



DISTRICT OF PEACHLAND 2019-2022 STRATEGIC PLAN

**District of Peachland
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DISTRICT
OF PEACHLAND
STRATEGIC PLAN

**2019-2022
PRIORITIES**



OVERVIEW

In early January, 2019, the District of Peachland Municipal Council established in a facilitated strategic planning session Council's strategic priorities for the 2019-2022 Council term. The priorities, organized by focus area, are presented in this document — *District of Peachland: 2019-2022 Strategic Plan*.

COMMUNITY VISION

In 2018, the District undertook an extensive community planning process to develop a new *Official Community Plan* for Peachland. As part of this process, Council, residents and stakeholders created a collective, long-term vision for the community. This vision, which describes what Peachland strives to become, was affirmed by Council in its January, 2019, strategic planning session.

Peachland's Community Vision

Peachland's celebration of people and place attracts a diversity of visitors to a collection of healthy and sustainable neighbourhoods.

In 2040, Peachland is a diverse, healthy, sustainably-developed lakeside community with a quaint and lively downtown where people live, work and play. A family-friendly destination, Peachland embraces its natural surroundings through recreation and preservation, attracting a diversity of residents and visitors. Citizens are engaged in protecting the beauty of the lake and beach; developing a safe community that embraces multi-modal transportation; and responsible growth and development that maintains the small-town character and preserves the environment.

Official Community Plan, 2018

CORPORATE MISSION

The District of Peachland Corporate Mission is a statement that defines what the District as the community's local government exists to do. At its strategic planning session, Council reviewed and revised the mission statement that had been created in 2015. Council's new statement captures the essence of the earlier version, but emphasizes the importance of two-way communication between Council and the community, as well as the leadership role played by Council.



Peachland's Corporate Mission

The District of Peachland exists to provide affordable, quality local services to taxpayers, residents and businesses. Council engages the community in two-way exchanges to fully understand the community's needs and aspirations — Council's decisions for and on behalf of the community are based on this understanding.

CORE VALUES

In all of its initiatives, actions and decisions, the District will be guided by its commitment to:

- fiscal responsibility in financial planning and the management of assets
- communication and consultation with residents, businesses and stakeholders
- strong relationships and partnerships, including with First Nations
- minimizing the District's climate impact, and preparing for adaptation
- good governance
- building a strong local economy
- being a responsible and progressive employer

2019-2022 STRATEGIC PRIORITIES

Council's strategic priorities are intended to direct the use of the organization's resources during the current Council term. Council's choices of priorities reflect the ideas and perspectives that each member of Council brings to the table. The choices are also informed, however, by a variety of other inputs, including:

- the District's previous *2015-2018 Corporate Strategic Plan*
- Peachland's Chief Administrative Officer and senior staff
- existing service and community plans (including the *Official Community Plan*)

Top Priorities

Council's top priorities for the current term, listed in order of importance, are as follows

- *Sanitary Sewer Extension* — Council will continue to pursue utility infrastructure grants, as its top infrastructure priority, to support the extension of the District's sanitary sewer system.
- *Downtown Revitalization* — Council will continue to promote the development of Downtown Peachland in accordance with the objectives set out in the 2018 *Official Community Plan*.



- *Communication & Consultation* — Council is committed to two-way dialogue with the community, and to enhanced consultation on civic issues.
- *Highway 97 Bypass* — Council will advocate for the Highway 97 option that most benefits the community.
- *Climate Change* — Council will continue to identify and pursue opportunities to reduce the community's carbon footprint, and to address the need for climate change adaptation.
- *Splash Park* — Council will provide a Splash Park in a location that is determined through consultation with the community.
- *Fire Hall* — Council will initiate a new fire hall capital project before the end of the term.

Full List of Priorities

The remaining Council priorities, in order of importance, include the following items:

- *Watershed Management* — Council will continue to support the work of the Healthy Watersheds Committee, and seek opportunities with the Regional District and others to address a range of management issues.
- *Cannabis Regulatory Framework* — Council will introduce a cannabis regulatory framework that is informed by community consultation, the experiences of other places, and the community's values.
- *Fenced Dog Park* — Council will address the need for a fenced dog park.
- *Code of Conduct* — Council will create a District of Peachland Council *Code of Conduct*, adapted from the *Model Code of Conduct* developed by the province's tripartite Working Group on Responsible Conduct.
- *Arts Initiatives* — Council will consider initiatives brought forward through the budget process to promote arts in the community, as well as the artistic endeavours of the Peachland Community Arts Council.
- *Sidewalks & Walkways* — Council will continue to implement the *Sidewalk & Pedestrian Connectivity Plan*, and will address the completion of the Centennial Walkway.
- *District Lands & Buildings* — Council will undertake a study to assess the value and use of District-owned lands and buildings.



- *Public Transit* — Council will work to improve the inter-municipal connection to West Kelowna and Penticton, and to address the need for intra-municipal service.
- *Parking Strategy* — Council will develop a *Downtown Parking Strategy* to address ongoing pressures and total parking capacity.
- *Economic Development Review* — Council will support the work of the Peachland Economic Development Committee to encourage new businesses and support existing ones, grow jobs, develop an industrial park, promote hotel development, and diversity the local tax base.
- *Geotechnical Study Review* — Council will commission a geotechnical review of the Renfrew Road area.

DETAILED PLANNING

The tables in the remainder of this *2019-2022 Corporate Strategic Plan* outline the priorities in greater detail. The priorities are assigned to municipal departments — i.e., focus areas — and are listed in order of start date. Each department is presented in a separate section, beginning with the Office of the Chief Administrative Officer (CAO).

District Resources

In reviewing the sections, it is important to remember that considerable funds, staff time and energy are required to meet the District's ongoing service responsibilities. The resources directed to these responsibilities do not preclude the District from pursuing new initiatives; they do, however, limit the organization's overall capacity to take on new work. The timing assigned to priorities in the tables reflects these resource realities.

Starting Point

The strategic priorities outlined in this document are Council's priorities for the current term, as identified today. Over the course of the term, Council will need to revisit its priorities and, where necessary, revise them to take into account changing circumstances, emerging challenges, and opportunities that arise.

Staff will provide a progress report on priorities to Council every six months. Once each year, Council will formally review the list of priorities to determine what changes, if any, are required.



OFFICE OF THE CAO

The Office of the Chief Administrative Officer (CAO) has overall responsibility for District administration. The CAO ensures that the organization's departments work in a coordinated fashion to meet the service needs of the community, and to deliver on Council's priorities.

STRATEGIC PRIORITY	START	END	STATUS
<p>1. Communications and Consultation</p> <p>Council promotes open and transparent government, and is committed to ensuring that the community:</p> <ul style="list-style-type: none"> • is well-informed on the District's services, projects and decisions • has opportunities for meaningful, two-way dialogue with the organization • is engaged on key initiatives <p>Council will conduct the <i>Citizens' Survey</i> in Q2, 2019, using an enhanced survey format that will generate useful data on the community's perspectives, needs and concerns, and that will provide a strong baseline for future surveys. Other specific communications and consultation initiatives will be developed on an ongoing basis.</p>	ongoing	ongoing	
<p>2. Highway 97 Bypass</p> <p>The Ministry of Transportation and Infrastructure (MOTI) has completed its assessment of the current Highway 97 corridor through Peachland. MOTI has developed options for improving the existing corridor, as well as options for diverting the highway around Peachland's core.</p> <p>MOTI' study, when completed in 2019, will present one option that uses the existing corridor, and one bypass option. Public engagement on the study will follow to help inform the Ministry's decision on a solution.</p> <p>The Province has provided funding to the District to assist Council and staff in their review assessment of the Ministry's study. Based on this review, and on the results of Council's discussions with the community, the District will identify and advocate for Peachland's preferred route.</p>	ongoing	2021	
<p>3. Council Code of Conduct</p> <p>In 2018, the Ministry of Municipal Affairs and Housing, Union of BC Municipalities, and Local Government Management Association struck a tripartite Working Group on Responsible Conduct to develop a <i>Model Code of Conduct</i> for local government elected officials. Peachland Municipal Council will review and tailor the <i>Model Code</i> to meet Peachland's needs.</p>	2019	2019	



OPERATIONS & PUBLIC WORKS

Operations and Public Works is responsible for planning, installing and maintaining the District of Peachland's water, liquid waste, solid waste, transportation and drainage infrastructure systems in an efficient manner. The department is committed to the provision of these services to the community in ways, and at levels, that inspire community pride.

STRATEGIC PRIORITY	START	END	STATUS
<p>1. Sanitary Sewer Extension</p> <p>Council will continue to pursue as the community's top infrastructure priority extensions to the District's sanitary sewer system, in accordance with Peachland's <i>Sanitary Sewer Phasing Plan</i>. District staff will prepare and submit applications for federal and provincial utility infrastructure grants as opportunities arise. Peachland will not submit competing grant applications for other utility services while sanitary sewer remains the top priority.</p>	ongoing	ongoing	
<p>2. Watershed Management</p> <p>In 2018, Council created the Healthy Watersheds Committee to advise the District on matters that affect — or that may affect — water quality and supply in the Peachland Creek and Trepanier Creek watersheds.</p> <p>The District will continue to work with the Committee and take action on its key recommendations. The District will also pursue additional, complementary initiatives, such as seeking changes to water licensing aimed at safeguarding supply, and developing a Technical Committee of water experts. The District will work in partnership on all efforts with Westbank First Nation, the Regional District, the Province, forestry companies, and others.</p>	ongoing	ongoing	
<p>3. Sidewalks & Walkways</p> <p>Council recognizes that sidewalks and pedestrian walkways are critical in promoting healthy and sustainable neighbourhoods, multi-modal transportation, and Peachland's small-town character. On an ongoing basis, and as finances (including DCC reserves) allow, Council will continue to develop sidewalks and walkways in accordance with the <i>Sidewalk & Pedestrian Connectivity Plan</i>.</p> <p>In 2021, Council will complete consultations and implement the community's preferred solution to the extension of the Centennial Walkway.</p>	ongoing	ongoing	



STRATEGIC PRIORITY	START	END	STATUS
4. Geotechnical Strategy	2020	2021	
Council will commission a <i>Geotechnical Strategy</i> on the Renfrew Road area in 2020, for completion in 2021.			



PLANNING & DEVELOPMENT SERVICES

Planning and Development Services promotes and facilitates informed and sustainable land use planning, building inspection and bylaw enforcement that meet the needs of the existing community and future generations.

STRATEGIC PRIORITY	START	END	STATUS
<p>1. Downtown Revitalization</p> <p>Council recognizes Downtown Peachland as the heart of the community, and strongly supports revitalization and redevelopment efforts by the District and its partners aimed at enhancing the area. Council supports and will continue to pursue the objectives for the core in the 2018 <i>Official Community Plan</i>, including those related to the:</p> <ul style="list-style-type: none"> – development of mixed-use buildings – protection and enhancement of key landmarks – promotion of pedestrian traffic – development of plazas and pathways to connect Downtown to other areas <p>Council will continue to offer financial incentives, such as the revitalization tax exemption, to attract investment in the core. Additional initiatives for the District to pursue, on its own or in partnership with others, will be developed on an ongoing basis for consideration in the annual budget process.</p>	ongoing	ongoing	
<p>2. Climate Change Initiatives</p> <p>Council recognizes that the District has an important role to play in meeting the community's needs related to climate change mitigation and adaptation. To that end, Council will continue to support:</p> <ul style="list-style-type: none"> – the District's commitments as a signatory to the BC Climate Action Charter – the work of, and recommendations that emerge from, the Mayor's Task Force on Climate Change – the steps to be taken, and those already taken, to address flooding issues <p>Council will seek and develop opportunities for further action on an ongoing basis, and will determine funding for new initiatives through the budget process.</p>	ongoing	ongoing	



STRATEGIC PRIORITY	START	END	STATUS
<p>3. Cannabis Regulatory Framework</p> <p>Council will develop a cannabis regulatory framework to regulate the production and sale of legal cannabis in the District. Council will be guided by:</p> <ul style="list-style-type: none"> – community input, collected through the <i>Citizens Survey</i> and other methods – the experiences in, and best practices from, other local governments 	2019	2019	
<p>4. Economic Development Review</p> <p>The Peachland Economic Development Committee is an important advisory committee of Council, in place to study and make recommendations on matters that affect — or that may affect — the growth, prosperity and economic well-being of the community. Council will continue to support the Committee and its priorities. Council will look to the Committee over the course of the term for recommendations aimed at encouraging new businesses and supporting existing ones, revitalizing Downtown Peachland, growing jobs and services, developing an industrial park, promoting hotel development, and diversifying the local tax base.</p>	ongoing	ongoing	
<p>5. Public Transit</p> <p>Council recognizes the importance of public transit to the community's long-term vision. The regional express bus (route 22) exists to carry commuters and other residents from Peachland to West Kelowna and the rest of the Central Okanagan. Council will continue to monitor the performance of this route, and will advocate for service to Penticton. Council's primary focus, beginning in 2021, will be on working with BC Transit, the members of the Kelowna Regional Transit System, and the community to address the need for <i>intra</i>-municipal transit in Peachland.</p>	2021	ongoing	
<p>6. Parking Strategy</p> <p>The 2016 <i>Downtown Parking Management Study</i> determined that parking in the downtown core is sufficient to meet seasonal demands. The <i>Study</i> also determined, however, that future redevelopments should include under-building parking facilities to ensure future capacity for the community and visitors.</p> <p>Council will revisit the need for additional parking in 2021 through a new <i>Downtown Parking Strategy</i>. The <i>Strategy</i> will examine seasonal demand as well as total capacity in the core, including new spaces recently created.</p>	2021	2021	



COMMUNITY SERVICES

Community Services inspires individuals and groups of all ages to be active, and to participate in building a healthy and sustainable community.

STRATEGIC PRIORITY	START	END	STATUS
<p>1. Fenced Dog Park</p> <p>Council recognizes that dogs, under the care of responsible dog owners, add value to the community. The District provides a number of on-leash and off-leash parks and beaches for owners who seek opportunities to exercise their animals. In 2020, Council will work with the community on an initiative to add a fenced dog park to this inventory.</p>	2020	2020	
<p>2. Arts Initiatives</p> <p>Council agrees with the Peachland Community Arts Council that the arts — literary, visual and performing — are a major contributor to the community's overall quality of life and economic well-being. Council is committed to providing support to the Arts Council in its artistic endeavours, and to the District's own initiatives aimed at expanding arts in the community.</p>	2020	ongoing	
<p>3. Splash Park</p> <p>The need for a splash park in the downtown core was identified in Peachland's ten-year <i>Parks and Recreation Master Plan (2018-2028)</i>. In 2021, Council will work with the community to determine a preferred location for, and to develop, this important amenity.</p>	2021	2021	



FIRE & RESCUE SERVICE

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.

STRATEGIC PRIORITY	START	END	STATUS
1. New Fire Hall	2022	2022	
Council recognizes the important services to the community delivered by Peachland Fire & Rescue and its dedicated paid-on-call members. Council will continue to build reserves in anticipation of initiating a Fire Hall replacement capital project for Fire & Rescue in 2022.			



FINANCIAL SERVICES

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

STRATEGIC PRIORITY	START	END	STATUS
1. District's Lands & Buildings The District of Peachland owns several properties and buildings throughout the community. Council is committed to ensuring that these public assets are being used in ways that optimize their value to the community. In 2020, Council will commission a study of the complete inventory of lands and buildings to assess current use, and to identify changes to consider.	2020	2020	

