



DISTRICT OF WEST KELOWNA
**2010 STRATEGIC
PRIORITIES**



*...to protect, enhance
and celebrate our
West Kelowna home*

ABOUT THIS DOCUMENT

West Kelowna Council's strategic planning process guides decision making for the District of West Kelowna by setting long term goals and objectives for the community. From this vision, Council allocates the resources of the municipal government in pursuit of community goals. *2010 Strategic Priorities* outlines Council's categories of focus for this year.

West Kelowna Council has committed to setting priorities each year. These priorities are ranked and District resources are assigned to specific initiatives intended to meet the outlined goals. Council is consulted throughout the year on progress and tangible measurements are applied.

2010 Strategic Priorities is one of the District's key guiding documents. At all times, Council welcomes input on its strategic planning and operational directions.



MAYOR & COUNCIL

MISSION

TO MAKE INFORMED DECISIONS THAT MEET COMMUNITY NEEDS TO PROTECT, ENHANCE AND CELEBRATE OUR WEST KELOWNA HOME.

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.



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, Councillor Duane Ophus

CONTACT COUNCIL:

Email: info@districtofwestkelowna.ca

Phone: (778) 797-2210

Mail: District of West Kelowna Council

2760 Cameron Road, West Kelowna, B.C. V1Z 2T6

INTRODUCTION

This is the third strategic planning document produced by West Kelowna Council, yet the municipality itself has existed for just over two years. The first two strategic plans were largely operational in nature as Council was tasked with building a municipal government from the ground up.

As the District enters its third year of operation, Council has refined its focus for 2010. There are four primary categories:

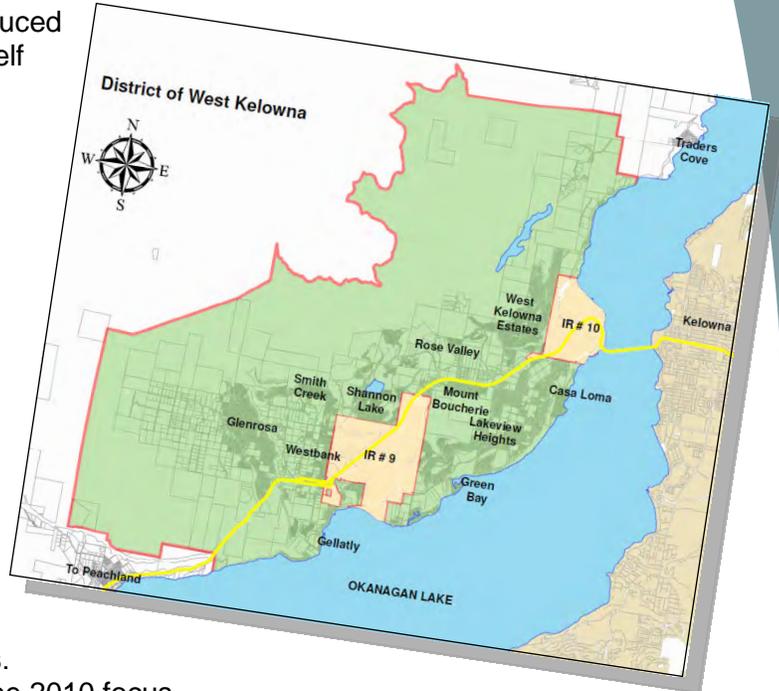
1. **Infrastructure**
2. **Growth Management**
3. **Economic Enhancement**
4. **Services & Assets**

Based on Council's priorities, staff develop an operational plan to meet the priorities set by Council.

These are not West Kelowna Council's only goals.

Many considerations were put aside to sharpen the 2010 focus.

West Kelowna's unique challenge as a new municipality is to transition from a rural form of government to an urban one, and to fortify itself financially as it works to reach its goals. With the help of regular public consultation, Council is dedicated to strategic planning each year to ensure goals are pursued that reflect the community's needs and wishes.



SUMMARY OF 2010 PRIORITIES

PRIORITY 1: **INFRASTRUCTURE**

1. **Sewer Collection & Treatment**
2. **Roads & Drainage**
3. **Water**

PRIORITY 3: **ECONOMIC ENHANCEMENT**

1. **West Kelowna
Economic Development Plan**
2. **Westbank Centre Plan**
3. **Boucherie Centre Plan**

PRIORITY 2: **GROWTH MANAGEMENT**

1. **Official Community Plan Review**
2. **Regulations**
3. **Waterfront Plan**
4. **Agricultural Plan**

PRIORITY 4: **SERVICES & ASSETS**

1. **Transit**
2. **Parks & Recreation Master Plan**

STRATEGIC PRIORITY 1: INFRASTRUCTURE

GOAL: *To provide infrastructure (including roads, water, sewer, storm drainage and sidewalks) that meets immediate and long term needs of the municipality.*

OBJECTIVES:

- Provide infrastructure in a comprehensive, cost-effective and methodical manner by establishing priorities through five and ten year capital plans
- Improve and expand pedestrian connections, sidewalks and pathways
- Ensure integrated long-term planning for infrastructure
- Apply for infrastructure grants; ensure District has grant-ready projects
- Develop public-private partnerships where appropriate

2010 PRIORITIES:

1. Sewage Collection & Treatment

Provide sewer service in a comprehensive and cost-effective manner and develop a long-term vision for liquid waste management.

2. Roads & Drainage

Recognizing that two consecutive Citizen's Surveys have indicated Roads as a top priority, pursue rehabilitation of roads on a priority basis and engage in coordinated planning for future transportation and drainage needs.

3. Water

Plan for the future of West Kelowna's water supply and systems with consideration given to administration, funding, increased capacity, watershed protection and conservation.

MEASUREMENTS:

- 1,433 new sewer connections by 2013
- Options on governance of Regional Waste Water Treatment Plan (Sewer Plant) to Regional District for consideration
- 10 to 15 kilometres of road and sidewalk constructed or rehabilitated
- Transportation Master Plan completion
- Stormwater Management Master Plan completion
- Transfer of Westbank Irrigation District and Lakeview Irrigation District to District of West Kelowna no later than December 31, 2010
- Water Master Plan start in 2010, to be completed in 2011



STRATEGIC PRIORITY 2: **GROWTH MANAGEMENT**

GOAL: *Employ land use best practices that reflect the community's needs with consideration given to affordable/livable neighbourhoods, village centres for residents and tourists and protection of the environment.*

OBJECTIVES:

- Manage growth with an integrated approach to development decisions
- Understand and expand District's land inventory (re: Crown Land)
- Encourage multi-use development, especially in Westbank Centre
- Protect the environment and consider green initiatives
- Preserve agricultural land where appropriate
- Develop pedestrian-friendly neighbourhoods
- Ensure development contributes in fair manner to infrastructure and amenities
- Determine effective, sustainable growth
- Maintain a semi-rural landscape
- Foster small pedestrian-oriented commercial neighbourhood centres
- Obtain public input and consult with the Advisory Planning Commission and the Agricultural Advisory Committee on how best to achieve growth management goals

2010 PRIORITIES:

1. Official Community Plan Review

Recognizing that Growth and Development Planning was a top priority in two consecutive Citizen's Surveys, Council will complete a new Official Community Plan for the community and continue to consult with the public prior to adoption.

2. Regulation

Amend secondary suite regulations, start a Zoning Bylaw review and a Subdivision and Development Servicing Bylaw review and start the creation of stronger Hillside Development design-guidelines.

3. Waterfront Plan

Develop a Waterfront Plan with consideration given to preserving environmental and aesthetic values; improving and expanding public facilities.

4. Agriculture Plan

Preserve and enhance local agriculture through appropriate planning policy, supported by stakeholder consultation and an Agricultural Advisory Committee.

MEASUREMENTS:

- Adoption of the new Official Community Plan
- Completion of the Affordable Housing Strategy.
- Adopt a workplan to address issues that arise from the new Official Community Plan
- Document the number of legal secondary suites.
- Zoning Bylaw review started in 2010.
- Start development of a Waterfront Plan; completion in 2011.
- Fully engaged Agricultural Advisory Committee to provide input to Council on agricultural matters.
- Start development of an Agricultural Plan by 2010, completion in 2011.

STRATEGIC PRIORITY 3: ECONOMIC ENHANCEMENT

GOAL: *Develop long-term financial plans with solid financial footing and strong capital reserves; and help improve the economic viability of the community through a diverse tax base and economic development initiatives.*

OBJECTIVES:

- Recognize the economic development assets of the region, capitalize on unique opportunities
- Continue to consider and create appropriate capital reserves
- Consider alternate ways of providing financing for infrastructure
- Ensure the District has cost-effective operations for all functions
- Pursue public projects as revenue generators or revenue neutral
- Provide a diverse tax base and supportive climate for business and industry
- Ensure that taxation levels foster continued development in community
- Enhance tourism within West Kelowna

2010 PRIORITIES:

1. Economic Development Plan:

Prepare an Economic Development Plan for the District of West Kelowna.

2. Westbank Centre Plan

Work towards the development of a Westbank Centre Plan.

3. Boucherie Centre Plan:

Investigate the development of a Boucherie Centre Plan.

MEASUREMENTS:

- Completion of the West Kelowna Economic Development Plan.
- Develop an implementation plan for Economic Development initiatives.
- Form an Economic Development Committee.
- Start the development of a Westbank Centre Plan, completion in 2011.
- Staff report to Council on possible Boucherie Centre Plan.



Heritage Retirement Residence currently under construction in Westbank Centre

STRATEGIC PRIORITY 4: SERVICES & ASSETS

GOAL: Respond to community need
and provide a high level of services to the community, including
parks, policing, fire protection, facilities, programming and public amenities.

OBJECTIVES:

- Provide high quality services that enhance the lives of citizens of all ages
- Assess Transit needs and service levels
- Foster ways to promote healthy living
- Maintain a safe community
- Pursue partnerships, grants and cost-savings in the provision of services
- Preserve and improve public amenities
- Protect and enhance heritage and culture

2010 PRIORITIES:

1. Transit

Seek to provide cost-effective and efficient transit services to the community, taking into account current needs and future goals.

2. Parks & Recreation Master Plan

Pursue the adoption of a Parks & Recreation Master Plan for the District.

MEASUREMENTS:

- Transfer of Transit Services to the District of West Kelowna from the Regional District of Central Okanagan.
- Review transit governance –Okanagan Valley
- Plan for Bus Rapid Transit stations from Gas Tax funding.
- Adoption and implementation of the Parks & Recreation Master Plan.

