

**REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN** 

2016 CORPORATE BUSINESS PLAN (Approved 21 January, 2016) (This page left blank intentionally)

# TABLE OF CONTENTS

INTRODUCTION

STRATEGIC OVERVIEW

**KEY SUCCESS DRIVERS** 

ECONOMIC OVERVIEW

2016 CORPORATE OBJECTIVES

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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.

These challenges occur as a result of several factors resulting from both internal and external conditions. Demographic changes, revenue funding structures, provincial unfunded mandates, economic development, technological changes, aging and inadequate infrastructure systems, healthcare and cost containment, and perhaps foremost, a volatile international economy.

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. The economy is not stable and 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 promoting the three pillars of community sustainability; environmental, economic and social will add to the quality of life of 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;

#### 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.

#### **Core 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 generated at the 2015 Management and Board Strategic Plan Workshops and used as the foundation for our 2016 Goals:

## i. External

- That we value citizen input and citizen engagement.
- That technology will increasingly play a role in Regional District business.
- 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 value.
- That Building Canada II infrastructure grants will continue in 2016.
- That achieving corporate GHG targets will cost money.
- That impacts of community sustainability 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.
- That there will be new opportunities related to corrections and hospital construction.
- That public scrutiny of local government decisions will increase.
- The Canadian economy will remain stable throughout 2016
- That more of our business will be conducted on-line.
- That climate change will affect cores services, infrastructure and the frequency of environmental emergencies.

# ii. Internal

- That fiscal responsibility is one of the primary cost-driver for organizational decisions
- 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 we must build relationships to be successful
- 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 four Key Success Drivers, under which we build the 5-year strategic goals that support our vision.

# Key Success Driver 1.0: Be a High Performing Organizing

#### <u>Goals</u>

- 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.

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

#### <u>Goals</u>

- 2.1 To increase public awareness of RDOS Services.
- 2.2 To foster dynamic and effective community relationships
- 2.3 To meet public needs through the provision and enhancement of key services

# Key Success Driver 3.0: Build a Sustainable Community

#### <u>Goals</u>

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

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

#### <u>Goals</u>

- 4.1 To execute a well-defined strategic planning cycle and process.
- 4.2 To pursue partnerships with all member municipalities, electoral areas, Indian Bands and other levels of government.
- 4.3 To promote Board and Chair effectiveness.
- 4.4 To develop a responsive, transparent, effective organization.

# **ECONOMIC OVERVIEW**

#### **Global View**

The global economy continues to struggle, with China's slowdown, the downward bias in commodity prices, and the renewed increase in financial market turbulence risking further weakness. Currently there are not enough growth engines around the world. Only the U.S., the U.K. and India can be considered relative outperformers, countries which appear to be the most resilient and have the potential to generate stronger, and importantly, more sustainable activity. In contrast, most nations and regions are reporting moderate output growth, and a number of large nations, including Brazil, Russia and Venezuela, are still mired in recession.

All told, the global economy is undergoing a period of heightened uncertainty and modest economic growth. The extent of the slowdown in China and the knock-on effect to emerging markets from tighter U.S. monetary policy stand out as key risks for the outlook. Overall, global economic growth in 2015 is expected to come in at between 3.1% and 3.3%, its weakest pace since the financial crisis. Afterwards, a modest rebound is expected to between 3.4% and 3.8% in 2016 and to 3.5-4.0% in 2017, significantly lower than the 2000 to 2008 average of 4.3%.



After a slow start to the year, the U.S. expansion appears to be on a more sustainable growth trajectory, with the latest upward revision to second quarter real GDP highlighting the solid support provided by domestic spending. Consumer and housing-related activity are benefiting from continuing and large job gains, improved household balance sheets, comparatively low mortgage rates, and even lower prices at the pump. Orders and investments in the non-resource sectors are gradually improving again. The softer global environment coupled with persistent U.S. dollar strength has the potential to weigh on U.S. growth. The Fed is poised to raise short-term interest rates, but the timing and extent of prospective rate hikes will depend upon the strength of the U.S. expansion and 'core' inflation, and the potential for any spillover from the volatile financial market and economic conditions around the world. A rise in interest rates would create some uncertainty in the domestic economy and impact exchange rates and financial markets globally. The American economy is expected to grow by 2.5% in 2015 and between 2.6% and 3.0% in 2016.

#### National

Canada fell into a mild technical recession in the first half of the year, as low oil prices dragged down investment, and a swing in inventories overwhelmed an otherwise healthy economy. Inclement weather in eastern Canada was also a factor in Q1.

Growth, however, resumed in late in June and July, and is growth is expected to continue. Exports appear poised for a cyclical recovery, supported by the low level of the loonie, and improving U.S. demand. Growth on the export side would offset the ongoing weakness in investment. Business investment, particularly in the large resource-dominated sectors and regions, will be further constrained this year and next. The contraction in Alberta this year is now steeper, and the 2016 rebound more muted, reflecting the broadening impact of a more hesitant recovery in oil and gas investment. Helping to sustain Canada's growth this year and next are elevated infrastructure commitments from Ottawa and the majority of the Provinces. Investment is expected to begin a recovery modestly in 2017, helping offset the anticipated adjustment in the housing market. These cycles occur against a backdrop of modest but steady consumption growth, which underpins the outlook. Canada's labor market continues to generate jobs and wage growth recently accelerated.

Dragged down by the recession in early 2015, annual growth is expected to be just 1.1% in  $2015^1$  – the worst performance since 2009. The annual figure masks a rebound in the second half of the year, with growth of near 2.5% annualized. For 2016 and 2017, steady expansion of about 2% a year are expected which will help support modest employment and income gains. Growth is sufficient to offset past output losses by 2017, at which point the Bank of Canada will likely begin raising interest rates, placing additional upward pressure on the loonie.



#### **Canada Forecast Quarterly GDP Growth Rates**

<sup>1</sup> Growth rates given are the average of those forecast by the major Canadian banks in the September economic updates and by the Bank of Canada in their July economic update.

# Mixed external economic outlook

Global Economic Forecasts					
Indicator	2013	2014	2015	2016	2017
Canada real GDP, % chg.	2.0	2.5	1.0	1.8	2.3
U.S. real GDP, % chg.	2.2	2.4	2.4	2.8	2.6
China real GDP, % chg.	7.7	7.4	6.8	6.5	6.3
Japan real GDP, % chg.	1.5	-0.1	1.0	1.7	0.7
Crude WTI, USD	97.98	93.00	48.00	50.00	55.00
3-mo. T-bill rate, %	0.97	0.90	0.60	0.50	0.75
Long-term GOC bond, %	2.72	2.77	2.15	2.40	2.85
U.SCanada FX, cents	97.1	90.6	78.0	73.0	72.2
Source: IMF. Central 1 Credit Union. Consensus Forecasts.					

Cl Central 1 Economics

#### **Provincial Economic Overview**

The economic data so far this year have confirmed the significant toll that the drop in global oil prices is affecting the Canadian economy but is especially taking on Canada's oil-producing provinces. The clearest indication of stress has been the plummeting of energy-related investment, which in turn, has been a catalyst for weakness in related business activity (e.g., manufacturing and professional services), consumer spending (e.g., big-ticket items such as motor vehicles and home resales), and government revenues in these provinces.

Real GDP Growth % Change



Chart Credit: RBC Provincial Outlook – September 2015



# B.C. economy to outpace national growth

#### Recap

- Energy prices, interest rates buoy consumer activity, housing
- Export lift from U.S. growth cycle, low Canadian dollar
- Tourism, movie/film to shift higher, manufacturing improves with lag
- Weaker Canadian growth drag on domestic exports

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# Improvements in B.C. labour market in recent months



# Exports to exceed import gains through 2017



Source: Statistics Canada, C1CU. Latest actual: 2013, 2014e. Forecast: 2015 - 2017.

#### Cl Central 1 Economics



# B.C. posts net population gains from Alberta

#### 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, is 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%

Tourism will continue to be a strong economic driver in the Okanagan and Similkameen Valley's in 2016, following a moderate growth in 2015. Housing markets continue to show improvement and we have improved prospects for forestry. Uncertainty in the mining sector and an increased downtown in the Alberta economy pose risks that will have to be monitored.

Any threat to the Alberta economy will have an impact on the labour market in British Columbia as the number of interprovincial employee's make up a significant percentage of workers in the Thompson-Okanagan work in the oil patch. The oil shock will continue to weigh heavily on prospective home buyers in Alberta, but poses a risk to regional demand, as well, Alberta home buyers form a significant share of regional demand.

Economic and Housing Forecasts					
Indicator 2013 2014 2015 2016 2017					2017
Employment, % chg.	-2.4	1.0	1.4	1.4	1.6
Unemployment rate, %	7.0	6.3	5.8	5.7	5.8
Resale Home Trans., % chg.	9.0	20.5	9.4	3.3	3.2
Median Price, %	-0.6	3.8	-0.6	1.9	1.8
Population, % chg.	0.4	1.4	0.9	0.9	1.2
Res. Permits, % chg.	3.7	31.8	3.0	-4.9	6.7
Non-Res Permits, % chg.	-3.1	-2.1	16.6	2.6	5.1
Source: Statistics Canada, CMHC, Central 1 Credit Union Sept 2015.					

# Thompson-Okanagan Summary Outlook



# Signs of labour market tightening, but range-bound employment trend since 2006



# Okanagan/Similkameen RD





The Okanagan-Similkameen Regional District population is older relative to the provincial population. As a result:

- Medianage is 52 compared to the provincial 41.9
- Health care and social assistance accounts for 13% of DR jobs.
- Employment income makes up a smaller portion of total income.

# LOCAL GOVERNMENT OVERVIEW

#### **Overview**

The Constitution Act of 1867<sup>2</sup> identifies the specific services the Canadian Parliament administers and delegates the specific authorities belonging to the provinces<sup>3</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 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 term<sup>4</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>5</sup>.

#### 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.

<sup>2</sup> The Constitution Act 1867 to 1982, Section 91, Part VI, Department of Justice Canada, (Ottawa, Ontario: Minister of Supply and Services Canada, 1983).

<sup>3</sup> Ibid, Section 92(8) of Part VI

<sup>4</sup> Municipal Act, Chapter 19, Revised Statutes of British Columbia, 1998

<sup>5</sup> Ibid, Section 167

#### 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. I 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"	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 measureable 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:



### **KEY SUCCESS DRIVER 1 – BE A HIGH PERFORMING ORGANIZATION**

Goal 1.1To be an effective, fiscally responsible organizationObjective 1.1.1:By providing the Board with accurate, timely financial information.

#### 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 145 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 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 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 five-year period. The Board 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 budget adoption. The Board provides oversight on the budget against actuals on a quarterly basis throughout the year.

#### Measurements

The Regional District of Okanagan Similkameen has a very robust financial management system and has established rigorous controls to ensure Administration provides sound financial management, 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 oversight. Department Managers review financial statements monthly employs a TimeTracker data base to ensure expenses are applied to the right Service and we maintain a fair balance between urban and rural participants in regional services;

#### Weighting (5 points of 15 for the KSD)

- 1 point for the production of a narrative variance report to the Corporate Services Committee in Q2 and Q3.
- 1 point for obtaining an unqualified audit from an independent auditor for the 2015 calendar year.
- 3 points for successfully achieving the 2016 budget targets.

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 communicate effectively internally in order to provide the most current, reliable and intuitive information as possible. The RDOS has established a Communications Committee 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
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Offices of Collateral Interest (OCI);
 Manager of Information Systems

# 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 2016. Our Office Renovation Project has also brought home the need to establish a Business Continuity Plan and we think that the low hanging fruit for service efficiency may come through improving our use of technology.

#### Measurement

This is an activity based measurement, but there may be some statistical measurements captured in our annual staff perception survey. Identifiable milestones will include the completion of a Business Continuity Plan and a technology benchmarking/best practice study. The end result will be a more effective organization.

# Weighting (3 points of 15 for the KSD)

- 1 point for implementing the 2016 phase of the Internal Communications Plan
- 1 point for development of a Business Continuity Plan
- 1 point for completion of a benchmark study with other local governments to leverage technology for effectiveness.

# Goal 1.2: To be a healthy and safe organization

# Objective 1.2.1: By implementing the 2016 phase of the occupational health and safety action plan

# 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, our Joint Health and Safety Committee determined to continue inhouse due to the onerous reporting requirements for the provincial certification. We continue to have trained in-house auditors and conduct an annual safety audit, which forms the basis for our Safety Action Plan.

# Ownership

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

# The Activity

The Regional District Joint Health and Safety Committee annually audits the Regional District work places and they'll be implementing the actions identified in the Workplan for 2016. The Audit indicated that we needed to work more closely with our external Parks & Recreation Departments and our Fire Departments. That outreach will continue in 2016. It will also involve training and information sharing.

# 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 2016 Worksafe Plan, training for our staff and networking with our external departments.

# Weighting (2 points of 15 for this KSD)

- 1 point for reviewing and implementing revisions to safe work procedures for all departments within the organization
- 1 point for completion of the 2016 joint occupational health and safety action plan

# Goal 1.2:To be a healthy and safe organizationObjective 1.2.2:By implementing the 2016 Wellness Plan

# **Description:**

The Regional District of Okanagan Similkameen believes that every employee contributes directly to the growth and success of our organization. In recognition of that belief, a Wellness Committee has been established to foster the development and growth of a healthy workplace by establishing a positive work environment and paying attention to the factors that keep employees happy and healthy at work.

#### 2016 GOALS

- Develop a program that promotes a healthy work environment that attracts, retains, and most importantly engages employees.
- Develop a program that has an impact on employees' intellectual, physical, emotional, social, and spiritual well-being as well as on their occupational and environmental wellness.
- Promote employees' health and the health of the organization by creating a positive workplace culture through a focus on credibility, respect, fairness, pride, and camaraderie.
- Develop ways to recognize, reward, and motivate employees.
- Develop recruitment strategies to encourage employee participation on the Wellness Committee and with Wellness events with equal department representation.

# Ownership

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

# The Activity

Staff can sign up to join the Wellness Rewards Points Program at point of hire or at any time thereafter through HR. Points are collected in the following categories: wellness, health & safety, physical, and environment. Once a staff member reaches a certain milestone, they can cash their points in to receive a gift certificate from a local retailer for the pre-assigned amount equated to the number of points being redeemed. It would also be the intent of the Committee to encourage fitness "challenges" with our member municipalities in 2016.

#### Measurement

This objective can be measured by the number of employees signed up, the number of events sponsored and the number of points awarded.

#### Weighting (1 point of 15 for the KSD)

• 1 point for the implementation of the 2016 Wellness Plan.

Goal 1.3:	To cultivate a high-performing organizational culture
Objective 1.3.1	By implementing the 2016 Organizational Development Plan

#### Description

The Regional District of Okanagan Similkameen has a recognized cultural change program. We identified eight characteristics that we want our organization to resemble 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.

# Ownership

- Office of Prime Interest (OPI): Manager of Human Resources
- Offices of Collateral Interest (OCI): Committee for Organizational Excellence and Development

# 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 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.

#### Measurement

The High Performance and Innovation Committee promotes the eight characteristics of highperforming organizations and has an annual cycle they follow to entrench this cultural change. The eight characteristics are presented to each Board and 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.

# Weighting (2 points of 15 for this KSD)

- 1 point for organizing an employee committee to review the 2015 Perception Survey results and develop an action plan to make an intervention into the organization
- 1 point for improved results on the 2016 Survey over 2015 Survey

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

#### Goal 2.1 To increase public awareness of RDOS services

#### Objective 2.1.1: By promoting regional district facilities and services

#### Description

Our citizen surveys clearly indicate that the majority of our citizens don't have a good idea of what services we offer. 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 services, but we also need to keep them informed about the services we offer.

#### 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. In 2015, we developed an inventory of our facilities and properties so that we can properly brand them. Our 2016 program will include the development of a program to properly

sign our assets so our citizens can better identify what we currently provide and take the opportunity to leverage exposure through various local government events. Activities may include hosting open houses in a number of Electoral Areas during local government week in 2016, partnering with some of our member municipalities and talking to our local school districts about delivering educational seminars in schools. The Regional District will host a celebratory event on March 4<sup>th</sup>, create a special anniversary brand for 2016 and engage the Heritage Society to produce a written record of our history.

# Measurement

This is an activity based objective, but administration will report on our progress to the Board with our quarterly activity reports and our quarterly report on the Business Plan.

# Weighting (5 points of 15 for this KSD)

- 1 point for presenting an acquisition plan to the Board for increased signage of RDOS facilities and properties
- 1 point for promoting Local Government Awareness Week
- 1 point for implementing the 50th Anniversary Program

# Goal 2.2 To foster dynamic and effective community relationships

# Objective 2.2.1: By implementing the 2016 Phase of the Community Relations Program

# Description

With the large geographic area encompassing the Regional District of Okanagan Similkameen, we need an outreach program to interact with our citizens. We know from previous surveys that 60% 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

If our citizens don't come to us, we need to develop a strategy to go to them. In 2016, we intend to get out and organize an open house on local issues or tour each electoral area. We also want to actively identify interaction opportunities at Home Shows, events and other public gatherings in each area.

#### Measurement

The measurement of success of this objective will be the number of events or tours produced in 2016.

# Weighting (4 points of 15 for this KSD)

- 2 points for organizing an open house, public meeting or tour in each electoral area.
- 2 points for actively seeking interaction opportunities at Home Shows, events, booths, etc.

## Goal 2.3 To meet public needs through the provision and enhancement of key services

# Objective 2.3.1: By introducing a process of continuous improvement into the organization

#### Description

The Regional District of Okanagan Similkameen is always interested in improving the customer experience. The Board was introduced to a program that can be adapted to help the service sector improve performance and cut costs, called "Lean Management", in 2015. It's all about improving service and efficiency, without spending more money, using management practices developed in leading private companies and public sector institutions. Processes are improved, decisions are streamlined and employees are more engaged. Service gets faster and better.

Lean Management creates a more systemic impact by changing how managers manage and workers work. Changes have proven more sustainable when employees in the organization feel fully accountable, have the tools and are trained in Lean Management techniques. Lean Management addresses the systems and management practices critical to continuous improvement.

Lean Government organizations teach their employees to look at themselves from the perspective of their customers and stop doing what customers and taxpayers do not value, including:

- Eliminating unnecessary touch points and wait times from the beginning of the process to the end
- Improving coordination across functional areas
- Standardizing work to reduce variations in process and performance; and,
- Creating a culture of continuous improvement by exposing problems and their causes for all to see and act on.

#### Ownership

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

#### The Activity

In 2016 we'll continue our training program, introduce one employee to the "Greenbelt" level and conduct an ongoing program to bring the rest of our organization into the Lean management philosophy.

#### Measurement

The measurement will be based on our activities to introduce Lean Management throughout the organization, train a trainer and conduct a number of Kaizen's in 2016 to promote continuous improvement through process mapping.

#### Weighting (6 points out of 15 for this KSD)

- 2 points for completing the Zoning Amendment Work Plan from the 2015 Kaizen
- 3 points for conducting two Kaizen's in 2016
- 1 point for training staff on Continuous Improvement/ Process mapping at the 2016 Staff Business Meeting.

# **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 region

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

# Objective 3.1.1: By developing a Regional Heritage Service

#### 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. In 2015 a regional heritage plan was adopted as a guiding document and a service establishment process is in progress.

#### Ownership

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

#### Activity

In 2016, the RDOS will complete the service establishment bylaw, create 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 2016 will be measured by the creation of the regional service and the development of an implementation program.

#### Weighting (2 points of 25 for Goal 3.1)

- 1 point for the establishment of a Regional Heritage Service
- 1 point for the implementation of the 2016 phase of the Regional Heritage Plan

#### Goal 3.1: To develop a socially sustainable region

#### Objective 3.1.2: By implementing the 2016 phase of the Regional Transit Future Plan

#### Activity:

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): Rural Projects Coordinator

# The Activity

It would be the intent to establish a governance model for a Regional Transit Advisory Committee in early 2016. An acceptable Governance system for Transit in the Regional District is essential prior to any recommendation to proceed with the creation of a regional 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 2016 as well.

#### Measurement

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

# Weighting (3 points of 25 for Goal 3.1)

- 2 points for investigating a governance structure for a regional transit strategy
- 1 point for initiating a Regional Partnership for Public Transit

Goal 3.1:	To develop a socially sustainable region
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#### Objective 3.1.3: By developing a regional fire service master plan

#### **Description:**

The British Columbia Office of the Fire Commissioner recently released the 'Structure Firefighters Competency and Training Playbook'. The "Playbook" establishes a new fire training standard for all Fire Departments in B.C., pursuant to section 3 of the Fire Services Act. An internal review of the new standards, including our seven Regional District fire departments has raised concerns for our ability and capacity to meet the identified standards, while maintaining volunteerism and budgets.

#### Ownership

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

#### The Activity

In 2016, the Regional District will conduct a coordinated review our fire services that will address;

- roles and responsibilities
- gaps in service
- management and administration
- training requirements
- human resource management; and,

• fire and life safety inspection requirements for electoral areas.

The proposed "Master Plan" will assist us in determining actions for each of our fire departments that will address the concerns arising from the "Playbook". The plan will also identify individual strengths and challenges facing each of our fire departments and provide industry standard solutions to meet the requirements imposed by the Office of the Fire Commissioner and future growth issues as they arise.

#### Measurement

This objective will be measured by the presentation of a Fire Services Master Plan to the Board in 2016.

#### Weighting (3 points of 25 for this Goal)

- 1 point for developing a Terms of Reference for a Master Plan
- 1 point for awarding and administering the contract for the development of the Plan

Goal 3.1:	To develop a socially sustainable region

#### Objective 3.1.4: By implementing the Regional Trails Program

#### Description

The Regional District of Okanagan Similkameen has developed a robust Trails Master Plan in 2012 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 addition to continuing our work to obtain tenure on the Vaseux Lake Trail, the Regional District will plan to design and construct:

- The KVR Trail in Electoral Areas "A" and "C"
- The Willow Beach portion of the KVR
- McIntyre/Senqilt
- Banbury to Ponderosa Point
- Similkameen Trail upgrades around Cawston and Keremeos

#### Measurement

This is an activity based objective and progress will be measured against trail constructed.

#### Weighting (8 points of 25 for this Goal)

- 3 points for implementing the 2016 KVR trail improvements
- 3 points for implementing the 2016 Similkameen Rail trail upgrades
- 2 points for securing Provincial tenure for the KVR trail Vaseux Lake phase

# Goal 3.1: To develop a socially sustainable region

### Objective 3.1.5: By undertaking a Park Development Plan

# Activity

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 Supervisor

# The Activity

In 2016, the Regional District will carry out the following parks development program:

<u>Area D</u>

- Development of the Plan for our new Vintage Views Park in the Heritage Hills subdivision.
- Development of the Plan for our new Lamb Park in Okanagan Falls
- Development of a plan for Kaleden parks

#### <u>Area E</u>

• Develop a plan for the recently acquired parks in Naramata

#### Measurement

This objective will be measured by the successful completion of the Plans.

# Weighting (3 points out of 25 for this Goal)

- 1 point for the development of a Terms of Reference for a Development Plan for Naramata, Okanagan Falls and Kaleden
- 1 point for retaining a design consultant
- 1 point for commencing the Park Plan Design

# Goal 3.1: To develop a socially sustainable region

# Objective 3.1.6 By implementing the 2016 Phase of the Parks Program

## **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 addition to continuing our work to obtain tenure on the Vaseux Lake Trail, the Regional District will plan to design and construct:

- The KVR Trail in Electoral Areas "A" and "C"
- The Willow Beach portion of the KVR
- McIntyre/Senqilt
- Banbury to Ponderosa Point
- Similkameen Trail upgrades around Cawston and Keremeos

#### Measurement

This is an activity based objective and progress will be measured against trail constructed.

# Weighting (4 points out of 25 for this Goal)

- 1 point for developing the Area A Reflection Point Park
- 1 point for investigating the Kaleden Hotel Regional Park upgrade;
- 1 point for completing the parkland acquisition in Area E
- 1 point for completing the Mariposa Park & Tennis Court upgrades in Area F

#### Goal 3.1: To develop a socially sustainable region

# Objective 3.1.7 By supporting the Okanagan Falls Affordable Housing Initiative

#### Description:

Residents of Okanagan Falls have identified assisted living spaces as an urgent need in their community. The South Skaha Housing Society has been in existence since 2005 with the mission to establish a Seniors Affordable Housing Project to be located in Okanagan Falls, BC. The Society proposes to facilitate the construction of Phase 1 of the planned project; being a 30 unit - 3 story facility on a parcel of land central to the community which is owned (in part) by the local Branch 227 of the Canadian Legion, with a smaller portion owned by the Catholic Parish of "Our Lady of Lourdes."

Electoral Area "D" has a population of over 5,000 citizens, large proportions of which are senior and in many cases have lived in the area for more than 50 years. These residents have established

family and friend networks in the area, which they rely on for quality of life. As the residents age, they are unable to cope with the rigors of home ownership. They require assistance with their daily living tasks and are seeking alternative accommodation. There is no supportive or assisted living accommodation in Electoral Area "D" (Okanagan Falls/Kaleden) therefore these long-time residents may be forced to move away from friends, family and church to reside in Penticton or other communities with affordable seniors' facilities, if there are spots available.

Results of an extensive Age Friendly Report conducted in 2014 revealed that the current percentage of Seniors or near Seniors living in Okanagan Falls make up more than half the population (56%). Further, the number of people widowed over 65 years of age has increased substantially in the past 10 years. The need for assisted or supported living was a major theme from the interviews and survey research. The current housing supply is not sufficient to meet the needs of the growing aging population in Okanagan falls, especially since the survey found that 77% plan to stay in the community as they approach old-age.

# Ownership

- Office of Prime Interest (OPI): Manager of Community Services
- Offices of Collateral Interest (OCI): Area D Rural Services Manager

# The Activity

While funds may be available to design and construct the senior's facility in Okanagan Falls, the 2016 activity must be focused on the acquisition of a parcel of land. This was the single largest constraint in discussions with the Minister Responsible for Housing at UBCM in 2015.

#### Measurement

This objective will be measured by support for a sustainable committee and the acquisition of a parcel of land for a low-cost senior's housing project in Okanagan Falls.

# Weighting (2 points of 25 for this Goal)

- Facilitate consolidation of a land parcel to house the project
- Work with the Ministry Responsible for Housing to get an approved project.

#### 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 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 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 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.

Asset management is a continuous quality improvement process that is ongoing and scalable. Grants are being made available through UBCM to assist local government with compliance and it is anticipated that an Asset Management Plan will be required sometime in the future for grant eligibility.

## Ownership

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

### The Activity

Best practices continue to focus on establishing multi-faceted asset management plans that allow for the efficient use of existing assets, provide information on asset gaps, and provide maintenance scheduling, lifecycle planning and financial planning for the replacement of assets. Asset Management Planning is the first step in formalizing a corporate wide Asset Management Plan for an organization to meet these various needs. The focus for 2016 will be on establishing what is needed to develop an asset plan that will meet the various needs within the organization.

#### Measurement

Success on this objective will be measured with a report to the Board prior to the end of 2016.

# Weighting (2 points of 6 for this Goal)

- 1 point for applying for an Asset Management Plan Grant
- 1 point for investigating best practices for the development of an Asset Management Plan

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

**Objective 3.2.2:** 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 2016, 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 2016.

# Weighting (2 points of 6 for this Goal)

- 1 point for developing a draft bylaw for presentation to the Naramata Water Advisory Commission
- 1 point for submitting a bylaw to the Board for consideration

# Goal 3.2: To develop an Economically Sustainable Region

Objective 3.2.3: By undertaking Phase 3 of the Okanagan Falls Town Centre Revitalization process

# **Description:**

In early 2014, the Regional District of Okanagan-Similkameen (RDOS) initiated a process to develop a design-focused economic revitalization plan and implementation strategy for the Okanagan Falls Town Centre. The ultimate objective of the RDOS is to help reverse the economic fortunes of Okanagan Falls Town Centre through strategic public and private investments and partnerships, positive streetscape improvements and quality urban design that can together provide a distinctiveness of place and make the town centre enticing as a place to live, work, invest, shop and play for both local people and visitors.

The primary geographic focus of this project is the area along Highway 97 in Okanagan Falls between the Okanagan River bridge to the west, the bridge over Shuttleworth Creek to the south, and the immediately surrounding lands, both to the south and north, up to Skaha Lake.

# Ownership:

- Office of Prime Interest (OPI): Manager of Development Services
- Offices of Collateral Interest (OCI): Area D Rural Services Manager

#### Activity:

In Phase II of the Okanagan Falls Town Centre Visioning Project, the Regional District of Okanagan Similkameen (RDOS) commissioned "COUNTERPOINT COMMUNICATIONS/URBAN FORUM ASSOCIATES" to conduct a charrette, including an analysis of policies and constraints affecting town centre development, ways of improving the climate for business and investment, upgrades to traffic management, interviews with key stakeholders, potential <u>place magnet</u> opportunities and developing alternative scenarios that will culminate in an innovative plan for the revitalization and future development of Okanagan Falls.

Phase III of the Project must include the entrenchment of policy into enabling documents and further talk to partners regarding Highway 97, a major factor for downtown Okanagan Falls.

### **Measurement:**

The 2016 objective will be measured by the initiation and completion of a formal planning consultative process to adopt policy into the enabling planning documents in Area "D2".

# Weighting (2 points of 6 for this goal)

- Submit the Phase II Report to the Board
- · Commence the process to entrench the policies in the D-2 OCP

# Goal 3.3: To develop an environmentally sustainable region

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

# Objective 3.3.1: By adopting the Electoral Area "D-1" official community plan

# 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 is being 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 and to Provincial legislation over the years, all of which need to be reflected in the OCP.

#### Ownership

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

# Activity

With the consultative process virtually complete, the 2016 activity will entail adoption of the "D-1" OCP.

# Measurement

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

# Weighting (1 point of 24 for this Goal

• 1 point for presenting the final plan to the Board of adoption

# Goal 3.3:To develop an environmentally sustainable regionObjective 3.3.2:By adopting 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. This settlement would benefit from an inclusive planning process.

# Ownership

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

#### Activity

2015 saw the initiation of the process and entailed the background research, a SWOT analysis and community consultation. 2016 will move to the formal approval component of the Area Structure Plan and entrenching it into the Area C OCP.

#### Measurement

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

#### Weighting (2 points of 24 for this Goal)

• 2 points for the presentation of the Bylaw to the Board for consideration.

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

#### **Objective 3.3.3:** 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 RDOS has previously reviewed the existing Zoning Bylaws, identified areas of consistency and dissimilarity prepared the draft zoning bylaw and mapping schedule. A public consultation program, including workshops in each Electoral Area is complete. The 2016 activity will entail the final review and adoption of the consolidated bylaw.

#### Measurement

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

# Weighting (3 points of 24 for this Goal)

• 3 points for presenting the draft amending bylaw to the Board for consideration

Goal 3.3:	To develop an environmentally sustainable region
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**Objective 3.3.4:** 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 2016 activity will entail the background research to commence the review and update of the Area F OCP. This is a 2-Year project and 2016 will include the establishment of the OCP Review Committee and background research for the development of the OCP. 2016 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 2016, culminating in the production of the OCP in 2017.

#### Weighting (2 points of 24 for this Goal)

- 1 point for conducting background research to commence the review and update of the Area F OCP.
- 1 point for establishing and supporting an Area "F" OCP Review Committee

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

#### **Objective 3.3.5:** 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 included the identification of review indicators and the acquisition of data resulting in a report to the Board. The Board has determined that only a "minor amendment" is required and that legislative process will commence in 2016.

#### Measurement

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

#### Weighting (2 points of 24 for this Goal)

• 2 points for commencing the legislative review process and reporting progress to the Board

**RDOS Business Plan - 2016** 

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

#### Objective 3.3.6: By undertaking Phase III 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 and to consolidate all available information into a data base for easy retrieval. Phase II continued with data gathering. 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 third phase. The 2016 work will continue 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 initiation of the Phase III Report, which will include the review of agricultural needs and look at water governance options.

#### Measurement

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

#### Weighting (4 points of 24 for this Goal)

- 2 points for conducting public consultation; working with LSIB to develop a historical and cultural perspective of the importance of water in the Similkameen Valley
- 2 points for completing the Phase III Report

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

Objective 3.3.7: By implementing the 2016 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 measureable;
- 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 2016 activity will include the completion of the organics siting study, continuation of the Campbell Mountain Landfill Gas Capture Plan, a review of seepage mitigation requirements and the initiation of the Operations/Design/Closure Plan. Further, the RDOS will work on the development of a food waste strategy and introduce a Business and Multi-family recycling program.

#### Measurement

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

#### Weighting (6 points of 24 for this Goal)

- 2 points for developing a diversion of food waste strategy
- 1 point for introducing a Business and Multi-family recycling program
- 1 point for completing the Operations/Design/Closure Plan

• 2 points for piloting a Bio-cover methane mitigation project to achieve approval for substituted requirements permit.

# Goal 3.3:To develop an environmentally sustainable regionObjective 3.3.8:By bringing Kaleden and Skaha Estates into the Okanagan Falls Waste<br/>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

Our initial application under the Building Canada Fund II Program was denied. The 2016 activity will include completion of the detailed design of the sewer collection system for Kaleden and Skaha Estates, resubmitting our application under the Grant Program 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. Work is dependent on receiving a Building Canada II grant in 2016.

#### Weighting (1 point of 24 for this Goal)

• 1 point for completing the detail design of a sewerage collection system for Kaleden and Skaha Estates

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

### Objective 3.3.9:By purchasing and constructing a wetlands filtration system for the<br/>Okanagan Falls Waste Water Treatment Plant

#### Description:

The Regional District of Okanagan Similkameen completed the construction of the Okanagan Falls Waste Water Treatment Plant in 2014. The Plant disposes of effluent into the Okanagan River Channel and, while the effluent meets all required environmental standards, it does not treat for

endocrine disrupting compounds. The Regional District is interested in exceeding standard by filtering the effluent, once it leaves the Plant, through a wetlands project.

Initially expressing interest in a parcel across the channel for the project, it has since been determined that the Canadian Wildlife Assoc., being the current caregiver for the land, is reluctant to give permission, not knowing what impact the effluent will have on the various species living there.

The Regional District has since placed an "offer to purchase" on a piece of land to the immediate south of the Waste Water Treatment Plant that would be ideal for the project. Prior to completing the purchase, the Regional District is confirming with the Agricultural Land Commission that it would be an acceptable use for this agricultural area.

#### Ownership:

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

#### Activity:

This project is funded. The 2016 activity will include completion of the property purchase, detailed design of the wetlands and construction.

#### Measurement:

This objective will be measured by the completion of the project in 2016.

#### Weighting (3 points of 24 for this Goal)

• 3 points for purchasing the land, designing the wetlands filtration project and commencing the process to construct in 2016.

#### 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 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 2016-2020 Strategic Plan and the 2017 Business Plan in July of 2016, 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 2017 Objectives.

#### Measurement

Compliance with the Strategic Planning Process adopted by the Board.

#### Weighting (3 points of 15 for this KSD)

- 1 point for development of the 2017-2021 Strategic Plan
- 1 point for development of the 2017 Corporate Business Plan
- 1 point for review and update the Enterprise Risk Management Register

Goal 4.2	To pursue partnerships with all member municipalities, electoral areas, Indian Bands and other levels of government
Objective 4.2.1:	By organizing regional and sub-regional Community to Community meetings in 2016.

#### 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 km<sup>2</sup> 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. That means partnering with other jurisdictions on a regular basis.

#### 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 the Bands in our geographic area and hopes to have the fourth become a fully functional member early in the New Year. In 2015, the RDOS applied for grants to host a Community to Community Forum in the spring and fall of 2016, 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 2016 community to community forums.

#### Weighting (2 points of 15 for this KSD)

- 1 point for organizing and hosting a C2C Forum in 2016.
- 1 point for applying for grants to host C2C meetings in 2017

## Goal 4.2To pursue partnerships with all member municipalities, electoral areas,Indian Bands and other levels of government

#### **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): O/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 2016, the Regional District will administer the protocol agreement on behalf of the participants. The Joint Council has established an implementation plan and the Regional District will assist with the implementation of the 2016 phase of the plan.

#### Measurement

This is an activity-based objective entailing regular reporting to the Board and will production of a year-end report on progress.

#### Weighting (4 points of 15 for this KSD)

- 2 points for supporting regular joint council and steering committee meetings to promote good relations in the Regional District
- 1 point for implementing the 2016 actions identified in the Joint Council Action Plan
- 1 point for coordinating and supporting the FN Referrals sub-committee

### Goal 4.2:To pursue partnerships with all member municipalities, electoral areas,Indian Bands and other levels of government

#### **Objective 4.2.3:** By facilitating partnerships within the Regional District

#### 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

#### 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.

43

Since the Board identified intra-region partnerships in their 2009 Strategic Plan, the regional district has been working diligently to identify opportunities for economy of scale and leveraging good relations for the benefit of our mutual constituents.

#### 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 recommencement of the CAO Group meetings that have been suspended for the past two years due to volatility of the CAO Group in the Region.

#### Weighting (1 point of 15 for this KSD)

• While regular CAO Group meetings will be organized in 2016, 1 point will be awarded for investigating partnership opportunities to leverage operational efficiencies

#### Goal 4.3: To promote Board and Chair Effectiveness

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

#### Description

Communication is an integral part of Board success and by opening up new channels of communication, the Board will be able interact digitally with a larger number of citizens and stakeholders.

In addition, the Board has determined that they would participate in a self-assessment to identify opportunities for members to increase their understanding of their roles and responsibilities and to open a discussion amongst themselves on what an effective Board would look like. Using a self-assessment tool can also 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 2016 activity will be to update the Board intranet and Board action tracker, but also to assist the Board with a self-assessment process for Board discussion.

#### Measurement

Complete updates to the Board intranet and Action Tracker; and develop a survey tool and assist with implementation and analysis of a survey of Board Effectiveness in 2016.

#### Weighting (1 point of 15 for this KSD)

• 1 point for updating the Board Intranet and Board Action Tracker

#### Goal 4.3: To promote Board and Chair Effectiveness

#### Objective 4.3.2: To support a governance review for Electoral Area "D"

#### **Description:**

The purpose of the Okanagan Falls Governance Study (the "Study") is to review the current community governance in Okanagan Falls and the surrounding area and illustrate the features of the current local government structure through description of the service delivery, cost recovery, and decision-making arrangements.

The study will provide the community with current information about its governance and services, and the capabilities of the rural governance system by:

- (a) describing governance of unincorporated areas in the Province of BC,
- (b) describing local service providers in the study area including roles, responsibilities, geographic and legal limits of jurisdiction, powers and cost recovery mechanisms,
- (c) describing all local services provided in the study area including the geographic extent for benefits of costs, the cost recovery methods used, and extent of cooperation and integration
- (d) identifying geographies of concurrent services and communities, and,
- (e) engaging residents and property owners in the identification of common interests and concerns.

A governance study committee (the "Committee") has been established and is responsible for guiding and managing the research, analysis, and public engagement aspects of the Study. Terms of reference for the Study have been issued by the Ministry

#### Ownership:

- Office of Primary Interest: O/CAO
- Office of Secondary Interest: Senior Management Team

#### Activity:

The Governance Committee was formed in 2015 and a consultant has been retained to assist with the work identified in the Terms of Reference. Work will proceed on the Committee ToR in 2016, including a public consultation process to involve citizens from all parts of Area D.

#### **Measurement:**

This objective will be measured by completion of a report and submission to the Board by the end of 2016.

#### Weighting (2 points of 15 for this KSD)

- 1 point for providing administrative support to the Area D Governance Committee
- 1 point for submitting a report to the Board prior to year-end 2016

#### Goal 4.4 To develop a responsive, transparent, effective organization

### Objective 4.4.1: By ensuring all bylaws and policies are kept in a current and useful form and content

#### 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 laws and 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 bylaws and policies. In 2016 the O/CAO will review all of the bylaws and policies on our register for relevance and currency; bring those bylaws and policies that need updating to the Board for discussion and maintain the standard operating procedure manual to ensure compliance. It would also be the intent in 2016 to ensure all of our irrigation district bylaws have been transferred to the RDOS format and continue consolidating our bylaws, where consolidation is required.

#### Measurement

Submission of bylaws and policies for Board review

#### Weighting (2 points of 15 for this KSD)

- 1 point for reviewing RDOS Bylaws and Policies in 2016 for relevancy and currency and bringing revisions to the Board for discussion
- 1 point for ensuring all irrigation district bylaws have been transferred to RDOS format

The 2016 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 2016 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 2016 Enterprise Risk Management Plan identifies many threats, but only two make our top risk standard based on our pre and post mitigation rating:

- 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.
- 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.