

"To maintain, build and enhance a community that reflects the Okanagan Westside Lifestyle."

District of Westside Mission Statement, 2008

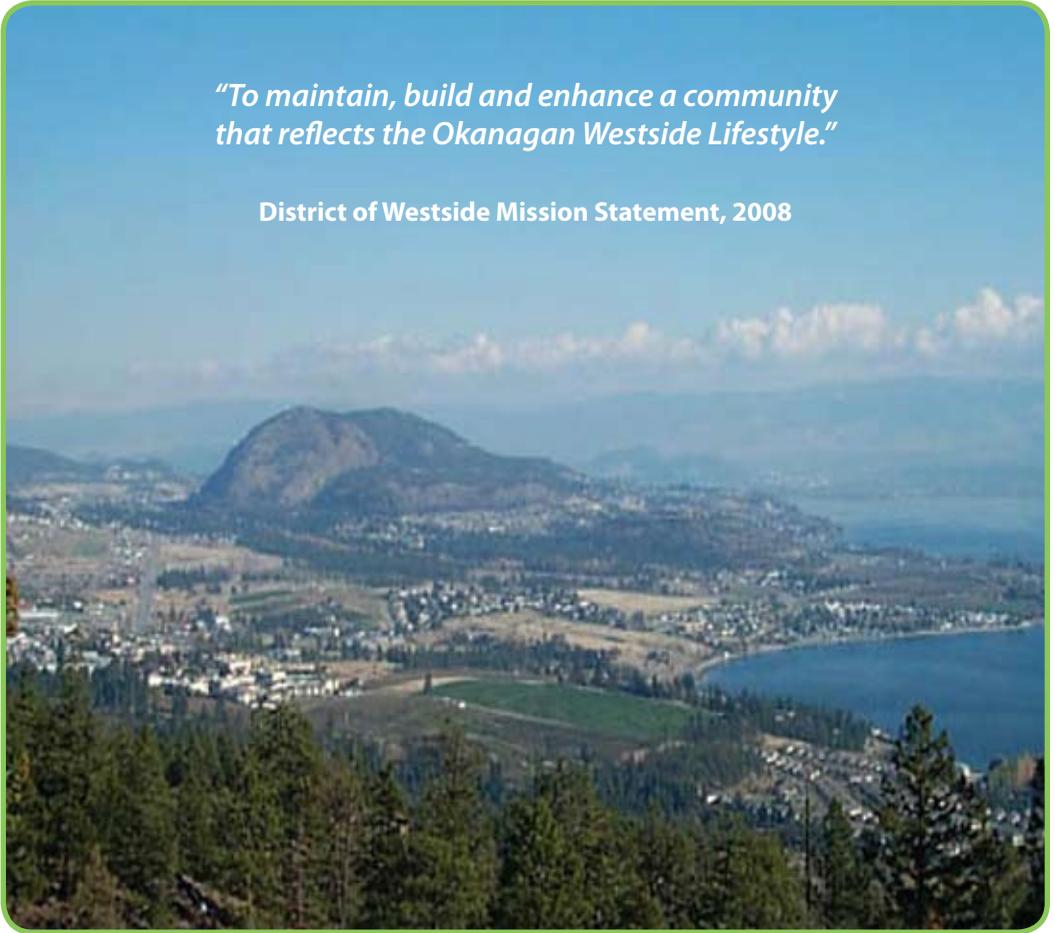


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A Message from the Mayor



Your Mayor and Council, elected November 15, 2008:

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

As the first Council for the District of Westside, it is an honor to represent our Municipality. One of the first priorities for Council was to develop a Strategic Plan, both for ourselves and for the municipality. To begin, Council members each listed their priorities during our term in office.

Then, when we sat down and compared notes, it became very obvious that we all had common goals. We all wanted to make sure that the groundwork was in place for a solid foundation, to ensure that the community would be in better shape for future generations than it was when we inherited it.

Everyone on Council has a strong sense of community. Together, we want to be proactive community leaders by making the right decisions at the right time, and ultimately to create "Best Practices" for our neighbourhoods that will encourage growth, success and maintain a healthy lifestyle for all residents of the Westside.

By looking at issues with fresh eyes, we can develop new strategies that will focus on the following:

- **Finance**
- **Infrastructure**
- **Growth Management**
- **Economic Enhancement**
- **Communication/Relationships**
- **Government Relations**

Two priorities of Council include being fiscally responsible and inviting public feedback. By focusing our efforts on this plan, Council expects to set a strong foundation for the future.

Rosalind Neis
Mayor

Establishing A New Municipality

The Westside Governance Phase 1 process began in May 2003 and was completed in April of 2007, when the Governance committee made formal recommendations to the Ministry of Community Services that a Referendum be held. On June 16, 2007 residents of the Westside voted to determine the future of the area. The voting options were to: remain unincorporated, form a municipality or join Kelowna.

When the votes were tallied, the majority voted to form a municipality, and an election was held on Saturday November 17, 2007 to elect a Mayor and six Councillors.

Establishing a new municipality, with a population of 28,793 (2006 Census) and 12,240 hectares of area, is a phenomenal challenge. In the start up year, Council and staff's obligations are to:

- Hire senior staff for the District of Westside
- Conduct Orientation Sessions for Council
- Establishing the Municipality's first Financial Plan
- Developing a servicing plan for the transfer of services from the Regional District of Central Okanagan (CORD)
- Transferring of the administration of services currently provided by CORD
- Adapt Westside bylaws for all local services established by CORD
- Transfer and incorporate services bylaws from CORD
- Establish an Approving Officer function
- Transfer the jurisdiction of roads approval from the Ministry of Transportation
- Develop Council procedures and policies
- Locate office space for District staff
- Transfer staff from Regional District (CORD) to the District of Westside and resolve union successorship issues
- Election

Council's goal is to accomplish as much as possible for 2008, while recognizing substantial efforts are required to establish the District of Westside. As such, Council has indicated priorities in the Strategic Plan and set realistic goals for the first year and tasks for coming years.

SCHEDULED QUARTERLY UPDATES STRATEGIC PRIORITIES TO COUNCIL:

JUNE	2008
SEPTEMBER	2008
DECEMBER	2008

Why did the District of Westside Start this process?

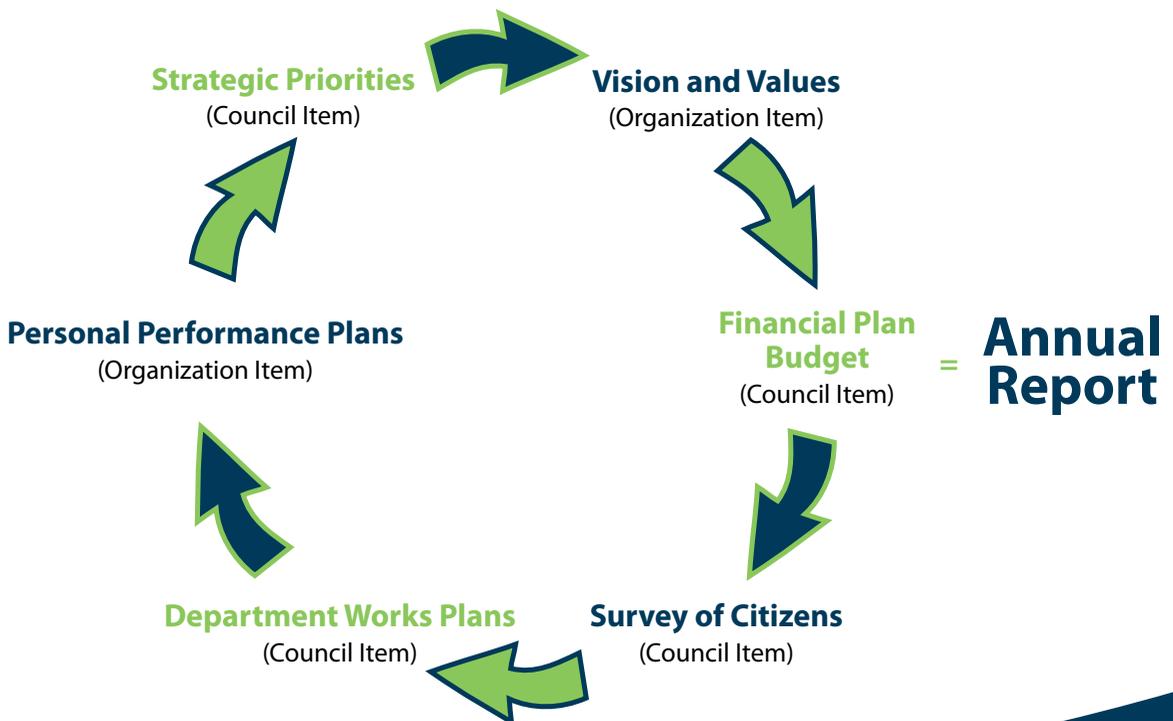
Strategic Planning is a tool used to define and guide an organization's policy, approach and decision making process in order to allocate resources for pursuing the plan, including its capital and people.

Organizations begin the process of strategic planning when they assess the gap between the desired future (organizational vision) and the present.

Council's wish for this strategic planning process was to set a long-term vision (10 years). From this vision, strategies were developed to address the common community values. Council's goal is to ensure that the draft plan is tested with public feedback.

Strategic Framework Context

The District of Westside has now developed a strategic framework that is based on a strong foundation of planning at the Council and Organization level.



Strategic Framework Context...

This Strategic Priorities document is the basis for strategic planning at the District of Westside. This plan will help create the Performance Based Budget and set the stage for staff to start a “Vision and Values” process. The Departmental Work Plans are based on Council’s strategic priorities and are incorporated into Personal Performance Plans. Council will survey residents in the fall (2008) in order to gauge public feedback on services delivered by the District of Westside. This strategic framework will provide measurable outputs for the Organization and will be brought forward to Council on a quarterly basis to assess the Organization’s progress in achieving Council’s objectives.

Strategic Priorities

This document outlines Council’s vision both for the future and current year. Council’s goals are expressed in action items, with time lines and responsibilities outlined. Quarterly reports are provided to Council to measure the progress of the organization on Council priorities. Note: Items that have not been listed in the top three, remain unranked throughout the document.

Vision and Values

This document outlines Council’s vision both for the future and current year. Council’s goals are expressed in action items, with time lines and responsibilities outlined. Quarterly reports are provided to Council to measure the progress of the organization on Council priorities. Note: Items that have not been listed in the top three, remain unranked throughout the document.

Financial Plan

In accordance with the Community Charter, a municipality must have a five year financial plan that is adopted annually by Council. The plan lists the revenues and expenses, which ultimately determines the tax requisition and mill rate by class and may be amended at anytime. The plan reflects the municipality’s continuing efforts to provide the highest quality of service in daily operations and local governance, as it relates to the priorities and goals of the municipality.

Survey of Citizens

Council intends on surveying a scientific sample of citizens from the District of Westside, in order to determine the satisfaction of service delivery from the District of Westside.

Departmental Work Plans

Each service department within the District of Westside will develop work plans, which are linked back to service levels set in the budget and action plan items from the Strategic Plan. These plans set out the direction of each department and the core work required throughout the year.

Personal Performance Plans

Individual performance plans for staff are developed from departmental work plans. Performance evaluations of staff are based on their ability to achieve organizational and departmental objectives.

Annual Report

The Community Charter requires the District of Westside to report the audited financial statements, tax exemptions, report on municipal services and operations and provide a progress report on the District of Westside objectives and measures. The Annual Report consolidates the outputs of the organization.

Vision

This document outlines Council's vision both for the future and current year. Council's goals are expressed in action items, with time lines and responsibilities outlined. Quarterly reports are provided to Council to measure the progress of the organization on Council priorities. Note: Items that have not been listed in the top three, remain unranked throughout the document.

The Principles behind this Vision for the community of the Westside:

- **A diverse place to live and be proud of**
- **"Live, Work, Play" community**
- **Promote economic viability**
- **Safe, Healthy, Sustainable community**
- **Pride and value of our history**
- **"Unity in Community"**
- **Be cognizant of our community neighbours**
- **Support Agriculture, Agritourism, healthy lifestyle and transit**
- **To be fiscally responsible**

Council's goal for the District of Westside organization:

- **A Welcoming - capable form of government**
- **Employer of choice**
- **Shared services for Okanagan Valley**
- **Develop core corporate values**
- **Have the highest customer service**
- **Set a foundation of business friendly practices**
- **Performance based management and budgeting**
- **To be fiscally responsible**

Council will further refine this Vision through an upcoming review of the Westside's Official Community Plan.

Mission Statement

"To maintain, build and enhance a community that reflects the Okanagan Westside Lifestyle."

District of Westside Mission Statement, 2008

Finance

GOAL: The District of Westside will develop a long term financial plan with solid financial footing and strong Capital reserves.

COUNCIL'S OBJECTIVES:

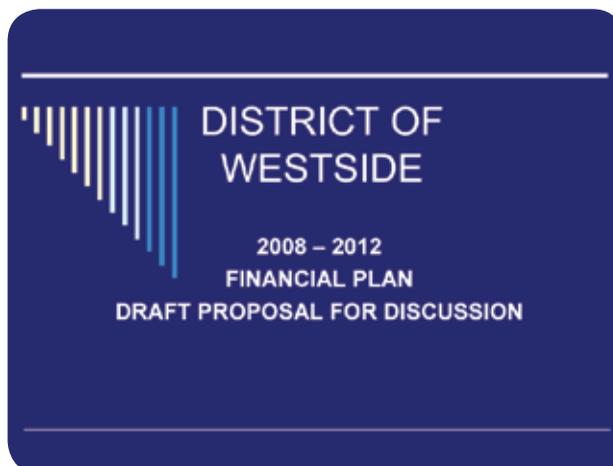
- Establish and deliver appropriate capital reserves;
- Consider alternate ways of providing financing for infrastructure requirements - including P3's;
- Ensure the District of Westside has cost effective operations for all functions;
- Pursue public projects as revenue generators or revenue neutral.

RESPONSIBILITY LEGEND	
CAO	Chief Administrative Officer
DDS	Director of Development Services
FC	Fire Chief
CFO	Chief Financial Officer
DPRC	Director of Parks Recreation and Culture
DCS	Director of Corporate Services

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	Develop Financial Plan to consider end of transition funding for incorporation assistance, including RCMP costs & roads maintenance contract. Ensure Plan also includes an overview of a 10 year horizon	May 15, 2008	CFO	Complete
2a	FINANCIAL PLAN • Staff to review fire department budget requests and staffing proposal, with options, to Council	April 15, 2008	CAO, CFO, FC	Complete
	• Staff to review RCMP staffing request, review contract and provide budget options to Council	Fall 2008	CAO, CFO	In Progress
	• Staff to review Agreements with: WFN, SD23, RDCO and bring recommendations forward to Council	Fall 2008	CAO, CFO, FC	In Progress
	• Report to Council on April 8th about public input into the Financial Plan and Strategic Plan • Have a Committee of the Whole meeting at Mt.Boucherie in April • Have an evening Open House • Staff to collect comment sheets from Open House and present to Council • Create an online survey, feedback, tax calculator for public use	April 2008	CAO, DCS, CFO	Complete
2b	Develop fair tax rates with public consultation for feedback on options presented to the community	May 15, 2008	CFO	Complete

Finance Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
3	Find municipal office space based on financial viability and consider impacts on taxation	May 2008	CAO, CFO	Complete
	Staff to consider alternate ways of providing financing for infrastructure - P3s			
	Policing-Public Safety <ul style="list-style-type: none"> • Policing operations budget (RCMP) Post 2012 • Staff to analyze RCMP building options 			
	Staff to develop cost benefit of a rural – urban community for Council's review			
	A comprehensive review of gas tax funding (RDCO) and tie back to Council's priorities in order to off-set taxation impact			
	Council to consider policy on Capital Reserves through the budget process			
	Examine & develop alternative revenue sources			In Progress
	Staff to provide a comprehensive review of District of Westside assets			In Progress
	Comprehensive review of 2009 Operating Budget			Complete
	Services from RDCO reviewed for Budget 2009	Sept./Oct. 2008	CFO	Complete
	Fire Protection Boundaries to be reviewed and considered by Council			



Infrastructure

GOAL: The District of Westside will have proper infrastructure to meet the long term servicing needs of the Municipality.

COUNCIL'S OBJECTIVES:

- 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 P3's; (Private, Public, Partnerships)
- Implement cost recovery through development cost charges;
- Values pedestrian connections/linkages.

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PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	Staff to bring forward work plans to establish Development Cost Charges for: <ul style="list-style-type: none"> • Water • Roads • Parks • Storm drainage 	Sept. 2008 June 2008 Sept. 2008 2009	DDS, CFO CAO, DDS, CFO DPRC, CFO DDS, CFO	Road DCC Bylaw Complete Others in Progress
2a	SEWER: Plans & priorities to be brought forward to Council for consideration	June 2008	DES	Complete
2b	DRAINAGE: Plans & priorities to be brought forward to Council for consideration	October 2008	DDS, DES	In Progress
3	ROADS: Road upgrades- Staff to develop a plan based on priorities for Council's consideration. Plan to consider: <ul style="list-style-type: none"> • Arterial & collector routes defined in the OCP and Subdivision & Development Servicing Bylaw • Staff to develop roads standards for Council's review • Council to review road infrastructure requirements • Ensure that the roads maintenance contract meets snow clearing requirements of the residents for 2008 	June 2008	DDS, DES, CAO	In Progress Complete School Zone Safety Program & 2008 Line Painting Program

Infrastructure Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
	SIDEWALKS/PATHWAYS: <ul style="list-style-type: none"> • Staff to develop sidewalk network plan based on priority work plan • Staff to bring forward a work plan that considers sidewalks adjacent to schools • Develop a network that connects shopping, beaches and wineries 			In Progress
	PARKS/RECREATION/CULTURE: <ul style="list-style-type: none"> • Update Parks/Rec. Master Plan • 2009 Budget item 			In Progress
	POLICING/PUBLIC SAFETY: Council to fully review proposed RCMP building and cost impacts on budget			In Progress
	Ensure WFN population increase and impact on services and DOW services are fairly compensated through agreements			
	Council to consider Fire Hall construction			Complete
	Understanding of impacts that Crystal Mountain proposal will have on the District infrastructure			In Progress

Growth Management

GOAL: The District of Westside will build on land use best practices that reflect on the Westside's community needs which include: affordable and livable neighbourhoods, village centres for residents or tourists, and protection of the environment.

COUNCIL'S OBJECTIVES:

- Understand the District's land inventory through a land use analysis;
- Review the Official Community Plan;
- Receive public input into how to best achieve mixed use development which encourages infill, reduces 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 a fair & equitable manner;
- Implement an integrated approach to development and development decisions.

RESPONSIBILITY LEGEND	
CAO	Chief Administrative Officer
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PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	<p>Staff to bring forward a Work Plan for an OCP Review with the following principles:</p> <ul style="list-style-type: none"> • Promote more industrial/commercial land • Promote environmental land use conditions • Promote Town Centre multi-use • Promote mixed use development • Downtown redevelopment • Affordable housing • Preserve farm land where appropriate • Preserve public access to waterfront • Environmental protection • Balance of housing types • Hillside development protection 	July 2008 (for work plan)	DDS	<p>Workplace Complete</p> <p>OCP Review In Progress</p>

Growth Management Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
	<p>Consideration given to development of:</p> <ul style="list-style-type: none"> • Waterfront plan • Green initiatives and new technology • Trail Network Plan 			In Progress
2	<p>Staff to complete a land inventory and land use analysis:</p> <ul style="list-style-type: none"> • Parks inventory • Approach the Province for free Crown grants and nominal rent tenure 	June 2008 On-Going	DPRC, DDS CAO, Murray Kopp	In Progress
3a	<p>Staff to prioritize developing Regulatory Bylaws review for Council's consideration:</p> <ul style="list-style-type: none"> • Hillside development regulations • Subdivision Development Servicing Bylaw 	August 2008	DDS, DCS	In Progress
3b	<p>Neighborhood Plans (long term vs. short term). Staff to bring forward options considering:</p> <ul style="list-style-type: none"> • Goat's Peak (protection of park) • Support for Town Centre Development • Lakeview Heights • Westbank 	April 2008	RDCO Planning Staff	In Progress
	<p>Council to promote: Connection between Town Centre and lake –ALC connection</p>			In Progress
	Promote seamless land use planning with WFN Council			In Progress

Economic Enhancement

GOAL: The District of Westside will provide an environment within the municipality that promotes business friendly practices.

COUNCIL'S OBJECTIVES:

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

RESPONSIBILITY LEGEND	
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PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	<p>Council to direct staff to review, develop & enhance the Business Plan for the Mount Boucherie Complex:</p> <ul style="list-style-type: none"> • Consider Royal LePage dry floor proposal • All other potential revenue enhancements to the Business Plan 	September 2008	CFO, DRPC	In Progress
2	<p>Develop an Economic Development Plan for District of Westside which considers:</p> <ul style="list-style-type: none"> • Promote industrial/commercial development • Identify light industrial Park – Stevens Rd/Highway 97 opportunities – OCP • Analyze a trolley system to connect: shopping, beaches, wineries (tourist draw) • Continue to attract resort development • Develop tourism branding - EDC to facilitate discussion • Develop an analysis of public wharf/waterfront amenity for tourism 	October 2008	CFO	In Progress

Economic Enhancement Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
3	<p>Council to support and promote Town Centre Multi-use Development (residential/commercial/institutional development)</p> <ul style="list-style-type: none"> • Including review of transit exchange and options to locate 	On-Going	Mayor & Council	In Progress
	<p>Understand existing partnerships in Economic Development in the Region with consideration to:</p> <ul style="list-style-type: none"> • Establish Westside Economic Development Committee • Specific focus on Westside initiatives • Liaison with Robert Fine • Liaison with WFN • Liaison with Peachland, Kelowna • Create a unique economic development environment 			
	<p>Encourage private sector to develop recreational opportunities</p>			

Communication/Relationships

GOAL: The District of Westside will provide a high level of public communication, feedback and customer service to our constituents.

COUNCIL'S OBJECTIVES:

- Provide clear consistent two way communication with our citizens on community issues;
- Provide a welcoming form of government;
- Provide a committee structure based on Strategic Plan;
- Encourage participation in Council's activities.

RESPONSIBILITY LEGEND	
CAO	Chief Administrative Officer
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PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	Consultation with community on Strategic and Financial Plan	Complete by May, 2008	CAO, CFO, DCS	Complete
2	Westside's Identity: To identify a process to permanently name the community and confirm the District's identity: <ul style="list-style-type: none"> • Public discussion on naming community • Include a public Task Force • Consideration of Referendum in the upcoming election 	Complete prior to October 2008	CAO, DCS	Complete
	Staff to bring forward a process for Council's consideration	May 2008	CAO, DCS	Complete
3	Develop a Comprehensive Communications Process/ Policy for the District: <ul style="list-style-type: none"> • Communications Plan for the organization • Press Releases • Process to engage community in Council issues • Develop a media policy • Organizational identity/branding 	June 2008 May 2008	DCS DCS	Complete Branding In Progress

Communications/Relationships Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
	<p>Establish Council Committees on an issues specific basis. At the time of the Strategic Plan, Council wished to establish the following Committees: (others to be added throughout 2008)</p> <ul style="list-style-type: none"> • Committees based on Strategic Plan and moving forward the objectives. • Naming Task Force • Council Compensation 			Complete

Government Relations

GOAL: The District of Westside will develop positive relationships with all levels of government and where possible promote joint funding and partnership opportunities.

COUNCIL'S OBJECTIVES:

- Work with other levels of government to provide local, regional, provincial and federal services;
- Partner and have joint lobbying efforts and cost sharing agreements;
- Obtain maximum grant opportunities for Westside programs.

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PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
1	WFN Relationship - Council to promote: <ul style="list-style-type: none"> • Positive relations with WFN • Consider joint grant applications • Joint lobbying for health care facility • Include WFN in Valley Wide Governance • Understand the Cultural Centre concept that WFN proposes • Ensure connection with WFN on pathways & side walks 	On-Going	Mayor & Council CAO	In Progress
2a	Seamless Land-use planning	TBD	DDS	In Progress
2	Council to support: <ul style="list-style-type: none"> • Enhanced transit & its use through the region • Including bus rapid transit 	On-Going	District of Westside Regional Board Directors	In Progress
	<ul style="list-style-type: none"> • Request TDM manager from RDCO to provide an orientation and listing of transit and the impacts on the District 	April 2008	CAO to coordinate	Complete
3	Health Care Centre <ul style="list-style-type: none"> • Lobby Province to secure land 	On-Going	Mayor & Council	Complete
	<ul style="list-style-type: none"> • Have delegation from IHA to determine Council's influence on how to achieve goal 	April, 2008	Mayor & Council	Complete

Government Relations Continued

PRIORITY	ACTION – Items not in top three remain unranked	TIMELINE	RESPONSIBILITY	STATUS
	Crystal Mountain <ul style="list-style-type: none"> • Boundary study - review impact on DOW • Information on impacts • Request grant from Province 	March 2008	CFO	Complete
	Federal/Provincial Government Services: <ul style="list-style-type: none"> • Agents for services within District of Westside operations for service opportunities 			
	Council to support Westside's: <ul style="list-style-type: none"> • Fringe Area Planning participation with CORD • Maintain influence on Regional interest in Planning • Watershed protection 			
	Pine Beetle: <ul style="list-style-type: none"> • Staff to bring forward report on the impact of the pine beetle on District Boundaries • Understand the grant program 		DPRC, FC	In Progress
	Council to support: <ul style="list-style-type: none"> • Highway 97 partnerships and to review long-term OVTP Plan 			
	Ministry of Transportation – to review couplet with MOT			
	Transfer of CORD services to Westside	Sept 2008	CAO	
	Valley Wide Governance			
	Draft letter to BC Hydro requesting update on transmission fuel upgrades for Westside			



Mixed Sources

Product group from well-managed forests, and other controlled sources
www.fsc.org Cert no. SW-COC-002234
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