 to \$90,000

including benefits, training, and administrative expenses.

Operational Phase Staffing

As the project approaches occupancy, consideration should be given to establishing a Housing Operations Manager or Facility Coordinator position responsible for:

- Tenant coordination
- Building operations
- Service partnerships
- Program delivery
- Financial administration
- Volunteer coordination
- Regulatory compliance
- Resident support services

Estimated annual cost:

\$60,000 to \$100,000

depending on responsibilities and funding availability.

Additional staffing requirements may emerge over time as programming expands and resident needs evolve.

Capacity-Building Funding

Potential sources of organizational and staffing support may include:

- BC Housing organizational capacity grants
- Northern Development Initiative Trust programs
- Community development grants
- Project administration allocations within capital grants
- Partnership agreements
- Service contracts
- Foundation funding

Investing in staffing capacity will help ensure that the Society can effectively manage partnerships, maintain compliance requirements, administer grant funding, and provide ongoing leadership throughout development and operation of the Seniors Village.

Financial Conclusion

Preliminary analysis indicates that the Port Clements Seniors Village is financially achievable when approached through a combination of municipal support, grant funding, strategic partnerships, and phased implementation. The availability of Village-owned land, existing municipal infrastructure, strong policy alignment, documented community need, and significant potential for external funding all contribute positively to project feasibility.

While significant investment will be required, the long-term benefits extend far beyond the construction of housing units. The project will support aging in place, improve housing mobility, strengthen community sustainability, create economic opportunities, and contribute to the long-term well-being of Port Clements residents. When considered in this broader context, the Port Clements Seniors Village represents not simply a housing expense, but a strategic investment in the future of the community

11. Funding Strategy

The Port Clements Seniors Village will require a multi-source funding strategy that combines municipal support, provincial and federal housing investments, regional funding programs, nonprofit partnerships, philanthropic contributions, and community participation. As is common with affordable and seniors housing developments across British Columbia, no single program is expected to fully finance the project. Success will depend upon assembling multiple funding sources into a comprehensive financing package that addresses land acquisition, construction, community facilities, organizational capacity, and long-term operations.

The strength of the Port Clements Seniors Village lies in the fact that it aligns with numerous public policy objectives that are currently being prioritized by governments and funding agencies. These objectives include affordable housing, rural sustainability, aging in place, accessibility, housing diversity, community wellness, economic development, and partnership-based project delivery. The project is further strengthened by its alignment with the Village of Port Clements Official Community Plan, the Village Strategic Plan, and multiple Housing Needs Reports that have identified seniors housing as a priority community need.

Municipal Contributions

The Village of Port Clements is positioned to play a critical role in improving the overall financial feasibility of the project.

Potential municipal contributions may include:

- Provision of the development site through donation, lease, or partnership agreement.
- Development cost reductions through fee waivers or reduced application costs.
- Property tax exemptions where permitted.
- Utility servicing assistance.
- Project management and administrative support.
- Advocacy and partnership support during funding applications.

The Official Community Plan specifically supports consideration of Village-owned land for independent and assisted living housing for seniors, providing a strong policy foundation for municipal participation in the project.

British Columbia Housing Programs

BC Housing represents the most significant potential funding partner for the project.

The Community Housing Fund was established by the Province of British Columbia to support the creation of affordable rental housing, including housing intended for seniors, people with disabilities, and low-to-moderate income households. The program has funded affordable housing developments throughout urban and rural British Columbia and remains one of the most significant provincial housing initiatives currently available.

In addition to capital funding opportunities, BC Housing administers a variety of programs related to accessible housing, seniors housing, operational assistance, and housing management support. The Province also continues to promote policies that support aging in place and the creation of housing options that allow seniors to remain in their communities as their needs change.

The Housing and Restoration Society should remain actively engaged with BC Housing representatives throughout project development to identify programs that align with the specific design and operational model selected for the Seniors Village.

Canada Mortgage and Housing Corporation (CMHC)

Federal housing funding may represent another major component of the financing strategy.

The Government of Canada, through Canada Mortgage and Housing Corporation (CMHC), has historically supported affordable housing developments through programs that provide a combination of low-interest financing, forgivable loans, and direct capital contributions. The Affordable Housing Fund has supported community housing, mixed-income housing, accessible housing, and housing projects serving priority populations, including seniors.

Recent federal housing initiatives have continued to emphasize affordable housing supply, housing accessibility, housing partnerships, and shovel-ready developments capable of delivering measurable community benefits. Projects that demonstrate strong local support, municipal participation, accessibility, and partnerships are generally well positioned for consideration under federal housing programs.

Because the Seniors Village incorporates accessible design principles, community amenities, and strong nonprofit governance, the project aligns well with many of the goals identified within federal housing programs.

Northern Development Initiative Trust

Northern Development Initiative Trust (NDIT) has long supported economic and community development projects throughout northern British Columbia and should be considered an important strategic funding partner.

NDIT currently administers programs intended to encourage housing development, community infrastructure, and regional economic growth. The Northern Housing Incentive Program was specifically created to encourage the development of new housing units while supporting communities seeking to retain seniors and attract workforce residents.

Additional NDIT infrastructure and economic development programs may also support project elements such as site servicing, community amenities, organizational capacity building, public infrastructure, and community facilities.

Northwest BC Regional Benefits Alliance

The Northwest BC Regional Benefits Alliance has demonstrated its ability to secure and distribute funding for projects that improve community infrastructure and quality of life throughout participating communities.

The Port Clements Seniors Village aligns closely with regional objectives involving community sustainability, social well-being, housing stability, and economic resilience. The Society should actively engage the Alliance regarding opportunities for planning support, project development funding, infrastructure investment, and partnership opportunities.

As the project advances, the Regional Benefits Alliance may also provide valuable support through advocacy and connections to senior levels of government.

Indigenous Partnerships

The Housing and Restoration Society recognizes the importance of developing respectful and mutually beneficial relationships with Indigenous governments and organizations throughout Haida Gwaii.

Potential partnership opportunities may exist with:

- Council of the Haida Nation
- Old Massett Village Council
- Skidegate Band Council
- Indigenous housing organizations
- Indigenous service providers

Such partnerships may strengthen funding applications while creating opportunities for shared programming, service delivery, transportation initiatives, and community supports.

Community and Philanthropic Contributions

While major funding sources will likely provide the majority of project financing, local participation can make a significant contribution to project success.

Potential local contributions may include:

- Fundraising campaigns.
- Memorial donations.
- Corporate sponsorships.
- Volunteer labour.
- In-kind professional services.
- Donations of materials and equipment.
- Community foundation grants.

Local participation demonstrates community commitment and can strengthen funding applications by showing that the project enjoys broad community support.

Organizational Capacity Funding

An important lesson identified through previous housing planning efforts is that successful project delivery requires dedicated administrative capacity.

The Housing and Restoration Society should pursue funding not only for buildings and infrastructure but also for project development capacity. Funding for a Project Coordinator, grant administrator, or housing development specialist would significantly improve the Society's ability to manage applications, partnerships, reporting requirements, community engagement, and project implementation. The original Housing Needs Report recognized the importance of building organizational capacity in order to advance a seniors housing project successfully.

Potential capacity-building funding may be available through:

- BC Housing organizational support initiatives.
- Northern Development capacity programs.
- Community foundations.
- Regional development grants.
- Project administration components within major capital grants.

Funding Strategy Conclusion

The Port Clements Seniors Village benefits from an unusual combination of strengths: documented housing need, strong policy alignment, an identified development site, municipal support, nonprofit leadership, and significant community benefit. Few rural housing initiatives are able to demonstrate alignment simultaneously with a Housing Needs Report, Strategic Plan, and Official Community Plan while also benefiting from an available municipally owned development site.

For these reasons, the Society believes the most realistic path forward is a layered funding approach combining municipal contributions, provincial housing funding, federal housing investment, regional development support, Indigenous partnerships, philanthropic contributions, and organizational capacity funding. This diversified approach reduces reliance on any single funding source while maximizing the project's likelihood of successful implementation.

12. Governance and Operations

The long-term success of the Port Clements Seniors Village will depend not only on the quality of the physical development, but also on the strength of the governance structure responsible for overseeing its operation. Experience from housing developments throughout British Columbia demonstrates that successful seniors housing projects require clear governance, sound financial management, strong partnerships, and a sustainable operational framework capable of adapting to changing community needs over time. The Port Clements Housing and Restoration Society believes that a locally governed, community-based model offers the greatest opportunity to achieve these objectives while maintaining accountability to residents and the broader community.

Ownership and Governance

The preferred governance model is for the Port Clements Housing and Restoration Society (PCHRS) to serve as the owner, project sponsor, and governing organization for the Port Clements Seniors Village. Under this model, the Society would maintain responsibility for strategic direction, policy development, financial oversight, regulatory compliance, partnership management, and long-term planning.

As a nonprofit organization rooted in Port Clements, the Society is uniquely positioned to ensure that local priorities remain central to decision-making. This governance approach also aligns with provincial and federal housing funding models, many of which prioritize partnership with nonprofit organizations that operate housing for community benefit rather than private profit.

The Board of Directors would be responsible for:

- Strategic planning and policy development.
- Financial oversight and budgeting.
- Approval of major operational decisions.
- Risk management and regulatory compliance.
- Partnership development.
- Long-term sustainability planning.
- Community engagement and accountability.

The Board would continue to operate in accordance with the Society's bylaws and applicable provincial legislation governing nonprofit organizations.

Relationship with the Village of Port Clements

While the project would be governed by the Housing and Restoration Society, the Village of Port Clements is expected to remain an important project partner throughout both development and operation.

The relationship between the Society and the Village should be viewed as collaborative rather than supervisory. The Village's role may include:

- Landowner or development partner.
- Infrastructure provider.
- Funding partner.
- Project advocate.
- Planning authority.
- Community liaison.

This partnership model supports the objectives contained within the Official Community Plan, which specifically encourages collaboration between the Village, the Housing and Restoration Society, and government agencies to facilitate affordable and seniors housing development.

Operational Management

As the project progresses toward occupancy, the Society should transition from a project-development organization into a housing operator with responsibility for ongoing management and resident support.

Depending on project scale and available resources, day-to-day management could be delivered through one of three models:

Option 1: Direct Management by PCHRS

Under this model, the Society would employ staff responsible for:

- Tenant relations.
- Rental administration.
- Building maintenance.
- Financial administration.
- Service coordination.
- Program development.

This approach provides the highest level of local control and responsiveness.

Option 2: Third-Party Housing Management

The Society could retain ownership while contracting management services to an experienced nonprofit housing provider.

Potential advantages include:

- Professional housing management expertise.
- Regulatory compliance support.
- Established operational systems.
- Reduced administrative burden on the Society.

Option 3: Hybrid Model

The preferred approach may ultimately be a hybrid model in which the Society retains governance control while contracting specific services such as bookkeeping, maintenance support, housing administration, or property management.

This approach provides professional expertise while maintaining strong local leadership and community involvement.

Staffing Requirements

It is important to recognize that successful housing developments cannot rely exclusively upon volunteer capacity.

The Housing Needs Assessment process and subsequent project development experience have demonstrated that volunteer leadership is invaluable for vision, advocacy, and governance; however, housing operations require consistent administrative capacity and professional oversight.

As the project advances, staffing requirements may include:

Housing Operations Manager

Responsible for:

- Tenant applications.
- Occupancy management.
- Financial administration.
- Partnership coordination.
- Regulatory reporting.
- Program oversight.

Resident Services Coordinator

Depending on future funding availability and resident needs, consideration may be given to a position responsible for:

- Community programming.
- Wellness activities.
- Volunteer coordination.
- Transportation coordination.
- Family support and communications.

Maintenance Services

Maintenance functions may be delivered through:

- Direct employment.
- Service contracts.
- Local contractors.
- Partnerships with community organizations.

Wherever practical, local service providers should be utilized to maximize community economic benefits.

Resident Eligibility and Allocation

The primary objective of the Port Clements Seniors Village is to provide housing opportunities for seniors who wish to remain within their community while accessing housing designed to meet changing needs associated with aging.

Subject to funding requirements and regulatory obligations, tenant selection criteria should prioritize:

1. Residents of Port Clements.
2. Former residents with demonstrated ties to the community.
3. Residents from elsewhere on Haida Gwaii.
4. Other eligible applicants where vacancies exist.

Consideration should also be given to factors such as accessibility requirements, housing need, income eligibility, and suitability for independent or assisted living arrangements.

The goal is to ensure that available housing serves those residents most closely connected to the community while maintaining fairness, transparency, and compliance with funding program requirements.

Partnerships and Service Delivery

The Port Clements Seniors Village is not intended to function as a residential care facility. Rather, it is envisioned as a supportive housing community where independent living can be enhanced through partnerships and service coordination.

Potential service partnerships may include:

- Northern Health.
- Home and Community Care programs.
- BC Emergency Health Services.
- Council of the Haida Nation.
- Old Massett Village Council.
- Skidegate Band Council.
- Volunteer organizations.
- Community transportation providers.
- Local meal and wellness programs.

These partnerships could support services such as:

- Visiting healthcare clinics.
- Wellness assessments.
- Home support services.
- Transportation assistance.
- Meal programs.
- Social programming.
- Emergency preparedness planning.

The Official Community Plan specifically encourages partnership-based approaches to housing and social well-being, making this collaborative model highly consistent with broader community objectives.

Community Accountability

As a community-owned initiative, maintaining transparency and accountability will be essential to long-term success.

The Society should provide:

- Annual reports.
- Financial statements.
- Community updates.
- Resident feedback opportunities.
- Regular consultation with project partners.

Maintaining ongoing communication with residents, families, funding agencies, and the Village will help ensure that the Seniors Village continues to evolve in response to changing community needs.

Governance and Operations Conclusion

The Port Clements Seniors Village is envisioned as a locally governed, nonprofit-operated housing community designed to support independence, accessibility, and aging in place. The proposed governance model combines local leadership through the Port Clements Housing and Restoration Society with strategic partnerships involving the Village of Port Clements, government agencies, service providers, and community organizations. This approach ensures that the project remains community-focused while benefiting from professional expertise, sustainable operations, and strong accountability. By combining sound governance with collaborative service delivery, the Port Clements Seniors Village can remain a valuable community asset for generations to come.

13. Development Timeline

The Port Clements Seniors Village is not a newly proposed project, but rather the culmination of several years of planning, community consultation, policy development, and organizational leadership. The timeline below illustrates the progression from initial housing needs assessment through to the anticipated development and occupancy of the proposed Seniors Village.

Phase 1: Housing Need Identification and Community Engagement

2019

The Village of Port Clements secured provincial funding through the Union of British Columbia Municipalities and the Northern Development Initiative Trust to undertake a comprehensive Housing Needs Assessment. The purpose of the assessment was to better understand current and future housing needs within the community and identify priorities for future action.

2019-2020

Community consultation was undertaken, including surveys, stakeholder interviews, discussions with seniors, and public engagement activities. The Port Clements Housing and Restoration Society participated throughout this process and helped promote community involvement.

September 2020

The Village completed its Housing Needs Report.

Key findings included:

- A growing senior population.
- Limited downsizing opportunities.
- A need for accessible housing.
- Strong support for seniors housing.
- A recommendation that a small seniors housing complex be developed within the community.

The report concluded there was a clear need for seniors housing and identified the Housing and Restoration Society as a potential partner in advancing housing solutions.

Phase 2: Policy Development and Community Planning

2021

Village Council adopted the 2021-2025 Strategic Plan.

The Strategic Plan established support for:

- Seniors housing options.
- Residential development.
- Action on recommendations emerging from housing studies.
- Partnerships that contribute to a strong and vibrant community.
- Sustainable community development.

2021-2024

Although housing development did not immediately proceed, the need identified through the Housing Needs Assessment remained. During this period, many seniors continued to occupy homes that were increasingly difficult to maintain while suitable downsizing options remained unavailable. Community leaders continued discussing options for addressing the issue and evaluating potential development opportunities.

2024

The Village completed its Interim Housing Needs Report in accordance with updated provincial requirements.

The report reaffirmed the need for additional housing, increased housing diversity, and continued planning for accessible housing options suitable for an aging population.

2024-2025

The Village undertook a comprehensive review and modernization of the Official Community Plan. Public consultation included workshops, stakeholder interviews, surveys, and specific discussions regarding future housing needs and locations suitable for future residential development.

December 2025

Village Council formally adopted the Official Community Plan 2025.

The new OCP:

- Supports affordable housing.
 - Supports seniors housing.
 - Supports independent and assisted living housing.
 - Supports partnerships with the Port Clements Housing and Restoration Society.
 - Supports the use of Village-owned land for seniors housing development.
 - Encourages accessible housing and aging in place.
-

Phase 3: Project Reorganization and Feasibility Planning

2025-2026

The Port Clements Housing and Restoration Society was reorganized and reactivated with a renewed focus on implementing housing recommendations identified through previous planning efforts.

The current Board consists of:

- Manzanita Snow, President
- Kazamir Falconbridge, Vice President
- Debbie Reindl, Secretary-Treasurer

The Society began evaluating potential development sites, reviewing previous housing studies, and developing a comprehensive implementation strategy.

2026

Preparation of the Port Clements Seniors Village Business Case and Feasibility Study.

Major tasks completed include:

- Review of Housing Needs Reports.
- Review of Village Strategic Plan.
- Review of Official Community Plan.
- Site evaluation and selection.
- Preliminary development concept.
- Funding review.
- Governance review.
- Community presentation and public engagement planning.

Phase 4: Project Development and Funding

Fall 2026 to Summer 2027

Key activities anticipated during this phase include:

- Formal acceptance of the Business Case and Feasibility Study.
- Council discussions regarding land contribution and project support.
- Preliminary discussions with funding partners.
- Establishment of project steering and advisory structures.
- Initial funding applications.
- Partnership discussions with BC Housing, CMHC, Northern Health, Indigenous governments, and regional organizations.
- Fundraising and community awareness initiatives.

Estimated Duration: 9-12 months

Phase 5: Design, Approvals, and Funding Commitments

Summer 2027 to Summer 2028

During this phase the project would move from concept to detailed design.

Activities may include:

- Topographic survey.
- Geotechnical investigation.
- Preliminary engineering.
- Architectural design.
- Accessibility review.
- Environmental review.
- Detailed project costing.
- Development approvals.
- Major funding negotiations and commitments.

Because funding approvals often require substantial review periods, this phase is expected to be one of the longest and most critical stages of development.

Estimated Duration: 12 months

Phase 6: Site Preparation and Construction

Summer 2028 to Fall 2029

Construction activities would be scheduled to maximize productivity during the most favourable weather conditions.

Activities may include:

- Site clearing and preparation.
- Utility servicing.
- Road and parking development.
- Foundation construction.
- Building construction.
- Mechanical and electrical systems.
- Interior finishing.
- Landscaping.
- Outdoor amenity construction.

Consideration may also be given to utilizing locally sourced building materials, including products supplied by Haida Gwaii Forest Products and locally harvested alder where practical and economically feasible.

Estimated Duration: 14-16 months

Phase 7: Commissioning and Occupancy

Fall 2029 to Spring 2030

Final activities would include:

- Occupancy permits.
- Equipment installation.
- Furnishing.
- Staff recruitment.
- Operational startup.
- Tenant selection and intake.
- Orientation and program development.

The goal of this phase is to ensure that both the buildings and organizational systems are fully prepared prior to welcoming residents.

Estimated Duration: 3-6 months

Anticipated First Occupancy

Spring 2030

Based on currently available information, funding processes, design requirements, and realistic construction schedules for a rural island community, the Port Clements Housing and Restoration Society believes that first occupancy of the Port Clements Seniors Village could reasonably occur during **Spring 2030**.

While this timeline may appear lengthy, it reflects the reality that much of the foundational work has already been completed. Housing needs have been documented, policy support has been established, community consultation has occurred, a site has been identified, and a project champion exists. The remaining work is focused primarily on funding, design, approvals, and construction rather than further study or policy development.

This timeline demonstrates a project that has already completed more than six years of planning and is now positioned to transition from vision to implementation.

14. Risks and Mitigation

Every significant community development project carries a degree of risk. The Port Clements Seniors Village is no exception. As a multi-year housing initiative involving land development, funding partnerships, regulatory approvals, and long-term operations, the project will encounter challenges that must be anticipated and managed. The purpose of identifying potential risks is not to discourage development but to ensure that informed decisions can be made throughout planning, construction, and operation.

The Port Clements Housing and Restoration Society believes that the majority of identified risks can be effectively managed through careful planning, strong partnerships, sound governance, and a phased implementation approach. Furthermore, many of the risks associated with proceeding are outweighed by the long-term risks associated with taking no action and allowing identified housing needs to remain unaddressed.

Funding and Financing Risk

The most significant risk facing the project is the ability to secure sufficient capital funding to proceed with development. Housing projects throughout British Columbia are competing for provincial and federal funding programs, and grant programs frequently experience oversubscription.

Escalating construction costs, changing government priorities, and fluctuations in available funding programs may impact project timelines and overall affordability. Delays in funding approval could postpone project development even when community support and technical readiness exist.

This risk can be mitigated through a diversified funding strategy that pursues multiple funding sources simultaneously. Rather than relying on a single grant program, the project should seek support through a combination of municipal contributions, BC Housing programs, CMHC funding opportunities, regional development initiatives, philanthropic contributions, and community fundraising efforts. Early engagement with funding agencies and preparation of high-quality applications will further strengthen the project's position.

Construction Cost Escalation

Construction costs throughout British Columbia have experienced significant increases in recent years due to supply chain disruptions, labour shortages, transportation costs, and

inflation. These pressures are often magnified in remote and island communities where transportation logistics increase the cost of materials and services.

Should costs increase significantly between project planning and construction, the development budget may require revision or additional funding.

To mitigate this risk, project budgets should include realistic contingencies and regular cost updates throughout the design process. Opportunities to utilize local labour, locally produced materials, phased procurement strategies, and value engineering should also be explored to maintain affordability while preserving design quality.

Contractor and Workforce Availability

Like many rural communities, Port Clements faces limitations in the availability of contractors, tradespeople, and specialized construction services. Competition for skilled labour may impact project scheduling and could contribute to construction delays.

This risk can be reduced by engaging contractors early, developing realistic construction schedules, and maximizing opportunities for local participation wherever practical. Consideration should also be given to modular or prefabricated construction components if they prove economically advantageous and compatible with project objectives.

Regulatory and Approval Risk

The project will require various approvals that may include rezoning, development permits, building permits, utility reviews, environmental assessments, and compliance with accessibility requirements and funding agency standards.

Although the project aligns strongly with the Village's Official Community Plan and other adopted policies, approval processes require time and coordination among multiple stakeholders. Unexpected regulatory requirements could affect project timelines or costs.

This risk can be mitigated by maintaining regular communication with municipal staff, regulators, consultants, and funding agencies throughout project development. Early completion of technical investigations and design reviews will help identify potential issues before they affect project delivery.

Organizational Capacity Risk

The Port Clements Housing and Restoration Society is currently led by a dedicated volunteer Board of Directors. While volunteer leadership is one of the organization's greatest strengths, successful delivery of a multi-million-dollar housing development will

require substantial administrative capacity, project management expertise, and long-term operational oversight.

Without adequate support, volunteer capacity may become overstretched during periods of intensive project activity.

The most effective mitigation strategy is the development of organizational capacity through dedicated staffing support. Securing funding for a Project Coordinator, Housing Manager, or similar position should be viewed as an essential project investment. Administrative capacity will improve funding success, strengthen partnerships, enhance reporting, and support long-term operational sustainability.

Operational Sustainability Risk

Successfully constructing the facility represents only the first step. Long-term success depends upon the ability to operate the facility in a financially sustainable manner while maintaining services, facilities, and resident satisfaction.

Potential operational risks include:

- Higher-than-anticipated maintenance costs.
- Utility cost increases.
- Insurance increases.
- Staffing challenges.
- Reduced operating grant availability.
- Unexpected repair requirements.

These risks can be reduced through detailed operational planning, realistic budgeting, preventative maintenance programs, reserve funds, and the establishment of partnerships with organizations capable of providing support services and operational expertise.

Demand and Occupancy Risk

All housing developments face some degree of occupancy risk. Future demographic patterns, housing preferences, and economic conditions may influence demand for the project.

However, this risk is considered relatively low. Multiple housing studies have identified the need for seniors housing in Port Clements, and no comparable independent or assisted living development currently exists within the community. In addition, the aging demographic profile of both Port Clements and Haida Gwaii suggests that demand for accessible housing is likely to remain strong over the foreseeable future. [\[bchousing.org\]](http://bchousing.org),

Maintaining flexibility in unit design and occupancy criteria will further reduce this risk by allowing the facility to adapt to changing housing needs over time.

Climate and Environmental Risk

Port Clements experiences significant annual rainfall, winter storms, and periodic severe weather events . Project planning and construction scheduling must recognize the realities of local environmental conditions.

Construction delays resulting from weather are a possibility, particularly during the late fall and winter months. The Official Community Plan also identifies the importance of considering flooding, erosion, geotechnical conditions, and climate resilience in future development planning.

Mitigation measures include:

- Scheduling major site work during favourable weather periods.
- Incorporating resilient building design.
- Conducting geotechnical investigations.
- Ensuring effective stormwater management.
- Designing infrastructure capable of accommodating future climate impacts.

Partnership Risk

The project's success will rely upon partnerships with funding agencies, government organizations, healthcare providers, contractors, and community stakeholders. Changes in funding priorities, leadership, or organizational objectives among partners could affect project delivery.

Strong governance, formal partnership agreements, clear communication, and diversification of partner relationships will reduce dependence upon any single organization and improve overall project resilience.

The Risk of Inaction

While it is important to identify and manage project risks, it is equally important to recognize that failing to act also carries significant consequences.

The need for seniors housing has been identified repeatedly through housing studies, strategic planning exercises, and community consultation. Delaying implementation may result in continued loss of housing opportunities, increased housing pressure throughout

the community, and the potential displacement of seniors who wish to remain in Port Clements but are unable to find suitable housing options.

In many respects, the greatest risk may be allowing years of planning, consultation, and policy development to pass without translating those efforts into meaningful community action.

Risk Assessment Summary

When considered collectively, the identified risks are significant but manageable. The project benefits from several factors that substantially improve its likelihood of success, including documented community need, strong policy alignment, an identified development site, municipal support, nonprofit leadership, and multiple potential funding pathways.

The Port Clements Housing and Restoration Society therefore concludes that while risks exist, they are outweighed by the demonstrated need, broad community benefits, and long-term value of the Port Clements Seniors Village. Through careful planning, strategic partnerships, sound governance, and proactive management, these risks can be effectively mitigated while moving the project toward successful implementation.

15. Conclusion

The Port Clements Seniors Village represents far more than a housing development. It represents the implementation of a community vision that has been identified, discussed, studied, and supported through years of planning, consultation, and policy development.

The need for the project has been thoroughly documented. The 2020 Housing Needs Report identified seniors housing as one of the community's highest housing priorities and concluded that there was a clear need for accessible housing options that would allow older residents to remain within Port Clements as they age. The report further recommended the development of a seniors-oriented housing complex designed to support independent living within a supportive community setting.

The findings of that report were subsequently reinforced through the 2024 Housing Needs Report, which recognized continuing housing pressures, the importance of accessible housing, and the need for additional housing options capable of supporting changing demographic realities within the community.

Over the same period, the Village of Port Clements continued to build policy support for housing initiatives through its Strategic Plan and Official Community Plan . Both documents identify support for seniors housing, affordable housing, residential development, accessibility, partnerships, and community sustainability as important municipal objectives. The Official Community Plan goes further by specifically encouraging collaboration with the Port Clements Housing and Restoration Society and supporting the provision of Village-owned land for independent and assisted living housing for seniors.

As a result, the Port Clements Seniors Village should not be viewed as a new or untested concept. Rather, it is the logical implementation of recommendations and priorities that have already been established through adopted municipal policy and extensive community engagement. The project aligns with the Village's long-term vision of creating a healthy, inclusive, sustainable community while supporting residents of all ages and abilities.

The proposed development site offers a rare opportunity to translate those objectives into a tangible community asset. The availability of a municipally owned parcel, coupled with existing infrastructure capacity, strong policy alignment, and opportunities for future expansion, provides an excellent foundation for long-term success. The project also offers opportunities to support local employment, utilize local materials, strengthen community

partnerships, and create lasting economic benefits while preserving the character and identity of Port Clements.

This feasibility study has demonstrated that the project is technically achievable, financially realistic, operationally manageable, and strongly supported by existing policy and planning documents. Challenges remain, particularly with respect to funding, project delivery, and long-term operations. However, these challenges are not unique and can be addressed through strategic partnerships, phased implementation, sound governance, and a diversified funding strategy.

Perhaps the most important finding of this study is that Port Clements has already completed much of the difficult work. The housing need has been identified. The policy framework has been established. The development site has been identified. Community leadership exists. Opportunities for funding and partnership development are available. Many of the foundational conditions required for success are already in place.

The Port Clements Housing and Restoration Society believes that the community has reached a pivotal moment. After years of planning and discussion, the project is no longer at the stage of asking whether seniors housing is needed. The evidence overwhelmingly demonstrates that it is. The question now is whether the community is prepared to act on the information it has gathered and move forward with implementation.

The Port Clements Seniors Village offers an opportunity to create a lasting legacy for current and future generations. It will provide seniors with the ability to remain within their community, close to family, friends, and support networks. It will improve housing choice, support aging in place, strengthen community resilience, and contribute to the long-term sustainability of Port Clements.

For these reasons, the Port Clements Housing and Restoration Society concludes that the Port Clements Seniors Village is both necessary and achievable and recommends that the project proceed to the next stage of development, funding acquisition, detailed design, and implementation.

More importantly, the Society believes that the project represents an opportunity to honour the contributions of the generations who built Port Clements by ensuring that they are able to continue living with dignity, independence, and community connection in the place they proudly call home.

References and Sources

This Business Case and Feasibility Study was prepared using information obtained from municipal planning documents, housing studies, strategic planning documents, public policy documents, community consultation processes, and funding program information. These sources collectively establish the need for the Port Clements Seniors Village and provide the policy, demographic, planning, and financial context supporting its development.

Municipal Planning and Community Development Documents

Village of Port Clements. (2025). *Official Community Plan Bylaw No. 490, 2025.*

The Official Community Plan serves as the primary municipal planning document guiding land use, housing, community development, infrastructure, accessibility, transportation, and long-term growth within the Village of Port Clements. Particular attention was given to the Vision Statement, Social Well-Being policies, Housing policies, Transportation policies, Residential Development policies, and Implementation Strategy.

Village of Port Clements. (2021). *Strategic Plan 2021-2025.*

The Strategic Plan provided guidance regarding community priorities related to sustainable development, housing, economic growth, partnerships, seniors housing, community livability, and long-term community resilience. Objectives relating to support for seniors housing, residential development, and implementation of housing study recommendations were particularly relevant to this project.

Housing Needs Studies

Village of Port Clements. (2020). *Housing Needs Report.*

The 2020 Housing Needs Report forms the foundation of the Port Clements Seniors Village concept. The report identified seniors housing as one of the community's highest housing priorities and concluded that there was a clear need for independent and supportive housing opportunities for seniors. The report's recommendations, demographic analysis, community consultation findings, and housing need projections were extensively referenced throughout this feasibility study.

Village of Port Clements. (2024). *Interim Housing Needs Report.*

The 2024 Housing Needs Report provided updated demographic data, housing forecasts, housing unit projections, and analysis of future housing demand. The report reaffirmed the need for additional

housing and highlighted the importance of accessible and supportive housing options for Port Clements residents.

Site and Property Information

British Columbia Assessment Authority. Property Assessment Information and Mapping Data.

Property ownership information, parcel identification, site dimensions, and mapping information were reviewed to support site analysis and development planning considerations for the proposed Seniors Village site.

Housing and Funding Programs

BC Housing

Information regarding affordable housing, seniors housing, community housing initiatives, accessibility programs, and the Community Housing Fund was reviewed to evaluate potential funding opportunities and project alignment with provincial housing priorities.

Canada Mortgage and Housing Corporation (CMHC)

Federal affordable housing funding programs, accessibility requirements, and affordable housing financing tools were reviewed to assess potential project funding opportunities and partnership models.

Northern Development Initiative Trust (NDIT)

Housing incentive, community infrastructure, and economic development funding programs were reviewed as potential sources of project planning, development, and implementation support.

Community Consultation and Local Knowledge

This study also incorporates information gathered through:

- Public consultation processes undertaken during the 2020 Housing Needs Assessment.
 - Public consultation undertaken during development of the 2025 Official Community Plan.
 - Community engagement activities supporting the Village Strategic Plan.
 - Site review and community observations conducted by the Port Clements Housing and Restoration Society.
-

- Discussions with community stakeholders, residents, and project supporters regarding future housing needs within Port Clements and Haida Gwaii.
-

Prepared By

Port Clements Housing and Restoration Society (PCHRS)

- Manzanita Snow, President
- Kazamir Falconbridge, Vice President
- Debbie Reindl, Secretary-Treasurer

July 2026

The Port Clements Seniors Village Business Case and Feasibility Study is intended to support community discussion, partnership development, funding applications, project planning, and future implementation activities associated with the development of seniors housing within Port Clements, British Columbia.



The Village of
PORT CLEMENTS
"Gateway to the Wilderness"

36 Cedar Avenue West
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Public Works: 250-557-4295
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Web: www.portclements.ca

Minutes of the Regular Meeting of Council, Monday, June 15, 2026

Present:

Mayor Scott Cabianca
Councillor Kazamir Falconbridge
Councillor Wayne Nicol
Councillor Dennis Reindl via telephone

Absent:

Councillor Brigid Cumming

CAO Marjorie Dobson
Contractor, Ruby Decock

Members of the public: Doris Fischer

Two individuals were unable to join the Council meeting due to the conference system malfunctioning.

Meeting Called to order at 6:15 PM

Mayor Cabianca: *I call to order this Regular Council Meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.*

1. ADOPT AGENDA

Mayor Cabianca proposed the addition of G-4 – Video/Virtual Conferencing System.
2026-06-89–Moved by Mayor Cabianca, seconded by Councillor Falconbridge,
THAT Council adopts June 15, 2026, Regular Council Meeting Agenda as amended.
CARRIED

2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS

No petitions, delegations or opening of sealed tenders.

3. MINUTES

M-1 – May 19, 2026, Regular Council Meeting Minutes.
2026-06-90–Moved by Councillor Falconbridge, seconded by Mayor Cabianca,
THAT Council adopts the May 19, 2026, Regular Council Meeting Minutes.
CARRIED

4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS

5. ORIGINAL CORRESPONDENCE

C-1–Letter to Minister of Housing & Municipal Affairs – Corporation of the District of Central Saanich
C-2– Planning for Non-Profit Open House in October – Haida Gwaii Community Futures
C-3–Loggers Sports Day 2026 Request – Sandspit Community Society
C-4–2026 UBCM Meeting Request with Premier and Provincial Cabinet Ministers
C-5–New Horizons for Seniors Programme -Call for Proposals
C-6–NCRD -Invitation to joint advocacy for improved North and Central Pacific Coast Ferry Services
C-7–UBCM Heritage Conservation Act

C-8–Letter from The Corporation of the District of Saanich – BC Local Government Climate Action Program (LGCAP) Funding Continuation

2026-06-91–Moved by Councillor Falconbridge, seconded by Councillor Reindl, THAT Council receives C-1 through to C-8 as information.

CARRIED

2026-06-92–Moved by Councillor Falconbridge, seconded by Mayor Cabianca, THAT Council grants a donation of \$250 towards the Loggers Sports Day 2026 in Sandspit.

CARRIED

6. FINANCE

F-1–INFORMATION–2025 Statement of Financial Information

2026-06-93–Moved by Councillor Falconbridge, seconded by Councillor Nicol,

THAT Council approves the 2025 Statement of Financial Information.

CARRIED

ACTION: Staff to update the 2025 SOFI report to adjust the page numbering.

7. GOVERNMENT

G-1 - Rainbow Wharf Pathway Project

Council discussed the design of the mobi-mat and installation of it on Rainbow Wharf. Council supports the concept of access for Seniors, but upon closer examination, deemed the mobi-mat is not the correct solution for providing safe access on the Rainbow Wharf.

2026-06-94–Moved by Councillor Falconbridge, seconded by Councillor Nicol,

THAT Council direct Staff to explore opportunities for rehoming the mobi-mat locally for other uses within the community or on Haida Gwaii.

CARRIED

ACTION(S): Request ‘verbal’ to be added to the topic of the agenda where reports are to be presented verbally.

Staff to update the member of the public who had requested improved access mat on the Rainbow Wharf.

Project Manager to investigate other possible accessibility options for use on Rainbow Wharf.

Mayor Cabianca stepped out of the room at 6:30 pm and returned at 6:33 pm.

Councillor Falconbridge left the meeting at 6:40 pm.

G-2 - 460.4 Procedural Amendment Bylaw Review

2026-06-95–Moved by Mayor Cabianca, seconded by Councillor Reindl,

THAT Council receives the 460.4 Procedural Amendment Bylaw for review.

CARRIED

ACTION: Council to provide any suggested changes of 460.4 Procedural Amendment Bylaw to Staff.

G-3- Canada Days Celebrations

CAO Dobson provided a verbal update on preparations being made for the Canada Days Celebrations. Several volunteers are managing specific departments of the event, and the Village Office has provided some administrative assistance to the Recreation Commission.

G-4 – Video/Virtual Conferencing System

Council discussed the recent problems of trying to connect to the video conferencing system.

ACTION: Staff to look into revitalizing the current video/virtual conferencing system or replacing the system. Maybe hire a contractor to review the system to trouble shoot or determine if Council requires a different system.

8. NEW BUSINESS

No new business.

9. REPORTS & DISCUSSIONS

R-1- INFO –Regular Report on Current Operations – CAO Dobson

R-2- INFO –Excessive Water Consumption Levels – CAO Dobson

In addition to the written reports, CAO Dobson provided a verbal update on the critical and other infrastructure projects managed by the project manager.

2026-06-96–Moved by Councillor Nicol, seconded by Mayor Scott Cabianca,
THAT Council receives CAO Dobson’s verbal and regular report on current operations.

ACTION: Staff to investigate the costs and timelines associated with dividing the community’s water distribution system, with flow monitoring and lock-off options into zones.

Councillor Falconbridge – Attended two Recreation Commission meetings to help prepare for the Canada Day Celebrations. Identified attendance at the museum is increasing and would like Public Works Department to mow the museum grounds.

Councillor Nicols – Nothing to report; however, he informed Council he may have identified a more feasible option for replacing damaged piles on the Rainbow Wharf and still investigating if it is feasible.

Councillor Reindl – Met with the Housing Society and they are working on reorganizing and revamping their group. Inspected the caved-in culvert located between #2 Tingley Street and assisting Public Works with repairs.

Mayor Cabianca – Attended two Recreation Commission meetings to help prepare for the Canada Day Celebrations. Will be attending the NCRD meeting next week.

10. ACTION ITEMS

No actions items.

11. QUESTIONS FROM THE PUBLIC & PRESS

Question: Is Council looking to install meters and maybe there could be a water zone shut off?

Answer: Yes, the intent is to look at having zone water metering and zone shut offs to speed up the process of locating water leaks.

Question: Sunset trail benches look a bit dirty and would like to see them cleaned.

Answer: We are aware of this issue, and they are planned to be cleaned soon.

12. IN-CAMERA

Community Charter s.90(1) a part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

(d) the security of the property of the municipality;

(m) a matter that, under another enactment, is such that the public may be excluded from the meeting;

2026-06-097—Moved by Councillor Nicol, seconded by Mayor Cabianca,

THAT Council moves in-camera as per section 90 (1)(d) & (m) of the *Community Charter* at 7:05PM.

CARRIED

13. RISE AND REPORT

14. ADJOURNMENT

2026-06-098—Moved by Councillor Reindl,

THAT Council adjourns this meeting at 7:10 PM.

CARRIED

Mayor Scott Cabianca

CAO Marjorie Dobson



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Minutes of the Special Meeting of Council, Monday, June 29, 2026

Present:

Mayor Scott Cabianca
Councillor Brigid Cumming via Teams
Councillor Kazamir Falconbridge via Teams

Absent:

Councillor Dennis Reindl
Councillor Wayne Nicol

CAO Marjorie Dobson via Teams
Contractor, Ruby Decock

Members of the public:

No members of the public were present.

Meeting Called to order at 3:33 PM

Mayor Cabianca: *I call to order this Special Council Meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.*

1. ADOPT AGENDA

2026-06-099—Moved by Councillor Cumming, seconded by Councillor Falconbridge,
THAT Council adopts June 29, 2026, Special Council Meeting Agenda as presented.
CARRIED

2. GOVERNMENT

G-1 – 2025 Annual Municipal Report

2026-06-100—Moved by Councillor Cumming, seconded by Councillor Falconbridge,
THAT Council receives and approves the 2025 Annual Municipal Report as presented.
CARRIED

3. ADJOURNMENT

2026-06-101—Moved by Councillor Cumming, **THAT** Council adjourns this meeting at 3:36 PM.
CARRIED

Mayor Scott Cabianca

CAO Marjorie Dobson



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Minutes of the Special Meeting of Council, Friday, July 10, 2026

Present:

Mayor Scott Cabianca
Councillor Dennis Reindl
Councillor Brigid Cumming
Councillor Kazamir Falconbridge

Absent:

Councillor Wayne Nicol
CAO Marjorie Dobson

Contractor, Ruby Decock
Contractor, Paul Turje

Members of the public:

Betty Stewart

Meeting Called to order at 11:03AM

Mayor Cabianca: *I call to order this Special Council Meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.*

1. ADOPT AGENDA

2026-07-102 –Moved by CouncillorCumming, seconded by CouncillorReindl, **THAT** Council adopts the July 10, 2026, Special Council Meeting Agenda as presented.

CARRIED

Councillor Falconbridge entered the meeting at 11:05 am

2. PS TURJE & ASSOCIATES LTD

Paul Turje provided an update on the sewer lagoon project. He identified that the contractors will complete the significant portion of the contract by the end of July. Presently waiting for authorization to discharge treated sewage from the new lagoon; in the meantime, contractors will continue to connect piping to the lagoon, start fencing, and potentially remediate the surrounding site.

Mr. Turje further discussed site enhancement options and the potential option of using biosolids on the site. He provided a brief overview of the process of biosolid deposition, biosolid management, and the required permitting for depositing biosolids on sites.

Mr. Turje left the meeting at 11:35 am.

2026-07-103 –Moved by CouncillorCumming, seconded by CouncillorFalconbridge, **THAT** Council receives PS Turje & Associates Ltd.'s verbal update on the Port Clements Sewer Lagoon project.

CARRIED

3. GOVERNMENT

G-1 – Paving of Cedar Avenue and Parking Lot

Council discussed the need to pave Cedar Avenue West between Tingley Street and Park Street. It is “alligatored” and would cost more to replace it if the road punches out. There was further discussion on repaving an older portion located between the Fire Hall’s 2 bay doors and the area where the old recycling bins previously were located.

Mr. Turje left the meeting at 11:35 am.

2026-07-104 –Moved by CouncillorCumming, seconded by CouncillorFalconbridge, THAT Council receives the discussion on the verbal report on the need to re-pave Cedar Avenue West and a portion of the adjacent parking lot.

CARRIED

Public Question: Betty Stewart voiced her concerns about the potential deposits of biosolids in the community regarding fire hazards from the introduction of sawdust, smell of the deposits, along with the health hazards of mowing the vegetation on the biosolids.

Answer: Mayor Cabianca responded that Council has relayed their concerns and questions regarding health hazards and liabilities related to biosolid deposits to PS Turje & Associates Ltd and are waiting for a response.

Public Question: Betty Stewart voiced her concern about mowing equipment being used on the biosolid deposits and then used on other sites in the community. Is the machine going to be decontaminated prior to going onto other sites within the community?

Answer: This is yet another answer not known yet as there are currently no plans to accept biosolids at the Village’s sewer lagoon site. The answers will be addressed if there is a proposal presented to Council requesting to deposit biosolids at the Village’s sewer lagoon site.

4. IN-CAMERA

Community Charter s.90(1) a part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

2026-07-105–Moved by Councillor Cumming, seconded by Mayor Scott Cabianca, THAT Council move in-camera as per section 90(1)(k):

CARRIED

5. RISE AND REPORT

THAT Council waives the purchasing policy to enable the direct award of the paving contract to TERUS;

6. ADJOURNMENT

2026-07-106–Moved by Councillor Falconbridge, THAT Council adjourns this meeting at 11:46 AM.
CARRIED

Mayor Scott Cabianca

Contractor, Ruby Decock
On behalf of CAO Marjorie Dobson



THE CORPORATION OF THE DISTRICT OF OAK BAY
MUNICIPAL HALL – 2167 OAK BAY AVENUE – VICTORIA, BC V8R 1G2
PHONE 250-598-3311 FAX 250-598-9108 WEBSITE www.oakbay.ca

OFFICE OF THE MAYOR

Via email: ECS.Minister@gov.bc.ca

June 30, 2026

Honourable Adrian Dix, MLA
Ministry of Energy and Climate Solutions
PO Box 9060 Stn Prov Govt
Victoria, BC V8W 9E2

Dear Minister Dix:

Re: Local Government Climate Action Program (LGCAP) Funding

At the Oak Bay Council Meeting held June 8, 2026, Council resolved:

That Council direct the Mayor to send a letter to the Province and local MLAs outlining the need for continued Local Government Climate Action Program funding and share this letter with the Capital Regional District Board of Directors and other BC municipal elected officials.

For more than a decade, the Province has supported local climate initiatives through grant funding to communities across British Columbia. The Local Government Climate Action Program (LGCAP), the current form of this support, provides local governments and Modern Treaty Nations with funding, guidance, and direct support to implement effective climate actions across B.C.

This funding supports timely local climate action that reduces greenhouse gas (GHG) emissions, prepares communities for the impacts of a changing climate and creates new opportunities for people in the clean economy.

Eligible expenditures can include, but are not limited to:

- Investments to improve energy efficiency and investing in climate infrastructure
- Matching funds to leverage funding from the federal government or other parties
- Staffing and contracts
- Risk assessments, communications and engagement

These funds have been a critical and reliable funding source of support that the District and most other local governments have relied on to implement climate solutions, support staff expertise, deliver programs, and leverage additional grant funding from other organizations.

In February 2026, the Provincial Government released the 2026/27–2028/29 Service Plan for the Ministry of Energy and Climate Solutions. The plan does not include funding for the continuation of the Local Government Climate Action Program (LGCAP); however, to date, no final decision or direction has been communicated publicly by the Province.

Oak Bay Council would like to advocate for the continued funding of LGCAP and its inclusion in the 2026/27- 2028/29 Service Plan as the loss of Provincial LGCAP funding would be detrimental to the District's ability (and the ability of all local governments) to continue developing and implementing our climate action program.

Thank you for your time and consideration and we look forward to your response.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kevin Murdoch', is positioned above the printed name.

Kevin Murdoch, Mayor
District of Oak Bay

- c. *Hon. Diana Gibson, MLA Oak Bay-Gordon Head*
Hon. Grace Lore, MLA Victoria-Beacon Hill
Hon. Lana Popham, MLA Saanich South
Hon. Nina Krieger, MLA Victoria-Swan Lake
Hon. Ravi Parmar, MLA Langford-Highlands
Darlene Rotchford, MLA Esquimalt-Colwood
Rob Botterell, MLA Saanich North and the Islands
Capital Regional Board of Directors
BC Municipalities – Elected Officials



OFFICE OF THE MAYOR

1100 Patricia Blvd. | Prince George, BC, Canada V2L 3V9
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Northern & Rural Governments in
British Columbia

Transmitted via email

June 23, 2026

RE: City of Prince George requesting support for the Northern-Rural Homeowners Grant

Dear Colleagues,

On behalf of Prince George City Council, thank you to the many local governments that have supported our request for the Province to reconsider its decision to end the Northern-Rural Homeowner Benefit.

Background

As outlined in our April 28 letter, the homeowner grant offered by the Government of British Columbia helps reduce the amount of property tax residents pay each year on their principal residence. The grant is available to homeowners who pay property taxes either to a municipality or directly to the Province if they live in a rural area.

The current regular grant amount is **\$570** for properties in the Capital, Metro Vancouver, and Fraser Valley Regional Districts. For all other areas of the province, the grant amount is **\$770**. Effective for the 2027 and subsequent taxation years, the additional **\$200** Northern and Rural Homeowner Benefit will be repealed.

Why this matters

Repealing this benefit will have a disproportionate impact on northern and rural communities, where residents and municipalities face persistent cost pressures—including higher transportation costs, longer supply chains, increased heating expenses, and limited access to services—that are not experienced to the same extent in southern urban centres.

Maintaining regional recognition within provincial programs remains essential to supporting affordability and fairness for northern and rural residents.

Requested action

We appreciate the responses and support received to date. UBCM has confirmed that it will not add local governments as additional sponsors after the submission deadline. If two local governments submit very similar or identical resolutions, UBCM will advance one for consideration and place the other in the Referred Resolutions section of the Resolutions Book, with each resolution cross-referenced in the Committee Comments.

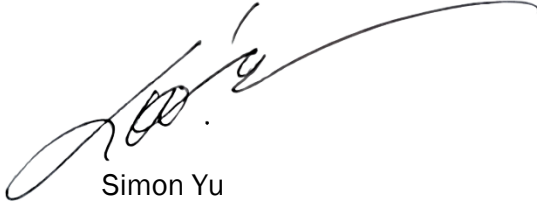
Although additional co-sponsors can no longer be added, we believe a strong, united voice against this planned provincial change remains important.

We ask northern and rural local governments affected by this decision to support the UBCM

resolution at the September 2026 convention by speaking at the Pro Mic and voting in favour of the resolution. We also welcome additional support letters from municipalities so that the City may leverage these during future advocacy (such as Minister meetings at UBCM).

We also encourage direct advocacy with your local MLAs to reinforce the importance of maintaining fair and regionally responsive provincial programs.

Respectfully,

A handwritten signature in black ink, appearing to read 'Simon Yu', with a long, sweeping horizontal flourish extending to the right.

Simon Yu
Mayor
City of Prince George



REPORT TO COUNCIL

Author: Ronda Bell

Date: July 16, 2026

RE: 2nd Quarter Financial Report

BACKGROUND: Supporting information regarding 2nd Quarter financial report.

DISCUSSION: Following is the explanation for any areas that had a material difference between actual and budget or actual and previous year.

CONCLUSION: Informational purposes only.

IMPLICATIONS:

STRATEGIC N/A

FINANCIAL Total Emergency services at 85% due to purchase of a new defibrillator.

ADMINISTRATIVE N/A

Respectfully submitted:

Ronda Bell
Sr. Finance Manager

	2025	2026	Jan - Jun 2026	
Revenue Gen Operating	Previous Year Actual	Annual Budget	Current Period	% to Date
Description				
Total Taxes	- 136,002.00	- 140,080.00	- 140,083.00	100.00%
Total Payment in Lieu of Taxes	- 9,030.00	- 8,620.00	- 6,553.00	76.02%
Total Sales of Service	- 34,234.00	- 30,500.00	- 2,851.00	9.35%
Total Revenue from Own Sources	- 395,165.00	- 206,470.00	- 140,523.38	68.06%
Total Multipurpose Building Rental	- 14,643.00	- 14,500.00	- 9,922.00	68.43%
Total Unconditional Transfers	- 443,206.00	- 332,000.00	- 333,000.00	100.30%
Total Conditional Transfers	- 2,504,992.00	- 1,323,812.00	- 89,989.00	6.80%
Total Reserves	- -	- 2,645,195.00		
Total Collections for Other Agencies	- 335,683.00	- 343,491.00	- 374,252.00	108.96%
Total Gen Revenues	- 3,872,955.00	- 5,044,668.00	- 1,097,173.38	21.75%
Expenses Gen Operating				
Total Legislative Expenses	42,882.00	55,550.00	19,523.00	35.14%
Total General Administration	440,829.00	498,179.00	196,816.00	39.51%
Total Fire Department	63,278.00	71,100.00	17,059.00	23.99%
Total Emergency Services	1,760.00	3,500.00	2,994.00	85.54%
Total Common Services	66,456.00	86,072.00	11,810.00	13.72%
Total Wharf	22,722.00	33,980.00	8,955.00	26.35%
Total Small Craft Harbour	11,101.00	19,000.00	9,042.00	47.59%
Total Roads	46,495.00	61,550.00	37,255.00	60.53%
Total Environmental Health	-		-	
Total Environmental Development	651.00	7,500.00	1,431.00	19.08%
Total Parks and Recreation	84,661.00	82,650.00	38,500.00	46.58%
Total MPBC Operating Expenses	61,429.00	99,000.00	24,073.00	24.32%
Total Debt Services	5,221.00	5,400.00	1,196.01	22.15%
Total Contributions to Reserves	-	485,000.00	-	
Total Grants & Misc	75,790.00	2,900,607.00	804,911.00	27.75%
Total Amortized Asset	107,136.00	107,136.00		0.00%
Total Taxes Levied-Other Gov't	336,139.00	343,491.00	15,197.75	4.42%
Total Gen Expenses	1,366,550.00	4,859,715.00	1,188,762.76	24.46%

	2025	2026	Jan - Jun 2026	
Revenue Water Operating	Previous Year Actual	Annual Budget	Current Period	Current Period %
Total Fees & Taxation Revenue	- 124,636.00	- 151,663.00	- 86,251.00	56.87%
Total Grants	-	-	-	
Total Water Revenues	- 124,636.00	- 151,663.00	- 86,251.00	56.87%
Total Expenses	92,956.00	134,620.00	82,070.00	60.96%
Amortized asset expense	17,043.00	17,043.00		0.00%
Total Water Expenses	109,999.00	151,663.00	82,070.00	0.61
Revenue Sewer Operating				
Total Fees & Taxation	- 73,782.00	- 70,417.00	- 50,282.00	71.41%
Total Grants & Transfers	-	- 23,844.00	-	
Total Sewer Revenues	- 73,782.00	- 94,261.00	- 50,282.00	53.34%
Total Operating Expenses	71,282.00	84,440.00	20,715.00	24.53%
Total Contributions to Reserves	-		-	
Amortized asset expense	9,821.00	9,821.00		0.00%
Total Sewer Expenses	81,103.00	94,261.00	20,715.00	21.98%
Total General, Water & Sewer Revenue	- 4,071,373.00	- 5,290,592.00	- 1,233,706.38	23.32%
Total General, Water & Sewer Expense	1,557,652.00	5,105,639.00	1,291,547.76	25.30%
	- 2,513,721.00	- 184,953.00	57,841.38	

VILLAGE OF PORT CLEMENTS

COUNCIL PROCEDURE AMENDMENT BYLAW NO 460.4 2026

A Bylaw of the Village of Port Clements to amend Council Procedure Bylaw #460, 2020

WHEREAS the Council of the Village of Port Clements deems it desirable to amend the general procedures to be followed by Council and Council committees in conducting their business as set forth in its procedural bylaw,

NOW THEREFORE in open meeting assembled, the Council for the Village of Port Clements enacts as follows:

To amend Council Procedure Bylaw #460, 2020, with the following in its wordings from:

15. (1) Prior to each Council meeting, the Corporate Officer must prepare an agenda setting out all the items for consideration at that meeting, noting in short form a summary for each item on the agenda.
 - (2) The deadline for submissions by the public to the Corporate Officer or designate of items for inclusion on the Council meeting agenda is 1:00pm on the Wednesday prior to the meeting.
 - (3) The Corporate Officer or designate must make the agenda available to the members of Council and the public on the Friday afternoon prior to the meeting.
 - (a) the Corporate Officer may achieve this by distributing the Agenda electronically to Council by email and by posting the Agenda on the Village's website for public access.
 - (b) the Corporate Officer may digitally distribute the In-Camera Agenda package to Council as well
 - (4) Council must not consider any matters not listed on the agenda unless a new matter for consideration is properly introduced as a late item pursuant to section 17 of this Bylaw.
- 16.(1) The agenda for all regular Council meetings contains the following matters in the order in which they are listed below:
 - (a) Approval of agenda including additions or deletions and consideration of late items;
 - (b) Petitions, Delegations & Opening of Sealed Tenders;
 - (c) Adoption of minutes;
 - (d) Business arising & Unfinished Business;
 - (e) Original Correspondence
 - (f) Finance
 - (g) Government (Bylaws and Statutory Requirements)
 - (h) New Business
 - (i) Reports and Discussions
 - (j) Action Items
 - (k) Questions from the public & press
 - (l) Adjourn to In-camera
 - (m) Rise and Report
 - (n) Adjournment
- (2) Item 16(1)(k) is intended to permit members of the public to ask single questions of Council pertinent to the items on the agenda. Council may permit more general use of this opportunity at their discretion. Council may impose a time limit for this agenda item.

- (3) Particular business at a Council meeting must in all cases be taken up in the order in which it is listed on the agenda unless otherwise resolved by Council.
- 17.(1) Late items are discouraged as neither Council nor the Corporate Officer may have had time to review and bring any related information forward pertaining to the issue.
- (2) An item of business not included on the agenda must not be accepted by Council until the Corporate Officer or designate has first read the item and determined that it is not information that would taint an ongoing action of Council. After that vetting Council may, by resolution, choose to add the item as a late item.
 - (3) If the Council makes a resolution under section 17(2) of this Bylaw, information pertaining to the late item(s) must be distributed to the members.
- 22.(1) Council may debate and vote on a motion only if it is first made by one Council member and then seconded by another.
- (2) A motion that deals with a matter that is not on the agenda of the Council meeting at which the motion is introduced may be introduced with Council's permission.
 - (3) A Council member may make only the following motions when the Council is considering a question:
 - (a) to refer to a committee;
 - (b) to amend;
 - (c) to lay on the table;
 - (d) to postpone indefinitely;
 - (e) to postpone to a certain time;
 - (f) to move the previous question;
 - (g) to adjourn.
 - (4) A motion made under subsections (3)(c) to (g) is not amendable or debatable.
 - (5) Council must vote separately on each distinct part of a question that is under consideration at a Council meeting if requested by a Council member.

To:

- 15.(1) Prior to each Council meeting, the Corporate Officer must prepare an agenda setting out all the items for consideration at that meeting, noting in short form a summary for each item on the agenda.
- (2) The deadline for submissions by the public to the Corporate Officer or designate of items for inclusion on the Council meeting agenda is 3:00 PM on the Monday prior to the meeting.
 - (3) The Corporate Officer or designate must send out the agenda to the members of Council by 3:00 PM on the Wednesday prior to the meeting.
 - (a) the Corporate Officer may achieve this by distributing the Agenda electronically to Council by email
 - (4) The Corporate Officer or designate must send out the agenda and full draft agenda package to the Mayor by 3:00 PM on the Wednesday prior to the meeting.
 - (a) the Corporate Officer may achieve this by distributing the Agenda electronically to the Mayor by email
 - (5) The Corporate Officer or designate must make the agenda and full agenda package available to the members of Council and the public by 3:00 PM on the Friday afternoon prior to the meeting.

- (a) the Corporate Officer may achieve this by distributing the Agenda electronically to Council by email and by posting the Agenda on the Village's website for public access.
- (b) the Corporate Officer may digitally distribute the In-Camera Agenda package to Council as well
- (c) as part of the public distribution process a post will be made to the Village's Facebook group which identifies the meeting date, provides a link for remote access to the meeting, and provides a link to the Village's website where the agenda package can be accessed
- (6) Council must not consider any matters not listed on the agenda unless a new matter for consideration is properly introduced as a late item pursuant to section 17 of this Bylaw.

16.(1) The agenda for all regular Council meetings contains the following matters in the order in which they are listed below:

- (a) Call to Order
- (b) Introduction of Late Items
- (c) Approval of Agenda – including deletions from the agenda
- (d) Delegations
- (e) Public Comment Regarding Agenda Items
- (f) Consent Items
- (g) Correspondence
- (h) Committee and Commission Recommendations
- (i) Business Arising and New Business
- (j) Finance
- (k) Government
- (l) Reports and Discussions
- (m) Questions from the Public
- (n) Adjourn to Closed Meeting
- (o) Rise and Report
- (p) Adjournment

Explanations for the matters listed above are defined below:

- (a) Call to Order
- (b) Introduction of Late Items
This section is for the proposal and consideration of a late item to be added onto the agenda.
- (c) Approval of Agenda – including deletions from the agenda
This section is the approval of the agenda, including the removal of any items from the agenda or re-ordering of the order in which agenda items proceed.
- (d) Delegations
Delegations to Council are limited to ten (10) minutes to present unless otherwise permitted by Council to extend their time. Council may permit this extension without needing a motion if all members of Council present are in unanimous agreement to permit the extension; otherwise, Council may permit such extension by motion. Council is not required to provide immediate comment, take action or otherwise provide a response to the delegation regarding the information they have provided to Council.
- (q) Public Comment Regarding Agenda Items

This section is for members of the public present at the meeting to provide comment to items on the agenda. Such comments are provided as statements to Council, and does not require Council to provide immediate comment, take action or otherwise respond back to the statements received.

(r) Consent Items

This section is for the approval of routine, non-controversial items together for approval in one motion, including minutes, correspondence, payments and other housekeeping items. However, any member of Council may request that an item from the list be removed for separate consideration. Items removed for separate consideration will automatically become the next items on the agenda and will be addressed immediately following a vote on the consent agenda (which may be permitted without needing a motion if all Council present are in unanimous agreement by way of discussion and/or by motion otherwise).

(s) Correspondence

This section is for items of correspondence where a Council decision is requested or required.

(t) Committee and Commission Recommendations

This section is for recommendations to Council by its committees and commissions.

(u) Business Arising and New Business

This section is for business arising from previous Council motions and to deal with late items that are added onto the agenda and being added as new business.

(v) Finance

This section is to deal with matters relating to the finances of the Village, such as financial reports.

(w) Government

This section is for matters relating to governance of the Village, such as bylaws and statutory requirements.

(x) Reports and Discussions

This section is to deal with written and verbal reports from members of Council in relation to their role on Council and their activities on behalf of the Village, reports on operations and projects from staff, and reports from the Village's committees and commissions.

(y) Questions from the Public

This section is for questions from the public and is open to questions regarding any matter under municipal jurisdiction or concern. However, members of the public are restricted to only having five (5) minutes per person to ask questions to Council. Council is not required to provide immediate answer, take action, or otherwise provide a response to the questions received.

(z) Adjourn to Closed Meeting

This section is a part of a council meeting that may be closed to the public if the subject matter being considered relates to items listed in section 90 of the Community Charter.

(aa) Rise and Report

This section is to make public items or decision that were handled or made in Closed Meeting that have been released from the Closed Meeting and this confidentiality.

(bb) Adjournment

(2) Particular business at a Council meeting must in all cases be taken up in the order in which it is listed on the agenda unless otherwise resolved by Council.

- 17.(1) Late items can be introduced by members of Council at the meeting after it has been called to order.
- (2) A late item may be added to the agenda without needing a motion if there is unanimous consent by all Council present for the addition. If there is not unanimous consent, the member of Council introducing the late item can make a motion that the late item be introduced, and then the item will be voted on through the standard motion process. If the motion fails, the item will not be added and not heard at the meeting.
- (3) Late items that are approved to be added onto the agenda will be added as New Business. Any information available pertaining to the late item(s), such as documents, must be distributed to the members.
- 22.(1) Council may discuss an agenda item without a motion needing to be made. However, for Council to make a decision or give direction a motion must be made.
- (2) Council may debate and vote on a motion only if it is first made by one Council member and then seconded by another.
- (3) A motion that deals with a matter that is not on the agenda of the Council meeting at which the motion is introduced may be introduced with Council's permission.
- (4) A Council member may make only the following motions when the Council is considering a question:
- (a) to refer to a committee;
 - (b) to amend;
 - (c) to lay on the table;
 - (d) to postpone indefinitely;
 - (e) to postpone to a certain time;
 - (f) to move the previous question;
 - (g) to adjourn.
- (5) A motion made under subsections (4)(c) to (g) is not amendable or debatable.
- (6) Council must vote separately on each distinct part of a question that is under consideration at a Council meeting if requested by a Council member.

This Bylaw may be cited for all purposes as "Council Procedure Amendment Bylaw #460.4, 2026"

READ a first time this 20th day of July 2026

READ a second time 20th day of July 2026

READ a third time this ___ day of ___ 2026

FINALLY PASSED AND ADOPTED this ___ day of ___ 2026

Mayor Scott Cabianca

Chief Administrative Officer Marjorie Dobson

CERTIFIED A TRUE COPY OF 'COUNCIL PROCEDURE AMENDMENT BYLAW #460.4, 2026'