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**From:** Mary Jane Drouin  
**Sent:** Friday, June 12, 2020 4:03 PM  
**To:** 'Callie Simpson'  
**Cc:** Brian Reardon; Regional Board  
**Subject:** RE: Delegation Request - June 22, 2020

**Importance:** High

Further to information provided on June 7<sup>th</sup>, I am pleased to confirm that Board Chair Given has approved NWCA's delegation request. The Delegation has been scheduled for Monday, June 22, 2020. Should there be any further documentation you wish to present, other than what was previously submitted, please provide it to me no later than next Tuesday, June 16<sup>th</sup>. In addition, should this date not be suitable for you please let me know ASAP and another date will be scheduled.

As per Board policy "*Organizations wishing to address the Regional Board or Board Committee are limited to a maximum of ten (10) minutes regardless of the number of representatives of the group wishing to speak.*". Question and answer period will follow the presentation.

Please also be aware that there are two public hearings on June 22 which start at 7:00 p.m. The Regional Board meeting will follow the public hearings, with the delegation presentation held at the beginning of the meeting. Due to COVID-19 restrictions on physical distancing there is a limited number of public permitted in the gallery (10 chairs) and, staff will be on hand to direct and limit public entering the Woodhaven Boardroom to its maximum capacity. All individuals are also asked to use sanitizer or wash their hands when entering the building.

Should you have any questions please do not hesitate to contact me directly.

Mary Jane Drouin  
Manager – Corporate Services  
Regional District of Central Okanagan  
250-469-6224, [mdrouin@rdco.com](mailto:mdrouin@rdco.com)  
Connect with us | [rdco.com](http://rdco.com)



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**From:** Callie Simpson [<mailto:callie.simpson75@gmail.com>]  
**Sent:** Sunday, June 07, 2020 7:43 PM  
**To:** MAH.DMO@gov.bc.ca; Ben.Stewart.MLA@leg.bc.ca; Regional Board; Wayne Carson  
**Subject:** Delegation Request - Denied

CAUTION: This message was sent from outside the organization. Please do not click links, open attachments, or respond unless you recognize the source of this email and know the content is safe.

Chair, Gail Given & RDCO Board Members;

Thank you for your response to the North Westside Communities Association's (NWCA) delegation request dated June 2, 2020.

Attached please find:

1. NWCA October 19, 2019 Board Meeting Minutes
2. Letter of Authorization from NWCA President, Wayne Nixon

The noted attachments should satisfy 4.5 of your delegation denial.

- 4.5 Individuals speaking on behalf of an organization ie: community group, resident's association, not-for-profit organization, etc. must identify their authority to speak on behalf of the organization and provide the name(s) of the person(s) who have provided the authority. *No authority for you to speak on behalf of the organization(s) has been presented.*

As for 4.7:

- 4.7 Delegations that have previously appeared before the Regional Board or Board Committee on a subject matter will not be allowed to present again unless new information is provided relating to the matter. *No new information has been presented. Further to my letter of December 2, 2019, at which time you mentioned the Governance Committee had received new information from the Ministry which we requested you share. To date, no new information has been received from the Association, the governance committee, nor the Ministry.*

Our Governance Committee received verbal advice from the office of the Assistant Deputy Minister in November 2019 to take certain steps to prove to the RDCO Board members and the Ministry of Municipal Affairs and Housing that the request for an Independent Governance Study is a community desire and not the personal agenda of one community member, as previously portrayed to their office by Chair, Gail Given on numerous occasions.

One of the requested steps was to circulate an additional petition to the one our previous Governance Committee collected back in 2016/2017, which has over 700 signatures. The second petition has, as of today, 800+ signatures in support of the community's desire to have an independent governance study.

This should be considered "new information".

In your letter you reference a March 2, 2018 email from Assistant Deputy Minister, Tara Faganello where she states:

*In light of the low-growth vision, relatively small population, narrow tax base, and the concerns you have expressed regarding sensitivity to service costs, it would not be appropriate to recommend a municipal incorporation process to the Minister.*

This is a very premature recommendation to which Chair, Gail Given consistently uses as her defence to deny our delegation requests. No financial comparisons, which a governance study provides, were conducted to consider Assistant Deputy Minister, Tara Faganello's opinion to be an informed one.

I find it hard to believe that the RDCO Board's common practice is to never question or push back on a suggestion or comment made by the Provincial Government.

Your denial of our 3<sup>rd</sup> delegation request shows how truly apathetic you are to the wishes of the communities you are supposed to represent. Actions, which are far removed from the Mission Statement you proudly display:

***"The Regional District of Central Okanagan will provide effective and efficient services that meet the needs of our citizens, in a manner that nurtures growth, opportunities, and prosperity while maintaining and enhancing the unique Central Okanagan lifestyle and environment."***

It is very disheartening to see other Regional Districts strongly stand behind their communities' wishes to receive a Governance Study, sometimes standing behind them for the request of multiple studies and our request for one is continually denied for what I believe, are pecuniary reasons and quite possibly a conflict of interest.

You noted that the CAO's report dated January 15, 2018 was presented to the Regional Board for "information only" yet, a full time Communications Advisor was hired based on EPI's report Consideration #1. This shows us that the RDCO is selectively choosing recommendations presented by EPI which benefit them and the recommendation to apply to the Ministry for a restructuring grant is conveniently only for information.

The request for follow through on recommendation #3 should not be included in the electoral area budget as the Ministry of Municipal Affairs and Housing have Restructuring Planning Grants available to the RDCO Board to apply for on our behalf.

<https://www2.gov.bc.ca/gov/content/governments/local-governments/grants-transfers/local-government-restructure-grants>

Once again I attach our Communities' delegation request.

Thank you,

Callie Simpson  
Director, NWCA Governance Committee



## NORTH WESTSIDE COMMUNITIES ASSOCIATION

516 UDELL ROAD  
VERNON, B.C. V1H 2C6

250-545-2460  
northwestsideca@gmail.com

June 5, 2020

To whom it may concern,

Please note as per our attached October 10, 2019 Board Meeting minutes, a motion was carried authorizing our Director of the Governance Committee, Callie Simpson, to speak on behalf of the North Westside Community Association in our community's quest for an independent governance study.

We have authorized Ms. Simpson to contact the RDCO Board requesting a delegation to speak before the board, as well as contacting the Ministry to express our community's desire for this independent governance study.

I trust this letter and copy of our minutes will satisfy your June 2, 2020 (4.5) reason for denial of our delegation:

- 4.5 Individuals speaking on behalf of an organization ie: community group, resident's association, not-for-profit organization, etc. must identify their authority to speak on behalf of the organization and provide the name(s) of the person(s) who have provided the authority. *No authority for you to speak on behalf of the organization(s) has been presented.*

Sincerely,

Wayne Nixon

President, North Westside Communities Association  
250-545-2460

## NWCA Minutes- Oct 10, 2019 Board Meeting

1. Wayne Nixon called the meeting to order at 6:34 pm
2. **Attendants:** Kari Hughes, Herb Wyness, Robyn Prosser, Wayne Nixon, Bryan Arquilla, Callie Simpson, Camille Steele, Tanya Carlson, Jessica Cousens, Michelle Olfert
3. The Agenda was approved by Wayne Seconded by Robyn.
4. All Minutes read by wayne, approved from Herb second by Jessica.
5. **Getting to know us- Introductions of board, duties and expectations.**
6.
  - a. Financial:

b. Events:

c. Self Governance:

Motion of Support for Callie to speak for the NWCA for the request of the letter of support. Jessica approved, second Robyn and all in favour.

### 7. Old Business:

a. Crafters:

b.

c. Hall Maintenance Equipment:

d. Parks:

**8. New Business:**

a. Library improvements:

b. Hall Rental:

**8. Next Meeting: Dec 2, 2019 @ 6:30PM**

**9. Meeting Adjourned: 7:48pm**



Office of the Chair  
1450 K.L.O. Road  
Kelowna, B.C. V1W 3Z4

Telephone: (250) 469-6224  
Fax: (250) 763-0606  
gail.given@rdco.com  
www.rdco.com

June 2, 2020  
File No.: 0550-06

Callie Simpson

callie.simpson75@gmail.com

Dear Ms. Simpson:

I wish to acknowledge your delegation request of May 25, 2020 to be scheduled to present to the Regional Board.

The Chief Administrative Officer and I have reviewed your request and, more specifically given the Ministry's last formal response (Tara Faganello, Assistant Deputy Minister, March 2, 2018 attached) wish to advise the request does not meet the delegation policy set forth by the Regional Board, including:

- 4.5 Individuals speaking on behalf of an organization ie: community group, resident's association, not-for-profit organization, etc. must identify their authority to speak on behalf of the organization and provide the name(s) of the person(s) who have provided the authority. *No authority for you to speak on behalf of the organization(s) has been presented.*
- 4.7 Delegations that have previously appeared before the Regional Board or Board Committee on a subject matter will not be allowed to present again unless new information is provided relating to the matter. *No new information has been presented. Further to my letter of December 2, 2019, at which time you mentioned the Governance Committee had received new information from the Ministry which we requested you share. To date, no new information has been received from the Association, the governance committee, nor the Ministry.*

As such, we are unable to approve your delegation request at this time.

Further, we wish to confirm the Chief Administrative Officer's report dated January 15, 2018 was presented to the Regional Board at its January 22, 2018 meeting, and that following discussion the Board received the report for information only. Specifically, no further direction was provided on the items presented in the report.

Should the North Westside Community Association or the governance committee, wish to discuss steps outlined in the Board's report, in particular the funding of an independent consultant, those discussions should occur directly with the elected representative for the area, Director Carson. As the elected representative for Central Okanagan West Electoral Area, the Director may request the Board consider further 'next steps' and the financial impact to the electoral area budget which can be considered in a future budget review.

Your request and this response has been shared with Regional Board, which includes Director Carson.

Respectfully,

A handwritten signature in black ink, appearing to read "Gail Given". The signature is fluid and cursive, with the first letter "G" being particularly large and stylized.

Gail Given  
Chair

cc: Regional Board

Attachment: March 2, 2018 response from Assistant Deputy Minister, Tara Faganello



## Mary Jane Drouin

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**From:** Gail Given <ggiven@kelowna.ca>  
**Sent:** Wednesday, November 13, 2019 2:43 PM  
**To:** Gail Given  
**Cc:** Brian Reardon; Mary Jane Drouin  
**Subject:** FW: Central Okanagan Regional District - North Westside Review - Ref 233877 - Mr. Wayne Carson

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**From:** Kubisheski, Carlee MAH:EX <Carlee.Kubisheski@gov.bc.ca>  
**Sent:** Friday, March 02, 2018 2:58 PM  
**To:** 'wayne.carson@cord.bc.ca' <wayne.carson@cord.bc.ca>  
**Cc:** Gail Given <ggiven@kelowna.ca>; Faganello, Tara MAH:EX <Tara.Faganello@gov.bc.ca>  
**Subject:** Central Okanagan Regional District - North Westside Review - Ref 233877 - Mr. Wayne Carson

This is being sent to you on behalf of Tara Faganello, Assistant Deputy Minister of the Local Government Division

March 2, 2018

Ref: 233877

Mr. Wayne Carson  
Director, Central Okanagan West  
Regional District of Central Okanagan

Dear Director Carson:

I am writing to follow-up on our brief discussion on January 30, 2018, regarding the outcome of the North Westside Service and Community Issues Review, and respecting your request to speak with the Honourable Selina Robinson, Minister of Municipal Affairs and Housing, about your concerns with the Regional District of Central Okanagan and regarding roads in your area.

Local roads in your area are the responsibility of the Ministry of Transportation and Infrastructure, and I am pleased to refer you to Mr. Erik Lachmuth, Area Manager of that Ministry's Vernon Office, to discuss concerns or issues related to roads in your electoral area. Mr. Lachmuth can be reached at [erik.lachmuth@gov.bc.ca](mailto:erik.lachmuth@gov.bc.ca) or 250-503-3608.

The North Westside area is comprised of small and isolated rural communities stretched along a significant stretch of Westside Road. The vision of residents, as expressed in the Official Community Plan, is to remain a predominantly rural area with major residential development directed to other areas of the region, where urban services and infrastructure are available, and to limit further commercial and resort development beyond that which is already zoned or approved.

In light of the low-growth vision, relatively small population, narrow tax base, and the concerns you have expressed regarding sensitivity to service costs, it would not be appropriate to recommend a municipal incorporation process to the Minister.

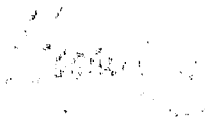
Based on this assessment, the ministry supported the North Westside Services and Community Issues Review to assist you, the Regional District of Central Okanagan, and the community to begin the work of more fully identifying the nature of the problems and beginning to identify solutions, other than incorporation, that could be implemented within the

existing legal framework. That study identified some avenues the Director and Board could explore to clarify and address community concerns.

The Province wants to encourage the efforts of the local government to reach out and address specific points of concern with the community. The Electoral Area Director has an important role in finding a way to collaborate with the Board for the greater benefit of the community.

.../2

Sincerely,



Tara Faganello  
Assistant Deputy Minister

pc: Chair Gail Given, RDCO

**Carlee Kubisheski** | Executive Administrative Assistant  
To Assistant Deputy Minister, Tara Faganello  
Local Government Division  
Ministry of Municipal Affairs and Housing  
250 812-0883



## DELEGATION REQUEST FORM

<b>Name of person or group wishing to appear:</b>									
North Westside Communities Association and North Westside Governance Committee Representative									
Callie Simpson									
<b>Subject of presentation:</b> RDCO Board follow through on the January 15, 2018 North Westside Services & Community Issues Report - "Next Steps" Consideration #3 - "Staff fully supports EPI's commentary and recommends the Board instruct staff to apply for a Restructure Planning Grant from the Ministry of Municipal Affairs and Housing".									
<b>Purpose of presentation:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;"><input type="checkbox"/></td> <td>Information only</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Requesting a letter of support</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td>Requesting funding</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>Other (provide details below)</td> </tr> </table>	<input type="checkbox"/>	Information only	<input checked="" type="checkbox"/>	Requesting a letter of support	<input type="checkbox"/>	Requesting funding	<input checked="" type="checkbox"/>	Other (provide details below)
<input type="checkbox"/>	Information only								
<input checked="" type="checkbox"/>	Requesting a letter of support								
<input type="checkbox"/>	Requesting funding								
<input checked="" type="checkbox"/>	Other (provide details below)								
<p>RDCO Staff have been advised and fully support EPI's recommendation of the Board instruction to staff to apply for a Restructure Planning Grant from the Ministry of Municipal Affairs and Housing to conduct a detailed diagnostic assessment of the service areas and costing that are principal concerns to the community. It is the Community's understanding that under the "Next Steps" the RDCO has achieved their "ask" (step 1 &amp; 2) which included the financial resources to retain a communications subject matter expert along with the ongoing development of the website. Now our communities are looking for follow through on our ask of having an independent consultant conduct a detailed diagnostic assessment to reach their own conclusions.</p>									
<b>Telephone number:</b>	250-870-6858								
<b>Email address:</b>	callie.simpson75@gmail.com								
<b>Meeting and date requested:</b>	June 22, 2020								
In order to accommodate our resident's work schedules we prefer to attend a Monday evening meeting									
<b>Technical requirements:</b>									
Will you be using a PowerPoint presentation	<input type="checkbox"/> Yes								
<b>If yes, you are required to submit prior to the meeting or bring the presentation on a memory stick.</b>									
If your software requirements are not compatible with the Regional District's you will be unable to use an electronic presentation.									
<b>For more information contact:</b> Corporate Services 1450 K.L.O. Road Kelowna, B.C. V1W 3Z4 Telephone: (250) 469-6224 Fax: (250) 763-0606 <a href="http://www.regionaldistrict.com">www.regionaldistrict.com</a>									

**To facilitate constructive and effective public engagement, the following information is provided:**

1. A ten-minute time limit is necessary regardless of how many people will speak. Try to leave time for questions.
2. Name of person &/or group and subject will be published on the agenda (available to public and on website)
3. You are required to provide supporting documentation to be published in the agenda (no later than the Tuesday of the week prior to the meeting). If using PowerPoint, it is to be provided in advance and will be pre-loaded on the Regional District's computer.
4. Direct your presentation to the Regional Board or Board Committee.
5. Use the microphone provided.
6. Participate with integrity. A collaborative and respectful approach is appreciated.
7. Be concise.
8. Do not expect an immediate answer – your issue may be referred to staff for more information or to another meeting for further consideration.
9. Delegations regarding any aspect of an Official Community Plan or a Zoning application are prohibited between the conclusion of Public Hearing and Adoption of the Bylaw.
10. Your presentation may not be on the date requested due to prior commitments or staff resources. Your delegation is not confirmed until you are contacted by RDCO staff to confirm your place on the agenda.

**Helpful Suggestions:**

Arrive in advance of the meeting start time as delegations are heard as one of the first items of business.  
 Turn off cell phones and pagers.  
 Be prepared.  
 Have purpose.  
 Support your position with facts.  
 Consider the big picture, as many issues are inter-related and shouldn't be considered in isolation.  
 State your request, if any.  
 Provide the Recording Secretary with any relevant notes if not handed out or published in the agenda.

I understand and agree to these rules for delegations:

	Callie Simpson
	Name of Delegate/Representative of Group
May 25, 2020	Callie Simpson
Date	Signature

For Office Use Only	
<input type="checkbox"/> <b>Approved</b>	<input type="checkbox"/> <b>Declined</b>
<input type="checkbox"/> <b>Other</b>	
By (signature):	_____
Appearance date (if applicable):	_____
Applicant informed of decision on (date):	_____
By (signature):	Date: _____



# Regional Board Report

**TO:** Regional Board

**FROM:** Brian Reardon  
Chief Administrative Officer

**DATE:** January 15, 2018

**SUBJECT:** North Westside Services and Community Issues Report – Next Steps

**Voting Entitlement:** All Directors – Unweighted Corporate Vote – Simple Majority – LGA 208.1

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**Purpose:** To provide a “Next Steps” report to the Regional Board on the “*Considerations*” provided by EcoPlan International in their October 23<sup>rd</sup>, 2017 presentation and final report entitled “North Westside Services and Community Issues Review”.

## **Executive Summary:**

On October 23<sup>rd</sup>, 2017 the Regional Board received a presentation by EcoPlan International (EPI) entitled “*North Westside Services and Community Issues Review*”. Following the presentation and questions from the Board the following resolution was adopted:

*“THAT staff be directed to bring forward a report outlining next steps for Board consideration in regards to the North Westside Services and Community Issues Review.”*

Staff has reviewed the EPI report and wish to confirm that the Terms of Reference for this assignment have been met, all contractual obligations have been satisfied and the assignment with EPI is now considered complete.

EPI captured it well when they wrote “*Through project work it became clear that misinformation in the community about service delivery, costing and decision-making is prevalent. Indeed, it is difficult to identify legitimate concerns around service delivery amongst the backdrop of misunderstandings.*” They go on to write “*While issues in the community are not only about communications, dispelling misinformation is an important first step.*”

It is suggested serious consideration be given to retaining a subject matter expert to develop a communications and public engagement strategy for the North Westside and to direct staff to apply for a Provincial Restructure Planning Grant for a detailed diagnostic assessment of the services identified as having concerns to dispel misinformation and foster an informed citizenry.

## **RECOMMENDATION:**

**THAT** the Regional Board receive the January 15, 2018 CAO “Next Steps” Report for information.

Respectfully Submitted:

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**Implications of Recommendation:**

Strategic Plan:	Strategic Priority #1 – Provide Proactive and Responsive Governance includes an objective of Improving the Electoral Area working relationships within the RDCO.
Legal/Statutory Authority:	Decision making authority for this matter is derived through the provisions of the Local Government Act and the Regional Board's bylaws and policies.

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**Background:**

On October 23<sup>rd</sup>, 2017 the Regional Board received a presentation by EcoPlan International (EPI) entitled "*North Westside Services and Community Issues Review*". Following the presentation and questions from the Board of Directors the following resolutions were adopted:

*"THAT the North Westside Services and Community Issues Review report by Paul Siggers, Planning Associate, EcoPlan International (EPI) be received."*

And

*"THAT staff be directed to bring forward a report outlining next steps for Board consideration in regards to the North Westside Services and Community Issues Review."*

Staff has reviewed the EPI report and wish to confirm the Terms of Reference for this assignment have been met, all contractual obligations have been satisfied and the assignment with EPI is now considered complete.

In bringing forward a "Next Steps" report to the Board, staff focused on the "*Conclusions and Considerations*" sections of the EPI's report. It was hoped this report would clarify the concerns in the North Westside however the key findings cast doubt on whether property owners in the study area are basing their opinions on factual information. We cite the following report extracts below:

1. Under **Section 3.1 Key Findings** EPI writes "The following are key findings on community opinion and perception that came from an analysis of the 264 survey responses received."
2. At the top of page 15 under **Section 3.2 Survey – Detailed Results** of the EPI report it states "These survey results are not be read as a statistically significant description of the population in the North Westside." The survey results falls well below the 300 to 400 response threshold to consider the results statistically valid. EPI's aim was to inventory and explore a set of concerns and issues raised by the community;
3. On page 31 of the report under **Section 4.2 Considerations** they state "This review was limited to creating an inventory of issues – ground truthing whether they were valid criticisms of regional services was beyond the review's scope."
4. The concluding paragraph on page 32 under **Section 4.2 Considerations** of the EPI report states "While input was received from RDCO staff and Board members, the focus of this review was on community engagement and as a result these considerations are largely based on what was heard from the community. As such, a more systematic review by staff and Board members of the issues identified by the community may be needed to provide a fuller understanding of the options available for addressing them."

The Board needs to draw its own conclusions however it is clear to staff that taking inventory and exploring a set of concerns, based mostly on community opinions and perceptions that the community admits understanding poorly or not at all, fed by prevalent misinformation in the community without a ground truthing process will not and does not achieve the Province's second step objective to "*Clarify the Problem*". More work needs to be done to provide factual information and dispel misinformation in the study area.

The **Key Findings** and **Survey – Detailed Results** under **Sections 3.1 and 3.2** respectively of the EPI report provide a comprehensive list of community concerns and issues that, even though they may be opinions and perceptions based on a poor understanding of service delivery and decision making amid the backdrop of misinformation in the community, they should be treated as bonafide concerns that should shape how the Regional District responds with a new communication strategy and community engagement plan that provides factual information.

On page 24 of the EPI report, under Communications it is interesting to note that the preferred method of receiving information from the RDCO was overwhelmingly via email or regular mail. It also states the preferred method to provide feedback, in order of priority, to the RDCO is via email, Open House/Meetings and by regular mail.

Under Services in the same section it lists the services most valued by the community, in order of priority:

- North Westside Volunteer Fire/Rescue Department (11 votes)
- Killiney Community Hall (7 votes)
- 9-1-1 Emergency Call Centre (7 votes)
- Electoral Area Fire Prevention (5 votes)

As well, a list of services that residents were most concerned about, in order of priority are:

- Dog Control (11 votes)
- Regional Board (9 votes)
- Enforcement of Unsightly/Untidy Premises Bylaw (8 votes)
- Electoral Areas – General Government (8 votes)
- Regional Administration (8 votes)

These kernels of knowledge are important factors to keep in mind as we work towards dispelling the misinformation in the community.

EcoPlan International did a good job engaging with the community, creating an inventory of community issues and concerns, and summarizing the key findings. They also compiled a list of *Conclusions* and *Considerations* that are summarized on page 28 of their report under **Section 4 Conclusions and Considerations**.

The tables on the next two pages list these points along with commentary from the consultant as well as RDCO staff.

**Conclusions:**

The following conclusions are drawn from analysis of community and stakeholder engagement as well as observations about the context made while EcoPlan International conducted the review:

	Conclusion	EPI Commentary	RDCO Staff Commentary
1.	<b>An erosion of trust is impacting working relationships among and between community and RDCO personnel.</b>	Transparency and accountability about RDCO service delivery were 3 <sup>rd</sup> & 4 <sup>th</sup> ranked items of concern in the community survey. Distrust touches on concerns about information received from RDCO staff, decisions of the RDCO Board, information distributed by the Electoral Area Director, and even among different community groups. The result is a highly unproductive and corrosive working relationship among community, RDCO staff, the Electoral Area Director and the RDCO Board.	It is understandable that a real or perceived lack of transparency could lead to distrust. We can't speak for the Electoral Area Director or the North Westside community groups but what we can say is that RDCO staff and certainly the Regional Board make every attempt at being transparent and accountable. Dispelling misinformation in the community is a necessary first step.
2.	<b>Misinformation is prevalent within the community and may be exacerbated by difficulty in locating information.</b>	Through project work it became clear that misinformation in the community about service delivery, costing and decision-making is prevalent. Indeed, it is difficult to identify legitimate concerns around service delivery amongst the backdrop of misunderstandings.	The source of misinformation has yet to be verified however we know it certainly hasn't originated with the RDCO. Website improvements and a new communications plan would go a long way to resolve this.
3.	<b>There is a persistent feeling among community members that the community's interests are not represented by the RDCO Board or staff.</b>	Two of the top five concerns identified by survey respondents were "responsiveness to local concerns" and "representation of local interests". Specifically, residents feel they are dominated, or a minority voice, at the Board level where their elected representative could be "outvoted" by larger jurisdictions (e.g., City of Kelowna) on areas of local concern where there is a divergence of opinions at the Board. This concern is most acute around decisions on local services, which involve a stakeholder vote of the entire Board (consistent with provincial legislation).	The composition of the Regional Board is a matter of public record and all voting on matters dealt with by the Board is conducted in accordance with the provisions of the Local Government Act. An analysis of decisions made at the RDCO Board table from December 2014 to December 2016 shows the Regional Board supporting 98% of EA Director motions. EA Director supported 95% of Board motions.
4.	<b>Community members feel that service costs, including administrative overheads, are too high.</b>	The focus of most concerns about service costs were the increase in water rates and what drives the increase. There is also concern about how much it costs to administer services (i.e. Administrative Overhead), particularly local services, such as the Killiney Beach Community Hall. Specifically, some have suggested that local revenues are being used to offset larger RDCO administrative costs.	Most residents don't like to pay higher taxes and fees. The North Westside water systems have benefited from the policies put in place in terms of receiving grants. The overhead costs are calculated based on the policy approved by the Board. This policy is being reviewed in 2018.



**Considerations:**

The following Considerations address the issues described in the preceding Conclusions table from the perspective of EcoPlan International. The considerations are intentionally general, leaving specific mechanisms and actions to the discretion of the Board.

	Consideration	EPI Commentary	RDCO Staff Commentary
1.	<p><b>Improve Communications:</b></p> <ul style="list-style-type: none"> <li>• Clarifying expectations and constraints on information provided by RDCO staff and requested by the public;</li> <li>• Clarify the role of the Electoral Area Director in community/regional district relations.</li> </ul>	<p>While issues in the community are not only about communications, dispelling misinformation is an important first step. The dissemination of accessible, factual and timely information is critical to an informed citizenry. Some options may include a North Westside Services webpage with information specific to the area and its services, or a regular newsletter to property owners. It should be understood that any choice will need a balance of costs of communications with how well they fulfill the communications needs for the community.</p> <p>As such, a first step might be to collaboratively develop a communication strategy outlining the communications needs, channels, procedures, roles and expectations of all parties involved in distributing and requesting information.</p>	<p>Staff fully supports EPI's commentary and recommend the Regional Board support efforts to dispel misinformation as a top priority and an important first step. This should include financial resources to retain a subject matter expert to bring forward a new communications plan to address all issues raised in the EPI report.</p> <p>Should the Board agree, a motion to refer this matter to staff to bring forward in the 2018 Budget Process would be in order.</p>
2.	<p><b>Establish a platform or channel for regular dialogue between North Westside residents and the RDCO.</b></p>	<p>The purpose of such a platform would be to formalize and regularize opportunities for direct dialogue between community members and RDCO personnel, which would help to rebuild trust.</p>	<p>Staff fully supports EPI's commentary and recommends this issue be included in the development of a new communications strategy for the North Westside.</p>
3.	<p><b>Conducting a detailed diagnostic assessment of the service areas and costing that are principal concerns to the community:</b></p> <ul style="list-style-type: none"> <li>• Comparative analysis of water rates</li> <li>• Comparative analysis of overhead rates</li> <li>• Analysis of the degree to which Board voting has or has not represented local interests.</li> </ul>	<p>There are persistent concerns about service delivery costs that may be alleviated through a better understanding of the legislated process or improved communications around the rationale for a service decision. On certain issues, residents' concerns are focused more on implementation and its costs. This review was limited to creating an inventory of issues – ground trothing whether they were valid criticisms of regional services was beyond the reviewer's scope.</p> <p>As such, conducting detailed assessments to determine if RDCO service costs and performance levels are within an acceptable range is an option for further work.</p>	<p>Staff fully supports EPI's commentary and recommends the Board instruct staff to apply for a Restructure Planning Grant from the Ministry of Municipal Affairs and Housing to have this work done. Some of this work has already been done by staff however there may be value in having an independent consultant reach their own conclusions.</p>

**Next Steps:**

Based on the key findings, conclusions and considerations provided in the EPI report it is clear that the Province's objective of "Clarifying the Problem" has yet to be achieved. The "Next Steps" for the Board is to determine if they have enough information to make an informed decision about this matter.

The consultant has suggested the RDCO needs to:

1. **Improve Communications:**
  - Clarifying expectations and constraints on information provided by RDCO staff and requested by the public;
  - Clarify the role of the Electoral Area Director in community/regional district relations.

Staff couldn't agree more.

2. **Establish a platform or channel for regular dialogue between North Westside residents and the RDCO.**

Properly structured and adequately resourced, staff supports this initiative.

3. **Conducting a detailed diagnostic assessment of the service areas and costing that are principal concerns to the community:**
  - Comparative analysis of water rates
  - Comparative analysis of overhead rates
  - Analysis of the degree to which Board voting has or has not represented local interests

Staff have been advised that we could apply to the Ministry of Municipal Affairs and Housing for a Restructure Planning Grant to assist in having this work done by a third party consultant. This would go a long way in providing factual information and dispelling misinformation in the community.

Should the Board agree with three points mentioned above, the only question is how to proceed. Four options are provided below

1. Proceed with all three of the consultants' suggested considerations in 2018. If this is the wish of the Board then a motion to that effect would be in order. Staff would then add this to the 2018 Work Plan and Budget approval process;
2. Proceed with a phased approach of completing Considerations 1 and 2, assess the outcomes, then make a determination whether to proceed with Consideration 3. If this is the wish of the Board then a motion to that effect would be in order. Staff would then add this to the 2018 Work Plan and Budget approval process;
3. Proceed with all three of the consultant's suggested considerations throughout 2018 and 2019. Considering the nature of this work it may be prudent not to rush and take the time necessary to do this work well. If this is the wish of the Board then a motion to that effect would be in order. Staff would then add this to the 2018 and 2019 Work Plans and Budget approval processes; OR

4. Proceed with Consideration 1 only at this time. If this is the wish of the Board then a motion to that affect would be in order. Staff would then add this to the 2018 Work Plan and Budget approval process.

**Financial Considerations:**

The first step to dispelling misinformation in the community is to develop and implement a new communication strategy and public engagement process for the North Westside communities. It is suggested that an independent third party be retained to develop this new strategy and assist in its implementation. A preliminary budget of \$15,000 should be set aside for this work to be done with the expectation of a further budget request after the new strategy has been approved by the Board. It is premature to speculate on what those costs will be until we understand what the specific elements of the new communication strategy are.

We anticipate the Regional Board being responsible for the costs of the study, estimated at \$15,000 with the costs of implementation, currently unknown, being borne by the service area that benefits by it. A follow-up report on the implementation plan and its costs will be brought forward to the Board at a future date.

We believe an application to the Province for a Restructure Planning Grant will be looked upon favourably considering the findings in the EPI report. This grant funding will help offset costs associated with developing an informed citizenry in the North Westside communities.

**Organizational Issues:**

As this process is a Board led initiative, there are no organizational issues other than to ensure the Board's direction is carried out.

**External Implications:**

Based on the nature of this initiative, we believe there is an expectation from the North Westside Communities that there will be a response from the Regional Board on this matter.