

REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

2017 CORPORATE BUSINESS PLAN
(15 December 2017)

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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 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 don't have to be the delivery mechanism for economic development services, 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;
- 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.

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.

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 2016 Management and Board Strategic Plan Workshops and used as the foundation for our 2017 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 infrastructure grants will continue in 2017.
- 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 there will be growth related to hospital construction.
- That public scrutiny of local government decisions will increase.
- The Canadian economy may not be stable throughout 2017
- 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 drivers 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.
- That measurement is essential to good management

KEY SUCCESS DRIVERS

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

Key Success Driver 1.0: Be a High Performing Organizing

Goals

- 1.1 To be an effective, fiscally responsible organization.
- 1.2 To be a healthy and safe organization.
- 1.3 To cultivate a high-performing organizational culture.
- 1.4 To embrace technology for service delivery, information and efficiencies.

Key Success Driver 2.0: Optimize the Customer Experience

Goals

- 2.1 To increase public awareness of RDOS Services.
- 2.2 To foster dynamic, credible 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

Goals

- 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: Governance & Oversight in a Representative Democracy

Goals

- 4.1 To execute a well-defined strategic planning cycle.
- 4.2 To enhance communications and relations with other governments in the region.
- 4.3 To promote Board 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. 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 outcome of the U.K. vote, which surprised everybody, created a material downside risk for the world economy. As a result, the global outlook for 2016-17 has declined, based on the sizable increase in uncertainty, including on the political front. This uncertainty is projected to take a toll on confidence and investment, including through its repercussions on financial conditions and market sentiment more generally. As of mid-July 2016, the pound had weakened by about 10 percent; despite some rebound, equity prices are lower in some sectors, especially for European banks; and yields on safe assets have declined.

The overall impact of lower oil prices on U.S. growth has so far been broadly neutral. According to the survey of private sector economists conducted by the Government of Canada in February 2016, real GDP growth in the U.S. is projected to remain steady over the next few years. Growth is expected to be in the range of 2-2.5 per cent through 2020, due to a solid labour market, sound corporate and household balance sheets, and a continued gradual recovery in the housing market. This contrasts with the RBC Global Markets group predicting 1.3% for the U.S. in 2016 to 1.8% in 2017 due to a rapidly increasing demand, but shrinking workforce and no plans for additional stimulus packages that we saw come out in 2008. These projections are volatile, and we can see that the U.S. GDP is sitting around a 2.9% growth at the end of Q3 2016 based on factors identified above, especially the improving jobs market. Even with earlier gloomy predictions, the U.S. economy remains strong at year-end.

Overall, the IMF has revised its outlook for the global economy downward and expects growth will continue to be modest in 2016 and 2017, well below the pace at the beginning of the decade. Important risks remain to global growth, including the possibility of a hard landing in China and continued weaker-than-expected growth in the U.S. and other advanced economies. RBC sees China in the 6% range, which is less than anticipated and significantly down from the 14% growth in 2010. The transition from a manufacturing economy to a service economy requires less raw materials, drastically reducing imports.

	Year over Year				Q4 over Q4		
	Estimates		Projections		Estimates	Projections	
	2014	2015	2016	2017	2015	2016	2017
World Output	3.4	3.1	3.1	3.4	3.0	2.7	3.3
Advanced Economies	1.9	1.9	1.8	1.8	1.8	1.8	1.9
United States	2.4	2.4	2.2	2.5	2.0	1.5	2.1
Euro Area	0.9	1.7	1.6	1.4	1.7	1.4	1.5

Germany	1.6	1.5	1.6	1.2	1.3	1.5	1.3
Canada	2.5	1.1	1.4	2.1	0.3	1.8	2.2
Other Advanced Economies	2.8	2.0	2.0	2.3	2.2	2.0	2.6

Emerging Market and Developing Economies	4.6	4.0	4.1	4.6	4.1	4.4	4.9
Commonwealth of Independent States	1.0	-2.8	-0.6	1.5	-3.4	-0.3	1.8
Russia	0.7	-3.7	-1.2	1.0	-4.0	-0.3	1.8
Emerging and Developing Asia	6.8	6.6	6.4	6.3	6.8	6.3	6.3
China	7.3	6.9	6.6	6.2	6.8	6.5	6.1
India	7.2	7.6	7.4	7.4	8.1	7.4	7.4

National

In February 2016, private sector economists retained by the Government of Canada revised down their near-term outlook for real gross domestic product (GDP) growth and GDP inflation, reflecting the impact of sharp declines in crude oil prices since the Fall Update and ongoing elevated uncertainty in the global economy.

They now expect real GDP growth of 1.4 per cent in 2016, lower than expectations of 2.0 per cent growth in the Fall Update, and 2.2 per cent in 2017. RBC Global is, again, a little more pessimistic for the Canadian GDP anticipating 1.3% growth in 2016 and 1.5% in 2017.

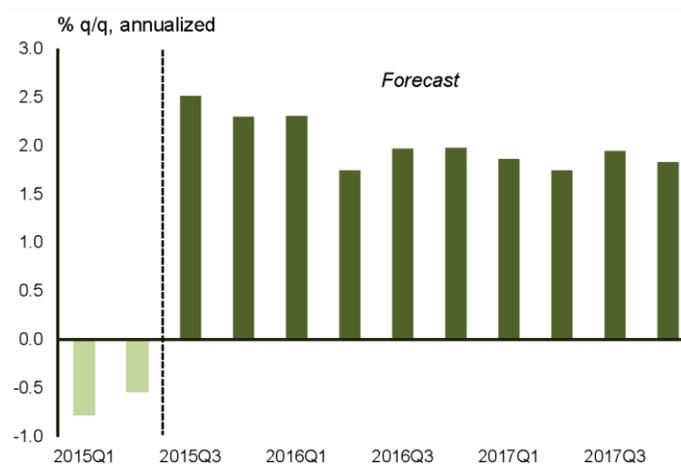
For West Texas Intermediate (WTI) crude oil prices, the economists now expect an average of US\$40 per barrel in 2016 compared to the US\$54 per barrel expected in the Fall Update. Lower crude oil prices have led the private sector economists to revise down their expectations for GDP inflation (the broadest measure of economy-wide price inflation) in 2016. The February survey forecasts GDP inflation of 1.0 per cent in 2016, down from 2.1 per cent in the Fall Update.

Canada's economy has lost considerable momentum in response to the persistent weakness in exports and business investment. The fallout from the energy sector, aggravated by the renewed slump in crude oil prices, is still taking a toll on the producing provinces — primarily Alberta, Saskatchewan, and Newfoundland/Labrador — though most regions are being affected by the weakness in energy-related demand for manufactured goods and business services. The importance of the energy sector to Canada's performance is reflected in its export share — oils & mineral fuels represent 27% of Canadian exports, equal to the combined share of the next four largest shipments of motor vehicles & parts, machinery, metals & precious stones, and electronic machinery & equipment. The roughly 8% decline in aggregate energy-related output through late winter has already reduced output national growth by around ½ percentage point.

Alberta wildfires can't be blamed for all the weakness in the second quarter. However, the Canadian economy is showing renewed signs of life in the third quarter. Growth for the year will likely turn in a weak tally at 1.1%. Activity in 2017 and 2018 should accelerate to 1.8% and

1.7%, respectively, supported by government stimulus and stabilization in business investment.

Canada Forecast Quarterly GDP Growth Rates



Source: Statistics Canada, TD Economics

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.S.-Canada FX, cents	97.1	90.6	78.0	73.0	72.2

Source: IMF, Central 1 Credit Union, Consensus Forecasts.



The current weakness in Canada is expected to give way to a gradual rebound, with non-energy exports piggybacking upon the improving conditions south of the border. The sharply lower exchange rate should also provide some relief to export earnings — the dollar's decline vis-à-vis the greenback has amounted to a cumulative 23% since peaking at US1.04 in mid-2011 — though the country's overall competitive position must be viewed from an international perspective. Many of our trading partners and direct competitors internationally are witnessing similar interest rate and/or currency adjustments, whether in Mexico, Australia, New Zealand, South Korea, or the euro zone.

Provincial Economic Overview

B.C. economic growth is expected to outperform Canada in the coming years. On average, the council is forecasting B.C. real GDP growth at 3.0% in 2016, 2.3% in 2017, and 2.3% in 2018.

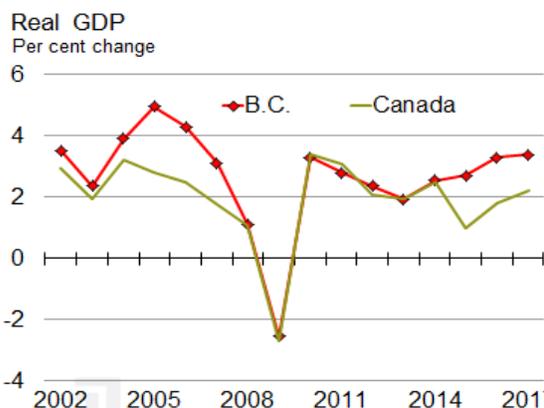
Average forecast growth is higher for 2016 and slightly lower for 2017 and beyond compared to the council's previous forecast in January of this year. The council also projects B.C.'s real GDP will grow by an average of 2.2% for the 2019-21 period. An updated forecast from the council will be published with Budget 2017.

There is increasing uncertainty around the U.S. economy and trade agreements (including the Softwood Lumber Agreement); slowing growth in China and throughout the world; and the importance of export market diversification. Economists also discussed the implications of B.C.'s aging population and the importance of immigration to the province's long-term labour force and growth potential. Observations from the council include:

- “Looking ahead, we expect B.C.'s labour productivity to exceed the national average because of its advantageous positioning in high-end services and manufacturing, and its in-roads into export markets beyond the U.S....”
- “The impact on the B.C. economy from the slowdown in resale market activity should be tempered by near-record new residential construction and elevated renovation spending...”
- “In the long run, B.C. remains well-positioned to benefit from Asian economic growth, higher population growth, and investments in human and physical capital.”

The Economic Forecast Council includes some of the most respected independent economic forecasters in Canada. The 13-member council's mandate — as determined by the Budget Transparency and Accountability Act — is to provide economic advice to the Minister of Finance in advance of each year's budget and fiscal plan.

B.C. economy to outpace national growth

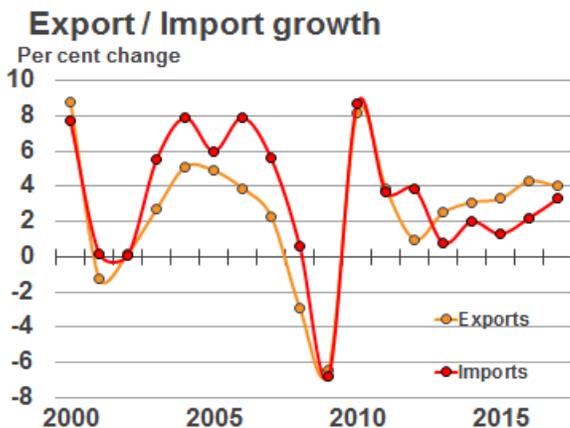


Source: Statistics Canada, Central 1 Credit Union. Forecast: 2015-17

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

Exports to exceed import gains through 2017

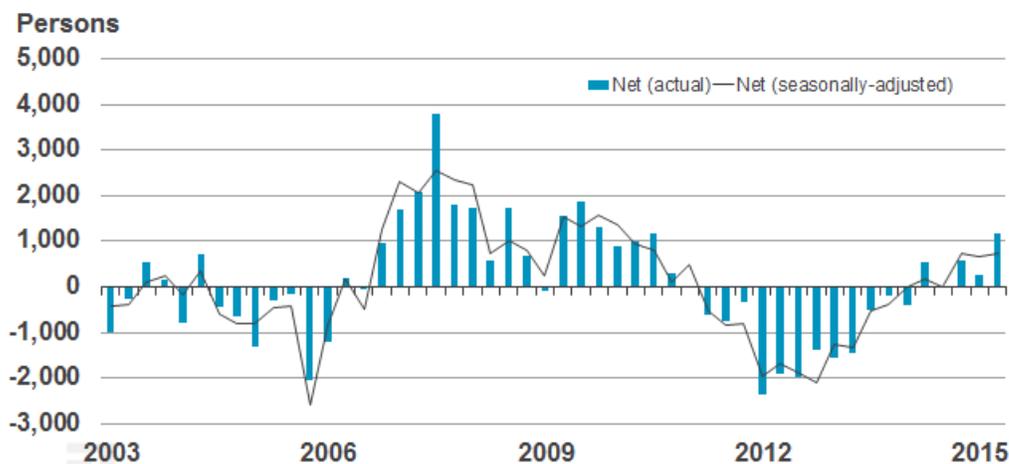


Source: Statistics Canada, C1CU. Latest actual: 2013, 2014e. Forecast: 2015 - 2017.

Opportunities

- Forestry cycle to shift higher on U.S. housing market demand
- Broad manufacturing, including machinery and equipment
- Demand for agriculture, and food manufacturing to lead gains
- Tourism Demand

B.C. posts net population gains from Alberta



Source: Statistics Canada, Central 1 Credit Union. Note: Seasonally adjusted.

Central 1 Economics

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 2017, following an increased market in 2016. The flat Canadian dollar is a strong attraction to keep Canadians home and attract U.S. visitors. Housing markets continue to show improvement and we have improved prospects for forestry. Uncertainty in the mining sector

and an increased downturn 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 employees 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.

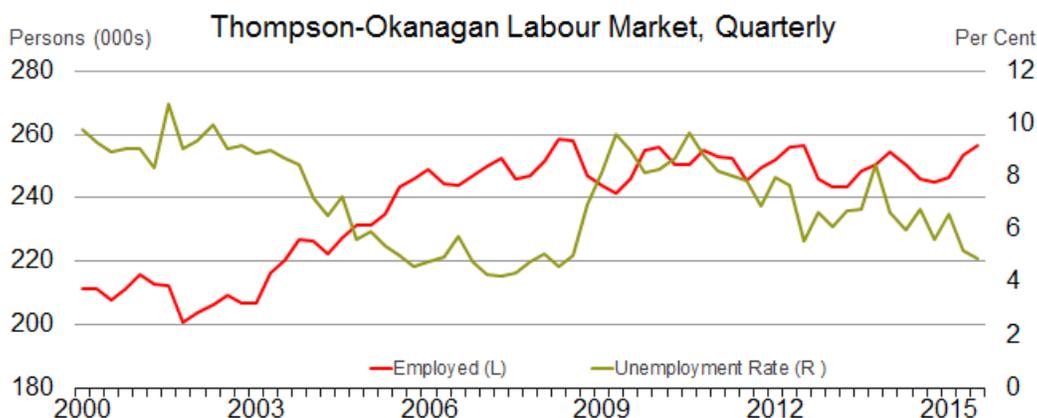
Thompson-Okanagan Summary Outlook

Economic and Housing Forecasts					
Indicator	2013	2014	2015	2016	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.



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

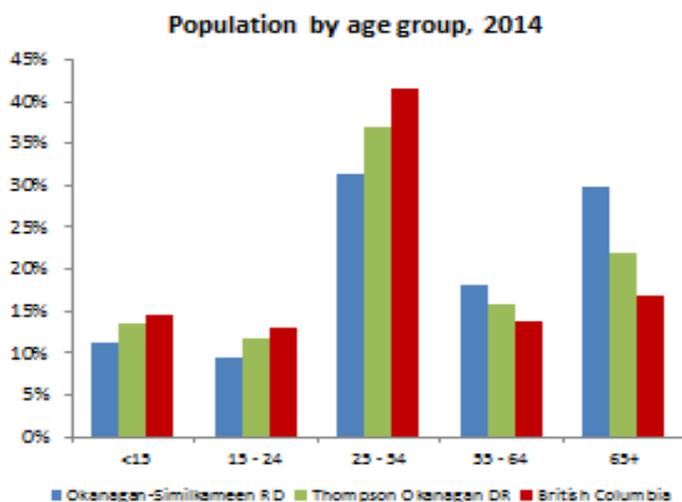


Source: Statistics Canada, Central 1 Credit Union. Note: Seasonally-adjusted

Latest: Q2 2015



Okanagan/Similkameen RD



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

- Median age 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.

4

LOCAL GOVERNMENT OVERVIEW

Overview

The Constitution Act of 1867¹ identifies the specific services the Canadian Parliament administers and delegates the specific authorities belonging to the provinces², one of which is the creation of Local Governments. Consequently, the Regional District of Okanagan Similkameen is a corporation officially established on March 4th, 1966 by Letters Patent issued by the Executive Council pursuant to Section 766 of the Municipal Act of British Columbia. As a creation of the Province, the Regional District relies on Provincial Legislation to provide the authority necessary for it to fulfil its mandate of providing services to the citizens within its corporate boundaries.

Mandate and Authority

Section 2 of the Local Government Act (LGA) provides that regional districts are an independent, responsible and accountable order of government within their jurisdiction. The purposes of a regional district include:

- providing good government for its community,
- providing the services and other things that the board considers are necessary or desirable for all or part of its community,

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

² Ibid, Section 92(8) of Part VI

- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the current and future economic, social and environmental well-being of its community.

Letters Patent

The Regional District is led by a Board of eighteen Directors, eight rural and ten urban. The eight electoral areas, each have one elected director and of the six municipal members, Penticton appoints 4 Directors, Summerland appoints two Directors and Osoyoos, Oliver, Keremeos and Princeton each appoint one. The rural Directors are elected to a three-year term³ while the urban members are appointed by their councils annually. The Act also provides that the authority and power to govern the municipality is vested in the Board as a whole⁴.

Establishment Bylaws

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

Vote Allocation

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

# 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	19
District of Summerland	7
Village of Keremeos	1
Town of Princeton	2
Total Votes Allocated	53

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

⁴ Ibid, Section 167

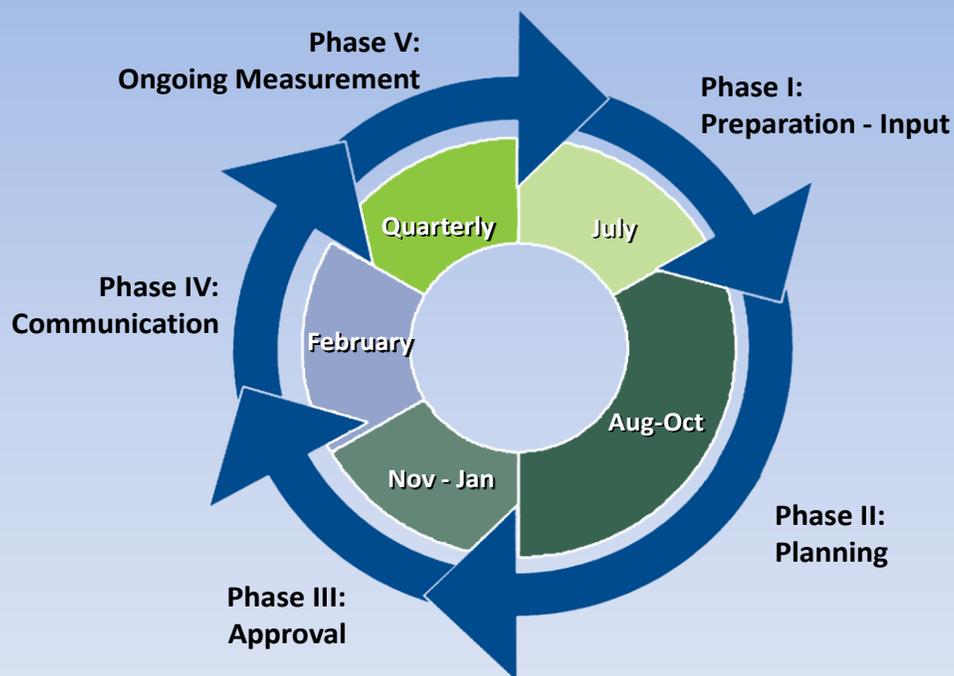
Jurisdiction	Unweighted Votes	Weighted Votes
Similkameen Valley	5	7
Okanagan Valley	13	46
Municipal Votes	10	35
Rural Votes	8	18

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

RDOS ANNUAL PLANNING CYCLE

RDOS relies on a structured business planning framework to set the overall direction for the regional district and to guide its operation. Fundamental elements for guiding the strategic development of the airport are the RDOS's Vision and Mission Statements, Strategic Plan, and the Annual Business Plan. The Annual Business Plan delineates what we plan to work on in that given year and outlines how we intend to proceed to achieve our goals for the 2014 – 2018 term of office.

Annual Planning Cycle



2017 Corporate Objectives

Summary of Key Success Drivers (KSDs), 5-Year Goals, 2017 Corporate Objectives, Performance Indicators and Point Weightings

KSD #1 – HIGH PERFORMING ORGANIZATION		
(3 Goals; 5 Objectives; 15 pts.)		
2017 Objectives	Performance Indicator	Points
Goal 1.1 To be a fiscally responsible organization		
1.1.1 By providing the Board with accurate, current financial information	Develop a new document for the Board in the form of a Management Discussion and Analysis Report, including comparative metrics	2 points
	Receipt of an unqualified audit for the 2016 calendar year	1 point
	Meet Budget at the end of the year	2 points
1.1.2 By being an effective local government	Develop a Business Continuity Plan for 101 Martin St	1 point
	Participate in the Shared Services Project with other regional local government/education entities	1 point
Sub Total = 7		
Goal 1.2 To be a healthy and safe organization		
1.2.1 By implementing the 2017 joint occupational health and safety action plan	Develop a plan for the Safe Work procedures and implement the 2017 phase	2 points
	Keep the RDOS injury rate below the average for our classification unit (WorkSafeBC)	2 points
1.2.2 By implementing an employee wellness program	Implement the 2017 Employee Wellness Action Plan	1 point
Sub Total = 5		
Goal 1.3 To Cultivate a High Performing Organizational Culture		
1.3.1 By developing and implementing an Organizational Development Plan	Update the Communications Plan and implement the 2017 phase	1 point
	Organize All Staff Business Meeting with topic relevant to staff perception survey results.	1 point
	Improved results on the 2017 Survey over 2016 Survey	1 point
Sub Total = 3		
KSD #1 Total = 15		

KSD #2 – FOCUS ON THE CUSTOMER EXPERIENCE		
(3 Goals; 3 Objectives; 20 pts.)		
2017 Objectives	Performance Indicator	Points
Goal 2.1 To increase public awareness of RDOS Services		
2.1.1 By promoting regional district facilities and services	• Promote Local Government Awareness Week	1 point
	• Complete the 2017 citizen survey and develop a schedule for implementing recommendations	2 points
	• Investigate setting up a “panel” for use as a rolling survey program	1 point
	• Improve communications by advertising in local community hot spots such as store bulletin boards and coffee shops, going beyond newspaper advertisements	1 point
	• Continue weekly articles	1 point
		Sub Total = 6
Goal 2.2 To foster dynamic and effective community relationships		
2.2.1 By developing and implementing a community relations program	Develop a community relations plan and implement the 2017 phase	2 points
	Organize an open house, public meeting or tour in each electoral area.	2 points
	Implement Area “D” Governance Committee recommendations	2 points
		Sub Total = 6
Goal 2.3 To meet public needs through the provision and enhancement of key services		
2.3.1 By introducing a process of continuous improvement into the organization	Facilitate two Kaizens under the Lean Management Program	2 points
	Review RDOS Bylaws and Policies for relevancy and currency	1 point
	Ensure all irrigation district bylaws have been transferred to RDOS format	3 points
	Conduct a “Lessons Learned” exercise at end of all projects and exit surveys for all departing staff	1 point
	Implement the actions identified in the 2017 Request for Decision Kaizen	1 point
		Sub Total = 8
KSD Total = 20		

KSD #3 – BUILD A SUSTAINABLE REGION		
(3 Goals; 19 Objectives; 50 pts.)		
2017 Objectives	Performance Indicator	Points
3.1 To develop a socially sustainable region		
3.1.1 By implementing the regional transit future plan	Develop an annual program under the Transit Future Plan and implement the 2017 phase	1 point
	Transfer operations of the South Okanagan Transit Service from the Town of Osoyoos to the RDOS	1 point
	Develop a marketing program for existing services	1 point
3.1.2 By developing a regional fire service master plan	Administer the contract for the development of the Plan	1 point
	Ensure that regional fire chiefs are involved in the development of the plan	1 point
3.1.3 By establishing a Naramata Fire Service Satellite Fire Hall	Acquire an appropriate site for the satellite fire hall	1 point
	Finalize building site design and contract for construction	1 point
3.1.4 By developing the Erris Volunteer Fire Department	Undertake the Fire Underwriter study of proposed service	1 point
	Establish the service	1 point
	Provide an orientation for the Department Members to ensure compliance with RDOS standards	1 point
3.1.5 By implementing the regional trails program	Construct the KVR Trail South Spur section from Road 18 to Osoyoos Lake	1 point
	Assist the Province with a critical habitat inventory management plan for the KVR trail from Vaseux Lake to Osoyoos	1 point
	Secure Provincial tenure for the KVR trail – Area A and C phase	1 point
	Secure tenure for the KVR trail – OIB phase	1 point
	Work with senior levels of government to secure tenure for the KVR trail – Vaseux Lake phase	1 point
3.1.6 By implementing the 2017 Phase of the Parks Program	Implement a 2017 parks improvement program	1 point
	Establish an Electoral Area H parks service	1 point
	Update Regional and Community parks bylaws	1 point
	Complete a Contribution Agreement and Facility Use Agreement with the Tulameen Community Club	1 point
	Review the Princeton/ Area H Park Contribution Service	1 point
3.1.7 By providing public recreational opportunities	Carry out the 2017 Recreation and Wellness Programs under the guidance of the Recreation Advisory Commissions	1 point
	Implement a Regional approach to booking Recreation Programs, Facilities and Events, e.g. common calendar between Rec programs	1 point
3.1.8 By constructing a pedestrian pathway in Okanagan Falls	Undertake the design, consultation and permitting phases	1 point
	Complete final design and submit for 2018 Budget consideration	1 point
3.1.9 Investigate energy options	Research and report on solar and wind power advancements	1 point
		Sub Total = 25

2017 Objectives	Performance Indicator	Points
Goal 3.2 To develop an economically sustainable region		
3.2.1 By developing an Asset Management Plan	Investigate options for asset management systems and which would be appropriate for the Regional District	3 points
3.2.2 By updating the Naramata Water System Development Cost Charge Bylaw	Complete the business case for revised development cost charges	2 points
		Sub Total = 5

2017 Objectives	Performance Indicator	Points
Goal 3.3 To develop an environmentally sustainable region		
3.3.1 By commencing the Electoral Area "F" Official Community Plan review	Citizen Committee appointments, project Inventory, Issue identification, constraints and opportunities, Background Report	1 point
	Community engagement, Draft Plan	1 point
3.3.2 By conducting a Bylaw Enforcement Policy Review	Review Best Practices for bylaw enforcement and compare to current RDOS procedures and policies	1 point
	Identify gaps and prepare revised procedures and policies	1 point
3.3.3 By completing a new Water Regulatory and Conservation Bylaw	Conduct literature search and benchmarking exercise	2 points
	Develop a draft bylaw for discussion and present final version	2 points
3.3.4 By implementing the 2017 Phase of the Solid Waste Management Plan	Complete site analysis, procurement, design and construction of the new organics processing facility	2 points
	Complete the procurement for Curbside service beginning in July 2018	2 points
	Pilot a Bio-cover methane mitigation project to achieve approval for substituted requirements permit.	2 points
	Develop the Keremeos landfill closure plan	1 point
3.3.5 By bringing Kaleden and Skaha Estates into the Okanagan Falls Waste Water Treatment System	Initiate the public assent process to establish a Service to attach to the Okanagan Falls Wastewater Treatment Plant	1 point
	Complete the detail design of a sewerage collection system for Kaleden and Skaha Estates	1 point
	Actively search for a grant to move this project forward	1 point
3.3.6 By constructing a wetlands filtration system for the Okanagan Falls Waste Water Treatment Plant	Complete the design and construction of Wetland system	1 point
3.3.7 Set out the Regional District responsibility for orphan dikes	Conduct an inventory of orphan dikes within the regional district and present a discussion paper to the Board identifying liability when/if there is flooding or disaster related to the dikes	1 point
3.3.8 Establish a position around Uplands Water Storage	Bring a report to the Board identifying the issue/history/risk of RDOS involvement in uplands water storage	
		Sub Total = 20
KSD Total = 50		

KSD #4 – GOVERNANCE and OVERSIGHT in a REPRESENTATIVE DEMOCRACY		
(4 Goals; 6 Objectives; 15 pts.)		
2017 Objectives	Performance Indicator	Points
Goal 4.1 To execute a Well-Defined Strategic Planning Cycle		
4.1.1 By maintaining, evaluating and executing the Strategic Planning and Enterprise Risk Management Programs.	Development of the 2018 Corporate Business Plan	2 points
	Review and update the Enterprise Risk Management Register	1 point
		Sub Total = 3
Goal 4.2 To Encourage Partnerships with all Member Municipalities, Electoral Areas, Indian Bands and Other Levels of Government		
4.2.1 By organizing government to government meetings	Organize and host one C2C Forum.	1 point
	Organize regular Regional CAO meetings	1 point
4.2.2 By implementing the terms of the First Nations Protocol Agreement	Support regular joint council and steering committee meetings to promote good relations in the Regional District and report to the Board on highlights	1 point
	Implement the 2017 actions identified in the Joint Council Action Plan	1 point
		Sub Total = 4
Goal 4.3 To Promote Board Effectiveness		
4.3.1 By assisting the Board to operate in an effective manner	Plan and implement a legislative workshop in 2017	1 point
	Enhance relationship with committees/commissions	1 point
	Facilitate the Board evaluation	1 point
4.3.2 By supporting a governance review for Electoral Area "D"	Implement recommendations from the Area "D" governance review	2 points
		Sub Total = 5
Goal 4.4 To Develop a Responsive, Transparent Corporation		
4.4.1 By ensuring all existing bylaws and policies are kept in a current and useful form and content.	Ensure all irrigation district bylaws have been transferred to RDOS format	2 points
	Conduct Privacy Impact Assessments on new recreation software, building permit tracker, enforcement ticket tracker, development tracker and Vadim updates	1 point
		Sub Total = 3
KSD Total = 15		

2017 CORPORATE OBJECTIVES - WORKSHEETS

KEY SUCCESS DRIVER 1 – HIGH PERFORMING ORGANIZATION

Goal 1.1 **To be a fiscally responsible organization**
Objective 1.1.1: **By providing the Board with accurate, current financial information.**

Description

The citizens of the Regional District of Okanagan Similkameen expect their elected officials and staff to provide leadership for the efficient and effective fiscal planning and operation of the 150 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 31st 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.

Typically, administration uses a narrative variance report to present to the Corporate Services committee each quarter. In 2017, the intent is to move to a more robust Management discussion and Analysis of our financial status that should provide the Board better oversight of our financial position.

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 and employ a TimeTracker data base to ensure expenses are applied to the right Service to ensure we maintain a fair balance between urban and rural participants in regional services.

Weighting (5 points of 15 for the KSD)

- 2 points for the development and production of a Management Development and Analysis Report for presentation to the Corporate Services Committee in Q2 and Q3.
- 1 point for obtaining an unqualified audit from an independent auditor for the 2016 calendar year.
- 2 points for successfully achieving the 2017 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 keep a lean, flat organizational structure and having the Management Team meet weekly to discuss corporate and interdepartmental issues is one method, but we still need to work out of our departmental silos and ensure our front line staff has the information necessary to keep citizens informed.

Ownership

- Office of Prime Interest (OPI): Office of the CAO
- Offices of Collateral Interest (OCI): Manager of Information Systems

The Activity:

While we cover a large geographical area, the hub of our operation is at 101 Martin Street. We need to examine the risk of losing our corporate office and how we could continue to operate our business efficiently. In 2017 RDOS will develop a Business Continuity Plan and commence implementation in a phased manner.

In addition, we realize that there may be economies of scale by working with our partners in the South Okanagan and we'll work with School District 67, the City of Penticton and the District of Summerland on implementing a couple of pilot programs through a Shared Services concept plan.

Measurement

Success on this activity will be based the completion of a Business Continuity Plan and participation in the Shared Services Project. The end result will be a more effective organization.

Weighting (2 points of 15 for the KSD)

- 1 point for development of a Business Continuity Plan
- 1 point for participation in the Shared Services Project

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

Objective 1.2.1: **By implementing the 2017 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 in-house due to the cost and 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 2017. 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 2017. It will also involve training and information sharing, with a concentration on corporate-wide WHMIS training.

Measurement

The RDOS has used "Total Recorded Incident Ratio" as a measurement in the past, but in 2017 we intend to move to benchmarking on the injury rate identified by WorkSafe BC for our classification unit. In addition, the completion of the 2017 Worksafe Plan, training for our staff and networking with our external departments will be success factors.

Weighting (4 points of 15 for this KSD)

- 2 points for developing and implementing the 2017 safe work procedures for all departments within the organization
- 2 points for keeping the RDOS injury rate below the average for our WorkSafe BC classification unit.

Goal 1.2: To be a healthy and safe organization
Objective 1.2.2: By implementing the 2017 Wellness Program

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.

2017 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 2017.

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 2017 Employee Wellness Plan.

Goal 1.3: To cultivate a high-performing organizational culture

Objective 1.3.1 By developing and implementing an 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.

Internal communication and the ability to effectively inform the organization about what our different parts are doing is essential to achieve our vision. 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. In 2016, we added the Interdependency Workshop into our strategic planning process and that should help coordinate activities in 2017.

Measurement

The High Performance and Innovation Committee promotes the eight characteristics of high-performing 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 (3 points of 15 for this KSD)

- 1 point for organizing the all-staff business meeting
- 2 points for improved results on the 2017 Survey over 2016 Survey

KEY SUCCESS DRIVER 2 – FOCUS ON 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 2016, we developed an inventory of our facilities and properties so that we can properly brand them. Our 2017 program will continue 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 2017, partnering with some of our member municipalities and talking to our local school districts about delivering educational seminars in schools.

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 (6 points of 20 for this KSD)

- 1 point for promoting Local Government Awareness Week
- 2 points for completing and analyzing the 2017 citizen survey
- 1 point for investigating the establishment of a "panel" for use in future surveys
- 1 point for improving communications by advertising in local community hot spots
- 1 point for continuing the weekly information articles in local media

Goal 2.2 To foster dynamic and effective community relationships

Objective 2.2.1: By developing and implementing a 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 2017, 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 2017.

Weighting (6 points of 20 for this KSD)

- 2 points for developing a community relations plan and implementing the 2017 phase
- 2 points for organizing an open house, public meeting or tour in each electoral area.
- 2 points for implementing the Area "D" Governance Committee recommendations

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 "Lean Management" program initiated by the regional district in 2015 is maturing. 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 2017 we'll continue to offer training for interested employees. In the meantime, our one "Greenbelt" level employee will conduct two Kaizens in 2017. Further, the expanding scope of our water services requires that old bylaws of systems that have been assumed by the RDOS need to be re-written to meet our standards and we need, generally, to improve lessons learned from project management opportunities.

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 2017 to promote continuous improvement through process mapping.

Weighting (8 points out of 20 for this KSD)

- 2 points for conducting two Kaizen's in 2017
- 1 point for reviewing RDOS Bylaws and Policies for relevancy and currency
- 3 points for transferring all water system bylaws to RDOS standards
- 1 point for conducting a "lessons learned" exercise at the end of all projects and introducing exit surveys for departing staff.
- 1 point for implementing the recommendations from the Area "D" office consolidation Kaizen.

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 implementing 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

A Regional Transit Technical Advisory Committee began work in early 2016 and they made significant progress with consolidating schedules and fees. Further work will be done in 2017 to develop an acceptable Governance system for Transit in the Regional District and the Regional District will assume responsibility for the South Okanagan Transit System early in the new year.

Measurement

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

Weighting (3 points of 25 for Goal 3.1)

- 1 point for developing an annual program under the Transit Future Plan and implementing the 2017 Phase.
- 1 point for transferring operations of the South Okanagan Transit System to the Regional District
- 1 point for developing a marketing program for existing services.

Goal 3.1: To develop a socially sustainable region

Objective 3.1.2: 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 awarded the contract to 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 2017.

Weighting (2 points of 25 for this Goal)

- 1 point for administering the contract to a successful conclusion
- 1 point for ensuring that the Regional Fire Chiefs are involved in the development of the Plan.

Goal 3.1: To develop a socially sustainable region

Objective 3.1.3: By establishing a Naramata Fire Service Satellite Fire Hall

Description:

Bylaw No. 1619, 1995 established a service for fire prevention and suppression on certain properties within a designated portion of Electoral Area “E”, in a piecemeal manner, leaving gaps within the area. Over time, many of the properties which were not included in the original adoption of the fire service area bylaw have petitioned in. With the application by several owners of properties outside the existing service area it proved beneficial to incorporate all remaining properties within the boundaries of the existing service area which were not originally included in the service at the same time.

Ownership:

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

The Activity:

Bylaw No 2733, 2016 completing the inclusion of all properties within the existing service area and expanding it by incorporating several properties to the north of Naramata received public assent in 2016. By including these properties into the existing fire service area, through taxation they share the costs, and become eligible for the service if/when an emergency occurs. The Naramata Fire Department is in full support of the application.

A benefit of coming into a fire service area is typically a reduction in insurance rates, but for that to be of full force, the homes must be within 8 Km. of a fire hall. The RDOS will investigate the development of a satellite fire hall for Area E in 2017.

Measurement:

The success of this objective will be measured by the construction of a satellite fire hall and bringing it into operation in 2017.

Weighting (2 points of 25 for this Goal)

- 1 point for acquiring a site
- 1 point for the design and construction of a satellite fire hall

Goal 3.1: To develop a socially sustainable region

Objective 3.1.4: By developing the Erris Volunteer Fire Department

Description:

Erris is a small hamlet in Electoral Area “H” that has developed a fire brigade with good participation from community volunteers, but they aren’t eligible for subsidization until a Fire Service is established. They’re doing well, and have received grants for capital purchases, but they are to the point now where a tax-based fire department seems the best option.

Ownership:

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

Activity:

There is a regulatory process required for the establishment of a service in a regional district. In 2017, a first step would be to have the Fire Underwriters Association conduct a study to determine if a fire department would lower insurance rates, RDOS could then conduct the process to establish a service and then we would ensure that volunteers are trained to the standard required for a Fire Department.

Measurement:

Success on this objective would be the establishment of the Service.

Weighting: (3 points of 25 for this Goal)

- 1 point for organizing and completing the Fire Underwriters Study
- 1 point for establishing the service
- 1 point for successfully training Erris volunteers to RDOS standards

Goal 3.1: To develop a socially sustainable region

Objective 3.1.5: By implementing the Regional Trails Program

Description

The Regional District of Okanagan Similkameen 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 improve our KVR trails in the south Okanagan and our similkameen trails, the Regional District will plan to acquire, design and construct additional trail in the south Okanagan and similkameen valley's.

Measurement

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

Weighting (5 points of 25 for this Goal)

- 1 point for constructing the KVR Trail south spur section from Road 18 to Osoyoos
- 1 point for securing provincial tenure for the KVR in Electoral Areas "A" and "C"
- 1 point for assisting the province with a critical habitat inventory management plan for the KVR trail from Vaseux Lake to Osoyoos
- 1 point for securing tenure for the KVR – Osoyoos Indian Band phase
- 1 point for working with senior levels of government to acquire tenure for the KVR trail – Vaseux phase

Goal 3.1: To develop a socially sustainable region

Objective 3.1.6: By undertaking the 2017 Phase of the Park Program

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 2017, the Regional District will continue with their park improvement program and to implement the recommendations from the Parks Master Plan that is currently under development.

Measurement

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

Weighting (5 points out of 25 for this Goal)

- 1 point for implementing a 2017 parks improvement plan
- 1 point for establishing an Area “H” parks service
- 1 point for updating the Regional and Community Parks Bylaw
- 1 points for reviewing the Princeton/ Area H Contribution Agreement
- 1 point for investigating participation in a contribution agreement and facility use agreement with the Tulameen Community Club

Goal 3.1: To develop a socially sustainable region

Objective 3.1.7 By providing public recreational opportunities

Description:

The Regional District of Okanagan Similkameen realizes that recreation is a foundation for quality of life in our rural areas. We have been actively growing our recreation programming opportunities in Areas D, E, F and look forward to enhancing those programs in 2017.

Ownership

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

Activity

2017 will be about establishing closer ties with our recreation commissions and investigating how we can leverage existing facilities, staff and programs to provide a better service to all of our citizens.

Measurement

This is an activity based objective and progress will be measured against our work with our commissions.

Weighting (2 points out of 25 for this Goal)

- 2 points for implementing a regional approach to booking recreation programs, facilities and events.

Goal 3.1: To develop a socially sustainable region

Objective 3.1.8 By constructing a pedestrian pathway in Okanagan Falls

Description:

The Regional District has been in the process of developing a pedestrian pathway along the south shore of Skaha Lake in Okanagan Falls for several years now. While the pathway is well used, there are still pieces that are not under RDOS control and where public access is difficult.

Ownership

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

The Activity

The 2017 activity will include the design of the remainder of the trail and getting it ready for construction in 2018

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 (1 point of 25 for this Goal)

- 1 point for acquisition of tenure on the remainder of the trail and submitting it to the 2018 budget committee.

Goal 3.1: To develop a socially sustainable region

Objective 3.1.9 By investigating energy options

Description:

The Regional District is a participant in the provincial climate action charter and are very interested in energy conservation. It seems with new developments in both solar and wind technology that we may be able to introduce improvements on how we power regional district buildings.

Ownership:

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

Activity:

The 2017 activity will be limited to a literature search to determine advancements in energy technology and perhaps a look at opportunities for consideration in future years.

Weighting: (1 point out of 25 for this goal)

- 1 point for researching and reporting on solar and wind power advancements

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.

The Regional District initiated investigation into the development of an asset management plan in 2016 with the assistance of a grant made available through UBCM. While this study identified the current gap, it recommended additional work in 2017.

Ownership

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

The Activity

The next step in our process would be to conduct a study to provide maintenance scheduling, lifecycle planning and financial planning for the replacement of assets. The focus for 2017 will be investigating options for asset management systems and which would be appropriate for the Regional District.

Measurement

Success on this objective will be measured by the engagement of a consultant to conduct the next step in 2017.

Weighting (3 points of 5 for this Goal)

- 3 points for investigating options of asset management systems and which would be appropriate for the Regional District.

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 2017, the Regional District will complete the business case for revised development cost charges for the Naramata Water System.

Measurement:

Success would be the adoption of a revised DCC bylaw by the end of 2017.

Weighting (2 points of 5 for this Goal)

- 2 points for completing the business case for revised development cost charges for the Naramata Water System

Goal 3.2: To develop an Economically Sustainable Region

Objective 3.2.3: By investigating regional or sub-regional economic development outside the Film Commission

Description:

The Regional District has a responsibility for enhancing the economic well-being of their citizens and have, from time-to-time, investigated the development of a regional economic development

service. There are currently localized or shared services throughout the RDOS that have had varying degrees of success, some still functioning and others dormant.

It is clear from previous discussion at the Board that there are different opinions on the value of regional economic development, and perhaps concern that there may be overlap, not only with existing local services but with Community Futures or perhaps even the Province.

Ownership:

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

Activity:

Further discussion at the Board would be required prior to any further activity on this objective.

Measurement:

The 2017 objective would be limited to a discussion at the Board Table.

Weighting (0 points of 6 for this goal)

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 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 2017 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. 2017 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 2017, culminating in the production of the OCP in 2018.

Weighting (2 points of 20 for this Goal)

- 1 point for establishing and supporting an Area “F” OCP Review Committee and conducting background research to commence the review and update of the Area F OCP.
- 1 point for conducting a robust community engagement program

Goal 3.3: To develop an environmentally sustainable region

Objective 3.3.2 By conducting a Bylaw Enforcement Policy Review

Description:

Ownership:

Activity:

Measurement:

Weighting:

- Goal 3.3:** To develop an environmentally sustainable region
- Objective 3.3.3:** By completing a new Water Regulatory and Conservation Bylaw

- Goal 3.3:** To develop an environmentally sustainable region
- Objective 3.3.4:** 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 measurable;
- Engage and involve all sectors of the community;
- Reduce environmental impacts of solid waste management to air, water and land;
- Establish programs, policies and objectives that are efficient, flexible and simple;
- Encourage and support options that develop local socio-economic opportunities, such as the development of new businesses, and the creation or expansion of employment through waste management activities;
- Develop and deliver services through effective partnerships with member municipalities, private and non-profit agencies, neighbouring regional districts, other levels of government and First Nations; and
- Plan for and secure future disposal capacity for the region, recognizing the capacity limits of the current disposal system.

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

Ownership

- Office of Prime Interest (OPI): Manager of Public Works
- Offices of Collateral Interest (OCI): Solid Waste Coordinator

Activity

An updated RDOS Solid Waste Management Plan was adopted by the Board in September 2012. Based on the Guiding Principles stipulated above, the Plan calls for the implementation of over 80 projects and directives over a 5-year period. The 2017 activity will include the completion of the organics siting study, continuation of the Campbell Mountain Landfill Gas Capture Plan, implementation of seepage mitigation requirements and other important projects.

Measurement

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

Weighting (6 points of 20 for this Goal)

- 2 points for completing the siting and development of the organics processing facility
- 1 point for completing the procurement for curbside service
- 1 point for completing the Keremeos 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 region

Objective 3.3.5: By bringing Kaleden and Skaha Estates into the Okanagan Falls Waste Water Treatment System

Description

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

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

Ownership

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

Activity

Our initial application under the Building Canada Fund II Program was denied. The 2017 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 2017.

Weighting (1 point of 20 for this Goal)

- 1 point for actively searching for and advocating for a grant

Goal 3.3: To develop an environmentally sustainable region

Objective 3.3.6: By purchasing and constructing a wetlands filtration system for the 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.

The Regional District has since purchased a parcel to the immediate south of the Waste Water Treatment Plant for the project, has obtained approval for the project from the ALC as an acceptable use for this agricultural area and has commenced design.

Ownership:

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

Activity:

This project is funded. The 2017 activity will include completion of detailed design of the wetlands and construction.

Measurement:

This objective will be measured by the completion of the project in 2017.

Weighting (1 point of 20 for this Goal)

- 1 point for completing design and construction of a wetlands in 2017.

Goal 3.3: To develop an environmentally sustainable region

Objective 3.3.7: By setting out the Regional District responsibility for orphan dikes

Description:

The Regional District of Okanagan Similkameen is a land of mountains, rivers and streams. It is a natural occurrence, where fast-flowing water meets granular material for that material to erode over time. In some cases, where river beds are changing that lands beyond the banks will flood. Where this impacts human development, damage to property or people may occur and citizens rely on their governments to protect them. The Regional District is susceptible to this and there seems to be some disagreement as to which level of government should be responsible or, in some cases, liable.

Ownership:

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

Activity:

The Regional District is interested in quantifying the number of orphan dikes that may require attention, especially along the Similkameen River.

Measurement:

This objective will be measured by completion of an inventory and identification of potential orphan dike locations and an assessment of risk.

Weighting (1 point of 20 for this Goal)

- 1 point for completing the inventory and risk assessment.

Goal 3.3: To develop an environmentally sustainable region

Objective 3.3.8: By establishing a position around Uplands Water Storage

Description:

The Regional District of Okanagan Similkameen is located in a semi-arid part of the province and source of water is important. Often we have that recreation/ watershed management interface, especially in electoral area "H". The Regional District is interested in discussing whether local government has a role in protecting our uplands water storage and how actively we should be involved.

Ownership:

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

Activity:

This project is activity-based and will be measured by bringing the subject to the Board for discussion.

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 Cycle and Process. Regional District staff will commence the SWOT exercise for the update of the 2018-2022 Strategic Plan and the 2018 Business Plan in July of 2017, 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 2018 Objectives.

Measurement

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

Weighting (3 points of 15 for this KSD)

- 2 points for development of the 2018 Corporate Business Plan
- 1 point for review and update the Enterprise Risk Management Register

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

Objective 4.2.1: **By organizing government to government meetings in 2017.**

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. That means partnering with other jurisdictions on a regular basis.

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 2017, 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 2017 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 (2 points of 15 for this KSD)

- 1 point for supporting regular joint council and steering committee meetings to promote good relations in the Regional District
- 1 point for implementing the 2017 actions identified in the Joint Council Action Plan

Goal 4.3: To promote Board and Chair Effectiveness

Objective 4.3.1: By assisting 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 2017 activity will be to organize an instructive legislative workshop, to enhance our relationship Board committees, but also to assist the Board with a self-assessment process for Board discussion.

Measurement

assist with implementation and analysis of a survey of Board Effectiveness in 2016.

Weighting (3 points of 15 for this KSD)

- 1 point for planning and implementing a legislative workshop in November 2017
- 1 point for enhancing relationship with Board committees/ commissions
- 1 point for facilitating the 2017 Board self-evaluation

Goal 4.3: To promote Board and Chair Effectiveness

Objective 4.3.2: By implementing Area “D” Governance Committee recommendations

Description:

The purpose of the 2016 Area “D” Governance Study (the “Study”) was to review the current community governance in the electoral 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 provided the communities in the electoral area 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.

The governance study committee (the “Committee”) was established and was responsible for guiding and managing the research, analysis, and public engagement aspects of the Study. Terms of reference for the Study were issued by the Ministry and a consultant was retained to assist the Committee in fulfilling their mandate prior to the end of 2016.

Ownership:

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

Activity:

Fact sheets and the public consultation process involving citizens from all parts of Area D was concluded in 2016 and the Committee presented the results, with their recommendations to the Board. Recommendations from the report will be implemented in 2017, including further discussion on separating Area “D” along the D-1 and D-2 service areas.

Measurement:

This objective will be measured by implementation or progress against the recommendations from the Area D Governance Study.

Weighting (2 points of 15 for this KSD)

- 2 points for implementing the recommendations from the Area D Governance Committee

Goal 4.4 To develop a responsive, transparent corporation**Objective 4.4.1: By ensuring all existing 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. Local governments are enabled by the Province and their activities are determined through Bylaws, policies and resolutions.

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 2017 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 2017 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 (3 points of 15 for this KSD)

- 1 point for conducting privacy impact assessments on new recreation software, building permit tracker, enforcement ticket tracker, development tracker and Vadim updates
- 2 points for ensuring all irrigation district bylaws have been transferred to RDOS format

2017 FINANCIAL PLAN

The 2017 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 2017 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 2017 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.