

Regional District of North Okanagan

Regional Growth Strategy Work Plan: Version 5.0



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Regional Growth Strategy

Work Plan

Summary

The objective of this report is to outline the work plan for developing the Regional Growth Strategy (RGS). The report outlines the process, timeline and work plan (tasks) required to generate the content that will become the Regional Growth Strategy. The process is currently in Phase I: Building a Foundation. Since the development of a Regional Growth Strategy is a long-term project, the work plan will be revised at key milestones within the process.

General consensus has been reached among the elected officials with respect to many aspects that are articulated in the draft RGS Terms of Reference: a vision statement, smart growth principles, goals and objectives. The refinement of strategic direction and exploration of growth issue-specific concerns, goals, objectives, strategies and actions will commence with the Elected Officials' Forum, and will be fully examined through the Growth Issues Working Groups. Several issue-specific research and studies will inform the content of the RGS, the various alternative growth scenarios, and policy options, and allow us to make choices on strategic directions. The Participation Plan will focus on stakeholder dialogue and community engagement to develop issue-specific strategies. Before the bylaw stage, the Intergovernmental Advisory Committee, First Nations, stakeholders, residents and the elected officials will have opportunity to comment on a complete draft of the RGS.

Background

The entire Okanagan Valley is experiencing rapid development and with it, rapid increases in the costs of living, pressures to convert farmland to other uses, and replacement of important habitat with urban, rural and resort development. The pace and form of recent growth has increased pressure on the limited land base in the valley bottoms, on hillsides, along watercourses and around lakes. While growth is necessary for communities, if undirected, it also can have several negative impacts such as fragmentation of critical ecosystems for native species, visual quality impacts, and pressure on water supplies, increasing land use conflicts, increased reliance on imported food supplies, costly extension of infrastructure, increased reliability on fossil fuels, increased greenhouse gas emissions and decreased air quality. This is not just a North Okanagan problem but one shared by many regions in British Columbia. The following is an excerpt from the Regional Growth Strategy from the Regional District of Nanaimo:

“Population growth projected for the region will undermine the very attributes of the region that residents value if growth patterns are accommodated through continued urban expansion into farms, forests and countryside.”

The same warnings apply to the Okanagan. While the local impacts of development are obvious to residents, there are also larger, more global factors that contribute to the challenges in the North Okanagan. Complicating the consequences of these challenges is the uncertainty around the long term impacts of climate change and its consequences on forest and agricultural production, impacts to water quality and quantity, looming energy supply challenges, housing affordability, challenges of an aging workforce, and access to health care. The cumulative impact of these matters will have serious

consequences on the quality of life in this region if not proactively addressed through some strategic level policy initiatives that transcend local administrative boundaries.

Purpose

The Regional District has been developing and changing quickly, with a population that is increasing and aging, an economy that is shifting, and a growth pattern that will continue to impact our communities, natural landscape, and quality of life. With the growth challenges that must be addressed, both by our communities and the Region as a whole, as we plan for our future development, a strategic level regional common vision must provide guidance.

The purpose of the Regional Growth Strategy is to provide strategic direction and to define, at the Regional scale, shared objectives and establish a policy context for the RDNO, the member municipalities and electoral areas, the Province and First Nations in the areas of land use, housing, transportation, economic development, Regional District services, and environmental quality.

The Process

The RDNO Regional Growth Strategy process is based strongly on the principle of reaching political consensus, between the RDNO and its member municipalities, electoral areas, and First Nations, on priorities and directions for the future. The process will start on the basis of work already done by the RDNO and its member municipalities.

The Regional Growth Strategy Work Plan has the following main phases:

- Phase I: Building the Foundation - will identify growth issues and priorities facing the RDNO and its member municipalities, as well as identify regional goals and guiding principles;
- Phase II: Planning, Analysis, Evaluation, and Trade-offs - will identify a range of potential growth strategy options;
- Phase III: Drafting the Regional Growth Strategy and Bylaw Process - will develop the preferred option into a draft Regional Growth Strategy.

Once the draft RGS has been prepared it will go through a process of political, agency and public review prior to revision and adoption. The *Local Government Act* requires the Board to adopt a participation plan that provides for early and ongoing engagement with citizens, local government, First Nations, school boards and other boards, and provincial and federal governments and their agencies.

Given that the success of the RGS depends on the acceptance of the strategy by our municipalities and electoral areas, a concerted effort will be made to ensure that municipal councils and electoral area directors are informed and that their concerns are addressed. The work plan proposes a range of participation activities including a program for communicating with all groups on a regular basis, large scale facilitated meetings of elected officials, public surveys, opportunities for individual and group participation, and the establishment of a Communities Advisory Committee and Growth Issues Working Groups, and the formation of the Intergovernmental Advisory Committee (composed of senior agency representatives of municipal, provincial, federal and First Nation governments).

It will be necessary to develop a solid framework to ensure strategies are derived based on a structured process that incorporates goals, objectives, analysis of growth scenario alternatives and an assessment of tradeoffs. All of these critical planning steps are required to develop a robust set of strategic policy options that can become the Regional Growth Strategy. The Regional Growth Strategy process has been designed around key tasks, as summarized in the timeline below:

Phase	Tasks	Expected Timing
I: Building a Foundation	<ul style="list-style-type: none"> • Development of terms of reference including a vision statement, draft work plan and guiding principles • Development and adoption of a participation plan to ensure extensive and meaningful public, First Nations and stakeholder participation and engagement throughout the process • Local and regional planning policy literature review • Projections for population and employment in the region with a 20 year time horizon • Growth scenario base case analysis • Preliminary issues identification draft report • Confirm vision statement, guiding principles and participation plan • Produce more detailed and refined Work Plan 	January 2007 – June 2009
II: Planning, Analysis, Evaluation and Trade-offs	<ul style="list-style-type: none"> • Key issues review and refinement • Formulation of goals and objectives, performance indicators • Generation and analysis of alternative growth scenarios and policy alternatives • Evaluation of growth scenarios and policy alternatives based on goals and objectives • Assessment of trade-offs between growth scenarios 	July 2009 – August 2010
III: RGS Final Draft Preparation and Bylaw Process	<ul style="list-style-type: none"> • Preparation of Draft Regional Growth Strategy and Implementation Strategy) • Negotiation of agreement between all affected local governments • Acceptance of Regional Growth Strategy by affected local governments • Adoption of Regional Growth Strategy (bylaw process including public hearings) • Implementation and Monitoring 	September 2010 – August 2011

The tasks required for developing a Regional Growth Strategy planning process will include all the planning and legislative elements that will produce a comprehensive policy document that reflects the common vision, objectives, and goals of the Region and its member municipalities, electoral areas, and First Nations.

The participation activities and opportunities that have been designed throughout each phase of the process, as well as public communication activities, will attempt to ensure a transparent, accessible, inclusive, and meaningful process. Residents will be encouraged to participate in the process through information sessions, open houses, public forums, surveys, and continual feedback mechanisms.

A detailed work plan, outlining all activities that are anticipated throughout the process, has been provided within **Schedule A: Detailed Work Plan**. The Regional Growth Strategy is currently late in Phase I, and the work plan will require revision at key points throughout the process to reflect the outcomes of the previous tasks and input from participants, as well as lessons learned along the way.

Proposed Process and Key Milestones

Phase I: Building a Foundation

Phase I of the Regional Growth Strategy focuses on focused on building relationships, gathering information, developing a process, determining how participants will be engaged, and identifying the key growth issues that will guide Phase II. The establishment of Regional Growth Strategy goals, objectives, and a common vision will be essential in providing a framework and direction during the exploration of the identified growth issues.

Participation Plan

Widespread Community Participation is essential to envisioning a common future and an understanding of our management of growth contained within the Regional Growth Strategy (RGS). Working meaningfully together, in a collaborative and cooperative way, through a process informed by regional residents, First Nations, local governments, elected officials, provincial and federal agencies, and interested stakeholders, will ensure that that our shared vision will be defined through capturing the diverse perspectives and interests present within the Region. Meaningful participation throughout every phase of the process is essential to successful development of the Regional Growth Strategy and building the trust and relationships necessary for implementation.

The purpose of this Participation Plan is to guide the work of the North Okanagan Regional District (RDNO) Board of Directors as it gathers input and feedback for use in the development of a Regional Growth Strategy. As required by the Section 855 (2) of the *Local Government Act*, the RDNO will provide opportunities for extensive, early, and ongoing public participation with residents, stakeholders, local governments, First Nations, and other government agencies.

The goal of the Participation Plan are to ensure widespread and meaningful participation within the Regional Growth Strategy process and to maintain focus on the issues that the broader community identifies as most important, to develop regional vision; goals, objectives and strategies that will help develop informed decisions about the desired future of the Region.

The Participation Plan has been endorsed by the Regional Board and is out for reference to local and provincial governments, First Nations, and the public.

Moved by Director Fairbairn

Seconded by Alt. Director Cyr

“That as recommended by the Committee of the Whole, the Draft Regional Growth Strategy Participation Plan BE ADOPTED in its current form, with the understanding of future amendments as the document is referred to member municipalities and First Nations within the North Okanagan, and the Ministry of Community Development for review and comment.”

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Literature review

Several studies, papers and other related literature have been produced over the last 25 years on development, planning, environmental, and economic and other growth related issues in the North Okanagan. These are valuable sources of information that must be considered within the context of this process. While the existing planning and policy documents may not provide direction on all issues, conducting the literature will reveal gaps in our knowledge. Some examples of existing studies and reports include *Charting a Course for the Okanagan*, *The Regional Industrial Growth Strategy*, *The Regional Solid Waste Management Plan*, *The Greater Vernon Settlement Strategy*, and the *Greater Vernon Master Water Plan*. The influence of current and previous local and regional planning and policy on growth issue identified during the Regional Growth Process will be examined and summarized.

Population, Employment, and Housing Projections

An assessment will be conducted by a consultant for the purpose of developing a Regional population profile and population growth projections. The assessment will answer the following questions:

- How many more people will be living in the region in 20 years time?
- Where will these people be living? In particular in which communities and whether in urban or rural areas?
- How much housing is required to accommodate population growth?
- What types of housing is needed to accommodate population growth?
- What additional services and amenities other than housing are required to accommodate population growth?
- Where will they be working and in what industries will they be working?

The resulting projections will provide the basis for the development of the base case (current planning conditions) growth scenario and the alternative growth scenarios which will provide vital insight during the development of the Regional Growth Strategy document. The work is scheduled to begin in December 2008 and completed by the late July 2009. These projections will be used to inform the CommunityVis Base Case development, analysis and visual presentation materials.

Base Case Analysis

The base case growth scenario will be developed, using the population, employment, and housing projections and the planning and policy conditions. This tool will provide an indication of the growth pattern that will result, ending in 2031, if development follows a similar trajectory as it has in the past.

The base case, under current conditions and past trends, will provide the basis of comparison and analysis of alternative growth scenarios. These comparisons will determine which strategies and policies will fulfill the vision, objectives, and goals that have been determined through the process.

Identification of Key Growth Issues

Several growth issues have been identified during the development of the Terms of Reference in Phase I of the Regional Growth Strategy process by the elected officials, the broader community, interest groups and planners in the region. The following list and descriptions of key growth issues should be viewed as a starting point for discussions with the public and the broader elected audience with the intent these will be refined and expanded upon. The growth issues that have been identified by the Regional Board are:

- Economic and Industrial Development
- Managing the Environmental Impacts of Growth
- Affordable Housing
- Governance, Infrastructure, and Service Delivery
- Water
- Urban Containment
- Transportation
- Agriculture and Food Systems

A summary document has been completed that outlines the influence of the key issues on regional growth and identifies the social, environmental, and economic dimensions of each issue. This document is not a comprehensive analysis but an introductory document to familiarize elected officials and the public with the identified growth issues.

Summary of Key Growth Issues

The initial identification of the main growth issues should be seen as a starting point prior to community, stakeholder, First Nations and elected official growth issues discussions. Inclusion, refinement, and exploration of growth management issues will be facilitated throughout Phase I, including the formation and meeting of the Growth Issues Working Groups and the Community Advisory Committee, public input opportunities, and an Elected Official Orientation Session.

The results of participation activities and facilitated workshops will inform the refined regional vision, objectives, and goals of the Regional Growth Strategy, as well as the exploration of the growth issues identified. A growth issues report that will summarize and outline the key growth issues will be developed, presenting a concise reference document that will inform further issues discussions.

Regional Growth Strategy Direction Conformation and Adoption

As with the identification and refinement of key growth issues, participation activities involving elected officials, stakeholders, First nations and the public will result in recommendations for a common vision statement, guiding principles, amendments of the participation plan, a draft revised work plan, and any, Memoranda of Understanding (for example 'acting while planning'), and the a of key growth issues. These Regional Growth Strategy elements will be summarized in a final report presented to the Regional Growth Strategy Steering Committee which will mark the transition from Phase I to Phase II of the process.

Phase II: Planning Analysis, Evaluation, and Tradeoffs

Phase II of the Regional Growth Strategy process will focus on the analytical planning process. The vision, goals, and objectives from Phase I will guide the development of alternative growth scenarios and policy options. The base case scenario, in tandem with the development of growth issues strategies, opportunities, and constraints, will provide the qualitative and quantitative means to evaluate alternative growth scenarios. .

In order to highlight the trade-offs between alternative future scenarios and understand the implications, an analytical decision making framework is required. It is intended that a *Multiple Accounts Analysis* is one decision making tool that is capable of handling the complexity inherent in choosing between strategic level policies of this nature. A multiple accounts analysis is a formal framework for systematically identifying and evaluating the implications and relative merits of alternative plans, strategies and projects.

Growth Issue Goals, Objectives, and Indicator Development

The Regional Growth Strategy vision, goals, and objectives will inform the development of goals and objectives for each of the growth issues, providing direction to the Growth Issues Working Groups when considering strategies and policies.

The Growth Issues Working Groups (GIWG) will explore the technical aspects, potential policies and strategies, and performance and impact indicators of the key growth issues, before the presentation of their findings to the Community Advisory Committee (CAC). The CAC will examine each of these recommendations from an integrated economic, environmental, and social perspective. The strategy, policy, and indicator output from the CAC will be used to develop, analyze, and evaluate the alternative growth scenarios.

Alternative Growth Scenarios Development

Using the base case growth scenario as a template, and using participation and engagement activities in conjunction with the CAC and GIWGs, several alternative growth scenarios and draft strategies will be developed that are guided by the Regional Growth Strategy vision, goals, and objectives. CommunityVis, a powerful GIS planning tool, will be the platform in which the growth scenarios will be developed, providing an accessible, easily understandable spatial representation of each potential growth strategy. These alternative growth scenarios, potentially including the base case if the CAC deems it appropriate, will be presented to the public through participation activities. .

Evaluation of Growth Scenarios and Policy Alternatives

A common framework for the evaluation of the alternative growth scenarios must be developed, using Multiple Accounts Analysis methodology that will assess how well the strategic policies represented meet the goals and objectives of the Regional Growth Strategy. The social, economic, and environmental implications of each policy and strategy used within the alternative growth scenarios must be evaluated to reveal any unforeseen impacts.

Assessment of Trade-Offs between Growth Scenarios

The analysis and comparison of the alternative growth scenarios and input from the public, stakeholders, First Nations, local governments, and elected officials will provide the basis for a greater understanding of the advantages, disadvantages, distribution and significance of costs and benefits and the inherent trade-offs that each alternative presents. The participants within the process, using this knowledge, will be able to make an informed decision about the alternative scenario that will provide the basis for recommendations to include in the Regional Growth Strategy document.

Phase III: Drafting the Regional Growth Strategy and Bylaw Process

Phase III of the Regional Growth Strategy process focuses on the creation, revision, and acceptance of the Regional Growth Strategy bylaw based upon the desired growth scenario, supporting strategies, and the implementation plan. All participants will be encouraged to review the draft document and several participation opportunities for discussion and input will clarify areas of revision. Once all public input has been evaluated and alterations to the Regional Growth Strategy has been completed, the bylaw will enter into the statutory approval process, which includes initial readings, a public hearing, referral to, and acceptance by all member municipalities, and final readings and adoption.

As part of this approval process, Part 25 of the Local Government Act contains several sections dedicated to guiding local governments to reach a negotiated settlement (if needed) on the content of the RGS. Sections 856 to 864 outline how the parties can work towards negotiation of an agreement for acceptance of an RGS by facilitating agreement between local governments, facilitating the resolution of anticipated objections and setting up and using non-binding resolution processes to reach a settlement. It is possible that some matters in the RGS for the North Okanagan will require this type of effort in order to reach agreement.

The Regional Growth Strategy may be adopted without acceptance in relation to a specific provision, as specified in Section 853.2 of the *Local Government Act*, if the provision is included on the basis that it is not binding on the jurisdiction of a local government that has refused to accept it, and the Regional Board considers that it is not essential to the Regional Growth Strategy that the provision apply to that jurisdiction. A provision becomes binding on a jurisdiction if, at any time after adoption of the Regional Growth Strategy, the local government for the jurisdiction indicates to the Regional Board that it accepts the provision.

After adoption, there are requirements to implement the Regional Growth Strategy and to monitor its performance over time. In addition, all Municipal Councils must develop and adopt “regional context statements” into their respective OCP’s that outline how their community plans will be consistent with the adopted Regional Growth Strategy. The Regional Growth Strategy Bylaw cannot be amended unless the Regional Growth Strategy is referred back to all Regional jurisdictions for their re-acceptance.

Schedule 'A': Detailed Work Plan

REVISIONS ARE SHADED

Phase I: Building a Foundation				Year
Task	Date	Output	Status	
Project Initiation	Mar 2007	Proposal Acceptance	Complete	2007
Application for Funding from Senior Levels of Government	Mar 2007	Proposal Acceptance	Complete	
Establish RGS Steering Committee and Meeting Schedule	Mar 2008 - Apr 2009	Meeting Minutes	Complete	2008
Establish Intergovernmental Agency Committee and Meeting Schedule	Mar 2008 - Apr 2009	Meeting Minutes	Complete	
First Nations Pre-consultation	Mar 2008 - Apr 2009	Summary Report	Complete	
First Nations Consultation/C2C Activities	Mar 2008-Apr 2009	Reports	Ongoing	
Development of RGS Terms of Reference, Guiding Principles, and Vision Statement	Mar 2008 - Nov 2008	Draft Terms of Reference	Complete	
Work Plan Development and Implementation	Sept - Nov 2008	Draft Work Plan	Complete	
Participation Plan Development	Sept - Oct 2008	Participation Plan	Complete	
Regional Growth Terms of Reference Re-confirmation - municipal councils and Regional Board	Feb - Mar 2009	Council and Board Resolutions	Complete	2009
Website Development and Launch	Jan 2009	Website	Complete	
Monthly Updates to all municipal councils and First Nations	First Update in May 2009	Summary Report	Complete	
Regional Growth Strategy Presentations to municipal councils	Jan - Mar 2009	Presentation	Complete	
RGS Presentations to community groups and other interested parties	Jan 2009 - April 2010	Presentation	Complete	
Press Release and advertising for Working Group participants	Feb - Mar 2009	Media release	Complete	
Interviewing Applicants for Working Groups	June 2009	N/A	Complete	
Confirming Working Groups	June 2009	Report to RB	Complete	
Literature Review Preparation and Research	Nov 2008 – July 2009	Literature Review Draft Report	Complete	
Growth Issue Working Groups Meeting Schedule	June 2009	Meeting Minutes	Complete	
Establish Community Advisory Committee	September 2009	Meeting Minutes	Complete	
Development, Posting, and Circulation of the RGS On-line Newsletter	Feb - Mar 2009	Two Format Newsletter	Complete	
Regional District of North Okanagan Population, Employment, and Housing Projection: 2008-2031	Dec 2009	Report	Complete	
CommunityVis Growth Scenario Base Case Development	Dec 2009	Computer Model and Report	Complete	
Elected Officials' Forum I	Apr 16th 2009	Report	Complete	
Public Information Session/Open House I –Vernon, Lumby, Enderby	Late June 2009	N/A	Complete	
Youth and Seniors' Engagement Strategy	June	Reports	Complete	
Participation Plan Review and Amendment	Jun - Jul 2009	N/A	Complete	
Work Plan Review and Amendment	Jun - Jul 2009	N/A	Complete	
Summary of Phase I Outcomes	Sept 2009	Report to Regional Board	Complete	

Phase II: Planning, Analysis, Evaluation, and Tradeoffs				
Task	Date	Output	Status	
Regional Growth Management Advisory Committee Meetings	Jul 2009 - Aug 2010	Meeting Minutes	As needed	2009
Intergovernmental Agency Committee Meetings	Jul 2009 - Aug 2010	Meeting Minutes	As needed	
Community Advisory Committee Meetings	Jul 2009 - Aug 2010	Meeting Minutes	Ongoing	
Growth issues Working Groups' Meetings	Jul 2009 - Jan 2010	Meeting Minutes	Complete	
Public Comment - Growth Issues	Jul – Dec 2009	Public Comments	Complete	
Presentations to organizations and community groups	Jul 2009 - Aug 2010	Presentation	Ongoing	
News releases at key points in the process	Jul 2009 - Aug 2010	Media release	Ongoing	
Monthly Updates to all municipal councils and First Nations	Jul 2009 - Jun 2010	Summary Report	Ongoing	
Committee and Working Group Break	Jun - Aug 2009	No meeting scheduled	Complete	
Individual Growth Issues Briefs/Summaries - 1 Page overview of each growth issue for public information	May 2009 – Aug 2009	Briefing Summaries	In Progress	
Expansion of Regional Transportation Study	2009-2010	Report and Model	Complete	
Community Energy and Emissions Plan	2009-2010	Report	In Progress	
CommunityVis Alternative Growth Scenario Modeling and Reporting	Dec 2009 - May 2010	Growth Scenarios based on goals, objectives, and vision statement	In Progress	
Policy Performance Indicator development based upon goals, and objectives	Oct 2009- Jun 2010	Preliminary Performance Indicator Summary	In Progress	
Assessment of Growth Scenario Trade-offs	Feb - Jun 2010	N/A	In Progress	
Preparation of Growth Scenarios and Policy Alternatives Evaluation Report, based upon stated objectives and goals	Jun 2010	Draft Growth Scenarios and Policy Alternatives Report	In Progress	
Press Release and advertisement for growth scenario public survey	Jun 2010	Media release	Future	
Regional Ideas Symposium: The purpose of this event is to bring together elected officials, First Nations, academics, stakeholders, and other parties to have meaningful and respectful dialogue, exploring the preliminary alternative growth scenarios, and RGS content, with a focus will be on prioritizing and evaluating alternative growth scenarios and supporting policies.	Jun 2010	Summary Report	Future	
Regional Growth Strategy Public Survey: Choosing a Growth Scenario	Jun - Aug 2010	N/A	Future	
Public Information Session/Open House II -Vernon, Enderby, Lumby	Jul 2010	N/A	Future	
Summary of Public Survey Results - with preferred option	Jul 2010	Public Survey Results Report	Future	
Minor Amendment Process	Jul-Aug 2010	Minor Amendment Process	Future	
Elected Officials Forum	Jul 2010	Meeting Minutes and Summary Report	Future	
Draft Regional Growth Strategy based upon results of Phase II	Jun-Aug 2010	Draft Regional Growth Strategy	Future	

Phase III: Drafting the Regional Growth Strategy Document and Bylaw Process				
Task	Date	Output	Status	
RGS Management Advisory Committee Meetings	Sep 2010-Aug 2011	Meeting Minutes	As needed	
Intergovernmental Agency Committee Meetings	Sep 2010-Aug 2011	Meeting Minutes	As needed	
Development, RGS On-line Newsletter	Sep 2010-Aug 2011	Two Format Newsletter	Bi-Yearly	
Post all proceedings, summary reports, meeting minutes, and other reports within the RGS Website	Sep 2010-Aug 2011	Document Archive	Ongoing	
Webpage Content and Layout Revision and Update	Sep 2010-Aug 2011	Webpage	Ongoing	
Presentations to organizations and community groups	Sep 2010-Aug 2011	N/A	Ongoing	
News releases at key points in the process	Sep 2010-Aug 2011	New Release	Ongoing	
Monthly Updates to all municipal councils and FNs	Sep 2010-Aug 2011	Report to RB/Council	Ongoing	
Continued Development of Regional Growth Strategy Bylaw, based upon work to date	Aug - Oct 2010	Draft Regional Growth Strategy	Future	
Post the Regional Growth Strategy Bylaw on the Webpage with associated Comment Form, as well as hardcopies if requested - Public comment on RGS Bylaw	Nov-Dec 2010	Draft Regional Growth Strategy, Comment Card	Future	
Public Information Session/Open House III –Vernon, Enderby, Lumby	Dec 2010-Jan 2011	N/A	Future	
RGS Comment Card Summary Report	Dec 2010-Jan 2011	Summary Report	Future	
Draft RGS Modification based upon feedback from the public, elected officials, First Nations, and government representatives	Jan 2011	Regional Board Report on Recommendation for RGS Amendments	Future	
First Reading of the Regional Growth Strategy Bylaw by the Regional Board	Jan 2011	Board Resolution	Future	
Second Reading of the Regional Growth Strategy Bylaw by the Regional Board	Feb 2011	Board Resolution	Future	
(Optional) Elected Official's Forum; to discuss Regional Growth Strategy Bylaw before Public Hearing	Feb-Mar 2011	Meeting Minutes and Summary Report	Future	
Negotiation of Agreement between all affected local governments	Feb - Mar 2011	N/A	Future	
Forward Draft Regional Growth Strategy to member municipalities, Electoral Areas, and First Nations for final review and municipal acceptance (120 day Approval Period) - Section 857.4	Mar -May 2011	N/A	Future	
Acceptance of Regional Growth Strategy Policy Document by municipal partners and electoral areas	May 2011	N/A	Future	2011
Regional Growth Strategy Public Hearing	May2011	Summary Report	Future	
Amend Regional Growth Strategy to address comments provided during the Public Hearing	Jun 2011	Amended Draft Regional Growth Strategy Policy Document	Future	
Third Reading of Regional Growth Strategy Bylaw by Regional Board	July 2011	Board Resolution	Future	
Adoption of Regional Growth Strategy	Aug 2011	Regional Growth Strategy Document	Future	
Implementation of Regional Growth Strategy	Sept 2011	Implementation and Monitoring Evaluations	Future	