

---

# CITY OF KELOWNA

## MEMORANDUM

---

**Date:** February 2, 2005  
**To:** City Manager  
**From:** Planning and Corporate Services Department  
**Subject:** City of Kelowna Strategic Plan (2004)  
Report prepared by Greg Routley

---

### RECOMMENDATION

THAT the City of Kelowna Strategic Plan (2004) considered by Council on January 24, 2005 be amended as outlined in the report of the Planning and Corporate Services Department dated February 2, 2005 and endorsed by Council.

### BACKGROUND

On January 24, 2005, City Council considered the report of the Planning and Corporate Services Department dated January 17, 2005 and adopted the following resolution:

THAT Council endorsement of the 2004 City of Kelowna Strategic Plan be deferred for staff to amend the document taking into consideration the comments of Council and late input received from the public and report back.

This report is intended to respond to Council's comments by outlining where changes to the Strategic Plan are proposed.

### DISCUSSION

#### Clean and Safe City

Councillors expressed a desire to see stronger references to maintaining a clean and safe city. At the time, the Plan had the following three action items which directly relate to this issue:

- Identify and take steps to reduce crime and bylaw infractions related to public safety in all parks, open spaces and on our streets. *[found under Goal 3: To foster the social and physical well-being of residents and visitors Objective 1: Promote health and wellness initiatives]*
- Assess the results of community policing and prevention programs developed as an outcome of the 1992 Strategic Plan. *[found under Goal 3: To foster the social and physical well-being of residents and visitors Objective 2: Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities)]*

- Monitor the provision of police services to ensure maximum effectiveness and responsiveness to community needs. *[found under Goal 3: To foster the social and physical well-being of residents and visitors Objective 2: Ensure the availability of fiscal and human resources to provide quality services (recreation, culture, fire, police, planning, works and utilities)]*

To provide stronger references to maintaining a clean and safe city, staff propose to add the following changes which acknowledge the threat posed by this issue and an action that along with the above noted actions would help address this matter:

- Threat: **If growth in the number of people with income and health related limitations outpaces the community's resources to respond to their needs, the economic and social stability of the city, particularly the downtown area, could be weakened.**
- Action under Goal 3 Objective 1 – Promote health and wellness initiatives: **The City will work proactively with the community and other levels of government to address homelessness, mental health and drug abuse.**

Staff note that the Social Environment Chapter in the Official Community Plan identifies a number of policies that support the above objectives and actions.

#### Natural and Agricultural Setting

Councillors stated that the Vision in the Strategic Plan should recognize the value of agriculture and the city's 'beautiful' natural setting. Staff support these suggestions and note that the community input and background research show that the natural and agricultural setting are highly valued for both their social and economic benefits. To reflect this, the following revised Vision is proposed:

Vision: Kelowna is a vibrant city where the **beautiful natural and agricultural** setting, community spirit, economic stability and stewardship of the environment enhance the quality of life for residents.

#### Implementation Committee / Benchmarking

Councillors suggested the City should consider appointing an external citizens group to monitor the City's success in meeting the Plan's Objectives and to advise Council on an annual basis. Alternatively, the City Manager could report to Council once or twice a year to advise whether the Vision is being achieved or if changes are needed. It was also suggested that it would be beneficial in the implementation and updating of the Plan if the City 'benchmarked' the successes of the Plan.

Staff notes that the implementation process proposed in Plan would see the City Manager overseeing and monitoring the implementation of the Plan. Performance measures, which would include benchmarks, would be used to measure progress. The City Manager would report this progress on an annual basis to Council. With this approach, Council would be the review committee. To ensure public involvement, staff propose to revise the wording in the implementation process to state that **the proposed performance measures, benchmarks and annual progress reports be available online and in hard copy at City Hall and that the annual progress report be presented to Council at a regular public meeting.**

### Value of youth

It was suggested that initiatives should be added to recognize the value of youth to the community. At the time, the Plan had the following action item which directly relates to this issue:

- **Develop or support programs that promote healthy, positive lifestyles for youth.**  
[found under Goal 3: To foster the social and physical well-being of residents and visitors  
Objective 1: Promote health and wellness initiatives]

To better recognize the value of youth to the community, staff propose that the above noted action item be amended as follows:

- Develop or support programs that promote healthy, positive lifestyles for youth **by addressing their needs and engaging their energy.**

Staff note that the Social Environment Chapter in the Official Community Plan identifies a number of policies that support the above noted revised action.

### Air Quality

It was noted that there are no boundaries for air quality and that reference to 'Kelowna's air quality should be removed from Goal 1 Objective 2 - Preserve and promote the enhancement of Kelowna's air quality. Staff note that two of the proposed action items acknowledge the City's role in updating the Central Okanagan and Okanagan Valley Air Quality Management Plan. To provide better consistency between these actions and the Objective, staff suggest the wording of the Objective be revised as follows:

- Goal 1 Objective 2: Preserve and promote the enhancement of **air quality within Kelowna's air shed.**

### Accessibility

It was suggested that initiatives be added to ensure the community is 'accessible' to all. Staff note that most of the action items (under Goal 3 Objective 5 – Achieve accessible, high quality living and working environments) are meant to deal with accessibility issues. To clarify their purpose, staff propose they be reworded as follows:

- Action: Develop an internal review process for City initiated projects to promote City leadership in aesthetic, design, **accessibility** and environmental considerations.
- Action: Assess the effectiveness of development permit guidelines and policies in achieving safe, accessible, high quality living and working environments.
- Action: **Implement and evaluate the effectiveness of city wide and Urban Centre standards for lighting, signage, pedestrian crosswalks and crossing opportunities to ensure the safety of pedestrians and accessibility for all residents.**

Staff note that the Social Environment Chapter in the Official Community Plan identifies a number of policies that support the above noted revised action and that other action items indirectly deal with this matter.

### Housing affordability

It was suggested that initiatives be added to ensure affordable housing needs are met. Staff refer to the action items listed under Goal 3 Objective 4 – Realize construction of housing forms and prices that meet the needs of Kelowna residents. Staff feel that these actions provide the type of direction needed to address affordable housing issues. **The addition of the proposed new action item identified in the ‘Clean and Safe City’ section above will help further deal with this issue.**

### Education of Development Industry

It was suggested that initiatives be added to educate the development industry on good environmental practices. To address this matter, staff propose that the following action item (first action listed under Goal 1 Objective 3) be amended as follows:

- Action: Develop and enhance education and awareness programs **aimed at youth, residents, businesses and the development industry** which promote good use of the natural environment, including ways to enhance the enjoyment of and reduce damages caused by recreational users, such as biker, hikers and boaters.

### SUMMARY

Input from Council, staff, residents, community groups and local agencies has been solicited in effort to comprehensively evaluate community values, priorities and overall expectations on the direction of City policies, programs and services. City Council is asked to consider endorsing the attached 2004 Kelowna Strategic Plan, which has been developed in response to this input.

---

Gary L. Stephen, Acting Manager  
Policy Research and Strategic Planning

Approved for inclusion ☐

R.L. (Ron) Mattiussi, ACP, MCIP  
Director of Planning & Corporate Services

Attach.