

our Home our Future

REGIONAL DISTRICT OF CENTRAL OKANAGAN

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REGIONAL GROWTH STRATEGY: PRIORITY PROJECTS PLAN

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DRAFT #4

February 24, 2017



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Executive Summary

About the Regional District of Central Okanagan's RGS Priority Projects Plan

The Regional District of Central Okanagan's (RDCO) RGS Priority Projects Plan is a Five-year Action Plan that outlines priority initiatives for the RDCO to implement based on commitments defined in the RDCO's Regional Growth Strategy Bylaw No. 1336 (RGS). It contains nine projects supporting over 25 policies, across eight Issue Areas of the RGS, all of which have been selected and scoped to support regional coordination and collaboration in support of regionally shared needs.

This Plan is driven by the RGS, which specifies the collaborative development of a Five-year Action Plan as part of the individual and joint responsibility of the Regional District partners for the "effective management of the future growth of the region." Beyond the RGS, a coordinated regional response continues to be the most sensible, economic, and effective approach to collective challenges. This is further recognized by provincial, federal and non-governmental funding initiatives that prioritize projects which can demonstrate regional benefits or connections to regional strategic initiatives, even for local and small scale projects.

Though the nine projects have been prioritized and sequenced, this is not meant to be a rigid five-year workplan - it may need to be revised in coming years to suit the needs of the region. Every year the RDCO Board will be asked to consider the projects recommended in this Plan and approve the requisite resource allocations on a case-by-case basis. The Plan identifies potential funding opportunities which may offset costs of projects to local government.

Process

The RDCO engaged EcoPlan International (EPI) to work with RDCO staff and the RGS Steering Committee (SC) to develop and prioritize the list of projects in this Plan. A collaborative and iterative approach was utilized and a significant amount of consultation took place with RDCO staff, the SC, the RDCO Board, municipal partners, area non-governmental organizations, and other governmental agencies.

Five-Year Action Plan

Since adoption of the RGS, the RDCO and its regional partners have completed a significant amount of work towards achievement of its goals and policies. As part of the Plan development, projects were considered covering all Issue Areas of the RGS. Many of these Issue Areas (including Our Land, Our Water Resources, Our Ecosystems, and Our Transportation) were found to be well supported by a significant amount of recent and ongoing work. The projects listed below were selected to supplement and support this work. As such, some RGS Issue Areas are not directly represented by the selected projects in this Plan. However, given the interconnected nature of regional issues, it is often the case that an Issue Area or its policies are indirectly supported by a project.

The follow table outlines the final nine priority projects and their sequence in the Five-year Plan. It provides high-level estimated start dates and duration of prioritized projects. Dark green indicates one-time projects of limited duration; light green indicates projects that, once initiated, will be ongoing or recurring.

#	Project	2017	2018	2019	2020	2021
1	Regional Flood Management Plan: Phases 2 and 3	Dark Green	Dark Green	Dark Green		
2	Regional Planning Lab	Light Green	Light Green	Light Green	Light Green	Light Green
3	Regional Housing Needs Assessment		Dark Green			
4	Regional Growth Strategy Monitoring Program		Dark Green	Light Green	Light Green	Light Green
5	Regional Citizen Survey		Dark Green			
6	Regional Housing Strategy			Dark Green		
7	Regional Growth Strategy Five-year Review			Dark Green		
8	Regional Agricultural Strategy				Dark Green	
9	Regional Employment Lands Inventory					Dark Green

1. Overview

1.1 Purpose

In 2014, the Regional District of Central Okanagan (RDCO) adopted Regional Growth Strategy Bylaw No. 1336 (RGS). Section 4.1.2 of the RGS emphasizes that the RDCO and its member municipalities are, “individually and jointly, responsible for effective management of the future growth of the region.” Since adoption of the RGS, the RDCO and regional partners have fulfilled this commitment in a number of ways. While the RGS five-year review will provide a more definitive account, it is already clear that significant progress has been made toward RGS goals and policies by staff and elected officials working at both regional and local levels.

However, after several years of hard work on the initiatives identified in 2014, now is the time to consider how momentum can be maintained through the years ahead. RGS Section 4.1.2 anticipates this need when it specifies that staff and elected officials should collaboratively develop a “5-year action plan to outline the priority initiatives to implement the RGS.”

By developing this RGS Priority Projects Plan, and implementing its initiatives, the RDCO and its partners are not only fulfilling the commitments of the RGS, but echoing its most central insight: many of the challenges we collectively faced are best addressed at the regional level.

The purpose of this document is to identify the RGS priority projects for the next five years, and to describe the process undertaken to establish those projects.

1.2 Description

The RDCO engaged EcoPlan International (EPI) to work with RDCO staff and the RGS Steering Committee (SC) in developing and prioritizing a list of projects into a Five-year Action Plan. Project work consisted in a series of research, analysis and consultations steps beginning in September 2016, concluding with adoption of the final report by the RDCO Board on **DATE**.

The final Action Plan contains nine projects supporting over 25 policies, across eight Issue Areas of the RGS. These projects are a framework for maintaining momentum toward RGS goals and policies. The projects have been selected and scoped to support regional coordination and collaboration in support of regionally shared needs and goals, and with the expectation that there will be efficiencies from conducting work at the regional level.

The plan is not a rigid five-year workplan. Each year, the RDCO Board will be asked to consider the recommended projects, and approve the requisite resource allocations on a case-by-case basis. As new opportunities or unexpected demands arise, the projects in this plan can be revised, re-sequenced or replaced as needed.

It should also be noted that this document does not identify all high priority projects to be undertaken to implement the direction in the RGS. Many projects are underway supporting RGS priorities in environmental, transportation, water stewardship, economic and other areas. The projects highlighted in this Plan are based on gaps identified by the SC in RGS implementation.

A one-page summary of the Five-year Action Plan is provided in conjunction with detailed project descriptions and rationale, including approximate budgets, potential partners, and applicable RGS policies.

2. Process

This section describes the process used for developing, evaluation, and screening potential projects.

2.1 Overview

The development of the list of priority projects advanced through an iterative process involving research and technical analysis conducted by EPI, consultation with the SC, and follow-up research and consultation with staff from the RDCO, municipal partners, area non-governmental organizations, and other governmental agencies. The general process consisted in the following six steps:

- 1. Document inventory and high-level analysis:** EPI reviewed over 65 documents that were likely to have information about past and ongoing work, or a potential source for new projects. These included regional and local plans and strategies, annual reports and relevant background documents. These documents represent the RDCO, and its member municipalities; Westbank First Nation and the Okanagan Indian Band; other regional bodies; and provincial agencies and ministries. For a full list of the documents reviewed, see Appendix A.

In reviewing these documents, EPI conducted a high-level analysis of past and current initiatives that support RGS Issue Areas and related policies. This provided an overview of existing and past work supporting RGS implementation as a tool to support discussion with the SC.

- 2. Identifying Priorities:** Priority areas for the development of potential actions were identified primarily working with the SC. Results from background analysis and other tools were used to support discussion about past and recent work, urgent issues, or which RGS Issue Areas could benefit from more work.

The focus areas coming out of this process (discussed in Section 3.1) were reviewed with other staff from member municipalities and regional organizations in order to be confirmed, detailed, or revised as needed.

- 3. Developing a long list:** A long-list of 44 potential projects cutting across nearly all RGS Issue Areas was developed. Projects were identified primarily through consultation with the SC, area staff, and review of other existing initiatives.

Given the importance of momentum and buy-in for successful implementation, it was acknowledged early that the first source for potential projects should be those already identified as under consideration by one of the many departments, organizations and partnerships already at work in the region. Otherwise, where some urgent matter or critical need had been identified that had no existing response, new projects were identified with the help of the collective experience and expertise of the project team and other staff in the region. Where needed, this was supplemented by research into examples from other jurisdictions.

- 4. Project screening – creating the short list:** Moving from a long list of 44 potential projects to the final nine recommended for inclusion in the RGS Priority Projects Plan occurred through multiple phases, involving close review by the SC and other staff in the region. An iterative process, each phase, while ultimately shortening the list, resulted in revisions to the projects, and research into new options as issues and priorities were clarified. More detail on the phases of evaluating and screening projects, projects removed, and rationale are provided in Section 3.2.
- 5. Prioritization and sequencing:** The remaining nine projects were prioritized and sequenced over a five-year action plan based on SC identified priorities, existing momentum, external circumstances (e.g. funding opportunities), and whether the project could be considered a “keystone” (i.e. necessary for other work to be completed). More detail on prioritization and sequencing rationale is provided as part of project descriptions (Section 4.1).
- 6. Report drafting and review:** The Priority Project Plan report went through an extensive review process, with the first draft prepared in mid-December and the fifth and final draft submitted for RDCO Board adoption in **DATE**. In addition to the SC, staff and representatives from a number of departments of the RDCO, member municipalities, other regional organizations and agencies were provided an opportunity to review and comment. More detail on consultation is provided in Section 2.2.

2.2 Consultation

Consultation was used throughout project work to clarify project expectations and direction, identify priority areas, supplement research with the expertise and specialized knowledge of local area staff, and provide feedback on deliverables.

Most consultation took place through meetings held with RDCO staff and the SC. The SC provided initial project direction and input on action prioritization and the first drafts of the plan, including participation from the following Committee members:

- Dallas Clowes, Senior Planner, City of West Kelowna
- Graeme Dimmick, Senior Planner, Westbank First Nation
- Ron Fralick, Manager of Planning, RDCO
- Cory Gain, Director of Planning & Development Services, District of Peachland
- Nancy Henderson, General Manager of Development Services, City of West Kelowna
- Mark Koch, Director of Community Services, District of Lake Country
- Ross Soward, Planner Specialist, City of Kelowna
- Janelle Taylor, Planner 1, RDCO

The following schedule outlines the meetings held and their contribution to project work:

Participants	Date	Purpose
EPI, RDCO staff, and SC	October 12, 2016	Project scope, gap analysis review, and priority setting
RDCO staff and SC	November 16, 2016	Screen long-list of potential actions
Presentation to G&S Committee	February 9, 2017	Review of RGS Priority Projects Plan – draft #3.2
Presentations to member municipality and First Nations Councils	March, 2017	Review of RGS Priority Projects Plan – draft #4
Presentation to RDCO Board	April, 2017	Final input on RGS Priority Projects Plan – draft #5

In addition to these meetings, staff from various RDCO departments, City of Kelowna, area non-governmental organizations, and other governmental agencies were contacted for more detailed input on specific projects, including:

- Margaret Bakelaar, Environmental/Land Use Planner, RDCO
- Nancy Mora Castro, Regional Air Quality Coordinator, RDCO
- Michelle Kam, Sustainability Coordinator, City of Kelowna
- Mike Kittmer, Regional Transportation Coordinator, City of Kelowna
- Rafael Villarreal Pacheco, Transportation Planner, City of Kelowna
- Scott Boswell, Program Manager, Okanagan Collaborative Conservation Program
- Corie Griffiths, Director, Central Okanagan Economic Development Commission
- Jack Stuempel, Communications Manager, Ministry of Transportation and Infrastructure
- Pam Moore, Environmental Health Officer, Healthy built Environment Team, Interior Health Authority

Input from these sources was used to clarify context, confirm the status of ongoing initiatives, and detail potential projects.

An early draft of the report was also circulated to the following agencies and key personnel as part of a referral process:

- Ministry of Forests, Lands & Natural Resource Operations
- Ministry of Environment
- Ministry of Transportation & Infrastructure (eDAS)
- Ministry of Agriculture
- Ministry of Community, Sport and Cultural Development
- Agricultural Land Commission
- Interior Health Authority
- Black Mountain Irrigation District
- Glenmore Ellison Improvement District
- Rutland Waterworks Irrigation District
- South East Kelowna Irrigation District
- University of British Columbia Okanagan
- Okanagan College
- School District No. 23
- Okanagan Indian Band

- Westbank First Nation
- City of Kelowna
- City of West Kelowna
- District of Lake Country
- District of Peachland
- Regional District of Thompson-Nicola
- Regional District of North Okanagan
- Regional District of Kootenay Boundary
- Regional District of Okanagan-Similkameen
- APC (Central Okanagan West)
- Agricultural Advisory Commission
- Environmental Advisory Commission
- Okanagan Collaborative Conservation Program
- Okanagan Basin Water Board
- CATCH
- BC Transit
- R. Fralick, Manager of Planning
- C. Radford, Director of Community Services
- R. Andrews, Manager of Facilities and Fleet
- M. Bakelaar, Planning Section
- S. Mah, Parks Services
- D. Merenick, Bylaw Enforcement Section
- C. Griffiths, Director of CO Economic Development Commission
- N. Mora Castro, Regional Air Quality
- R. Villarreal, STPCO
- C. Walsh, Manager of Police and Community Support Services
- M. Drouin, Manager of Corporate Services
- P. Rotheisler, Manager of Environmental Services

3. Findings

3.1 Focus Areas

RGS Issue Areas and associated policies were explored through consultation to identify areas that should be the focus of the RGS Priority Projects Plan. These focus areas were used to support development of the long-list of potential projects for later screening and evaluation.

Organized according to RGS Issue Areas, the following summarizes the focus of discussion, including general context, work completed or ongoing, and potential gaps to be filled. The only exception is the omission of Issue Area “Our Land”, which was identified early as sufficiently supported through Official Community Plans and regional context statements.

Our Economy: The regional economy is well supported by the work of the Central Okanagan Economic Development Commission (COEDC). The COEDC supplies a wide variety of the economic development services for the region, including business retention and expansion initiatives, investment attraction, marketing and promotions, and sector specific support (e.g., agriculture – see notes under “Our Food” below).

One area that could be more thoroughly addressed appears to be regional land use planning specific to the protection and provision of employment lands. Ensuring the timely availability of suitable and affordable employment lands is critical to maintaining competitiveness, particularly

in high value sectors such as manufacturing, value-added agricultural, and the rapidly growing tech sector.

Our Water and Our Ecosystems: With environmental land protection and water stewardship as long-held priorities, the RDCO has been accomplishing a great deal of successful work, and has a number of projects and initiatives still underway. These Issue Areas continue to be one of the most strongly supported aspects of the RGS. Some key initiatives are outlined here.

The RDCO is an active member in a variety of conservation and stewardship organizations active in the valley, including the Okanagan Collaborative Conservation Program (OCCP), the Okanagan-Similkameen Stewardship Society, the Local Government Working Group on Species and Ecosystems at Risk (LGWGSEER), and the Okanagan Water Stewardship Council.

Planning for Ecosystem Connectivity in the RDCO is an ongoing collaborative project which supports RGS implementation. The RDCO regularly invests in restoring and protecting sensitive areas, such as the recent Mission Creek Restoration Initiative, establishment of Black Mountain/sntsk'il'ntən, Goats Peak and Johns Family Regional Parks, or as described in the Central Okanagan Regional Parks Legacy Program – Ten Year Park Land Acquisition Strategy (2007 – 2017).

The RDCO Parks Services Strategic Services Plan 2011 – 2016 supports conservation through appreciation and education about natural spaces, natural history, and the protection of community natural resources.

Given the importance of data in good decision-making and policy development, RDCO staff (often in collaboration with partners) have been highly active in maintaining quality mapping and databases of the local ecosystem. This includes the recent updates to foreshore mapping of Lake Okanagan, ongoing updates to the Sensitive Habitat Inventory Mapping for the Central Okanagan, and upcoming updates to the Sensitive Ecosystem Inventory for the Central Okanagan.

Other ongoing environmental initiatives not specifically noted in this document, including those identified through the RDCO Environmental Planning Program, RDCO Parks Services, local municipalities and the Okanagan Collaborative Conservation Program, will continue and will address the RGS goals of managing and protecting water resources and protecting, enhancing and restoring biodiversity in the region.

Our Health: As a topic that cuts across multiple policy areas, there are a number of ways that health is already being addressed such as through active transportation planning by the STPCO; environmental protections and water stewardship by OBWB, OCCP, RDCO Planning Section, and RDCO Parks Services; and promotion of active lifestyles as through the Parks Services Strategic Services Plan. As such, a considerable amount of work is already being done in health (or will be) as part of other Issue Areas, and the Interior Health Authority and School District No.23 provide regular input on land use planning bylaw and decisions related to public health for the RDCO and partner communities. Indeed, the RDCO is a leader in the province in supporting health at the local government level as one of the only regional districts with a health specific chapter in its RGS.

However, there are still significant challenges identifying ways to incorporate principles of a healthy built environment into comprehensive plans (i.e. operationalizing the research) as supported by the RGS (Our Health, Policy 8). At the same time, there are opportunities to leverage the good position of the RDCO with regards to health by building stronger working relationships with the Interior Health Authority.

Our Food: Agriculture is a key part of the regional economy, quality of life, and community identity in the Central Okanagan. While there is some work being done in agriculture across the region, this is primarily in the form of agricultural plans. Despite the importance of agriculture to the region, the current regional Agricultural Plan is more than 10 years old. As such, there appears to be need to re-establish regional agricultural goals, and coordinate planning to achieve them.

Agricultural businesses have more support: the COEDC has an agricultural support worker that assists farm operators and other agriculture businesses, providing consultation, support and customized services. The COEDC also works with the ministry and agricultural bodies in the area to put on agricultural awareness and agricultural related events, such as seminars to provide business development assistance or events to increase the profile of agriculture in the region.

Our Housing: Housing affordability is a growing issue across British Columbia and Canada. The provincial government and many local jurisdictions have begun to take action to address record growth in home prices, rental costs, and low rental vacancy rates. The Central Okanagan is no exception where the strong tourism industry can have adverse effects on the availability of rental stock and affordable housing for locals. The average home price in the Central Okanagan exceeded \$500,000 in 2015 and is significantly above average prices in the North and South Okanagan (at approximately \$335,000 and \$385,000, respectively). There is also some concern that the recent provincial tax targeted at foreign buyers in Metro Vancouver could increase demand in nearby markets like the Central Okanagan, driving up real estate prices, further exacerbating affordability issues.

Affordable housing is also a primary issue for community health. In the Provincial Health Services Authority's *Health Built Environment Linkages* toolkit, housing is one of five key components of a healthy community. Indeed, as part of Kelowna's *Healthy City Strategy* - a project conducted in partnership with Interior Health – the second phase of work (scheduled for 2017) is focused on affordable housing. Indeed, many communities across the region are contributing to their community health through policies that support affordable housing options.

Given regional commuting patterns and the strong connections between Central Okanagan communities, a regional approach to housing and housing affordability makes the most sense. While housing policy exists in OCP's across the region, there is no initiative that takes a regional perspective to affordable and accessible housing.

Our Climate: Climate change and its effects are a well-documented global problem and the urgency of mounting a response is now broadly accepted at all levels of government. Response comes in two forms: mitigation, through reduction of GHG emissions; and adaptation, which depends on the nature of the locally experienced effects of climate change.

Given the cross-cutting nature of climate change, the numerous ways that the RDCO and communities of the Central Okanagan have worked to mitigate and adapt to climate change effects is not necessarily apparent. For example, work has been done in activities as broad as land use planning, (e.g. through OCP policy revisions), housing policy, urban forestry initiatives, parkland acquisition and other park management initiatives (as outlined in the RDCO Park Services Strategic Service Plan), and sustainable and active transportation, all of which contribute to mitigate GHG emissions or support adaptation efforts.

Additionally, there has been significant climate change specific work. With an already significant flood hazard risk expected to increase in the future, and a large amount of vulnerable agricultural land, the Central Okanagan has already begun work in mitigation and adaptation, including Phase 1 of the Regional Flood Management Plan, and the B.C. Agriculture & Climate Change Regional Adaptation Strategies. Further, a number of clean air initiatives have been underway under the guidance the Central Okanagan Clean Air Strategy (2015) and the Regional Air Quality Coordinator.

There is significant work to be done through the remaining phases of the Regional Flood Management Plan.

Our Transportation: Transportation, like land use, is a keystone activity for managing how communities grow and develop. As the population in the Central Okanagan continues to grow, having an efficient and effective transportation network will be critical to maintaining economic growth, reducing GHG emissions and air pollution, and supporting community health and wellbeing.

As such, transportation has been well-established as a regional priority and is very-well supported by existing initiatives as a result. Key activities include development of the Regional Transportation Plan (currently underway), an update planned for the 2012 Regional Active Transportation Plan, and variety of other initiatives of the Sustainable Transportation Partnership of the Central Okanagan.

Our Governance: Discussion with the SC, and RDCO and City of Kelowna staff revealed a need for new ways of sharing resources, ideas, and addressing common technical challenges. As many jurisdictions face common challenges, having no way to collect and communicate lessons-learned and innovative solutions is a lost opportunity to improve the quality of technical solutions, information for decision-making, and make best use of limited resources.

3.2 Project Screening and Evaluation

With so many important initiatives underway or planned in support of RGS priority areas (as described in Section 3.1), an effort was made to identify projects that were both an important aspect of RGS implementation, as well as filling gaps in ongoing work. Moving from a long-list of 44 potential projects to the final set of nine came about as part of a multi-phase process of screening and evaluation. These phases are as follows:

Phase 1: The long-list of 44 actions, including description and rationale, was reviewed by the SC. Each action was flagged to be maintained, removed, revised, or researched further with accompanying rationale. Research and staff consultation resulted in further revision, removals and additions. This phase resulted in the removal of 18 potential projects.

Phase 2: The remaining 26 projects were detailed and sequenced into a five-year schedule as part of the first draft of the RGS Priority Projects Plan. During review of this plan, the SC further refined the list, removing projects that were sufficiently supported elsewhere (i.e., well-resourced and budgeted as part of other initiatives), better characterized as a budgetary item, or were better combined with other projects.

Phase 3: A short-list of 12 projects was circulated for review as part of the second draft of the RGS Priority Projects Plan. This draft was reviewed by a number of agencies, organizations and key personnel as part of the referral process. This phase of review resulted in the removal of three more actions, bringing the final action plan to nine priority projects

Table 1 summarizes the results of this process, describing candidate projects that were considered and removed, including rationale for their removal. The projects are organized according to RGS Issue Areas. The projects that were retained following the screening are described in Section 4.

Table 1: Eliminated Candidate Projects

Candidate Project	Project Description	Rationale for Removal
<i>Our Water and Our Ecosystem</i>		
Sustainability Checklist for new development	A checklist using sustainability objectives from various regional plans and strategies to give new developments a quantitative sustainability rating	Concerns that such a checklist would hinder development as an added requirement. This project was revised for further consideration as a “Sustainable Development Streamlining Checklist”
Sustainability/ biodiversity audit of existing policies and regulatory processes	A methodical and structured assessment of existing bylaws to flag any “grandfathered” policies that obstruct achievement of sustainability objectives	This project determined to be too onerous and potentially prescriptive for municipal level policy. Aim should be more to consolidate existing policies and processes, not add. A streamlining checklist that supports sustainability preferred.
Regional Parkland Acquisition Strategy	A strategy that identifies and prioritizes locations where acquisition of land for park and greenspace would maximize benefits to recreation, connectivity and other biodiversity objectives	Already complete: “A Central Okanagan Regional Parks Legacy Program – Ten Year Park Land Acquisition Strategy (2007 – 2017)”

Candidate Project	Project Description	Rationale for Removal
Develop sample water resource objectives/policies for consideration in OCPs	A set of sample water resource objectives/policies for consideration in OCPs to make it easier to incorporate water sustainability into land use planning and decision-making as indicated in the <i>Water Sustainability Act</i> .	Supported by SC, but seen as best included in the RGS Priority Projects Plan as possible topics/activities of Regional Planning Lab (Project 2). *The “Sustainable Development Streamlining Checklist” was revised to “Sustainable Development Streamlining Tools” to allow for development of different solutions specific to local contexts.
Sustainable Development Streamlining Checklist*	The checklist would be a non-obligatory tool to support developers in understanding expectations of developing in certain conditions, and preparing a project and development application that will meet standards set out in a range of sustainability focused regulations. Intent is to make adherence to these regulations simple and streamlined.	
Our Health		
Host a workshop on incorporating principles of a Healthy Built Environment into the development of comprehensive plans	A one-day workshop co-facilitated by staff from the Interior Health Authority would allow planners from around the region to learn about available resources and help strengthen working relationships between the two groups.	Supported by SC, but seen as best included in the RGS Priority Projects Plan as possible topic/activity of Regional Planning Lab (Project 2).
Our Food		
Develop agricultural plans for underutilized ALR land.	Identify underutilized ALR land and conduct agricultural feasibility assessments and market opportunities.	Determined to be too jurisdiction specific; not sufficiently regional.
Consider re-establishing an Agricultural Support Officer position as a 2-year pilot project	A recommendation from the RDCO Agriculture Plan, responsibilities would include: -Business Planning -Facilitating Educational Programs -Information Resource -Community Liaison for Agriculture	While supported by the SC, as the previous termination of this position was seen as a loss, there was some concern that this might constitute a duplication of a similar position at the COEDC. Further research confirmed this, as the COEDC agricultural and tourism specialist positions does the following: <ul style="list-style-type: none"> • works with one-on-one farm operators and other agriculture businesses who provides consultation, support and customized services. • works with the ministry and agricultural bodies in the area to put on agricultural awareness and agricultural related events (e.g., seminars to provide business development assistance or events to increase the profile of agriculture in the region). The COEDC also provides content and digital marketing to help increase the profile of agricultural-driven businesses in

Candidate Project	Project Description	Rationale for Removal
		the region and is currently exploring topics around succession. Before pursuing a new support position, it was determined that a more comprehensive understanding of the assets and needs of agriculture and farmers in the region would be required (hence the Regional Agricultural Strategy recommended as part of Project 8).
Encourage increased cooperation in the promotion and support of agricultural activity in the region.	Work with other local governments, Chambers of Commerce and Business Associations to support agricultural sector promotion	Work already being done by the COEDC.
Determine cross-sector objectives for drought planning.	Drawn from Agriculture and Climate Change Regional Adaptation Strategies: Consult with the agricultural sector to facilitate dialogue on priorities for key water issues and adaptation in drought planning	The BC Climate Action Initiative is implementing and monitoring the programs outlined in the Okanagan Adaptation Strategies document. RDCO is a member of the Working Group and participates sufficiently through this mechanism. As such, all these actions, while supported, were removed as potential projects for this plan.
Develop a framework for engagement of agricultural water users in local drought planning processes.	Identify sector representatives for drought planning processes and determine ways to maintain consistent sector participation.	
Support the agriculture sector's participation in drought planning.	Primary concern is ensuring sufficient water supply for sector activities	
Develop information materials on agricultural water use.	Improve knowledge of agricultural water use/practices through videos, websites, mail-outs, events and workshops.	
Establish Invasive Species Roundtable.	Annually bring sector organizations and agencies together to share information on agriculturally significant invasive species.	
Identify agricultural areas where wildfire solutions are needed.	Identify high risk level areas on agricultural land base from Community Wildfire Protection Plans.	
Promote area farms where established farmers are willing to mentor young people.	Assist young people in gaining agricultural skills and experience	While could have been part of the Agricultural Support Worker position, should now be considered as part of recommended regional agricultural planning (Project 8).
Our Housing		
Housing Action Forum	A one or two-day forum to brainstorm and prioritize actions to address housing needs	To be included as part of development of Regional Housing Strategy (Project 6)
Affordable Housing Strategy	More focused strategy, targeted to people who are low/average income earners, i.e., minimum wage or receiving government assistance	
Attainable Housing Strategy	More focused strategy, attainable housing focuses on average/medium income	

Candidate Project	Project Description	Rationale for Removal
	households priced out of the market or struggling with higher rents	
Our Climate		
Investment in forced air technology burners	Purchase one or two Air Curtain Burners for use by area agriculturists	While supported by the SC, these activities were considered to be more appropriately categorized as budgetary items, not projects.
Top-up of rebate budget for woodstove exchange	Regional funding to supplement annual provincial funding to support more woodstove exchanges by certain date	
Regional Hillside/ Slope guidelines/ policies	A set of standards that can be applied by local governments to OCP/ DPA policy to mitigate risk to slope hazards in new development	Supported by SC, but seen as best included in the RGS Priority Projects Plan as possible topic/activity of Regional Planning Lab (Project 2).
Our Transportation		
Develop a regional Active Transportation Network map	Development of a regional network map (paper and/or digital) showing all active transportation routes and connections	Already completed and included as part of Regional Active Transportation Plan
Update of the Regional Active Transportation Plan	An Update of the AT Plan to account for new conditions and policy context (COPS, RTS, etc.)	Already included as part of developing Regional Transportation Strategy.
Advance West side Trail Collaboration	Move forward on next steps in technical brief to get Westside Trail “shovel ready”, including engineering studies, cost estimates, partnership opportunities	While strongly supported by the SC, this activity is seen to be already strongly supported by the work of the STPCO and will likely be incorporated into the upcoming Regional Strategic Transportation Plan.
Regional Transportation Impact Assessment Framework	A set of guidelines that can be applied in the case of local developments, but provide considerations to capture potential impacts to the regional transportation network	In the short term, this project was determined to be very difficult to implement, as there is not a regulatory framework in which it would operate. The project could be revisited following completion of the Regional Strategic Transportation plan.
Forum on impact of new automotive technology	A forum of relevant stakeholders to explore the implications of new automotive technology (electric, automation, etc.) on transportation behaviour in the region	Supported by SC, but seen as best included in the RGS Priority Projects Plan as possible topic/activity of Regional Planning Lab (Project 2).
Principle-based review of Ministry of Transportation and Infrastructure (MOTI) Central Okanagan Planning Study (COPS)	A structured review of preliminary options of COPS conducted to ensure community values and the work of local planning departments is clearly understood and incorporated into MOTI’s larger planning process. The review would use local community objectives (e.g., from OCPs or other planning processes) and broadly accepted best-practice planning principles to identify potential impacts to community connectivity, cohesion, health, and wellbeing that are concrete and measurable.	The SC has been very pleased with the work conducted by MOTI on the COPS project. Given the opportunities for input provided, the SC is confident that the final analysis and recommendations will reflect the concerns, values, objectives of local communities, as well as planning best-practice.

<i>Candidate Project</i>	<i>Project Description</i>	<i>Rationale for Removal</i>
<i>Our Governance</i>		
Grant Coordinator	A full or part-time position dedicated to finding and securing grants. Mandate could be scaled depending on focus: RDCO, Regional members, community organizations.	Members already have personnel assigned for this at local level. Seen as an administrative/human resources decision for the RDCO to support their work, not a project specific to supporting RGS implementation.
Create a central inventory of policy examples	An inventory (online) of policy language/ regional standards for updating OCP and other bylaws	This project was revised. Original intent was to support sharing of expertise and knowledge of planners around the region on challenges they face in common. Given concerns about up keep and administration of central inventory/database, project has been replaced by the Regional Planning Lab (Project 2).
Relocate all regional services being completed by the City of Kelowna to the RDCO Office	Relocate Regional Air Quality and Regional Transportation Services from City of Kelowna offices to RDCO offices at KLO Road	Review from stakeholders identified the loss of existing economies of scale and other efficiencies of the current location of these services; there is no business-case or budgetary rationale for relocating to the KLO offices.

4. Priority Projects

4.1 Evaluation and Prioritization

The remaining nine projects were prioritized and sequenced over a five-year action plan based on the following considerations:

- The extent to which the project addresses ranked priorities of the SC.
- The extent to which the project builds on existing momentum, requiring little additional work to build “buy-in”.
- Whether the projects are related to some critical external circumstance that requires initiation or completion by a certain year
- Where projects were understood as “keystone” activities (i.e., they were requisite or highly important to other projects), they were identified as “primary” or “secondary” in relation to each other, and sequenced accordingly.

Table 2: *Five-Year Action Plan Summary and Timeline*, outlines all the priority projects according to their sequence in the five-year plan. Section 4.3 provides the following for each priority project:

- A detailed description and rationale
- An identification of RGS policies supported by the project
- Rationale for prioritization
- Budget estimates and potential partnerships¹ (Potential partnerships are only provisionally identified here. The full range of partners and stakeholders that may be involved will only be identified as part of project specific engagement planning)
- Comparable projects from other jurisdictions in B.C.

Where appropriate, descriptions were based on an assessment of similar projects from different jurisdictions in B.C.

¹ Budget estimates and partnership involvement are provisional as part of this draft report – further research being conducted to validate assumptions

4.2 Five-Year Action Plan

The Gantt chart below indicates high-level estimated start dates and duration of prioritized projects. Dark green indicates one-time projects of limited duration; light green indicates projects that, once initiated, will be ongoing or recurring.

Table 2: Five-Year Action Plan Summary and Timeline

#	Project	2017	2018	2019	2020	2021	Page
1	Regional Flood Management Plan: Phases 2 and 3						18
2	Regional Planning Lab						19
3	Regional Housing Needs Assessment						21
4	Regional Growth Strategy Monitoring Program						23
5	Regional Citizen Survey						24
6	Regional Housing Strategy						26
7	Regional Growth Strategy Five-year Review						28
8	Regional Agricultural Strategy						29
9	Regional Employment Lands Inventory						32

This timeline is to be understood as a flexible guide, not a fixed schedule. While the projects are allocated to specific years, an adaptive management approach will be taken so that in the event that an opportunity presents itself (e.g., through new funding opportunities), RDCO staff and the Board will be able to make informed decisions about re-prioritization. Additionally, it is anticipated that some activities – like the Regional Planning Lab – will result in the emergence of new initiatives and activities for consideration in future years.

4.3 Project Descriptions

2017: Year 1 Projects

1) Regional Floodplain Management Plan: Phases 2 and 3

Description and Rationale: Flooding is a serious concern for the Central Okanagan and its developed areas and will only become more with the effects of Climate Change. In response to this risk, the RDCO has outlined a three-phase Regional Floodplain Management Framework (RFMP) with the objective of developing a better understanding of flood risk in order to reduce and mitigate damage and impacts from future floods. Completed in June of 2016, the first phase of the management plan identified and prioritized the criteria for further study of flood hazard areas. Continuing work on the RFMP has been identified as a high priority and is scheduled to proceed through to 2019.

Phase 2 will focus on the delineation and confirmation of the flood-prone streams and floodplains identified in Phase 1, with the purpose of ensuring that there is a comprehensive understanding of watercourses for both a local government bylaws and the Flood Plan. Phase 3 will use this new understanding to build on and expand the flood risk mitigation strategies already in place within the region. Further details on recommendations and priorities for Phase 2 of the RFMP are outlined in the “Regional Floodplain Management Plan: Phase 1 Final Report”.

RGS Policies Covered:

- 3.2.3 Our Water Resources - Policy 3
- 3.2.4 Our Health – Policy 5
- 3.2.7 Our Climate – Policy 8

Prioritization Rationale:

- RFMP Phase 2 was provided funded along with Phase 1 as part of a single ongoing project.

Implementation:

- **Budget**
 - Estimated Phase 2 budget: ~\$150,000
 - \$25,000 in funding has already been provided for Phase 2 of the plan from the Okanagan Basin Water Board Water Conservation and Quality Improvement Grant Program as well as \$25,000 from the Regional District.
 - RDCO will lead the project with support from contracted consultants
- **Partnerships**
 - RDCO
 - City of Kelowna
 - City of West Kelowna
 - District of Lake Country
 - District of Peachland
 - Westbank First Nation
 - Okanagan Indian Band
 - Okanagan Basin Water Board

Examples from other Jurisdictions

- Lower Mainland Flood Management Plan (Phase 1 complete)
- Sea-to-Sky Floodplain Management Plan
- Cowichan Valley Regional District - Lower Cowichan/Koksilah River Integrated Flood Management Plan

2) Regional Planning Labs

Description and Rationale: Planners from across the region are regularly struggling with common challenges and developing effective solutions. However, the collective experience and lessons-learned from this work is not always shared. Further, particularly stubborn challenges often require creative approaches and ideas that can only come from multiple perspectives and discussion among experienced professionals.

A Regional Planning Lab would be a forum for planners and other professionals from around the region to meet (once or several times over a series of meetings) to work through difficult technical challenges related to a specific planning topic, or the production of regionally significant projects. The lab would also improve the potential for collaboration and regional consistency. The topics of focus would be established by the SC (with input from their respective staff), and set for a certain period or number of meetings. Through development of options for this RGS Priority Projects Plan, a number of possible activities were identified, such as the following:

- Hosting a one-day **Healthy built environment workshop** co-facilitated by staff from the Interior Health Authority to allow planners from around the region to learn about available resources and help strengthen working relationships between the two groups. The workshop could also be structured so that the group can better understand each others' work, and develop some novel solutions for incorporating a health perspective into local government planning and decision making.
- Creating a **Sustainable Development Streamlining Tools** to help developers navigate various regional sustainability regulations. This would support a streamlined development process without sacrificing critical environmental, social or economic values.
- Developing a set of **sample water resource objectives/policies for consideration in OCPs** to make it easier to incorporate water sustainability into land use planning and decision-making as indicated in the *Water Sustainability Act*.
- Holding a **forum (or a series of forums) on the impact of new automotive technology** that will bring together relevant experts and stakeholders for the purpose of exploring the implications of new automotive technology (electrification, automation, etc.) on transportation behaviour in the region, and appropriate approaches for local government to engage with them.
- Create a **central inventory of policy examples** through amalgamation of existing examples from partners around the region. An inventory of sample policy language for updating OCPs and other bylaws would alleviate the workload of local planners, and supports regional coordination and standard setting

Depending on the project, different planners, professionals, and experts working for other area partners would be invited to participate, including staff from other government departments and ministries (e.g. Interior Health), non-profit organizations, and researchers from higher education. As these groups develop solutions to their common challenges, the Regional Planning Lab may result in the emergence of new initiatives.

With few appropriately comparable precedents, this project should also be understood as a pilot project. Its format and focus will be determined and adapted based on the needs of the group involved. Format and practices that work can be carried forward in later labs, and those that do not will be revised and eliminated as needed.

RGS Policies Supported:

- Depending on topics covered during Regional Planning Lab, policies from several RGS sections could be supported, including policies under 3.2.10 Our Governance

Prioritization:

- As a recurring activity for working through various planning issues, the Regional Planning Lab should start as soon as possible
- As the Regional Planning Lab may result in the emergence of new initiatives, beginning early will allow opportunity to consider add promising projects for implementation during later years of this Plan.
- The first topic and the timing of the first lab will depend on input from the SC and readiness of potential partners

Implementation:

- **Budget:**
 - Accomplished by in-kind staff support and meeting space at RDCO office.Should projects be proposed out of the Lab that require budget, these projects will be brought forward and approved through the budget deliberation process.

- **Partnerships**

Various potential partners depending on topic, but may include the following groups:

- | | |
|-----------------------------|-----------------------------------------------|
| ○ RDCO | ○ UBC-O |
| ○ City of Kelowna | ○ Okanagan College |
| ○ City of West Kelowna | ○ Urban Development Institute |
| ○ District of Lake Country | ○ Okanagan Collaborative Conservation Program |
| ○ District of Peachland | ○ Okanagan Basin Water Board |
| ○ Westbank First Nation | |
| ○ Okanagan Indian Band | |
| ○ Interior Health Authority | |

Examples from other Jurisdictions:

There are examples of one-off initiatives that are somewhat comparable to the Regional Planning Lab proposed, including the following:

- Ministry of Agriculture’s “Meeting of the planning Minds”
- Nature Conservancy of Canada’s “Meeting of Minds” in Cranbrook
- Central Okanagan Temporary Farm Worker Housing Initiative

The only example of an ongoing activity is the City of Vancouver CityStudio. While similar, the CityStudio has more focus on student and community capacity building, whereas the Regional Planning Lab proposed here would comprise primarily regional planning professionals.

2018: Year 2 Projects

3) Regional Housing Needs Assessment

Description & Rationale: As real estate prices rise faster than household incomes, access to affordable housing is a growing concern regionally as it is in much of the Province. With speculation that the new tax on foreign homebuyers in Metro Vancouver could push demand into other areas of B.C., affordability challenges may become more acute.

Unaffordability affects people of a diverse set of backgrounds and profiles. As such, the provision of affordable housing can come through a number of mechanisms and solutions that cut across a range of types and tenures of housing. This is often referred to as the housing continuum.

Figure: Housing Continuum

Emergency Shelters	Transitional Housing	Supportive Housing	Subsidized Housing	Market Rental Housing	Market Homeownership Housing
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Given the proximity of Central Okanagan communities and their integration through the transportation network (i.e. commuting patterns), the supply and demand of the housing market is best considered at the regional level. Indeed, anything less than a regional assessment would provide only a partial picture of the housing situation. This is particularly the case when considering the needs across the housing continuum, as it is unlikely that any single community in the Central Okanagan could address the full range of affordable housing needs of the region (nor would likely need to).

The study would examine needs across the housing continuum incorporating data and input from across the region. With the larger regional situation defined, each community’s role in the contribution to the solution can be better understood. This will support a coordinated and consistent response toward regional housing goals (See Regional Housing Strategy, Project 6).

One key component of work will be a comparison of regional housing supply and demand would help identify where along the housing continuum the greatest needs are (or may be in the future) throughout the region. This will likely include:

- Population estimates and growth projections
- Analysis of regional real estate/ rental trends including impacts from vacation rentals (including Airbnb) and foreign investment on overall affordability and supply
- Housing demand, including analysis of households by size and income; including a consideration of how current and future demographic change (e.g. an ageing population) and population movement affects demand among communities
- Housing supply for market and non-market types (from across the continuum) and broken down by estimates of monthly rent/mortgage
- Needs assessment, matching supply and demand and determining key gaps in the continuum
- A consideration of how housing supply, demand, and needs will be affected by the Regional Transportation Strategy (currently underway)

Another important component will be an assessment of the needs in terms of administrative, institutional, and governance function related to the supply of housing. This could include assessment of the following:

- Data collection roles and gaps (e.g., comprehensive regional homelessness counts)
- The role of non-profit organizations in the provision of housing and related services, including how they are coordinated with local governments
- Coordination on financing mechanisms, funding, and BC Housing partnerships
- The impact of a lack of coordinated and comparable policy on the provision of affordable housing (e.g., inconsistent incentives for the development industry, criteria for locating affordable housing, a lack of long-term regional targets).

The study may include broad engagement or be conducted as a technical exercise. The results of this study, and the housing needs identified, will provide a strong foundation for the Regional Housing Strategy (Project 6).

RGS Policies Supported:

- 3.2.2 Our Economy – Policy 8
- Depending on content, may support various policies under 3.2.6 Our Housing
- 3.2.4 Our Health – Policies 1 & 5

Prioritization:

- Affordable Housing was identified as high priority issue by the SC.
- The City of Kelowna developing a Healthy Housing Strategy and Homelessness Strategy in 2017. Completing Regional housing initiatives (this needs assessment and the strategy identified for Project 6) soon after will allow easier integration of data, support coordination of implementation, and improve chances for funding applications to higher level government (for regional level initiatives and City of Kelowna).
- With the National Housing Strategy to be released in 2017, there may be funding opportunities for conducting housing projects in subsequent years.

Implementation:

- **Budget**
 - ~\$30,000 - \$40,000
- **Partnerships**
 - RDCO
 - City of Kelowna
 - City of West Kelowna
 - District of Lake Country
 - District of Peachland
 - Westbank First Nation
 - Okanagan Indian Band
 - Healthy City Partnership
 - Interior Health Authority staff
 - Urban Development Institute
 - Okanagan Mainline Real Estate Board
 - CATCH

Examples from other Jurisdictions:

- Saanich Peninsula Affordable Housing Needs Assessment Report, 2016 (budgeted ~\$40,000)
- Cowichan Valley Regional District Affordable Housing Needs Assessment, 2014 (budgeted ~\$30,000 - \$35,000)
- Housing Needs Assessment, City of Vernon, 2013

4) Regional Growth Strategy Monitoring Program

Description and Rationale:

Provincial legislation requires that once a RGS is adopted, ongoing monitoring must be established to assess implementation and measure progress being made towards the stated objectives. A monitoring program would help identify areas where RGS goals and policies are successful, where more work needs to be done, or where adjustments and adaptations to current initiatives need to be made.

The RDCO has a strong base for this work in the recently completed Okanagan Basin Interregional Indicator's project. This project resulted in a set of roughly 40 indicators and measures across 10 theme areas that correspond to common RGS policy areas. The work for this project will primarily consist in assessing the interregional indicators for their fit with the RGS goals, identifying gaps, and developing new indicators and measures to fill those gaps. The final product will likely have 30 to 40 indicators and associated measures to monitor the key goals and policies of the RGS.

This project will be an important contribution to the RGS Five-year review (Project 7, scheduled for 2019), and would also play an important role in developing the Citizen's Survey (Project 5, scheduled for 2018).

RGS Policies Covered:

- 3.2.10 Our Governance - Policies 1, 2, 3, 6 & 7

Prioritization Rationale:

- There is significant momentum from RDCO's participation in the Okanagan Basin Inter-Regional Monitoring Program. While a Central Okanagan specific program is not scheduled until 2018, the RDCO will meet legislative requirement by utilizing the Inter-Regional Monitoring Program until then. Waiting until 2018 will also allow the use of the latest (2016) census data, parts of which are not released for one or two years after the census.
- The RDCO's Five-year RGS review is slated to begin in 2019. By beginning the review with a thorough assessment of M&E indicators and the value of their respective results, this project will support an evidence-based assessment of the RGS and its policies.

Implementation:

- **Budget**
 - \$20,000, assuming significant amount of work from interregional monitoring program can be applied; excludes data collection
- **Partnerships**

○ RDCO	○ Interior Health Authority
○ City of Kelowna	○ Okanagan Collaborative
○ City of West Kelowna	Conservation Program
○ District of Lake Country	○ Central Okanagan Economic
○ District of Peachland	Development Commission
○ Westbank First Nation	○ City of Kelowna Healthy City
○ Okanagan Indian Band	Partnership

Examples from other Jurisdictions:

- Regional District of North Okanagan Monitoring & Evaluation Program (budgeted approximately ~\$40,000 for M&E framework including data collection)
- Regional District of Okanagan-Similkameen Regional Growth Strategy Snap Shots
- Metro Vancouver RGS Performance Measures (budgeted ~\$30,000 for framework without data collection)

5) Regional Citizen Survey
Description and Rationale:

A citizen (or community) survey is a way of collecting data that cannot be attained any other way, and can be an invaluable resource for staff and elected officials in decision-making, as well as strong communications tool for raising awareness about regional issues. It can also be used to supplement the RGS Monitoring Program's objective indicators (Project 4) with the experiences and perceptions of the public. The survey can include questions to collect:

- Baseline data gathering for the RGS Monitoring Program for topics where no readily available, objective measures exist (e.g., quality of life, health and wellbeing, facilities usage)
- Experiential or perception data
- Citizen satisfaction data
- Public input on regional priorities (in support of the Five-year RGS Review)

Comparisons between perception data and objective indicators can highlight areas where there might be gaps in the monitoring program, or show where education and communications are needed (i.e., the public is not aware of RGS progress).

As area surveys are completed regularly in some local jurisdictions or for other projects, care will have to be taken to ensure survey tools and questions are not repetitive or redundant. For example, RDCO Parks Services initiated a Regional Parks Visitor Use Survey Program in 2016 for the network of 28 regional parks. In 2016, surveys were conducted for 3 regional parks and future surveys of other regional parks will take place through to 2019. Also, the Regional Housing Needs Assessment (Project 3, scheduled for the same year) may also involve a survey.

However, these parallel projects may also provide an opportunity to leverage resources by combining survey tools. For example, instead of multiple regional surveys, questions and data could be incorporated into a single tool. Or, where location specific topics are of interest, the survey could have a modular design, with a set of regional level questions in one section that is delivered in all communities, and a community or project-specific section with questions customized to the local context or the needs of the project (e.g. questions on housing needs). This may allow for pooling of resources to improve sampling and coverage for more defensible results.

A Regional Citizen Survey conducted every five years in the RDCO could support the RGS Monitoring Program (Project 4) and RGS five-year review (Project 7).

RGS Policies Covered:

- 3.2.10 Our Governance - Policies 2, 4, 5 & 6
- Depending on content, may support policies under various Issue Areas

Prioritization:

- Should be conducted after the RGS Monitoring Program (2017) and before the RGS Five-Year Review (2019)

Implementation:

- **Budget**
 - \$40,000 - \$100,000; varies widely depending on expectations for statistical rigour of final results

- **Partnerships**

- RDCO
- City of Kelowna
- City of West Kelowna
- District of Lake Country
- District of Peachland
- Westbank First Nation
- Okanagan Indian Band
- Interior Health Authority

Examples from other Jurisdictions:

- Regional District of North Okanagan Regional Quality of Life survey as a supplement to the Monitoring & Evaluation Program (~\$40,000)
- Metro Vancouver Regional Livability Survey
- Comox Valley Regional District Residents Survey

2019: Year 3 Projects

6) Regional Housing Strategy

Description and Rationale: As noted above under Project 3 – Regional Housing Needs Assessment – the regional nature of the housing market, and high-level of integration among RDCO communities, requires taking a regional approach to addressing challenges around affordability. A collaborative approach would allow the allocation of resources to specific aspects of the housing spectrum in the areas of highest need in the regional context. Taking regional perspective on housing will also allow for coordination with other regional work, especially the Regional Transportation Strategy.

At the same time, each community (and numerous local organizations) will have a part to play in addressing gaps across the entire continuum. Different activities in different communities may be appropriate to better satisfy regional needs. But a regional strategy can help ensure that individuals communities are not working at cross-purposes, or that local initiatives are not producing unintended consequences at the regional level.

As such, a Regional Housing Strategy would support activity at both levels of local government:

- At the regional level, the strategy would identify work that is best done collaboratively to advance affordable housing goals and initiatives (per the RGS, *Our Housing*, Policy 4) or opportunities where resources can be pooled to have more impact.
- At the local level, the strategy help coordinate the individual efforts of each community (and other organizations) toward achieving regional housing goals.

Regional level work could include the following:

- Regional coordination for ongoing data collection (e.g., “Point in Time” housing counts). This could be supported by the development of a monitoring framework to better track changes in supply and demand (across the continuum) over time.
- Elaborating and confirming of regional housing goals
- Exploring regional and sub-regional targets for provision of affordable housing across the continuum, including rental (market and non-market), supportive, transitional, and emergency housing.

- Sharing lessons-learned (e.g., an inventory of local level approaches and policy response and assessment of relative effectiveness)
- Exploring shared regional policy objectives/criteria to inform where to locate supportive and rental housing
- Exploring options for coordinating regional housing initiatives, funding, or utilization of public lands to support affordable housing (e.g., regional housing trust fund, regional affordable housing coalition)
- Identifying potential joint or regional actions, such as:
 - Shared investments to support provision of options across the non-market end of the housing continuum (e.g., land acquisition, emergency shelters, transitional housing)
 - Advocacy of to senior levels of government
 - Funding proposals to senior levels of government or other organizations
 - Further research to support achieving housing strategy goals (e.g., best-practices in affordable housing policy or financing, etc.)

In addition to the establishment of goals, targets, or planning objectives, a key mechanism of coordinating community level work would be the development of an Implementation Plan. Such a plan would identify and clarify roles that different groups would take toward achieving regional housing goals, including the Regional District, member municipalities, First Nations communities, non-profit partners, and other governmental agencies (e.g. Interior Health Authority).

This work can support development of new housing plans/initiatives in communities that do not have them by demarcating the specific aspects of the housing continuum where they can have the most impact. For communities that already have housing plans in place, the regional level implementation plan can support coordination of groups working on local level actions.

Additionally, it may provide the rationale for pooling regional resources to support implementation of actions from a local level housing plan. For example, where some areas lacking resources to provide certain services themselves (such as emergency shelters and transitional housing), it may make sense to expand that service in a neighbouring community to support a larger population.

Further, by demonstrating the alignment regional level needs and goals, existing local level initiatives will improve their chances of securing funding from senior levels of government and other organizations.

RGS Policies Supported:

- 3.2.2 Our Economy – Policy 8
- 3.2.6 Our Housing – Policy 4 and depending on content, other policies.
- 3.2.4 Our Health – Policies 1 & 5

Prioritization:

- Builds on Regional Housing Needs Assessment from 2018 (and related funding opportunities that may come out of a National Housing Strategy in 2017)

Implementation:

- **Budget**
 - \$40,000 to \$60,000
- **Partnerships**
 - RDCO
 - City of Kelowna
 - City of West Kelowna
 - District of Lake Country
 - District of Peachland
 - Westbank First Nation
 - Okanagan Indian Band
 - Interior Health Authority
 - Healthy City Partnership
 - Urban Development Institute
 - Okanagan Mainline Real Estate Board

Examples from other Jurisdictions:

Examples include regional housing strategies and other regional level initiatives that may support or be identified as part of a strategy:

- Metro Vancouver:
 - Regional Affordable Housing Strategy, 2016
 - Housing and Transportation Cost Burden Study, 2015
 - What Works – Affordable Housing Initiatives in Metro Vancouver Municipalities, 2012
- The Social Planning Council for the North Okanagan has completed a variety of projects on housing, including:
 - Building Bridges: The 2007 Homelessness Strategy for the North Okanagan, 2007
 - Attainable Housing Strategy, City of Vernon, 2008
- Cowichan Region Affordable Housing Strategy, 2010
- Capital Regional District:
 - Regional Housing Affordability Strategy, 2007
 - Regional Housing Trust Fund
 - Greater Victoria Coalition to End Homelessness

7) Regional Growth Strategy Five-year Review

Description and Rationale:

2019 will mark five years since the RGS was adopted and therefore, as mandated under the *Local Government Act (section 452)*, the Regional Board will be asked whether or not a more comprehensive review, identifying possible amendments (minor or standard), of the RGS is warranted. This preliminary review will be a high-level review by staff with input from affected agencies, member municipalities, First Nations, and other groups listed in *LGA, Section 434(2)*.

Per Section 4.1.5 *Plan for Five-Year Review* of the RGS, the “review process provides an opportunity to assess the strengths and weaknesses of the growth strategy, assess performance

and re-evaluate solutions to persistent region-wide issues and responses undertaken.” The section further specifies that the following analysis of land use, environmental, engineering, transportation and financial issues should be taken into account as part of the review.

Work will be supported by findings from the RGS Monitoring Program (Project 4, 2017) and the Regional Citizens’ Survey (Project 5, 2018).

RGS Policies Covered:

- 3.2.10 Our Governance – All Policies

Prioritization:

- 2019 is five years after adopting of the RGS, therefore the required period for review.

Implementation:

- **Budget**
 - Varies depending on approach and use of existing staff resources. Hiring a consultant for a more structured review could cost approximately \$20,000 to \$25,000.
- **Partnerships**

○ RDCO	○ Westbank First Nation
○ City of Kelowna	○ Okanagan Indian Band
○ City of West Kelowna	○ Others as listed in <i>LGA, 434</i>
○ District of Lake Country	(2)
○ District of Peachland	

Examples from other Jurisdictions:

- RDOS RGS Update Preliminary Review, 2015 (budgeted ~\$10,000; high-level review resulted in consultant to recommend suite of minor revisions)
- Metro Vancouver RGS Update Review – internal process conducted by staff and decision made not to proceed with update

2020: Year 4 Projects

8) Regional Agriculture Strategy

Description and Rationale:

Agriculture is a key component of the identity of the Central Okanagan. With over 27,000 hectares of Agricultural Land Reserve, over \$95 million in gross farm receipts (2011) agriculture is a major aspect of the regional land use, economy, and landscape that contributes to the Central Okanagan’s high quality of life. Despite this, agriculture is under pressure and changing, both from increasing development and larger economic shifts (the number of agricultural

businesses dropped to 290 in 2011, representing 3.9% of all businesses, down from 5.7% in 2001).

Indeed, agriculture is closely associated with a number of systems that operate at a regional level including labour markets; warehousing, packing centres, and distribution networks; tourism; ecosystem connectivity; water resources; real estate development; and, of course, food systems. As such, taking a regional perspective on agricultural issues is a sensible response. This was anticipated by the RGS in Policy 1 of “Our Food”, which explicitly calls on regional partners to consider development of a Regional Agricultural Strategy.

A Regional Agricultural Strategy could help support knowledge sharing, data collection, joint investments, and developing regionally consistent policies to help a number of aspects of the larger agricultural and food system. It would support related regional initiatives (e.g. the Employment Lands Inventory) and could also help coordinate implementation of actions embedded in local level agricultural plans - some Central Okanagan communities have already developed Agriculture Plans (or at least plans for specific locations), most recently the Cities of West Kelowna (2011 and 2016) and Kelowna (currently underway).

Development of a Regional Agricultural Strategy would require extensive technical work and engagement, and could include the following components:

- Trends in the agricultural economy, including size, diversity and composition
- Regional inventory of agricultural land, including an identification of land actively farmed, or under pressure from development (this may provide an opportunity to update and identify trends from the Agricultural Land Use Inventory conducted for Kelowna in 2014)
- Identification of regionally common issues and challenges related to:
 - Land pressure, including as a result of rising land prices and the growth in tourism
 - Generational succession of farming businesses and land
 - The economic value chain (e.g., availability of firms and land for processing, packing, and distribution services; access to markets)
 - Knowledge sharing and technological innovation
 - The food system and food security
- Establishing regional agriculture and food system goals
- An assessment of existing resources and supports (e.g. agricultural business and sector support provided by the COEDC, UBC-O, the Agricultural Land Commission, and Ministry of Agriculture) and identification of any gaps
- Exploration and identification of regional level actions that support the goals, such as:
 - Ongoing data collection and knowledge sharing
 - Agricultural specific skills and knowledge development
 - Supporting entrance of young farmers into industry (including research into new financing options, etc.).
 - Facilitating relationships and identifying shared investment opportunities to improve regional food security

- Hiring an agricultural support worker (as existed previously) to supplement work done by other agencies
- Development of an implementation plan, identifying the areas of activity and roles of the Regional District, member municipalities, First Nations communities, and other area organizations.

Work will have to take the scope of existing initiatives into account, such as the BC Agriculture & Climate Change Regional Adaptation Strategies (with its focus on sustainable water use practices) and the COEDC, which provides a range of supports for agricultural businesses and industry.

RGS Policies Covered:

- 3.2.2 Our Economy – Policies 2, 3, 9 & 11
- 3.2.5 Our Food – Policy 1 and, depending on content, may support several others

Prioritization:

- While agriculture is an important policy area, this project has little existing momentum and would require work to build buy-in and define scope

Implementation:

- **Budget**
 - Approximately \$70,000, but may vary depending on scope (~\$40,000 to \$90,000)²
- **Partnerships**
 - RDCO
 - City of Kelowna
 - City of West Kelowna
 - District of Lake Country
 - District of Peachland
 - Westbank First Nation
 - Okanagan Indian Band
 - Central Okanagan Economic Development Commission
 - Agricultural Land Commission (ALC) and Ministry of Agriculture actively support local government initiatives to develop Agricultural Area Plans
 - Farming and agricultural industry organizations

Examples from other jurisdictions:

- Regional District of North Okanagan, Regional Agricultural Plan (~\$70,000)
- Metro Vancouver Regional Food System Strategy
- Metro Vancouver Regional Food System Action Plan
- “Growing our Future Together” – The Regional District of Nanaimo Agricultural Area Plan

² Budget range from discussion notes on Agricultural Area Plans during 2011 “Agricultural Advisory Committee Provincial Workshop”

- Sunshine Coast Regional District Agricultural Area Plan
- Squamish Lillooet Regional District: Area 'C', Pemberton Valley Agricultural Area Plan; Area 'B', Lillooet & St'at'imc Agricultural Area Plan
- Alberni Valley Agricultural Area Plan

2021: Year 5 Projects

9) Regional Employment Lands Inventory

Description and Rationale:

A key aspect of supporting sustainable and resilient economic development in the region is ensuring the availability of appropriate and adequately serviced employment supporting lands, including commercial, industrial, office and institutional land. While the economy and the nature of work can change in unexpected ways in the long term (and likely will, given technological advancements and trends toward home-based business and working remotely), tracking demand on different types of employment land will help planners and decision-makers adapt to these changes and stay competitive in a larger marketplace. For example, if the majority of available industrially zoned or designated land is built out, it may prompt a closer examination at how existing lands can be intensified, or whether new land would need to be annexed or excluded from the ALR.

Further, as economic activity crosses municipal boundaries, this is most appropriately done at the regional scale. The more effectively transportation integrates the communities in the region, the more employment land becomes a common resource.

While the Central Okanagan Economic Development Commission (COEDC) provides a range of economic development services, this type of regional land use planning specific to economic development is currently lacking. Indeed, an up-to-date registry could support the work of the COEDC in attracting investment and helping local businesses expand.

A Regional Employment Lands Inventory would also provide a foundation for a Regional Employment Lands Strategy, coordinating action at the local level, and development of tools to support prospective new business and investors to explore the region's assets and identify sites that may meet their needs.

An Regional Employment Lands Inventory will likely include the following components:

- Inventory of all commercial, industrial, office and institutional land (vacant and occupied)
- A market assessment and projected demand for all employment land types
- Estimated absorption rates and future supply (in years) for all employment land types
- Identification of impending shortages by location and use type
- A database of all lands by site, zoning, available servicing, and local government contacts

Work would include a significant technical component and consultation with key stakeholders in the commercial real estate sector.

RGS Policies Covered:

- 3.2.1 Our Land - Policies 1, 4, 6, 13
- 3.2.2 Our Economy- Policies 1 & 3

Prioritization Rationale:

- While important work, there were no specific circumstances that warranted sequencing this project ahead of others in the five-year action plan.

Implementation:

- **Budget**
 - ~\$50,000
- **Partnerships:**
 - RDCO
 - City of Kelowna
 - City of West Kelowna
 - District of Lake Country
 - District of Peachland
 - Westbank First Nation
 - Okanagan Indian Band
 - Central Okanagan Economic Development Commission
 - Okanagan Mainline Real Estate Board

Examples from other Jurisdictions:

- Regional District of North Okanagan Employment Lands Inventory and Action Plan
- Regional District of Nanaimo Industrial Land Supply and Demand Study (RFP budgeted \$50,000)
- Metro Vancouver Industrial Lands Inventory

5. Funding

Research was conducted to identify funding opportunities to support implementation of the RGS Priority Projects Plan. Where opportunities were found, a description of the program was provided, along with funds available and application deadlines. The following sources were reviewed:

- PlanH – Health Communities Capacity Building Fund – Round Three
- Real Estate Foundation of BC – Various Programs
- BC Hydro Power Smart – Community Energy and Emissions Planning
- Investment Agriculture Foundation of BC – Agricultural Area Planning Program
- Government of B.C. – Grow Local Program
- Canadian Housing and Mortgage Corporation - Affordable Housing Grants and Loans
- Vancouver Foundation – Field of Interest Grants
- Western Diversification Fund
- Southern Interior Development Trust Initiative

Many of the funding programs reviewed were not applicable to the types of projects included in this plan. Planning activities are not typically the subject of non-profit funding programs. Often, funding opportunities prioritized activities that may result from one of the priority projects, not the projects themselves. For example, there are a number of opportunities for affordable housing initiatives that may come out of a Regional Housing Strategy. As such, funding opportunities were not identified for all projects.

It is also important to note that as many funding programs – especially from the provincial and federal governments – may only be available for a defined period. As such, for projects identified near the end of the five-year action plan (i.e., in 2020 or 2021), new funding opportunities may arise that do not exist now. Where potential sources of new funding are anticipated, these have been indicated.

Projects #3 and #6: Regional Housing Needs Assessment and Regional Housing Strategy

Real Estate Foundation of BC: Built Environment Sustainability

Description: Under the “Built Environment Sustainability” grant program, the REFBC has four priority areas, one of which is housing, including projects on “[h]ousing research, education, legislation, policies, programs, and financial mechanisms that help communities meet their full spectrum of housing needs related to age, access and affordability.” Both the regional housing needs assessment and regional housing strategy fit aspects of this description.

Eligible Costs: Grants are typically provided for costs related to human resources needs, including project coordination and management, consultant fees, communications, travel, production of education materials, workshop delivery and community consultation.

Funds: The program supports small, grassroots projects (\$2000 - \$20,000) as well as larger initiatives (\$300,000). As a rule, REFBC support will not exceed 50% of the cash portion of the

project budget, or 33% of the total budget (including in-kind donations), whichever is less. The REFBC expects that other logical partners will be approached for cash or in-kind support.

Similar Projects Funded:

- City of Williams Lake received \$15,000 to assist with regional housing need and demand analysis research
- The Community Social Planning Council of Greater Victoria received \$20,045 to evaluate the CRD's affordable housing strategy and identify specific opportunities for affordable housing development

Deadline: There are two applications per year. The next application is September 6, 2017 with decisions to be made in December 2017 and March 2018.

Government of Canada: National Housing Strategy

To be completed in 2017, it is expected that the National Housing Strategy may result in the establishment of relevant funding programs. A summary of findings from the consultation process conducted in 2016 can be found at letstalkhousing.ca.

[Projects #4 and #5: Regional Growth Strategy Monitoring Program and Regional Citizen Survey](#)

Real Estate Foundation of BC: Sustainable Land Use

Description: The “Integrated Sustainability Planning” is a long-term vision based grant program supports community partners involved in the development, implementation and monitoring of a plan in small and large rural communities, neighbourhoods and regions. As such, the program may be a match for development of an RGS Monitoring Program, Regional Citizen Survey or both.

Eligible Costs: Grants are typically provided for costs related to human resources needs, including project coordination and management, consultant fees, communications, travel, production of education materials, workshop delivery and community consultation.

Funds: The program supports small, grassroots projects (\$2000 - \$20,000) as well as larger initiatives (\$300,000). As a rule, REFBC support will not exceed 50% of the cash portion of the project budget, or 33% of the total budget (including in-kind donations), whichever is less. The REFBC expects that other logical partners will be approached for cash or in-kind support.

Similar Projects Funded:

- Regional District of North Okanagan received \$76,400 to develop a comprehensive monitoring and evaluation program for its recently adopted Regional Growth Strategy. Part of this work involved a regional Quality of Life Survey delivered to regional citizens.

Deadline: There are two applications per year. The next application is September 6, 2017 with decisions to be made in December 2017 and March 2018.

Project #8: Regional Agricultural Strategy

Real Estate Foundation of BC: Local and Sustainable Food Systems

Description: The “Local and Sustainable Food systems” grant program supports projects in land planning, development of policy and regulation, as well as mapping and feasibility studies. While all four priorities of this grant program may apply to outputs of a regional agricultural strategy, aspects of the “Knowledge Sharing” priority area may apply to components of the strategy development process, including information gathering and mapping, or engagement.

Eligible Costs: Grants are typically provided for costs related to human resources needs, including project coordination and management, consultant fees, communications, travel, production of education materials, workshop delivery and community consultation.

Funds: The program supports small, grassroots projects (\$2000 - \$20,000) as well as larger initiatives (\$300,000). As a rule, REFBC support will not exceed 50% of the cash portion of the project budget, or 33% of the total budget (including in-kind donations), whichever is less. The REFBC expects that other logical partners will be approached for cash or in-kind support.

Similar Projects Funded:

- City of Kelowna received \$20,000 for an update to the Kelowna Agricultural Plan which will include extensive land mapping and consultation with community members.
- City of Campbell River received \$12,900 to develop an interactive online food map showing where local food is grown, sold and served, and where land is available for small-scale farming.
- Community Future of Central Kootenay received \$40,000 to create a Regional Food Policy Council in the Regional District to develop and implement a coordinated regional food systems strategy.

Deadline: There are two applications per year. The next application is September 6, 2017 with decisions to be made in December 2017 and March 2018.

Investment Agriculture Foundation of BC: Agricultural Area Planning Program

Description: The Agricultural Area Planning Program supports projects that enable the development of agricultural area plans within British Columbia municipalities and regional districts. While the focus is on “Agricultural Area Plans”, funding can also be used to carry out agriculture viability studies, develop agriculture strategies, conduct arability studies and carry out foodshed analyses, as well as the implementation of specific activities at a community or regional level. As such, a regional agricultural strategy or components of developing one are eligible for program funding.

Eligible Costs: Further details about eligible costs and requirements must be obtained through contacting IAFBC staff directly.

Funds: Will fund up to 50% cash costs of an agricultural area plan project, up to a maximum of \$45,000.

Similar Projects Funded:

Regional District of Central Okanagan

- The Regional District of Columbia Shuswap received \$24,436 to develop an Agricultural Strategy for the Shuswap.
- The Regional District of Bulkley-Nechako received \$11,200 to prepare an Agricultural Land Use Inventory (ALUI)

Deadline: There are two application deadlines in 2017: April 13th and July 7th. Information about future years of the program is not provided.

Appendix A: Documents Reviewed

Regional Level Plans/Initiatives

- RDCO Regional Growth Strategy Bylaw No. 1336, 2013
- Central Okanagan Economic Development Commission Strategic Plan, 2013
- Central Okanagan Clean Air Strategy, 2015
- Transit Future Plan - Central Okanagan Region, 2012
- Regional Strategic Transportation Plan - Phase 1 Pre-Planning Report, 2014
- Central Okanagan - Regional Active Transportation Master Plan, 2012
- A Biodiversity Conservation Strategy for the Okanagan Region, 2014
- Okanagan Wetlands Strategy, 2014
- Okanagan Ground Water Monitoring Project, 2013
- Sustainable Water Strategy Action Plan 1.0, 2013
- Sustainable Transportation Partnership Central Okanagan
- Regional District of Central Okanagan Agriculture Plan, 2005
- RDCO Regional Parks Services Strategic Service Plan 2011- 2016
- A Central Okanagan Regional Parks Legacy Program, Ten Year Park Land Acquisition Strategy (2007 – 2017)
- Regional District of Central Okanagan Strategic Priorities Plan 2015-2018
- BC Agriculture & Climate Change Regional Adaptation Strategies, 2015

Background documents to RGS Bylaw No. 1336

- RGS - Preliminary Consultation Process, 2011
- Background and Issues Report, 2011
- Regional GHG Emissions Model of RDCO's RGS (presentation), 2011
- Regional GHG Emissions Model and Technical Report, 2011
- RGS Youth Survey, Research and Summary, 2012
- Economic Development Discussion Paper, 2012
- Environmental Protection Discussion Paper, 2012
- Housing Discussion Paper, 2012
- Parks & Open Space Discussion Paper, 2012
- Transportation & Mobility Discussion Paper, 2012
- Water Resources, Lakes & Streams Discussion Paper, 2012
- Aggregate Supply and Demand Study, 2013
- RGS Growth Options Consultation, 2012

Member municipalities

- District of Lake Country Integrated Community Sustainability Plan, 2014
- District of Lake Country OCP, 2010
- District of Lake Country Economic Development Strategy and Workplan, 2013
- District of Peachland Corporate Strategic Plan 2015-2018
- City of West Kelowna 2016-2018 Strategic Plan
- District of West Kelowna Economic Development & Tourism Strategy, 2016
- District of West Kelowna Recreational Trails Master Plan, 2013
- A Cultural Development Plan for the City of West Kelowna, 2013
- District of West Kelowna Transportation Master Plan, 2014

- District of West Kelowna Agriculture Plan, 2011
- District of West Kelowna Official Community Plan, 2011
- Westbank Centre Agriculture Plan, 2015
- City of Kelowna Pedestrian and Bicycle Infrastructure Plan, 2016
- Kelowna 2030: Greening our Future (OCP), 2011
- City of Kelowna Housing Strategy, 2012
- City of Kelowna Healthy City Strategy, 2016
- City of Kelowna Healthy City Strategy – Community for All plan, 2016

Electoral Areas

- Brent Road - Trepanier OCP, 2012 (within Central Okanagan West Electoral Area)
- Ellison OCP 2006 (within Central Okanagan East Electoral Area)
- Rural Westside OCP 2010 (within Central Okanagan West Electoral Area)
- South Slopes OCP 2012 (within Central Okanagan East Electoral Area)

First Nations

- Westbank First Nation Government Strategic Plan, 2013-2016
- Westbank First Nation Community Economic Development Plan, 2010
- Okanagan Indian Band Strategic Plan, 2012
- Okanagan Indian Band Chief and Council Strategic Plan 2014-2018
- Westbank First Nation Community Plan, 2015
- Westbank First Nation Government Economic Development Commission Strategic Plan 2016-2019

Other Agencies

- Interior Health Strategy Map
- Interior Health - Charting the Course: Interior Health's Planning Principles and Strategies for Change, 2012
- Central Okanagan School District #23, Long-term Facility Plan
- Ministry of Transportation Central Okanagan Planning Study, Consultation Companion, 2015

Annuals Reports and Studies

- City of Kelowna OCP Indicators Report, 2016
- City of West Kelowna 2015 Annual Report
- City of Kelowna Annual Report, 2015
- District of Lake Country 2015 Annual Report
- District of Peachland 2016 Annual Report
- District of Peachland Economic Impact Analysis of Major Development Projects in Peachland, 2012
- Westbank First Nation Annual Report 2014/2015
- Okanagan Indian Band Annual Report 2011/2012
- Provincial Agricultural Land Commission Annual Report 2015-2016
- Central Okanagan Economic Profile for Agriculture, 2015
- Westside Trail Technical Brief, Sustainable Transportation Partnership of the Central Okanagan, 2016
- RDCO Annual Reviews, 2015 and 2016

