Columbia Shuswap Regional District

ELECTORAL AREA C (SOUTH SHUSWAP) GOVERNANCE STUDY

APPENDICES TO FINAL REPORT

NEILSON-WELCH
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In association with:

leftside partners inc.

JULIET ANDERTON CONSULTING INC.

URBAN systems

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APPENDIX I
TERMS OF REFERENCE

The Terms of Reference for the Area C Governance Study is provided in this Appendix. The Governance Study was proposed primarily due to the sizeable population density in the Sorrento/Blind Bay areas, along with the growing expectations for "urban type" services (i.e. sewer, water, parks, recreation centre, etc.) and public demands for more stringent land use controls. The idea of incorporation for Sorrento/Blind Bay has been discussed on and off for the past several years, with residents siting a desire to evaluate the opportunities for and pros and cons of:

- local control over the provision of public services
- local accountability of public officials and government bodies
- efficient service delivery
- control over land use, development and community character
- cost savings and value to taxpayers

A governance study is not to be confused with an incorporation study, which provides detailed technical and financial analysis of the impact of municipal incorporation. A governance study is a first step toward examining the issues and determining whether there is any rationale to move forward with additional studies or analyses.

Also provided in this appendix is the Terms of Reference for the Governance Study Committee. The Committee is the community-based, volunteer group that created to oversee the study, and to make a recommendation on next steps to the CSRD Board of Directors.

Electoral Area C South Shuswap
Governance Study RFP
Terms of Reference

Introduction

The Columbia Shuswap Regional District (CSRD) is located in the southern interior portion of British Columbia. is situated roughly mid-way between Calgary and Vancouver on the northern end of the Kootenay and Okanagan valleys. The CSRD is a large and diverse regional district comprising some 30,107 square kilometres stretching from Shuswap Lake in the west, to the Alberta border in the east. It has a total population of approximately 52,700 and is made up of six unincorporated electoral areas and four member municipalities:

Electoral Areas

- Electoral Area A – Rural Golden
- Electoral Area B – Rural Revelstoke
- Electoral Area C – South Shuswap
- Electoral Area D – Falkland/Salmon Valley/Ranchero
- Electoral Area E – Rural Sicamous
- Electoral Area F – North Shuswap

Municipalities

- Golden
- Revelstoke
- Salmon Arm
- Sicamous

The CSRD is a local government that provides a variety of localized and regional services to its electoral areas and municipalities, including 911 emergency telephone response system, water systems, fire departments, land- use planning, building inspection, regional library services, solid waste management and community parks and recreation services.

Overview

The purpose of the Electoral Area C (South Shuswap) Governance Study (Study) is to gather and analyze facts about the current state of governance and service delivery in order to more clearly understand the concerns and interests of the area and to identify options for improvement. The South Shuswap has the second largest population in the region, with just over 7,700 residents and includes several unincorporated communities, the largest being Sorrento and Blind Bay on the south shore of the main arm of Shuswap Lake. The Study will illustrate the features of the current governance structure by describing the service delivery, method of cost recovery and decision-making arrangements. The Study will include a public engagement phase which will aid in determining the issues and interests that are of greatest concern to each community, and how the communities envision their future.

The Study will provide the unincorporated communities with current information about the existing local government system by:

- Describing the governance of unincorporated communities, contrasted with governance of municipalities as appropriate for clarity;
- Describing how decisions are made in each community by the local government jurisdiction responsible for each of the local services received, e.g. CSRD, improvement district, fire protection district, committee/commission, etc. (as applicable);
- Identifying and describing the different roles, responsibilities and jurisdictions of all local service providers, including the costs and cost recovery method for services;
- Identifying geographies of concurrent services (if any) and cohesive community identities; and
- Engaging residents and property owners in the identification of common interests and concerns.

With a common understanding of the local government system there will be an opportunity for area residents to engage in a discussion about the ways in which the current governance structure is and is not meeting the community needs and the identification of common issues facing the residents and property owners of each community.

The Governance Study will not provide detailed technical or financial information on the impact of municipal incorporation. It is not an incorporation study. If it is determined, following the conclusion of the governance analysis, that there is sufficient appetite in the community to consider making a change in governance structure, this information would be contained in an incorporation study.

Governance Study Committee

A local Governance Study Committee (Committee) will be appointed by the CSRD Board which will contain 10-12 members. The Committee will be broadly based and include members from as many different groups and organizations as possible, which will help establish credibility within the overall South Shuswap community. Once established, the Committee will be responsible for the selection of a qualified consultant, guiding the consultant through the research and education elements of the analysis work, and engaging the communities in discussion of the findings.

Governance Study Area

The Governance Study area is generally centered on the communities of Sorrento, Blind Bay, Cruikshank, Reedman Point, and extending to White Lake.

Governance Study Process

The Study process will include:

- Development of an interim (draft) governance study report, as described within these Terms of Reference;
- Public engagement and stakeholder consultation processes, focused on the contents of the interim report findings and issues identification; and reporting of that process; and
- A final governance Study report, providing a synopsis of both the governance and service findings and a summary of the outcomes from the public engagement process.

Following completion of the Study, the Study findings will be conveyed to the CSRD Board of Directors and a copy of the Study will be provided to the Minister of Community, Sport and Cultural Development through program staff. The Committee may make recommendations to the CSRD Board based on the summary of the public sentiment in each community, including whether an incorporation study is warranted. The CSRD Board will consider the Study findings and committee recommendation and determine how to proceed.

Governance Study Contents
The study must include the following:

1. Community characteristics and socio-economic profiles in relation to each of the unincorporated rural communities (Sorrento, Blind Bay, etc.) within the study area:
    a. Description of community history;
    b. Population trends, both historic and forecasted;
    c. Description of housing stock, household and dwelling characteristics;
    d. Tax base trends, by individual tax class and with respect to the mix of tax classes;
    e. Description of current business and industry;
    f. Economic growth indicators such as building permits trends; and
    g. Exploration of the sense of community connectedness with the other settlement nodes/communities.

2. Overview of rural governance:
    a. Explain the federated nature of regional districts, their three central roles, and the financial obligations of a regional district member (both electoral area and municipality);
    b. Outline the powers and responsibilities of improvement districts (if any) and regional districts:
        i. Contrast the processes in regional district and municipal decision-making in particular related to local decisions; and
        ii. Note differences in powers and responsibilities for municipalities.

3. Describe the tax assessment system in BC and taxation in unincorporated

jurisdictions:

a. Describe the differences in farm class assessment and taxation in municipal and unincorporated jurisdictions;
b. Summarize improvement district, municipal and regional district access to Provincial and Federal grant programs; and
c. Note municipal-only Provincial and Federal grant programs.

4. Current governance and service delivery in and around Electoral Area C:
    a. Describe the provision of services with reference to each of the major service providers (CSRD and committees/commissions or volunteers if appropriate, private utilities, and the Province), their governance structure, service geography and methods of cost-recovery;
    b. Describe how the service providers make decisions in relation to the services provided to the community;
    c. Describe the relationship between different service providers (e.g. where water service is provided by one entity and sewer or fire protection by another), how those linkages are functionally managed and how they communicate with each other and identify common interests or issues;
    d. Describe the level of cooperation/collaboration amongst governing bodies of service providers, with reference to their relative roles and responsibilities;
    e. The use of commissions and their effectiveness in Area "C", including but not limited to Advisory
    Planning Commissions, Recreation Commissions Recreation Societies, etc.; and
    f. Note variations in governance and/or service features and levels across different sub-areas of Area 'C', and complexities or benefits that arise.

5. Synopsis of public engagement:
    a. Summary of public engagement activities;
    b. Report on results of stakeholder consultation meetings; and
    c. Summary of community issues and future community needs including an analysis of the current local government structure's ability to address issue or meet needs.

6. Appendices
    a. Copies of public engagement materials; and
    b. Copies of foundation documents, e.g. Minister's letter to the CSRD Board, project terms of reference, request for proposals, etc.

Governance Study Timeline

The final Study must be completed and delivered to the CSRD Board of Directors and

the Minister of Community, Sport and Cultural Development – through program staff – no later than December 15, 2017.

The Study Committee will develop timelines for the study in discussion with CSRD and Ministry of Community, Sport, and Cultural Development (MCSCD) staff. MCSCD staff will have the opportunity to review a draft of the study and to provide comments prior to completion of the final study.

Public Engagement

The Study Committee should determine how best to engage with the public and other stakeholders directly affected in the governance study process. It is important to establish parameters for public participation so that residents and property owners understand the opportunities to participate in the governance study process. The committee may wish to have the study consultant assist in finalising the public engagement process.

The public engagement strategy should include:

- Community meeting(s) to present information to the public and to seek community feedback;
- A process to gather information from the public on subjects such as community issues; and
- A communication strategy for reporting out to the public on the study progress.

Deliverables

Completion of the Interim Report to the Governance Study Committee is expected by May 1, 2017. Completion of the Final Report to the Governance Study Committee is expected by August 30, 2017. All deliverables will become the sole property of the Regional District.

Anticipated Schedule

The project is expected to be awarded by June 30, 2016 and the Consultant shall complete all aspects of the work and submit a Final Governance Study Report to the Governance Study Committee by August 31, 2017.

Budget

The total budget for the Governance Study is $50,000.

All proposals must clearly identify and itemize the costs of conducting and preparing the study such as consultant time, travel and all other expenses.

The total proposed cost must include all applicable taxes, expenses, meetings, presentations, etc.

Out of Scope

The focus of this Governance Study is the governance and service situation and options for improvement in the context of a Regional District electoral area. A governance study should not be confused with an incorporation study, and speculative information about municipal incorporation is out of the scope for this project.

Electoral Area C South Shuswap
Governance Study Committee
Terms of Reference

The Governance Study Committee (Committee) guides the Governance Study (Study) process to ensure the Study and community engagement are neutral and balanced. This includes the following tasks:

- To oversee the preparation of the interim Study and analysis of community governance issues;
- To oversee the local process of community discussion and debate to ensure that the process is inclusive and to ensure that adequate information is provided to enable members of each community to make informed decisions about potential changes to local government structure; and
- To remain objective and unbiased while the committee oversees the process of the governance study and community participation.

The composition of the volunteer Committee should be broadly representative of the various interests in the Study area. The committee will have 10-12 members.

The committee is an objective fact-finding body; individual members of the committee should ensure that any expression of their personal opinions do not detract from the ability of the committee to function as a neutral conduit for information to the community. Committee meetings are open to the public.

The Committee includes the Electoral Area Director in an ex-officio (non-voting) capacity, and the committee will select a chair and other officer positions from among its membership.

In supervising the work of the consultant and managing the overall study process, the Committee is responsible for ensuring that the study report completed by the consultant meets the requirements outlined in the RFP and in these terms of reference.

APPENDIX II
CSRD (AREA C) WATER SYSTEM SUMMARIES

There are five local water systems owned and operated by the CSRD in Electoral Area C (see Figure AII.1):

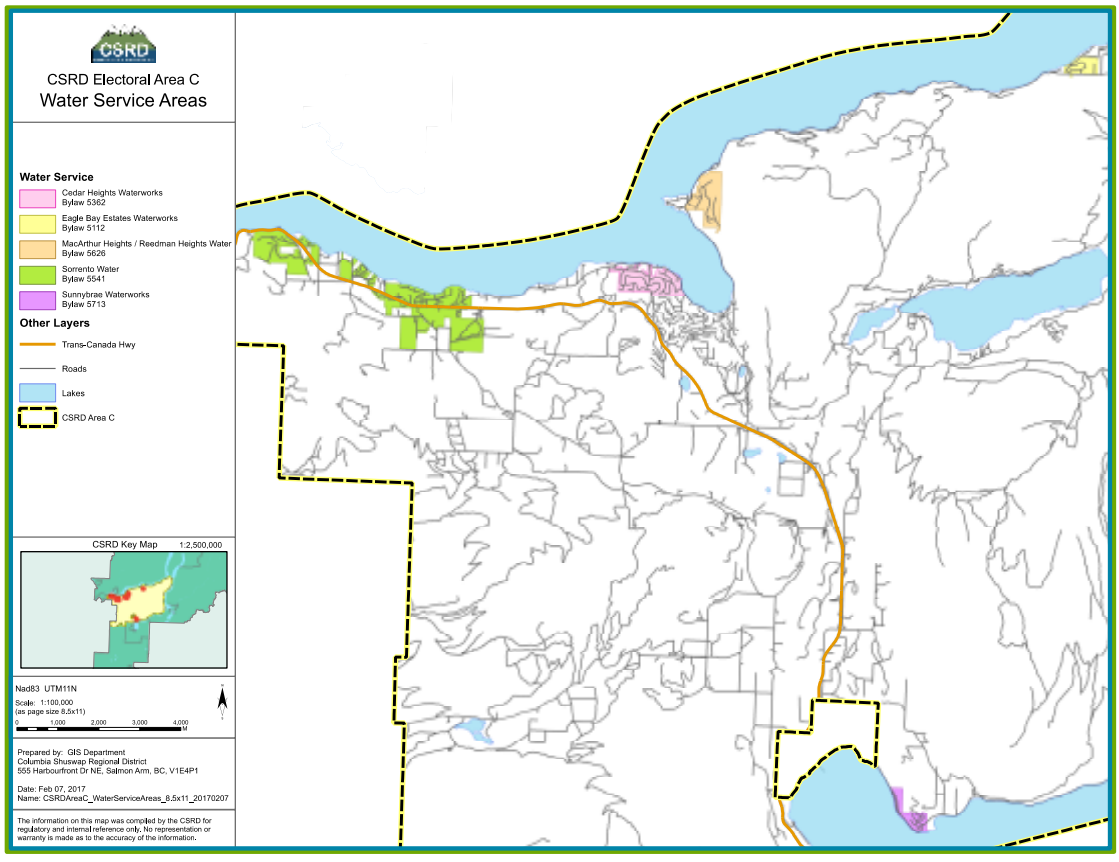
- Sorrento Water
- Cedar Heights Waterworks
- Eagle Bay Waterworks
- MacArthur Heights / Reedman Heights Water
- Sunnybrae Waterworks

This appendix provides a summary of these systems.

➤ **Sorrento Water**

The CSRD assumed ownership and operation of the Sorrento Water System, formerly operated by the Sorrento Improvement District, on January 1, 2010.

Figure AII.1
CSRD Area C Water Service Areas



Grant funding enabled the development of a new lake intake and pump system, chlorine disinfection system, ultraviolet disinfection, emergency power and new water supply mains to be installed before the end of 2011. The system has been expanded to include the neighbouring Copperview water system, as well as a number of small private water systems around Sorrento over the past five years (Villeta, Waverly Park, Sorrento Place, Shuswap RV Park). In all, the system now has approximately 550 connections.

The 2016 water system user fee and parcel tax rates were $350 and $159 respectively. The water system reserve fund balance is currently at $1,244,390, which places the system in a good position to meet future infrastructure requirements. Projects in 2016 included the completion of water sampling stations throughout the community as well as a cross connection control program which will help ensure the water system is protected from backflow events from commercial or industrial connections. Construction of a new larger reservoir at a higher elevation is also planned.

- **Cedar Heights**

Cedar Heights Waterworks is located five kilometres east of Sorrento. The system has approximately 382 connections and has undergone extensive upgrades over recent years. Upgrades include new pumps, installation of chlorination and ultraviolet treatment systems, emergency power, upgrades to the electrical & instrumentation system, and a remote monitoring system. Water meters have also been installed.

The 2016 water system user fee and parcel tax were $225 and $141 respectively, which reflects the same rates as 2015. The water system reserve fund currently has a balance of $317,915; additional funds are required to meet long term infrastructure requirements. Projects in 2016 included the completion of a Source Protection Plan

- **Eagle Bay**

The Eagle Bay Estates Water System is located on Eagle Bay Road. Approximately 82 properties are currently connected to this system, which was constructed in the mid 1970s. The first phase of an upgrading plan has just been completed, including new high lift pumps, new ultraviolet disinfection, electrical upgrades as well as a new chlorination system. Future Phase 2 upgrades will be focused on upgrades to the water intake and the installation of a second ultraviolet unit. A Supervisory Control And Data Acquisition system currently provides full remote monitoring capabilities.

The 2016 water system user fee and parcel tax were unchanged from 2015 rates of $250 and $263 respectively. The water system reserve fund had a balance of $213,946 at the end of 2015, but in 2016 the system's upgrades consumed about half of the reserve funds (some of the upgrades were funded from the Community Works Fund). The reserve fund is underfunded for a water system the

age and condition of Eagle Bay. In order to meet long-term infrastructure requirements, future increases will be necessary.

- **MacArthur/Reedman**

  The MacArthur Heights/Reedman Heights Water System is located on Eagle Bay Road, on the northern tip of Blind Bay. Approximately 103 properties are currently connected to this system with a potential for 150 at build-out. The system was originally built in 1980, and in 2009 was upgraded with a new lake intake and water treatment plant with ultraviolet disinfection, chlorination and a Supervisory Control And Data Acquisition system, which provides full remote monitoring capabilities. The water treatment plant recycles 100% of the backwash water for greater efficiency. The upgrades combined the Reedman Point and MacArthur Heights systems.

  The 2016 water system user fee and parcel tax were $500 and $188 respectively, and remained unchanged from 2015. The MacArthur Reedman water system contains very advanced water treatment technology and as such, repairs or replacements costs can be high. The reserve fund balance (end of 2015) of $104,127 is insufficient to meet long term infrastructure requirements; future increases will be necessary. Given the high summer water usage rates, water metering is being considered for 2017 implementation.

- **Sunnybrae**

  Sunnybrae Waterworks, located in Tappen, was recently converted to a CSRD water service in August 2016 after a successful public assent process. The system serves 79 properties. It was abandoned by its owner in 2010, leaving the community to deal with a long term boil water notice, failing infrastructure and inadequate fire flows. The CSRD has been working with the community to identify what improvements are necessary to meet provincial standards, including a new deep water intake, treatment plant and pump building, ultraviolet disinfection system, chlorination system, new pumps, emergency power and a monitoring system. Funding has been secured for 100% of the Phase one costs (up to $1.7 million), and the tendering for these upgrades is currently underway. The project is expected to be complete in late 2017. The parcel tax and user fee for 2017 is budgeted at $300 and $486 respectively.

APPENDIX III
ELECTORAL AREA C 2017 PROPERTY TAX BILL

	PROPERTY TAXES	RESIDENTIAL TAX RATES: Property Tax Rate	Amount per $100 of Property Tax	2017 Tax on average residential home ($349,920)	2016 Tax on average residential home ($332,721)	Change to average residential home
	PROVINCIAL TAXES					
1	PROVINCIAL SCHOOL TAX	$ 2.3070	$ 48.52	$ 807.27	$ 767.59	$ 39.68
2	PROVINCIAL RURAL TAX	0.5600	$ 11.77	195.96	186.32	9.63
3	POLICE TAX	0.1306	$ 2.75	45.70	43.45	2.25
	TOTAL PROVINCIAL TAXES	**$ 2.9976**	**$ 63.04**	**$ 1,048.92**	**$ 997.36**	**$ 51.56**
	LOCAL SERVICE TAXES					
1	**AREA WIDE TAXES**					
	AREA 'C' COLUMBIA SHUSWAP RD					
1	General Government & Administration	$ 0.1663	$ 3.50	$ 58.20	$ 55.24	2.96
2	Electoral Area Administration	0.0745	1.57	26.06	43.33	(17.27)
3	Feasibility Studies	0.0025	0.05	0.86	0.88	(0.02)
4	9-1-1 Emergency Communications	0.0126	0.26	4.41	7.08	(2.67)
5	Solid Waste - Recycling	0.0742	1.56	25.96	26.80	(0.85)
6	By-law Enforcement	0.0682	1.43	23.88	19.93	3.95
7	GIS/Mapping	0.0572	1.20	20.01	20.53	(0.52)
8	House Numbering	0.0045	0.09	1.57	1.21	0.37
9	Development Services	0.1676	3.52	58.66	59.49	(0.83)
10	Planning Special Projects	0.0121	0.25	4.22	4.24	(0.02)
11	Electoral Area Grants In Aid	0.0756	1.59	26.46	26.23	0.23
12	Shuswap SPCA	0.0019	0.04	0.66	0.68	(0.02)
13	Shuswap Search and Rescue	0.0118	0.25	4.13	4.27	(0.14)
14	Emergency Preparedness	0.0307	0.65	10.75	10.92	(0.17)
15	Airport - Shuswap Regional Airport	0.0313	0.66	10.96	11.39	(0.43)
16	Transit - Area C Service	0.0120	0.25	4.19	4.17	0.02
17	Milfoil Control Program	0.0295	0.62	10.31	10.33	(0.02)
18	Weed Control and Enforcement	0.0103	0.22	3.59	3.68	(0.08)
19	Tourism Shuswap	0.0229	0.48	8.00	6.94	1.06
20	Economic Development	0.0802	1.27	21.06	21.78	(0.72)
21	Film Commission	0.0027	0.05	0.94	1.12	(0.18)
22	Shuswap Recreation Complex	0.0264	0.56	9.25	9.66	(0.41)
23	Area C First Responders	0.0264	0.55	9.22	7.98	1.24
24	Area C - Dog Control	0.0146	0.31	5.10	4.54	0.57
25	Tourism Information - Area C	0.0089	0.19	3.10	3.32	(0.22)
26	Area C Community Parks	0.2437	5.12	85.29	81.27	4.02
	Total Area 'C' Regional District	**$ 1.2484**	**$ 26.25**	**$ 436.84**	**$ 447.01**	**$ (10.17)**
2	**HOSPITAL DISTRICTS**					
	NORTH OKANAGAN COLUMBIA SHUSWAP RHD	0.2818	5.93	$ 98.61	$ 93.76	4.85
	Total Hospital Districts	**$ 0.2818**	**$ 5.93**	**$ 98.61**	**$ 93.76**	**$ 4.85**
3	**OTHER AGENCIES**					
	BC ASSESSMENT AUTHORITY	$ 0.0543	$ 1.14	$ 19.00	$ 18.07	$ 0.93
	MUNICIPAL FINANCE AUTHORITY	0.0002	0.00	0.07	0.07	0.00
	OKANAGAN REGIONAL LIBRARY	0.1738	3.65	60.80	62.82	(2.01)
	Total Other Agencies	**$ 0.2283**	**$ 4.80**	**$ 79.88**	**$ 80.95**	**$ (1.08)**
	TOTAL LOCAL SERVICE TAXES	**$ 1.7585**	**$ 36.97**	**$ 615.32**	**$ 621.72**	**$ (6.40)**
	TOTAL AREA WIDE PROPERTY TAXES	**$ 4.7561**	**$ 100.01**	**$ 1,664.24**	**$ 1,619.09**	**$ 45.16**
	SPECIFIED AREAS WITHIN AREA C TAXES					
1	Anti-Whistling - Elson Road Crossing	$ 0.0686		$ 24.01	$ 22.49	$ 1.52
2	Fire Protection - Area C Subregional	0.6012		210.37	212.68	(2.31)
3	Fire Protection - Kault Hill	0.4555		159.40	171.32	(11.92)
4	Street Lighting - Blind Bay	0.0445		15.58	14.64	0.94
5	Street Lighting - Sorrento	0.0922		32.26	31.71	0.55
	TOTAL SPECIFIED AREA TAXES					
	PARCEL TAXES WITHIN AREA C					
1	Cedar Heights Water			$ 141.16	$ 141.16	0.00
2	Eagle Bay Water			$ 328.91	$ 263.13	65.78
3	MacArthur/Reedman Water			$ 189.23	$ 189.23	0.00
4	Sorrento Water			$ 169.84	$ 159.18	10.66
5	Waverly Park Water Users Loan			$ 949.31	$ 329.35	619.96
6	Shuswap Watershed Council			$ 11.94	$ 12.27	(0.33)
7	South Shuswap LWMP			$ 7.02	$ 7.16	(0.14)
8	Sunnybrae Waterworks			$ 315.75	$ -	315.75

APPENDIX IV
PUBLIC ENGAGEMENT MATERIALS

This appendix presents the key public engagement materials that were used by the Area C Governance Committee to:

- keep the community informed of progress on the governance study
- outline for the community the governance and service delivery frameworks in place in Area C
- receive questions and feedback from the community on the existing governance and service delivery frameworks, and on alternative governance models and service delivery approaches in BC
- understand the community's issues with respect to governance and service delivery

The following items are included in the appendix:

- two-page *Electoral Area C Governance Study* brochure that was direct mailed to every household in Area C, and that available in PDF format on the CSRD website
- ten-page overview — *Getting to know Area C: Governance and local service delivery in the South Shuswap* — that was made available in PDF form online at the CSRD website, and in hard copy at the six public open houses
- *Area C Governance Study Public Survey*, available to be completed online through CivicInfo BC (link on the CSRD website), and in hard copy at the six public open houses
- copies of the presentation slides from the six public open houses

Columbia Shuswap Regional District Electoral Area C Governance Study

Dear Resident or Property Owner,

Do you live or own property in Sunnybrae, Tappen, White Lake, Blind Bay, Sorrento, Eagle Bay, Notch Hill or another Area C community? Have you ever wondered who provides your local services, how these services are paid for, how decisions are made, or how you can express your views? Get involved in the Area C Governance Study to find answers to your questions and share your perspectives about what's working and what's not!

Get Involved!
Spring Open Houses

Six **open houses** will be held throughout Area C communities in **May and June of 2017**. Come and ask questions and discuss your ideas and concerns with your fellow community members, Governance Study Committee Representatives, CSRD staff and study consultants. See the next page for open house details.

Have Your Say!
Governance Study Survey

Residents and property owners are encouraged to complete the **study survey** online at *csrd.bc.ca/area-c-governance-study* to provide feedback about the current governance framework for services. We want to hear about your experiences, your concerns and changes you think are important.

Get Informed!
Governance Study Overview

There may be services you never knew the CSRD provided to Area C – and perhaps some you thought it did that it doesn't. As a first step to evaluating how services are governed and delivered, the study **overview** has been prepared to provide information about your Area C services and about how Area C participates in regional government. To read the Governance Study's full **Interim Report**, go online to **csrd.bc.ca/area-c-governance-study**

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Why is the study important?

Area C is made up of a number of unique communities with a range of different local service needs and expectations. It is important from time to time to step back and consider whether the current system of local government remains well-suited to deal with these needs and expectations, as well as with any future challenges that may arise as the communities continue to grow. The Area C Governance Study is being undertaken to examine these points.

It is important to note that the Governance Study is not an incorporation study. The aim at this point is simply to determine whether the current system of local government suits the communities' needs. The outcomes of the Study, including the input from residents, will help to determine if other local government options, such as incorporation, should be considered further.

Did you know?

Area C now has a population of close to 8,000 people. This population is larger than 3 of the 4 municipalities in the CSRD and is one of the largest populations of all the electoral areas in BC.

Who is involved in the study?

The study is being guided by a Governance Study Committee of local Area C community volunteers. A governance consultant has been hired by the CSRD and will carry out the research and analysis. A draft report and a final report will be prepared by the Committee for consideration by the CSRD Board of Directors and the Province of BC. The Board of Directors will determine, after receiving the Committee's report, what further action, if any, is needed to improve governance and service delivery to Area C.

What you need to know!

WE NEED YOU! Public involvement is the key to a successful study. The views of residents in all Area C communities are important to this process.

Mark Your Calendar - Find an Open House Near You

Upcoming Area C Governance Study Open Houses:

Time: 5:00 pm – 7:30 pm – Drop-In | Discussion Groups: 6:00 pm start

- **Monday, May 15** – Sorrento Memorial Hall – 1150 Passchendaele Road, Sorrento
- **Tuesday, May 16** – Sunnybrae Community Hall – 3595 Sunnybrae Canoe Point Road, Tappen
- **Thursday, June 8** – White Lake Community Hall – 3617 Parri Road, Sorrento
- **Friday, June 9** – Eagle Bay Community Hall – 4326 Eagle Bay Road, Eagle Bay
- **Tuesday, June 13** – Notch Hill Town Hall – 1639 Notch Hill Road, Sorrento
- **Wednesday, June 14** – Shuswap Lake Estates Community Centre (Lodge) 2905 Centennial Drive, Blind Bay

Governance Study Committee

- Steve Wills (Chair)
- Larry Stephenson (Vice-Chair)
- Henry Schnell
- Renee Rebus
- Karen Brown
- Cal Heschuk
- Edith Rizzi
- Lenore Jobson
- Don Paterson
- Andy Bartels
- Gareth Seys
- Paul Demenok (Ex-Officio) (Area C Director)

How can you stay informed?

Complete the Study Survey at **csrd.bc.ca/area-c-governance-study**

Sign-up for email updates at **csrd.bc.ca/area-c-governance-study**

Talk with your Governance Study Committee contact person – there's one in your area! Call 250.832.8194 to find the contact in your community.

Attend the next Governance Study Committee Meeting

- Check the project website for meeting details at csrd.bc.ca/area-c-governance-study

Questions?

Steve Wills, Governance Study Committee Chair | sbwills@telus.net

Paul Demenok, Area C Director - Call: 250.517.0810 | pdemenok@csrd.bc.ca

Lynda Shykora, Deputy Manager, Corporate Administration Services - Call: 250.833.5939 | lshykora@csrd.bc.ca

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Electoral Area C Governance Study

Columbia Shuswap Regional District

Getting to know Area C

Governance and local service delivery in the South Shuswap

Spring 2017 - Prepared in support of the Electoral Area C Governance Study by the Electoral Area C Governance Study Committee

Getting to know Electoral Area C

Do you live or own property in Sunnybrae, Tappen, White Lake, Blind Bay, Sorrento, Eagle Bay, Notch Hill or another Area C community? Have you ever wondered who provides your local services, how these services are paid for, how decisions are made, or how you can express your views?

This overview has been prepared as part of the Area C Governance Study to help you find answers to these questions and discover how regional governance works in your community. The overview will prepare you to share your perspectives with the Area C Governance Study Committee about what's working and what's not.

What is the Area C Governance Study and why is it important?

Electoral Area C (South Shuswap) is one of six unincorporated areas that, along with four municipalities, makes up the Columbia Shuswap Regional District (CSRD). With close to 8,000 residents, Area C is by far the largest electoral area in the CSRD; it is also one of the largest in all of British Columbia.

As electoral areas grow and develop, expectations and needs related to services and decision-making often change as well. It is important to step back from time to time to consider if the current system of local government is well-suited to the unique character and changing needs of local communities. The Area C Governance Study is an opportunity to assess the local government structure in Area C today.

The Area C Governance Study Committee invites local residents to review the overview and to participate in the study survey and open house events in May and June 2017. Please refer to the last page of the see below for survey and event details and contact information. **A more comprehensive review of the information highlighted in this overview can be found in the *Area C (South Shuswap) Governance Study Interim Report* at www.csrd.bc.ca/area-c-governance-study.**

Attend one of the upcoming 2017 Governance Study Open Houses:
Time: 5:00 pm – 7:30 pm – Drop-In
Discussion Groups: 6:00 pm start

- Monday, May 15 - Sorrento Memorial Hall, 1150 Passchendaele Road, Sorrento
- Tuesday, May 16 – Sunnybrae Community Hall – 3595 Sunnybrae Canoe Point Road, Tappen
- Thursday, June 8 – White Lake Community Hall – 3617 Parri Road, Sorrento
- Friday, June 9 – Eagle Bay Community Hall – 4326 Eagle Bay Road, Eagle Bay
- Tuesday, June 13 – Notch Hill Town Hall – 1639 Notch Hill Road, Sorrento
- Wednesday, June 14 – Shuswap Lake Estates Community Centre (Lodge) 2905 Centennial Drive, Blind Bay

Complete a Survey www.csrd.bc.ca/area-c-governce-study

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Who is your local government?

Electorial Area C is an unincorporated area, which means that it is not a municipality and does not have a Mayor and Council. Area C is an electoral area within the Columbia Shuswap Regional District (CSRD). The CSRD serves as the primary local government and is responsible for providing most of the local services that are in place today, including parks and recreation, fire protection, local planning, local government administration and, for most residents, water.

The CSRD is made up of:

- 6 electoral areas - A, B, C, D, E, F
- 4 municipalities - Salmon Arm, Sicamous, Golden, Revelstoke

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What is the Regional Board of Directors?

Every regional district is governed by its own Board of Directors, made up of representatives (directors) from the electoral areas and municipalities that belong to the regional district. The CSRD's Board has 11 directors in total, including 6 from the electoral areas, and 5 from the municipalities. Each electoral area is represented by 1 director who is elected to the position by the voters in that area. Municipal directors are not directly elected to the Board, but are instead appointed by their respective municipal councils. Each municipality in the CSRD appoints 1 director, with the exception of the City of Salmon Arm, which, because of its size, appoints 2 directors.

How does Area C have a voice in CSRD decisions?

In regional districts, special voting rules reflect the fact that regional district services benefit (and are funded by) different combinations of jurisdictions. Not all directors have the right to vote on all matters, or have the same number of votes in all situations.

- Some decisions are voted on by the full Board of Directors, each director gets one vote (e.g. regulatory bylaw).
- Other decisions are voted on by the full Board using weighted votes (e.g., budget decisions, borrowing). Each director gets 1 vote for every 2,500 people in their municipality or electoral area. In these decisions, the Area C director has 4 votes of a total of 27 votes.

Decisions related to services delivered to only certain parts of the region are made by weighted votes and involve only those directors who represent areas that participate in that service. The total number of votes will vary based on the range of jurisdictions that participate. Decisions cannot be made by one director alone — thus, where a service is provided to all or part of one electoral area only, all board members are required to vote.

In the case of Area C, the regional district voting rules mean that every decision made by the board on an Area C service involves directors from other jurisdictions.

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Number of Directors & Number of Weighted Votes

	Population 2016	No. of Directors	Weighted Votes
Revelstoke	7,547	1	4
Salmon Arm	17,904	2	8
Sicamous	2,429	1	1
Golden	3,708	1	2
Area A	3,148	1	2
Area B	598	1	1
Area C	7,921	1	4
Area D	4,044	1	2
Area E	1,185	1	1
Area F	2,454	1	2
	50,938	**11**	**27**

How do I have a voice in CSRD Decisions?

In addition to your voice through your Electoral Area C Director, you can participate in decision-making by being appointed to an Area C commission or committee, or by proposing services to CSRD staff to meet local community needs. Some of the committees and commissions are:

- Area C Advisory Planning Commission
- Area C Parks Advisory Committee
- Regional Water System Advisory Committee
- Solid Waste Management Plan Monitoring Advisory Committee
- Economic Development Advisory Committee
- Shuswap Tourism Advisory Committee

What other opportunities are there to be involved?

You can also express your views on specific topics through a variety of other opportunities, including:

- attending Regional Board meetings
- attending committee and commission meetings
- attending public meetings and public hearings
- submitting letters or speaking Directly with CSRD staff
- talking with your Area C director
- contacting your local community or residents' association

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Area C Services

What services does Area C receive from the CSRD?

The services you receive from the regional district depend on where you live. There are services that everyone in Area C receives and there are other services that are only provided to certain specific areas.

How are local services in Area C paid for?

Each service provided by the regional district is budgeted separately. Costs are recovered by billing those who benefit from the service. Regional districts raise funds primarily through property taxation – more specifically, through property value taxes (based on the assessed value of land and improvements combined), or parcel taxes (based on a set amount per parcel). Some regional district services also generate revenues from user fees and charges. A further source of revenue is senior government grants; however, these are not significant as they were in the past.

Who else delivers local government services to Area C?

The provincial government provides certain services to all rural areas of BC, including the communities of Area C. Local roads, policing and public schools are key examples of such services. Library and healthcare services are also provided by agencies other than the CSRD. Library is provided by the Okanagan Regional Library, and healthcare is provided by Interior Health.

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Service Highlights – Area C

The full list of regional district and electoral areas services received by Area C communities is considerable. The following sections provide some highlights of key services, including:

- General and Electoral Area Administration
- Development Services, Planning and Special Projects
- Area C Community Parks and Recreation
- Solid Waste and Recycling
- Economic Development
- Water
- Emergency Services
- Regional Transit
- Regional Airport
- Street Lighting

Information about how the above services are paid for is highlighted at the end of the section (see Tax Bill - What do my Area C services cost?)

General and Electoral Area Administration

General administration services consist of a variety of functions that support the elected officials of the CSRD and their work, as well as the overall management of the organization. Some examples of general administration functions include board and committee meetings, elections and referenda, and financial, legislative, and personnel services.

Decisions regarding general government and administrative services are made by the CSRD Board. Decisions related to electoral areas administration (that are not financial or budget decisions) are made only by the six electoral area directors. Administrative services are funded through property taxes, but also through charges that are allocated to each of the other individual services. Similar to every other regional district, the CSRD receives a grant from the provincial government each year to assist in administration costs.

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Development Services, Planning and Special Projects

The CSRD provides development services, planning services, special projects, house numbering and GIS mapping on behalf of Area C. The special projects service is a separate function that supports larger projects such as updates to zoning bylaws, official community plans, and studies that are not strictly planning-related, such as the Electoral Area C Governance Study. All electoral areas benefit from and help to fund this service.

Two CSRD bylaw enforcement officers enforce multiple bylaws in all of the electoral areas, including Area C. Area C accounts for the majority of the region's bylaw enforcement complaints due in part to the population, size, and density of the South Shuswap area, as well as the absence of a building inspection service. Bylaw enforcement is heavily relied upon throughout the electoral areas to ensure compliance with zoning and land use bylaws.

Many development and planning related decisions include a role for the local Advisory Planning Commissions (APC) in each electoral area. In Area C (like some other electoral areas) commissioners are appointed to the APC from the local community to work together in making recommendations to the CSRD Board and staff on planning and land use related matters (community planning, zoning bylaw amendments, Agricultural Land Reserve applications, Development Variance Permits, etc.).

Decisions on the operations of all of the planning-related services are made the by electoral area directors only, not by the full Board. These directors are the ones who represent the parts of the CSRD that participate in the services and fund them. Financial and budget decisions for planning-related services are made by the full Board.

The development service budget is recovered through a combination of application and permit fees as well as property taxes. All other planning and bylaw related services are funded primarily from property taxes.

Area C Community Parks and Recreation

The Area C community parks service is delivered by the CSRD Parks and Recreation Department and includes parkland acquisition, development (e.g., playgrounds, trails) and maintenance. Community parks are acquired through land development, direct purchases, donations, or a license of occupation on provincial land. The Area C community parks program is paid for through property taxes, with some contributions from grants such as the community works fund. Decisions regarding community parks are made by the Board based on the advice of the Area C Parks Advisory Committee. Area C has a parks master plan that was completed in 2003 and is currently undergoing an update. The update itself follows on the heels of a recreational needs assessment for Area C that was conducted in 2014.

Taxpayers in Area C also contribute to the Shaw Centre in Salmon Arm. Area C's annual contribution recognizes the usage of the facility by Area C residents and replaces the need to provide South Shuswap residents with their own facility.

Solid Waste and Recycling

The CSRD receives and disposes of both garbage and recycling for the entire region through a system of landfills, transfer stations and recycling depots. Curbside recycling is not available as a government service in electoral areas (it is available through contractors). Area C has one solid waste transfer station (2281 Skimikin Road). Garbage from the area is transferred to a landfill located in Salmon Arm. The CSRD also undertakes a required solid waste management planning function.

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Economic Development

Area C participates in several services that, taken together, address Area C's economic development interests, including: Shuswap Tourism, Shuswap Economic Development, Area C Tourism Promotion (i.e., Area C Chamber of Commerce) and the Film Commission. Each service has a different combination of funding partners.

Water

The CSRD currently owns and operates nine community water systems across the regional district. Five of these systems constitute separate water service areas within Area C, including: Cedar Heights, Eagle Bay, MacArthur/Reedman, Sorrento and Sunnybrae. There is also an overarching regional waterworks function that funds the coordination and operations of all nine CSRD water services and the utilities staff. The regional waterworks function is funded through contributions from each individual system and has traditionally been subsidized by the electoral area administration service. A transition plan is in place to phase in the recovery of these costs from the water systems, beginning in 2017. The costs will be fully recovered from water systems by 2024.

The Shuswap Watershed Water Quality Service (Watershed Council) was established in 2015 and is in place primarily to coordinate water quality monitoring and to promote enhancement and protection.

Emergency Services

The CSRD provides a number of emergency services within Area C, either directly or through other organizations that the CSRD helps to fund. Emergency services include: fire protection, first responders, 911 call service, search and rescue, marine rescue and emergency preparedness.

Regional Transit

The Shuswap regional transit service for Areas C and D is delivered by BC Transit. The service is funded by BC Transit (recovered in part through bus fares) and property taxes on assessed values in Area C and D.

Regional Airport

The Shuswap Regional Airport is a small facility located in Salmon Arm for charter flights. The airport is governed by the Shuswap Regional Airport Commission. The annual cost of running the airport is recovered through a property tax that is collected in Areas C, D, E and F, and the District of Sicamous.

Street Lighting

The CSRD has two service areas to install and maintain streetlights for pedestrian and traffic safety. The service areas are created through a formal assent process initiated by property owners living within those service areas.

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Tax Bill - What do my Area C services cost?

1. Local services for all of Area "C"

Administration	
General Government & Administration	$58.20
Electoral Area Administration	$20.06
Electoral Area Grants in Aid	$26.46
Feasibility Studies	$0.86
Planning	
Development Services	$58.66
GIS/Mapping	$20.01
Bylaw Enforcement	$23.88
Planning Special Projects	$4.22
House Numbering	$1.57
Parks Recreation and Library	
Area C Community Parks	$85.29
Shaw Centre	$9.25
Okanagan Regional Library	$60.80
Solid and Liquid Waste Management	
Solid Waste and Recycling	$25.96
Liquid Waste - South Shuswap LWMP	$7.02
Emergency Services	
Emergency Preparedness	$10.75
Area C First Responders	$9.22
911 Emergency Communications	$4.41
Shuswap Search and Rescue	$4.13
Economic Development	
Economic Development	$21.06
Tourism Shuswap	$8.00
Tourism Information – Area C	$3.10
Film Commission	$0.94
Other	
Shuswap Watershed Council	$11.94
Shuswap Regional Airport	$10.96
Millfoil Control Program	$10.31
Area C – Dog Control	$5.10
Transit Area C Service	$4.19
Weed Control and Enforcement	$3.59
Shuswap SPCA	$0.66
Subtotal for area-wide charges	**$516.60**

2. Local area specific services (portions of Area "C" only)

Elson Road Crossing – Anti-Whistling	$24.01
Fire Protection – Area C Sub regional	$210.37
Kault Hill – Fire Protection	$159.40
Blind Bay – Street Lighting	$15.58
Sorrento – Street Lighting	$32.26
Sorrento Water	$169.84
Cedar Heights Water	$141.16
Eagle Bay Water	$328.91
McArthur/Reedman Water	$189.23
Sunnybrae Waterworks	$315.75
Waverly Park Water Users Loan	$949.31

This 2017 Tax Bill is for an Area C property assessed at $350,000

3. Provincial Taxes (all of Area "C")

School Tax	$807.27
Rual Tax (Roads/Subdivision)	$195.96
Police Tax	$45.70
	$1048.93

4. Other Agency Taxes (all of Area "C")

North Okanagan Columbia Shuswap Regional Hospital District	$98.61
BC Assessment Authority	$19.00
Municipal Finance Authority	$0.07
	$117.68

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Stay Involved!

The Area C Governance Study Committee has prepared this overview of how your local government works in Area C. Area C residents look to the CSRD to provide services that respond to their needs and wishes. Local taxpayers and users pay for the services, and can participate in decision-making for them through their Electoral Area Director, or directly through committees, commissions, public meetings or other communication with the CSRD. Area C is also home to a range of other service providers. The provincial government, for example, provides certain services to all rural areas of BC (e.g. local roads, policing and public schools).

The Governance Study Committee is hopeful the overview document has helped to inform you about the various facets of local government in Area C and that this knowledge will help to inform your input and feedback on the issues of greatest concern to you and your community.

How can you stay informed and provide feedback?

Attend one of the upcoming 2017 Governance Study Open Houses:
Time: 5:00 pm – 7:30 pm – Drop-In
Discussion Groups:

- Monday, May 15 - Sorrento Memorial Hall, 1150 Passchendaele Road, Sorrento
- Tuesday, May 16 – Sunnybrae Community Hall – 3595 Sunnybrae Canoe Point Road, Tappen
- Thursday, June 8 – White Lake Community Hall – 3617 Parri Road, Sorrento
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- Tuesday, June 13 – Notch Hill Town Hall – 1639 Notch Hill Road, Sorrento
- Wednesday, June 14 – Shuswap Lake Estates Community Centre (Lodge) 2905 Centennial Drive, Blind Bay

Complete a Survey www.csrd.bc.ca/area-c-governce-study

Sign-up for email updates at: www.csrd.bc.ca/area-c-governance-study

Talk with your Governance Study Committee contact person – there's one in your area!
Call 250.832.8194 to find the contact in your community.

Attend the next Governance Study Committee Meeting - Check the project website at www.csrd.bc.ca/area-c-governance-study for meeting details.

Questions?

Contact: Steve Wills, Governance Study Committee Chair - E-mail: sbwills@telus.net

Paul Demenok, Area C Director – Call: 250.517.0810 | E-mail: pdemenok@csrd.bc.ca

Lynda Shykora, CSRD Deputy Manager, Corporate Administration Services
- Call: 250.833.5939 | E-mail: lshykora@csrd.bc.ca

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Electoral Area C Governance Study – Public Survey

The Electoral Area C Governance Study Committee is interested in opinions of Area C residents and property owners on local services and governance. Please take the time to share your views by filling out the following 5-10 minute survey. Public opinion will help determine if a more detailed analysis of potential options for change will be considered. The survey will close Friday, June 16, 2017.

For the purpose of this survey, the term ***governance*** refers to *how decisions are made*, and *who make decisions* about local service matters for Area C. For additional background information about Area C governance and local services, please review the following documents on the CSRD website: *http://www.csrd.bc.ca/area-c-governance-study*

- ***Area C Governance Study Overview - Getting to Know Area C***
  (provides a high level overview)
- ***Electoral Area C (South Shuswap) Governance Study Interim Report***
  (provides a detailed review)

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1. Please indicate if you have reviewed the Electoral Area C Governance Study Overview and the Electoral Area C Report.

❍ I have reviewed only the Area C Governance Study Overview – Getting to Know Area C

❍ I have reviewed only the Electoral Area C (South Shuswap) Governance Study Interim Report.

❍ I have reviewed both the Area C Governance Study Overview, and the Governance Study Interim Report.

❍ I have not reviewed either of these resources.

2. In which Area C community do you live and, or, own property? Select all that apply.

❍ Eagle Bay

❍ Blind Bay

❍ White Lake

❍ Shuswap Lake Estates

❍ Sorrento

❍ Sunnybrae

❍ Notch Hill

❍ Carlin

❍ Cedar Heights

❍ McArthur Heights & Reedman Point

❍ Tappen

❍ Waverly Park

Other Area C Community (please indicate): _____

❍ I don't live or own property in Area C

3. Do you consider yourself to be a permanent or seasonal resident of the South Shuswap?

- ◯ Permanent resident
- ◯ Seasonal resident
- ◯ I am not a permanent or seasonal resident of the South Shuswap.

4. How important is each local service to you?

	Not at all Important	Somewhat Unimportant	Neutral	Somewhat Important	Very Important	N/A
Water	◯	◯	◯	◯	◯	◯
Sewer & Waste Water	◯	◯	◯	◯	◯	◯
Community Parks	◯	◯	◯	◯	◯	◯
Shaw Centre Rec. Complex	◯	◯	◯	◯	◯	◯
Library	◯	◯	◯	◯	◯	◯
Transit	◯	◯	◯	◯	◯	◯
Fire Protection	◯	◯	◯	◯	◯	◯
Emergency Services	◯	◯	◯	◯	◯	◯
Garbage Pickup	◯	◯	◯	◯	◯	◯
Recycling	◯	◯	◯	◯	◯	◯
Land Use Planning	◯	◯	◯	◯	◯	◯
Bylaw Enforcement	◯	◯	◯	◯	◯	◯
Dog Control	◯	◯	◯	◯	◯	◯
Invasive Plants & Pest Control	◯	◯	◯	◯	◯	◯
Economic Development	◯	◯	◯	◯	◯	◯
Shuswap Tourism	◯	◯	◯	◯	◯	◯
Police (Provincial Service)	◯	◯	◯	◯	◯	◯
Roads (Provincial Service)	◯	◯	◯	◯	◯	◯

5. How satisfied are you with the level of service you receive with each of your local services?

	Not at all Satisfied	Somewhat Unsatisfied	Neutral	Somewhat Satisfied	Very Satisfied	N/A
Water	❍	❍	❍	❍	❍	❍
Sewer & Waste Water	❍	❍	❍	❍	❍	❍
Community Parks	❍	❍	❍	❍	❍	❍
Shaw Centre Rec. Complex	❍	❍	❍	❍	❍	❍
Library	❍	❍	❍	❍	❍	❍
Transit	❍	❍	❍	❍	❍	❍
Fire Protection	❍	❍	❍	❍	❍	❍
Emergency Services	❍	❍	❍	❍	❍	❍
Garbage Pickup	❍	❍	❍	❍	❍	❍
Recycling	❍	❍	❍	❍	❍	❍
Land Use Planning	❍	❍	❍	❍	❍	❍
Bylaw Enforcement	❍	❍	❍	❍	❍	❍
Dog Control	❍	❍	❍	❍	❍	❍
Invasive Plants & Pest Control	❍	❍	❍	❍	❍	❍
Economic Development	❍	❍	❍	❍	❍	❍
Shuswap Tourism	❍	❍	❍	❍	❍	❍
Police (Provincial Service)	❍	❍	❍	❍	❍	❍
Roads (Provincial Service)	❍	❍	❍	❍	❍	❍

6. What services, if any, does your Area C community not receive that you think are needed?

◯ No additional services are needed.

◯ The following service(s) is needed

_____

_____

7. What services, if any, does your Area C community receive that you think are not needed?

◯ None – all services are needed.

◯ The following service(s) is not needed

_____

_____

8. What do you think are the top three local government service or governance issues facing your Area C community?

Please list in order below

#1 _____

_____

_____

#2

_____

_____

_____

#3

_____

_____

_____

9. Please indicate the degree to which you agree or disagree with the following statements regarding Area C services and governance.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	No Opinion
In general, I receive good value for the taxes that I pay for my local services.	○	○	○	○	○	○
I know which agency to contact if I have questions about my local services.	○	○	○	○	○	○
The number of elected officials representing Area C on the Regional District Board of Directors is sufficient (one electoral area director of Area C).	○	○	○	○	○	○
There are sufficient opportunities to have a say in decisions affecting my local services if I choose to do so (regional district, advisory committees, planning commission).	○	○	○	○	○	○
Additional Area C committees and commissions should be used to provide advice to the Regional District Board of Directors on local Area C issues.	○	○	○	○	○	○

10. Please indicate the degree to which you agree or disagree with the following statements.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	No Opinion
The current Regional District governance model allows for fair and equitable representation of the views and interests of Area C residents and property owners at the Regional Board.	○	○	○	○	○	○
In order to address current issues and future challenges facing the South Shuswap, Area C needs to have a greater influence over decisions specific to the South Shuswap.	○	○	○	○	○	○
Different governance options, beyond the current system, should be explored to increase the influence Area C residents have over decisions that affect their communities.	○	○	○	○	○	○

11. If you have a question or concern or require information about local services, how do you prefer to obtain answers?

❍ Online (internet) ❍ Email ❍ In person

❍ Telephone ❍ Direct Mail

❍ Other _____

12. What suggestions do you have for improving the services that Area C currently receives, or how those services are delivered or governed?

_____

_____

_____

_____

_____

_____

_____

13. Is there anything else that you wish to share with the Area C Governance Study Committee about your local services or governance?

_____

_____

_____

_____

_____

_____

_____

14. In which of the following age categories do you belong?

❍ 19 or under ❍ 40-59 ❍ 80 and over

❍ 20-39 ❍ 60-79

Public Open House

Sorrento Memorial Hall
May 15, 2017

Columbia Shuswap Regional District
Electoral Area C Governance Study

PRESENTATION

- Background
  - Electoral Area C Governance Study
  - South Shuswap – Community
  - South Shuswap – Governance
  - South Shuswap – Local Services
- Questions to Consider
  - On Local Services
  - On Governance

BACKGROUND

Electoral Area C Governance Study

- What is the purpose of the Study?
  - To document and assess the current state of governance and service delivery in the South Shuswap
  - To understand the concerns and interests of residents with respect to governance and service delivery
  - To identify future governance and service delivery options for the Electoral Area

BACKGROUND

Electoral Area C Governance Study

- The Study is not an incorporation or restructure study
  - If Committee highlights a desire / need for change, Committee can recommend governance options for further study

BACKGROUND

Electoral Area C Governance Study

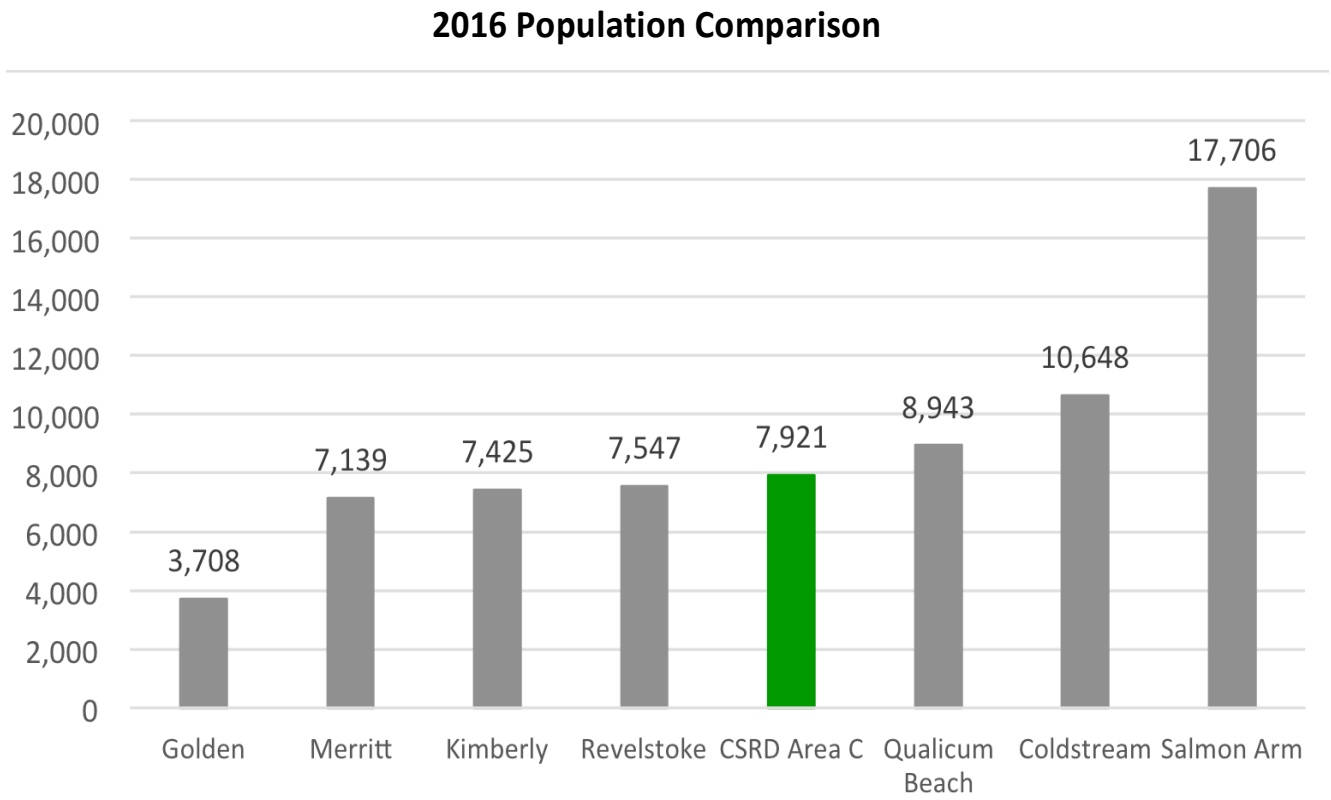
- What is the Governance Committee?
  - A volunteer, representative group of Area C residents, appointed to guide the Governance Study
  - Oversees the work of the consultants and consultation with community
  - Recommend to the CSRD whether to proceed further with study on governance options

BACKGROUND

South Shuswap Community

BACKGROUND

South Shuswap Community



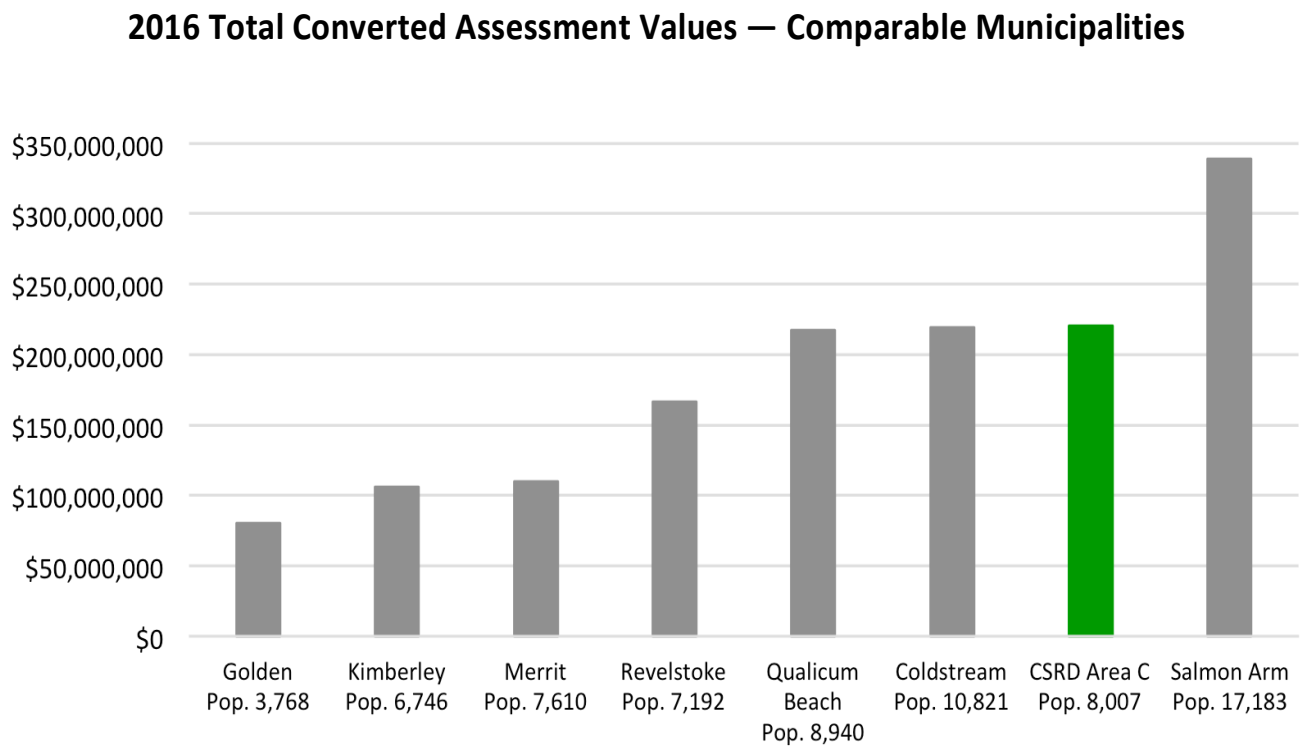
BACKGROUND

South Shuswap Community

- Older community compared to rest of BC
- Moderate income levels
- Relatively high level of seasonal / vacation properties

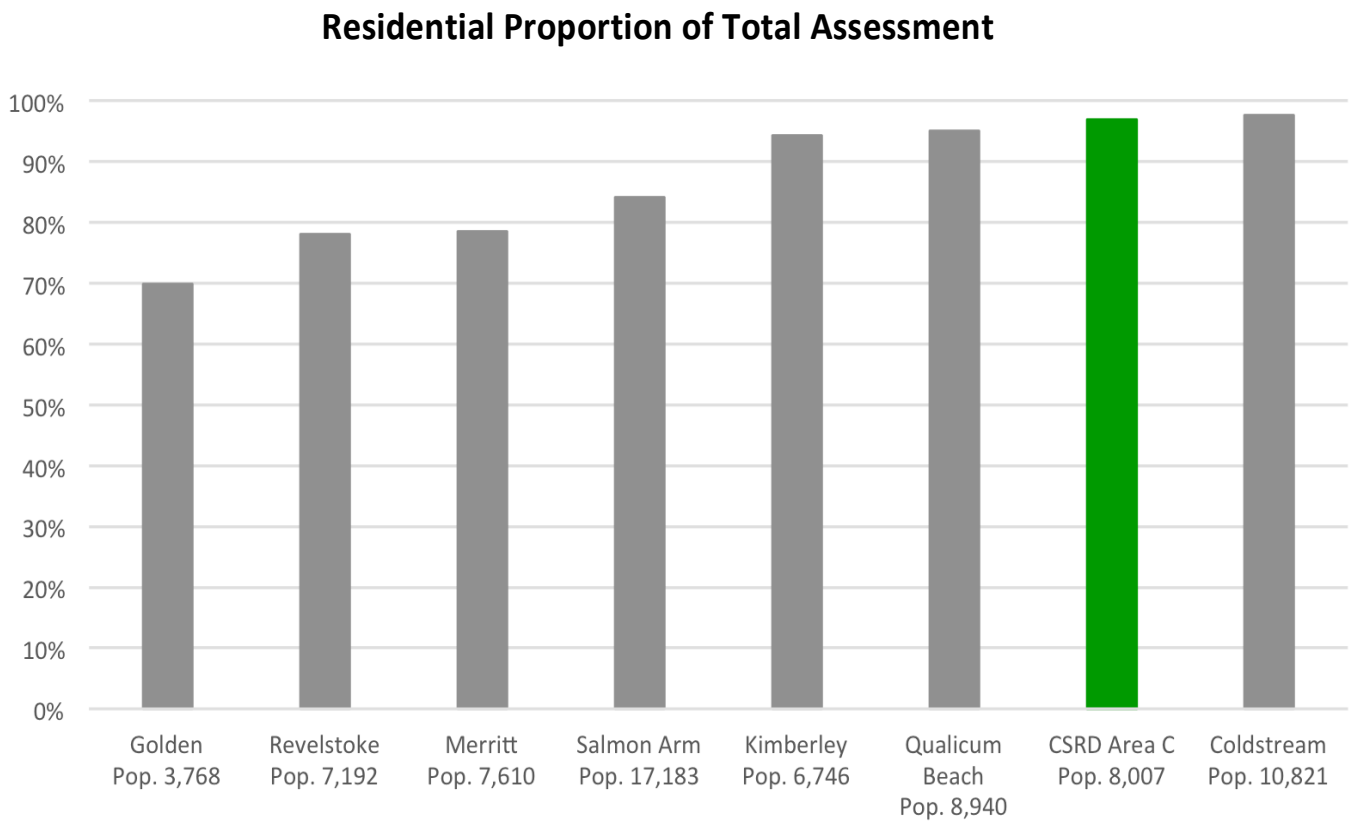
BACKGROUND

South Shuswap Community



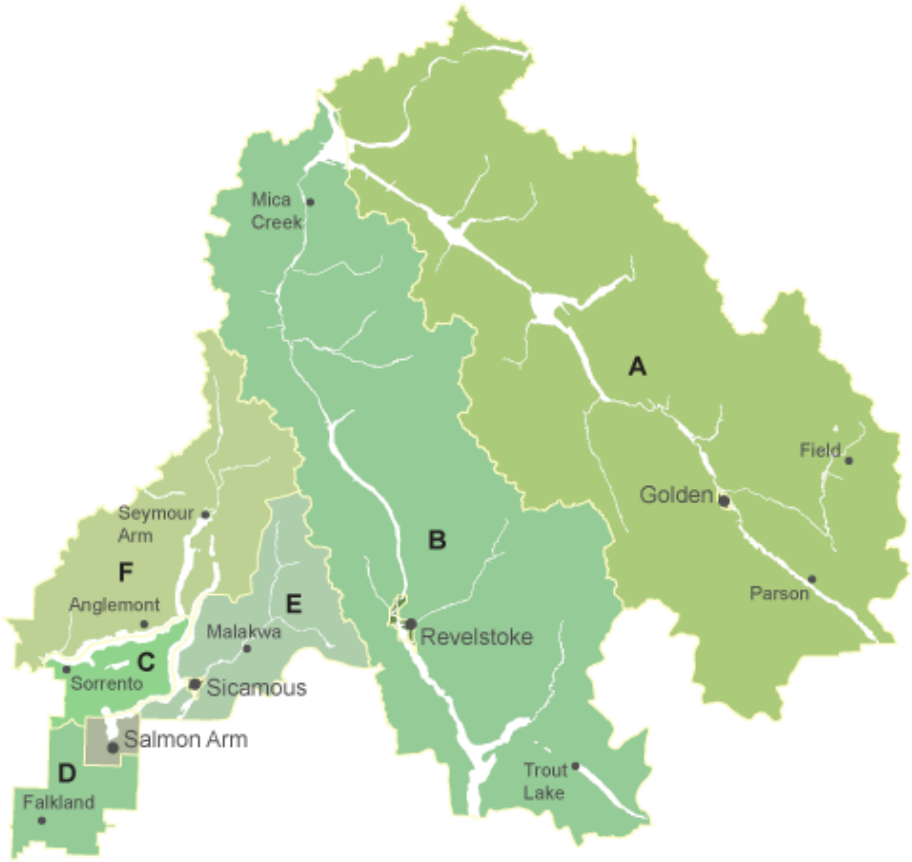
BACKGROUND

South Shuswap Community



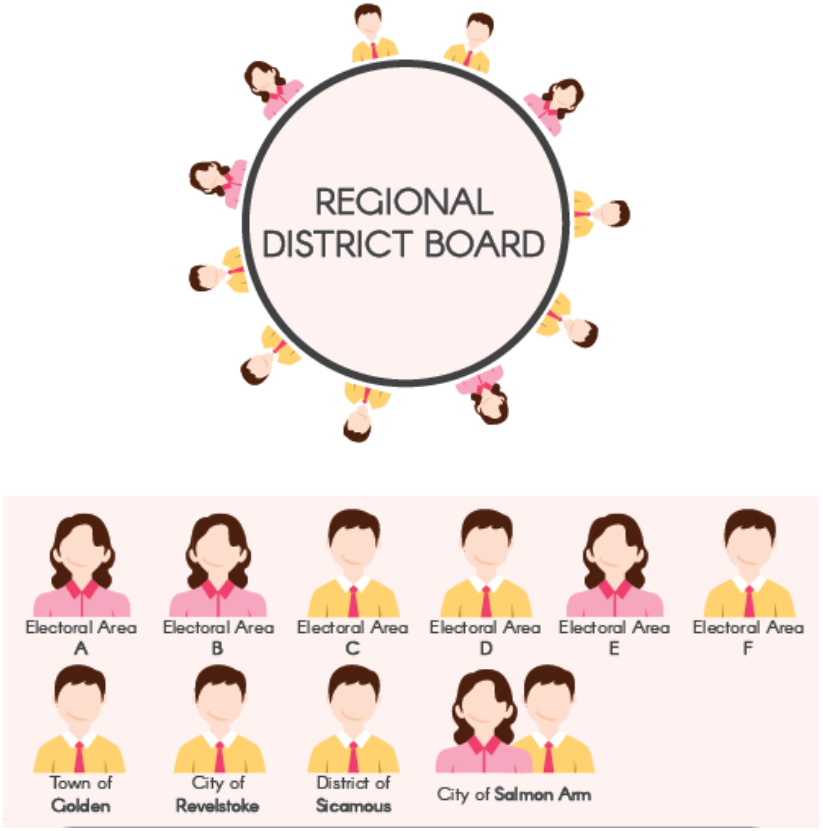
BACKGROUND

South Shuswap – Governance



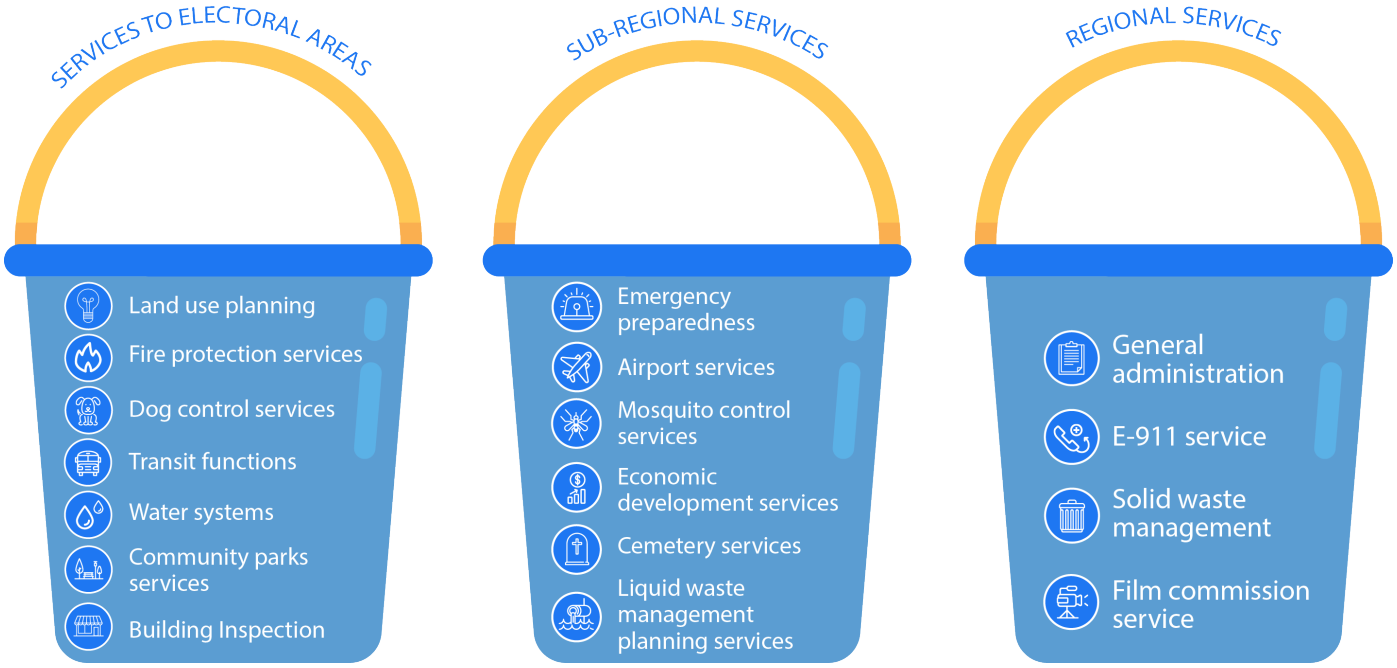
BACKGROUND

South Shuswap – Governance



BACKGROUND

South Shuswap – Governance



BACKGROUND

South Shuswap – Governance

- Voting rules specific to regional districts
  - Corporate votes – unweighted
  - Corporate votes – weighted
  - Stakeholder votes – unweighted

BACKGROUND

South Shuswap – Governance

Number of Directors & Number of Weighted Votes

	Population 2016	No. of Directors	Weighted Votes
Revelstoke	7,547	1	4
Salmon Arm	17,904	2	8
Sicamous	2,429	1	1
Golden	3,708	1	2
Area A	3,148	1	2
Area B	598	1	1
Area C	7,921	1	4
Area D	4,044	1	2
Area E	1,185	1	1
Area F	2,454	1	2
	50,938	**11**	**27**

BACKGROUND

South Shuswap – Governance

- Cannot have situation in which only one director votes
- For Area C, voting rules mean that every decision made by the Board on an Area C service involves directors from other jurisdictions

BACKGROUND

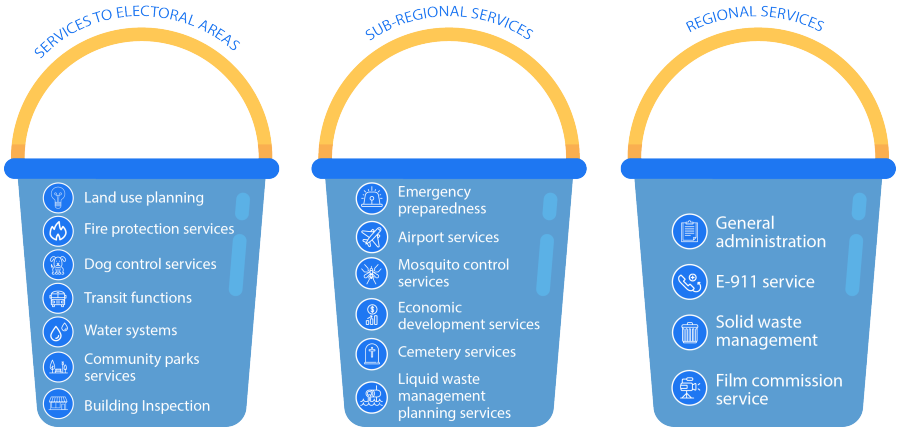
South Shuswap – Governance

- Governance involves more than simply voting
  - Variety of advisory committees and commissions active in Area C
  - Variety of forums in which to participate

BACKGROUND

South Shuswap – Local Services

- CSRD is the primary local service provider for Area C
  - Some services provided only to Area C or portion
  - Some provided to Area C plus some others
  - Some provided across entire Regional District



BACKGROUND

South Shuswap – Local Services

- CSRD is the not the only local service provider

  - Local roads and subdivision approval
  - Local police
  - Schools
  - Health

BACKGROUND

South Shuswap Local Services

Tax Bill - What do my Area C services cost?

1. Local services for all of Area "C" (2017)

Administration	Property tax per average home[1]	Total property tax collected in area C[2]
General Government & Administration	$58.20	$405,186
Electoral Area Administration	$20.06	$181,437
Electoral Area Grants in Aid	$26.46	$184,188
Feasibility Studies	$0.86	$5,979
Planning		
Development Services	$58.66	$408,418
GIS/Mapping	$20.01	$139,343
Bylaw Enforcement	$23.88	$166,248
Planning Special Projects	$4.22	$29,384
House Numbering	$1.57	$10,947
Parks Recreation and Library		
Area C Community Parks	$85.29	$593,811
Shaw Centre	$9.25	$64,413
Okanagan Regional Library	$60.80	$413,880
Solid and Liquid Waste Management		
Solid Waste and Recycling	$25.96	$180,720
Liquid Waste - South Shuswap LWMP	$7.02	$39,932
Emergency Services		
Emergency Preparedness	$10.75	$74,834
Area C First Responders	$9.22	$64,203
911 Emergency Communications	$4.41	$30,677
Shuswap Search and Rescue	$4.13	$28,776
Economic Development		
Economic Development	$21.06	$146,623
Tourism Shuswap	$8.00	$55,701
Tourism Information – Area C	$3.10	$21,576
Film Commission	$0.94	$6,519
Other		
Shuswap Watershed Council	$11.94	$69,405
Shuswap Regional Airport	$10.96	$76,298
Millfoil Control Program	$10.31	$71,784
Area C – Dog Control	$5.10	$35,537
Transit Area C Service	$4.19	$29,173
Weed Control and Enforcement	$3.59	$25,012
Shuswap SPCA	$0.66	$4,584
Subtotal for area-wide charges	**$516.60**	**$3,564,588**

2. Local area specific services (2017) (portions of Area "C" only)

Elson Road Crossing – Anti-Whistling	$24.01	$663.00
Fire Protection – Area C Sub regional	$210.37	$1,303,429
Kault Hill – Fire Protection	$159.40	$9,197
Blind Bay – Street Lighting	$15.58	$24,324
Sorrento – Street Lighting	$32.26	$3,105
Sorrento Water	$169.84	$69,465
Cedar Heights Water	$141.16	$65,781
Eagle Bay Water	$328.91	$31,904
McArthur/Reedman Water	$189.23	$27,628
Sunnybrae Waterworks	$315.75	$24,944
Waverly Park Water Users Loan	$949.31	$23,733
Subtotal	N/A	**$1,584,173**

3. Provincial Taxes (all of Area "C")

School Tax	$807.27	$5,152,244
Rural Tax (Roads/Subdivision)	$195.96	$1,314,565
Police Tax	$45.70	$287,814
Subtotal	**$1048.93**	**$6,754,623**

4. Other Agency Taxes (all of Area "C")

North Okanagan Columbia Shuswap Regional Hospital District	$98.61	$621,024
BC Assessment Authority	$19.00	$124,771
Municipal Finance Authority	$0.07	$441.00
Subtotal	**$117.68**	**$746,236**

[1] Average residential home value $350,000

[2] Total Property Taxes collected in Area C - $12,649,620

BACKGROUND

South Shuswap – Local Services

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QUESTIONS TO CONSIDER

On Local Services

- In general, do you receive good value for the taxes you pay for your local services?
- Do you get the local services – type, level – that you need? Do you receive and pay for some services that you don't need? Are there ones you would like to receive that you don't currently have?
- What would you consider to be the most important local services for South Shuswap?

QUESTIONS TO CONSIDER

On Local Services

- What are your views on local roads and policing services, which are provided in South Shuswap by the Province?

QUESTIONS TO CONSIDER

On Governance

- Does the current Regional District model of governance give Area C an appropriate level of influence in decision-making?
- Is there any need to consider a change in the form of local government to address current issues and/or future challenges facing Area C?
- If you had to choose, would you be willing to pay more for your services in exchange for greater influence over decisions?

QUESTIONS TO CONSIDER

On Governance

- Do you view South Shuswap as one community, or as a set of separate, individual communities with different needs and aspirations?

Public Open House

Sorrento Memorial Hall
May 15, 2017

Columbia Shuswap Regional District
Electoral Area C Governance Study

APPENDIX V
GOVERNANCE COMMITTEE MEETING MINUTES

This appendix presents the minutes from the four Governance Committee meetings held on:

- October 13, 2016
- February 17, 2017
- June 15, 2017
- June 29, 2017

AREA C GOVERNANCE COMMITTEE MINUTES

THURSDAY FEBRUARY 16, 2017 CARLIN HALL

Note: the following minutes are subject to correction when endorsed by the Area C Governance Committee at its next Committee meeting.

PRESENT: HENRY SCHNELL (Eagle Bay), KAREN BROWN (Shuswap Lake Estates), CAL HESCHUK (Sorrento), EDITH RIZZI (Sunnybrae Hall), LENORE JOBSON (Sunnybrae Seniors), DON PATERSON (Notch Hill), LARRY STEPHENSON (Carlin), STEVE WILLS (Cedar Heights), ANDY BARTELS (McArthur Heights/Reedman Point), GARETH SEYS (South Shuswap Chamber of Commerce), PAUL DEMENOK (Director, Electoral Area C), ALLAN NEILSON, SHERRY HURST, JULIET ANDERTON (Neilson-Welch Consulting)
REGRETS: RENEE REBUS (White Lake)

MEETING CALLED TO ORDER AT 6:00 PM

PURPOSE: The meeting on February 16th is the second official meeting of the Governance Study Steering Committee). The primary purpose of the meeting is to review the Draft Interim Report and the Draft Overview. Input and feedback provided by the Committee will form the development of the final Interim Report and the final set of engagement materials for distribution and/or presentation to the residents of Electoral Area C.

1. INTRODUCTIONS

Committee members and the consulting team introduced themselves to the members of the public forming the gallery. A headcount was taken that totalled, not including the committee and consulting team, 94 in the public gallery.

2. STEERING COMMITTEE MEETING MINUTES

MOVED/SECONDED by Andy Bartels/Edith Rizzi to accept the Minutes of October 13, 2016 – PASSED UNANIMOUSLY.

Karen Brown was appointed to record the Minutes of this February 16th 2017 meeting.

Before the general business of the meeting started, Consultant Allan Neilson reiterated to the public in attendance that this was the first stage in exploring the current governance of Area C and NOT an incorporation study. Questions, at this stage of the meeting, would be taken only

from the Governance Committee and at the end of the meeting, questions would be taken from the gallery.

3. OUTSTANDING BUSINESS FROM OCTOBER 13, 2016 MEETING

Sherry Hurst addressed the Committee and public about a question raised at the October 13th 2016 meeting regarding weighted votes. Director Demenok had stated at that meeting that he wasn't aware of any times wherein a weighted vote was needed or used. Sherry explained, in summary, the 45 services that the CSRD provides in which 18 of them are delivered to and paid for by Area C. Whenever it's only delivered to one area, the whole Board is entitled to vote on those issues. These are 18 services wherein a weighted vote cannot be used. Other services that are mandated by the Local Government Act such as regulatory, planning and general admin services; these also require the whole board therefore no weighted votes allowed. Several services to Area C involve collecting monies and giving to another service through Grants in Aid for example. No administrative or operational time needed so you would never see those types of decisions come to the Board therefore no weighted votes needed. Airport, Economic Development and Watershed Council are examples where the whole board is not involved but rather sub committees and commissions; these do not come before the board as well therefore no weighted votes. That all being said, it is not unusual that Director Demenok would not be seeing issues involving weighted votes come to the table.

Chair Steve Wills raised the issue of not having proper representation for the Area C population which is a topic that comes up a lot in the area. Director Demenok shared that the CSRD is made up of 11 Board members who represent from the Squilax to the Alberta border so representation is more senatorial in nature. When you speak about decisions based on population, it doesn't happen a lot in government; it's not usually based on population. He agreed with the Chair that it doesn't solve the concern one may have of directors outside of Area C having input on community issues here. This is the way it is set up under the Local Government Act for our regional district and cannot be addressed outside of this board system.

4. PURPOSE AND PROCESS OF GOVERNANCE STUDY

Allan Neilson then reminded everyone of the purpose and process for this study. We are here to document and assess the current state of government. We are here to identify concerns and if there are different delivery options available for service or different forms of governance for Area C. Steering Committee will make a recommendation after having canvassed community and engaging with residents. The recommendation by the Committee could be remaining status quo or exploring a change.

Allan then took the committee and public through the stages of the study setting out three or four committee meetings, development of interim reports & engagement materials, final reports and finally the committee recommendation & presentation to the CSRD Board.
Karen Brown asked if the numbers were current and for the next report, if the numbers from the latest census and updated numbers could be included in the report.

5. DRAFT INTERIM REPORT

Sherry Hurst then proceeded to go through the 56 page Draft Interim Report.

a) Services
   i) Director Demenok answered a question raised about budgets and reserves. He stated that under the regional district model, they budget by function and each budget has to go to each activity or service. If it's not spent, it goes into a reserve. This is one fundamental difference between municipalities and electoral areas under a regional district.
   ii) Sherry added that there is an Area C Fire Services Advisory Committee
   iii) Edith Rizzi asked if every community had a First Responders Group within Area C to which she received the answer that the Shuswap First Responders covers all populous areas within Area C.

b) Planning & Development Services
   i) Sherry explained this department covers the Official Community Plans (OCP's,) development permits, planning projects and bylaw enforcement; also special one off projects like this study and a Parks Master Plan - two projects currently underway in Area C.
   ii) Sherry also shared that there is an Advisory Planning Committee for Area C.
   iii) All of these services are covered by property taxation and a few permit fees

c) Parks/Recreation Services
   i) Covers community parks, Shaw Centre, library services.
   ii) Karen Brown asked about the Library Service; seems a tad high in tax dollars to residents. Edith Rizzi raised the same issue. Director Demenok added that the library services is across the board for regional districts and there has been a report recently that our Blind Bay branch is underserviced. Edith also commented that she is rather shocked by the number of dollars going to the library system, especially compared to monies going to parks, 28 in the area.
   iii) Karen Brown shared that as a library patron at the coast, she paid a nominal fee of $10 a year for her membership and is sure that might help ease some of the tax burden on residents, especially those who cannot or do not use the service.

d) Economic Development Services

i) Covers Shuswap Economic/Development, Shuswap Tourism, Info Tourism Service Fee to Chamber of Commerce and the Film Commission.

ii) Ec/Dev Officer Robyn Cyr was in attendance and answered a few questions raised, one in particular about a 1.3 million reserve. ** Update: This was an error on the report. The 1.3 million dollars in the report is the payment in lieu of taxes that is allocated to communities that surround the Mica Dam.

iii) To also clarify, the $600,000 dollars allocated for Economic Development on the report is for all regions of the Shuswap serviced by the Ec/Dev Department, NOT just Area C. All of those service areas include Electoral Areas C, D, E, F & Sicamous.

iv) Shuswap Tourism services Areas C, D, E, F, Sicamous, Salmon Arm, Enderby and Chase. Enderby and Chase put monies into the Shuswap Tourism fund.

v) Film Commission covers Areas B, C, D, E, F, Salmon arm, Sicamous, Revelstoke and Little Shuswap.

vi) Area C Tourism Info covers the South Shuswap Chamber in Area C.

e) Transportation Services

i) Airport and Transit were fees were explained by Sherry; no questions asked.

f) Administrative Services

i) One of the questions that arose was to do with CSRD vehicles – are they leased or owned to which Director Demenok replied 'leased'.

ii) Karen Brown asked about the provincial grant that comes to the regional district to offset administrative costs. Is that open to incorporated municipalities as well to which Sherry replied 'Yes'.

g) Water Services/Watershed Council/Liquid Waste Management/Street Lighting

i) Sherry explained the various water services in Area C. The CSRD owns 5 in Cedar Heights, Eagle Bay, Sunnybrae, Reedman Point and Sorrento.

ii) Director Demenok shared that there is an approved liquid waste management plan. Extensive consultation has gone back 8 or 9 years and has been signed off. He asked for a show of hands how many participated in that study in 2008. Six people raised their hands.

iii) Street lighting, landfills and recycling depots were explained.

h) Miscellaneous Services Within Area C

Miscellaneous services offered by our regional district were covered. Director Demenok covered at the end, that he'd like to see the next version of the report set out what we get back from our services for the money that is put in. Could we, in a future report, see the 'value back to customer' for Area C?

i) Services Offered by Provincial Government

i) Roads – Gareth Seys asked if MOTI has a current assessment of our road conditions and what kind of shape they are in. Director Demenok asked for a report for amount paid and what we have gotten in return for the amounts paid in. Karen Brown expanded on that and asked if we can get a report over the last five years.

ii) Karen Brown asked about police costs and would like to know what kind of service we are currently getting. She spoke with Staff Sergeant Scott West from the Salmon Arm Detachment, who services Salmon Arm, rural areas outside of Salmon Arm including all of Area C to Sorrento (which is serviced by Chase Detachment). Salmon Arm had approximately 7000 callouts last year, 2100 of which were for rural. Estimating that we had approximately 1400 to 1500 to our area last year, Staff Sergeant West could not give an average response time.

6. COMMUNITY ENGAGEMENT MATERIALS

Juliet Anderton from the consulting team took over and introduced the first draft of the Community Engagement materials. The project website is up and running off of the CSRD site. Karen Brown suggested that the landing page is not that easy to find and perhaps a link off the CSRD homepage to the Governance Study landing page could be useful to help the public find the information that they need.

Draft Interim Report is now in circulation and a Draft Overview of the Interim Report is also done. They will be undertaking compiling a Survey that will be mailed out and available online for the public to take. They will also be undertaking stakeholder group meetings in the area to garner feedback. It is planned to host a series of community open houses at various venues within Area C – to be determined.

It is noted that a 2017 Tax Bill will be inserted into the Community Engagement Package rather than the 2016 Tax Bill currently in the materials.

Karen Brown asked if the Survey will be vetted for duplication and do we need to worry about this? Juliet shared that the survey is one tool to gauge public response and certainly if a number of online surveys come from the same IP address, they can be vetted.

Karen also asked if the consultants can ask on the survey if they attended a public meeting or open house before providing input through the survey?

Also raised, what is the 'grabber' for people to come to the meetings and/or open houses? At this point, Karen Brown polled the audience to see what brought out such large numbers for this meeting and appears that it was the topic of 'possible incorporation' that brought them out.

Juliet then wrapped things up by saying that a public engagement summary will be prepared in time for the June 15th meeting for the committee.

Allan Neilson then summarized the next steps moving forward:

- Update Interim Report
- Update Website
- Finalize Overview
- Create Other Community Engagement Materials & Distribute to Committee Members
- Engage Community Through Mail Survey, Meetings & Open Houses
- Third Committee Meeting June 15
- Possible Fourth Meeting (If Needed)

Andy Bartels asked a general question. If the CSRD is given the report and if the committee recommends exploring incorporation or another governance model, wouldn't they be challenged by the possible loss of tax dollars and revenue to the CSRD? Sherry Hurst explained that yes, there would be lower revenues going to the CSRD but also lower expenses to pay for the services to Area C so it's a wash. Allan Neilson added that the CSRD is indifferent in this process and it's important for them to remain 'neutral' through this study.

Karen Brown asked what is the commitment required by committee members for the Open Houses. Are they encouraged to be at all open houses scheduled to which the answer is "yes, as many as one can attend".

Open House dates were not confirmed by the Committee members nor the final locations. This will need to be relayed to all committee members and to the public. <u>If committee members could be notified ASAP</u> by the CSRD Deputy Manager, Corporate Administration or by the consulting team, it would be appreciated.

7. PUBLIC GALLERY QUESTION & ANSWER PERIOD

Two representatives from Blind Bay Hall Chris Harris & Jean Toker started off the questioning asking why the Blind Bay Hall had not been approached to sit on the Governance Committee. Discussion ensued on that topic. All of the meetings are public in nature and everyone in attendance was reassured that there is no information that is not shared with the public at any given time. There was ample opportunity to raise questions and have them answered this evening for example and the public was reminded that those members of the Governance Steering Committee are conduits back and forth for information. Their recommendation to the CSRD will be based on the public's engagement and input so no one is left without a voice in this governance study process.

Lorraine Seys asked if we couldn't get some input from the younger demographic. Certain members of the Governance Committee do have direct ties with the NSSCR, daycare centres and arts and sports groups that engage younger residents. Certain steps will be taken here.

Jerry Paquette asked about process for getting on an area committee to which Director Demenok responded on the process.

Question from Gary of White Lake wondering if we shouldn't steer clear of the word 'incorporation' when putting it out there for people to engage to which the committee responded shared based on the show of hands tonight, do you think we would have had an open house if we'd simply put 'come out and learn about governance in Area C'?

Another question asked of the consultants "is there a process to audit and evaluate those services provided by the CSRD or others in order to determine value for our tax dollars". Allan noted the question.

Another gallery member asked what the study is costing. A response was provided by the Chair, confirmed by the Elected Representative and agreed to by the consultant. Specifically the response was "Study costs is $50,000; Director Demenok (on behalf of the CSRD) had approached the Minister of Community, Sport & Cultural Development (Peter Fassbender) and a $50,000 Provincial grant was authorized. The amount coincides with the cost of the study.

Another person asked if they have any control over raw sewage from Salmon Arm being dumped into our drinking water. Chair Steve Wills reminded that this was a governance meeting and the question was not applicable to the subject matter.

Another gallery member reminded everyone that if people want to get more information and be involved, it's important to put yourself out there.

Gareth Seys reminded the gallery that there is the South Shuswap Chamber of Commerce AGM on Thursday February 23rd at 6:30 Cedar Heights. If they want involvement, come out if you're a member.

MEETING ADJOURNED AT 8:35 PM

Certified Correct
Chair:

_____

Steve Wills

COLUMBIA SHUSWAP REGIONAL DISTRICT

AREA C GOVERNANCE COMMITTEE MINUTES

FOR MEETING HELD ON THURSDAY OCTOBER 13, 2016 CEDAR HEIGHTS CENTRE

PRESENT: HENRY SCHNELL (Eagle Bay), RENEE REBUS (White Lake), KAREN BROWN (Shuswap Lake Estates), CAL HESCHUK (Sorrento), EDITH RIZZI (Sunnybrae), LENORE JOBSON (Sunnybrae Seniors), DON PATERSON (Notch Hill), LARRY STEPHENSON (Carlin), STEVE WILLS (Cedar Heights), ANDY BARTELS (McArthur Heights/Reedman Point), GARETH SEYS (South Shuswap Chamber of Commerce), PAUL DEMENOK (Director, Electoral Area C), ALLAN NEILSON,. SHERRI HURST, JAMES KLUKAS (all of Neilson-Welch Consulting), LYNDA SHYKORA (Deputy Manager, Corporate Administration Servicers, CSRD)
REGRETS: None
ALSO PRESENT: 15 members of the public

MEETING CALLED TO ORDER AT 6:03 PM

PURPOSE: The meeting on October 13th is the first official meeting of the Governance Study Steering Committee (a meet-and-greet was held before the summer). The purpose of the meeting is fourfold:

- To review the consultants' work program as well as the changes to the program that have been made based on the discussions at the meet-and-greet;
- To review the roles and responsibilities of the consultants and the committee;
- To review BC's local government system, including the differences between unincorporated areas and municipalities; and
- To review some preliminary information on the local government services provided in Area C and the decision making systems in place

1. INTRODUCTIONS

Committee members and the consulting team introduced themselves to one another and to the members of the public forming the gallery.

2. STEERING COMMITTEE

Allan Neilson addressed the group setting out the roles and responsibilities of the parties involved and then deferred the meeting to Lynda Shykora to call for nominations for Committee Chair. Steve Wills and Larry Stephenson were both nominated as Chair and after a vote by secret ballot, Steve Wills was elected as Chair. Steve Wills then took over to chair the meeting and called for

nominations for Vice-Chair. Larry Stephenson was nominated and elected as Chair by acclamation. Karen Brown offered to serve as Secretary for the October 13th meeting.

3. PURPOSE AND PROCESS OF GOVERNANCE STUDY

Allan Neilson explained the purpose and process involved in the Governance Study, as outlined in the proposal. Points addressed:

- This is a public process, not private. All meetings are open to the public and all of the information provided to the committee is also open to the public resulting in solid transparency through this procedure;
- The purpose of the study is four-fold and is set out earlier in these Minutes. The process involves governance, decision making and service delivery;
- Growing communities, from time to time, like to review their structure ie is it still appropriate, working effectively and the best model for governance. It would appear that this is one of those times where the discussion is warranted;
- There is a need to document and assess what we have in place today, to understand what the concerns and issues are with respect to our current structure and governance;
- After community concerns and issues are raised, there will be a need to look at some of the options that could be considered – keeping things the same ie status quo, looking to incorporation, looking to changing up number of directors/electoral areas;
- It was clearly stated that it is not to give an analysis on how things should change but rather where we are at currently and are we considering change?

Allan Neilson then explained the many stages of the suggested work program, as set out on Page 4 of the Consultant Proposal:

- Stage One – First Committee Meeting
    - Overview of local government in BC, the key differences between unincorporated areas and municipalities in terms of governance, service delivery and finance;
    - Overview on the range of local government services provided in Area C in addition to information on the decision making systems in place in Area C.

- Stage Two – Research, Interim Report & Engagement Materials
    - Research to be done on local government governance and service systems across Area C. Consultants will meet with staff from the CSRD and staff from other agencies, including the Province, with services responsibilities in Area C to obtain information on services provided, decision making processes, costs and

cost-recovery mechanisms. From the information gathered, the consulting team will build a profile of Area C and its individual communities therein.

- A draft Interim Governance Study Report will be produced along with draft community engagement materials and brought back to the committee for the next meeting

- Stage Three – Next Committee Meeting
  - One to two weeks prior to the next committee meeting, the Agenda and interim report, together with engagement materials will be sent to committee members for review;
  - Committee will then meet and give feedback to the consulting team which will be used to create final versions of the materials for the engagement process

- Stage Four – Community Engagement
  - It is anticipated that the full community engagement process will take approximately three (3) months. Renee Rebus asked for clarification on the timeline. Lynda Shykora confirmed that the final deadline for the CSRD Board to hear the presentation and view the final report is December 31, 2017. The deadline for the generation of the Interim Report is June 30, 2017. It was stressed by Director Demenok and agreed to by the committee that the engagement process should not start prior to April/May due to the large number of snowbirds who leave the area until their return in April. The goal is to be representative of a broad range of community interests and stakeholders and to properly address the questions, concerns and issues of the residents of Area C. Engagement can be met by:
    - Six Open Houses to the community hosted at several locations in Area C;
    - Production of an Overview Guide;
    - Study website;
    - Stakeholder group meetings;
    - Governance Committee sharing of information;
    - Survey.

- Stage Five – Third Committee Meeting
  - A chance to talk about the outcomes of the community engagement process. Based on the community engagement and the ensuing discussion at this committee meeting, the consulting team can then gain a sense of what the committee recommends moving forward.

- Stage Six – Draft Final Report (Possible Fourth Committee Meeting)
    - Consultants will then draft the Final Report and it will be sent electronically to the Committee or, if requested, a face-to-face meeting could be held

- Stage Seven – Presentation to the CSRD Board of Directors
    - Committee Chair, together with the lead consultant will present the Final Governance Study Report, complete with recommendations to the Electoral Area C Director and to the CSRD Board of Directors

4. LOCAL GOVERNMENT IN BRITISH COLUMBIA

James Klukas presented a PowerPoint presentation giving an overview of what local government looks like in BC and a backgrounder on regional district governance. Copies of the PowerPoint presentation are in the agenda package.

During the taxation portion of the presentation, James Klukas shared that 5.25% of our taxes collected goes to the Province Government to cover the administration of producing tax notices and the collection of taxes from the public.

Several questions were raised during the presentation:

- Voter Representation: Why does our Area Director, serving 7700, only get one vote when another Area Director serving 600, also gets equal voting power?
- Weighted Votes: Have issues allowing our Area Director to have a weighted vote come up and if so, was he given his four (4) votes in that instance? Could we see a comprehensive list as to when weighted votes can be exercised?
- Discretionary Decision Making: What, if anything, can be left up to the discretion of the Board Chair or what is legislated under the Local Government Act?
- First Nations Representation: Why is there no First Nations representative on the CSRD Board?

5. SERVICES AND GOVERNANCE IN ELECTORAL AREA C

Sherri Hurst continued with the PowerPoint presentation describing the services within Area C and the existing governance structure. Voting strength of the CSRD board members, weighted votes were explained in further detail.

Director Demenok suggested it might be useful going forward to compare how municipalities pay for their services as opposed to electoral areas paying for services. There is a need to understand

the role of Reserve funds at the regional district and how they are maintained with respect to service levels per fund. It can be cumbersome running 36 different financial statements per service; ie no such thing as a general fund.

Renee Rebus questioned the mill rate ie does it compare to municipalities the same size or other regional districts and within the regional district itself – how does it work? It was explained that even inside the electoral area, the mill rate would differ by community and/or neighbourhood based on the services offered – street lights, etc.

As for mill rate increases, it was suggested to look at Invermere, Barriere or Clearwater, all communities who have undergone a recent incorporation to look at what their rates were pre and post incorporation.

Don Paterson questioned liability issues – spray irrigation is being contemplated for example. Is there a difference between regional district or municipality. There didn't seem to be a concern or discrepancy there.

Gareth Seys raised the issue of the Reserve funds. In the event the committee recommended incorporation or a transition to another model and it was approved by the CSRD Board, would we lose access to those reserve funds? In the event of incorporation and there is a service transfer to the new municipality, the funds would go with the service. There would also be assets in play, in which assets AND liabilities attached thereto would move to the municipality. There's the question of who contributed to purchase the asset(s) to also help determine if the asset is retained or lost through a transition to a new model.

6. WEBSITE STRUCTURE AND CONTENT

Allan Neilson showed a draft website document to the committee. Lynda Shykora confirmed that it would be hosted on the CSRD website, with a dedicated landing page to the governance study project information.

Henry Schnell asked what would be the strategy to make absentee owners aware of the study? The number of permanent residents is less than 20% in Eagle Bay. Edith Rizzi shared that, in her area, there seemed to be some ambivalence by part time owners as to what is going on in the community and is it necessary to go to great lengths to ensure that they are informed?
Karen Brown shared that she receives many enquiries on behalf of absentee owners who are looking to get move involved and contribute, perhaps financially, to community endeavours so

yes, she would say that certain lengths do need to be taken to ensure that we capture the concerns or queries of absentee owners.
Larry Stephenson asked if we can use personal emails and, as community associations, can we distribute information through the associations? Yes, by becoming a community member with the Association, it's agreed to. Committee members agreed this is a good way for them to relay information to community members.

The wording of the website and future invitations to engage were questioned. By advertising these meetings as "Governance Meetings" it isn't going to bring out the public. We need to change it up to, for example "How do you feel about our current CSRD model?" "Are you for incorporation?" "Are you for keeping it as is?" for example – coming up with an appropriate 'tagline' to engage the public is necessary.

Karen Brown raised that she'd like to see two things stressed – that this committee and the consultants are working with clear transparency and that the committee is not making decisions carte blanche on their own. After careful conversations and ample community engagement, collectively a recommendation will be made to the Board, and the public needs to understand that.

Larry Stephenson commented on the scope of this project ie what the CSRD does and the geographical area that the CSRD covers is almost mind-blowing.

Sherri Hurst was asked if anyone recently has gone through this process; we are looking to their experience and to gain input. A study was just finished in the South Okanagan, OK Falls specifically. Perhaps we can gain some insight into what happened there as it may assist the committee in its research and recommendations.

7. **MEETING SCHEDULE**

Meeting 2: Date set for **Thursday February 16th, 2017** at 6:00 pm Carlin Hall.
Meeting 3: Date set for **Thursday, June 15, 2017** at 6:00 pm, Location TBD.
Meeting 4: Date will be set at the February, 2017 meeting.

MEETING ADJOURNED AT 8:35 PM
Certified Correct:

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Chair, Steve Wills

AREA C GOVERNANCE COMMITTEE MINUTES

THURSDAY JUNE 15, 2017 BLIND BAY HALL

PRESENT: Henry Schnell (Eagle Bay), Renee Rebus (White Lake), Karen Brown (Shuswap Lake Estates), Cal Heschuk (Sorrento), Edith Rizzi (Sunnybrae Hall), Lenore Jobson (Sunnybrae Seniors), Larry Stephenson (Carlin), Steve Wills (Cedar Heights), Andy Bartels (McArthur Heights/Reedman Point), Gareth Seys (South Shuswap Chamber of Commerce), Paul Demenok (Director, Electoral Area C) and Facilitator Allan Neilson (Neilson-Welch Consulting)
REGRETS: Don Paterson (Notch Hill)
SPECIAL GUESTS: Ms. Virginia Smith, Mayor District of Barriere; Mr. Mike Fennell, Councillor District of Barriere; Ms. Grace McGregor, Electoral Area C Director & Board Chair - Regional District Kootenay Boundary

MEETING CALLED TO ORDER AT 6:05 PM

Chair Steve Wills introduces the Governance Study Committee to those sitting in the public gallery. Committee member Karen Brown is appointed to take the Minutes.

Chair Wills calls for adoption of the February 16, 2017 Minutes: MOVED/SECONDED Andy Bartels/Larry Stephenson. CARRIED.

The first orders of business being done, Allan Neilson then takes over to give those in attendance a briefing on how the community has been informed for all of the meetings and open houses. He summarizes the open houses sharing that anywhere between 11 and 40+ showed up to each of the community open houses. To date 210 surveys have been received which is a fairly good response. General level of satisfaction exists in the more rural areas compared to the larger sectors of Area C. For example in the more urban area of Shuswap Lake Estates, a general interest in moving to the next phase of the study is evident. Comments from the more rural areas show no opposition to the interests of more urban areas but they don't necessarily embrace the same opinions or thoughts for change for themselves.

Generally in all areas, there is some bewilderment in the voting model and accountability and the issue of autonomy is consistently raised. The consultants and committee hear lots about roads and the frustration with current road conditions. Finally Allan comments that although residents may be satisfied today, further expectations should be considered when conducting a study such as this one.

Allan then sets out the purpose of this specific study and where we are at. This is Phase 1 of possibly a 2 phase governance study. Phase 1 is studying our governance model and the level of services received at all levels. The study documents what we have in place and allows us to reach out to the community to see if there are concerns with respect to the model and services and whether those interests are enough to warrant moving forward to Stage 2 of the Study.

At this point Allan then turns the meeting over to the three guests in attendance, pointing out to the public gallery that each guest will give a presentation as to why they chose or did not choose to incorporate as an area. He reminds the gallery that the committee will ask and have answered, their questions and then it will be opened up for general Q&A to the gallery afterward.

First Speaker: Current Mayor of Barriere: Virginia Smith

Ms. Smith has been on council in Barriere since 2007. Initially she was against incorporation for the reasons that autonomy might be lost and she was concerned about her taxes rising. She states "I was wrong; totally wrong. It's the best thing that has happened to Barriere". In the first year, BC Assessment came and did a full assessment; as a result, Barriere's assessment went up. That came with some initial resistance, however residents now had a clear picture as to where their tax dollars were going . They built a community park, replaced outhouses for flush toilets at their ball field, started looking at bylaws that work for Barriere. People began to see results which settled their initial fears as they saw results in their community that came due to that tax increase. The community was also able to develop an economic development plan relative and specific to their area.

Second Speaker: First Mayor & Now Councillor of Barriere: Mike Fennell

Mr. Fennell shares that in 2007 before incorporation, there was a lot of crown land in the middle of town, the water system was aged and decaying. Since incorporation, the district's tax take is approximately $750,000 and the district has been able to bring in $18 million in grants for sewers, to upgrade their water system, to build parks and a band shell, a community splash pad, but most importantly the important upgrades to their water system.

December of 2007 is when they incorporated. By November 2008 blue bag curbside recycling was instituted. He shares that the referendum vote was very close: 4 votes decided the change.

First budget meeting post-incorporation was interesting. The public showed up and they weren't happy. As Virginia shared, they were concerned about their tax increase but that soon settled. The District was able to garner federal gas tax money. They built on their reserves for roads. There was an initial five year 'grace period' by the province to transition over to road

repairs responsibilities. At first, they were paying $330,000 to maintain their roads; this figure has now dropped due to more companies submitting bids for road maintenance in Barriere.

Third Speaker: Electoral Area C Director & Board Chair RDKB: Grace McGregor

Ms. McGregor shares that four or five governance studies regarding the possible incorporation of Christina Lake have been done in their area, the most recent in 2011. At one specific meeting, the general public simply walked out of the room which was a strong indication not to move forward. Christina Lake has 1,400 year round residents which grows to 5,000 in summer. Taxation is always a concern. What Ms. McGregor did reiterate was that while a rise in tax dollars can be good and it can help get you some of the things that you want for your community, she feels that as a regional district you can get all that a municipality has.

In their area of the regional district they have Christina Lake Parks & Recreation, Welcome Centre with Solar Aquatic system for processing sewage. They have a solid volunteer fire department, Christina Lake Gateway Association, an Economic Development department, tennis and pickleball courts, outside exercise park, arts and artisans, a lake stewardship committee that looks after the lake, a millfoil pulling group (a $300,000 service) and a full recycling green bin and organics pickup. Ms. McGregor feels that it's not about what you can or cannot have with incorporation. She urges the committee to ask what does your community see as good for its citizens? How do the citizens feel about a change in governance?

Ms. McGregor is a full believer in studies and stresses the need to get to Stage 2 of this particular study. You don't get to see the data and the numbers in this stage of the study therefore Stage 2 is highly needed to make an informed decision.

She suggests after looking at the data, then taking a look at the wish list of the community. Consider all of those people who are in charge of the lake – docks, beaches, etc. Consider road systems. In one of Christina Lake's studies it was noted by the consultant that 'they had never seen such an extensive road system'. Also consider if you're going to make a change, do you change a smaller portion or do you go to the outerlying areas as well?

Ms. McGregor offers other food for thought "People always think that the grass is greener somewhere" Ms. McGregor gets asked a lot about why they haven't incorporated especially by newcomers which is rather stunning given that the new arrivals have chosen to come to live at Christina Lake because the community appealed to them 'as is'.

Ms. McGregor gives further advice to the group in attendance by taking a good look at the numbers in Stage 2 of the study, talking to the consultants and the governance study committee and making up their minds from facts. She suggests not letting one's attitude or preconceived notions to get in the way of the facts. Then a proper decision can be made.

At this point in the evening, Allan then asks for questions from the governance study committee members.

Andy Bartels asks Ms. McGregor what was the #1 issue of resistance raised that caused their community to decide against incorporation. Ms. Gregor shares 'roads'. There were so many factors to consider like cost of equipment, more buildings, more employees – it just wasn't a reasonable or feasible move for Christina Lake.

Edith Rizzi asks Ms. McGregor if that was the issue that stopped all of the studies to which Ms. McGregor replies 'yes'. She added that residents don't seem to get that if they have a specific request like a streetlight on their roadway for example, they have to pay for it.

Allan asks Ms. Smith why it was initially her position to stand against incorporation. Ms. Smith answers "tax increase". She was very nervous about it. This seemed to be the consensus of most residents as the first incorporation vote was turned down. The second study was 10 years later in 2007 and it was passed.

Gareth Seys asks both Ms. Smith and Mr. Fennell what the differences in play were between the first and second studies as far as the community's perspective on incorporation. Mr. Fennell states that Barriere suffered a severe fire in 2003 and they lost a major employer in the Tolko Mill in Lewis Creek and a vast amount of timber was burned. This was the catalyst for big changes in the community as it spurred the residents to come together. A stronger sense of community resulted and the vote on the second incorporation vote went through.

Larry Stephenson asks a general question to all guests about the population growth in each of their respective areas – has it been a steady growth or dramatic in nature? Barriere reps state that growth has stayed consistent. In 2008 their population was 1760 and it is now 1793. In Christina Lake, population has also stayed the same. They have done some things to limit growth in their community as 'they do not want to be Kelowna'. Their Official Community Plan is a living document to allow for visioning and planning for the future. Ms. McGregor adds that they are in the middle of a Parks Management Plan where their Welcome Centre is.

Director Demenok asks about the roads issue and how many kilometres of road are in each community. Barriere has approx. 32 kms in roads. Christina Lake – not sure but lots. Barriere reps state that they pushed hard for MOTI to get roads up to shape in the first five years after their incorporation ie the 'grace period' to save costs further down the road for the district.

Andy asks of Ms. Smith and Mr. Fennell what Barriere would do differently: Ms. Smith replies 'I don't know. Maybe we were a little over the top and gung-ho; perhaps they needed to be more patient as they moved forward".

Mr. Fennell adds. The incorporation committee was told by Ministry of Transportation (MOTI) that all roads would come up to level 3 (1 being the best) – no one could find that piece of paper confirming that. Couple of things he adds "when negotiating with MOTI, know that they do want to help and they like incorporation as it relieves the pressure at their end". He warns get a reassessment done before you incorporate – as the values will change spiking taxes.

Steve Wills asks Barriere reps if they held a referendum and if so, at what time of year to which they reply 'yes, it was held in mid June'. Ms. McGregor of Christina Lake adds that they never went to referendum as their studies never reached that stage. She looks up the numbers and states all of their Area C in Christina Lake – maintenance takes care of 95 kms.

Karen Brown asks how Barriere, prior to their referendum, ensured that their residents were properly informed before going to referendum. Ms. Smith replies that keeping people informed or getting people interested enough to be informed is difficult. They used notices at the grocery store, library and clinics. Using the media is crucial. Mr.Fennell suggests holding the referendum in July. Taxing a small "pay to play" item that could be refunded if they come out and vote could be a strategy ?

Allan asks about Barrierie's success in getting grant monies. Mr. Fennell responds that Barriere's regional district has 24 members. Only one area of the regional district is eligible each year for a Towns for Tomorrow grant. Having more than one electoral area resulted in high competition. Now, while incorporated, the extra $18 million that they have received through federal grants and through gas tax, they've been able to bring in a solar aquatics system for sewage management for example.

Henry Schnell questions Ms. McGregor about the 5,000 residents in summer and how they included those seasonal residents in the study info and feedback. Ms. McGregor shares that now they use EBlast to inform everyone and also make full use of the bulletin boards and their welcome centre.

Allan asks about the issue of tax dollars staying within the community; the idea of being autonomous and making your own decisions. Ms. McGregor is asked direcdtly if autonomy and directors from other areas having a vote in Christina Lake is an issue to which she answers 'No". What she likes about the regional district model is that monies can't be shuffle from one service to another. They follow a 'pay to play' model in that fringe communities such as Grand Forks who might be impacted by a certain decision are invited in to give input and have a vote – it promotes good partnership.

Edith Rizzi asks Ms.Smith about community cohesiveness. Prior to the fire in 2003, there were six or seven groups – Little Fort, Barriere, etc. Since the fire, the feeling of community has

grown. When incorporating it was more difficult for all to be changing governance therefore Barriere 'proper' was named as the area to undergo the incorporation referendum.

Steve Wills asks before they went to referendum, who determined the boundary for incorporation. Ms. Smith and Mr. Fennel reply that consultants certainly helped but as neither served on the incorporation committee, they weren't really sure who drew boundary. Their assumption is that it was the governance/incorporation study committee together with the consultants.

Andy asks both Barriere and Christina Lake reps if other governance models were considered. Ms. McGregor responds that Christina Lake is not big enough to split up and add more directors. Ms. Smith and Mr. Fennell respond that as the pressures/stress was coming from Barriere 'proper' that it was the only area considered for change.

Allan asks about the changes that preceded governance initiative, in particular was it the 2003 fire that prompted the study or were Barriere's efforts driven by economic development concerns or ? Ms. Smith thinks it was economic development and other issues as well. Mr. Fennel points out in the time of crisis the community pulled together in the hope of getting some industry. Government spent money to buy land from Tolko and then gave to Barriere. They contributed some to tourism as well. They have a Chamber of Commerce and have instituted the 2% hotel room tax. Businesses of the Chamber benefit from tourism.

Gareth Seys asks what strategies were used to engage the younger demographic in the process. Ms. Smith from Barriere responds that 52% of their demographic is senior. How they reached out was basically again through print, social media. Mr. Fennel shares that they have started to take meetings to the highschool to engage those 'community leaders of tomorrow'.

Steve Wills raises three concerns: police, fire and roads. Mr. Fennell responds that a community is okay with policing as long as you stay under 5,000. Christina Lake tackled the issue of policing by hiring their own police officer for July and August by seeking out a retired RCMP member. Through negotiation with the Provincial Government and an ensuing partnership, they are able to fund a police on-land presence and now have a police boat on the lake as well.

Larry Stephenson then raises a few general points: a) Consensus in getting the data is important. B) When faced with an issue like Barriere endured, this was a rebuilding exercise. C) Christina Lake maintains their governance model but asks for what they need and they pay for it. Ms. Gregor adds an interesting point. Rock Creek had previously voted down having a Fire Department. There was a Rock Creek fire and now a Fire Department exists. Sometimes an incident or a series of events can sway the vote when it comes to community changes.

Mr. Fennel adds that in the Barriere area, they have parts that want it preserved the way it is, much in the same way as the outerlying areas of our Area C may feel ie there are no demands for development. Where there are areas that demand more development, then the governance study committee needs to get more answers to assist with those issues. Mr. Fennell also adds that back in the 1970's both Prince George and Kamloops were forced to amalgamate and we don't want to go through that.

Karen Brown states that at this crossroads, it's a time to really think about creating a vision an planning for the future. She asks the guests if they would agree. Ms. McGregor offers advice: Bring what is important to the community to the forefront. She reiterates to get the numbers and do Phase 2 of the study as it will provide some answers and will determine what the end result should be. Mr. Fennell adds that one of Barriere's first statements after incorporation was "We don't want to change the rural nature of our town. We don't want a bunch of bylaws."

Andy Bartels asks who does the cost analysis ie cost projections for the incorporation study to which the answer is the consultants together with a team of accountants.

Director Demenok asks for the annual budget in Barriere. Information can be accessed through their Annual Report online however they think around $770,000 is what they take in for taxes. They also get a Small Communities Grant.

Director Demenok asks how many employees are needed to run the district. There is the equivalent of 4.5 employees in office and 4 on the outside – 2 year round and 2 seasonal.

Director Demenok asks if they share services with anyone else. The Barriere CAO is a planner, they share a Building Inspector with Sun Peaks. Operations Manager is the CAO.

Steve Wills asks if the Annual Report is on the Barriere website which it is. Ms. McGregor adds that the governance studies for Christina Lake are not on the website however they can be requested through the regional district.

Allan now turns questioning over to the gallery. Chair Steve Wills stresses that this is a Governance Study meeting and questions regarding issues aside from governance will not be addressed or answered.

Q Ms. McGregor: How many districts are within the regional district wherein Christina Lake is a part?

A: Electoral Areas A to E plus Grand Forks, Midway, Greenwood, Fruitvale Trail, Big White and and Montrose, Rossland and Warfield.

Q: Ms. McGregor: Which area is the most populated?

A: Trail. As far as assessment, Trail, Big White and Christina Lake in that order, have the highest assessments of the RDKB

Q: Ms. McGregor: Where do people go for their services, amenities, medical help?

A: Trail has the regional hospital but a lot go to Kelowna. Avg distance to travel to a larger grocery store is 26 kms. They have 3 doctors and a clinic.

Q: Ms. McGregor: Does Christina Lake have a commercial core ?

A: They have a motor inn, post office, grocery store. Ms. McGregor notes the post office is instrumental in determining where people go.

Q: Ms. McGregor: What is the distribution of electoral area directors?

A: There is one director in each of the areas. Population does vary between areas. Trail has 7,700, Christina Lake 1,400 and the smallest is Midway at 621 residents.

Q: Ms. Smith/Mr. Fennell: Question for clarification. Did you try to incorporate without a referendum?

A: Mr. Fennell. No, there were two; the first referendum vote was defeated, the second went through ten years later.

Q: Ms. McGregor: From your perspective how much variation was there in the feedback from study to study or were the results fairly consistent each time you conducted a governance study?

A: Results were consistently the same.

Q: Allan Neilson: What is the format for the June 29th meeting? Will a recommendation be arrived at? What is the time frame moving forward?

A: A recommendation will be determined on June 29th with a view to presenting the recommendation to the CSRD Board at the July 20th Board meeting.

Q: Ms. McGregor It seems to make sense that a small confined community was a good idea to incorporate. Christina Lake is spread out like we are here without a defined core. How does one define the boundaries?

A: Through the consultants and the committee, she would think.

Q: Direct Suggestion to All by Ray Nadeau: He agrees that one of the underlying problems is that we are not getting someone close to us making decisions. Can we re organize the CSRD

itself that resembles something closer to the boundaries of the watershed? Bring in Chase, Enderby, ie more confined and surrounding the water/lake? When a coalition took it to the Ministry in previous years, it was his read that the Minister was interested. Should be part of this governance study?

A: Allan responds that certainly that could be one of the options if we got to a further stage.

Q: Ms. McGregor: Why would other area directors at the table vote in opposition to you as the area director for your region if you've gone to referendum on an issue?

A: If you go to referendum and the people are voting for a service, why on earth would any one of the other directors not see the wisdom in what the area director is recommending?

Q: Concern raised about lack of autonomy under the current governance model.

A: Mr. Fennell responds that there are no hard and fast rules. If we have an abundance of smaller communities within an area, why not set up your own regional committee to tackle some issues? Lake Country has done a little bit of this with their communities

Q: Asked to all regarding a perceived high cost of incorporation.

A: Mr. Fennell responds that in their case, they installed a 7.5 million dollar sewage system, 100% funded through the federal Innovation Fund. No cost to hook up to it to the residents other than a fee to go from road to house resulting in a $40 charge per month on their tax bill.

Q/A: Allan adds it's important to understand that the study for Barriere took place in 2003, then incorporation followed in December, 2007. The process takes time. Impacts from a cost perspective are going to be dependent on the area that is being considered and what facilities there are, the infrastructure that is there and also needed, potential impact on the lake, etc. What we've heard tonight underscores the importance of getting all of the data before we jump too far ahead. Provincial Government input will also make a difference as well.

Q: To All/Allan – Who decides on what areas will undergo change, if change is recommended?

A: Allan responds that the Committee (whether this one or a newly formed committee) will wrestle with this as one of the first orders of business taking into account road patterns, developments patterns, surveys of residents ie a whole bunch of criteria. The question will be asked 'what is the defined area for where we want to consider change?' and the Province will weight in on those boundaries as well.

Q: Ms. Smith/Mr. Fennell: Before incorporation, how many other communities were in the TNRD?

A: Ms. Smith: TNRD has 26 directors, 6 from Kamloops and 20 from surrounding areas (one per area). Area O, the Lower North Thompson electoral area, Barriere's electoral area before incorporation, still exists. Only Barriere 'proper' was included in the incorporation, not the entire region of Area O.

Q: Ms. McGregor Question arose from the public gallery as to the water and sewage treatment. How is it handled in Christina Lake?

A: Christina Lake has a solar aquatic system that handles sewage from the welcome centre. This is a pilot project to test the system and to share the results of this type of sytem with the community. Newer homes are using a tertiary system; their sewer system needs to be better than others that have come before it. Some are pulling from the lake for their drinking water. And, as stated previously, they hand pull the milfoil to protect the integrity of the lake, a program costing $300,000 per year.

Q: To All: One of the big cost issues is sewer in Sorrento and down in Blind Bay foreshore. Would there be a difference in government funding if we incorporated or not ? Where would we get the biggest bang for our buck?

A: Ms. McGregor from Christina Lake can't begin to answer that as they won't go down that road. Mr. Fennell shares that they use a solar aquatic, gravity feed, big pipe system that brings the sewage to a pump house. Solids are pumped out and pumped back up to a greenhouse where it goes through 8 big tanks and goes through a micro filter system. They currently measure 1 part per million, very close to what Interior Health demands for use back out in the community ie sprinkling parks etc.

Q: Karen Brown asks about qualifying for grants like the Innovation Fund. Did Barriere find that there were more opportunities for granting that opened up post-incorporation?

A: Mr. Fennell confirms that not all regional district electoral areas can apply for certain grants and there is the competitive nature of the grant to be considered when you're part of a larger regional district. There are some grants that are targeted to incorporated communities only and the level of competition is reduced due to being more autonomous as a community.

In closing, Director Demenok thanks our guests for taking the time to come to our community and provides a token gift of local wine to each.

MEETING ADJOURNED 8:05 PM.

CERTIFIED CORRECT: _____

STEVE WILLS, Committee Chair

AREA C GOVERNANCE COMMITTEE MINUTES

THURSDAY JUNE 29, 2017 SORRENTO MEMORIAL HALL

PRESENT: Don Patterson (Notch Hill), Karen Brown (Shuswap Lake Estates), Cal Heschuk (Sorrento), Edith Rizzi (Sunnybrae Hall), Lenore Jobson (Sunnybrae Seniors), Larry Stephenson (Carlin), Steve Wills (Cedar Heights), Andy Bartels (McArthur Heights/Reedman Point), Gareth Seys (South Shuswap Chamber of Commerce), Paul Demenok (Director, Electoral Area C) and Facilitators Allan Neilson & Juliet Anderton
REGRETS: Henry Schnell (Eagle Bay) & Renee Rebus (White Lake)

MEETING CALLED TO ORDER AT 6:05 PM

Chair Steve Wills introduces the Governance Study Committee to those sitting in the public gallery. Committee member Karen Brown is appointed to take the Minutes. On behalf of the committee, Chair Wills gives thanks to Karen for taking the meeting minutes to date.

Chair Wills calls for adoption of the June 15, 2017 Minutes: MOVED/SECONDED Larry Stephenson/Andy Bartels CARRIED.

PUBLIC ENGAGEMENT FINDINGS

Allan Neilson then takes over to give an in-depth summary of the findings. He reminds the public that the job of the governance steering committee was to:

a) learn about and document what is in place today ie governance framework and also service delivery: what's available and how services are paid for;
b) guide the consulting team in the public process; and
c) based on everything learned and from input received from the public, to determine whether or not there is a need for improvement either in current delivery of governance or to look at some alternatives, one of which could be incorporation. Other choices are available as well.

Allan indicates that the engagement process was fairly robust. A number of meetings were added to the initial proposal to ensure that all areas were represented. All in all there were 6 open houses, 216 surveys received online and three public meetings, two of which were highly attended. Karen Brown also adds that a formal position paper was received from the South Shuswap Chamber of Commerce, representing 110 members.

Juliet Anderton then takes over to go over the PowerPoint presentation to the public.

Engagement Opportunities: Over the course of the last few months, six open houses at Sorrento, Sunnybrae, White Lake, Eagle Bay, Notch Hill and Shuswap Lake Estates were hosted. Juliet shares that the consulting team was impressed with the attendance of the committee members at each of those functions.

A questionnaire had been launched and a governance study invitation to community groups to do presentations at their meetings. All meetings held have been open to the public – solid attendance as stated previously.

Advertising: Community engagement was by direct delivery via a 2 page flyer to 2000 households, 4 paid print ads, CSRD e blasts, Area Director stories in local media, twitter, facebook and direct contact made by Governance Study Committee members to others in their respective circles.

Educational Opportunities: A deeper report and a smaller overview 'Getting to Know Area C' were posted on the CSRD website and available for distribution at public meetings and open houses.

Open House Public Feedback: Overall, not a lot of strong opinions where people came to an open house with a specific issue. Some of the themes that came out of the Open Houses were a general appreciation for inviting the public to go out to the community to learn about governance. There is a specific 'flavour recognizing urban and rural issues' in Area C. In the rural areas there was a sense that generally people are quite okay with the status quo. More curiosity arose in the urban areas ie Sorrento and Blind Bay asking 'what other options are out there and should they be explored, and if so, what are the costs?'

Across the region (Area C), cost to taxpayers was raised. Opinion was that the public may be prepared to pay for better services. Roads, pedestrian safety, autonomy and the voting model of the CSRD were all raised. Outer areas having a vote on Area C issues was concerning and left people feeling perplexed. There was a curiosity about general future impact of growth – what will Area C look like in 10, 20, 30 years and do we have the proper governance model in place to deal with 'stuff' down the road?

Questionnaire Public Feedback: As mentioned 216 responses were received. Graphs and charts were shared outlining responses.

With respect to the educational material provided BEFORE a person should take the survey, 80% of people reviewed it, 20% did not. The largest proportion of survey results came from Blind Bay and Sorrento but a good representation was received from the more rural areas as

well. Juliet comments that 80% taking the time to review the materials before taking the survey, in comparison to other surveys administered, is quite impressive.

Blind Bay responses were approximately 43% compared to the population of 3500 in that area. Roads, sewer, waste water, water quality were all big issues that came through loud and clear. Road, especially the maintenance and repair were a high concern.

When it came to top-of-mind issues, roads, sewer, water quality, police, planning, emergency services, autonomy, bylaw enforcement, building inspections and fire protection appeared in that order as top issues.

When prompted by the consulting team, and asked the question as to what improvements the public would suggest, governance, representation and autonomy in decision making was the topic that the public went to most.

Larry Stephenson adds that when first reading the findings, he was trying to come to grips with the idea that some of the responses didn't jive together ie level of satisfaction relative to level of importance. Knowing that responses to aimed questions might well differ from responses to top-of-mind issues, helped to solve the disconnect in the results reported form these two areas of the survey.

When asked about value for taxes, 55% agree we get good value, 31% are in disagreement.

With respect to representation, autonomy and governance, 32% of the population agreed that one director was sufficient while 50% said one director was not sufficient. Having a say in community decisions, 44% strongly agreed that there were ample opportunities to have a say in local decisions while 35% strongly disagreed or disagreed with that statement.

When posed with additional committees or commissions, 61% strongly agreed or agreed that having additional opportunities through committees would encourage more participation or advice on local levels; 14% disagreed.

When asked about fair and equitable representation, 27% agreed it was fair where as 80% strongly disagreed or somewhat disagreed on this view.

When asked if different governance options beyond the current system should be explored, 70% of respondents indicated that 'yes, it should be explored'; 13% expressed it should not.

With respect to decision making, 70% strongly agreed or agreed that Area C needs to have greater autonomy over their own decision making; 7% strongly disagreed and 6% somewhat disagreed.

Andy Bartels asks if these results are atypical or typical compared to other surveys done in other areas. Juliet responds that each area surveyed is very different. What she can share is

that at the open houses there was a very clear reason why people attended. Roads and highways were an issue. From the entire process she feels that there is a need for more information. It will give much more of a respectful outlook from one area to the next.

Allan adds that in Area D Okanagan Similkameen there are 7000 people. Salt Spring Island is also another. In those two particular examples, the consultants have found quite a bit of stress and tension which wasn't apparent in this study. There were specific service issues but not the disparaging issues causing infighting etc.

Consultants comments regarding their 'take' on the Open Houses is that some were nicely attended while others were not. At those meetings they heard specific issues, and a fair bit about representation. They got a sense of curiosity from the group as a whole with respect to representation, the ability for one director to make decisions in Area C, the voting system and autonomy. Overall, people would like to see another option or opportunity for governance but that takes getting the information first, which was favoured.

Juliet comments that at one of the open houses, Area C Director Paul Demenok was asked how he felt about this process and how he felt his workload was etc. That question to Director Demenok indicated that people weren't quite sure what their level of service should be; there was almost a sense of what people are expecting for their tax dollars.

Larry comments that through this process, Area C residents have a fairly good understanding of who we are; we share a common interest and have leadership that builds that in our area. The feedback we are getting indicates that the rural areas are more supportive of the status quo than are the urban areas. Larry also added here that the rural areas are understanding and supportive of the urban area's concerns about the pressures of continued growth and effective governance going forward.

Summarizing

Allan takes over and goes over what the purpose of the Governance Study was all about. We were to document and assess current level of services, understand the concerns of residents re services and governance and identify future governance service options, if needed. This was not an incorporation study, however we explored if there was enough appetite to request a formal incorporation study. A volunteer group making up the Governance Study Committee turned out to 6 open houses and a recommendation by that committee, based on those engagement opportunities, survey input and face to face engagement in the community was to be made.

The mandate being set, through the process governance was explored, voting rules specified, voting procedure (which didn't always sit well with residents), talking about local services wherein CSRD is primary provider, plus sub regional and region wide, talked about service

categories, who participates and how much it costs, plus tax implications. Overview for each service groups, decisions and how they are made and how costs are recovered ie who pays and how much were explored. We went through the Tax Notice and took a sharper look at how costs are arrived at and brought to the residents through their annual notices. Governance options were explored to get us into the frame of mind as to how things should be run.

Turning the committee's attention to the options available, Allan then went through the three choices to consider:

STATUS QUO

Nothing changes in the governance model however through the added use of committees or commissions, there could be more 'say'.

INCORPORATION

New municipality in a portion of Area C, using the findings from the public engagement. A new committee working with the Province and the CSRD would need to choose appropriate study boundaries for a new municipality. Assess cost and tax implications for incorporated and remaining unincorporated areas (which would then form a new Area C). Assess impact on farm properties as farm lands don't get all of the tax benefits under a municipality so that would need addressing.

NEW ELECTORAL AREA

Divide Area C into two resulting (C1 & C2 for example). With two electoral areas, you could have two directors making decisions, thereby reducing the current director's workload. Others at the CSRD Board level are still involved in the decision making like they are today so nothing would change in that regard. Local roads and policing would still be at the provincial level. Tax implications would affect both new electoral areas.

Gareth asks about land use and planning and autonomy in those areas to which Allan replies that under this third option, decisions would be made by directors from all electoral areas for Area C, like those decisions are made currently. Community Parks for example could be made between the two directors if they shared the service.

Another option Allan discusses relates to local community commissions. There are a handful in BC and they tend to be applied to more remote areas that have specific local service issues. Local community commissioners are elected by residents; a body of 5 including the Electoral Area Director can make up an advisory body or as a decision making body. As the consultants did not hear a lot about services not getting attention with the exception of roads, they feel that this option would not be one to consider for this area.

Other service commissions – they tend to be ones involving collections of electoral areas. They have these in the Okanagan – again not the best for this area.

Regional District Model or other models: perhaps setting up a parks commission or recreation commission is possible under any governance model.

Boundary Changes to take some of Electoral Area C and annex to Salmon Arm or another electoral area was brought up and deemed not a good choice for this area.

At one Open House, Allan states that a gentleman brought up the idea of redoing the boundaries of the CSRD to match the watershed. While this is an intriguing and interesting idea, Allan feels that the Province would be reluctant to pursue this option.

Resort Municipality is the next option raised. Allan states there are two types: Mountain Resort Municipalities and Resort Areas. Taken together, Resort Municipalities have three defining characteristics to receive status and funding from the province: Higher proportion of hotel rooms relative to population, Hotel Room Tax and a resort development strategy endorsed by the province. This all being said, we do not fit the criteria, therefore this option cannot be explored.

ROUNDTABLE

Chair Wills then asks each of the Governance Study Committee members to share his/her opinions and recommendations:

Larry Stephenson speaks in favour of an incorporation study to gather more information for a variety of reasons – relative to the level of satisfaction with services and the level of satisfaction comparing importance of those. CSRD is too huge a body to deal with specific issues; we could explore incorporating into a municipality that could be geared toward doing these types of things. Interesting challenge here would be how the boundary would be determined. From the committee's perspective, he recommends going to Stage 2 of the study.

Edith Rizzi gives kudo's to Area Director Paul Demenok for the job done. She states that as a whole, Area C is pleased with Director Demenok and the work that he puts into the job. Rural areas have sent a clear message that they'd like to be 'left alone' and they are quite satisfied. More populated areas are questioning their level of contentedness with the status quo. Although there have been no demands for incorporation, people are certainly supporting getting the numbers in Stage 2 of the study. She shares that there is certainly not representation on the CSRD Board and she supports Stage 2.

Gareth Seys shares that the overall consensus seems to be less populous areas area content while the more populous areas are looking for options. He recommends exploring other governance options.

Cal Heschuk says that his feelings are already summarized. It's a 'no brainer' to go ahead and get the numbers in Phase 2 because it will give us the data we need. It is hard to make an informed decision with limited information and there is certainly enough interest to pursue the study because of the information it will provide.

Lenore Jobson found the Open houses interesting and informative. Presentations by Allan and Juliet were well received and encouraged participation. Residents had lots of questions and although they were curious, many residents were happy and didn't want changes. Only area she found was Blind Bay where they definitely wanted to see what the financial differences would be. She recommends Phase 2 of the study.

Andy Bartels shares that he is neutral on most issues. A few people he has engaged with state 'show me the number and we will talk'. Public wants to know how much it will cost and what is the value for those dollars? Roads are concerning and the costs associated. He is supportive of continuing to Phase 2 of the study and well as other governance options.

Don Patterson has watched the evolution of Area C for the past 40 years. Director's job is quite cumbersome. One of the things Don senses with this proposal is an urban vs rural type of feel. He feels that the regional district model is a lousy one to begin with and he feels that we are trying to make improvements to something that is essentially bad to begin with. He has one concern; the people who are ambivalent to this – there is risk in that. The decision made here will be meaningful and long lasting so we need to get some answers to support a solid decision. To that end, Don is supportive of Phase 2 of the study.

Karen Brown feels that getting to Phase 2 of the study is essential to get all of the information needed to make a well informed decision. This is a pivotal time in the community and it is to be explored thoroughly. One concern she also has is the 'coffee shop talk' that takes place in a community. Many hear misinformation and can base a referendum vote on misinformation or no information which would challenge making a properly informed vote.

Steve wishes for all three choices to be on the table. He is not opposed to an incorporation study but does not want that to be the only option.

For the record, Area Director Demenok adds that both Henry Schnell from Eagle Bay and Renee Rebus from White Lake have written indicating their support for proceeding to Stage 2 of a study.

Allan explains that normally when it goes to referendum is that the community is asked 'are you happy with the status quo'. If they count the votes and people are generally happy, the second part of the referendum results are not needed. If the votes are counted and people are not happy, then the votes for the second part of the referendum as to governance options ie incorporation or adding a new electoral area (C1 & C2) are counted. Allan notes that the Province, based on the recommendation of the Board, will determine the exact process to follow.

Cal asks if the study shouldn't be called something else to which Allan replies it could be called a Restructuring Study.

Allan notes that the process of collecting data and examining impacts is essentially the same for a restructuring study and incorporation study.

When discussed as to how to properly present to the public, we don't want to give so many choices that our electoral area director has too 'wishy washy' of a proposal to take to UBCM (to the Province) in September. Our wants have to be clear and concise. Status Quo is always an option however it's not really needed on the proposal.

Larry wishes to clear up what might happen with the data collected through a further study. He perceives that the committee managing the next step might well examine the data and make the decision that neither a move to incorporation nor a move to restructuring would be worth pursuing. In that case, a referendum would not be required.

Whatever the information, we need to have a clear understanding of our community's needs. We need to have a clear vision to support the data, who has control in decision making . There will be development happening over the next 20 or 30 years; we need to plan for those changes.

Andy shares that 'we need to keep our eyes on the ball'. This is an academic exercise giving us a body of knowledge.

Allan shares two comments:

a) Status Quo is always an option, and is a legitimate outcome of any restructure study. The Committee should not consider a study that settled on the status quo as the preferred option as a failure.

b) Provincial Government like any other government is constitutionally responsible for local government structure throughout the province. The Province takes this responsibility very seriously, which is why these exercises tend to be long and involved. The Province will set out

the process to follow, and will determine what kind of question(s) to put to the public. Any significant change from the status quo will require a public vote.

Area Director Demenok is asked if he wants to add anything. He suggests a restructuring study. Andy Bartels & Karen Brown motion & second to proceed with a restructuring study. Chair Wills calls for a vote. Question of procedure arises as no further discussion was called for prior to the vote. Discussion ensues.

Larry raises the point that the wording needs to be more specific to provide guidance to the next step based upon the information that was returned through our study. Discussion and consultation as to how this might be achieved followed, then: Larry Stephenson moves/Andy Bartels seconds the following amendment, to clarify wording, to the initial motion:

'Based on its review of the current governance and service delivery frameworks, the South Shuswap Governance Committee recommends to the CSRD Board of Directors that a restructure study for Electoral Area C be undertaken and that the restructure study examine two options:

The incorporation of a portion of the electoral area; or

The division of the current Electoral Area into two Electoral Areas'

Chair Wills calls for the vote. After no further discussion, **the vote to approve the amendment to the initial motion is UNANIMOUSLY CARRIED.**

Chair Wills then calls for the vote on the motion as amended. **UNANIMOUSLY CARRIED.**

NEXT STEPS

After completion of the Final Report, all of the feedback from the interim report and engagement sessions, a presentation will be made to the CSRD in August, 2017 by the Chair for the Governance Committee. After receiving in and approving the report, the CSRD Board would then make a submission to the Ministry of Community, Culture & Sport. A representative in Director Demenok's absence would speak to the report in September at UBCM.

PUBLIC QUESTIONS

If, as a result of the restructuring study, there is a referendum on incorporating a part of Area C, do all voters get to vote or just those in the proposed incorporation area? There is clear impact to all not just the proposed area. Allan responds Ministry would look at what the impacts would be. All of the data would identify for the incorporated area what the impact would be re taxes etc. Impact would also be explored for outer lying areas as well.

Resort Municipalities – are roads still provincial – no, municipal.

Provision for Roads – if we were to incorporate, how does the municipality get monies to transition from the province? Amount paid by the province to keep the status quo in service for a period of five years. After that time, the municipality is on its own. Province will design a process and work with the committee to negotiate a transition plan.

Comment made by a resident feeling sensitive and offended by the term 'coffee shop talk', a term used by committee member Karen Brown. Karen apologizes if the resident was offended by the comment. The point being made by using 'coffee shop talk' was meant that through casual talk and interaction in the community, it is not uncommon in a small town, for the facts to become a tad mixed up or misinterpreted. As news travels through a small community, it can take on new forms. The comment made was not to insinuate or infer that anyone attending a coffee shop or any other public place is uneducated or uninformed.

Secondly, the resident also felt that the distinction between urban and rural in our area was off-point as we are all rural, to which the committee responded the better use of term could be 'more populous and less populous'. Again, not meant to offend; simply to give distinction between the outer lying areas as opposed to Sorrento and/or Blind Bay.

Third comment made by the resident suggested that if only 216 surveys were completed out of 8000 residents, does that not signify that those who did not complete a survey or attend an open house are content? The argument given there was that while many are ambivalent and have many things to do, some may not have understood the significance of what was being discussed. Also, in a municipal, provincial or federal election, a small population might cast a vote – this does not necessarily mean that are happy and satisfied – you will never get your entire population voting on an issue.

Another member of the gallery suggests that if there is an incorporation, there will be a resulting cultural shift here.

Final comment: Relying on the recommendations of the consultants and governance team, given the surveys, the open houses, the public meetings and other submissions, there is enough interest to warrant further study.

MEETING ADJOURNED 8:45 PM

Approved: STEVE WILLS, Committee Chair

APPENDIX VI
SUBMISSION TO THE COMMITTEE

The two-page, unsolicited "Position Statement" submitted by the South Shuswap Chamber of Commerce is presented in this appendix.

South Shuswap Chamber of Commerce
Position Statement on Area C Governance Study
May 22nd, 2017

The Board of Directors for the South Shuswap Chamber of Commerce has reviewed and discussed the Area C Governance Study in detail, and would like to communicate the following position statement to its members:

1. Because the outcomes from this study will set the direction, services delivery and governance for Area C for many years to come, it represents a pivotal decision point for all residents and businesses in Area C. Because businesses may be significantly affected, all Chamber of Commerce members are strongly encouraged to become fully informed on this issue by reading the Overview and Draft Interim Report available on the CSRD website, to attend the Open House meetings, to attend the Governance Committee Meeting on June 15th (venue TBD) and if needed, to contact and discuss this issue with the Area C Director, Paul Demenok.

2. Moving forward, it would be a lost opportunity to stop this inquiry now:
   a) there is significant discussion in the community;
   b) there is an interest in looking at what the governance and service options might be;
   c) there is a significant interest in seeing the full picture of costs and services.

3. Members of the Chamber have indicated that there is a significant level of debate taking place in the community right now over this issue, particularly given that incorporation is one of the options. Many of the points being discussed or debated however are nothing more than speculation and of particular concern, there is a notable level of misinformation circulating through our community on this topic.

4. Given the significance of this issue, the community needs access to the tools that will provide all of the information. To become fully informed about the incorporation choice, or any other outcome, a full incorporation study must be done in order to provide all of the financial, service delivery and governance implications and projections.

5. The South Shuswap Chamber of Commerce takes the position that an incorporation study is now needed to fully inform the residents and businesses in Area C before any decision on our area's future can be made. This incorporation study is the logical next step to follow the current governance study. <u>The Chamber position does not infer support for incorporation at this time. The Chamber does support the need for more information to be available in order for fully informed decision making going forward.</u>

6. All South Shuswap Chamber of Commerce members are asked to complete the online survey available on the CSRD website, and to note in their responses that an incorporation study must be done. The link: **(<u>http://www.csrd.bc.ca/area-c-governance-study</u>)**

7. Remaining Community Open Houses for the Area C Governance Study will be held:
    a. Thursday June 8th White Lake Community Hall 5:00 pm start
    b. Friday June 9th Eagle Bay Hall 5:00 pm start
    c. Tuesday June 13th Notch Hill Hall 5:00 start
    d. Wednesday June 14th Shuswap Lake Estates Lodge 5:00 pm start

    Last Governance Committee Meeting (Open to Public) will be Thursday June 15th 6:00 pm start *(venue TBD – watch for more details).*

APPENDIX VII
GOVERNANCE OPTIONS

This appendix presents the *Governance Options* document that was prepared by the consultants, and presented to the Committee at its meeting on June 29, 2017, to assist the group in determining its recommendation on next steps to the CSRD Board of Directors.

ELECTORAL AREA C (SOUTH SHUSWAP) GOVERNANCE STUDY
GOVERNANCE OPTIONS

June 29, 2017 Committee Meeting

Governance Option	Representation / Decision-Making	Local Services	When to Recommend	Other
Status Quo – In this option, Electoral Area C remains unchanged in size and structure as an unincorporated jurisdiction of the CSRD	– Area C represented at the CSRD by one EA Director with 4 votes in weighted voting decisions – Decisions on Area C local services, sub-regional services and regional services (collectively, all CSRD services provided to Area C) involve Directors from other places – Local commissions and committees give advice to Director – Decisions on local roads and policing made by Province	– CSRD is primary local government service provider – Province provides local roads / subdivision and police	May be preferred if Committee concludes that current governance and service frameworks enable the community, today and in the coming years, to meet needs and address concerns related to level of representation and servicing. Committee's conclusion based on: – review of documentation on current system (*Interim Report*) – public input during study	Committee could recommend changes, within the current system, to address any communication and service gap concerns identified by residents
Incorporation – This option features the incorporation of a new municipality in a *portion* of Area C	– Governing body for new municipality is Council, consisting of one Mayor and 4 or 6 Councillors; Council makes many local decisions – Municipality represented at CSRD by one Municipal Director, appointed by Council – Area not incorporated becomes the new, smaller Area C with one EA Director	– New municipality provides most local services including local roads / subdivision and police – CSRD provides sub-regional and region-wide services in which municipality chooses to participate	Committee may recommend for further, detailed study if concluded that: – one or more communities within Area C have existing or developing concerns that cannot be adequately addressed by the Regional District – concerns relate to level of representation and level of service	As part of detailed study, would need to: – choose appropriate study boundary for new municipality – assess cost and tax impacts for incorporation area, and for remainder of Area C – assess impact on farm properties

Governance Option	Representation / Decision-Making	Local Services	When to Recommend	Other
New Electoral Area – This option divides Area C into two, resulting in the creation of an additional Electoral Area	– Each Electoral Area represented at CSRD by one EA Director; weighted voting strength determined by population split – Decisions on some services shared by the two Directors; decisions on most involve other Directors – Decisions on local roads and policing made by Province	– CSRD is primary local government service provider – Province provides local roads / subdivision and police	Committee may recommend for further, detailed study if: – communities throughout Area C have concerns related to the ability of a single Director to provide adequate representation for all – communities wish to limit degree to which Directors outside of South Shuswap vote on local services	As part of detailed study, would need to: – choose appropriate study boundaries – assess impact on voting participation – assess cost and tax impacts related to all services both Areas

Other Options

The Committee could recommend further study on some other governance options, including:

- establishment of Local Community Commissions
- establishment of other service commissions
- boundary change to include portion of Area C in another Electoral Area, or in the City of Salmon Arm
- changes to the geographic jurisdiction of the entire CSRD (as suggested at a recent Open House)
- Resort Municipality

In the consultants' view, these other options would be difficult to pursue for a variety of reasons. The consultants will explain at the June 29, 2017 Committee meeting.