

Terms of Reference:

Columbia Shuswap Regional District Electoral Area 'C' – Blind Bay/Sorrento Boundary Analysis Study

1.0 OVERVIEW

In 2016, the Province contributed funding for a governance study within Electoral Area 'C' of the Columbia Shuswap Regional District (CSRD) to document service delivery and governance arrangements, engage with local community members to understand their concerns and interests, and identify potential future governance and service delivery options for the area.

The local governance committee established to oversee the study presented their final report to the CSRD Board on August 17, 2017. The report recommended undertaking a restructure study for Electoral Area 'C' that examined two options:

- 1) the incorporation of a portion of the electoral area; and,
- 2) the division of the current electoral area into two electoral areas.

The CSRD Board subsequently resolved to seek funding from the Minister of Municipal Affairs and Housing (MAH) for a restructure study that would: examine an incorporation study area, and a determination of the exact boundaries for two electoral areas in Electoral Area 'C'.

Recognizing the timing of the request, the Minister and CSRD Board agreed that undertaking a full-scale study to explore restructure options before the general local election in October was not feasible. Instead, it was agreed that the Ministry will fund a *boundary analysis study* to clarify and define potential study area geographies for the alternatives recommended by the committee, which includes identifying restructure implications arising from the selection of the study boundaries.

The analysis will look at four potential study boundary scenarios:

- 1) incorporation of Blind Bay (or a portion thereof) as a separate municipality;
- 2) incorporation of Sorrento (or a portion thereof) as a separate municipality;
- 3) incorporation of Blind Bay and Sorrento (or a portion thereof) as a combined municipality;
- 4) splitting of electoral area 'C' into two electoral areas (each with a separate Electoral Area Director).

Since the committee did not specify which portion of Electoral Area 'C' is most suitable for incorporation, the study will map boundaries for a portion of Sorrento, a portion of Blind Bay, and a portion of Sorrento and Blind Bay together. Once Board members are sworn in following the October 2018 election, the Board can reaffirm or withdraw the request for a full-scale restructure study and decide the scope of the study.

The objectives of the *boundary analysis study* are to:

- outline the criteria used to decide on study area boundaries, including, but not limited to population, settlement patterns, roads, land use regulation, and services;
- establish a recommended study area boundary for each of the four scenarios described above;
- identify, at a high-level, restructure implications resulting from the recommended study area boundaries that could be explored further by a future full-scale restructure study;
- if appropriate, identify secondary boundaries that would also be appropriate for a study area;
- if secondary boundaries are identified, describe the differences between the recommended boundary and the secondary boundary.

The *boundary analysis study* will provide a comprehensive assessment of quantitative and qualitative data in sufficient detail and rigour to make recommendations for study areas for each of the four scenarios. The analysis is expected to consider, at a high-level, implications of the proposed boundaries on future restructure scenarios, but it is not expected to analyze the impacts of each restructure scenario on residents in the area or the CSRD (e.g. impacts on taxation). If the Minister and CSRD Board decide to move forward with a full-scale restructure study following the boundary analysis study, impacts will be explored at that time.

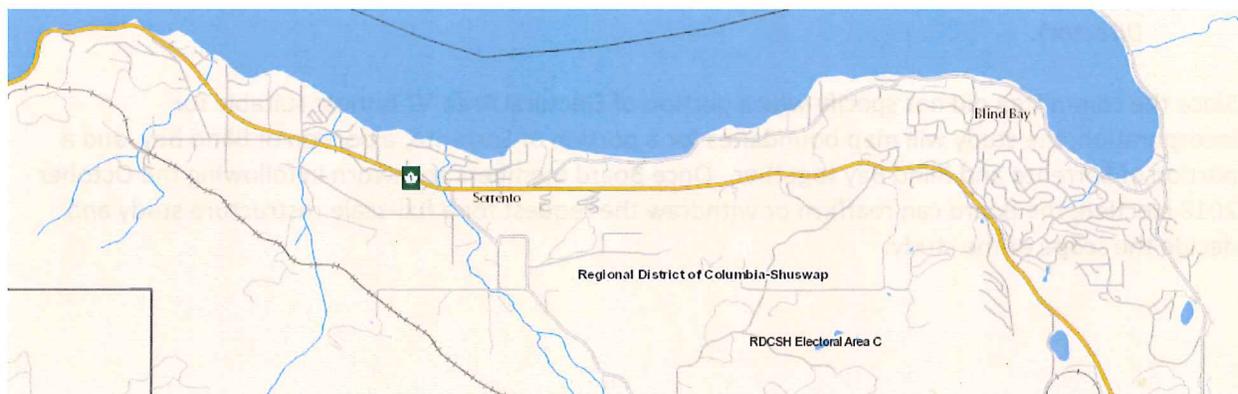
The boundary analysis will be completed by a consultant or consultants retained by the CSRD. The CSRD will lead the procurement process and administer the contract. As this study is mostly technical in nature, it will not include the re-establishment of the committee that was used for the governance study. Instead, CSRD plans to update past committee members and inform the public so they can fully understand the project and the decision-making process. If the boundary analysis study leads into a full-scale restructure study it is likely the governance committee would be re-established at that time.

2.0 SCOPE OF WORK

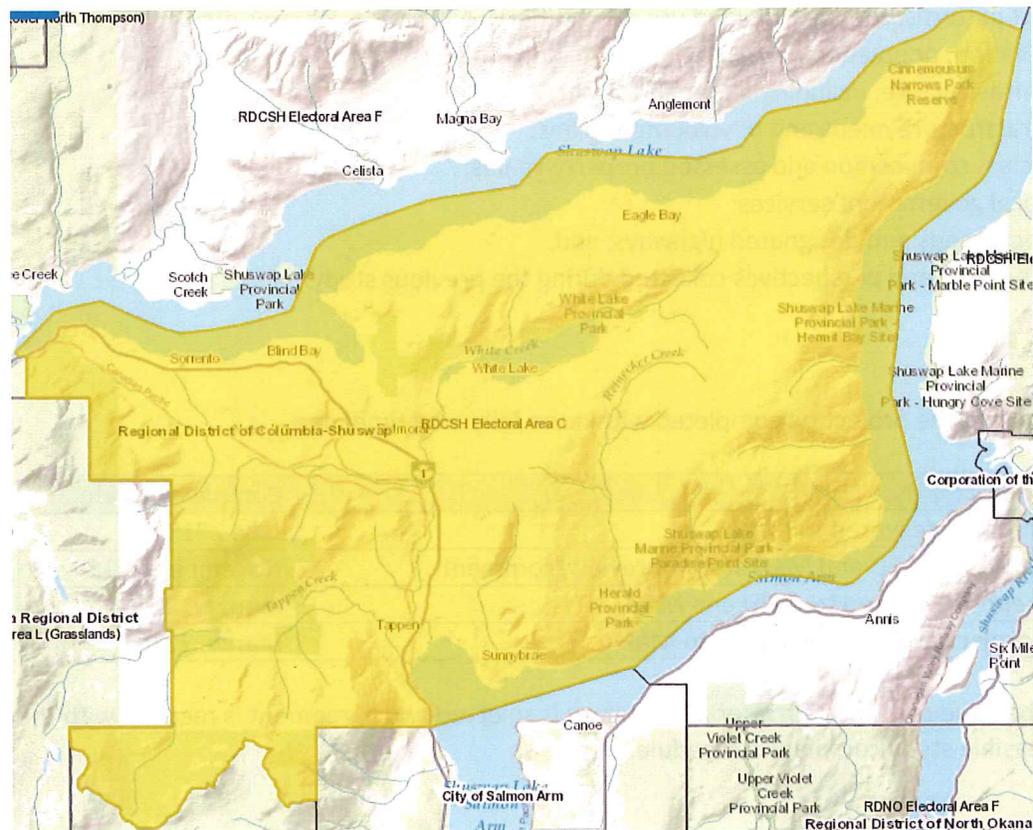
2.1 Study Area

The maps provided outline the overall location of the boundary analysis study, but it is expected that the study itself will identify various boundaries for future study areas within the overall geography.

Map of study area – incorporation study boundary analysis (scenarios 1-3 below)



Map of study area – splitting of electoral area analysis (scenario 4 below)



2.2 Study Contents

Expected outputs from the *boundary analysis study* include:

- 1) Final report that fulfills the objectives of the boundary analysis study as described in section 1.0;
- 2) GIS based maps depicting recommended and alternative (if appropriate) study boundaries for each scenario;
- 3) Data tables and other quantitative/qualitative information (to be included in final report as appendices and also provided electronically in appropriate formats) used to make recommendations.

The final study report should include, but is not limited to, the following components:

- 1) Background: overview of the purpose of the study and report contents; data collection methodologies; and evaluation criteria used to decide on boundaries.
- 2) Results: description of each recommended and alternative (if appropriate) restructure boundary scenario, including detailed maps; high-level overview of potential restructure implications for each scenario; and associated analysis of available data and identification of data 'gaps'.
- 3) Conclusions: clear summary of report findings and limitations, or other conclusions.
- 4) Appendices: technical or aggregated data (as necessary).

When assessing boundary options the following factors should be considered:

- settlement patterns, zoning, OCP land use designations, ALR status, lot sizes etc;
- area population, population density, and dispersion;
- existing infrastructure, including water and sewer;
- future infrastructure needs and development plans;
- property class composition and assessed property values;
- existing local government services;
- existing local roads and designated highways; and,
- community input and perspectives collected during the previous study.

2.3 Timeline

It is recommended that the project be completed within the following timelines:

Task/Deliverable	Completion Date
Interim progress report delivered to MAH	July, 2018
Draft report provided to CSRD and MAH staff for review/comment	November, 2018
Final formatted report delivered to CSRD and MAH	January, 2019
Final account of project expenses delivered to MAH	March, 2019

This timeline will become more certain after a consultant is selected and agreement is reached with the consultant on a feasible study completion schedule.

2.4 Linkages

The *boundary analysis study* should consider linkages with:

- Previous study report completed by local governance study committee
- Timing of upcoming local government elections
- A potential future restructure study

3.0 ADMINISTRATION

The CSRD will procure a consultant, or consultants, in accordance with the CSRD's procurement policy and process and meeting North West Partnership Trade Agreement requirements.

Consultant(s) will be sought to undertake this study with sufficient experience and expertise in local government boundary extension/restructure, service delivery and governance studies to effectively identify restructure implications arising from the selection of study boundaries. The consultant(s) must also demonstrate ability to work with and generate GIS data and mapping.

In supervising the work of the consultant(s), the CSRD is responsible for ensuring that expected outputs completed by the consultant(s) meet the requirements outlined in this Terms of Reference.

The consultant(s) shall report directly to the CSRD, who will administer the contract. MAH staff will provide additional input including review of the draft materials and provision of comments prior to completion of the final report.

The total funding available for the *restructure study boundary analysis* will be determined by the CSRD; the MAH contribution is up to \$15,000. Disbursements under contract(s) will be made by the CSRD.

The CSRD will provide MAH staff with a copy of the selected consultant's proposal accepted as the basis of a contract for the study and/or a preliminary outline of the study and work plan before substantive work begins.

A draft report written by the consultant(s) will be provided to CSRD and MAH staff for review and comment prior to the report being finalized.

Once the report is finalized, the CSRD will convey the findings to the Minister of Municipal Affairs and Housing. Depending on the results of the *boundary analysis study*, and subsequent decisions by CSRD and MAH, further phases of a restructure study may be considered.