



REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

2015 CORPORATE BUSINESS PLAN

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INTRODUCTION

Local governments are facing significant challenges that impact their ability to satisfactorily fulfill their purpose to those citizens within their geographic boundaries, as stipulated in the enabling legislation under which they were created.

These challenges occur as a result of several factors resulting from both external and internal conditions. Demographic changes, revenue funding structures, provincial unfunded mandates, economic development, technological changes, aging and inadequate infrastructure systems, healthcare and cost containment, and urban sprawl or conversion of prime agricultural lands, among others.

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

The restrained global and local economy is a constant in our decision-making process. Even though the economy now seems stable, it's not growing. This has an impact on pensioners that form a significant component of our population base.

Governments have an over-riding responsibility to make decisions now that will have no adverse impact on our future. This whole issue of sustainability is of growing importance and the Board of the Regional District has taken this concept into account in all of their decisions. Our fragile water resource in the Okanagan and Similkameen Valley's is one small part of sustainability that we need to address sooner rather than later.

At the same time, we see some opportunities that we need to take advantage of. We need to be more proactive in encouraging economic development in the Region. We don't have to be the delivery mechanism, but we need to steer the ship and jobs are a foundation for success. Our stakeholder engagement can improve and any activity that we undertake that goes to improving quality of life will be important for us.

STRATEGIC OVERVIEW

Vision

The current vision was crafted by the Board of Directors over a number of years with the intent of providing very clear direction as to where the Board envisions the Regional District may advance to in the future. This vision will be used to guide activities associated with:

- Governance and Oversight
- Development of land, facilities and services;

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.

- Enhancement of the Regional District’s vital role of providing environmental, economic and social quality of life to its citizens.

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.

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 RDOS does business. We will continue to strive to:

- Exceed customer and community expectations;
- Manage the regional district in the best interests of the community;

Core Values

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

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.

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 generated at the 2014 Management and Board Strategic Plan Workshops and used in preparing the 2015 Business Plan:

i. External

- That we value citizen input and citizen engagement is very important.
- That technology will increasingly play a role in citizen engagement.
- That by measuring staff and customer perception of service we can develop a plan to improve service.
- That citizens are reluctant to pay higher taxes or fees for existing services but may be willing to pay for improvement of some services.
- That Building Canada II infrastructure grants will be available in 2015.
- That achieving corporate GHG targets will cost money.
- That environmental impacts of decisions are important to citizens.
- That senior government expectations of local government and downloading will continue to increase.
- That regulatory requirements are likely to continue to increase.
- That public transit will become more of a priority with an aging demographic.
- That there will be new opportunities related to corrections and hospital construction.

ii. Internal

- That fiscal responsibility is one of the primary cost-driver for organizational decisions
- That Regional Hospital District tax requisitions will not impact RDOS budgeting
- That the Board wants to be an employer of choice
- That effective and fiscally responsible should be balanced
- That new technologies will facilitate our business processes
- That more of our business will be conducted on-line
- That we must build relationships to prosper
- That government effectiveness is enhanced by good communication.

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. To this end, RDOS has identified 5-year strategic goals that support our vision.

Key Success Driver 1.0: Be a High Performing Organization

Goals

- 1.1 To be an effective, fiscally responsible organization.
- 1.2 To be a healthy and safe organization.

- 1.3 To cultivate an organizational climate where innovation, customer focus, responsiveness and employee effectiveness are valued.

Key Success Driver 2.0: Optimize the Customer Experience

Goals

- 2.1 To implement a Customer Satisfaction Program
- 2.2 To foster dynamic and effective community relationships
- 2.3 To elevate external communications
- 2.4 To meet public needs through the development and implementation of key services

Key Success Driver 3.0: Build a Sustainable Community

Goals

- 3.1 To develop a socially sustainable community
- 3.2 To develop an economically sustainable community
- 3.3 To develop an environmentally sustainable community

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

Goals

- 4.1 To execute a well-defined strategic planning cycle and process.
- 4.2 To encourage all member municipalities, electoral areas and Indian Bands to work together.
- 4.3 To promote Board and Chair effectiveness.
- 4.4 To develop a responsive, transparent, effective organization.

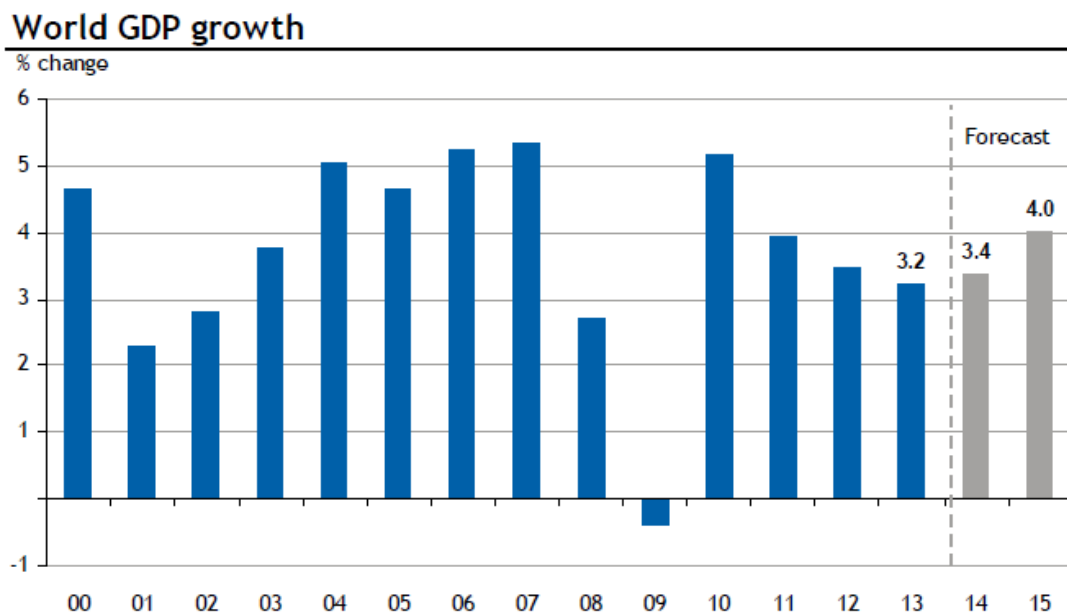
ECONOMIC OVERVIEW

Global View

After a slow and fragile recovery of the global economy the past few years, 2014 has provided signs of improved conditions. However, geo-political crises have complicated the outlook for the global economy with fighting in the Ukraine and Middle East, the significant reduction in the demand for oil, and the Ebola crisis effecting world travel are creating downside risks to the global economic outlook forecast. The reality is that the global economy still has yet to completely shake off the fallout from the crisis of 2008-2009.

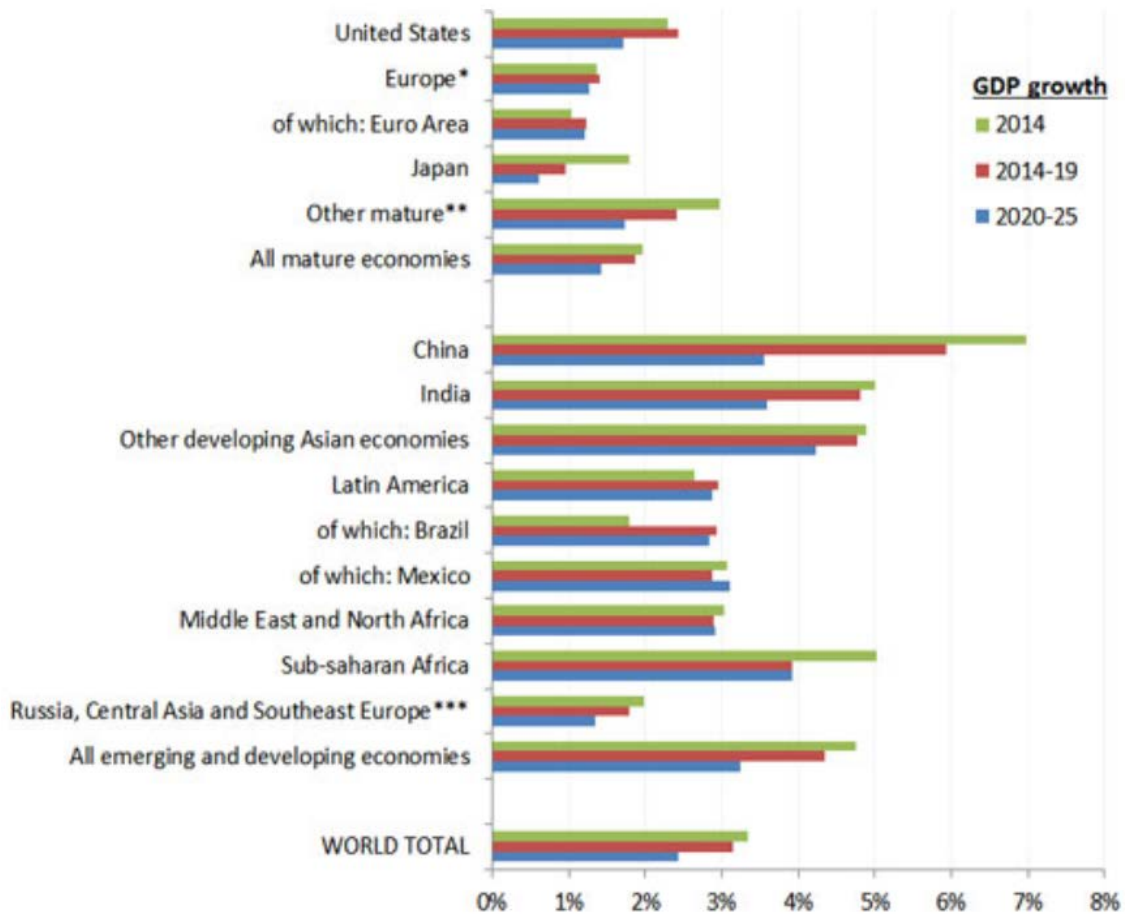
Despite the volatility in the first half of 2014, the view still remains that U.S. growth will be driven by consumer spending and a modest increase in business investment. Trade activity is also expected to quicken though import growth is forecast to exceed the rise in export activity resulting in net exports trimming the annual growth rate. Favorable balance sheet conditions and improved confidence underpin forecasts for a strengthening in domestic demand. Housing market activity is also forecast to accelerate however given the slow start to the year; the sector's contribution to the economy's growth rate will be limited in 2014 with a much larger boost forecast for 2015. Forecasts expect the Global GDP to grow by 3.4% in 2015. The U.S. economy grew by 2.2 percent in 2014 and is projected to grow by 3.2 percent in 2015.

The Royal Bank of Canada (RBC) predicts overall, 2014's growth rate is likely to be slightly higher (3.4 percent) than 2013's subdued 3.2 percent pace with the key difference being that the hand-off to 2015 will be much stronger setting up for real GDP to expand by 4.0 percent.



Source: International Monetary Fund, RBC Economics Research

Global Outlook for Growth of Gross Domestic Product, 2014-2025



Note: projections are based on trend growth estimates, which – for the period 2014-2019 – are adjusted for adjustments from remaining output gaps

National

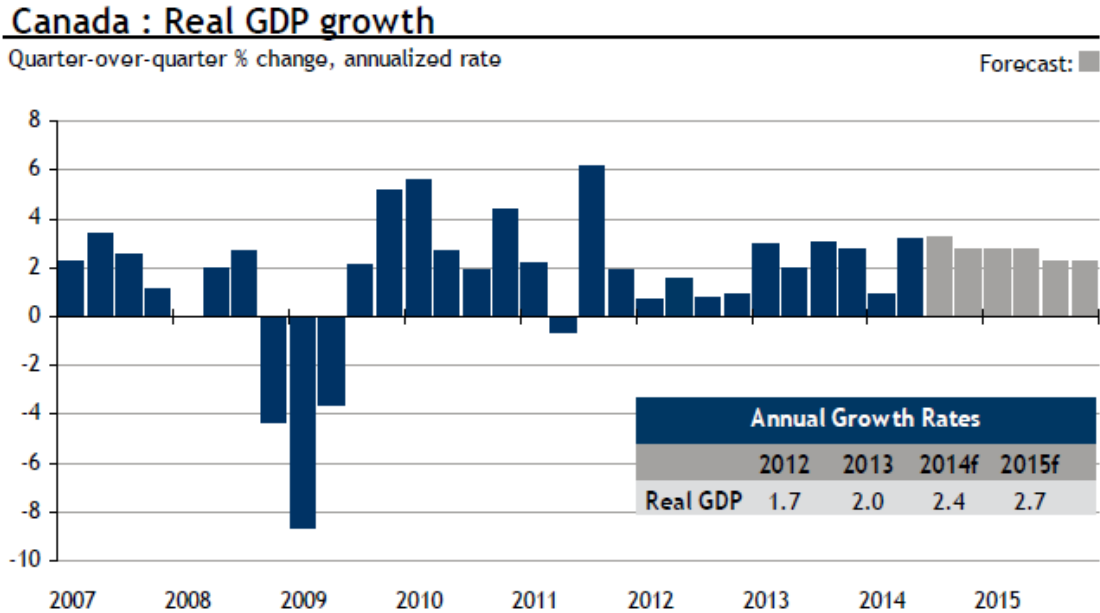
Canada's economy has avoided slipping back into recession, and growth is expected to continue to strengthen according to RBC in 2015. Canada's economy in early 2014 continued to be hampered by falling business investment, declining housing market activity and very soft consumer spending – all of which were hurt by unseasonably harsh winter weather. However, net trade still managed to prop up real GDP in the quarter resulting in an overall increase in GDP of 0.9 percent.

Similar to the U.S., Canada's economy managed to recover in the second quarter with GDP expanding at a 3.1 percent pace as more seasonal weather temperatures fuelled a rebound in consumer and business activity. More importantly, Canada's export sector saw a very sharp increase in demand that added 1.7 percentage points to Q2's real GDP growth rate even after accounting for a jump in imports.

The long-awaited pick-up in demand for Canada's exports potentially got underway in the second quarter of 2014. Following a period where gains were concentrated in energy exports, both non-

natural resource goods and non-energy commodities posted sharp increases. Both of these sectors suffered larger declines during the recession and have taken much longer to recover than the energy sector, where exports are 26 percent higher than at the pre-recession peak.

RBC projects moderate growth in Canada with forecasts for GDP growth forecasts issued by RBC to be 2.4 percent in 2014, and 2.7 percent in 2015.



Source: Statistics Canada, RBC Economics Research

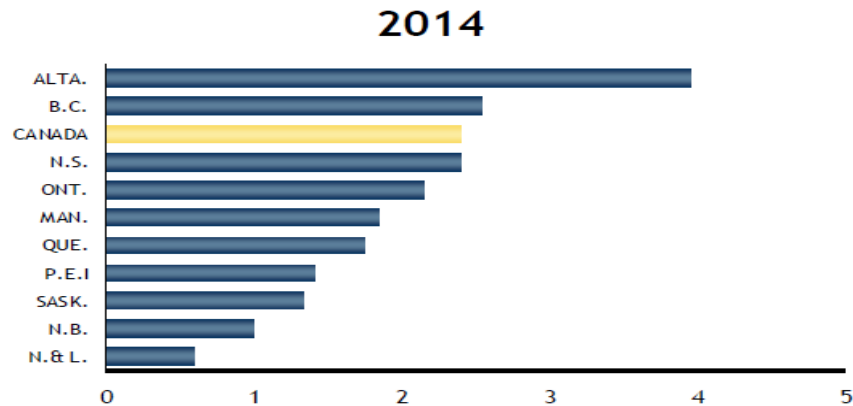
Provincial Economic Overview

B.C.'s economy remained relatively strong in 2014 and is expected to grow moderately over the next year according to B.C.'s independent Economic Forecast Council. The picture for 2014 is that B.C. will be slightly ahead of the national average with growth moving upwards from the 2.0% up into the 3.0% range for 2015. Our risks remain the European Debt Crisis, slower growth in China and further weakening of the U.S. Dollar. The uncertainty around oil and gas prices may affect the commencement of any LNG activity in 2015, but the province continues to be optimistic. Forecast growth in the 2.7% range is anticipated for the 2016-2018 period.

British Columbia's unemployment rate remained around 6.2% in 2014, just slightly below the national average and is forecast to move downwards in the 2016-2018 period on the assumptions surrounding LNG activity.

Real GDP growth

% change



Regional

The Regional District of Okanagan Similkameen is a unique and vibrant community of approximately 80,000 residents. It encompasses pristine wilderness and, as a result of its warm, dry climate, is one of the best tree fruit and grape producing eco-systems in Canada. It is characterized by six urban centres and eight electoral areas, including a large rural area with a small population base. The City of Penticton is the primary service centre of the region. The communities of Summerland, Oliver and Osoyoos are our other incorporated communities in the Okanagan Valley and Princeton and Keremeos in the Similkameen Valley. The Okanagan and Similkameen Rivers, along with our lakes, are the lifeline for the region.

Tourism, agriculture and viticulture, logging, forest products manufacturing, secondary manufacturing and information technology are foundations of the economy in the Regional District. Public sector wages and government transfer payments (pensions) remain as significant contributors.

Population growth in the Region remains flat at less than 1%, although there is anticipation that the proposed Corrections Facility in Gallagher Lake and the Penticton Regional Hospital Expansion Project will have a positive impact in the next few years.

The age demographic will continue to increase in the Okanagan/Similkameen, with 25% of our population being over the age of 65 by 2022. This will exceed that of the rest of the Province by a full 5%

LOCAL GOVERNMENT OVERVIEW

Overview

The Constitution Act of 1867¹ identifies the specific services the Canadian Parliament administers and delegates the specific authorities belonging to the provinces², one of which is the creation of Local Governments. Consequently, the Regional District of Okanagan Similkameen is a corporation officially established on March 4th, 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 provide the authority necessary for it to fulfil its mandate of providing services to the citizens within its corporate boundaries.

Mandate and Authority

Section 2 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 eighteen Directors, eight rural and ten urban. The eight electoral areas, each have one elected director and of the six municipal members, Penticton appoints 4 Directors, Summerland appoints two Directors and Osoyoos, Oliver, Keremeos and Princeton each appoint one. The rural Directors are elected to a three-year term³ 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 whole⁴.

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.

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.

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

# of Members/ Representing	Weighted Votes
Electoral Area "A"	2
Electoral Area "B"	1
Electoral Area "C"	3
Electoral Area "D"	5
Electoral Area "E"	2
Electoral Area "F"	2
Electoral Area "G"	2
Electoral Area "H"	1
Town of Osoyoos	3
Town of Oliver	3
City of Penticton	5
City of Penticton	5
City of Penticton	5
City of Penticton	4
District of Summerland	4
District of Summerland	3
Village of Keremeos	1
Town of Princeton	2
Total Votes Allocated	53

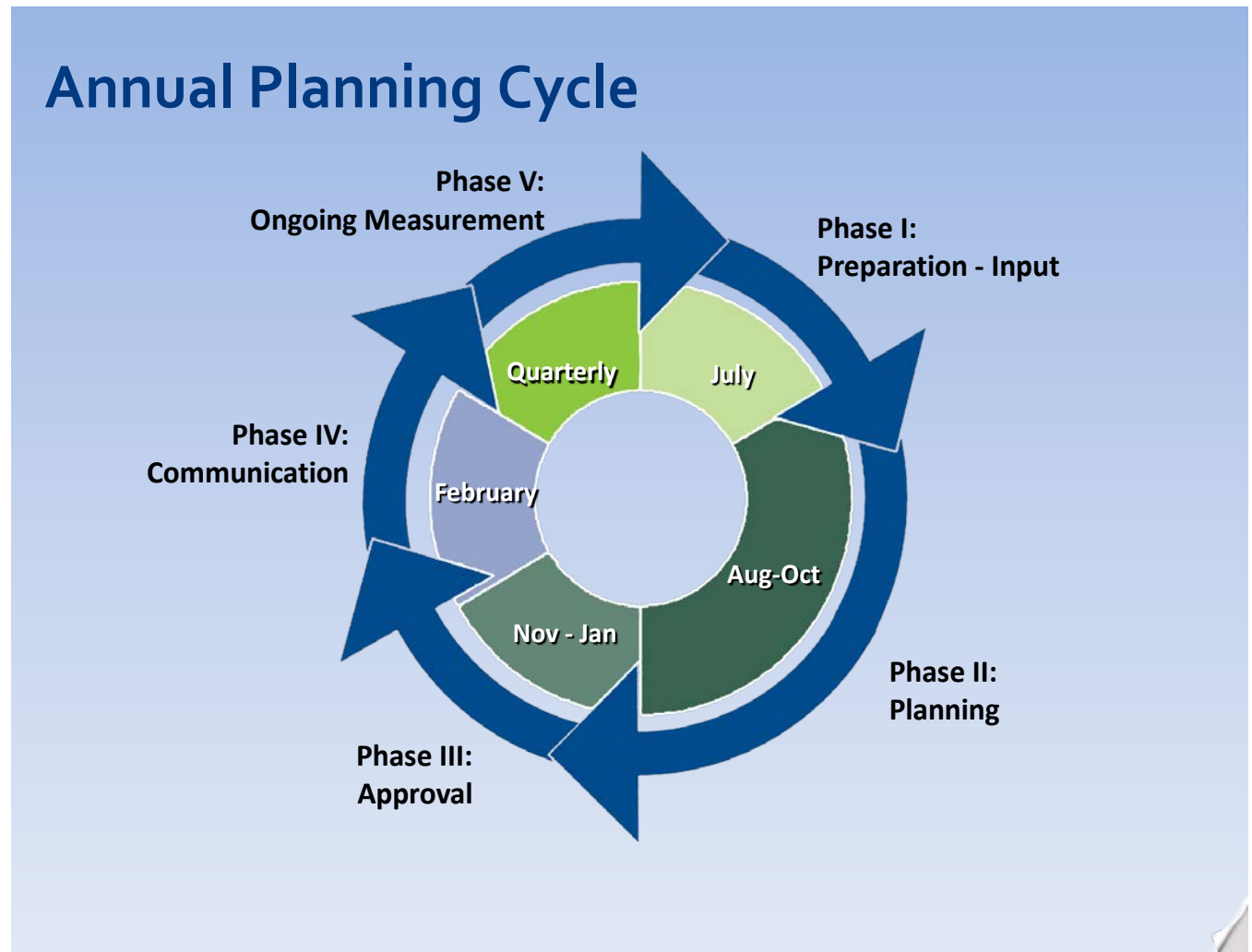
Jurisdiction	Unweighted Votes	Weighted Votes
Similkameen Valley	5	7
Okanagan Valley	13	46
Municipal Votes	10	35
Rural Votes	8	18

RDOS subscribes to a corporate culture and operating philosophy where measurable results against specific objectives that support the mission and vision are important. In these tight economic times, 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

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 the strategic development of the airport are the RDOS's Vision and Mission Statements, Strategic Plan, and the Annual Business Plan. The Annual Business Plan delineates what we plan to work on in that given year and outlines how we intend to proceed to achieve our goals for the 2011 – 2014 term of office.

The RDOS annual business planning cycle is illustrated by the following diagram:



2015 CORPORATE OBJECTIVES

KEY SUCCESS DRIVER 1 – BE A HIGH PERFORMING ORGANIZATION

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

Objective 1.1.1: **By providing the Board with accurate, current financial information.**

Description

The citizens of the Regional District of Okanagan Similkameen expect their elected officials and staff of the Regional District to provide leadership for the efficient and effective fiscal planning and operation of the 138 services provided by the corporation. The services offered by the regional district are diverse, ranging through regional, sub-regional, inter-jurisdictional and local. Only those citizens receiving a service pay for it.

Ownership

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

The Activity

The Regional District has a legislative requirement to develop and submit a financial plan each year. Staff submits the Plan to Budget Committee each November for the subsequent calendar year, with projections rolling forward for the next five-year period. The Board is obligated to adopt a budget by March 31st of each year. The Public has full access to budget meetings and a wide citizen engagement process is offered each year prior to the budget receiving 3rd reading. The Board provides oversight on the budget against actuals on a quarterly basis throughout the year.

Measurements

Department Managers monthly review of financial statements;

Manager of Financial Services quarterly Variance Report to the Board;

The budget is achieved at year-end

We achieve an unqualified, successful, independent Audit

Develop a sustainable Campbell Mountain Landfill Budget

We maintain a fair balance between urban and rural participants in regional services **(Time Tracker)**.

Goal 1.1: To be an effective, fiscally responsible organization

Objective 1.1.2: By implementing the 2015 Phase of the internal communications program.

Description

The Regional District of Okanagan Similkameen sees an opportunity to provide more, and more-timely, information to their citizens. To do this, we need to communicate effectively internally in order to provide the most current, reliable and intuitive information as possible. The RDOS has established a cultural change program that includes a focus on how we communicate with each other and we've made significant progress, but still have room to grow. Keeping a lean, flat organizational structure and having the Management Team meet weekly to discuss corporate and interdepartmental issues is one method, but we still need to work out of our departmental silos and 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); Senior Management Team

The Activity

The RDOS conducts an annual staff perception survey to test how our organization is performing against the characteristics of high performing organizations. Internal communication is one area of focus of the survey and we have five years of results. Each year we develop an action plan to tackle internal issues and communication has been a priority. We need to continue to be innovative on how we approach internal communication in 2015.

Measurement

This is an activity based measurement, but there may be some statistical measurements captured in any staff perception survey that we conduct in 2015. The end result will be a plan to help us communicate more effectively internally.

Goal 1.1: To be an effective, fiscally responsible organization

Objective 1.1.3: By renovating the corporate office

Description

The Regional District of Okanagan Similkameen is a corporate entity providing local government services to over 80,000 residents within our geographic area. The Corporate Office at 101 Martin Street in Penticton serves as the headquarters for our organization, provides a place for our Board of Directors and employees to carry out their important work and forms the foundation for our corporate image. We've been in this same location for over 40 years and the current building has served us well for over 30.

There has been talk, from time-to-time, that the Corporate Office would be better to be relocated to a less expensive location and that this could be funded by selling the present lot and improvement. Recent studies indicate there is no business case for this assumption and for this, and other reasons, the Board has injected funds into the feasibility and design to renovate the facility to bring it up to current standards.

Ownership

- Office of Primary Interest (OPI): Manager of Public Works
- Office of Secondary Interest (OCI): Senior Management Team

The Activity

The corporation engaged an architect in 2014 to review the current structure, parking and visual image with a view towards identifying more efficient use of the space in order to extend the life of the current asset. Aesthetic issues and code issues were addressed, as was a structural issue in the north/east corner of the building. An Employee Space Committee with representatives from all Departments was involved with the Architect to ensure objectivity and a holistic approach to redevelopment. A presentation was made to the 2015 Budget Committee for funds to commence construction and that is currently under consideration.

Measurement

Measurement will be based on the development of a business case that supports a decision to proceed with construction in 2015.

Goal 1.1: To be an effective, fiscally responsible organization

Objective 1.1.4: By implementing the 2015 phase of the Electronic Data Management System (EDMS) program

Description

The RDOS is moving toward an Electronic Data Management System (EDMS). The EDMS system was brought into place to address a number of issues, including:

- the significant number of e-documents (~600,000) which are stored in various directories, hard drives and desktops
- the e-documents are in contravention of the Records Management Bylaw
- difficulty in retrieving all documents for public release (fulfilling FOI requests)
- inefficient use of staff resources
- staff cannot find the documents they require for updating reports
- multiple versions of documents and poor document control result in staff working on the wrong versions
- the number of printed documents which require physical storage is increasing, resulting in escalating storage costs. Retrieving and disposing of the records in accordance with the established records management bylaw is challenging to maintain.

Benefits of the EDMS system include:

- storage of all records within the established LGMA Records Management Guide specifications
- the ability to classify and manage documents electronically
- easier and accurate retrieval of documents
- reduction of version confusion

Ownership

- Office of Primary Interest (OPI): O/CAO
- Office of Secondary Interest (OCI): Manager of Information Systems

The Activity

The organization made steady progress in 2014, but there is still a long way to go to reach maintenance stage. In 2015, the organization will load all water connection data, demolition permits, community services working documents, the 911 Telecommunications Upgrade documents, planning documents and Parks Commission documents.

Measurement

This is an activity based objective and success will be measured on the number of documents moved over to the EMDS by the end of 2015.

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

Objective 1.2.1: **By implementing the 2015 phase of the health and safety strategy**

Description

The Regional District of Okanagan Similkameen takes its responsibility for the safety of its employees very seriously. We have always complied with provincial legislation, but in 2009, RDOS aspired to achieve the standard set by the BC Municipal Safety Association and applied under the Certificate of Recognition (CoR) Program. In fact, we applied under two programs; one for their Health and Safety Program and one for their Return to Work Program. In 2010, 2011 and 2012 we were awarded both. In 2013, we were disappointed to lose those certificates in our required external audit, but not deterred. Our Joint Health and Safety Committee undertook a review the Audit results in 2014 and developed a plan that will tackle the issues identified for us.

Ownership

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

The Activity

The Certificate of Recognition awarded by the BC Safety Authority has a really robust program attached to it. The initial safety audit is conducted by a trained independent auditor. The report from the audit points out opportunities for improvement, but also requires that the audited organization develops a workplan. The Regional District now has a new initiative for our Joint Health and Safety Committee and they'll be implementing the actions identified in the Workplan in 2015. The Audit indicated that we needed to work more closely with our external Parks & Recreation Departments and our Fire Departments. That outreach will also commence in 2015.

Measurement

The "Total Recorded Incident Ratio" for the Regional District is very low, but we'll continue to use this as a metric on this program. The milestone will be the completion of the 2015 Worksafe Plan, training for our staff and networking with our external departments. Success will be determined by an audit contemplated for 2016.

Goal 1.3: To cultivate an organizational climate where innovation, customer focus, responsiveness and employee effectiveness are valued.

Objective 1.3.1 By implementing the 2015 Organizational Development Plan

Description

Over the past five years, the Regional District of Okanagan Similkameen has been leading a cultural change program. We identified eight characteristics that we wanted our organization to resemble and we steadfastly measured our progress against those characteristics by an annual staff perception survey. Each year, when we had the results from each survey we created an employee committee to develop a plan to make some sort of intervention into the organization. We've been making steady progress, but good programs are constantly evolving and in 2015 we want to investigate the Lean-Six Change Process to see if that work for us on a sustainable basis.

Ownership

- Office of Prime Interest (OPI): Manager of Human Resources
- Offices of Collateral Interest (OCI): High Performance & Innovation Committee

The Activity

The field of Organizational Development is huge and so important to the success of an organization. The Regional District is advanced in its processes and employs a full-time human resource professional. In addition to the support we offer to our own employees, we offer HR support to most of our member municipalities. This is an important service for us and we need to continually review how we're doing, but we also need to expand and improve the capabilities of our service. The Lean-Six Change Process is based on a body of knowledge that has been developed to help organizations change in a progressive manner and we want to investigate the program in 2015.

Measurement

This is mostly an activity based measurement, but the end result should be a plan to help our organization evolve to a higher state of effectiveness, while at the same time being a good place to work. We'll continue to survey our employees on how we can do a better job and also use it as a training mechanism to discuss high performing organizations. We envision that we'll send a number of staff to Lean-Six training programs in 2015 and report back to the Board on our success.

KEY SUCCESS DRIVER 2 – OPTIMIZE THE CUSTOMER EXPERIENCE

Goal 2.1 **To implement a customer satisfaction program**

Objective 2.1.1: **By implementing the 2015 phase of the customer satisfaction program**

Description

The Regional District of Okanagan Similkameen believes strongly that we need to consult with our citizens to determine if we're meeting their expectations with regard to the services we provide. The Board has determined that we will be most effective if we implement our citizen survey on a biennial basis. The 2014 Citizen Survey has now been analyzed and in 2015 it is intended that Administration will develop a plan or a program for presentation to the Board to close the gap between what we want to offer and how our citizens perceive our success.

Ownership

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

The Activity

The Regional District already devotes a significant effort to customer service and improving the customer experience. Our 2015 program will be the development of the Customer Satisfaction Plan and the implementation of the 2015 phase.

Measurement

We'll report on our progress to the Board with our quarterly activity reports and our quarterly report on the Business Plan.

Goal 2.2 **To foster dynamic and effective community relationships**

Objective 2.2.1: **By implementing a Community Initiatives Program (Electoral Area Engagement)**

Description

The trend line indicated in the results of the 2014 Citizen Survey were promising, up from the 2010 baseline numbers, but still left lots of room for improvement. It's clear that with our large geographic area we need an outreach program. 60% of our citizens have limited contact with our staff or our office. We need to close that gap.

Ownership

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

The Activity

Many rural Directors are already in the practice of holding Town Hall Meetings, area tours or budget workshops in their electoral area. It allows members of the senior management team to connect with the local constituents and for the Director to promote resolution of local issues. Taking the regional district administration out into those areas we serve not only makes it easier for our citizens to get in touch with area issues, but puts a face to people serving their interests, but that they rarely or never get the chance to meet.

Measurement

The measurement of success of this objective will be based on our connection with citizens in the electoral areas and by increasing our exposure across the 10,400 km² in the regional district. The 2016 Citizen Survey will provide statistical measures.

Goal 2.3 **To elevate external communications****Objective 2.3.1:** **By introducing key communication documents to the Board and implement the 2015 phase****Description**

The Regional District has long believed that they could do a better job letting their citizens know, first, what we do; but also of their successes. Our citizen surveys clearly indicate that the majority of our citizens do not have a clear idea of what services we provide – and what we don't. We have many good projects that go unnoticed, yet those that suffer set-backs are reported immediately. The Regional District has a limited budget for external communications and we have direction to promote good-news stories, which we really need to focus on in 2015.

Ownership

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

The Activity

The primary intent of the communications program in 2015 will be to establish a foundation for success in future years. We need to develop a Communications Policy for discussion at the Board and use that as a focus for the development of a communications strategic plan. The Communications Committee will work on templates for advertising and design guidelines to gain consistency on how we present to our citizens.

Measurement

The measurement will be feedback from our citizens, but more quantitatively, we should notice improved results in the 2016 Citizen Survey and the milestone will be the submission of the Communications Policy to the Board.

Goal 2.3 To elevate external communications**Objective 2.3.2 By improving access to Regional District Bylaws and Policies****Description**

Local Governments have an inherent responsibility to be transparent to their citizens. The Regional District of Okanagan Similkameen can do a better job of posting our Bylaws and Policies to our Website. We know from our bi-annual citizen surveys that 60% of our citizens never attend at our municipal office. We cover 10,400 km² and unless there's a need to conduct other business, it's understandable that our citizens are rarely at the Office. We don't transmit or webcast our Board Meetings and for some, the internet is there only connection.

Ownership

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

The Activity

2015 will be the year that we post all of our consolidated bylaws and policies to the RDOS website.

Measurement

The measurement will be completing the post and feedback from our citizens.

Goal 2.4: To meet public needs through the development and implementation of key services.

Objective 2.4.1: By identifying services required by RDOS citizens and implementing the 2015 phase.

Description

The Regional District of Okanagan Similkameen offers 138 different services to its 85,000 citizens. Each service requires the approval of those citizens within the geographic area of the service and who will pay for the service. There are services that involve our whole Region, there are sub-regional services, there are local services and there are those that involve partnerships between electoral areas and incorporated municipalities. It's all about what services a defined group of citizens want us to provide. The Regional District maintains a service registry, but services evolve and we need a mechanism to keep the Bylaws up-to-date. In addition, we receive requests from citizens to establish new services that must be considered.

Ownership

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

The Activity

The creation of each service involves an onerous process. It's not something to be taken lightly. In 2015 we need to conduct a service inventory, determine if each service is being operated in compliance with the establishment bylaw, benchmark with other similar regional districts to determine if there are gaps in our service and then determine a schedule for the implementation of new services.

Measurement

This is an activity based objective and the measurement will be completing the inventory, the benchmarking and the schedule of implementing new services.

KEY SUCCESS DRIVER 3 – BUILD A SUSTAINABLE COMMUNITY

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

Goal 3.1: To develop a socially sustainable community

The Social Sustainability Pillar is based on people and how we improve their quality of life.

Objective 3.1.1: By defining regional and community parks and create a development strategy.

Description

Parks, trails, greenspace, greenways, blueways, playgrounds and all other public recreation spaces are essential to a good quality of life in any community. The Regional District needs to build its park/trail inventory, but it's also very important that the Regional District identify which of their parks are regional and which are local. That determines who pays. The Regional District of Okanagan Similkameen is just in the process of building our Community Services Department and we need to catch up in establishing what we have, we need to look at our governance of our Parks and Recreation functions in all of our electoral areas and we need to bring some consistency in what we're providing to our citizens.

Ownership

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

The Activity

This objective will require that we review all of our original parks establishment bylaws to determine how they were created and ensure that we are in compliance with those bylaws. We need to inventory and map our park assets, benchmark community service governance models for regional districts, and bring some consistency to the governance of our Parks Commissions.

Measurement

This is an activity-based objective which will be dependent on the completion of the bylaw review, the park inventory and establishing a consistent governance model for our Parks Commissions.

Goal 3.1: To develop a socially sustainable community

Objective 3.1.2: By participating in the Healthy Communities Program

Description

The Okanagan Similkameen Healthy Communities Coalition is a non-profit society created to address the five pillars of chronic disease in partnership with the Interior Health Authority. It strives to provide universal access to healthy living opportunities in the Okanagan Similkameen. The Board and all of our member municipalities have signed on to the Healthy Living Charter in 2012 and administration has been involved in the project since that time.

Ownership

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

Activity

In 2015 the Regional District will continue to support the Okanagan Similkameen Healthy Communities Coalition by serving on the Board of Directors and the Operations Steering Committee. The Board will consider the benefit to their ratepayers of financially supporting the Coalition with operating funds.

Measurement

This is an activity based objective and is measured by the participation of the CAO and the Manager of Community Services on various boards and committees.

Goal 3.1: To develop a socially sustainable community

Objective 3.1.3: By initiating a Regional Heritage Program

Description

The heritage assets of the Regional District of Okanagan Similkameen are important symbols of the history of the regional district and our citizens expect us to identify and protect those assets. The Regional District engaged consultants in 2014 to conduct an inventory of assets and measure their heritage value based on a set of variables. A plan to record and develop a program to protect the assets has been developed and is in final approval stage. Following the adoption of the plan by the Board, a heritage program will need to be established.

Ownership

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

Activity

In 2015 the Regional District will develop a regional heritage service, establish an advisory committee, initiate an education and marketing campaign and present these milestones to the Board for approval.

Measurement

The success of this objective in 2015 will be measured by the adoption of the Regional Heritage Plan and the development of an implementation program.

- Goal 3.1:** To develop a socially sustainable community
- Objective 3.1.4:** By implementing the 2015 phase of the 911 Emergency Telecommunications Engineering Project

Description

The RDOS Emergency 911 Telecommunications system has undergone an extensive review over the past few years and it was made clear that the current system functionality, performance, service area and reliability was suspect. Concerns with current system included lack of policy and clarity over 911 Radio Equipment Cost Apportionment Policy (system responsibility), no formal process for standardization/coordination, sub-standard site installations, dependency on commercial data connections, poor/no signal coverage in some areas, lack of system redundancy in key system areas, lack of System Health monitoring, EOC (Emergency Operations Center) not connected to radio network, some equipment near end of life and we didn't meet National Fire Protection Association (NFPA) 1121 Standard.

A Plan was developed to address these weaknesses, the Board approved a budget and a borrowing bylaw was passed by public assent. Administration is now in the process of implementing a multi-year program to correct the deficiencies and this will continue into 2015.

Ownership

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

Activity

In 2015 the Regional District will continue to procure equipment and commence installations. A live test on the improved system will be conducted, we'll go out for proposals to manage the maintenance schedule of the new radio system and we'll transfer from the existing radio system when we're ready to go live with the new one.

Measurement

The success of this objective will be transferring from the current radio system to the new system by year-end.

Goal 3.1: To develop a socially sustainable community

Objective 3.1.5: By creating a Regional Transit Service

Activity

BC Transit, in collaboration with the Regional District of Okanagan Similkameen is conducting a 25 year Transit Future Plan for the region. 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 will be 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 will also describe 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): Rural Projects Coordinator

The Activity

The Board will receive the final report from BC Transit in early 2015. At that point, the Board will review the governance recommendations for Transit in the Regional District and determine whether to proceed with the creation of a regional service and to define the scope of that service. Should we decide to proceed; the Service Establishment Bylaw will be prepared for public assent. Other short-term recommendations may be available for implementation in 2015 as well.

Measurement

This objective will be measured by the successful creation of a regional service.

Goal 3.1: To develop a socially sustainable community

Objective 3.1.6: By developing and constructing a Pedestrian Corridor up Lakehill Road in Kaleden

Activity

The Regional District has entered into a partnership with the Ministry of Transportation and Infrastructure to design and construct a pedestrian corridor up Lakehill Road in Kaleden. The project is funded through the Area “D” Community Works Program and a grant from the Province. The design will also address storm drainage down this important transportation link in Kaleden.

Ownership

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

The Activity

The Board has previously approved the dedication of funds from the Area “D” Community Works Program to partner with the Province for the construction of a pedestrian corridor on Lakehill Road. This project was scheduled for completion in 2014 but construction was delayed to allow the Province the opportunity to consider storm drainage down Lakehill Road. Construction will proceed in 2015 and will be managed by the Community Services Department.

Measurement

This objective will be measured by the successful completion of the project and the opening of the corridor.

Goal 3.1: To develop a socially sustainable community

Objective 3.1.7: By developing an Area A and C Trail Development Plan

Description

The Regional District of Okanagan Similkameen has developed a robust Trails Master Plan and is continually striving to enhance both the quality and quantity of developed trail.

Ownership

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

Activity

In 2015, the Regional District will work on a plan to extend the trail in Electoral Areas “A” and “C”. We need to first obtain tenure on the land and develop plans for the construction of a regional trail through Areas “A” and “C”. The land identified is sometimes referred to as the KVR South Spur.

2015 will also include a robust Stakeholder consultation process and the preliminary engineering for the trails.

Measurement

Completion of the Stakeholder Consultation in affected areas by the end of 2015.

Goal 3.2: To develop an Economically Sustainable Community

The second pillar of community sustainability is to develop an economically sustainable community. This pillar focusses on economic development in the Region, 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 developing an infrastructure lifecycle 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 next step for us is to turn this into an Asset Lifecycle Plan so that we can estimate the life of our assets and start planning for their replacement so that we don't overburden the financial capability of our ratepayers. We also need to plan wisely and that involves the generation of reasonable Capital and Operating Budgets.

Ownership

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

The Activity

This project has been in our Business Plan for several years and, following the compliance with the Capital Tangible Assets policy established by the Public Service Accounting Board and adopted by the Province, the Regional District will take this a step further to assist us in prudently planning for the replacement of our capital assets in the future. In 2015 this 20 Year Plan will be completed and presented to the Board for discussion.

Measurement

A Lifecycle Plan will be developed in 2015 for the Board's consideration.

Goal 3.2: To develop an Economically Sustainable Community

Objective 3.2.2: By investigating the benefit of acquiring the Penticton Regional Airport and the formation of an Airport Authority

Description

The National Airports Policy (NAP) was adopted by Canada in 1994 and the ownership and operation of the majority of Regional Airports have been turned over to local government. There are 18 airports, Penticton being one, that have remained with Canada. Transport Canada (TC) is now starting a second round of discussions regarding the ownership and operation of the remaining airports under their control, with an interest in going to Cabinet with a new policy in 2015.

The TC interest remains that of regulator rather than owner/operator.

In a letter received June 28th, 2013, the Regional District was identified by TC as one of the main stakeholders invited to enter into in the development of the next phase of the National Airports Policy and the future of the Penticton Regional Airport. TC expropriated the airport land from the Penticton Indian Band back in the 1960's and believe PIB received fair compensation for the land at that time. TC is proceeding on the basis that PIB has no formal claim on the airport lands. PIB disputes this position and remains a very interested party to the discussions.

The parameters of the initial NAP were very strict. Ms. Young indicated that the intention for the second round is to be much less restrictive, more entrepreneurial and to continue to move TC towards that regulator role, rather than as operators of 18 airports.

Should TC not receive interest from a local government, they may be interested in engaging other private sector stakeholders to operate the airport. At this point, they're looking for an expression interest from the Regional District to enter into further discussions.

Ownership

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

The Activity

The Penticton Regional Airport is not self-sufficient and prior to entering into agreement with TC for the acquisition of the Airport, it would be prudent for the Regional District to conduct a due diligence on the potential of the airport and various governance structures. Discussions with our partners, the Penticton Indian Band and the City of Penticton would also be critical.

Measurement

This objective will be measured by the review of the Airport operations and financials with a report back to the Board in 2015.

Goal 3.2: To develop an Economically Sustainable Community

Objective 3.2.3: By updating the Naramata Water System Development Cost Charge Bylaw

Description

Urban development often leads to an increase in the demand for water and other services. Development Cost Charges (DCC's) are monies that the Regional District would collect from land developers to offset that portion of the costs related to the water system that are incurred as a direct result of the new development. New development may require increases to the size of the water treatment plant, storage facilities or trunk mains and the philosophy would be that existing ratepayers shouldn't have to pay if they're not benefiting from the new infrastructure.

The Naramata Water System currently has a Development Cost Charge Bylaw, but it is dated and needs to be revised. Engineering studies have been completed to determine the condition of the existing infrastructure and the bylaw will establish specific rates for new development to contribute for the expansion to the existing infrastructure.

Ownership

- Office of Prime Interest (OPI): Manager of Public Works
- Offices of Collateral Interest (OCI): Subdivision Supervisor

Activity

In 2015, the Regional District will review the existing DCC Bylaw and identify system upgrades required for subdivisions to be developed in future years to accommodate growth. A draft bylaw will be brought to the Board for consideration and then submitted to the province and the public for discussion.

Measurement

Success would be the adoption of a revised DCC bylaw by the end of 2015.

Goal 3.2: To develop an Economically Sustainable Community

Objective 3.2.3: By developing a fleet management policy

Description

A Fleet Management Policy is used by corporations to ensure that vehicles are effectively and efficiently procured, maintained, used and disposed of and that they are operated safely. The acquisition of new vehicles to meet corporate needs must be justified as part of the overall project/program business case. Existing vehicles will generally be replaced in accordance with predefined criteria based on the age and mileage of the vehicle, which has been established to minimize the overall lifecycle cost. Exceptions, including emergency replacements, will be considered on a case-by-case basis.

A Fleet Management Policy should be comprehensive and may cover vehicle maintenance, use, disposal, operation, set out accident reporting procedures and identify what type of record keeping is required. The Regional District contracts the City of Penticton to provide fleet maintenance services.

Ownership

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

Activity

In 2015, the Regional District will conduct a benchmarking exercise against other local governments to ensure we're covering all of our bases. A draft policy will be developed and submitted to the Board for discussion.

Measurement

This is an activity based objective and success will be dependent on production of a comprehensive policy.

Goal 3.3: To develop an environmentally sustainable community

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

Objective 3.3.1: By implementing the 2015 phase of the Corporate Climate Action Plan

Description

The South Okanagan Similkameen Climate Action Planning Project is a collaborative effort between the Regional District of Okanagan Similkameen and the member municipalities of Keremeos, Oliver, Osoyoos, Penticton, Princeton and Summerland to develop corporate and community climate action plans to meet their voluntary commitments under the Climate Action Charter and legislated obligations under the Local Government (Green Communities) Statutes Amendment Act (Bill 27, 2008).

In 2009, the RDOS consumed approximately **20,000 GJ** of energy and emitted approximately **586 tonnes of CO₂e** (GHG emissions expressed as carbon dioxide equivalents or CO₂e) in the delivery of its services. Energy consumption by buildings and infrastructure accounts for 78% of corporate GHG emissions, and fuel consumption by fleet vehicles accounts for 22%. The RDOS has committed to reducing corporate GHG emissions by 10% from 2009 levels by 2020.

Ownership

- Office of Prime Interest (OPI): Manager of Development Services
- Offices of Collateral Interest (OCI): Manager of Public Works

The Activity

Every local government is now conscious of the requirement to conduct their current business without harming future generations. In 2014, the Regional District received the Corporate Climate Action Plan as a guiding document. The plan identifies 12 reduction measures to assist the RDOS in meeting the 2020 target, including a number of regional collaboration opportunities where the RDOS can work with member municipalities to advance corporate climate action in the region. Implementation requirements such as staff roles and responsibilities, and funding opportunities are outlined in an effort to assist the RDOS in achieving the 2020 reduction target.

In 2015 the RDOS will continue to file CARIP and Smartool reports with the province. We will implement the energy efficiency measures outlined in the plan for 2015, specifically focusing on the opportunities presented by the renovation of 101 Martin Street. The Department will continue to look for grants to promote and advance our action plan.

Measurement

Measurement of the progress in implementing the 2015 phase of the corporate climate action plan will be delivered on a quarterly basis when presenting against the Corporate Action Plan.

- Goal 3.3:** To develop an environmentally sustainable community
- Objective 3.3.2:** By implementing the ESDP recommendations from the “Keeping Nature in our Future” strategy.

Description

Many of the wildlife and natural areas in the South Okanagan-Similkameen are in trouble because of impacts from our towns and cities, agriculture, and other human activities on the land and water. Habitat loss and fragmentation, the spread of non-local species, climate change, pollution, and expanding land and water development are all contributing to a decline in the variety of living species and spaces. By investing in “Keeping Nature in our Future”, we can help to protect our rich natural assets as a legacy for our children and grandchildren. As the region's population continues to grow, this strategy provides the information we need to ensure that the stewardship of the natural environment is factored into all decisions on urban, suburban, resource, recreational, and rural development.

“Keeping Nature in Our Future” identifies why we should conserve and restore natural areas, which natural areas should be protected and restored, who can contribute, how and when conservation and enhancement of these natural areas can be achieved, and the role of natural areas in protecting regional biodiversity. The strategy provides a “big-picture”, landscape view of the region and a framework for considering conservation options that go beyond jurisdictional boundaries to include entire ecosystems and watersheds and all land tenures.

Ownership

- Office of Prime Interest (OPI): Manager of Development Services
- Offices of Collateral Interest (OCI): Manager of Public Works

Activity

The Board adopted “Keeping Nature in our Future” as a guiding document. The 2015 activity will entail the preparation of OCP bylaw amendments to entrench the “Keeping Nature in our Future” recommendations in legislation. This will involve a significant community consultation in all Okanagan Valley electoral areas and Area H in the Similkameen.

Measurement

The measurement will be the successful adoption of the OCP Bylaws.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.3: By commencing the Electoral Area “D-1” official community plan review

Description

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.

Under the Local Government Act, an OCP must include certain information, such as:

1. Residential development;
2. Commercial, industrial, and industrial land uses;
3. Land subject to hazardous conditions or environmentally sensitive to development;
4. Major road, sewer and water systems;
5. Housing policies related to affordable housing, rental housing, and special needs housing;
6. Public facilities, including schools, parks, and waste treatment and disposal sites; and
7. Greenhouse gas emission policies, targets, and actions.

Beyond this, an OCP may also consider other community priorities such as heritage protection, food security, water quality, economic development or transportation and mobility.

The Regional District of Okanagan-Similkameen (RDOS) has initiated the review and update of the Kaleden/Apex Official Community Plan (OCP) for Electoral Area 'D-1'. The plan process will be conducted in accordance with the *Local Government Act* which specifies purpose, required content, and adoption procedures of the OCPs.

There have been a number of changes to the current plan, to Provincial legislation and to the development of a Regional Growth Strategy all of which need to be reflected with the OCP

Ownership

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

Activity

The 2015 activity will entail the background research to commence the review and update of the “D-1” OCP. This is a 2-Year project and 2015 will include a SWOT analysis. The strengths/weaknesses /opportunities and threats will help us develop a list of issues to research and adjust for in the updated Plan. 2015 will also include the public consultation process which is so important in the development of any land-based policy document.

Measurement

The measurement will be the production of a draft OCP by the end of the year.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.4: By developing an Area Structure Plan for Gallagher Lake.

Description

Gallagher Lake is a small residential / tourist commercial community located south of Vaseux Lake. It is currently experiencing new development due to recent availability of community water and sanitary sewer from the nearby Osoyoos Indian Band. With new servicing, there are additional development opportunities on existing properties. This is also the closest settlement area to the new South Okanagan Correction Facility.

Ownership

- Office of Prime Interest (OPI): Manager of Development Services
- Offices of Collateral Interest (OCI): Manager of Public Works

Activity

The 2015 activity will entail the background research to develop an Area Structure Plan for Gallagher Lake. The 2015 activity will include a SWOT analysis. The strengths/ weaknesses /opportunities and threats will help us develop a list of issues to research and respond to as Gallagher Lake prepares for the opening of the Provincial Corrections Facility in 2016. 2015 will also include the public consultation process which is so important in the development of any land-based policy document.

Measurement

The measurement will be the adoption of the Area Structure Plan by the end of the year.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.5: By developing a consolidated Okanagan Valley Zoning Bylaw.

Description

The Regional District of Okanagan Similkameen has 6 Zoning Bylaws in the 5 Electoral Areas in the Okanagan Valley. They all hold different rules and regulations, wording and enforcement measures. It not only provides inconsistent direction to our citizens, but it causes confusion for developers and staff. It would be beneficial to reduce regulatory overlap, simplify the interpretation of Zoning regulations, improve the consistency of advice being given to the public and more effectively introduce new regulations across Electoral Areas. Since 2009, the Regional District has been contemplating the construction of a single Zoning Bylaw.

Ownership

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

Activity

The review of existing Zoning Bylaws and identification of areas of consistency and dissimilarity is complete. The 2015 activity will entail the preparation of the draft zoning bylaw and mapping schedule. The public consultation program will include workshops in each Electoral Area involved, in addition to the normal community and agency consultation.

Measurement

The measurement will be the adoption of the Consolidated Okanagan Valley Zoning Bylaw by the end of the year.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.6: By commencing the Electoral Area “F” official community plan review

Description

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.

Under the Local Government Act, an OCP must include certain information, such as:

1. Residential development;
2. Commercial, industrial, and industrial land uses;
3. Land subject to hazardous conditions or environmentally sensitive to development;
4. Major road, sewer and water systems;
5. Housing policies related to affordable housing, rental housing, and special needs housing;
6. Public facilities, including schools, parks, and waste treatment and disposal sites; and
7. Greenhouse gas emission policies, targets, and actions.

Beyond this, an OCP may also consider other community priorities such as heritage protection, food security, water quality, economic development or transportation and mobility.

The plan process will be conducted in accordance with the *Local Government Act* which specifies purpose, required content, and adoption procedures of the OCPs.

There have been a number of changes to the current plan, to Provincial legislation and to the development of a Regional Growth Strategy all of which need to be reflected within the OCP.

Ownership

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

Activity

The 2015 activity will entail the background research to commence the review and update of the Area F OCP. This is a 2-Year project and 2015 will include the establishment of the OCP Review Committee and background research for the development of the OCP. 2015 will also include the environmental scan which will lead to the development of the issues list for future consideration.

Measurement

This will be an activity-based objective for 2015, culminating in the production of the OCP in 2016.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.7: By conducting the regulatory 5-Year Regional Growth Strategy Review

Description

The Regional District of Okanagan Similkameen adopted a Sub-Regional Growth Strategy for the Okanagan Valley in 2011. It includes Penticton, Summerland, Oliver, Osoyoos and rural areas A,C, D, E and F. Regional Growth Strategies are encouraged for Regional Districts by the Province of British Columbia and enabled provincial legislation to create a long-term plan for an efficient, livable and sustainable region. Provincial legislation requires a review of a Regional Growth Strategy every five years.

They provide a venue for agreement on future goals and priorities at regional level, work out common issues of importance to local governments sharing the same geographic area, provide a statement of sustainability (**economic, environmental, and social well-being**) for the region and set out an Action Plan for implementation.

Ownership

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

Activity

The 2015 activity will include the identification of review indicators and the acquisition of data to complete the report. A complete review of the Regional Growth Strategy will occur and an issue identification process will be conducted. A report will be presented to the Board identifying any changes required.

Measurement

This objective will be measured by the submission of the RGS Review to the Province.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.8: By investigating the development of a regional conservation fund

Description

In September of 2013 the Board accepted the *Keeping Nature in Our Future* document and provided capacity and direction to staff to work with SOSCP on the development of an implementation plan to improve and expand methods for financing conservation. Staff was directed to explore the concept of establishing a local conservation fund that could be a regional service. It was determined that a local conservation fund for the South Okanagan-Similkameen could:

- provide the RDOS and conservation groups with a practical tool to protect the valuable natural areas identified in the regional biodiversity strategy;
- open up opportunities to leverage additional funding through pooling resources with other government and non-government organizations;
- allow the region to build on lessons learned from other successful conservation funds in B.C.;
- provide a reliable source of funding to create a significant natural legacy for future generations in this region and beyond.

Should a conservation fund be established, objectives could be to:

- Acquire, manage and protect natural areas of regional importance, including habitats for diverse fish and wildlife species, many of which are rare and at risk;
- Restore and protect watersheds, including lakes, watercourses and groundwater;
- Build on the network of regional parks and open spaces for people and wildlife;
- Support stewardship activities to restore and enhance damaged or disappearing ecosystems, e.g., wetlands, riparian areas, and rare sagebrush grasslands;
- Increase recreation and tourism opportunities;
- Protect special places that enhance local quality of life, and encourage people to explore the region's history and natural environment;
- Protect ecosystems and their services, i.e., "the free gifts of nature" that support our economy and communities, such as water and food supply, clean air, flood protection, pollination, soil and landscape stability, and natural cooling.

There is still much work to be done prior to seeking Board approval and public assent.

1) Public Opinion Assessment: Evaluating public awareness, perception and views regarding conservation priorities in the region, as well as a conservation fund and using a levy to seed the fund.

- Identifying areas of interest in participating in the service
- Basis of the levy: percentage of assessed value or flat parcel tax
- Issues related to equity and fund management
- Threshold for conservation levy (willingness to pay)
- Focus and specific priorities for the fund e.g. what is important to spend it on?

2) Development of the Fund Concept

- Choosing the desired legal approach to establishing and financing the fund.

- Establishing the bylaw servicing wording, approvals and referendum or AAP process.
- Identify criteria and processes for inviting, approving and evaluating projects.

Ownership

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

Activity

In 2015, activities would include the development and implementation of a public information program, researching details identified above and seeking approval from the Board to proceed.

Measurement

The success of this objective would be measured by the presentation of a comprehensive report to the Board prior to the end of the year.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.9: By undertaking Phase II of the Similkameen Valley Watershed Strategy

Description

Watershed management, in its simplest form, means managing upstream activities and resources wisely so that downstream resources remain healthy. It's about knowing how much water is in the system, where it comes from, who is using it, how it is being contaminated and where it ends up. Integrated watershed management planning is a cooperative effort by watershed residents, governments, First Nations and other stakeholders to create a long term plan to manage land, water and related resources on a watershed basis.

The Regional District received a \$500,000 Gas Tax grant to undertake the process and Phase 1 included a review of existing data on the Similkameen Water System and brought it together into a data base. The project, ongoing since 2013, is being managed by the Similkameen Valley Planning Committee. With three phases contemplated, Phase 1 included a Gap analysis to determine what information was missing, what reports were available consolidate all available information into a data base for easy retrieval. A Watershed Management Plan is not a regulatory document, but is intended to guide governments to build regulation to protect the water source in the future.

Ownership

- Office of Prime Interest (OPI): Manager of Public Works
- Offices of Collateral Interest (OCI): Engineering Supervisor

Activity

The Similkameen Valley Watershed Strategy is entering the second phase. The 2015 work will include a significant public consultation on the phase 2 process; work with the Lower Similkameen Indian Band to obtain a historical and cultural perspective on the importance of water in the Similkameen Valley and the completion of the Phase 2 Report. Phase 3 will start in 2015 and will focus on the review of agricultural needs.

Measurement

This objective will be measured by the completion of the Phase 2 and Phase 3 Reports and presentation to the Board.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.10: By completing the Faulder Water System Upgrade

Description

To address a depleting aquifer that serves as the water source for the Faulder Water System and to bring the quality of the water into compliance with national drinking water standards. In previous years, the Regional District has completed an aquifer study, selected a preferred alternative for security of the water source and worked with the Faulder Advisory Committee to complete a location study for a new well.

Ownership

- Office of Prime Interest (OPI): Manager of Public Works
- Offices of Collateral Interest (OCI): Engineering Supervisor

Activity

The 2015 activity will include the completion of the detailed design of the new well and the uranium extraction system.

Measurement

This objective will be measured by completion of the project in 2015 and the organization and implementation of an opening ceremonies to celebrate a very long process with the Faulder residents.

Goal 3.3: To develop an environmentally sustainable community

Objective 3.3.11: By implementing the 2015 phase of the Solid Waste Management Plan

Description

Guiding Principles for Development of Solid Waste Management Plan

- 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 Public Works
- Offices of Collateral Interest (OCI): Solid Waste Coordinator

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. The 2015 activity will include the completion of the organics siting study, a review of the curbside collection contract and the Campbell Mountain Landfill Gas Capture Plan.

Measurement

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

- Goal 3.3:** To develop an environmentally sustainable community
- Objective 3.3.12:** By initiating the process to bring Kaleden and Skaha Estates into the Okanagan Falls Waste Water Treatment System

Description

The communities of Kaleden and Skaha Estates are currently on septic to provide for their sewerage requirements. During the preparation of the Liquid Waste Management Plan in 2008, various alternatives were discussed for adding a sewage collection and treatment system for these two high density areas. Alternatives were reviewed in 2005 during the design for the upsizing of the Okanagan Falls Waste Water Treatment Plan. The Kaleden Lakeshore and Skaha Estates Sewage Treatment Plant Options enabling tie into Okanagan Falls was investigated in 2007 and again in 2010 during the Okanagan Falls Liquid Waste Management Plan process.

The Regional District has identified this project as their highest priority for a Building Canada II Grant Application and work is underway to develop a detailed design and cost estimate for the project. The communities have yet to determine a service area, but it could include approximately 140 lots in Kaleden and 180 lots in Skaha Estates.

Ownership

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

Activity

The 2015 activity will include completion of the detailed design of the sewer collection system for Kaleden and Skaha Estates and then obtaining public assent to create a Service to attach to the Okanagan Falls Waste Water Treatment System.

Measurement

This objective will be measured by the establishment of a service.

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

Goal 4.1 **To execute a well defined strategic planning cycle and process**

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

Description

The Regional District has developed a robust strategic planning cycle and, starting with a list of short-term priorities and evolving to a fully developed 5-year strategic plan and an annual Business Plan.

As well, the Regional District has developed a very robust 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/ Manager of Information Services
- Offices of Collateral Interest (OCI): Senior Management Team

The Activity

This is a forward-looking Objective, anticipating that we will rigorously follow our Strategic Planning Process. Regional District staff will commence the SWOT exercise for the update of the 2015-2019 Strategic Plan and the 2015 Business Plan in July of 2015, including a full review of our Enterprise Risk Management Plan. The Board will meet in September/October to give direction on any proposed changes to our Corporate Goals and to discuss 2016 Objectives.

Measurement

Compliance with the Strategic Planning Process adopted by the Board.

Goal 4.2 **To encourage all member municipalities, electoral areas and Indian Bands to work together**

Objective 4.2.1: **By organizing regional and sub-regional Community to Community meetings in 2015.**

Description

The Board of Directors for the Regional District of Okanagan Similkameen is formed of eight electoral areas and six incorporated municipalities. They cover an area of 10,400 km² over a diverse landscape. While there is always a consideration, and even a case, for parochial thinking, the Board takes a regional perspective in their approach to governance and has declared that it is more important that they provide good service to all the citizens of the regional district, regardless of their geographic location.

Ownership

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

The Activity

There have been efforts made over the past several years to identify opportunities for partnering between the Regional District and our incorporated members, and progress has been made. The Regional District has expanded our Enterprise Centers and provides more services to more members than we ever have, such as Human Resources, Geographic Information System support, planning, building inspection, community services, emergency preparedness, etc.

In June 2013, the Regional District signed the First Nation Protocol Agreement with three of our Bands and hopes to have the fourth become a fully functional member early in the new year. In 2015, the RDOS will apply for grants to host a Community to Community Forum in the Spring of 2015, to hire a facilitator and organize and administer the program.

Measurement

This is an activity-based program and measurement will be taken against the maintenance of existing partnerships and the development of new opportunities. The milestone will be the 2015 community to community forum in the Spring.

Goal 4.2 **To encourage all member municipalities, electoral areas and Indian Bands to work together**

Objective 4.2.2: **By implementing the terms of the First Nations Protocol Agreement**

Description

The Penticton Indian Band, Lower Similkameen Indian Band and Osoyoos Indian Band are three of seven Indian Bands (Lower Similkameen Indian Band, Upper Similkameen Indian Band, Osoyoos Indian Band, Penticton Indian Band, Westbank First Nation, Okanagan Indian Band and Upper Nicola Band) who together form the Okanagan Nation. The Regional District has a responsibility to steward the Okanagan Region for the mutual prosperity and well-being of aboriginal and non-aboriginal residents alike.

Following several years of discussion, the Regional District, PIB, LSIB and OIB entered into a Protocol Agreement on June 21, 2013. The Purpose of this Protocol Agreement is to provide a framework for:

- a) formalizing a Government to Government relationship;
- b) recognizing and celebrating diversity, while cooperating with each other to achieve mutual prosperity;
- c) consultation, communication, information sharing, education, and cooperation between the Parties; and
- d) collaborative decision making or negotiations in appropriate areas of common interest.

Ownership

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

The Activity

There are two groups formed out of the Protocol Agreement; being the Joint Council and the Steering Committee. In 2015, the Regional District will administer the protocol agreement on behalf of the participants. The Joint Council has established an implementation plan the Regional District will assist with the implementation of the 2015 phase of the plan.

Measurement

The Regional District members on the Joint Council and the Steering Committee will report to the Board quarterly and will produce a year-end report.

- Goal 4.2** **To encourage all member municipalities, electoral areas and Indian Bands to work together**
- Objective 4.2.3:** **By investigating opportunities for mutual cooperation among member municipalities**

Description

The Board of Directors for the Regional District of Okanagan Similkameen is formed of eight electoral areas and six incorporated municipalities. They cover an area of 10,400 km² over a diverse landscape. While there is always a consideration, and even a case, for parochial thinking, the Board takes a regional perspective in their approach to governance and has declared that it is more important that they provide good service to all the citizens of the regional district, regardless of their geographic location.

Ownership

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

The Activity

There have been efforts made over the past several years to identify opportunities for partnering between the Regional District and our incorporated members, and progress has been made. The Regional District has expanded our Enterprise Centers and provides more services to more members than we ever have, such as Human Resources, Geographic Information System support, planning, building inspection, community services, emergency preparedness, etc.

In June 2013, the Regional District signed the First Nation Protocol Agreement with three of our Bands and hopes to have the fourth become a fully functional member early in the new year. In 2015, the RDOS will apply for grants to host a Community to Community Forum in the Spring of 2015, to hire a facilitator and organize and administer the program.

Measurement

This is an activity-based program and measurement will be taken against the maintenance of existing partnerships and the development of new opportunities. The milestone will be the 2015 community to community forum in the Spring.

Goal 4.3: To promote Board and Chair Effectiveness

Objective 4.3.1: To assist the Board to operate in an effective manner

Description

Board self-assessment aims to help a board do its job better by improving members' understanding of their roles and responsibilities. Using a self-assessment tool can help a board become a stronger team, improve their problem solving skills and increase their accountability. The Regional District has a Board of 18 Members from diverse backgrounds and experiences. We have 14 different jurisdictions and odd accountability/voting structures. Managing expectations on how we conduct business is important.

Ownership

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

The Activity

The 2015 activity will be to bring forward a policy and self-assessment tool for Board discussion.

Measurement

Adoption of a Board Evaluation Policy, a survey tool and the implementation of a survey at the end of 2015.

Goal 4.4 To develop a responsive, transparent, effective organization**Objective 4.4.1: By developing policy framework and reviewing policy****Description**

Local Governments in a system of representative democracy are obligated, morally and legally, to be transparent in the conduct of their business. There are certain business activities which require confidentiality, but by and large, business is to be conducted openly. Further, by allowing citizen's to gain a better understanding of what their local government is doing, we can explore different ways to connect, develop policies, services and mechanisms that will allow us to be more inclusive of different perspectives, regions, people and needs.

The Regional District will align its citizen engagement activities to create a quality citizen interaction and service experience that will increase accessibility and availability to all of its citizens; be recognized as trusted and reliable source of information; provide a consistent, citizen-centric user experience; and, eliminate redundancies and increase efficiencies for government.

Ownership

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

The Activity

This objective is activity based and will commence with the development of clear policies. In 2015 the O/CAO will also review and update the FOI Bylaw, develop a standard operating procedure manual, provide training to the Board and External Departments.

Measurement

Submission of policies for Board review.

2015 FINANCIAL PLAN

The 2015 Financial Plan for the RDOS will be inserted following adoption by the Board in March.

RISKS AND MITIGATIONS

Risk Identification and Mitigation

The Regional District of Okanagan Similkameen 2015 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 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 2015 Enterprise Risk Management Plan identifies the following top risks based on our pre and post mitigation rating:

- **911 Emergency Telecommunications Infrastructure** – The regional emergency communication infrastructure is old and antiquated. The process is currently underway to update the infrastructure and build redundancy to help ensure uninterrupted dispatch communications during emergencies. Once completed this threat will be reduced to a moderate level risk.
- **Non-regulated alcohol in facility rooms** – The RDOS owns many facilities, including public facilities, arenas and fire halls. The RDOS would be legally liable if an incident occurred because of non-regulated consumption of alcohol in one of its facility rooms. A mitigation activity for this risk is for the RDOS to approve a policy not condoning unlicensed alcohol in facility rooms, but that policy was defeated and the threat remains high.
- **Unregulated development creating personal injury (Kennedy Lake and Headwaters areas)** – The RDOS is aware of numerous unapproved and unsafe buildings in the Kennedy Lake and Headwaters areas. The RDOS may be legally liable if an incident occurs. Mitigation activities include a legal injunction to cease expansion in Kennedy Lake and to determine an approach to address health and safety issues.
- **Man-made or 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 man-made threats and this is a moderate risk.
- **Inappropriate Office Space** – The RDOS office at 101 Martin St. was constructed in 1981. The building was not originally constructed with high quality materials. Maintenance and modernization of the building since the 1980's has been minimal. The result has been a building unwelcoming in its public interface and mostly unpleasant as a workspace. Over the years it has degenerated into a confusing warren of corridors, with an inefficient layout and a litany of staff complaints about heating, light, outdated finishes and a generally uninspiring atmosphere.