

2014 Annual Report



Table of Contents

2014 Annual Report

Page 2	Our Community
Page 3	Mayor's Message
Page 4	Strategic Priorities
Page 5	2014 Defining Moments
Page 7	CAO's Message
Page 8	Organizational Chart

Departments

Page 10	Administrative & Protective Services
Page 11	West Kelowna Fire Rescue
Page 12	Development Services
Page 14	Engineering & Public Works
Page 16	Finance & Corporate Services

Performance Measurements

Page 19	Economic Development
Page 20	Westbank Centre
Page 21	Community Enhancement
Page 22	Community Engagement
Page 22	Efficient Municipal Operations
Page 23	Continuing Priorities
Page 25	Permissive Tax Exemptions
Page 25	Grants In Aid
Page 26	Contact Information & Map

Inset Booklet A	Citizens' Survey 2014 Results
Inset Booklet B	DWK Financial Statements



**WELCOME TO
WEST KELOWNA**

Our Community

West Kelowna is a visually beautiful community and a four-season playground. The community is located on the western shores and hillsides of Okanagan Lake and boasts:

- arenas and attractions
- beaches and parks, hiking, cross country skiing and mountain biking trails
- shops and restaurants
- vineyards and orchards
- wineries and resorts

The municipality is located at the junction of Highway 97 and 97C (Okanagan Connector) and is the primary gateway to the Okanagan from B.C.'s most populous region, the Lower Mainland.

The District of West Kelowna has a population of 32,699 (2014 BC Stats) and an area of 121.4 square kilometres. West Kelowna is the second most populous municipality in the Regional District of Central Okanagan, and fourth in the Okanagan Valley. West Kelowna is a rapidly growing community, recording a 13.5% increase in population between 2006 and 2011 (Statistics Canada).

West Kelowna in 2014 by the numbers:

31,925	residents	13,900	participants
121.4	square kilometres in size	507	building permits issued
5	water systems	1,472	business licences, with
129	parks	902	home-based businesses
\$1.6 million	grants approved	882	Twitter followers
186	recreation programs, with	422	Facebook likes

The District of West Kelowna includes the neighbourhoods of Boucherie Centre, Casa Loma, Glenrosa, Lakeview Heights, Mission Hill, Rose Valley, Shannon Lake, Smith Creek, Westbank and West Kelowna Estates. West Kelowna surrounds two self-governing reserves of the Westbank First Nation.

Mayor and Council, elected November 15, 2014: From left: Councillor Rosalind Neis, Councillor Bryden Winsby, Councillor Rusty Ensign, Councillor Rick de Jong, Mayor Doug Findlater, Councillor Duane Ophus, Councillor Carol Zanon.



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.

Mayor's Message

2014 Annual Report

Thank You!



Former Councillor David Knowles

Tokens of West Kelowna Council's appreciation were given to former Councillors David Knowles and Gord Milsom for their service to their community.

Both gentlemen sat on West Kelowna Council since incorporation in 2007, serving faithfully for over seven years.

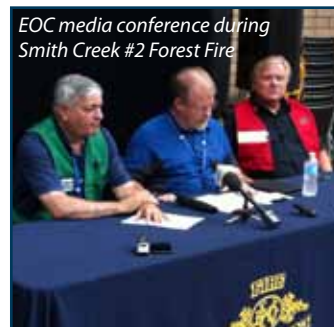
Their dedication to the citizens of West Kelowna, their experience and their intelligence helped create this new municipal organization and shaped West Kelowna's guiding documents that will be consulted for years to come.



Former Councillor Gord Milsom

When asked to reflect on 2014, one thing comes to mind above all others; West Kelowna's fire threat. Although we are familiar with forest fires, having experienced significant fires threatening our community in 2009 and again in 2011, we found ourselves facing fire after fire in the summer of 2014.

West Kelowna was involved in five Emergency Operations Centre activations in July and August. Last summer's fire season began with the first Smith Creek forest fire on July 14, followed one day later by the first Mt. Boucherie fire. Emergency responders had just gotten these two fires under control when the second Smith Creek fire ignited. This fire was by far the worst we faced and caused the evacuation of 2,500 people from their homes for several days. As we were getting everyone back home and mopping up Smith Creek forest fire #2, the second Mt. Boucherie fire kicked off on August 5. The season ended with the Drought Hill fire on August 7.



EOC media conference during Smith Creek #2 Forest Fire

Each fire was presumably caused by humans. It is this fact that keeps as few of us up at night when the temperatures start to rise. West Kelowna is a natural playground, with glorious sunny summers and people flock from all parts of the country to visit, play and hike. West Kelowna residents head into our forests in droves once the snow melts to camp, mountain bike, dirt bike, hike and picnic. We know that not everyone is being careful with fire and flame.

After this hectic fire season, Council has requested staff step up our public education on fire safety in our forests, preparing for emergencies, and wildfire mitigation efforts. We are also now very aware that, this summer, it is not a matter of "if" a forest fire will threaten us again, but rather "when" and our staff are refreshing emergency management training in preparation. We are very experienced at handling emergency situations, something that certainly is in our favour, and I am confident in our abilities to manage whatever may arise. We fortunately have great partners in the Province of BC and the Regional District of Central Okanagan's Regional Emergency Program.

Although you will read in this report the hundreds of great achievements that have improved our community immensely, including our Westbank Cemetery improvements, the launch of RapidBus transit service, the upgrade and safety improvements of CNR Wharf, and our Westlake Road upgrade, there is no doubt that the focus of so much of our attention in 2014 was most certainly the fires. Again, as in previous times of emergency response, I am humbled and proud of this community's residents. They show such generosity and selflessness during these times and help make the job of addressing an emergency so much easier. **Thank you, West Kelowna.**



Mayor Doug Findlater

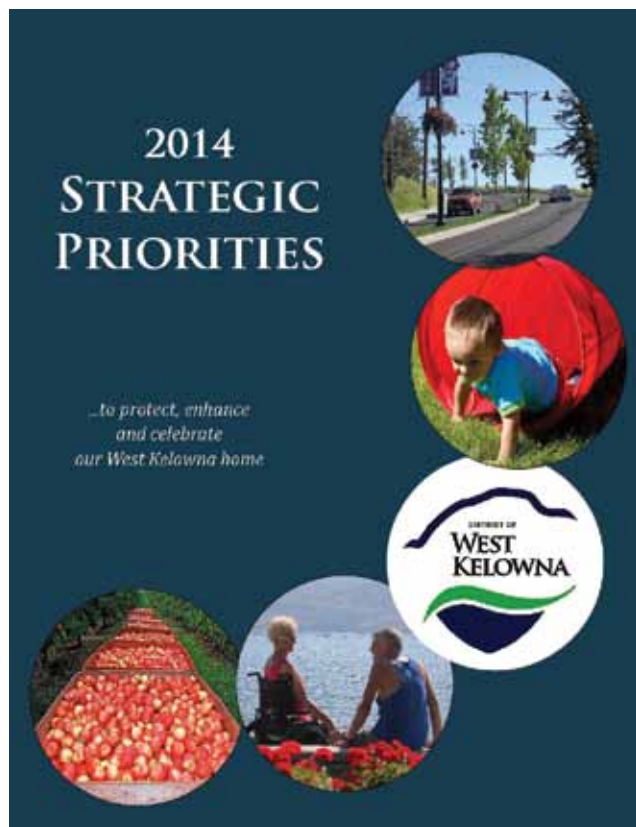
Strategic Priorities

West Kelowna Council's strategic planning sets long term goals and objectives for the community and is undertaken each year.

The 2014 Strategic Priorities, developed in West Kelowna's seventh year of operation, is one of the District's key guiding documents and outlines Council's 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.

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 Citizens' 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.



Category of Focus	2014 Priorities
1. Economic Development	<ol style="list-style-type: none"> 1. Business Support 2. West Kelowna Industrial Centre 3. Promotion
2. Westbank Centre	<ol style="list-style-type: none"> 1. West Kelowna Civic Centre/Municipal Hall 2. Health Services 3. Brown Road Revitalization Project 4. Elliott Road Transit 5. Future Capital Work 6. Visioning Westbank Centre – Downtown West Kelowna
3. Community Enhancement	<ol style="list-style-type: none"> 1. Westlake Road Upgrade 2. CNR Wharf 3. Transit 4. Traffic Calming Initiatives 5. Master Plans 6. Wine Route-Boucherie Road 7. Gellatly Road
4. Community Engagement	<ol style="list-style-type: none"> 1. Economic Development Committee 2. Intergovernmental Relationships
5. Efficient Municipal Operations	<ol style="list-style-type: none"> 1. Chief Administrative Officer 2. Customer Service 3. Service Reviews 4. Development Services Enhancements

2014 Defining Moments

Gellatly Slope Failure

In early May 2014 the banks of Smith Creek, adjacent to approximately 160 metres of Gellatly Road, began to erode dramatically due to water runoff. On May 2, the District closed the road due to public safety concerns. The slope failure prompted a Local State of Emergency to be called May 12. The District received \$440,250 in funding from the Province of BC through Emergency Management BC for emergency repairs and was supported by the Regional Emergency Program in the response. The District funded \$1.3 million towards the improvements to this section of road which involved the installation of a 1.8 metre diameter culvert for Smith Creek, providing a permanent solution to this flood prone waterway. The District provided escorted visits to the construction zone for residents impacted by the slope failure and remedial works. Residents and members of



Residents and Council toured the site of the emergency work underway at the Gellatly slope failure

West Kelowna Council saw firsthand the significant slope degrading that was caused by erosion. The lengthy emergency road closure began to put strain on nearby local roads and the District installed temporary speed bumps on the detour routes to encourage motorists to slow down. Repairs were complete and the road re-opened to traffic and pedestrians on July 12.

Wish Granted



On October 3, 2014, Premier Christy Clark, West Kelowna's MLA, announced the Sponsored Crown Grant of 2515 Bartley Road to the District of West Kelowna. Securing this property for municipal use was a long time priority of West Kelowna Council. The Ministry of Forest, Lands and Natural Resource Operations announced the transfer of the 11.93 acre parcel to the District. Council envisions the Bartley Road property as a future site for the District's public works operations and firefighter training. The large, industrially-zoned property is centrally-located in the community and is very near the District's current Engineering and Operations building at 2570 Bartley Road. Council never lost sight of this important goal and worked tirelessly with MLAs, provincial ministers and staff to secure the grant.

Premier Christy Clark, MLA for Kelowna-Westside, announced the Bartley Road land grant, bringing smiles to West Kelowna Council's faces for this long-awaited good news

More 2014 Defining Moments

Election 2014

A total of 6,651 ballots were cast in the 2014 West Kelowna Local Government Election. With an estimated 20,887 eligible voters (Elections BC), this indicates a 31.84% voter turnout. On November 19, 2014 the West Kelowna Election Results were officially declared. The declaration confirmed that Doug Findlater received the highest number of valid votes for the Office of Mayor. The following candidates received the highest number of valid votes for the Office of Councillor; Rick de Jong, Duane Ophus, Carol Zanon, Bryden Winsby, Rosalind Neis and Rusty Ensign.

Fresh Start for CNR Wharf

CNR Wharf Park, also called the “ferry docks,” is a key recreational destination on the District of West Kelowna’s waterfront. To understand how West Kelowna residents wanted this important space to be improved, particularly considering the aging wharf was becoming a safety concern, the municipality underwent a CNR Wharf Park Conceptual Plan process in 2013. This resulted in the Phase 1 CNR Wharf Improvement Project which began in January 2014 and was completed in time for the outdoor swim season in the summer of 2014.

The \$536,541 project was undertaken by Burton Marine Pile Driving Inc. and involved:

- Demolition of the aging wharf
- Removal and offsite disposal of the wharf and adjacent diving platform
- Extraction of all piles from Gellatly Bay
- Salvaging of the iconic metal lift pulleys for use in the new structure
- Reconstruction of a seven-metre wide by 41-metre long steel wharf with timber decking and aluminum railings
- Two lighted towers, with one to accommodate a three-metre jumping platform and a zip line
- Installation of the salvaged pulleys on the two new towers, and
- Installation of a new floating platform

On June 27, 2014, Mayor Doug Findlater and members of West Kelowna Council, joined by Westbank First Nation Chief Robert Louie, officially opened the newly-upgraded CNR Wharf.



From left, Councillor Carol Zanon, Westbank First Nation Chief Robert Louie, Mayor Doug Findlater and Councillor David Knowles cut the ribbon to officially open the new and improved CNR Wharf

CAO's Message

During my first year as Chief Administrative Officer for the District of West Kelowna, our organization was called to six Emergency Operation Centre (EOC) activations to assist emergency response to forest fire and flood threats. This is an incredibly unusual occurrence for most municipalities, having to face emergency situations on rare occasions only. But for West Kelowna, we seem to face emergencies each year. I often tell Council and staff that West Kelowna employees are the best trained emergency responders thanks to our experience in numerous EOCs since incorporation in 2007.

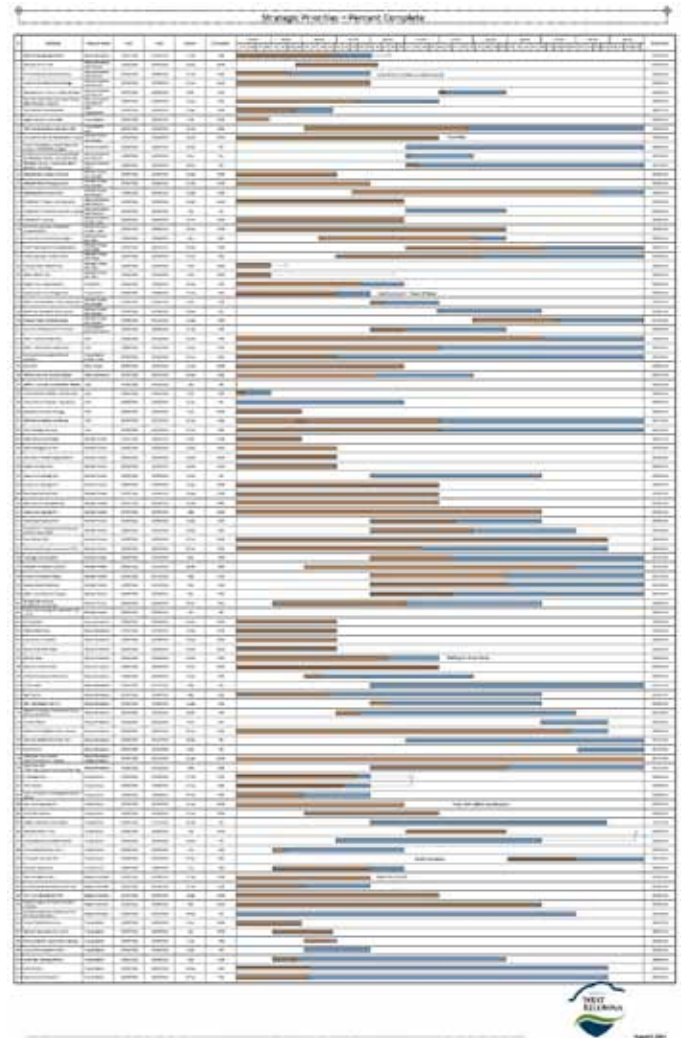
West Kelowna is very fortunate and grateful to have the support of the Regional District of Central Okanagan's Regional Emergency Program. It is through this program that we receive vital training in all functions within an EOC. This includes training in finance and procurement, planning and mapping, operations and public information roles. We also benefit greatly from a pool of expertise from all member municipalities of the program who might be called on to help us when our resources are running low or on empty. But without a doubt the most important training we receive is during active EOCs. There is nothing like facing a real threat to focus everyone's attention and West Kelowna staff have proven again and again that they are up for any challenge, with the sole goal of aiding the emergency responders at the scene of the flood or fire and protecting our residents from harm.

I have experienced many EOCs in my career and there is one message that I always deliver – there are many heroes when EOCs are active and they are not always the emergency responders. I believe that the people who keep our municipal operations going, even when most hands have been called to the EOC, are true heroes too. They are the people that keep calm and carry on; keep our systems running, our offices open and our services to our residents operating uninterrupted. These heroes ensure that those of us engaged in the emergency response don't have to fear that things are crashing and burning back at the office. West Kelowna staff may have been asked to face an extraordinary number of challenges in 2014, but I am very happy to report that they are more than capable to face anything. In 2014, I made myself more accountable to Council and, in turn, staff more accountable to me. I had Council's strategic priorities and departmental operational priorities documented in a Gantt chart, a chart that graphically shows progress on work to be completed. I am pleased to say that despite six EOCs, which strained our resources incredibly, we still achieved a 95.3% completion rate.

CAO Jim Zaffino



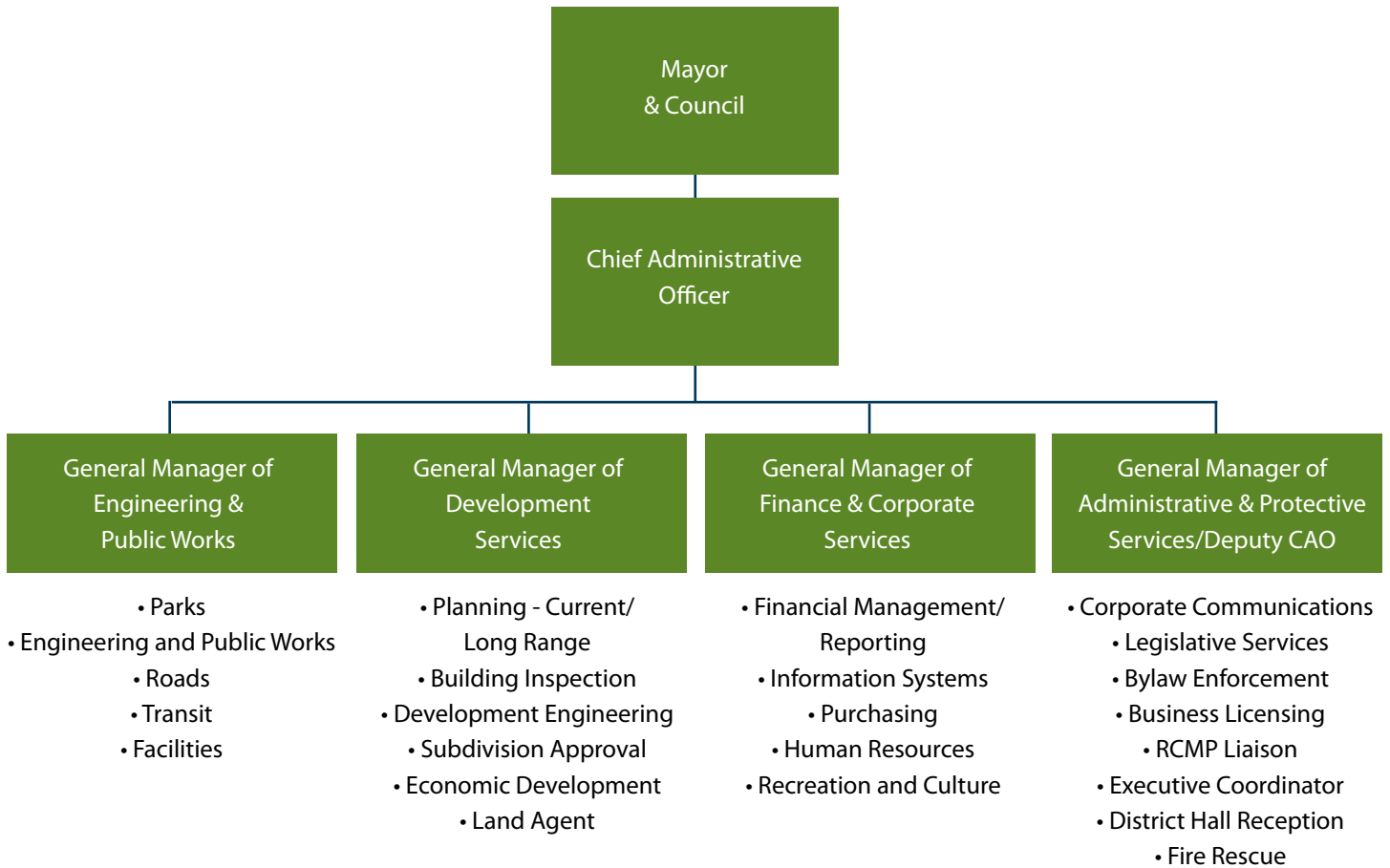
District staff participated in six Emergency Operations Centre activations during 2014. Here, a briefing at the EOC for Smith Creek Forest Fire #2



Executive Management Team:

Tracey Batten, General Manager, Administrative and Protective Services/Deputy Chief Administrative Officer; **Nancy Henderson**, General Manager, Development Services; **Allen Fillion**, General Manager, Engineering and Public Works; **Tanya Garost**, General Manager, Finance and Corporate Services; **Wayne Schnitzler**, Fire Chief West Kelowna Fire Rescue

Organizational Chart



Master Plan Schedule	2010	2011	2012	2013	2014	In Progress
Parks & Recreation Master Plan	√					
Anders Park & Lakeview Community Hall 10-Yr Management Plan	√					
Economic Development Plan	√					
Official Community Plan		√				
Waterfront Plan		√				
Westbank Centre Plan		√				
Agricultural Plan		√				
Master Storm Water Management Plan		√				
Sewer Servicing Strategy			√			
Transit Service Review			√			
Pritchard Park Plan			√			
CNR Wharf Park Plan				√		
Memorial Park Plan				√		
Recreation Trails Master Plan				√		
Cultural Plan				√		
Master Transportation Plan					√	
Water Master Plan					√	
Asset Management Plan					√	
Property Acquisition Strategy					√	
Master Implementation Plan						√

Departments



Administrative & Protective Services

Legislative Services oversees:

- Admin of Council meetings, minutes, public hearings and bylaw preparation
- Administration of statutory functions
- Freedom of Information Requests
- Election administration
- Risk management
- Claims management
- Records management

Communications

- Internal and external communication
- Council correspondence administration
- Grant administration
- Website admin/social media
- Event planning
- Citizens' Survey administration

Bylaw Enforcement/Business License oversees:

- Business license administration
- Bylaw complaints
- Investigation and monitoring of complaints/infractions
- Municipal Ticket Information (MTI) and Bylaw Notices
- Administration of ticket prosecution/adjudication
- Contract property clean-ups

RCMP

- Liaison to West Kelowna RCMP Detachment

West Kelowna Fire Rescue

- (see page 11)

The Administrative and Protective Services Division includes Legislative Services, Communications, Bylaw Enforcement/Business Licensing, RCMP and West Kelowna Fire Rescue. The Division consists of 55.6 full-time employees and 60 paid on call fire rescue members.



Legislative Services

The 2014 Local Government Election commanded much of the department's time in 2014. It began with ensuring the availability of nomination packages in August and the hiring and training of staff to work at polling stations, followed by the declaration of candidates in October and finally administering voting with two Advance Voting opportunities facilitated on November 5 and 12, and general voting day on November 15. Results were officially declared on November 19. The Legislative Services Department oversaw the establishment of Council's Advisory Committee on Health Care. Five members of the community were appointed by Council to sit on the committee which will promote open communication and active working partnerships between the District, Interior Health and residents. The Department supported 56 meetings of West Kelowna Council as well as meetings of Council's Committees, the Advisory Planning Commission, the Agricultural Advisory Committee, and the Advisory Committee on Health Care.

Communications

On December 15, the Communications Department, working with Information Technology Department, launched its new website at www.districtofwestkelowna.ca. As well as responsive design and a robust search function, the website features a Notify Me option which allows users to subscribe to receive emails on District news and events, an online searchable West Kelowna business directory and social media connectivity. The Communications Department assumed administration of the Annual Citizens' Survey in 2014. The 2014 Citizens' Survey, distributed in late May, was the seventh such survey conducted by the District of West Kelowna. The survey is the only anonymous, statistically-accurate polling of randomly-selected West Kelowna taxpayers. In 2014 the survey was revised significantly to enhance clarity, accuracy and relevance of findings and to reduce the time it takes to complete. Questions were also grouped into categories to aid in analysing results.

Administrative & Protective Services by the numbers

6	Council policies developed
12	Bylaws drafted
42	Freedom of Information requests
71	Average calls per day fielded
154	Media releases
331	New Twitter followers
135	New Facebook Likes
18	Online surveys produced

Bylaw Complaints	2014	2013
Animal Control	59	50
Business Licensing	69	98
Miscellaneous	345	115
Noise	92	103
Parks	256	48
Parking/Traffic	707	687
Sign	57	68
Smoke Control	3	9
Unightly Premises	211	189
Waste Management	29	78
Zoning	118	124
Complaints Total	1946	1,569

Bylaw Enforcement highlights

Bylaw Enforcement services were enhanced in 2014 with Bylaw Enforcement being offered seven days a week during the summer. The service was expanded in the summer months to respond to increased call volumes which typically occur during the peak tourism season between the Victoria Day and Labour Day long weekends.

Business Licences	2014	2013
Municipal Only	1,490	1,545
Inter-Community	399	415
Home-based	902	699

West Kelowna Fire Rescue

West Kelowna Fire Rescue, under the Administrative and Protective Services Division, has 35.6 full time employees within the Administration, Fire Suppression, Fire Prevention and Fire and Life Safety Education Divisions. The Department also oversees 60 paid on call members working out of four fire stations.

West Kelowna Fire Rescue highlights

West Kelowna Fire Rescue responded to five forest fire threats between July 14 and August 7. Each incident required the activation of an Emergency Operations Centre and coordination and assistance of BC Forest Service. Resources from neighbouring fire departments were also greatly appreciated as was the Regional Emergency Program. Wildfire mitigation work was conducted in the community forest above Rose Valley and Bear Creek Road neighbourhoods in conjunction with Westbank First Nation. Forest debris was collected, piled and burned in October and November.

Fire personnel trained in high angle rescue and ice rescue in preparation of the department providing the service and other non-core services in the Regional Rescue Program. West Kelowna Fire Rescue now provides confined space, ice, road, swift water, high and low angle rescue for the community and neighbouring communities through service agreements. The department raised a whopping \$1,109 in cash and 13,000 pounds of food donations for the Westside Community Food Bank during its 2014 Firefighter Food Drive. This is the 17th year the department has conducted the food drive.



Always one of the most popular Westside Daze Parade highlights, the wet zone waterfight with West Kelowna Fire Rescue

Administration oversees:

- Administration of full-time and paid on call firefighters
- Annual recruitment for paid on call
- Training
- Fuel modification program
- Financial services
- Burning permit administration

Fire Suppression performs:

- Medical first response
- Commercial and residential fire alarms
- Motor vehicle accidents
- Rope and ice rescue
- Wildfire and brush fires
- Carbon monoxide, gas, miscellaneous calls
- Response mapping
- Equipment maintenance

Fire Prevention oversees:

- Review plans for new development
- Fire Prevention Bylaw/code enforcement
- Inspection of permits, private property
- Fire investigations
- Fire Commissioner reports

Fire & Life Safety Education oversees:

- Education of all age groups
- Fire Smart education
- Critical incident stress program



Bomber drops retardant on the Mt. Boucherie Forest Fire

Fire Rescue by the numbers

Category	2014	2013
Alarms	158	159
Burning Complaints	104	124
Fire – Minor	54	33
Fire - Bush	23	13
Fire – Structural	17	14
Fire - Vehicle	27	17
First Response	1366	1358
Motor Vehicle Accident	247	252
Public Service	257	179
Smoke Sighted	37	29
Total Responses	2290	2178
Inspections	1131	1396

Development Services

Current Planning oversees:

- Development application administration
- Environmental planning
- Committee coordination
- Urban planning
- Agricultural planning
- Fringe area planning
- Crown referrals
- Ministry and Westbank First Nation referrals

Development Engineering oversees:

- Building permit and development application reviews
- Subdivision approval

Policy & Long Range Planning oversees:

- Municipal land use planning
- Long range land use policy and plans
- Parks planning and design
- Regional planning
- Heritage planning
- Zoning Bylaw administration
- Official Community Plan administration

Building oversees:

- Building permit application administration and inspection
- Secondary suite application administration and inspection
- Safe Premises Bylaw inspection
- Blasting permit applications
- Technical review of development applications

Land Agent oversees:

- Property acquisition opportunities
- Maintenance and expansion of the District land inventory
- Admin of free Crown grant and Crown land lease applications
- Provincial and federal agency referral response regarding mines permits, Crown tenures and foreshore leases

Economic Development Office oversees:

- Implementation of the recommendations of West Kelowna Economic Development Strategy
- Business, tourism and agriculture enhancement in the District of West Kelowna

The Development Services Division oversees 22.5 full-time employees whose work includes Current Planning, Long Range Planning, Development Engineering, Building Department, Land Agent and the Economic Development Office.

Long Range Planning

The department began a comprehensive public consultation process in 2014 regarding the possibility of allowing carriage homes in West Kelowna. Consultation activities included outreach events, coffee house discussions, an online survey and more. Over 350 people participated in the online survey, one of the highest participation rates in any District survey to date.

Public consultation was initiated into a Wayfinding Signage Program for the District. Key discussion points included identification of destinations that warrant improved signage, priority areas for wayfinding implementation and major issues and constraints in creating a cohesive strategy.

Development Services by the numbers

Planning Statistics	2014	2013
Zoning Amendment	10	11
Official Community Plan Amendment	7	6
Land Use Contract Amendment	1	2
Development Permit	35	38
Variance Permit	25	22
Agricultural Land Reserve	4	3
Temporary Use Permit	2	6
Floodplain Exemption	0	2
Subdivision Application	22	28
Building Permits Issued	507	606
Business Inquiries	27	27
Property/Development Inquiries	37	38
Business Visits	28	38

Westbank Revitalization

Investment in the Westbank Centre has been steady in the three years since the Westbank Centre Revitalization Plan was adopted. Private development in the area included:

- Gateway Urban Village construction with 22 townhouses built
- Heritage Retirement Residences completion
- Expansion and renovation of Paynter's Market
- Expansion of Emmanuel Church
- 23 new business licences issued
- 27 building permits issued with construction value of \$5.8 million

District investment has included:

- Brown Road Streetscape Improvement Project Phase 1, \$3.6 million
- Transit exchange construction at Elliott Road, \$2 million
- Springer Park improvements, funded by Gateway Urban Village, \$100,000
- Johnson Bentley Memorial Aquatic Centre Upgrades, \$700,000
- Highway 97 reconfiguration strategy completed, \$67,000
- Creation of the free Music in the Park summer concert series

Parks Planning

On June 27, one of West Kelowna's most popular waterfront amenities, CNR Wharf at Gellatly Bay, was officially re-opened after having been closed for renovations since January. The newly-upgraded wharf now boasts an expanded and safe new deck, jumping platforms, floating platforms and a zip line. The aging wharf was demolished and rebuilt in time for the outdoor swim season.

Working with the Engineering Department, improvements were completed to Marjorie Pritchard Park at a cost of \$352,736.

Upgrades included:

- Curb, gutter and sidewalk fronting the park along Pritchard Drive
- Formalized parking with wider than standard stalls for easier access into vehicles
- Irrigated landscaping including new trees and shrubs
- Swim zone float line to improve swimmer safety
- Turnaround/drop off zone along the park frontage
- Vegetative buffers between the park and adjacent residences



The Division hosted its annual Breakfast With Business event on May 20

Development Roundtable

The department hosted a Development Roundtable on June 13. West Kelowna's Development Roundtable brings together members of the development community and the District of West Kelowna Council and senior staff to discuss development in the District. The event is aimed at helping parties to better understand the needs and concerns of each other, and in so doing to further strengthen their relationship.

Economic Development

On July 3, 2014 the Westside Farm Loop was launched at Paynter's Fruit Market. The Loop is a collection of farms, fruit stands, the farmer's market, Gellatly Nut Farm and other farm-related activities in West Kelowna. The Loop's goal is to help people experience the rich agricultural world of West Kelowna. The project was a collaborative effort between the District's Economic Development Office, West Kelowna farmers, the Agricultural Advisory Committee and the Westside Tourism Office.



The Farm Loop was officially launched on July 3, 2014

The Department hosted the annual Breakfast with Business event on May 20. Over 100 members of the business community attended the event and took part in brainstorming activities intended to determine ways for the District to help local business thrive.

New Bylaws

After many months in the making, the District's first Zoning Bylaw 0154 came into effect on March 13. This Zoning Bylaw replaces the one inherited from the Regional District of Central Okanagan upon incorporation in 2007. In March, the District's first Works and Services Bylaw was adopted which allows the municipality to regulate and require works and services associated with the subdivision and development of land in West Kelowna. The new bylaw replaces the Regional District of Central Okanagan's subdivision and servicing bylaw.



The Division hosted a Development Round Table on June 13

Engineering & Public Works



From left, Coun. Duane Ophus, MP Dan Albas, Mayor Doug Findlater, Coun. Rick de Jong and Coun. David Knowles cut the ribbon to open the \$6.2 million Westlake Road Upgrade project

Engineering & Public Works oversees:

- Design and tendering of engineering works (roads, drainage, parks, facilities, water and sewer utilities)
- Consultant assignments
- Construction management
- Transit
- Road use permits:
- Water and sewer service utilities inspection, maintenance and repair
- Parks inspection, maintenance and repair
- Drainage facility inspections, maintenance and repair
- Road maintenance and repair
- Municipal sign maintenance
- Bus stop, traffic signal, streetlight maintenance
- Westbank Cemetery maintenance
- Vehicle fleet and mechanics shop
- Facility maintenance and repairs
- Arenas operations
- Custodial service
- Event support
- Facility safety inspections
- Facility security

The Engineering and Public Works Division has 55.5 employees and administers infrastructure design, construction and maintenance, parks, cemetery and facilities management, utility services and transit service for West Kelowna.

Capital Projects

The department oversaw the Westlake Road Upgrade in 2014. After undergoing a significant makeover, Westlake Road was officially reopened on October 15, 2014. Construction began in May along a two-kilometre stretch of this important community connection between Stevens Road and Starlight Crescent. The project included widening the road, installing sidewalks and adding dedicated cycling lanes. Additional work included upgrades to the curbs, gutters, underground storm drainage and water main. Several intersections and accesses were also improved including the addition of a roundabout at Westlake and Stevens Road, new turning lanes at Industrial Road and marked crossing with pedestrian controlled signal at Rosewood Drive and Starlight Crescent. Funding for the \$6.2 million project came from various sources including \$500,000 through Federal Gas Tax Fund and \$98,000 from the Insurance Corporation of BC's Road Improvement Program, Development Cost Charges in the amount of \$3.9 million and \$1.63 from reserves.

On September 6, the RapidBus expansion into West Kelowna was officially launched. The Boucherie Mountain Exchange and the Westbank Centre Exchange were put into action as part of the \$46 million Kelowna RapidBus BC project. The service is designed to provide transit passengers with faster, more frequent public transportation, supporting bus service every 15 minutes during peak periods. The Government of Canada contributed up to \$10.9 million from the Build Canada Fund and \$6 million from the Gas Tax Fund. The Government of British Columbia provided \$23.9 million; the City of Kelowna \$5.2 million and the District of West Kelowna contributed land. Also installed as part of this project were new RapidBus stations at Westlake and Hudson roads on Highway 97.

Engineering & Public Works by the numbers

Kilometres of roads	230
Kilometres of sidewalks	50
District-owned parks	129
Hectares of parkland	122
Water systems	5
Water customers	11,000
Kilometres of water mains	277
Okanagan Lake pump stations	3
Booster stations	13
Kilometres of sanitary sewer mains	220
Sanitary pump stations	29
Municipal facilities maintained	15

McDougall Creek flood mitigation work was completed in April. The \$585,000 project was primarily funded through BC's Flood Protection Program with the provincial portion covering \$340,000 and the remainder paid by the District. McDougall Creek is a high hazard flood area and experienced several flooding events in recent years. The work ensured protection for the community and infrastructure.

Traffic calming measures were installed in the Smith Creek area including three speed cushions, eight enhanced pavement markings and installation of additional signage.

The Brown Road Revitalization Project was officially opened on June 28, ensuring the newly-enhanced roadway was ready for its first Westside Daze parade later that day. The \$3.16 million project is an integral part of the ongoing revitalization of Westbank Centre.

Water Utility

In October, Council adopted the Water Utility Master Plan which provides direction for the maintenance and upgrading of West Kelowna's water system and its five service areas over the next 20 years plus. The plan calls for \$152 million in upgrades, with \$77 million to be completed over an initial 20 year time frame. In 2013, a Water Master Plan Public Outreach Steering Committee shepherded the public consultation on the draft Water Utility Master Plan.

New water leak detection equipment was purchased in an effort to improve West Kelowna's water conservation efforts. The equipment was purchased at a cost of \$38,000, partly covered by a \$25,000 grant through the Okanagan Basin Water Board's Water Conservation and Quality Improvement Program.



Sewer Utility

The Sewer Master Plan was adopted by Council on March 25, 2014. The plan provides a comprehensive review of the condition of the District's waste water delivery system. The 20 year plan recommends a phased \$5.84 million capital improvement program and a \$1.05 million capital renewal program. These mounts will be incorporated in the 2015-2024 Financial Plan.

Transportation

The Transportation Master Plan was adopted by Council on February 25, 2014. The Transportation Master Plan guides the management and system improvements to West Kelowna's transportation infrastructure over the next 20 years.

Westbank Cemetery

In August, media and Mayor and Council were invited on a tour of the newly renovated Westbank Cemetery. Guests were shown before and after images of the cemetery, formerly a dry, unlandscaped facility. Improvements included the installation of columbaria and mausoleums and the planting of grass and over 3,500 shrubs and trees. The total cost for phase 1 of the upgrades was \$500,000.

Facilities

The West Kelowna RCMP Detachment earned a silver certification in Leadership in Energy and Environmental Design, or LEED®, through the Canada Green Building Council. The 1,767 square-metre West Kelowna RCMP Detachment opened October 2010 and was built at a cost of \$8.46 million.

Green features of the building include:

- Contaminated soil removal and site reclamation
- Roof planted with natural vegetation
- An underground cistern to capture rainwater to be used for irrigation
- Solar panels for heating water
- Low flow plumbing
- Efficient lighting

The Johnson Bentley Memorial Aquatic Centre was closed for renovations from August 23 to September 14 including lighting replacement, interior painting, door and hardware replacement, acoustic tile replacement and security upgrade.



Finance & Corporate Services

Finance oversees:

- Property tax invoicing, collection and management
- Utility billing, collection and management
- Payables and receivables
- Investments
- Bank account reconciliation
- Financial bylaws
- 10 Year Capital Plan
- 10 Year Operational Budget
- Annual Financial Report

Purchasing oversees:

- All procurement for the District
- Tenders, requests for proposals and quotations
- Purchase orders
- District inventory
- Purchasing statistics

Payroll/Benefits oversees:

- Employee payroll
- Employee benefit management
- Canada Revenue Agency remittance
- Pension administration
- New employee orientation

Information Services oversees:

- All computer, software and telephone services for District operations
- Help Desk support
- Computer network maintenance
- Inter-facility communication
- Geographical Information Systems administration
- Website maintenance

Human Resources oversees:

- Recruitment and staffing
- Collective bargaining
- Labour and employee relations
- Job classification and compensation planning
- Occupational Health and Safety
- Disability management and return to work programs
- Staff training and development

Recreation and Culture oversees:

- Reservations of all recreational facilities and parks
- Community partnerships and contracts
- Recreational, cultural and sport programming (Recreation Guide)
- Special events including Music in the Park
- Westbank Museum liaison
- Communities In Bloom program
- Gifts and Legacies program

The Finance & Corporate Services Division has 27 full-time employees within the Finance, Information Services, Human Resources and Recreation and Culture Departments.

Municipal Hall

The division oversaw the Request for Qualification (RFQ) and Request for Proposal (RFP) processes undertaken regarding a Municipal Hall/Civic Centre project. In 2013, West Kelowna Council conducted a Market Sounding analysis and agreed to focus on Westbank as the most appropriate location for the proposed project. The RFQ and RFP processes resulted in Council selecting New Town/Sturgess Group as the preferred proponent for the development of a Municipal Hall/Civic Centre at 3641 Elliott Road. Negotiations for a possible contract were begun in 2014. The Division also prepared a Business Plan for the Municipal Hall/Civic Centre project at the request of Council.

The plan identifies the key decision points and steps taken towards this important civic project and outlines the goals, financial implications and next steps.



The Division oversaw the Health and Safety Program which earned Certificates of Recognition from Worksafe BC and the BC Municipal Safety Association in 2014

Health and Safety

The Human Resources Division administers the District's Health and Safety Program which, in 2014, received two Certificates of Recognition from Worksafe BC and the BC Municipal Safety Association after a comprehensive review of its Occupational Health and Safety Program and Return to Work/ Stay at Work Program. The certificates are valid for three years and entitle the employer to receive financial incentives. In the District's case, this equates to an annual refund of approximately \$20,000 for each of the three years.

Finance & Corporate Services by the numbers

Purchase orders issued	336
Projects tendered	67
Utility bills mailed	51,569
Invoices paid	6,904
Invoices issued	681
Average monthly website visits	7,955
Total number of District employees	156.6
Attendees at the 9 Music in the Park concerts	6,700
Recreation programs	186
Recreation program participants	13,900

Financial Planning

On February 12, the Division hosted a Public Budget Session at the Westbank Library to gather input into the proposed 2014 budget and tax increase. On May 13, 2014, the budget was adopted with a 2.95% tax increase.

Recreation Programs

Recreation and Culture oversaw the 3rd annual Music in the Park concert series. This program is gaining in popularity each year, with approximately 6,700 people taking in the free Friday night concerts in Memorial Park during July and August. West Kelowna's World Music festival celebrated multiculturalism in Memorial Park on August 23. Two spectacular settings were host to the annual Art in the Park program. The works of fourteen local artists were displayed on Saturday August 9 at Quails' Gate Winery and on Saturday, August 15 at Rotary Park. During a lengthy teachers' strike, Recreation staff worked to provide extra programming for kids and adjusted programming impacted by the closure of schools.



The Division hosted its annual Public Budget Session February 12

Technology Improvements

The Division oversaw the installation of free wi-fi service at the Johnson Bentley Memorial Aquatic Centre. Fitness enthusiasts are able to use free wi-fi in the workout area, and people in the viewing area can access the service.

Working with the Communications Department, the Information Services Department conducted a Request for Proposal process to select a new website provider and developed a new website, hosted externally and in Canada. The new website uses responsive design to provide optimal viewing experience across a wide range of devices, from desktop computer to mobile phones. An enhanced search function ensures users can easily find information.



Almost 7,000 people took in the nine free Music in the Park concerts in Memorial Park in 2014



WEST
KELOWNA



Economic Development

Goal

To continue to diversify the tax base in the District of West Kelowna by investing in economic development, small business support, new revenue opportunities and efficient municipal operations.

Objectives

- Recognize the economic assets of the region and capitalize on unique opportunities
- Pursue community catalyst projects
- Enhance Tourism in West Kelowna
- Continue to create appropriate capital reserves
- Consider alternate ways to secure financing
- 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 the community
- Support Development industry, West Kelowna's largest single industry
- West Kelowna business focus

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
1. Business Support			
Wayfinding Signage Program	√	√	
Host West Kelowna Business Forum	√	√	√
Produce Online Business Licence Directory	√		
2. West Kelowna Industrial Centre – Stevens Road Area			
Develop Marketing Strategy for West Kelowna Industrial Area	√		
Host Manufacturers Forum	√		
3. Promotion			
Enhance economic development presence in West Kelowna business community, and increase networking	√	√	√



Westbank Centre

Goal

To accelerate development of the Westbank Centre and provide vitalization opportunities through investment.

Objectives

- Recognize the economic assets of the region and capitalize on unique opportunities
- Establish Westbank Centre as the social, cultural and civic heart of the community
- Create a connected, high quality and green open space network to make Westbank Centre more walkable and attractive
- Link the town centre to the waterfront and surrounding areas
- Re-establish Main Street as Westbank Centre's High Street by reversing the one-way couplet
- Encourage mixed use projects and higher residential densities in Westbank Centre
- Support the development of a new RapidBus transit exchange in Westbank Centre
- Celebrate and reference the areas agricultural history in the design of buildings, open spaces and public art
- Encourage a diversity of housing types and tenures to attract a mix of residents with different ages, income levels and lifestyles
- Create streets for all modes of travel prioritizing pedestrians, transit and cyclists

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
1. West Kelowna – Civic Centre – Municipal Hall			
Options for Civic Centre – Municipal Hall fully considered in 2014	√	√	
2. Health Services			
Establish a Health Advisory Committee	√		
Work with Interior Health Authority to improve access to services in West Kelowna	√	√	
3. Brown Road Revitalization Project			
Complete the \$3.1 million upgrade Phase 1	√		
4. Elliot Road Transit			
Work with BC Transit on construction and public communication of the Elliott Road Transit Exchange	√	√	
5. Future Capital Work			
Consider phasing of future revitalization improvements to Westbank Centre	√	√	
6. Westbank Centre – Downtown West Kelowna			
Host forum and brainstorming initiative on branding and visioning for Westbank Centre – West Kelowna	√	√	
Implement branding of Westbank Centre – West Kelowna	√	√	



Community Enhancement

Goal

To enhance the community by ensuring safe and effective travel infrastructure for motorists, pedestrians, transit users, and cyclists.

Objectives

- Provide infrastructure in a comprehensive, cost-effective and methodical manner, following established priorities as outlined in master plans and capital plans
- Ensure integrated and long term planning for infrastructure
- Apply for infrastructure grant funding; ensure municipality has grant-ready projects
- To enhance transit service for the community
- To improve and expand pedestrian connections, sidewalks and pathways

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
1. Westlake Road Upgrade			
Westlake Road design and tender	√		
Phasing options to Council for consideration	√		
Construction in 2014, early tender	√	√	
2. CNR Wharf Improvements			
Implement Phase 1 improvements	√		
Consider phasing of future improvements	√		
Identify clearly for community on West Kelowna website	√	√	√
3. Transit			
Work with BC Transit to educate the public on transit service and Rapidbus implementation	√	√	√
Work with BC Transit on construction and public communication of the Boucherie Mountain and Elliot Road Transit Exchanges	√		
4. Traffic Calming Initiatives			
Implement recommendations from the 2013 traffic calming reviews	√		
Review three new neighborhoods in 2014	√		
5. Master Plans			
Transportation Master Plan	√		
Water Master Plan	√		
Master Implementation Plan	√		
Development Cost Charges Plan	√	√	
6. Wine Route – Boucherie Road			
Consider future phasing of Wine Trail upgrade to Boucherie Road	√		
Consult with community with identified phasing for Wine Trail upgrade	√		
7. Gellatly Road Phase 4			
Complete detailed design	√	√	
Phasing options to Council for Consideration	√	√	

Community Engagement

Goal

To ensure effective, ongoing, proactive communication with District of West Kelowna residents, businesses, and visitors.

Objectives

- Develop and sustain mutually beneficial relationships with Federal, Provincial, Municipal and First Nations partners
- Provide clear, consistent, two-way communication with citizens
- Encourage participation in Council and District activities

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
1. Economic Development Committee			
Council consideration of the development of an Economic Development Committee	√	√	
2. Intergovernmental Relationships			
Nurture relationships with MLA to address the needs of West Kelowna	√	√	√
Continue to build on collaborative relationship with Westbank First Nation	√	√	√
3. Community Consultation			
Schedule regular community consultation sessions as events arise	√	√	√

Efficient Municipal Operations

Goal

To ensure municipal operations are as efficient and cost effective as possible.

Objectives

- Provide high quality services that enhance the lives of citizens of all ages
- Always pursue customer service excellence
- Conduct reviews of services for effectiveness
- Provide timely information to Council on activities related to Council's strategic plan

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
1. Chief Administrative Officer			
Hire Chief Administrative Officer for the District of West Kelowna	√		
2. Customer Service			
Staff to review Customer Service Initiative and re-engage to ensure continuing improvement	√	√	
3. Service Reviews			
Consider formal service review of RDCO Waste Water Treatment Plant	√	√	
Conduct two internal service reviews of municipal operations	√	√	√
4. Development Services Enhancements			
Continue implementing development service improvement strategies	√	√	

Continuing Priorities

Goal

To implement the continuing priorities set by Council during the strategic planning process.

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
Chief Administrative Officer			
Westbank Cemetery Strategy implementation and public communication	√		
Westbank First Nation Service Agreement Review	√		
Facilitate 2014 Strategic Planning and provide quarterly updates to Council	√		
Administrative and Protective Services			
SILGA –UBCM Resolutions	√		
Residents Associations Annual General Meeting	√		
Noxious Pest and Invasive Plants Services	√		
Council Remuneration Policy	√		
Green Bay Dredging Petition	√	√	
2014 Election	√		
New Council Orientation	√		
Engineering and Public Works			
Develop future sewer servicing strategy	√		
Asset Management Plan	√		
Recreation Fees and Charges Review	√		
Master Sanitary Plan	√		
Casa Loma drainage plan – to include in Stormwater Master Plan	√	√	
Casa Loma Drainage Phase 2	√		
Municipal Alcohol Policy	√		
Mar Jok School Joint Use Agreement Finalization and Implementation	√	√	
Casa Loma Drainage Phase 1, Remedial Work	√		
Rock / Slope Assessment and Improvements	√		
Intersection Improvements, Shannon Lake Road and Tallus Road (design)	√	√	
Road Rehabilitation Program 2014	√		
Pedestrian Improvement Program		√	
Drainage Improvements	√		
Faulkner Lift Station (construction)	√		
Horizon Village Lift Station (design)	√	√	
Sanitary Sewer Metering Program	√	√	
Water Leak Detection Program	√		
Bridges Maintenance	√		
Casa Loma Drainage Phase 3		√	
Facilities Master Plan	√	√	

Continuing Priorities

Goal

To implement the continuing priorities set by Council during the strategic planning process.

2014 Priorities	Measurements & Accomplishments		
	Completed or Initiated in 2014	2015	2016
Development Services			
Zoning Bylaw Review	√		
Medical Marijuana	√		
Preparation of information on Normal Farm Practices	√		
Works and Services Bylaw Adoption	√		
Conclude Bartley Road Land Request	√		
Marjorie Pritchard Park Improvements	√		
Hillside Development Standards	√		
OCP Update	√	√	
Explore/Work with agricultural community for creation of marketing strategies for agri-tourism	√		
Recreational Trails Master Plan Phase 1 implementation	√	√	
Waterfront Design Guidelines and Zoning Recommendations	√	√	
Tourism Report	√		
Deferred Zoning Bylaw Items Review	√		
Carriage Homes	√	√	
R4 Multi Family Review	√	√	
Sundry Amendments	√		
Glenrosa Neighborhood Plan Development (draft)	√	√	
Host forum intended to hear from West Kelowna youth and advocates	√	√	√
Developer's Roundtable Recommendations	√		
Wildhorse Park, site clean-up and preliminary design	√		
Finance & Corporate services			
Information Services Strategic Plan	√		
Development Cost Charges Bylaw	√	√	
Inter-Municipal Group Purchasing Participation Review	√		
Gas Tax Savings Report (transit, community bus, Handi Dart)	√		
Public WIFI Review	√		
JBMAC Operating Costs Analysis	√		
Westside Daze In Kind and Direct Calculation	√		
Utility Rate Policy and Bylaw Review		√	
Internal Safety Audit, Year 2 Core Certificate	√		
Information Services Disaster Recovery Plan	√	√	
West Kelowna Fire Rescue			
Technical Rescue Program	√		
BC Ambulance Service Resource Allocation Plan	√	√	
Fire Truck Replacement RFP	√		
Implement mobile program for inspectors and mapping	√		
Develop a plan for emergency back-up infrastructure for municipal operations		√	

Permissive Tax Exemptions & Grants In Aid

2014 Permissive Tax Exemptions	Amount
Westbank United Church	\$2,972.35
St. George's Anglican Church	6,673.13
Westbank Bible Chapel	1,289.40
Redeemer Lutheran Church of Westbank	2,013.58
Our Lady of Lourdes Catholic Church	10,725.59
Highway Gospel Hall	1,729.12
Church of Jesus Christ of Latter Day Saints	13,520.14
Sunridge Community Church	11,637.67
Lakeview Heights Baptist Church	3,941.50
Grace Lutheran Church of Westbank	6,072.65
Westside Alliance Church	3,240.29
Glenrosa Congregation of Jehovah's Witnesses	1,247.56
Powers Creek Community Church	1,749.94
Westbank Seventh-Day Adventist Church	1,080.10
Emmanuel Assembly	3,022.58
Private Schools	
Our Lady of Lourdes Catholic Church	407.99
Westbank Seventh-Day Adventist Church	8,540.55
Non Profit	
Green Bay Bible Camp	95,788.01
Westbank Lions Community Development Society	10,886.11
Westside Community Foodbank Society	7,712.65
Morning Star Bible Camp	19,284.91
Okanagan Boys and Girls Club	41,355.34
Greater Westside Board of Trade	16,763.14
Nature Trust of BC	1,646.22
Total Permissive Tax Exemptions	\$273,300.52

2014 Grants In Aid	Amount
909 Peregrine Royal Canadian Air Cadets	\$1,750
Westside Canadian Red Cross	5,797
Central Okanagan Bursary & Scholarship Society	1,000
Gellatly Bay Trails & Parks	2,000
Kelowna Rowing Club	1,700
Liquid Lighting Swim Club	11,500
Okanagan Boys and Girls Club (Restorative Justice)	3,500
Westside Scouts	1,500
Telemark Cross Country Ski Club	1,500
West Kelowna Community Policing Society	11,500
West Kelowna Yacht Club	5,000
Westside Celebration Society	18,000
Westside Community Food Bank	3,000
Westside Health Network Society	8,000
Total Cash Grant In Aids	\$75,747
Non-Cash Grants	Amount
Girl Guides of Canada	\$2,463
Kinsmen Club	1,258
Lakeview Heights Community Association	403
Lakeview Heights Thursday Niters' AA Group	1,697
Mt Boucherie Figure Skating Club	48,165
Royal Canadian Legion	1,697
Westside Girls Softball	488
Westside Minor Baseball	8,482
Westside Minor Football	1,925
Westside Minor Hockey	165,606
Westside Ringette	28,114
Westside Youth Soccer	1,273
Total Non-Cash Grants In Aid	\$261,571



Contact Information & Map



District of West Kelowna

2760 Cameron Road

West Kelowna, BC, V1Z 2T6

General Inquiry

Phone 778.797.1000

Fax 778.797.1001

info@districtofwestkelowna.ca

www.districtofwestkelowna.ca





District of West Kelowna
2760 Cameron Road
West Kelowna, BC, V1Z 2T6

General Inquiry

Phone 778.797.1000 • Fax 778.797.1001
info@districtofwestkelowna.ca
www.districtofwestkelowna.ca