

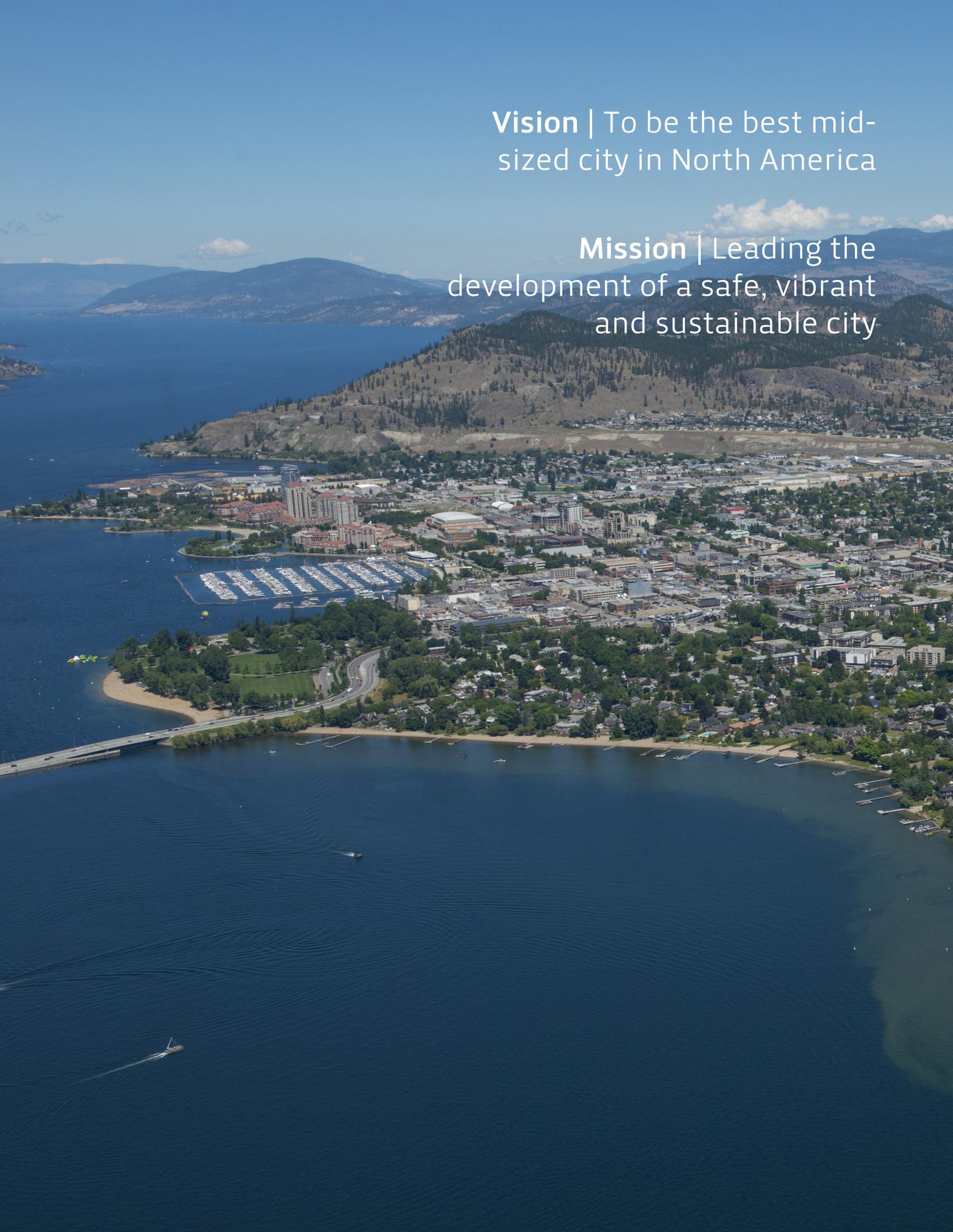
Open for opportunity

Council priorities 2014-2018

September 2015



kelowna.ca/council 

An aerial photograph of a city situated on the shore of a large, deep blue lake. The city features a mix of residential houses, commercial buildings, and a prominent marina filled with white boats. In the background, there are rolling hills and mountains under a clear blue sky with a few wispy clouds. The water in the foreground shows ripples and a small boat moving across it.

Vision | To be the best mid-sized city in North America

Mission | Leading the development of a safe, vibrant and sustainable city

The way we work | 2014-2018

Each new Council meets to decide how they want to do business and set focus areas for their term. Council priorities will help guide the work undertaken by the City of Kelowna.

Lead by Mayor Colin Basran, Kelowna City Council is committed to building on the momentum of past Councils and being open for opportunity through community engagement and partnerships. Council will be consistent and transparent in their decisions, creating a favourable environment for customer service, development and business in Kelowna.

Kelowna City Council has set the tone for its term, committing to:

- be open for opportunity
- build on momentum
- be fair but firm
- provide pragmatic leadership
- foster transparency in decision making
- make balanced infrastructure investments
- ensure responsive customer service
- focus on planning excellence

Open for opportunity

Council wants to lead a community known for being open for opportunity.

Kelowna thrives as a community when it's inclusive – multiple sectors of the community working together to innovate and deliver great services and amenities for present and future generations.

Strategic partnerships with community groups, non-profit organizations, the private sector and other levels of government to expand and improve services and amenities in Kelowna and neighbouring communities will be key to achieving this objective.

Council will encourage administration to be open to opportunity – actively listening to the community and individuals/groups with ideas for valuable partnerships.

Build on momentum

Kelowna has momentum and Council is committed to building on this through consistent and transparent governance.

The 2015 Citizen Survey says Kelowna residents are generally pleased with the City's direction. Council will focus on excellent long-term planning, policy development and project/service delivery to continue to meet the needs of citizens.

Fair but firm

As Kelowna becomes better known worldwide as a destination and a great place to live and invest, Council anticipates growth and development pressures. Council recognizes the value in maintaining a great quality of life in Kelowna.

Council will be fair but firm in evaluating matters in front of Council. A high standard of expectations will be set by Council actions and decisions. Consistently upholding this standard will attract investment and opportunity because investors will have clear expectations of what they will experience when doing business with the City.

Pragmatic leadership

Council is committed to active listening and being open to new ideas because it knows engaged residents and key stakeholders are essential to community building and decision making.

Council will balance this combination of engagement and listening with the need for leadership, particularly when difficult decisions are needed for the long-term benefit of the community.

Transparency in decision making

Council understands we build trust through engagement and timely and transparent decision making. The City of Kelowna will continue to foster an open government, with civic information made easily understandable and accessible to the public.

Balanced infrastructure investments

Each year, the City of Kelowna invests in facilities and major infrastructure. By integrating a long-term financial plan with an asset management strategy, Council will balance investment between new and existing infrastructure while improving community assets through intentional maintenance and rehabilitation. Council seeks to optimize the use and life cycle of assets while providing maximum opportunity for public use and benefit.

Responsive customer service

Council places high value in planning for the public good while also incorporating a strong commitment to customer service. Achieving high quality outcomes through municipal process and customer service are important to encouraging thoughtful investment in the community.

A key focus will be the continued implementation of the development service review as well as ensuring excellent customer service is delivered throughout the organization. To improve customer service, Council will consider delegating appropriate and selected planning approvals to administration to streamline the overall process. Council will focus on technology to help drive the way the City delivers services and interacts with its citizens.

Planning excellence

Council wants to ensure a strong foundation is in place so the short- and long-term needs of the community are met. This will require a focus on long-term planning.

Excellent long-term planning requires thoughtfulness and innovation. Council is committed to a process of evidence-based decision making with respect to planning, which is rooted in a best practices based approach.



Left to right: Brad Sieben | Mohini Singh | Charlie Hodge | Maxine DeHart | Mayor Colin Basran | Gail Given | Luke Stack | Ryan Donn | Tracy Gray

Council focus & priority projects

CLEAN DRINKING WATER

Council recognizes the need to engage with the Province and Irrigation Districts to develop a long-term strategy that, over time, moves Kelowna towards an integrated water supply system. It's important that all Kelowna citizens have access to drinking water that meets Canadian Drinking Water Standards. Integration will create a resilient, robust drinking water system that mitigates the impacts of climate change, which could influence the supply or quality of drinking water.

Drinking water projects/initiatives

- Value engineering exercise to evaluate the Kelowna Integrated Water Supply Plan (2012)
- Grant funding applications to senior levels of government

BUILDING VIBRANT URBAN CENTRES

The City has played a leadership role in the revitalization of downtown Kelowna, Pandosy and Rutland. Revitalizations which are attracting an array of businesses, residents and lifestyle opportunities.

Council recognizes more work and focus is needed to achieve vibrancy in its five urban centers - City Centre (Downtown), Pandosy By The Lake, Midtown (Hwy 97), Capri/Landmark and Rutland.

Urban centre projects/initiatives

- Rutland Centennial Park redevelopment
- Shepherd Road extension
- Implement Parking Strategies in downtown & hospital area
- New Memorial & expanded Library Parkades
- Planning & Policy such as Urban Centres Roadmap & Civic Block (My Downtown)

ENSURING A HEALTHY, SAFE, ACTIVE & INCLUSIVE COMMUNITY

With its setting, natural assets and residents' passion for active living, Kelowna is a health conscious community. Council also recognizes some citizens are facing a variety of challenges, ranging from poverty to mental health, which have a direct impact on their overall wellbeing. Council will actively explore how the City can take a more active role in being a catalyst to help address these and other issues facing our community.

A key deliverable in this Council's term will be a new Community Plan. Much has changed since the last plan was developed and refreshed in 1992 and 2002 respectively. Council wants to engage citizens and staff to develop a shared vision for the city and plans to get there.

Healthy, safe, active & inclusive community projects/initiatives:

- Act as a catalyst to help address community issues that have a direct impact on overall wellbeing
- Community Plan and Official Community Plan update
- Healthy City Strategy
- Review major sport and community facilities
- Strong Neighbourhoods Program
- Actively engage with the RCMP for targeted policing

continued...

DELIVERING A BALANCED TRANSPORTATION NETWORK

Council hears residents want improved transportation options and recognizes improving the transportation network requires balanced investment in major roadway connections along with increased investments in transit, cycling and pedestrian infrastructure and services. A balanced transportation infrastructure strongly supports Council's other focus areas of creating vibrant urban centers, a healthy, active and inclusive community and fostering an environment for business.

Balanced transportation network projects/initiatives

- Pedestrian & Cycle Master Plan
- Strategic Transit Plan
- Pandosy Street & Queensway Transit Exchange
- Continued expansion of City's bike paths & sidewalks
- Okanagan Rail Trail planning
- John Hindle Drive
- South Perimeter Road

CATALYST FOR BUSINESS

Council will play a proactive role in fostering an environment conducive to business development in Kelowna. Strong municipal customer service and consistent approaches to taxation, fees and charges create an attractive platform for investment in the community.

Council recognizes that a strong business community is necessary to provide and fund social and other community priorities.

Business catalyst projects/initiatives

- Kelowna International Airport Master Plan
- Tourism Center
- Implement Dark Fibre Strategy
- Police Services Building
- Business Development Policy

PROVIDING STRONG FINANCIAL MANAGEMENT

Council recognizes the City needs to adapt to the ever changing economic and political environment to continue delivering core services today and in the future. This will require balancing the demand to meet new growth requirements with asset renewal. Council will continue to work with senior levels of government to secure funding for major capital improvements as well as lobby for broader taxation and revenue generation powers.

Strong financial management projects/initiatives

- Update financial strategies & policies
- Complete & implement Asset Management Program
- Explore revenue generation opportunities
- Partnership strategy

To achieve this, Council will also focus on:

- planning excellence
- building and maintaining partnerships
- responsive customer service
- engaged communities
- open, transparent and consistent governance

The Corporate Framework

The City of Kelowna’s day-to-day work captured in the Corporate Framework (below) continues, with Council focus areas providing guidance for staff when planning and budgeting for future City projects, initiatives or services.

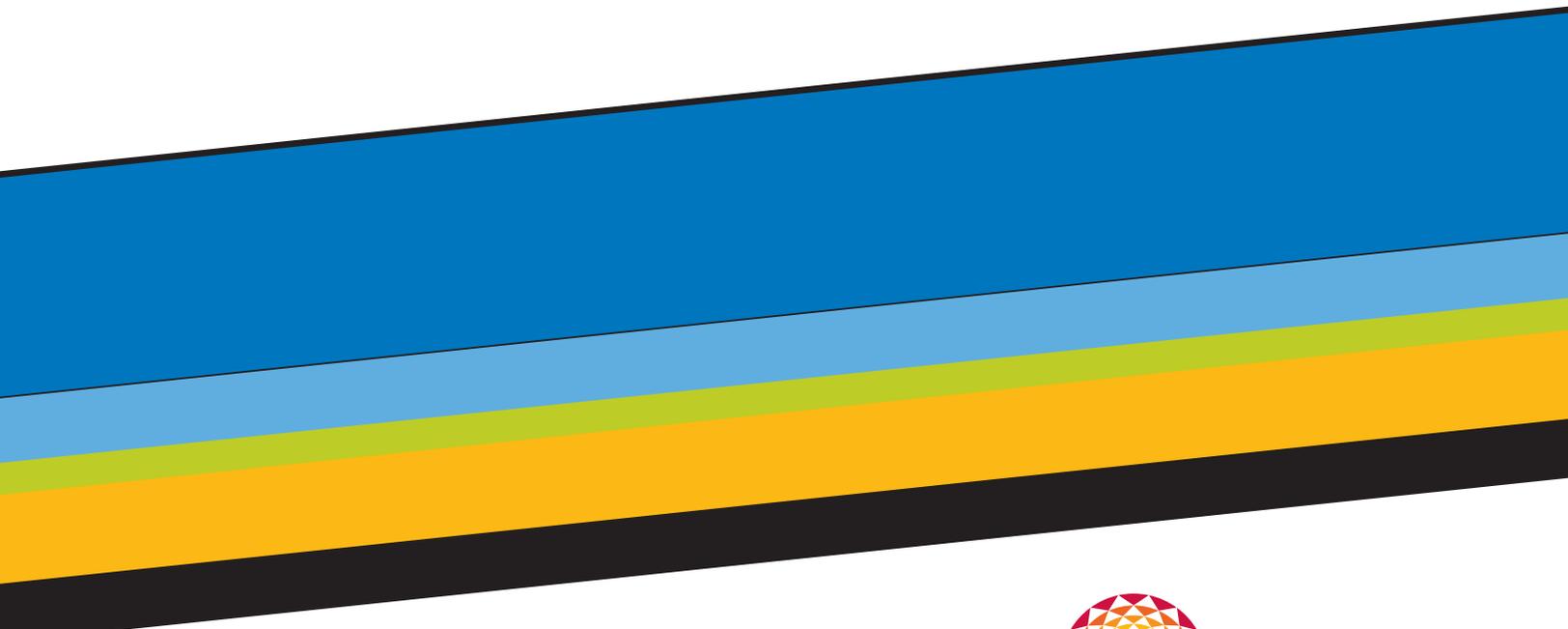
COUNCIL FOCUS

Council has identified its areas of focus for this term, as highlighted below (in bold + colour).

Corporate Framework

<p>A well-run city through:</p> <ul style="list-style-type: none"> • Strong financial management • Performance excellence • Responsive customer service • Passionate public service • Pioneering leadership • Engaged communities 	<p>An active, inclusive city through:</p> <ul style="list-style-type: none"> • Active living opportunities • Consider diverse community needs • Housing diversity • Strengthening our neighbourhoods • Spectacular parks • Cultural experiences • Honouring our history 	<p>A safe city through:</p> <ul style="list-style-type: none"> • Fire protection and prevention • Effective and targeted policing • Flood protection • Public safety programs • Clean drinking water • Maintaining order 	<p>A strong economy through:</p> <ul style="list-style-type: none"> • International airport development • Business development • Open, transparent and consistent governance • Building and maintaining partnerships • Healthy and productive agriculture • Fostering higher learning • Tourism interest 	<p>A clean, healthy environment through:</p> <ul style="list-style-type: none"> • Improved air quality • Energy conservation • Greenhouse gas reduction • Protecting our natural land & water resources • Solid waste reduction • Water conservation 	<p>Resilient, well-managed infrastructure through:</p> <ul style="list-style-type: none"> • Planning excellence • Balanced transportation systems • Livable urban density • Distinctive community identities • Well-maintained utilities • Efficient civic buildings and facilities • Connected communities
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*Council focus areas in colour & bold



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