

# 2014 STRATEGIC PRIORITIES

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



West Kelowna Council's strategic planning sets long term goals and objectives for the community and is undertaken each year. As the District enters its seventh year of operation, West Kelowna key areas of focus are:

1. *Economic Development*
2. *Westbank Centre*
3. *Community Enhancement*
4. *Community Engagement*
5. *Efficient Municipal Operations*

The *2014 Strategic Priorities* is one of the District's key guiding documents and outlines Council's categories of focus for the term. Priorities have been ranked and, from this vision, Council allocates the financial resources of the municipality through a performance-based budget. The financial viability of strategic priorities will be reassessed each year.

An *Operational Plan* accompanies the *2014 Strategic Priorities*, with timelines and tangible measurements applied and results reported quarterly. Council's decisions are impacted by the effectiveness of Core Services provided by the municipality to its citizens, as indicated through its annual Citizen's Survey. Together, these guiding documents are employed to measure the accomplishments of the District, reported every year in its Annual Report.

Council is dedicated to its strategic planning process, working to ensure goals are pursued that reflect the community's needs and wishes.

## 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 2011-2014:**

(From left)

Councillor Duane Ophus, Councillor Bryden Winsby,  
Councillor David Knowles, Mayor Doug Findlater,  
Councillor Carol Zanon,  
Councillor Gord Milsom, Councillor Rick de Jong.

## Summary of Priorities

Economic Development	Westbank Centre	Community Enhancement	Community Engagement	Efficient Municipal Operations
<ul style="list-style-type: none"> <li>▪ <i>Business Support</i></li> <li>▪ <i>West Kelowna Industrial Centre</i></li> <li>▪ <i>Promotion</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>West Kelowna Civic Centre – Municipal Hall Facility</i></li> <li>▪ <i>Health Services</i></li> <li>▪ <i>Brown Road Revitalization Project</i></li> <li>▪ <i>Elliott Road Transit</i></li> <li>▪ <i>Future Capital Work</i></li> <li>▪ <i>Visioning Westbank Centre – Downtown West Kelowna</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Westlake Road Upgrade</i></li> <li>▪ <i>CNR Wharf Improvements</i></li> <li>▪ <i>Transit</i></li> <li>▪ <i>Traffic Calming Initiatives</i></li> <li>▪ <i>Master Plans</i></li> <li>▪ <i>Wine Route – Boucherie Road</i></li> <li>▪ <i>Gellatly Road</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Economic Development Committee</i></li> <li>▪ <i>Intergovernmental Relationship</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Chief Administrative Officer</i></li> <li>▪ <i>Customer Service</i></li> <li>▪ <i>Service Reviews</i></li> <li>▪ <i>Development Services Enhancements</i></li> </ul>



**District of West Kelowna  
Strategic Priority**

**Status at a Glance**

	Strategic Priority	Status	Estimated Completion Date	Lead
<b>Priority #1 - Economic Development</b>				
<i>Goal: To diversify the tax base in the District of West Kelowna by investing in economic development, small business support and new revenue opportunities.</i>				
<b>1.1 Business Support</b>				
	Wayfinding Signage Program • See Wayfinding Signage Program Detail Sheet	60% ●	May 2014	GMDS
	Host West Kelowna Business Forum	10% ●	April/May 2014	GMDS
	Produce Online Business Licence Directory	40% ●	March/April 2014	GMDS
<b>1.2 West Kelowna Industrial Centre – Stevens Road Area</b>				
	Develop a Marketing Strategy for West Kelowna Industrial Area	30% ●	April 2014	GMDS
	Host forum intended hear from manufacturers in West Kelowna	0% ●	July 2014	GMDS
<b>1.3 Promotion</b>				
	Enhance economic development presence in West Kelowna business community, and increase networking	30% ●	June 2014 ongoing	GMDS

Staff Lead Legend	
<b>CAO</b>	Chief Administrative Officer
<b>GMFCS</b>	General Manager of Finance & Corporate Services
<b>GMCS</b>	General Manager Community Services
<b>GMDS</b>	General Manager of Development Services
<b>LS</b>	Legislative Services
<b>MC</b>	Mayor and Council

**Key**

- No changes to project plan since last reporting date
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Strategic Priority**

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Strategic Priority	Status	Estimated Completion Date	Lead
<b>Priority #2 - Westbank Centre</b>			
<i>Goal: To accelerate development of Westbank Centre and provide vitalization opportunities through investment and promotion.</i>			
<b>2.1 West Kelowna Civic Centre – Municipal Hall</b>			
Options for Civic Centre – Municipal Hall fully considered in 2014	50% ●	March 2014	CAO
<b>2.2 Health Services</b>			
Establish a Health Advisory Committee	✓	January 2014	
Work with Interior Health Authority to improve access to services in West Kelowna	15% ●	December 2014	LS
<b>2.3 Brown Road Revitalization Project</b>			
Complete the \$3.1 million upgrade Phase 1	80% ●	June 2014	GMCS
<b>2.4 Elliott Road Transit</b>			
Work with BC Transit on construction and public communication of the Elliott Road Transit Exchange	30% ●	August 2014	GMCS
<b>2.5 Future Capital Work</b>			
Consider phasing of future revitalization improvements to Westbank Centre <ul style="list-style-type: none"> <li>Identify timing of Brown Road next phases in 2014 (budget 2015)</li> </ul>	●	August 2014	GMDS
<b>2.6 Westbank Centre – Downtown West Kelowna</b>			
Host forum and brainstorming initiative on branding and visioning for Westbank Centre – Downtown West Kelowna	●	July 2014	GMDS
Implement branding of Westbank Centre – Downtown West Kelowna	●	December 2014	GMDS

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<b>Priority #3 - Community Enhancement</b>			
<i>Goal: To ensure safe and effective travel infrastructure for motorists, pedestrians, transit users and cyclists.</i>			
<b>3.1 Westlake Road Upgrade</b>			
Westlake Road design and tender	✓	March 2014	GMCS
Phasing options to Council for consideration	✓	April 2014	GMCS
Construction in 2014, early tender	●	December 2014	GMCS
<b>3.2 CNR Wharf Improvements</b>			
Implement Phase 1 improvements	70% ●	May 2014	GMDS
Consider phasing of future improvements	●	August 2014	GMDS
Identify clearly for community on West Kelowna website	70% ●	May 2014	LS
<b>3.3 Transit</b>			
Work with BC Transit to educate the public on transit service and Rapidbus implementation	30% ●	August 2014	GMCS
Work with BC Transit on construction and public communication of the Boucherie Mountain and Elliott Road Transit Exchanges	●	August 2014	GMCS
<b>3.4 Traffic Calming Initiatives</b>			
Implement recommendations from 2013 traffic calming reviews	25% ●	August 2014	GMCS
Review three new neighborhoods in 2014	10% ●	December 2014	GMCS
<b>3.5 Master Plans</b>			
Transportation Master Plan	✓	January 2014	GMCS
Water Master Plan	90% ●	January 2014	GMCS
Master Implementation Plan	70% ●	May 2014	CAO
Development Cost Charges Plan	75% ●	April 2014	GMFCS
<b>3.6 Wine Route – Boucherie Road</b>			
Consider future phasing of Wine Trail upgrade to Boucherie Road	●	June 2014	GMCS
Consult with community with identified phasing for Wine Trail upgrade	●	August 2014	GMCS
<b>3.7 Gellatly Road Phase 4</b>			
Complete detailed design	●	September 2014	GMCS
Phasing options to Council for consideration	●	December 2014	GMCS

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<b>Priority #4 - Community Engagement</b>			
<i>Goal: To ensure effective, ongoing, proactive communication with District of West Kelowna residents, businesses, and visitors.</i>			
<b>4.1 Economic Development Committee</b>			
Council consideration of the development of an Economic Development Committee	●	August 2014	GMDS
<b>4.2 Intergovernmental Relationships</b>			
Nurture relationship with MLA to address the needs of West Kelowna	75% ●	December 2014	CAO
Continue to build on collaborative relationship with Westbank First Nation	10% ●	December 2014	CAO
<b>4.3 Community Consultation</b>			
Schedule regular community consultation sessions as events arise	25% ●	Ongoing	LS

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<b>Priority #5 – Efficient Municipal Operations</b>			
<i>Goal: To ensure municipal operations are as efficient and cost effective as possible.</i>			
<b>5.1 Chief Administrative Officer</b>			
Hire Chief Administrative Officer for the District of West Kelowna	✓	May 2014	MC
<b>5.2 Customer Service</b>			
Staff to review Customer Service Initiative and re-engage to ensure continuing improvement	25% ●	July 2014	GMDS
<b>5.3 Service Reviews</b>			
Consider formal service review of RDCO Waste Water Treatment Plant	●	TBD By Council	CAO
Conduct two internal service reviews of municipal operations	25% ●	January 2014 May 2014	CAO
<b>5.4 Development Services Enhancements</b>			
Continue implementing development service improvement strategies <ul style="list-style-type: none"> <li>quarterly reports to Council</li> </ul>	25% ●	Q1 Q2 Q3 Q4	GMDS

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<b>Operational Plan</b>		<b>Status</b>	<b>Estimated Completion Date</b>
<b>Departmental Projects</b>			
<b>Chief Administrative Officer</b>			
1	Westbank Cemetery Strategy implementation and public communication	✓	February 2014
2	Westbank First Nation Service Agreement Review	10% ●	December 2014
3	Facilitate 2014 Strategic Planning and provide quarterly updates to Council	25% ●	December 2014
<b>General Manager of Community Services</b>			
1	Develop future sewer servicing strategy	✓	February 2014
2	Asset Management Plan	✓	March 2014
3	Recreation Fees and Charges Review	✓	March 2014
4	Master Sanitary Plan	✓	May 2014
5	Casa Loma drainage plan – to include in Stormwater Master Plan	●	June 2014
6	Casa Loma Drainage Phase 2	50% ●	June 2014
7	Municipal Alcohol Policy	75% ●	June 2014
8	Mar Jok School Joint Use Agreement Finalization and Implementation	95% ●	September 2014
9	Casa Loma Drainage Phase 1, Remedial Work	60% ●	September 2014
10	Rock / Slope Assessment and Improvements	●	September 2014
11	Intersection Improvements, Shannon Lake Road and Tallus Road (design)	●	October 2014
12	Road Rehabilitation Program 2014	10% ●	November 2014
13	Pedestrian Improvement Program 2014	10% ●	November 2014
14	Drainage Improvements	●	December 2014
15	Faulkner Lift Station (construction)	●	December 2014





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16	Horizon Village Lift Station (design)	●	December 2014
17	Sanitary Sewer Metering Program	●	December 2014
18	Water Leak Detection Program	●	December 2014
19	Bridges Maintenance	5% ●	December 2014
20	Casa Loma Drainage Phase 3	●	On Hold
<b>General Manager of Development Services</b>			
1	Zoning Bylaw Review	✓	March 2014
2	Medical Marijuana	✓	March 2014
3	Preparation of information on Normal Farm Practices	50% ●	March 2014
4	Works and Services Bylaw Adoption	✓	March 2014
5	Conclude Bartley Road Land Request	75% ●	June 2014
6	Marjorie Pritchard Park improvements	20% ●	June 2014
7	Hillside Development Standards	●	July 2014
8	OCP Update	●	August 2014
9	Explore/work with agricultural community for creation of marketing strategies for agri-tourism	15% ●	September 2014
10	Recreational Trails Master Plan Phase 1 implementation	●	September 2014
11	Waterfront Design Guidelines and Zoning Recommendations	●	October 2014
12	Tourism Report	●	November 2014
13	Deferred Zoning Bylaw Items Review	15% ●	November 2014
14	Glenrosa Neighborhood Plan Development (draft)	●	December 2014
15	Host forum intended to hear from West Kelowna youth and advocates	●	December 2014
16	Developer's Roundtable Recommendations	20% ●	December 2014

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<b>General Manager of Finance &amp; Corporate Services</b>			
1	Information Services Strategic Plan	70% ●	April 2014
2	Development Cost Charges Bylaw	50% ●	April 2014
3	Inter-Municipal Group Purchasing Participation Review	50% ●	April 2014
4	Gas Tax Savings Report (transit, community bus, Handi Dart)	✓	May 2014
5	Public WIFI Review	50% ●	June 2014
6	JBMAC Operating Costs Analysis	●	July 2014
7	Westside Daze In Kind and Direct Calculation	✓	August 2014
8	Utility Rate Policy and Bylaw Review	●	September 2014
9	Internal Safety Audit, Year 2 Core Certificate	10% ●	September 2014
10	Information Services Disaster Recovery Plan	25% ●	December 2014
11	Facilities Master Plan	75% ●	December 2014
<b>Fire Rescue</b>			
1	Technical Rescue Program	40% ●	April 2014
2	BC Ambulance Service Resource Allocation Plan	50% ●	April 2014
3	Fire Truck Replacement RFP	10% ●	June 2014
4	Implement mobile program for inspections and mapping	20% ●	September 2014
5	Develop a plan for emergency back-up infrastructure for municipal operations	●	October 2014

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<b>Legislative Services</b>			
1	SILGA – UBCM Resolutions	✓	February 2014
2	Residents Associations Annual General Meeting	✓	March 2014
3	Noxious Pest and Invasive Plants Services	10% ●	March 2014
4	Council Remuneration Policy	●	April 2014
5	Green Bay Dredging Petition	10% ●	August 2014
6	2014 Election	10% ●	November 15, 2014
7	New Council Orientation	10% ●	November 2014

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