



## Council Strategic Priorities (2022-2026)

Council has developed a Strategic Plan to guide activities over the term of Council's mandate through 2026. Some priorities will extend beyond this timeframe depending on the nature of the project. The Strategic Plan is intended to provide a guide for work and establishing budgets. It is subject to change by Council and will be reviewed quarterly with updates and amendments provided to the public.

### 1. *To Protect and Enhance Core Infrastructure and Essential Services*

- **Pave More Roads.** A 20-year road and water rehabilitation plan will guide decisions. Immediate priorities include Jubilee, Rosedale to Victoria Road upgrade and Dale Meadows Road and Water Main upgrade. The paving of roads will be coordinated with upgrading water lines below the road wherever possible.
- **An Organics Processing Facility** is expected to be completed in the second quarter, 2023, with residential organic waste being collected and processed later in the same year. The benefits include decreased Greenhouse Gas Emissions, extending the life of the landfill, and producing Grade A compost.
- **The Watershed** which provides our domestic and irrigation supply, will undergo an assessment and protection plan, to be implemented over the next 3 years.
- **Connecting neighbourhoods** with sanitary sewer services allows for infill development to occur and avoids impeding responsible development of the industrial sector. A focus will be the creation of a sewer main servicing Deer Ridge, Taylor Place, and the proposed Eco Village Development, while also exploring service connections to key industrial areas, and any other areas where there is demonstrated local interest.
- **The System Separation plans referenced in the Water Master Plan** envision an upgrade for Giant's Head portion of the system as a priority, to reduce capacity pressure and costs at the water treatment plant.
- **Update the Development Cost Charges (DCC) Bylaw** so that it reflects a reasonable balance of costs between new development and existing ratepayers. The fair way to achieve this is through Development Cost Charges which assigns costs to new development which otherwise would not be needed by existing ratepayers. As an interim measure, Council may decrease the community "Assist Factor" to reflect increasing costs attributed to providing infrastructure to service new development. The process includes dialogue with the Development Industry and the public.
- **Decommission or Meter Domestic Second Services** – It is a longstanding policy of the District that water use should be metered. Some residences have additional "second" legacy connections of domestic water which are not metered. The District will aim to meter or decommission these second services, and establish rate clarity for the domestic use of this domestic water, where a meter is installed.

### 2. *To Provide Good Governance*

- **A Staff Retention Strategy** is a vital component of good public service. The current trend indicates an increasing difficulty in retaining and attracting professional staff throughout British Columbia. A stable staff contingent brings stability to public services.
- **A Public Relations Strategy** involving public communications, E-Service for District customers, and staff training is vital for maintain good public relations. Council will work to improve existing communications mechanisms and will augment opportunity for the public input in new ways.

- **Bylaw and Policy Review** is critical to keep up with an everchanging world. Council will review and update select bylaws to ensure responsible governance.
- A **Hotel/Tourism Tax** will be explored this cycle, working with the Chamber and providers of accommodation with funds earmarked to support destination marketing and tourism.
- Managing **Inter-Governmental Relations** on a regional and provincial basis allows for collaboration of services and successful grant applications with the provincial and federal governments. Meaningful collaboration to support truth and reconciliation with the indigenous community will also be pursued.

### 3. ***To Build an Adaptable and Affordable Community***

- Pursue an **Eco Village** in proximity to the solar project that will offer new housing supply, bring in revenue from land sale, and profile Summerland as a leader in sustainable and ecologically orientated development.
- **Affordability** through providing free transit as well as supporting new affordable housing opportunities through work with partners and providing targeted assistance where community needs are being met.
- The **Zoning Bylaw and Official Community Plan** govern development and are key factors affecting housing affordability and supply and the overall look and feel of the community. Council will be consulting with the public regarding infill development in existing low density residential area and meeting the growth needs of the community through intentional planning.
- The concept of a “**Food Hub**” continues to move forward with the District receiving support from the province and the regional district. No District funding is committed to the project at this juncture. Further advocacy with the federal government will endeavour to close the funding gap required to proceed.
- **Climate Action Plan** implementation will focus on adaptation, with select projects being funded by the Local Government Climate Action Program and the District’s own Climate Action Reserve Fund.
- **Alternative Revenue Opportunities** to property taxation are limited. The District will examine District land development opportunities (Sales and Development) and gravel extraction as potential new revenue streams. Decisions will be made based on community values and highest value use of land.
- Implementing the **Energy Strategy** with focus on completing the solar project, reviewing our approach to distributed generation, and planning for a future voltage conversation.

### 4. ***To Enhance Our Quality of Life***

- The **Recreation/Aquatic Centre** is at the end of its serviceable life, and the community will go to referendum to provide Council with direction on whether its replacement should be pursued.
- Collaborate with partners and advocate with senior governments to ensure the **Primary Health Care Needs of the Community** continue to be serviced within the District, in the short, medium, and long term.
- The **Parks & Recreation Master Plan** is 10-year plan which provides strategic direction regarding park use, facilities and services. A new Dog Park(s), new tennis courts, and the Summerland Rodeo Grounds Master Plan are projects that will be completed during this term to support the plan.
- The **Downtown Plan** contains key projects to revitalize our core. The plan has a long-term horizon, but with near-term focus on select projects. Improvement to key streets like Wharton Street, Kelly Avenue and Henry Avenue, the entrance plaza of Memorial Park, new streetlights, and year-round public washrooms will be the focus over the next few years.
- The **Waterfront Concept Plan** has identified the need to rebuild the Kiwanis pier, develop a playground at Peach Orchard Beach Park and install 4-season washrooms. Other projects will proceed as budgets permit.
- The **Trails Master Plan** has identified the next phases of the Giant Head Mountain Trails project (phases 3 & 4) as a priority. This will take approximately 2 years to complete, mainly funded by grant monies.

This Plan does not endeavour to reflect the regular operational work conducted by departments to deliver on the level of service required to service and maintain the community, provide emergency response, and other areas within the mandate of staff such the administration processing of applications, permits, and bylaw enforcement. Operational functions of departments as well as these specific Council priorities will be incorporated into performance plans of senior staff and supported by staff throughout the organization.

**WORKPLAN (2022-2026)**

<b>1. To Protect and Enhance Core Infrastructure and Essential Services</b>			
<b>Actions</b>	<b>Department(s)</b>	<b>Timeline</b>	
		<b>Start</b>	<b>End</b>
<b>Pave More Roads</b>			
○ Jubilee, Rosedale to Kelly	W-I	Q1/23	Q4/23
○ Dale Meadows Road/Watermain	W-I	Q2/23	Q2/24
<b>Rewrite/Review DCC Bylaw</b>	DS/Fin/W-I/Utilities	Q1/24	Q1/26
<b>Decommission or Meter Domestic Second Services</b>	Utilities/W-I	Q1/23	Q1/25
○ Clarify the rates structure for DSS	Fin/Utilities	Q3/23	Q3/23
<b>Organics Facility</b>	W-I	2022	Q2/23
<b>Watershed Management</b>			
○ Source Water Assessment	Utilities	2022	Q1/23
○ Source Water Protection Plan	Utilities	Q1/24	Q1/25
<b>Connecting Neighbourhoods (Sewer Master Plan)</b>			
○ Explore connection of key industrial areas	Utilities	Q1/24	Q1/25
○ Deer Ridge/Taylor Place/Eco Vil. (Plan)	Utilities	Q1/23	Q4/23
○ Deer Ridge/Taylor Place/Eco Vil. (Des+Build)	W-I	2024	2025
<b>Water Master Plan (System Separation)</b>			
○ Giant's Head System Separation (Plan)	Utilities	2022	2023
○ Giant's Head System Separation (Des+Build)	W-I	2024	2026

<b>2. To Provide Good Governance</b>			
<b>Actions</b>	<b>Department(s)</b>	<b>Timeline</b>	
		<b>Start</b>	<b>End</b>
<b>Staff Retention Strategy</b>	HR/CAO	2022	Q4/23
<b>Public Relations</b>			
○ Improved Public Communications	Mayor/CAO	2022	Ongoing
○ E- Service for Development Services	DS	Q2/23	Q2/25
○ Website Performance Enhancements	Fin	Q1/23	Q1/24
○ Website Refresh	CAO	TBD	TBD
<b>Bylaw + Policy Review</b>			
○ Payment In -Lieu of Parking	DS	Q2/23	Q4/23
○ Procedures Bylaw	CS	Q2/23	Q2/23
○ Electrical Bylaw (2 <sup>nd</sup> Service)	Utilities	Q2/23	Q2/23
<b>Tourism Promotion</b>			
○ Hotel Tax (MRDT)	CAO/Fin	2023	2025
<b>Intergovernmental Relations</b>			
○ 1 <sup>st</sup> Nations	CAO – Council	2023	Ongoing
○ Community Focused Reconciliation Plan	CAO – Council	2023	Ongoing
○ Regional/Provincial	CAO – Council	2023	Ongoing

3. To Build an Adaptable and Affordable Community			
Actions	Department(s)	Timeline	
		Start	End
<b>Review Energy Strategy</b> <ul style="list-style-type: none"> <li>Distributed Generation Program Review</li> <li>Complete Solar Project</li> </ul>	Utilities Utilities	Q1/24 Underway	Q4/24 Q4/23
<b>Eco Village (Land Sale)</b> <ul style="list-style-type: none"> <li>Rezoning</li> <li>Subdivision</li> </ul> <b>Sale/RFP</b>	DS DS DS	2022 2022 2022	Q3/23 Q3/23 Q2/24
<b>Affordable Summerland</b> <ul style="list-style-type: none"> <li>Review Free Transit</li> </ul> <b>Work with BC Housing for Key Projects</b>	DS/Fin. All + Council	2023 Ongoing	Q2/23 Ongoing
<b>Infill Residential &amp; Housing Review</b> <ul style="list-style-type: none"> <li>Community Consultation</li> </ul> <b>Review Low-Density Residential Regs</b>	DS + Council DS	Q4/24 Q2/25	Q1/25 Q3/25
<b>Food Hub (Contingent on Grant Funding)</b> <i>*if funded, may impact other priority timelines*</i>	DS	TBD	TBD
<b>Climate Action Strategy</b> <b>Implementation – Focus on Adaptation</b>	DS	Q4/24	Q4/25
<b>Alternative Revenue Opportunities</b> 1) District Land Acquisition and Disposition Strategy <ul style="list-style-type: none"> <li>Review current land holdings w/Council</li> <li>Initiate consulting project (if grant rec'd)</li> </ul> <b>Gravel Extraction Project Review</b>	CAO/ DS CAO/ DS W-I	Q2/23 Q3/23 Q3/23	Q2/23 Q2/24 TBD

4. To Enhance Our Quality of Life			
Action	Sponsor	Target	
		Start	End
<b>Recreation Centre Referendum</b> <ul style="list-style-type: none"> <li>○ Initiate Public Consultation</li> <li>○ Conduct Referendum</li> <li>○ Detailed Design + Construction (if 'yes')</li> </ul>	Comm. Services Corp. Ser Comm. Services	Q1/23 Q4/23 Q3/24	Q4/26 Q4/23 Q4/26
<b>Retain Primary Care Within Summerland</b> <ul style="list-style-type: none"> <li>○ Advocate/Collaborate/Partner</li> </ul>	Council/CAO	Ongoing	Ongoing
<b>Parks and Recreation Master Plan Implementation</b> <ul style="list-style-type: none"> <li>○ Dog Park Options</li> <li>○ Tennis Courts (with SD67)</li> <li>○ Rodeo Grounds Master Plan</li> </ul>	Com. Ser W-I, Com. Ser Com. Ser	Q2/23 Q2/23 2022	2026 Q4/23 Q3/23
<b>Downtown Plan Implementation</b> <ul style="list-style-type: none"> <li>○ OCP amendments</li> <li>○ Zoning Bylaw Updates</li> <li>○ Wharton St Power Lines/Electrical</li> <li>○ Design - Henry, Kelly, Wharton Street</li> <li>○ Revitalization Including Washroom Options</li> <li>○ Construction - Henry Kelly, Wharton</li> <li>○ Memorial Park Entr. Plaza /Move Cenotaph</li> <li>○ Streetlights Design Options</li> </ul>	DS DS Utilities W-I/DS  W-I W-I, Com. Ser Utilities	Q4/23 Q2/24 Q4/22 Q2/23  Q1/25 2026 Q2/23	Q1/24 Q4/24 Q1/25 Q2/24  Q4/25 2026 Q2/23
<b>Waterfront Concept Plan</b> <ul style="list-style-type: none"> <li>○ Pier Decision (Review Costs and Options)</li> <li>○ Pier Construction (if build)</li> <li>○ PO Beach Playground</li> <li>○ 4 Season Washroom</li> </ul>	W-I, Com. Ser. W-I, Com. Ser. Com. Ser. W-I, Com. Ser.	Q2/23 Q1/24 Q1/24 2022	Q2/23 Q1/26 Q4/24 Q2/23
<b>Trails Master Plan</b> <ul style="list-style-type: none"> <li>○ Giant's Head Mountain Trails (phases 3 &amp; 4)</li> </ul>	Com. Ser., W-I	Q1/23	3Q/25