

Table of Contents

I. RESPONSIBLE FISCAL MANAGEMENT.....	1
METCHOSIN'S 2026 TAX COLLECTION STATISTICS	2
II. USE A BUSINESS-LIKE LENS - THE FRISCH APPROACH	5
III. IMPLEMENT ACCOUNTABILITY AND TRANSPARENCY FOR SERVICE PROVISION	7
IV. PROACTIVE PURPOSEFUL PLANNING – ACCOUNTABILITY	11

I. Responsible Fiscal Management

Tax increases have been held artificially low, while financial management strategies for long-term capital infrastructure has been impacted. Staff are reported to be filling too many roles impacting service delivery. The tradeoffs in services due to lack of funding is not transparent. ***The ability to deliver all services, including profitable management of assets and support volunteer environmental, emergency response, seniors and community groups, stem from this issue.***

Metchosin's three primary revenue streams:

- **Property Taxes:** \$3,331,674 (60.0%)
- **Payment in Lieu of Taxes (PILT):** \$1,511,201 (27.2%)
- **User Fees / Charges:** \$531,148 (9.5%)

A. Streamline Administration and Reduce Costs:

Review where expenses can be reduced or realigned through changed operational practices:

- a. Metchosin's budget is already operating to the bone, and Operational and Leadership decisions and variable service demands (e.g. Bylaw enforcement) trigger budget misalignments.
- b. Identify streamlined opportunity, use of appropriate software, or services through user cost recovery.

B. Achieve More Net Revenue By:

- a. **Diversifying Metchosin's income stream:** Heavy reliance on residential tax base (60% of revenue, paid 92.2% by residences) and PILT (27.2% overall)

The CFO Report in June Date, outlined that that approximately a \$100,000 expense requires a 3% property tax increase.

Metchosin's 2026 Tax Collection Statistics

Property Class	Number of Properties	Percent of Total	Total Taxable Assessment	Percent of Total	Total Levy	Percent of Total
1. Residential	1,962	85.79%	2,198,214,749.00	97.31%	2,794,261.00	89.23%
2. Utilities	32	1.40%	825,200.00	0.04%	25,700.00	0.82%
4. Major. Ind.	-	0.00%	-	0.00%	-	0.00%
5. Light Industrial	7	0.31%	1,992,600.00	0.09%	17,320.00	0.55%
6. Business	71	3.10%	20,294,200.00	0.90%	120,960.00	3.86%
7. Managed Forest	5	0.22%	317,200.00	0.01%	3,324.00	0.11%
8. Recreation	63	2.75%	36,161,900.00	1.60%	156,426.00	5.00%
9. Farm	147	6.43%	1,221,464.00	0.05%	13,606.00	0.43%

b. Exploring Property Tax Options through New Zoning (Updated Oct 7, 2026)

- **Review the Land Use Bylaw and Identify Gaps:** Undertake a planning-led review comparing current land uses—permitted and otherwise—with existing regulations, identifying gaps and considering best practices from other municipalities.
 - **Explore the potential and impacts/benefits of a light industrial zoned property** (fully self-serviced) and clustered with other similarly existing zoned properties. What is the potential tax revenue to “move the needle?” and what development commitments would be necessary beyond simply rezoning? What are the potential environmental and/or social effects? What are the critical human health and environmental considerations, respecting sensitive habitats, preserving a wildlife corridor and dedicated greenspace.
 - Avoid ‘spot’ rezoning of existing non-compliant uses.
 - Conduct appropriate planning for uses Metchosinites determine are desired in the community and align with our rural character.
- c. **Maximizing School Revenue:**
- The School Property needs to become a net revenue generator.
 - No new Grants-In-Lieu for new non-profit tenants.
 - Undertake a best-practices review for recreational facility management for other Municipalities and SD 62 and implement.
 - Ensure recreational, grounds and kitchen facility rental fees are on par/competitive with alternative facilities.
- d. **Evaluating User Fee/Charge increases:** In 2025 this comprised of \$531,148 (or 9.5%).

- i. Graduated business licensing fees based driven determined based on business type.
- ii. Fees based on visual site use, regardless of business license.

e. Long-Term Certainty for Permissive Tax Exemptions:

- a. Evaluate best practices and practices amongst other CRD members.
- b. Identify the strongest option to provide the most long-term certainty to the District Taxpayers.

A key learning from 2027 expressed by Councillor Shukin was groups **need long-term notice**. Decisions affecting 2028 should be addressed in a responsible, transparent and public manner so organizations and taxpayers both understand the effects.

The Goldstream news reported in July on the CFO's report to Council:

Staff estimated approving all applications would result in \$324,188 in tax exemptions for 2027. The municipal portion, \$166,896, is equivalent to roughly \$80 for the average residential property owner, representing about four per cent of municipal taxes payable.

The report also noted Metchosin provides the highest proportion of tax revenue toward community grants and permissive tax exemptions in the CRD. **In 2025, combined grants and exemptions accounted for 8.32 per cent of total property tax revenue, compared with the regional average of 2.98 per cent.**

II. Use a business-like lens - The Frisch Approach

A. Operational and Fiscal Practice updates (Updated October 7, 2026)

- a. Review expense/service opportunities for cost recovery.
- b. Analyze what services does it make sense to bring inhouse or continue contracting. (e.g. Bylaw Enforcement, Land Mapping)
- c. Charge market rate for a services.
- d. Integrate a mandatory cost recovery forecast and methodology into all Operational Planning departments. (e.g. Fire Service summer fire fighting duties).
- e. Require all Operational cost centres to integrate grants, summer student opportunities and partnerships with local post-secondary institutions and other shared service provision as part of their resource planning.

B. Operational Accountability:

- a. **Project Management Principles and practices:** Implement professional project management principles in identifying responsibilities, accountabilities, create achievable plans to service commitments between Council Portfolios and Operational deliverables.
- b. **Modernize Software:**
 - a. Scheduling Software for Recreational Facility; Based on best practices from other Municipalities and SD 62.
 - a. Streamline staff activity
 - b. Directly integrate priority driven access for pre-defined uses (e.g. schools)
 - c. Creates a validated system of best practices to manage competing access and fee disputes.
 - b. Geographic Information – Explore transitioning Metchosin’s antiquated paper based land information into a publicly accessible interactive ArcGIS System, used by all CRD Municipalities (except Metchosin and Highlands).

- a. Potentially streamline staff activity, ensure more transparent accessible information related to: zoning, development permit area boundaries, environmental features, permits, and wells (for example).
- b. Reduce mapping and service costs to a third party to maintain a PDF version.
- c. Create easier accountability for land management and interaction between the environment, planning and actual land uses.
- d. Enable quick and timely access by staff, residents and CRD to a unified data set including: Property size, Zone, Permits, Well, Location with a Development Permit Area, Riparian Areas/Streams etc. (Updated October 7, 2026)

III. Implement Accountability and Transparency for Service Provision

1. **Increased transparency/accountability on complaints, enquiries and requests and how they are addressed with the CRD.**

- a. Improve engagement with CRD on how concerns can be specifically closed with the complainant, using facts and understanding the extent of effort involved to investigate the matter.
- b. Better reporting to Metchosin Community on the nature of complaints and identification of patterns of potential vexatious use of CRD (and implications for costs); e.g. repeated roosters complaint versus environmental or disturbance concerns. (Updated October 7, 2026)

2. **Transparent tradeoffs:** Understand what we planned and budgeted to do against what was done and why. Objective: Understand what services citizens are not receiving as a result of other decisions on spend.

3. **Build stronger relationships with community partners;** Collaboration is key.

- a. **Scianew Nation** has a new community center nearly complete and has taken interest in contributing to the Firehall planning.
- b. **Ministry of Transportation and Transit:** Review transportation safety concerns regarding industrial traffic on arterial corridors.
- c. **RCMP:** Metchosin requires a greater awareness of community safety concerns and interests, particularly issues raised which may not have been considered 'actionable' by the RCMP.
- d. **William Head:** Ensure communication at CAO and elected level is strengthened and appropriate to meet Metchosin's planning and emergency response needs. The CAO has a direct line of information when work crews are within the community.
- e. **Capital Regional District:** Improve engagement on park management planning to streamline access and management of

invasive species for Metchosin volunteers. (Updated October 7, 2026)

4. **Housing Policy Action:**

- a. Advocate to the Union of BC Municipalities and to the Province on housing related policy:
 - i. Break the roadblock on preventing the BC Building Code from giving legal authorization to Tiny Homes on Wheels built under the BC Building Code to a CSA Z240 standard to be utilized as a detached accessory dwelling option.
 - ii. Acknowledge the current use of full-time RV living throughout Metchosin and how a) Metchosin's bylaw may be strengthened to specifically exclude it or) Understand how other Municipalities have addressed the issue and identified specific locations within the Municipality where the use is preferred. ¹ (This is not to be confused with a "spot zoning" of existing non-compliant uses (e.g. Metchosin Road ALR site)) (Updated October 7 2026)
- b. Support building awareness of Abbeyfield style seniors housing opportunities (up to 10 bedrooms in single attached residence) in Metchosin.
- c. Advocate for maintenance of long-term rental opportunities of principal dwellings to ensure a mix of housing options are available for families who wish to stay in or return to Metchosin.

5. **Enhance the Village Core** centred on the school property:

- a. MACCA as an arts destination, serviced by surrounding Metchosin "value" businesses, with parking re-imagined on the west side, (rather than exclusively in front).
- b. Re-imagine the front artfully renewed into a people meeting place, with no blacktop, a native planted permeable surface sun/shade

¹ Osoyoos Campground Issue Summary: <https://www.osoyoos.ca/campgroundupdate>

- plantings, paths, tables, perhaps a couple adult stretching stations, childrens climbing logs, a place to roll or walk up and relax, stretch.
- c. Explore a land-use partnership to enable adjoining village businesses to acquire suitable 'sanitary service' space to allow more diverse or flexible uses.

6. Promote Metchosin Agriculture

Its vital that agricultural lands and diverse farming and agricultural production continue to grow, by:

- a. encouraging Grown in Metchosin farm shopping, eating local, learning about food production and environmental influences through region-wide initiatives.
- b. Continuing to implement the District's 2024 Metchosin Area Agricultural Plan recommendations, within the District's jurisdiction.
- c. Encouraging learning opportunities between local farmers, and those who raise their own food in the ALR (or aspire to) may learn techniques for their own food production;
- d. Exploring how the District may encourage more "Farm to Table" experiences in Metchosin, in accordance with the MAGP interest area.

Respecting the provincial government has jurisdiction over definitions of agriculture and the BC Assessment process associated with Farm Status

7. Work with Business in Metchosin

Metchosin hosts many "best in region" unique businesses and specialized professionals whose work is nearly exclusively outside of Metchosin. They chose to be here; raise their family here; and make a life here – and they know how good we've got it!

Business tax base is important to our revenue stream. 71 Properties or 3.1% of Metchosin's property owners pay a combined total of 3.86% of Metchosin's property tax revenue. In contrast 6.3% of Metchosin's properties (171) have farm status resulting in .43% of the revenue stream.

While it's a significant disparity, the strong rural aesthetic and the rolling majestic fields of green which bring intrinsic beauty and value to what people think of as Metchosin are able to be preserved in large part through this tax arrangement.

- a. Encourage businesses to obtain Business Licenses
- b. Review licensing best practices and graduated fees, respecting the diverse, and differing impacts to neighbours and roads.
- c. Analyze Zone definitions, engage with business and public.

IV. Proactive Purposeful Planning – Accountability

1. Protecting Metchosin values and the environment is more than dealing with “one offs” when a development proposal occurs; it involves evaluating actions which could be contributing to air, water, and noise pollution.

Land uses which have evolved in the past 10 years, never imagined when Metchosin was incorporated, effect the environment, peaceful enjoyment of neighbours and can influence negative community sentiment.

Development of bylaws requires adequate research, early expert engagement, feedback from affected users and an analysis of effective enforcement measures.

a. Transparent, Effective and Accountable bylaw preparation. Council provide leadership direction to Staff on Bylaw drafting methodology to incorporate: Adequate benchmarking research, expert and technical consultation, a public engagement plan and evaluation of enforceability. (Updated October 7, 2026)

b. Review the Land Use Bylaw and Identify Gaps: Undertake a planning-led review comparing current land uses—permitted and otherwise—with existing regulations, identifying gaps and considering best practices from other municipalities. (Updated October 7, 2026)

c. Permits with broad effects: Best Practices must be utilized in assessing the effects of large-scale proposed permitted activities. Permit conditions must incorporate appropriate and relevant standards for environmental management, including measuring and reporting on progress to a staged or final objective. Utilize a collaborative process to develop permit conditions and monitoring/reporting.

- d. **Property Tax Benefit:** Project proposals must demonstrate to the District of Metchosin a defined horizon for property tax revenue effects.
 - e. **Identify unenforceable bylaws** or those with no “guardrails”, and identify logical and practical approaches to address gaps and enforcement challenges.
2. Protecting our forests, groundwater, watersheds, lakes and streams, beaches and marine interface as well as enabling biodiversity and continue carbon sequestration in our forests and greenspaces is critical to the foundation of Metchosin.
 - Encourage creative invasive species management
 - Updating of Metchosin’s Sensitive Habitat Designation Areas (for DPAs) and incorporate into a digitally accessible format.
 - Integrate planning with Emergency Response for watershed/specific water course protection and preparedness.
 - Conduct a desktop analysis and zoning review of the land use demand represented by current non-compliant uses in residentially zoned property, e.g. RV and Equipment Storage, Campgrounds

These will be done by:

1. **Implement Digital ARC-GIS System** for land use and multiple layers of environmental data tracking for planning purposes, instead of paper maps. Evaluate funds paid to third party contractor for ‘paper management’ to transition to this common system.

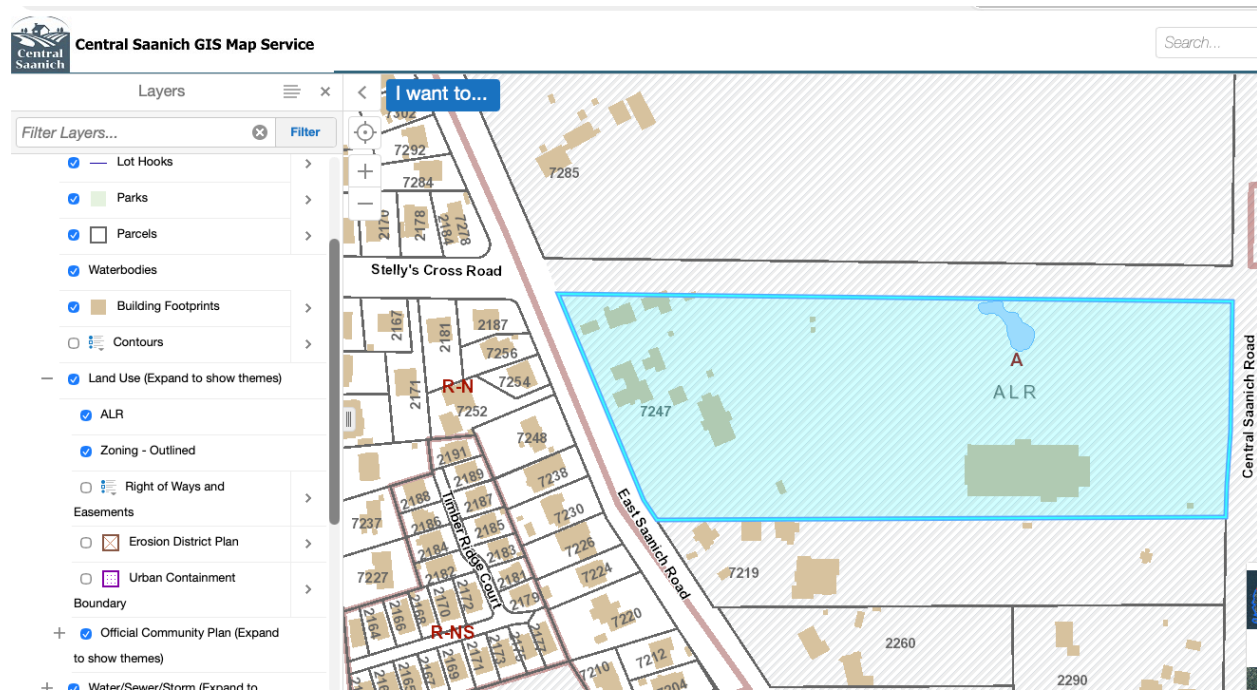
The type of information below is typical for all Municipalities and is implemented for all municipalities on the south island except Metchosin and the Highlands.

- Parcel Boundaries
- Bylaw Zones
- Development Permit Area Boundaries
- Service boundaries (water, gas)

- Municipal Trails
- Land Ownership by type: Private, District Provincial/Federal.
- Provincial/Federal jurisdiction overlays (MOTT, ALR etc)
- Link to CRD's Natural Areas Atlas

Other datasets which could be integrated and are utilized by other municipalities;

- Permit Locator: Type of Permit, Date issued/Closed
- BC Well Data
- Invasive Species Management Activity locations
- Native Planting Demonstration Areas



2. Clarifying financial priorities: Environmental planning, parks and trails and invasive species management is nearly fully dependent on Volunteers, unlike other Municipalities.

- Ensure annual priorities and financial requests are clear and aligned with District priorities.
- Continue to encourage acquisition of grants for service work.

- c. Transparently define the financial/staff service level the District can/will commit to in policy based on annual priorities.
 - d. Encourage and support creative solutions.
- 3. Integrate relevant environmental and emergency planning considerations together between the Climate Action Plan, MEASC Plans and the District's Emergency Response Plan;
 - a. Potential for flood waters resulting from Centre Mountain development in Metchosin Creek;
 - b. Beach degradation and opportunities for reintroduction of native beach grasses.
- 3. **Creativity:** Be creative to implement community environmental initiatives without funding, or an unenforceable bylaw. Some ideas shared to me by community citizens in my discussions and one provided to the District are:
 - a. "Roadside Steward" initiative with property owners handling road areas in front of their property. (G.Fletcher)
 - b. Focusing annually on a clean up on one species with chipping available. (Funding was missing in 2026 for Broom Chipping and was not able to be offered for the District) (K.Atherton)
 - c. Equipment Owner /Operator "Volunteer" network to use equipment to remove difficult invasives at the roadside on private property. (S.Frisch)
 - d. Roadside William Head work crews tasked with invasive species. (B.Bacon – Letter to Metchosin, 2026)
- 4. **Promote awareness** and use of native plants in District of Metchosin projects.
 - a. Require distribution of a fact sheet as part of the Fire Smart and Building Permit process on the benefits of planting with native plants.
 - b. Partner with the private sector, local experts and volunteers for implementation.