

Regional District of Central Okanagan

Regional Board Strategic Priorities
2019-2022



Message from the Chair

It is my privilege to present the Regional District of Central Okanagan 2019-2022 Strategic Priorities.

This document sets out four themes that will guide the RDCO's work priorities during the current term:

Transportation and Mobility

Sustainable Communities

Economic Development

Environment

These priorities were developed by the Regional Board 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 has an explanation, success measures and accompanying actions. The Board's vision, mission and values are also featured with an emphasis on collaboration among municipal members, the syilx/Okanagan people and other partners.

The Board will review the completion of priority work each year during the term. This provides an opportunity to highlight achievements and challenges, as well as measure annual progress.



Gail Given

On behalf of the Regional Board, I wish to thank everyone who participated in developing the 2019-2022 Strategic Priorities. Progress on these will help achieve our collective vision and position our region for continued success and prosperity.

The Regional Board 2019-2022

The Regional District of Central Okanagan (RDCO) includes two unincorporated Electoral Areas of Central Okanagan East and Central Okanagan West, along with the member municipalities of the City of Kelowna, the District of Lake Country, the District of Peachland and the City of West Kelowna.

The Regional District Board of Directors includes 13 elected and appointed representatives from the Electoral Areas and member municipalities. In addition, Westbank First Nation Council appoints a non-voting representative.

Regional Board Members

| | |
|--------------------------------|--|
| Gail Given, <i>Chair</i> | Councillor, City of Kelowna |
| Gord Milsom, <i>Vice Chair</i> | Mayor, City of West Kelowna |
| Mark Bartyik | Director, Central Okanagan East Electoral Area |
| Wayne Carson | Director, Central Okanagan West Electoral Area |
| Colin Basran | Mayor, City of Kelowna |
| Maxine DeHart | Councillor, City of Kelowna |
| Charlie Hodge | Councillor, City of Kelowna |
| Brad Sieben | Councillor, City of Kelowna |
| Luke Stack | Councillor, City of Kelowna |
| Loyal Wooldridge | Councillor, City of Kelowna |
| James Baker | Mayor, District of Lake Country |
| Cindy Fortin | Mayor, District of Peachland |
| Stephen Johnston | Councillor, City of West Kelowna |
| Tom Konek | Councillor, Westbank First Nation |

(Back row, left to right)

Luke Stack, James Baker, Cindy Fortin, Colin Basran, Tom Konek, Stephen Johnston, Brad Sieben, Wayne Carson, Gord Milsom

(Front row, left to right)

Charlie Hodge, Loyal Wooldridge, Gail Given, Maxine DeHart, Mark Bartyik



About the RDCO

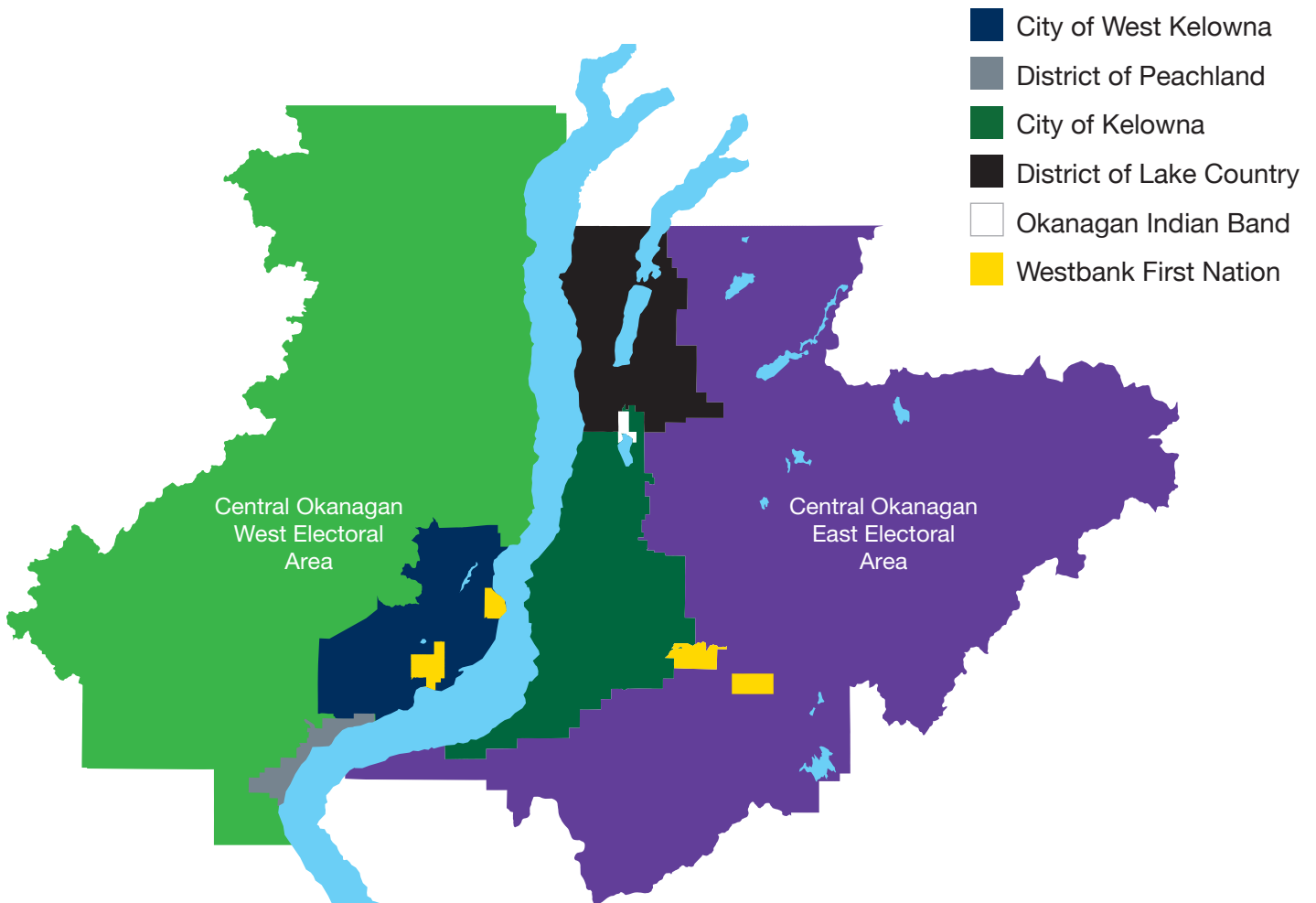
The RDCO is located in the picturesque Okanagan Valley in British Columbia's Southern Interior. The RDCO covers over 314,000 hectares that straddle the shoreline of Okanagan Lake. Over 194,000 people call the region home, making it the third largest urban area in the Province.

The region is diverse, including thriving urban centres and vibrant rural communities, nestled between orchards, vineyards and agricultural lands. Set against the backdrop of surrounding mountains and the pristine Okanagan Lake, this alluring geography attracts over 1.9 million visitors annually and is a popular destination for a wide range of businesses.

As a form of local government unique to BC, the Regional District provides services such as recreation, community park facilities, fire protection and garbage collection to homes and businesses located within the Electoral Areas.

The RDCO is also responsible for a wide range of regional services such as 9-1-1, dog control, parks and waste reduction for both the Electoral Areas and the member municipalities.

In addition, the RDCO provides wastewater treatment services for the City of West Kelowna, District of Peachland and Westbank First Nation.



What Inspires Us

Vision

The RDCO 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 collaboration, to address shared needs and pursue joint opportunities.

The syilx/Okanagan people are true partners, helping to interpret the past, shape the present and define a common future.

Citizens across the region are engaged in governance and invested in efforts taken to strengthen the broader community.

Mission

The RDCO brings together member municipalities and Electoral Areas to plan for the future by identifying shared needs and opportunities, and by delivering cost-effective services.

Values

Relationships

We build strong relationships with our member municipalities, the syilx/Okanagan people and partners.

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 delivery.

Transparency

We are open and transparent in our decision-making and actions.

Resiliency

We anticipate, prepare for and adapt to challenges and changing circumstances.

Good Governance

We develop practical and innovative solutions based on evidence and analysis.

How We Organize for Success

Delivering on our strategic priorities requires organizing for success.

Our Commitment...

- Identify and respond to the needs of the public within the bounds of the RDCO's mandate to improve the quality of life for those living in the Central Okanagan. Provide solutions that consider competing interests and community expectations with the safety and health of residents as a paramount consideration.
- Communicate and work effectively with other governments (federal, municipal, provincial, First Nations, agencies, etc.) through an exchange of opinions, information and cooperation.
- Be accountable to the Board for the day-to-day affairs of the corporation, in a responsible and proactive manner to ensure the Board vision is realized.
- Continue to provide RDCO employees with a safe workplace and challenging career opportunities for a meaningful contribution, as well as personal and professional growth.
- Work together with suppliers and contractors to reach fair and mutually advantageous arrangements.

RDCO Strategic Priorities and Plans

The 2019-2022 Strategic Priorities document outlines our mission, vision, strategic priorities, implementation and progress measurement including key actions required over the next four years. All other plans and activities follow the direction provided by the Regional Board's priorities.



Identify and respond to the needs of the public within the bounds of the RDCO's mandate to improve the quality of life for those living in the Central Okanagan.

Strategic Priorities at a Glance

Setting Our Priorities

RDCO's strategic priorities, developed by the Regional Board, speak to important goals, services and needs on which the Board wishes to focus the organization's attention and resources. The priorities, summarized in the accompanying table, form the backbone of the document. Success measures and actions identified for each priority are outlined further in the following sections to provide more detailed definition and direction.



Priorities Table

Transportation & Mobility

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

Sustainable Communities

We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy a high quality of life with access to safe neighbourhoods including a diverse range of housing options.

Economic Development

We will support economic development through the efforts of the Central Okanagan Economic Development Commission, municipalities, silyx/ Okanagan people 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.

Transportation and 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

The Regional Transportation Plan is completed and endorsed, and is used to guide the infrastructure investments, policy initiatives and transportation service decisions of our member municipalities, the syilx/Okanagan people and partners.

Regionally, we will see the transportation mode share, shift from single occupant vehicles to other more sustainable options such as transit, cycling, walking and carpooling / ride sharing.



What We Will Do

Regional planning is critical in improving connections and ensuring residents have transportation options to significant work and community hubs across the region.

Through the Regional Growth Strategy and participation in the Regional Transportation Plan, we are able to help shape transportation decisions in ways that achieve greater mobility and benefit the whole region. 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 (STPCO)
- Advancing the inter-regional Rail Trail Corridor initiative

Regionally, we will see the transportation mode share, shift from single occupant vehicles to other more sustainable options such as transit, cycling, walking and carpooling.

Sustainable Communities

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 a diverse range of housing options, remain safe in the face of emergencies and experience a high quality of life.

How We Measure Success

The Regional Housing Strategy is completed and endorsed and is used to guide land use, policy and development decisions across the region. We will see an increasing range of housing options required to meet growing demand.

A review of the Regional Emergency Management program is completed, enacting updated policies and procedures. We will continue to see a regionally supported Emergency Operation Centre with contributions from all our member municipalities and Westbank First Nation.

What We Will Do

Housing

RDCO's contributions to the provision of housing will take the form of advocacy and facilitation. RDCO is not proposing and does not envision the creation of a regional housing corporation.

The RDCO is ideally placed to convene discussions, outline innovative housing solutions and create best practices to inform local development policies and building standards.



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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

Safe Communities

The RDCO will continue work to protect communities from harm through the highly-recognized Regional Emergency Management Program in collaboration with the member municipalities and Westbank First Nation.

Specific actions for the RDCO this term include:

- Updating the Regional Emergency Management Program bylaw

Economic Development

What It Means

We will support economic development through the efforts of the Central Okanagan Economic Development Commission (COEDC) and its partners to identify new and emerging opportunities on which to build the future prosperity of our community.

How We Measure Success

The 2020-2025 COEDC Strategic Plan is completed and endorsed in 2019, and informs decisions of the Regional Board as well as the service delivery efforts. We will see an enhanced environment for small and medium enterprise growth, as well as an increased awareness of the Central Okanagan as a destination for entrepreneurs, workforce, students and families.

What We Will Do

The RDCO through the CEODC service will identify economic challenges and opportunities

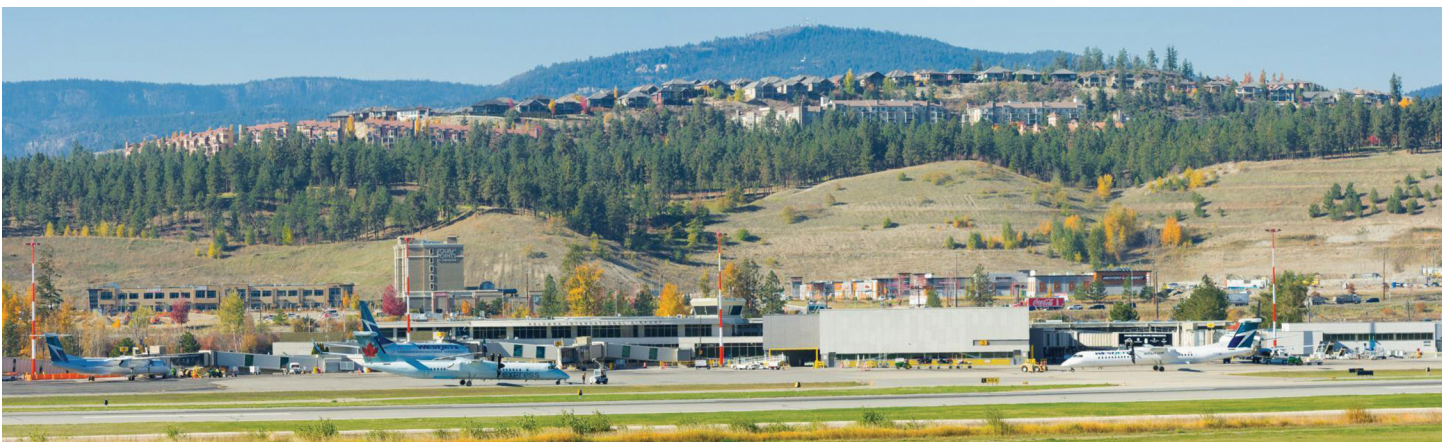
and determine strategies and actions aimed at fostering the Central Okanagan's long-term economic prosperity.

Through its Advisory Council, the COEDC ensures the perspectives of industry, local government, the syilx/Okanagan people and other partners are represented in strategic discussion. The objectives and goals of the 2020-2025 Strategic Plan will reflect these perspectives.

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 economy, including its gaps and opportunities
- Publishing 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, Integrated Watershed Management Plan and Regional Park Management Plans are in place to guide and coordinate the efforts of the Regional District, its member municipalities and partners.

Through these plans and the actions listed below, we will see:

- A reduction in per capita waste generation
- A reduction in new construction in higher risk floodplain areas
- An increase in the number of hectares of regional park available for use by residents

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 affecting all jurisdictions in the Central Okanagan.

In collaboration with others such as the Okanagan Basin Water Board, we will develop the strategies, plans and actions required to protect our



watersheds, care for our lakes and maintain foreshore areas. We will also work with partners and other levels of government to manage our solid wastes, address dangers from flooding and enhance the region's ecosystems.

Specific actions for RDCO this term include:

- Exploring regional waste-to-energy opportunities and an approach to single-use plastics pursuant to the Solid Waste Management Plan
- Completing Phase II and 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

