



**REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN**

**2022 CORPORATE BUSINESS PLAN**  
(FEBRUARY 2022)



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## INTRODUCTION

Local governments are facing significant challenges that impact their ability to satisfactorily fulfill their purpose and serve those citizens within their geographic boundaries, as stipulated in the enabling legislation under which they were created. The 2021 calendar year was especially challenging for the Regional District, not only with the continuing global pandemic, the impact of our 2020 cyber-attack, as well as the onerous impact of natural and human-caused emergencies and disasters that seem to get more imposing each year. Each had consequences that impacted on our work and, consequently, in our planning for future years.

These challenges occur as a result of several factors resulting from both internal and external conditions. Demographic changes, revenue funding structures, provincial unfunded mandates, technological changes, public scrutiny, a growing demand for service, aging and inadequate infrastructure systems, healthcare and cost containment to name a few.

The Board of Directors and the Management Team of the Regional District of Okanagan Similkameen meet each autumn and, amongst other processes, consider the internal and external environments that they needed to work in as a basis for planning.

We carefully monitor the assumptions upon which our Business Plan is based in a true effort to represent our citizens. The typical local government preoccupation with solid waste, water treatment and distribution, wastewater collection and treatment, land-based planning, parks/trails maintenance and other typical duties continues. Recent times have made us aware that climate change, emergency preparedness, crime prevention, affordable housing, child care and other social programs are important, too. Trends, demographics and citizen feedback figure prominently in our decision-making.

With the 19 Members of our 2018 – 2022 Board of Directors now entering the last year of their term of office, the experience and growing confidence around the Board Table is obvious and both our elected officials and our staff look forward to moving forward with our 2022 objectives and the achievement of the 4-year goals in the strategic plan.

While contemplating the future of our regional district, the Board of Directors represents 15 different jurisdictions that share our environment and they come together to ensure that we take a regional perspective on important issues, that we develop partnerships to achieve economies of scale and that we serve all citizens of the regional district.

## STRATEGIC OVERVIEW

### **Vision**

People, both those choosing to live and those just to visit our valley's, come to our regional district for the climate, the lakes & rivers, the mountains, our wines and tree fruits and many other reasons. The vision acknowledges that we wish to provide a high quality of life for our citizens, but to do so in a sustainable manner where none our decisions today impact adversely on future generations. Our future actions will move us incrementally towards this vision.

### *Vision*

**We envision the Regional District of Okanagan-Similkameen as a steward of our environment, sustaining a diverse and livable region that offers a high quality of life through good governance.**

## **Mission**

Along with the vision, the mission statement helps us establish the priorities of the RDOS. The key concepts within the mission will guide the way we do business. We will continue to strive:

- Exceed customer and community expectations; and,
- Manage the regional district in the best interests of all of our constituents;

## **Mission**

To initiate and implement policies which preserve and enhance the quality of life and serve the broader public interest in an effective, equitable, environmental and fiscally responsible manner.

## **Values**

The core values are the foundation of our vision and mission and integral to the way we do business. These values reflect our beliefs, define who we are and what we stand for.

### **Honesty, Integrity, Ethical and Respectful Behaviour**

We are honest, ethical, and fair in all of our activities, using consistent and sound judgment to build trust in our working relationships.

### **Accountability**

We take responsibility for our actions by embracing common goals through teamwork and collaborative decision-making while putting the interest of the community first. We dedicate ourselves to maintaining professionalism in our work using our guidelines and standards that enable us all to be answerable for our choices and achieve results stated in our organizations goals and objectives.

### **Leadership/ Transparency**

We value “leadership with integrity” and are committed to open, accessible and transparent local government.

### **Consistent Focus on the Customer Experience**

We provide courteous, responsive, high-quality service by fostering a respectful, positive and welcoming environment for our customers. We provide consistency through sound business practices and professional standards.

### **Environmental Responsibility**

We believe that a healthy environment promotes healthy living in our communities. We have a responsibility to maintain, enhance and protect the environment through the consideration of environmental impacts in our decision-making process.

## **Corporate Assumptions**

The following assumptions were reviewed by the Board of Directors during our discussions in preparing for 2022 and used as the foundation for our 2022 Objectives:

### **External**

1. That trust in government is enhanced by communications and citizen engagement.
2. That by measuring staff and customer perception of service we can develop a plan to improve service.
3. That citizens are willing to pay higher taxes or fees for new or enhanced value.
4. That infrastructure grant opportunities will continue
5. That development and building permit applications will stabilize in 2022
6. That senior government expectations of local government and downloading, including social services, will increase.
7. That public scrutiny of local government decisions will continue
8. That environmental sustainability is important to our citizens
9. That climate change will affect core services, infrastructure and the frequency of environmental emergencies.
10. That there is a public acceptance for more of our business to be conducted on-line.
11. That there is value in increasing the role technology will play in Regional District business.
12. That access to high-speed internet is beneficial for resident and business attraction and retention
13. That climate change will affect core services, infrastructure and the frequency of environmental emergencies.
14. That there is a public acceptance for more of our business to be conducted on-line.
15. That there is value in increasing the role technology will play in Regional District business.
16. That access to high-speed internet is beneficial for resident and business attraction and retention
17. That communities in rural areas will expect urban services
18. That relations with indigenous peoples will have an increasing influence on our business processes
19. That citizens needs are becoming more diverse
20. That we must build relationships to be successful

### **Internal**

1. That government effectiveness is enhanced by good communication
2. That measurement is essential to good management
3. That COVID-19 will result in permanent changes in how we operate our services

## KEY SUCCESS DRIVERS

The Key Success Drivers focus our energies and resources on those activities that help us to advance towards and ultimately achieve our vision. RDOS has identified four Key Success Drivers under which we build the 5-year goals that support our vision.

### Key Success Driver 1.0: High Performing Organizing

#### Goals

- 1.1 To be an effective, fiscally responsible organization.
- 1.2 To be a healthy and safe organization.
- 1.3 To cultivate a high-performing organizational culture.
- 1.4 To deliver a broad array of IT-enabled tools and services throughout the enterprise.

### Key Success Driver 2.0: Optimize the Customer Experience

#### Goals

- 2.1 To provide a high level of customer service
- 2.2 To meet public needs through the continuous improvement of key services
- 2.3 To foster dynamic, credible and effective community relationships

### Key Success Driver 3.0: Build a Sustainable Region

#### Goals

- 3.1 To develop a healthy and socially sustainable region
- 3.2 To develop an economically sustainable region
- 3.3 To develop an environmentally sustainable region

### Key Success Driver 4.0: Governance & Oversight in a Representative Democracy

#### Goals

- 4.1 To execute a well-defined strategic planning cycle.
- 4.2 To promote Board and Chair effectiveness.

## LOCAL GOVERNMENT OVERVIEW

### Overview

The Constitution Act of 1867<sup>1</sup> identifies the specific services the Canadian Parliament administers and delegates the specific authorities belonging to the provinces<sup>2</sup>, one of which is the creation of Local Governments. Consequently, the Regional District of Okanagan Similkameen is a corporation officially established on March 4<sup>th</sup>, 1966 by Letters Patent issued by the Executive Council pursuant to Section 766 of the Municipal Act of British Columbia. As a creation of the Province, the Regional District relies on Provincial Legislation to enable it to fulfil its mandate of providing services to the citizens within its corporate boundaries.

### Mandate and Authority

Section 185 of the Local Government Act (LGA) provides that regional districts are an independent, responsible and accountable order of government within their jurisdiction. The purposes of a regional district include:

- (a) providing good government for its community,
- (b) providing the services and other things that the board considers are necessary or desirable for all or part of its community,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the current and future economic, social and environmental well-being of its community.

### Letters Patent

The Regional District is led by a Board of nineteen, nine rural members elected directly by their constituents and ten urban members appointed by their municipal councils. The nine electoral areas each have one elected director and of the six municipal members, Penticton appoints four Directors, Summerland appoints two Directors and Osoyoos, Oliver, Keremeos and Princeton each appoint one. The rural Directors are elected to a four-year term<sup>3</sup> while the urban members are appointed by their councils annually. The Act also provides that the authority and power to govern the municipality is vested in the Board as a whole<sup>4</sup>.

### Okanagan Similkameen Regional Hospital District<sup>5</sup>

The Lieutenant Governor in Council, in accordance with the Hospital District Act, RSBC 1996, C. 202 has declared that regional districts are also regional hospital districts. Further, the regional hospital district board of directors consists of the directors serving on the regional district board and it has the purposes identified in S. 20 of the Hospital District Act.

### Establishment Bylaws

Where authority to provide a service was initially established in the Letters Patent, changes to the Municipal Act in 1989 made it possible for Regional Districts to provide services with the adoption of a service establishment bylaw. The service can be for all or part of the Region, but only the people receiving the service contribute to its cost.

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1 The Constitution Act 1867 to 1982, Section 91, Part VI, Department of Justice Canada, (Ottawa, Ontario: Minister of Supply and Services Canada, 1983).

2 Ibid, Section 92(8) of Part VI

3 Municipal Act, Chapter 19, Revised Statutes of British Columbia, 1998

4 Ibid, Section 167

5 Hospital District Act, RSBC 1996, C. 202

### Vote Allocation

To fairly represent the population that makes up the Regional District at the Board, the Supplementary Letters Patent have identified that 1 voting unit = 1800 people. 1 director may carry a maximum of 5 votes.

# of Members/ Representing	Weighted Votes
Electoral Area "A"	2
Electoral Area "B"	1
Electoral Area "C"	3
Electoral Area "D"	3
Electoral Area "E"	2
Electoral Area "F"	2
Electoral Area "G"	2
Electoral Area "H"	2
Electoral Area "I"	2
Town of Osoyoos	3
Town of Oliver	3
City of Penticton	19
District of Summerland	7
Village of Keremeos	1
Town of Princeton	2
<b>Total Votes Allocated</b>	<b>54</b>

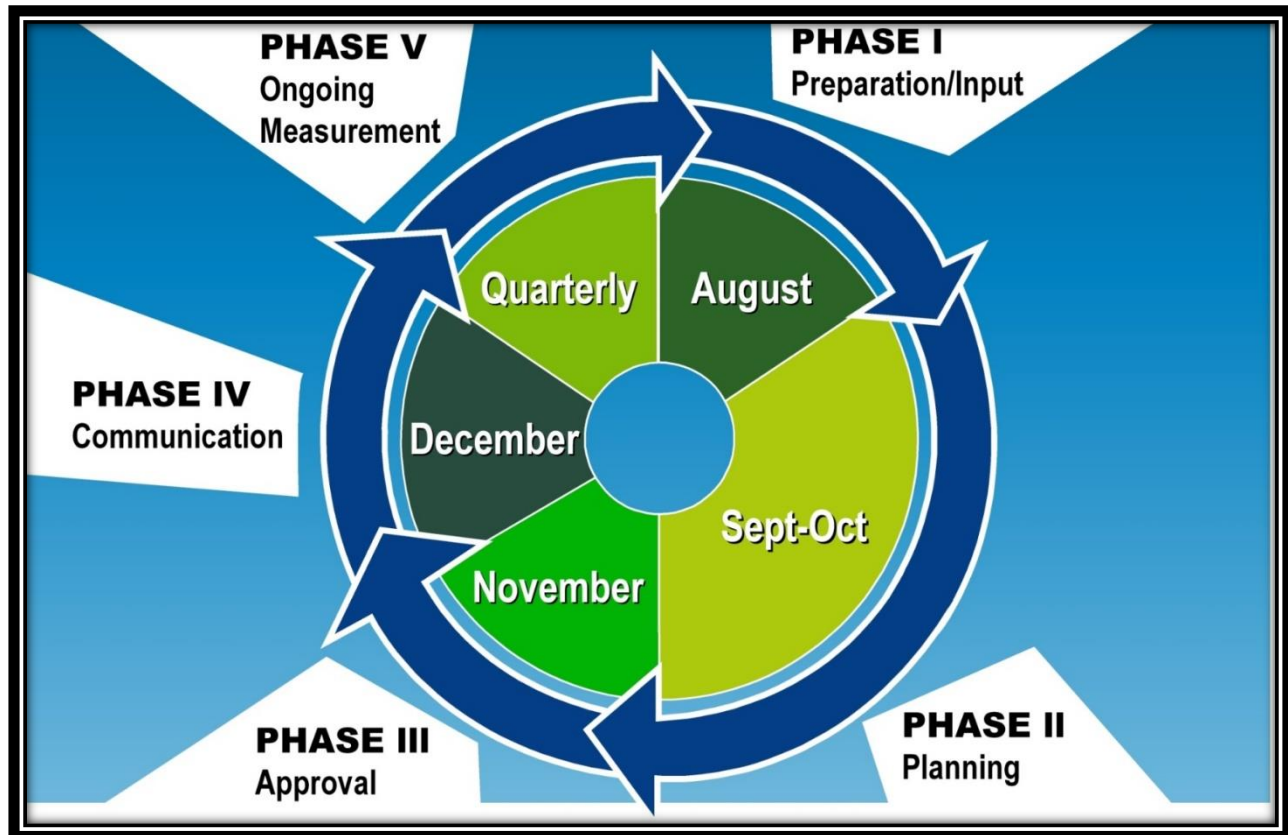
Jurisdiction	Unweighted Votes	Weighted Votes
Similkameen Valley	5	8
Okanagan Valley	14	46
Municipal Votes	10	35
Rural Votes	9	19

The RDOS subscribes to an operating philosophy where measurable results against specific objectives that support the mission and vision are important. It becomes a matter of clearly identifying what it is we intend to do so we can focus our resources, both human and financial, on those issues most important to our success.



## RDOS ANNUAL PLANNING CYCLE

The RDOS relies on a structured business planning framework to set the overall direction for the regional district and to guide its operation. Fundamental elements for guiding our strategic development are the RDOS Vision, Mission, Values and Key Success Drivers. The Corporate Business Plan delineates what we plan to work on in that given year and outlines how we intend to proceed to achieve our goals through the 2018 – 2022 term of office.



## RDOS ANNUAL PLANNING PROCESS

The Regional District follows a prescribed strategic planning process, with the intent to produce three documents:

- |                |   |
|----------------|---|
| Strategic Plan | - a 4 year time-frame based on each elected term of office identifying the Regional District Guiding Principles.                                  |
| Business Plan  | - an annual document produced to identify objectives, performance indicators, timelines and responsibilities for working towards corporate goals. |
| Action Plan    | - a document to track progress against the performance indicators and report out to the Corporate Services Committee on a quarterly basis.        |

## 2022 Corporate Objectives

Summary of Key Success Drivers (KSDs), 4-Year Goals, 2022 Corporate Objectives and Performance Indicators.

<b>KSD #1 – HIGH PERFORMING ORGANIZATION</b>	
<b>(4 Goals; 5 Objectives)</b>	
<b>2021 Objectives</b>	<b>Performance Indicator</b>
<b>Goal 1.1 To Be an Effective, fiscally Responsible Organization</b>	
<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>1.1.1 By achieving a high standard of financial management and reporting</b>	Receipt of an unqualified audit for the 2021 calendar year
	Adoption of an informed 2022 – 2026 Financial Plan
	Successfully meet budget in 95% of established services
	Enhance the strength of performance indicators
	Develop a Fees and Charges Policy to provide a decision-making directive for the pricing of services;
	Implement the 2022 Phase of the Reserves Policy
<b>1.1.2 By being an effective local government</b>	Commence occupation of 176 Main St. and reconfigure 101 Martin St.
	Complete Phase IV of the Asset Management Plan
	Conduct a 2022 Citizen Satisfaction Survey
	Implement a broad-based corporate customer service training program

<b>Goal 1.2 To Be a Healthy and Safe Organization</b>	
<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>1.2.1 By implementing the 2022 joint occupational health and safety program</b>	Keep the RDOS injury rate below the average for our WorkSafe BC classification unit
	Apply the Communicable Disease Plan throughout the organization and ensure compliance
	Introduce WorkSafe BC's psychological safety initiative and develop a program in conjunction with our mental health awareness program
	Participate in the Certificate of Recognition program

<b>Goal 1.3 To Cultivate a High Performing Organizational Culture</b>	
<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>1.3.1 By implementing an Organizational Development Program</b>	Develop and support an employee organizational development committee to develop a 2022 organizational development action plan
	Develop a Staff Retention Program
	Conduct a salary/wage market survey
	Show improved results on the 2022 Staff Perception Survey over 2021 Survey
	Provide 360 evaluations for all supervisory staff

<b>Goal 1.4 To deliver a broad array of IT-enabled tools and services throughout the enterprise</b>	
<b>2021 Objectives</b>	<b>Performance Indicator</b>
<b>1.4.1 By providing effective information technology systems and programs to the corporation</b>	Investigate connectivity in rural areas
	Implement the security recommendations from the 2020 IT Assessment and Cyber Attack Report
	Migrate regional district platforms to the MS 365 cloud environment
	Establish a regional data centre at 176 Main St.

<b>KSD #2 OPTIMIZE THE CUSTOMER EXPERIENCE</b>	
<b>(2 Goals; 4 Objectives)</b>	
<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>Goal 2.1 To provide a high level of customer service</b>	
<b>2.1.1 By promoting understanding of the Regional District form of Government</b>	Develop a marketing program to promote RDOS Facilities and Services and implement the 2022 Phase
	Implement the 2022 Phase of the Corporate Communications Plan
<b>2.1.2 By engaging our citizens in the development and improvement of our programs</b>	Convert the Lower Nipit Improvement District to a regional district service
	Convert the Okanagan Falls Irrigation District to a regional district service
	Implement the 2022 Phase of the Customer Relations and Experience Committee Plan
	Implement the 2022 Phase of the Electoral Area "D" Incorporation Study

<b>Goal 2.2 To meet public needs through the continuous improvement of key services</b>	
<b>2.2.1 By improving bylaws, policy and process within the organization</b>	Update Invasive weed and pest bylaws and consolidate into a single bylaw
	Implementation of new Development Services software
	Undertake a review of “right to enter” legislation and practices
<b>2.2.2 By implementing the 2022 phase of the regional transit future plan</b>	Double the Penticton – Kelowna Service
	Initiate the West Bench/Penticton Transit Service
	Review conversion of the Princeton – Penticton Route to a regional service

<b>KSD #3 – BUILD A SUSTAINABLE REGION</b>	
<b>(3 Goals; 10 Objectives)</b>	
<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>3.1 To develop a healthy and socially sustainable region</b>	
<b>3.1.1 By promoting a regional emergency management program</b>	Develop OCP policies that sets out a consistent approach to flood mitigation and management
	Present an updated emergency response plan to the Emergency Management Team and the Protective Services Committee
	Undertake an Emergency Program Study
	Review the Business Continuity Plan
	Develop a Flood Management Service
<b>3.1.2 By implementing the 2022 Phase of the Parks Program</b>	Complete the Regional Parks/Trails Master Plan
	Continue to pursue acquisition of a portion of the West Bench Elementary School for public purposes
	Continue discussions with PIB regarding KVR Trail Upgrades

<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>Goal 3.2 To develop an economically sustainable region</b>	
<b>3.2.1 By implementing the Asset Management Plan</b>	Commence implementation of the Asset Management Plan
	Introduce an asset/supply chain management program
	Review the Purchasing/Sales Policy

<b>3.2.2 By Reviewing Long-Range Planning Documents</b>	Complete the review of the South Okanagan Regional Growth Strategy
	Complete the Area “G” Official Community Plan
	Complete the review of the Electoral Area “E” Official Community Plan
	Commence a review of alternative housing solutions; including short-term rentals, temporary use, land supply, worker accommodation, affordability.

<b>2022 Objectives</b>	<b>Performance Indicator</b>
<b>Goal 3.3 To develop an environmentally sustainable region</b>	
<b>3.3.1 By implementing the 2022 Phase of the Solid Waste Management Plan</b>	Implement the curbside collection of organics
	Commence construction of an organics treatment and processing facility at 1313 Greyback Mountain Road
	Work with the City of Penticton to create a plan to relocate the Penticton Compost Facility at CMLF
	Commence an update to the 2012 Solid Waste Management Plan
<b>3.3.2 By implementing solid waste infrastructure upgrades and requirements for landfill facilities</b>	Complete the Campbell Mountain leachate treatment system project
	Complete Master Plan and Design, Operations and Closure Plans for the Campbell Mountain, Okanagan Falls and Oliver Landfills
	Commence construction of a revised entrance/exit for CML
	Commence operation of the Oliver Landfill Maintenance Contract
	Commence detailed design for the CMLF bio-cover gas capture system
<b>3.3.3 By enhancing RDOS Waste Water Treatment Systems</b>	Complete the Liquid Waste Management Plan for Naramata
	Initiate the service establishment process for a Naramata Liquid Waste Collection and Treatment System
	Commence development of a Master Plan for the Okanagan Falls WasteWater System
<b>3.3.4 By enhancing Regional District water systems</b>	Develop a Filtration Deferral Plan for the Naramata Water System
	Complete the conversion process for the Okanagan Falls Irrigation District
	Undertake a review of the Meadow Valley Aquifer
	Undertake a review of the Faulder Water System infrastructure
<b>3.3.5 By enhancing dam safety</b>	Repair the spillway for the Chain Lake Dam
	Determine a sustainable methodology to maintain the Shinnish Creek Diversion and the Chain Lake Dam
<b>3.3.6 By preparing for Climate Change Impact</b>	Develop policies for floodplains, hillside (geotechnical) and fire interface areas
	Develop a Climate Change Preparedness Plan

	Explore alternative energy sources to determine financial and environmental benefit
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KSD #4 – GOVERNANCE and OVERSIGHT in a REPRESENTATIVE DEMOCRACY	
(3 Goals; 5 Objectives)	
2022 Objectives	Performance Indicator
<b>Goal 4.1 To execute a Well-Defined Strategic Planning Cycle</b>	
<b>4.1.1 By executing the Strategic Planning and Enterprise Risk Management Programs.</b>	Adoption of the 2022 Corporate Business Plan
	Update the Enterprise Risk Management Register
	Initiate the 2023 Strategic Plan Cycle with the 2022 – 2026 Board of Directors

<b>Goal 4.2 To Promote Board Effectiveness</b>	
<b>4.2.1: By Improving Regional District Relationships</b>	Plan and implement a Board/ municipal council training program
	Provide a robust orientation program for the 2022 – 2026 Board of Directors
	Work with the four Indigenous communities within the regional district boundary to open communications and enhance respectful relationships

<b>Goal 4.3 To Plan and Implement the 2022 Local Government Election</b>	
<b>4.3.1: Develop the 2022 election plan</b>	<ul style="list-style-type: none"> <li>• Present the election plan to the Board of Directors</li> <li>• Develop and implement an election Communication Plan</li> </ul>
<b>4.3.2 Administer the election</b>	<ul style="list-style-type: none"> <li>• Ensure an objective, transparent election process is offered throughout the electoral areas in the Regional District</li> <li>• Appoint Election Officers</li> <li>• Recruit and train Polling Clerks</li> <li>• Set up roving polls</li> </ul>
<b>4.3.3 Demobilize</b>	<ul style="list-style-type: none"> <li>• Ensure an election review, identifying issues and lessons learned for future elections.</li> </ul>

### KEY SUCCESS DRIVER 1 – HIGH PERFORMING ORGANIZATION

**Goal 1.1**                      **To be an effective, fiscally responsible organization**

**Objective 1.1.1:**        **By achieving a high standard of financial management and reporting**

#### **Description**

The citizens of the Regional District of Okanagan Similkameen expect their elected officials and staff to provide leadership for the efficient and effective fiscal planning and operation of the 156 services provided by the corporation. The services offered by the regional district are diverse, ranging through regional, sub-regional, inter-jurisdictional and local. By law, only those citizens participating in a service, pay for it.

#### **Ownership**

- Office of Prime Interest (OPI): Manager of Financial Services
- Offices of Collateral Interest (OCI): Management Team; Finance Department

#### **The Activity**

The Regional District has a legislative requirement to develop and submit a rolling Five-Year financial plan (the “Plan”) each year. Staff submits the Plan to Budget Committee each November for the subsequent calendar year, with projections rolling forward for the next four-year period. The Board of Directors is obligated to adopt a budget by March 31<sup>st</sup> of each year. The Public has full access to budget meetings and a wide citizen engagement process is offered each year prior to adoption of the budget. The Board provides oversight on the budget against actuals on a quarterly basis.

Typically, elected officials receive a Management Discussion and Analysis (MD&A) Report at the Corporate Services Committee each quarter to assist the Board with their financial oversight responsibility. In 2022, the intent is to improve upon our MD&A to provide the Board better oversight of our performance against indicators for each Department that the Board may use to review trendlines on performance and benchmark against other local governments.

#### **Measurements**

The Regional District of Okanagan Similkameen has a sound financial management system and has established rigorous controls to ensure Administration provides exemplary financial oversight, fulfills the fiduciary trust the Board places on them to use taxpayer dollars wisely; and, that the Board receives the information they need to provide financial direction.

Department Managers review financial statements monthly and employ a Time Tracker data base to ensure labour expenses are applied to the right Service to ensure we maintain a fair balance between urban and rural participants in regional services.

## **Performance Indicators**

- RDOS will achieve an unqualified audit from an independent auditor for the 2021 calendar year.
- The Board will agree on a 5-year Financial Plan in accordance with regulatory timelines.
- Administration will successfully achieve the 2022 budget targets for 95% of our services.
- Administration will enhance the strength of our performance metrics for each department.
- Administration will implement the 2022 Phase of the Reserves Policy adopted in 2021.
- Administration will review our Fees & Charges Bylaw format in 2022 and develop policy on the pricing of services.

**Goal 1.1:**                    **To be an effective, fiscally responsible organization**

**Objective 1.1.2:**        **By being an effective local government**

## **Description**

The Regional District of Okanagan Similkameen understands that the success of our organization depends on all Board and staff members working together to achieve our goals; all with the intent of providing effective service to our citizens. To do this, we need to keep a lean, flat organizational structure. The Management Team meets bi-weekly to discuss corporate and interdepartmental issues and we have our business planning process, budget process, performance management system and interdependency workshops to ensure our front-line staff has the information necessary to keep citizens informed.

## **Ownership**

- Office of Prime Interest (OPI):                    Office of the CAO
- Offices of Collateral Interest (OCI);            Manager of Legislative Services

## **The Activity:**

While we cover a large geographical area, the hub of our operation is at 101 Martin Street. Increased development activity, transfer of water systems, increased downloading of services to local government, increasing standards and complexity of our work all lead to a growth environment for the Regional District and, as our staff increases, so does our need for adequate space. We undertook the development of a space plan in 2021 to meet space requirements in future years and we'll enhance the scope of that in 2022. In the short-term we have leased space at 176 Main Street that we'll move into in 2022 and develop a new data centre to address recommendations out of our Information Services Assessment.

2022 is our year to conduct a citizen survey to determine how well we meet citizen expectations of service.

## **Measurement**

Success on this activity will be based on the review of our processes to look for efficiencies, test our use of technology and develop a space plan for all RDOS needs to meet expectations.



## **Performance Indicators**

- Completion of an enhanced Workspace Plan
- Conduct the 2022 Citizen Satisfaction Survey and present results to the Board
- Complete Phase IV of the Asset Management Plan
- Implement a broad-based corporate customer service training program

**Goal 1.2: To be a healthy and safe organization**

**Objective 1.2.1: By implementing the 2022 joint occupational health and safety program**

### **Description**

The Regional District of Okanagan Similkameen takes its responsibility for the safety of its employees very seriously. Our Joint Health & Safety Committee guides our Safety Action Plan and the ongoing development of our worksafe procedures. In addition to meeting the requirements of our communicable disease plan in response to COVID-19, we intend to introduce WSBC's psychological safety initiative to assist those employees struggling with stress in this very volatile environment.

### **Ownership**

- Office of Prime Interest (OPI): Manager of Human Resources
- Offices of Collateral Interest (OCI): Workplace Health & Safety Committee; Department Managers

### **The Activity**

We have always complied with provincial safety legislation, and in 2009, achieved the standard set by the BC Municipal Safety Association under the Certificate of Recognition (CoR) Program. In fact, we operated successfully under two programs; one for their Health and Safety Program and one for their Return to Work Program. Due to the expense and the onerous activity around the certification program we let that lapse, but we think after ten years we would benefit from undertaking the COR certificate program again and we intend to do that in 2022.

Further, we'll implement the Joint Health and Safety Committee recommendations identified in the Workplan for 2022.

### **Measurement**

The RDOS has used "Total Recorded Incident Ratio" as a measurement in the past, but in 2017 we moved to benchmarking on the injury rate identified by WorkSafe BC for our classification unit. We passed with flying colours in 2021 and we'll attempt to have the same success in 2022.

### **Performance Metrics**

- Complete the 2022 phase of safe work procedures for all departments within the organization
- Keep the RDOS injury rate below the average for our WorkSafe BC classification unit.

**Goal 1.3: To cultivate a high-performing organizational culture**  
**Objective 1.3.1 By Implementing an Organizational Development Program**

**Description**

The Regional District of Okanagan Similkameen has a recognized cultural change program. We identified eight characteristics of high performing organizations that we want our organization to emulate and we steadfastly measure our progress against those characteristics by an annual staff perception survey. Each year, when we produce the results from our survey we create an employee committee to develop a plan to make some sort of intervention into the organization. We missed 2020 as we worked our way through the global pandemic, which continues, but we reactivated in 2021 and we'll do so again in 2022.

**Ownership**

- Office of Prime Interest (OPI): Manager of Human Resources
- Offices of Collateral Interest (OCI): Management Team

**The Activity**

The field of Organizational Development is huge and so important to the success of an organization. In addition to the support we offer to our own employees, we also offer HR support to our smaller member municipalities.

Many organizations will identify their employees as their most important resource, their competitive advantage, yet few are able to identify and implement the programs necessary to treat employees well and leverage their expertise. The Regional District firmly believes in the Customer Service Linkage Model, which purports that the most effective methodology to improve customer service is to increase the climate strength of the organization, and we rely on our employees to tell us how to best do that.

**Measurement**

The High Performance and Innovation Committee promotes the eight characteristics of high-performing organizations that the Board has adopted and has an annual cycle they follow to entrench this cultural change. The eight characteristics are presented to each Staff member in November, at which time we also conduct our staff perception survey to measure our organization against these characteristics. The survey results produce quantitative and qualitative data upon which we can measure our progress. Measurement tools also include the development of the Organizational Development Plan.

**Performance Indicators**

- Create an employee organizational development committee to develop an action plan
- Implement the Plan
- Achieve improved results on the 2022 Survey over the 2021 Survey

**Goal 1.4**                      **To deliver a broad array of IT-enabled tools and services throughout the enterprise**

**Objective 1.4.1**            **By providing effective information technology systems and programs to the corporation**

**Description:**

In August 2020 the Regional District electronic technology system was compromised to the extent where we had to isolate from the internet and retain experts to evaluate how far the intrusion had reached, which systems, programs and hardware were infected, what data was lost and what security measures needed to be introduced. We received our report in 2021 and commenced implementation of the recommendations received to protect our information and during the re-building of our systems, we took the opportunity to build back better.

**Ownership:**

- Office of Primary Interest (OPI): Manager of Information Services
- Office of Collateral Interest (OCI): Management Team

**The Activity:**

In 2022 we intend to develop a data centre at 176 Main St. to entrench the best practices we've introduced during the pandemic, enhance the security protocols recommended in our IT audit and make much needed improvements to our infrastructure. Our best value is going to come from making better use of technology, and we intend to take that challenge.

The regional district covers a large geographic area

**Measurement:**

This objective will be measured against accomplishment of the recommendations set out in the 2021 Information Technology Assessment.

**Performance Indicators:**

- Complete the facility at 176 Main, open the data centre equipment purchases and system corrections to provide high quality electronic and publicly accessible board meetings for the long-term
- Submit a report to the Board on regional connectivity
- Migrate Regional District platforms to MS 365

## **KEY SUCCESS DRIVER 2 – OPTIMIZE THE CUSTOMER EXPERIENCE**

**Goal 2.1**                      **To provide a high level of customer service**

**Objective 2.1.1:**        **By promoting a regional recreation program**

### **Description**

Our citizen surveys clearly indicate that the majority of our citizens don't have a good idea of what services we offer, so it's no wonder that they're unsure if they're getting good value for their taxes. The Regional District of Okanagan Similkameen believes strongly that we need to consult with our citizens to determine if we're meeting their expectations and we believe that we should bring consistency to our service throughout the region.

### **Ownership**

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Recreation Manager

### **The Activity**

The Regional District already devotes a significant effort to customer service and improving the customer experience. Over the past few years we commenced our signage program to properly brand our facilities and when the pandemic restrictions are relaxed, we intend to host open houses in a number of Electoral Areas and leverage partnerships with some of our member municipalities. Our regional recreation program has evolved over the past few years and in 2022 we hope to get more involved with the Arts & Culture community and promote recreational programming in electoral areas that have an interest.

### **Measurement**

This is an activity-based objective, but administration will report on the 2022 program with our quarterly activity reports and our quarterly report on the Business Plan.

### **Performance Indicators**

- Develop a marketing program to promote RDOS facilities and promote regional recreation.

**Objective 2.1.2:**        **By engaging our citizens in the development and improvement of our programs**

### **Description**

With the large geographic area encompassing the Regional District of Okanagan Similkameen, we need an outreach program to interact with our citizens and make it easy for them to engage with us. We have a number of strong Irrigation/Improvement Districts and Associations throughout the Region and we certainly appreciate their assistance in meeting the needs of our mutual constituents. If we can assist them in meeting their mandates, working together we stand a better chance of meeting needs and expectations.

## **Ownership**

- Office of Prime Interest (OPI): Manager of legislative Services
- Offices of Collateral Interest (OCI): Management Team

## **The Activity**

If our citizens don't come to us, we need to develop a strategy to go to them. We have a great opportunity to leverage the internet to engage our citizens and, even if we trend to a higher than average seniors' population, social media presents an interesting option. We need to investigate what's working for other local governments using social media and how they're engaging. In 2021 we intend to go back out to our citizens with the results of our 2020 citizen survey.

Two specific projects that will require additional consultation will be the petitions from the Lower Nipit Improvement District and the Okanagan Falls Community Association

## **Measurement**

The measurement of success of this objective will be based on the following:

## **Performance Indicators**

- Support the incorporation study for Electoral Area "D".
- Investigate the conversion of the Lower Nipit Improvement District to the RDOS
- Work with the Okanagan Falls Irrigation District to convert to a regional service

## **Goal 2.2                    To meet public needs through the continuous improvement of key services**

### **Objective 2.2.1:    By improving bylaws, policy and process within the organization**

#### **Description**

The Regional District of Okanagan Similkameen is always interested in improving the customer experience and reducing impediments to service. As a law-making organization, it's important that the Regional District maintain an up-to-date inventory of Bylaws and Policies to ensure we're compliant with provincial legislation and that we have the right tools in place to accomplish that.

## **Ownership**

- Office of Prime Interest (OPI): Manager of Legislative Services
- Offices of Collateral Interest (OCI): Manager of Financial Services

## **The Activity**

We have an active roster in the "Bylaws and Policies Hospital" pending revision. The 2022 focus will be to triage those in the "Hospital" and bring the priorities forward for update. We also have a number of new software applications that will make existing processes more effective.

## **Performance Indicators**

- Update and consolidate invasive species and pest bylaws.
- Implement our new Development Services software.
- Undertake a review of our "Right to Enter" practices to ensure they're fair and transparent.

## **Objective 2.2.2: By implementing the 2021 Phase of the Regional Transit Future Plan**

### **Description:**

BC Transit, in collaboration with the Regional District of Okanagan Similkameen, completed a 25-year Transit Future Plan for the region in 2015. The Transit Future Plan envisions what the transit network should look like 25 years from now and describes what services, infrastructure and investments are needed to get there. The plan is designed to support local community goals and objectives, such as strengthening the link between transportation and land use in order to support sustainable growth. It also describes the transit service, fleet and facility changes required to transition existing transit systems to the proposed vision, including identifying improvements that provide an immediate, positive impact, and providing recommendations on priorities and phasing.

### **Ownership**

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Parks/Transit Planner

### **The Activity**

The Regional Transit Future Plan included some exciting projects for our Transit Service in 2020, not the least of which was to double the Service established in 2018 to move people from Penticton to Kelowna and, eventually, up to the North Okanagan. Following a review of the West Bench Service to determine interest in feeding into the Penticton system, we had intended to pursue that in 2020. However, with the COVID-19 pandemic significantly mass transit, BC Transit postponed their capital program for 2020 and 2021. Those already scheduled projects will commence in 2022.

BC Transit undertook a review of the Transit Future Plan in 2021 and we expect to see the recommendations and results of that consultation in 2022.

### **Measurement**

This objective will be activity based and progress will be measured against the Transit Future Plan.

### **Performance Indicators**

- Increased frequency of the Penticton - Kelowna Multi-Regional shared transit service
- Initiation of the West Bench Transit Service
- With the Town of Princeton, investigate the acquisition of the Princeton – Penticton Service

## **KEY SUCCESS DRIVER 3 – BUILDING A SUSTAINABLE REGION**

There are three recognized pillars of community sustainability; being social, economic and environmental.

### **Goal 3.1: To develop a healthy and socially sustainable region**

#### **Objective 3.1.1 By promoting a regional emergency management program**

##### **Description:**

The Regional District has successfully operated a regional emergency management program since 2006. Extended flooding in 2017 and 2018 were especially onerous from a response and recovery platform, while wildfire response and mitigation in 2019 and 2020 also caused extended EOC activations. The extended fire season and unusual flood activity in November were unprecedented in their impact. The intention of the Emergency Management Program is to ensure that we work

together with our member municipalities, that we undertake regional training and exercising so we can provide a coordinated response.

**Ownership:**

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Emergency Services Manager

**Activity:**

While we successfully revised our Emergency Program Regulatory Bylaw in 2020, we have more ground to cover in site management and how we work together to support member municipalities during regional or sub-regional events that include several jurisdictions. We will work closely with our Member Municipalities to complete a program review in 2022 and, as usual, we intend to fully carry out a robust training and exercise schedule, even with the pandemic restrictions.

If anything, 2020/2021 taught us that we need to review the pandemic component of our emergency plan and our cyber attack confirmed that we need to review our Business Continuity Plan.

**Measurement:**

We are well documented and we'll have lots of milestones to display as we work through a review of our documents, get out to meet with our colleagues and offer our training programs and exercises.

**Performance Indicators:**

- Develop policies that sets out a consistent approach to flood management and flood mitigation in our Official Community Plans.
- Present the emergency response plan to the Emergency Management Team and the Protective Services Committee
- Undertake an Emergency Program Study
- Review the Business Continuity Plan
- Develop a Flood Management Strategy

**Objective 3.1.2: By implementing the 2022 Phase of the Parks Program**

**Description**

The Regional District of Okanagan Similkameen has a Regional Parks & Trails Service, but the majority of work done in parks is through local service areas. Greenways and blueways play a significant role in a high quality of life for our citizens and we're continually upgrading our inventory of parkland and the quality of parks on an annual basis.

**Ownership**

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Parks/Trails Manager

**The Activity**

In 2022, the Regional District will continue with their park improvement program and complete the Parks/Trails Master Plan conducted in 2021. The Plan should be ready in early 2022 and the Board will determine how to move the recommendations forward.

## Measurement

Success on this objective will be activity-based measurement and many of the projects are dependent on other bodies, either for grants or participation.

### Performance Indicators:

- Complete a Regional Parks and Trails Master Plan
- Continued discussions with School District #67 on a land acquisition process for a portion of the West Bench Elementary School.
- Continued discussions with the Penticton Indian Band regarding the KVR Trail

## Goal 3.2: To develop an Economically Sustainable Region

The second pillar of community sustainability is to develop an economically sustainable region. This pillar focusses on economic development, but also includes being fiscally responsible as an organization and by ensuring that we are good stewards of the assets of the Regional District.

### Objective 3.2.1: By implementing the asset management plan

#### Description

The Regional District, as have all public agencies, has complied with the Public Service Accounting Board and produced a Tangible Capital Assets Register. The Province of British Columbia has determined that it would be beneficial for all local governments to go one step further and develop an Asset Management Plan, with the intent to deliver sustainable services by extending and deepening asset management practices. Asset Management is defined as an integrated process bringing together planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risks and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.

The Regional District initiated investigation into the development of an asset management plan in 2016 with the assistance of a grant made available through UBCM and FCM. Our Phase I, II and Phase III Asset Management Plans are complete and we had intended to move forward with the selection of a software program and start data entry in 2021, but the financial impact of the pandemic and staff turnover has slowed us down.

#### Ownership

- Office of Prime Interest (OPI): Manager of Financial Services
- Offices of Collateral Interest (OCI): Management Team

#### The Activity

We will select an asset management system appropriate for the Regional District and commence data entry.

#### Measurement

Success on this objective will be measured by the purchase of an asset management software program.



**Performance Indicators:**

- Implement the asset management plan.
- Introduce an asset/supply chain management program
- Review of our Purchasing/Sales Policy

**Goal 3.2: To develop an Economically Sustainable Region**

**Objective 3.2.2: By Reviewing Long-Range Planning Documents**

**Description**

The purpose of a regional growth strategy (RGS) as set out in S. 428 of the Local Government Act is to promote human settlement that is socially, economically and environmentally healthy and that makes efficient use of public facilities and services, land and other resources.

The Regional District has adopted an RGS for the Okanagan Valley, but not the Similkameen. It sets out growth areas with the intent of avoiding urban sprawl and ensuring that development takes place where adequate facilities exist or can be provided in a timely, economic and efficient manner;

The RGS is superior to an Official Community Plan (OCP), and municipalities who have signed on to the RGS must produce a regional context statement to be approved by the Regional District prior to amending the municipal OCP.

An Official Community Plan (OCP) is the vision a community has for its future. It contains goals and policies that will shape future land use in a way that reflects the community's vision. These goals and policies form a framework used by the Regional District staff, other agencies and the community to guide their decisions about future land use.

**Ownership**

- Office of Prime Interest (OPI): Manager of Planning Services
- Offices of Collateral Interest (OCI): Planners

**Activity**

The 2022 activity will allow us to continue the robust public engagement process we invoke when contemplating the development of long-range planning documents. Engagement of citizens within Electoral Area “G” will provide a forum to introduce planning concepts to that jurisdiction and also allow feedback before a decision will be made to proceed. We intend to finish the OCP review in Area “E” by the end of 2022.

**Measurement**

This will be an activity-based objective for 2022 based on the achievement of the following performance indicators.

**Performance Indicators:**

- Complete the review of the South Okanagan Regional Growth Strategy
- Initiate the development of an Area “G” Official Community Plan
- Complete the Electoral Area “E” Official Community Plan
- Commence a review of alternative housing solutions

### **Goal 3.3: To develop an environmentally sustainable region**

The third pillar of community sustainability is to develop an environmentally sustainable Regional District.

#### **Objective 3.3.1: By implementing the 2022 phase of the Solid Waste Management Plan**

##### **Description**

##### **Guiding Principles for Development of Solid Waste Management Plan (SWMP)**

- Reduce the amount of waste requiring disposal to the greatest extent possible;
- Be cost effective, considering both short- and long-term cost implications; establish objectives and targets that are clear and measurable;
- Engage and involve all sectors of the community;
- Reduce environmental impacts of solid waste management to air, water and land;
- Establish programs, policies and objectives that are efficient, flexible and simple;
- Encourage and support options that develop local socio-economic opportunities, such as the development of new businesses, and the creation or expansion of employment through waste management activities;
- Develop and deliver services through effective partnerships with member municipalities, private and non-profit agencies, neighbouring regional districts, other levels of government and First Nations; and
- Plan for and secure future disposal capacity for the region, recognizing the capacity limits of the current disposal system.

The SWMP is a regulatory document approved by province and is a Regional Service.

##### **Ownership**

- Office of Prime Interest (OPI): Manager of Engineering
- Offices of Collateral Interest (OCI): Manager of Operations

##### **Activity**

An updated RDOS Solid Waste Management Plan was adopted by the Board in September 2012. Based on the Guiding Principles stipulated above, the Plan calls for the implementation of over 80 projects and directives over a 5-year period. Unfortunately, we're behind on several key projects and we're into catch-up mode. We've also had significant projects imposed by regulation that we didn't initially have in the SWMP that have huge implications we're trying to conclude as well.

The SWMP will be reviewed and updated as we make progress against the projects already identified. We were successful in siting the proposed regional organics facility in 2020 and we hope to receive a positive outcome on our application to resolve active gas capture issues at Campbell Mountain Landfill, implement the leachate collection and retention system at CMLF and start implementation on the Keremeos Landfill closure plan.

##### **Measurement**

This objective will be measured by completion of the identified plans and compliance with the SWMP Checklist.

**Performance Indicators:**

- Commence a consolidation and update of the 2012 Solid Waste Management Plan
- Commence the curbside collection of organics in the Oliver Landfill Service Area
- Commence construction of an organics treatment and processing facility at 1313 Greyback Mountain Road
- Work with the City of Penticton to create a plan to relocate the Penticton Compost Facility at CMLF

**Objective 3.3.2: By implementing the solid waste infrastructure upgrades and requirements for landfill facilities****Description:**

The Regional District of Okanagan Similkameen owns/leases and operates five landfills, being the Keremeos Transfer Station, Apex Transfer Station, Oliver Landfill, Okanagan Falls Landfill and the Campbell Mountain Landfill (CMLF) in Penticton.

Areas D, E, F, I, and the City of Penticton are participants in the CMLF service. In addition, Area B, G and Keremeos are participants through a Transfer Service. The CMLF is an old facility, unlined and on fractured bedrock, leased from the City of Penticton; yet it has reached the size to be regulated by the Province. With regulation comes issues such as leachate, methane gas, storm water drainage, organics and biosolids treatment and increasing traffic.

**Ownership:**

- Office of Prime Interest (OPI): Manager of Engineering
- Offices of Collateral Interest (OCI): Manager of Operations

**Activity:**

The Regional District is nearing completion on several multi-year projects at the Campbell Mountain Landfill. There has been a significant investment to develop a leachate collection and treatment system, an approval process for an active gas capture substitution program, acquisition of an adjacent site for organics processing and treatment and many other worthwhile milestones.

The contract for landfill maintenance at Oliver and CMLF expires in 2022 and a significant tender was issued in 2021 that the Regional District participated in. Successful in winning the Oliver Landfill contract, this will be a new initiative for us in 2022.

**Measurement:**

The projects identified for Campbell Mountain Landfill in 2022 are measurable based on completion of the project.

**Performance Indicators:**

- Complete the Campbell Mountain leachate treatment system project
- Complete the master plans and Design, Operations & Closure Plans for CMLF, Okanagan Falls and Oliver Landfills.
- Commence the detailed design of a revised entrance/exit for CML

- Commence implementation of the Oliver Landfill Heavy Equipment Contract Tender.
- Commence detailed design of the bio-cover gas capture system at CMLF

### **3.3.3 By enhancing RDOS Waste Water Treatment Systems**

#### **Description**

The Okanagan Falls Waste Water Treatment Plant has been in operation since 2012 and has since been expanded with the development of a wetlands and a Solids Dewatering Facility. An initiative to collect liquid waste in either Skaha Estates or Kaleden and pump it to the Okanagan Falls Waste Water Treatment Plant failed to gain assent, but we're always looking for opportunities to improve wastewater collection and treatment, especially where it might protect our lakes. The intent is to develop a master plan for Okanagan Falls to determine next steps.

#### **Ownership:**

- Office of Prime Interest (OPI): Manager of Engineering
- Offices of Collateral Interest (OCI): Manager of Operations

#### **Activity:**

The 2022 activity will include a study for treating liquid waste in Naramata with the possibility of undertaking a service for that community.

#### **Performance Indicators:**

- Complete a Liquid Waste Management Plan for Naramata
- Initiate the service establishment process for a Naramata Liquid Waste Collection and Treatment System
- Commence development of a Master Plan for the Okanagan Falls WasteWater System.

### **Objective 3.3.4: By enhancing Regional District Water System Delivery**

#### **Description**

The Regional District owns or operates nine water systems over five electoral areas. As infrastructure ages and volunteers or owners of private and public systems change, there is more interest in divesting systems to the Regional District. Also, the Auditor General for Local Government audited three of the Regional District Water Systems in 2017 and provided a number of recommendations that the Regional District continues to work away at.

#### **Ownership:**

- Office of Prime Interest (OPI): Manager of Operations
- Offices of Collateral Interest (OCI): Manager of Engineering

**Activity:**

In 2022, the Regional District will investigate additional water system acquisitions and additional studies on infrastructure and aquifers in the region

**Measurement**

This objective will be measured by progress against the following performance indicators.

**Performance Indicators:**

- Develop a filtration deferral plan for the Naramata Water System
- Complete the conversion process for the Okanagan Falls Irrigation District to a regional service
- Undertake a review of the Meadow Lake Aquifer
- Undertake a review of the Faulder Water System infrastructure

**Objective 3.3.5: By enhancing dam safety****Description**

The Regional District owns a number of dams throughout the geographic area, mostly in conjunction with our water systems, but some designed to protect recreational water bodies. The Province of British Columbia has increased the regulatory requirements on dams and we have a number of them that have not been reviewed for structural integrity for some time. This objective is to ensure that we maintain safe practices and achieve compliance by meeting all regulatory requirements for those dams we own.

**Ownership:**

- Office of Prime Interest (OPI): Manager of Engineering
- Offices of Collateral Interest (OCI): Manager of Operations

**Activity:**

In 2022, the Regional District will focus on one of our older systems in Electoral Area “H” where we have the Shinnish Creek Diversion and the Chain Lake Dam.

**Measurement**

This objective will be measured by progress against the following performance indicators.

**Performance Indicators:**

- Undertake upgrades to the Chain Lake Dam spillway
- Determine a sustainable methodology to maintain the Shinnish Creek Diversion and the Chain Lake Dam

**Objective 3.3.6: By preparing for the impact of climate change****Description**

We know now that local government play an important role in climate change mitigation. Our Federal and Provincial governments have long been advocates of local governments taking action to reduce greenhouse gas emissions and the Regional District is one of 187 local governments in

British Columbia to sign on to the BC Climate Action Charter. There is an urgency attributed to climate change to address the more egregious natural disasters, like floods, fires, mud slides, wind, etc. It is the intent of the Regional District to prepare for the impact of climate change in 2021.

**Ownership:**

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Manager of Planning

**Activity:**

In 2022, the Regional District will develop policies on floodplains, geotechnically sensitive areas and fire interface areas. We'll look for alternative energy sources and we'll start to work on a climate change mitigation plan.

**Measurement**

This objective will be measured by progress against the following performance indicators.

**Performance Indicators:**

- Develop policies for floodplains, hillside (geotechnical) and fire interface areas
- Develop a Climate Change Preparedness Plan
- Explore alternative energy sources to determine financial and environmental benefit

**KEY SUCCESS DRIVER 4 – TO PROVIDE GOVERNANCE & OVERSIGHT IN A REPRESENTATIVE DEMOCRACY**

**Goal 4.1 To execute a well-defined strategic planning cycle**

**Objective 4.1.1: By executing the Strategic Planning and Enterprise Risk Management Programs.**

**Description**

The Regional District has developed a robust strategic planning cycle and process. While we have well developed guiding principles composed of Vision, Mission, Values, Key Success Drivers and 4-year Goals, we focus mostly on the development of our Corporate Business Plan.

The Regional District has developed an Enterprise Risk Management Program that supports our Strategic Plan and we want to maintain that and build on it as well.

**Ownership**

- Office of Prime Interest (OPI): CAO
- Offices of Collateral Interest (OCI): Management Team

**The Activity**

This is a forward-looking Objective, anticipating that we will rigorously follow our Strategic Planning Cycle and Process. Regional District staff will commence the SWOT exercise for the update of the 2022 Business Plan in July of 2022, including a full review of our Enterprise Risk Management Plan. This Board of Directors is entering the final year of their term and the 2022 Business Plan and planning for 2023 has turned to focusing on closing off some of those projects that were started earlier in this mandate.

## Measurement

Compliance with the Strategic Planning Cycle and Process adopted by the Board.

### Performance Indicators:

- Adoption of the 2022 Corporate Business Plan
- Presentation of the Enterprise Risk Management Register to 2018-2022 Board of Directors
- Initiate the 2023 Corporate Business Plan Cycle

## Goal 4.2: To promote Board and Chair effectiveness

### Objective 4.2.1: By improving regional district relationships

#### Description:

A regional district is really a federation of different jurisdictions within a confined geographic area. With 9 electoral areas and 6 incorporated communities in the Regional District of Okanagan Similkameen, it's important that we keep focused on big-picture issues that benefit the whole constituency, and sometimes there are competing interests. Our Board of Directors is always interested in partnerships and economies of scale that we can pursue with our members.

#### Ownership:

- Office of Primary Interest: Chief Administrative Officer
- Office of Secondary Interest: Management Team

#### Activity:

We'll work with our colleagues in the member municipalities to identify opportunities and look where we can open or improve communications. It's in all of our best interests to work together and, while we do this well already, we can always do better.

### Performance Indicators:

- Plan and implement an annual Board/member municipal council training program
- Develop and provide a robust orientation program for the 2022-2026 Board of Directors
- Work with the four indigenous communities within the regional district boundary to open communications and enhance respectful relationships.

## Goal 4.3: To Plan and Implement the 2022 Local Government Election

### Objective 4.3.1: By developing the 2022 election plan

#### Description:

The election calendar will commence in early 2022, including development and submission of the election bylaw, appointment of returning officers, dates for key milestones, etc.

#### Ownership:

- Office of Primary Interest: Manager of Legislative Services
- Office of Secondary Interest: Senior Management Team

**Activity:**

This objective will be measured by compliance with the British Columbia legislation for holding local government elections, but the Plan must be ready to go early in 2022 in order for the implementation to proceed logically and in compliance with legislation.

**Performance Indicators:**

- Present the election plan to the Board of Directors
- Develop and implement an election Communication Plan



## 2022 - 2026 FINANCIAL PLAN

The 2022 - 2026 Financial Plan for the RDOS will be adopted by the Board of Directors at a regular meeting prior to 31 March 2022. It will appear as a collateral document to the 2022 Business Plan on the RDOS website for viewing.

## RISKS AND MITIGATIONS

### Risk Identification and Mitigation

The Regional District of Okanagan Similkameen 2022 Business Plan includes assessments and assumptions for the next year. The following represents the top risks to the Regional District in achieving its business plan and maintaining its operations.

The purpose of Enterprise Risk Management (ERM) is to ensure that risk identification, assessment and prevention are incorporated into the management oversight and processes of the Regional District and to assist in identifying priorities set forth in RDOS's business plan. The intent being to manage the uncertainties we incur in our current operations and our future plans.

The 2021/22 Risk Register identifies many threats, but only three make our top risk standard based on our pre and post mitigation rating:

- **Climate Change/ Extended Natural Disaster** – RDOS implements its Emergency Plan and opens the Emergency Operations Centre numerous times each year. We have a significant organization that manages our response, with the support of the Province, and we continually train our people. Nevertheless, we're in a region that is susceptible to natural and human-caused threats, identified in our Hazard Risk and Vulnerability Plan.
- **Global Pandemic** –The Regional District, as are all governments, remain in response to the provincial requirement during the provincial State of Emergency to address the COVID-19 pandemic and its variants. RDOS employees will continue to perform their normal duties. The risk can be somewhat mitigated by training and good planning, but the 2022 risk is high that our staff will be impacted by the Pandemic.
- **Campbell Mountain Landfill** – The RDOS is currently in contravention with the BC Landfill Gas Regulation regarding methane off-gassing at the Campbell Mountain Landfill. An application has been submitted to the Ministry of Environment to permit a substituted alternative to meet the regulation for gas capture; being a biocover methodology. We look forward to a successful conclusion to the application in 2022, but there is still much work to be done before we achieve compliance.

A significant part of our landfill gas compliance program is the removal of organics from the landfill. The RDOS secured a parcel adjacent to the CMLF in 2020 and applied to the Agricultural Land Commission to have it excluded from the ALR or for permission for a non-farm use. Even though we were awarded a \$10M grant to develop the facility, the ALC application was rejected. This is a significant threat to our solid waste program.