



CITY OF WEST KELOWNA
2021-2022 STRATEGIC PRIORITIES

DRAFT January 2021



INVEST IN
INFRASTRUCTURE



ECONOMIC GROWTH
AND PROSPERITY



STRENGTHEN
OUR COMMUNITY



FOSTER SAFETY
AND WELL-BEING

MESSAGE FROM THE MAYOR

On behalf of the City of West Kelowna Municipal Council, it is my privilege to present the update of the City of West Kelowna's *2021-2022 Strategic Priorities*. The update was developed by Council with input from senior staff in the fall of 2020, exactly one year after the original *Strategic Priorities* document was unveiled. This draft was then aligned with budget deliberations through January 2021 and subsequently released for public consultations in conjunction with the draft 2021 budget.

This past year has been one of tremendous challenge and upheaval for many of West Kelowna's residents and businesses. The COVID-19 pandemic has imposed new expectations and restrictions on all of us, forcing us to change how we operate and live our lives. For some of our families and places of work, the pandemic has caused impacts that have been nothing short of devastating.

City Council fully recognizes the challenges during these unprecedented times with COVID-19, and Council continues to do what it can to help the community through the various phases of recovery. Council also recognizes, however, the importance of remaining focused on the longer-term future. The priorities set out in both the original version and this updated version continue to position West Kelowna for long term success and prosperity.

In the strategic planning discussions this past fall, Council took time to reflect on the major projects initiated and investments made in the community over the past year. Council highlighted several community accomplishments, including the signature

Rose Valley Water Treatment Plant (now under construction), and Interior Health's Urgent and Primary Centre (open to the public as of November 2020). Ongoing, significant investment in major roadworks and sidewalks also occurred, as did meaningful relationship-building with the Westbank First Nation and other important partners. Huge numbers of West Kelowna residents in all age groups and from all neighbourhoods participated in the first engagement stage of the foundational *Community Visioning* initiative.

The priorities set out in this update build on these accomplishments.

I wish to thank all Council members and staff who participated in the strategic planning discussions that provided the basis of this *2021-2022 Strategic Priorities* for West Kelowna. Progress on the priorities will help our community navigate its way through COVID-19 recovery, and set us on a path towards continued success.

Signed In The Final Version

Gord Milsom
Mayor



VISION

The City of West Kelowna is a proactive, solution-oriented local government that, on its own and in partnership with others, leads efforts aimed at creating opportunities for growth and prosperity.

KEY TERMS

Proactive

Council anticipates and takes action to address the needs of the community. Council does not simply respond to events after they have arisen.

Solution-Oriented

The City is a "can do" organization focused on making things work.

Leads

Council is the elected governing body put in place to lead the community. Council is not content to sit back and wait for others to act.

In Partnership

The City can achieve more for the community when it works with others.

Creating Opportunities

The City creates the foundation and environment for success.

Prosperity

A high quality of life for everyone in the community.

MISSION

To plan for the future while taking care of today as the City develops and operates as a modern urban city that continues to recognize the roots of its rural character.

KEY TERMS

Plan for the Future

Council sets a direction for the community and local government puts in place what is needed to succeed, and exercises the discipline to stay focused.

Taking Care of Today

The City must address present needs and challenges while looking ahead.

Modern Urban City

The community expects urban service levels; the City exists to provide them.

Rural Character

The community values its history and uses it to help inform the decisions made today.

PILLARS

The City of West Kelowna Municipal Council's four pillars of its *Strategic Priorities* help to guide the use of City resources, and to organize the City's strategic priorities. In this 2021 update, Council continues to endorse those four pillars, but has refined the list of associated priorities to reflect progress made over the past year, as well as emerging needs related in part to COVID-19.

Our Council and community faced unprecedented challenges with the onset of COVID-19 as of March 2020. In this forward-looking document, particularly during 2021, we acknowledge the need to remain flexible and accountable in adapting our action plans as we press on to deliver our strategic priorities that continue to benefit our community.



Invest in Infrastructure

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



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.



Economic Growth and Prosperity

We will work with our partners on the Greater Westside and throughout the region to advocate for and support efforts aimed at helping West Kelowna businesses transition through the phases of COVID-19 economic recovery. 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.



Foster Safety and Well-being

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



INVEST IN INFRASTRUCTURE

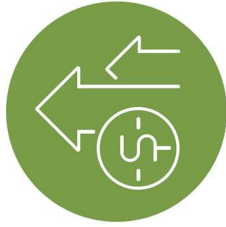
We will invest in building, improving and maintaining quality infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations.

COUNCIL PRIORITIES

We will invest in annual capital programs that maintain our core assets, further extend sidewalk and active transportation networks, improve roadways, provide parks and recreation opportunities, and support numerous other infrastructure needs.

In addition to these ongoing investments, we will direct resources to the following projects over the remainder of this term:

- City Hall — *Design and Build*
- Rose Valley Water Treatment Plant — *Construction Underway, Oversight and Approvals*
- Major Roadworks — *Transportation Master Plan Update; Gellatly Rd./Carrington Rd. Roundabout; Glenrosa Rd.; Shannon Lake Rd.; Stevens Rd./Bartley Rd. Roundabout; and sidewalks along Stevens Rd. from Westlake Rd. to Shannon Lake Rd.; on Westlake Rd. from Rose Valley Elementary to Parkinson Rd.; and on McIver Rd. from Glenrosa Rd. to McTaggart Rd.*
- Fire Hall #32 — *Design and Build*
- Mt. Boucherie Community Centre — *Community Engagement To Restore Building; Facility Plan*
- Public Works Yard — *Design and Build*



ECONOMIC GROWTH AND PROSPERITY

We will work with our partners across the Greater Westside and throughout the region to advocate for and support efforts to help West Kelowna businesses. 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.

COUNCIL PRIORITIES

We support initiatives that promote the community's livability, local business recovery and growth, agriculture, wineries, natural beauty, amenities, rich culture, and other attributes that position West Kelowna as a place to live, invest, work and play.

During the remainder of this term we will:

- Revisit the *Westbank Centre Revitalization Plan* to promote increased vitality and growth in the City's core
- Promote efforts to develop a diverse range of housing options throughout the community
- Develop and implement policies, action plans and initiatives aimed at helping local businesses to succeed
- Initiate the regulation of short-term rentals across the city
- Communicate the City's expectations for, and give priority to, quality and innovative urban development, including initiating a review of Development Cost Charges
- Continue our economic development advocacy and strengthen our partnerships to enhance economic prosperity, such as through our work with the Economic Development Commission task force and all levels of government
- Promote continued growth in tourism to West Kelowna and the Greater Westside



STRENGTHEN OUR COMMUNITY

We will provide opportunities for the residents of West Kelowna to build connections and strengthen the collaboration with our diverse neighbourhood associations. Together with our community we will celebrate successes and embrace our culture, such as promoting and supporting our strengths and diversity, addressing our shared needs and shaping our community's future.

COUNCIL PRIORITIES

Council supports efforts to engage residents of all ages and backgrounds in community programs, long-term visioning, and long-term community planning.

During the remainder of this term, Council will focus resources on promoting:

- Community-building partnerships with Westbank First Nation, local governments and organizations in the region; along with inter-governmental partnerships involving Federal and Provincial agencies
- Future events and festivals across the community, including in City's parks, Westbank Centre, neighbourhood centres and elsewhere once it is safe to do so
- Undertake long-term planning initiatives, such as the *Community Visioning Exercise*, and the broader *Official Community Plan* initiatives



FOSTER SAFETY AND WELL-BEING

We will pursue through direct action, advocacy, and partnerships with Westbank First Nation, with government and local service providers to further advance the health of our community. We will continue to advocate for investments in community health, needs-based housing, emergency preparedness, increased police services, and other community services that foster safety and well-being in West Kelowna.

COUNCIL PRIORITIES

Council supports efforts, taken in collaboration with provincial ministries, Interior Health, BC Housing, Westbank First Nation, non-profit societies, and others, aimed at creating a safe and healthy community for all residents.

During the remainder of this term, Council will direct resources to support:

- The integration of the new Urgent and Primary Care Centre into the City's growing network of community health facilities
- Facilities, services and partnerships with non-profit groups and others to build the community's supply of affordable and attainable housing types, and to reduce homelessness
- Climate action initiatives, including mitigation and adaption efforts for the City corporation and the community
- Increase police services, including adding additional resources required to serve our community
- Wildfire mitigation and adaptation measures