



APPENDICES

AREA F ISSUES
IDENTIFICATION
STUDY

REPORT

NEILSON
STRATEGIES

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APRIL 2024
APPENDICES



APPENDIX I

OPEN HOUSE POSTER BOARDS

AREA F ISSUES
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APRIL 2024
APPENDICES

WHAT DO REGIONAL DISTRICTS DO?

Regional districts are the local government for electoral areas. Regional districts provide services based on the needs and instructions of their members, including:

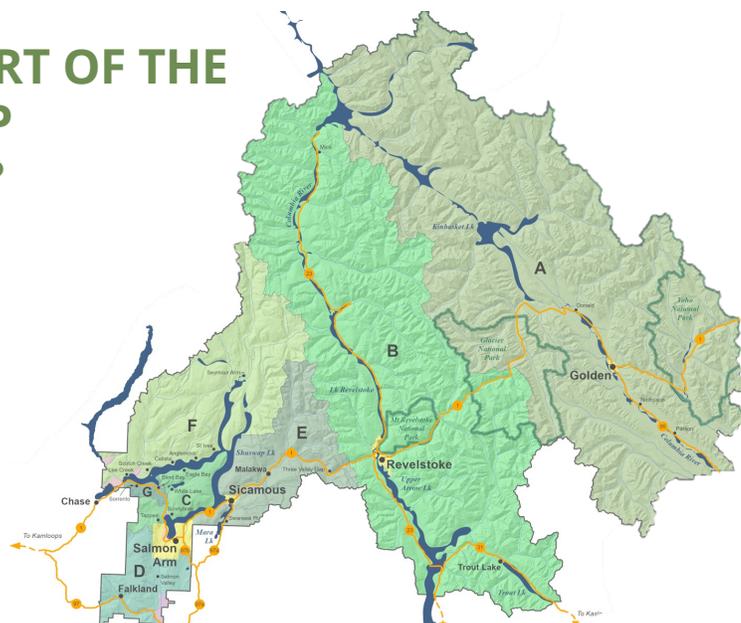
- basic local government services to electoral areas (such as Area F)
- sub-regional services to different combinations of municipalities and electoral areas that choose to receive the services
- region-wide services to all electoral areas and municipalities

WHAT AREAS ARE PART OF THE COLUMBIA SHUSWAP REGIONAL DISTRICT?

The Columbia Shuswap Regional District (CSR D) is made up of:

- 7 Electoral areas**
- A, B, C, D, E, F and G

- 4 Municipalities**
- City of Salmon Arm
 - Town of Golden
 - City of Revelstoke
 - District of Sicamous



WHO IS ON THE CSR D BOARD?

ELECTORAL AREA DIRECTORS



MUNICIPAL DIRECTORS



The CSR D Board of Directors is made up of :

12
DIRECTORS

7 Electoral area directors – elected by voters in each electoral area

5 Municipal directors – appointed by local Councils to the Board

AREA F ISSUES IDENTIFICATION STUDY



ABOUT AREA F

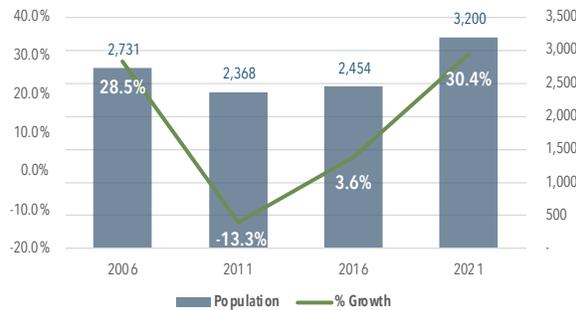
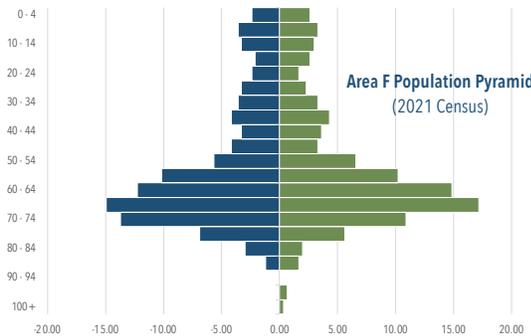
3,200 PEOPLE



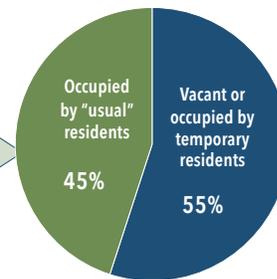
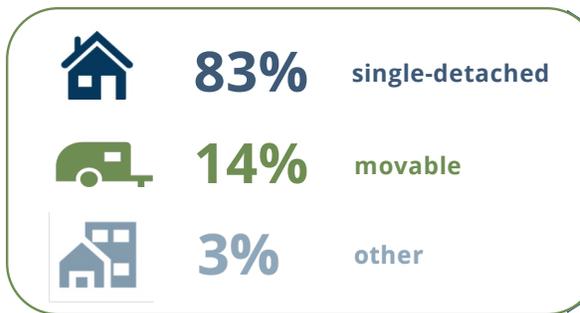
52.5%

47.5%

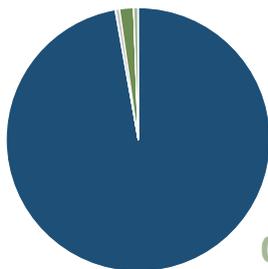
Land area
2,920 km²



3,456 DWELLINGS



ASSESSMENT



- 97.2% Residential
- 1.7% Business
- 0.5% Light Industry
- 0.5% Recreation/Non-profit



WHAT SERVICES DOES CSR D PROVIDE TO AREA F?

With the exception of a few services that regional districts are required to provide, the range of regional district services is determined by the CSR D Board, in response to the wishes of member electoral areas and municipalities. The menu of services varies by regional district and can be different within each electoral area or even each community. Not all services are delivered to the entire electoral area.



ADMINISTRATION

Running of the local government, including finance, IT, human resources, Board meetings

- General administration
- Electoral area administration
- Feasibility studies (2)



DEVELOPMENT SERVICES

Preparing community plans, zoning bylaws and processing building and development applications

- Development services
- Building inspection
- GIS mapping
- Special projects
- House numbering



PROTECTIVE SERVICES

Preparing for and responding to emergencies

- Fire protection
- First responders
- Search and rescue
- Bylaw enforcement
- 911 emergency
- Emergency preparedness



ENVIRONMENTAL SERVICES

Services focused on protecting the environment

- Milfoil control
- Mosquito control
- Invasive weeds
- Watershed Council
- Liquid waste mgmt plans (2)
- Garbage and recycling



COMMUNITY SERVICES

Enhancing quality of life and responding to local community needs

- Community parks
- Library (ORL)
- Dog control
- Rail trail
- Health centre grant
- Grants in aid
- SPCA



UTILITIES

Delivering "hard" infrastructure to residents

- 3 community water systems
- Street lighting



ECONOMIC PROMOTION

Supporting local business, attracting employers and residents

- Shuswap economic development
- Shuswap Tourism
- Film Commission
- North Shuswap economic development

Description of Services

Included Services

WHAT AREA F SERVICES ARE **NOT** PROVIDED BY CSR?

The CSR is the **primary** local service provider for Area F, but **not the only** provider. Services often considered "local government" services are provided to Area F by a combination of agencies, **including:**

PROVINCE OF BC



ROADS – local and highway construction and maintenance. The province has a 10-year a maintenance contract with Aim Roads



POLICING – including traffic violations



SUBDIVISION approval



TAX collection



HEALTH (including septic fields/tanks)



SCHOOLS



PROVINCIAL PARKS (7 in Area F)

FEDERAL GOVERNMENT



- Regulation of buoys
- Removal of non-compliant buoys

*The CSR does **not** have the authority to tow vehicles from roadways, patch potholes or clear snow from local Area F roads.*

*Regional Districts (including CSR) do **not** own local roads, so cannot enforce traffic or roadway use, or conduct road maintenance.*



UTILITY COMPANIES

Telus, BC Hydro

PRIVATE WATER PURVEYORS (stratas, co-ops, resorts, etc.)

- 50+ small water systems
- 3 large water systems (that are not CSR water systems)

HOW ARE CSR D SERVICES DELIVERED TO AREA F?

Many of Area F's local government services are delivered by the CSR D. That means CSR D staff provide the services directly. Some services are delivered through contractors or societies that are paid by the CSR D to deliver the service. Just because a service is provided by the CSR D, and even when the CSR D collects money for a service, does not mean CSR D delivers it themselves.

Some services delivered to Area F through contracts include:

- Operation and maintenance of CSR D-owned water systems
- Shuswap economic development
- Invasive species removal and control
- Dangerous Dog Control

The Province also delivers services through contracts, including contracts with the RCMP to deliver police services, and with Aim Roads to maintain roads in the Okanagan-Shuswap service area.

WHAT ARE SHARED SERVICES?

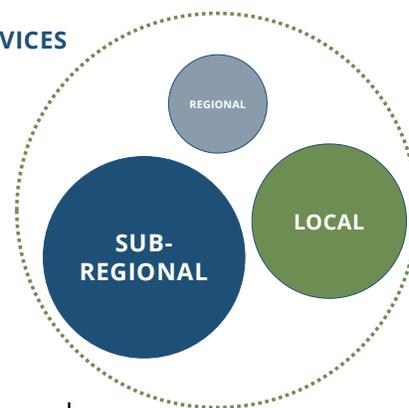
Not all services are designed solely for Area F residents. Several – indeed most – CSR D services are shared with other electoral areas and/or municipalities within the region.

Regional districts are designed to deliver services to several jurisdictions. Some services are provided to all municipalities and electoral areas in the region, others to subsets of electoral areas and municipalities, and some services are designed specifically for one electoral area, or even just a portion of one electoral area.

Currently Area F participates in:

- 4** **Regional Services** – region-wide services are provided to all CSR D municipalities and electoral areas (including Area F). Examples include general administration, 911 emergency and recycling.
- 19** **Sub-Regional Services** – sub-regional services are provided to Area F plus at least one other jurisdiction. Examples include development services, Shuswap Tourism, milfoil control and bylaw enforcement.
- 14** **Local Services** – local services are provided only to Area F, or to only a portion of Area F. Examples include Area F community parks, water services and fire protection.

CSR D SERVICES

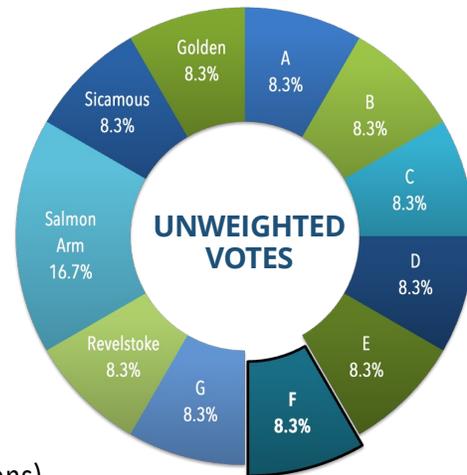


HOW DOES THE CSR D BOARD MAKE DECISIONS?

Regional Districts all operate under the same voting rules. Legislation dictates who participates in different types of decisions, based on the topic (financial plan, borrowing, bylaws, service creation, service decisions), and who participates in (and pays into) the service.

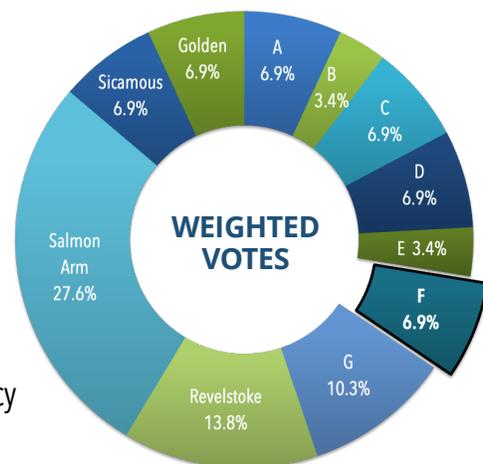
- Some decisions are voted on by the full Board (unweighted, 1 director = 1 vote)
 - Examples: establishing new services, votes on regulatory bylaws such as building inspection, dog control

In these decisions, Area F would have 1 vote of 12 total votes (8.3 %)



- Other decisions are made with weighted votes based on population (weighted, 1 vote for every 2,500 persons)
 - Examples: Money matters such as the financial plan, borrowing or buying property

In weighted decisions, Area F receives 2 of a total 29 votes (6.9 %)



- Some service decisions are made by only those directors who represent areas that participate in that service
 - Examples: Rail Trail Corridor, Shuswap Emergency Preparedness, Development Services
- Board decisions often rely upon recommendations provided from committees specific to the service.
 - Examples: Parks Advisory Committees, Advisory Planning Commissions

HOW CAN AREA F RESIDENTS AFFECT DECISIONS?

Did you know that Area F residents can be involved in, and provide input to, Area F services?

Although most Committees were on hold during the pandemic, the CSR D is working to resurrect the Area F **Advisory Planning Commission** and **Parks Advisory Committee** to provide opportunities for Area F residents to guide these two key local services. Appointments are made by the Board.



Area F Advisory Planning Commission

- APCs have between 5 and 9 members, ideally representing geographically, demographically, and professionally diverse mix of residents
- Discuss development applications, and make recommendations to CSR D Board
- Advise on matters of land use, community planning, proposed bylaws and permits
- 4-year terms (2023 - 2027)



Area F Community Parks Advisory Committee

- Maximum of 5 residents
- Provides input and advice on financial plans, policies, new services and procurement for maintenance and equipment
- Assists in communications between the CSR D and the public, and shares parks issues raised by the public
- 3-year term



More ways to provide input into your CSR D services



Participate on temporary committees that support specific projects



Take surveys on CSR D Connect engagement platform (csrd.civilspace.io)



Attend public meetings (Board, Committee or project meetings)



Share comments on social media, write emails or letters



Speak directly to CSR D staff or your Area F Director

WHAT CONCERNS CAN THE CSR RESOLVE?

We are listening!

We invite you to share all concerns and issues! However, regional districts may not be able to resolve issues related to services that they do not control, such as roads and policing. That means they may not be able to resolve *all* issues, but we still want to hear about the challenges you are facing.

Even when issues are not related to CSR services, there may still be opportunities to resolve community concerns or advocate for solutions. While each community has unique concerns, the range of issues often relate to the following:

- Desire for either additional or fewer services*
- Desire for different levels of local services (higher service levels, or perhaps the current level is greater than what is needed in the community)*
- Desire for more local input into services*
- Improvements to how a service is delivered*
- Concerns regarding service costs*
- Concerns with how decisions on electoral area services involve other jurisdictions*
- Concerns with the level of influence the electoral area director has over Board decisions*
- Desire for increased communication or transparency*

WHAT TOOLS DO WE HAVE TO EFFECT CHANGE?

Changes will be identified in response to issues raised by the community. Options will be proposed and evaluated based on how they respond to concerns identified by the community.

Some of the options in the regional district "toolbox" that can be explored include:



Service Changes

- **Service Reviews** – reviews can address service levels, delivery options, costs, cost sharing, and service decision-making
- **Establish new services** (or opt out of existing ones)



Residents' Input

- Establish **committees or commissions** to facilitate local input, representation from Area F residents, and have them advise on Area F services



Regional District decision-making

- **Delegate authority to commissions** including control over some service decisions
- Establish a locally elected **Local Community Commission** with authority for local services
- Change the size or number of **electoral areas** to impact representation

(NOTE: Other structural changes, such as incorporation, are not being explored in this study)

Want a new service in your community?

1. Talk to your Area F Director and/or CSR staff to see if it is possible
2. Talk to neighbours/community to determine support for the service idea
3. Work with the CSR to initiate a study to assess feasibility, including service scope, cost and delivery options
4. Formally submit request the service (based on results of feasibility study)
5. To create a service, the bylaw must receive support from the CSR Board **and** the residents that will participate in and pay for the service

AREA F ISSUES IDENTIFICATION STUDY



WHAT DO MY SERVICES COST?

Your tax bill includes a combination of regional district services, but also Provincial services, and services provided by other agencies. The following provides a 2023 tax bill for a residential property in Area F valued at \$515,000.

Denotes Region-wide Service

Denotes Parcel Tax

1. Electoral Area F Services (Area Wide)

	Property Tax per \$515,000 residence	Total Recovered from Area F
Emergency Services		
Emergency 911 Telephone	\$4.27	\$21,093
Shuswap Emergency Preparedness	\$11.23	\$55,564
Shuswap Search and Rescue (Grant-in-aid)	\$3.86	\$19,155
Planning & Development		
Development Services	\$55.88	\$276,677
Special Projects	\$1.49	\$7,442
Bylaw Enforcement	\$21.01	\$104,065
House Numbering	\$1.44	\$7,181
GIS/Mapping	\$14.94	\$73,945
Economic Development		
Shuswap Economic Development	\$15.30	\$75,629
Shuswap Tourism	\$11.43	\$56,592
Film Commission	\$0.72	\$3,524
Area F Tourism Promotion (NS Chamber)	\$5.15	\$25,500
Parks and Trails		
Electoral Area F Community Parks	\$89.92	\$445,091
Rail Trail Corridor	\$2.52	\$12,483
Environmental Services		
Solid Waste - Recycling	\$25.54	\$126,327
Milfoil Control Program	\$9.01	\$44,681
Weed Control & Enforcement	\$3.35	\$16,639
Shuswap Watershed Council	\$9.02	\$40,788
Community Services		
North Shuswap Health Centre (Grant-in-aid)	\$20.75	\$102,852
Shuswap SPCA (Grant-in-aid)	\$0.57	\$2,901
EA Grants-in-aid	\$13.85	\$68,500
Okanagan Regional Library	\$49.59	\$245,390
Administration		
General Government Administration	\$43.93	\$217,393
Electoral Area Administration	\$25.90	\$128,185
Feasibility Studies (Regional)	\$0.62	\$2,996
Feasibility Studies (Electoral Areas)	\$2.01	\$8,740
Subtotal for area-wide taxes	\$443.32	\$2,189,333

2. Local Service Areas

	Property Tax per \$515,000 residence	Total Recovered from Area F
Area F First Responders (Grant-in-Aid)	\$6.23	\$27,540
Area F Sub-regional Fire Protection	\$192.82	\$853,032
Area F Building Inspection	\$27.71	\$107,189
Mosquito Control (Scotch/Lee Creek)	\$23.54	\$44,060
North Shuswap LWMP	\$6.93	\$28,000
Seymour Arm LWMP	\$7.65	\$3,700
Dangerous Dog Control *	\$1.00	\$4,178
St. Ives Street Lighting	\$29.25	\$4,280 *
Anglemont Waterworks	\$547.77	\$605,800
Cottonwood Waterworks	\$319.50	\$53,124
Saratoga Waterworks	\$246.46	\$24,822

* Dangerous Dog Control service taxes are applied to improvements only (assumed to be 50% of assessed value)

3. CSR D Water System User Fees

Anglemont Waterworks	\$700.00	\$408,750
Cottonwood Waterworks	\$204.00	\$35,648
Saratoga Waterworks	\$663.00	\$94,764

* User fees would not normally be included on a property tax bill, but are shown here

4. Provincial Services

Police Tax	\$29.66	\$146,849
Rural Tax	\$175.10	\$866,815
School Tax	\$755.45	\$3,739,797
Surveyor of Taxes *	\$23.27	\$102,057
Subtotal for provincial service taxes	\$983.49	\$4,856,518

* Plus 5.25% of local service area taxes

5. Other Agencies

Regional Hospital District	\$155.64	\$770,471
Municipal Finance Authority	\$0.10	\$510
BC Assessment Authority	\$17.30	\$85,662
Subtotal for agency taxes	\$173.05	\$856,643

WHAT ARE SOME CSRD PROJECTS IN AREA F?



Scotch Creek water system

Detailed design is almost complete! The first phase will service 84 parcels, with a water treatment facility at the CSR's Wharf Road Community Park. Keep an eye out for construction to begin in the year ahead!



Secondary dwelling units and accessory buildings

The CSRD proposed changes to allow all North Shuswap residential property owners to have at least one secondary dwelling unit (attached or detached) on properties with zoning. The changes are combined with increases to accessory building sizes, which creates options for additional dwelling units.



Rose Clifford Community Park concept project

CSRD commissioned a concept plan for Rose Clifford Community Park in 2022/23, including community engagement, and is now reviewing implementation options for proposed elements and upgrades.



Solid waste management plan update

The CSRD is updating its solid waste management plan that applies to the entire CSRD region. The plan will update policies on how to reduce, reuse, recycle, recover and manage solid waste for the next decade, and will include a review of Area F's transfer station capacity needs.



North Shuswap Health Centre grant

In 2022 the CSRD established a service to support an annual grant to the North Shuswap Health Centre. The community-owned primary care centre provides access to doctors, public health and lab services.



Septic System rebate program, update to LWMP

The CSRD is evaluating rebates for septic system upgrades, and reviewing the need for a community sewer system as part of the North Shuswap and Seymour Arm Liquid Waste Management Plan updates.



OCP update - coming in 2024!

Area F is scheduled for an update in 2024 to its community vision and guiding land use policies through an updated Official Community Plan, as well as the associated Zoning Bylaw regulations.



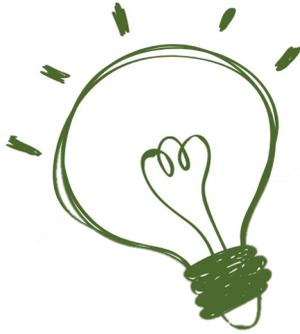
Mosquito control

CSRD has resumed its mosquito control spraying program in Scotch Creek and Lee Creek this year, with approval from its program partners at the Province and Skwłāx te Secwepemcúfēcw.



Anglemont Fire Hall relocation

A new site for the Anglemont Fire Hall relocation was purchased this year. Work will begin to plan for the next phase of the relocation project during the budget process.



WE WANT YOUR IDEAS!

Before you leave ...

- Thoughts on what services are working well? What ones are not?
- Ideas on how services could be improved?



Share and discuss your thoughts and ideas with the Study consultants



Fill out a survey online (csrd.civilspace.io) or link here



Fill out an Area F Report Card while you are here



Submit your top priority to improve Area F services



Stay tuned for:

COMING
October 2023
Check the CSR D
website!

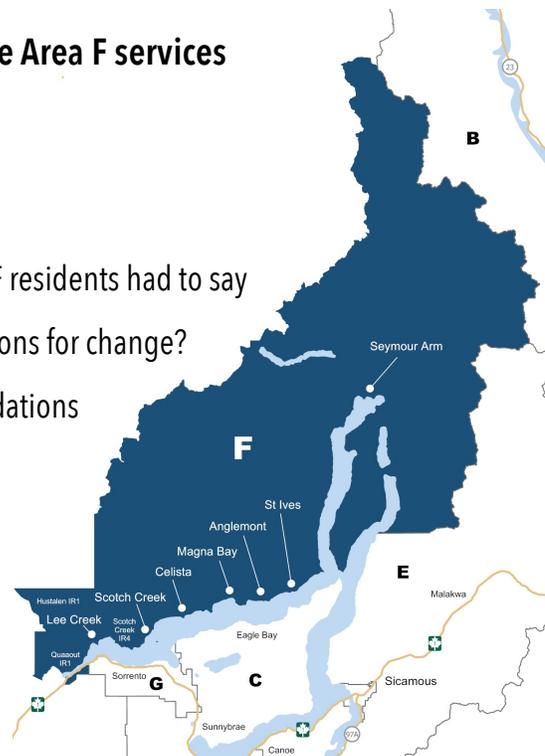
What We Learned – discover what Area F residents had to say

Options Summary – what are the options for change?

Final Report – full study and recommendations

For more information:

- Review study materials, survey, and register for updates at csrd.civilspace.io
- Submit questions to the project team at the same site



Thank you for your input!



APPENDIX II

OPEN HOUSE PRESENTATION SLIDES

AREA F ISSUES
IDENTIFICATION
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leftside partners inc.

APRIL 2024
APPENDICES



Columbia Shuswap Regional District
ELECTORAL AREA F ISSUES IDENTIFICATION STUDY
January 20, 2024

1



WELCOME

- ▶ Electoral Area F Issues Identification Study
- ▶ Local Government Today
- ▶ Local Services Provided
- ▶ Governance
- ▶ Cost to Local Taxpayers
- ▶ Next Steps in the Study

INTRODUCTION
The Electoral Area F Issues Identification Study is now underway in Electoral Area F (North Shuswap) of the Columbia Shuswap Regional District (CSR D). The study sets out to:

- document and explain the local services and local governance system in place in Electoral Area F
- engage residents throughout Area F to understand their concerns with local services/governance, as well as their service and governance needs
- identify, assess and recommend changes the CSR D could make to address the issues and needs brought forward

Based on the input gathered through the engagement process, the consultants will identify and assess possible changes to services and governance. A study report, complete with recommendations, will be presented to the CSR D Board and Ministry of Municipal Affairs in November.

WHAT'S INSIDE
This Overview provides information on the current local services and governance in the North Shuswap. The booklet covers four themes:

1

2



REFLECTION

- ▶ Do you receive all the local services you need?
- ▶ Do you feel that you receive good value for the property taxes you pay?



3



REFLECTION

- ▶ Do you think that North Shuswap residents have enough input into service decisions?
- ▶ What could the CSR D do to help address your service and governance concerns?



4



THE STUDY

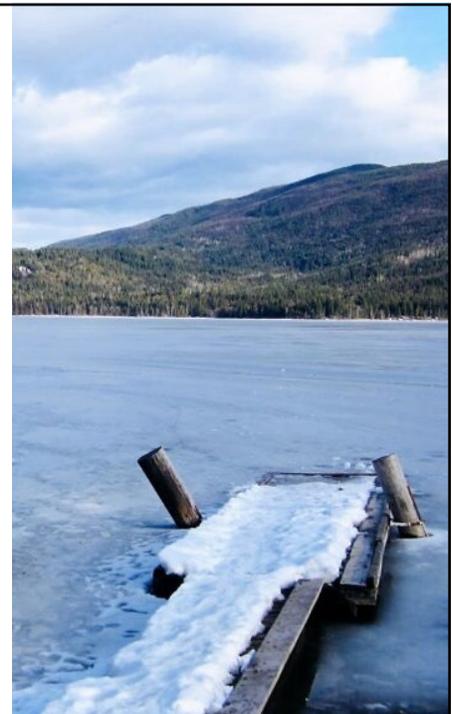
- ▶ Purpose of Study is threefold:
 - ✓ document and assess current governance and services ("what is")
 - ✓ Understand concerns and interests
 - ✓ Identify changes to consider within existing Regional District system



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LOCAL GOVERNMENT

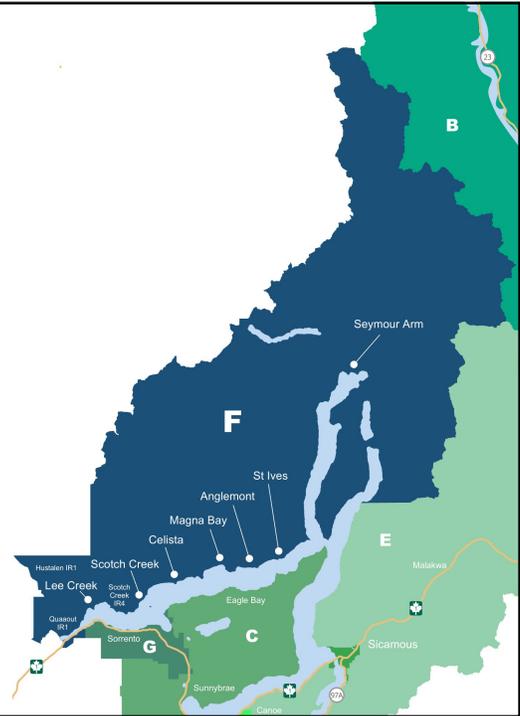


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LOCAL GOVERNMENT

- ▶ Electoral Area F (North Shuswap)

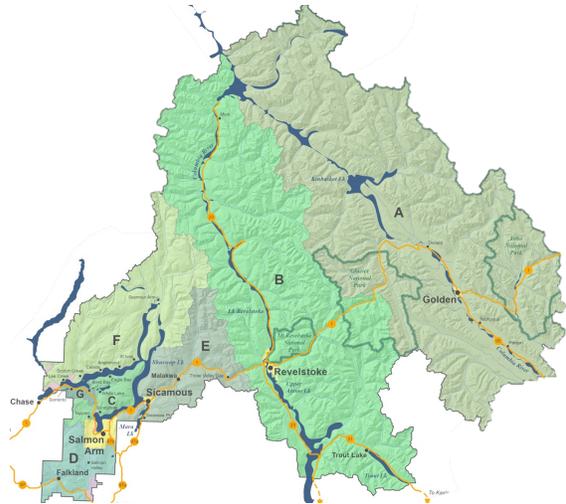


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LOCAL GOVERNMENT

- ▶ Electoral Area F (North Shuswap)
- ▶ Columbia Shuswap Regional District
 - ✓ Federation of four municipalities and seven electoral areas
 - ✓ Governed by Board of Directors



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ELECTORAL AREA DIRECTORS

A B C D E F G

MUNICIPAL DIRECTORS

Salmon Arm Golden Revelstoke Sicamous

9



LOCAL SERVICES

- ▶ Regional Districts exist to provide services in response to the needs of their members
 - ✓ local services to electoral areas (14 to Area F)
 - ✓ region-wide services (4 in CSR)
 - ✓ sub-regional services (19 that include Area F)



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LOCAL SERVICES

- ▶ Province of British Columbia also provides some local services
 - ✓ local roads and subdivision approval
 - ✓ local policing
 - ✓ provincial parks and recreation sites
 - ✓ ambulance, education, health care



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LOCAL SERVICES

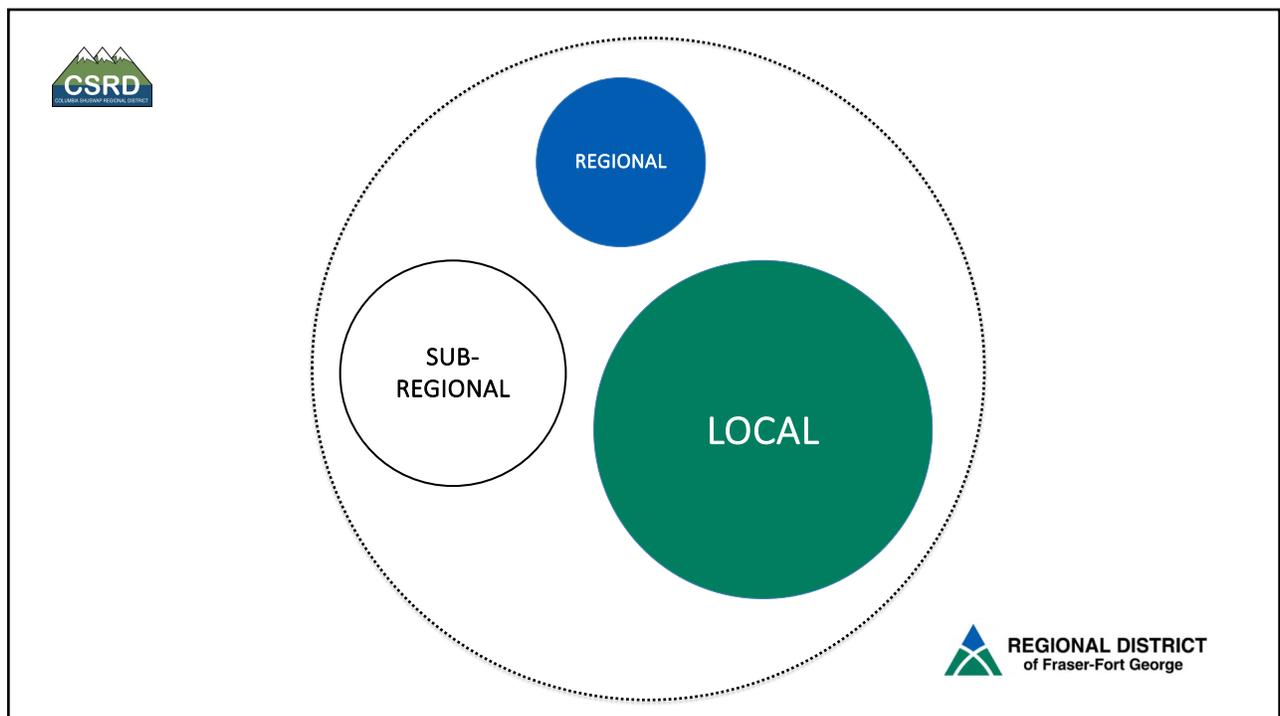
- ▶ Private services exist, too
 - ✓ 50 private water systems



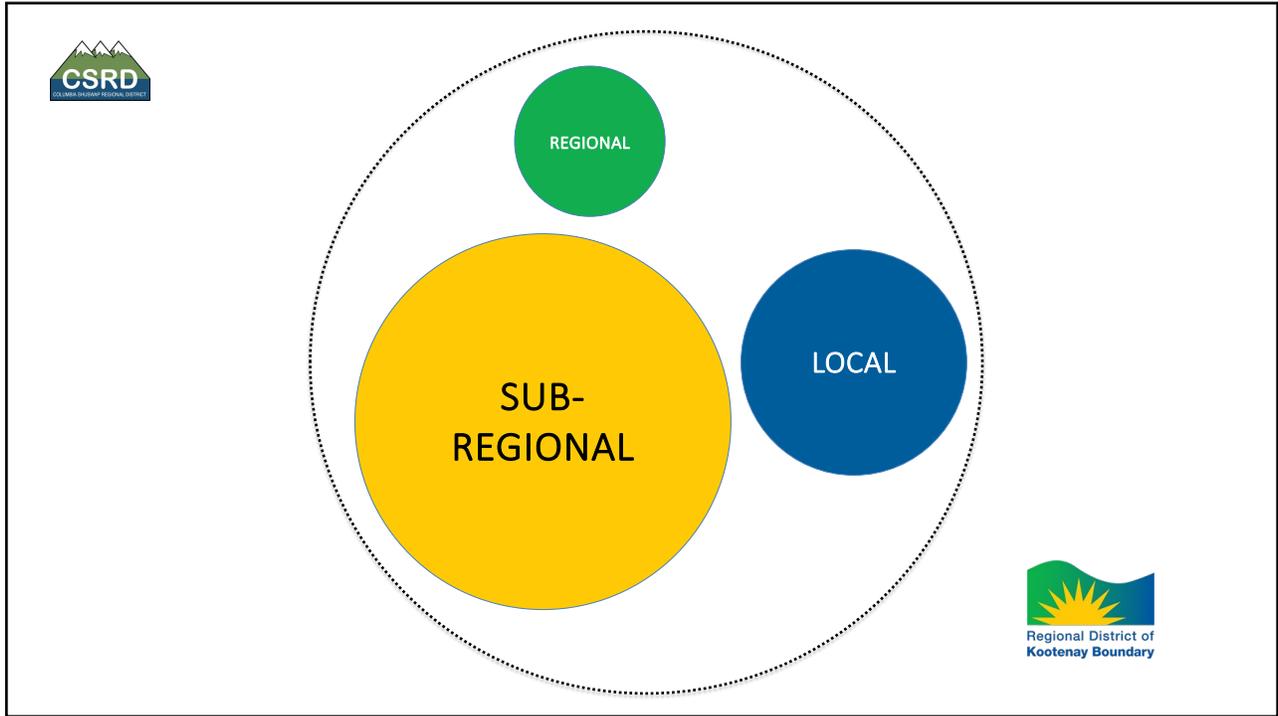
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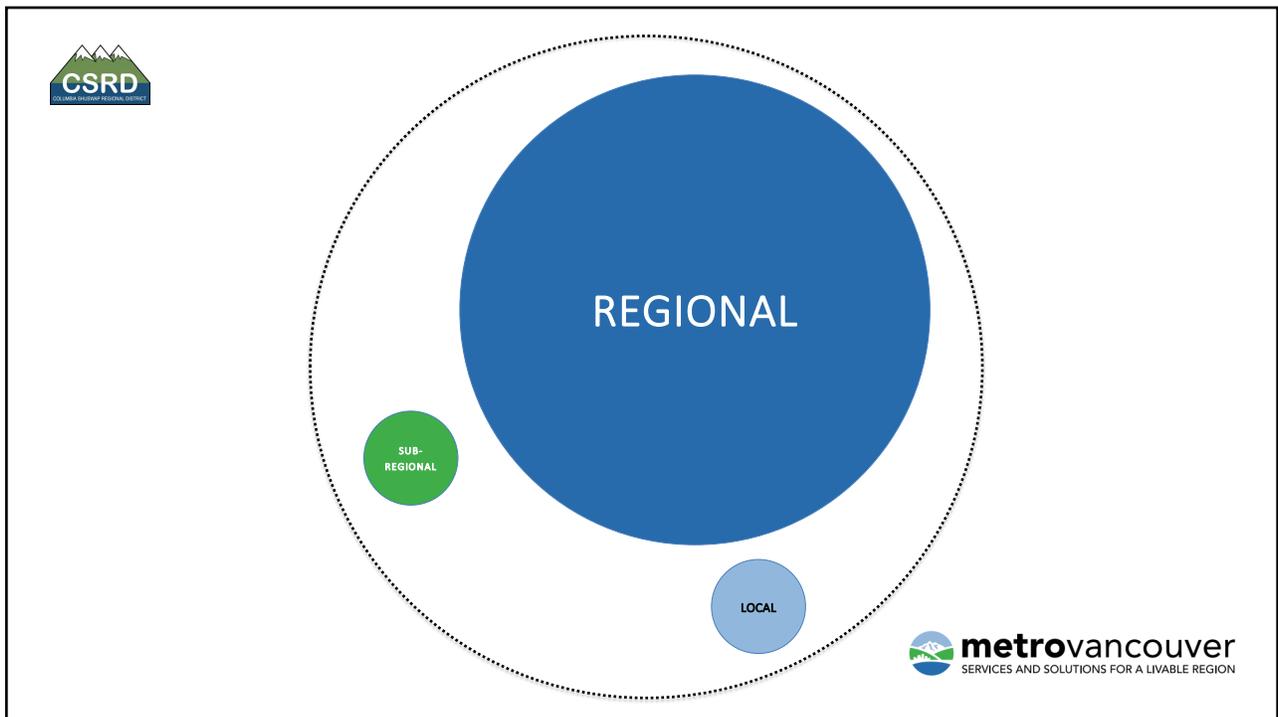
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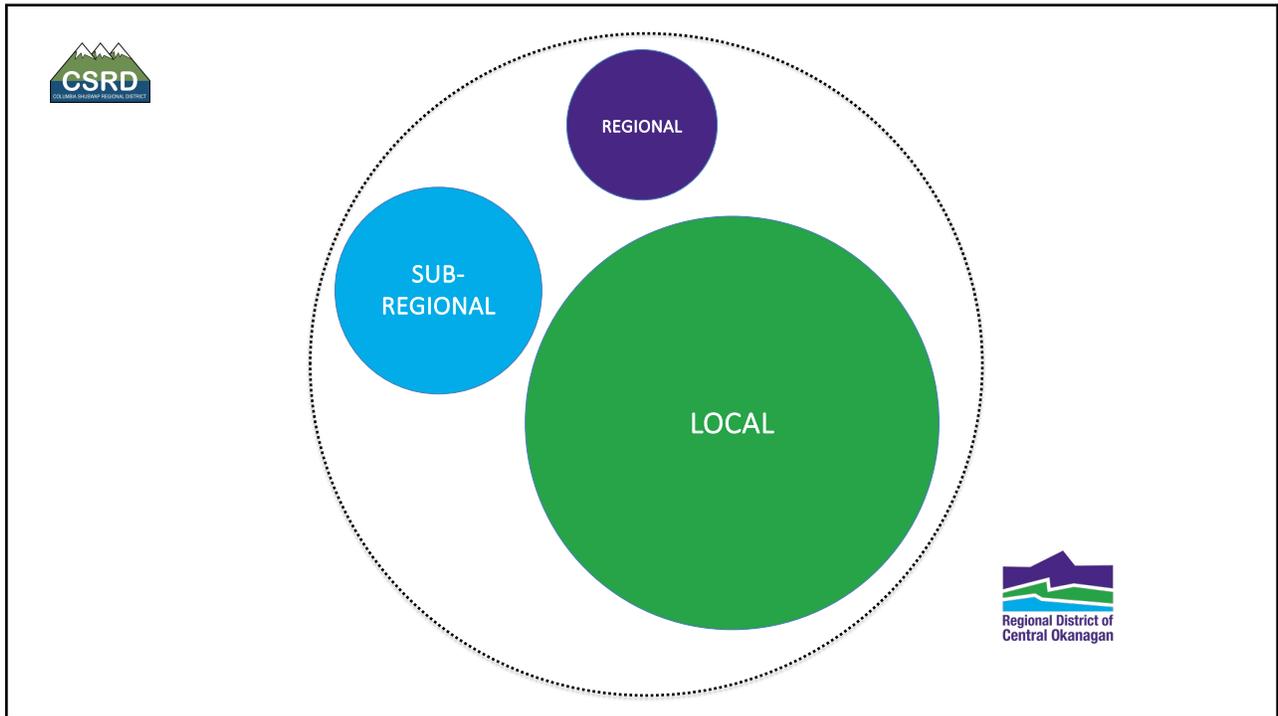
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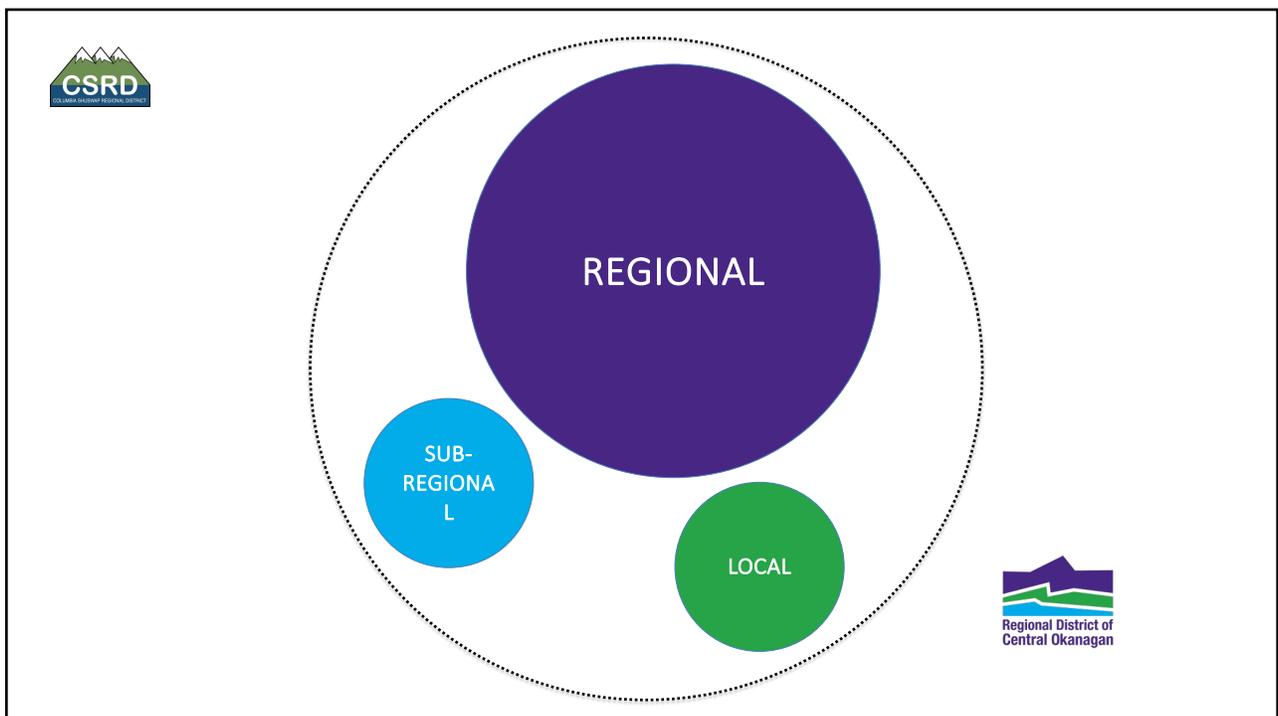
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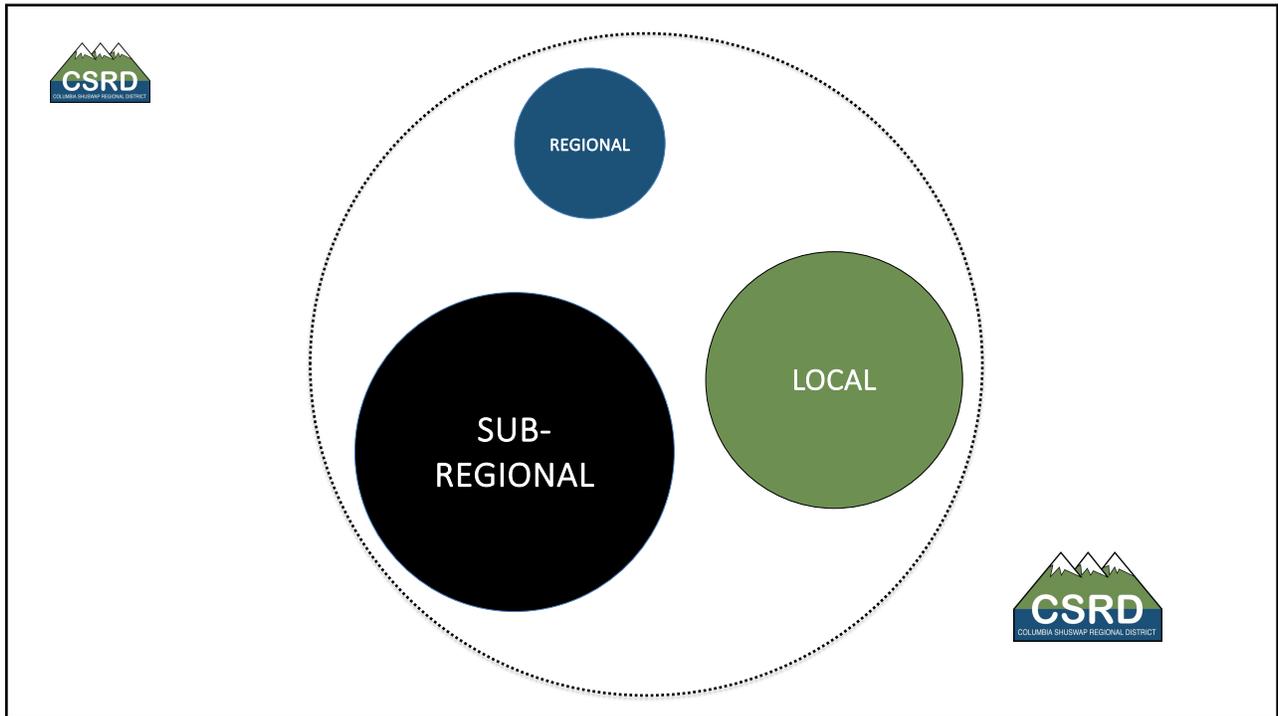
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GOVERNANCE

- ▶ Governance is all about decision-making
 - ✓ Who's involved in making them
 - ✓ How are they made

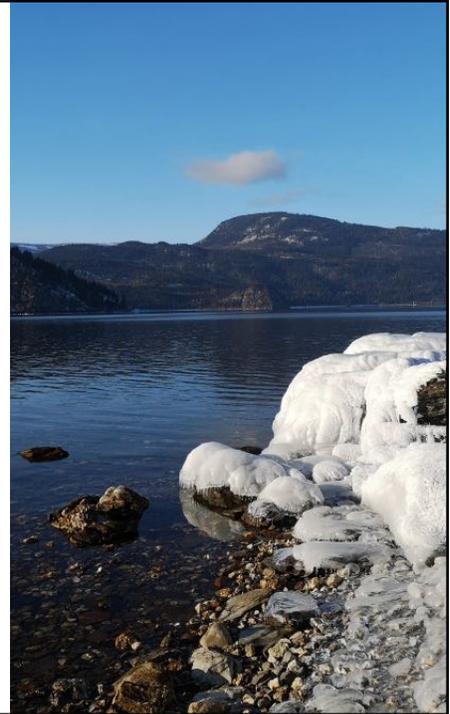
The slide features a photograph of a rocky shore with ice formations in the foreground, a calm lake, and mountains in the background under a clear blue sky.

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GOVERNANCE

- ▶ In plain terms, governance is about control
 - ✓ how is control shared
 - ✓ how is control exercised

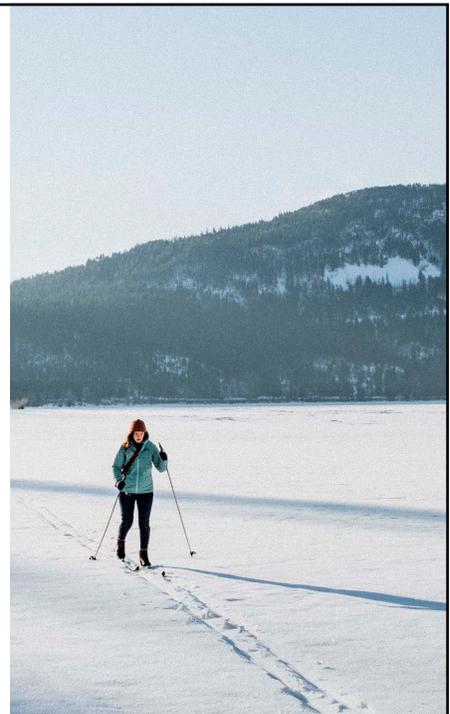


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GOVERNANCE

- ▶ Start with Who's Involved

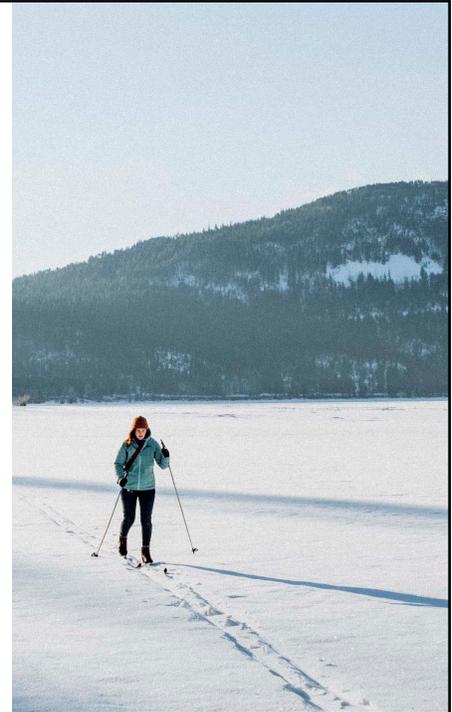


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GOVERNANCE

- ▶ Two types of Regional District directors
 - ✓ Electoral Area Directors
 - ✓ Municipal Directors



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GOVERNANCE

- ▶ Each Electoral Area gets one director, regardless of size
- ▶ Municipalities may have more than one director, based on size



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GOVERNANCE

- ▶ To determine the number for each jurisdiction, need to consider
 - ✓ jurisdiction's population
 - ✓ the Regional District's voting unit (2,500 people)



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ELECTORAL AREA DIRECTORS



MUNICIPAL DIRECTORS



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GOVERNANCE

- ▶ Decisions made (control exercised) through voting
 - ✓ Corporate Unweighted Votes
 - ✓ Corporate Weighted Votes
 - ✓ Stakeholder (Weighted) Votes

- ▶ If service provided to only one jurisdiction or part of jurisdiction, whole board votes (corporate unweighted)

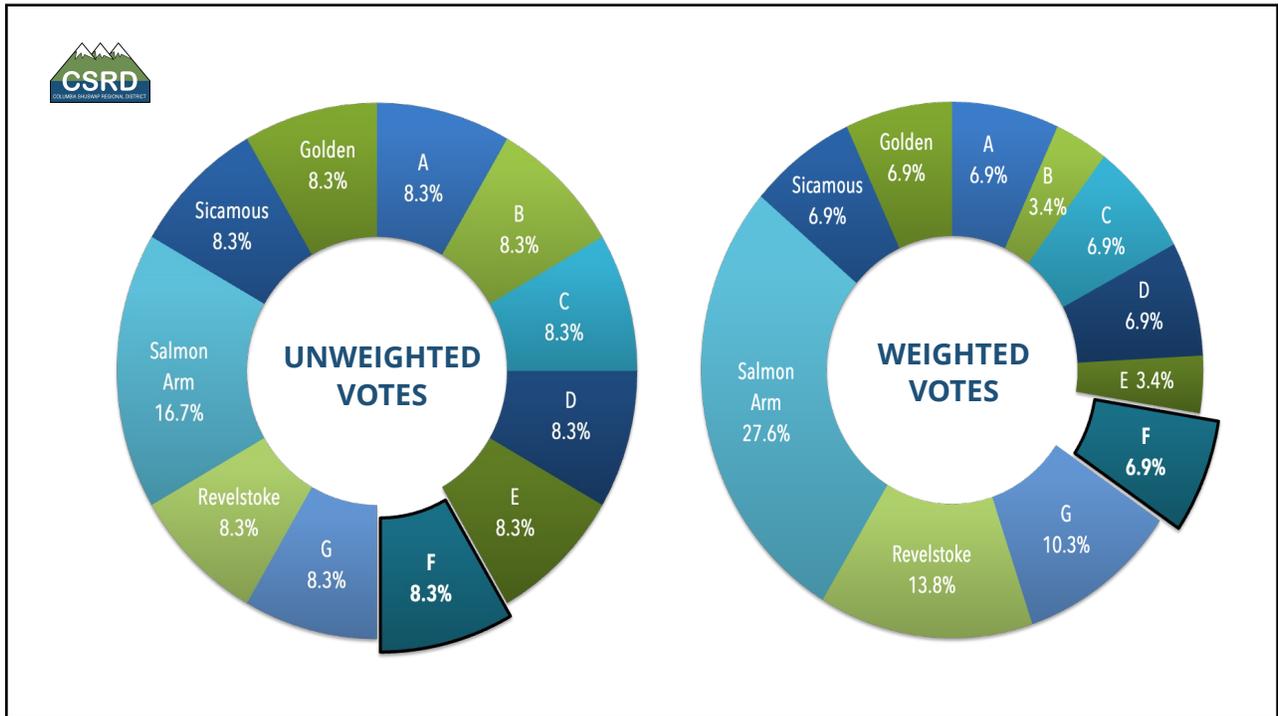


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Jurisdiction	Population	Directors	Strength
Electoral Area A	3,325	1	2
Electoral Area B	663	1	1
Electoral Area C	3,245	1	2
Electoral Area D	4,491	1	2
Electoral Area E	1,388	1	1
Electoral Area F	3,611	1	2
Electoral Area G	5,719	1	3
District of Sicamous	2,613	1	2
Town of Golden	3,986	1	2
City of Revelstoke	8,275	1	4
City of Salmon Arm	19,705	2	8
Total	57,021	12	29

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The slide features the CSRD logo in the top left corner and the text 'COST TO TAXPAYERS' in the center. On the right side, there is a photograph of a snowy winter landscape with a frozen river and evergreen trees.

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COST TO TAXPAYERS

Figure 3
2023 Property Taxes – Representative North Shuswap Residence

2023 Regional Sewer Service
2023 Parcel Tax

1. Electoral Area F Services (Area Wide)			2. Local Service Areas		
	Property Tax per \$15,000 Assessment	Total Revenue from Area F		Property Tax per \$15,000 Assessment	Total Revenue from Area F
Emergency Services					
Shuswap Fire Department	\$62.27	\$77,935	Area F Fire Department (Area Wide)	\$6.33	\$7,913
Shuswap Fire Department (Fire Protection)	\$15.73	\$19,664	Area F Sub-Regional Fire Protection	\$102.82	\$128,532
Shuswap Search and Rescue (Search & Aid)	\$2.86	\$3,575	Area F Building Inspection	\$27.71	\$34,639
Planning & Development			Shuswap Central (City of Chilliwack)	\$23.58	\$29,475
Development Services	\$55.88	\$70,477	North Shuswap (SRSP)	\$4.55	\$5,688
Special Projects	\$2.89	\$3,612	Supernova Area (SRSP)	\$7.61	\$9,516
Public Enhancement	\$21.01	\$26,263	Shuswap (City Control)*	\$1.00	\$1,250
Neighbourhood	\$1.64	\$2,051	St. James (Shuswap)	\$7.70	\$9,625
City of Chilliwack	\$18.34	\$22,925	Regional Waterworks	\$147.77	\$184,716
Regional Development			Colwood Waterworks	\$110.10	\$137,625
Shuswap Economic Development	\$19.30	\$24,125	Regional Waterworks	\$14.41	\$18,013
Shuswap Tourism	\$11.43	\$14,288			
Water Commission	\$8.12	\$10,150			
Albertus Trustee Foundation (BC Chamber)	\$5.15	\$6,438			
Professional Fees					
Electoral Area F Common Bylaws	\$89.10	\$111,375			
North West Capital	\$2.52	\$3,150			
Recreational Services					
Little Water - Recreating	\$22.56	\$28,200			
Water Control Region	\$9.67	\$12,088			
Water Control & Enforcement	\$3.55	\$4,438			
Shuswap Waterfront Council	\$1.07	\$1,338			
Community Services					
North Shuswap Health Centre (Open to all)	\$20.75	\$26,188			
Shuswap RCMP (Open to all)	\$6.57	\$8,213			
St. James (to all)	\$18.85	\$23,563			
Shuswap Regional Library	\$49.39	\$61,738			
Programs					
Shuswap Recreation Services	\$43.93	\$54,913			
Electoral Area Administration	\$25.90	\$32,375			
Shuswap (City of Chilliwack)	\$8.62	\$10,775			
Shuswap (City of Chilliwack) (to all)	\$2.11	\$2,638			
Subtotal for electoral area F	\$442.32	\$552,838			

3. CSRD Water System User Fees		
	Property Tax per \$15,000 Assessment	Total Revenue from Area F
Regional Waterworks	\$700.00	\$875,000
Colwood Waterworks	\$284.00	\$355,000
Seamless Waterworks	\$663.00	\$828,750
Subtotal for regional water user fees	\$1,647.00	\$2,058,750

4. Provincial Services		
	Property Tax per \$15,000 Assessment	Total Revenue from Area F
Police Tax	\$28.66	\$35,825
Health Tax	\$175.10	\$218,875
School Tax	\$155.45	\$194,313
Senior's Tax**	\$23.27	\$29,088
Subtotal for provincial services	\$382.48	\$478,001

5. Other Agencies		
	Property Tax per \$15,000 Assessment	Total Revenue from Area F
Regional Hospital District	\$155.64	\$194,550
Municipal Finance Authority	\$8.70	\$10,875
BC Resources Development	\$12.50	\$15,625
Subtotal for other agencies	\$176.84	\$221,050

*Shuswap (City of Chilliwack) user fees are applied to properties with a parcelment in 50% of assessment value.
**User fees would not normally be included on a property tax bill, but are shown here.

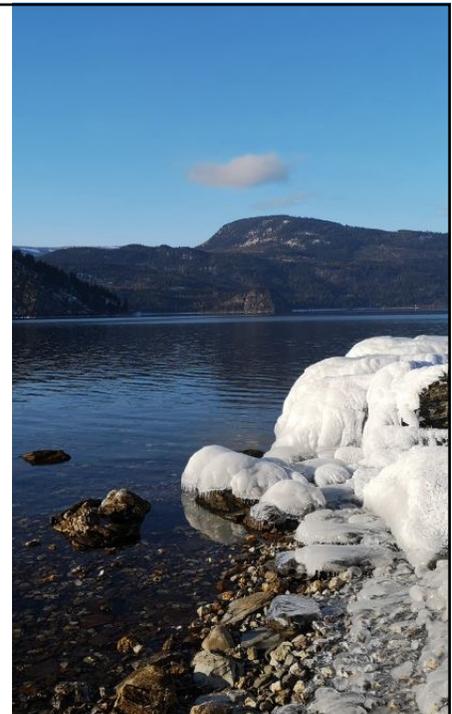
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NEXT STEPS

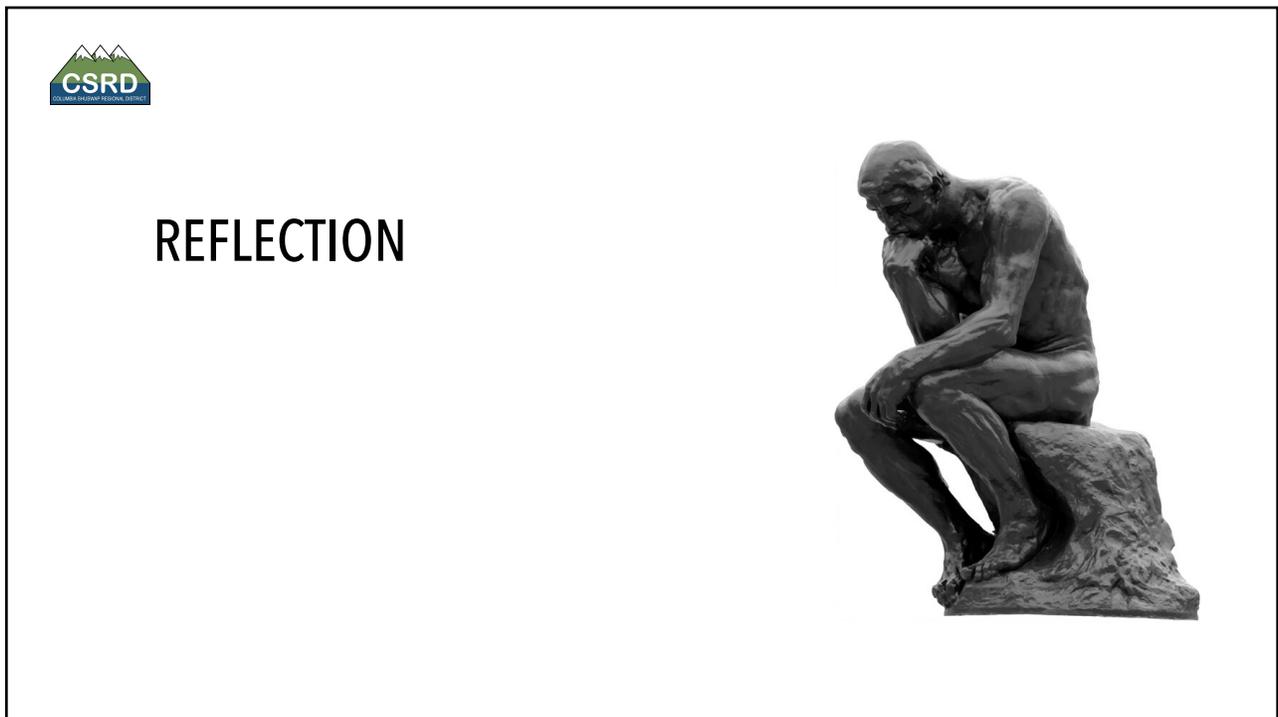
- ▶ Online survey available until end of February
- ▶ Report in March to CSRD and Province
- ▶ All materials available online



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REFLECTION

Website

Go to [csrd.ca/area-f](#) for the link click to the Area F Issues Identification Study. All materials produced by the consultants are provided on the site. Residents may register on the site for study updates, and submit questions to the consultants.

Survey

Also on the website is an [Online Survey](#) to collect residents' views on governance and services. The survey will be available throughout August and September (September 30 is the end date). Feedback provided will be summarized and presented in the study report, and will help to inform the consultants' recommendations to the CSR Board.

QUESTIONS TO CONSIDER

This Overview is intended to foster an understanding of, and encourage reflection on, local governance and service provision in Electoral Area F today. To assist with reflection, consider the following questions:

- Does the North Shuswap receive all the local services it needs? Are there some that should be added or dropped?
- Are current service levels appropriate? Are there existing levels that should be enhanced or reduced?
- In general, do you feel that you receive good value for the property taxes you pay?
- Do you have concerns with any specific services? Which ones?
- Do you think that Area F residents have sufficient input into, and influence over, decisions on services they receive?
- In all regional districts, decision-making authority is shared (along with service costs) with other jurisdictions that receive the services. Given this reality, is the involvement of other CSR jurisdictions in North Shuswap service decisions a concern?
- What could the Regional District do to help address your local government service and governance concerns?



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Columbia Shuswap Regional District
ELECTORAL AREA F ISSUES IDENTIFICATION STUDY
January 20, 2024

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APPENDIX III
CSR D AREA F REPORT CARD

AREA F ISSUES
IDENTIFICATION
STUDY

REPORT

NEILSON
STRATEGIES

leftside partners inc.

APRIL 2024
APPENDICES

Thank you for filling out a CSRD Area F report card!

Please return this card to the CSRD Area F Issues
Identification Study information booth

*Share any additional comments about Area F services or
governance:*



***Want to provide
more feedback?***

Go to
csrd.civilspace.io
to take a detailed
Area F survey



CSRD Area F Report Card

If you are an Area F resident, fill out the CSRD service report card below

Area F CSRD Service
Area F Parks
Building inspection
Bylaw enforcement
Economic development
Fire protection
Water system (CSRD)
Planning

Grade

Insert your grade assessments for Area F services here!

A = excellent
 B = good
 C = average
 D = poor
 F = very poor

- Which of the following in your opinion would improve Area F?
 - Increase number and level of services
 - Reduce service levels and costs
 - Create more opportunities for input from Area F residents

3. Name one CSRD service that you think is in most dire need of improvement?

Return report card to CSRD Area F Issues Identification Study information booth

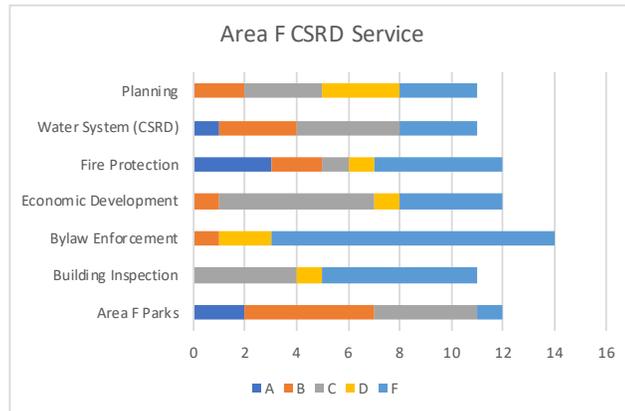
CSRD Area F Report Cards

Submitted by residents at January 20th Open Houses.

Total number of report cards submitted: 16

CSRD Area F Report Card

	A	B	C	D	F
Area F Parks	2	5	4		1
Building Inspection			4	1	6
Bylaw Enforcement		1		2	11
Economic Development		1	6	1	4
Fire Protection	3	2	1	1	5
Water System (CSRD)	1	3	4		3
Planning		2	3	3	3



Which of the following in your opinion would improve Area F?

Increase number and level of services	6	<i>(one specified New Fire Hall Anglemont)</i>
Reduce service levels and costs	1	
Create more opportunities for input from Area F residents	11	

Name one CSRD service that you think is in dire need of improvement:

fire protection	1	
policies and procedures	1	
affordable housing	1	
less CSRD control	1	
building inspection	1	
permits in a timely fashion	1	
helpful government	1	
communication on everythin	1	
by law enforcement	7	<i>(one specific comment re full-time RV occupation of residential properties)</i>



APPENDIX IV

ONLINE SURVEY WITH ASSESSMENT

AREA F ISSUES
IDENTIFICATION
STUDY

REPORT

NEILSON
STRATEGIES

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APRIL 2024
APPENDICES

Columbia Shuswap Regional District, BC | March 13th, 2024

Electoral Area F Issues Identification Study Survey Analysis

Prepared by Neilson Strategies Inc.

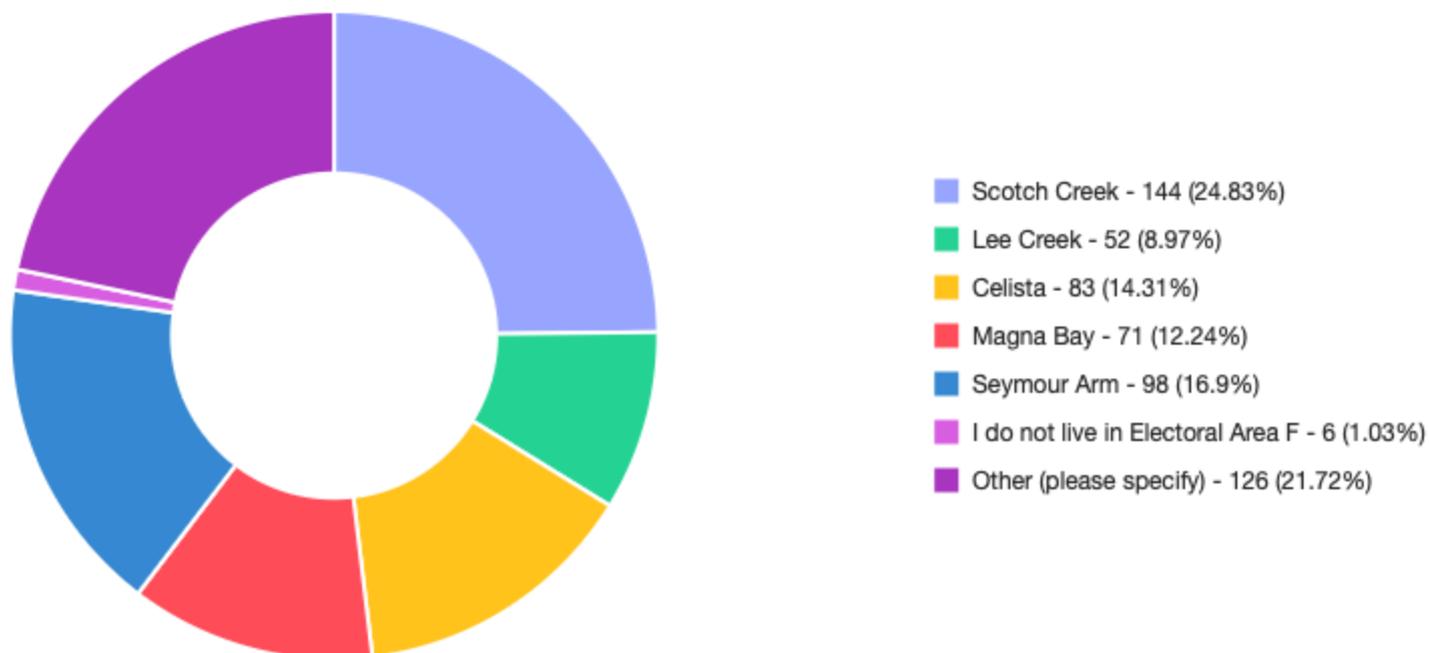
Date Range: Aug 01, 2023-Feb 29, 2024

Partially Completed Submissions: 582

Completed Submissions: 383

Completion Rate: 64.8%

1. Which Electoral Area F neighbourhood do you live or own property in?



Q1 NOTE A large number of respondents had to select “Other” because their communities (St. Ives and Anglemont) were not listed as an option.

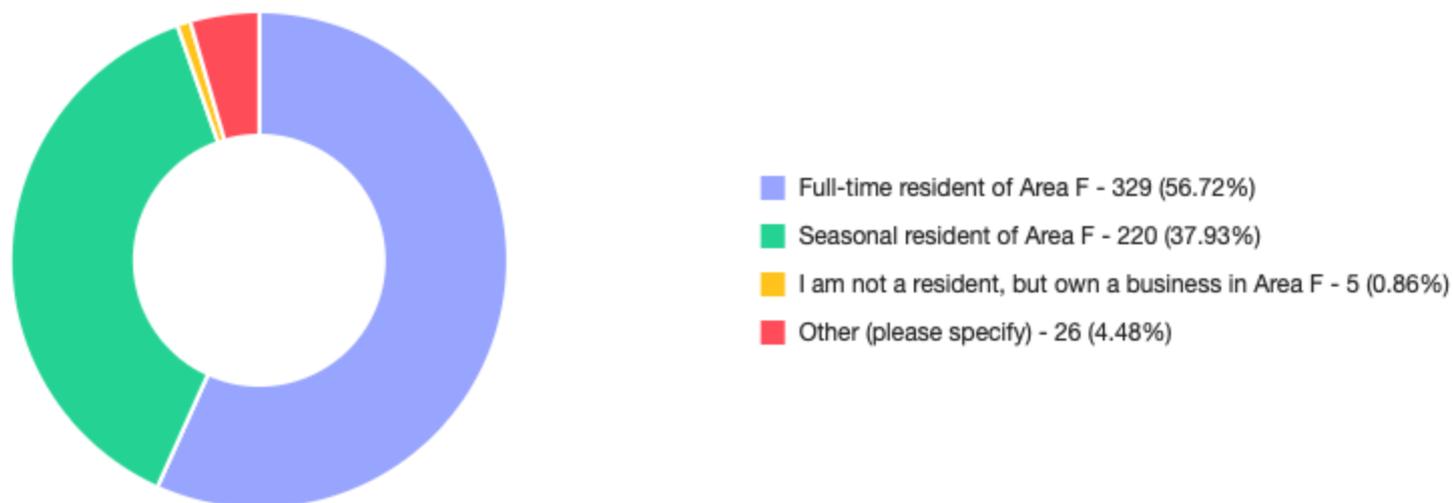
Q1 COMPARISON TO 2021 CENSUS DATA FOR AREA F: Looking at the 2021 Census Data we can conclude that our respondents are a relatively good, but not perfect, representation of the population by neighborhood. Scotch Creek and Anglemont have the largest representation, however, our sample is slightly underrepresented for the Lee Creek neighborhood, and overrepresented for Seymour Arm and Magna Bay. For our comparison we are assuming that the majority of “Other” respondents do in fact come from the Anglemont neighborhood.

Distribution (%) of the population by neighborhood*	
Scotch Creek	27.7%
Lee Creek	15.6%
Celista	16.9%
Magna Bay (from 2016 census)	6.6%
Seymour Arm	5.0%
Anglemont	19.1%
Other**	9.1%

* 2021 Census Data

** It is not clear from the Census data who falls under this category. This number was used in the calculation to bring the total to 100%.

2. Which of the following best describes you:



Q1 INSIGHT (Comparing Q1 with Q2): The majority of residents in each neighborhood identify as full-time residents, except for Seymour Arm where the majority are seasonal residents. Interestingly, while there are business owners reported in the Seymour Arm and Celista areas, there were none recorded in other neighbourhoods.

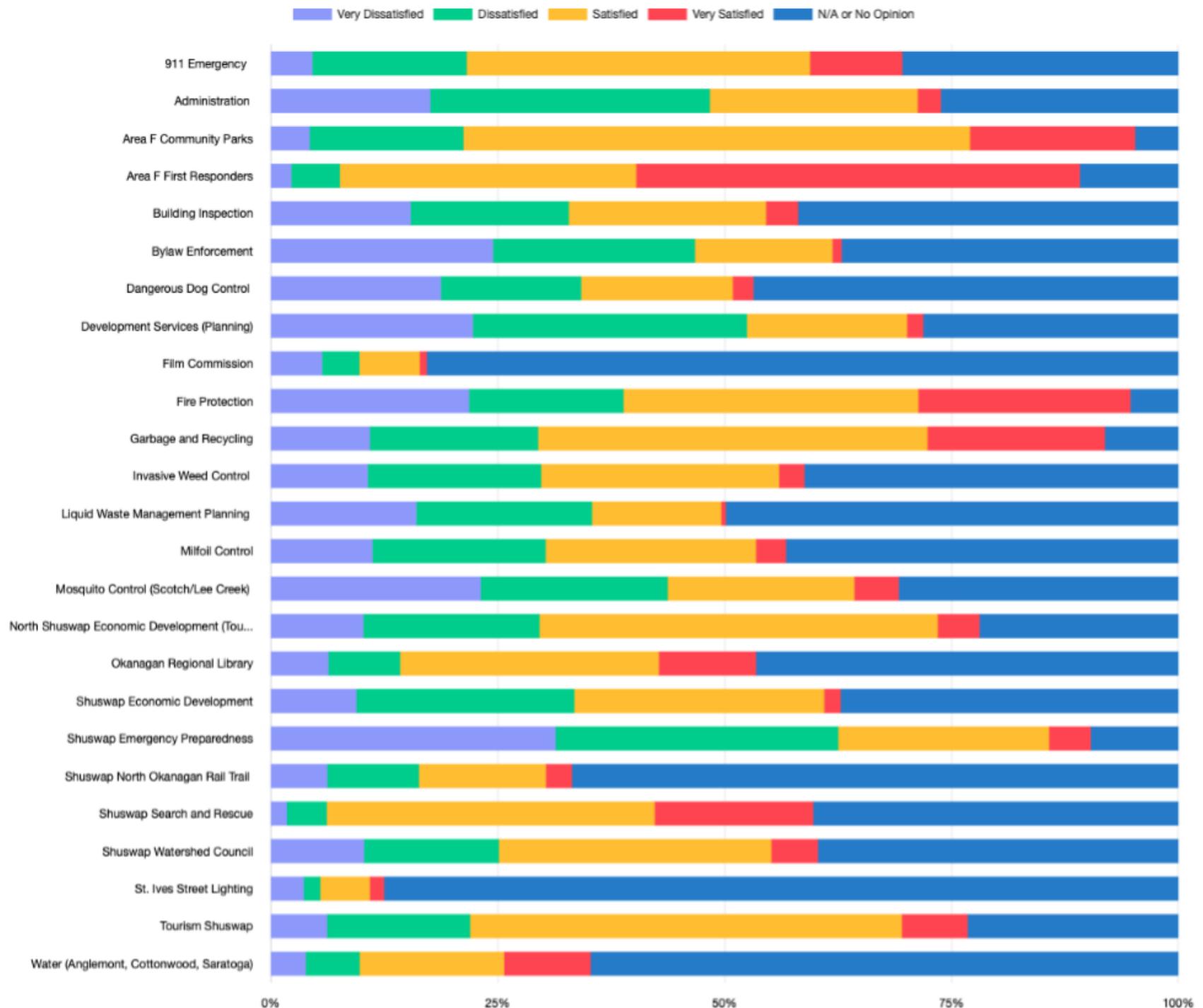
3. In which age group are you?



Q3 COMPARISON TO 2021 CENSUS DATA FOR AREA F: Looking at the 2021 Census Data we can conclude that our respondents are a relatively good, but not perfect, representation of the population by age. Our sample is overrepresented in the 40-59 and 60-79 categories, and underrepresented in the 20-39 category.

Distribution (%) of the population by age groups*	
0 to 19 years	11%
20 to 39 years	12%
40 to 59 years	24%
60 to 79 years	48%
80 or older	5%

4. The following is a list of services provided to Area F by the CSRD. Please rate your overall satisfaction with each service provided to Area F. Where you have no opinion or do not receive the service, you can select N/A.

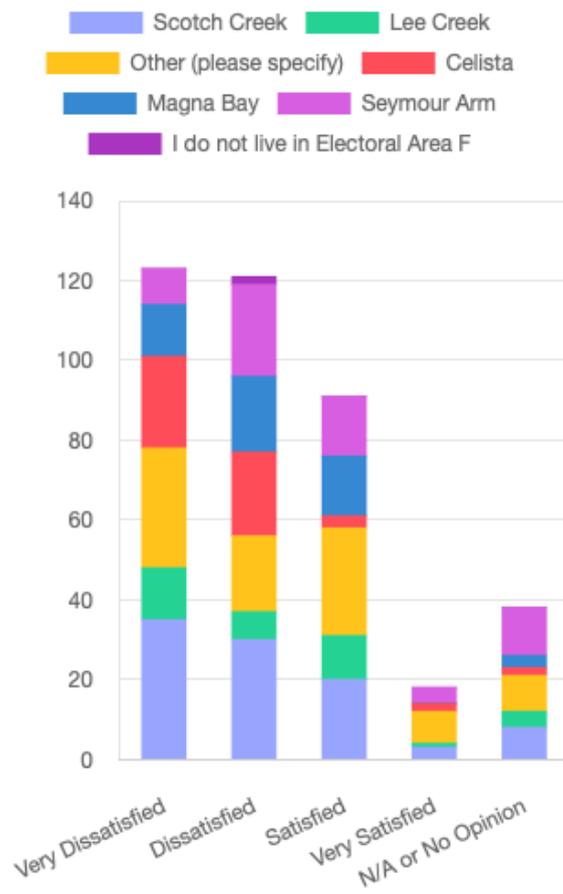


Q4 NOTE: Two services are missing from the list of services: North Shuswap Health Society and Shuswap SPCA.

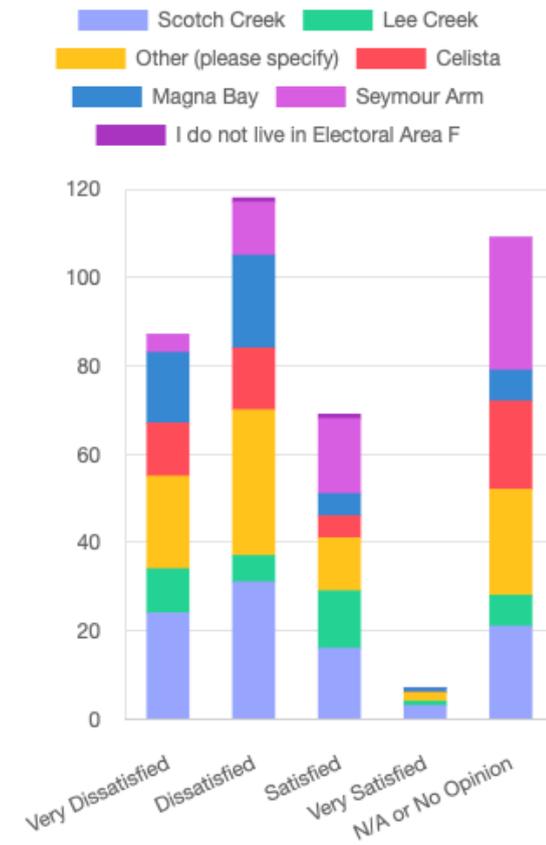
Q4 INSIGHT: The majority of residents in Electoral Area F are generally dissatisfied with **Shuswap Emergency Preparedness**, expressing the highest dissatisfaction among all services (62.5%). A large portion of responses leaned towards dissatisfaction with regard to **Development Services** (52.43%), **Administration** (48.35%), **Bylaw Enforcement** (46.71%), **Mosquito Control** (43.71%) and **Fire Protection** (38.84%). Interestingly, Fire Protection also sees a high approval rating (55.84%). On a positive note, there is a high level of satisfaction with Area F **First Responders** (81.25%) and Area F **Community Parks** (73.99%). **Garbage and Recycling** also sees a high level of satisfaction with 62.43%. There are two areas of service for which respondents seem to show little interest: **St.Ives Street Lighting** and **Film Commission** have the highest rate of “N/A or No Opinion submissions” (87.53% and 82.82% respectively).

Q4 Areas of Highest Dissatisfaction Filtered by Neighborhood:

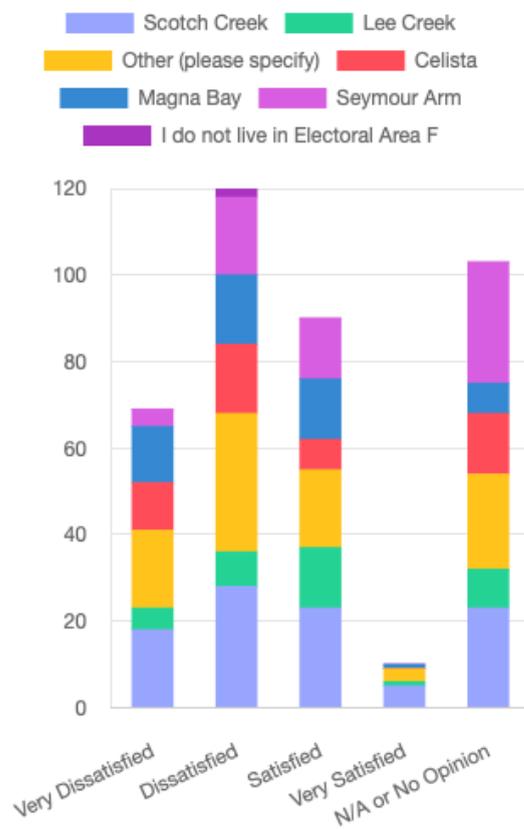
Emergency Preparedness



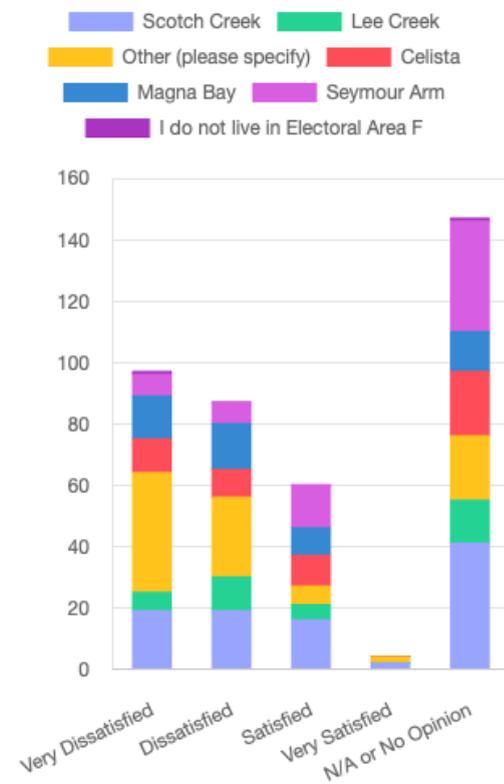
Development Services / Planning



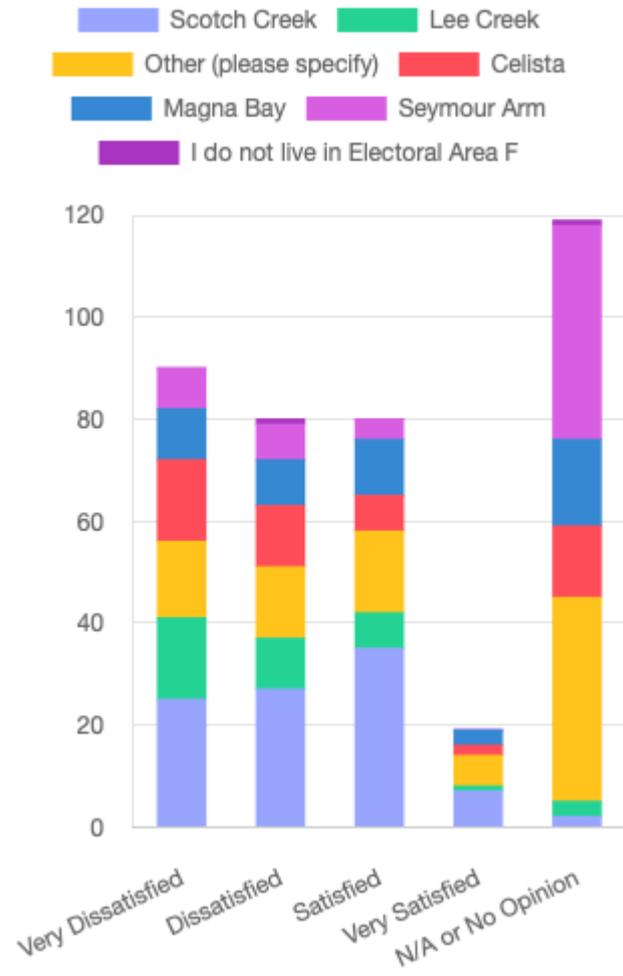
Administration



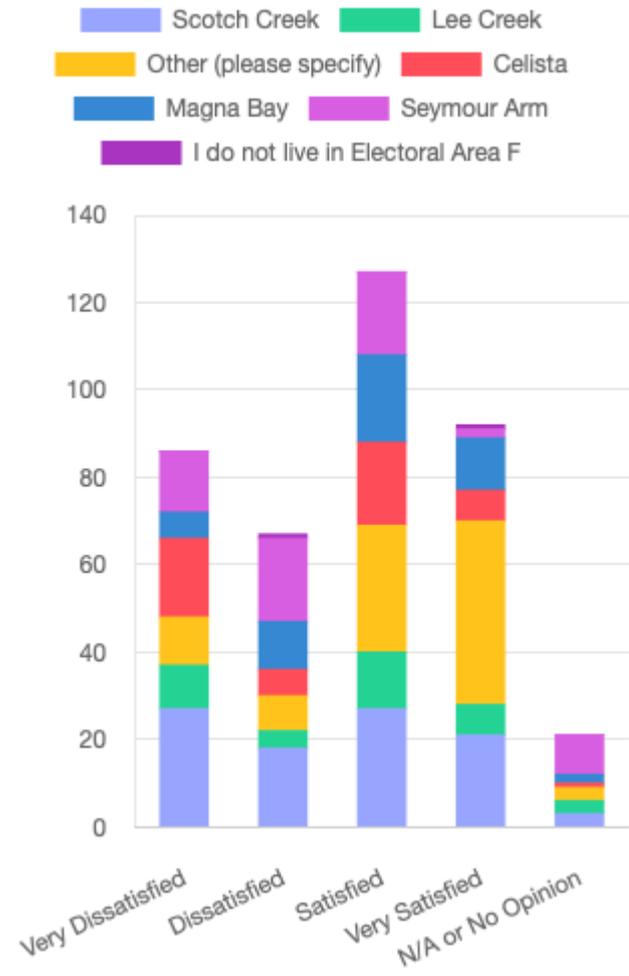
Bylaw Enforcement



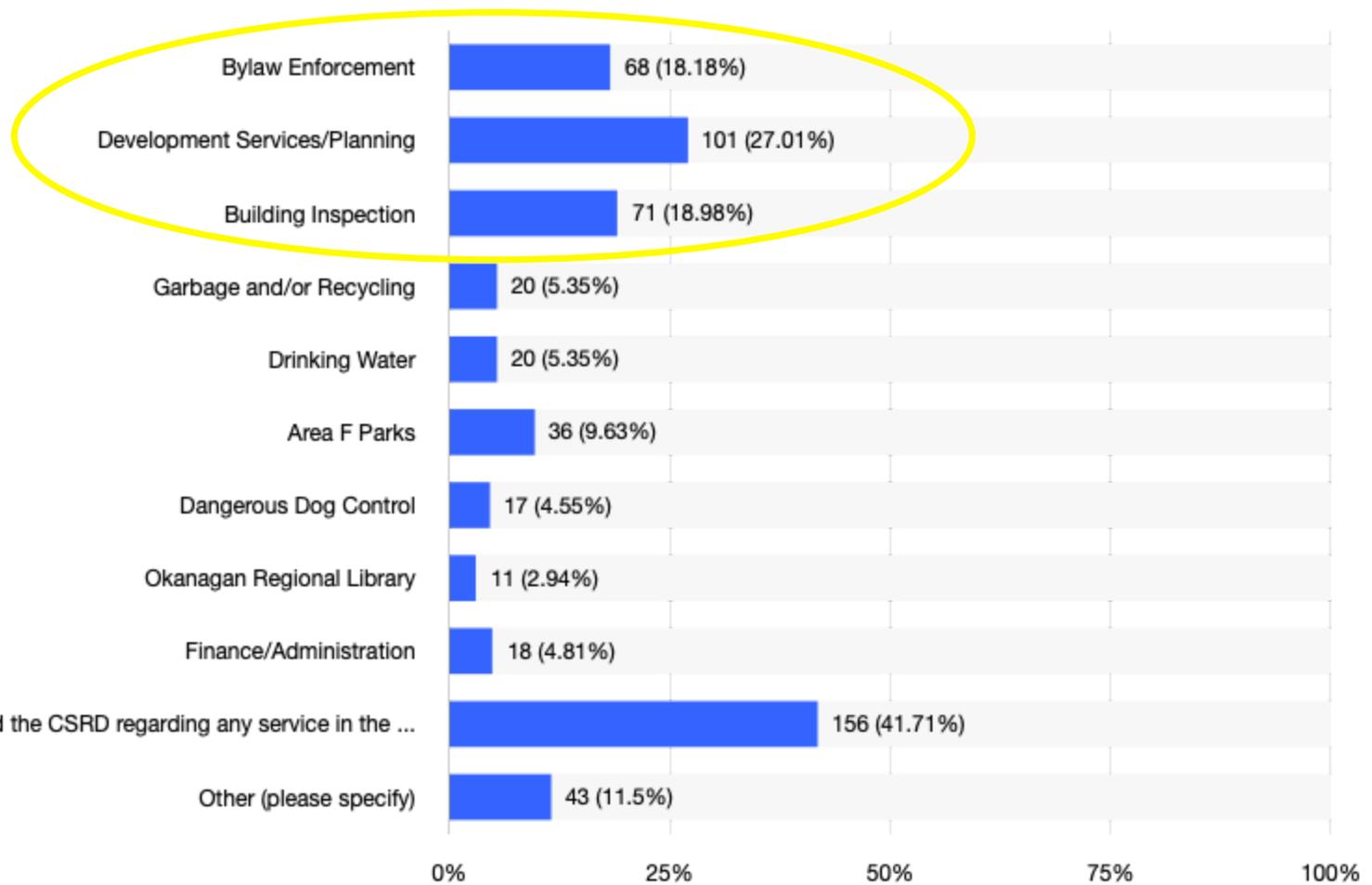
Mosquito Control



Fire Protection



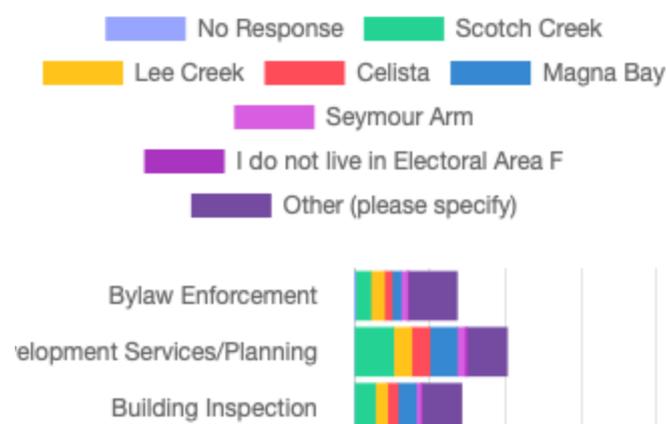
5. Please indicate whether you have contacted the CSRD or CSRD Director in the past two years (through any means, including phone, email, letter) regarding a service request, question, concern or issue relating to each of the following Area F services. Please check all that apply.



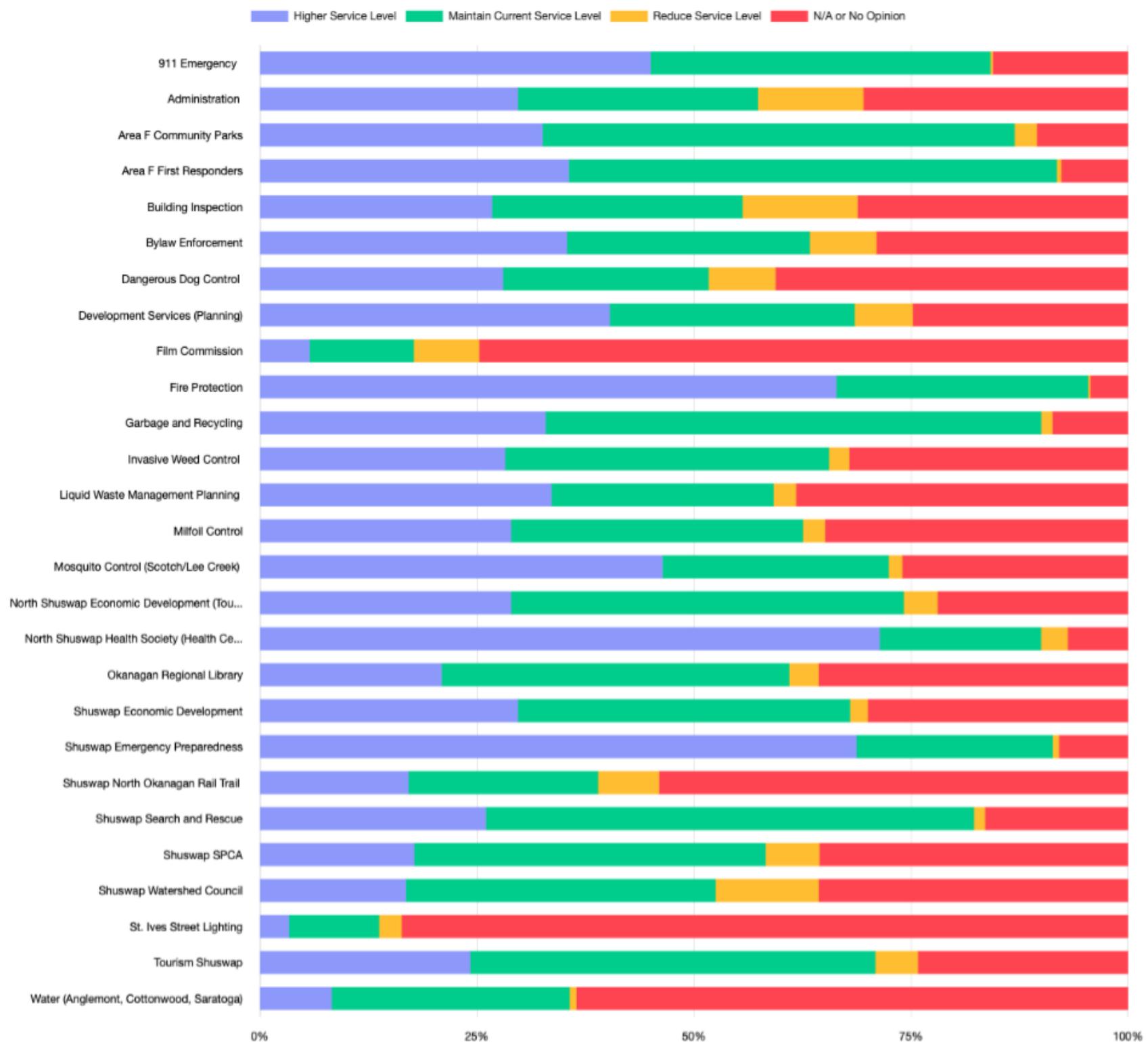
To specify "Other" respondents gave a range of answers, here are the most frequent responses:

- to get information about the fires; firesmart; fire relief; emergency services
- to complain about road conditions
- for mosquito control
- boat launch, dock permit, lake access
- health centre
- some expressed their frustration with not getting anyone or the phone or people not being able to help them

Q5 Comparison by Neighborhood: The data reveals that there is a significant volume of communication from residents of the unspecified "Other" category, across almost all the services represented (see graph below).



6. Considering the services provided to Area F by CSRD, and the impact of service levels on service costs, please indicate for each CSRD Area F service whether you would prefer **higher service levels** (e.g. higher frequency, faster responses, more facilities, more parks, expand programs, etc.), prefer to **maintain the existing level** of service, or whether you think the current service level is too high and should be **reduced** (e.g. less frequent service, fewer programs, reduced maintenance, etc.).



Q6 INSIGHT: Residents in Area F feel strongly about improving the health sector with the highest percentage (71.39%) of residents favoring an increased level of service for **North Shuswap Health Society (Health Centre)**. Conversely, **St. Ives Street Lighting** service has the least interest with a majority neither in favor of reducing, maintaining, nor increasing the level of service. **Fire Protection** and **Shuswap Emergency Preparedness** services also have a significant proportion of residents (66.41% and 68.72% respectively) who prefer a higher service level, suggesting safety is a major concern in the region. Overall, not many residents want reduced services in any of the categories listed.

The overall averages for Higher Service Levels and Maintaining Service Levels is almost the same (31.44% and 33.69% respectively); in contrast, the average response rate for Reduce Service Levels is only 4.33%.

7. Please rate your level of agreement with the following statement regarding CSRD services:

Results

ANSWER OPTION	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	NO OPINION	TOTAL
I am satisfied with the number and scope of CSRD services offered to Area F	26.8% 104	34.28% 133	29.12% 113	1.55% 6	8.25% 32	388
I would like to receive (and pay for) fewer CSRD services	25.39% 98	33.16% 128	16.32% 63	8.55% 33	16.58% 64	386
Given Area F's population (3,200) and characteristics, I would like to receive, and would be willing to pay for, additional CSRD services	22.68% 88	23.71% 92	31.7% 123	11.34% 44	10.57% 41	388
I know where to access information about the local government services I receive, and the cost of those services	18.35% 71	21.45% 83	41.6% 161	7.75% 30	10.85% 42	387
In general, I receive good value for the taxes I pay for CSRD services	35.31% 137	31.7% 123	23.45% 91	2.84% 11	6.7% 26	388
I appreciate living in a rural area where I receive fewer services than in neighbouring municipalities, and pay lower tax rates	11.83% 46	21.08% 82	40.1% 156	19.02% 74	7.97% 31	389

Q7 INSIGHT: The majority (61%) of Area F residents seem **dissatisfied with the number and scope of CSRD services** on offer. Also, most respondents (67%) found the **value for taxes they pay for CSRD services to be low**. However, most residents (60%) **appreciate living in a rural area** with fewer services and lower tax rates. Most respondents (59%) say they do **not want to receive fewer services**; comparing this to the dissatisfaction of the number and scope of service, and value for taxes, we might conclude that residents are unsatisfied with the *level* of the services provided to Area F, not the *type* of services. Respondents' **feelings seem to be split when it comes to paying for additional services**: about 46% either *disagree* or *strongly disagree* with the statement and about 43% either *agree* or *strongly agree*. (Note: compare this outcome with Q8 statement about increasing taxes.)

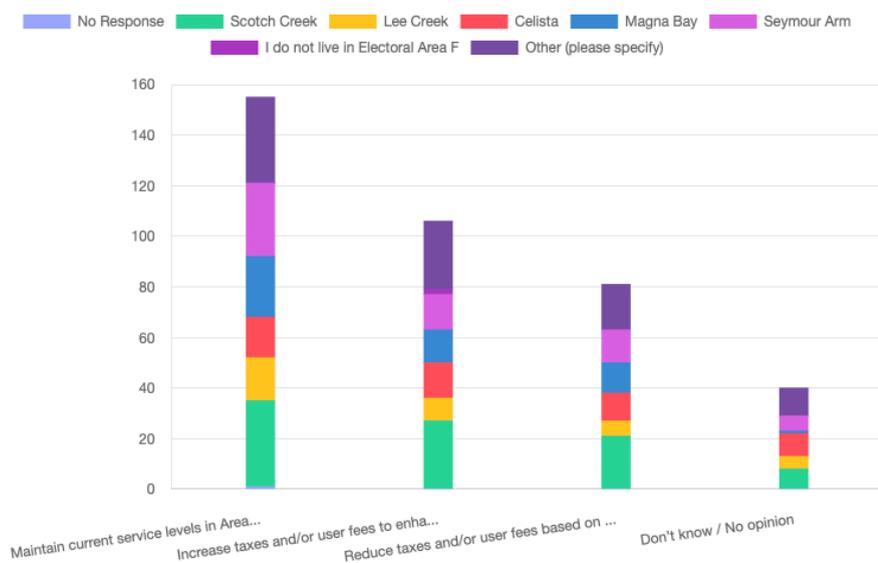
8. There are typically trade-offs between service levels and costs. If faced with the following choices, what would you advise the CSRD Board of Directors to do? (select one only)



- Maintain current service levels in Area F with a minimal inflationary tax and/or u
- Increase taxes and/or user fees to enhance or expand services - 106 (27.75%)
- Reduce taxes and/or user fees based on reduced services - 81 (21.2%)
- Don't know / No opinion - 40 (10.47%)

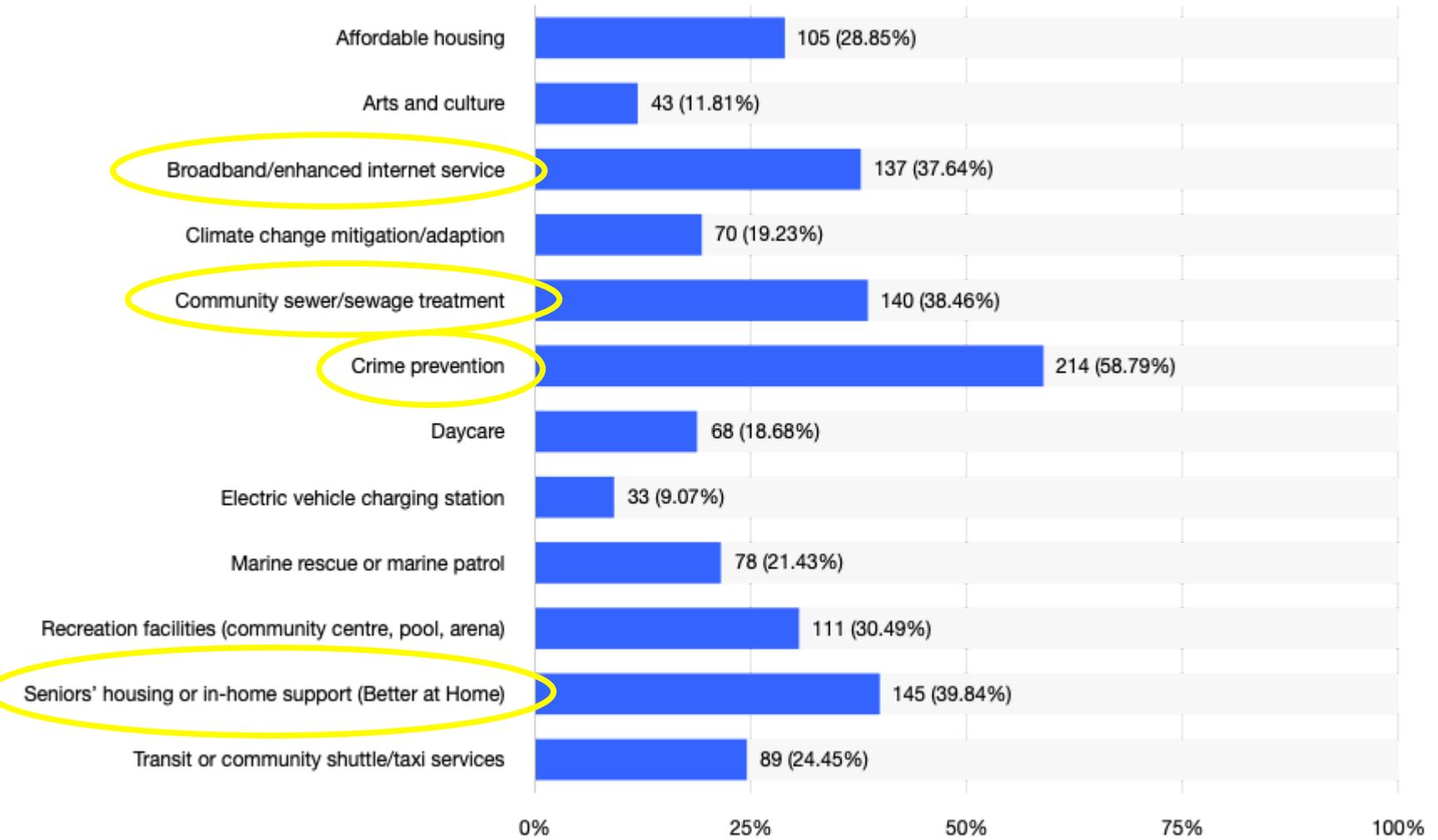
ANSWER OPTION	COUNT	PERCENTAGE
Maintain current service levels in Area F with a minimal inflationary tax and/or user fee increases	155	40.58%
Increase taxes and/or user fees to enhance or expand services	106	27.75%
Reduce taxes and/or user fees based on reduced services	81	21.2%
Don't know / No opinion	40	10.47%
Total	382	

Q8 By Neighborhood:

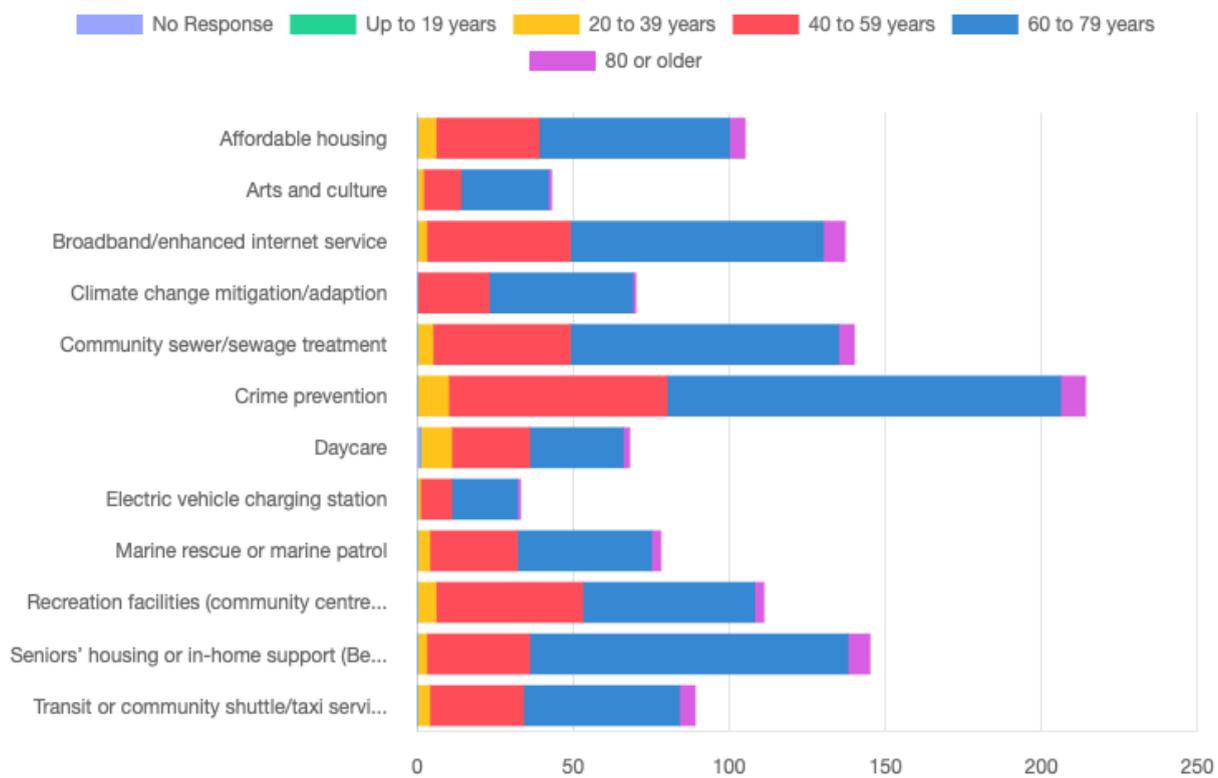


INSIGHT: The majority of the residents across the Electoral Area F neighbourhoods prefer maintaining current service levels with minimal inflationary tax or user fee increases. However, significant segments of residents, particularly in Scotch Creek and the area “Other”, also showed support for increasing taxes or user fees to enhance services. Notably, there is minimal interest in reducing taxes or user fees based on reduced services.

9. The following is a list of services provided in other regions or jurisdictions that are not currently provided to Area F. Please indicate which of the following services (if any) you think the CSRD should explore to provide to Area F. Select all that apply.



Q9 By Age Group:



Q9 AGE COMPARISON INSIGHT: Services related to seniors' housing or in-home support, community sewer/sewage treatment, broadband/enhanced internet service, and crime prevention are highly sought after, especially by the 60-to-79 age group. Younger age groups (20-39 years) show a stronger need for services like daycare and affordable housing. Therefore, it would be beneficial to explore options to provide these services to better cater to the specific needs of the different age groups within Area F.

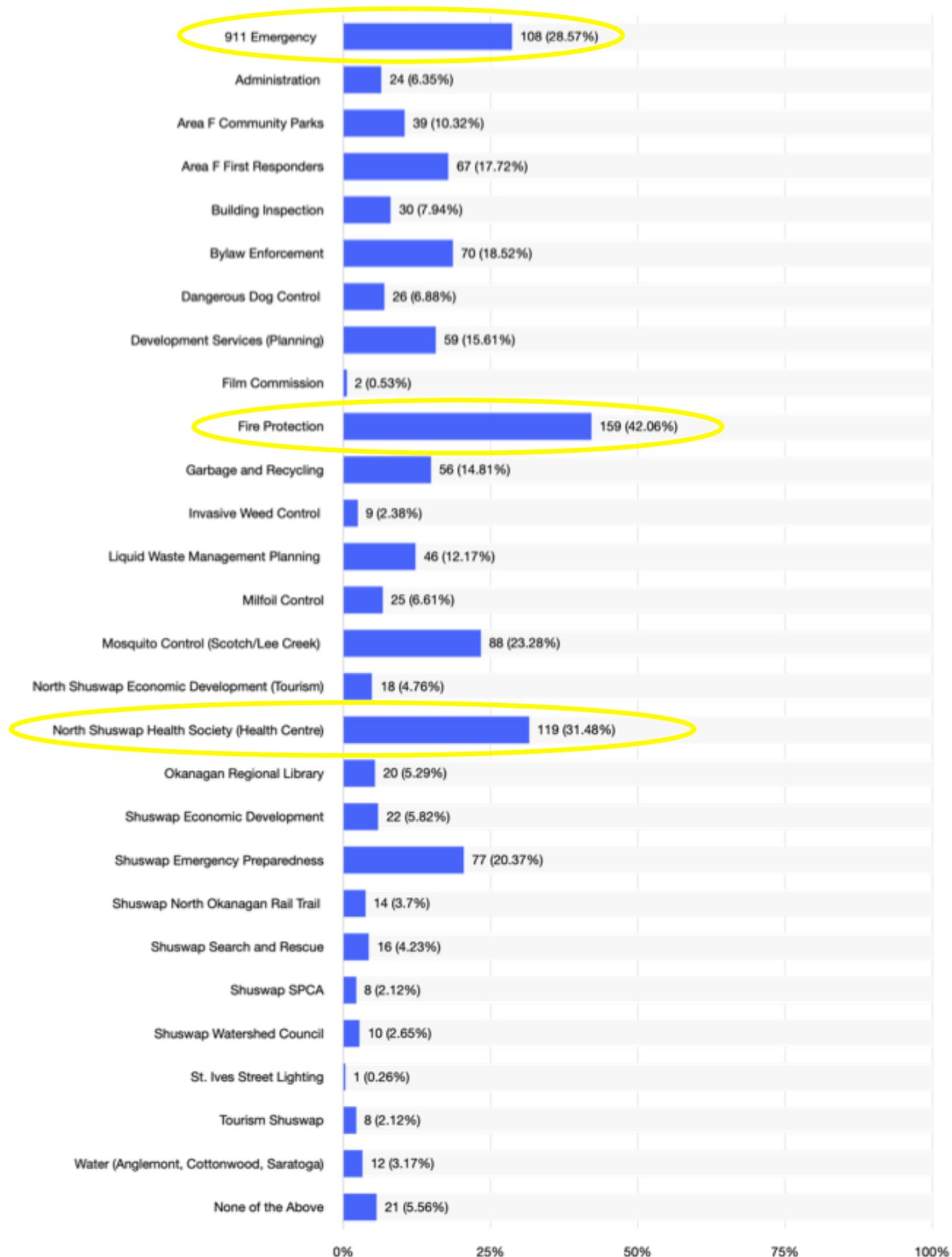
10. If you are interested in the CSRD providing a service not listed above, please enter a brief description in the space below:

The most frequently requested services are:

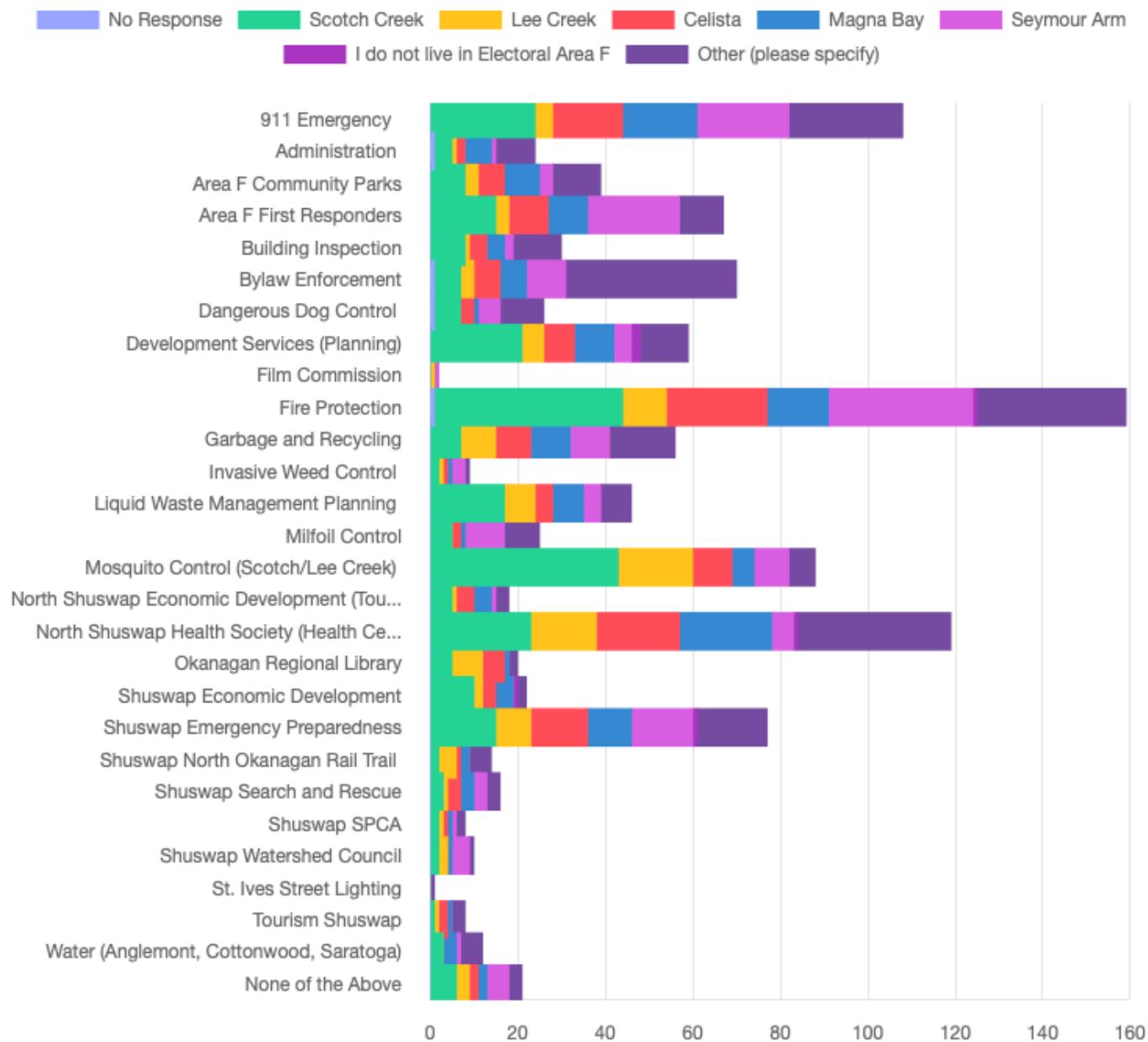
- Road Maintenance
- Health Care (more doctors, walk-in clinic)
- Pickleball Courts and other recreational facilities
- Trails, Sidewalks and Bike Lanes
- Emergency Management (better use of Alertable App and better communication; fire protection)
- Garbage Collection and Recycling
- Improved Lake Access (boat launches)
- Library Services

Q10 NOTE: Many respondents used this space to express their frustration with Bylaw Enforcement. Respondents wrote down several services that already exist (e.g. health care, library).

11. In your opinion, of the services currently provided to Area F by the CSRD, what are the top three services that are in the greatest need of improvement? In other words, what are the three services you feel should receive the greatest attention from the CSRD? (select up to three services). If your top priorities are not existing services, but rather include services that you do not currently receive, please indicate "None of the above" and instead enter your priority in the space provided in Question 12.



Q11 Neighborhood Comparison:



Q11 NEIGHBORHOOD COMPARISON INSIGHT: There appears to be an unusually high concentration of residents from "Other" neighborhoods selecting **"911 Emergency"** as an area in need of improvement, suggesting that this service may be particularly lacking for those not residing in main Electoral Area F neighborhoods. Similarly, **"Bylaw Enforcement"** was overwhelmingly identified as needing improvement by residents in the "Other" category, highlighting potential issues in law enforcement accessibility or effectiveness in these less populated regions.

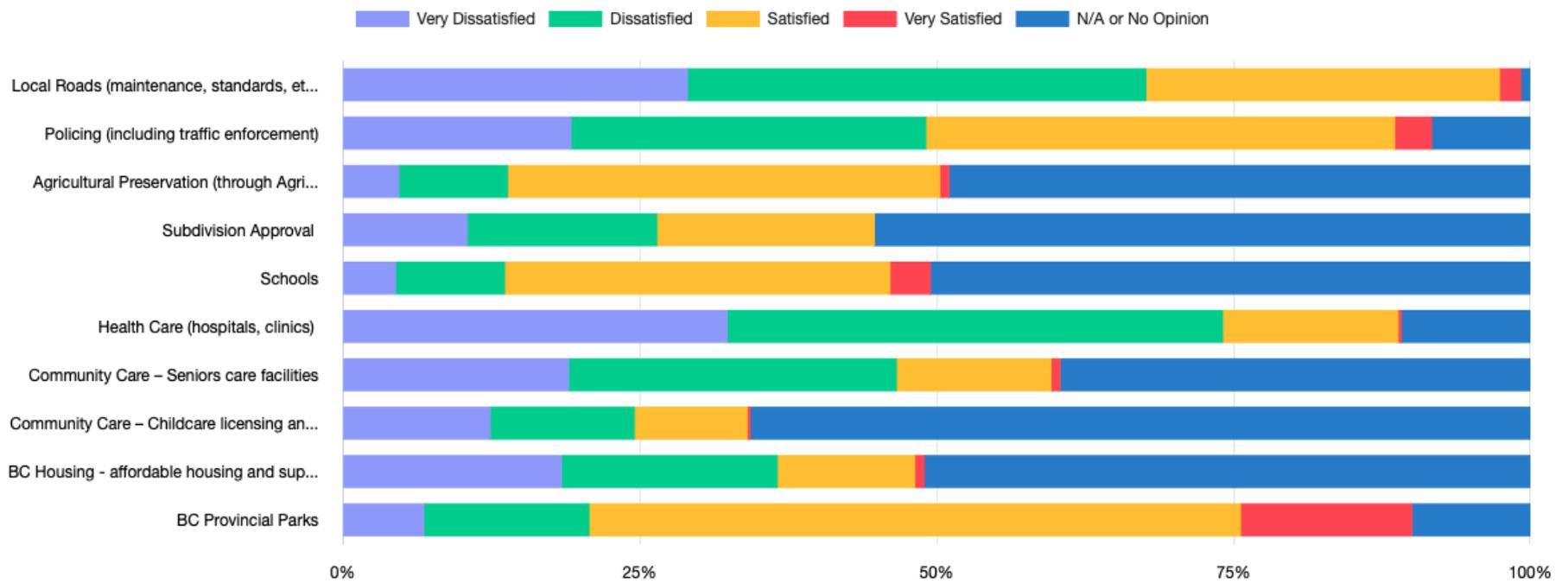
12. If one or more of your top three service priorities are services that are not currently provided to Area F, please indicate your service priorities in the space below:

Many respondents repeated categories already listed above (most notably waste management, more doctors, fire protection).

Other services mentioned are:

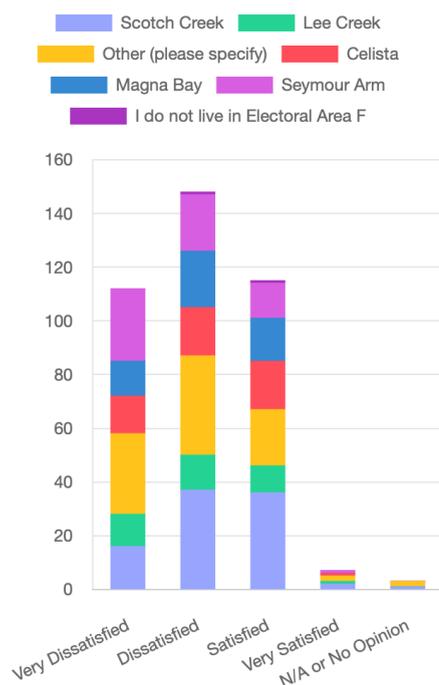
- Road maintenance
- Better lake access
- Electricity and mobile phone service to Seymour Arms
- Business Hub for community businesses
- Senior Housing and Senior In Home Care
- Recreation Center

13. Please indicate how satisfied you are with the following services provided to Area F by the Province of BC:

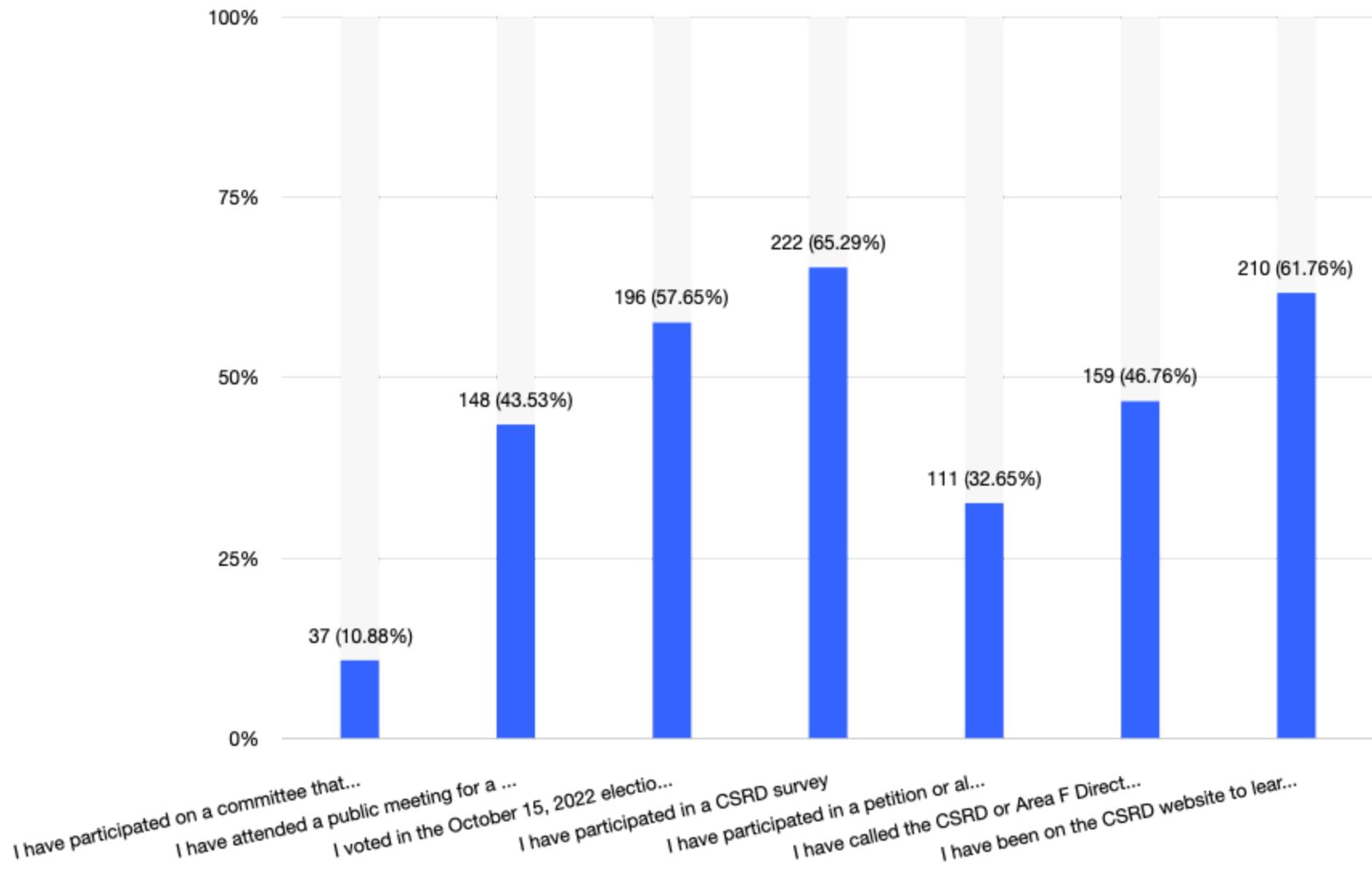


Q13 INSIGHT: The survey data suggest there is significant dissatisfaction among residents about the **maintenance and standards of local roads** (67.62%), **healthcare offerings** (74.09%), and **seniors care facilities** (46.61%) provided by the Province of BC in Area F. **Policing** is almost split with 49.09% *Very Dissatisfied* and *Dissatisfied* and 42.6% *Satisfied* and *Very Satisfied*. Conversely, respondents expressed relatively more satisfaction with **agricultural preservation** through the Agricultural Land Commission (37.18%) and the provision of **provincial parks** (69.3%). However, noticeably high percentages of respondents reported having no opinion or marked N/A for many service areas, particularly Subdivision Approval, Schools, Community Care – Childcare licensing and support/funding, and BC Housing - affordable housing and support/funding.

Q13 Neighborhood Comparison:



14. Please indicate whether, in the past two years, you have participated in any of the following CSRD activities, events or engagement opportunities: (check all that apply)



ANSWER OPTION	COUNT	PERCENTAGE
I have participated on a committee that provides advice or input into CSRD services	37	10.88%
I have attended a public meeting for a CSRD project, or CSRD Board or CSRD committee	148	43.53%
I voted in the October 15, 2022 election for electoral area director	196	57.65%
I have participated in a CSRD survey	222	65.29%
I have participated in a petition or alternative approval process	111	32.65%
I have called the CSRD or Area F Director to ask questions or share concerns regarding specific service	159	46.76%
I have been on the CSRD website to learn about an initiative impacting Area F	210	61.76%
Total	1083	

15. Please rate your level of agreement with the following statements:

Results

ANSWER OPTION	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	NO OPINION / DO NOT KNOW
As a rural area with a population of 3,200, I am satisfied that one elected representative (Area F Director) on the Regional District Board of Directors is sufficient representation	10.93% 41	17.07% 64	47.2% 177	12.27% 46	12.53% 47
I am comfortable with the regional district system that involves elected representatives from other areas together with the Area F Director in making decisions that affect Area F	26.68% 99	26.68% 99	30.19% 112	2.7% 10	13.75% 51
Our Area F electoral area director has sufficient input into decisions that affect the CSRD services that we receive and pay for	22.64% 84	29.65% 110	21.56% 80	1.62% 6	24.53% 91
I know how to access information to get involved in CSRD committees, or to engage in projects and provide input to Area F services	8.36% 31	20.22% 75	50.67% 188	5.93% 22	14.82% 55
I have sufficient opportunities to have input into my local services, should I choose to use them	13.24% 49	28.65% 106	39.46% 146	1.89% 7	16.76% 62
I think local Area F residents should have more opportunities to provide advice and recommendations on local services	1.88% 7	7.26% 27	40.05% 149	40.05% 149	10.75% 40
I would prefer to have decisions on local services made by representatives from our local Area F communities	3.49% 13	6.17% 23	43.97% 164	39.68% 148	6.7% 25

Q15 INSIGHT: The survey results indicate that a significant portion of Electoral Area F's population is **content with the level of representation** they have in the Regional District Board. However, there is unrest among residents about the regional district system, with many uncomfortable with decisions about Area F being made by representatives from other regions. One insight that emerged strongly is the **desire among residents for increased opportunities to provide advice and recommendations on local services**, and a preference for decisions to be made more locally.

16. Consider the growth of Area F and the service and governance needs of your community. What other suggestions do you have for how the CSRD could improve services and governance to Area F?

(204 responses)

General Themes w/ some examples:

- **Enforcement of Bylaws:** Many residents feel that existing bylaws are not being adequately enforced, leading to issues such as illegal property usage, storage, and business operations.
 - “neighbourhoods are becoming “shanty-towns” and glorified campsites, sewage management and fire control standards not enforced”
 - “People [are] using residential properties to store industrial equipment and operate mechanical businesses.”
 - Many respondents mentioned RVs and trailers parked illegally on properties.
 - Some respondents mentioned illegal buoys in the lake.
- **Infrastructure Maintenance:** There's a strong desire for improved maintenance of infrastructure, including roads, electricity, internet access, water, sewage systems, and parks.
 - Roads specifically were mentioned multiple times by respondents in Seymour Arm, Anglemont, and St. Ives.
 - Respondents from Seymour Arm mention a strong need for electricity in the area.
 - “Provide electrical power to Seymour Arm, the largest community in the province that is NOT serviced by BC Hydro” On the same note, another respondent asked this: “fed gov phasing out fossil fuel vehicles within the next 10 yrs, how do off grid communities power their vehicles?”
 - A couple respondents mentioned safety concerns on busy roads because there is no bike lane or walking path.
 - “We have no garbage collection. We are on septic, and wells, why are our taxes so high we don't get any services.”
 - “Get the basics right: roads, parks, electricity, water, sewage, advocate for proper mobile phone coverage.”
 - “the forest service road (s) leaving east of St. Ives/Seymour Arm needs to be graded, officially signed (no cardboard signage made by locals)”
- **Building Permit Process:** Calls for streamlining the building permit process to expedite development and reconstruction efforts, particularly after the wildfires.
 - The general feeling of those who mention building permits is: slow processing, red tape, many expensive permits are required.
 - “More lenient building permits in rural areas”
 - Some respondents call for removal of “geo technical requirements” in some areas.
- **Community Engagement and Governance:** There's a call for more involvement in decision-making processes, including more public meetings, input, and transparency from the CSRD.
 - Incorporation is suggested by twelve (12) respondents.
 - A few respondents express lack of trust in the CSRD.
 - A few respondents mention that the Area Director favors certain areas over others. Some mention that the Director could use the assistance of staff to help better service the area.
 - Some respondents are calling for a new OCP that reflects the needs of the area.
- **Emergency Services:** Concerns about the responsiveness and adequacy of emergency services such as policing, ambulance, and fire rescue, particularly during high-demand periods like long weekends and summers.

- Speeding on roads is mentioned as a concern, coupled with no policing of roads.
- Petty theft is a concern for some respondents.
- Poor response to fires in the summer of 2023 is mentioned by multiple respondents.
- “Since the Firehall in Scotch Creek has to be rebuilt, the design should incorporate services that will be required in the future ie, ambulatory care, police protection, training centre for all First Responders.” (This person referenced the fire hall in Okotoks Alberta as an example of what they think Scotch Creek needs.)
- **Tourism and Economic Development:** Calls for promoting tourism, supporting local businesses, and attracting industry to the area to create jobs and stimulate economic growth.
 - “Update bylaws to allow short term rentals so that community members can defer some of the increased cost of living expenses and provide local tourism and employment opportunities.”
 - “More business to the scotch creek area would help out community thrive.”
 - “For a community to survive, entrepreneurship, businesses have to be top of list to provide jobs”
- **Healthcare and Senior Services:** Needs for improved healthcare services, including access to doctors, emergency care, and support for seniors.
 - Some respondents mention the need for more doctors at North Shuswap health care center and Scotch Creek health center.
 - “Fire rescue needs to expand [their] medical to a Level 3 training”
- **Environmental Concerns:** Issues such as wildfire preparedness, invasive species control, and waste management are highlighted as areas needing attention.
 - Mosquito control (Seymour Arm specifically), milfoil control, and invasive weeds are mentioned.
 - “There could be enhanced Firesmart services offered to assist residence with fire preparedness.”
 - “Living in a community that does not have proper garbage and recycling services in this day and age is simply irresponsible.”
- **Equal Representation and Taxation:** Concerns about equal representation and taxation, with some residents feeling marginalized or excluded from decision-making processes despite paying taxes (seasonal residents).
 - Some respondents call for changes in voting law to allow seasonal residents to vote.
- **Communication and Accessibility:** Residents express frustration with communication channels, including difficulties accessing information from the CSRD and navigating their website.



APPENDIX V

OVERVIEW ELECTORAL AREA F ISSUES IDENTIFICATION STUDY

AREA F ISSUES
IDENTIFICATION
STUDY

REPORT

NEILSON
STRATEGIES

leftside partners inc.

APRIL 2024
APPENDICES



OVERVIEW



Columbia Shuswap Regional District ELECTORAL AREA F ISSUES IDENTIFICATION STUDY

August 2023

INTRODUCTION

The *Electoral Area F Issues Identification Study* is now underway in Electoral Area F (North Shuswap) of the Columbia Shuswap Regional District (CSRD). The study sets out to:

- document and explain the local services and local governance system in place in Electoral Area F
- engage residents throughout Area F to understand their concerns with local services or governance, as well as their service and governance needs
- identify, assess and recommend changes the CSRD could make to address the issues and needs brought forward

The study is focused on changes that may be pursued within the existing Regional District system. Municipal incorporation, which would result in a change to the existing system, is outside of the scope of the study and will not be considered.

The study is being undertaken by a team of independent local government consultants with funding from British Columbia's Ministry of Municipal Affairs. In June and July, the consultants researched and documented Area F's current services and system

of local governance. From early August through the end of September, the consultants will be reaching out to connect with residents in different parts of Area F. A series of community engagement events has been planned, including three community open houses and two information booths — full details are listed later in this *Overview*. A study website (csrd.civilspace.io) hosts all information and materials produced for the study, as well as the events calendar and study announcements. Regular updates will be given through CSRD social media channels and in the *North Shuswap Kicker*. Finally, an online survey for all Area F residents can be completed on the study website until the end of September.

Based on the input gathered through the engagement process, the consultants will identify and assess possible changes to services and governance. A study report, complete with recommendations, will be presented to the CSRD Board and Ministry of Municipal Affairs in November.

WHAT'S INSIDE

This *Overview* provides information on the current local services and governance in the North Shuswap. The booklet covers four themes:

- local government today
- local services
- system of local governance
- cost to taxpayers

Details on how to get involved are included, as are questions for residents to consider.

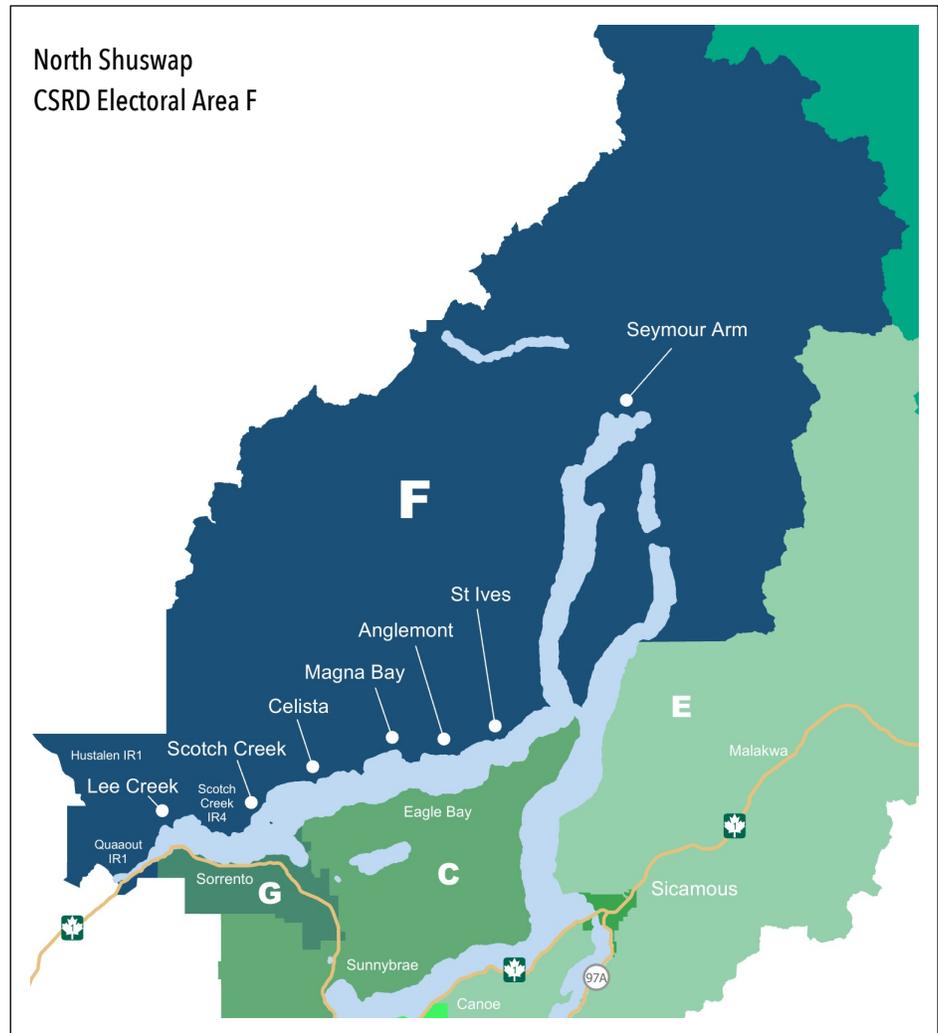
LOCAL GOVERNMENT TODAY

Electoral Area F is a collection of unincorporated communities located along the north shore of Shuswap Lake on the traditional and unceded territory of the Secwépemc People. The list of communities begins with Lee Creek at the far west end of Area F. To the east are Scotch Creek, Celista, Magna Bay, Anglemont, St. Ives and Seymour Arm. The local government for the entire Electoral Area is the CSRD.

Regional districts are federations of unincorporated electoral areas and incorporated municipalities. In the CSRD there are seven electoral areas, including Electoral Area F, and four municipalities — the City of Salmon Arm, City of Revelstoke, District of Sicamous, and Town of Golden. The Secwépemc Nation is not part of or governed by the CSRD.

At their core, regional districts exist to provide local government services in response to the needs of their members. Three types of services are provided by each regional district, including:

- basic local services provided to electoral areas — that is, to unincorporated communities for which the regional district is the local government
- region-wide services provided to all electoral areas and municipalities within the regional district
- sub-regional services provided to different combinations of municipalities and electoral areas that choose to receive the services



LOCAL SERVICES

The CSRD, as the local government for Electoral Area F, is the primary local service provider to residents. In total, the Regional District provides 37 services:

- *Local* — Fourteen of the services are basic local services unique to Area F. Some of these services are provided only within specified parts of the Electoral Area — street lighting, mosquito control and water systems are examples. Other local services are provided to, and paid for by, residents across the entire Electoral Area. The Area F community parks service is one example.
- *Region-wide* — Four CSRD services are provided throughout the entire Regional District to all municipalities and electoral areas, including Electoral Area F. Emergency 911, recycling and general administration are examples.

- *Sub-Regional* — Nineteen services are sub-regional in nature, provided to Electoral Area F and at least one other jurisdiction of the CSRD. Examples include development services, Shuswap Tourism, milfoil control and bylaw enforcement.

The CSRD is the primary local service provider for Area F, but not the sole provider. In all unincorporated areas of British Columbia, including North Shuswap, local roads and policing are provided by the provincial government. The province also operates several provincial parks — Scotch Creek, Silver Beach, Tsutswecw, Pukeashun and Antsey Hunakwa Parks are examples in Area F — and runs a number of recreation sites. Finally, the province provides ambulance, education and health care.

Over 50 private water systems exist in North Shuswap, including Caravans West Owners Association System and the Scotch Creek Cottages Water System. These systems are provided to neighbourhoods that are not connected to one of the CSRD's three public water systems in Area F.

LOCAL GOVERNANCE

Board of Directors

Every regional district is governed by a board with two types of directors:

- electoral area directors, each of whom is elected directly for a four-year term by voters in their electoral area
- municipal directors, each of whom is a member of a municipal council, appointed by the council to the regional board on an annual basis

Every municipality and electoral area is assigned a specific voting strength based on its population size and the regional district's voting unit. In the CSRD, the current voting unit is 2,500 people, which means that each jurisdiction receives one vote for every 2,500 residents (or portion thereof), including people who live on Frist Nations Reserves. For municipalities, the resulting voting strength is divided by five to determine the number of directors appointed to the board.

The CSRD Board consists of 12 directors, including one from Electoral Area F, one from each of the other six electoral areas, one from the District of Sicamous, one from the Town of Golden, one from the City of Revelstoke and two from the City of Salmon Arm. Figure 1 shows the breakdown of the Board today. Figure 2 shows the number of directors and voting strength for each jurisdiction.

Voting Rules

In municipalities, voting rules are simple: each member of the municipal council, including the mayor, votes on every question and receives one vote. Voting rules in regional districts are much different. Some decisions are made by the entire board of directors; others are made by only the directors from the jurisdictions that receive the particular service.

Decisions that involve all directors are made using *corporate votes*, of which there are two types:

- *Corporate Unweighted Votes* — These votes are those in which every director votes, and every director receives one vote. They are used to establish new services, make bylaws to exercise a regulatory authority, set rules to govern the conduct of the board's business, and take certain other actions.

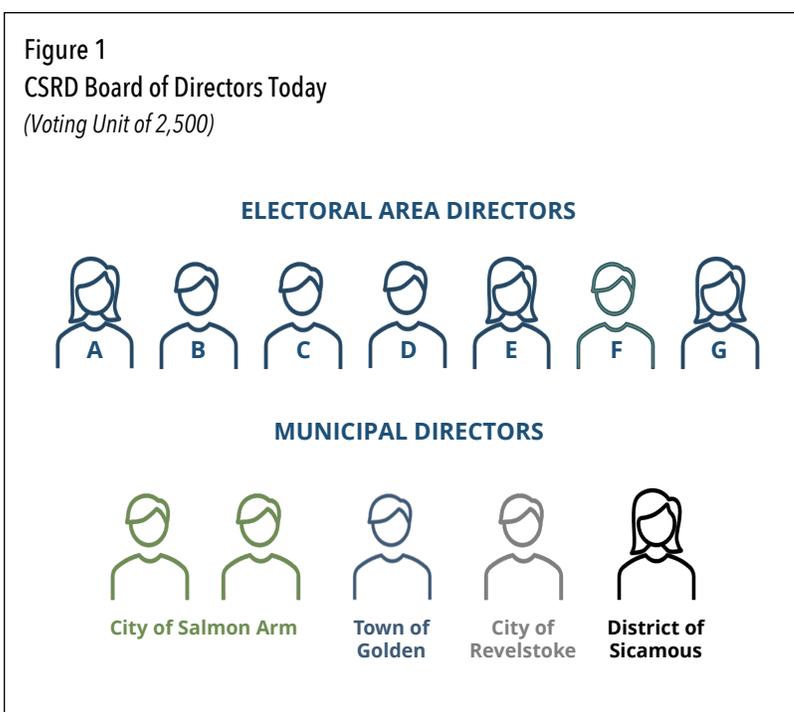


Figure 2
Voting Strength for RDCO Jurisdictions
(Voting unit of 2,500; 2021 Census)

Jurisdiction	Population	Directors	Strength
Electoral Area A	3,325	1	2
Electoral Area B	663	1	1
Electoral Area C	3,245	1	2
Electoral Area D	4,491	1	2
Electoral Area E	1,388	1	1
Electoral Area F	3,611	1	2
Electoral Area G	5,719	1	3
District of Sicamous	2,613	1	2
Town of Golden	3,986	1	2
City of Revelstoke	8,275	1	4
City of Salmon Arm	19,705	2	8
Total	57,021	12	29

- *Corporate Weighted Votes* — Corporate weighted votes are used to buy and sell property, pass budgets and approve borrowing. All directors vote on these matters but receive different numbers of votes based on their jurisdictions' voting strength.

Decisions on services in which only a portion of the region's jurisdictions participate are made using *stakeholder votes*. These votes are used to make decisions, including those to create bylaws, to guide the administration and operation of a service. Directors from all participating jurisdictions — i.e., stakeholder jurisdictions — are entitled to vote; others are not. All stakeholder votes are weighted, with directors receiving different numbers of votes based on their jurisdictions' voting strength.

When there is only one jurisdiction in a regional district service, decisions are made by the entire board of directors. This rule applies to decisions on services that are provided only to Electoral Area F, or to a portion of the Area. Decisions on each of the CSR's three water systems in Area F fall under this rule.

Decisions for Electoral Area F

Taken together, the communities of Area F receive 37 different services from the CSR. As noted earlier, 14

of these services are local, provided only within Electoral Area F. Four are region-wide and 19 are sub-regional in nature. The regional district voting rules mean that every decision involving a service in Electoral Area F involves directors from at least one other jurisdiction. In region-wide services, and on corporate decisions (e.g., for budgets, service establishment) that involve the entire board, directors from all jurisdictions have a say.

The voting rules in place in CSR apply to all regional districts in the province. The rules are not unique to the North Shuswap the CSR.

Citizen Advisory Bodies

Residents of the North Shuswap are represented at the Board table by the Electoral Area F Director. Residents may also have opportunities for direct involvement in decision-making through citizen advisory bodies. Two such bodies

THE STUDY

The Electoral Area F Issues Identification Study seeks to understand the views of residents related to local services and governance in the North Shuswap communities.

Community engagement will occur throughout August and September 2023. Three open houses and two information booths are scheduled; all information materials along with an online survey are available for review at csrd.civilspace.io. (See later in this *Overview* for all details.)

Based on the feedback received, the study consultants will identify options that may be pursued, within the current Regional District system, to address concerns and interests raised. Recommended changes, emerging from an assessment of the options, will be presented to the CSR and the Ministry of Municipal Affairs in the consultants' final report for release in November.

— the Area F Advisory Planning Commission (APC) and the Area F Community Parks Advisory Committee (PAC) — were placed on hold during the pandemic, but are expected to be reactivated soon. The APC provides advice to the CSRD on regional and local land use planning matters. The PAC advises the Board on a range of matters related to local parks in the Area. Residents will be able to apply to join one of these committees once they are active.

COST TO TAXPAYERS

Unlike municipalities, which collect and allocate general revenues to their services, regional districts must account for each individual service separately. The full cost (including a portion of overhead) to provide each service must be shown as a separate item, and must be recovered using revenue generated specifically for that service, and only that service. The full cost of providing fire protection, for example, must be raised through the fire protection service. Revenues raised for fire protection may only be used to fund the delivery of the fire service.

Local government services are funded using three main sources of revenue:

- property taxes, including property value taxes (based on property assessments) and property parcel taxes
- user fees, such as utility charges
- grants from other orders of government

Property value taxes are the most common revenue source for local services in the CSRD (and all other regional districts).

Figure 3 at the back of the booklet presents the 2023 residential property taxes. The left-hand column under the first subtitle lists all of the Regional District services. Most of the services are provided not only to the North Shuswap but to other jurisdictions in the region as well. For each service the total property tax revenue collected in Area F is listed — \$2.19 million in 2022. Also listed is the tax paid by a representative Area F residential property assessed at \$515,000

Six services are identified under the second subtitle (top right column) as Local Service Areas. These services are provided only to certain parts of Electoral Area F. Some of the services are funded by parcel taxes; others include user fees. The services provided

by the provincial government are listed next, followed by services provided by other agencies, including the Regional Hospital District (an agency that raises tax revenue to help pay for new health care facilities).

HOW TO GET INVOLVED

The CSRD is working to ensure that all Area F residents have the opportunity to learn about local governance and services, to ask questions, and to voice their concerns, issues and/or interests. Through the independent consultants, the Regional District is providing several opportunities for residents to get involved.

In Person

Three Community Open Houses and two information booths are scheduled for late August and September:

- **Information Booth**
Seymour Arm Outdoor Market
Saturday, August 26, 10:00 am
- **Information Booth**
Scotch Creek Farm and Craft Market
Sunday, August 27, 9:00 am
- **Open House**
North Shuswap Hall (Celista)
Wednesday, September 6, 6:00 pm
- **Open House**
Scotch Creek Hall (Scotch Creek)
Thursday, September 7, 6:00 pm
- **Open House**
Lakeview Centre (Anglemont)
Thursday, September 26, 6:00 pm

Doors will open at 6:00 pm at each of the Open Houses. Poster boards and handouts will be available to review from 6:00 pm to 6:30 pm; the consultants will be on hand to answer questions and participate in discussions. At 6:30 pm, the consultants will make a presentation followed by a Q&A session.

The same information will be presented at each of the events. Residents are encouraged to attend the event that best suits their schedules.

Website

Go to csrd.civilspace.io for the link click to the Area F Issues Identification Study. All materials produced by the consultants are provided on the site. Residents may register on the site for study updates, and submit questions to the consultants.

Survey

Also on the website is an **Online Survey** to collect residents' views on governance and services. The survey will be available throughout August and September (September 30 is the end date). Feedback provided will be summarized and presented in the study report, and will help to inform the consultants' recommendations to the CSRD Board.

QUESTIONS TO CONSIDER

This *Overview* is intended to foster an understanding of, and encourage reflection on, local governance and service provision in Electoral Area F today. To assist with reflection, consider the following questions:

- Does the North Shuswap receive all the local services it needs? Are there some that should be added or dropped?
- Are current service levels appropriate? Are there existing levels that should be enhanced or reduced?
- In general, do you feel that you receive good value for the property taxes you pay?
- Do you have concerns with any specific services? Which one(s)?
- Do you think that Area F residents have sufficient input into, and influence over, decisions on services they receive?
- In all regional districts, decision-making authority is shared (along with service costs) with other jurisdictions that receive the services. Given this reality, is the involvement of other CSRD jurisdictions in North Shuswap service decisions a concern?
- What could the Regional District do to help address your local government service and governance concerns?



Figure 3
2023 Property Taxes – Representative North Shuswap Residence

Denotes Region-wide Service

Denotes Parcel Tax

1. Electoral Area F Services (Area Wide)

	Property Tax per \$515,000 residence	Total Recovered from Area F
Emergency Services		
Emergency 911 Telephone	\$4.27	\$21,093
Shuswap Emergency Preparedness	\$11.23	\$55,564
Shuswap Search and Rescue (Grant-in-aid)	\$3.86	\$19,155
Planning & Development		
Development Services	\$55.88	\$276,677
Special Projects	\$1.49	\$7,442
Bylaw Enforcement	\$21.01	\$104,065
House Numbering	\$1.44	\$7,181
GIS/Mapping	\$14.94	\$73,945
Economic Development		
Shuswap Economic Development	\$15.30	\$75,629
Shuswap Tourism	\$11.43	\$56,592
Film Commission	\$0.72	\$3,524
Area F Tourism Promotion (NS Chamber)	\$5.15	\$25,500
Parks and Trails		
Electoral Area F Community Parks	\$89.92	\$445,091
Rail Trail Corridor	\$2.52	\$12,483
Environmental Services		
Solid Waste - Recycling	\$25.54	\$126,327
Milfoil Control Program	\$9.01	\$44,681
Weed Control & Enforcement	\$3.35	\$16,639
Shuswap Watershed Council	\$9.02	\$40,788
Community Services		
North Shuswap Health Centre (Grant-in-aid)	\$20.75	\$102,852
Shuswap SPCA (Grant-in-aid)	\$0.57	\$2,901
EA Grants-in-aid	\$13.85	\$68,500
Okanagan Regional Library	\$49.59	\$245,390
Administration		
General Government Administration	\$43.93	\$217,393
Electoral Area Administration	\$25.90	\$128,185
Feasibility Studies (Regional)	\$0.62	\$2,996
Feasibility Studies (Electoral Areas)	\$2.01	\$8,740
Subtotal for area-wide taxes	\$443.32	\$2,189,333

2. Local Service Areas

	Property Tax per \$515,000 residence	Total Recovered from Area F
Area F First Responders (Grant-in-Aid)	\$6.23	\$27,540
Area F Sub-regional Fire Protection	\$192.82	\$853,032
Area F Building Inspection	\$27.71	\$107,189
Mosquito Control (Scotch/Lee Creek)	\$23.54	\$44,060
North Shuswap LWMP	\$6.93	\$28,000
Seymour Arm LWMP	\$7.65	\$3,700
Dangerous Dog Control *	\$1.00	\$4,178
St. Ives Street Lighting	\$29.25	\$4,280 *
Anglemont Waterworks	\$547.77	\$605,800
Cottonwood Waterworks	\$319.50	\$53,124
Saratoga Waterworks	\$246.46	\$24,822

* Dangerous Dog Control service taxes are applied to improvements only (assumed to be 50% of assessed value)

3. CSRD Water System User Fees

Anglemont Waterworks	\$700.00	\$408,750
Cottonwood Waterworks	\$204.00	\$35,648
Saratoga Waterworks	\$663.00	\$94,764

* User fees would not normally be included on a property tax bill, but are shown here

4. Provincial Services

Police Tax	\$29.66	\$146,849
Rural Tax	\$175.10	\$866,815
School Tax	\$755.45	\$3,739,797
Surveyor of Taxes *	\$23.27	\$102,057
Subtotal for provincial service taxes	\$983.49	\$4,855,518

* Plus 5.25% of local service area taxes

5. Other Agencies

Regional Hospital District	\$155.64	\$770,471
Municipal Finance Authority	\$0.10	\$510
BC Assessment Authority	\$17.30	\$85,662
Subtotal for agency taxes	\$173.05	\$856,643



csrd.civilspace.io

Quick Link to Survey

