



2019

PRIORITIES





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STAFF LEAD LEGEND:

CAO	DCAO	GMDS	GMEPW	MC
<ul style="list-style-type: none">• Human Resources• Information Services• Policing	<ul style="list-style-type: none">• Finance• Administrative and Protective Services• Fire Services	<ul style="list-style-type: none">• Planning• Building Inspection• Economic Development• Development Engineering	<ul style="list-style-type: none">• Roads• Parks and Recreation• Utilities• Facilities	<ul style="list-style-type: none">• Mayor and Council

2019 FOCUS

The goals and objectives contained in this guiding document strive to meet West Kelowna Council's vision for this community.

West Kelowna Council conducts strategic planning every year and is provided quarterly updates on progress and initiatives. This allows West Kelowna Council to continue to engage with citizens and adjust its goals as needed as it works to make West Kelowna a beautiful place to live, work and play.



VISION

The City of West Kelowna is a responsive, solution-oriented local government that works in partnership with the community and others to create opportunities for growth and prosperity.

MISSION

Council's Mission is to plan for the future while taking care of today as it develops and operates a modern, urban city that retains its rural character.



CITY OF WEST KELOWNA COUNCIL 2018-2022

From left: Councillor Jason Friesen, Councillor Jayson Zilkie, Councillor Carol Zanon, Mayor Gord Milsom, Councillor Doug Findlater, Councillor Rick de Jong and Councillor Stephen Johnston

EXECUTIVE SUMMARY

Council's *Strategic Priorities* determines the corporate direction, objectives, and priorities and aligns the organization's resources to accomplish these goals. The intent of Council's strategic planning is to position the City of West Kelowna for future success.

2019 PRIORITIES

- **FOCUS ON COMMUNITY SAFETY**

- Provide clean, high quality water by beginning construction of the Rose Valley Water Treatment Plant.
- Improve community safety by reviewing current municipal policing levels and lobbying for a review of provincial policing levels.
- Design the upgrade to Glenrosa Road to a standard that will improve the safety of those using the road.

- **FOCUS ON COMMUNITY VISIONING AND INVOLVEMENT**

- Develop a Communications Plan that increases engagement with West Kelowna residents.
- Create a long-range community vision for West Kelowna by engaging with its citizens to discover what they want their community to be, now and into the future.
- Plan for future community recreational facility needs.



- **FOCUS ON ECONOMIC GROWTH**

- Improve building approval processes and timelines.

- **FOCUS ON RELATIONSHIPS**

- Foster mutual respect, trust and co-operation with Westbank First Nation and seek opportunities to work together.
- Continue to build relationships and collaborate with the communities of Kelowna and Peachland, with other local and regional, provincial and federal partner organizations.



- **FOCUS ON HEALTH, HOMELESSNESS AND HOUSING**

- Pursue an Urgent Care Centre to be established in West Kelowna for the benefit of West Kelowna and Greater Westside residents.
- Work with the Province and other organizations to improve access to supportive housing, health and social services for individuals experiencing homelessness.
- Continue to be a health advocate with the intent to improve health care services in our community.

2020 - 2022 PRIORITIES

- **FOCUS ON COMMUNITY SAFETY**
 - Establish a business plan that will include timelines and funding for a new fire hall that will replace the current main fire hall on Olalla Road.

- **FOCUS ON COMMUNITY VISIONING AND INVOLVEMENT**
 - Update the Recreational Trails Master Plan with the intent of establishing a long-term strategy that will create a comprehensive trail network with a clear vision for the enjoyment of residents and visitors.

- **FOCUS ON ECONOMIC GROWTH**
 - Develop a vibrant downtown core that will offer attractions for all West Kelowna residents.

- **FOCUS ON HEALTH, HOMELESSNESS AND HOUSING**
 - Establish an affordable housing strategy with the intent of providing direction to stakeholders in response to the affordable housing needs of the community.





Community Safety

Goal:
To ensure West Kelowna is a safe place for all residents and visitors.

Priorities				
PRIORITY	Status	Start Date	Completion Date	Lead
1. Rose Valley Water Treatment Plant		Design Underway	November 2021	GMEPW
2. Rural RCMP Detachment Review		May 2019	December 2019	CAO
3. Glenrosa Road		February 2019	December 2019	GMEPW
4. RCMP Municipal Review		April 2019	October 2019	CAO
5. New Main Firehall		January 2020	December 2023	DCAO





Community Visioning and Involvement

Goal:

To increase engagement with the community and develop long range plans that meet the needs of residents and visitors alike.

Priorities				
Project	Status	Start Date	Completion Date	Lead
1. Communications Plan		April 2019	December 2019	DCAO
2. Long Range Community Vision		May 2019	December 2019	GMDS
3. Recreation Facilities Master Plan		March 2019	December 2019	GMEPW
4. Trails Plan Review		April 2020	October 2020	GMEPW





Economic Growth

Goal:

To diversify the tax base in the City of West Kelowna and encourage economic prosperity.

Priorities				
Project	Status	Start Date	Completion Date	Lead
1. Development Services Review (Implementation)		September 2018	December 2019	GMDS
2. Downtown Revitalization		Ongoing	Ongoing	GMDS





Relationships

Goal:

To foster good relations with important community partners.

Priorities				
Project	Status	Start Date	Completion Date	Lead
1. Westbank First Nation relationship building	Ongoing	Ongoing	Ongoing	Council & CAO
2. Regional, provincial and federal partners relationship building	Ongoing	Ongoing	Ongoing	Council & CAO





Health, Homelessness and Housing

Goal:

To provide support for efforts to address health, homelessness and housing in the community.

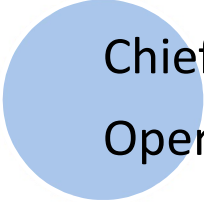
Priorities				
Project	Status	Start Date	Completion Date	Lead
1. Urgent Care Centre	Ongoing	Ongoing	Ongoing	CAO
2. Homelessness Strategy for the Westside		March 2019	September 2019	GMDS
3. Affordable Housing Strategy		January 2020	September 2020	GMDS
4. Health Advocacy (Elder, etc.)	Ongoing	Ongoing	Ongoing	CAO



OPERATIONAL PLAN

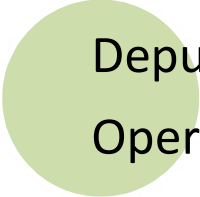
2019 Departmental Projects





Chief Administrative Officer Operational Plan

Departmental Projects	Status	Start Date	Estimated Completion	Lead
CAO Operational Priorities		Ongoing	Ongoing	CAO
Water Treatment Plant – Extend Date		January 2019	March 2019	CAO
Municipal Policing Costs		January 2019	September 2019	CAO
Safe Downtown Plan		Ongoing	Ongoing	CAO
Urgent Care Centre		January 2019	September 2019	CAO
Succession Plan for Exempt Staff		January 2019	June 2019	CAO
Transit Review		January 2019	September 2019	CAO
Staff Review		January 2019	September 2019	CAO
Set up & Chair Customer Service Committee		Ongoing	Ongoing	CAO
Complete organizational base staffing assessment		April 2019	September 2019	CAO



Deputy Chief Administrative Officer Operational Plan

Departmental Projects	Status	Start Date	Estimated Completion	Lead
Electronic Agenda		January 2019	June 2019	DCAO
Business Licence Fee Review		January 2019	December 2019	DCAO
Firefighter Recruitment/Training		February 2019	November 2019	DCAO
Fire Station Renovations		May 2019	November 2019	DCAO
Fire Department Capital Program		February 2019	December 2019	DCAO
Fire Department Blue Card Command System Implementation		2017	July 2019	DCAO
Fire Department Performance Measurement and Metrics		2018	June 2019	DCAO
Implementation of Online Bidding and Evaluation Tool Software	80%	May 2018	March 2019	DCAO
Implement e-Billing	80%	July 2018	February 2019	DCAO



General Manager of Development Services Operational Plan

Departmental Projects	Status	Start Date	Estimated Completion	Lead
Official Community Plan Review – Phase 1 (community engagement and establishing long range vision for West Kelowna)		May 2019	December 2019	GMDS
Official Community Plan review phases 2 – 4 (policy development, mapping, agency referral and final round of consultation)		December 2019	December 2020	GMDS
Housing Needs Assessment (Official Community Plan requirement)		November 2019	June 2020	GMDS
Zoning Bylaw Housekeeping Review	25%	October 2018	June 2019	GMDS
Building Bylaw Review and Further Step Code Consideration	15%	May 2019	December 2019	GMDS
Development Services Enhancements		Ongoing	Ongoing	GMDS
Host Builders Roundtable		April 2019	December 2019	GMDS
Host Development Industry Roundtable		April 2019	June 2019	GMDS
Parkland Acceptance Policy	5%	March 2018	November 2020	GMDS
Development Application Fees Review	60%	March 2018	June 2019	GMDS
STPCO Regional Transportation Plan	30%	January 2018	December 2020	GMDS
Westside Homeless Strategy		March 2019	December 2019	GMDS
Establish Westside Situation Table	10%	January 2019	June 2019	GMDS
Farm Loop Wayfinding	80%	June 2017	July 2019	GMDS
Wine Trail Wayfinding	80%	June 2017	July 2019	GMDS
Cell Tower Policy	100%	January 2019	January 2019	GMDS
Establish Development Services Communication Policy		May 2019	June 2019	GMDS
Measure and Track Communication Benchmarks		Ongoing	Ongoing	GMDS
Communication Training with Continued Emphasis on Improvement		Ongoing	Ongoing	GMDS
Difficult Conversations Training		November 2019	November 2019	GMDS
Amend Development Application Agent Authorization Forms		January 2019	March 2019	GMDS

General Manager of Engineering & Public Works Operational Plan

Departmental Projects	Status	Start Date	Estimated Completion	Lead
Rose Valley Water Treatment Plant	30%	January 2017	2021	GMEPW
2019 Road Rehab Program		April 2019	December 2019	GMEPW
Road Maintenance Contract Review		January 2019	December 2019	GMEPW
Gellatly Road Design		March 2019	October 2019	GMEPW
Glenrosa Road Design		March 2019	December 2019	GMEPW
Powers Creek Bridge	30%	Underway	2020	GMEPW
Recreation Facilities Master Plan		March 2019	December 2019	GMEPW
Keefe Creek Erosion Protection		March 2019	October 2019	GMEPW
Glenrosa Drainage Assessment & Improvements		March 2019	October 2019	GMEPW
2019 Pedestrian Improvement Program		February 2019	October 2019	GMEPW
Asset Management Plan Update		February 2019	December 2019	GMEPW
Flood Recovery Work	80%	Underway	December 2019	GMEPW
Multi Sport Dome	30%	Underway	December 2019	GMEPW
Anders Park Design		May 2019	October 2019	GMEPW
Parks Upgrades		April 2019	September 2019	GMEPW
Parks Irrigation – Renewal & Replacement		May 2019	December 2019	GMEPW
Firehall Facility Improvements		February 2019	October 2019	GMEPW
Royal LePage Place & Jim Lind Arena Upgrades		February 2019	September 2019	GMEPW
Lions Hall Upgrades		February 2019	July 2019	GMEPW
Public Works Yard Design Drawings		February 2019	December 2019	GMEPW
Water Utility – Chlorine Gas Safety Improvements		February 2019	December 2019	GMEPW
Online Chlorine & Turbidity Monitoring Upgrade		February 2019	December 2019	GMEPW
Water Utility Dam Maintenance		May 2019	December 2019	GMEPW
Westbank Storage		February 2019	December 2019	GMEPW
Water Meter Replacement Program		February 2019	December 2019	GMEPW
Inverness Lift Station Decommissioning		April 2019	October 2019	GMEPW



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