



# Strategic Plan 2023-2026

Adopted: April 24, 2023  
Reviewed & Updated: June 17 and 24, 2024  
Reviewed & Updated: April 13, 2026



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# District of Coldstream Council 2023-2026



Back row (L to R) – Councillor’s Stephanie Hoffman, Doug Dirk, Simone Runyan, Jeremy Levy  
Front row (L to R) – Councillor Pat Cochrane, Mayor Ruth Hoyte, Councillor Jim Garlick

## Purpose of this Plan

Strategic planning is an important step to set priorities, allocate limited financial and staff resources, guide the work of Administration, and communicate to citizens. The plan identifies the new and most important ongoing work that Council has identified as priorities during its term of office. It does not detail the considerable ongoing core work of the District.

The Strategic Plan is reviewed annually to monitor success and to update priorities. In addition to the annual review, Administration provides quarterly progress reports to Council.

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## Mission Statement

A mission statement describes the fundamental purpose of the District as an organization.

*“We, the Council of the District of Coldstream, are committed to a long-range plan for Coldstream, which fosters orderly growth and which enhances rural living at its best. Our mission is to make this a living plan supported by efficient fiscal management, appropriate policy and procedure development, and effective delivery of services”*

Rural living can mean many things to many different people. For the residents of Coldstream, however, **rural living speaks to the character of the community as defined by a mixture of residential and agricultural uses, orchards and farms, green space and natural areas, large lots and views.**

## Core Values

Core values guide the behavior of Council and Administration and represent the enduring, collective beliefs that are central to the decision-making process and the fulfillment of our mission.

Council and Administration believe in and commit to:

**Accountability** We are accountable to the municipality and its residents for the work we undertake and the taxpayer’s money we spend.

**Integrity** We deal with others honestly, openly and directly, earning trust by doing what we say.

**Respect** We treat others with courtesy, dignity and fairness that we would have accorded to ourselves.

**Service** We provide outstanding service to our community and seek the adoption of best practices to continually improve the quality of those services.

**Stewardship** We seek to protect and nurture public assets for the greater good of the community.

**Teamwork** We work together as members of teams recognizing that individuals and departments that work together achieve high quality results.

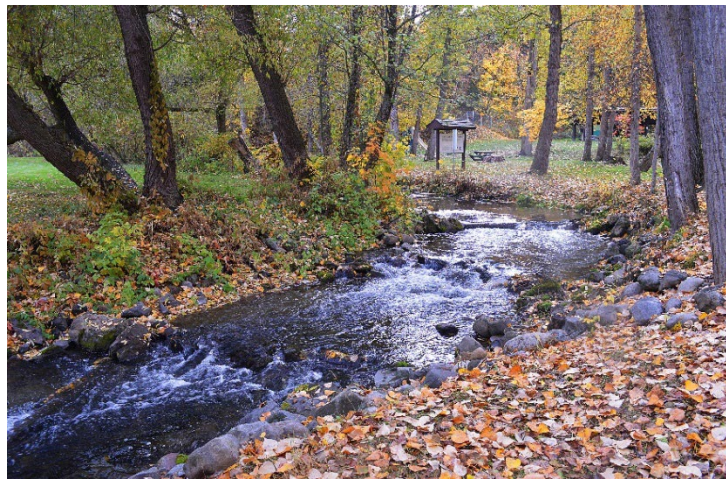
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## Core Services

These essential services are the foundation of the District and account for the vast majority (85%-90%) of all the District's human and financial resources. The efficient delivery of these essential services generally goes unnoticed, but they are at the very heart of what the District does on behalf of our citizens.

The essential (core) services provided by the District can be summarized as follows:

- Infrastructure (roads, drainage, utilities, cemetery)
- Parks & Recreation (parks, trails, beaches)
- Community Safety (RCMP, Fire, Emergency Management, Bylaw Compliance, Building Inspection)
- Community Planning (Official Community Plan, Land use, Development)
- Governance & Administration (Municipal Hall, Finance, Administration, Support Services)





## Goals, Objectives & Strategies

Goals, objectives and strategies take the mission of the organization and turn it into something that all members of the organization can work towards. A **goal** is a desired end state, or outcome, and gives a general direction to the organization. **Objectives** are specific and measurable and generally measure some form of output, attitude or behaviour. **Strategies** are the policies, programs, actions, decisions or resource allocations that define what an organization is, what it does and why it does it.

The overarching goals of the District are: Sustainable Infrastructure (SI), Active Lifestyle (AL), Robust and Healthy Community (RHC), and Organizational Excellence (OE).

On the following pages, Council has stated their objectives supporting each of the overarching goals. The attainment these goals will be achieved with specific strategic priorities and corresponding actions, which are guided by the stated objectives.

## GOAL: Sustainable Infrastructure (SI)

### Objectives:

- Build an asset management plan to ensure sustainable, effective and efficient service delivery
- Expand our non-motorized active transportation network, including trails and multi-use paths
- Use targeted infrastructure enhancements to improve resiliency to impacts of climate change
- Enhance community infrastructure by leveraging outside funding sources

<b><u>Strategic Priority &amp; Actions:</u></b>	<b><u>Timeline</u></b>	<b><u>Update 2026</u></b>
<u>Complete the Community Hall &amp; Childcare Centre</u> - Complete construction; open hall to the community; introduce new childcare spaces	2023 – Q2	Completed 2023
<u>School Road Project</u> - Complete paving, drainage and multi-use path/sidewalk	2023-2024	Completed 2024
<u>Integrated Asset Management Plan</u> - Develop a risk-based approach to integrate climate change with asset management into budgeting and decision making processes	2023-2024	Completed 2025
<u>Lavington Wetland</u> - Clarify direction to deal with efficiency of existing wetland; negatively impacted by creek avulsion	2023	Completed 2024
<u>Asset Renewal/Management</u> - Pavement, drainage, sanitary sewer projects identified annually.	Annual; ongoing	
<u>Cemetery Master Plan</u> - Phased plan and associated costs to be included in future budgets	2025	Completed 2025
<p><i>*The Cemetery Master Plan recommendations were endorsed by Council together with a phased timeline (2027-2029) for the following projects:</i></p> <ul style="list-style-type: none"> <li>○ <i>Perimeter Fence &amp; Detailed Design</i></li> <li>○ <i>Build Access to Cremation Plots</i></li> <li>○ <i>Complete Full Burial Area</i></li> </ul>		
<u>Sediment Removal in Kalavista Lagoon</u> - Investigate costs and availability of grants to remove sediment from the Kalavista lagoon	SI	2024-2025 Complete

*\*Council considered previous cost estimates and grant opportunities and determined not to take further action.*

## GOAL: Active Lifestyle (AL)

### Objectives:

- Support investment that promotes a healthy community, now and in the future
- Protect, enhance and grow our trails, walking spaces and green spaces
- Promote health and well-being by enhancing our outdoor activity spaces
- Support opportunities to grow and protect our green spaces
- Support safe routes to schools

<b><i>Strategic Priority &amp; Actions:</i></b>	<b><i>Timeline</i></b>	<b><i>Update 2026</i></b>
<u>Complete Coldstream Station</u> - Open new washroom and parking lot; connection point for Okanagan Rail Trail	2023 – Q1	Completed 2023
<u>Kalamalka Lake Beach Pier</u> - Undertake RFP process for rehabilitation/replacement	2023-2024	Completed 2024
<u>North Kalamalka Lake Area Plan</u> - Undertake planning process to create a plan for the North end of the lake including connectivity, pedestrian and vehicular movements, beach activities and overall uses.	2023-2024	Completed 2025 (Incl. in OCP)
<i>*Kalamalka Road cross section to determine Kalamalka Beach Frontage upgrades and potential rehab/repaving</i>		2026
<u>North Kalamalka Lake Area and Neighbourhood Operational Improvements</u> - Consider operational improvements for crosswalks, improvements to lake accesses, fencing and potential dog beach(es)	2025	Completed 2025
<p><i>*Lighted crosswalk and fencing were addressed in 2025</i></p> <p><i>*The North Kalamalka Neighbourhood plan has been included in the OCP and improvements will continue to be addressed on an ongoing basis</i></p> <p><i>*Additional improvements have been identified for lake accesses on Kalamalka Lake and have been included in the future operational plans and the financial plan. Suggested improvements will be brought forward on an ongoing basis</i></p> <p><i>*Council has established a “Lake Access” reserve for future improvements</i></p>		

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Lavington Community Space

2024

Deferred to  
2027 Budget  
Deliberations

- Assess the feasibility of a community hall/space in Lavington

Off-shore Moorage

2025

Completed 2025

- Funding to address the enforcement of buoys in front of public lands

*\*It was determined that local governments do not have the authority or jurisdiction to regulate off-shore moorage. The District will continue to work with provincial and federal agencies to manage off-shore moorage issues.*

## **GOAL: Robust and Healthy Community (RHC)**

### **Objectives:**

- Support a diverse and growing housing supply to provide for modest population growth
- Build climate resiliency into housing and planning decisions
- Protect community farmland and enhance the agricultural sector
- Support new businesses and industries that fit in Coldstream and that support existing businesses, industries and community plans

<b><i>Strategic Priority &amp; Actions:</i></b>	<b><i>Timeline</i></b>	<b><i>Update 2026</i></b>
<b><u>Aberdeen Road Project</u></b>	2023-2024	Phase 1
- Complete paving, sanitary sewer and multi-use path; project will facilitate future residential development in areas identified by Official Community plan		Completed 2025 Phase 2-2026
<b><u>Review Housing Related Issues</u></b>	2023 - 2025	Completed 2025-2026
- Review direction on secondary suites, carriage houses, and housing in the ALR; consider recent Provincial announcement		
<b><u>Review Agri-Tourism</u></b>	2023 – Q3	Completed 2025
- Review policies and practices related to Agri-tourism; create policy direction for the community		
<b><u>RCMP Member</u></b>	2025-2026	Completed 2025
- Council authorized an increase to the District’s RCMP members from seven (7) to eight (8) for 2026		
- Consideration toward increasing the District’s RCMP members from eight (8) to nine (9)		2027 Budget Deliberations

## **GOAL: Organizational Excellence (OE)**

### **Objectives:**

- Be a leader in the provision of good governance and delivery of quality services
- Maintain a high standard of organizational performance through succession planning, staff training and development
- Ensure sustainable and effective funding strategies are in place to continue to provide quality services now and into the future.
- Provide enhanced communications to the community in support of service delivery, good governance and transparency
- Enhance partnerships with neighboring communities, while protecting Coldstream’s independence, in the provision of effective and efficient service delivery
- Work with higher levels of government on the protection of air and water

<b><u>Strategic Priority &amp; Actions:</u></b>	<b><u>Timeline</u></b>	<b><u>Update 2026</u></b>
<u>Subdivision Development Servicing Bylaw</u> - Review updated SDS Bylaw; required step after Zoning bylaw update in 2019	2023 – Q2	Completed 2023
<u>Greater Vernon Water – Operations &amp; Maintenance Agreement</u> - Work with our partners at Greater Vernon Water to renegotiate the operations and maintenance agreement	2023 – Q2	Completed 2023
<u>Greater Vernon Recreation Facilities &amp; Programming Agreement</u> - Work with our regional communities on the current agreement	2023	Completed 2023 with a 3-Year Agreement executed to end of 2026
<i>*Administration have been directed to negotiate a new agreement for 2027 onward.</i>		
<u>Public Works Building</u> - Complete detailed design; tender the project; construction	2023-2024	Completed 2024



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