District of

West Kelowna

Strategic Priorities 2009

December 2009 Update

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Key	
DWKC	District of West Kelowna Council
CAO	Chief Administrative Officer
CFO	Chief Financial Officer
DCS	Director of Corporate Services
DDS	Director of Development Services
DES	Director of Engineering Services
DA	Director of Administration
EDC	Economic Development Commission
DHR	Director of Human Resources
WKFC	West Kelowna Fire Chief
	June 2009 Update
	September 2009 Update
	December 2009 Update

Mission

"To make informed decisions that meet community needs to protect, enhance and celebrate our West Kelowna home."

Council
2009

Vision

"The District of West Kelowna is an innovative local government that will make informed decisions to benefit the community by welcoming input and giving consideration to fiscal responsibility, environmental stewardship, healthy living and economic enhancement."

Council
2009

Mayor's Message

Welcome to West Kelowna Council's Strategic Priorities 2009-2011.

In these pages you'll find Council's **top six priorities in each of eight categories** for what we hope to accomplish in this term of office. This document is essentially Council and staff's marching orders, with the intention that our work will meet one or more of the goals listed here.

For over three months, Council and senior staff have held many lengthy meetings, brainstorming, researching and debating what the most pressing needs of our new municipality are. It has certainly not been an easy or comfortable exercise, but after all voices were heard, we now stand behind these Strategic Priorities as one Council and will proudly work toward good results in all categories.

District of West Kelowna Council 2008-2011

From left: Councillor Bryden Winsby, Councillor David Knowles, Councillor Carol Zanon, Mayor Doug Findlater, Councillor Rosalind Neis, Councillor Gord Milsom and Councillor Duane Ophus.

Last year, our first year as a municipality, we were most fortunate in that we had a driven and dedicated Council and exemplary staff. A great deal was accomplished, effectively setting up a well-functioning municipality from scratch. We still have some tinkering to do, but our foundational processes and structures are in place.

With that said, you will find there is a more visionary tone to our new Strategic Priorities, with Council thinking more about how to guide our municipality into the future with key planning documents, as well as meeting our immediate infrastructure needs. And underlying all is our commitment to open and welcoming governance and fiscal responsibility.

The dust is settling from our first year of work and we are seeing the long road that lays ahead, but it is through effective and respected strategic planning like this that we will continue to take great strides as a community.

Doug Findlater
MAYOR

Strategic Priorities 2009 – District of West Kelowna
Executive Summary

Council has determined its top priorities for 2009 which have been grouped and prioritized into eight categories. The top six priorities in each category have been determined with timelines for completion by the applicable department. Council and District staff use these Strategic Priorities as governing mandates for the work to be accomplished this year. Here is a summary list of the top three priorities for each category.

Category	Priority One	Priority Two	Priority Three
Emerging Priority West Kelowna Forest Fires	Initial Response	Operations	Recovery
Infrastructure	Sewer services to be installed	Understand ARGO Road Maintenance Contract	Road upgrades done based on priorities
Growth Management	Official Community Plan Review	Neighbourhood Planning	Waterfront Plan development
Finance	Review existing agreements with partners	Municipal Policing Agreement to be finalized	Financial Plan Improvements
Economic Enhancement	Development of Town/Village Centre Plans	Determine Economic Development Plan process	Advocate for a Westside Health Facility
Services	Major Servicing Plans - Master Transportation Plan and Master Drainage Plan	Public Safety Building construction to begin in summer 2009	Upgrade Parks Master Plan/Cultural Heritage Master Plan
Inter-Government Relations	Analyze Existing Services - from Regional District of Central Okanagan	Lobby for free Crown Land grants or nominal rent tenure	Advocate for new service agreements with partners
Communication/ Relationships	Take Strategic Priorities 2009 and 2009-2013 Financial Plan to the public	Budget/Citizen Survey conducted by August 2009	An inclusive Annual Report created by May 2009
Governance	Develop In-Camera policy	Codify District practices into policy	Develop letter, email response protocol

Emerging Priority – West Kelowna Forest Fires 2009

From July 18 to 22, two forest fires threatened the safety of residents and property in West Kelowna, forcing the evacuation of approximately 12,500 residents at the height of the emergency.

On July 18 at 2:30 p.m. a small fire in the Turnbull Road area was reported to West Kelowna Fire & Rescue; not far from the Gorman Sawmill in Glenrosa. The fire appeared to grow quickly and the wind picked up

The Regional Emergency Operation Centre was engaged by 3 p.m. with support from the City of Kelowna and other neighbouring municipalities. Under 1 hour later, the State of Emergency was signed, allowing the municipality to evacuate the 3,000 homes in the Glenrosa neighbourhood. Emergency Social Services were mobilized and opened an ESS Reception Centre at Royal LePage Place to receive evacuees.

The Glenrosa fire spread quickly fueled by an unusual 60 km/hr wind. It grew to 50 hectares in size by 7 p.m. and spread east across Highway 97, burning in the hills above the Gellatly area (Goat's Peak). The highway was closed and by 8 p.m., the Gellatly Bay area was evacuated, approximately 1,500 more homes.

At 11 p.m. the Glenrosa/Gellatly fire had grown to 300 hectares and it was announced a second fire was burning in the Rose Valley area, forcing more evacuations. The Rose Valley Fire grew to 30 hectares by 1 a.m. and the entire Rose Valley community was evacuated in the middle of the night, 420 homes.

At 8 a.m. the following day, it was announced that three Glenrosa homes and one trailer had been destroyed in the fire. No injuries were reported.

The fires burned for several days, with 12,500 people evacuated at the height of the emergency. Thousands more were placed on Evacuation Alert and were prepared to leave at a moment's notice.

West Kelowna Fire & Rescue and BC Forest Service held unified command throughout the West Kelowna fire threat. Hundreds of ground personnel, dozens of water bombers, helicopters and water tankers were deployed and the fires were fully contained by Wednesday July 22 with all Evacuation Orders lifted at 10:30 a.m. All Evacuation Alerts were lifted at 11 a.m. July 26.

The District set up a Fire Relief Trust Fund to accept donations, distributed through a Community Needs Committee to affected property owners. Canadian Red Cross set up a West Kelowna Recovery Centre.

July 18 – Forest fires threaten West Kelowna

July 20 – West Kelowna was the centre of provincial and national attention with dignitaries lending support and over 100 media outlets covering the story.

It is thanks to the tremendous work of the West Kelowna Fire & Rescue team and BC Forest Service so many residents were able to safely return home.

Emerging Priority – West Kelowna Forest Fires 2009

GOAL

The preserve the safety of the public, protect public and private property and to aid in remedy or recovery.

STRATEGIC GOALS – WEST KELOWNA FOREST FIRE 2009		PRIORITY	TIMELINE	STAFF ASSIGNED
INITIAL RESPONSE	**WEST KELOWNA FIRE & RESCUE** **Glenrosa/Gellatly Fire** – West Kelowna Fire & Rescue provided the initial response at 2:30 p.m. to the fire, starting as a small blaze July 18. Provincial air tankers were brought in at 3:10 p.m. **Rose Valley Fire** – West Kelowna Fire & Rescue provided first response on the Rose Valley fire, which grew to 150 hectares in one day.	**1**	July 18, 2009 Complete	DWKC EOC WKFC
	EMERGENCY OPERATIONS CENTRE - Through its participation in the Regional Emergency Program (RDCO), under the Provincial Emergency Program, the Emergency Operations Centre at Fire Station 1 (Kelowna) was established immediately after the Glenrosa fire began threatening property. The District of West Kelowna played a key role with DWK CAO leading operations as EOC Director			
	STATE OF EMERGENCY - At 3:45 p.m., just over 1 hour after the start of the Glenrosa Forest Fire the State of Emergency was signed allowing the EOC to begin ordering the evacuation of residents.			
OPERATIONS	**WEST KELOWNA FIRE & RESCUE and BC FORESTRY** Fire Chief Wayne Schnitzler maintained unified-command with BC Forest Service over the Glenrosa/Gellatly and Rose Valley Forest Fires.	**2**	July 18 – 22, 2009 Complete	DWKC EOC WKFC
	EMERGENCY OPERATIONS CENTRE The Emergency Operations Centre at Fire Station 1 (Kelowna) was established immediately after the Glenrosa fire began (2:30 p.m. July 18) and maintained continual operation for nine days and evenings.			
	EMERGENCY SOCIAL SERVICES CENTRE District staff aided Emergency Social Services at the Recovery Centre to aid evacuees; initially set up at Royal LePage Place and moved to Mt. Boucherie Senior Secondary School	**2**	July 20, 2009 Complete	DWK Staff

STRATEGIC GOALS – WEST KELOWNA FOREST FIRE 2009		PRIORITY	TIMELINE	STAFF ASSIGNED
OPERATIONS Continued	**EMERGENCY STAFFING** In conjunction with the RDCO Regional Emergency Program, District staff supported the Emergency Operations Centre and the Emergency Social Services Recovery Centre.	**2**	July 18 – 22, 2009 Complete	CAO
RECOVERY	**FINANCE** Provincial emergency program- administer the submission of allowable, recoverable expenses to the province	**3**	October 2009 Complete	CFO
	RECOVERY CENTRE Recovery Centre operation with Canadian Red Cross		August 2009 Complete	CFO
	FIRE RELIEF TRUST FUND A District of West Kelowna Fire Relief Trust Fund was set up at Interior Savings to accept donations;		October 2009 Complete	CFO
	a fire recovery telephone line provided a direct line to recovery staff.		Complete	
	COMMUNITY NEEDS COMMITTEE Community Needs Committee coordinated; made up of community service, non-profit and governmental agencies representatives struck to administer the		September 2009 Complete	CFO
	LOCAL AUTHORITY RECOVERY Dobson Engineering was enlisted to conduct a thorough assessment of damage, risk and remediation requirements. field work complete with preliminary findings received Aug 17, complete report to follow shortly. - Report to Council October 13, 2009		Complete	DDS WKFC
	CHAMBER OF COMMERCE Working with the Chamber to conduct a business impact survey of local businesses		Ongoing	CFO
	COMMUNITY EVENT District staff to spearhead a community event to recognize the efforts of emergency personnel and the community during the threat - DWK hosted Facing the Fires event – October 14, 2009		September 2009 Complete	CAO

STRATEGIC GOALS – WEST KELOWNA FOREST FIRE 2009		PRIORITY	TIMELINE	STAFF ASSIGNED
WILDFIRE PROTECTION	**COMMUNITY WILDFIRE PROTECTION PLAN** - Received in Council April 14, the plan includes 66 recommendations to help ensure West Kelowna protects itself from wildfire damage and lessens the risk of wildfire occurring - District hired a licensed Professional Forester to advise the District on the prioritized implementation of the recommendations - Work has begun on securing funding and program development - the scope of the project will be based on grant applications applied for through UBCM, Western Economic Diversification Canada Community Adjustment Fund and Job Opportunity Program.	3	Ongoing	WKFC
	PINE BEETLE Implement management program – Policy development underway; Request for Proposal issued for consultant to coordinate Pine Beetle/Community Wildfire Protection Plan.		Ongoing	WKFC
	FIRE PROTECTION BOUNDARIES Council to be provided a review for consideration		Ongoing	CAO WKFC
	BC TRANSMISSION CORPORATION Advocate for improvements to sub-station and second feed to District		Ongoing	WKFC

Infrastructure

Infrastructure is defined as the physical assets maintained by the District of West Kelowna. This includes roads, water, sewer, storm drainage and sidewalks/bike paths.

GOAL
The District of West Kelowna will have proper infrastructure to meet the long term needs of the municipality.

OBJECTIVES

- Have projects ready to capitalize on grant funding
- Provide infrastructure in a cost-effective, comprehensive and methodical manner by establishing priorities through a 5-10 year capital plan
- Apply for infrastructure grants
- Explore P3s (public-private partnerships)
- Implement cost recovery through development cost charges
- Value pedestrian connections/linkages
- Ensure that infrastructure is not dug up twice

STRATEGIC GOALS - INFRASTRUCTURE		PRIORITY	TIMELINE	STAFF ASSIGNED
SEWER	**DWK Sewer Program Completion** - services to be installed ASAP - 50 % sewer hook up (3 years) - Ranch Road/Country Pines design complete, petition of property owners successful, bylaws approved by Council, tender process initiated. Construction of Ranch Road/Country Pines to be completed before December 2009	**1**	December 2011	DES
ROADS	**ARGO contract** - ARGO maintenance contract: Council to understand service levels of contract and consider payout/transfer – solid plan for maintenance transfer from Argo 1-2 years - Underway – initial discussions have been held with MOTI and ARGO - Council updated December 2009	**2**	Report to Council September 2009 October 2009 Underway	DES
	Roads Master Plan - staff to develop plan based on priorities for Council's consideration - Terms of Reference completed, 11 expressions of interest solicited, five invited to submit proposals	**3**	Process Completion by September 2010	DES
	Pressing Roads Issues - in absence of Master Transportation Plan, short term road improvements planned - Retained consultant to assess priorities – to be presented to Council June 23, 2009	**4**	Report to Council June 2009 One Year Plan Complete	DES

STRATEGIC GOALS - INFRASTRUCTURE		PRIORITY	TIMELINE	STAFF ASSIGNED
SEWER	**Sewage Treatment Plant** - transfer to District of West Kelowna - expanding plant, septage plant - RDCO invited to Council to review expansion plans	**5**	Workshop for Council June 2009 Complete	DES
WATER	**Water System Master Plan** - Irrigation District integration - Underway – initial assessment of WK Estates water intake complete; 2009 program being established - item for 2010 Budget Discussions	**6**	Report to Council November 2009 Timelines December 2009 To be considered during 2010 Budget	DES
UNRANKED	**Storm Drainage** - plans and priorities be brought to Council, shelf ready projects for Federal/Provincial sources - Prepared Terms of Reference for Master Plan; solicited Expressions of Interest		Master Drainage Plan November 2010	DES
	Roads - arterial/collector route defined by Official Community Plan - Terms of Reference completed, 11 expressions of interest solicited, five invited to submit proposals		Master Transportation Plan September 2010	DES
	Watershed Protection - develop watershed protection management plan - support District's watershed protection in Province, Okanagan Basin Water Board/Irrigation Districts - draft Union of BC Municipalities resolution - Underway – site visit to Bear Creek area complete		Report to Council December 2010	DES/DDS
	Reduce Water Consumption - Building Permit regulations - reinforce xeriscaping as option (building regulations) - incentives/water conservation - regulations – limited use in watershed		Water Conservation Strategy to Council June 2011	DES
	Water - Westbank Irrigation District - Upper Glenrosa water community meeting - Crown land leases for reservoir lakes - agricultural vs residential water supply		Meeting December 2009 Complete	DES

STRATEGIC GOALS - INFRASTRUCTURE		PRIORITY	TIMELINE	STAFF ASSIGNED
UNRANKED	**Sidewalks, Paths, Trails, Bike Lanes** - develop sidewalk network plan - continuation of sidewalk plan - connections/accessibility – develop network connecting shopping, beaches etc. - accessibility for wheelchairs - School District 23 – aware of responsibility - connect neighbourhoods – walkways, pathways, connections - Incorporated in the Master Transportation Plan which is underway - Parks & Recreation Master Plan awarded June 12 – Trail connections included in the Terms of Reference - Parks & Recreation Master Plan in progress – trails and linear connections will be addressed in the final document March 2010		September 2010 Paths, Trails December 2009 September 2010	DES/DDS DPRC

Growth Management

GOAL

The District of West Kelowna will employ land use best practices that reflect the community's needs which include affordable/livable neighbourhoods, village centres for residents and tourists and protection of the environment

OBJECTIVES

- Manage growth/Economic Development Commission policy
- Understand District's land inventory through land use analysis
- Review Official Community Plan
- Public input on how best to achieve mixed use development, encourage infill, reduce sprawl
- Protect the environment
- Preserve farm land where appropriate
- Encourage multi use development
- Focus development in a different way
- Develop pedestrian friendly neighbourhoods
- Ensure development contributes in fair manner
- Implement integrated approach to development/development decisions
- Determine how to attract growth
- Promote smart growth community
- Maintain a semi-rural landscape
- Foster small commercial neighbourhood centres

STRATEGIC GOALS - GROWTH MANAGEMENT		PRIORITY	TIMELINE	STAFF ASSIGNED
DWK POLICY	**OCP Review** - identify sustainability best practices; opportunities for sustainability and climate action in District operations - promote more industrial/commercial land - promote environmental land use conditions, environmental protection - promote Town Centre multi-use (June 2010) - promote mixed use development - downtown redevelopment - affordable housing - preserve farmland where appropriate - preserve public access to waterfront - create a balance of housing types - review hillside development protection - protect Highway 97 second crossing – (Master Transportation Plan September 2010) - Wildfire-related delay	**1**	OCP completed by December 2009 Underway – 75% complete ~~February 2010~~ March 2010 Workshop with Council January 2010	DDS
	Neighbourhoods - OCP – Westbank Town Centre Project primary importance - WTC Request for Proposal February 2010 - Underway – town plans have been reviewed and staff are preparing the report - capitalize on uniqueness of DWK/enhance neighbourhoods - development permit guidelines – Okanagan style of construction	**2**	Preliminary Report to Council August 2009 October 2009 Town Centre Plan December 2009 Report to Council April 2010 WTC Plan RFP February 2010	DDS
	Waterfront Plan - consider Waterfront Plan development * Consideration of delay in separate report - Council decision to delay - report to Council re: scope January 2010	**3**	Workshop with Council September 2009 November 2009 January 2010	DDS

	STRATEGIC GOALS - GROWTH MANAGEMENT	PRIORITY	TIMELINE	STAFF ASSIGNED
DWK POLICY	**Agriculture Plan – Local Food Production** - preserve agricultural heritage - advocate to Province to enhance agriculture, preserve farmland - encourage land use policy to enhance agriculture - Regional District of Central Okanagan agriculture support officer/support liaison * Consideration of delay in separate report - Council decision to delay - Agricultural Plan Request for Proposal January 2010	**4**	September 2009 November 2009 First committee meeting February 2010	DDS
	- develop Agriculture Advisory Committee - Official Community Plan regulations		November 2009 Complete	
	- agriculture Development Cost Charge relevance or Parks Development Cost Charge		June/July 2010	
	- developing and sustaining our own food source - food security, local food production		September 2010	
	District Land Inventory - staff to complete land inventory and land use analysis - GIS/mapping support required – part of OCP review - all land uses and land base to be identified for Council - Underway – process and protocol being developed – initial results in	**5**	~~December 2009~~ February 2010	DDS
	- parks inventory - approach Province for free Crown grants/nominal rent tenure - letter sent November 2009		September 2009 Complete	DPRC
	Westbank Town Centre - better use of lanes and back alleys (ie – European streets) - support land use build up - develop a plan to address Couplet – Underway Part of Master Transportation Plan - WTC Request for Proposal February 2010	**6**	Report to Council December 2009 Couplet Report November 2010 WTC RFP February 2010	DDS/DES
UNRANKED	**Climate Action Plan** - green legislation 2010 implementation		Fall 2009 Ongoing	CAO
	Affordable Housing - discussion paper/options (1 year) - for homeless - pods of high density - rentals in community - strata conversion policy - protect mobile home parks - to be incorporated in OCP development - Draft strategy – Council workshop January 2010 - Consultant presentation of strategy Feb. 2010		June 2010 October 2009 – Council moved timeline forward Council Workshop January 2010	DDS

STRATEGIC GOALS - GROWTH MANAGEMENT		PRIORITY	TIMELINE	STAFF ASSIGNED
UNRANKED	**Green Initiatives/New Technology** - give consideration to incorporating green initiatives and new technology		Ongoing	CAO
	Boundary Expansion Policy Development - Council to receive report from staff - policy for Council on Boundary expansion - Underway – discussions with Province on best practices		September 2009 October 2009 Complete	CAO
	Light Industrial Strategy - to identify strategies to promote further development and redevelopment of light industrial land		June 2011	DDS
	Zoning regulations - review secondary suites and carriage houses - stop spot zoning - review height of residential zones - rezone CD zones – new categories		November 2009 After OCP Review April 2010	DDS
	Subdivision Development/Hillside development - develop hillside regulations – Underway as part of OCP review - develop Subdivision Development Servicing Bylaw - staff to develop alternative roads standards for Council review - Underway as part of Master Transportation Plan and Master Stormwater Management Plan		After OCP Review April 2010 Draft Bylaw December 2009 Update Bylaw October 2010	DDS/DES
	Boats/Waterfront - boats, marine facilities, moorage - houseboats, part of waterfront plan - Zoning to Council in July - regulatory use of foreshore in community - ~~head lease~~ License of Occupation - Waterfront Plan - 2 years completion - preserve and protect lake - acquisition of properties (December 2011) - road ends on lakeshore (develop for use) - Underway – asset field inventory complete - delayed due to Integrated Land Management Bureau approval process - Waterfront Plan report to Council re: scope January 2010		Moorage April 2010 Regulations September 2009 Use of foreshore September 2009 Nov./Dec. 2009 ~~Head Lease~~ License of Occupation Process underway September 2009 Waterfront Plan October 2010 Terms of Reference April 2010	DDS
	Heritage Assets - heritage mapping to identify assets - develop protection plan - Culture & Heritage Master Plan Terms of Reference and request for proposals complete. Advertise for consultant ~~June 15~~. October 2009 - RFP to go out in 2010 – to align with completion of the Parks & Recreation Master Plan		April 2010	DDS/ DPRC

Finance

GOAL
The District of West Kelowna has a long-term financial plan with solid financial footing and strong capital reserves.

OBJECTIVES

- Establish and deliver appropriate capital reserves
- Consider alternate ways of providing financing for infrastructure including P3s
- Ensure the District has cost effective operations for all functions
- Pursue public projects as revenue generators or revenue neutral
- Review gas tax funding (RDCO) tie back to Council's priorities in order to offset taxation impact
- All Departments examine and pursue alternate revenue sources

STRATEGIC GOALS - FINANCE		PRIORITY	TIMELINE	STAFF ASSIGNED
AGREEMENTS	**Agreement Review** - staff to identify all agreements and bring recommendations to Council - Youth Centre, Museum, Senior Centre, Fire, Hockey, Webber Road, Major BP reviewed	**1**	October 2009 Complete	CFO
	Municipal Policing Agreement - review request and contract and provide budget options to Council	**2**	March 2009 Complete	CAO, CFO
FINANCE POLICY	**Financial Plan Improvements** - actual budget vs Financial Plan, show 2008 experience in plan; budget approval process refinement; feedback from public – options: 2x open houses, focus groups, presentation, more 1on1, newspaper; Committee of the Whole meet with public; pictures instead of words	**3**	March 2009 Complete	CFO
	- assets analysis		August 2009 60% Complete October 2009 Complete	
	- major capital projects into Capital Plan		September 2009 Complete	
	- cash vs committed basis		December 2009 Complete	
	Assets and Liabilities - staff to provide a comprehensive review of DWK assets and liabilities - Assets on GPS to start week of June 22 – summer student position; Delayed due to outstanding Financial Statements from auditors	**4**	April 2009 September 2009 Complete	CFO, DPRC

	STRATEGIC GOALS - FINANCE	PRIORITY	TIMELINE	STAFF ASSIGNED
FINANCE POLICY	**Capital Reserves Policy** - Council to consider developing a policy on capital reserves -financial framework, debt levels relevant to population size	**5**	October 2009 40% Complete Complete	CFO
AGREEMENTS	**Fringe Area/Service Agreements** - resolve fringe area issues and remnant service areas	**6**	June 2009 Underway Complete	CAO
	- RDCO completing audit of services; DWK awaiting completion		Ongoing	
UNRANKED	**School District Agreement** - reinforce and enhance agreements for use of fields and facilities - new addendum signed for use of Glenrosa Middle December 2009		December 2009 Complete	DPRC
	Tax Level Communication - property tax assessments – value for dollars - include graphs with tax notices, use web to communication, other taxation levels collected for other government - Information distributed with all tax notices		May 2009 Complete	CFO
	Community Service Groups - Westbank Yacht Club –define services provided regarding tax exemption - Complete - proactive dialogue with community service groups – Underway – 70% complete - review Chamber and services provided - Complete - Grants in Aid – make applicants aware of exactly what is required - Complete		August 2009 September 2009 Complete	CFO
	Museum - review business plan for Council consideration - assess offer/professional review of artifacts and true value - Culture & Heritage Master Plan Terms of Reference and request for proposals complete. Advertise for consultant June 15. October 2009 - District to provide public facility for museum - Culture & Heritage Master Plan Request for Proposal to go out in 2010 to align with completion of Parks & Recreation Master Plan		January 2010	DPRC

Economic Enhancement

GOAL

The District of West Kelowna has an interest in enhancing the economic viability of the community by encouraging a diverse tax base and supporting economic development initiatives.

OBJECTIVES

- Provide the community with a diverse tax base and supportive climate for business
- Recognize the economic development assets of the region, capitalize on unique opportunities
- Ensure that taxation levels foster continued development in community
- Partner with neighbours on tourism initiatives (Chamber enhancements)
- Enhance tourism within West Kelowna

STRATEGIC GOALS - ECONOMIC ENHANCEMENT		PRIORITY	TIMELINE	STAFF ASSIGNED
PROMOTING ECONOMIC DIVERSITY/TOURISM	**Town/Village Centres** - Council to promote and support Town/Village Centre concepts (December 2009) - develop/support more commercial activity in Town Centre (September 2009) (a) Westbank Town Centre Plan – redevelop as a professional centre, Health Care Precinct (September 2009) October 2009- Westbank Town Centre Plan Request for Proposal February 2010	**1**	Report to Council September 2009 October 2009 March 2010 (OCP) WTC RFP February 2010	DDS
	(b) Village Centres – Lakeview Village Centre important (Developer driven)	**1**	Council 1st & 2nd reading July 2009 October 2009 Ongoing	
	(c) Boucherie – Boucherie as a long-term Civic Centre of community (December 2011)	**1**	December 2011	
ECONOMIC DEVELOPMENT PLAN	**Economic Development Plan Process** - build with an idea-led process, create unique opportunities - establish West Kelowna ED Committee – Complete; first meeting June 22 - liaise with Economic Development Commission, Westbank First Nation, Peachland, Kelowna - encourage private sector to develop recreation opportunities - feedback with community leaders on ED Plan - analyze relationships with community partners	**2**	May 2009 Committee meeting June 22 October 2009 RFP Issued Complete spring 2010	CFO, CAO
PROMOTING ECONOMIC DIVERSITY/TOURISM	**Westside Health Facility** - advocate for capital plan (60% from Province)	**3**	Ongoing	Council
	Review Waterfront Opportunities - develop an analysis of public wharf/waterfront amenity with tourism in mind - waterfront plan completion April 2011	**4**	December 2010 April 2011	DDS/ DPRC

STRATEGIC GOALS - ECONOMIC ENHANCEMENT		PRIORITY	TIMELINE	STAFF ASSIGNED
PROMOTING ECONOMIC DIVERSITY/TOURISM	**Industrial/Commercial Development** - identify light industrial park in OCP - Stevens Rd./Hwy 97 opportunities/enhancements - clean up/redevelopment of industrial park	**5**	Part of OCP Review March 2010	DDS
	Multi-Use Development - Council to promote mixed use development (residential/commercial/institutional)	**6**	Part of OCP Review December 2009 February 2010 March 2010	DDS
UNRANKED	**Trolley System** - analyze a potential trolley system connecting shopping, beaches and wineries with tourists in mind			EDC
	Resort Development - continue to attract and support			EDC
	Tourism Branding - EDC to facilitate discussion			EDC
	Film Industry - promote this community to film making industry		Ongoing	Council

Services

The District of West Kelowna defines Services as quality of life infrastructure such as parks, policing, facilities, programming and public amenities.

GOAL

The District of West Kelowna will provide a high level of services to the community.
Service levels will be set through Council based on community needs.

OBJECTIVES

- The District of West Kelowna will keep good perception of being a safe community
- Have the ability to differentiate ourselves by being safe

	STRATEGIC GOALS - SERVICES	PRIORITY	TIMELINE	STAFF ASSIGNED
SERVICING PLANS	**Major Servicing Plans** - Parks & Recreation Master Plan – Contract awarded June 12 – delayed to March 2010 (Part of RFP approved by Council) - On Schedule for completion March 2010 - roads, sidewalks, storm water – Underway – part of Transportation Master Plan - Official Community Plan – 75% complete - agriculture - water master plan – Underway – initial assessment of WK Estates complete	**1**	Parks & Recreation Master Plan December 2009 March 2010 Master Transportation Plan September 2010 Master Drainage Plan November 2010	DPRC DES DDS
POLICING/ PUBLIC SAFETY	**Public Safety Building** - tender RCMP building - finalize construction - construction to begin summer 2009 - Ground breaking ceremony June 12, 2009, construction underway	**2**	Tender April 2009 Complete Construction completed summer 2010	DDS
PARKS, RECREATION & CULTURE	**Upgrade Parks Master Plan/Cultural Heritage Master Plan** - 2009 budget item - Parks & Recreation Master Plan contract awarded June 12 – On schedule for completion March 2010 - Culture & Heritage Master Plan Terms of Reference and request for proposals complete. Advertise for consultant June 15. - delayed to March 2010 (Part of RFP approved by Council) - Culture & Heritage Master Plan Request for Proposal to go out in 2010 to align with completion of Parks & Recreation Master Plan	**3**	December 2009 March 2010	DPRC
BYLAW ENFORCEMENT	**Bylaw Enforcement** - review bylaw enforcement - Council to understand service levels (July 2009) - property owner clean up (April 2009) - implement Good Neighbour Bylaw (April 2009) Complete - parking regulations (April 2009) - Complete	**4**	June 2010 Complete	DDS
	- bylaw adjudication (June 2010)		September 2009 Complete	

STRATEGIC GOALS - SERVICES		PRIORITY	TIMELINE	STAFF ASSIGNED
TRANSIT	**Transit** - assume function from RDCO - link bus rapid transit – get project back on track (2 years behind) - focus on community transit – connection to UBCO and hospital - transit bus stops to be enhanced - Underway, several meetings with stakeholders Discussions with municipal stakeholders and Province	**5**	Initial Report to Council with recommendations December 2009 District to assume responsibility of Transit April 2010	DES
POLICING/ PUBLIC SAFETY	**Policing-Community Perception** - enhance-encourage participate in development of RCMP priorities - find ways to allow community participation in policing priorities – S/Sgt scheduled to attend Council on quarterly basis to update & respond to concerns	**6**	March 2010 Complete	DHR
UNRANKED	**Volunteers** -continue to support Speed Watch-Citizen's on Patrol relationship		Ongoing	DWKC
	Royal LePage Place - clean up surrounding facility – Walkways & gardens finished - reconciliation of Royal LePage Place construction through RDCO - consider Royal Lepage Place heating – Energy Audit awarded		July 2009 Complete November 2009 July 2009 Complete	DPRC
	Parks - Lakeview playground consideration – Open House held June 1, LID approval of playground contribution - acquisition of parks, public space, walkways and beaches – will be developed in conjunction with Parks & Rec Master Plan – March 2010		April 2009 New equipment to be installed August 2009 Complete June 2011	DPRC
	Pine Beetle - implement management program – Policy development underway; Request for Proposal issued for consultant to coordinate Pine Beetle/Community Wildfire Protection Plan.		**MOVED TO EMERGING PRIORITY – WEST KELOWNA FOREST FIRES**	DPRC
	Communities in Bloom - staff evaluation of program benefits for Council's consideration – Judges to evaluate DWK July 27 & 28 - staff report will go to Council January 12, 2010		September 2009 October 2009 Complete	DPRC

	STRATEGIC GOALS - SERVICES	PRIORITY	TIMELINE	STAFF ASSIGNED
UNRANKED	**Public Facilities** - ensure facilities are universally accessible - Parks and Rec for all ages – Art in the Park August 1 & 9 Complete - increase community hall space/playground - Glenrosa Middle School joint use of parks		December 2010	DRPC
	Public Works - clean up community Westbank Town Centre-Lakeview - industrial park clean up - community groups clean up - adopt a highway promotion - bylaw enforcement - initiated in Fall 2009 by Manager of Operations		December 2010	DES
	Risk Management - ensure DWK adequately address RM throughout functions - Risk Manager hired. Start date July 27, 2009 - Risk function is implemented; program in place – Council will be provided with bi-annual updates		November 2010 Complete	DHR
	Fire Protection Boundaries - Council to be provided a review for consideration		**MOVED TO EMERGING PRIORITY – WEST KELOWNA FOREST FIRE**	WKFC

Inter-Government Relations

GOAL

The District of West Kelowna wants to foster good relationships with other governments and explore mutually beneficial partnerships and agreements.

OBJECTIVES

- Council to use UBCM as a venue to advance policy issues
- Partner on joint lobbying efforts and cost sharing agreements
- Obtain maximum grant opportunities for West Kelowna programs
- Maintain and build strong/firm relationships with partners – federal, provincial, first nations, municipal
- DWK to advise partners when withdrawing from a service and give advance notice

STRATEGIC GOALS – INTER-GOVERNMENT RELATIONS		PRIORITY	TIMELINE	STAFF ASSIGNED
EXISTING SERVICE PARTNERSHIPS	**Regional District of Central Okanagan Services** - analyze if services appropriate for DWK - Awaiting service review being conducted by RDCO - Allan Neilson Welch reviewing 3 services - RDCO reviewing services	**1**	May 2009 Underway Ongoing March 2010	CAO
LOBBY-ING	**Crown Land** - approach Province for free Crown grants/nominal rent tenure	**2**	March 2009 Complete	DHR
SERVICE AGREEMENT	**Advocate for new agreements with Peachland and Westbank First Nation** - sewage treatment plant - Staff group from DWK, RDCO, Peachland and WFN are discussing an agreement and options for RDCO Board consideration.	**3**	July 2009 Underway	CAO
WFN RELATIONSHIP	**Relationship** - Council to promote positive relations with WFN - consider joint grant applications - joint lobbying for health care facility for capital funding - understand the Cultural Centre concept that WFN proposes - develop a protocol of cooperation with Westbank First Nation and relationship management plan	**4**	Ongoing	DWKC/ CAO
	- hold Community to Community meetings – 1st meeting held Feb 16, next scheduled for July 20		May 2009 Complete	CAO
	- land use, review the tree farm license and implications on District of West Kelowna		May 2009 Complete	DPRC
	- ensure connection with Westbank First Nation on pathways and sidewalks - Underway		Master Transportation Plan September 2010	DES

	STRATEGIC GOALS – INTER-GOVERNMENT RELATIONS	PRIORITY	TIMELINE	STAFF ASSIGNED
LOBBYING	**Urgent Care Centre** - lobby Province to obtain 60% capital funding - Central Okanagan Regional Hospital District 40% capital funding	**5**	Ongoing	DWKC
	Federal/Provincial Services - agents for services within DWK operations for service opportunities	**6**	Ongoing	DWKC
UNRANKED	**Watershed Protection** - support District of West Kelowna's watershed protection with Province, Okanagan Basin Water Board and Irrigation Districts - reservoir lease lots, advocate for conclusion of reservoir lease lots for watershed protection		July 2011 Ongoing	DES DWKC
	Transportation – Transit - request Ministry of Transportation review long term Okanagan Valley Transportation Plan, fund long term highway improvements, review couplet - District to advocate for funding to study couplet - transit function to West Kelowna (contract) - RDCO requested to facilitate DWK assuming Transit function – May 12, 2009		September 2011	DES
	British Columbia Transmission Corporation - advocate for improvements to sub-station and second feed to District		MOVED TO EMERGING PRIORITY WEST KELOWNA FOREST FIRES	WKFC
	School District 23 - advocate for better school busing in District - seek feedback on services & programs (emphasizing youth) via focus groups – Recommendation in Parks & Recreation Master Plan		Ongoing October 2010	DWKC DPRC
	Community Connection – Local Govt Liaison - more connection with communities Osoyoos/Vernon links (transportation and transit)		Ongoing	DWKC/ CAO
	Gellatly Nut Farm - consider as natural heritage, Parks Heritage site		February 2010	DPRC
	Landfill Contract - deal with transfer station - well bermed/buffered - chipping and air quality - sight line visibility - Underway		June 2011	DES

Communication/Relationships

GOAL

To ensure the District of West Kelowna is a welcoming organization that actively seeks to communicate with its citizens and provides opportunities for contact and participation.

OBJECTIVES

- Provide clear, consistent, two-way communication with citizens
- Provide a welcoming form of government
- Encourage participation in Council's activities

	STRATEGIC GOALS – COMMUNICATION/RELATIONSHIPS	PRIORITY	TIMELINE	STAFF ASSIGNED
GUIDING DOCUMENTS	**Communication of Guiding Documents** - Communicate with community on *Strategic Priorities 2009* and *2009-2013 Financial Plan*	**1**	Completed by March 2009 Complete	CAO
	Budget/Citizen Survey - questions to Council earlier, more time to review - summer/fall release - specific focus on what rec programs are included - results roll-out, celebrate results with public - detailed feedback based on 2008 baseline	**2**	August 2009 Complete	CFO
	Annual Report - staff to create an inclusive annual report - delayed, auditors late with delivery of integral financial statements	**3**	May 15, 2009 July 15, 2009 Complete	DCS
PUBLIC RELATIONS	**Website/Online Services Emphasis** - invest in website as most efficient delivery of information and services and excellent way to interact with citizens - RFP awarded; contractor advised it would take 15 – 25 weeks to complete. Council apprised of extra time required	**4**	To coincide with Mt. Boucherie Opening June 15, 2009 October 15, 2009 Complete	DCS
RECOGNIZING COMMUNITY	**Community Event** - plan exciting community events 1st Event – August 2009 (Art in the Park) – Underway 2nd Event – August 2010 - build on success of Westside Daze - complete for 2009; planning Art in Park for 2010; will continue to support Westside Daze	**5**	August 2009 Art in the Park August 1 & 9 Complete	DPRC
COMMUNITY NAME	**Logo/Branding** - low cost, quick review, staff recommendation to Council	**6**	Report to Council with recommendation March 17, 2009 Complete	DCS

STRATEGIC GOALS – COMMUNICATION/RELATIONSHIPS		PRIORITY	TIMELINE	STAFF ASSIGNED
UNRANKED	**Name Change** - request Canada Post change postal addresses - Canada Post to recognize official mailing municipality as "West Kelowna" by January 11, 2010		April/May 2009 Complete	DWKC
	Municipal City Hall - signage, communication on opening - report presented to Council June 8. Staff directed to get additional pricing - Report to Council November 2009; Council directives implemented by March 2010		June 15, 2009 Underway Final Report to Council September 2009 March 2010	DCS
	Volunteers - create teams of volunteers for events, projects, gathering feedback - help promote citizen participation - N/A – No projects identified to date - July 2009 – Emergency Social Services assisted the Province with a large evacuation event during the July 2009 Glenrosa and Rose Valley Fires - no project identified in 4th quarter of 2009		Council to identify projects Complete	DCS/ DHR
	Street Naming - recognizing pioneers through Street Naming policy - requires GIS/Mapping capabilities - underway; report to Council February 2010		September 2009 Report to Council February 2010	DDS

Governance

GOAL

The District of West Kelowna will provide the public with transparency in Council's operation.

OBJECTIVES

- Written policy on the operations of the District of West Kelowna
- Ensure Council's governance is defined through policy

STRATEGIC GOALS - GOVERNANCE		PRIORITY	TIMELINE	STAFF ASSIGNED
TRANSPARENCY	**In-Camera** - policy to Council on Best Practices on In-Camera items - Council to develop its own lens on In-Camera - educate on what is and what isn't In-Camera - draw media in to explain policy	1	September 2009 Complete	CS
POLICY DEVELOPMENT	**Codify DWK practices into policy** - top 20 policies for District of West Kelowna – ie: CAO as only employee of Council - report to Council July/August – September 2009	2	September 2009 Underway	CAO
	Letter, email response - timelines to respond to public - Complete; staff policy developed - template response on issues ie: houseboats - Complete - Council's personal opinions to be identified in any response to the public where Council has already dealt with an issue - Council adopted January 12, 2010	3	September 2009 Present to Council Sept. 15, 2009 Complete	CS
COMMITTEES OF COUNCIL	**Committees of Council** - Advisory Committee – APC 2009 (priority) – requires DP guidelines (November 2009) - Agricultural Committee (as part of OCP process)	4	November 2009 Complete	DDS
	- Parks & Recreation Committee by 2010 (focus groups) – focus groups, P&R Committee Recommendation coming forward in Parks & Recreation Master Plan		December 2010	DPRC
TRANS-PARENCY	**Developer Requests for Meetings with Council** - develop protocol of developers to request meetings with Council through staff	5	September 2009 Present to Council Sept. 15, 2009 February 2010	CS/ DDS
COMMITTEES OF COUNCIL	**External Committee Appointments** - consider external committee participation by Council or staff on case by case basis - policy level (Council) & technical level (staff) - Economic Development Focus Group established March 24, 2009 with budget of $30,00 to cover committee's expenses	6	Case by Case Ongoing	DWKC/ CS