

2011 ANNUAL REPORT



DISTRICT OF
**WEST
KELOWNA**



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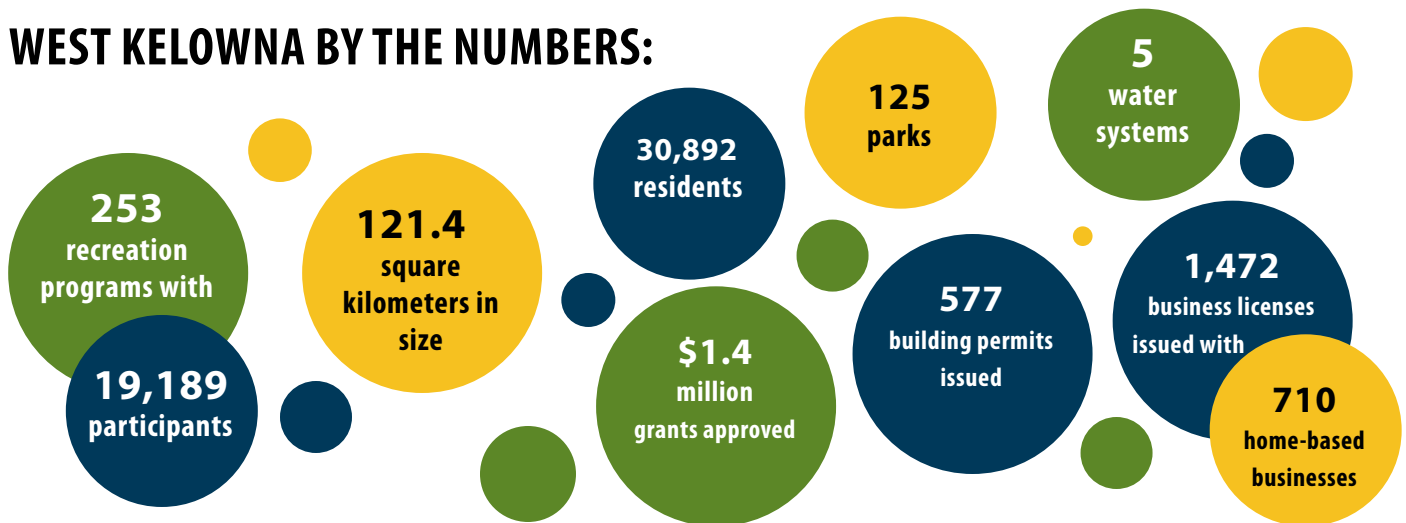


OUR COMMUNITY

The 2011 Census proved what residents of West Kelowna have known for a long time, that West Kelowna is a very desirable place to live, work and play. One of Canada's fastest growing municipalities, West Kelowna now has a population of 30,892 with a growth rate of 13.5 per cent since 2006.

This visually stunning community is nestled on the sloping hills of the central west shores of Okanagan Lake, British Columbia. Its landscape is dotted with the evidence of its rich agricultural history and thriving vineyards, orchards and farms.

WEST KELOWNA BY THE NUMBERS:



The District of West Kelowna is the second largest municipality in the Central Okanagan. The neighborhoods of the District include, 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.

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 and Council, elected November 19, 2011:

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



MAYOR'S MESSAGE

2011 was an incredibly productive year for the District of West Kelowna, with Council adopting several new guiding overviews to help current and future Councils make decisions to enhance this great community. We have ensured we are in a sound financial position and are now actively working on the projects West Kelowna residents have supported. With our plans and finances in place, we have now embarked on the implementation of these plans.

Again, Council and staff worked tirelessly in 2011 to meet our strategic goals which we made deliberately ambitious as we are, I believe, well along in setting up an effective, functioning local government, responsible and accountable to West Kelowna residents. The success of the District has been in focused strategic planning and priority setting.



Looking back over the four years since incorporation, I am amazed at the breadth of work that has been accomplished by the District of West Kelowna on behalf of its citizens. Each and every year we managed to do more and our energy continues to grow.

I am also so impressed by the residents and business community of West Kelowna. Each and every time, (except for the occasional budget meeting where few turned out), our calls for public input were met with enthusiasm and creativity and it is because of this that the work we have achieved truly feels like we are meeting the needs of the community as a whole. You spoke and we listened, and together we are building our future.

We had the occasional distraction from our carefully-laid-out work plan, but I am happy to report that we resolved our conflicts and challenges with success. When we were faced with a decision regarding the administration of the tourism function for the Westside, we stepped up and temporarily took over this important role. When our power poles were hit by metal thieves, we sought support from other BC municipalities to lobby for provincial legislation and this was achieved. Whether it was a proposed waterfront land swap, a crown land exchange with an esteemed neighbouring community that would impact our drinking water supply, or a controversial large-scale development in our community, this Council deliberated with professionalism and respect, and at all times had the very best interests of this community at heart.

I know I speak on behalf of all Council when I say that the recent election, which saw six of seven members of Council re-elected, was a tremendous vote of confidence in the path we are on and we are more than happy to continue our work on behalf of the citizens of West Kelowna.

MAYOR DOUG FINDLATER

E V E N T S T I M E L I N E



January 1-
Westbank and
Lakeview water
service areas
transferred to
District of West
Kelowna



February 15-
District begins
work to clear
priority parks
of forest fuel
hazards



March 24-
Council assumes
management of
Westside Tourism
activities



April 26-
Council adopts
Financial
Plan with 2.4
per cent tax
increase



STRATEGIC PRIORITIES

West Kelowna Council's strategic planning process guides decision making for the District of West Kelowna by setting long term objectives for the community. From this vision, Council allocates the resources of the municipal government in pursuit of those objectives.

West Kelowna Council sets firm priorities each year. Council's 2011 Strategic Priorities outline the categories of focus for the year. These priorities were ranked and District resources assigned to specific initiatives intended to meet them. Council was consulted throughout the year on progress and tangible measurements were applied.

This is the fourth strategic planning document produced by West Kelowna Council. As the District entered its fourth year of operation, Council refined its focus for 2011 to three primary categories. During the strategic planning process, Council members vote on items to determine priorities and in 2011 there was a tie for second place.

Category of Focus	2011 Priorities
1. Economic Development	<ol style="list-style-type: none"> 1. Westbank Centre Plan 2. Agricultural Plan 3. Cultural Plan
2a. Community Enhancement	<ol style="list-style-type: none"> 1. Waterfront 2. Inter-government Relations 3. Land Inventory & Acquisition
2b. Infrastructure	<ol style="list-style-type: none"> 1. Road, Sidewalks & Pathways 2. Water 3. Targeted Road Improvement

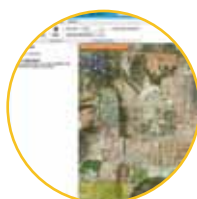
These are not West Kelowna Council's only goals. Many considerations were put aside to sharpen the 2011 focus. West Kelowna's unique challenge as a new municipality is to transition from a rural form of government to an urban one, and to fortify itself financially as it works to reach its goals. With the help of regular public consultation, Council is dedicated to strategic planning each year to ensure goals are pursued that reflect the community's needs and wishes.

A detailed operational plan accompanies Council's Strategic Priorities, details of which are shared in the Performance Measurements section of this Annual Report.

E V E N T S T I M E L I N E



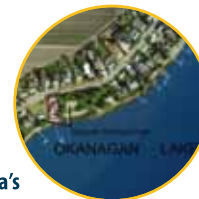
May 19-
Tree Canada
landscaping
project in
Boucherie Centre
completed



June 30-
New online
mapping
service
launched



July 29-
West Kelowna's
Official
Community
Plan adopted



August 16-
District
purchases
1595 Pritchard
Road next to
Pritchard Park

PRESERVING OUR HISTORY

Dignitaries, members of the Westbank Museum and Arts and Crafts Society, pioneers and many well-wishers attended the official opening of the Westbank Museum on August 19, 2011 at its new location on Dobbin Road.



In 2011 work began on the conversion of a municipally-owned building that was slated for demolition, enabling the Museum and its precious collection, which

represents and documents the pioneer history of the community, to be housed appropriately. The new location at 2376 Dobbin Road, adjacent to the West Kelowna RCMP Detachment and the Westbank & District Chamber of Commerce, is more centrally located than the previous location on Lower Glenrosa Road.

The Society is a tenant in the building in which the District invested \$149,500 in renovations. The facility offers 3,800 square feet, three times more than the Museum's previous location. Beautiful landscaping by the District's Parks Department finishes the site.



Entirely with volunteer labour and donated material, the Society has created a mock house, storefront and barn inside the museum to showcase its collection. The Society painted the exterior of the new Museum building

and also requested a Mountain Ash tree be placed on the site, dedicated to Margaret Jackson's father, Clare Small, founder of the Westbank Museum.

The District also provides funding for the operation of a visitor information centre in the Museum facility.

INVESTING IN OUR WATERFRONT

Council is interested in seeing a key attribute of West Kelowna – its waterfront – protected, enhanced and celebrated. Special efforts were made in 2011 with that in mind.



Pritchard Park Expansion

A popular waterfront park in West Kelowna will be expanded with the purchase of property at 1595 Pritchard Road, creating a contiguous open space at Marjorie Pritchard Memorial Park, where, until now, two sections were divided by the

private parcel. The municipality purchased the property for \$1.525 million, using funds from Parks Development Cost Charges and the Parks Cash in Lieu Fund. These funds consist of contributions developers make to the municipality to create or improve parks, as part of the development approval process, to accommodate community growth. The property is .187 acres with 71.5 feet of beach and a 173-foot dock. Council directed staff to develop a Marjorie Pritchard Memorial Park Plan and public consultation initiative to determine what improvements the public wanted at the newly-expanded park.



Gellatly Bay Recreational Corridor

On October 3, 2011, construction began on Phase 2 of the Gellatly Road and Gellatly Bay Recreational Corridor Upgrades to widen and repave Gellatly Road from Powers Creek to the Angus

Drive intersection (approx. 200 m), including curb, gutters and sidewalks at a cost of \$825,000. Phase 1, completed in 2010, cost \$1.1 million and extended the project from the West Kelowna Yacht Club to the Cove Lakeside Resort. The popular lakeshore pedestrian corridor offers spectacular views of Okanagan Lake and ensures safer travel for vehicles and bicycles. Phase 2 includes replacement of Powers Creek Bridge, a lakeshore viewing platform at Angus Drive road end, seven streetlights and landscaping. Council adopted a phased approach to improve this important corridor and received funding support from the Province of BC and the Gellatly Bay Trails and Parks Society.

E V E N T S T I M E L I N E



August 16-
Council adopts
Westbank Centre
Revitalization
Plan



August 19-
Westbank
Museum Opens
in new location
on Dobbin Road



September 9-
Kids Care
Children's Spray
Park in Westbank
Centre Park Opens



October 3-
Gellatly Bay
Recreational
Corridor
Phase 2
construction begins

PLANNING FOR THE FUTURE

West Kelowna Council adopted five key guiding documents in 2011, helping to set an overall blueprint from which decisions can be made. All plans included a significant public consultation process and West Kelowna residents and stakeholders answered the calls for input, helping to paint the picture of what this community's future can be.



Official Community Plan – Adopted July 26, 2011

Following a two year engagement and drafting process, the District released the first Draft of the first Official Community Plan for West Kelowna for public and stakeholder feedback in January 2011 and a second Draft in May 2011. The OCP Bylaw 2011 No. 0100 was presented to Council and received first reading on May 31, 2011. A public hearing was held on June 21, 2011 and the bylaw was given second and third readings, and adopted on July 26, 2011. The comprehensive document guides future growth in the community. An important component of the document is the establishment of an urban containment boundary, known as a Rural Reserve, aimed at protecting natural areas and preserving watershed health within the municipality's 121 square kilometer boundary. The plan emphasizes growing inward and upward instead of creating urban sprawl and establishes guidelines that better regulate development on steep slopes and preserves farmland. The OCP incorporates new Climate Action initiatives, supports Council's vision of a revitalized Westbank Centre, places an emphasis on the creation of a business park, and proposes Community Gateways to provide a distinct sense of arrival into West Kelowna from each direction along Highway 97.



Agricultural Plan – Adopted August 9, 2011

The Agricultural Plan defines the District's role with respect to agriculture and identifies appropriate actions to support the viability of farming. The Agricultural Plan complements the community's OCP, considers agriculture in its regional context and attempts to anticipate future changes in the industry. The plan also emphasizes the community's farm area, proposes workable solutions to issues, and identifies opportunities to strengthen farming. The District of West Kelowna has over 1,400 hectares (about 3,500 acres) of A1-zoned land for agriculture, most of it in the Agricultural Land Reserve. This A1-zoned land represents approximately 11% of the District's land base. There is a further 3,000 hectares of land zoned to accommodate some form of agriculture, but is mostly excluded from the ALR.



Westbank Centre Revitalization Plan – Adopted August 16, 2011

This action oriented plan provides new guidelines to encourage growth in the Westbank Centre, a high priority for West Kelowna Council. The plan recommends actions to kick-start vitalization and demonstrate the tremendous value the municipality places on the Westbank area – the commercial core of West Kelowna. The plan suggests how the municipality, business community and developers can work individually and collectively over the next 25 years to create a vibrant urban and commercial centre. The plan was developed with widespread input from developers, business owners, stakeholders and the public. Almost immediately after the plan was adopted, Council put \$250,000 from the 2011 budget towards short-term action items identified in the plan including a parking study of the area, landscaping and a pedestrian improvement project. Major transportation objectives of the plan include development of a transit exchange and the reconfiguration of the Highway 97 couplet.



Waterfront Plan – Adopted October 11, 2011

The Waterfront Plan guides future decision making for the next 50 years and provides recommendations for preserving, developing and enhancing the lakefront, making it an active and attractive destination for residents and visitors. The plan helps the municipality set policies and identify affordable projects that can be undertaken in the short (over the next five years), medium (five to 10 years) and long (11+ years) terms. The plan provides 22 short term recommendations, including more upgrades to the Gellatly Recreational Corridor, improvements to Marjorie Pritchard Park and creation of two non-motorized boat launches. Longer term recommendations are waterfront property acquisitions and improvements to undeveloped lake accesses.



Master Stormwater Management Plan – Adopted October 25, 2011

The Storm Water Management Plan assesses the current drainage network in the municipality and identifies opportunities for improvements within the system. The management of storm water is a key component in protecting quality of life, property and aquatic systems. The purpose of the Storm Water Management (Drainage) Plan is to provide a clear picture in applying land use management tools and best management practices to protect property and aquatic habitat, while at the same time accommodating land development and population growth.

E V E N T S T I M E L I N E



October 14-
West Kelowna
Waterfront
Plan adopted



November 19-
Local
Government
General
Election held



December 6-
New Council
Inauguration



December 20-
New Fire
Engine added
to fleet



Once again, I am pleased to report that staff at the District of West Kelowna met the ambitious tasks presented to them head on and exceeded my expectations in 2011.

Following the course laid through solid strategic planning by Council, staff applied determination and enthusiasm to meet the priority goals, and professionalism when presented with unexpected emerging issues.

Staff completed five more master plans in one year, installed sewer servicing for 460 more homes and renovated two key community spaces, the Westbank Museum and Lakeview Hall. The District constructed or refurbished 15 kilometres of roads in the community and conducted the 2011 Local General Election.

We accomplished this with a balanced budget while juggling our full core workload and found the energy and creativity to take on new directions from Council.

Council directed us to review our Development Application procedures and we did, resulting in a reworking of our processes and organization and the results are proving very beneficial. Council wanted us to investigate enhancements in our Customer Service and we did, resulting in an innovative staff-led plan to guide how we treat our customers and each other.

I am proud of the work staff accomplished in our fourth year as a municipality. Under Council's direction, the District of West Kelowna is proof positive that when you set your sights high, employ tenacity and drive, you can achieve amazing things.

CAO JASON JOHNSON

Plan	Completed in 2010	Completed in 2011	To Be Completed in 2012
Parks & Recreation	✓		
Anders Park and Lakeview Community Hall 10-year Management Plan	✓		
Economic Development Plan	✓		
Official Community Plan		✓	
Waterfront Plan		✓	
Westbank Centre Plan		✓	
Agricultural Plan		✓	
Master Storm Water Management		✓	
Master Transportation Plan			✓
Water Systems Master Plan			✓
Property Acquisition Strategy			✓
Cultural Plan			✓
Recreational Trails Master Plan			✓
Sewer Servicing Strategy			✓
Transit Service Review			✓

Executive Management Team:

Jim Zaffino, Chief Financial Officer

Tracey Batten, City Clerk

Marnie Manders, Director of Administration

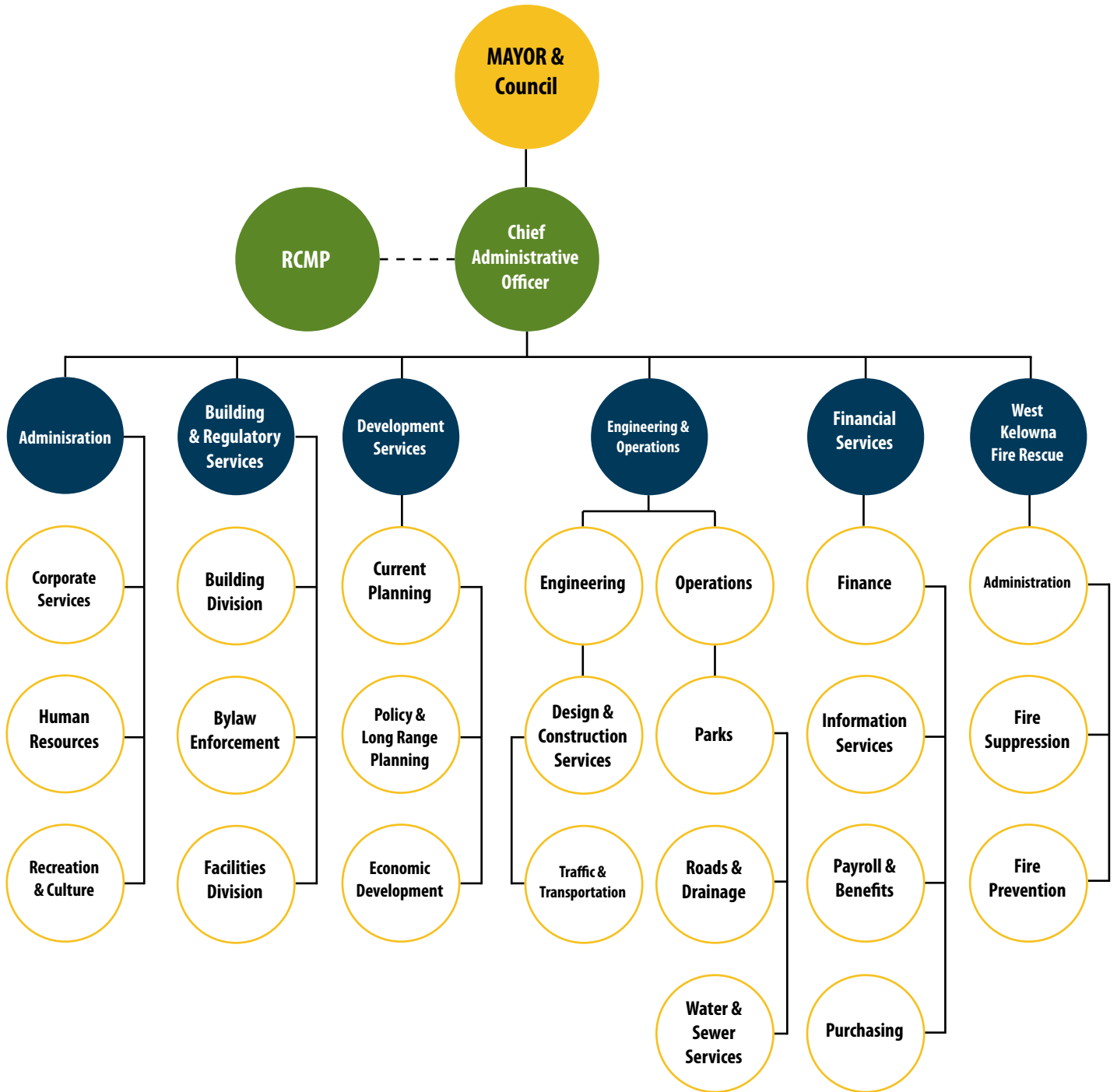
Dave Slobodan, Director of Building & Regulatory Services

Nancy Henderson, Director of Development Services

Gary O'Rourke, Director of Engineering & Operations

Wayne Schnitzler, West Kelowna Fire Chief

ORGANIZATION CHART







The Human Resources

Department 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
- Staff policy development
- Succession planning
- Corporate Visions and Values

The Recreation and Culture

Department oversees:

- Booking of all recreational facilities and parks
- Community partnerships and contracts
- Recreational, cultural and sport programming (Recreation Guide)
- Special events
- Museum liaison
- Communities in Bloom program
- Gifts and Legacies program

The Corporate Services

Department oversees:

Corporate Services

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

Communications

- Internal and external communication
- Council correspondence administration
- Grant administration
- Website Administration
- Event Planning

The Administration Division has 18 full-time employees within the Corporate Services, Human Resources and Recreation and Culture Departments. The Administration Division is the municipal contact with the West Kelowna RCMP, which includes 3 municipal employees, 2.5 public servants and 21 RCMP members.



HIGHLIGHTS

The Division conducted the 2011 Local General Election starting with making nominations packages available on August 26 to administering General Voting Day on November 19 at five polling locations.

Staff negotiated a new collective agreement between the District of West Kelowna and the Association of Local Government Employees Union.

Administration coordinated the first Annual Mayor's Youth Forum, which took place October 28 at Mt. Boucherie Senior Secondary School.

The Recreation and Culture Department hosted its second annual Art in the Park on August 6 at Quail's Gate Winery and August 13 at the lakeside Rotary Park. It also hosted the second annual Hockey Swap, partnering with Westside Minor Hockey, with a portion of proceeds going to the West Kelowna Kids Sport fund.



The District's Communities in Bloom joint committee with Westbank First Nation achieved a 5-Bloom ranking and Special Mention for its Waterfront Plan in this year's national competition. Events held during the year included a Volunteer Community Clean Up on June 18 with 150 volunteers participating and the Communities in Bloom Most Beautiful Contest.

In response to recommendations from Council, the West Kelowna RCMP detachment conducted traffic safety blitzes in school zones throughout the community during the return-to-school period in early September. Council also employed retired RCMP members to work 135 shifts targeting speeding and traffic enforcement, resulting in 1,968 violation tickets issued.

ADMINISTRATION BY THE NUMBERS	
32	Employees hired in 2011
143	Total number of District Employees
8	Council policies developed
45	Bylaws drafted
23	Freedom of Information requests
75	Average calls per day fielded
102	News releases



BUILDING & REGULATORY SERVICES

The Building & Regulatory Services Division has 17 full-time employees within the Building, Bylaw Enforcement/Business License and Facilities Departments. The Division also oversees the District's capital building projects.



HIGHLIGHTS

The Division oversaw the renovation of a municipally-owned building adjacent to the West Kelowna RCMP Detachment to convert the space into a suitable location for the Westbank Museum. On August 19 the Museum was officially opened and also now houses the Visitor Information Centre. The

renovation project cost \$84,000 for capital works and a further \$65,000 for HVAC units. The facility is 3,800 square feet, three times more than the Museum's previous location.

In 2011, the District joined eight other local municipalities to move the process of resolving bylaw ticket disputes related to minor infractions out of the Provincial Court system and into an independent adjudication process.



Renovations began on the Lakeview Heights Community Hall in November to replace the roof and walls and improve accessibility.

A new community meeting space was made available for public rental in the West Kelowna RCMP Detachment.

BUILDING & REGULATORY SERVICES BY THE NUMBERS				
Building Permits				
	Permits		Construction Value	
	2011	2010	2011	2010
Single Family Dwelling	78	112	\$ 27,698,950	\$39,584,924
Two Family Dwellings	2	3	\$922,880	\$1,102,880
Multiple Family Dwellings	6	0	\$2,700,000	\$0
Mobile Homes	1	2	\$0	\$62,821
Residential Additions	163	155	\$3,891,054	\$5,334,713.10
Garages/Carports	18	8	\$438,472	
Swimming Pools	26	30	\$930,000	
Sewer Connections	205	98	\$228,177	
Wood Burning Appliances	10	10	\$29,751	
Farm & Agriculture	2	1	\$113,000	\$100,000
Commercial, Industrial, Institutional- New	2	5	\$10,429,790	\$6,397,000
Commercial, Industrial, Institutional- Additions	51	47	\$5,755,101	\$3,567,910.90
Demolitions	13	14	\$11,000	
TOTAL	577	485	\$53,148,175	\$56,150,249
Bylaw Enforcement				
Complaints	2011		2010	
Parking Traffic	606		604	
Sign	140		133	
Zoning	103		125	
Unsanitary Premises	170		157	
Noise	49		52	
Business Licensing	121		64	
Waste Management	15		19	
Smoke Control	14		1	
Animal Control	9		16	
Construction	30		35	
Illegal Suites	57		53	
Miscellaneous	146		122	
Complaints Total	1,460		1,381	
Business Licenses				
	Municipal Only	Inter-Communitiy	Home-Based	TOTAL
2011	1085	387	710	1472
2010	1044	361	713	1405

The Building

Department 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

The Bylaw Enforcement/Business License Department oversees:

- Business license administration
- Receive bylaw complaints
- Investigate and monitor complaints/infractions
- Issue Municipal Ticket Information (MTI) and Bylaw Notices
- Administration of ticket prosecution/adjudication
- Contract property clean-ups
- Liaise with RCMP

The Facilities

Department oversees:

- Facility maintenance and repairs on 12 municipally-owned facilities
- Arenas operation
- Custodial Service
- Event support
- Facility safety inspections
- Facility security
- Preventative maintenance program for facilities



DEVELOPMENT SERVICES

The Current Planning Department oversees:

- Development application administration
- Environment planning
- Committee coordination
- Fringe area planning
- Ministry and Westbank First Nations referrals

The Policy and Long Range Planning Department 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

Development Services also oversees Property Management for the District to:

- Identify and evaluate property acquisition opportunities
- Expand and maintain District land inventory
- Process free Crown grand and Crown land lease applications
- Respond to provincial and federal agencies referrals regarding mines permits, Crown tenures and foreshore leases

The Development Services Division oversees 15.5 full-time employees whose work includes Current Planning, Long Range Planning, Development Engineering, Land Agent and the Business Development Office.

HIGHLIGHTS

After almost three years in the making with significant public, stakeholder and agency consultation, the District's first Official Community Plan was adopted on July 26. The OCP was created to guide future growth in the new municipality.

The Westbank Centre Revitalization Plan was adopted on August 16. Prepared with input from developers, business owners, stakeholders and the public, the plan provides guidance on how to encourage growth in Westbank Centre.

Council directed immediate implementation of several recommendations in the Westbank Centre Revitalization Plan, earmarking \$250,000 towards the following projects conducted in 2011:

- *A Winter Banner program on Main Street and Dobbin Road*
- *Festive lighting in the downtown core with high-efficiency LED lights*
- *A two-week street clean-up blitz*
- *Landscaping at the District-owned property on Elliot Road*
- *Sidewalk installation at Elliot Road to improve the streetscape and improve pedestrian access to the downtown core*
- *Initiation of a parking study to take a detailed look at issues of supply, location, management and cost in the area*





Development Services completed the District of West Kelowna Waterfront Plan, adopted October 11, which makes recommendations regarding preserving, developing and enhancing the community's lakefront over the next 50 years.

The Agricultural Plan, adopted August 9, sets out policies to preserve, protect and enhance agriculture. It identifies key actions to support the viability of farming in West Kelowna.

The Division administered the purchase of lakeside property at 1595 Pritchard Drive, next to Marjorie Pritchard Memorial Park at a cost of \$1.525 million. The Division also began a public consultation and conceptual planning process for use of the newly-expanded public park.

On September 20, Council approved an OCP and Zoning Amendment for Mission Hill Family Estate Winery. Seven properties will be re-developed over a ten year period to accommodate an expansion of the winery including development of 37 guest cottages, an artist-in-residence studio, a 120-unit boutique hotel, a wellness centre, a conference centre, an art gallery and a restaurant.

The Business Development Office oversaw the temporary assumption of the tourism function for West Kelowna, Westbank First Nation and the Regional District of Central Okanagan West Electoral Area after the Westbank & District Chamber of Commerce announce it would no longer offer that service. The Visitor Information Centre was relocated to the newly-renovated Westbank Museum for the tourist season. Funding provided by the District of West Kelowna, Regional District of Central Okanagan and Westbank First Nation supported tourism initiatives in 2011, including the award-winning Summer Passport promotion for the Westside Wine Trail Cooperative. The Cooperative received a regional marketing award from the Thompson Okanagan Tourism Association.

In order to streamline the District's development approval process, an intensive review was undertaken. This resulted in several improvements, including creation of the Development Services Division, which incorporates planning and development engineering.



DEVELOPMENT SERVICES BY THE NUMBERS		
Planning Statistics	2011	2010
Zoning Amendment	19	13
Official Community Plan Amendment	6	2
Land Use Contract Amendment	1	1
Development Permit	21	17
Variance Permit	8	18
Agricultural Land Reserve	4	4
Temporary Commercial Use Permit	6	5
Floodplain Exemption	1	0
Subdivision Application	14	14



ENGINEERING & OPERATIONS

The Engineering & Operations Division has 37 employees within the Engineering and Operations Departments. District infrastructure includes 300 kilometres of roads and 50 kilometres of sidewalks.

HIGHLIGHTS

On October 3, construction began on Phase 2 of the Gellatly Bay Recreational Corridor Upgrade, widening Gellatly Road from Powers Creek to Angus Drive. The project cost \$538,779.48 and extended the Corridor from Phase 1 improvements, between The Cove Lakeside Resort and Powers Creek, completed in 2010. The upgrades to the popular waterfront road include pedestrian and cycling pathways, replacement of the Powers Creek Bridge and provision of a viewing platform at the Angus Drive road end.

Work continued on the Sewer Servicing Strategy with the \$3.73 million Glenrosa Phase 3 Dunbarton and the \$5.85 million Lakeview Phase 2 and 6 Hayman/Thacker sewer projects.

The Division oversaw the \$2.21 million 2011 Road Rehabilitation Program which saw the following roads and sidewalks upgraded:

- *Angus Road*
- *Camano Road*
- *Guidi Road from Hudson Road to Trevor Drive*
- *Horizon Drive between Aurora Road and Covington Crescent*
- *Milford Road from Pritchard Drive North to Newport Road*
- *Newport Road*
- *Parkinson Road from Westlake Road to Bear Creek Road*
- *Scharf Road from Glencoe Road*
- *South Gellatly Road from Glen Canyon to the first bend*

An additional nine kilometres of road were also repaved in conjunction with sewer extensions in the Dunbarton and Lakeview Heights Service Areas. Key roads within these areas were also widened for pedestrians and cyclists. A \$250,000, 210-metre sidewalk was constructed on Ingram Road between Brown Road and Old Okanagan Highway.

The Division oversaw the construction of the Kids Care Children's Spray Park in Westbank Centre Park. A ground-breaking ceremony on June 27 launched



The Engineering Department oversees:

- Design and tendering of engineering works (roads, sewer, drainage, parks, water utility)
- Retaining and managing consultant assignments
- Construction management
- Transit

The Operations Department oversees:

- Water and sewer service utilities inspection, maintenance and repair
- Parks inspection, maintenance and repair
- Drainage facility inspections, maintenance and repair
- Administration of road maintenance contract
- Municipal sign maintenance
- Bus stop, traffic signal, streetlight maintenance



the \$328,000 construction project. The Rotary Club of Westbank donated \$248,445 that was raised for the construction of the park before incorporation.

The Master Stormwater Management Plan was adopted October 25 and assesses the current drainage network in the municipality and identifies opportunities for improvements within the system.

A highly-visible property at the corner of Ross and Bartley Roads, adjacent to Highway 97, was landscaped as part of a beautification project prompted by a request from a local residents' association. The \$30,000 project received a \$15,000 grant from the TD Green Streets program.

The Operations Department completed the construction of upgrades to the popular Rotary Trails Park that would allow people with physical challenges to access the parks trails as far as the bridge over Powers Creek.

Shannon Lake Community Garden was constructed in Shannon Woods Park, making it the third community garden in West Kelowna.

The District improved two more Road Ends/Beach Accesses in 2011, including general clean up, removal of encroachments, installation of garbage receptacles and signage and, in one case, the creation of a designated parking area. The beach accesses improved were Pritchard Drive, between 1687 and 1701, and Jennens Road, between 1929 and 1935.



The Division prepared a Traffic Calming Policy to guide the District's response to requests to address traffic safety issues including speed, volume or inappropriate shortcuts. The policy helps the District determine appropriate traffic control measures which would vary by street and the specific traffic concerns.

Transit considerations were coordinated through the Engineering and Operations Division including BC Transit's Bus Rapid Transit extension into West Kelowna and route rationalization to find cost and service efficiencies.

ENGINEERING BY THE NUMBERS	
300	Employees hired in 2011
50	Total number of District Employees
125	Council policies developed
120	Bylaws drafted
5	Freedom of Information requests



The Finance Department oversees:

- Property tax invoicing, collection and management
- Utility billing, collection and management
- All payables and receivables
- Investments
- Bank account reconciliation
- Financial bylaws
- Annual Financial Report

The Purchasing Department oversees:

- All procurement for the District
- Evaluating tenders, requests for proposals and quotations
- Issues purchase orders
- Receives inventory
- Maintains District inventory
- Purchasing statistics

The Payroll/Benefits Department oversees:

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

The Information Services Department 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

The Financial Services Division has 20 full-time employees within the Finance, Purchasing, Information Services and Payroll/Benefit Departments.

HIGHLIGHTS

The Division prepared the 2011-2015 Financial Plan and hosted two public consultation events to gather input on the draft plan. On April 26, 2011, Council approved the budget with a 2.24 per cent tax increase.



The District's Chief Financial Officer, Jim Zaffino, was awarded a Professional Service Award for Leadership from the Local Government Management Association in May.



In February, the Utility Billing Department introduced a uniform utility billing system to make the payment process easier and more efficient for the municipality and its ratepayers. Water, sewer and garbage collection was combined onto one bill sent quarterly.

In an ongoing effort to encourage conservation, the District introduced consumption-based billing for all of its water service areas and conducted a public education campaign providing solutions to conserving water.

The Information Services Department launched its state-of-the-art Geographical Information Services online mapping service in July. The mapping tool is available on the District's website.

The Division conducted the 2011 Citizens' Survey, the District's fourth annual statistically-accurate survey of residents. Complete results are included in the Citizens' Survey insert of this Annual Report.

FINANCIAL SERVICES BY THE NUMBERS	
13,969	Tax notices distributed
52,710	Utility bills issued
516	Purchase orders issued
69	Projects tendered
9,571	Average website visitors per month
7,292	Invoices paid
412	Invoices issued
5,260	Pay cheques prepared



West Kelowna Fire Rescue 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.

HIGHLIGHTS

A key initiative of the Department was the work to reduce forest fire fuel hazards on District property and Crown land, funded through a \$209,175 Government of BC Community Operational Fuel Management Grant.

In the spring, 10 publically-owned properties were cleared of forest fire fuels. In the fall, public lands in Glenrosa, Rose Valley and Corine Road areas were cleared. This year's fuel mitigation work cleared the majority of priority areas on public land that were identified in the Community Wildfire Protection Plan developed in 2009.



West Kelowna Fire Rescue added a new fire engine equipped with a compressed air foam system. Housed at Station 31, Old Okanagan Highway, the 2011 Spartan Gladiator Triple Combination Pumper truck has a urea injection system to control diesel emissions. The truck was built to National Fire Protection Association standards and cost \$620,148; equipment and tools another \$38,000.



The Department participated in the Emergency response to the Bear Creek Forest Fire from September 5 to 7 which saw the evacuation of 106 homes within the Regional District of Central Okanagan Electoral Area West and the activation of the Emergency Operations Centre.

FINANCIAL SERVICES BY THE NUMBERS		
Category	2011	2010
Alarms	143	167
Burning Complaints	90	139
Fire- Minor	57	51
Fire- Brush	19	36
Fire- Structural	19	19
Fire- Vehicle	20	29
First Response	1313	1317
Motor Vehicle Accident	217	297
Public Service	318	237
Smoke Sighted	45	27
Total Responses	2241	2319
Inspections	1387	982

Administration oversees:

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

Fire Suppression oversees:

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

Fire Prevention oversees:

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

Fire and Life Safety Education oversees:

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







ECONOMIC DEVELOPMENT

Goal

To implement the recommendations of the West Kelowna Economic Development Plan and create long term financial plans with solid financial footing and strong capital reserves.

Objectives

- Recognize the economic development assets of the region and capitalize on unique opportunities
- Enhance Tourism in West Kelowna
- Enhance Agriculture 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

2011 Priorities	Measurements
<ol style="list-style-type: none"> 1. Westbank Centre Plan 2. Agricultural Plan 3. Cultural Plan 	<ul style="list-style-type: none"> • Adopt the Westbank Centre Revitalization Plan • Pursue objectives and recommendations of the Westbank Centre Revitalization Plan • Adopt the Agricultural Plan • Pursue objectives and recommendations of the Agricultural Plan • Initiate the development of an Agricultural Plan (deferred to 2012) • Pursue recommendations of the West Kelowna Economic Development Plan

Accomplishments

Category of Focus	Completed in 2011	2012	2013
Westbank Centre Plan			
Westbank Centre Revitalization Plan Adoption	✓		
Agricultural Plan			
Agricultural Plan Adoption	✓		
Agricultural Development Cost Charge		✓	
Cultural Plan			
Initiate West Kelowna Cultural Plan (deferred to 2012)		✓	
Reconfirmed Priorities			
Lobby of Westside Health Facility	✓	✓	✓
Economic Development Strategy implementation	✓		
• Small Business Start-Up Guide and Website Content	✓		
• Downtown Development Support	✓		
• Industrial and Commercial Building and Property		✓	



Goal

To pursue enhancements for the community as a whole with consideration given to land use best practices, affordable/livable neighbourhoods, village centres for residents and tourists and protection of the environment.

Objectives

- Manage growth with an integrated approach to development decisions
- Understand and expand the District's land inventory
- Encourage multi-use development, especially in Westbank Centre
- Protect the environment and consider green initiatives
- Preserve agricultural land where appropriate
- Develop pedestrian-friendly neighbourhoods
- Determine effective, sustainable growth
- Maintain a semi-rural landscape
- Foster small pedestrian-oriented commercial neighbourhood centres

2011 Priorities	Measurements
<ol style="list-style-type: none"> 1. Waterfront 2. Inter-government Relations 3. Land Inventory & Acquisition 	<ul style="list-style-type: none"> • Adoption of the West Kelowna Waterfront Plan • Consideration of suggested Waterfront Plan initiatives • Enhance existing lake accesses • Finalization of the Official Community Plan • Considerations of formal tracing of decisions and initiatives of other levels of government • Create Distric Land Inventory • Create Land Acquisition Policy and Strategy

Accomplishments

Priority	Completed in 2011	2012	2013
Waterfront			
Waterfront Plan Development	✓		
Improve Road End/Lake Access	✓	✓	✓
Inter-government Relations			
Tracking of Decisions & Initiatives of Other Governments	✓	✓	✓
Land Inventory & Aquisition			
DWK Land Inventory	✓		
DWK Land Aquisition & Parks Decommissioning Policy & Strategy		✓	
Reconfirmed Priorities			
Official Community Plan Adoption	✓		
Work Plan to Implement Actions in OCP	✓		
Affordable Housing Strategy Implementation	✓		
Zoning Regulations Review	✓	✓	



INFRASTRUCTURE

Goal

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

Objectives

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

2011 Priorities	Measurements
<ol style="list-style-type: none"> 1. Roads, Sidewalks & Pathways 2. Water 3. Targeted Road Improvement 	<ul style="list-style-type: none"> • Completion of the West Kelowna Transportation Master Plan in 2011 • Examination of suggested initiatives in Transportation Master Plan • Council review of options for road maintenance transition in West Kelowna 2012/2013 • Completion of the West Kelowna Water System Master Plan in 2011 • Evaluation of suggested initiatives in the Water System Master Plan • Construction of 1,433 new sewer connections by 2013 • 10 to 15 kilometres of road and sidewalk constructed or rehabilitated

Accomplishments

Category of Focus	Completed in 2011	2012	2013
Roads, Sidewalks, & Pathways			
Transportation Master Plan Draft	✓		
Adoption of West Kelowna Transportation Master Plan		✓	
Council Discussion on Road Maintenance Plan after 2012	✓		
Road Rehabilitation Program	✓	✓	✓
Water			
Water System Master Plan Adoption		✓	
Investigate Crown Land Leases for Reservoir Lakes	✓	✓	✓
Targeted Road Improvement			
Consideration of Accelerated Road and Sidewalk Program	✓		
Continuing Priorities			
Glenrosa Sewer- Phase 3 Dunbarton	✓		
Glenrosa Sewer- Phase 4 Webber/Mclvor North		✓	
Lakeview Sewer- Phase 6 Hayman Road (Thacker North)	✓	✓	
Lakeview Sewer- Phase 7 Boucherie Road North		✓	
Applegreen Court/Cameron Road Sewer		✓	
Master Stormwater Management Plan Adopted	✓		



Goal

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

Accomplishments

Priority	Completed in 2011	2012	2013
Chief Administrative Officer			
Strategic Planning/Strategic Priorities Development	✓	✓	✓
Operational Plan Development	✓	✓	✓
Kelowna Services Review	✓	✓	
RDCO Services Review	✓	✓	
New Council Orientation	✓		
Development Services Review	✓		
Customer Service Review	✓	✓	
Administration			
2011 Municipal Election	✓		
RCMP Municipal Policing Unit Agreement Service Review	✓		
Building & Regulatory Services			
Soil Removal & Deposit Bylaw Draft Completion	✓		
Westbank Museum Building Renovations	✓		
Structural Assessment of Lakeview Heights Community Hall	✓		
Jim Lind Arena Assessment Report	✓		
Johnson Bentley Memorial Aquatic Centre Assessment Report	✓		
Development Services			
Heritage Planning/Registry	✓		
Recreation Trails Master Plan	✓	✓	
Park Naming Policy	✓		
Engineering & Operations			
Transit Service Review	✓	✓	
Subdivision Development Servicing Bylaw	✓	✓	
Financial Services			
DWK Residents' Association Policy	✓		
Consumption Based Water Billing Implementation	✓		
Citizens' Survey	✓	✓	✓
Online Geographical Information Service Launch	✓		
Fire Department			
Fire Reduction Program- Community Wildfire Protection	✓	✓	✓







CONTACT INFORMATION

**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**

After Hours Emergency (778) 797-1239

Mayor's Office	(778) 797-2210
Chief Administrative Officer	(778) 797-2210
Building / Inspections	(778) 797-8820
Business Licensing	(778) 797-8820
Bylaw Enforcement	(778) 797-8820
Corporate Services	(778) 797-2250
Development Services	(778) 797-8830
Engineering	(778) 797-8840
Finance	(778) 797-2220
Property Tax	(778) 797-8860
Utility Billing	(778) 797-8850
Purchasing	(778) 797-8865
Human Resources	(778) 797-8890
Recreation & Cultural Services	(778) 797-8800
Facility Bookings	(778) 797-2265
Program Registration	(778) 797-8800
Operations & Parks	(778) 797-8849
Utilities (Water & Sewer)	(778) 797-2246
Westbank Cemetery	(779) 797-8875
West Kelowna Fire & Rescue (Non-emergency)	(250) 769-1640



District of West Kelowna

2760 Cameron Road, West Kelowna, BC V1Z 2T6

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