REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

Electoral Area "D" Service and Boundary Configuration Study Committee Agenda

Wednesday, October 13, 2021
6:00 pm

Via Zoom
https://us02web.zoom.us/j/84349847520?pwd=T3l5a2RwNis1MWUrbWxxd0g5Y3R0QT09

PURPOSE From 6:00 pm to 7:30 pm on Wednesday October 13, 2021, the Electoral Area "D" Service and Boundary Configuration Study Committee will meet as part of the initial phase of the study. The Committee will have an opportunity to review updated Committee 'speaking notes' and graphic explaining the study process, and will review drafts of the first five Fact Sheets, and one Incorporation Insight paper on the incorporation study process.

A. HOUSEKEEPING

- This meeting is being recorded
- Ensure to mute yourself except when speaking to reduce sound feedback.
- Format for including the EA Director/Alternate input on agenda items

---

B. APPROVAL OF AGENDA

RECOMMENDATION 1
THAT the Agenda for the October 13, 2021 Electoral Area "D" Service and Boundary Configuration Committee be approved.

C. RECEIPT OF THE AUGUST 18, 2021 MEETING MINUTES

RECOMMENDATION 2
THAT the minutes of the September 8, 2021 Electoral Area "D" Service and Boundary Configuration Committee be received.

D. CONSULTANT - Allan Neilson and Sherry Hurst

- The consultants will review the revised speaking notes with the Committee, and seek input on location of neighbourhood meetings (to be included in the speaking notes)
- The consultants will present the updated flow charts representing the incorporation study process, and how the current study fits into the process
- Fact Sheets – the consultants will review the first 5 Fact Sheets with the Committee, as well

as an overview of the Incorporation Study process (Incorporation Insight)
- The consultants will propose topics for the next 3 monthly Skaha Matters updates

E. QUESTION PERIOD

F. ADJOURNMENT

ATTACHMENTS

The following documents are included in the agenda package for the Committee's review:
- September 8, 2021, Committee Meeting Minutes
- Revised Draft Committee Speaking Notes
- Revised Flow Charts
- Draft Fact Sheets: Regional Governance, Sewer, Library, Solid Waste, Parks and Recreation
- Draft Incorporation Insight: Incorporation Study Process
- Copy of Skaha Matters October advertisement
- Service and Fact Sheet Schedule

REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

Electoral Area "D" Service and Boundary Configuration Committee

MINUTES

Wednesday, September 8, 2021

COMMITTEE MEMBERS PRESENT:

David Forst
Matt Taylor
Myleen Mallach
Phyllis Radchenko
Vi Creasey
Bob Daly
Eleanor Walker
Kay Medland

COMMITTEE MEMBERS ABSENT: Kurt Hiebert, Kerrie McLean

EX-OFFICIO COMMITTEE MEMBERS PRESENT:
Electoral Area "D" Director, R. Obirek

GUESTS PRESENT: Consultant, Allan Neilson, Neilson Strategies Inc.
Consultant, Sherry Hurst, Leftside Partners Inc.
David Van Ommen, Ministry of Municipal Affairs

STAFF PRESENT:
J. Zaffino, Manager of Finance
C. Ozaraci, Administrative Assistant

A. CALL TO ORDER

The Meeting was called to order at 6:01 pm.

B. HOUSEKEEPING

Reminder that the meeting is being recorded and ensure to mute except when speaking.

C. APPROVAL OF AGENDA

The Agenda was approved. CARRIED

D. RECEIPT OF THE AUGUST 18, 2021 MEETING MINUTES

The minutes were received. CARRIED

E. **CONSULTANT –** Allan Neilson & Sherry Hurst

The Consultants reviewed the draft speaking notes for Committee members, draft graphic flow chart of the study, communications and Skaha matters ads and discussion around the fact sheets and schedule.

Action: Sherry to work with Kay on some revisions to the speaking notes.

Action: Draft graphic flow chart revisions to be made as discussed.

Action: Potential tour of Area D for the consultants.

Action: Committee endorsement for the Service and Boundary Configuration Study for next meeting.

Action: Committee members to identify Facebook pages and ability to post in the groups. Standard content to be posted by RDOS and shared by Committee members to the Area D Facebook pages.

Action: Draft proof of the Skaha Matters ad to be included in the agenda

Action: Fact sheets be brought back to the next meeting

F. **QUESTION PERIOD**

There were two members of the public in attendance, however no questions were asked at this time.

G. **ADJOURNMENT**

The meeting adjourned at 8:01 pm

PURPOSE

The purpose of this study is to:

- To document and assess the current state of local governance and service delivery in Electoral Area D of the Regional District of Okanagan Similkameen
- To learn about and understand the concerns and interests of Area D residents with respect to governance and service delivery
- To identify preferred boundary configurations for any subsequent incorporation study

WHAT WILL THE STUDY INVOLVE

- The study is one phase in the Province's approach to investigating the feasibility of and community interest in incorporation. This phase precedes a full incorporation study. The Province considers funding incorporation studies where there is a demonstrated interest and appetite for a change in governance to address servicing and/or governance issues. This study is therefore a preliminary step intended to investigate the level of interest for changes to services and governance, and to recommend some boundary alternatives, should an incorporation study be desired as a next step.
- The study will provide information on what services are provided, who they are provided by, and what they cost, in the various parts of Area D.
- The study will outline some of the key changes that would be anticipated as a result of incorporation – for governance, services, and finance.
- The study will engage with Area D residents regarding existing services and governance structure, and seek to identify concerns, issues, successes and challenges.
- The study will provide opportunities for residents to learn about what an incorporation involves, what the high-level impacts of incorporation would be, and what an incorporation study would entail, if the RDOS and Province proceeded with investigating incorporation further.
- The study will analyze different boundary options, based on feedback from the community, as well as technical inputs, such as land uses, assessment data, infrastructure and services.
- The cost impacts of incorporation are calculated based on a defined incorporation study boundary, and the associated assessment base. Cost impacts will fluctuate based on different boundary scenarios. While the boundary analysis will consider assessment base as one criterion, detailed cost impacts of each boundary scenario are outside the scope of this study. High-level cost impacts that would result from incorporation will be noted as part of the individual Fact Sheets.

PROCESS

The study has four stages:

- The first stage is the preparation of "Fact Sheets" for the Area D services detailing what services are currently provided and at what cost, how decisions are made, and what the high-level impacts of incorporation would be on each service. The detailed sheets will be reviewed and finalized with the Committee and posted on the RDOS Regional Connections website. An overview of the sheets will be mailed to residents in the winter.

- The second stage will be to communicate the above-noted information to the communities, then engage with residents about their current services and governance through neighbourhood meetings. There will also be two panel sessions to learn from other communities' experiences with similar explorations.
- The third stage of the study will involve technical analysis of boundary options that includes community input shared during the neighbourhood meetings. The analysis will result in some boundary scenarios that will be shared with residents in a mailout and survey for residents to complete to gauge community preferences.
- The final stage will be the preparation of a final report which will include recommendations on boundary configurations, a synopsis of the service findings, copies of each of the updated Fact Sheets, and a summary of the outcomes from the public engagement process.

ENGAGEMENT

- Five neighbourhood meetings and two panel discussions are scheduled for early in 2022.
- Meetings will be held in _____ (fill in as Committee confirms locations)

Other opportunities to become involved and stay informed throughout the process include:

- Attend monthly committee meetings (2nd Wednesday of each month)
- Review information on the RDOS Regional Connections website and register for updates
- Submit questions to the Regional Connections website

The RDOS Regional Connections website is the definitive source of factual information about the study and will have a Q&A portion that is updated regularly. Committee members shall encourage residents who have questions to pose their questions on the website.

TIMELINES

Some of the project's key milestones include:

- Committee inaugural meeting – May 2021
- Consultants engaged – July 2021
- Mailout on existing services – End of 2021
- Neighbourhood meetings – January/February
- Boundary Options mailout and survey – spring 2022
- Final Report – end of May 2022

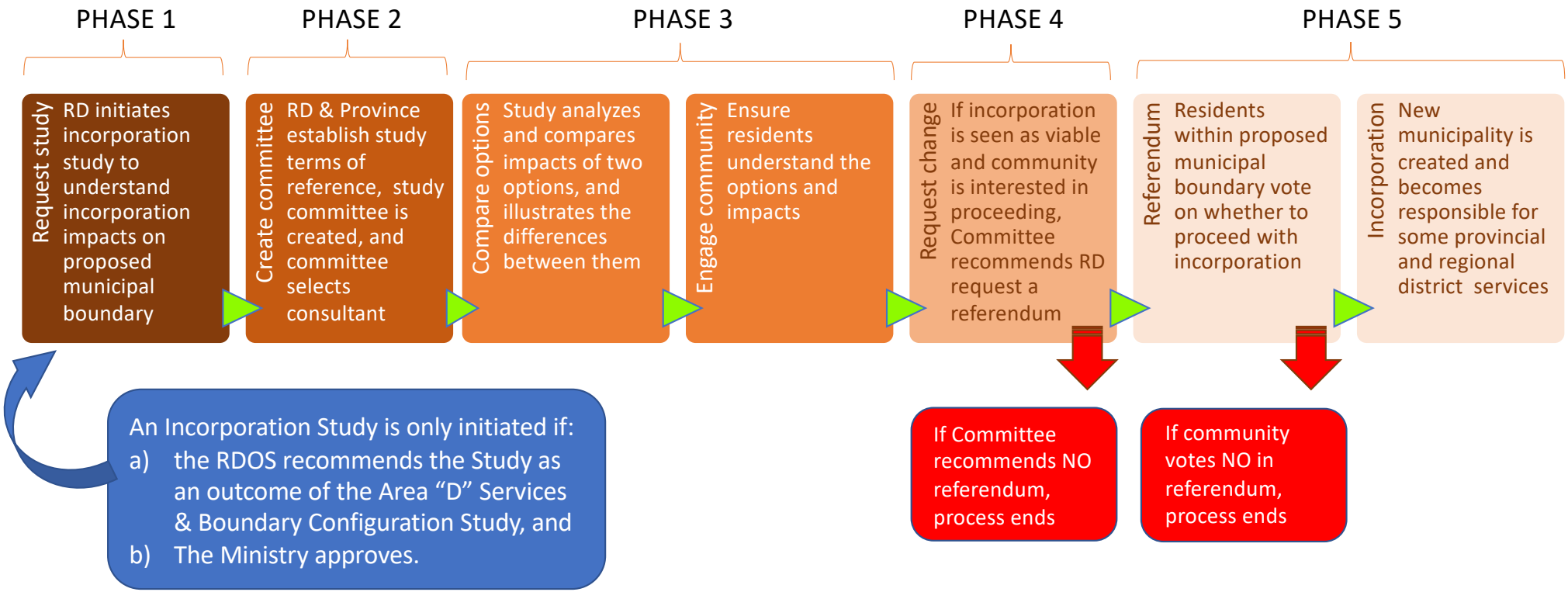
COMMITTEE

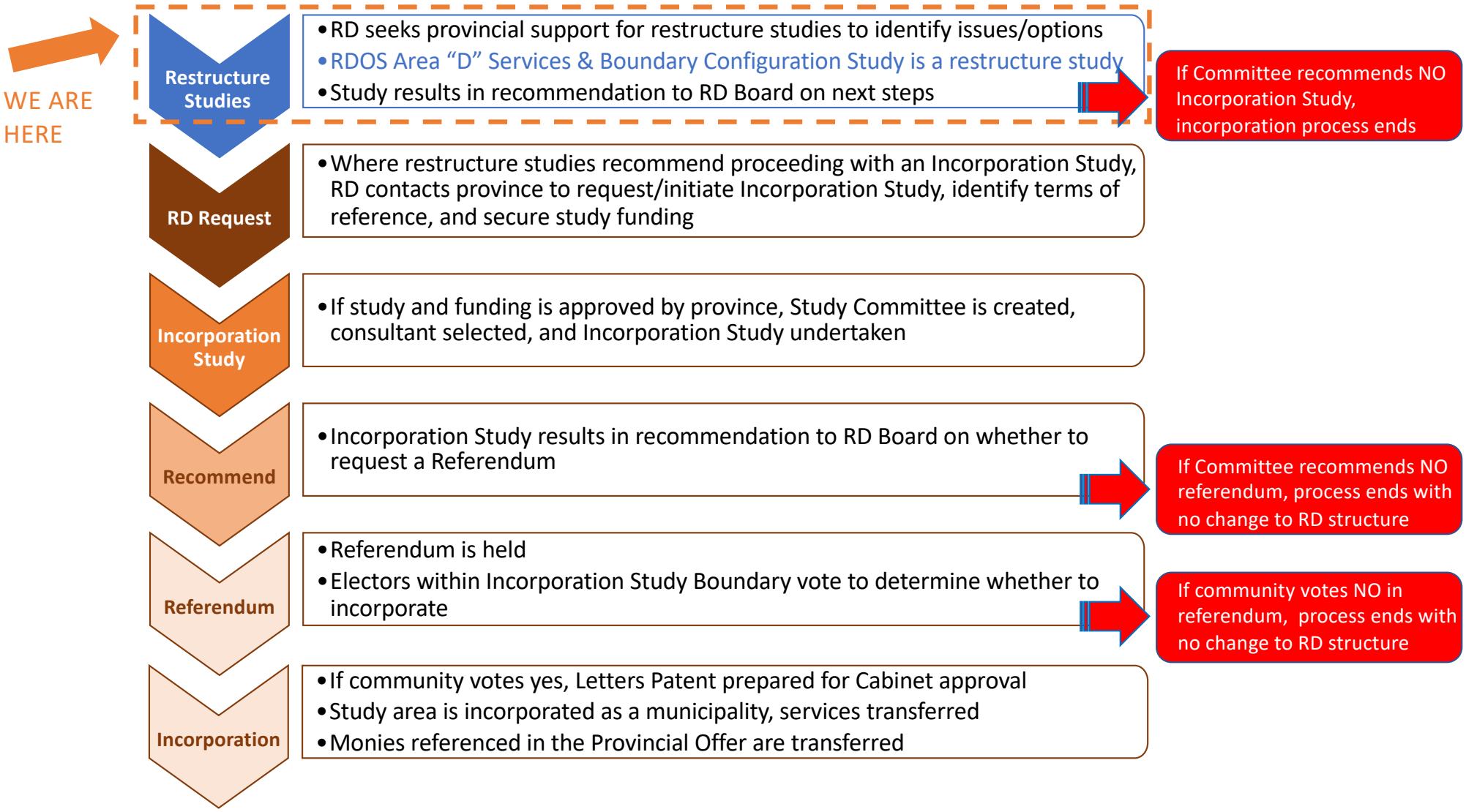
- The Study Committee was formed in spring of 2021 and held its inaugural meeting on May 27, 2021.
- The Study Committee is comprised of 10 citizens from across Electoral Area D.
- The Area D Director Ron Obirek and Alternate Director Jim D'Andrea are ex-officio members of the committee, and they do not vote on any Committee decisions.
- The Committee's role is to remain objective and to ensure that the study is conducted fairly and transparently, to ensure that the information is accurate, and that the engagement is neutral and balanced.

MORE INFORMATION

- For further information, please direct residents to the RDOS Regional Connections website, www.rdosregionalconnections.ca
- Residents are welcome to attend the Study committee meetings held the second Wednesday of every month from 6:00pm to 7:30pm. These meetings are open to the public for viewing and include an open question and answer period at the end.

LOCAL GOVERNMENT INCORPORATION PROCESS




WE ARE HERE
Restructure Studies
•RD seeks provincial support for restructure studies to identify issues/options
•RDOS Area "D" Services & Boundary Configuration Study is a restructure study
•Study results in recommendation to RD Board on next steps
If Committee recommends NO Incorporation Study, incorporation process ends
RD Request
•Where restructure studies recommend proceeding with an Incorporation Study, RD contacts province to request/initiate Incorporation Study, identify terms of reference, and secure study funding
Incorporation Study
•If study and funding is approved by province, Study Committee is created, consultant selected, and Incorporation Study undertaken
Recommend
•Incorporation Study results in recommendation to RD Board on whether to request a Referendum
If Committee recommends NO referendum, process ends with no change to RD structure
Referendum
•Referendum is held
•Electors within Incorporation Study Boundary vote to determine whether to incorporate
If community votes NO in referendum, process ends with no change to RD structure
Incorporation
•If community votes yes, Letters Patent prepared for Cabinet approval
•Study area is incorporated as a municipality, services transferred
•Monies referenced in the Provincial Offer are transferred

RDOS Area "D" Service & Boundary Configuration Study
Fact Sheets
DRAFT - October 2021

REGIONAL DISTRICT GOVERNANCE

➢ What is a regional district?

The Regional District of Okanagan-Similkameen (RDOS) is one of 28 regional districts in BC. The boundaries of regional districts are vast – the RDOS spans 10,414 km^2 from the Okanagan Connector highway 97C in the north, south to the US border, stretching west from close to the Coquihalla Highway 5, to well east of Skaha Lake. Regional district boundaries encompass municipalities as well as unincorporated lands, which are divided into smaller areas called electoral areas. Regional districts are modeled as a federation of municipalities and electoral areas, each of which has representation on the regional board. The RDOS encompasses 9 electoral areas, of which Area "D" is one, and 6 municipalities.

Figure 1: RDOS Electoral Areas



Regional districts:

- Are the local government for rural (electoral) areas, providing them with basic local services such as community planning.
- Provide region-wide services to all electoral areas and municipalities within a region, such as solid waste management planning and emergency planning.
- Provide a framework for sub-regional or inter-municipal services to combinations of municipalities and electoral areas, such as garbage collection and animal control.

➢ Who makes decisions?

Regional districts are governed by a board consisting of two types of directors:

- ***Electoral Area Directors*** are elected directly by rural area voters, and serve 4-year terms.
- ***Municipal Directors*** are first elected to a municipal council, and are then appointed by their council to the regional district board for a term determined by their council.

The board selects its own chairperson, who has the authority to create standing committees to deal with issues such as planning, environmental management, and regional growth. The RDOS has Planning & Development, Community Services, Corporate Services, Environmental Services, and Protective Services committees.

Each municipality or electoral area has a voting strength on the board based on population. In the RDOS, each jurisdiction has one vote for every 1,800 residents. The voting strength is then divided by 5 to determine the number of directors that sit on the board from each jurisdiction. The RDOS Board consists of 19 directors – one from each of the 9 electoral areas and one from each of the municipalities, with the exception of the City of Penticton, which appoints 4 directors, and the District of Summerland, which appoints 2. Area "D" is represented by one Director on the Board. The

population of Area "D" has been estimated at 4,198, resulting in 3 votes.

As the governing body, the RDOS Board is responsible for making a wide range of decisions for Area "D". Some decisions are made by the full Board and others are made only by the directors from the areas participating in the service. There are two types of votes at the board:

- ***Corporate votes***, in which all directors vote. Some of these votes are unweighted (1 director, 1 vote), such as for establishing new services, or regulatory bylaws. Weighted corporate votes are used for money matters, such as the financial plan, borrowing or buying property.
- ***Stakeholder votes***, in which only those directors participating in a service are entitled to vote. Weighted votes (by population) are used. These votes are for the operations of existing services. If there is only one participating area, the entire board will vote on the service.

The decision to establish a new local service in Area "D", is a decision for the full the Board using an unweighted corporate vote. The decision to adopt RDOS's annual financial plan (i.e., budget), through which the services provided to Area "D" are funded and tax requisitions are determined, is also a decision for the full Board. This decision, however, is made using a weighted corporate vote. Decisions on region-wide services in which Area "D" along with all other jurisdictions participates are made by the full Board as well. In some instances the decisions are made using unweighted votes; in other instances, weighted votes.

Electoral Area "D" participates in a number of sub-regional services — that is, services that are provided to a limited number of jurisdictions (electoral areas and/or municipalities). Examples of these services include Electoral Area Planning, Regional Growth Strategy, and curbside recycling and garbage collection. Decisions on the operation and administration of these services are made only by the Directors who represent the participating jurisdictions, using weighted stakeholder votes.

Some of the RDOS services in which Electoral Area "D" participates are provided solely to Area "D" such as Okanagan Falls Sewer, Okanagan Falls fire protection, or Heritage Hills street lighting. The *Local Government Act* requires all votes on services that are provided to a single electoral area to be made by the full Board of Directors.

What is important to understand is that the Area "D" Director is not the only decision-maker for Area "D". Indeed, all decisions on RDOS services that are provided to Area "D" involve directors from other jurisdictions in the Regional District. In some cases directors from all municipalities and electoral areas of the RDOS are involved; in other cases, directors from only a sub-set of jurisdictions are involved. In every case, however, the Area "D" Director shares decision-making authority over local matters with elected officials from other parts of the region.

Area "D" Residents

Electoral Area "D" residents participate in local decision-making through consultation processes on major initiatives, such as development of an OCP, the creation of a compost facility or the Services and Governance study. In some cases — the development of an OCP is an example — consultation with residents is required under the *Local Government Act*. In other cases, consultation is undertaken simply as a local governance best practice.

Area "D" residents also participate in decision-making through citizen advisory bodies. The 11-member Electoral Area "D" Advisory Planning Commission (APC) is one such group, established to advise the Board on land use and community planning matters in Area "D". The Okanagan Falls Parks and Recreation Commission is an additional body with representation from residents.

Finally, residents who are also electors have a significant role to play in approving certain decisions of the RDOS Board. In some instances, elector approval is sought using an "alternative approval process" (AAP); in other cases, approval is pursued using an assent vote (i.e., referendum). Initiatives related to long-term borrowing, the establishment of new services, the disposal of infrastructure and parkland, and entering into public-private partnerships, are key examples of decisions that must be approved by electors.

Provincial Government

The provincial government has a direct role in (and ultimate authority over) decision-making for certain local services in all unincorporated areas of British Columbia, including Electoral Area "D". Roads, policing, and subdivision approval are the three key services for which the province is the principal decision-maker.

➢ What services does a regional district provide?

Regional districts can provide a broad range of services. With the exception of a few provincially mandated services, the services are determined by the regional board, with the support of residents. Because the board only provides services that their members, or residents, agree the regional district should provide, the menu of services varies by regional district, and can be different within each electoral area or community.

Some services, such as street lighting, may be provided to a portion of an electoral area, or to a combination of electoral areas and municipalities (such as the operation of the Campbell Mountain landfill). Regional services are those that are provided to all member municipalities and electoral areas, such as solid waste management planning.

Services are established to respond to needs identified by the board, electoral area directors, member municipalities, staff or residents. A proposed service must go through a process to determine its feasibility, including scope, cost, and delivery options. If deemed feasible, a service establishing bylaw must receive support from the regional district board. Ultimately the bylaw must also be approved by the province's Inspector of Municipalities, and supported by the residents that will participate in and pay for the service. Support can be demonstrated through a petition, alternative-approval process, referendum, or approval by a Council or electoral area director on behalf of residents of that jurisdiction.

Just because the regional district *can* provide a service, does not mean that they *do*. There are many organizations that provide services. For instance, water service may be provided to a community privately, or through an Improvement or Irrigation District independent of the regional district. In Area "D" there are 4 irrigation districts providing water, as well as one private utility.

➢ What services does a regional district NOT provide?

The provincial government provides some services to rural areas, including roads and policing. These services are not the responsibility of the regional district and they do not have control over how they are provided.

➢ How do regional districts pay for services?

Unlike a municipality, which has the flexibility to allocate "general revenues" to its services, each service provided by the regional district is budgeted for separately. Costs are recovered by billing those who benefit from the service. The expense of providing a service must be covered by revenue generated for that same service; one service cannot subsidize another. Revenue raised for a fire protection service must fund the fire department and no unrelated activity.

Regional districts raise funds primarily through requisition – parcel taxes (a set amount per parcel, land area, or metre of frontage), or property value taxes based on tax rates applied to the assessed value of the property (land, improvements, or land and improvements combined). Tax notices reference the services, or group of services received, and the associated tax rates or parcel tax amounts.

Regional districts also generate revenues from user fees and charges, such as dog licenses, garbage collection fees, recreation fees and provincial or federal government grants. Some services, such as garbage collection, are recovered fully through user fees, and do not require any taxation.

In electoral areas, regional district property taxes are collected by the provincial government's Surveyor of Taxes on behalf of the regional district. Within municipal boundaries, property taxes are paid to, and collected by, the municipality. The Province and municipalities then transfer funds to the regional districts to cover the cost of local, sub-regional and regional services that the regional districts provide.

➢ How would governance differ in a municipality?

When a municipality is created, the RDOS would be replaced as the local government by the new municipal corporation; similarly, the RDOS's Board of Directors would be replaced as the local governing body by the new Municipal Council for the newly incorporated area.

Council would consist of a mayor and either 4 or 6 councillors[1], all of whom would be elected at-large to represent the community as a whole. Council, together, would be responsible for making all major decisions, including those related to the establishment of new services and programs, the review and approval of major development applications, and the passing of the annual financial plan (i.e., budget). Significantly, Council would also determine local road standards and other road-related matters.

Council Committees
Standing and select committees of Council could be established to provide advice and recommend-dations on services and other matters. Residents could be appointed to both types of committees, as desired.

Residents
Residents of the new municipality would be involved in local decision-making through consultation processes, much as residents of Area "D" are today. Council could establish a citizen-based Advisory Planning Commission (APC) to comment on development applications and land-use matters; however, APCs are less common in municipalities than in electoral areas.

Resident electors would have some role to play in approving certain decisions of Council through AAPs and/or assent votes. The range of decisions on which approval would be required in the municipality, however, would be different than that which exists in Electoral Area "D". Municipal electors would need to approve long-term borrowing, decisions to enter into public-private partnerships, the disposal of local utilities and certain types of parkland, and certain other decisions, just as electors do today in Area "D". Decisions by Council to establish new services, however, would not be subject to elector approval.

Regional District
A new municipality would become a RDOS member municipality, along with Penticton, Summerland, Oliver, Osoyoos, Keremeos and Princeton. Council would appoint one of its members to the RDOS Board of Directors as a Municipal Director. This Director would vote at the Board table on all corporate matters (e.g., adoption of the annual financial plan), and in decisions on services in which the municipality participated.

Provincial Government
The provincial government would have diminished authority over local services in a new municipality. Specifically, the province would no longer make decisions related to local roads, and would no longer have authority over subdivision approval.[2] The province would still, however, make decisions concerning local policing. If the new municipality reached a population of 5,000, Council (through the Mayor) would have an enhanced role in helping to set policing priorities.[3]

The transfer of decision-making authority from the province to the municipality also includes a transfer in the cost to municipal taxpayers. Local taxpayers would become fully responsible for the cost of maintaining local roads and for processing and approving subdivisions.[4]

---

[1] Council size would depend in part on population, and be determined during the incorporation process.

[2] The province would remain in control of Highway 97, which is designated a provincial highway.

[3] Even at 5,000 population, the new municipality would not control local policing. Authority over local policing in communities served by the RCMP is held by the province and is exercised through the Solicitor General. The municipality would, however, have the ability to influence the setting of local policing priorities.

RDOS Area "D" Service & Boundary Study
Fact Sheets
DRAFT - October 2021

SEWER & WASTEWATER SERVICES

➢ What service is provided?

Sewer and wastewater services provided by RDOS in Area "D" include:

- operation of a sewage collection and treatment system in the Okanagan Falls area
- septic disposal services.

Okanagan Falls Sewer

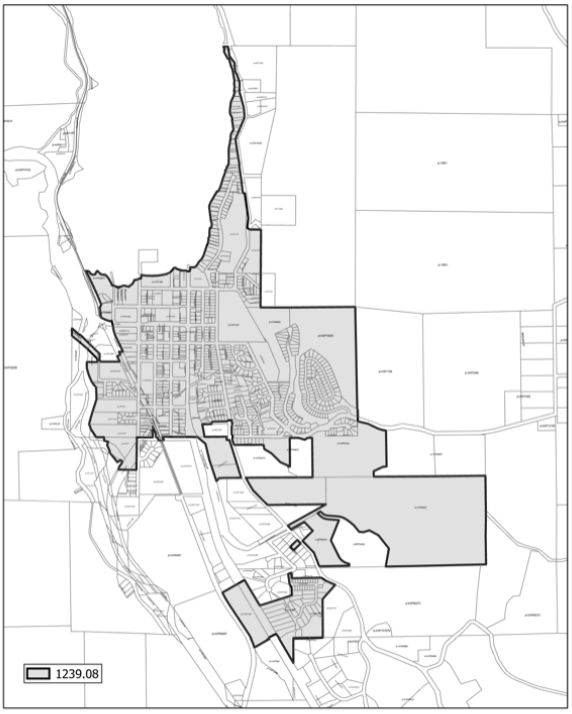
The Okanagan Falls sewage collection, treatment, and disposal works were originally built in the late 70's. In 2010, a federal/provincial infrastructure grant assisted in funding the construction of a new Wastewater Treatment Plant (WWTP) south of the original treatment plant. The project was completed in 2013. In addition to the new WWTP, the system includes 4 pump stations, and pressurized and gravity sewer mains that service approximately 750 properties. The sewer service area, which encompasses 1,379 connections, includes all the shaded areas shown in Figure 1.

The new WWTP removes the organics and nutrients from the wastewater through biological nutrient removal before the effluent is released into Okanagan River Channel. The treated effluent is used for treatment plant operations, in toilets at the plant, and for landscape irrigation. The heating and cooling system uses the treated effluent in various ways and can provide up to 95 percent of the heating/cooling requirements for the building.

As a condition of the grant, the plant was built to be capable of handling expansion to the Kaleden Lakeshore and Skaha Estates communities. Work has been completed to design an extension of the system to these two communities.

In 2017 the RDOS received grant funding to extend the sewer system to Skaha Estates community. A

Figure 1: Okanagan Falls Sewer Service



preliminary engineering design and associated cost estimate was prepared by Tetra Tech Canada in 2018. The analysis indicated that the associated cost of extending sewer lines along Eastside Road to Skaha Estates was approximately $14.2 million, of which more than $8 million would be needed from residents. The cost was considered prohibitive for the community of less than 200 properties, and not pursued any further. Skaha Estates could proceed in the future if sufficient grant funding was received.

Grant funds were then used to prepare a preliminary design, complete with Class 'B' cost estimates, of expanding the sewer service to Kaleden. A preliminary design report was completed in April 2020. The project was proposed to replace the existing and septic systems in

Kaleden with a community sewage collection system and connect into the wastewater treatment facility in Okanagan Falls. A referendum on that proposal was postponed due to COVID in 2020 but proceeded in June 2021. Residents within the proposed Kaleden Service Area were asked whether they supported the creation of a sewer service, and to authorize borrowing of up to $4,040,000 for the infrastructure extension. A total of 58% of those who cast ballots voted against the proposed expansion.

Based on the recent direction, there are no expansion plans in the works for the sewer system.

The Heritage Hills/Vintage Views community has a private sewer system servicing their community. The sewer system had some issues during a 2019, including a sewage leak. The provincial Ministry of Environment is responsible for private systems, including responding to compliance issues, and working together with the Health Authority to identify any public health concerns. As a privately run system The RDOS has no responsibility for private wastewater systems, nor does it have the authority to enforce compliance. The costs for private systems are not included in this overview because it is not a service provided by the local government.

Liquid Waste Management Planning
The RDOS has the authority to provide liquid waste management planning for all electoral areas. A Liquid Waste Management Plan (LWMP) generally references existing circumstances, identifies viable alternatives and improvements and recommends the most financially, socially, and environmentally acceptable solutions for moving forward. LWMPs are encouraged by the Province, but not required. The plans provide benefits such as authorization to borrow for capital works. Several LWMPs were initiated through grant funding back in the 80s.

The Okanagan Falls Area Liquid Waste Management Plan was approved in 2010 and precipitated the construction of the new wastewater treatment plant. The plan also identified potential sewer areas in Kaleden and Skaha Estates.

No further updates have been initiated since that time, and there have been no recent services provided, nor cost associated, with the RDOS authority for liquid waste management planning. While the region still has the authority for the service, at this time it is not an active service provided to Area "D".

Septage Disposal
The RDOS helps fund the disposal facility for septic waste located at the Penticton sewage treatment plant. The plant serves the City of Penticton as well as residents of RDOS.

➢ Who makes decisions?

Okanagan Falls Sewer
The entire RDOS Board makes decisions regarding the Okanagan Falls sewer service, due to the fact that one Electoral Area Director cannot make decisions on a service alone. Decisions are made on the advice of staff, policies and regulations, and in accordance with the approved Liquid Waste Management Plan and applicable legislation.

Liquid Waste Management Planning
As noted above, liquid waste planning is not provided to Area "D" at this time. When plans are revised or updated, all Electoral Area Directors would participate in decisions.

Septage Disposal
Only the directors from the participating areas – Area "D," "E," "F," and "I" – make decisions regarding the septic disposal facility, with the exception of budget decisions, which are made by the full Board.

➢ Who delivers the service?

The RDOS operates and manages the Okanagan Falls sewer system and treatment plant. RDOS has a Manager of Operations that oversees the water/wastewater operating department. The department encompasses many staff that contribute to the service, including system operators, a laboratory technician, environmental technologist as well as an administration assistant. The RDOS also has a Manager of Engineering Services, engineering technologists and an

administration assistant that oversee the water/wastewater capital projects. In addition, consultants are hired as required to assist in the preparation of liquid waste management plans and updates.

The septic disposal facility at the City of Penticton's advanced wastewater treatment plant is operated by the City of Penticton. The RDOS has a 22-year contract with the City to deliver the service to RDOS that ends in July 2027.

➢ What is spent by RDOS on the service?

Okanagan Falls Sewer
Annually, the Okanagan Falls sewer service costs approximately $1.2 million, including debt financing for the construction of the treatment plant. This amount does not include any capital works. In 2021 an additional $1.95 million in capital works were planned, which represents more than a typical year. The main upgrade was $1.8 million for solids processing. Other items included a lift station upgrade, generator replacement, wetland enhancement and SCADA upgrade. Capital funds came from Gas tax (grant and Community Works Funds), user fees (capital portion), and DCCs (SCADA upgrade) to pay for the capital works. Other years in the 5-year financial plan have no capital upgrades identified.

Septage Disposal
The septage disposal service is in a surplus situation, so no funds are required through tax requisition. Those who use the service pay tipping fees at the time of use. Tipping fees are $36/m^3.

The 2021 budgeted service costs, including capital costs, are shown in Figure 2.

In addition to the annual service costs, there are also operating and capital reserve accounts created for the Okanagan Falls sewer service, and an operating reserve for the Septage Disposal service. The DCC Reserve account must be used for WWTP DCC projects only. It is useful to consider the amounts that the region has set aside for future expenditures. Reserve totals are included in Figure 3.

Figure 2
Cost of Services
2021

Service Component	Cost[1]
OK Falls Sewer	$3,160,142
Septage Disposal	$0
Total	**$3,160,142**

1 Cost estimates are from adopted 2021 budget figures and include capital costs

Figure 3
Reserve Totals
2020

Service	Reserve Total[1]
OK Falls Sewer	$103
OK Falls Sewer DCC Reserve	$297,362
OK Falls Sewer - Future Capital	$959
Septage Disposal Operating Reserve	$98,710

1 Reserve totals are as at the end of 2020.

➢ How are the costs recovered?

The cost of the Okanagan Falls sewer is primarily recovered through user fees, and to a lesser extent extension, installation and connection fees. User fees pay for about 93% of the service costs. The service also receives an annual Sewage Facilities Assistance grant from the Okanagan Basin Water Board.

The RDOS has a development cost charge (DCC) for the Okanagan Falls sewer treatment plant, which is paid by anyone constructing new residential or non-residential buildings or creating new residential lots through a subdivision. The DCC allows development to contribute to the capital costs of WWTP projects that benefit growth. The DCC for every new single-family lot created in the sewer area is $5,900. Multi-family units pay $4,200 per unit, commercial and industrial development pay $19 per square metre of gross floor area, institutional $17 per square metre, and RV parks pay $2,400 per site or lot. The DCCs accrue in a reserve account and are used to contribute to

capital costs of the WWTP. At the end of 2020 the DCC reserve was $297,362.

Septage Disposal
This service is recovered through tipping fees provided by the users. A portion of the amount previously provided to the City of Penticton was covered by tax requisition; however, the service is in a "surplus" position and therefore no longer needs to recover funds through taxation. Residents who use the Penticton facility for septic disposal are also subject to a tipping fee of $36 per m^3 at the time of disposal.

➢ What is the cost to a typical residence?

The cost of the Okanagan Falls sewer service is recovered from Area "D" taxpayers that are connected to the sewer system through a $879 user fee (for single family properties, $749 for an apartment). This user fee includes a portion allocated to capital projects, and a portion for operating costs. Properties not serviced by the OK Falls sewer system would only pay fees associated with septic disposal as needed, or private sewer user fees.

Figure 4
Cost Impact on Typical Residence
2021

Service	Tax Req.	Res. Rate	Owing[1]
OK Falls Sewer	n/a	n/a	$879.00
Septage Disposal	$0	n/a	$0.00
Total			**$879.00**

[1] Impact is calculated on a single family home assessed at $450,000

➢ What impact would incorporation have on these services?

Incorporation would not result in many required changes to the Sewer and Wastewater services currently provided to Area "D". If the Okanagan Falls sewer area were fully included within a new municipal boundary, and not divided, then the municipality would become the owner of, and have responsibility for delivering the sewer service to residents.[1] There would not be any requirement, as a result of incorporation, to extend sewer services beyond the current service area.

The cost of the OK Falls sewer service would not necessarily change as the result of the transfer of responsibility to the municipality. The municipality would have the option of operating and maintaining the system using municipal staff, or contracting that service to a third party. The municipality would have the authority to apply for infrastructure grants, or apply eligible Gas Tax funds to capital upgrades, in accordance with the municipality's infrastructure priorities.

There would be no requirement for the municipality to acquire any privately owned sewer system, such as that at Heritage Hills/Vintage Views (even if the system was within the municipal boundary).

Similarly, the septage disposal arrangement with the City of Penticton could still continue with a new municipality, but may require an update or amendment to the contract with the City of Penticton. A municipality would have the authority to determine whether to participate in, and pay for that regional service, or to provide the service through other means.

[1] It is expected that the entire sewer service area would be contained within a new municipality. Excluding a portion of the utility would be unusual, if not problematic

RDOS Area "D" Service & Boundary Configuration Study
Fact Sheet
DRAFT - October 2021

LIBRARY SERVICES

➢ What service is provided?

Although not delivered directly by the Regional District, the RDOS participates on a library board, contributes toward the upkeep of local branches, and collects taxes that are forwarded to the regional library board.

Library service is provided to Electoral Area "D" by the Okanagan Regional Library (ORL). ORL is a large library system of 29 branches, a service area that stretches from Osoyoos to Golden, and a service population of more than 400,000. The RDOS is one of four regional districts whose electoral areas receive service from ORL. Nineteen municipalities and one First Nation also participate in the system.

Area "D" is served primarily by ORL's Okanagan Falls branch, located in Okanagan Falls (see Figure 1). The Okanagan Falls branch is open 4 days a week for a total of 25 hours. ORL Library cards are free to those who live in, or own property within Area "D".

Many residents in Area "D" also make use of the Penticton Public Library, which is a municipal library, and not part of the ORL system. While Area "D" residents cannot obtain a Penticton Library Card for free (an annual card is $75 for non-residents), because they contribute taxes to the public library system, residents can obtain a free BC OneCard which provides borrowing privileges at any BC public library. At Penticton Library, RDOS residents may borrow up to 15 items at a time, as well as renew materials, place holds, etc. with a OneCard. Materials can be returned to Penticton Library or one of the ORL Library branches.

In addition to the selection of fiction and non-fiction books, magazines, newspapers, and reference materials available at the local branches, the ORL library card gives access to:

- programs for children and adults;
- free Internet access at computer workstations as well as wireless access;
- DVDs, CDs, audiobooks and eBooks;
- Services for members who are print disabled, living in remote areas or seeking materials in other languages; and,
- BC public libraries via the BC OneCard.

➢ Who makes decisions?

ORL is a stand-alone corporation established under the authority of the *Library Act.* ORL's governing body is its Board of Trustees comprised of representatives of the system's member jurisdictions. As per the legislation, each of the 19 participating municipalities appoints a council member as a trustee to the ORL Board. In addition, each of the 4 participating regional districts appoints one electoral area director as a trustee to represent the regional district's electoral areas as a group.[1] The Board consists of 24 trustees, including one trustee appointed by Westbank First Nation.

ORL's Board of Trustees makes all major decisions related to the service. The entire Board votes on all matters. Most decisions, such as policy, are made using a corporate voting model, in which each Board member receives one vote. Decisions related to the budgets and expenditure of monies, however, are made using a weighted vote system that awards votes to members in proportion to the

[1] The Director for Electoral Area "E" represents the RDOS's electoral areas at present.

population size of their respective jurisdictions. With an unincorporated population participating in the service of 19,790, RDOS receives 19 weighted votes (the total for the board is 407).

The Board is supported in its decision-making by staff, as well as by three permanent standing committees: the Policy & Planning Committee, the Personnel Committee and the Finance Committee.

It is important to understand that the boards of participating regional districts, and the councils of participating municipalities, have no formal involvement in ORL governance other than through their appointed representatives on the ORL Board. ORL is an independent corporation, separate from the municipal and regional district corporations that participate in the system.

The only direct involvement RDOS has in the library service is through approval for branch furnishings, fixtures or equipment on an as-needed basis. Support for the fixtures or equipment for the individual Okanagan Falls branch comes from the Area "D" Rural Projects budget. As with any expenditures made from this budget, decisions are made by the Electoral Area Director. The budget amount itself is set and approved by the entire Board.

➢ Who delivers the service?

ORL staff are responsible for the delivery of all aspects of the library service, including:

- front-line branch services (e.g., check-out, reference, children's programs, etc.)
- branch support services (e.g., transporting collections between branches)
- head office functions (e.g., administration, planning, HR, finance, information systems)

Staff in most branches are assisted in some aspects of the service by community volunteers. In particular, the Okanagan Falls branch, on its website, acknowledges the Lions Club and the Royal Canadian Legion #227 are also involved in a program with the library that funds books for toddlers.

➢ What is spent by RDOS on the service?

Figure 2 shows the total 2021 budgeted cost for delivering the ORL library service to the RDOS at $886,759. This represents the cost of delivering library services to the participating electoral areas (Areas A, B, C, D, E, F, G and I), and does not include the municipalities, which are billed directly by the ORL. While the majority of the budget amount shown below represents the requisition from ORL, there is also a small administration cost component for the RDOS.

The amount in Figure 1 represents the total cost of the service, and not the portion that Area "D" residences pay for through user fees or taxes.

Figure 1
Cost of Services
2021

Service Component	Cost[1]
ORL Library	$886,759
Total	**$886,759**

1 Cost estimates are from adopted 2021 budget figures

The RDOS does not keep reserve accounts for the Okanagan Falls library branch. Any fixtures or equipment are funded for through the Area "D" "rural projects" budget as requested.

➢ How are the costs recovered?

Property taxes represent the primary source of funding for the service. Each year, the ORL determines the total amount it requires from its members. The total requirement is then allocated among the participating jurisdictions based on a combination of converted assessment (50%) and population (50%). Cost sharing on the basis of property assessments reflects a community's ability to pay, and cost sharing on the basis of population reflects a community's usage (or potential usage) of the library. The RDOS then apportions that cost amongst all property owners on the basis of property assessments (land and improvements).

In addition to the property tax contributions identified in Figure 2, as noted earlier, each jurisdiction is responsible for providing the branch furnishings, fixtures and equipment within its boundaries. In RDOS, the Area "D" rural projects budget is used to fund these improvements. The rural projects budget is funded through taxes levied on land and improvements within Area "D." There are no library expenditures specifically identified in the rural projects budget for the next 5 years.

Financial statements for the ORL for the year ending December 31, 2020, indicate that the Okanagan Falls branch had a budget of $120,304 and actual expenses of $118,092, which was virtually identical to the previous year (2019). However, Area "D" residents pay a share of the broader ORL costs, and the requisition is not dependent on the local branch costs alone.

The total tax requisition for the ORL service area within RDOS in 2021 was $885,611 as shown in Figure 2. Residents in Area D contributed close to $200,000.

➢ What is the cost to a typical residence?

The cost of the RDOS library services is recovered from Area "D" taxpayers on the basis of property assessments. A residence assessed at $450,000 in Area "D" paid approximately $66.61 in taxes in 2021 for library services, as shown in Figure 2.

Figure 2
Cost Impact on Typical Residence
2021

Service	Tax Req.[1]	Res. Rate	Owing[2]
ORL Library Services	$885,611	0.1480	$66.61
Total			**$66.61**

1 Tax requisition amount excludes 5.25% Surveyor of Taxes fee

2 Impact is calculated on a home assessed at $450,000

➢ What impact would incorporation have on these services?

If a portion of Area D, including Okanagan Falls, were to be incorporated as a municipality, it could choose to continue having Okanagan Regional Library operate its local library branch, or they could choose to withdraw from the ORL and establish its own municipal library under the *Library Act* (similar to that provided by the City of Penticton).

If the new municipality remained with the ORL, the ORL Board of Trustees would continue to make decisions for the library service. The new municipal council would appoint a trustee to the board — the total number of trustees would therefore increase from 24 to 25. The number of weighted votes the municipality would have depend upon its population. The weighted vote for RDOS would be reduced based on the reduced population in the participating unincorporated areas.

Municipalities are billed by the ORL directly for the service. The estimated ORL requisition for the new municipality would depend upon the population and assessment base of the incorporated area.

RDOS Area "D" Service & Boundary Configuration Study
Fact Sheet
DRAFT - October 2021

SOLID WASTE MANAGEMENT

➢ What service is provided?

For the purpose of this *Fact Sheet*, solid waste management consists of curbside collection of garbage and recycling, refuse disposal/landfill operations, a solid waste management planning service and an illegal dumping clean-up service.

Curbside Garbage/Recycling

The Regional District provides curbside recycling and garbage collection to residences in Area "D" through two separate services (Recycling/Garbage OK Falls and Recycling/Garbage Area D/E/F/I). The service consists of four main programs for single-family homes:

- Weekly garbage collection,
- Every other week recycling collection,
- Seasonal yard waste pickups, and
- Yearly pickup (one date) of two large bulky items.

Residents can place two cans or bags (max 121 L container or 25 kg weight per bag or can) at the curb, and unlimited recycling. One (1) 240 litre rolling cart is also acceptable for garbage collection. Additional garbage can be collected using "tag-a-bag" stickers.

Yard waste (grass clippings, trimmings, etc.) is collected every other week, with the exceptions of only one pick-up in December and February, and no collection in January. Yard waste must be placed in clearly marked reusable containers or in compostable paper bags, or prunings can be bundled with string (not wire, nylon cord or plastic banding). Unlimited amounts of properly packaged yard waste is accepted on collection days.

There is also one day annually where no more than two large items (appliances, furniture) will be collected.

Multi-family (anything over four units) residential and non-residential uses must contract their own garbage and recycling service separately; this service is not through the RDOS.

Solid Waste Management

The RDOS provides a Solid Waste Management Service that includes long-term planning for solid waste management for the entire regional district. Multi-family and commercial uses pay into the solid waste management planning service, which is a mandatory service of all regional districts that regulate garbage collection in BC.

Solid waste planning includes preparation and update of the region's solid waste plan (adopted in 2012, and amended in 2019 to include the Apex Mountain Transfer Station). The plan provides a long-term vision for solid waste management, including waste diversion targets and disposal plans. The service also includes public education, waste reduction coordination, annual reporting, preparation of new waste facility sites, and other works or services as required by the plan.

Landfill Operations

There are 7 sanitary landfills within the RDOS to manage the region's solid waste; the regional district operates 4 of them, and 3 are operated by municipalities. One landfill is located within Area "D"– Okanagan Falls Sanitary Landfill. That landfill does not accept household garbage; instead it is a regional centre for demolition, land clearing and construction waste (wood, yard waste, metals, propane tanks, tires and lead acid batteries). The waste collected in Area "D" through the curbside

collection program, commercial collection or multi-family collection is disposed at the Campbell Mountain Landfill, located in Penticton. Residents and businesses in Area "D" can also take garbage to the Campbell Mountain Sanitary Landfill (CMSL).

The RDOS has proposed a new organics composting facility adjacent to the Campbell Mountain Sanitary Landfill (CMSL). The RDOS is partnering with the City of Penticton on an opportunity to build a facility that can compost the wastewater solids as well as food and yard waste organics. The RDOS Solid Waste Management Plan has identified composting as one of the best means to divert waste entering local landfills.

The proposed composting operation would be located east of the CMSL at a site currently located within the Agricultural Land Reserve (ALR). The new operation would be designed to accommodate up to 35,000 tonnes of organic materials per year and would include odour controls and paving the site to contain leachate. The establishment of an organics composting facility will require an amendment to the Solid Waste Management Plan.

The RDOS recently commissioned a master plan is for the CMSL, the results of which will be used to update the Design, Operations and Closure Plan, required by the Ministry of Environment every 5 years.

Illegal Dumping
RDOS also provides a regional illegal dumping education and control service that includes reporting of illegal dumping within the region, collection and supporting community clean-up efforts. The service is provided region wide – all electoral areas and municipalities participate in this service.

➢ Who makes decisions?

The RDOS has authority for providing solid waste collection services to residents of 8 electoral areas as well as the Village of Keremeos. Although there are different curbside collection areas, all curbside collection is through one service provider. Operational decisions are made by all the service participants, and budget decisions are made by the full Board.

The RDOS's Board of Directors makes decisions for the region-wide solid waste management planning function, including decisions on the service budget. The participants make operational decisions regarding the landfill operations for Campbell Mountain and Okanagan Falls (Penticton and Electoral Areas D, E, F and I).

➢ Who delivers the service?

Residential garbage and recycling collection services are delivered by Waste Connections of Canada on contract with RDOS. The current contract began in July 2018 and is scheduled to end in the middle of 2025. Waste Connections delivers the service to 8 electoral areas and the Village of Keremeos.

The RDOS provides regional solid waste planning to the entire region. The Region is required to complete and update its regional Solid Waste Management Plan, and to undertake long-term solid waste facility planning on behalf of the region. Consulting services are used to support staff in delivering the service.

The operation of the 4 regional landfills is currently provided by RDOS. The landfill operations agreement for CMSL expires in May, 2022. The regional district sent the new contract to tender in the fall of 2021. The RDOS also uses some consultants and contractors to assist with landfill operations.

Illegal dumping collection is provided by RD staff, with the use of some contract services.

➢ What is spent by RDOS on the service?

The total cost of solid waste management services that impact Area "D" can be broken down into:

- the 2021 budgeted cost of garbage collection and recycling services
- the 2021 budgeted cost of the RDOS solid waste management planning service

- the 2021 budgeted cost of operating the Campbell Mountain and Okanagan Falls Landfill
- the 2021 budgeted cost of illegal dumping service

The amounts in Figure 1 represent the total cost of these services, and not the portion that Area "D" residences pay for through user fees or taxes. These amounts also include capital expenditures, which can vary greatly from year to year, particularly for the landfill operations. The operating costs are more stable. Of the $7.3 million in Refuse Disposal service costs in 2021, approximately $4.18 million are operating costs, and $3.085 are capital costs.

Figure 1
Cost of Services
2021

Service Component	Cost[1]
Curbside Collection Area D/E/F/I	$568,522
Curbside Collection OK Falls	$308,552
Solid Waste Management (Planning)[2]	$304,058
Refuse Disposal (landfills) Pentcton/D3[3]	$7,265,637
Illegal Dumping	$46,921
Total	**$8,493,690**

1 Cost estimates are from adopted 2021 budget figures

2 2021 represents an unusual year for this service due to consulting costs. Service costs are typically budgeted at approximately $220,000.

3 2021 included $3.085 million in capital expenditures

Most services have operational reserves in place, and the landfill facilities also have capital reserves and closure reserves. It is useful to consider the amounts that the region has set aside for future expenditures. Reserve totals are included in Figure 2.

Notably, the Campbell Mountain landfill has multiple reserves. Closure costs must cover the costs of closing the landfill, as well as post-closure care for an estimated 30 years. The total estimate of closure costs, estimated in 2016, is about $9 million, plus another $4.9 million on post-closure. The earliest closure date is estimated at 2104 (88 years).

Figure 2
Reserve Totals
2020

Service	Reserve Total[1]
Curbside Area D/E/F/I Operating	$154,805
Curbside OK Falls Operating	$80,817
Solid Waste Management Operating	$243,761
Refuse Disposal - (Penticton & Area) Operating	$96,204
Illegal Dumping Operating	$49,251
Campbell Mt. Landfill (closure)	$5,209,604
Campbell Mt. Landfill Capital Reserve	$1,696,180
Campbell Mt. Landfill Env.Improvement	$2,095,306
Refuse Disposal - OK Falls (Landfill)	$636,919

1 Reserve totals are as at the end of 2020.

➢ How are the costs recovered?

Curbside collection of garbage and recycling in Area "D" is paid for primarily through user fees, as well as a contribution from Recycle BC, a non-profit industry-funded group that manages packaging and paper recycling. In 2021, user fees were $155 in Upper Carmi, Heritage Hills, and Lakeshore Highlands, and $135 in the remaining areas of Area "D". Those fees are a flat rate per residence, and do not fluctuate with the value of a home. Rates are reviewed and revised annually based on costs of the contract, tipping fees and administrative costs. Single family residential properties are billed annually for garbage and recycling fees, and these fees are therefore not included on their tax notices. The collection services do have the option to raise revenues through taxation on improvements only, but they have not used this option.

The cost of operating the Campbell Mountain and Okanagan Falls Landfill is currently recovered through tipping fees and user fees for the landfill. Refuse charges at the Campbell Mountain are set at $110 per metric tonne per load, with a minimum charge of $5, and are paid at the time of drop-off. Other types of waste have specific charges. Yard and garden waste, as well as residential recycling materials are free to drop off (up to 500 kg). As with the curbside collection, the service does have the

ability to raise revenues through taxes on improvements only, but this approach is not currently used.

The cost of both the solid waste management service and illegal dumping services are shared by all jurisdictions in the region, and the costs are raised primarily through property taxes. The cost of the services are allocated to each electoral area and municipality on the basis of converted assessment for land and improvements. Requisition amounts for the services, and associated tax rates are included in Figure 3. The tax contribution toward solid waste management service from all of Area "D" in 2021 totalled $9,738 for the solid waste management service, and $1,800 for the illegal dumping service.

➢ What is the cost to a typical residence?

The net cost of the RDOS solid waste services is recovered from Area "D" taxpayers on the basis of property assessments, as well as through user fees. A residence assessed at $450,000, paid approximately $140 to $160 for the solid waste services, as shown in Figure 3, including the garbage user fees and any applicable taxes.

As noted previously, a flat user fee of either $135 or $155 for garbage is paid by Area "D" residents for garbage and recycling collection (depending on the area), regardless of assessed value or volume of garbage or recycling. The exception is if you have more than the permitted amount of garbage, in which case you need to purchase additional "tag-a-bag" stickers at $1.50 per sticker.

Landfill operations are paid for through tipping fees (by both commercial and residential users).

➢ What impact would incorporation have on these services?

Incorporation would not result in any required changes to the Solid Waste Management services currently provided to Area "D". A municipality could choose to provide some services currently provided by the RDOS, but there would be no immediate need, nor requirement, to do so.

Figure 3
Cost Impact on Typical Residence
2021

Service	Tax Req.[1]	Res. Rate	Owing[2]
Curbside Area D/E/F/I[3]	n/a		$155
Curbside OK Falls[3]	n/a		$135
Refuse Disposal	n/a	n/a	n/a
SW Mgmt. (Planning)	$184,058	0.0072	$3.24
Illegal Dumping	$33,389	0.0013	$0.60
Total			**$138.84 - $158.84**

1 Tax requisition amount excludes 5.25% Surveyor of Taxes fee

2 Impact is calculated on a home assessed at $450,000

3 Curbside collection fees are user fees (flat rate)

A newly incorporated municipality could choose to provide its own garbage and recycling collection services, or could continue the service as currently provided by the regional district. Typically changes would be made at the conclusion of the current service contract, particularly if a different service level is desired. There may be economies of scale achievable by participating in a larger service that provide an incentive to remain as part of the RDOS contract. A municipality would have the authority to determine whether to participate in the regional service, to provide the service through other means, or even to not provide garbage and recycling collection at all.

It is anticipated that a new municipality would continue to participate in the refuse disposal service that provides for the operation of the CMSL and the Okanagan Falls landfills. That service is not funded through tax requisition, so there would not be any impact on residents of the new municipality.

The new municipality would be required to participate in the solid waste management service, which is a mandatory service for the region. There would be no service or cost impacts, as all of Area "D" already participates in, and contributes to this service.

RDOS Area "D" Service & Boundary Configuration Study
Fact Sheets
DRAFT - October 2021

PARKS & RECREATION SERVICES

➢ What services are provided?

The Area "D" parks, trails and recreation function consists of two services:

- regional parks and trails, and
- Okanagan Falls recreation programming, parks and facilities

Regional Parks and Trails

The RDOS has 9 regional parks featuring unique topography, flora and fauna; and offering sandy beaches, hiking trails, historic sites, picnic areas, playgrounds, spray parks and baseball diamonds. Two regional parks are located in Area "D" – Lions Park and Kenyon Park.

Regional trails include portions of the Kettle Valley Rail (KVR) Trail (through a licence of occupation and a partnership agreement with the Province), the Similkameen Rail Trail and other multi-use trails. As part of the service, the RDOS also provides the Click, Hike and Bike trail information database. The KVR trestle in Okanagan Falls is also part of the Regional Parks and Trails system.

The RDOS is currently developing a Parks, Trails and Recreation Master Plan to guide decision-making over the next 10 years. The plan is intended to ensure the region has sufficient outdoor and indoor recreation facilities and services, while continuing to protect environmentally significant areas.

Okanagan Falls Recreation, Parks, and Facilities

Okanagan Falls and district recreation, parks and facilities service provides community parks such as Keogan Sports Park, Christie Memorial Park and Garnett Family Park in Heritage Hills. Outdoor amenities at those parks include playgrounds, skateboard parks, ball fields, a cricket pitch, and beach volleyball. In addition, Area "D" includes 9 beach accesses (classified as roads under Provincial Highways) in Okanagan Falls and Skaha Estates (including the Skaha Lake Dog Park and the Skaha Lake boat launch). Centennial Park in Okanagan Falls is owned and operated by the Okanagan Falls Irrigation District, however the Kenny McLean statue, outdoor stage and new public washroom (2022), were funded and built by the RDOS.

Recreation programs offered in Area "D" include activities for seniors, children and families. The RDOS has a long-term use agreement with School District 53 for the elementary school during weekends and evenings as a community centre, including the activity room and gym. The Zen and Fitness Centre and Tennis/Pickleball courts are also leased from the School District for recreational purposes.

The service area for the Okanagan Falls recreation, parks and facilities service is shown in Figure 1.

Although not part of Area "D" services, the residents also have access to the RDOS recreation services located outside of Area "D" (i.e., parks, trails, arenas and pools).

Provincial and Private Recreation

Residents of Area "D" also have access to local provincial parks, including Vaseux Lake Park, sx̌ wəx̌ wnitkw (Okanagan Falls) Park, Skaha Bluffs Park, as well as the Vaseux Protected Areas.

➢ Who makes decisions?

The RDOS Board of Directors (Board) is responsible for the operational decisions related to regional parks and trails. The Okanagan Falls recreation,

parks and facilities service area overlaps two electoral areas, so both directors (Area "D" and Area "I") have an interest in the service. However, as noted below, most of the decisions for the service are made on the advice of staff and the Recreation Commission.

The Board has a Community Services Committee (made up of the full Board) to advise on service decisions related, but not limited to, the operation and control of all public parks, trails, public recreation grounds and facilities.

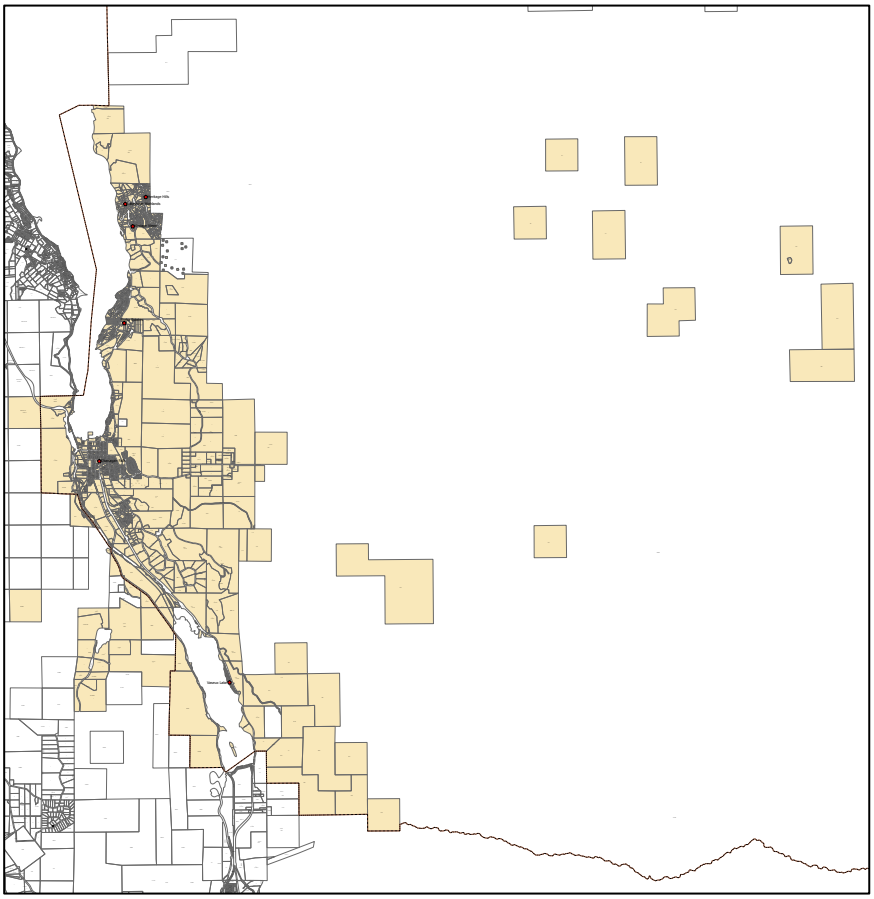
The parks, recreation and trail services are managed by the Community Services Department of the RDOS. Staff make recommendations to the Board considering both local interests and regional perspectives.

The RDOS Board has established the Okanagan Falls Parks and Recreation Commission. Commission directors are appointed by the RDOS Board for a term of 2 years, and include the Area "D" director as a non-voting member. The Okanagan Falls Parks and Recreation Commission is comprised of 11 voting members. Meetings are open to the public and all questions before the Commission are decided by a majority vote.

The Commission provides guidance and advice on behalf of Okanagan Falls and the surrounding communities to the RDOS on operational matters related to parks and recreation. The Commission operates within the annual budget approved by the RDOS Board. RDOS staff provide advice and recommendations to the Commission and oversee the administration of the service area operating budget.

All parkland acquisitions are approved by the Board on the advice of staff and the Commission.

Figure 1: Ok Falls Recreation, Parks & Facilities Service Area



➢ Who delivers the service?

RDOS staff maintain all Area "D" parks and trails. The recreation commission in Okanagan Falls provides additional oversight of their local and regional parks including initiation of volunteer projects. RDOS staff that deliver the parks and trails services include the Parks and Facilities Manager, Parks Lead Hand, Labourers and Summer Students.

Okanagan Falls Recreation, Parks and Facilities

RDOS staff deliver recreation programing with the Commission providing guidance. Each year the Pakrs and Recreation Commission identifies the projects it wishes to pursue (in consultation with RDOS staff) and a budget for RDOS staff time is established to pursue the projects. The Commission is supported by full and part-time staff, including the Parks and Facilities Manager, Recreation Manager,

Recreation Coordinator, assistants, instructors and summer staff.

A private contractor delivers custodial services to the Okanagan Falls community centre, and other facilities associated with Area "D" services. Volunteer organizations and park user groups also contribute significantly to Area "D" parks and recreation. Community organizations and individuals played a significant role in establishing the ball fields, skateboard park and cricket pitch in Keogan Sports Park; benches and picnic tables in Lions Park and Kenyon Park; and the playground and water fountain in Kenyon Park.

➢ What is spent by RDOS on the service?

The total cost of regional parks and trails, and the Okanagan Falls recreation, parks, and facilities service can be broken down into:

- 2021 Area "D" portion of the budgeted cost of the RDOS regional parks/trails service; and
- 2021 budgeted cost of Okanagan Falls recreation, parks and facilities service.

Figure 2
Cost of Services
2021

Service Component	Cost[1]
RDOS Regional Parks/Trails[2]	$2,463,110
OK Falls Recreation, Parks & Facilities	$872,788

1 Cost estimates are from adopted 2021 budget figures

2 Atypical budget (approx. $2.13 million in capital expenditures)

It is worth noting that 2021 was an unusual year for the Regional Trails service as the budget includes approximately $2.13 million in capital expenditures, including trail construction, resurfacing signage, as well as an RDOS Parks, Trails and Recreation Master Plan. The majority of capital projects were funded through Gas Tax monies, provincial grants and some reserve transfers. As with many services, total costs will fluctuate from year to year depending on the capital projects pursued and grants obtained in that year. The total costs, including capital expenditures, are reflected in Figure 2. Operating costs, and the resulting tax requisition, are generally more consistent. Operating costs for regional parks and trails are in the range of $335,000 to $350,000, and operating costs for the Okanagan Falls recreation, parks and facilities service are typically in the range of $700,000 to $750,000. Tax requisition amounts for 2021 are shown in Figure 4.

In addition to service costs, there are also operating and capital reserve accounts for these services. It is useful to consider the amounts set aside for future expenditures. Reserve totals are shown in Figure 3.

Figure 3
Reserve Totals
2020

Service	Reserve Total[1]
Regional Parks Capital Reserve	$337,029
OK Falls Recreation	$162,758
OK Falls Parkland Acquisition	$2,252
Area D Parkland Acquisition	$2,052

1 Reserve totals are as at the end of 2020.

➢ How are the costs recovered?

Regional Parks and Trails

In 2021, the costs of the regional parks and trails service were recovered through property taxes, transfers from reserves and through service revenues, grants and Gas Tax funding. The service was the beneficiary of significant grants in 2021, and as a result, several capital projects were undertaken. The property tax portion of the service is shared by all local governments in the region, allocated on the basis of converted assessment for land and improvements. The tax requisition for the service was $300,958, which translated into $5.40 for a representative residential property ($450,000 assessment).

Okanagan Falls Recreation, Parks and Facilities

In 2021, the costs of the Okanagan Falls recreation, parks and facilities service were recovered primarily through property taxes allocated to a specified area (see Figure 1). Fees and charges, grants, rental revenue, prior surpluses and

transfers from reserves made up the remainder. The tax requisition amount was $566,880 which translates into a residential tax rate of 0.4956 per $1,000 of assessed value (land and improvements) for properties within the service area boundary. Area "D" residents outside the service area do not contribute taxes to the Okanagan Falls recreation, parks and facilities service.

➢ What is the cost to a typical residence?

The net cost of RDOS parks, trails and recreational services depends on where within Area "D" a property is located. All residences throughout Area "D" assessed at $450,000 paid approximately $5.40 in taxes in 2021 for the regional parks and trails service. A house (assessed at $450,000) in the Okanagan Falls recreation service area (Figure 1) paid an additional $223. Figure 4 summarizes the cost impact on a typical residence within the Okanagan Falls parks and recreation service area. User fees also apply in relation to specific recreational programs.

Figure 4
Cost Impact on Typical Residence
2021

Service	Tax Req.[1]	Res. Rate	Owing[2]
Regional Parks & Trails	$300,958	0.0120	$5.40
OK Falls Rec, Parks & Facilities	$566,880	0.4956	$223.04
Total			**$228.44**

1 Tax requisition amount excludes 5.25% Surveyor of Taxes fee

2 Impact is calculated on a home assessed at $450,000

➢ What impact would incorporation have on these services?

Incorporation would not automatically require changes to the parks and recreation services currently provided to Area "D".

The regional trails service would continue to be provided by the RDOS, and funded by all local governments within the RDOS, with any new incorporated municipality as a participant in the service (with tax contributions based on the same basis as is currently provided).

The new municipality would have options on how it could provide the recreation, parks, and facilities services to residents. There would be two primary options to provide these services:

1. If the service is provided to the municipality as well as areas that remain unincorporated (within the electoral area) then the service could have the following options:

    a) The RDOS could continue to provide the service to both the municipality and electoral area, and decisions would be made on this service by the participants (municipal director and electoral area director). The service could continue to be guided by a commission with representatives from both the municipality and electoral area;

    b) The municipality could provide the service to its residents, as well as to a defined area outside the municipality. The RDOS could collect funds from the electoral area and contract the municipality to provide the service. The municipal council would be the governing body for the service. The municipality could choose to have an advisory commission or committee with representatives from both the municipality and electoral area to provide input on the service.

2. The municipality could provide parks and recreational services to its own residents, and residents outside the municipality would not contribute to those services (although could still access the parks and recreation services).

The RDOS would likely retain ownership of the regional parks (funded regionally); however, the municipality would assume ownership of, and responsibility for, any Area "D" parks that were within the municipal boundary. In addition, any beach accesses within a municipal boundary (currently unconstructed roads) would be transferred from the Province to municipal ownership. If, as part of the incorporation, the Okanagan Falls Irrigation District were encompassed by the municipal boundary and subsequently dissolved (as is typically the case with irrigation districts that are within an incorporated municipality), Centennial Park in Okanagan Falls would also become an asset owned by the municipality.

RDOS Area "D" Service & Boundary Configuration Study
Incorporation Insight
DRAFT October 2021

INCORPORATION STUDY PROCESS

What is the purpose of this paper?

Electoral Area "D" of the Regional District of Okanagan Similkameen is currently undergoing a *Services and Boundary Configuration Study*. The study proposes to examine the services provided in Electoral Area "D", and to identify any issues or concerns with services or governance. The study includes consideration of different boundary configurations and explores the high-level impact that incorporation would have on political representation, governance structure and service provision in those scenarios.

The *Services and Boundary Configuration Study* does not presume that an incorporation study will proceed. Ultimately the Study Committee must contemplate whether an incorporation study might be an appropriate future step, and if so, identify the most suitable boundary for that subsequent analysis.

Therefore, as part of the *Services and Boundary Configuration Study*, this overview of the incorporation process is provided so the Committee and residents become familiar with what the process would look like for any area or community included within any subsequent incorporation study analysis.

➢ What is an incorporation study?

In British Columbia, the system of local government, as described in the *Local Government Act* and *Community Charter* is composed of three main forms of local government:

- municipalities,
- regional districts and
- improvement districts

Other legislated forms of local governance exist for special purposes; however, the concept of local government is primarily focused on municipalities, regional districts and improvement districts.

Incorporation is the process by which an unincorporated area – also called a rural area or electoral area – becomes a municipality. Before this local government structural change can occur, the province, through the Ministry of Municipal Affairs (MUNI), oversees an established incorporation process. An Incorporation Study, as this *Incorporation Insights* paper explains, is one step in this process.

➢ How is it initiated?

The MUNI has the responsibility for overseeing change to the local government system, to ensure that the structure of local governments best fits local needs, as well as local and provincial objectives. To incorporate, the change must be supported by:

- the community,
- the local government, and
- the province.

Without the support of any one of these three groups, the initiative will not proceed.

MUNI is therefore responsible for not only handling requests to proceed with and fund Incorporation Studies, but in ensuring that an incorporation study is an appropriate tool, process and response to address the community's characteristics and issues.

The MUNI therefore provides advice and support to communities that are considering restructure options to help them analyze the existing services and governance, and engage the community in identifying issues they are facing so that appropriate solutions and responses can be considered. These studies, such as the current *Area "D" Services and*

*Boundary Configuration Stud*y, are typically precursors to any Incorporation Study, and may include services and governance studies, as well as a boundary analysis to identify communities where incorporation may represent a viable option.

Through these initial or precursor studies, the community can understand what services they receive, who provides each service, how the governance system works, and identify issues with respect to services and service levels, costs, and governance. Some of the issues may be ones that could be resolved through a restructure such as incorporation; others may be able to be addressed through the creation of new or adjusted services, different service delivery arrangements or additional governance options to involve residents more directly in local decision-making. As part of the studies, solutions to concerns raised by the community are identified.

Precursor studies are typically led by a Study Committee comprised of residents from the study area. The results of the study are presented to the Board, and are accompanied by a recommendation from the Committee regarding next steps.

If a regional district has undergone these initial restructure studies, and the studies identify an interest in pursuing incorporation, the local government, based on direction from the regional district Board of Directors, contacts the MUNI to request an incorporation study.

➢ What does an Incorporation Process involve?

The MUNI considers requests to support Incorporation Studies. As part of the restructure study process, the ministry has fundamental principles:

- the process for examining local government restructuring should be locally focussed;
- a local committee oversees an independent consultant;
- local government restructuring should be decided by the electorate through a referendum;
- local government restructuring decisions should be made by an informed electorate after an extensive process of research, analysis and community discussion; and
- all sectors of the community need to be represented and involved in the discussion.

These fundamental principles underlie the five-phase incorporation process outlined below (and illustrated in Figure 1).

1. Communities contact the MUNI. The Ministry evaluates the local context and provides general information on the incorporation process. The ministry may facilitate a public meeting within the community to provide information about the process.

2. Together the local government and MUNI establish a Terms of Reference for the Incorporation Study. The local government then creates an incorporation study committee that represents a broad range of local interests. The committee's main task is to oversee the preparation of the Incorporation Study and to manage public consultation. The ministry provides advice on how to form the committee and design the consultation process.

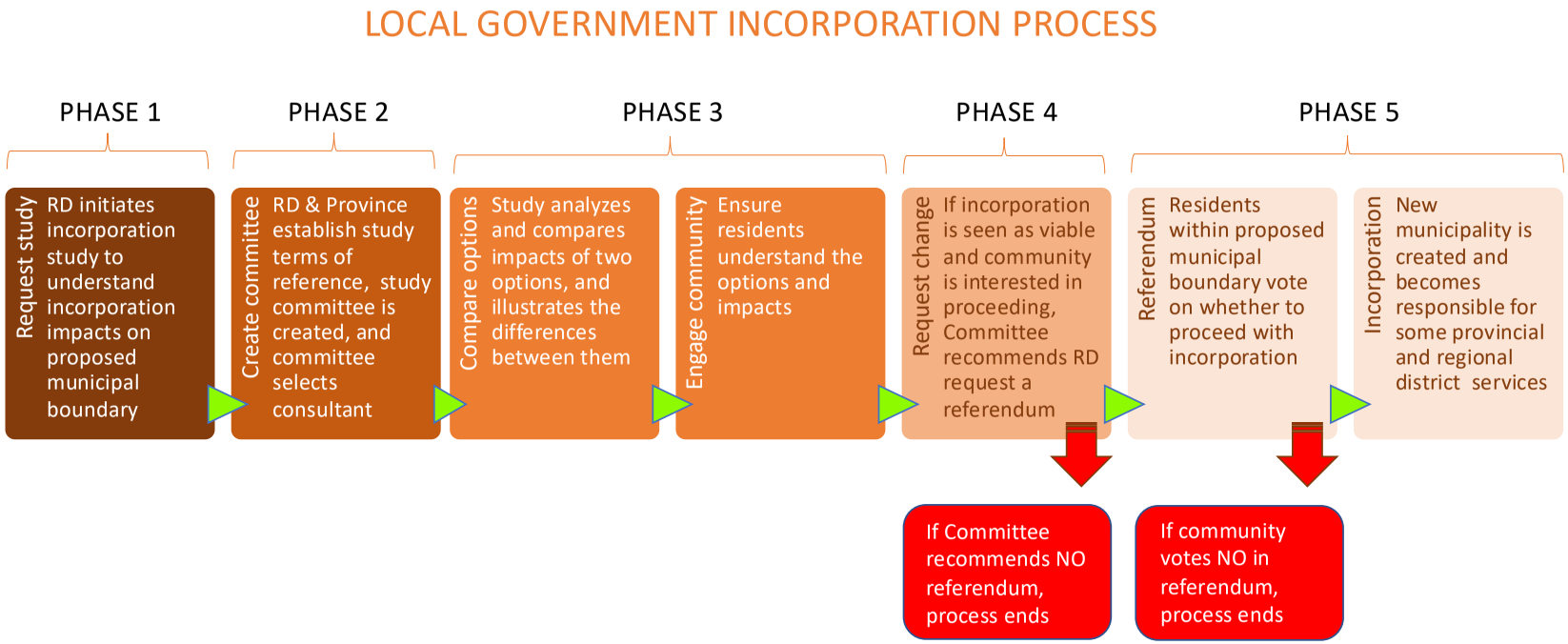
   Once formed, the study committee issues a call for proposals and selects a consultant. The ministry approves a Restructure Planning Grant to fund the study and provides staff who act as resources when necessary.

3. The third phase involves the study itself, with the goal of obtaining information on incorporation on fiscal issues, service delivery, and political representation. The study generally takes more than one year to complete.

4. Incorporation Study Committee presents the findings to the community and, based on public input, decides whether to recommend a referendum to the ministry. If the committee wishes to proceed, the Minister of Municipal Affairs offers a restructuring assistance grant and orders a referendum.

5. A referendum is held. If the vote passes, the implementation process begins. Ministry staff prepare the Letters Patent, which are then considered by cabinet. If the Letters Patent are approved, ministry staff then coordinate the implementation of the restructuring. The ministry also provides financial assistance to the community to implement restructuring.

Figure 1


LOCAL GOVERNMENT INCORPORATION PROCESS
PHASE 1
PHASE 2
PHASE 3
PHASE 4
PHASE 5
Request study
RD initiates incorporation study to understand incorporation impacts on proposed municipal boundary
Create committee
RD & Province establish study terms of reference, study committee is created, and committee selects consultant
Compare options
Study analyzes and compares impacts of two options, and illustrates the differences between them
Engage community
Ensure residents understand the options and impacts
Request change
If incorporation is seen as viable and community is interested in proceeding, Committee recommends RD request a referendum
Referendum
Residents within proposed municipal boundary vote on whether to proceed with incorporation
Incorporation
New municipality is created and becomes responsible for some provincial and regional district services
If Committee recommends NO referendum, process ends
If community votes NO in referendum, process ends

➢ How is an Incorporation Study Committee created and what is its role?

The regional district's Board of Directors establishes the Incorporation Study Committee to conduct the Incorporation Study, and appoints members to that Committee. The Committee's membership is usually representative of the demographics and interests that are present within the incorporation study area. All members of the Committee serve in a volunteer capacity. The Electoral Area Director serves on the Committee in an *ex-officio*, non-voting capacity.

The Committee serves as an objective fact-finding and oversight body, established to ensure that all stages of the study, including the community engagement process, are conducted in a neutral and balanced fashion. Individual members of the Committee are expected to remain impartial, and ensure that any expression of personal opinions does not undermine the Committee's neutrality or credibility as an oversight body, or as a conduit for providing information to the public. The Committee plays a key role in sharing information with residents and engaging them in the process. All Committee meetings are open to the public.

Ultimately it is the Committee's responsibility to recommend to the regional district whether to hold a referendum on incorporation.

➢ What does an Incorporation Study include?

While each community has a unique set of circumstances and issues, all incorporation studies include some basic elements:

- *Comparative Analysis* — An Incorporation Study determines and describe the service, governance, financial, property tax and other implications associated with the potential incorporation. The implications are compared against the service delivery, governance and property tax situations under the status quo option. The comparative analysis includes not only the local services provided by the regional district, but also the services provided by the province that would become the responsibility of a new municipality as a result of incorporation.
- *Implementation* — An Incorporation Study outlines the process through which incorporation would be implemented, including an overview of the restructure assistance that would be provided by the province. This includes restructure assistance grants, funding for any specific initiatives as well as any commitment to fund maintenance of the roads in a defined post-incorporation period, or upgrades to bring the roads to identified standards prior to any transfer of responsibility.
- *Multi-Year Operating Budget* — An Incorporation Study provides a multi-year operating budget to illustrate potential financial implications for a new municipality. The budget must extend beyond the restructure assistance period.
- *Property Tax Implications* — An Incorporation Study provides the property tax implications of incorporation, compared to the property tax situation under the status quo option, for sample properties in the incorporation study area.
- *Community Engagement* — The study process must engage the community and provide electors within the incorporation study area with opportunities to review, understand, and question the implications of incorporation.
- *Final Report* — A final report is prepared that summarizes the study analysis and includes a synopsis of the public engagement process and findings. The report is submitted to the regional district and the MUNI.

➢ What is the role of the community?

As noted previously, the Incorporation Study Committee is comprised of residents from within the incorporation study area. The Committee's meetings are open to the public. Once the study committee has reviewed and is satisfied with the analysis and information provided through the study, a comprehensive public engagement process is initiated. One of the key roles of the Study Committee is to engage with and listen to input provided by residents. The Committee reflects upon that input and makes a recommendation to the regional district Board of Directors on whether to hold a referendum on incorporation.

Ultimately it is the residents of the incorporation study area that determine whether an incorporation proceeds. Incorporation only takes place if residents (electors) within the study area vote for

incorporation through a referendum as set out in the *Local Government Act*.

➢ What is the role of the province?

As noted, the province is involved in all local government restructuring, since restructuring must be approved by the provincial cabinet. The MUNI has the lead responsibility for an Incorporation Study on behalf of the province. However, a few other ministries also have roles because of the shift in governance, service, and financial responsibility from the province to local governments that occurs as part of an incorporation.

Ministry of Municipal Affairs
The MUNI facilitates the Incorporation Study process, and provides communication between communities, local governments, and provincial ministries. The MUNI offers information and advice without interfering in the process. The MUNI also undertakes consultation with local First Nations as part of the incorporation study process.

Other roles of the ministry include:

- provides restructure planning grants to the study committees, allowing them to hire a consultant to undertake the Incorporation Study;
- provides information on restructuring and local government in general;
- serves as a corporate memory of previous restructuring initiatives and is a point of contact with other communities and restructuring committees, allowing the committee to learn from the experiences of others;
- acts as a mediator where differences arise within the community or between the community, local governments and provincial agencies;
- organizes and supervises any resulting referendum;
- works with other ministries to provide a provincial offer of assistance for incorporation;
- develops the Letters Patent to implement incorporation if the referendum passes;
- works with the council and regional district to implement any incorporation, including holding elections for municipal council if required; and
- works with the new municipality to ensure a smooth transition to its new status.

Ministry of Transportation and Infrastructure
The Ministry of Transportation and Infrastructure (MoTI) is responsible for maintaining all public roads in rural areas. During incorporation all roads except those in the provincial highway network are transferred to the local government. MoTI provides information to Municipal Affairs on the implications of these transfers and offers transitional assistance.

After restructuring, MoTI generally makes sure maintenance contractors continue to provide maintenance services for roads transferred to the municipality for five years.

Ministry of Public Safety and Solicitor General
The Ministry of Public Safety and Solicitor General (PSSG) is responsible for policing in rural areas. If a new municipality is incorporated and its population is over 5,000, then the municipality becomes responsible for policing on April 1 following the census which establishes the population at that level. PSSG provides information regarding any transition that is needed and identifies assistance that may be available based on the circumstances.

Ministry of Finance
The Ministry of Finance is responsible for administering the property tax system in rural areas. As well, it sets and levies the provincial rural services tax under the *Taxation (Rural Area) Act*. The ministry provides information regarding any refund of taxes collected under this Act depending on when incorporation occurs.

➢ What is the role of the regional district?

As the local government for unincorporated areas, regional districts play a major role in any Incorporation Study. The Board of Directors is involved in advancing the request for an Incorporation Study, as well as supporting requests for the studies that lead up to that process. Ultimately it is the regional district Board that must request a referendum on incorporation, based on the advice of an Incorporation Study Committee.

The electoral area director for the incorporation area plays a pivotal role as the political representative for rural residents. The electoral area director serves as an ex-officio member of the Incorporation Study Committee and is usually actively engaged with the

incorporation study area residents throughout the process.

- **What happens if the Committee does not recommend a referendum?**

If an Incorporation Study Committee does not recommend that the issue of incorporation proceed to a referendum vote, then the Board of Directors of the regional district would not proceed with asking the MUNI to hold an incorporation vote. Unless otherwise identified through the restructure and incorporation study process, no changes to the local government structure would result.

Water - Sewer - Garbage & Recycling - Bear Aware

Invasive Species - Bylaw Enforcement - Volunteer Fire Protection - Permits

Regional Heritage Strategic Plan - Official Community Plans - Regional Trails



The Electoral Area "D" Service & Boundary Configuration Study

Get Informed. Get Involved. Have Your Say.

For full details, regular updates, to ask questions, or to join committee meetings, please visit our website at *rdosregionalconnections.ca/area-d-boundary-study*
To reach the RDOS, please call 250.492.0237.

The purpose of this study is to analyze services, with public engagement in the RDOS Area "D" communities on services and opinions on incorporation, and to develop potential municipal boundary configurations.

The *Service & Boundary Configuration Study*, consistent with the provincially supported restructure process, must precede any formal incorporation study. An incorporation study, including a detailed cost comparison, could be pursued based on a specific boundary identified as an outcome of this study.

The study has the following timeline:

1. Prepare Fact Sheets on existing Area "D" services and 'Incorporation Insight' papers – FALL 2021
2. Mail out Project Overview – END of 2021
3. Hold neighbourhood meetings and panel discussions – WINTER 2022
4. Prepare boundary option analysis and mail out survey – SPRING 2022
5. Prepare draft and final report – MAY 2022

Residents are welcome to attend committee meetings (2nd Wednesday of each month). In October the Committee will review drafts of Fact Sheets, among other items. Residents can sign up for updates and submit questions about the study or process through the RDOS Regional Connections website (in red above).

Transit - Parks & Recreation - Regional Growth Strategy

FACT SHEET & INCORPORATION INSIGHTS SCHEDULE

FACT SHEET	SERVICE	ALL OF AREA D	PORTIONS OF AREA D	SCHEDULE
REGIONAL DISTRICT GOVERNANCE				Oct
SOLID WASTE AND RECYCLIING				Oct
	Curbside recycling and garbage collection Area D		x (areas outside OK Falls)	
	Curbside Recycling/Garbage OK Falls		x (OK Falls)	
	Illegal dumping	x		
	Solid waste management	x		
	Landfill operations	x		
	Refuse Disposal Penticton/D3	x		
LIBRARY				Oct
	Okanagan Regional Library	x		
PARKS & RECREATION				Oct
	Regional parks and trails	x		
	Ok Falls Parks, Recreation and Facilities		x (OK Falls)	
SEWER				Oct
	Okanagan Falls Sewer		x (OK Falls)	
	Septage disposal	x		
EMERGENCY SERVICES				Nov
	Emergency planning	x		
	911 Emergency Call System	x		
	Fire protection		x (OK Falls)	
	Victim assistance contribution	x		
PLANNING AND BUILDING				Nov
	Electoral area planning	x		
	Subdivision servicing	x		
	Regional Growth Strategy	x		
	Building Inspection	x		
	Heritage Conservation	x		
	GIS mapping and information services	x		
	Heritage Hills Street Lighting		x (Heritage Hills)	
BYLAW ENFORCEMENT				Nov
	Noise control	x		
	Untidy/unsightly premises	x		
	Animal control	x		
ECONOMIC DEVELOPMENT				Nov
	Area D Economic Development	x		
	Regional economic development (Ok Film)	x		
ENVIRONMENTAL SERVICES				Nov
	Nuisance control	x		
	Mosquito control	x		
	Invasive species	x		
	Sterile insect release	x		
	Destruction of Pests (weeds and insects)	x		
	Environmenal conservation service	x		
WATER				Dec
	Sun Valley water service		x (Sun Valley only)	
	Okanagan Basin Water Board	x		
ADMINISTRATION				Dec
	Electoral area government administration	x		
	General govenrment regional administration	x		
	Grant in Aid program	x		
	Rural Projects (Area D)	x		
TRANSIT				Dec
	Electoral Area D Transit System service		x (Lakeshore Highlands, Vintage Views, Heritage Hills and Skaha Estates)	
	Regional transit	x		
	South Okanagan transit system		x (select properties in OK Falls)	
PROVINCIAL SERVICES				Dec
	Roads	x		
	Policing	x		

INCORPORATION INSIGHTS	
Incorporation Study process	Oct
High level incorporation impacts	Nov
Municipal boundary considerations	Dec