

DISTRICT OF PEACHLAND CORPORATE STRATEGIC PLAN 2015-2018

February 11, 2015

Updated November 17, 2015

Updated January 24, 2017

Updated September 5, 2017

Updated January 11, 2018

2015-2018

Corporate Strategic Plan

The 2015-2018 District of Peachland Corporate Strategic Plan guides the District's short and long term corporate management, decision-making and implementation.

DISTRICT OF PEACHLAND CORPORATE STRATEGIC PLAN 2015-2018

The District of Peachland embarked on its current Council's comprehensive strategic plan initiative in February 2015.

A full day workshop with Council and senior management was held on February 6, 2015 to initiate the process. The workshop focused on completing a number of key tasks including:

- identification of new Council initiatives;
- review of the purpose of strategic planning;
- review of the 2012-2014 Corporate Strategic Plan document;
- discussion of core and new work;
- discussion of Council's vision for the Corporation;
- review of the District's Mission;
- discussion of Corporate Values;
- completion of a 2015 SWOT analysis;
- review of the Corporation's financial position;
- review and discussion of staff recommended projects/initiatives; and
- prioritization of projects/initiatives.

The first annual review was held on November 17, 2015. The updates and amendments to the plan have been included in this Strategic Plan document.

The 2015-2018 District of Peachland Strategic Plan document includes:

- options for the Corporate Vision;
- options for the Corporate Mission;
- Corporate Values;
- 2015-2018 Strategic Priorities;
- Implementation steps; and
- Appendices:
 - List of projects/initiatives which received at least 1 vote
 - List of all projects/initiatives by service area
 - Record of workshop flipchart notes Feb, 2015
 - Record of workshop November 17, 2015
 - Record of workshop January 24, 2017
 - Record of workshop November 14, 2017
 - Appendix A – Projects & Initiatives Ranking; Timelines & Resources
 - Appendix B - Progress Report – September, 2015
 - Appendix C – Projects & Initiatives for 2016
 - Appendix D – Progress Report – September 2016
 - Appendix E – Projects & Initiatives for 2017/2018
 - Appendix F – Progress Report – September 2017
 - Appendix G – Projects & Initiatives for 2018

CORPORATE VISION

The vision statement describes the future desired outcome for the Corporation of the District of Peachland. It answers the question, “What do we want the Corporation of the District of Peachland to look like in the future? The vision statement helps the organization focus on where it wants to go.

At the February 6, 2015 workshop Council generated a list of words that it would use to describe the future desired outcome for the Corporation. The words included: efficient, effective, progressive, approachable, sensitive to the community, financially responsible, respectful of other voices, community involvement, engaged, and cohesive.

Vision Statement:

“The Corporation of the District of Peachland is an efficient, progressive and financially responsible organization, that is committed to engaging and serving our citizens, visitors and businesses of the District.”

CORPORATE MISSION

The mission statement describes the fundamental purpose of the Corporation of the District of Peachland. It answers the question, “Why does the Corporation exist?”

The Council reviewed the Corporate Mission Statement and was generally satisfied with it except for some minor changes to the language.

Pre-2015 District of Peachland mission statement

“Our Mission is to provide the taxpayers of Peachland with the best possible service at affordable costs and to keep all Peachlanders apprised of municipal affairs.”

Mission Statement:

“Our Mission is to provide our taxpayers, residents and businesses with affordable quality services and to keep them apprised of and engaged in District affairs by conducting ourselves in a transparent way”

CORPORATE VALUES

Corporate values describe enduring, collective beliefs that the Council and Staff put into action.

At the February 6, 2015 workshop Council generated a list of words that it would use to describe the values they wish the District exemplify in its work.

The words generated included: honesty, every voice heard, transparency, accountability, respect, forward thinking, analytical decision making – fact based, and community involvement

The Corporation of the District of Peachland values:

- honesty,
- transparency,
- accountability,
- respect,
- progressive thinking,
- fact based decision making, and
- community input and engagement.

STRATEGIC PRIORITIES, GOALS AND ACTIONS

The District of Peachland at the February 2015 strategic planning workshop took the first steps towards creating an ongoing strategic plan document that can guide the work of the District over time and allowing for the smooth transition from one Council to the next.

The plan structure reflects the District's organizational structure. The priorities were discussed in the context of each of the District "departments" or strategic focus areas. The strategic focus areas of the organization are:

- **Operations and Public Works**
- **Administration and Finance**
- **Fire and Rescue Service**
- **Community Services and Recreation**
- **Planning and Development**

It is important to note that the ongoing operational activities of the municipality consume the vast majority of the municipality's staff and financial resources. Although the plan is intended to guide all of the work of the municipality, the ongoing operational work of the municipality is not detailed in this plan. Only a relatively small proportion of the municipality's work, specifically new, special, one time or similar initiatives, are discussed in this plan and it is recommended that staff add commentary regarding the core work to each of the strategic focus areas of the plan to provide a more complete picture of the activities and services produced by the District.

Each of the strategic focus areas is discussed below and is accompanied by draft goals and a list of "must do" and ranked projects/initiatives.

In reviewing the list of projects and initiatives Council created it was agreed by all of Council that a number of items were not discretionary and for one reason or another are required to be undertaken. These items are listed as "must do" projects/initiatives. The items in the "must do" list will require considerable staff, Council and monetary resources to complete; this will need to be considered when scheduling and resourcing the various discretionary (ranked) initiatives.

A complete list of the projects/initiatives considered by Council in the strategic planning discussions is included in the Appendices.

OPERATIONS & PUBLIC WORKS

At the February 6, 2015 workshop Council generated a list of words that it would use to describe the desired outcomes of the Operations and Public Works Department.

The words generated included: sustainable, efficient, good value, public value of infrastructure, responsive, meet health and safety requirements, the right thing to do, and prudent.

Out of these words goals for the public works area were drafted for consideration by Council.

Goals (for consideration by Council):

- Municipal infrastructure that is efficient, sustainable, prudent and meets health and safety needs and requirements.
- Corporate resources that are adequate to undertake needed infrastructure maintenance and development.

Water:

- to pursue additional water distribution infrastructure within the District.

Sewer:

- to expand sewer infrastructure as needed consistent with the OCP

Stormwater Management:

- to maintain and improve stormwater management as needed

Roads:

- to improve pedestrian facilities
- to maintain and improve District roads

The key work of Operations and Public Works

Operations and Public Works Mission Statement:

“Operations and Public Works is responsible for planning, installing and maintaining the District of Peachland’s entire infrastructure in water, liquid waste, solid waste, transportation and drainage in an efficient and technical manner. The department is committed to the delivery of these services to the community, that the residents and staff can take pride in.”

Priority Projects/Initiatives:

Operations and Public Works projects/initiatives were discussed, voted on and ranked by Council as follows:

Public Works	
Ranking/votes	Project/Initiative
Must do projects/initiatives	<ul style="list-style-type: none"> • Complete a dam safety review • Apply for grant for the pre-design and planning for the water filtration plant • Undertake a water audit
4	<ul style="list-style-type: none"> • Scheduled equipment replacement
4	<ul style="list-style-type: none"> • Green initiatives e.g. car charging
3	<ul style="list-style-type: none"> • Upgrade and improve sidewalks
2	<ul style="list-style-type: none"> • Fleet replacement
1	<ul style="list-style-type: none"> • Road improvements
1	<ul style="list-style-type: none"> • Undertake a review of the water supply
1	<ul style="list-style-type: none"> • Undertake a review of the DCC bylaw

ADMINISTRATION & FINANCE

Council generated a list of words that it would use to describe the desired outcomes of Administration and Finance.

The words generated included: good value, accurate, responsive, good stewardship of finances, innovative, striving for improvement, positive corporate image, just and fair, receptive, trustworthy, working in the public's interest, helpful, customer service ethic.

Out of these words goals for Administration and Finance were drafted for consideration by Council.

Goals (for consideration by Council):

- District administration that is innovative, responsive, trustworthy, and consistently seeking innovation and improvement.
- Accurate and responsible financial management of the Corporation.
- Professional, businesslike and positive corporate image.

The key work of Administration and Finance

Administration and Finance Mission Statements:

The Corporate Services department serves four key purposes:

- *it supports the legislative matters and decisions of Council in an open, accountable and professional manner*
- *it manages the storage of, use of, and access to, the municipality's corporate records and bylaws*
- *it oversees the municipality's human resources and labour relations*
- *it is the first point of contact for District Council business.*

The Financial Services department ensures the District's statutory responsibilities are met and provides advice to Council to ensure that the corporation remains financially strong with resources and capable of meeting the community's service needs and expectations.

Priority Projects/Initiatives:

Administration and Finance projects/initiatives were discussed, voted on and ranked by Council as follows:

Administration & Finance	
Ranking/votes	Project/Initiative
Must do projects/initiatives	<ul style="list-style-type: none"> • Plan and act to rebuild reserves in concert with asset management planning • Respond to RFP for seniors housing
5	<ul style="list-style-type: none"> • Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)
4	<ul style="list-style-type: none"> • Relocation and restructuring of the visitors centre function
4	<ul style="list-style-type: none"> • Improve Downtown Parking
4	<ul style="list-style-type: none"> • Upgrade District of Peachland website

FIRE & RESCUE SERVICE

Council generated a list of words that it would use to describe the desired outcomes of the Fire and Rescue Service.

The words generated included: quick, responsive, well trained, current, kind, sensitive, and well equipped.

Out of these words goals for the Fire and Rescue Service were drafted for consideration by Council.

Goals (for consideration by Council):

- Quick, responsive and compassionate Fire Service.
- Well-staffed, trained, current and equipped Fire Service.

The key work of Administration and Finance

Fire and Rescue Service Mission Statement:

“Peachland’s Fire and Rescue Service protects the community, people and property from fire and other threats. The department fulfills its mission through a combination of education, prevention, enforcement and response.”

Priority Projects/Initiatives:

Fire and Rescue projects/initiatives were discussed, voted on and ranked by Council as follows:

Fire Department	
Ranking/votes	Project/Initiative
Must do projects/initiatives	<ul style="list-style-type: none"> • Identify and plan for reserves contributions (pumper truck & command unit)
3	<ul style="list-style-type: none"> • New fire hall
2	<ul style="list-style-type: none"> • Acquire portable pump

COMMUNITY SERVICES

Council generated a list of words that it would use to describe the desired outcomes of Community Services; including, parks, Recreation and facilities.

The words generated included: responsive and relevant to Peachland’s demographic, affordable for the public, variety, amenities, well equipped, eco-friendly, reflect community opinions/input, decisions that satisfy the greatest number of people, decisions for the greatest benefit.

Out of these words goals for Community Services were drafted for consideration by Council.

Goals (for consideration by Council):

- Affordable parks and recreation services
- Services that meet the greatest needs in the community.
- Services that address the changing demographics of the community.
- to ensure adequate and safe District buildings and facilities

The key work of Community Services

Community Services Mission Statement:

“Community Services works with citizens and groups to develop and deliver quality parks, facilities, recreation programs and events that engage and empower people of all ages and abilities.”

Community Services Vision Statement:

“Community Services is a respected team of professionals who lead, connect with and inspire individuals and groups of all ages contributing to the development of sustainable environments, healthy individuals and healthy communities.”

Priority Projects/Initiatives:

Community Services projects/initiatives were discussed, voted on and ranked by Council as follows:

Community Services and Recreation	
Ranking/votes	Project/Initiative
5	• Plan for water/splash park (look for low cost options for the short term)
5	• Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)
4	• Support the arts (e.g. public art, home for potters)
3	• Community garden
2	• Celebrate Canada’s 150 th Anniversary
1	• Fitness equipment replacement
1	• Revitalize neighbourhood parks

PLANNING & DEVELOPMENT SERVICES

Council generated a list of words that it would use to describe the desired outcomes of Planning and Development Services.

The words generated included: helpful, receptive, willing to listen, insightful, knowledgeable, responsive to demographics, progressive, sustainable, sound, wise, forward thinking, retain charm, sensible benefit to the community.

Out of these words goals for Planning and Development Services were drafted for consideration by Council.

Goals (for consideration by Council):

- A Planning department which is efficient, knowledgeable, innovative, and forward thinking.
- The Planning department recognizes and respects the unique character and assets of Peachland.
- The Planning department is creative and innovative in the way in which it carries out its work.

The key work of Planning and Development

The Planning and Development Services Mission Statement:

“The Planning & Development promotes and facilitates informed and sustainable community planning that meets the needs of the existing community and future generations through land use planning, building inspection and bylaw enforcement.”

Priority Projects/Initiatives:

Planning and Development Services projects/initiatives were discussed, voted on and ranked by Council as follows:

Planning and Development	
Ranking/votes	Project/Initiative
Must do projects/initiatives	<ul style="list-style-type: none"> • Update the Official Community Plan • Update the zoning bylaw
6	<ul style="list-style-type: none"> • Downtown revitalization Physical improvements Provide tax incentives Attract private investment Attract new development & renovation
4	<ul style="list-style-type: none"> • Update development processes

IMPLEMENTATION

The District of Peachland has taken a solid first step in the process of developing a long term strategic plan to guide the decisions making and planning for the Corporations over the Council term and beyond.

To continue and further the District's progress, it is recommended a number of steps follow to complete the plan and to move the plan and projects forward.

Identify required resources

The next step in the process is for Staff to detail the resources necessary and appropriate timing to carry out the projects/initiatives identified as priorities by Council. This step should include identification of both Staff resources and funding sources.

Staff could also add commentary on key/core services to the plan document as noted throughout the draft.

Council review

Council should review the various components of the plan that require further consideration (vision, mission, values, and goals) and make further refinements. Following this the plan should be edited to remove superfluous information.

Council, in conjunction with the budget process, should review the project list and required resources annually by the 14th of May.

Adoption of the plan by Council

Once Council is satisfied that the projects/initiatives are appropriately resourced and scheduled, the Council should adopt the plan.

Progress Updates

Staff should provide regular bi-annual progress updates to Council on the status of the projects outlined in the plan. These reports should be prepared in a simple and straightforward report and table format with sufficient detail to communicate the essential information needed.

Annual Strategic Plan Review

An annual review of the plan should be undertaken to ensure appropriate adjustments are made to work plans and that emergent issues are addressed. In Peachland's case it is recommended that an update be done in September 2015 to reconsider the plan's contents and to make modifications and refinements as appropriate.

Maintenance of the Corporate Strategic Plan Document

In order to make the information and direction contained in the Corporate Strategic Plan accessible to Council, Staff and the public, it is important that a single, clear, and comprehensive Corporate Strategic Plan document be maintained. This will help to ensure the direction and expectations of Council are clear and the institutional memory of the District and the Corporation's work is maintained. It will also ensure that annual updating and maintenance of the plan is made relatively straightforward.

It will also ensure that annual updating and maintenance of the plan is made relatively straightforward, and that all changes are identified in the Financial Plan.

Appendices: Projects & Initiatives Ranking 2015

Council generated a list of projects and initiatives to be considered for the 2015-2018 Strategic Plan. In addition, Staff recommended projects and initiatives that were added to the Council list. The following provides a complete list of all the projects/initiatives considered and ranked by Council. The projects/initiatives were ranked by Council members through a process of awarding 10 dots. The results of this process are detailed in the table below.

The projects and initiatives are prioritized to guide work planning and the allocation of corporate resources both financial and human.

List of projects/initiatives which received at least 1 vote	
Number of dots	Project/initiative
Top Ranked “Must do” projects/initiatives	<ul style="list-style-type: none"> • Complete a dam safety review • Apply for grant for the pre-design and planning for the water infiltration plant • Undertake a water audit • Plan and act to rebuild reserves in concert with asset management planning • Identify and plan for reserves contributions (pumper truck & command unit) • Update the Official Community Plan • Update the zoning bylaw • Respond to RFP for seniors housing
6	<ul style="list-style-type: none"> • Downtown revitalization Physical improvements Provide tax incentives Attract private investment Attract new development & renovation
5	<ul style="list-style-type: none"> • Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)
5	<ul style="list-style-type: none"> • Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)
5	<ul style="list-style-type: none"> • Plan for water/splash park (look for low cost options for the short term)
4	<ul style="list-style-type: none"> • Support the arts (e.g. public art, home for potters)
4	<ul style="list-style-type: none"> • Scheduled equipment replacement
4	<ul style="list-style-type: none"> • Relocation and restructuring of the visitors centre function
4	<ul style="list-style-type: none"> • Improve Downtown Parking
4	<ul style="list-style-type: none"> • Green initiatives e.g. car charging
4	<ul style="list-style-type: none"> • Upgrade District of Peachland website
4	<ul style="list-style-type: none"> • Update development processes
3	<ul style="list-style-type: none"> • Upgrade and improve sidewalks
3	<ul style="list-style-type: none"> • New fire hall
3	<ul style="list-style-type: none"> • Community garden
2	<ul style="list-style-type: none"> • Fleet replacement
2	<ul style="list-style-type: none"> • Acquire portable pump
2	<ul style="list-style-type: none"> • Celebrate Canada’s 150th Anniversary
1	<ul style="list-style-type: none"> • Road improvements
1	<ul style="list-style-type: none"> • Undertake a review of the water supply
1	<ul style="list-style-type: none"> • Undertake a review of the DCC bylaw
1	<ul style="list-style-type: none"> • Fitness equipment replacement
1	<ul style="list-style-type: none"> • Revitalize neighbourhood parks

List of all projects/initiatives by service area	
Number of dots	Project/initiative
Public Works	
Must do projects/initiatives	<ul style="list-style-type: none"> • Complete a dam safety review • Apply for grant for the pre-design and planning for the water infiltration plant • Undertake a water audit
4	<ul style="list-style-type: none"> • Scheduled equipment replacement
4	<ul style="list-style-type: none"> • Green initiatives e.g. car charging
3	<ul style="list-style-type: none"> • Upgrade and improve sidewalks
2	<ul style="list-style-type: none"> • Fleet replacement
1	<ul style="list-style-type: none"> • Road improvements
1	<ul style="list-style-type: none"> • Undertake a review of the water supply
1	<ul style="list-style-type: none"> • Undertake a review of the DCC bylaw
-	<ul style="list-style-type: none"> • Storm water upgrades
-	<ul style="list-style-type: none"> • Explore Arteran renewables potential
-	<ul style="list-style-type: none"> • Increase public parking
-	<ul style="list-style-type: none"> • Sewer phase III
-	<ul style="list-style-type: none"> • Beach Avenue multi-use trail
Administration & Finance	
Must do projects/initiatives	<ul style="list-style-type: none"> • Plan and act to rebuild reserves in concert with asset management planning • Respond to RFP for seniors housing
5	<ul style="list-style-type: none"> • Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)
4	<ul style="list-style-type: none"> • Relocation and restructuring of the visitors centre function
4	<ul style="list-style-type: none"> • Improve Downtown Parking
4	<ul style="list-style-type: none"> • Upgrade District of Peachland website
-	<ul style="list-style-type: none"> • Undertake IT improvements
Fire Department	
Must do projects/initiatives	<ul style="list-style-type: none"> • Identify and plan for reserves contributions (pumper truck & command unit)
3	<ul style="list-style-type: none"> • New fire hall
2	<ul style="list-style-type: none"> • Acquire portable pump

Community Services	
5	<ul style="list-style-type: none"> Plan for water/splash park (look for low cost options for the short term)
5	<ul style="list-style-type: none"> Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)
4	<ul style="list-style-type: none"> Support the arts (e.g. public art, home for potters)
3	<ul style="list-style-type: none"> Community garden
2	<ul style="list-style-type: none"> Celebrate Canada's 150th Anniversary
1	<ul style="list-style-type: none"> Fitness equipment replacement
1	<ul style="list-style-type: none"> Revitalize neighbourhood parks
-	<ul style="list-style-type: none"> Park upgrades (tree replacement, signage, irrigation, top dressing, containers)
-	<ul style="list-style-type: none"> Off season events
-	<ul style="list-style-type: none"> HVAC replacement – Swim Bay, Museum
-	<ul style="list-style-type: none"> Christmas light up
-	<ul style="list-style-type: none"> Waterfront amenities
-	<ul style="list-style-type: none"> Pickleball courts
-	<ul style="list-style-type: none"> Update recreation master plan
-	<ul style="list-style-type: none"> Primary school safety upgrades
-	<ul style="list-style-type: none"> Community Centre safety upgrades – Phase 2
-	<ul style="list-style-type: none"> Ponderosa Playground upgrade
-	<ul style="list-style-type: none"> Purchase of park space
-	<ul style="list-style-type: none"> Waterfront maintenance – wave attenuation, boat launch, rock accretion
-	<ul style="list-style-type: none"> Tennis court upgrade & resurfacing
Planning and Development Services	
Must do projects/initiatives	<ul style="list-style-type: none"> Update the Official Community Plan Update the zoning bylaw
6	<ul style="list-style-type: none"> Downtown revitalization Physical improvements Provide tax incentives Attract private investment Attract new development & renovation
4	<ul style="list-style-type: none"> Update development processes
-	<ul style="list-style-type: none"> Prepare a housing action plan
-	<ul style="list-style-type: none"> Establish parks and trail standards
-	<ul style="list-style-type: none"> Prepare an Upper Princeton neighbourhood plan

District of Peachland

February 6, 2015 Workshop notes

In Attendance:

Council: Mayor Cindy Fortin, Councillors Terry Condon, Pam Cunningham, Mike Kent, Peter Schierbeck (via Skype), Keith Thom, Mario Vucinovic

Staff: Management Team - Elsie Lemke, Joe Mitchell, Polly Palmer, Doug Pryde, Cory Gain, Dennis Craig, Cheryl Wiebe

Facilitator: Allison Habkirk

What do you want to accomplish today?

- Have a positive day
- Identify what Council is committed to
- Agree on our strategic priorities
- Understand what we are doing now and where we are at with it
- Set short, medium and long term goals
- Get some direction
- Review Peachland's finances

What do you want to accomplish over the next four years?

- Build additional sidewalks
 - Promote amenities e.g. investment in amenities, pickleball courts
 - Retain families in Peachland – construct a water park
 - Downtown revitalization: investment, increase businesses, improve lighting and sidewalks
 - Rebuild reserves
 - Take advantage of opportunistic cash for amenities and water park
 - Create more facilities on the waterfront
 - Revitalize neighbourhood parks
 - Create an outdoor multi use facility: curling, skiing, riding
 - Create seniors housing
 - Provide activities for youth 14+
 - Things for youth and families
 - New fire hall
 - Community gardens – elementary school
 - Undertake a study of the water supply
 - Green initiatives e.g. car charger
 - Expand the Christmas light up
 - Celebrate the 2017 Canada 150th anniversary
 - Purchase park space
 - Artteran – renewables
 - Improve Downtown Parking
 - Create more parking
 - Support ARB
 - Support off season events e.g. carnival
 - Upper Princeton neighbourhood plan
 - Rebrand Peachland to attract businesses & tourists
 - Relocate and restructure visitors centre
-

SWOT Analysis: Strengths, weaknesses, opportunities & threats**Corporate strengths**

- Financially strong
- Strong staff, ready to work & knowledgeable
- Proactive Council
- Current strategic plan
- Staff get on and do it
- Pro-active development planning
 - DCC bylaw
 - Amenity bylaw
 - Partnership agreed expectations
- “with the times”
- Good relationships

Corporate Weaknesses

- OCP is outdated
- Financially challenged
- Great ideas no money
- \$35,000 = 1% of taxes
- No industrial/commercial tax base
- Perception of being not business friendly
- Multiple priorities-how does Council decide
- Infrastructure challenges – water, sewer
- \$130,000,000 infrastructure deficit – would need \$750,000 annual contribution to reserves
- Outdated Peachland brand

Corporate Threats

- Competition for residents and tax dollars
- Infrastructure costs and risks
- Competition for development
- MOTI – development veto – limited access to HWY 97
- Water distribution limitations
- Aging fire volunteers – average age 47 yrs.
- Appetite for change
- High expectations

Opportunities

- Public appetite for change
- High public expectations for Council, for change in organization
- Start-up of stalled developments – opportunity to prepare for these
- Waterfront
- Play to strengths

Vision words

- Efficient
- Effective
- Progressive
- Approachable
- Sensitive to the community
- Financially responsible
- Respectful of other voices
- Want community involvement
- Involved with the community
- Engaged
- cohesive

Mission

Pre-2015 mission:

“Our Mission is to provide the taxpayers of Peachland with the best possible service at affordable costs and to keep all Peachlanders apprised of municipal affairs.”

What we value in our corporate work

- Honesty
- Every voice heard
- Transparency
- Accountability
- Respect
- Forward thinking
- Analytical decision making – fact based
- Community involvement

What services does Council want to do more of?

- In the future more planning & inspections & secondary suite review
- Attract more fire service volunteers
- More public communication & engagement

What services does Council want to do less of?

- Reduce visitor centre services
- Reconsider Purchasing policies – bring forward for Council briefing & review

What are some Council success indicators?

- The District is financially sound
- The public/community is content
- The Council has had a lasting impact

District of Peachland

November 17, 2015 Workshop notes

In Attendance:

Council: Mayor Cindy Fortin, Councillor Terry Condon, Pam Cunningham, Mike Kent, Peter Schierbeck, Keith Thom, Mario Vucinovic

Staff: Management Team – Elsie Lemke, Joe Mitchell, Polly Palmer, Doug Pryde, Cory Gain, Dennis Craig, Cheryl Wiebe

- What we want to do more of: compost/yard waste pick up; trails marking and signage; bioswale maintenance (parks, gardening)
- Project Charters for the 2016 items will be ready in 2015
- Parking Strategy includes resurfacing the District's parking lot behind the hotel.
- The "Support for Arts" 2016 projects should be initiated by the Arts Council
- Downtown Revitalization – PEDC is researching other communities' tax incentives so that Peachland can be in a competitive position. Would like to improve downtown incentives. PEDC report will be ready in Spring, 2016.
- Boulevard tree planting – the District can only remove diseased trees or those considered hazardous along Beach Ave. as they are considered native to the area. There was some interest expressed in peach trees along Beach Ave. Fruit trees have limitations and are costly because of SIR program, spraying in public parks and riparian areas presenting challenges.

New Projects/Initiatives:

- Two confidential land matters were discussed.
- Day Use Wharf – overnight moorage – this will be addressed during the OCP consultation process.
- Update boat launch next to the Yacht Club in 2016.
- Trepanier/Hwy 97 intersection upgrades – initiate discussions with MOTI
- Affordable Seniors' Housing Project – will require significant staff time in 2016.
- Community Pier – is coming forward as a development permit application.
- Arterran ReNewables Partnership – may require significant staff time – to form a District Corporation, negotiate partnership agreements in 2016.

End of Workshop

District of Peachland**January 24, 2017 Workshop notes****In Attendance:**

Council: Mayor Cindy Fortin, Councillors Terry Condon, Pam Cunningham, Mike Kent, Peter Schierbeck, Keith Thom, Mario Yucinovic

Staff: Management Team – CAO Elsie Lemke, Directors Joe Mitchell, Polly Palmer, Doug Pryde, Cory Gain, Dennis Craig, Cheryl Wiebe

Review of Current Status:

- Current Strategic Plan and Progress Report
- Existing Services
- Corporate Financial Position
- 2017/18 Strategic Plan Priorities

Discussed undertaking another Citizen's Survey end of 2018, beginning of 2019.

Borrowing capacity – \$4.4 million outstanding, \$26 million available. Reserves are underfunded, even with the \$88 parcel tax instituted in 2016.

New Projects/Initiatives:**New Fire Hall:**

- Alternative Approval Process (AAP), or question could be included with election ballot in 2018
- Do the planning this year depending on the Water Treatment Plant (WTP) funding outcome
- If WTP funding does not get approved, the fire hall project can be moved forward to the public presentation stage (concepts, drawings, costs, permit approvals, etc.)

Water Supply Review:

- Staff need further direction. To date we have Don Dobson report, Water Master Plan 2007, updated in 2015
- Agreed to hold in abeyance

Trepanier/ Highway 97 Signal Lights:

- District's contribution to be determined
- MOTI would like Peachland to determine an amount they can contribute
- Waiting on more information, completion of Peachland Hwy 97 Speed and Safety Report

Water Park:

- Reserve contributions should be continued
- Some would like to see a toddlers' waterpark in Heritage Park, while other prefer another location.
- Recreation and Parks Master Plan will assist with providing community input.

Parking Lot:

- Construction of the 2nd Street public parking lot is a high priority.

Renfrew Road Slide:

- 5,200 cubic metres of material came down
- Reviewed potential costs and cost recovery opportunities
- 2017 budget impacts will be substantial

Water and Sewer Extension:

- Industrial area utility extensions. \$25,000 - \$30,000 estimated for a Business Case
- Agreed to hold in abeyance

Turner Park:

- Developers' plans would be compromised if the District were to purchase some of the land for park space
- Discussion about building ball diamonds on other park sites, like Sanderson. The Recreation and Parks Master Plan (RPMP) will be exploring this and identifying gaps

- RPMP will help identify the needs of the public with respect to parks
- Water treatment is a priority
- Not in favour of purchasing Turner, due to the District's other responsibilities
- Wait to see how zoning application progresses

Highway 97 Bypass:

- Continue to support the bypass option
- Agreed to make this part of the Strategic Plan priorities
- Incorporate into the Official Community Plan (OCP)

Revitalization Tax Exemption (RTE) Bylaw:

- Expired December 2016
- Making it attractive for developers to want to build in the downtown
- RTE is an attractive package for tax exemption, but had limited success in past 3 years
- Extend the time of the RTE Bylaw and include in the Strategic Plan

Citizen Survey:

- Curbside yard waste pick up will be presented in the operating budget
- Waterfront walkway extension had significant support.
- Discussed pursuing an alternate design so the beach is preserved
- Engage Urban Systems to come up with alternative choices for extended walkway – Add as a Strategic Plan priority.

Developer's Round Table:

- Respond to the Chamber, expressing our disappointment in the follow up to the developers' round table. Copy all attendees.

Other:

Governance Workshop:

- It was suggested to have discussion about the recommendations
- No consensus was reached

End of Workshop

**District of Peachland
November 14, 2017 Workshop notes**

In Attendance:

Council: Mayor Cindy Fortin, Councillors Terry Condon, Pam Cunningham, Mike Kent, Peter Schierbeck, Keith Thom, Mario Vucinovic

Staff: Management Team – CAO Elsie Lemke, Directors Joe Mitchell, Polly Palmer, Doug Pryde, Cory Gain, Dennis Craig, Cheryl Wiebe

New Projects/Initiatives:

Transportation

- MOTI Request to revert back the timing of the following traffic signals along Hwy 97
 - Princeton and Hwy 97
 - 13th Street and Hwy 97
 - Clements Crescent and Hwy 97

The signals coming onto Hwy 97 were adjusted to take longer in the summer because of heavy traffic.
- Traffic signal Trepanier and Hwy 97
 - Need clarification of when this project is scheduled to begin
- New Monaco access and egress – Staff are to contact the Ministry and set up a meeting for Council to meet about the lack of progress with this development. (political)
- Renfrew Road Slide recovery costs – Staff to contact the Ministry

Flood Recovery

- Blue Docks – design the replacement docks so they can be enhanced (added onto) in the future
- Rip Rap – Staff will bring back a budget proposal for options for the foreshore

Citizen Survey

- Conduct a citizen survey once during each Council term starting in 2019

User Fees for 8th Street Boat Launch

- Council agreed not to charge user fees at this time

Cannabis Dispensaries

- Staff to bring forward a draft zoning amendment bylaw to prohibit retail sales of cannabis. Once the Provincial government confirms its sales and distribution model for cannabis products, the District will explore what amendments to its Zoning bylaw and any other bylaws required to regulate where storefront sales of cannabis may be located in the District.

Watershed Protection Strategy

- Council supports the PWPA in promoting a “Watershed Care Plan” that could include education focused on the key issues that arise in watersheds.

Development Variance Permit Policy

- Council agreed to a policy of permitting written correspondence only for Development Variance permit comments.

Water Park/Cousins Park Redevelopment

- Council agreed to considering engaging a consultant to prepare a conceptual Parks Redevelopment Plan during budget discussions. Areas to be included – Heritage Park, Cousins Park, and Sanderson Park. Purpose is to consider highest and best uses and to address the need for a waterpark and baseball fields.
- Building ball fields at Sanderson Park (not to decommission Cousins ball park until Sanderson’s is completed)
- Consider water park being located at Cousins Park

Removal of Trepanier Creek Hydro Dam

- Council does not support removal of Trepanier Creek Dam

End of Workshop

APPENDIX A

Projects & Initiatives Ranking		Timelines and Resources	
Number of dots	Project/initiative	Comments	Year
<p>Top Ranked</p> <p>“Must do” projects/initiatives</p>	<ul style="list-style-type: none"> • Complete a dam safety review • Apply for grant for the pre-design and planning for the water filtration plant • Undertake a water audit • Plan and act to rebuild reserves in concert with asset management planning • Identify and plan for reserves contributions (pumper truck & command unit) • Update the Official Community Plan • Update the zoning bylaw • Respond to RFP for seniors housing 	<p>Except for the complete OCP update, each of these initiatives have already been identified in the 2015 financial plan. It is proposed that a ‘Project Charter*’ be prepared for the OCP update in 2015, that will map out the orderly completion of the OCP and its various components.</p>	<p>2015</p>
6	<ul style="list-style-type: none"> • Downtown revitalization Physical improvements Provide tax incentives Attract private investment Attract new development & renovation 	<p>It is proposed that a Project Charter* be prepared for a comprehensive Downtown Revitalization program.</p>	<p>2015</p>
5	<ul style="list-style-type: none"> • Scheduled equipment replacement 	<p>Terms of Reference & Schedule</p>	<p>2015</p>
5	<ul style="list-style-type: none"> • Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal) 	<p>Update Recreation Master Plan</p>	<p>2016</p>
5	<ul style="list-style-type: none"> • Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey) 	<p>Prepare Project Charter*</p>	<p>2015</p>
5	<ul style="list-style-type: none"> • Plan for water/splash park (look for low cost options for the short term) 	<p>Prepare Feasibility Report</p>	<p>2015</p>
4	<ul style="list-style-type: none"> • Relocation and restructuring of the visitors centre function 	<p>Council review of options</p>	<p>2015</p>
4	<ul style="list-style-type: none"> • Improve Downtown Parking 	<p>Combine with Downtown Revite</p>	<p>2015</p>
4	<ul style="list-style-type: none"> • Support the arts (e.g. public art, home for potters) 	<p>Recreation Master Plan update, to include Culture</p>	<p>2016</p>
4	<ul style="list-style-type: none"> • Green initiatives e.g. car charging 	<p>Combine with Downtown Revite</p>	<p>2015</p>
4	<ul style="list-style-type: none"> • Upgrade District of Peachland website 	<p>Included in financial plan</p>	<p>2015</p>
4	<ul style="list-style-type: none"> • Update development processes 	<p>Included in financial plan</p>	<p>2015</p>

3	<ul style="list-style-type: none"> • Upgrade and improve sidewalks 	Sidewalk Master Plan – identify funds annually	annual
3	<ul style="list-style-type: none"> • New fire hall 	Process Underway	2017/8
3	<ul style="list-style-type: none"> • Community garden 	Prepare report	2015/6
2	<ul style="list-style-type: none"> • Fleet replacement 	Combine with Equip Replacement	2015
2	<ul style="list-style-type: none"> • Acquire portable pump 	Included in financial plan	2015
2	<ul style="list-style-type: none"> • Celebrate Canada's 150th Anniversary 	Potential grants	2017
1	<ul style="list-style-type: none"> • Road improvements 	Identify annually	annual
1	<ul style="list-style-type: none"> • Undertake a review of the water supply 	Prepare Terms of Reference	2016/7
1	<ul style="list-style-type: none"> • Undertake a review of the DCC bylaw 	Included in financial plan	2015
1	<ul style="list-style-type: none"> • Fitness equipment replacement 	Included in financial plan	2015
1	<ul style="list-style-type: none"> • Revitalize neighbourhood parks 	Included in financial plan	2015

*Project Charter – A project charter is a starting point, that lays the foundation of a project. In general terms it sets out the Project Scope (identifies the problem/opportunity, goals, deliverables, risks, success indicators) Resource Requirements (human, time, dollars), Milestones and Timelines, Project Team Roles and Responsibilities, and a Communications Strategy. It can also provide a valuable history that has led to the identified need.

APPENDIX B

PROGRESS REPORT – SEPTEMBER, 2015

Project/initiative	Progress To Date
1. Complete a dam safety review	Project awarded; completion scheduled for December 2015
2. Apply for grant for the pre-design and planning for the water filtration plant	Completed
3. Undertake a water audit	Demo complete; contract awarded; equipment purchase by year end 2015
4. Plan and act to rebuild reserves in concert with asset management planning	September Council meeting presentations
5. Identify and plan for reserves contributions (pumper truck & command unit)	Briefings will be prepared for 2016 budget consideration
6. Update the Official Community Plan	Project Charter will be completed in 2015
7. Update the zoning bylaw	Underway – completion scheduled for year end
8. Respond to RFP for seniors housing	Completed – awaiting BC Housing decision
9. Downtown revitalization <ul style="list-style-type: none"> • Improve and Meter off street parking • Green initiatives i.e. car charging 	Deferred to 2016
10. Scheduled equipment replacement/fleet replacement	Scheduled completed
11. Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)	2016 project
12. Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)	Fall work plan – project charter will be completed in 2015
13. Plan for water/splash park (look for low cost options for the short term)	Fall work plan – feasibility report will be completed in 2015
14. Relocation and restructuring of the visitors centre function	Completed
15. Support the arts (e.g. public art, home for potters)	2016 project
16. Upgrade District of Peachland website	Consultation and project award complete – upgrade will be completed in 2015
17. Update development processes	First reading by Council complete – project will be completed in 2015
18. Upgrade and improve sidewalks	Annual – budget based
19. New fire hall	2017/18 project
20. Community garden	Report complete – budget briefing will be prepared for 2016
21. Acquire portable pump	Completed
22. Celebrate Canada's 150th Anniversary	2017 project – one capital grant applied for and approved
23. Road improvements	McDougald Road complete – patching & crack sealing tendered for 2015
24. Undertake a review of the water supply	2016/17 project
25. Undertake a review of the DCC bylaw	Underway – completion deferred to 2016
26. Fitness equipment replacement	Not approved in 2015 budget
27. Revitalize neighbourhood parks	Completed Chevellier, Heritage & Knoblauch Park upgrades

APPENDIX C

PROJECTS & INITIATIVES FOR 2016

Project/initiative	
5. Identify and plan for reserves contributions (pumper truck & command unit)	Briefings will be prepared for 2016 budget consideration
6. Update the Official Community Plan	Project Charter to be completed in 2015.
8. Respond to RFP for seniors housing	Project planning, rezoning, agreements, demolition, relocate Community Policing Office, Lions Club? Determine level of staff support
9. Downtown revitalization <ul style="list-style-type: none"> • Improve and Meter off street parking • Green initiatives i.e. car charging 	Include sidewalk patio/pergola review
11. Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)	Identified as 2016 project
12. Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)	Project Charter to be completed in 2015
13. Plan for water/splash park (look for low cost options for the short term)	Briefing will be prepared for 2016 budget consideration
15. Support the arts (e.g. public art, home for potters)	Identified as 2016 project
20. Community garden	Briefing will be prepared for 2016 budget consideration
24. Undertake a review of the water supply	2016/17 project
25. Undertake a review of the DCC bylaw	Underway – completion deferred to 2016
30. Trepanier/Hwy 97 Intersection Upgrade	Initiate discussions with MOTI

APPENDIX D

PROGRESS REPORT - SEPTEMBER 2016

Project/initiative	
5. Identify and plan for reserves contributions (pumper truck & command unit)	Completed
6. Update the Official Community Plan	Underway. Completion scheduled for 2017.
8. Respond to RFP for seniors housing	Project awarded and underway. Completion scheduled for 2018.
9. Downtown revitalization <ul style="list-style-type: none"> • Improve and Meter off street parking • Green initiatives i.e. car charging 	Sidewalk patio/pergola review underway. Downtown Parking Management Strategy will address other topics – completion in 2016.
11. Outdoor multi-use facility (e.g. riding, curling, skiing - long term goal)	To be assessed and reviewed during the Parks and Recreation Master Plan process 2016-2017.
12. Improve the image of Peachland – rebrand (attract more interest in development, undertake a citizens survey)	Citizen's Survey completed. Rebranding not proceeding.
13. Plan for water/splash park (look for low cost options for the short term)	Briefing prepared. Planning underway.
15. Support the arts (e.g. public art, home for potters)	To be assessed and reviewed during the Parks and Recreation Master Plan process 2016-2017.
20. Community garden	6 additional garden boxes and new garden shed to be added to Peachland Wellness Centre – fall 2016 completion.
24. Undertake a review of the water supply	Determine Terms of Reference for Study in 2017.
25. Undertake a review of the DCC bylaw	Underway. Completion scheduled for December 2016.
30. Trepanier/Hwy 97 Intersection Upgrade	Traffic Safety Review undertaken by MOTI. Report w/recommendations planned for September, 2016.

APPENDIX E

PROJECTS & INITIATIVES FOR 2017/18

Project/initiative	
6. Update Official Community Plan	Complete in 2017
9. Downtown Revitalization <ul style="list-style-type: none"> • Improve and meter off street parking • Green initiatives i.e. car charging • Encourage development 	2 nd Street Parking Lot completion Include sidewalk patio/pergola review Revitalization Tax Exemption Bylaw
11. Outdoor multi-use facility (e.g. riding, curling, skiing – long term goal)	Recreation & Parks Master Plan – complete in 2017
13. Plan for water/splash park (consider low cost short term options)	Recreation & Parks Master Plan – complete in 2017
15. Support the Arts	Arts Council initiated projects
19. New fire hall	Project Charter and briefings will be prepared for consideration
22. Celebrate Canada's 150 th Anniversary	Budget briefings will be presented for consideration
25. Undertake a review of the DCC bylaw	Complete in 2017
30. Trepanier/Hwy 97 Intersection Signal Lights	Contribution to be determined.
31. Hwy 97 Bypass Support	Ongoing support – OCP priority
32. Waterfront Walkway	Engage Urban Systems - alternative options

APPENDIX F

PROGRESS REPORT – SEPTEMBER, 2017

Project/initiative	
6. Update Official Community Plan	In progress – scheduled for completion in 2017
9. Downtown Revitalization <ul style="list-style-type: none"> • Improve and meter off street parking • Green initiatives i.e. car charging • Encourage development 	2 nd Street parking lot tender issued. Includes electric car charging station Two significant developments proposed – one underway Revitalization Tax Exemption Bylaw extension complete – bylaw adopted PEDC undertaking steps to attract boutique hotel Sidewalk patio/pergola review not proceeding yet
11. Outdoor multi-use facility (e.g. riding, curling, skiing – long term goal)	Recreation & Parks Master Plan scheduled for completion in 2017
13. Plan for water/splash park (consider low cost short term options)	Property purchase completed adjacent to Heritage Park Recreation & Parks Master Plan scheduled for completion in 2017
15. Support the Arts	Arts Council initiated projects
19. New fire hall	Deferred
22. Celebrate Canada’s 150 th Anniversary	Budget briefings presented and approved. Pickle ball courts, tennis courts resurfacing completed July 1 st included 150 th anniversary celebrations Further projects to be complete by end of February, 2018
25. Undertake a review of the DCC bylaw	Completed and bylaw adopted
30. Trepanier/Hwy 97 Intersection Signal Lights	In progress – recommendation for contribution and timelines to be prepared in 2017
31. Hwy 97 Bypass Support	Support ongoing – OCP priority
32. Waterfront Walkway	Delayed due to flooding damages. Defer to 2018/19.

APPENDIX G

PROJECTS & INITIATIVES FOR 2018

Project/initiative	
6. Update Official Community Plan	Deferred to completion in 2018
9. Downtown Revitalization <ul style="list-style-type: none"> • Green initiatives i.e. car charging • Encourage development 	Deferred to completion of 2 nd Street Parking Lot in 2018
11. Outdoor multi-use facility (e.g. riding, curling, skiing – long term goal)	Recreation & Parks Master Plan – deferred to completion in 2018
13. Plan for water/splash park (consider low cost short term options)	Recreation & Parks Master Plan – deferred to 2018 – combine with #37
15. Support the Arts	Arts Council initiated projects
19. New fire hall	Delayed until after Water Treatment Plant
30. Trepanier/Hwy 97 Intersection Signal Lights	Consult with MOTI on phased approach - contribution to be determined.
31. Hwy 97 Bypass Support	Ongoing support – OCP priority
32. Waterfront Walkway	Engage Urban Systems - alternative options
33. Flood Recovery	Ongoing through 2018 and beyond
34. Cannabis Sales Regulation	Zoning Bylaw Amendments
35. Watershed Protection Strategy	Support for Watershed Care Plan
36. Development Variance Policy	Policy Amendment
37. Parks Redevelopment Plan	Engage Consultant/Community for conceptual planning