



CITY OF WEST KELOWNA 2022-2026 STRATEGIC PRIORITIES

May 2023



**INVEST IN
INFRASTRUCTURE**



**PURSUE ECONOMIC
GROWTH AND
PROSPERITY**



**STRENGTHEN
OUR COMMUNITY**



**FOSTER SAFETY
AND
WELL-BEING**

MESSAGE FROM THE MAYOR

On behalf of West Kelowna Council, it remains my honour to present our *2022-2026 Strategic Priorities* for our new Council Term. The priorities set out in this document build on that of the previous Council, and reflect the forward-thinking vision of our 2022 – 2026 Council.

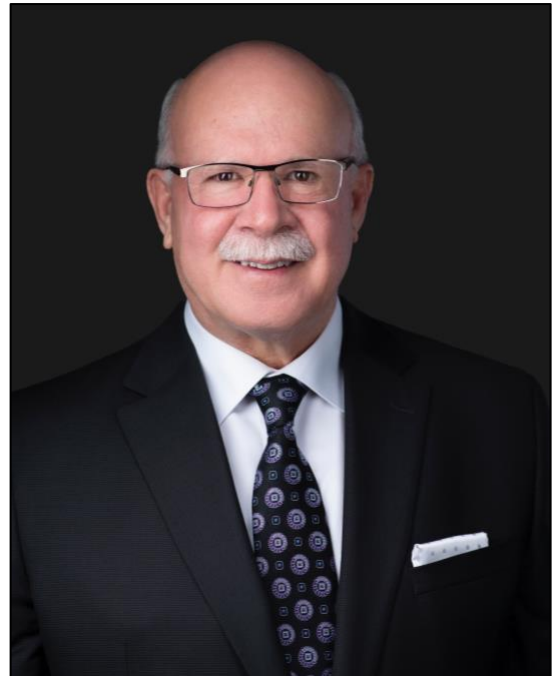
Council has identified and will continue to assess the strategic priorities that are important to our community. These priorities will guide the City's investments, resources and energy over the next four years. We are excited to work together as a new Council, with our staff and with our community, as we continue to make West Kelowna the place to be.

With many ongoing community-building projects set out by the previous Council, our current Council recognized that the four key strategic pillars remained both important and relevant to moving our community forward: Invest in Infrastructure, Pursue Economic Growth & Prosperity, Strengthen Our Community, and Foster Safety & Well-being. These pillars, along with the focus areas and initiatives connected to them, capture what is most important to our growing community. They reflect our current state of development, respond to important community needs, and capitalize on opportunities available to us. They chart the paths for the City to take in our efforts to make positive and lasting differences. Most importantly, they speak to Council's vision for West Kelowna as a *welcoming, safe and inclusive place, resilient in the face of challenges, and rich with opportunity for all ages.*

Significant progress has been made on several major projects including the Rose Valley Water Treatment Plant, the new City Hall/Library building in Westbank Town Centre, several road and active transportation improvements, the award-winning *OurWK* Community Visioning initiative, and a new Official Community Plan that will guide future growth. Considerable work to establish a soon-to-be-incorporated West Kelowna Economic Development Corporation was undertaken; and efforts to make our community more accessible to all abilities were initiated. Several other achievements, too numerous to list here, only underscore the tremendous energy and commitment of all involved.

The priorities in this *2022-2026 Strategic Priorities* document will take West Kelowna forward in meaningful and positive ways. I am grateful to our new Council, the City's hard-working staff, and all members of our community who contribute so much to make West Kelowna a truly amazing place to live, work and enjoy.

Gord Milsom
Mayor



VISION

A progressive local government, committed to engaging the community to make West Kelowna a welcoming, safe and inclusive place, resilient in the face of challenges, and rich with opportunity for all ages.

KEY TERMS

Progressive

Council anticipates and responds to the needs of the community. Council is focused on the future; focused on creating a high quality of life for all.

Engaging Community

The City taps into the energy and ideas of West Kelowna's citizens, stakeholder groups, businesses and social development organizations to build community.

Welcoming & Inclusive

People from all cultures, age groups, lifestyles, backgrounds and abilities belong in West Kelowna.

Resilient

The City and the community work through and learn from challenges, emerging stronger than before.

Rich With Opportunity

West Kelowna is a complete community. Opportunities to work, play, connect and prosper are available to all.

MISSION

To plan for the future while taking care of today, striving to create and capitalize on opportunities for the community to prosper.

To provide, in fiscally-responsible ways, the facilities, infrastructure and services required to meet the evolving needs of the community.

To advocate for West Kelowna at a variety of decision-making tables and with a range of partners, working to get the tools and resources necessary for community success.

To protect and preserve the natural environment, celebrate and promote the community's agricultural setting, and honour its rich cultural heritage.

KEY TERMS

Plan for the Future

Council sets a direction for the community, and exercises the discipline to stay focused.

Taking Care of Today

The City addresses present needs and challenges while looking ahead.

Fiscally-Responsible

The City prides itself on strong fiscal management. Council is committed to financial solutions that minimize property tax impacts.

Advocate

The City seeks opportunities on its own and in collaboration with others to promote the community and its needs.

Natural Environment

More than ever, protection for the natural environment and its natural assets is critical.

Agricultural

Agriculture in all of its forms is central to the City's economy and character.

Cultural Heritage

The community's diverse heritage provides the foundation on which to build.

PILLARS

Four years ago, the previous West Kelowna City Council identified a set of pillars to help guide the use of resources and organize the City's strategic priorities. These pillars have stood the test of time, and are reaffirmed by our Council for the *2022-2026 Strategic Priorities*.



Invest in Infrastructure

We will invest in building, improving and maintaining infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations.



Pursue Economic Growth and Prosperity

We will work with stakeholders throughout the region to advocate for and support efforts aimed at helping West Kelowna businesses prosper. With a focus on the future, we will advance opportunities to expand our economy, increase employment, and develop the community in ways that contribute towards prosperity for all.



Strengthen Our Community

We will provide opportunities for the residents of West Kelowna to build connections, celebrate successes, embrace the community's strengths and diversity, address shared needs, and contribute to shaping the community's future.



Foster Safety and Well-being

We will pursue through direct action, advocacy, and collaboration with local and regional service providers, investments in community health, needs-based housing, emergency preparedness, policing, and other services that foster safety and well-being in West Kelowna.



STRATEGIC PRIORITY

Invest in Infrastructure

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FOCUS AREAS

Municipal Water

We will plan and provide for the community's current and long-term needs for clean, safe and reliable water. We will invest in a range of initiatives, such as:

- > the construction, commissioning and opening of the new *Rose Valley Water Treatment Plant*
- > an *Upland Watershed and Storage Protection Strategy*
- > an update to the *Water Master Plan*
- > upgrades to the *Powers Creek Water Treatment Plant*

Civic Facilities

We will invest in the civic facilities needed to meet the service needs of West Kelowna's residents and businesses. Resources will support key projects, such as:

- > the new *City Hall/Library Building*, which will open early in the term
- > the replacement of *Fire Hall #32*
- > the establishment of a new *Operations Yard*

Parks & Recreation

We will invest in the parks, trails and recreation facilities required to support an active and growing community. We will undertake projects such as:

- > the upgrade and expansion of the *Johnson Bentley Memorial Aquatic Centre*
- > planning for new *Sports Fields* and additional *Dog Parks*
- > an *Interconnected Pathways Strategy*
- > an update to the *Parks Masterplan* and *Culture Plan*
- > the development of *Accessible Recreational Spaces* in our parks and recreation facilities

Transportation

We will improve the City's network of roads, sidewalks, cycling paths, transit infrastructure and multi-use trails to optimize connectivity throughout West Kelowna. We will pursue initiatives such as:

- > an update to the *Transportation Master Plan*
- > continued advocacy in support of the Ministry of Transportation and Infrastructure's planned intersection improvements and removal of the *Highway 97 Couplet* through Westbank Town Centre
- > upgrades to the *Old Okanagan/Butt Road Intersection*
- > implementation of a *Stormwater Drainage Program* for older neighbourhoods
- > planning and construction of a *Boucherie Road Multi-Use Trail*
- > *Pedestrian Improvements*, including those aimed at making sidewalks more accessible
- > upgrades to *Shannon Lake Road from IR #9 to Swite Road*
- > improvements to *Elliott Road from Smith Creek Road to Reece Road*
- > projects under the *Pavement Management Plan*

Infrastructure Planning

We will also prepare for funding opportunities by developing shelf-ready infrastructure plans during this Council term.



STRATEGIC PRIORITY

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FOCUS AREAS

Economic Development Service

We will engage with stakeholder groups and the business community to optimize the impact of the City's economic development efforts on West Kelowna's economic activity. Among other initiatives, we will:

- > finalize establishment of the new *West Kelowna Economic Development Corporation*
- > create a *West Kelowna Economic Development Strategy* in partnership with the Economic Development Corporation
- > develop a *Property Acquisition Strategy* to identify and acquire lands for use in civic projects, including those in support of economic development

Support for Local Businesses & Entrepreneurs

We will engage the Economic Development Corporation, business sector, post-secondary institutions and other orders of government in efforts designed to encourage businesses and entrepreneurs. We will support measures such as:

- > the development of a *West Kelowna Innovation Centre*, complete with opportunities for post-secondary services, co-work facilities and business accelerator services

Westbank First Nation

We will work with Westbank First Nation to pursue common economic development goals and joint actions.

Tourism

We will work with the Greater Westside Board of Trade, Westside Wine Trail and other tourism stakeholders to promote West Kelowna as a destination for tourism. We will direct resources to initiatives such as:

- > a review of the City's *Tourism Function* to ensure that it meets the needs of the City's hospitality, viticulture and other tourism-focused industries



STRATEGIC PRIORITY

Strengthen Our Community

We will provide opportunities for the residents of West Kelowna to build connections, celebrate successes, embrace the community's strengths and diversity, address shared needs, and contribute to shaping the community's future.

FOCUS AREAS

Community Growth

We will plan for the future, guided by *Our Community Vision: 2020-2040*, in ways that encourage positive growth and respect the community's values. Examples of projects we will undertake include:

- > the completion of the City's new *Official Community Plan*
- > a review of the *Zoning Bylaw* in response to directions set out in the *Official Community Plan*
- > a review of, and revisions to, the *Westbank Town Centre Revitalization Plan*
- > the completion of the *West Kelowna Housing Strategy* to foster a diversity of housing options
- > an exploration of opportunities for new revenue generation

Gathering Places

We will invest in creating and/or expanding places for people to gather, connect and celebrate community. We will direct resources to initiatives such as:

- > returning the *Mt. Boucherie Community Centre* to public use
- > expanding the offerings at *Memorial Park*
- > opening the new *City Hall/Library Building*

Accessibility

We will work to ensure that residents and visitors with different abilities are able to use and enjoy our sidewalks, pathways, parks, trails, facilities, beaches and other attractions. We will formalize Council's *Accessibility Committee* and, in collaboration with the *Committee*, work towards expanding accessibility options.

Art & Events

We will create opportunities for cultural, music, performing arts and other events across the community. We will support a range of efforts, such as:

- > the development of a *Festivals and Events* policy to guide the City in its support for existing and new events in West Kelowna
- > an exploration of opportunities for public art



STRATEGIC PRIORITY

Foster Safety and Well-being

We will pursue through direct action, advocacy, and collaboration with local and regional service providers, investments in community health, needs-based housing, emergency preparedness, policing, and other services that foster safety and well-being in West Kelowna.

FOCUS AREAS

Community Health

We will advocate on our own and in collaboration with our regional partners for investments in public health, primary, urgent and acute care services in West Kelowna and within our region. We will direct resources to efforts such as:

- > continued advocacy for additional services connected to the *West Kelowna Urgent and Primary Care Centre*, and to other health service providers in the community
- > completing the *West Kelowna Housing Strategy* to facilitate the development of a range of housing types, including housing options for target groups (e.g., low income seniors), to address issues of attainability and homelessness
- > identifying and supporting the building of *Low Income Housing*

Public Safety

We will invest in protective services to provide an enhanced level of public safety to residents and businesses in West Kelowna. We will direct resources to a range of initiatives, such as:

- > the design and build of *Fire Hall #32*
- > the opening of *Fire House #30* as the hub for West Kelowna Fire Service Administration
- > continued advocacy for increased *Police Services* dedicated to West Kelowna, and for provincial recognition of and resourcing for its rural policing responsibilities
- > completing the *Fire Services Plan* to ensure that the service is keeping pace with growth
- > continued investment in *Wildfire Mitigation* efforts
- > continuing to advocate for a *Redundant Power Supply* for West Kelowna and the Greater Westside

Truth & Reconciliation

We will continue dialogue and action that further develop respectful and trusting relationships with all Indigenous Peoples as we work to advance reconciliation.

Climate Action

We will take action to protect and preserve our natural assets and environment, reduce greenhouse gas emissions and adapt to the impacts of climate change. We will take measures such as:

- > developing a *Natural Asset Management Plan* to identify natural resources and ecosystems that are incorporated by the City into its delivery of municipal services
- > updating (as necessary) and implementing the *Green Fleets Strategy* for City of West Kelowna vehicles and equipment
- > updating the *Transportation Master Plan* to provide, and help the community shift towards, additional sustainable travel options
- > creating a *Corporate Climate Action Plan*, followed by a *Community Climate Action Plan*