



# REGIONAL DISTRICT OF CENTRAL OKANAGAN 2019-2022 STRATEGIC PLAN **(DRAFT)**

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## MESSAGE FROM THE CHAIR

It is my privilege to present the Regional District of Central Okanagan's *2019-2022 Strategic Plan*.

The *Strategic Plan* sets out four strategic priorities, presented as themes, to guide the RDCO's use of resources in the current term:

- ▶ Mobility
- ▶ Sustainable Living
- ▶ Economic Development
- ▶ Environment

These priorities were developed by the full Board of Directors over two separate workshops in the months following the November, 2018, inaugural meeting. Taken together, the priorities reflect the Board's sense of future challenges and opportunities, and speak to a shared vision for the Central Okanagan as a vibrant and resilient region.

Each priority is presented with an explanation, success measures, and accompanying actions. The Board's vision, mission and values are also featured, with an emphasis on collaboration among members, First Nations and partners.

Every year the Board will review the *Strategic Plan* to reflect on achievements and challenges, and to consider changes based on information brought forward. All changes that are made will be identified in annual progress reports to the Board.

On behalf of the Board of the Directors, I wish to thank everyone who participated in the strategic planning process, and who helped to develop this *2019-2022 Strategic Plan*. Progress on the strategic priorities set out in the *Plan* will help to achieve our collective vision, and position our region for continued success and prosperity.



## VISION

The Regional District of Central Okanagan is a vibrant and resilient region, characterized by interconnected urban centres, robust rural communities, and a stunning natural environment.

Member municipalities and electoral areas work together, in a spirit of respect and authentic collaboration, to address shared needs and pursue joint opportunities.

Citizens across the region are engaged in governance and invested in efforts taken to strengthen the broader community. First Nations are true partners, helping to interpret the past, shape the present, and define a common future.

## MISSION

The RDCO brings together member municipalities and electoral areas to plan for the future, identify shared needs and opportunities, and develop cost-effective services.

## VALUES

RELATIONSHIPS	We invest in building strong relationships, including with First Nations.
COLLABORATION	We seek opportunities to partner with others in addressing shared needs and pursuing common interests.
REGIONAL PERSPECTIVE	We recognize the broader regional community, and the importance of a regional perspective in planning and service provision.
TRANSPARENCY	We are open and transparent in our decision-making and actions.
RESILIENT	We anticipate, prepare for, and adapt to challenges and changing circumstances.
GOOD GOVERNANCE	We develop practicable, innovative solutions that are based on evidence and proper analysis.



## STRATEGIC PRIORITIES

RDCO's strategic priorities, developed by the Board of Directors, speak to important goals, services and needs on which the Board wishes to focus the organization's attention and resources. The priorities, which are summarized in the accompanying table, form the backbone of the *2019-2022 Strategic Plan*. Success measures and action plans identified under each priority provide further definition and direction.

MOBILITY	We will promote transportation and land use approaches that enhance movement throughout the region, and reduce our collective reliance on cars.
SUSTAINABLE LIVING	We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy access to safe and affordable housing, and a high quality of life.
ECONOMIC DEVELOPMENT	We will support the efforts of the Central Okanagan Economic Development Commission, municipalities, First Nations and others aimed at building the regional economy.
ENVIRONMENT	We will initiate and support efforts to reduce our environmental footprint, adapt to climate change, and connect with nature.



## MOBILITY

### WHAT IT MEANS

We will promote transportation and land use approaches that enhance movement throughout the region, and reduce our collective reliance on cars.

### HOW WE MEASURE SUCCESS

A *Regional Transportation Plan* is developed and endorsed, and is used to guide the infrastructure investments, policy initiatives and transportation service decisions of our member municipalities, First Nations, and partners.

### WHAT WE WILL DO

The Regional District is not responsible for roads or other transportation infrastructure in the Central Okanagan.

Through the *Regional Growth Strategy*, however, we are able to help shape transportation decisions in ways that achieve greater mobility. As a regional governing body, we are well-positioned to develop ideas, spur others to action, and advocate on behalf of the Central Okanagan for necessary resources and change.

Specific actions for RDCO this term include:

- ▶ Strengthening the linkage between land use and transportation in the *Regional Growth Strategy*
- ▶ Completing the *Regional Transportation Plan*
- ▶ Reviewing the governance model of the Sustainable Transportation Partnership of the Central Okanagan
- ▶ Advancing the inter-regional Rail Trail Corridor initiative



## SUSTAINABLE LIVING

### WHAT IT MEANS

We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy access to safe and affordable housing, and a high quality of life.

### HOW WE MEASURE SUCCESS

A *Regional Housing Strategy* is completed and endorsed, and is used to guide land use, policy and development decisions across the region, aimed at increasing the range of housing options required to meet growing demand.

### WHAT WE WILL DO

The Regional District is not directly involved in the development of affordable housing, and does not anticipate taking on any such role in the foreseeable future. RDCO is not proposing, and does not envision, the creation of a

regional housing corporation similar to those operated by Metro Vancouver and the Capital Regional District.

RDCO's contributions to sustainable living will take the form of advocacy and facilitation. The Regional District is ideally placed to convene discussions, outline innovative housing solutions, and create best practices to inform local development policies and building standards.

Specific actions for RDCO this term include:

- ▶ Completing a *Regional Housing Strategy*, which will include and be informed by a housing needs assessment
- ▶ Developing best practices to encourage housing innovation and the adoption of sustainable building standards (e.g., BC Energy Step Code)
- ▶ Expanding the Regional Planning Lab initiative to identify common needs and opportunities for collaboration



## ECONOMIC DEVELOPMENT

### WHAT IT MEANS

We will support the efforts of the Central Okanagan Economic Development Commission, and its partners, to position the regional economy for future prosperity.

### HOW WE MEASURE SUCCESS

The *2020-2025 COEDC Strategic Plan*, completed in 2019, informs decisions of the RDCO Board, as well as the service delivery efforts and initiatives of RDCO's departments.

### WHAT WE WILL DO

RDCO looks to the COEDC to identify economic challenges and opportunities, and to determine strategies and actions aimed at securing the Central Okanagan's long-term economic prosperity. Through its Advisory Council, the

COEDC ensures that the perspectives of industry, local government, First Nations, and other partners are represented in strategic discussions, and reflected in the objectives and goals of the *2020-2025 Strategic Plan*.

Actions for the RDCO to initiate or support include those that inform the development of the *2020-2025 Strategic Plan*, as well as those that emerge from the *Plan*. Specific actions include:

- ▶ Completing an *Economic Base Analysis* to fully understand the Central Okanagan's economy, including its gaps and opportunities
- ▶ Developing an *Economic Forecast* focused on innovative and knowledge-based clusters
- ▶ Undertaking a *Regional Competitiveness and Trend Analysis* to inform the development of strategies, including those aimed at attracting investment



## ENVIRONMENT

### WHAT IT MEANS

We will initiate and support efforts to reduce our environmental footprint, adapt to climate change, and connect with nature.

### HOW WE MEASURE SUCCESS

RDCO's *Solid Waste Management Plan*, *Regional Floodplain Management Plan*, and *Integrated Watershed Management Plan* are in place to guide and coordinate the efforts of the Regional District, its members, First Nations, and partners.

### WHAT WE WILL DO

RDCO is well-positioned as the regional governing body to study, provide guidance on, and undertake regional initiatives to address environmental issues that concern all jurisdictions in the Central Okanagan.

In collaboration with others, we will develop the strategies, plans and actions required to manage our solid wastes, protect our watersheds, address dangers from flooding, and enhance the region's natural areas.

Specific actions for RDCO this term include:

- ▶ exploring regional waste-to-energy opportunities, pursuant to the *Solid Waste Management Plan*
- ▶ developing a regional approach on single-use plastics, pursuant to the *Solid Waste Management Plan*
- ▶ completing Phase III of the *Regional Floodplain Management Plan*
- ▶ investing in infrastructure required to enable greater access to Regional Parks, in order to allow people to learn about, and connect with, our natural environment