

City of Kelowna

Regular Council Meeting

AGENDA



Monday, March 12, 2018

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1. Call to Order

2. Confirmation of Minutes

3 - 5

Regular AM Meeting - March 5, 2018

3. Reports

3.1 Council Focus for 2018

60 m

6 - 36

To confirm the key initiatives within the five Council focus areas for 2018 and to establish timelines for developing Council priorities that align with the four-year Council term

3.2 Imagine Kelowna Draft Content and Affirm Phase

45 m

37 - 107

To report on the Imagine Kelowna affirm phase, to receive Council's input and to direct staff to bring Imagine Kelowna for final endorsement in April, 2018.

3.3 2040 OCP Facts in Focus – Introduction to OCP and Population and Housing

45 m

108 - 159

To introduce Council to the Facts in Focus series as it relates to topic-based background papers on the 2040 OCP update. The first of the Facts in Focus topics being introduced are the Purpose of an Official Community Plan and the corresponding population projections and housing needs.

4. Resolution Closing the Meeting to the Public

THAT this meeting be closed to the public pursuant to Section 90(2)(e) of the Community Charter for Council to deal with matters relating to the following:

- Auditor General for Local Government proposed final Performance Audit Report Review

- 5. Adjourn to Closed Session
- 6. Reconvene to Open Session
- 7. Issues Arising from Correspondence & Community Concerns
 - 7.1 Mayor Basran, re: Issues Arising from Correspondence 30 m
- 8. Termination



**City of Kelowna
Regular Council Meeting
Minutes**

Date: Monday, March 5, 2018
 Location: Knox Mountain Meeting Room (#4A)
 City Hall, 1435 Water Street

Members Present: Mayor Colin Basran, Councillors Maxine DeHart, Ryan Donn, Gail Given, Tracy Gray, Mohini Singh* and Luke Stack

Members Absent: Councillors Charlie Hodge and Brad Sieben

Staff Present: Deputy City Manager, Joe Creron; City Clerk, Stephen Fleming; Sport & Event Services Manager, Doug Nicholas*; Divisional Director, Community Planning & Strategic Investments, Doug Gilchrist*

Guest: Gabriele Haas*, Consultant GDH Solutions

(*Denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 10:16 a.m.

2. Confirmation of Minutes

Moved By Councillor Donn/Seconded By Councillor DeHart

R212/18/03/05 THAT the Minutes of the Regular AM Meeting of February 26, 2018 be confirmed as circulated.

Carried

3. Resolution Closing the Meeting to the Public

Moved By Councillor Donn/Seconded By Councillor Gray

R213/18/03/05 THAT this meeting be closed to the public pursuant to Section 90(1) (b) of the Community Charter for Council to deal with matters relating to the following:

- Position Appointment

Carried

4. Adjourn to Closed Session

The meeting adjourned to a closed session at 10:16 a.m.

5. **Reconvene to Open Session**

The meeting reconvened to an open session at 10:24 a.m.

6. **Reports**

6.1 **Community Sport Plan – Guiding Principles, Strategic Goals & Action Items**

Staff:

- Displayed a PowerPoint Presentation.
- Identified the draft guiding principles strategic goals and action items.
- Spoke to the rationale behind the specific wording for Goal No. 6.
- Responded to questions from Council.

Council:

- Provided individual comments on draft Goal No. 6 to "Be recognized as the premier sport event destination in Western Canada".

Councillor Singh departed the meeting at 10:59 a.m.

Moved By Councillor Given/Seconded By Councillor Donn

R214/18/03/05 THAT Council receives, for information, the report from the Sport & Event Services Manager dated March 5, 2018, regarding the activities related to the development of a Community Sport Plan;

AND THAT Council approves in principle the guiding principles and strategic goals as outlined in the report;

AND THAT Council directs staff to report back at a future Monday afternoon Council meeting with the final plan for consideration of endorsement.

Carried

Guest Gabriele Haas left the meeting at 11:16 a.m.

7. **Issues Arising from Correspondence & Community Concerns**

7.1 **Divisional Director, Community Planning & Strategic Investments - Proposed Provincial Speculation Tax**

Divisional Director, Community Planning & Strategic Investments:

- Information memo will be circulated to Council on Wednesday.
- Housing presentation being prepared for next Monday's Council meeting.
- The public is reacting to a Provincial announcement.
- Legislation is not anticipated to be amended for several months so there is time to study the issue and determine an informed response.

Mayor Basran:

- Council can discuss further direction at next week's Council meeting upon receipt of additional information from staff.
- Provided information on recent meeting the three local MLA's had with local elected officials and industry stakeholders.
- Will make a statement during the Council meeting this afternoon.

8. Resolution Closing the Meeting to the Public

Moved By Councillor Donn/Seconded By Councillor DeHart

R215/18/03/05 THAT this meeting be closed to the public pursuant to Section 90(1) (n) and 90(2) (d) of the Community Charter for Council to deal with matters relating to the following:

- Consideration of whether meeting should be closed.
- Another enactment excludes public.

Carried

The meeting reconvened to a closed session at 11:35 a.m.

The meeting reconvened to an open session at 11:41 a.m.

9. Termination

The meeting was declared terminated at 11:41 a.m.

Mayor Basran

/sf/acm



City Clerk

Report to Council



Date: March 12, 2018
File: 0610-01
To: City Manager
From: Carla Weaden, Divisional Director, Corporate Strategic Services
Subject: Council Focus for 2018

Recommendation:

THAT Council receives, for information, the report from the Divisional Director Corporate Strategic Services dated March 12, 2018 with respect to Council Focus for 2018;

AND THAT Council confirms the initiatives for the five Council focus areas for 2018 as identified in the Council Focus and Priority Projects Workshop document attached to the report of the Divisional Director Corporate Strategic Services dated March 12, 2018;

AND FURTHER THAT Council approve in principle the timelines to develop Council priorities.

Purpose:

To confirm the key initiatives within the five Council focus areas for 2018 and to establish timelines for developing Council priorities that align with the four-year Council term

Background:

City staff will continue to execute initiatives within Council's 10 priority areas, with a particular focus on the following areas:

- Balanced Transportation Network
- Clean Drinking Water
- Homelessness
- Housing Diversity (Affordability)
- Public Safety (Citizens are safe from personal/property crime)

The City Manager, through the Senior Leadership Team (SLT), has identified initiatives for each of the five focus areas. A summary is presented in the attached working document.

In 2015, the current Council outlined clear priorities for its four-year term, which was updated and renewed later in the term. While past Councils have set priorities for their respective terms, the process and subsequent communication to the community and staff vary.

Proposed Timing to Develop Council Priorities

Staff is recommending that future Councils set the priorities for its term by spring of its first year, with an extensive mid-term update. Council will continue to have the authority to add or subtract priorities on an ongoing basis to adapt to the changing environment in which we operate. Once the priorities are confirmed staff will develop an action plan for Council's consideration, including a commitment to report annually on the progress made for each Council priority.

Clear and predictable timing for setting Council priorities will allow staff to better align its work and the budget process to achieve those priorities.

The Corporate Strategy and Performance Department is currently developing a new model to improve the City's business planning process, which will be brought to Council for feedback. Establishing the timing to set Council priorities will inform the development of the business planning process.

Next Steps

Providing Council endorses the timing in principle, the Corporate Strategy & Performance Department will develop an overall program and timing for Council's consideration.

Internal Circulation: Senior Leadership Team

Considerations not applicable to this report:

Existing Policy:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Financial/Budgetary Considerations:

Personnel Implications:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by: C. Weaden, Divisional Director, Corporate Strategic Services

Approved for inclusion:

CW

Attachments: Council Focus and Priority Projects for Workshop
PowerPoint Presentation

cc: Senior Leadership Team



Council focus and priority projects workshop

March 12, 2018

To support the workshop discussion, this document includes:

- A summary of key initiatives in five focus areas for 2018 (*Pages 2- 6*)
- Highlights of completed initiatives in five focus areas 2014-2018 (*Pages 7-9*)
- Highlights of active and completed initiatives in other priority areas 2014-2018 (*Pages 10-12*)

➤ Imagine Kelowna

Imagine Kelowna is a transformative long-term vision for the community, which is expected to be endorsed by Council in April 2018. Imagine Kelowna will help guide future priority setting and how we as a city achieve those priorities.

➤ Priority Initiatives for 2018 (Focus Areas)

Balanced Transportation Network Initiatives	Estimated Completion
John Hindle Drive including multi-use path	Fall 2018
Regional Strategic Transportation Plan (RSTP)	Winter 2019
South Perimeter Road	Spring 2019
Continued expansion of bike paths & sidewalks	Implemented & ongoing
Rutland Transit Exchange Phase 2 & Shepherd Road Extension	Fall 2018
Ethel St. 4 – road & cycling infrastructure (Sutherland to Springfield)	Fall 2018
Okanagan Rail Trail – 9 km complete to paving standard between Dilworth and Kelowna International Airport	Summer 2018
BC Transit Future Action Plan - long term vision for transit in the Central Okanagan	Fall 2018
Transportation Master Plan (City)	Fall 2019
Okanagan Gateway – comprehensive transportation network plan for Airport and University area	Winter 2019
2018 Regional Household Travel Survey	Spring 2019

Dropbike partnership - bike share pilot program	Spring 2018
Disruptive Mobility Strategy	2019
Transit Prioritization Framework	2018
New transit service to Academy Way area, introduction of Downtown-Glenmore-UBCO via John Hindle Drive	Fall 2018
Pilot Open Street 1-day Festival (temporarily close the streets to cars and open them to people. eg: Bernard Ave. on a Sunday in the summer)	Summer 2018

Clean Drinking Water Initiatives

Estimated Completion

SEKID Integration

- City-wide Water integration plan Phase 1
- Construction - Phase 1

Spring 2020

SOMID integration

Fall 2019

Source Water Protection Plan

Fall 2018

Integration Policy

Spring 2018

Agricultural water rate design - determine methodology to set rates in the future; not determine actual rates

Spring 2019

Kelowna Area Based Water Resource Management Plan

2021

Auditor General for Local Government water audit on City of Kelowna Water Utility

Spring 2018

Homelessness Initiatives

Estimated Completion

Journey Home Strategy:

- Journey Home Consultation - Design Labs
- A Way Home – Kelowna (youth strategy) – Pilot Upstream Project
- Journey Home Task Force – Advocacy Sub-Committee
- Expanded Indigenous membership on Journey Home Task Force

Journey Home Strategy: Summer 2018

Remainder: Completed

Community Action Team (IHA partnership)

(intervene to save lives; proactive and comprehensive support to people at risk of overdose – may include treatment and housing)

2018

Emergency Shelter Action Team – respond to emergent issues of shelters

2018

Community Advisory Board on Homelessness (CAB – H) Commitment to Alignment of Federal Community Plan and Funding

2018

Emergency Shelter Coordination – coordinate real-time space & capacity sharing eg. availability

2018

Street to Housing Outreach - team being formed to connect individuals to resources and assessments

2018

Housing Diversity (Affordability) Initiatives

Estimated Completion

Incentives to spur rental housing projects	Implemented & ongoing
Increase to rental housing grants	Implemented & ongoing
Healthy City Strategy - Healthy Housing	Summer 2018
BC Housing partnerships	Implemented & ongoing
Zoning text amendment – Greater allowance for emergency shelters & supportive housing	Spring 2018
OCP Review – land supply and diversity of housing	2019
Energy Step Code Strategy Development – goal to reduce household carrying costs (step 1 of 5)	In progress & ongoing
Policy review on provincial regulations (nightly accommodation & vacant home)	2018
Land Strategy – strategic investment in land, in part for housing	Summer 2018

Public Safety Initiatives*(Citizens are safe from personal/property crime)***Estimated
Completion**

Increase bylaw foot patrols in the downtown	Implemented & ongoing
Target prolific offenders	Implemented & ongoing
Bike patrols - extend timeframes (as soon as weather permitting to Sept., rather than May to Sept.)	Implemented & ongoing
Street walks - combined RCMP and Bylaw staff	Implemented & ongoing
Four officers recruited	2018
Other police services positions recruited in 2018: Police Services Secretary Four full time data processors.	2018
Community Action Team - opioid crisis (IHA lead) (4 pillar approach – harm reduction; prevention; treatment; enforcement)	Implemented & ongoing
PACT (police and crisis team) program expansion (currently 1 nurse + 1 officer; proposing to double this)	Fall 2018
Auxiliary tiering program 1,2,3 training (progressive roles and responsibility of auxiliary staff through training levels, with status at level 3 to include general duty patrols and check stops)	Fall 2018
Liaison with Kelowna Chamber of Commerce	March 2018
Good Neighbor Bylaw – Panhandling	March 2018
Remediation of nuisance properties	Implemented & ongoing
Design of a Community Response Team – Coordinated with RCMP & Bylaw	2018

Appendix A

Completed Initiatives: 2014-Present (Focus Areas)

Balanced Transportation Network Initiatives

Pedestrian & Cycle Master Plan

Okanagan Rail Trail planning, acquisition and funding

Partnered to deliver multiple transit exchange/stations projects:

- UBCO
- Rapid bus – Queensway
- Rapid bus – Gordon/Richter
- Okanagan College
- Pandosy St

Roundabouts – Water/Doyle; Lakeshore/Collett; Valley/Cross/Longhill

Phase 2 & 3 Ethel St. Active Transportation Corridors, including full urbanization, road resurfacing and utilities

Continued expansion of bike paths & sidewalks through annual program

Advanced thermal detection systems installed at six intersections that enable bike detection

Bulman Road – UBCO Bike Connection

Transit Customer Satisfaction Survey

Lakeshore 1, Bellevue Creek to Dehart, urbanization, multiuse path

Clement widening, Richter to St. Paul

Clean Drinking Water Initiatives

\$43.9M Grant funding application successful

Value planning exercise completed

Merger agreements with SEKID, SOMID, Cedar Creek and Aspen Road water users

McCarthy, Tall Grass, and McKinley #5 Lift Stations commissioned.

Poplar Point Pump 501 Retro-fit complete and operational.

Achieved laboratory EWQA accreditation for drinking water lab to provincial health standards to allow for more internal testing and enhanced Quality assurance.

New Source Water Protection Assessment response plan that highlighted progress towards meeting water protection objectives.

Implemented new instrument methodology, wastewater lab, to discontinue use of hazardous chemicals, increase capacity and lower cost of supplies for improved water quality.

Homelessness Initiatives

Hired a social development manager

Transitional storage/outreach program - BC Housing & the Gospel Mission

Housing needs assessment

Street to Housing Outreach Coordination

Formation of Journey Home Task Force

Formation of A Way Home Steering Committee

ACT – Assertive Community Team (Focused on Mental Health)

Overdose Crisis Response – Mobile Supervised Consumption Program

Housing Diversity (Affordability) Initiatives

Urban Infill challenge

Encourage development of family-friendly, affordable housing

Healthy City Strategy - Healthy Housing Theme Area - UBC, IHA, City

Act as a catalyst for development of Central Green (Ki-lo-na Friendship Society; KARIS)

BC Housing Partnerships:

Gordon Place (BC Housing) – 33 units supportive housing

Drysdale (BC Housing) – Society of Hope – seniors housing

Kelowna & District Society for Community Living

Provincial Advocacy – UBCM Special Committee on Housing

Public Safety Initiatives

Expanded programs to track and collect discarded needles in parks and public spaces.

RCMP members recruited (term) = 12 members

Bylaw officers recruited (term) = 3 PTOfficers; 1 supervisor

Other police services positions added = 3 police services positions; guards

Completion of new Police Services building, with relocation of staff.

Launch of Police and Crisis Team (PACT)

District enforcement

RCMP/Bylaw joint summer bike patrol program

Significant partnership and relationships developed – Integrated Response Team, Partners for Healthy Downtown, Outdoor Events Committee, Uptown Rutland Business.

Downtown Enforcement Strategy

Implemented daily bylaw enforcement officer foot patrols in the downtown core

Good Neighbor Bylaw – Abatement Fees

(tool to encourage problem properties to take action)

➤ Active and Completed Initiatives: 2014-Present (Additional Priorities)

Strong Financial Management Initiatives	Status
Update financial strategies and policies (eg. investments; U.S. Dollar; debt)	In progress & ongoing
Complete and implement Asset Management Program	Significant progress (Summer 2019)
Explore revenue generation opportunities	In progress & ongoing
Partnership Strategy – refinement of internal framework, and intention to develop priority plan to advance partnership opportunities	In progress & ongoing
Sponsorship and advertising program	Implemented & ongoing
Council adoption of Financial Principals and Strategies	Complete
LED Street Light Study (replacement program) (3.4 yr payback; cost savings ~ \$900K)	Complete
2030 Infrastructure Plan	Complete

Healthy, Safe, Active & Inclusive Community Initiatives	Status
Act as a catalyst to help address community issues	In progress & ongoing
OCP Update	In progress
Healthy City Strategy, Community for All	Complete
Review major sport and community facilities	In progress & ongoing
Strong Neighborhoods Program	Implemented & ongoing
Actively engage with RCMP for targeted policing	In progress & ongoing
Development of a Community Sport Plan (framework for the local sport system)	In progress

Bluebird Beach Park - waterfront park property acquisition	Complete
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Active by Nature program	Implemented & ongoing
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Preserve Agricultural Land Initiatives

Status

Benvoulin Corridor Agricultural Enforcement Strategy	Complete
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Accommodation for temporary farm workers	In progress & ongoing
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Update the Agricultural Plan	Complete
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Catalyst for Business Initiatives

Status

Kelowna International Airport Master Plan	Complete
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Tourism Centre	In progress
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Implement Dark Fibre Strategy	Ongoing
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Strategic Investment-Business & Entrepreneurial Development Framework	In progress
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Vibrant Urban Centres Initiatives

Status

Rutland Centennial Park redevelopment (Phase 1 & 2 complete)	In progress
Implement Parking strategies in downtown & hospital area	Complete
New Memorial and expanded Library parkades	Complete
Urban Centres Roadmap	Complete
Civic Block Plan	Complete
Capri Landmark Urban Centre Plan	Significant
Okanagan Centre for Innovation and the Interior Health Authority headquarters opened	Complete
South Pandosy Parking Plan implementation	Complete



Council Focus and Priority Projects

March 12, 2018



Imagine Kelowna



Transition to new City Manager

- ▶ Acting City Manager Joe Creron
- ▶ Recruitment process underway

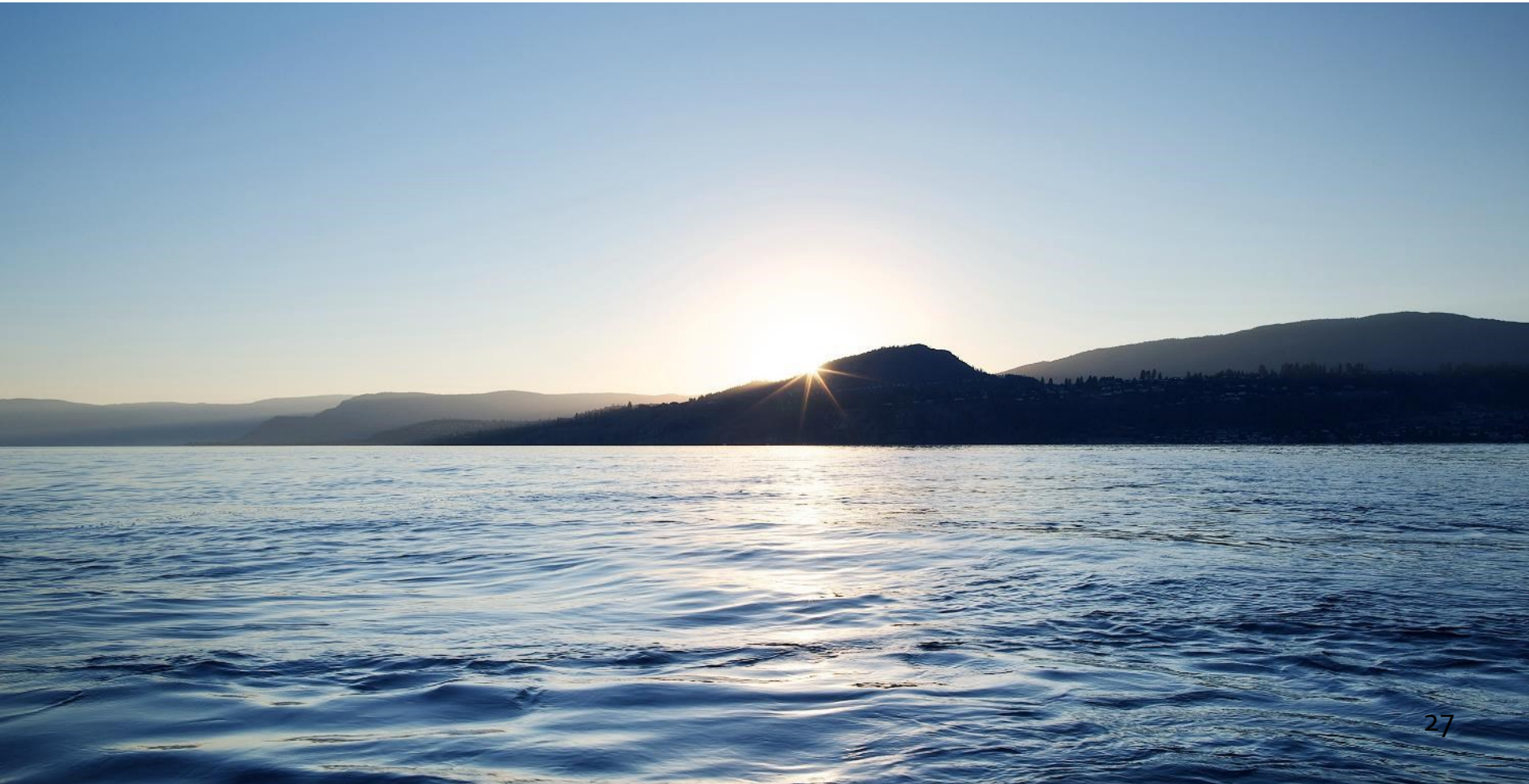
Balanced Transportation Network



• John Hindle Drive including multi-use path	Fall 2018
• Regional Strategic Transportation Plan (RSTP)	Winter 2019
• South Perimeter Road	Spring 2019
• Continued expansion of bike paths & sidewalks	Implemented & ongoing
• Rutland Transit Exchange Phase 2 & Shepherd Road Extension	Fall 2018
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Clean Drinking Water



<ul style="list-style-type: none"> • SEKID Integration City-wide Water integration plan Phase 1 Construction - Phase 1 	Spring 2020
<ul style="list-style-type: none"> • SOMID integration 	Fall 2019
<ul style="list-style-type: none"> • Source Water Protection Plan 	Fall 2018
<ul style="list-style-type: none"> • Integration Policy 	Spring 2018
<ul style="list-style-type: none"> • Agricultural water rate design (determine methodology to set rates in the future; not determine actual rates) 	Spring 2019
<ul style="list-style-type: none"> • Kelowna Area Based Water Resource Management Plan 	2021
<ul style="list-style-type: none"> • Auditor General for Local Government water audit on City of Kelowna Water Utility 	Spring 2018

Homelessness



<ul style="list-style-type: none"> • Journey Home Strategy: Journey Home Consultation - Design Labs A Way Home – Kelowna (youth strategy) – Pilot Upstream Project Journey Home Task Force – Advocacy Sub-Committee Expanded Indigenous membership on Journey Home Task Force 	<p>Summer 2018</p> <p>Remainder: Completed</p>
<ul style="list-style-type: none"> • Community Action Team (IHA partnership) (intervene to save lives; proactive and comprehensive support to people at risk of overdose - may include treatment and housing) 	<p>2018</p>
<ul style="list-style-type: none"> • Emergency Shelter Action Team (limit impact of shelters; prevent & resolve emerging activities) 	<p>2018</p>
<ul style="list-style-type: none"> • CAB-H Commitment to Alignment of Federal Community Plan and Funding 	<p>2018</p>
<ul style="list-style-type: none"> • Emergency Shelter Coordination (coordinate real-time space & capacity sharing eg. availability) 	<p>2018</p>
<ul style="list-style-type: none"> • Street to Housing Outreach (team being formed to connect “sleeping rough” individuals to resources and assessments) 	<p>2018</p>

Housing Diversity (Affordability)



• Incentives to spur rental housing projects	Implemented & ongoing
• Increase to rental housing grants	Implemented & ongoing
• Healthy City Strategy - Healthy Housing	Summer 2018
• BC Housing partnerships	Implemented & ongoing
• Zoning text amendment – Greater allowance for emergency shelters & supportive housing	Spring 2018
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Public Safety



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<ul style="list-style-type: none"> • Liaison with Kelowna Chamber of Commerce 	March 2018
<ul style="list-style-type: none"> • Good Neighbor Bylaw – Panhandling 	March 2018
<ul style="list-style-type: none"> • Remediation of nuisance properties 	Implemented & ongoing
<ul style="list-style-type: none"> • Design of a Community Response Team – Coordinated with RCMP & Bylaw 	2018

		Implement Year 1	Implement Year 2	Implement Year 3	Implement Year 4		
		2018	2019	2020	2021	2022	2023
Jan.			Set new council and corporate priorities and measures		Refresh priorities		Set new council and corporate priorities and measures
June							
	Election					Election	
Dec.	Council orientation					Council orientation	
		Reporting	Reporting	Reporting	Reporting	Reporting	

Report to Council



Date: March 12, 2018
File: 0610-50
To: City Manager
From: Rafael Villarreal, Integrated Transportation Department Manager (Manager, Strategic Visioning Project)
Subject: Imagine Kelowna Draft Content and Affirm Phase

Recommendation:

THAT Council receives, for information, the report from the Integrated Transportation Department Manager (Manager, Strategic Visioning Project) dated March 12, 2018, with respect to Imagine Kelowna Draft Content and Affirm Phase.

Purpose:

To report on the Imagine Kelowna affirm phase, to receive Council's input and to direct staff to bring Imagine Kelowna for final endorsement in April, 2018.

Background:

Imagine Kelowna is a long-term vision for building a prosperous and sustainable city in the face of an uncertain future. The result of an unprecedented level of public engagement, Imagine Kelowna is a vision created by the community for the community. Once endorsed by Council, the vision, principles and goals will be implemented under the umbrella of Imagine Next. Imagine Kelowna is not a plan; it is a vision that highlights:

- The world, including Kelowna, is changing in ever-faster and unpredictable ways. If we want our community to thrive in this chaotic world, we need to be bold and unafraid to do things differently than we have in the past.
- As a result, the focus of the vision goes beyond traditional bricks and mortar. While infrastructure and basic services are a starting point; the way we provide and prioritize services needs to evolve to support community competitiveness in the knowledge economy.
- Building in town centres and controlling urban sprawl boosts our overall economic vitality but also helps to mitigate infrastructure and servicing deficits.
- Water and nature are key to our community values, identity and future.
- We need to act on inclusion and reconciliation towards a more balanced community.

Kelowna's identity is complex and diverse. It can't be neatly summarized in a tagline. However, that complex and diverse identity is our community's strength.

The enclosed draft content document only contains text. There are no design files, graphs or charts, as the intention is to obtain Council's input, and to direct staff to bring a final version for endorsement in April, 2018.

What is Imagine Next?

Imagine Next represents an integrated approach to planning and community participation.

Imagine Next is a framework for aligning the City's plans, strategies, community partners and other initiatives to implement the Imagine Kelowna Vision

The principles and goals of Imagine Kelowna will help unify and provide a foundation for the plans, strategies and other initiatives the City will be developing and updating over the coming years. These plans, strategies and other initiatives will use the rich database of public input received during the Imagine Kelowna process, which will be complemented by project-specific engagement.

Imagine Next doesn't only involve the City. It also provides direction for our other partners, including other levels of government, to shape the way we work together, how we make decisions, and how we engage with Kelowna residents.

Imagine Next upcoming initiatives:

Official Community Plan (OCP) Update (Our Kelowna as we Grow) and Transportation Master Plan (Our Kelowna as we Move), 2018-2020: As presented to Council on February 5, the Official Community Plan in coordination with the Transportation Master plan are the first two tactical plans being updated under the Imagine Next umbrella. As the leading components of the coordinated growth approach, the Official Community Plan dictates how the City grows. Transportation and land use are interdependent and benefits accrue when transportation and land use planning are coordinated. Kicking off both plans under the umbrella of Imagine Next allows for a principle alignment and a detailed and ongoing coordination of both plans.

Last phase of engagement - Affirm:

For the project's Affirm Phase (December 2017 to February 2018), the draft vision, values, principles and goals were taken back to the community for a final round of dialogue. The results of that dialogue, along with feedback from City Council, will help refine the final version that will be presented to Council in April 2018.

During the Affirm Phase, the draft Imagine Kelowna vision, values, principles and goals were presented to the community through the City's existing communications channels, online, and through partnerships and presentations/workshops with community groups:

- Imagine Kelowna engaged Urban Systems to facilitate a workshop with 18 community organizations to discuss the vision, values, principals and goals and the role of the community in delivering on Imagine Kelowna.
- 145 participants attended open houses at Plaza 33 in Rutland, Parkinson Recreation Centre, the Capital News Centre and UBC Okanagan.
- 212 respondents completed the Imagine Kelowna vision, values and principles review survey.

The results of the affirm phase are attached to this report.

Next steps:

After receiving Council's input, the imagine Kelowna team will be bringing the final Imagine Kelowna document for endorsement in April 2018.

The final product will include:

- Imagine Kelowna Vision, Values, Principles and Goals, including supporting creative and audio visual materials.
- Story map, a summarized version of the final document and other supporting materials
- Web presence, a landing page with values principles and goals
- Imagine Next planning and operationalization with OCP (Our Kelowna as we Grow) and Transportation Master Plan (Our Kelowna as we Move)

Internal Circulation:

Divisional Director, Infrastructure
 Divisional Director, Corporate Strategic Services
 Divisional Director, Community Planning and Strategic Investments
 Long Range Policy Planning Manager
 Community Engagement Manager
 Project Portfolio Manager
 Performance Improvement Consultant
 Communications Advisor

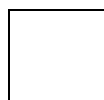
Considerations not applicable to this report:

Legal/Statutory Authority
 Legal/Statutory Procedural Requirements
 Financial/Budgetary Considerations
 External Agency/Public Comments
 Communications Comments
 Alternate Recommendation

Submitted by:

R. Villarreal, Integrated Transportation Department Manager (Manager, Strategic Visioning Project)

Approved for inclusion:



A. Newcombe, Divisional Director, Infrastructure

Attachment 1 - Draft content document (Imagine Kelowna)

Attachment 2 - Affirm phase engagement report

Attachment 2 - Affirm phase engagement report

cc: Divisional Director, Infrastructure
 Divisional Director, Corporate Strategic Services
 Divisional Director, Community Planning and Strategic Investments
 Policy & Planning Department Manager
 Corporate Strategy & Performance Dept Manager

"We can't predict the future. Flexibility and adaptability is what is going to help us through all the changes. Values last longer than plans, we can't prepare for everything in the future."

-comment from an Imagine Kelowna participant

Introduction

Imagine Kelowna is a vision for building an inclusive prosperous and sustainable city in the face of an uncertain future. The result of an unprecedented level of public engagement, *Imagine Kelowna* is a vision created by the community for the community.

We need this new vision because a lot has changed since the City of Kelowna completed its last comprehensive visioning exercise in 1991 and 1992. That exercise led to the City's 1992 Strategic Plan that in many ways laid the foundation for the thriving city we experience today. The plan was called *Choosing our Future* and it laid out specific objectives along with strategies for achieving them. It focused on managing growth by providing direction for land-use planning and today's residents have greatly benefited from the results.

For example, the plan emphasized the need to densify existing urban areas and protect agricultural land. It also set the stage for the revitalization of Bernard Avenue (Kelowna's Main Street), the creation of Stuart Park, upgrades to the City's pedestrian system of sidewalks and urban trails, and the development of a network of bike paths. But a lot of the changes that would occur over the next 25 years -both locally and globally- could not be foreseen by the people who crafted the plan.

For instance, looking back now it's easy to see how over the last 25 years, information and mobile technologies have dramatically changed the way people live, work and play. But in 1992, the Internet was mainly the domain of academics and smartphones weren't around yet. The fact that the 1992 Strategic Plan didn't anticipate the seismic social and economic changes that would accompany these technological developments is not a slight against the plan. It was the right plan for its time.

But now it's time for a new vision, one that can help us thrive in a world where technology continues to disrupt and transform our society and economy in ever-faster and unpredictable ways. *Imagine Kelowna* provides this vision by identifying the community's core values, principles and goals. Instead of providing specific policy directions the way the 1992 plan did, *Imagine Kelowna* provides a philosophical foundation to make us more resilient and guide future decision making. The goals of *Imagine Kelowna* are also aligned with the [United Nation's Sustainable Development Goals](#), linking what we're doing locally with larger global efforts to make the world a better place.

Under the banner of *Imagine Next*, the City will use *Imagine Kelowna* to help shape its priorities and provide the foundation for future strategies and projects such as the Official Community Plan (*Our Kelowna as we Grow*), the Transportation Master Plan (*Our Kelowna as we Connect*), and unify existing plans and strategies (e.g. Healthy City Strategy, Cultural Plan, etc.) and future ones. But because *Imagine Kelowna* is the community's vision, it is also meant to be used by the city's businesses, organizations and individuals so that collectively, we can all help to ensure a vibrant future for our amazing city. Building a future that we all want will require us to work together.

[Kelowna's history part I: A First Nations' perspective by Jordan Coble - Curatorial and Heritage Researcher at the Sncəwips Heritage Museum](#)

The Okanagan Valley has been home to the syilx /Okanagan people since time immemorial. This territory is unceded, which means there has never been any formal forfeiture of title or rights through a treaty or any other agreement. The vast majority of the land in the Okanagan has been appropriated without consulting the syilx /Okanagan people. Prior to their contact with Europeans, the syilx people had a very high quality of life and a very complex and comprehensive governance system that ensured all Nation members were provided for in times of need and that everyone fulfilled their responsibilities.

After the Indian Act passed in 1876 and the reserve system was forced upon the sqilx/Okanagan people, the First Nation people were forced onto reserves with many policies and laws that restricted their contributions to the developing area. The impact of these restrictions are still felt today and affect the development and progress of First Nations people.

Kelowna's history part II: A settler's perspective by Wayne Wilson – former executive director of the Kelowna Museum Society

The first European settlers arrived here in the mid-1800s. They were mostly missionaries, farmers and cattle ranchers. Agriculture flourished in the early 20th century as did supporting industries such as packinghouses, box factories, canneries and a railway. Post World War II transportation improvements connected Kelowna to the rest of Canada and the world. These included an airstrip that would eventually become Kelowna International Airport (1947), the Hope-Princeton Highway (1949), a floating bridge across Okanagan Lake (1958), the Coquihalla Highway and the Okanagan Connector (1990).

The local economy started shifting in significant ways after the war as well. Kelowna's industrial base diversified and tourism began to grow in importance. In the 1980's, the wine industry grew in importance, adding a new dimension to both agriculture and tourism.

Not a small town anymore

Kelowna is growing up. When the 1992 Strategic Plan was created, Kelowna still had a small town feel to it. The city had a reputation as a farming community and was becoming known as a popular retirement destination. Over the next 25 years however, Kelowna's population grew close to 70 per cent and in 2017, it stood at more than 129,500 people. The 2016 Census pegged Kelowna as the fastest growing city in B.C. and the sixth fastest in Canada. And it's not just baby boomers nearing retirement

age who are coming here. The largest demographic group moving to Kelowna is now made up of 25-to-34-year-olds. Meanwhile, by 2041, Kelowna is projected to grow to close to 180,000 people.

Farming remains an important part of Kelowna's economy and identity. However, the economy has become much more diversified with health care and technology now sitting as the region's top employment sectors. The growth of the technology sector has been especially notable and Kelowna is developing a reputation as an important high-tech hub. In 2015, the tech sector's economic impact on the Okanagan was \$1.3 billion, a 30 per cent increase in just three years. This growth is part of a broader shift towards a knowledge-based economy that is also being driven by growth in Kelowna's service, public administration, education and health care sectors.

Kelowna is now home to two high-caliber post-secondary institutions (UBC-Okanagan and Okanagan College) while over the last decade, the city's hospital has undergone a major expansion. Kelowna General Hospital now has more than 700 beds, a state-of-the art heart and surgical centre, perinatal unit and a clinical academic campus. Meanwhile, Kelowna International Airport has gone from seeing roughly 300,000 passengers go through its gates in 1992 to more than 1.7 million in 2017, making it the 11 busiest airport in Canada.

Growing pains

Kelowna is definitely not a small town anymore but it isn't a major metropolis either. Kelowna is kind of like a teenager. It's at an awkward point in its growth and what exactly it will be when it fully grows up is not yet clear. For many Kelowna residents, the transition away from being a small town is scary, while for others it's an exciting opportunity. But the reality is, there's no going back to the way things were. Growth is happening and Kelowna is experiencing both its challenges and its benefits. We need to embrace that growth so we can shape it to the benefit of the whole community.

Kelowna is a successful community. It has natural beauty, an entrepreneurial spirit and it has done a good job of adapting to past change. However, we now live in a world where change is happening faster than ever before. This pace of change brings with it greater uncertainty and unpredictability. So, while we are already experiencing significant changes as a result of the shift towards the knowledge economy, increasing digitalization (the integration of digital technologies into everyday life), emerging automatization (i.e. driverless cars, robot caregivers and cashier-less grocery checkouts), e-commerce, and the shared economy (services like car sharing, co-working and online vacation home rentals), it's impossible to know yet how all of this will ultimately reshape our city. It is against this backdrop that Kelowna is going through growing pains that are manifesting in the areas of urban form, transportation, housing affordability, community cohesion and social inequality. What worked for Kelowna when it was a small community will not necessarily work in the future, requiring us to rethink how we do things.

Imagine Kelowna

Imagine Kelowna is our response to the forces of change. It is a vision developed by the community and it is a vision that will be owned and delivered by the community as a whole, with local government only one of the many players involved. *Imagine Kelowna* represents the voices of the people who live here including but not limited to: expert academic advisors, community thought leaders, students, youth, elders, members of local First Nations, and residents. If we have learned anything about Kelowna on this journey, it is that our community is not homogenous. The people who live here come from all over the world and have diverse perspectives. Kelowna is at a pivotal time in its evolution, one full of great opportunities, but also one full of great challenges.

Unprecedented engagement

This initiative is a historical opportunity to direct the future of our community, and is incredibly important for citizens of all ages to get involved and share their vision for Kelowna. In the coming years, we'll see significant shifts in economy, technology,

resources, climate and people that will influence our community's future. By participating in this process, we can all contribute to creating a thriving community for current and future generations.

-Kelowna mayor, Colin Basran, kicking off Imagine Kelowna in May 2016

The *Imagine Kelowna* vision and its accompanying values, principles and goals come out of the largest public engagement effort in the City of Kelowna's history. That effort kicked-off during a popular neighbourhood event in 2016 called Rutland May Days. Since then, the outreach and level of citizen involvement across the city has translated into thousands of interactions through face-to-face conversations, community events and a robust online presence.

The results of this unprecedented engagement include: close to 30,000 web page views, 195 on-line submissions, 400 comments on sounding boards, 500 postcard submissions, 40 community events, 30 in-depth stakeholder discussions, 533 youth submissions, two workshops with Westbank First Nation elders and youth, 25 presentations to local organizations, agencies and institutions, four co-sponsored On-Point community events and 266 tweets during a Town Hall twitter event with Mayor Basran.

This engagement has not only guided the development of *Imagine Kelowna* but it will also be used as the foundation for the plans and strategies developed under the banner of *Imagine Next*.

Kelowna's identity

What is clear from this project's extensive public engagement is that this is a community with a multidimensional identity that is not easily defined.

Among *Imagine Kelowna* participants, there is extensive identification with Kelowna's geography, especially Okanagan Lake. The city's agricultural lands, natural areas and nearby mountains are also identified with to varying degrees. But beyond geography -which Kelowna largely shares with its regional neighbours- there is little consensus as to what defines Kelowna.

Many longtime residents still think of Kelowna as a farming community. Newer residents however, are more likely to think of Kelowna as a technology city or an entrepreneurial city. For some people, Kelowna's identity as a resilient and caring community was forged in 2003 when the city came together in response to the devastating Okanagan Mountain Park wildfire. In some circles, Kelowna is becoming known as a popular university or college town, while in others, what defines this city is its lifestyle opportunities.

In short, because Kelowna is growing and evolving, its identity is not easily pinned down. Rather than trying to do so, let us embrace our evolving identity as a unique city that is not easily mistaken for anywhere else. It is a place of incredible beauty and infinite possibilities whose people strive to balance economic development with environmental preservation.

Imagine Kelowna Vision and Community Values

The following vision and values lays out the community's aspirations while the principles and related goals outlined in the next section work together as a system to help the community achieve its vision and ensure a vibrant future for Kelowna:

For thousands of years the syilx / Okanagan people have protected the beautiful lands and waters of the Okanagan, nurturing a healthy and sustainable balance. The first arrivals of European descent fell in love with the beauty here and today we continue to celebrate all the Okanagan has to offer. In 2040, Kelowna is a thriving mid-sized city where people lead active and healthy lifestyles. It is a community that respects the natural wonders that shape its identity. As a place with deep agricultural roots, Kelowna understands the need to protect our environment, manage growth and be resilient in the face of an unpredictable future. Kelowna is a community that:

- **puts people first:** What is good for people is at the front and centre of our decision making. We welcome people from all backgrounds because inclusivity and diversity makes us a stronger and more innovative community.
- **values its history:** We celebrate our heritage, but we also acknowledge past injustices and learn from our mistakes to help us build a better future.
- **encourages curiosity and creativity:** We are constantly learning so we can effectively respond and adapt to rapid change. We find innovative ways to meet social, economic and environmental challenges.
- **recognizes the changing roles of individuals, businesses, governments and community organizations:** The well-being of our city is a shared responsibility and everyone needs to do their part to meet the challenges of the future.

By embracing these values, in 2040, Kelowna is a community with the capacity to respond, learn, adapt and grow with change.

Imagine Kelowna principles and goals

Principle 1 – Connected: A community where residents are connected to their neighbours, their city and the wider world.

- **Goal: Embrace diverse transportation options to shift away from our car-centric culture**

"Build more roundabouts, focus on making strategic investments, and discourage development that does not support transportation options/corridors."

-comment from an Imagine Kelowna participant

Kelowna grew up during the golden age of the automobile. For decades, development happened in ways that required people to drive everywhere they went. As a result, in 2017, Kelowna was one of the most car-dependent cities in Canada, with over half of its carbon emissions coming from transportation. And with well over 80,000 new residents expected to move to the region by 2040, our

current level of car-dependency cannot be sustained. While some progress is being made to provide residents with more choices to get around through investments in transit and active transportation, increasing traffic volumes and congestion are a risk to physical health, economic growth and overall quality of life.

In the City's 2017 Citizen's Survey, traffic flow management was identified as an investment priority by 66 per cent of residents, putting it in second place among the top-five priorities. Traffic congestion is a by-product of how a city grows. As such, it cannot be solved just by building more roads. For starters, the land acquisition and construction costs would be huge and require big tax increases or service cuts to pay for them. In addition, just building more roads has been shown to actually make traffic problems worse. New roads give people more incentive to drive and quickly fill up.

Instead, we need to make sure future development can easily be serviced by mass transit, shared transportation services, and active transportation networks. There is a strong business case for providing these kinds of services and infrastructure in dense urban centres, but in areas with sprawling development and fewer people, they become less financially feasible. Thankfully, 50 per cent of Kelowna residents and 80 per cent of the city's jobs are already within a five-minute walk of frequent transit service, and if we make it easy to get around without a car, we can help make the city more affordable and inclusive.

Transportation was one of the most important issues for *Imagine Kelowna* participants. At the community forum in April 2017, participants showed a lot of enthusiasm about the idea of prioritizing investments in infrastructure that support options like cycling, walking, transit and shared mobility, over investments that encourage driving. Similarly, at an On Point Upside Down Town Hall where members of the public discussed transportation, one overwhelming theme emerged: "Let's design our

future with the pedestrian, cyclist and transit-goer in mind.” As one participant put it, “driving should not be the first choice. Choices for everyone city wide – multi-modal paths, reliable clean transit.”

There are a lot of unknowns when it comes to the future of transportation. For example, we don’t know how shared economy services like ride-sharing and car-sharing will evolve and impact transportation in the Kelowna region. But the biggest unknown is what effect the introduction of autonomous vehicles will have. This technology has the potential to be very disruptive with effects that will ripple through our city and our society. While no one knows for sure what they will be, we still need to be ready to deal with them. As an *Imagine Kelowna* participant put it, “transportation is about to be turned on its head.”

Possible ways that ***Imagine Next*** can address this goal include local and regional transportation plans, (titled *Our Kelowna as we Move* and *Connecting our Region* respectively). But because how people get around is closely connected to how the city is laid out, transportation plans will be aligned with the Official Community Plan (*Our Kelowna as we Grow*) as a part of a coordinated approach to growth. But meeting this goal will also require residents and other community partners to come up with *Imagine Next* initiatives of their own.

- **Goal: Create great public spaces that bring people together**

“Provide public space to have discourse.”

-comment from an Imagine Kelowna participant

Public spaces are a city’s common ground, places where people from all backgrounds can come together. They can be both indoor or outdoor spaces and include areas like parks, plazas, sidewalks and streets – and people in Kelowna want more of them. During the April 2017 community forum, participants loved the idea of building great public spaces such as parks, plazas and community centres in each urban centre.

The City is trying to do its part. In 2015, Kelowna's newly developed Stuart Park won the Canadian Institute of Planner's Great Public Space in Canada award. The jury called the park and its civic plaza, "a year round destination and the cultural and civic heart of Kelowna." In 2014, the City completed a \$14.3 million revitalization of Bernard Avenue (Kelowna's "Main Street") that transformed it into a more people-centred destination with wider sidewalks, street furniture and public art. The City has also made significant investments to upgrade four public spaces in the Rutland area: Gerstmar Park, Roxby Square, Mugford Park and Rutland Recreation Park. And the work is not done yet – there are long-term plans to build more parks, community centres and recreation facilities throughout the city.

Government cannot do it alone however. Providing great spaces that are accessible to everyone is a shared responsibility. Recently, the City began working with businesses and other stakeholders on placemaking initiatives that reclaim unused or underutilized public spaces. The first project to come to fruition was the Bernard Avenue Laneway project. It turned an underused laneway into a key public space in the heart of downtown Kelowna where people can walk, socialize or buy food and drink from an on-site concession.

Developers can play a role too, by incorporating public space -like plazas or small parks- into their projects. It's important however, that these privately-owned publically-accessible spaces be truly open to everyone and not just select members of the public, and that they complement rather than replace publicly-owned spaces.

Possible ways that ***Imagine Next*** can address this goal include the City's infrastructure and capital plans, the Official Community Plan (*Our Community as we Grow*) and the Urban Centres Road Map. Developers and others involved in land-use can also come up with their own *Imagine Next* initiatives.

- **Goal: Provide opportunities for people of all ages, abilities and identities**

"Part of our brand is how we look after each other."

-comment from an Imagine Kelowna participant

Inclusivity and diversity have been shown to boost a community's health, resiliency and economic prosperity. In other words, we all benefit when economic, recreational and cultural opportunities are available to everyone, regardless of age, ability, ethnicity, gender identity, sexual orientation, religion or national origin.

Kelowna has a reputation as a city lacking in diversity. However, according to the 2016 Census, Kelowna is slowly changing. *Imagine Kelowna* participants largely expressed a strong desire to see that increasing diversity continue, along with a desire to see people from different cultures openly celebrating and sharing their cultures, both in their everyday lives and through festivals and other events. As one participant put it, "cultural awareness is improved through exposure. Our relative lack of diversity is a barrier but will improve with time."

But diversity is about more than ethnicity and culture. People also have a diverse range of physical and mental abilities and these abilities change with age. Through its Community For All Action Plan, the City has identified 31 actions to help create a city that is healthy, safe, active and inclusive for seniors, children and those with diverse abilities. As a result of the plan, during the summer of 2017, the City assessed the accessibility of 157 parks and 76 buildings. Again, the City cannot do this work alone. Other organizations in Kelowna need to assess the accessibility of their programs and events, and take steps to ensure that they are open to as much of the community as possible.

Ensuring everyone has the opportunity to get an education, earn a living and afford decent housing was also important for *Imagine Kelowna* participants, as rising economic inequality can lead to increased poverty, homelessness, crime, and other social problems. One On Point Upside Down Town Hall

participant put it this way: “I would like to see our community become more concerned with ‘sharing and spreading the wealth’ ... emphasis on a healthy happy community ... ‘quality of life’ goes beyond financial wealth.”

Possible ways that **Imagine Next** can address this goal include the City’s Healthy City Strategy which includes the Community For All Action Plan and the Healthy Housing Strategy. But it can also be addressed through other initiatives such as the City’s Cultural Plan and Journey Home, the homelessness strategy the City is working on with a number of community partners. Community partners are also expected to use this goal in their strategic plans.

- **Goal: Cultivate an accessible and engaging arts and culture scene**

“Keep on supporting culture in Kelowna. Parks alive, amphitheatre, etc.”

-comment from an Imagine Kelowna participant

There is a close relationship between a rich arts and culture scene and a city’s economic vitality. Many young professional, in a wide-range of industries, can choose where they want to live and work and are increasingly making their choices based on quality of life. And as we heard during the *Imagine Kelowna* engagement, arts and culture are key contributors to a city’s quality of life.

At the community forum in April 2017, the need to support arts and culture regularly came up during discussions about how to support innovation and drive Kelowna’s entrepreneurial spirit. As one participant put it, “you want an inclusive, vibrant community – support the arts.” Arts and culture can bring people together, provide intellectual and emotional stimulation and help make our city a place where people want to live.

Kelowna is home to a multitude of theatres, live music venues, galleries, performing arts companies, festivals and arts organizations. In any given week, this city hosts a slew of shows, readings and other events. Meanwhile, a number of organizations offer classes and workshops that give members of the

community the opportunity to participate directly in artistic and creative enterprises. Kelowna also has a variety of education institutions and programs that offer training to those who are pursuing careers as professional artists and creators.

Arts and culture delivers direct economic benefits to our city, creating jobs and generating an estimated \$145 million in annual economic activity. Artists, designers and other creators also work in sectors like the tech industry, while Kelowna is home to a number of award-winning studios and talented production crew, putting the city at the centre of the Okanagan's growing film and animation industries.

The challenge we face now is how to continue building up our arts and culture scene and get more people participating in it. We need to support a wide-spectrum of opportunities from grassroots initiatives to professional endeavours so that everyone can find something that interests them to engage in. As a community, we also need to invest in the infrastructure that supports arts and culture.

Possible ways that ***Imagine Next*** can address this goal include the City's Cultural Plan, Arts & Culture grants and Public Art program. But this goal also needs to be embraced by community groups and the private sector. Partnerships will be key to financing and delivering new arts and culture infrastructure like a performing arts centre.

Principle 2 – Smarter: A community that is willing to learn, adapt and grow so we can thrive in the face of rapid change.

- **Goal: Support innovation that helps drive inclusive prosperity**

"We need better, less precarious jobs and we need to encourage employers to hire young workers."

-comment from an Imagine Kelowna participant

While Kelowna is well-known for its agriculture, tourism and real-estate industries, it has also become a technology hub. Locally, the technology sector has grown into a 1.3 billion-dollar industry with more than 600 companies employing about 7,600 people. There is still lots of room to grow, provided companies can find the talent and support they need. And while innovation is synonymous with technology, it is also increasingly important in many other parts of our economy and society including agriculture, manufacturing, transportation, healthcare, education and the delivery of public and social services.

The City is helping to grow the tech sector with its fibre optic network that was purposely built with extra capacity that is leased to local businesses and institutions. Kelowna is among only a handful of B.C. cities that offer this service and this affordable telecommunications infrastructure helps make this city an attractive place to run a business with large data needs.

One of the big challenges Kelowna faces is that we do not have the critical mass of talent needed by the tech sector, so companies are recruiting people from elsewhere. But that is challenging as well, as people who want to relocate here often have a hard time finding somewhere to live, given that Kelowna has serious housing affordability issues and often has a low vacancy rate. In this way, our economic and innovation goals are intimately connected to our housing goals.

We also need to do a better job of getting the word out about the career opportunities available here. In a survey of Canadian young professionals commissioned as part of *Imagine Kelowna*, career opportunity was identified as the most important factor when assessing possible cities to relocate to. However, only 21 per cent of respondents gave Kelowna a positive rating as a place that offers good career opportunities.

Another important way to help meet the local talent challenge is to provide training and education opportunities to people who already live here, something many *Imagine Kelowna* participants called for.

As one contributor told us, “We need to create partnerships between industry and learning institutions to provide students with work opportunities and industry with the opportunity to grow.” At the April 2017 community forum, participants rallied around the idea to “support business growth by linking the education system to employers to make sure that today’s students are learning the skills they need for the jobs of tomorrow.”

This work is already underway. Both UBC Okanagan and Okanagan College work closely with the business community and are centres of academic excellence that produce high-quality research and graduates. And increasingly, those graduates are choosing to stay here after they complete their education. Meanwhile, the non-profit organization, Accelerate Okanagan, has become a resource hub for the tech industry, providing mentorship and support for entrepreneurs and innovators while the Okanagan Centre for Innovation provides space for nurturing ideas, incubating start-ups and building partnerships.

But more still needs to be done to fill the large gaps in the city’s labour force. At the same time, it’s vitally important that we create opportunities for people from all socio-economic backgrounds. Otherwise, we risk becoming a community divided by the social problems that have been shown to accompany increased economic inequality. These include increased poverty, more homelessness, lower levels of trust, weaker community cohesion and increased crime.

And innovation isn’t something that is restricted to the economic sphere. During the *Imagine Kelowna* engagement, we heard a lot of enthusiasm for the idea of social entrepreneurship – using the techniques of entrepreneurs and start-ups to develop solutions to social and environmental problems.

Possible ways that ***Imagine Next*** can address this goal include the City’s annual contribution of more than \$600,000 to fund regional economic development efforts along with its ongoing relationships with

the Okanagan Innovation Centre and academic institutions. But Kelowna really needs entrepreneurs and other community stakeholders to embrace *Imagine Next* and take this goal to heart.

- **Goal: Take action and be resilient in the face of climate change**

"Encourage and enforce sustainable design of infrastructure to strengthen protection and conserve resources."

-comment from an Imagine Kelowna participant

In 2017, Kelowna experienced one of its most extreme weather years ever. Historic spring floods impacted approximately 3,200 residents and caused tens of millions of dollars in damage to private and public property and infrastructure. This was followed by the driest summer ever recorded, which contributed to a devastating wildfire season that blanketed Kelowna in smoke. As global greenhouse gas (GHG) emissions continue to grow, these types of extreme weather events are expected to occur more regularly and Kelowna needs to implement measures to mitigate their impacts. At the same time, we need to reduce our GHG emissions in order to become more sustainable and provide hope for the future. The bulk of Kelowna's GHG emissions come from vehicles (55 per cent) and buildings (36 per cent) making these the areas where we can make the most difference.

Climate change was top of mind for *Imagine Kelowna* participants who shared lots of ideas for addressing it. Some of the more popular ones were: require the construction of more energy-efficient buildings; upgrade our infrastructure; improve transit and active transportation options; and create incentives to reduce the use of water, electricity and other resources. Participants also identified actions individuals can take including: install LED lights; buy local; compost; and bike, walk and take transit more often. But while there was a wide acknowledgement of the importance of individual actions, there was a strong desire to see government take the lead.

There is no question climate change is going to create some challenges. By 2050, the Central Okanagan's average annual temperature is predicted to increase nearly two degrees, which will result

in significantly more heatwaves and periods unseasonably warm temperatures, as well as shorter winters with 14 per cent less snowfall. But despite hotter temperatures and less snow, it is predicted the Okanagan will actually see a 10 per cent increase in overall annual precipitation, with more frequent major rain events. According to these projections, more rain in the spring will increase the risk of flooding while hotter and drier summers will increase the risk of droughts and wildfires.

But there are also opportunities to make sure we adapt as the climate changes. For example, changing temperatures may mean some new crops become viable to grow locally. We can also protect and enhance our “green infrastructure.” These natural assets like our agricultural land and extensive network of streams, retain rainwater, help prevent flooding and recharge aquifers. And as many *Imagine Kelowna* participants pointed out, we have a vibrant tech sector that is well-positioned to develop some innovative solutions. “Kelowna has the tech industry to champion green tech. Host a green tech summit,” said one participant, echoing the sentiments of many.

Possible ways that ***Imagine Next*** can address this goal include the City’s Community Climate Action Plan, updates to the Community Wildfire Protection Plan, the creation of a Community Climate Adaptation Strategy, the Transportation Master Plan (*Our Kelowna as we Move*), and the Official Community Plan (*Our Kelowna as we Grow*.) But achieving this goal will require the whole community to embrace it.

- **Goal: Build healthy neighbourhoods that support a variety of households, income levels and life stages**

“Housing affordability is not a nail. You can’t solve the problem with a hammer. Solving complex problems is about many small wins.”

-comment from an Imagine Kelowna participant

In 2017, housing prices soared in Kelowna. At the same time, an extremely low vacancy rate made secure rental housing harder to find and drove up rents. The result is a city facing serious housing affordability and availability issues.

Kelowna actually has one of the highest rates of home ownership in the country at 74 per cent and 35 per cent of home owners are mortgage-free. But the steady climb of housing prices is putting the traditional dream of home ownership out of reach for many people, especially those with young families. And as mentioned under the innovation goal, Kelowna's housing situation – especially its lack of rental housing – is making it hard for some companies to recruit talent. All in all, it's getting harder for both individuals and families to find adequate housing that they can afford, even families with two full-time working adults. All of this is contributing to unprecedented housing and homelessness challenges. One *Imagine Kelowna* participant told us, "I have a full-time job but I have to move at the end of the month and I am almost homeless because I cannot find something within my budget."

We need to build a healthy and resilient housing system with the following key characteristics: diversity of form and tenure; affordability and accessibility; and inclusiveness and coordination. We also need to take into consideration the wide range of supports our community's most vulnerable need to access and maintain housing that meets their unique needs. But we are not starting from scratch as the work to do these things has begun with the City's Healthy Housing Strategy and Journey Home, which is an effort by the City and a number of community partners to create strategies to address housing and homelessness. Kelowna is also starting to see more rental housing getting built, thanks in part to tax incentives offered by the City.

Housing was clearly important to *Imagine Kelowna* participants. The On Point Upside Down Town Hall focused on housing was the most well-attended of the four On Point events. The message that came out of the discussion on housing was, "we are open to change within our neighbourhoods. Let's shape that change together."

There is no magic bullet to solve our housing challenges. However, there are a number of possibilities that can be explored in the search for solutions that fit our unique needs. Over the years, Kelowna has

been a leader in allowing new forms of housing like laneway houses and stacked townhouses. We can continue this trend by allowing other new forms like tiny houses, narrow homes and lock-off suites in apartments. Along with multi-family housing and carriage homes, these forms of housing could help densify neighbourhoods that currently only feature single-detached dwellings.

We can also look into allowing new kinds of housing tenures like co-housing (a community where residents own their own units but share common amenities with their neighbours, like a kitchen, workshops or guestrooms), and fee-simple row housing (row housing is usually strata-titled.) At the April 2017 community forum, *Imagine Kelowna* participants expressed strong support for ideas related to supporting new housing types in established neighbourhoods and encouraging new forms of housing tenure.

Possible ways that ***Imagine Next*** can address this goal include the City's Healthy Housing Strategy, Journey Home, the Revitalization Tax Exemption Bylaw and the Official Community Plan (*Our Kelowna as we Grow*). But realizing this goal will require the entire community support its implementation in their neighbourhoods. It will also require people and organizations involved in housing to embrace *Imagine Next* when developing their projects.

Principle 3 – Responsible: A community where social and environmental concerns are prioritized and where decisions are made ethically.

- **Goal: Concentrate on growing vibrant urban centres and stop facilitating urban sprawl**

"Council needs to be strong about not permitting sprawl or degradation of our natural environment."

-comment from an Imagine Kelowna participant

Historically, the City encouraged low-density, car-dependent development to spread outward into natural and agricultural areas, largely in the form of single family homes and strip malls. This kind of urban sprawl does not pay for itself over the long term. These developments require expensive

infrastructure and services that end up being subsidized by residents in other parts of the city. Other consequences associated with urban sprawl include: increased pollution; higher taxes; increased traffic congestion; loss of open spaces and natural habitats; increased social isolation; and negative health outcomes like higher rates of obesity and chronic diseases.

To counter urban sprawl, the City has established a permanent growth boundary and created five urban centres (Downtown, Rutland, Capri-Landmark, Midtown and South Pandosy.) The City has also mandated that roughly 40 per cent of future growth should happen within these urban centres. To help make it this easier, the City has developed the Urban Centres Roadmap. Other planning efforts to support urban centre revitalization include: the 2016 Civic Block Plan, the 2014 Bernard Avenue Revitalization Project, the 2012 Downtown Plan and the 2018 Capri-Landmark Urban Centre Plan.

During the April 2017 community forum, *Imagine Kelowna* participants expressed tremendous support for five ideas related to developing vibrant urban centres: focus new housing in our urban centres; make urban centres the easiest places in the city to get around without a car; build great public spaces (parks, plazas, community centres) in each urban centre; attract and encourage a variety of businesses, services and amenities in each urban centre; and encourage housing opportunities for a full range of income levels in each urban centre.

Clearly there is support for growing our urban centres while limiting the amount of development that is allowed in natural or agricultural areas. What's more, in denser neighbourhoods it's easier to develop a business case for amenities like parks, community centres, transit, and paths for walking and cycling. And thanks to the shift towards a knowledge-based economy, urban centres are increasingly places where economic innovation happens and new jobs are created, especially in sectors like technology and research and development.

At the same time however, single-family homes remain popular which creates a demand for more sprawl development. As well, people who live in neighborhoods filled with single-family homes can be resistant to densification efforts if they feel the character of their neighbourhood is threatened. But ultimately, denser, vibrant urban centres can improve our quality of life by reducing our dependency on cars and making it easier for people to live, work, shop and play in the same neighbourhood.

Possible ways that ***Imagine Next*** can address this goal include the City's Urban Centres Roadmap, neighbourhood plans for individual urban centres like the Capri-Landmark Plan, the Healthy Housing Strategy, the Housing Needs Assessment, the Official Community Plan (Our Kelowna as we Grow) and the Transportation Master Plan (Our City as we Move.) But *Imagine Next* also needs to be embraced residents, developers, neighbourhood groups and other community partners.

- **Goal: Preserve Okanagan Lake as a shared resource**

"Try to improve access to the lakefront but try to maintain the natural environment."

-comment from an Imagine Kelowna participant

Okanagan Lake is the jewel that makes Kelowna sparkle. It is our greatest asset, drawing people here for lifestyle and recreation opportunities. It is also an important source of water for drinking, irrigation and fighting fires. As well, many of the waterfront areas that people like to visit are also important wildlife and flora habitats.

Because much of the lakefront is privately owned, the City has been buying waterfront properties as they become available, turning the foreshore into public land and putting the rest back on the market. The City is also trying to responsibly manage the water supply through the City-owned water utility, the 2017 Kelowna Integrated Water Supply Plan and its participation in the Okanagan Basin Water Board. Protecting the lake and maximizing public access are critical to maintaining a high quality of life, not only in Kelowna but throughout the Okanagan Valley.

Okanagan Lake was very important to *Imagine Kelowna* participants who repeatedly made two key points: we need to improve public access to the lakefront and; we need to protect Okanagan Lake and its surrounding environment. At the April 2017 community forum, there was overwhelming support for the idea to “protect natural streams and the storm water system that feeds into Okanagan Lake to maintain higher water quality.” Participants were also enthusiastic about the idea to “balance recreational and quality of life opportunities with environmental protection, water quality and public ownership of the waterfront.”

The challenge is turning these popular ideas into concrete proposals that can earn consensus from the many stakeholders who have an interest in Okanagan Lake’s future.

Possible ways that *Imagine Next* can address this goal include the City’s 2017 Kelowna Integrated Water Supply Plan, the City’s participation in the Okanagan Basin Water Board, and the Official Community Plan (Our Kelowna as we Grow.) But it will also take community-led initiatives to truly make it a reality.

- **Goal: Strengthen the protection of our land, water and air resources**

“Our natural environment is really the underpinning of everything in our community.”

-comment by an Imagine Kelowna participant

As Kelowna has expanded over the years, valuable natural space has been paved and built on. Kelowna also has one of the lowest per-person fresh water availabilities in Canada, especially during the summer. And while Kelowna’s per-capita water use has been steadily declining over the past decade, our summertime water consumption is still well above the national average, thanks largely to outdoor irrigation. As for air quality, some Kelowna neighbourhoods regularly experience higher concentrations of particulate matter because of vehicle emissions and wood smoke.

The 1992 Strategic Plan emphasized the need to protect the environment and since then the City has put important policies in place to protect and enhance environmentally sensitive areas like riparian zones and the foreshore of Okanagan Lake. It is also working to create a resilient water system through the 2017 Kelowna Integrated Water Supply Plan and is trying to help improve the region's air as a partner in the Regional Air Quality program. These actions have contributed to the healthy culture of environmental awareness has taken root in the community over the last 20 years. However, as climate change reduces water availability and development pressure consumes more land, the way we use our resources today remains unsustainable, even with the protections already being implemented. Ultimately, our ability to survive and thrive in the future will require residents to change their behaviours, as well as changes to our development patterns.

The good news is that it's not too late to save our natural ecosystems and *Imagine Kelowna* contributors had lots to say about how to do that. They repeatedly told us they want to see important natural areas protected and if necessary, restored. At the April 2017 community forum there was overwhelming support for the idea of restoring important natural areas and streams to a healthy state. "Healthy natural areas and streams are essential to healthy communities," is how one participant put it.

There was also overwhelming support for the idea of strengthening the protection of our sensitive natural areas from development. Meanwhile, there was a lot of resistance to the idea of implementing premium fees and charges for sprawl development in sensitive areas, with participants mostly indicating they didn't want this kind of development at any price. "Don't just charge fees for development in sensitive areas – prohibit!" said one participant.

Some of the other ideas we heard from *Imagine Kelowna* contributors included use solar panels, replace lawns with xeriscaping, install rain barrels, ban bottled water, and use grey water for tasks where potable water isn't needed. While most of these are actions individuals can take, like with climate

action goal, contributors generally want to see government take the lead by banning destructive practices and providing incentives to adopt better ones.

Possible ways that ***Imagine Next*** can address this goal include the City's Community Climate Action Plan, the creation of a Community Climate Adaptation Strategy, the 2017 Kelowna Integrated Water Supply Plan, the Regional Air Quality Program, the Pesticide Bylaw, the Transportation Master Plan (Our Kelowna as we Move), and the Official Community Plan (Our Kelowna as we Grow.) But responsibility for protecting our environment also needs to be embraced by the entire community.

- **Goal: Protect agricultural land and promote sustainable farming**

"Keep as much agricultural as possible. I don't think any land now in the ALR should ever be taken out and used for anything else."

-comment from an Imagine Kelowna participant

Farming has been a foundation of Kelowna's local economy and identity for over a century. Over that time, agriculture shaped Kelowna's development pattern, as neighbourhoods sprouted up around the area's orchards and other prime tracts of farm land. Agriculture's influence on Kelowna was strengthened in 1973 with the establishment of the Agricultural Land Reserve (ALR.) Agricultural land is also a key component of our green infrastructure (natural assets that retain rainwater, help prevent flooding and recharge aquifers) and contributes to our stunning scenery.

More than 40 per cent of Kelowna's land base is within the ALR, where provincial regulations require it to be preserved for agricultural use. About 55 per cent of the city's land base is zoned for agriculture (including both ALR and non-ALR-land), yet this land is also often attractive for urban development as it tends to be flat, affordable and well located. Vigilance is needed, even to protect land in the ALR, as City Council is regularly asked to support requests from land owners who have compelling arguments for why they should be allowed to use their ALR land for non-agricultural purposes or remove it from the ALR altogether.

Even though agriculture may no longer be as central to Kelowna's identity as it was in the past, it will continue to be a prominent feature of this community's character well into the future. The feedback we received during *Imagine Kelowna* made it clear that agriculture is important to the community as a whole. "Keep as much agricultural as possible," one participant told us, articulating a sentiment shared by many. "I don't think any land now in the ALR should ever be taken out and used for anything else."

That support often leads to skepticism for proposals that would change what kinds of activities are permitted on agricultural land. At the April 2017 community forum, participants were wary of the idea to "reimagine how agricultural land is used to create more value-added products." One participant said they were "very much against 'reimagining' how agricultural land is used because this usually translates to agricultural land disappearing and being used for tourism, manufacturing etc." The challenge for new ideas meant to support agriculture is to show that they truly will protect the land and encourage farming, and not covertly allow the land to be converted to non-farming uses.

The City, in concert with local and provincial partners, is making strong efforts to protect our valuable agricultural land while encouraging a vibrant, sustainable agricultural industry. A new agricultural plan was endorsed by Council in 2017 and all agricultural development applications are reviewed by an Agricultural Advisory Committee prior to their consideration by Council. This committee is made up of representatives from the agricultural community and acts as a liaison between that community and Council. These kinds of efforts will be even more vital in a future where food security is challenged by the impacts of a changing climate.

Possible ways that *Imagine Next* can address this goal include the City's Agricultural Plan, the Official Community Plan (Our Kelowna as we Grow), and the City's participation in regional and provincial initiatives. But it's also important for people in Kelowna's agricultural embrace *Imagine Next* with their own initiatives.

Principle 4 – Collaborative: A community where people of all backgrounds work together to meet collective challenges.

- **Goal: Engage with the Okanagan's traditional past and heritage as foundations for building a fair and equitable community**

"We need to dialogue with local First nations about how to implement recommendations of the Truth and Reconciliation Commission."

-comment from an Imagine Kelowna participant

Kelowna has a rich heritage with lots to celebrate and be proud of. But there are also darker, under-told chapters to our history that we need to grapple with if we want to fully understand the inequalities and social challenges our community faces. For example, as we learned in the earlier section on First Nations history, the syilx/Okanagan people who had been living here for millennia before the arrival of Europeans, never ceded their territory through a treaty or any other agreement. And yet, Aboriginal people were displaced from their land and onto reserves, and their children were sent away to residential schools where they were often abused. Today, many residential school survivors are sharing stories about their experiences and how the abuse they suffered resulted in intergenerational trauma that continues to impact not only First Nations people, but the community at-large.

One of the issues that came up during the *Imagine Kelowna* engagement was how Aboriginal people make up a disproportionately large percentage of our homeless population. About 25 per cent of the Kelowna's homeless are people of Aboriginal descent even though they make up only about 5.5 per cent of the city's total population. "With our population, if they went to residential school or if they were in the Sixties Scoop, then they're still impacted. I call them the walking wounded," said Edna Terbasket, executive director of the Ki-Low-Na Friendship Society, which provides homelessness and outreach services.

To effectively address homelessness, poverty and other social issues that disproportionately affect Aboriginal people, we need to follow the syilx/Okanagan Nation's lead in grappling with our history so

we can collectively find ways to move forward. For Kelowna's non-Aboriginal leaders and residents, that starts with learning about the local First Nations whose territories we live in. Jordan Coble is the cultural and operations administrator of the Sncəwips Heritage Museum. In a special *Imagine Kelowna* blog post he wrote:

In order to build respect for one another within our own community we need to become better educated as far as historical and cultural impacts that continue to play a large role in how our community develops. I believe all community partners would benefit from better engagement with the First Nations communities in which they are situated.

It's not only people of Aboriginal descent who want us to address this history and its present-day legacies. We heard similar calls from non-Aboriginal *Imagine Kelowna* participants as well along with calls for the City to partner with local First Nations on issues of mutual concern such as protecting Okanagan Lake.

Possible ways that *Imagine Next* can address this goal include the City's efforts to work with First Nations partners on projects like Journey Home and community efforts to implement the Truth and Reconciliation Commission's "Calls to Action." To realize this goal governments and non-aboriginal individuals, businesses and organizations will need to reach out to local First Nations and follow their lead onto a path of reconciliation.

- **Goal: Nurture a culture of entrepreneurship and collaboration**

"I feel proud that Kelowna is innovative, entrepreneurial and idealistic."

-comment from an Imagine Kelowna participant

Successful entrepreneurs are creative, collaborative and are able to keep going in the face of hardship. These are the same kinds of talents that we need to draw on as a community to be able to adapt to a changing world. Entrepreneurship is weaved into Kelowna's cultural fabric. Our city has one of the

highest rates of self-employment in the country and in 2016, the Canadian Federation of Independent Business named us the Top Entrepreneurial City in Canada.

The big challenge for our community is one that is faced by all successful entrepreneurs – resisting the urge to rest on our laurels. We need to continue striving to find better ways of doing things so that we are able to adapt to an unpredictable future. Entrepreneurs can help ensure that Kelowna has a diverse economy with opportunities in a range of sectors. This is important for the community's resiliency by putting us in a position to successfully deal with turmoil in the global economy.

One of the reasons entrepreneurs are so successful here, is they don't have to work in isolation from each other. There are a lot of resources that bring entrepreneurs in Kelowna together, from post-secondary programs to co-working spaces to business incubators and mentorship programs. During the *Imagine Kelowna* engagement, we heard calls to not only continue supporting these kinds of programs but to create more of them, something that will require co-operation between multiple levels of government and community partners.

One of the hallmarks of an entrepreneur is that they see opportunity where other people see a crisis or a problem. So, as the world grapples with climate change and other serious environmental issues, our entrepreneurs are well-situated to develop innovative solutions. "We have an opportunity to be a world leader in green energy and living, making a huge difference in our part of the world and across the globe. We could become the standard, starting with our entrepreneurs," is how one *Imagine Kelowna* participant put it.

Social entrepreneurship (the use of entrepreneurial techniques to address social, cultural, or environmental issues) is growing in popularity and a number of *Imagine Kelowna* participants said they would like see more of it. During a discussion about entrepreneurship at the April 2017 community forum, the most popular idea was: "Support social entrepreneurs to drive change."

Possible ways that ***Imagine Next*** can address this goal include the City's annual contribution of more than \$600,000 to fund regional economic development efforts, its ongoing relationships with the Okanagan Innovation Centre and academic institutions, as well as through policies that support both economic and social entrepreneurship. But government can only support entrepreneurship. It is up to entrepreneurs themselves, as well as other community stakeholders to embrace *Imagine Next* and take this goal to heart.

- **Goal: Foster resident-driven solutions**

"The City could creatively ask citizens to help out more. Many hands make light work."

-comment from an Imagine Kelowna participant

Meeting all of a community's needs is a big job and government can't do it alone. In fact, residents or community-based organizations are often in a better position to find solutions to their communities' challenges and sometimes just need a little support to put them into action.

The City is already trying to nurture small-scale initiatives through its neighborhood grants program. Delivered through a partnership with the Central Okanagan Foundation, the grants support resident-led neighbourhood enhancement projects. Many residents also help improve our collective quality of life through a myriad of volunteer activities and the City tries to publically recognize these efforts through programs like the Civic Awards and Snow Busters (which acknowledges people who help their neighbours with snow removal.) The big challenges for the future -which are also opportunities- include finding ways to get even more residents involved in community efforts, and coordinating all the different community-initiatives to make sure they complement each other and don't work at cross-purposes.

The City also partners with a number of organizations, individuals and companies to help provide community facilities, programs and services without increasing general taxation. There is an

opportunity to do more, as *Imagine Kelowna* participants were cautiously supportive of the City pursuing more partnerships. It was easy for many participants to see how well-managed partnerships could deliver great community benefits and save taxpayers money. But it was also easy for them to see how poorly-managed partnerships could be expensive for taxpayers and harm the community if each partner's roles and responsibilities were not clearly defined. "There is a risk of getting locked into long-term contracts that are very costly to the City," is how one participant articulated their concerns.

Technology presents another challenge for the future, as well as another opportunity, with Citizen to Citizen services. Social media and sharing-economy apps have given residents more tools to help them share information and collectively organize. For example, during the 2017 spring floods in Kelowna, residents from all over the city used social media to communicate with people in affected neighbourhoods and coordinate their relief efforts. Social media has been used in similar ways by Kelowna residents during wildfires.

Technology also makes it easier for residents to connect with each other to do things like buy and sell goods, organize events, rally around political or social causes, carpool, exchange services, create communities around shared interests, and much more. But as we've seen already with short-term rentals (such as Airbnb) and ride-sharing services (such as Uber or Lyft), the challenge is finding the right balance between facilitating and regulating these kinds initiatives in order to maximize the community benefits while minimizing negative disruptions and conflicts.

Possible ways that *Imagine Next* can address this goal include the City's Strong Neighbourhoods program (including the neighbourhood grants), the City's bylaws and regulations, and through the City's partnerships with individuals, organizations, academic institutions, companies and other levels of government. But ultimately, it is up to residents to embrace this goal with their own innovative initiatives.

Next steps – From Imagine Kelowna to Imagine Next

Under the banner of *Imagine Next*, the City will use *Imagine Kelowna* to help shape its priorities and provide the foundation for future strategies and projects such as the Official Community Plan (Our City as we Grow), the Transportation Master Plan (Our City as we Move), Intelligent City Strategy, and many others. The principles and goals of *Imagine Kelowna* will guide the development of these plans and other initiatives, which will also draw on the rich database of public input that was compiled from the extensive *Imagine Kelowna* engagement.

At the same time, *Imagine Next* will unify strategies and projects that already exist or are underway to make sure they work together to build the kind of community Kelowna residents want. Examples include the Health City Strategy, Journey Home, the Community Climate Action Plan and the Agriculture Plan.

Imagine Next doesn't only involve the City. It also provides direction for our other partners, including other levels of government, to change the way we work together, how we make decisions, and how we engage with Kelowna residents.

But ultimately, *Imagine Kelowna* is the community's vision, which means it is also meant to be used by the city's businesses, organizations and individuals so that collectively, we can all help to ensure a vibrant future for our amazing city. The City will facilitate this by working closely with community partners and through initiatives like the neighbourhood grant program. If the *Imagine Kelowna* vision is going to be realized, we all have to be part of *Imagine Next*.

imagineKelowna

Affirm Phase Engagement Report - March 2018



City of
Kelowna



INTRODUCTION

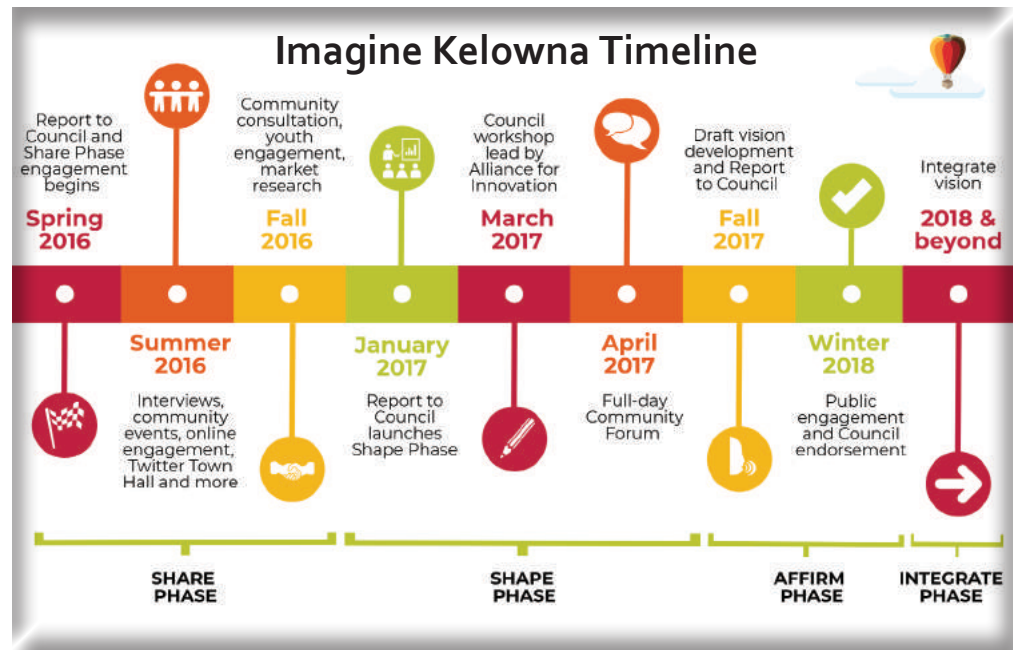
Imagine Kelowna is the product of an unprecedented level of citizen involvement. More than 4,000 resident contributions helped shape the draft community vision, along with its corresponding values, principles and goals.

For the project's Affirm Phase (December 2017 to February 2018), the draft vision, values, principles and goals were taken back to the community for a final round of dialogue. The results of that dialogue, along with feedback from City Council, will help refine the final version that will be presented to Council in April 2018.

COMMUNITY PARTICIPATION

During the Affirm Phase, the draft Imagine Kelowna vision, values, principles and goals were presented to the community through the City's existing communications channels, online, and through partnerships and presentations/workshops with community groups.

Four public information sessions were held at different locations throughout Kelowna, while information panels were also on display in the foyer of City Hall from Jan. 29 to Feb. 13, 2018.



Information session attendance:

- 24 people attended session at Plaza 33 in Rutland on Jan. 23
- 31 people attended session at Parkinson Recreation Centre on Jan. 24
- 56 people attended session at the Capital News Centre in the Mission on Jan. 25
- 34 people attended the session on the UBC-Okanagan campus on Jan. 26

"This has been a great process - not only was it well publicized, but a commitment to dialogue ... the vision generally looks good, and is reflective of the community's potential."
– Survey respondent

Residents were invited to share their feedback on the draft Imagine Kelowna vision, values, principles and goals from Jan. 23 to Feb. 12 through an online survey. Paper versions of the survey were also available at the public information sessions.

Opportunities were promoted through the City's Get Involved website, news bulletins, kelowna.ca website, social media channels and four news releases which were picked up by local media. Two standalone ads were also placed in the Kelowna Daily Courier and Imagine Kelowna participants were directly invited to participate through a targeted e-mail. Three boosted Facebook posts were purchased for \$150, reaching 16,230 people and generating 3,905 engagements (video views, link clicks, comments and shares.)

In addition, Urban Systems Ltd. facilitated a workshop with 18 community organizations to discuss Imagine Kelowna and the community's role in making it a reality (See Appendix B for a summary.)



Imagine Kelowna information session at the Capital News Centre on Jan. 25, 2018

SURVEY RESULTS

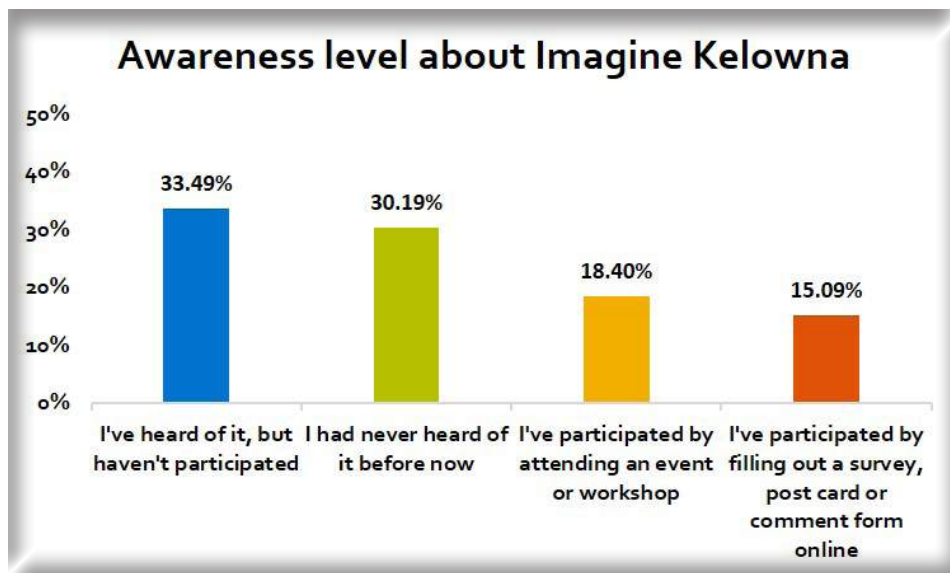
A total of 212 respondents completed the survey:

- 21 respondents completed paper surveys at the information sessions
- 77 respondents accessed it through a Facebook post
- 18 respondents accessed it through a Twitter post
- 41 respondents accessed it through an e-mail link
- 55 respondents accessed the survey through the City's Get Involved website (URL included in newspaper ads and news releases)

"This is a great vision which I hope the people of Kelowna embrace."

– Survey respondent

Results from surveys such as this are a collection of opinions and perceptions from interested or potentially affected residents, and are not a statistically significant random sample of all Kelowna residents. This report contains results from the survey and due to its opt-in and open methods, results are qualitative in nature.



WHO WE HEARD FROM

Respondents to the Affirm Phase survey represent a wide spectrum of Kelowna residents. While we heard from more women than men (56 per cent vs. 38 per cent) respondents represent a broad mix of ages and live in a variety of neighbourhoods across Kelowna.

A majority of respondents (53 per cent) have also lived in Kelowna for more than 10 years. See Appendix A for a complete breakdown of respondent demographics.

Almost 70 per cent of the 212 respondents reported having heard of Imagine Kelowna before filling out the survey. However, less than 25 per cent of respondents had previously participated in Imagine Kelowna.

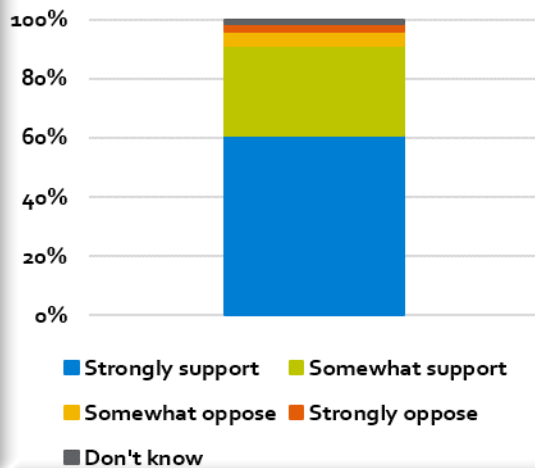
COMMUNITY VISION

"For thousands of years, the Syilx / Okanagan people have protected the beautiful lands and waters of the Okanagan, nurturing a healthy and sustainable balance. The first arrivals of European-descent fell in love with the beauty here and today we continue to celebrate all the Okanagan has to offer."

"In 2040, Kelowna is a thriving mid-sized city where people lead active and healthy lifestyles. It is a community that respects the natural wonders that shape its identity. As a place with deep agricultural roots, Kelowna understands the need to protect our environment, manage growth and be resilient in the face of an unpredictable future."

–draft Imagine Kelowna vision statement

Support for draft vision statement



Respondents were presented with the draft Imagine Kelowna vision statement and asked to indicate their level of support.

More than 91 per cent of respondents indicated they either strongly support or somewhat support the vision statement.

COMMUNITY VALUES

Respondents were presented with the four draft community values that accompany the draft Imagine Kelowna vision. For each value, respondents were asked to indicate their level of agreement.

"Each and every single decision made by the City should be required to consider the long term values in Imagine Kelowna."

– Survey respondent

As the table below shows, all four values were either strongly agreed with or somewhat agreed with by at least 85 per cent of respondents, indicating widespread agreement with the values.

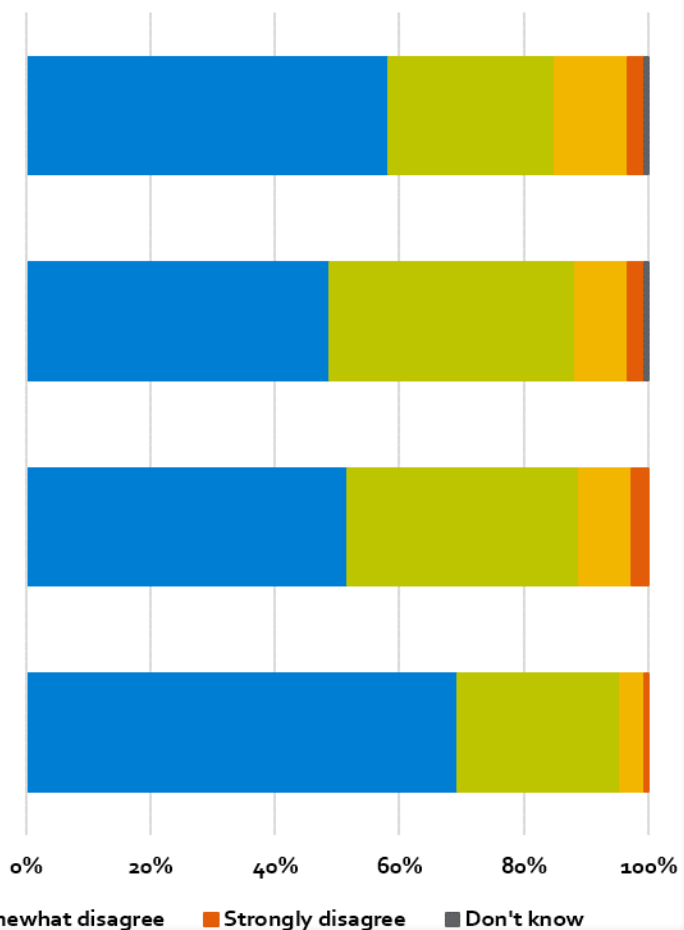
Support for draft Community Values

"Kelowna is a community that puts people first: What is good for people is at the front and centre of our decision making. We welcome people from all backgrounds because inclusivity and diversity makes us a stronger and more innovative community."

"Kelowna is a community that values its history: We celebrate our heritage, but we also acknowledge past injustices and learn from our mistakes to help us build a better future."

"Kelowna is a community that encourages curiosity and creativity: We are constantly learning so we can effectively respond and adapt to rapid change. We find innovative ways to meet social, economic and environmental challenges."

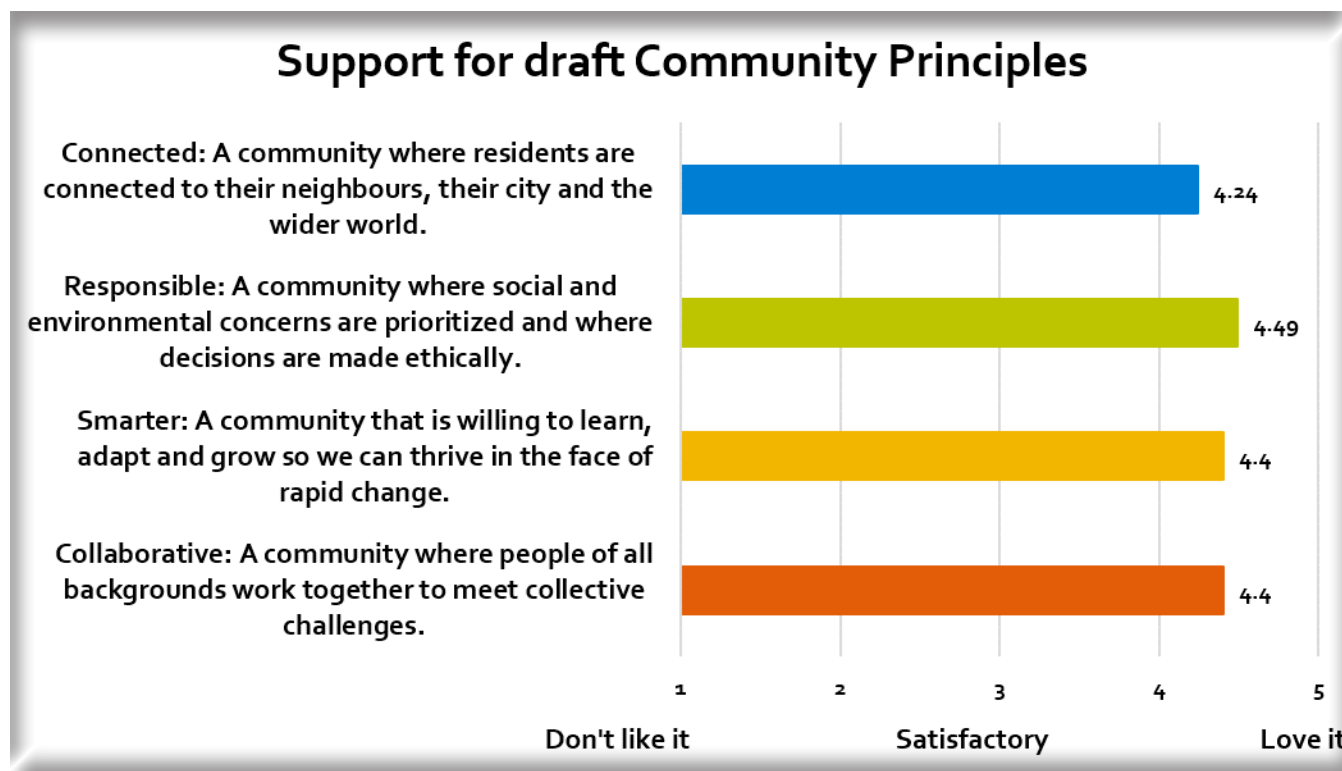
"Kelowna is a community that recognizes the changing roles of individuals, businesses, governments and community organizations: The well-being of our city is a shared responsibility and everyone needs to do their part to meet the challenges of the future."



COMMUNITY PRINCIPLES

Respondents were presented with the four draft Community Principles. For each principle, respondents were asked to place a slider along a bar with options ranging from 1 (don't like it) to 5 (love it.)

The table below shows the average score for all four principles. As with the draft vision and values, there was widespread support for all of the principles.



COMMUNITY GOALS AND PRIORITIES

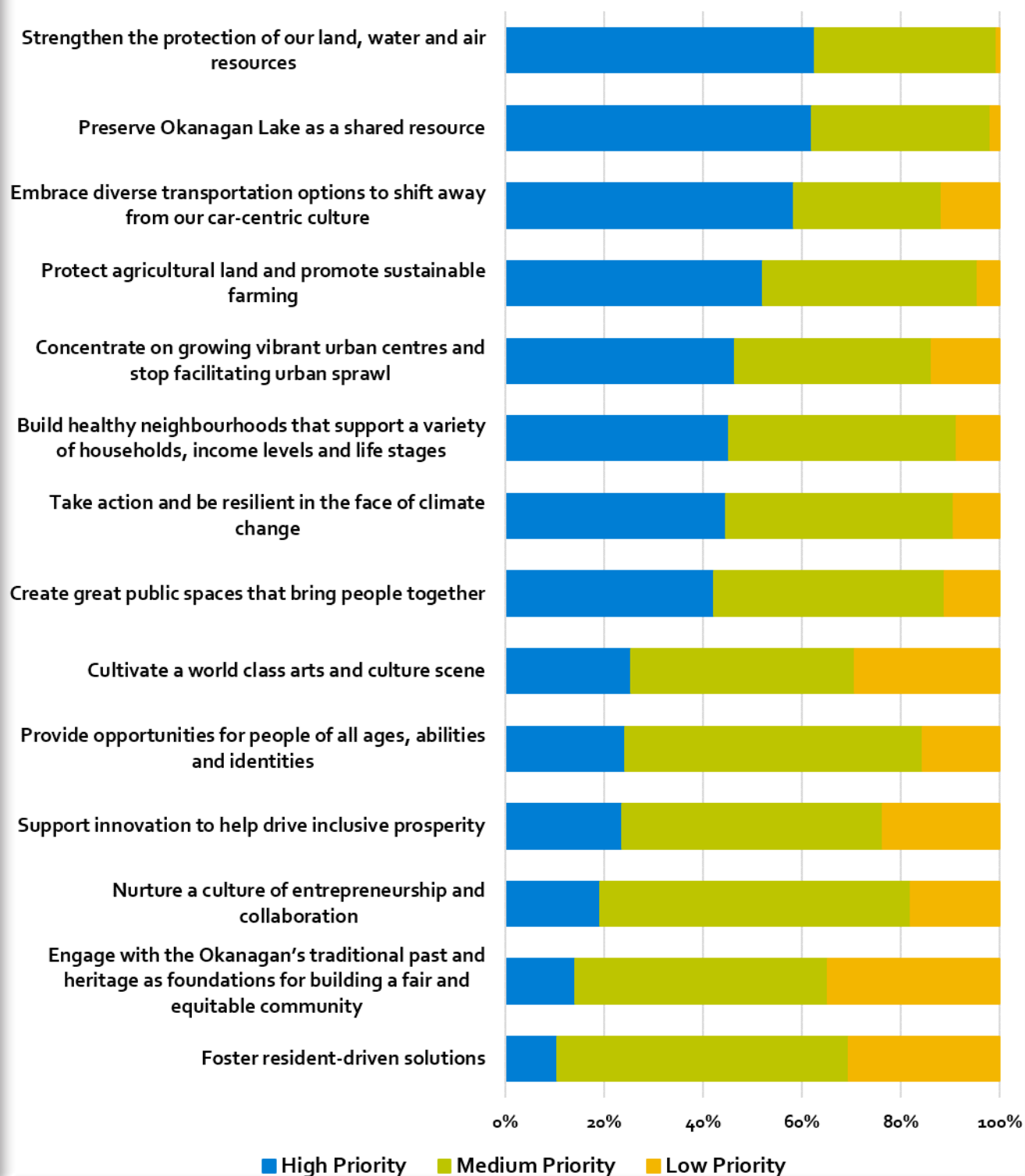
Respondents were presented with the 14 draft community goals that were developed through a series of workshops, town halls, a community forum and feedback from City Council. Respondents were asked to assign a priority level to each of the goals but to only select a maximum of five goals as high priority and to select medium or low priority for the remaining goals.

"Preserving Okanagan lake as a shared resource would be high if there were six highs."
– Survey respondent

The five highest priority goals are: Strengthen the protection of our land, water and air resources (selected as high priority by 62.73 per cent of respondents); Preserve Okanagan Lake as a shared resource (62.11 per cent); Embrace diverse transportation options to shift away from our car-centric culture (58.39 per cent); Protect agricultural land and promote sustainable farming (52.17 per cent); and Concentrate on growing vibrant urban centres and stop facilitating urban sprawl (46.58 per cent.) All five of these goals have a strong environmental protection component to them.

It should also be noted however, that the sixth highest priority goal relates to housing: "Build healthy neighbourhoods that support a variety of households, income levels and life stages." This goal was selected as a high priority by 45.34 per cent of respondents, putting it very close to a tie with the fifth place goal. This indicates that while environmental protection is the most important priority for respondents, housing is also a top priority.

Priority of draft Community Goals



Respondents were also given the opportunity to comment on the goals or identify other goals they believe are missing. We received 47 comments and once again, environmental protection was the dominant theme.

"Promote economic prosperity as without it most of the other goals above are not achievable."
– Survey respondent

A number of respondents also took the opportunity to emphasize the importance of economic development.

As for missing goals, a handful of respondents said they want a goal of making it easier to drive in Kelowna.

FINAL COMMENTS FROM RESPONDENTS

At the end of the survey, respondents were provided an opportunity to provide additional comments about Imagine Kelowna and we received 59 comments. The dominant theme was appreciation for Imagine Kelowna.

There were also a few respondents who were critical or dismissive of Imagine Kelowna. These criticisms were usually attached to other grievances respondents have about the City.

However, what was more common than outright dismissal of Imagine Kelowna were comments from respondents who like the vision but are skeptical that it will lead to actual positive change.

"Our health, lifestyles and Okanagan quality of life all depend on our natural environment. Conservation of natural spaces (forest, grasslands, lakes) and maintaining public access to these should be of highest priority, since everything else (resilience, well-being, etc.) depends on functional ecosystems."
– Survey respondent

CONCLUSIONS

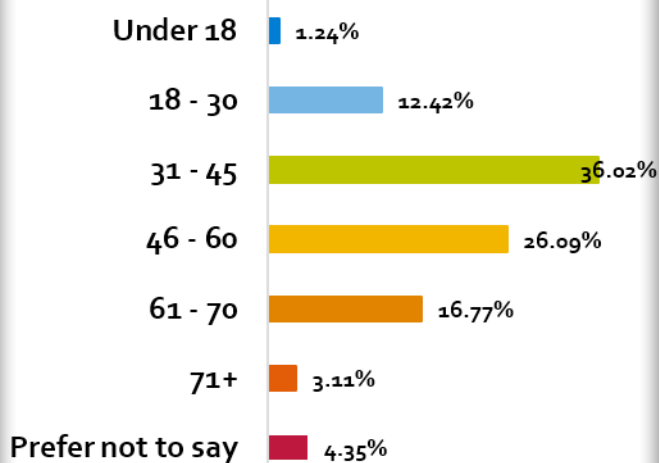
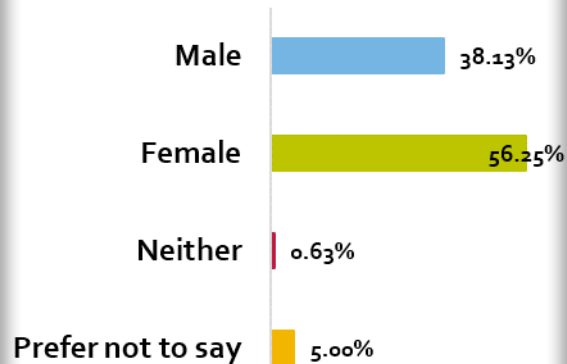
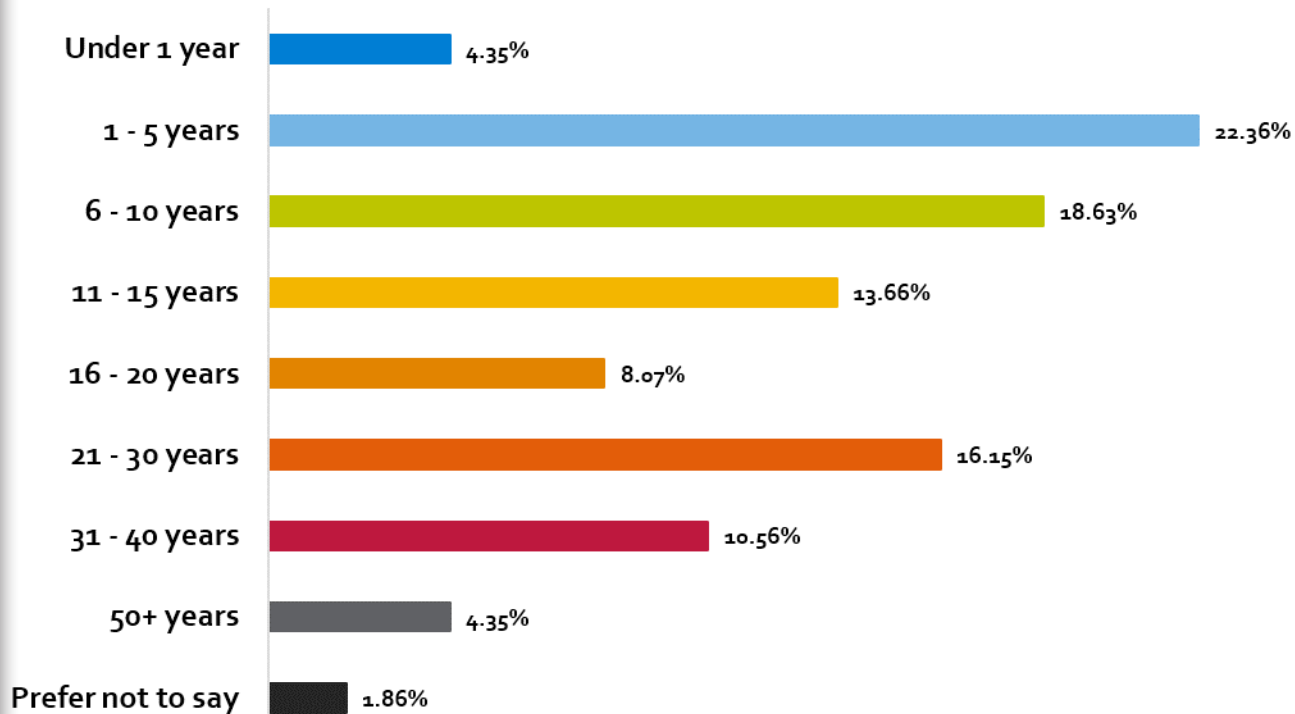
The draft Imagine Kelowna vision statement, community values, community principles and community goals all received widespread and strong support from survey respondents. It is also clear that the goals related to environmental protection are the highest priority for survey respondents. However, housing is also a top priority. Respondents also made it clear, especially in their comments, that ensuring Kelowna has strong economy is also very important to them.

While the survey revealed significant community support for Imagine Kelowna, it also revealed that there is some skepticism about whether the City will actually do anything to make Imagine Kelowna a reality. This skepticism is a challenge that will need to be addressed by future initiatives connected to Imagine Kelowna.

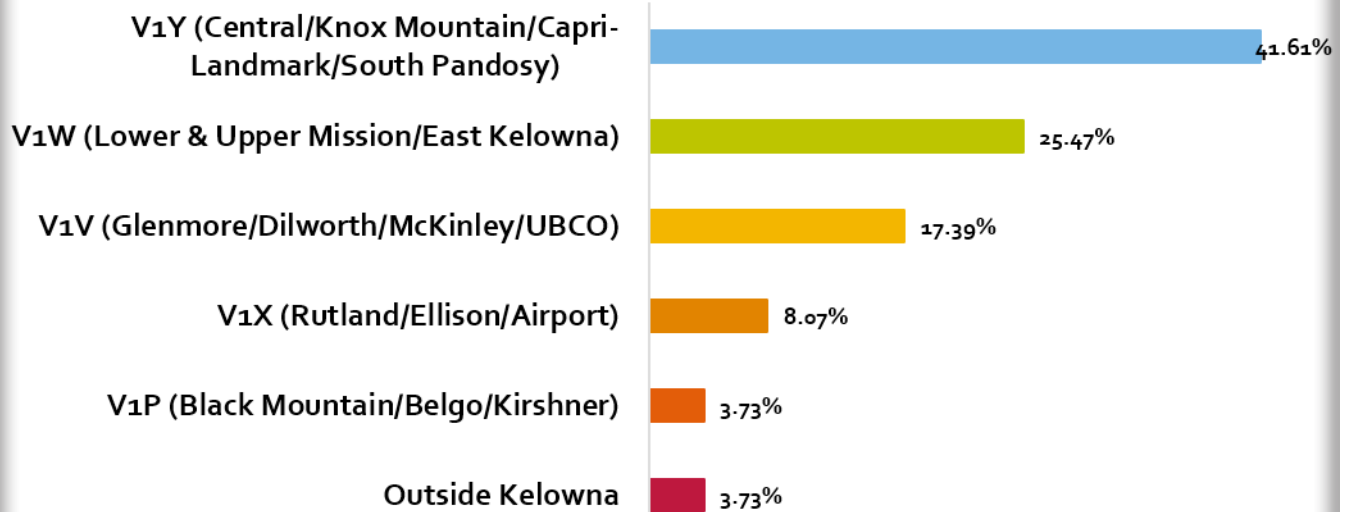
"Been around long enough to see these programs come and go. What did this cost? And in 5 or 10 years will anyone even know what Imagine Kelowna was?"
– Survey respondent

"I FULLY support the draft Imagine Kelowna vision, and really hope that the city will choose to take substantial steps to ensure it is followed. If this document guides everything we do as a municipality then we will have a fantastic and prosperous century ahead of us."

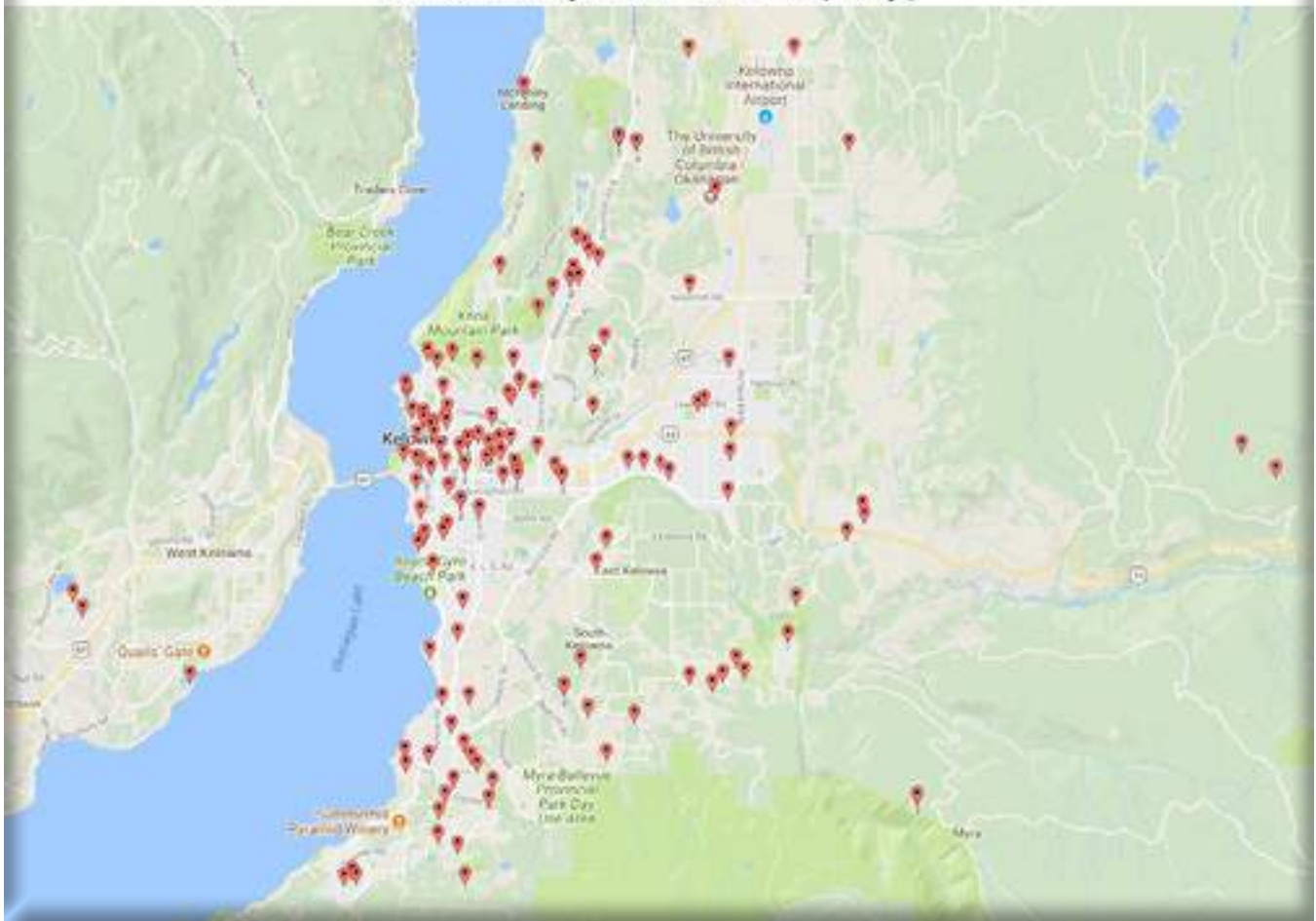
– Survey respondent

APPENDIX A: SURVEY RESPONDENTS DEMOGRAPHICS**Age distribution of respondents****Gender distribution of Respondents****How long respondents have lived in Kelowna**

Where respondents live (by postal code)



Where respondents live (map)



APPENDIX B: URBAN SYSTEMS WORKSHOP SUMMARY

IMPLEMENTING IMAGINE KELOWNA: COMMUNITY WORKSHOP

What We Heard Summary

Prepared by: Urban Systems Ltd.

WORKSHOP GOALS

On January 31st, the City of Kelowna and Urban Systems Ltd. hosted a workshop to discuss the role of the community in delivering on the Imagine Kelowna draft vision, principles, and community directions. Because Imagine Kelowna has always been a vision that will be owned and delivered by the community as a whole, with government one of the many players, this workshop was intended to explore the ideal roles for community organizations in implementing Imagine Kelowna.

EXPLORING THE ROLES OF THE CITY AND COMMUNITY

What is the community's role in realizing Imagine Kelowna's vision? What is the role of the City in implementing Imagine Kelowna?

Discussions with stakeholder groups at the workshop identified the City's role in implementing Imagine Kelowna as a facilitator and convener, including:

- Providing incentives for community organizations to adopt the IK principles, such as grants and community challenges;
- Creating action plans with recommendations for clear, measurable actions on how to implement the principles within practical timelines. These action plans will help organizations ensure that their strategic decisions align with the principles of IK; and
- Encouraging partnerships between organizations to implement the vision together.

Discussions with stakeholder groups at the workshop identified the community's role as including:

- Ensuring that organizational strategic goals and priorities align with the principles of IK and those of organizations with a purpose;
- Sharing with the community how they have successfully implemented one or more of the IK principles into their practice and the challenges they have experienced;
- Educating the public on the importance of the principles and how they can be implemented into general daily activities; and
- Collaborating with similar organizations to implement the IK principles and vision.

DEEP DIVE ON IMAGINE KELOWNA PRINCIPLES

For each of the 4 principles, participants were encouraged to brainstorm how they can take action on each of the community directions. The following questioned guided the conversations:

How can your organization contribute to the community directions/goals? Consider the roles identified in previous conversation. Consider what you might need from the City to help you.





Connected: The Connected community direction aims to ensure residents are interacting with and understanding the actions of their neighbours, their city, and the global community. Workshop discussions identified the following ideas:

- Focus on improving the vibrancy and quality of life within Kelowna's downtown and neighbourhood/town centres (i.e. Pandosy, Rutland);
- Increase usage of existing public spaces and facilities to enhance community interactions and encourage the addition of more green spaces in dense areas;
- Capitalize on the usage of existing shared spaces by creating a community resource directory to increase accessibility and awareness; and
- Promote the use of alternative transport methods through challenges such as Bike to Work Week and subsidizing transit costs.



Smarter:

Smarter aims to generate a community that is eager to learn, adapt, and grow as society continues to change. Workshop discussions generated the following ideas:

- Encourage the generation of new ideas in the community by:
- Providing opportunities for community organizations and private industry to collaborate;
- Incentivizing innovation through hosting competitions and challenges;
- Working with UBCO to align actions with research outcomes; and
- Using data collection as a means to generate solutions through evidence-based decision-making.



Responsible:

Responsible aims to foster a community where ethical decisions are made and issues pertaining to social and environmental factors are prioritized. Workshop discussions generated the following ideas:

- Educate the community about local issues and the impacts they have on different aspects of society;
- Focus on improving access to essential community needs that enhance Kelowna's quality of life, including clean water, lake access, public green spaces, and fresh food; and
- Provide opportunities that make Kelowna a desirable place to live for all, such as providing housing for youth and newcomers and subsidized shared work spaces for entrepreneurs.



Collaborative:

Collaborative aims to inspire teamwork amongst individuals of all backgrounds to solve complex challenges and problems. Workshop discussions generated the following ideas:

- Stimulate innovative ideas and an entrepreneurial spirit by engaging with diverse community groups and creating opportunities for partnerships;
- Acknowledge and appreciate community demographic differences / diversity by aiming to have diverse decision-making panels with individuals from a range of backgrounds; and
- Appreciate our local history and culture through incorporating short dialogues on indigenous peoples into local events.

WORKSHOP PARTICIPANTS

Attendees

Anna Warwick Sears	Okanagan Basin Water Board
Corie Griffiths	Central Okanagan Economic Development Commission
Paul van Donkelaar	Associate Vice-Principal, Research - UBC Okanagan
Andrew Greer	Accelerate Okanagan
Dr. Kylene Myrah	Okanagan College
Helen Jackman	Executive Director, United Way
Jin Park	Okanagan Immigrant Collective Society
Laurel D'Andrea	Rutland Business Association
Abbey Jones	President of Enactus
Lisa Monster	Society of Hope
Ellen Boelcke	Kelowna Community Resources
Dustyn Baulkham	Arts Council of the Central Okanagan (also Okanagan Pride)
Wayne Wilson	Central Okanagan Land & Trust
Bruce Davies	Central Okanagan Foundation
Nataley Nagy	Tourism Kelowna
Alison Kyte	CMHA
Reanne Amadio	Manager, Community Investment United Way
Kusum Wijesekera	Global Empowerment Coalition of the Central Okanagan (GECCO)

Regrets

Ninette Ollgaard	Downtown Kelowna Association
Brett Mundle	RCMP, Superintendent
Edna Terbasket	Ki-Lo-Na Friendship Society Executive Director
Shane Worman	Worman Developments
Dr. Sue Pollock	Interior Health
Drew Vincent	Okanagan Young Professionals
Vianne Kintzinger	SD23 Assistant Superintendent
Dave Krysko	Davara Enterprises
Renee Wasylyk	Troika Group

VERBATIM NOTES

What is the community's role in realizing Imagine Kelowna's vision? What is the role of the City in implementing Imagine Kelowna?

City's Role

- Create measurable actions to achieve Imagine Kelowna
- Act as a facilitator and define roles to organizations
- Provide capacity
- Initiate action
- Provide funding to financially incentivize actions
- Provide funding on a project basis so organizations can act as change occurs
- Bring Imagine Kelowna to UBCM as a resolution
- Set the stage for change by taking action to get the ball rolling
- Help organizations collaborate with each other
- Ask organizations to align their strategic plans with Imagine Kelowna
- Provide framework/process for collaboration to occur. Communications and feedback instead of output driven
- More practical timelines for implementation
- Launch - community needs to know we are moving to action
- Network mapping - how you can act upon tactics
- Alignment of strategic decisions, goals, and toolkits
- Community organizations need to know the vision aligns with their efforts - City can track the projects that are happening
- The City needs to invite the surrounding communities to participate in taking the vision to action

Community's Role

- Think globally, act locally
- Work together with similar organizations
- Align goals and actions with other organizations
- Meet with the City to understand their direction and how their goals & priorities have changed to understand what action needs to be taken
- Educate the public on the IK principles and how they can be implemented daily
- Groups working together can encourage the City to take action in certain areas
- Implement IK principles in strategic plans
- Storytelling relating to IK to show support
- Evaluation to know how organizations have been successful
- Partnerships are not always the role of the city
- Tangible actions and projects
- Community suggestions are not always supported - lack of followthrough from a change in how people perceive being heard
- Empower ourselves (newcomers) to develop relationships and communication
- Collaborate to get delegations to Council and staff - responsibility to show up to events and meetings

How can your organization contribute to the community directions? Consider the roles identified in previous conversation. Consider what you might need from the City to help you.

Connected

- Lending libraries and block parties in neighbourhoods
- Encourage implementation of the UN SDGs
- Understand what other organizations are doing to provide direction
- Multi-modal corridors and spaces by fundraising and increasing use of the existing ones to encourage new ones

- Go Car / car share system (alternatives to driving)
- Free Bus Days / Bus to Work Week to remove the "stigma" of taking the bus
- Capitalize on what we already have (i.e. shared spaces) and increase accessibility to these (maybe create a resource directory?)
- Bike lockers at workplaces
- Incentives for alternative transport (i.e. employers subsidize cost of biking or transit)
- Encourage later store hours downtown to get people out and about
- Increase lighting in downtowns
- Promote town centres
- Tariff for driving downtown
- Group transportation from seniors centres
- Involve UBCO to lead initiatives
- Recognition for implementing good initiatives as an incentive for change (have challenges to generate new ideas)
- Property clean-up to enhance public aesthetic
- Communication about what exists for culture so awareness is increased
- Have a passport week for cultural facilities (like Dine Out)
- Bring in people from outer areas
- Integration of different demographics into housing

Smarter

- Affordable housing policy from the City
- City incentives for innovation - maybe a competition?
- Enable new ideas within City hall and have a solutions mindset
- Private industry and community organizations working together
- Community organizations can provide education on climate change
- Responsibility of building in neighbourhoods that are natural, etc. (choice: sprawl vs. density)
- Community groups providing leadership for healthy communities (i.e. UDI leadership)
- Cultural shift
- Expertise re: UBCO - time is a barrier, need funding models that leverage participation
- Align UBCO research to support community outcomes
- Use data to embrace smart cities and evidence-based decision making
- What do the principles mean in detail - clarity on principles and examples, how can organizations attract use of these
- Platform for innovative connectors - don't reinvent the wheel
- Asses to promote innovation and support a broader sector of it to strengthen the economic context
- Stimulate innovations through identifying challenges
- Direct capital to certain organizations

Responsible

- Community associations respond to community concerns
- Meet neighbours and educate them
- The lake is a regional resource - influence other organizations to be responsible
- Sustainable farming - support local farmers
- Engender change in behaviour
- Educate about water consumption
- City and community responsibility to think through communications for different generations
- Scale economies re: water amalgamation (but don't lose local knowledge?)
- Prioritize access to the foreshore, especially after the flood
- How we measure the impact of these ideas and story tell is important
- Encourage community gardens

- Diversification - need transportation options with better bus routes, organizations in the community need to connect
- Stop building roads - we need to build up, not out
- Education re: benefits to density
- Utilize daytime parking
- Long-term implications of water use in outlying areas
- Real cost for outlying areas - tax development outside of town
- City needs to stick to policy
- Incentives for rainwater capture
- Accelerate Okanagan and tech sector to enable subsidized work space and facilitate new comers
- Have newcomer housing to embrace newcomers
- Partnerships / coordination for partner hires for the new population
- Youth housing from private individuals - large, unused housing with capacity - may be ideal for short-term rentals, helps with social isolation
- Address farming - rooftop gardening
- Take ownership of protection Okanagan Lake
- Encourage City do have more public space on the lakeshore
- Big institutions should use space for kitchens and sharing food

Collaborative

- Attract varying demographics to neighbourhood associations
- Instill entrepreneurship in young people through applied learning (i.e. internships, projects)
- Include / partner with aboriginals in major discussions and decisions
- Acknowledge indigenous territory at beginning of events
- Think regionally
- Use your internal resources to solve issues - consultants are not always the answer
- Let residents decide how big public decisions will be made (i.e public spaces)
- Use non-profit structure and partnerships as best practice model
- Focus on how to achieve goals
- Explain why aboriginal acknowledgement is important - understand cultural significance
- Increase awareness of indigenous issues
- Engage indigenous peoples in decisions and overcome barriers
- Too much focus on tech sector in terms of entrepreneurship - create infrastructure to support all entrepreneurs
- Promote natural innovation through shared spaces
- Encourage community dialogues
- Increasing communication with younger demographics
- Have a user-friendly means to engage with citizens that is also accessible
- Enable storytelling
- Provide mentorship
- Free offerings are key to bringing people together

imagineKelowna

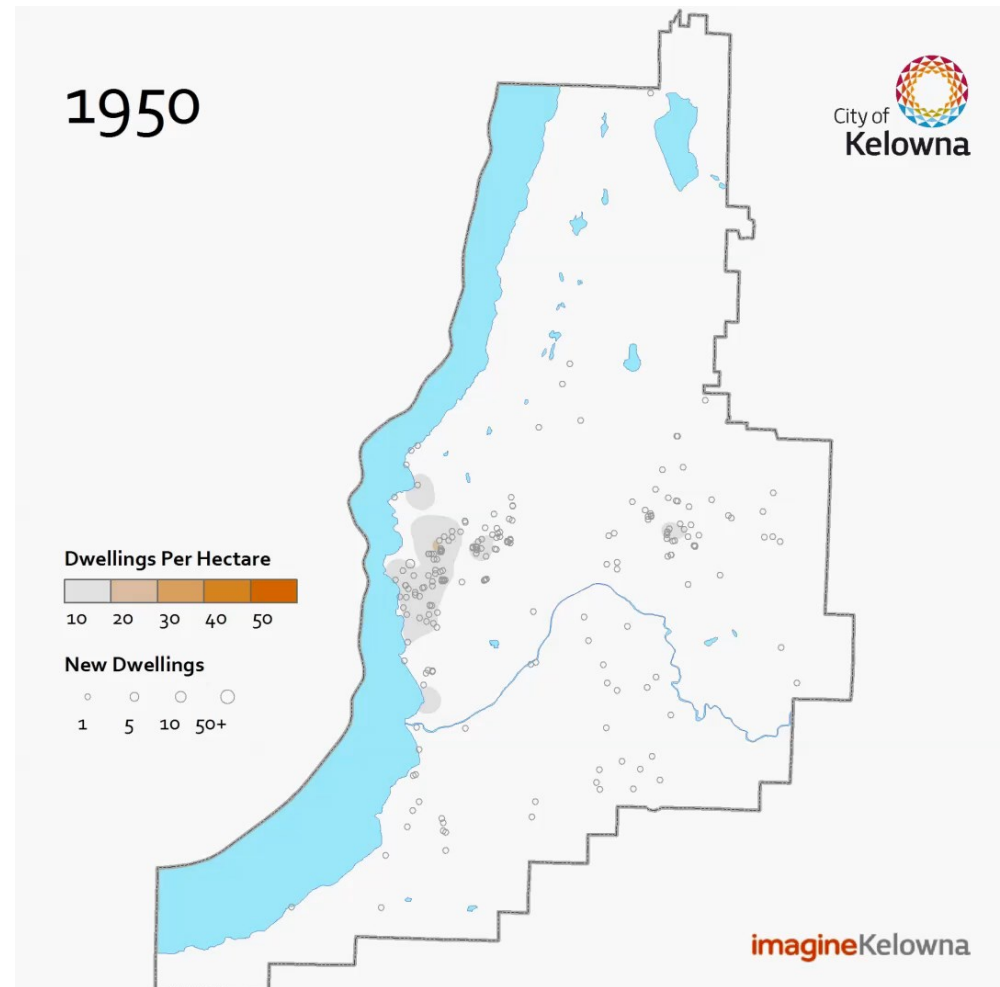
Imagine: our Kelowna

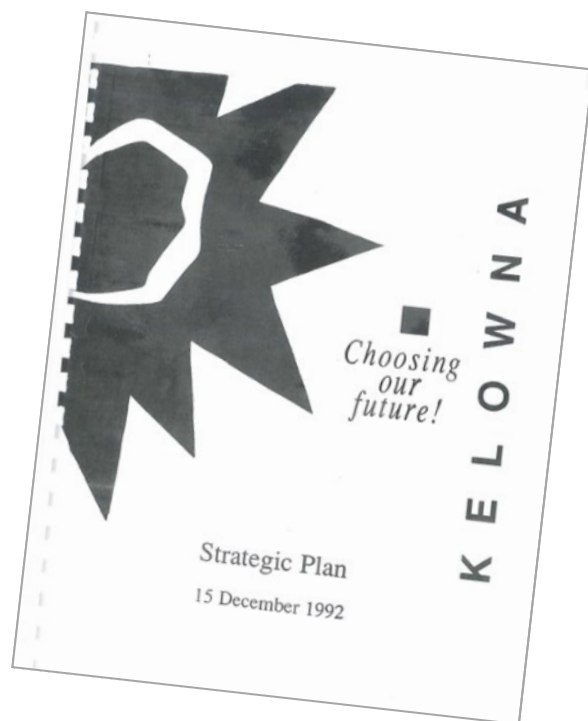


Our Kelowna as we Grow



1950-1992



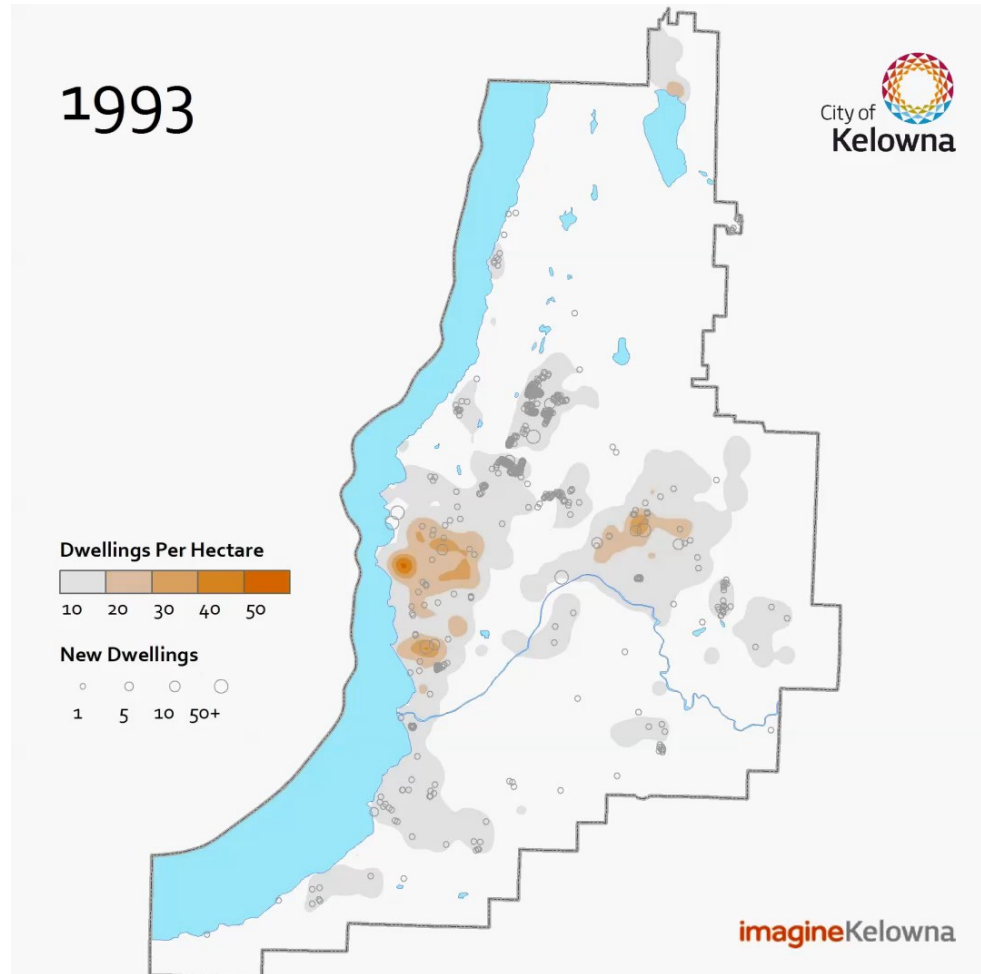


Our Kelowna as we Grow



1993-2016

1993



imagineNext

imagineKelowna





IoT





imagineKelowna

is NOT a plan!

Engagement







Vision and Community Values

Pg. 7 and 8

By embracing these values, in 2040, Kelowna is a community with the capacity to respond, learn, adapt and grow with change.





a community where residents are connected
to their neighbours, their city and the wider world.

- ▶ Embrace diverse transportation options to shift away from our car-centric culture
- ▶ Create great public spaces that bring people together
- ▶ Provide opportunities for people of all ages, abilities and identities
- ▶ Cultivate an accessible and engaging arts and culture scene





SMARTER

a community that is willing to learn, adapt and grow so we can thrive in the face of rapid change.



- ▶ Support innovation that helps drive inclusive prosperity
- ▶ Take action and be resilient in the face of climate change
- ▶ Build healthy neighbourhoods that support a variety of households, income levels and life stages

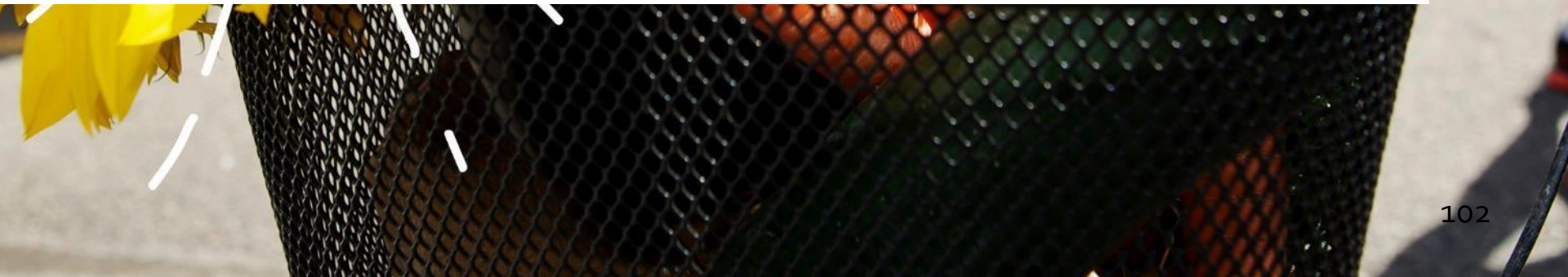



RESPONSIBLE

community where social and environmental concerns are prioritized and where decisions are made ethically.

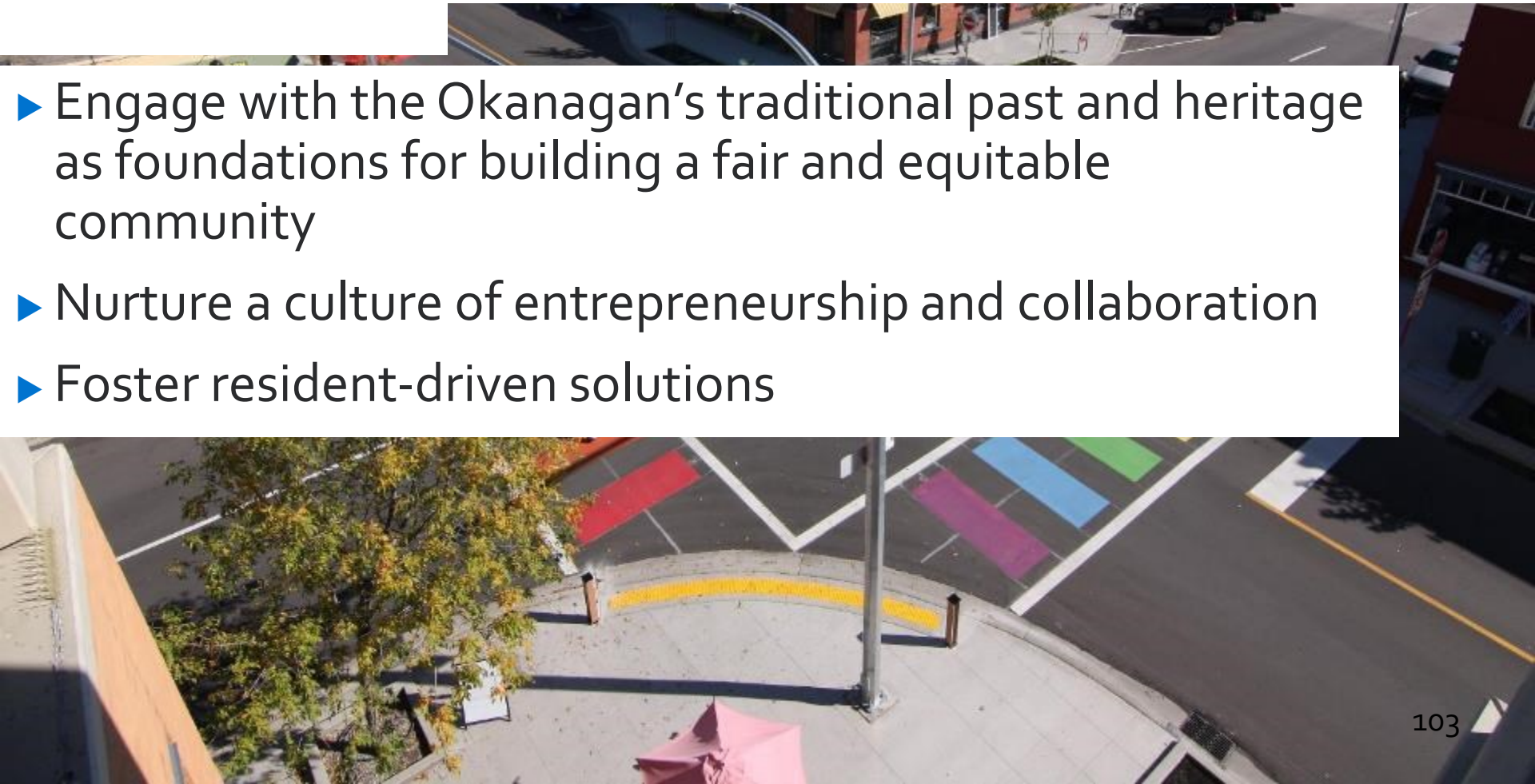


- ▶ Concentrate on growing vibrant urban centres and stop facilitating urban sprawl
- ▶ Preserve Okanagan Lake as a shared resource
- ▶ Strengthen the protection of our land, water and air resources
- ▶ Protect agricultural land and promote sustainable farming





community where people of all backgrounds
work together to meet collective challenges.

- 
- ▶ Engage with the Okanagan's traditional past and heritage as foundations for building a fair and equitable community
 - ▶ Nurture a culture of entrepreneurship and collaboration
 - ▶ Foster resident-driven solutions

From

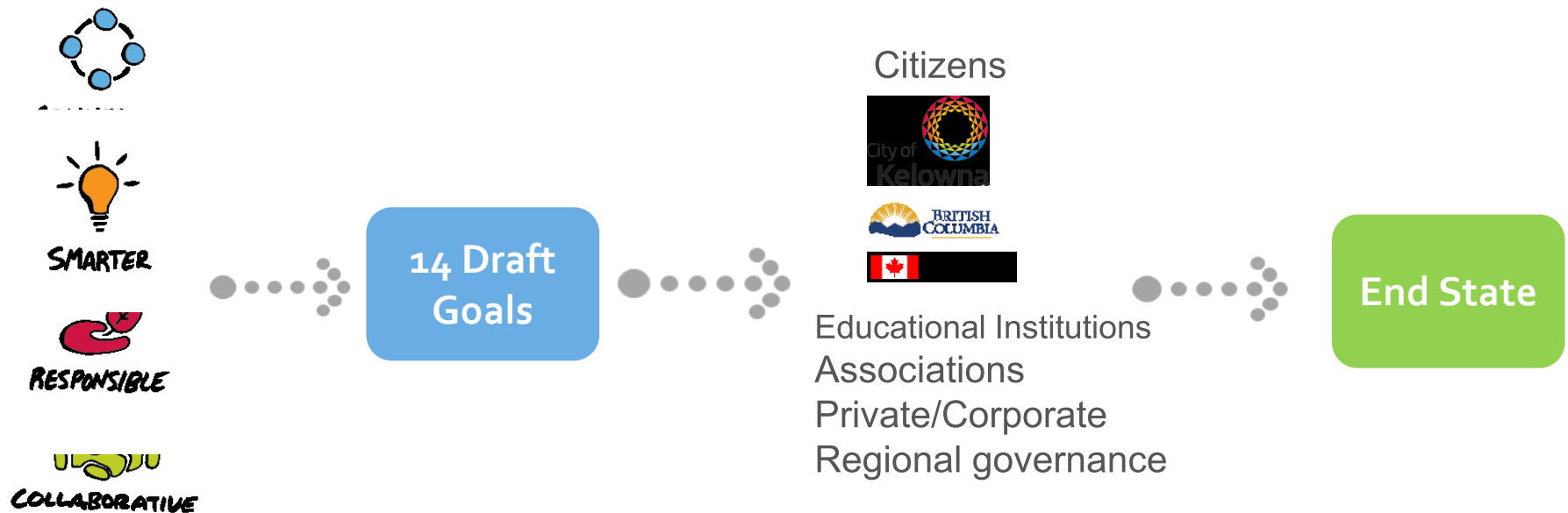
imagineKelowna

to

imagineNext

imagineKelowna

imagineNext



What is **imagineNext**?

Is a framework for aligning the City's plans, strategies, community partners and other initiatives to implement the **imagineKelowna** Vision

Discussion

Report to Council



Date: March 12, 2018
File: 1200-31
To: City Manager
From: Danielle Noble-Brandt, Policy & Planning Department Manager
Subject: 2040 OCP Facts in Focus – Introduction to OCP and Population and Housing

Recommendation:

THAT Council receives, for information, the report from the Policy & Planning Department Manager dated March 12, 2018, with respect to the 2040 OCP Facts in Focus – Introduction to OCP and Population and Housing.

Purpose:

To introduce Council to the Facts in Focus series as it relates to topic-based background papers on the 2040 OCP update. To introduce the Purpose of an Official Community Plan and the population projections and housing needs.

Background:

Decisions on the type, location and pace of growth will shape our community and have far reaching environmental, social, and financial implications. The public launch of the 2040 OCP Update commenced in February 2018 and this OCP update is an opportunity to harness the community's vision and shape the growth strategy for the City of Kelowna as it evolves into a 21st century mid-sized City. The OCP will examine planning directions that can be achieved over a 20-year time horizon.

In preparation for the first phase of public engagement on growth scenarios, Policy and Planning have developed eight Facts in Focus papers to promote a broad understanding of the key issues and opportunities of the core topic areas for the 2040 OCP update. It is critical to build this baseline of general knowledge for Council, the community and stakeholders prior to the evaluation of 4 proposed growth scenarios (Phase 2). Integrating the Imagine Kelowna outcomes and the Facts in Focus topics with the OCP's growth strategy is the starting point for imagining our future City.

The Facts in Focus papers will be presented to Council in the following order:

1. Purpose of the OCP (March 12, 2018)
2. Population and Housing (March 12, 2018)

3. Building Complete Communities (anticipated date March 19, 2018)
4. Transportation (anticipated date March 19, 2018)
5. Agriculture and Rural Lands (anticipated early April, 2018)
6. The Environment (anticipated early April, 2018)
7. Climate Change (anticipated early April, 2018)
8. Servicing the Plan (anticipated mid Spring, 2018)

The highlight of this report includes the first two Facts in Focus papers:

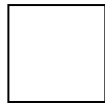
- 1) *Purpose of an OCP* - to create an understanding of the scope and topics that the OCP update will address, and
- 2) *Population and Housing* - to outline the 2040 population projections and the corresponding housing needs. This will serve as a platform to understanding the land capacity analysis to serve that projected unit count.

The complete Facts in Focus series aims to create a baseline of knowledge regarding the issues, current policy direction, areas of challenge, and opportunities that our City has with this 2040 OCP update. By providing education materials at the onset of this project, it is hoped that it will encourage various stakeholders and community residents to become curious about the diversity of topics, to be educated and knowledgeable, and to participate with informed dialogue. Other tools will include a City project website, story maps, videos, and other resource materials that will be created as the 2040 OCP update project proceeds through various phases. It is hoped and envisioned that we will all play a role in building a great City together.

Submitted by:

Danielle Noble-Brandt, Policy & Planning Department Manager

Approved for inclusion:



Doug Gilchrist, CP and SI Divisional Director

Attachments:

- 1) Facts in Focus – Purpose of an OCP
- 2) Facts in Focus – Population and Housing

cc:

Divisional Director, Community Planning & Strategic Investments
 Divisional Director, Infrastructure
 Divisional Director, Human Resources
 Divisional Director, Financial Services
 Divisional Director, Corporate Strategic Services
 Divisional Director, Corporate and Protective Services
 Divisional Director, Active Living and Culture
 Director, Strategic Investments
 Department Manager, Integrated Transportation
 Infrastructure Engineering Manager
 Community Planning Department Manager
 Communications Advisor



Facts in Focus



2018

FACTS IN FOCUS

DID YOU KNOW?

What is an OCP?

Growth is a fact of life for Kelowna. And, in the years to come, growth will continue to shape the city and the lives of its residents. If we manage growth poorly, its impacts will be largely negative. Conversely, if we manage it well, its impacts can be many and positive. In this way, *how we grow* matters today and to future generations.

The Official Community Plan (OCP) is the primary tool that local governments can use to guide the long-term growth of their communities. In Kelowna, the OCP sets out the vision, strategies and objectives for 20 years of growth. This broad, over-arching policy document provides guidance and direction on a variety of topic areas, including land use, urban design, transportation, parks and public spaces, social planning, heritage, infrastructure and community facilities. The OCP knits together policy from a wide range of subjects into one comprehensive growth strategy that sets the city on a path towards its desired long-term vision.

Despite being a high-level, long-term policy document, the OCP is a powerful tool that is grounded in the community's vision for the future. Many of the decisions made today have lasting impacts, and the OCP provides the framework that guides decisions and investment in the community over a 20-year period.

The future, however, is always a shifting picture, and the pace of change is only increasing. A good OCP, then, must be built on the principles of resiliency, ensuring that the city can respond to emerging issues and changing conditions.



The total number of private dwellings as of 2016 was 57,433 in the City of Kelowna.



Currently, there are 24,570 single family houses in the City of Kelowna.

A SNAPSHOT IN TIME

City Park, Kelowna 1987
(top left)

City Park, Kelowna, 2013
(top right)

Glenmore, Kelowna, 1987
(bottom left)

Glenmore, Kelowna, 2014
(bottom right)



The OCP is a vital document for Kelowna as the city faces the pressures of growth and change, helping to leverage the benefits of growth towards a common goal. Critically, the OCP provides the opportunity for all residents to become engaged in the kind of community they want to live in, one that will improve the quality of life for them and for their children.

Long-range planning can, therefore, have a critical role in influencing economic development, housing development, urban design, parks and recreation opportunities, public transportation, allocation of public facilities, and contribute to overall community health, well-being and a sense of belonging. This underscores the critical and important role of an Official Community Plan document and its relationship to directing development, infrastructure, and corresponding investments to ensure a high quality of life for decades to come.

The City has changed over time

In 1951, the City had a total population of 8,517 that occupied 2,615 households. By 1973 the population had increased six-fold, to approximately 51,000, driven in large part by a boundary extension which increased the total land area and the number of residents that were enveloped within its boundaries. That same year the Agricultural Land Reserve was brought into effect, requiring that any future land-use decisions be made with the long-term preservation of agricultural lands in mind.

The City's first Official Community Plan was approved in 1975, and sought to balance urban and rural environments, while responding to the wishes of its inhabitants which was said to be "a continuation of a low density form of development to retain the present life style as a City of homes." Subsequent sections established a framework to fulfill this vision.

By 1992, Kelowna's Strategic Plan identified a set of community goals that served to shift the fundamental direction of the next iteration of the OCP in 1995. These desires and aspirations focused development priorities on concentrating development activity in the City's Urban and Village Centres until 2020, supporting mixed-use buildings, pedestrian-oriented streets and public spaces, and a greater sense of community identity.

Some 16 years later, the 2030 OCP (adopted in 2011) sought to build on these smart growth patterns by establishing a Permanent Growth Boundary to curtail sprawl development, as well as to formalize an Urban Core boundary on which to focus redevelopment efforts. Through this update of the 2040 OCP, the direction will continue to strengthen

DID YOU KNOW?



Kelowna is 211 km² in its land base size.



The City's current population density is 601/km².



In 2016, the average age of the City's population was 43.4 years.

policies for complete communities, where mixed-uses and increased density supports infrastructure and transportation investments, and fosters healthier and connected residents. This emphasis on strategic redevelopment within existing areas, marks a shift towards a goal of creating a higher proportion of multifamily units (53%) to single-family homes (47%), facilitating a shift towards a smart growth settlement pattern.

Current Direction of the 2030 Official Community Plan

The 2030 Official Community Plan (OCP) Bylaw No. 10500 was adopted on May 30, 2011 after an extensive public consultation process. The vision of the current OCP is:

- ▶ Urban communities are compact and walkable;
- ▶ Housing is available and affordable for all residents;
- ▶ People feel safe downtown and in their own neighborhoods;
- ▶ The natural environment (land and water) is protected and preserved;
- ▶ Walking paths and bicycle routes connect to key destinations;
- ▶ The economy is growing, vibrant and bringing in new businesses;
- ▶ Buildings and public spaces are attractive places; and,
- ▶ Recreation and cultural opportunities are plentiful.

In order to achieve that vision, the OCP is based on 10 guiding goals:

1. Contain urban growth
2. Address housing needs of all residents
3. Feature a balanced transportation network
4. Improve energy efficiency and performance of buildings
5. Foster sustainable prosperity
6. Protect and enhance natural areas
7. Provide spectacular parks
8. Include distinctive and attractive neighbourhoods
9. Enable healthy and productive agriculture
10. Encourage cultural vibrancy

Looking Ahead: Future Trends

Kelowna is in the midst of a time of rapid growth. Consider that between 1976 and 2016, the City of Kelowna grew from a population of 51,955 to a population of 129,442 (an average annual growth rate of 2.2 per cent). While it is anticipated that the City will add approximately 50,000 new residents by the year 2040, this OCP update needs to be strategic in its growth strategy and policies to guide it.

Growth signals that a City is in demand, and that it is creating jobs and new opportunities for residents. While growth can offer many opportunities, it does not come without its challenges. Population surges put strain on City infrastructure, civic facilities, programs and services, and can even impact quality of life. Therefore, the following trends need to be at the forefront:

FAST FACTS

129,442

City of Kelowna total population (as of 2016)

8.6%

Growth rate between 2011 to 2016

49,184

Projected new residents in City of Kelowna by 2040

1. Change is happening at an unprecedented pace: the past cannot be a predictor of the future, and cities need to rely on being flexible and adaptable to future circumstances where technology and innovation are going to heavily influence the future state.

2. Population and demographic changes: an aging cohort alongside an expanding student population and technology industry will require different community amenities and housing options to serve a diverse population.

3. Evolving transportation technology: rapid advancement of technology and autonomous vehicles will require land use and transportation to be strongly linked and promote multiple modes of transportation that are forward thinking and responsive to future choices.

4. Asset management and infrastructure costs: municipal costs of infrastructure investment will outpace municipal revenues. A responsible growth strategy, executed through consistent decision-making, will be required to maximize return on investment for City infrastructure, services, and asset management.

5. Climate change is here: the impact of climate change will be experienced on multiple levels from wildfire, flooding, drought, extreme weather events, and other occurrences. This will influence how the City needs to both mitigate and adapt, and will affect how residents live, move, recreate, design buildings, design infrastructure and respond to an unknown future state.

Current Challenges of the 2030 Official Community Plan

There appears to be continued widespread support for the 10 goals among community residents. However, some residents view that there has been a departure in some of original intent of these goals, as growth within the last seven years since the Plan adoption has been unprecedented. Some residents have the opinion that the Plan must be a rigid document and hold firm. Notwithstanding this opinion, the OCP has always been considered a 'living document'.

Since the adoption of the last OCP update, dozens of plans and strategies have been developed by the City to guide decision making in Kelowna. However, they have not necessarily been done in unison to ensure that they individually deliver on one community vision. The City has a multitude of competing objectives on how to prioritize and sequence capital investment and to accommodate growth while at the same time, maintaining and enhancing our existing infrastructure and assets.





Overall, the City has aspired to increase investment in active modes of transportation, and increase the network of trails and cycling paths that are integrated with key destinations. However, the density of people and jobs is generally not sufficient to support diverse transportation choices that would significantly shift walking, cycling, and transit as first mobility options.

Some of the key challenges being considered in this update are:

- ▶ How can we better balance City-wide policy with neighborhood perspectives?
- ▶ Can we better manage development pressures and address demand for local amenities?
- ▶ How can we develop a Plan that represents a Community for All approach?
- ▶ How do we put Imagine Kelowna into practice through our City's growth strategy?
- ▶ What is the best way to engage citizens, organizations, stakeholders, and others to share responsibility in the OCP's long-term implementation?

Key Directions for the 2040 Official Community Plan

Great cities include a multitude of elements that enrich the lives of its community members. Many residents value the aesthetic quality of Kelowna's natural landscape. The preservation of natural resources through a deliberate growth strategy aims to support this. In recent years, the OCP has seen a steady trend towards more housing units that are multi-family vs. single family in housing form. This has resulted in two positive outcomes: the OCP exceeding its new housing target of 47 per cent single/53 per cent multi-unit, and the general location of these units to be within the Permanent Growth Boundary where infrastructure and amenities can be maximized.

Updating the OCP will offer the opportunity to incorporate and consolidate a number of recent and concurrent policy, strategy and infrastructure initiatives that relate to the OCP content. These include Imagine Kelowna, the Transportation Master Plan, Healthy Housing Strategy, Community for All, and 20 Year Servicing Plan just to name a few.

City-wide planning provides an opportunity for the community to explore the following:

- ▶ **Diversify housing options:** a wider range of housing types will help to achieve affordability goals, create more socially inclusive communities, and provide appropriate housing near employment hubs that are needed now and into the future to address local housing issues;
- ▶ **Expand transportation options:** promotion of alternative transportation choices that increase choice, affordability, and contribute to a reduction of GHG's;
- ▶ **Secure community amenities:** expanding the community's assets for an increasingly diverse population now and into the future;
- ▶ **Build more complete communities:** increasing the quality of life through proximity to services and amenities for everyday life activities and promoting connections between neighborhoods, urban centers, parks and schools. This will also reduce a household's cost of living;
- ▶ **Intensify the existing Urban Core:** accommodating population and business development in the Urban Core rather than expanding into other areas will be most cost effective to service, preserve greenfield and agricultural lands, promote alternative modes of transportation, and promote a healthier resident population;

- ▶ **Catalyze employment centers:** promote synergies between businesses, technology and supportive uses;
- ▶ **Preserve natural areas:** protection and enjoyment of natural areas and parks will promote security in water quality, preservation of biodiversity and habitat areas, ecological functioning and climate change resiliency.
- ▶ **Protect agriculture:** promote a resilient, diverse, and innovative agricultural community that celebrates farming and food production. This will ensure food security into the future, and deflect growth energy back into the Permanent Growth Boundary.

Accommodating and balancing this anticipated growth and change, while simultaneously protecting community values and providing the corresponding services and infrastructure to deliver on our community's vision will require careful consideration through this process.

The updated OCP will become a defining, catalyst document for our community and will shape how future generations interact with places and spaces in Kelowna for future decades. This 2040 OCP update is about articulating the community's vision into a growth strategy that has strong implementation reality to assure a successful future. Successful cities are key to a healthy future. The question is not whether we will grow, but how *well* we grow. Building a future for Kelowna does not mean shifting away from our community values or aspirations to accommodate new residents, but rather building consensus around the City's future state and realizing the greatest social, environmental and economic benefits.

The Facts in Focus papers are designed to be an education series for Council, the community, and interested stakeholders to learn about the breadth of topics that are covered by an OCP update process. There are eight Facts in Focus papers that will build on each other, and set the stage for the direction and goals to pursue in the OCP process. The upcoming papers to follow are:

- ▶ Population Projections and Housing Needs
- ▶ Building Complete Communities
- ▶ Transportation Networks
- ▶ Preserving Agriculture
- ▶ The Environment
- ▶ Climate Change
- ▶ Financing and Servicing the Plan

The City hopes that all segments of our community will become engaged in this OCP process. Stay involved, get curious, be informed, share your passion, and imagine your influence on our Kelowna!





Facts in Focus



2018

FACTS IN FOCUS

DID YOU KNOW?

Population & Housing in Kelowna

In order to plan for the future, it is important to understand population growth and the related housing that will be required for those people who will reside in Kelowna in 2040. This will require projecting what the population will be, including the demographics of the population and how that will relate to the amount and types of housing that will be required for those residents.

Population

Population projections are important to help plan for future land uses, housing, commercial and industrial demand, and for related utility and service requirements. Projections do not give a precise picture of the future. They are intended to capture the direction of change and to provide an opportunity for action to influence the future outcome to match the city's vision. It is important to update projections on a periodic basis so that the most up-to-date information is used.

Kelowna's population has grown at an average annual growth rate of 2.22 per cent since 1981. However, average growth rates disguise short-term fluctuations. Kelowna has seen times of rapid growth and times of slower growth. For instance, in the early to mid-1980s, the population grew at an annual rate of only 0.7 per cent compared to the early 1990s when Kelowna was one of the most rapidly growing communities, growing at an annual rate of approximately 4.5 per cent.



Kelowna's population is projected to continue to grow at an average annual growth rate of 1.34 per cent over the next twenty years.



Kelowna's population will change to include a higher proportion of seniors (65+).

CURRENT INITIATIVES

There have been many initiatives related to housing since the 2011 OCP. The following are either in progress or endorsed:

- Recommendations from the Housing Strategy (2012)
- Housing incentive changes
- Zoning changes to make secondary suites more inclusive across Kelowna
- RU7 Infill Zoning which allows two to four units per lot in select areas of the urban core



The City has changed over time

Table 1: Total Population

Year	Compound Annual Growth Rate per period	Total Population
1981		59,196
1986	0.67%	61,213
1991	4.41%	75,950
1996	3.32%	89,442
2001	1.49%	96,288
2006	2.08%	106,707
2011	1.91%	117,315
2016	1.66%	127,375

In the 2030 OCP that was endorsed in 2011, Kelowna’s population was predicted to grow at an annual rate of 1.88 per cent between 2011 and 2015, arriving at a population of 130,750 by the end of 2015. The actual growth within Kelowna was lower than predicted at 1.78 per cent yielding Kelowna’s population to be 127,375 by 2016ⁱ.

For the first time in Kelowna’s history, 2016 Census data shows that the percentage of seniors (65+) is higher than the percentage of youth (0-19 year olds).

Table 2: Age Distribution

Census Year	0-19 years old	20-64 years old	65+ years old
1981	28.7%	55.3%	16.0%
1986	25.6%	56.4%	18.0%
1991	24.3%	56.6%	19.1%
1996	24.4%	57.2%	18.4%
2001	23.5%	57.3%	19.2%
2006	21.8%	58.7%	19.5%
2011	20.4%	60.5%	19.1%
2016	19.4%	59.9%	20.7%

DID YOU KNOW?



According to Statistics Canada, the working-age population, between the ages of 15 to 64 years old, will decrease between 2013 and 2030 and then will remain fairly stable between 2030 to 2040ⁱⁱⁱ.



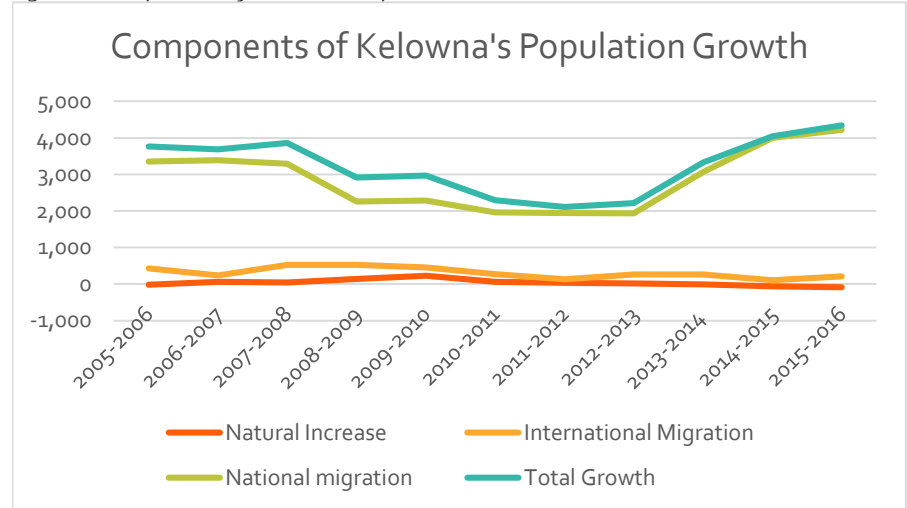
National migration is projected to continue to be the main driver of Kelowna's population growth^{iv}.



Kelowna's population is anticipated to grow significantly by 2040.

Population changes have been attributed to natural increase, international and national migration. Figure 1 below shows the total growth as well as the components of growth. In Kelowna, national migration has had the highest impact on population growth. National migration has been highly influenced by residents moving from the Lower Mainland as well as from Alberta.

Figure 1: Components of Kelowna's Population Growth



Population: Future Trends

National trends

According to populations projections, the share of Canadian population over the age of 65 will continue to grow. Generations that followed the baby boom are smaller because fertility is below the replacement level and all generations are experiencing a life expectancy that is steadily rising. Consequently, the demographic aging process will become more pronounced between 2010 and 2031, a period during which members of the baby boom generation will reach age 65. After that, aging will continue, but at a less rapid paceⁱⁱ.

Projections to 2040

Based on the BC Statistics projections the City of Kelowna's population is anticipated to grow significantly, adding approximately 50,000 residents between now and 2040, which would result in approximately 178,500 residents in Kelowna and approximately 277,000 residents regionally.

Future growth estimates cannot be based solely on historic patterns, particularly since Kelowna's growth has had fluctuating growth rates. Therefore, it is important to base projections on trends that can be reasonably foreseen using data and planning expertise.

Kelowna's population is projected to continue to grow at an average annual growth rate of 1.34 per cent over the next twenty years. The growth rate is based on a range of factors including birth rate, death rate, international and national migration patterns. Due to an aging population, Kelowna's

FAST FACTS

25.1%

Percentage of Kelowna residents 65+ in 2040.

34.9%

Percentage of Kelowna residents 40-64 in 2040.

21.6%

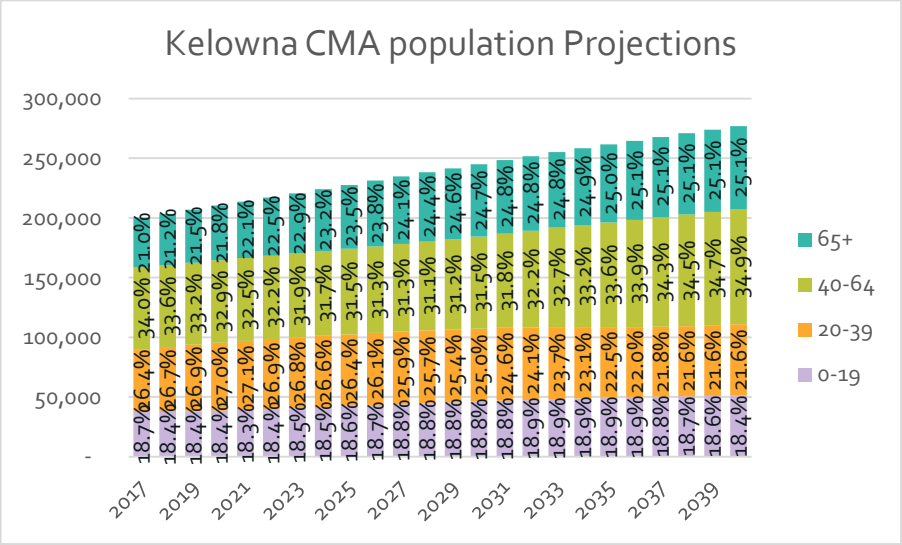
Percentage of Kelowna residents 20-39 in 2040.



population growth will not be reliant on natural birth increases but on population migration. National migration is an important component when considering Kelowna’s population projections. Accurately predicting future migration is difficult, however should be considered as Kelowna is a highly desired location and migration has been a critical component of historic growth. Additionally, as Kelowna continues to be more internationally recognized as a desirable destination and people continue to be priced out of the Lower Mainland, Kelowna may also see an increase in international migration.

Absolute growth in population will be accompanied by a changing pattern of the Regional District of the Central Okanagan age structure, as shown in Figure 2 below.

Figure 2: Age Breakdown for Regional District Population^v



Additionally, Kelowna’s population will change to include a higher proportion of seniors (65+) and a smaller proportion of young professionals (20-39 year olds).

Table 3: Kelowna (CMA) Projected Age Distribution^{vi}

Year	0-19 years' old	20-39 years' old	40-64 years' old	65+ years old	Total Population
2006	37,365	42,895	65,135	34,450	179,845
2010	38,080	47,100	68,035	41,670	194,885
2020	38,603	56,821	69,090	45,767	210,190
2030	46,040	61,233	77,123	60,630	245,026
2040	51,014	59,812	96,542	69,597	276,965

Having a growing population of seniors will change the way the city needs to be planned and built. Services, amenities and housing forms that are required by older adults need to be included in future planning activities.



There are several population trends which are critical as the City of Kelowna plans for future needs.

1. **Population is aging.** Kelowna's population is aging and the number of seniors is expected to double between 2006 and 2040. By 2040 almost 40 per cent of those seniors (65+) will be 80 years or older;
2. **Change in family size.** Family size is decreasing due to a decline in overall birth rates, increase in death rates and increase in divorce;
3. **Change in family structure.** Family structure is changing through an increase in blended families, sharing and elderly dependency;
4. **National migration.** Intra and inter-provincial migration will continue to be the highest driver for increasing population;
5. **City identity.** The City of Kelowna will continue to grow as a retirement community (seniors) and educational hub (students). *(Note: student numbers are not fully reflected in the population projections as they are not captured as permanent residents.)* The City is predicted to also continue to diversify through changing workforces (ie: growing innovation and technology industry).

Housing

As of 2015, there were a total of 53,900 dwelling units in Kelowna, which is an increase of 4,230 units over a five-year period. This represents an eight per cent growth over the last Census period and is consistent with the growth in population (nine per cent) during the same time period. Of Kelowna's total housing units, 46 per cent are single detached dwellings, 30 per cent are apartments and seven per cent are row housing. Of the housing in Kelowna, 67 per cent is ownership, 26 per cent is rental housing and the remaining seven per cent is supportive, subsidized rental housing or shelter beds.

Current Direction of the 2030 Official Community Plan

The 2030 Official Community Plan (OCP) has a goal of addressing housing needs for all residents. There are numerous policies that address housing including some key themes:

- ▶ **Housing needs of residents:** Address housing needs of all residents by working towards an adequate supply of a variety of housing
- ▶ **Affordability:** Support the creation of affordable and safe rental, non-market and/or special needs housing
- ▶ **Family-oriented housing:** Address the needs of families with children through the provision of appropriate family-oriented housing
- ▶ **Complete communities:** Encourage urban centres to become amenity-rich live-work communities with adequate densities to support frequent transit and amenities.

The OCP has a target of new housing units to be 57 per cent multi-unit housing and 43 per cent single family/two unit. This target was first achieved in 2015 when multi-unit housing was higher (60 per cent) than single-family/two units (40 per cent). In 2017, 64 per cent of new residential units were in the form of multi-family units, well above the 2030 OCP goal of 57 per cent.

Strategic Direction from Imagine Kelowna

The City and community partners recently undertook the most extensive public engagement process to date to create a new community vision for the future. Imagine Kelowna is a vision for building a prosperous and sustainable city in the face of an uncertain future. The City will use Imagine Kelowna to help shape its short and long-term planning priorities and provide the foundation for future strategies, plans and projects. Key draft directions from Imagine Kelowna include:

Principle: Smarter

- ▶ Goal: Build healthy neighbourhoods that support a variety of households, income levels and life stages

Principle: Connected

- ▶ Goal: Embrace diverse transportation options to shift away from our car-centric culture
- ▶ Goal: Create great public spaces that bring people together

Principles: Responsible

- ▶ Goal: Concentrate on growing vibrant urban centres and stop facilitating urban sprawl

While still in draft form, much of the work from Imagine Kelowna has reinforced the policy direction of the 2030 OCP, but drives it even further and gives it more urgency. In particular, the goals “shift away from our car-centric culture” and “stop facilitating urban sprawl” provide support for bold moves in how our City should grow in the future.

The City must move towards a housing stock that supports not only those that can afford a single-dwelling unit, but for all residents. Imagine Kelowna emphasizes the need to create housing that supports varying households, income levels and life stages. It also stresses the need for new housing units to be concentrated within the Urban Core to create a vibrant community and to reduce overall household costs for residents. A shift towards innovative forms and tenure including a significant increase in multi-unit dwellings located within the Urban Core will be required in order to house all residents.

Housing: Future Trends

Change in housing demand is largely determined by demographics (population totals, age distribution and family structure) and socio-economics (household income, lifestyle and housing preferences). Looking ahead, the past is no longer a good predictor of the future. With factors such as affordability, demographic shifts and change in family structure, the new housing units built between now and 2040 are likely to be different from the housing units built in the past.



National Trends

One factor that will change home ownership are the changes to Canada’s lending regulations which will introduce stricter mortgage policies. Beginning in 2018, changes to the Office of the Superintendent of Financial Institutions’ residential mortgage lending guidelines will make it tougher for Canadians to qualify for uninsured loans, affecting consumers with down payments of 20 per cent or more. The policy changes will include a new stress test to ensure Canadians can afford their homes even if interest rates rise, which is likely to result in many Canadians desiring more affordable forms of housing. Additionally, interest rates have recently increased and are expected to continue to rise.

INCREASE IN MULTI-FAMILY UNITS

It is expected that due to affordability challenges and decreasing household size over the next twenty years, a high proportion of new units will be in the form of multi-family. Through projections it shows a split of 79 per cent multi-family and 21 per cent single-family units for new growth over the next twenty years.



Across Canada, emerging trends in real estate suggest that the overall outlook for single-family residential housing is modest according to the Conference Board of Canada^{vii}. Additionally, it suggests that the industry has also made a permanent shift toward multi-family construction: 2 out of 3 new homes built today in Canada are multi-family, up from less than half ten years ago. Other complementary real estate trends such as including the growth of complete communities, urban infill, seniors housing, and purpose-built rentals and all point to a shift away from single-detached housing.

Looking towards 2040 in Kelowna

Using the projection on changing housing preferences and shifting demographics, the total number of new housing units required by 2040 will be between 23,000 - 25,000 units. These housing units will look different than the housing stock of today due to affordability constraints, changing demographics and associated family structures.

Housing options today are not a predictor of housing choices tomorrow. Market choices are shifting as seen by the increase in multi-unit dwellings over single detached dwellings. Future generational shifts will also shift housing choice and location preference as housing affordability dominates as a critical determinant^{viii}. For instance, this report states that the top three factors for housing for millennials is:

- ▶ The cost of housing,
- ▶ Proximity to work, and
- ▶ Access to public transit.

There are several future trends that will change the way Kelowna's residents are housed including the following:

- ▶ **Households will become smaller.** The main household structure in Kelowna by 2040 will be single occupants or couples without children. These cohorts will require smaller housing units, allowing a 1-bedroom unit to fulfill their housing needs. These units can be met in many different types of housing forms, from apartment housing to townhomes and other types of multi-family housing.
- ▶ **House sizes will become smaller.** Based on affordability, shifting housing preferences, population projections and housing needs, it is anticipated there will be a trend towards smaller house sizes.



- ▶ **Residential units in the urban core.** Building multi-family units within the urban core supports the City's broader policy objectives to focus residential growth to create compact and complete communities. Additionally, encouraging housing within the urban core allows residents to choose alternative forms of transportation. This will result in reduced overall household costs, increasing affordability for residents.
- ▶ **Sharing models and inter-generational living.** Due to numerous factors including the rise of the sharing economy, increase in home prices and aging population, there will be an increase in sharing models including intergenerational living and intentional communities. The needs and desires of aging adults require new solutions to help them age in place. These innovative models will create people of different ages and abilities to live together and foster intergenerational connections to reduce social isolation. This will also create affordable housing options for students and/or young professionals.
- ▶ **Change in tenure.** Housing tenure is difficult to predict, however home prices are projected to increase at a faster pace than incomes, as shown by Figure 3 below. This will heighten the trend that an increase in the share of the population will be unable to afford home ownership and thus rentals will be a critical housing stock required. Through a high level analysis, it suggests there will be a higher demand for rental units increasing from 28-30% today to 35-40% in 2040. An increase in supply and stability of purpose-built rentals will be imperative for our future housing stock.

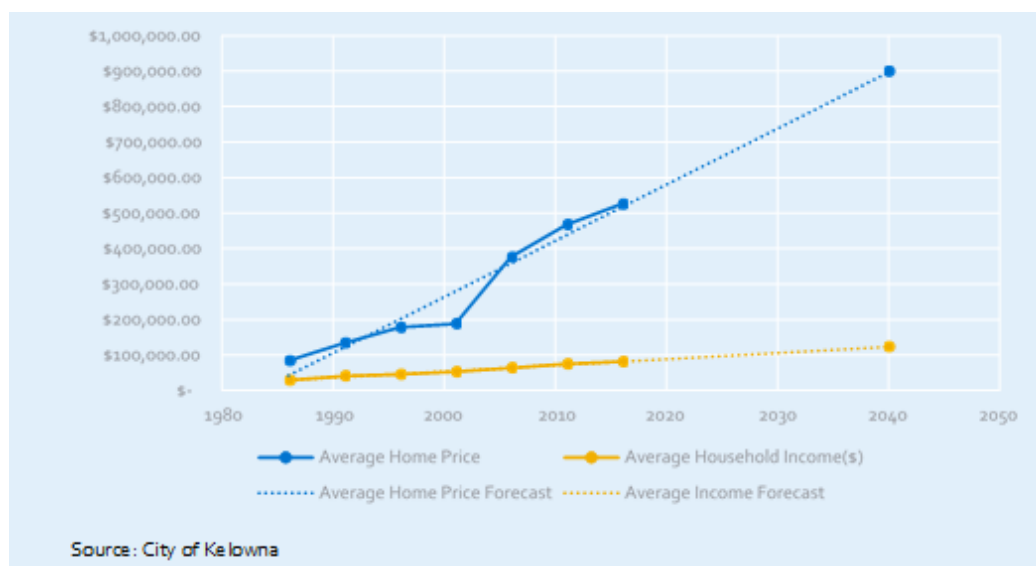


Figure 3: Forecast of Home Price to Household Income 2040 (average)

Taken together, these trends will have a profound impact on the housing residents choose to meet their needs. Looking an additional 10 years beyond the 2030 OCP, there is estimated to be a greater shift towards multi-unit housing forms. It is estimated that between 70-80 per cent of new units will need to be multi-unit in form, compared to 20-30 per cent being single detached or other forms of low-density housing.

Current challenges of the 2030 Official Community Plan

Despite the laudable policy directions contained in the OCP, the city is faced with many challenges affecting housing, including but not limited to:

- ▶ **Housing vulnerability.** Seniors, lone-parent families, persons with diverse abilities, youth and Indigenous peoples are some of the most acutely impacted by the housing constraints.
- ▶ **Housing diversity.** The current housing stock in Kelowna is mainly single family homes and apartments and lacks many of the 'missing middle' housing forms. Additionally, the housing stock in Kelowna is heavily weighted towards ownership and includes 67 per cent ownership and only 26 per cent rental.
- ▶ **Purpose-built rentals.** Supply is limited, vacancy rates are extraordinarily low, and market prices are high.
- ▶ **Housing affordability.** The cost of housing is predicted to continue to outpace the rise of income levels.

HOUSEHOLDS WILL BECOME SMALLER

The main household structure in Kelowna by 2040 will be single occupants or couples without children.



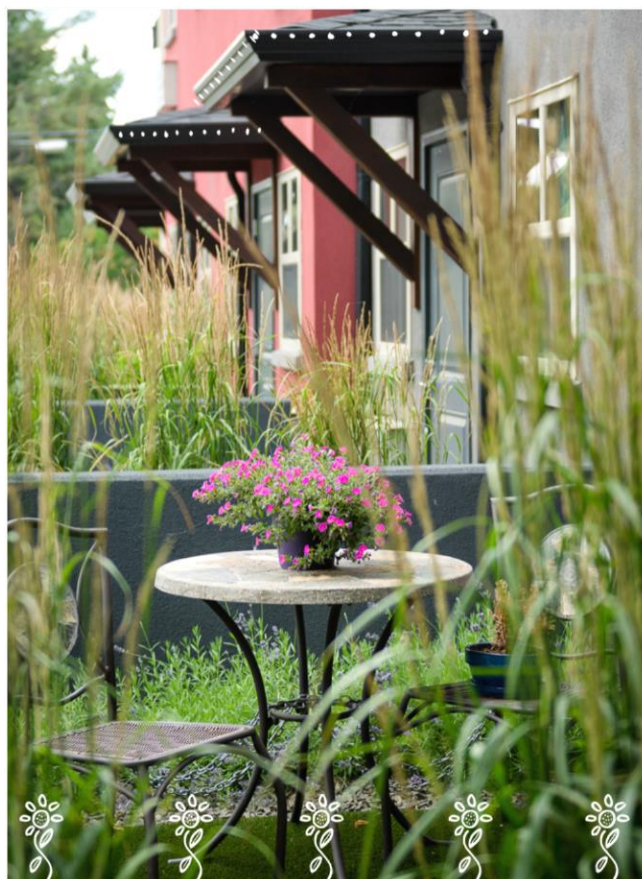
Additionally, the current OCP includes policies to focus residential growth within the Urban Core and away from suburban sprawl. The OCP has a target of increasing the proportion of units in the Urban Core and Urban Centres to approximately 46 per cent of all residential units. As of 2015, only 25 per cent of new residential units were in the Urban Core and 75 per cent were outside the Urban Core.

Key Directions for the 2040 Official Community Plan

When operating effectively, a housing system plays a pivotal role in creating great communities today and for the next generation. It enables neighbourhoods where people of all ages, abilities and incomes can find safe and healthy places to live.

In Kelowna, the goal will be to build a housing system that is healthy and resilient. The following elements will be critical to build this robust system:

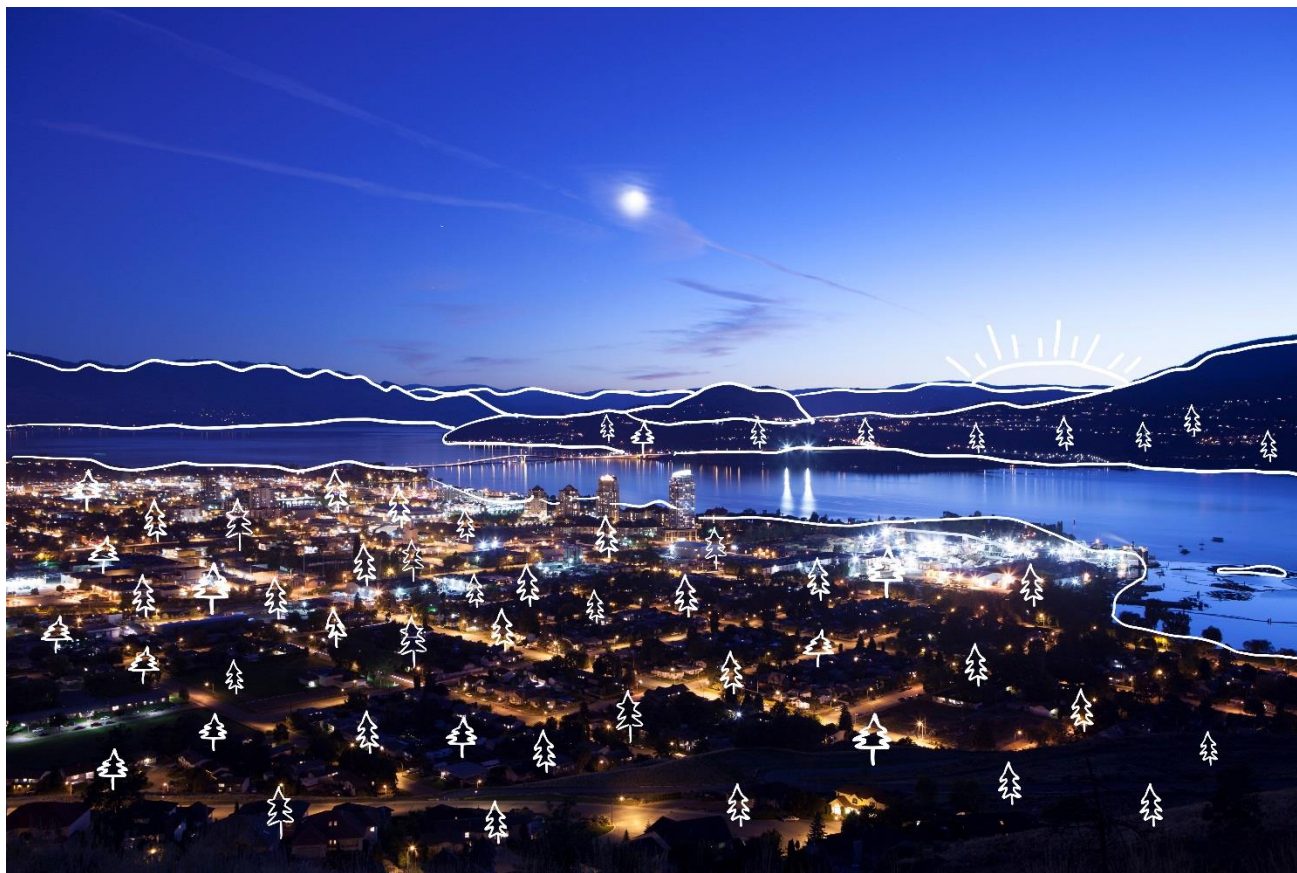
- ▶ **Diversity of housing form.** As the affordability of single detached homes grows farther out of reach for many residents, it is important to increase the diversity of housing forms available to them and include the 'missing middle' housing types. Encouraging a variety of unit sizes will ensure that suitable housing is available for all ages, abilities and household types. Allowing and encouraging a diversity of housing forms will increase the ability for residents to become part of the ownership market.
- ▶ **Prioritizing rental.** In order to change the vulnerability levels for housing in Kelowna, it is critical to prioritize the development of secure, affordable rental buildings. Additionally, it will be important to encourage other forms of tenure including supportive housing (particularly for Kelowna's aging population), rent-to-own and other models.
- ▶ **Affordability and accessibility.** Encouraging a variety of unit sizes and ensuring housing is available for all ages and abilities is critical to ensure there is appropriate housing for all of Kelowna's residents. More housing versatility is required to adapt to changing needs. Housing with flexible and adaptable features will be required so that as residents age and abilities change, they can modify their homes easily and inexpensively.



- ▶ **Inclusiveness.** Encouraging housing that is welcoming to people of all ages and abilities creates a sense of belonging, builds meaningful relationships and strengthens quality of life.
- ▶ **Coordination and collective action.** Innovation, collaboration and collective action between all levels of government, non-profit providers, developers and the community are critical in order to make significant progress. Creating ongoing and lasting partnerships for housing will be a critical aspect to change the number of people that will be housing vulnerable.

Looking forward to 2040, there needs to be significant shifts regarding housing in Kelowna. There needs to be a housing system that is resilient, robust and flexible. The City of Kelowna needs to be a leader among many other stakeholders in our community, to support a community where housing for all residents is a top priority.

The 2040 OCP needs to focus growth in the Urban Core through land use planning and reinforcing the importance of the Permanent Growth Boundary. In order to have a successful shift towards the desired targets in the Urban Core and Urban Centres, growth needs to be contained through creating complete communities and corresponding infrastructure investment.



i BC Statistics

ii Statistics Canada, Analysis of the results of the long-term projections, 2015

iii Statistics Canada, Population projections: Canada, the provinces and territories, 2013 to 2063, 2014

iv Statistics Canada, Population projections: Canada, the provinces and territories, 2013 to 2063, 2014

v BC Statistics

vi For projection purposes, Kelowna has therefore used an average annual growth rate of 1.34 per cent

vii Price Waterhouse Cooper, 2018

viii Resonance Consultancy, Future of B.C. Housing, 2017

ix 'Missing middle' includes more affordable, infill housing forms such as townhouses, duplexes, fourplexes.

Our Kelowna

Facts in Focus: Population and Housing



Population

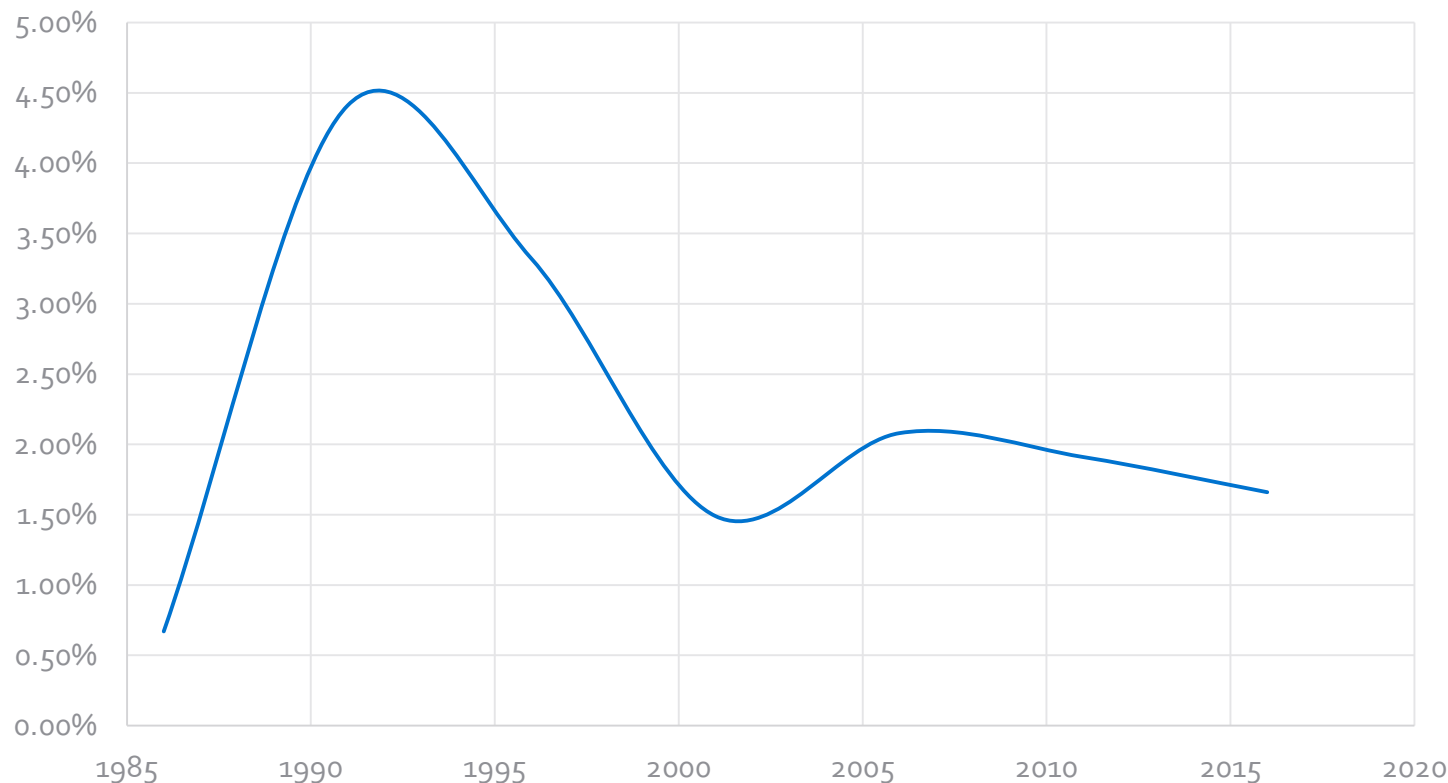


Population



- Kelowna's population has grown at an average annual growth rate of 2.22% since 1981

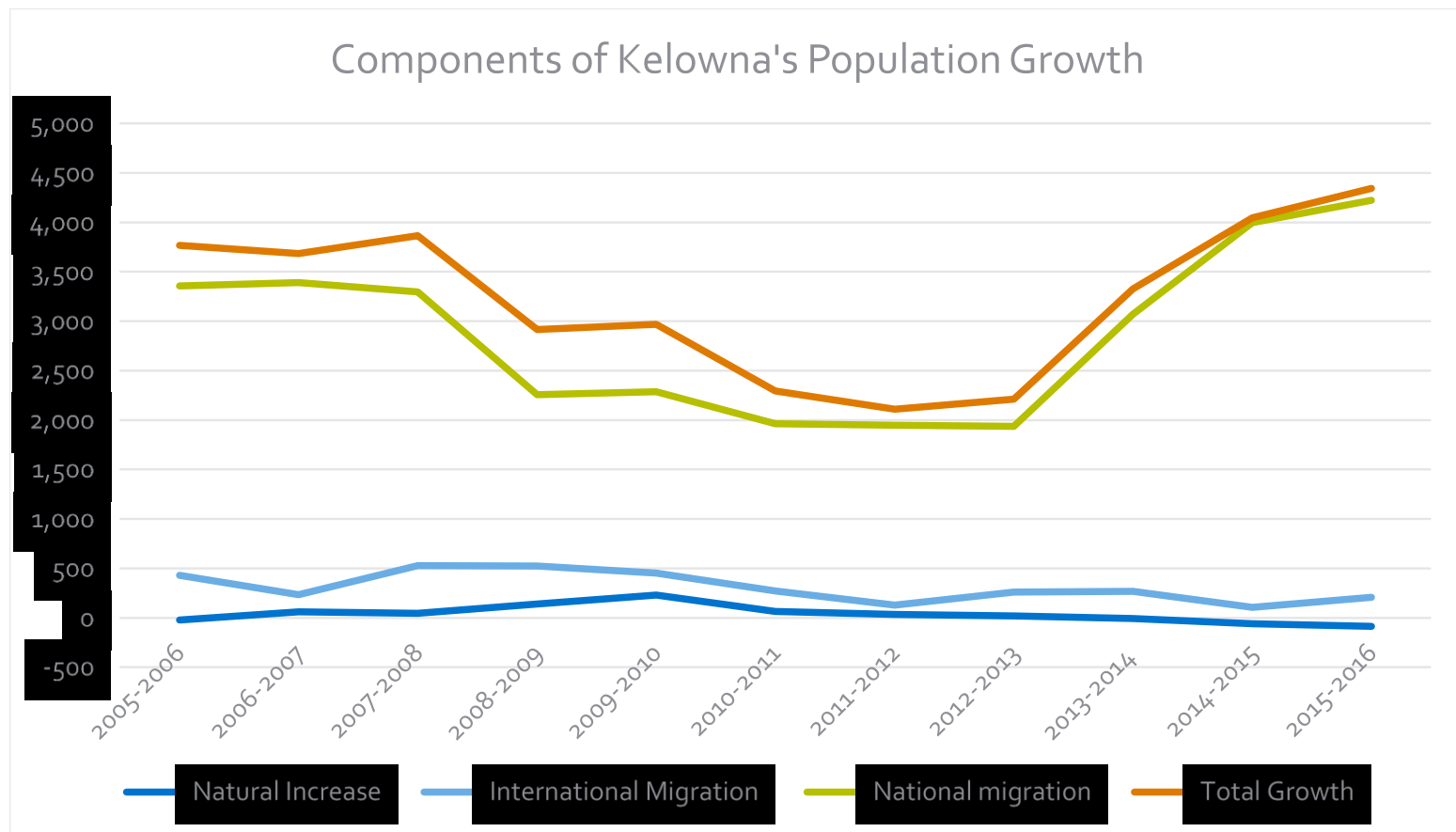
Compound Annual Growth Rate (per period)





For the first time in Kelowna's history, the percentage of seniors is higher than the percentage of youth (2016)

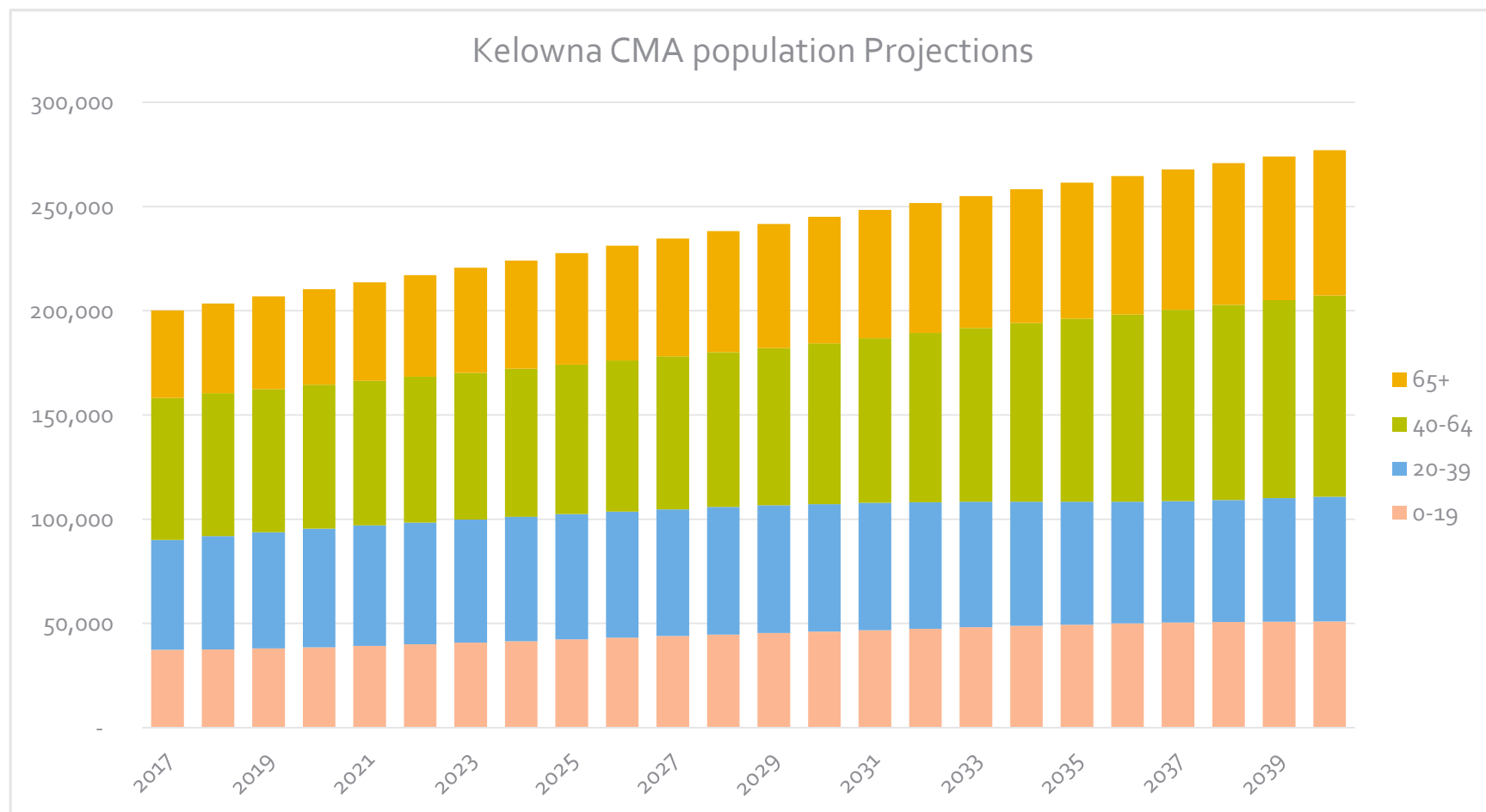
Components of Population Growth



Kelowna's population is expected to
grow at an average annual
rate of 1.34%



Population Trends



Future Trends:

- Population is aging
- Change in family size and structure
- National migration



City Identity



OKANAGAN





Housing





OCP 2030 :

- Housing needs of residents
- Affordability
- Family-oriented housing
- Complete communities

What are the Challenges of the 2030 OCP?

- ▶ Housing vulnerability
- ▶ Housing diversity
- ▶ Purpose-built rentals
- ▶ Housing affordability



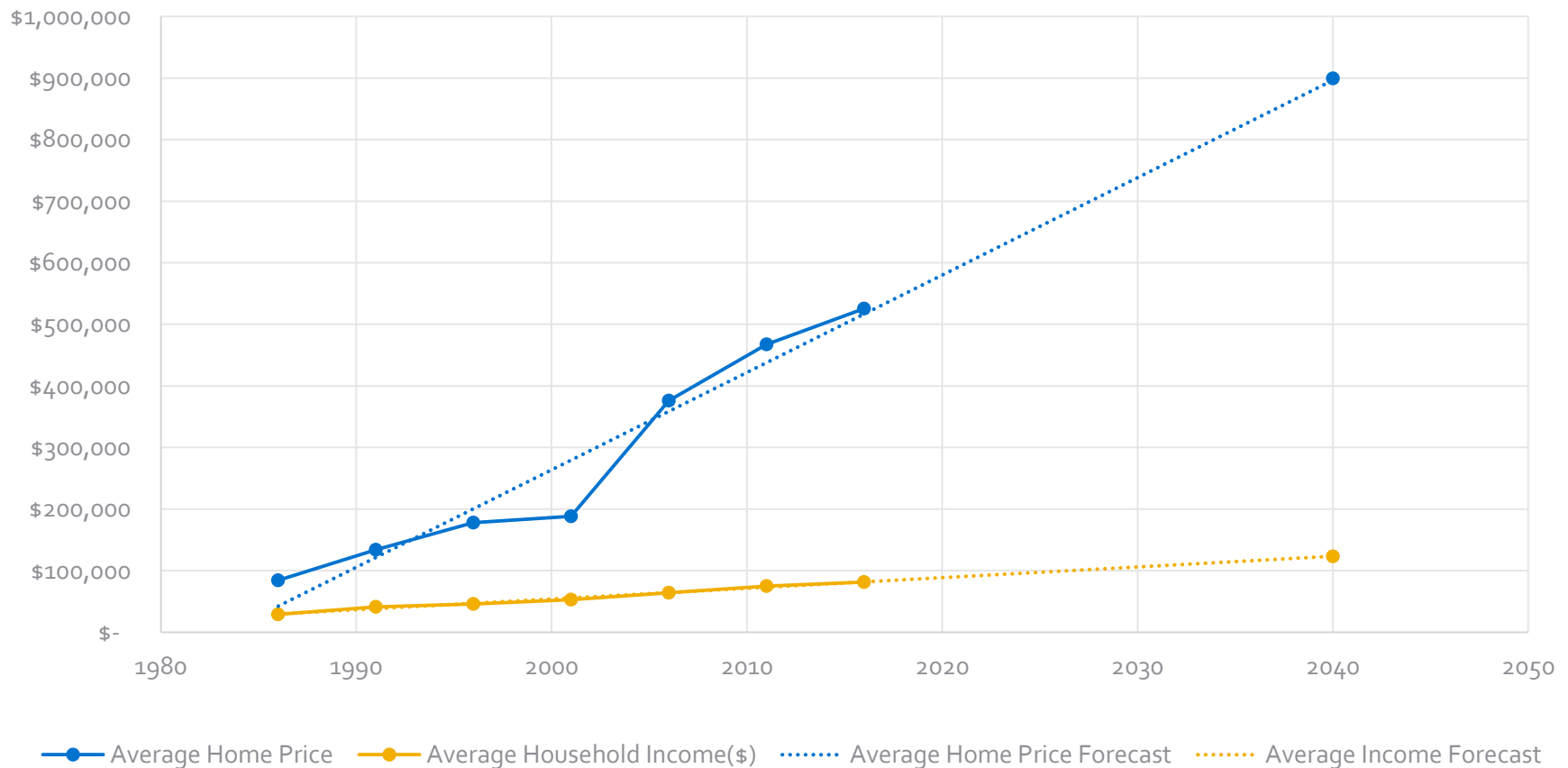
Imagine Kelowna:

- Build healthy neighbourhoods that support a variety of households, income levels and life stages

The total number of new housing units
required by 2040 will be between
23,000-25,000



Home price to household income 2040



Future Trends:

- Households will be smaller
- House sizes will be smaller
- Increase in multi-family units



Future Trends:

- Housing within the urban core
- Sharing models and inter-generational living
- Change in tenure





Key Directions

1. Diversity of housing form
2. Prioritizing rental
3. Affordability & Accessibility
4. Inclusiveness

Key Directions

- 5. Complete communities
- 6. Coordination & Collective Action

[Story Map](#)





Questions?

For more information, visit kelowna.ca/imagenext

Our Kelowna as we Grow Facts in Focus: Purpose of an OCP

Intro Video:

<https://youtu.be/AGZ8vlomDZc>



What is an OCP?

- ▶ The OCP is the primary tool that sets out the vision, strategies and objectives for 20 years of growth.
- ▶ The OCP knits together policy from a wide range of subjects into one comprehensive growth strategy that sets the city on a path towards its desired long-term vision.



transportation

land use



housing

**urban
design**

learning

heritage



**parks
+
open
space**



**social
issues**

**Community Planning:
a Broad, Integrated
Approach**

economy

energy



culture

**community
facilities
+ services**



health



public safety

sustainability⁴⁸

How has the City changed?



1992 vs. 2013





City's population is 129,442
with ~50,000 by 2040

Current 2030 OCP Goals



Future Trends



Change at an unprecedented pace

Population & demographic shifts

Evolving transportation technology

Asset management & infrastructure costs

Climate change is here

Current OCP Challenges

- ▶ Numerous City plans not necessarily united with one vision
- ▶ Competing objectives for capital projects
- ▶ Infrastructure needs outweigh municipal revenue
- ▶ Density of people/jobs not at a point to make significant shifts in alternative mobility options
- ▶ OCP amendments detract from the strength of the growth strategy

Key Directions for 2040 OCP



► Diversify housing options



Expand transportation options



Secure community amenities



Build more complete communities



Intensify the Urban Core



Catalyze employment centres



Protect agriculture

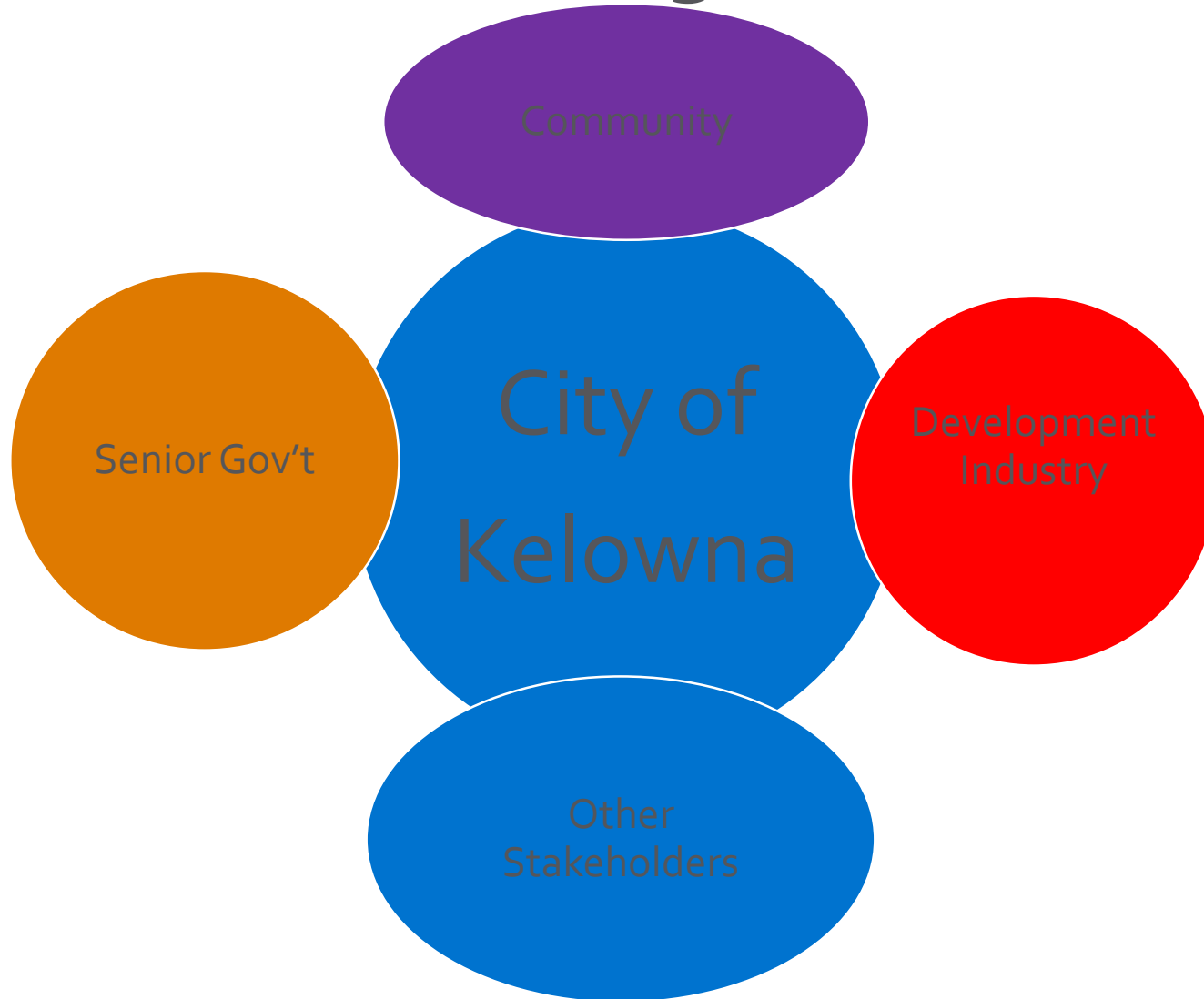
OCP Scope of Influence



- ▶ Master Transportation Plan
- ▶ Infrastructure Plan(s)
- ▶ Climate Action Plan
- ▶ Transit Future Plan
- ▶ Heritage Strategy
- ▶ Cultural Plan
- ▶ Parks Acquisition Strategy
- ▶ Community Wildfire Protection Plan
- ▶ 10 Year Capital Plan/ 20 Year Servicing Plan
- ▶ DCC Program



OCP Planning Partners



As We Grow Resources:

- Video
- [Story Maps](#)
- *8 Facts in Focus* papers
- Website materials



Leaving a Legacy

*"The future
belongs to
those who
prepare for it
today."*

Quote by Malcolm X





Questions?

For more information, visit kelowna.ca/imaginenext