



# Strategic Plan 2015-2018

## *Vision*

**Plan Approval – 2015**  
**(Reviewed Quarterly)**

**Ron Hovanes, Mayor**

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**Petra Veintimilla, Councillor**

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**Maureen Doer, Councillor**

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**Larry Schwartzberger, Councillor**

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**Jack Bennest, Councillor**

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**Andre Miller, Councillor**

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**Rick Machial, Councillor**

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**Heidi Frank, CAO**

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## Vision

## Mission

## Our Values

As Council and Staff we will be:

## Our Key Goals

1. Promote Economic Development
2. Improve Public Amenities and Facilities
3. Enhance Governance
4. Improve Financial Management
5. Enhance Organizational Effectiveness

## Strategic Plan 2015-2018

Goal	Promote Economic Development				
Short Term Actions	Sponsor	Target	Review	Completion	
<b>Enhance Promotion of Wine Capital Theme</b>	OTA/MO/CAO	4 <sup>th</sup> Q/16			
<ul style="list-style-type: none"> <li>Establish Business Task Force</li> </ul>		2 <sup>nd</sup> Q/15			
<ul style="list-style-type: none"> <li>Develop Strategy</li> </ul>					
<b>Enhance Promotion of Cultural Amenities (Entertainment Mecca)</b>	JB/CAO	2016			
<ul style="list-style-type: none"> <li>Establish Cultural Groups Task Force</li> </ul>		3 <sup>rd</sup> Q/15			
<ul style="list-style-type: none"> <li>Develop Strategy</li> </ul>					
<b>Revitalize Downtown Core</b>	Mayor/CAO	2018			
<ul style="list-style-type: none"> <li>Initiate Community Engagement</li> </ul>		3 <sup>rd</sup> Q/15			
<ul style="list-style-type: none"> <li>Review BIA Opportunity</li> </ul>		3 <sup>rd</sup> Q/15			
<ul style="list-style-type: none"> <li>Identify Downtown Catalyst Project               <ul style="list-style-type: none"> <li>✓ New Hotel</li> <li>✓ Street Improvements</li> <li>✓ Store Front Revit.</li> <li>✓ Vacant Land Strategy</li> </ul> </li> </ul>		2 <sup>nd</sup> Q 16			
<b>Marketing Strategy for Private/Town Land Development</b>	CAO/Larry	4 <sup>th</sup> Q/15			
<ul style="list-style-type: none"> <li>Coordinate w/ Downtown Revit. Public Engagement</li> </ul>		3rdQ/15			
<ul style="list-style-type: none"> <li>Develop Hotel Acquisition Strategy</li> </ul>		2 <sup>nd</sup> Q/16			
<ul style="list-style-type: none"> <li>Review Land Development Opportunity</li> </ul>		2 <sup>nd</sup> Q/16			
<ul style="list-style-type: none"> <li>Develop Marketing Strategy</li> </ul>		2 <sup>nd</sup> Q/16			
<ul style="list-style-type: none"> <li>Station Street Land Sale and Development</li> </ul>		2 <sup>nd</sup> Q/16			

Goal	Promote Economic Development			
Short Term Actions	Sponsor	Target	Review	Completion
<b>RV Park Improvements Plan</b>	JB/PW/Mayor	4 <sup>th</sup> Q/15		
<ul style="list-style-type: none"> <li>• Upgrade Centennial Park</li> </ul>				
<ul style="list-style-type: none"> <li>• 4<sup>th</sup> Corner Completion</li> </ul>				
<ul style="list-style-type: none"> <li>• RV Site Reconfiguration</li> </ul>				
<ul style="list-style-type: none"> <li>• Potential Hotel Development</li> </ul>				
<b>Long Term Actions</b>				

Goal	Improve Public Amenities and Facilities			
Short Term Actions	Sponsor	Target	Review	Completion
Irrigation Canal Improvement Strategy	RM/PW	3 <sup>rd</sup> Q/15		
Complete New Parks	PW	3 <sup>rd</sup> Q/15		
Review Parks Facilities and Coordinate w/P & Rec Society	PV/Mayor/RD/Parks Society	4 <sup>th</sup> Q /15		
<ul style="list-style-type: none"> <li>• Indoor Pool</li> </ul>				
<ul style="list-style-type: none"> <li>• Weight Room</li> </ul>				
<ul style="list-style-type: none"> <li>• Community Hall</li> </ul>				
<ul style="list-style-type: none"> <li>• Arena Change Rooms</li> </ul>				
<ul style="list-style-type: none"> <li>•</li> </ul>				
<ul style="list-style-type: none"> <li>•</li> </ul>				
Review Sidewalk Strategy	PW/LS	4 <sup>th</sup> Q/15		
Review Traffic Calming Measures	PW/LS	4 <sup>th</sup> Q/15		
Main Street Improvements Strategy w/ MOT Paving Project	PW	4 <sup>th</sup> Q/15		
<b>Long Term Actions</b>				
Convert Street Lights to LED Strategy	PW	On-going		
Review Alternative Energy Options	PW/CAO	On going		

Goal	Improve Financial Management			
Short Term Actions	Sponsor	Target	Review	Completion
Prepare Asset Management Plan	CAO/PW/DS	2 <sup>nd</sup> Q/16		
Update Financial Policies	DS/CAO	2 <sup>nd</sup> Q/16		
Establish Reserve Policies <ul style="list-style-type: none"> <li>Water, Sewer, Roads</li> <li>Land Development/Acquisition</li> <li>General Fund</li> </ul>				
Develop Funding Strategy for RCMP Cost Impacts	CAO/Mayor/MLA	3 <sup>rd</sup> Q/15		
<ul style="list-style-type: none"> <li>Jail Impacts - UBCM Mtg. w/Solicitor General</li> </ul>		3 <sup>rd</sup> Q/15		
<ul style="list-style-type: none"> <li>Tax Strategy over 5000 Pop.</li> </ul>	CAO	2016		
<ul style="list-style-type: none"> <li>Building Infrastructure and Support Staff Impacts</li> </ul>	CAO	2016		
<b>Long Term Actions</b>				
Review Alternative Funding Sources	CAO	2018		

Goal	Enhance Organizational Effectiveness			
Short Term Actions	Sponsor	Target	Review	Completion
<b>Strategic Plan</b>	CAO/Mayor			
• 2015-2018 Plan		1 <sup>st</sup> Q/15		Complete
• 2019-2022 Plan		1 <sup>st</sup> Q/19		
<b>Review /Update 2012 Ops Service Review</b>	CAO	2 <sup>nd</sup> Q/15		
<b>Undertake Privacy Impact Assessments on Services</b>	CC	4 <sup>th</sup> Q/15		
<b>Review Technology Service Enhancements</b>	CC			
• Improve Electronic Records Retention	CC	1 <sup>st</sup> Q /15		
• Review Building Development Application Tracking Systems	CC	2 <sup>nd</sup> Q/15		
• Enhance I-Compass Tech Capacity	CC	3 <sup>rd</sup> Q/15		
• On Line Payment Strategy (Website Research)	DS	1 <sup>st</sup> Q/16		
• Records Mgt / GIS Mapping	CC	2016		
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Goal	Improve Organizational Effectiveness			
Short Term Action	Sponsor	Target	Review	Completion
<b>Staff Engagement</b>	CAO	4 <sup>th</sup> Q/15		
• Review EAP Program				
• Create Rewards and Recognition Program				
• Create Council Appreciation Event				
• Ensure Departmental and Corporate Staff Meetings				
<b>Develop Public Communication Strategy</b>	CC/CAO/JB	3 <sup>rd</sup> Q/16		
• Utilize Social Media				
• Website Upgrade				
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<b>Optimize Service Delivery Strategy</b>	CAO	4 <sup>th</sup> Q/16		
<b>Long Term Actions</b>				

Goal	Enhance Governance			
Short Term Actions	Sponsor	Target	Review	Completion
<b>Enhance Council Reporting Process</b>	CC/CAO	2 <sup>nd</sup> Q/15		
• Staff Reports				
• Paperless Agendas				
• Link / ¼ Q Reporting to Strategic Planning				
<b>Review Council Policies</b>				
• Council Procedural Bylaw	Cc/Council	3 <sup>rd</sup> Q/15		
<b>Enhance Inter Government Partnerships</b>	Mayor/CAO	On Going		
• Osoyoos	Mayor/COW	3 <sup>rd</sup> Q/15		
• OIB, RDOS, Prov, Fed, Corrections Institute		On going		
<b>Regional Growth Management Strategy</b>	CAO	2015		
•				
•				
<b>Develop Mission, Vision and Values</b>	CAO	1 <sup>st</sup> Q/15		
<b>Review and Update Bylaws</b>				
• DCC Bylaw	SR MGT	2016		
• Sewer Bylaw	PW	4 <sup>th</sup> Q/16		
• Business By Law	CC	1 <sup>st</sup> Q/17		

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Goal	Enhance Governance			
Short Term Actions	Sponsor	Target	Review	Completion
<b>Review Bylaw Enforcement Policies</b>	CC	2016		
• Unsightly Premises	CC	2 <sup>nd</sup> Q/15		
• Complaint Process	CC	2 <sup>nd</sup> Q/15		
• Derelict Buildings and Vacant Lots	CC	1 <sup>st</sup> Q/16		
<b>Review Park Management Funding &amp; Enforcement Policies</b>	CC/Society	1 <sup>st</sup> Q/15		
<b>Community Engagement</b>	Mayor/Mo	On-going		
• Volunteer Appreciation Event	Mo	2 <sup>nd</sup> Q/15		
• Inter Govt Town Hall Meeting	Mayor	3 <sup>rd</sup> Q/15		
• Youth Council	LS	4 <sup>th</sup> Q/15		
• Appreciation Event w/Business Groups (Business after Business Event)	PV	1 <sup>st</sup> Q/16		
<b>Long Term Actions</b>				
<b>Review Policing Crime Enforcement Strategy</b>	Mayor/CAO	On going		

## **Appendix A**

### **Vision (Sample)**

***A Vibrant Community Focused on being Canada's Wine Capital***

### **Mission (Sample)**

***Providing progressive leadership to the Citizens of Oliver.***

### **Our Values (Sample)**

**As Council and Staff we will be:**

- 1. Accountable**
- 2. Fair**
- 3. Transparent**
- 4. Compassionate**
- 5. Respectful**
- 6. Sincere**
- 7. Truthful**
- 8. And Progressive**

## **Key Goals**

- 1. Promote Economic Development**
- 2. Improve Public Amenities and Facilities**
- 3. Enhance Governance**
- 4. Improve Financial Management**
- 5. Enhance Organizational Effectiveness**

### **Promote Economic Development**

1. Collaborate with Business and Cultural Groups on Developing Promotional/Marketing Strategy to Enhance Image of Wine Capital and marketing of area amenities (Band shell Park and Frank Venables Theatre, OCArtsC, Oliver Art Gallery, Museum, Medici's)
2. Purchase Downtown Lot for City Development
3. Encourage BIA to develop Revitalization Strategy
4. Marketing strategy on what Oliver offers to business and those wanting to relocate
5. Oliver Promotional Guide for new Jail Employees
6. Rejuvenate Business Core with new Town Hall
7. Entertainment Mecca - put Oliver on the map for entertainment venues - indoor/outdoor
8. Complete RV Park Improvements
9. Station Street Land Sale and Development
10. Hold Charette to develop a strategy for economic development with public/interest groups
11. Develop Strategy to attract a new hotel
12. Upgrade Website
13. Reroute highway...give main street a slower pace
14. Develop Affordable Housing Strategy

### **Improve Public Amenities and Facilities**

1. Centennial Public Park - 4th corner public park to be in play by spring 2016 - reconfigure RV park site
2. Rejuvenate Business Core with new Town Hall
3. Construct a more customer friendly reception area
4. Improve public accessibility with age friendly strategy
5. Revitalize the canal
6. Prepare Asset management Plan w/ priorities of roads, sewer and water projects .
7. Develop our proposed new parks
8. Finalize Agreement for Sewer Treatment with OIB

9. Complete Water Twinning Phase 3
10. Complete Buchanan Road Well & River Crossing
11. Extend Southwest Airport Electrical Service
12. Complete Riverside Park East side dyke from Fairview Bridge to VDS 11
13. Complete Miller Road Driveway Restoration
14. Assemble missing rights-of-way for 1960s sewer mains
15. Develop Community Service Building
16. Replace Water Main Mountainview Drive
17. Complete land exchange with MoT for System 7 Water Service
18. Convert Street Lights to LED

## Improve Financial Management

1. Research alternative revenue opportunities
2. Develop strategy for RCMP budgeting and managing
3. Develop a land inventory and opportunities to partner with private sector
4. Review Reserve Fund Levels
5. Review 5 Year Financial Plan
6. Develop Asset Mgt Plan
7. Update Financial Policies
8. Develop Roads Capital Reserve Strategy (1% tax to Reserve)

## Enhance Organizational Effectiveness

1. Review and strategize to reduce manpower needs and costs
2. Reduce the use of two man trucks, install GPS, track work/by location. Reduce demand on cemetery services. Contractor for burials. Joint service (end differential rates). Daily targets and reviews. See a plan rather than just cutting a labour component by 10-15%
3. Develop training program for staff
4. Expand use of I-Compass (create training modules for staff/council)
5. Electronic Records Retention Module for Laserfiche
6. Enhance Community Engagement through social media
7. Complete Review of Privacy Impact Assessments on programs
8. Improve Building Permit Application processes (link to GIS mapping system)
9. Review Hazardous Material and Demolition requirements in Building By Law
10. Improve Mapping Program
11. Review On Line Payment Options
12. Improve Policing & bylaw enforcement
13. Continue to support increased staff and workplace moral.
14. Developing more common procedures for staff (help when we have people on long term leaves),

15. Backfilling Operator positions & continue training,
16. Organizing and developing guidelines for Operator operations
17. Theatre Governance & Operating Agreements
18. Review outstanding 18 recommendations from 2012 Operations Review report

## **Enhance Governance**

1. Conclude Collective agreement
2. Improve Council Reporting Process
3. Review all Council and Management Policies
4. Prepare New OCP
5. Prepare New Zoning bylaw
6. Consolidate Water Regulations Bylaw
7. Review Subdivision Servicing Bylaw
8. Review DCC By Law
9. Update Sewer Regulations Bylaw
10. Review Council Procedure Bylaw
11. Consider Good Neighbour Bylaw
12. Cemetery Bylaw changes and procedures,
13. Initiate Growth Boundary Discussions
14. Farm Irrigation – harmonize in-town and rural parcel taxes
15. New Home Owner/Resident Information Package
16. Develop Paperless Agendas
17. Create a Youth Advisory Council