

# Council Strategic Plan

Kamloops City Council  
2009 - 2011



"To provide thoughtful and consultative leadership for the betterment of our community"



# A Strategy for Kamloops

## **Our Vision**

To provide thoughtful and consultative leadership for the betterment of our community.

## **How We Conduct Our Business**

We are the elected municipal representatives of the people of Kamloops, placed in office to uphold our citizens' trust and to make responsible, progressive decisions in their best interests.

It is our responsibility to work on behalf of the community, and to strive to improve the way in which we carry out our duties.

We will act with integrity, responsiveness, open consultation, and place the community's interest above our own.

## **What We Want for Kamloops**

Building on the community's strengths, diversity and past successes, we want Kamloops to be a place where citizens can live safely, enjoy healthy lifestyles, work productively, and play joyfully.

We want a City in which people can be heard, in which the public can participate in the present and future direction of our City, and in which civic government works respectfully and collaboratively.



# A Strategy for Kamloops

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# 2009 - 2011 Council Goals and Objectives

## Infrastructure

*Invest in the long-term financial stability of our assets and improve the overall infrastructure standards of the City.*

- ❖ Construct upgraded Wastewater Treatment Plant (2010)
- ❖ Implement Asset Management Strategy
- ❖ Increase alternative commuter transportation opportunities
- ❖ Invest in projects that sustain our short- and long-term economic and social well-being
- ❖ Ensure that the cost of infrastructure is balanced between private and public interests
- ❖ Implement cost reduction measures for infrastructure



# 2009 - 2011 Council Goals and Objectives

## Economy

*To diversify and strengthen our economy.*

- ❖ Complete the Tournament Capital Project Construction and Marketing Strategy
- ❖ Continue to collaborate with Venture Kamloops for the retention of existing businesses as well as the development of new industries such as high tech and manufacturing sectors
- ❖ Encourage the expansion and improvement of air, rail, and highway connections
- ❖ Maximize 2010 Olympic opportunities
- ❖ Continue to support the growth of Thompson Rivers University through unique and creative partnerships
- ❖ Continue to strengthen and collaborate relationship with Kamloops Indian Band
- ❖ Encourage the development of a large meeting facility
- ❖ Expand availability of required industrial land



# 2009 - 2011 Council Goals and Objectives

## Environment

*To develop reasonable and sustainable strategies that reduce our impact on the environment and significantly contribute to carbon neutrality by 2012.*

- ❖ Develop sustainability and carbon neutrality policies
- ❖ Reduce the corporate carbon footprint for the City of Kamloops
- ❖ Implement policies that substantially contribute to reduced water use, improved air shed quality, and a reduced community-wide carbon footprint
- ❖ Continue to densify and infill core commercial and residential zones
- ❖ Encourage alternative “green” transportation modes



# 2009 - 2011 Council Goals and Objectives

## Livability

*To ensure Kamloops maintains a high quality of life while meeting the challenge of a growing community.*

- ❖ Implement the Social Plan
- ❖ Review the implementation of the Cultural Strategic Plan Phase II
- ❖ Continue to enhance city-wide beautification efforts
- ❖ Update the Parks Master Plan
- ❖ Enhance sense of safety/security in all areas of City
- ❖ Build neighbourhood capacity
- ❖ Complete the McDonald Park Neighbourhood Pilot Project
- ❖ Become a "Healthy City" model
- ❖ Improve the accessibility of streets, parks, and facilities for people who have limited mobility
- ❖ Promote Kamloops as a welcoming and diverse community



# 2009 - 2011 Council Goals and Objectives

## Good Government

*To maintain our efforts to be nationally recognized for “Excellence in Public Service”.*

- ❖ Improve communication with business, community, and social groups
- ❖ Ensure that the Financial Plan balances “approved” service levels and increased public service demands with taxes and user fees
- ❖ Ensure that City Hall Services are perceived as being informative, effective, fair, and efficient
- ❖ Develop Workforce Plan that addresses employment stability, retention and recruitment



# 2006 - 2008 Council Achievements

## Goal No. 1 ~ Tournament Capital

❖	Tournament Capital Centre	<b>Completed</b>
❖	Tournament Capital Centre Fitness Studio	<b>Completed</b>
❖	Tournament Capital Centre Parks and Recreation Offices	<b>Completed</b>
❖	Tournament Capital Centre/Interior Health Authority Heart and Stroke Partnership	<b>Completed</b>
❖	Hillside Stadium	<b>Completed</b>
❖	Hillside Soccer Fields	<b>Completed</b>
❖	Hillside Throws Area	<b>Completed</b>
❖	McArthur Island Sports and Events Centre Expansion	<b>Completed</b>
❖	Norbrock Stadium	<b>Completed</b>
❖	Baseball Diamonds at McArthur Island	<b>Completed</b>
❖	Soccer Clubhouse acquired	<b>Under Renovation</b>
❖	Two new soccer fields acquired at McArthur Island	<b>Under Construction</b>
❖	Soccer fields renovation at McArthur Island	<b>Targeted for 2009</b>
❖	Rayleigh Lands acquired for Softball City	<b>Underway</b>
❖	Softball City design	<b>Re-targeted For 2009</b>
❖	Softball City construction	<b>Expanded</b>
❖	Sport and non-sport events	
	<ul style="list-style-type: none"> <li>• U20 Women's Soccer Canada versus Mexico</li> <li>• 2006 North American Short Track Speed Skating</li> <li>• 2008 U15 National Basketball</li> <li>• 2008 National Soccer</li> <li>• Scott Firefighters Tournament (08 and 07)</li> <li>• 2008 FED Cup</li> <li>• 2009 Canadian Masters' Track and Field</li> <li>• 2010 World Masters Indoor Track and Field</li> <li>• 2010 CIS National Volleyball</li> <li>• 2011 Western Canada Games</li> </ul>	



## 2006 - 2008 Council Achievements

- 20 per cent increase in Festival of Performing Arts
- Re-establish KIBIHT
- ❖ Fulfilled Interior Savings Centre business plan with suite expansion; marketing and signage expansion; name change; paid parking strategy; and record-breaking music performances (10 per cent in 2007).
- ❖ Tournament Capital Marketing Plan
  - UBCM Grant **Completed**
  - Visual Identity Strategy **Completed**
  - Website **Underway**
  - Event Hosting Kit **Completed**
  - Event Signage for Tournament Capital Centre and McArthur Island Sports and Events Centre **Underway**
  - Tournament Capital Banners **Underway**
  - City and Tourism Kamloops co-operating on Sport Tourism opportunities.



# 2006 - 2008 Council Achievements

## Goal No. 2 ~ Infrastructure

❖ Safer City Strategy implemented and Tranquille Road, Summit Drive and Valleyview Drive Projects, and Beattie, Heffley and Aberdeen Elementary Schools	<b>Completed</b>
❖ Waste Management Plant	<b>Delayed to 2010</b>
❖ Review of technical options	<b>Completed</b>
❖ Grant application	<b>Completed</b>
❖ Bicycle Master Plan	<b>Underway</b>
❖ Valleyview Bike Interchange	<b>Underway</b>
❖ Government grant	<b>Secured 2008</b>
❖ Design	<b>Underway 2008</b>
❖ Construction	<b>Re-targeted for 2009</b>
❖ Asset Management	<b>Underway</b>
❖ City Hall space needs	<b>Completed</b>
❖ Residential curbside recycling	<b>Implemented 2008</b>
❖ School recycling	<b>Completed 2008</b>
❖ Multi-family recycling pilot 2009	<b>Target 2010</b>
❖ Rose Hill Sewer Project	<b>Completed 2007</b>
❖ Solid Waste Containerization	<b>Completed 2007</b>
❖ Downtown Transit Exchange	<b>Completed 2007</b>
❖ Transit Service	<b>Expanded</b>
❖ RCMP Building Renovations	<b>Completed 2008</b>
❖ Secondary Water Intake	<b>Re-targeted 4Q 2008</b>
❖ North Thompson Water Supply	<b>Re-targeted 2009</b>
❖ Downtown Revitalization Strategy	
❖ Lansdowne Street North Side	<b>Completed</b>
❖ Lansdowne Street South Side	<b>2009</b>
❖ Seymour Street Upgrade Design	<b>2013</b>
❖ Voluntary Water Meter Program Phase 1	<b>Completed</b>
❖ Voluntary Water Meter Program Phase 2	<b>Underway</b>
❖ Kamloops Fire Rescue Strategic Plan	<b>Completed</b>
❖ Aberdeen Fire Station No. 7	<b>2010</b>
❖ New Emergency Operations Centre	<b>2010</b>
❖ Major Road Upgrades	
• Hugh Allan Drive	<b>Completed 2007</b>
• Hillside Drive - Phase 1	<b>Completed 2008</b>
• Singh Street	<b>2009</b>



## 2006 - 2008 Council Achievements

•	Columbia Street between 3rd Avenue and 6th Avenue	<b>2010</b>
❖	Parkade Study	<b>Re-targeted 1Q 2009</b>
❖	Parkade Safety	<b>Upgrades 2010</b>
❖	Development Cost Charges By-law Review	<b>Completed</b>
❖	Stormwater Plan	<b>2009</b>
❖	New Public Works Yard	<b>Completed</b>
❖	Marketing previous Public Works Yard	<b>Underway</b>
❖	Uni-directional Flushing	
❖	Phase 1	<b>Completed</b>
❖	Phase 2 Maintenance	<b>2009 and Ongoing</b>
❖	Airport Fire Protection Plan	<b>2009</b>
❖	North Shore Transit Exchange	<b>Re-targeted for 2009</b>



# 2006 - 2008 Council Achievements

## Goal No. 3 ~ Economy

❖ Kamloops Community Network - Phase 1	<b>Completed</b>
❖ Kamloops Community Network - Phase 2	<b>Under Review - Targeted 2Q 2009</b>
❖ Wi-Fi Project	<b>Completed 2008</b>
❖ Airport Expansion	
• Runway	<b>Completed</b>
• Terminal	<b>Underway - 2Q 2009</b>
• Navigation System	<b>Underway - 2Q 2009</b>
❖ Expanded Air Services Strategy	<b>Completed and ongoing</b>
❖ Kamloops Airport Limited Marketing Plan	<b>Completed 2008</b>
❖ 2010 Olympic Business Plan	
• Business Opportunity Meetings	<b>Completed</b>
• Olympic Impact Guest Speakers	<b>Completed</b>
• Beijing Trade and Exchange Meetings	<b>Completed</b>
❖ Inland Port Strategy	<b>Completed</b>
❖ Industrial and Commercial Land Strategy	<b>4Q 2009</b>
❖ Attraction and Retention Strategy	<b>Completed</b>
❖ Changping Trade Agreement	<b>Completed</b>
❖ Ming Tomb Artifacts Agreement	<b>Completed</b>
• Exhibit 2011 Artist Exchange 2010	
❖ Thompson Rivers University Partnerships	
• Community-University Research Alliance (CURA)	<b>Ongoing</b>
• Fire Training Centre and Trades School Partnership	<b>Underway</b>
• Sport Degree Program	<b>On hold with Thompson Rivers University</b>
❖ Revitalization Tax	<b>Completed and under new review</b>
• Downtown	<b>Completed</b>
• North Shore	<b>Completed</b>
• Industrial Tax Strategy	<b>Implemented</b>
❖ Interior Savings Centre Conference Room Expansion	<b>Undergoing redesign - Targeted 3Q 2009</b>
❖ Scoopz Lot Hotel Plan and Sale	<b>Targeted 2011</b>

# 2006 - 2008 Council Achievements

## Goal No. 4 ~ Livability

❖ Sustainability Plan	<b>Target Completion 2010</b>
❖ Renewed Environmental Education Programs	<b>Underway</b>
❖ DCC Green Rebate	<b>4Q 2009</b>
❖ Climate Action Charter Plan	<b>Underway 4Q 2009</b>
❖ Social Plan Implementation	<b>Underway</b>
❖ Ming Tomb Artifacts Exhibit 2011	
❖ Ming Tomb Artists Exchange	
❖ North Shore Plan	<b>Completed 2008</b>
❖ Revitalization Tax Strategies Downtown and North Shore	<b>Implemented</b>
❖ Public Art expanded - Gaglardi Statue	<b>Targeted 1Q 2009</b>
❖ Aberdeen Neighbourhood Plan	<b>Completed 2008</b>
❖ Communities in Bloom International	<b>Award 2006</b>
❖ McDonald Park Neighbourhood Project	<b>Completed</b>
❖ Valleyview Bikeway and Blvd Improvements	<b>Completed</b>
❖ Kammotion - Healthy City	<b>Pending 1Q 2009</b>
❖ Review Crime Prevention Officer's Role /	
❖ Revitalized Community Safety Strategy	<b>Underway 2009</b>
❖ Safer Cities Strategy	<b>Completed 2007</b>
❖ Downtown Crime Reduction Strategy	<b>Implemented 2008</b>
❖ RCMP Policing Strategy	<b>Complete 2007</b>
• Update 2008	<b>Pending</b>
• Review Special Officer Strategy	<b>Completed</b>
❖ Emergency Response Plan	<b>Completed</b>
• Pandemic Strategy	<b>Completed 2007</b>
• Table Top Exercise	<b>Completed 2007</b>
❖ Transient Persons Strategy	<b>Pending</b>
❖ City-wide Trail Brochure	<b>Pending</b>
❖ Crosswalk Standards	<b>Completed</b>
❖ Valleyview Entrance Improvements	<b>Completed</b>
❖ Gateway Signage	<b>2009</b>
❖ Heritage Conservation Strategy	<b>2009</b>
❖ Transit Plan Review	<b>Completed 2007</b>
❖ Youth Violence Program	<b>Under Review</b>
❖ Social and Health Options for Persons in the Sex Trade Program (SHOP) Review	<b>2008/2009</b>
❖ Spirit Square	<b>2009</b>
❖ Fire Risk Management Strategy	<b>Underway</b>
❖ Thompson Rivers University	<b>Established</b>
❖ Tournament Capital Centre	<b>Expanded</b>



# 2006 - 2008 Council Achievements

## Goal No. 5 ~ Good Government

- |   |                         |
|---|-------------------------|
| ❖ Chief Administrative Officer/Corporate Innovation Council   | <b>Established</b>      |
| ❖ Level 4 of NQI and Gold Level Award in pursuit of Top 100 Goal 2008   | <b>Achieved</b>         |
| ❖ 3-time winner of Maclean's Top 200 as an employer of preference   |                         |
| ❖ Significantly improved liaison with citizens and business groups through Business and Client Services Division and Development and Engineering Services Department Client Friendly Strategy |                         |
| ❖ Improved 5-year and 10-year Capital Planning Process through project ranking system, working with business community, and conducting rigorous reviews of projects                           |                         |
| ❖ Employee and Client Departmental Surveys on Satisfaction  | <b>2006, 2007, 2008</b> |
| ❖ Service Agreements with User Groups   | <b>Completed</b>        |
| ❖ Attendance Management Strategy  | <b>Underway</b>         |
| ❖ Corporate and Department Training Plans   | <b>Synchronized</b>     |
| ❖ Management Performance Reviews  | <b>Completed</b>        |
| ❖ BizPaL  | <b>Completed</b>        |
| ❖ Televised Budget Meetings   | <b>Completed</b>        |
| ❖ 311 Service Review  | <b>Completed 2007</b>   |
| ❖ MVP Program Developed   | <b>Underway</b>         |
| ❖ Citizen Satisfaction Survey   | <b>Completed 2006</b>   |
| ❖ Tournament Capital Centre Business Plan   | <b>Completed 2008</b>   |



# 2003 - 2005 Council Achievements

## Goal No. 1 ~ Tournament Capital

- ❖ Conducted a successful referendum for \$37 million to upgrade tournament facilities
- ❖ Funding of \$10 million secured from senior governments
- ❖ Construction for Tournament Capital Facilities initiated
- ❖ Initiated Softball City study
- ❖ Sport and non-sport events expanded
- ❖ Marketing expanded
- ❖ Fulfilled Interior Savings Centre business plan with suite expansion; marketing and signage expansion; name change; and paid parking strategy

## Goal No. 2 ~ Infrastructure

- ❖ Pipes and pavement budget significantly increased
- ❖ Local Improvement Formula for sidewalks changed and implemented
- ❖ Safer City Strategy implemented and Tranquille Road, Summit Drive, and Valleyview Drive projects completed
- ❖ Water Treatment Plant completed and opened
- ❖ Waste Management Plant delayed for further financial analysis, increased government funding, and review of technical options
- ❖ City traffic directional signs improved

## Goal No. 3 ~ Economy

- ❖ Phase I Construction of the Mush Sector for Fibre Optics initiated
- ❖ Waterfront Hotel/Convention Centre. RFP concluded for improved tourism opportunity on riverfront with developer withdrawing due to high costs
- ❖ Venture Kamloops realigned from regional to City model and Board of Directors restructured
- ❖ Tourism function contracted to Tourism Industry with new hotel tax, City ongoing subsidy, and City start-up funding
- ❖ New value added businesses attracted to Kamloops
- ❖ University of Thompson Rivers established
- ❖ New Business and Client Services Division established
- ❖ IPSOS Reid Client Survey for Development and Engineering Services Department completed and action items implemented to improve services
- ❖ Land Title Office and BC Lands provincial offices retained
- ❖ Horizon Air to Seattle established and air traffic volumes improved
- ❖ Ongoing discussions with WestJet for Calgary Service
- ❖ Completed Airport Improvement and Runway Expansion Study with tentative provincial agreement to provide a grant
- ❖ Highland Valley Copper mine life extended beyond 2015



# 2003 - 2005 Council Achievements

## Goal No. 4 ~ Livability

- ❖ KAMPLAN completed
- ❖ Downtown Plan completed
- ❖ Social Plan postponed
- ❖ National Communities in Bloom Award
- ❖ Annual Heritage and Social Housing Reserve Funds established
- ❖ Evaluation criteria for heritage and social housing grants established
- ❖ Acquired and renovated Cigar Factory Building and moved/initiated reconstruction of Wilson Street House
- ❖ Arts and Culture strategy implemented - Arts, Culture, and Heritage Manager hired
- ❖ Initiated Fit City Concept with joint funding for improved community health with Interior Health Authority
- ❖ Rivers Trail connections to Westsyde Road and McArthur Island signed
- ❖ Urban Forestry Project initiated
- ❖ Anti-graffiti program expanded
- ❖ Public Art expanded - North Shore murals, Firestorm Statue, and Gagliardi Statue
- ❖ McDonald Park Neighbourhood Project initiated
- ❖ "Our Place in the Sun" video completed and used to market the City's lifestyle
- ❖ Responded to needs of City by significantly increasing the number of police resources by 12 and Auxiliary Police by 10
- ❖ Crime Prevention Officer's position established with improved community liaison
- ❖ Increased firefighters by four

## Goal No. 5 ~ Good Government

- ❖ Achieved Level 2 of NQI in pursuit of Top 100 Goal
- ❖ Shortlisted to Maclean's Top 100 as an employer of preference
- ❖ Secured the Public Works Yard in Southgate as part of cost savings long-term strategy
- ❖ Initiated future City Hall review
- ❖ Significantly improved liaison with citizens and business groups through Business and Client Services Division and Development and Engineering Services Department Client-Friendly Strategy
- ❖ Improved 5-year and 10-year Capital Planning Process with establishing ranking systems, working with business community, and conducting rigorous reviews of projects
- ❖ Established new Business and Client Services Division to address client satisfaction issues, improved City Hall communications, and information