



## Council Strategic Priorities (2022-2026)

### Vision: “Growing Tomorrow’s Community Today”

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.
- **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 Improvements** involving improved support for 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><i>Pave More Roads</i></b>			
<ul style="list-style-type: none"> <li>○ Jubilee, Rosedale to Kelly</li> <li>○ Dale Meadows Road/Watermain</li> </ul>	W-I W-I	Q1/23 Q2/23	Q4/23 Q2/24
<b><i>Rewrite/Review DCC Bylaw</i></b>	DS/Fin/W-I/Utilities	Q1/24	Q1/26
<b><i>Decommission or Meter Domestic Second Services</i></b>	Utilities/W-I	Q1/23	Q1/25
<ul style="list-style-type: none"> <li>○ Clarify the rates structure for DSS</li> </ul>	Fin/Utilities	Q3/23	Q3/23
<b><i>Organics Facility</i></b>	W-I	2022	Q2/23
<ul style="list-style-type: none"> <li>○ <i>Inclusion of multi-family residential &amp; commercial businesses in food scraps program</i></li> </ul>	W-I	Ongoing	Ongoing
<b><i>Watershed Management</i></b>			
<ul style="list-style-type: none"> <li>○ Source Water Assessment</li> <li>○ Source Water Protection Plan</li> </ul>	Utilities Utilities	2022 Q1/24	Q1/23 Q2/26
<b><i>Connecting Neighbourhoods (Sewer Master Plan)</i></b>			
<ul style="list-style-type: none"> <li>○ Explore connection of key industrial areas</li> <li>○ Deer Ridge/Taylor Place/Eco Vil. (Plan)</li> <li>○ Deer Ridge/Taylor Place/Eco Vil. (Des+Build)</li> <li>○ WWTP Primary Clarifier</li> <li>○ Liquid Waste Management Plan</li> </ul>	Utilities Utilities W-I Utilities Utilities	Q1/25 Q1/23 2024 2024 2026	Q1/26 Q4/23 2026 2026 2028
<b><i>Water Master Plan (System Separation)</i></b>			
<ul style="list-style-type: none"> <li>○ Giant's Head System Separation (Plan)</li> <li>○ Giant's Head System Separation (Des+Build)</li> </ul>	Utilities W-I	2022 2024	2023 Ongoing
<b><i>Asset Management Update</i></b>	Org Wide		
<ul style="list-style-type: none"> <li>• <i>Coordinate update/refresh of Asset Management Plan / Asset Management Strategy Implementation Plan</i></li> </ul>		2027	Ongoing
<b><i>Fire Department Master Plan</i></b>	Fire Department		
<ul style="list-style-type: none"> <li>• <i>Develop Fire Department Master Plan</i></li> </ul>		2027	Ongoing
<b><i>Review of User Rates</i></b>	Finance/W-I/Utilities		
<ul style="list-style-type: none"> <li>• <i>Sewer Rates</i></li> <li>• <i>Agricultural Water Rates</i></li> </ul>		2027 2027	Ongoing Ongoing

2. To Provide Good Governance			
Actions	Department(s)	Timeline	
		Start	End
<b>Staff Retention Strategy</b>	HR/CAO	2022	Q4/23
<b>Public Relations Improvements</b> <ul style="list-style-type: none"> <li>○ Improved Public Communications</li> <li>○ E- Service for Development Services</li> <li>○ Website Performance Enhancements</li> <li>○ Website Renewal</li> </ul>	Mayor/CAO DS Fin Corporate	2022 Q2/23 Q1/23 Q1/26	Ongoing Q2/25 Q1/24 Q4/26
<b>Bylaw + Policy Review</b> <ul style="list-style-type: none"> <li>○ Payment In -Lieu of Parking</li> <li>○ Procedures Bylaw</li> <li>○ Electrical Bylaw (2<sup>nd</sup> Service)</li> <li>○ Security Cameras (Good Neighbour Bylaw)</li> <li>● <b>Community Arts Policy</b> <ul style="list-style-type: none"> <li>○ Engagement with Summerland Community Arts Council</li> <li>○ Draft Plan for Council review and input               <ul style="list-style-type: none"> <li>● Finalize Plan</li> </ul> </li> </ul> </li> </ul>	DS CS Utilities CS Com. Ser.	Q2/23 Q2/23 Q2/23 Q1/25 Q2/25	Q4/23 Q2/23 Q2/23 Q2/25 Q3/26
<b>Tourism Promotion</b> <ul style="list-style-type: none"> <li>○ Hotel Tax (MRDT) Initial Application</li> <li>○ Renewal of Hotel Tax</li> <li>○ Collaboration with Destination Summerland (MRDT rollout, Killarney Rail Car, Highway Signage)</li> </ul>	CAO/Fin CAO CAO	2023 2029 2026	2025 2029 2031
<b>Intergovernmental Relations</b> <ul style="list-style-type: none"> <li>○ First Nations</li> <li>○ Community Focused Reconciliation Plan</li> <li>○ Regional/Provincial           <ul style="list-style-type: none"> <li>● Collaborate with Service BC</li> <li>● Explore Opportunities for Regional Services (i.e. Animal Control)</li> <li>● Youth Mental Health</li> <li>● ALR Infrastructure Sustainability</li> </ul> </li> </ul>	CAO – Council CAO – Council CAO – Council CAO SMT CAO CAO – Council	2023 2023 2023 2026 2029 2025 2025	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing 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 (Operational focus)</li> <li>○ Complete Solar Project</li> </ul> <b>Voltage Conversion</b> <b>Distributed Generation Program Review (Policy Focus)</b>	Utilities  Utilities Utilities Council	Q1/ 25  Underway TBD TBD	Q1/2025  25Q4/23 TBD TBD
<b>Land Acquisition and Disposition</b> <ul style="list-style-type: none"> <li>• <i>Eco Village (Land Sale)</i></li> <li>○ Rezoning</li> <li>• Subdivision</li> <li>○ Sale/RFP</li> <li>○ Continuation of Implementation of Plan (up to 2 properties per year)</li> </ul>	DS DS DS  DS/CAO	2022 2022 2022  Ongoing	Q3/23 Q3/23 Q4/24  Ongoing
<b>Affordable Summerland</b> <ul style="list-style-type: none"> <li>○ Review Free Transit</li> <li>○ Work with BC Housing for Key Projects</li> </ul>	DS/Fin. All + Council	2023 Ongoing	Q2/23 Ongoing
<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> <li>○ Gravel Extraction Project Review</li> </ul>	CAO/ DS CAO/ DS W-I	Q2/23 Q3/23 Q3/23	Q2/23 Q2/24 TBD
<b>Housing Legislative Updates (Infill Residential)</b> <ul style="list-style-type: none"> <li>○ <i>Development Application Procedures Bylaw Update</i></li> <li>○ <i>Zoning Bylaw Amendments (Housing, including Community Consultation)</i></li> <li>○ <i>Interim Housing Needs Report</i></li> <li>○ <i>OCP Review</i></li> </ul>	DS  DS DS DS	Q1/24  Q1/24 Q2/24 Q3/24	Q1/24  Q2/24 Q3/24 Q4/25

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> <b>Aquatic Centre Improvements/Upgrades Plan</b> <ul style="list-style-type: none"> <li>● GICB grant application</li> <li>● Basic maintenance</li> <li>● Long-term Strategy</li> </ul>	Comm. Services Corp. Ser Comm. Services Comm. Ser.	Q1/23 Q4/23 Q3/24 Q2/24 Q3/24 Ongoing 2027	Q4/26 Q4/23 Q4/26 Q4/24 Q4/24 Ongoing 2027
<b>Enhanced Primary Care Within Summerland</b> <ul style="list-style-type: none"> <li>○ Advocate/Collaborate/Partner</li> <li>○ Advocate for Community Paramedic</li> </ul>	Council/CAO Council/CAO	Ongoing 2026	Ongoing Ongoing
<b>Parks and Recreation Master Plan Implementation</b> <ul style="list-style-type: none"> <li>○ Dog Park Options &amp; construction</li> <li>○ Tennis Courts (with SD67)</li> <li>○ Rodeo Grounds Master Plan &amp; implementation</li> <li>○ Dale Meadows Washroom Upgrades</li> <li>○ Update of Parks and Recreation Master Plan</li> </ul>	Com. Ser W-I, Com. Ser Com. Ser Com. Ser Com. Ser	Q2/23 Q2/23 2022 Q2/26 2028	2026 Q2/24 2024 Q3/26 2029
<b>Downtown Plan Implementation</b> <ul style="list-style-type: none"> <li>○ Downtown OCP amendments</li> <li>○ Zoning Bylaw Updates</li> <li>○ Wharton St Power Lines/Electrical</li> <li>○ Design – Henry, Kelly, Wharton Street Revitalization Including Washroom Options</li> <li>○ Construction – Henry Kelly, Wharton, and 4-season washroom</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 Q2/25 Q4/ 24 Q2/23  Q1/25  2026 Q2/ 24	Q1/24 Q4/25 Q4/ 28 Q2/24  Q1/26  2026 Q 3/ 24
<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>○ Pier Enhancements</li> <li>○ PO Beach Playground</li> <li>○ 4 Season Washroom</li> <li>○ Accessible beach mobi-mats and chair</li> <li>○ Beach Volleyball Court Upgrades</li> </ul>	W-I, Com. Ser. W-I, Com. Ser. Com. Ser. Com. Ser. W-I, Com. Ser. Com. Ser. Comm Ser.	Q2/23 Q1/24 Q2/24 Q2/25 2022 2025 2025	Q2/23 Q3/24 Q3/26 Q2/26 2024 Q2/26 Q2/26
<b>Trails Master Plan</b> <ul style="list-style-type: none"> <li>○ Giant's Head Mountain Trails (phases 3 &amp; 4)</li> <li>○ Conkle Mountain &amp; Cartwright Mountain Trails Plans</li> </ul>	Com. Ser., W-I Com. Ser.	Q1/23 Q2/24	Q2/26 On hold

Amended at the February 10, 2026 Regular Council meeting.