



ATTACHMENT 1

CITY OF WEST KELOWNA 2022-2026 STRATEGIC PRIORITIES

DRAFT
January 2024



**INVEST IN
INFRASTRUCTURE**



**PURSUE ECONOMIC
GROWTH AND
PROSPERITY**



**STRENGTHEN
OUR COMMUNITY**

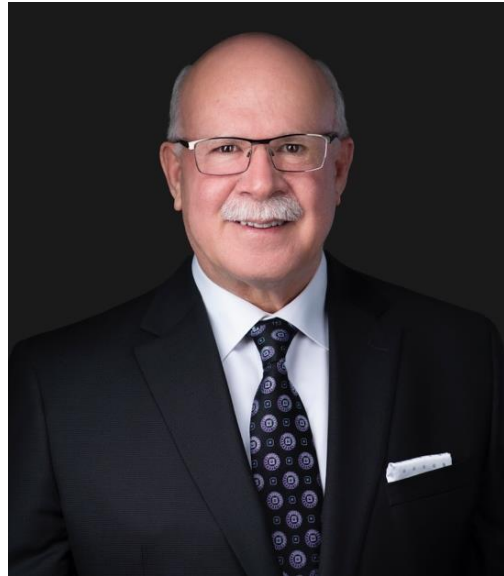


**FOSTER SAFETY
AND
WELL-BEING**

MESSAGE FROM THE MAYOR

On behalf of West Kelowna Council, I am honoured to present this update of *Council's 2022 - 2026 Strategic Priorities*. The priorities in this updated document build on the accomplishments and work-to-date of the City since the beginning of the current Council term. The priorities reflect the mission of Council and direct the City in its use of resources to achieve Council's vision for the community.

The priorities were developed by Council over a series of facilitated sessions beginning September 2023, immediately following the cessation of the McDougall Creek Wildfire. The wildfire impacted our community in profound ways. It threatened our safety, displaced over 10,000 of us from our neighbourhoods, and caused the destruction of 69 homes and structures.



The wildfire was tragic — tragic for those directly affected, of course; but tragic as well for their friends and neighbours, the emergency personnel on the front lines, and our community as a whole. But the wildfire was also a rallying cry for action — unprecedented action on the part of West Kelowna's fire fighters, BC Wildfire and the hundreds of fire fighters from across the province along with many other organizations, volunteers and residents from all parts of our city who helped. In the face of extreme danger and significant impact, everyone involved showed tremendous resolve and resilience, which help to define our community and position us firmly for continued success. We pressed on continuing to deliver our strategic priorities, along with our operational services, with patience, compassion and action as we recovered like never before.

The priorities and actions in this updated document address the importance of recovery, rebuilding and balancing growth with affordability. Most importantly, however, they look forward and underscore Council's strong commitment to:

- continued investments in *Infrastructure*
- *Pursuing Economic Growth and Prosperity*
- planning and social initiatives that *Strengthen Our Community*
- efforts aimed at fostering the *Safety and Well-being* of our community

These commitments speak to Council's vision for West Kelowna as *a resilient, welcoming, safe and inclusive place, rich with opportunity for all ages*. As we look ahead with our deliverables for 2024 and beyond, we couldn't be more proud of the incredible community of West Kelowna.

[To be signed in the final version]

Gord Milsom
Mayor

VISION

A progressive local government, working with the community to make West Kelowna a resilient, welcoming, safe and inclusive place, 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.

Working with Community

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

Resilient

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

Welcoming & Inclusive

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

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 proactive and 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 collaborate with partners in the pursuit of shared opportunities and the resolution of common challenges.

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.

Collaborate

The City recognizes that challenges and opportunities are often best addressed through joint, collaborative efforts.

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

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, fire and other services that foster safety and well-being in West Kelowna.



STRATEGIC PRIORITY

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.

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 commissioning and opening of the *Rose Valley Water Treatment Plant* and its associated works
- > an update to the *Water Master Plan*
- > an *Upland Watershed and Storage Protection Strategy*
- > 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*
- > the replacement of *Fire Hall #32*
- > the establishment of a purpose-built *Operations Yard*

Parks & Recreation

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

- > the upgrade and expansion of the *Johnson Bentley Memorial Aquatic Centre*
- > new *Sports Fields* and additional *Parks*, including *Dog Parks*
- > an *Interconnected Pathways Strategy*
- > the development of additional *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 the municipality. We will pursue initiatives such as:

- > upgrades to the *Old Okanagan/Butt Road Intersection*
- > implementation of a *Stormwater Drainage Program* for older neighbourhoods
- > *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*

We will also pursue, through focused advocacy and in collaboration with others:

- > construction of the Ministry of Transportation and Infrastructure's *planned intersection upgrades and other Highway 97 improvements* within West Kelowna
- > *meaningful investment to improve the existing public transit system* in West Kelowna, including the number of routes and frequency of service, the incentives offered youth and others to encourage ridership, and the introduction of innovative offerings such as on-demand transit

Infrastructure Planning

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



STRATEGIC PRIORITY

Pursue Economic Growth & 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.

FOCUS AREAS

Economic Prosperity

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:

- > launch the new *West Kelowna Economic Development Corporation*
- > create a *West Kelowna Economic Development Strategy* in partnership with the Economic Development Corporation
- > explore opportunities for *new revenue generation*

Support for Local Businesses & Entrepreneurs

We will engage the Economic Development Corporation, the Greater Westside Board of Trade, West Kelowna's business sector, the region's post-secondary institutions and other orders of government to understand and address the immediate wildfire-related recovery needs of local businesses.

We will continue to work with our partners in the pursuit of longer-term initiatives aimed at helping businesses and entrepreneurs succeed. We will explore and provide support for projects 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 on targeted initiatives to help the tourism sector recover from wildfire-related setbacks, and on broader efforts to promote West Kelowna as a destination for tourism. We will direct resources to:

- > support our partners, including through advocacy, in *identifying and addressing recovery needs*
- > undertake 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

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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:

- > a review of the *Zoning Bylaw* in response to directions set out in the City's new *Official Community Plan*, as well as provincial legislative changes designed to increase residential densities
- > a review of, and revisions to, the *Westbank Town Centre Revitalization Plan*

Housing

We will undertake initiatives, and will work with BC Housing, not-for-profit service organizations, private developers and others, to increase the supply and diversity of attainable housing units in West Kelowna. To this end, we will work to:

- > complete and implement the *West Kelowna Housing Strategy*
- > develop a *Property Acquisition Strategy* to identify and acquire lands for use in civic projects, including those in support of attainable housing and priority housing projects, such as seniors housing and non-market housing

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* for public use
- > expanding the offerings at *Memorial Park*
- > opening the new *City Hall/Library Building*
- > incorporating community amenities into the project for replacing *Fire Hall #32*

- > *increasing accessibility at civic facility gathering spaces*

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 work in collaboration with Council's *Accessibility Committee* on the provision of an *Accessibility Plan* for community review.

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
- > the development and implementation of a *Public Art Strategy*



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, fire and other services that foster safety and well-being in West Kelowna.

FOCUS AREAS

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*
- > completing the *Fire Services Plan* to ensure that the service is keeping pace with the changing community
- > continued investment in *Wildfire Mitigation* efforts

We will also continue to advocate for:

- > increased *Police Services* dedicated to West Kelowna, and for provincial recognition of and resourcing for its rural policing responsibilities
- > a *Redundant Power Supply* to increase the resiliency of West Kelowna and the Greater Westside in the face of disasters and other events that threaten the community's primary supply

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
- > implementing the recommendations of the *Transportation Master Plan* to provide, and help the community shift towards, additional sustainable travel options
- > creating a *Corporate Climate Action Plan*

Community Health

We will advocate on our own and in collaboration with our regional partners for investment in public health, primary, urgent and acute care services in West Kelowna and/or 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
- > implementing the *West Kelowna Housing Strategy* to facilitate the development of a range of housing types, including housing options for target groups, such as low income seniors, to address issues of attainability and homelessness
- > identifying and supporting the building of *Low Income Housing*

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.