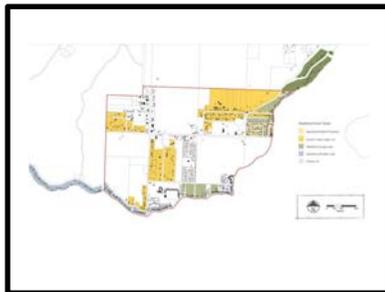


Scotch Creek Incorporation Study Phase 1 Background Research Proposal for Consulting Services –



April 2016

Appendix A - Professional Services Agreement

ENGINEERING ■ PLANNING ■ URBAN DESIGN

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Section 1.0 Introduction

The community of Scotch Creek is located on the shores of Shuswap Lake in Area “F” of the Columbia Shuswap Regional District. Scotch Creek is a popular tourist destination. During the summer, the population swells to well over 2,500 persons. In the winter, Scotch Creek is home to a smaller, but growing, full time population of approximately 400 to 800 persons (CSR, Electoral Area “F” (North Shuswap) Official Community Plan (OCP) Bylaw No. 830, 2013, p. 52). Many of the winter residents initially came to the area as tourists and later become full-time residents as they come to appreciate the many qualities of the area. The OCP contains policies for Scotch Creek that recognize the unique challenges of a two-season community and strive to ensure a growing, viable, sustainable year-round economy.

The Scotch Creek community is keen to implement the principles and policies of the OCP and to see managed growth occurring in the area. The subject of incorporation has emerged as a strategy to support local engagement in the implementation of the OCP vision. Incorporation can bring many benefits to an area and some Scotch Creek residents are interested in developing a better understanding of what it would mean for their community. The community is particularly interested in understanding how incorporation could potentially change the level of local engagement in governance and the provision of services.

Table 1.1 presents a three phase framework for an incorporation study process. Typically, incorporation studies are initiated in collaboration with the local Regional District and the Ministry of Community, Sport and Cultural Development. The Columbia Shuswap Regional District (CSR) has had very preliminary discussions regarding incorporation options for a broad geographic area on the North Shuswap but at this time has not identified a geographic study area or launched any specific incorporation studies. Members of the Scotch Creek community have independently funded this project to advance Phase 1 research for their area. Their objective is to assemble the background information necessary to stimulate an informed discussion on incorporation in their area. The study area is consistent with the Scotch Creek community area identified in the OCP (Map 1.1).

The community has assembled a five person Phase 1 Incorporation Steering Committee to oversee the preparation of the Phase 1 report. Committee members are representative of diverse community interests (e.g. planning, sustainability, economic development). The Phase 1 Incorporation Steering Committee has also independently collected funds to support this study and will also oversee the work program.

TRUE Consulting has prepared this proposal based on our discussions with Committee members and our understanding of the Phase 1 work program outlined in Table 1.1.

Table 1.1 Incorporation Study Process

Phase	Outcome	Research and Analysis
1	Preliminary Background Research Report	<ul style="list-style-type: none"> ▪ Establish initial Incorporation Committee ▪ Community overview ▪ Current state of governance ▪ Level of servicing and asset management ▪ Community context and well-being ▪ Planning and growth ▪ Incorporation issue summary ▪ Next steps
2	Public Engagement	<ul style="list-style-type: none"> ▪ Community review of Phase 1 document ▪ Confirm identified issues ▪ Identify support for full incorporation study (Phase 3), Community, CSRD, Ministry of Community, Sport and Cultural Development ▪ Formalize Incorporation Committee structure and selection ▪ Establish Terms of Reference for Final Report
3	Final Governance Report	<ul style="list-style-type: none"> ▪ Synopsis of Phase 1 findings ▪ Summarize public consultation results ▪ Additional research addressing public interests ▪ Completion of Incorporation Study as per provincial requirements including detailed technical and financial information on the impact of municipal incorporation. ▪ Community consultation

Map 1.1 – Scotch Creek Incorporation Study Area



Section 2.0 Phase 1 Report Structure

The goal of Phase 1 is to assemble detailed information on the Scotch Creek community that documents existing conditions and local issues. The anticipated content and format of the Phase 1 Report is as follows:

1. Overview of community characteristics and social-economic profile, including descriptions of:
 - Population trends – historic and forecasted
 - Housing stock, household and dwelling characteristics
 - Tax base trends by individual tax class
 - Economic characteristics and growth trend indicators
 - Relationship to other settlement areas
2. Overview of the rural governance system
 - Powers, responsibilities and functions
 - Tax assessment system in BC and taxation in unincorporated jurisdictions
 - Mechanisms available for community participation in decision-making
 - Comparison of Scotch Creek to other incorporated areas
3. Description of governance services, utilities and asset management
 - Provision of services with reference to each of the major service providers (regional district, private utilities, Province) including representative structure, service geography and methods of cost recovery
 - Review decision making processes and procedures of the service providers) and how linkages are functionally managed between entities
 - Brief review of governance and service delivery in neighbouring areas and discussion of complexities/benefits of other boundary/administration options
 - Review future community needs, opportunities and challenges for service providers in meeting these needs
4. Conclusions and Recommendations
 - Summary of topics surrounding incorporation
 - Next steps

Not included in the report:

- detailed technical and financial information on the impact of municipal incorporation
- community consultation

Section 3.0 Work Program and Schedule

Task 1:

- TRUE proposal accepted by Phase 1 Incorporation Steering Committee
- Consultants tour community with committee members
- TRUE meeting with Phase 1 Incorporation Steering Committee. Topics include:
 - Communication tools (committee and public)
 - Review process and timing
 - Set meeting date targets
 - Confirm Committee roles and responsibilities (e.g. Salt Spring Island Incorporation committee structure)
 - Review background data for Section 1 on Scotch Creek
- Contact CSRD
- Finalize Section 1

Task 2:

- Review existing governance structure including:
 - Powers, responsibilities and functions of Regional Districts
 - Tax assessment system in BC and taxation in unincorporated jurisdictions
 - Mechanisms available for community participation in decision-making
- Prepare taxation summary for Scotch Creek
- Produce tables comparing Scotch Creek data to data for other similar sized municipalities
- Meet with CSRD staff to review project objectives and share research. Information from the CSRD that will be of assistance:
 - Mapping
 - Taxation
 - Utility system inventory and research reports
- Prepare Section 2
- Attend Committee meeting to review Section 2

Task 3:

- Summarize service delivery system
- Contact service delivery providers
- Analyze utility systems – size, management, cost recovery, capacity for growth
- Meet with CSRD
 - Review service delivery summary
 - discuss neighbouring areas and their potential issues and concerns
 - CSRD to suggest potential groups to contact directly (email survey/consultation)
- Complete Section 3
- Attend Committee meeting to review Section 3

Task 4:

- Prepare Section 4
- Meet with Committee to review Section 4 and discuss next steps including initiatives required to advance a full Incorporation Study
- Review document with CSRD
- Finalize document and make available to Committee for Phase 2 activities

Section 4.0 Project Team

Principal members of the study team for the Scotch Creek Incorporation Study – Phase 1 Background Research are:

- Jane Mastin, RPP, MCIP
- Terry Underwood, P. ENG.
- Natalie Alteen, EIT

Resumes for all project team members are attached.

Jane Mastin will act as the overall Project Manager and will be the primary contact person with the Phase 1 Incorporation Steering Committee. Jane is a senior Planner with the firm and will be responsible for researching and documenting the community overview section and the governance structure components of the study. Jane has extensive experience both in municipal government and as a consultant. Jane's project experience with the firm includes preparing Community Plans (including plans for the CSRD) and a wide range of zoning and other land use related bylaws for Municipal and Regional District Clients. Jane has participated on other similar projects including the Clearwater Incorporation Study and the District of Sicamous and Village of Clinton Boundary Expansion Projects. Jane regularly produces complex documents for our clients and her client base includes a variety of community groups, agencies, developers and municipalities.

Terry Underwood will have responsibility for all elements of the study which relate to infrastructure issues (water, sanitary sewer, roads, drainage). Terry has extensive consulting experience with small municipalities where assistance is provided on a wide range of municipal issues. Terry understands the complexities of operating both small private utility systems and large complex municipal systems. Recent experience of direct relevance to this project includes participation in restructure studies for Oliver, Osoyoos, Barriere, Clearwater and Sicamous.

Natalie Alteen will provide technical support for the engineering analysis and research to be conducted on this project.

Section 5.0 Budget

A project budget for the Scotch Creek Incorporation Study – Phase 1 Research Project is presented in the following table. The budget includes disbursements for travel and meeting materials. The budget does not include the following:

- Goods and Services Tax
- Rental charges, if applicable, for meeting rooms

RÉSUMÉS
