

City of Kelowna

Regular Council Meeting

AGENDA



Monday, June 25, 2018
1:30 pm
Council Chamber
City Hall, 1435 Water Street

Pages

1. Call to Order

This meeting is open to the public and all representations to Council form part of the public record. A live audio and video feed is being broadcast and recorded by CastaNet and a delayed broadcast is shown on Shaw Cable.

2. Confirmation of Minutes

4 - 7

PM Meeting - June 18, 2018

3. Committee Reports

3.1 Journey Home Task Force – Final Journey Home Strategy

8 - 206

To present Council with the Journey Home Strategy for endorsement.

4. Non-Development Reports

4.1 Healthy Housing Strategy

207 - 293

To present Council with the Healthy Housing Strategy for endorsement.

5. Development Application Reports & Related Bylaws

- 5.1 Neid Rd 3330-3340, A18-0006 & A18-0007 - 0927687 B.C. Ltd., Inc. No. BC0927687 RTC** 294 - 312
- Mayor to invite the Applicant, or Applicant's Representative, to come forward.**
To consider a Staff recommendation NOT to support two Non-Farm Use applications to the Agricultural Land Commission (ALC) for three events that exceed what is permitted under Section 3(4)(k) of the Agricultural Land Reserve Use, Subdivision and Procedure Regulation.
- 5.2 Quesnel Rd 2820, Z18-0015 - Roderick Glenn Myers & Lorrie Joy Myers** 313 - 322
- To rezone the subject property from RU1 – Large Lot Housing zone to RU1c – Large Lot Housing with Carriage House zone to facilitate the development of a carriage house.
- 5.3 Quesnel Rd 2820, Z18-0015 (BL11630) - Roderick Glenn Myers & Lorrie Joy Myers** 323 - 323
- To give Bylaw No. 11630 first reading in order to rezone the subject property from the RU1 - Large Lot Housing zone to the RU1c - Large Lot Housing with Carriage House zone.
- 5.4 Clifton Rd 1140, Z18-0022 - City of Kelowna** 324 - 331
- To consider a development application to rezone the subject property to RU6 – Two Dwelling Housing to facilitate the development of a second single family dwelling.
- 5.5 Clifton Rd 1140, Z18-0022 (BL11631) - City of Kelowna** 332 - 332
- To give Bylaw No. 11631 first reading in order to rezone the subject property from the RU1 - Large Lot Housing zone to the RU6 - Two Dwelling Housing zone.
- 5.6 Harvey Ave 1033, Z18-0025 - The Howard-Fry Housing Society, Inc. No. S16232** 333 - 343
- To rezone the subject property from RU6 – Two Dwelling Housing to RU6b – Two Dwelling Housing with Boarding or Lodging House to bring the subject property into compliance with the Zoning Bylaw.
- 5.7 Harvey Ave 1033, Z18-0025 (BL11632) - The Howard-Fry Housing Society** 344 - 344
- To give Bylaw No. 11632 first reading in order to rezone the subject property from the RU6 - Two Dwelling Housing zone to the RU6b - Two Dwelling Housing with Boarding or Lodging House zone.
- 5.8 Mountain Ave 1438, Z18-0031 - Laird and Debra Bowie** 345 - 355
- To consider a development application to rezone to RU1c – Large Lot Housing with Carriage House to facilitate the development of a carriage house.

5.9	Mountain Ave 1438, Z18-0031 (BL11633) - Laird and Debra Bowie	356 - 356
	To give Bylaw No. 11633 first reading in order to rezone the subject property from the RU1 - Large Lot Housing zone to the RU1c - Large Lot Housing with Carriage House zone.	
5.10	Finns Rd 820, OCP15-0016 & Z15-0053 - McBeetle Holdings Ltd., Inc. No. A0090058	357 - 359
	To extend the deadline for adoption of Rezoning Bylaw No. 11246 and Bylaw No. 11247 to May 31, 2019.	
5.11	Taylor Rd 255, Z17-0092 (BL11547) - 0725353 BC Ltd.	360 - 360
	To adopt Bylaw No. 11547 in order to rezone the subject property from the RU1 - Large Lot Housing zone to the RM3 - Low Density Multiple Housing zone.	
5.12	Taylor Rd 255, DP17-0211 - 1156641 BC Ltd. Inc. No. BC1156641	361 - 375
	To consider the form and character of a multi-family townhouse development.	
6.	Non-Development Reports & Related Bylaws	
6.1	2017 Annual Report	376 - 499
	To meet legislated reporting requirements for annual financial statements, showcase City services, programs and projects, and provide contextual information for the data contained in the remuneration reports.	
6.2	Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)	500 - 607
	To present Council with the final Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan for endorsement.	
7.	Mayor and Councillor Items	
8.	Termination	



City of Kelowna Regular Council Meeting Minutes

Date: Monday, June 18, 2018
Location: Council Chamber
City Hall, 1435 Water Street

Members Present: Mayor Basran; Councillors Maxine Dehart, Ryan Donn, Gail Given, Tracy Gray, Charlie Hodge, Brad Sieben and Luke Stack

Members Absent: Councillor Mohini Singh

Staff Present: Acting City Manager, Joe Creron; City Clerk, Stephen Fleming; Corporate Communications Manager, Tom Wilson*; Suburban and Rural Planning Manager, Dean Strachan*; Divisional Director, Community Planning & Strategic Investments, Doug Gilchrist*; Urban Planning Manager, Terry Barton*; Urban Forestry Supervisor, Andrew Hunsberger*; Energy Program Manager, Brydan Tollefson*; Building Services Manager, Martin Johansen*; Legislative Coordinator Confidential, Arlene McClelland; and Legislative Coordinator Confidential, Clint McKenzie

(* denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 1:35 p.m.

Mayor Basran advised that the meeting is open to the public and all representations to Council form part of the public record. A live audio and video feed is being broadcast and recorded by CastaNet and a delayed broadcast is shown on Shaw Cable.

Mayor Basran asked those in attendance to stand for a moment of silence for Rob Mayne, Divisional Director of Corporate & Protective Services and spoke to Mr. Mayne's 27-year career with the City.

2. Confirmation of Minutes

Moved By Councillor Hodge/Seconded By Councillor Donn

R606/18/06/18 THAT the Minutes of the Regular Meetings of Monday, June 11, 2018 be confirmed as circulated.

Carried

3. Development Application Reports & Related Bylaws

3.1 Montgomery Road 475 & 495, Z18-0037 - Singla Brothers Holdings

Staff:

- Displayed a PowerPoint Presentation summarizing the application and responded to questions from Council.

Moved By Councillor Stack/Seconded By Councillor Sieben

R607/18/06/18 THAT Rezoning Application No. Z18-0037 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 2 & 3 Section 26 Township 26 ODYD Plan 7783, located at 475 & 495 Montgomery Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RM1 – Four Dwelling Housing zone be considered by Council;

AND THAT the Rezoning Bylaw be forwarded to a Public Hearing for further consideration;

AND THAT final adoption of the Rezoning Bylaw be considered subsequent to the approval of the Ministry for Transportation and Infrastructure and the outstanding conditions of approval as set out in Schedule "A" attached to the Report from the Community Planning Department dated June 18, 2018;

AND FURTHER THAT final adoption of the Rezoning Bylaw be considered in conjunction with Council's consideration of a Development Permit and Development Variance Permit for the subject property.

Carried

3.2 Montgomery Rd 475 & 495, Z18-0037 (BL11629) - Singla Brothers Holdings

Moved By Councillor Donn/Seconded By Councillor Hodge

R608/18/06/18 THAT Bylaw No. 11629 be read a first time.

Carried

3.3 Dougall Rd N 310, Z17-0014 (BL11413), Extension Request - Nadeem Hussain

Staff:

- Displayed a PowerPoint Presentation summarizing the application

Moved By Councillor Gray/Seconded By Councillor Hodge

R609/18/06/18 THAT in accordance with Development Application Procedures Bylaw No. 10540, the deadline for the adoption of Rezoning Amending Bylaw No. 11413, be extended from June 27, 2018 to June 27, 2019.

AND THAT Council directs Staff to not accept any further extension requests.

Carried

4. Non-Development Reports & Related Bylaws

4.1 Community Wildfire Protection Plan Update

Staff:

- Displayed a PowerPoint Presentation outlining the new Community Wildfire Protection Plan and responded to questions from Council.

Moved By Councillor Donn/Seconded By Councillor DeHart

R610/18/06/18 THAT Council receive for information the June 18th, 2018 report by the Urban Forestry Supervisor;

AND THAT Council approve in principle the updated Kelowna Community Wildfire Protection Plan (CWPP) completed by B.A. Blackwell & Associates;

AND THAT staff engage stakeholders and the public on the results of the plan and gather feedback;

AND FURTHER THAT staff report back to Council for consideration of an implementation strategy and final recommendations.

Carried

4.2 2018 Corporate Energy and GHG Emissions Plan

Staff:

- Displayed a PowerPoint Presentation providing an overview of the City's Corporate Energy use and responded to questions from Council.

Moved By Councillor Stack/Seconded By Councillor Donn

R611/18/06/18 THAT Council receives for information, the report from the Energy Program Manager dated June 18, 2018, with respect to the 2018 Corporate Energy and GHG Emissions Plan.

AND THAT Council receives for information the 2018 Corporate Energy and GHG Emissions Plan as attached to the report of the Energy Program Manager, dated June 18, 2018.

AND THAT Council set a target to reduce Corporate GHG emissions by 12% below 2007 levels by 2022.

AND THAT Council adopt the requirement of Energy Modelling & Airtightness testing for the construction of all new civic facilities.

Carried

5. Mayor and Councillor Items

Councillor Stack:

- Spoke to his attendance at FCM; highlighted sessions on cannabis policy and on housing and homelessness.

Councillor DeHart:

- Spoke to her attendance at FCM and the consistency of issues being faced by municipalities across the country.
- Attended the Golf BC Championship where a significant contribution of \$150,000 was donated to the BC Cancer Foundation.

Councillor Sieben:

- Spoke to his attendance at FCM and the relevancy of the various subjects covered and how receiving a percentage of provincial sales tax would generate much needed funds.

Councillor Gray:

- Attended, along with the Mayor, the launch of Blood Donor Week.
- Reminder that National Aboriginal Day is Thursday, June 21st.

Councillor Donn:

- Expressed disappointment that the City was not successful in the application for the SMART City Challenge. There will be another two intake opportunities for applications.
- Spoke to his attendance at FCM and the costs of cannabis being estimated in the several million dollars for Calgary and Montreal. Marketing board representatives gave an interesting session and transportation sessions outlined the transition stage from cars to electric vehicles will take time as it was noted it took 100 years to transition from horses to cars.

Councillor Given:

- Reminder that the City Band will be on Island Stage on Wednesday, June 20th.
- Reminder that National Aboriginal Day takes place on Thursday, June 21st, with lots of opportunities to celebrate.

6. Termination

This meeting was declared terminated at 3:04 p.m.

Mayor Basran



City Clerk

/cm

Report to Council

Date: June 25, 2018

File: 0615-20-02

To: Acting City Manager

From: Co-Chairs, Journey Home Task Force

Subject: Journey Home Task Force – Final Journey Home Strategy

Report Prepared by: Social Development Manager, Active Living & Culture

Recommendation:

THAT Council receives, for information, the report from the Task Force Co-Chairpersons, dated June 25, 2018, with respect to the Journey Home Strategy;

AND THAT Council endorse the Journey Home Strategy as attached to the report of the Journey Home Task Force Co-Chairs dated June 25, 2018;

AND THAT Council direct staff to support the Transition Plan to develop the Backbone governance and organization which will focus on implementation of the Strategy outlined in the Journey Home Strategy as attached to the report of Task Force Co-Chairs dated June 25, 2018;

AND THAT Council direct staff to report back on the process of the Transition Plan as required.

Purpose:

To present Council with the Journey Home Strategy for endorsement.

Background:

The Journey Home Task Force has now completed the development of the Journey Home Strategy. The five-year, \$47 million-dollar homelessness Strategy has been tailored to address Kelowna's unique needs. In May 2017, Council agreed to take leadership on the development of a plan to address homelessness. Over the past year, the Journey Home Task Force, comprised of 21 members led by two co-chairs representing a diverse range of sectors, have been working collectively to develop a comprehensive Strategy. Journey Home is locally-focused and draws on the expertise and perspectives of those closest to the issue of homelessness in our community.

Journey Home Strategy

The Journey Home Strategy is designed to share the journey that we have been on as a community and to unfold the community-driven and innovative outcomes from the process. It is important to note this has been much more than just building a strategy; it embodies the voices of our community with a clear message reflecting the community's readiness to make a change. The Strategy presented is a result of our community's joint passions, combined strengths, and collective hopes for Kelowna and each other.

It is a collective vision that in essence was developed by the community, for the community. It's grounded in the belief that all people have the right to safe and dignified housing as well as the supports required to sustain it. Providing homes, establishing a foundation for realizing peoples' potential, and enabling their participation in our community in a meaningful way (both socially and economically) are key to reducing the risk of homelessness in Kelowna.

Strategy Premise

The Journey Home Strategy is presented as a five-year strategy, with a plan to review progress in year three. The strategy premise is focused on:

- Ending chronic and episodic homelessness
- Introducing measures to prevent homelessness in the first place
- Implementation of a coordinated system approach to homelessness

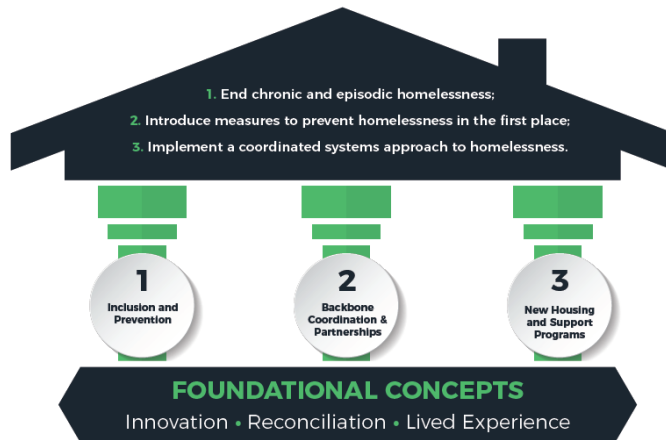
Journey Home Vision, Values, and Guiding Principles

The vision statement, collective values, and guiding principles are at the foundation of all the actions found within the Strategy. They have been designed to provide guidance for the community's collective work over the course of implementing the Journey Home Strategy. As work on implementation progresses, they will keep the collective on track, assist with the alignment of goals across sectors, and ensure consistency in application of best practices and standards as stakeholders learn to work more effectively across sectors and mandates.

Proposed Strategy Framework

Incorporating the findings from the extensive community consultation processes outlined in the Strategy, including a strong emphasis on lived and living experience guidance, 38 actions are proposed. The Strategy is presented using a framework based on three foundation concepts and three strategic pillars (see image).

The Foundational Concepts: Innovation, Reconciliation, and Lived Experience are woven and embedded in every aspect of the strategy and are critical to its successful execution. The Implementation Plan for the Strategy includes 10 actions related to the Foundational Concepts.



The Foundational Concepts are supported by three strategic pillars: Inclusion & Prevention, Backbone Coordination & Partnerships, and Housing & Wraparound Supports which support a further 28 actions in the Implementation Plan.

Strategy Organization - Community Report and Technical Report

The Journey Home Strategy includes a Community Report which summarizes key elements and learnings within the Strategy, as well as a Technical Report which is to serve as a guiding document for those undertaking the important work of implementing the strategy.

- The **Community Report** is designed to provide an overview of how the Strategy was developed. It speaks to the significant challenges our most vulnerable citizens face in finding their place in our community. The Journey Home story demonstrates how this process has revealed a strength and resiliency in community spirit that will guide our community to take action. The report shares the community's journey including what we learned, what surprised us, what we found motivating, what we are doing well, and what needs to change.

The Top Ten Actions are highlighted on page 26 of the Community Report. These have emerged as highlights within the Journey Home Strategy's Implementation Plan. They clearly demonstrate the community's commitment to change and are elevated as immediate, high-leverage actions of the highest priority.

- The **Technical Report** is a roadmap to implement the Strategy. It provides an overview of the current situation in Kelowna and strategic solutions to overcome challenges. A detailed review is provided of the process and outcomes from the over 2000 points of contact that contributed to the development of the Strategy. A thorough overview of the Strategy framework is provided including details related to the community voices that contributed to the solutions within the Strategy.

The Technical Report includes a robust and comprehensive Implementation Plan. The proposed actions for the Foundational Concepts and Strategic Pillars are outlined with detailed action steps, proposed timing, and identification of key collaborators that will be critical to successful implementation. The Implementation Plan is presented as a *living document* that will require

ongoing refinement. In order to ensure success, the proposed Backbone Organization will assume accountability and be focused on driving and supporting the implementation of the Strategy.

Strategy Milestones

It is important to note that the Journey Home Strategy has been designed as a *living document* with the recognition that the Implementation Plan will continue to evolve as new learnings and information emerge. With this flexibility built-in, the measure of success of the Journey Home implementation will be gauged through the evaluation of milestones described within this document.

With the milestones identified to measure success over the five-year period, the Strategy has a built-in review process to ensure rapid and agile progress is ongoing. A mid-point (year three) strategic review and recalibration is earmarked during implementation.

Proposed Investment

The total funding proposed in the Strategy will require an investment of \$47M from various sources over the five-year implementation. The recent BC Housing commitments to develop long-term supportive housing, along with the Task Force's effort to garner financial commitments to fund the Backbone Organization, have significantly reduced the original projected costs which were far greater than the proposed \$47M. The proposed investments are divided into three broad categories:

1. Housing - \$18M – 300 units of Long-term Supportive Housing needed. This includes units in buildings with supports onsite for people with complex needs that require ongoing support.
 - BC Housing has currently committed to two buildings (88 units) that are currently under development, and are in ongoing discussions and planning for an additional 102 units.
 - 110 units are still required with an estimate of three buildings at a total estimated cost of approximately \$18M.
2. Backbone Organization and Coordination - \$2.7M – A neutral organization is proposed to focus on, and take accountability for, the implementation of the Journey Home Strategy. Contribution commitments secured to date include:
 - City of Kelowna - \$300,000 total over the first two years
 - Funders Table - \$204,000 total over the first four years
 - Accelerate Okanagan – partnership to provide two co-working office spaces
 - Urban Systems - \$6,000 per year over two years to cover cost of office spaces
 - United Way CSO - \$20,000 over the first two years
3. Supports - \$26M – 500 new Program Spaces to support people in rental housing across the community with wraparound supports following the Housing First model.

The Strategy suggest that funding long-term and realistic solutions to homelessness is a smart investment. Not only is it important to care for all citizens, no matter their income or circumstance, but not doing anything, puts immense pressure on our health, justice and shelter systems.

Put simply, it is cheaper to house and support someone than it is to have them remain homeless. If the current situation in Kelowna is left as is, costs could run as high as \$100M over the timespan of the Strategy. In contrast, if we house and support those same people, we will avoid costs associated with major systems of about \$50M.

Embedding a Youth Strategy

Embedded within Journey Home is a population specific strategy focusing on addressing youth homelessness with the acknowledgement of the unique and distinct needs of youth under the age of 24 years. Input to guide the youth-focused recommendations included community stakeholders and youth with lived and living experience of homelessness in our community. The community response to address youth homelessness is integrated throughout the strategy and will be guided by the combined efforts of A Way Home Kelowna (AWHK), the Youth Advocates for Housing, along with the proposed Backbone Organization. The Strategy sends a clear message that addressing and preventing youth homelessness will require a robust, concentrated, and collective effort.

Building on Success – Collective Community Response

Kelowna has a strong history of collaboration with a multitude of organizations supporting those at risk, or those experiencing homelessness. As a result, Journey Home builds and focuses on strengthening this foundation made up of connected, collaborative, and innovative stakeholders. It is from this wealth of knowledge, experience, and practice that the Strategy has emerged. Kelowna has remarkably strong resources within the homeless serving sector, many of whom have already committed to participation in the Journey Home implementation.

A detailed sample of the efforts currently underway to address homelessness is included in the Strategy (Community Report, Appendix I, pages 18 – 21). This demonstrates how extensive the collective community-based response has been and the progress already made during the building of the Strategy. This work will provide a strong foundation to build on as the community moves forward with Journey Home.

Healthy Housing and Journey Home Strategies Alignment

The Journey Home and Healthy Housing Strategies are designed to address Council's top priorities of "homelessness" and "housing diversity". Both Strategies build on the learnings compiled in the 2017 Housing Needs Assessment (HNA) that emphasizes the need for housing diversity and choice.

By design, these Strategies are closely aligned as is demonstrated by the numerous action items that intersect in both strategies as reported in Appendix C of the Journey Home Technical Report. The two strategies are mutually reinforcing and their implementation plans are aligned. Going forward it will be important to ensure that the implementation of the Strategies stay closely linked and that they are considered in tandem.

Moving Forward

Transitioning to Implementation

Efforts to increase community understanding and buy-in has already begun through the Strategy engagement processes and by mobilizing potential funders. A transition plan is in place to ensure no loss of momentum between the completion of the Strategy and its implementation. The Task Force has supported the development of a Transition Team with the Co-Chairs and the majority of members committing to stay on for the nine-month transition process. This Team will guide the development of a governance structure and model for the proposed Backbone Organization, develop a funding and advocacy plan, work towards securing remaining funds for operation of the Backbone, and support interim measures to build a strong foundation for coordination efforts.

The foundation has been set for the ongoing engagement of the Youth Advocates for Housing and the Lived Experience Circle. These groups are already developing plans regarding the important role they will play with both the transition period and the Strategy implementation.

In the spirit of cooperation and in an effort to show commitment to support the implementation of the Strategy, organizations and individuals were encouraged to sign a Stakeholder Pledge. The pledge has garnered over 100 signatures, and is attached to the final Journey Home Strategy (Appendix III).

City of Kelowna Role

The Strategy identifies the importance of engaging all levels of government to work collectively with the community to support implementation. Throughout the process participants noted that for successful implementation of Journey Home it would be critical to have a formal and ongoing relationship with the City of Kelowna. Beyond the leadership, funding, and support contributions already made by the City, it is anticipated that there will be a need for ongoing commitments as the Strategy implementation unfolds. The Strategy suggests that there will need to be strong alignment of efforts and long-term planning, as well positioning of City contributions to leverage additional funding. It also will be critical to have the City's assistance in advocating to senior government for system change and the necessary financial and resource investments needed for the Strategy implementation. The City's ongoing role will be further defined throughout the transition period and early development stage of the Backbone Organization. This will lead to a formalized partnership arrangement between the City and the Backbone Organization.

Summary

The Journey Home process has been inspiring. The timing is right to move forward on this Strategy, our community is ready to take action. The momentum and collective will to work together to address homelessness is evident. Kelowna's Homelessness Strategy is well timed as the priorities of senior levels of government are aligned with our municipal focus on addressing homelessness. Our extensive consultation results have clearly identified that addressing homelessness is a priority and that action needs to be taken now. All these factors are positioning Kelowna well to move forward with the implementation of Journey Home.

Journey Home delivers a well-informed, targeted, and measurable Strategy driven by current data and best practices outlining how as a community we need to move forward. It provides a realistic path that demonstrates if we work collectively, addressing and finding a functional end to homelessness is within our grasp.

Building on a history of collaboration, Journey Home has provided new opportunities that have brought non-traditional players into the discussion. What has emerged is a new understanding of homelessness in the Kelowna context along with new and innovative partnerships. Drawing the best from each sector has strengthened our willingness and ability to work together to shore up the gaps identified, embrace innovation, and take action. The journey is not complete, it's just beginning, and it will definitely take the entire community to impact significant change.

Financial/Budgetary Considerations:

The current City funding commitment to the Backbone, including transition period, is \$125k for 2018 and \$150k for both 2019 and 2020. The City's financial and resource contributions to both the Strategy development as well as the transition period have successfully assisted in leveraging additional contribution commitments.

During the 2019 budget process an additional contribution for funding for the Backbone Organization will be brought forward for Council's consideration. The request will be for an additional \$150k for 2021 which will bring the Backbone Organization to a check-in point. At this time, it will become clearer on the City's requirement for ongoing support. The City's continued financial commitment to the Backbone operation will provide further leverage to attract additional funding contributions.

Internal Circulation: Divisional Director, Active Living & Culture; Divisional Director, Financial Services; Divisional Director, Communications Manager; Communications Advisor; Policy and Planning Manager; Sustainability Coordinator

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by: Journey Home Task Force Co-Chairpersons

Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture

Attachments:

Appendix I – Journey Home Strategy – Community Report
Appendix II – Journey Home Strategy – Technical Report
Appendix III – Journey Home Stakeholder Pledge and Signees
Journey Home – June 25th PowerPoint

Cc: Divisional Director, Community Planning & Strategic Investment
Divisional Director, Strategic Corporate Services
Divisional Director, Financial Services

Journey **HOME**

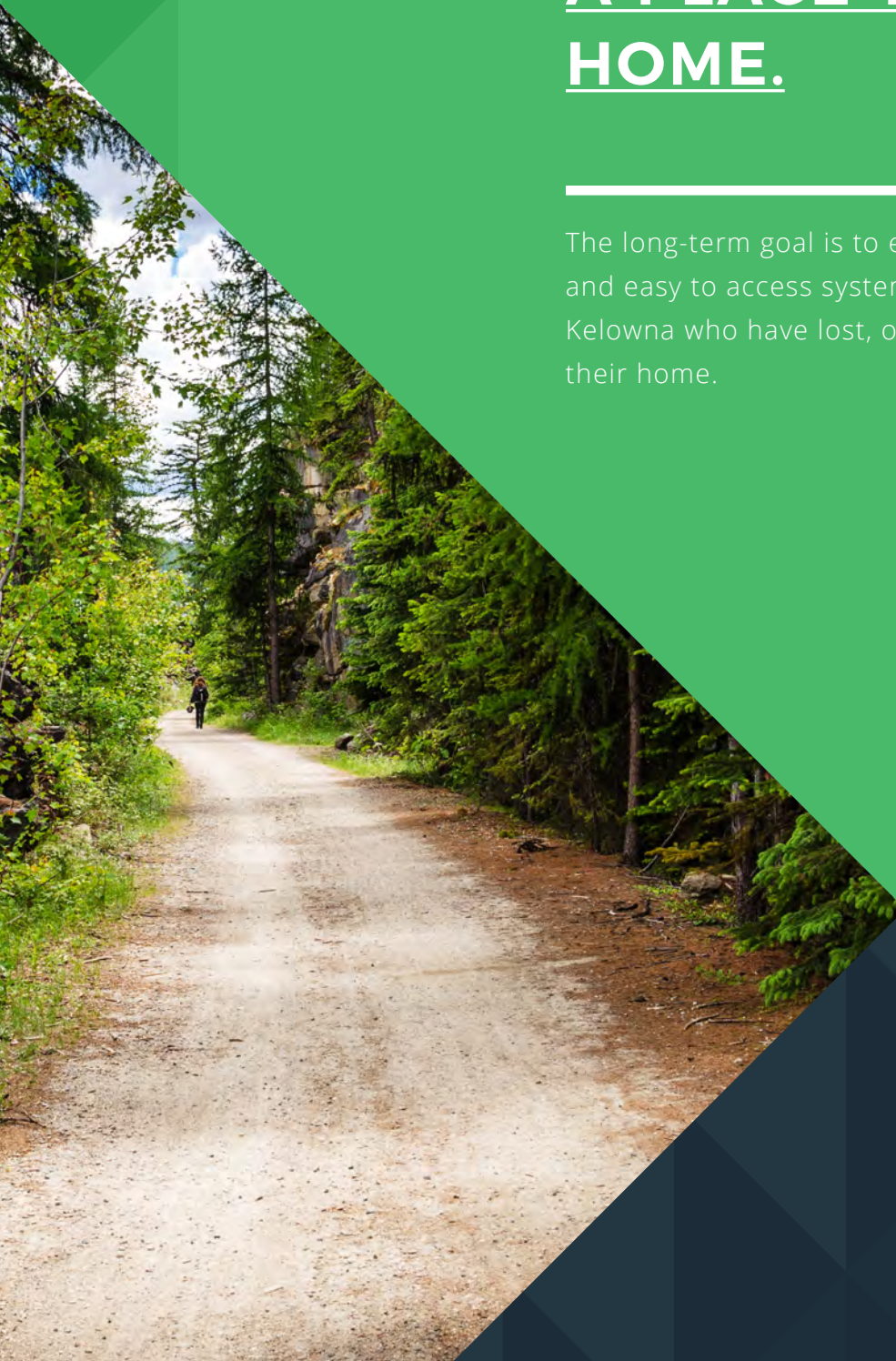
KELOWNA'S **JOURNEY HOME STRATEGY**

COMMUNITY REPORT

*Kelowna's Strategy
to Address Homelessness*

FOCUS ON ENSURING EVERYONE HAS A PLACE TO CALL HOME.

The long-term goal is to ensure a coordinated and easy to access system of care for those in Kelowna who have lost, or are at risk of losing their home.



The development of the Journey Home Strategy is led by Dr. Alina Turner of Turner Strategies in collaboration with the Journey Home Task Force, the City of Kelowna, A Way Home Kelowna, A Way Home Canada and the Canadian Observatory on Homelessness.



TEAM MEMBERS

Dr. Alina Turner, Jaime Rogers, Chantal Hansen, Turner Strategies

Dr. Steve Gaetz, Dr. John Ecker, Canadian Observatory on Homelessness

Melanie Redman, David French, A Way Home Canada

CITY OF KELOWNA

Jim Gabriel

Sue Wheeler

Glenda Cooper

Lisa Ruether

A WAY HOME KELOWNA

Belinda Jackson

LIVED EXPERIENCE CIRCLE CONVENER

Gerard Joyal

LIVED EXPERIENCE GRAPHIC ILLUSTRATION

Bob Mack – Urban Systems

JOURNEY HOME TASK FORCE MEMBERS

TASK FORCE CO-CHAIRPERSONS:

- Dr. Kylene Myrah
- Martin Bell

MEMBERS:

- Ann Howard on behalf of BC Housing
- Cheryl Miller on behalf of Central Okanagan Foundation
- John Yarschenko on behalf of Interior Health Authority
- Harleen Price on behalf of Ministry of Social Development & Poverty Reduction
- Jennifer Houde/Shawna Whitney on behalf of Okanagan Nation Alliance
- Tina Larouche on behalf of the Ki-Low-Na Friendship Society
- Diane Roy on behalf of Westbank First Nation
- Brent Mundle on behalf of RCMP
- Theresa Arsenault, QC
- Gaelene Askeland
- Tom Dyas
- Diane Entwistle
- Mike Gawliuk
- David Krysko
- Scott Lanigan
- Carrie McDonald
- Lisa McHale
- Pam Moore
- Brenda Plitt
- Kelly Taverner
- Shane Worman

LONG HAVE I ROAMED, CITY STREETS WITH NO NAME
MY HEART FULL OF EMPTY, A BAG STUFFED WITH SHAME
SEARCHING ENDLESSLY, FOR A PLACE TO REST MY HEAD
SHARING MY WOES, SO I COULD HAVE A BED
WE ALL HAVE A STORY, WHICH LEADS US HERE THIS DAY
I'LL TELL YOU ONE I'VE HEARD, THAT MAKES ME WANT TO STAY
THERE ONCE WAS A POOR WISE MAN, HIS WISDOM DID SAVE A TOWN
HE WAS BROKE, AND THEREFORE NOT ABLE, TO BUY HIMSELF A CROWN
HE DID NOT LIVE FOR FAME, NOR DESIRE, ENDLESS GLORY
BUT LITTLE DID HE REALIZE, THE TOWN BECAME HIS STORY
NOW WE THE BATTLE SCARRED HAVE GATHERED TO SIT AT YOUR TABLE
HOPING THIS JOURNEY HOME IS MORE THAN JUST A FABLE
CAN WE SPEAK THE TRUTH? WILL IT FALL ON A HARDENED HEART?
OR CAN WE BELIEVE THAT TOGETHER
THERE IS POWER FOR A BRAND NEW START?

- Diane Larsback, March 2018



“

“Things will only change when people get to know us . . . we need to put faces to the experience.”

~ Lived Experience Circle member

COMMUNITY REPORT

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CO-CHAIRS MESSAGE

We are pleased to introduce you to the Journey Home Strategy, to share the journey that we have been on as a community, and to reveal the exciting outcomes of our efforts. Building this Strategy has been much more than just building a document. It has been both a revealing and inspirational experience. The Strategy embodies our community's voice. It is the product of a community that is motivated and ready to make a change. We present to you the Journey Home Strategy as the result of our joint passions, combined strengths, and collective hopes for Kelowna and each other.

It is evident in every fibre of our community that Kelowna is experiencing significant growth and change. Kelowna's vibrancy as a thriving urban centre attracts investment, tourism, and migration from near and far. Along with this growth come significant challenges as our most vulnerable citizens struggle to find their place. We know we need to create change that will ensure everyone has access to the right supports to thrive. In the face of these challenges, the Journey Home process has revealed a strength and resiliency in community spirit that is unfolding as people come together in a new way. The Journey Home Strategy has been designed to intentionally tap into and nurture this community energy.

While Journey Home has taught us about our strengths, it has also given us a clear picture of the challenges we face. Data from local shelters together with the 2018 Point-in-Time Count (PIT Count) indicates homelessness has increased by 20% over the last two years, and we know that if we do not create a realistic action plan tailored to Kelowna's unique needs, the number of people experiencing homelessness will only continue to increase. The Journey Home message is clear: the time to act is now.

The decision to name this Strategy "Journey Home" was intentional. Kelowna's Journey Home Strategy reflects the often-difficult path from homelessness and marginalization to having a home, gaining a sense of belonging, and being a part of a community. It illustrates the journey from a place of uncertainty and fear to one of safety, security, and acceptance. And it demonstrates the journey of a community from complacency to action.

The Journey Home Strategy reflects a collective vision grounded in the belief that all people have the right to safe and dignified housing as well as the supports required to sustain it. We know that providing homes, establishing a foundation for realizing peoples' potential, and enabling their participation in our community in a meaningful way (both socially and economically) are key to reducing the risk of homelessness in Kelowna.



The voices of community members from across multiple sectors and all walks of life came together in 2018 to tackle this issue, and we were inspired by their level of engagement. We are also extremely grateful for our 180 citizens with lived and living experience of homelessness who contributed to the conversations. We have learned from them, and their voices have guided the development of this strategy.

What follows is the Journey Home Story that will provide you with an overview of how we got to where we are in our current situation – including what we learned, what surprised us, what we found motivating, what we are doing well, and what needs to change. Journey Home paints a clear and targeted strategy outlining how to move forward. It provides a realistic path that demonstrates that if we work collectively, addressing and preventing homelessness in our community is within our grasp.

Thank you to the passionate and engaged community members who participated in the development of the Strategy. We invite you to stay involved and work with us as a collective community to put the recommendations into action. Our journey is truly just beginning.

A handwritten signature in white ink, reading "Helen Tynan".

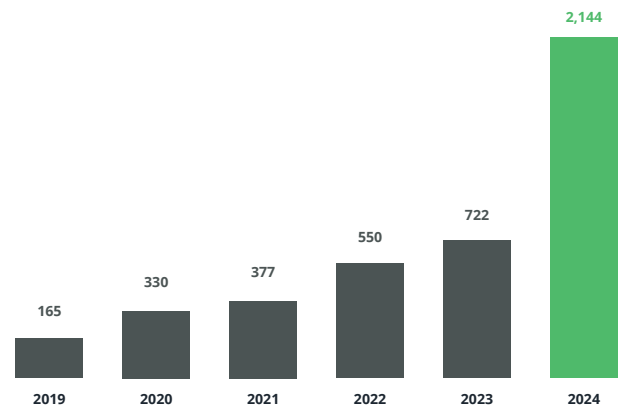
A handwritten signature in white ink, reading "Matt Green".

JOURNEY HOME STRATEGY AT A GLANCE

BY KELOWNA, FOR KELOWNA



2,100+ people will be helped stay or get housed during the course of the Journey Home Strategy



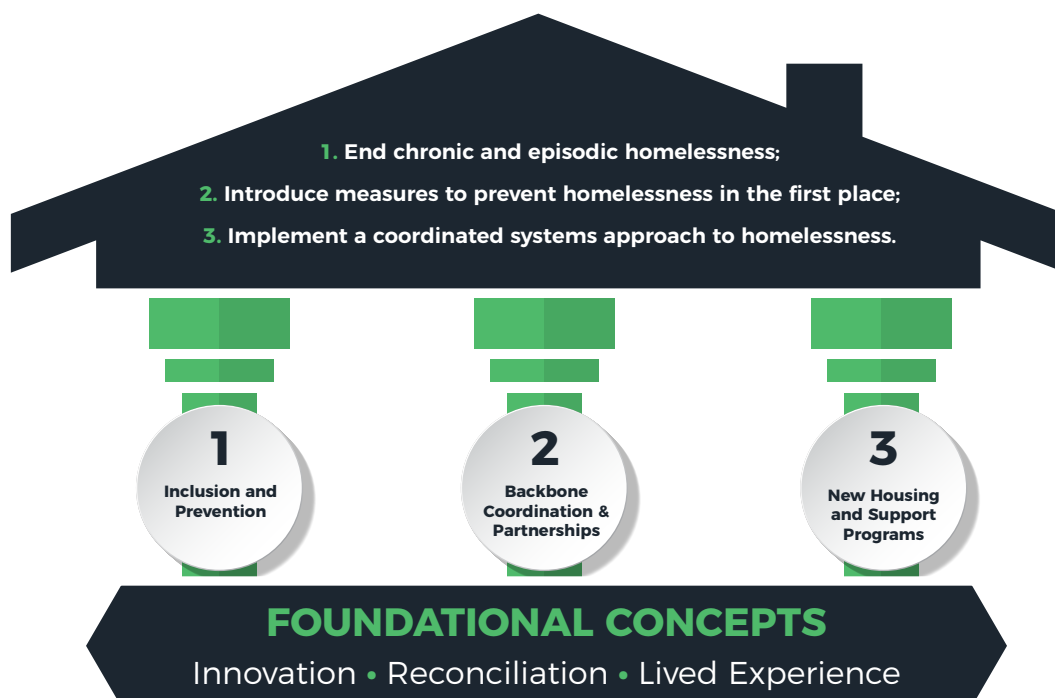
• Based on proven practices

• Embeds a youth plan

• Action & results-focused

Projected # of Individuals Served Yearly

JOURNEY HOME STRATEGY FRAMEWORK



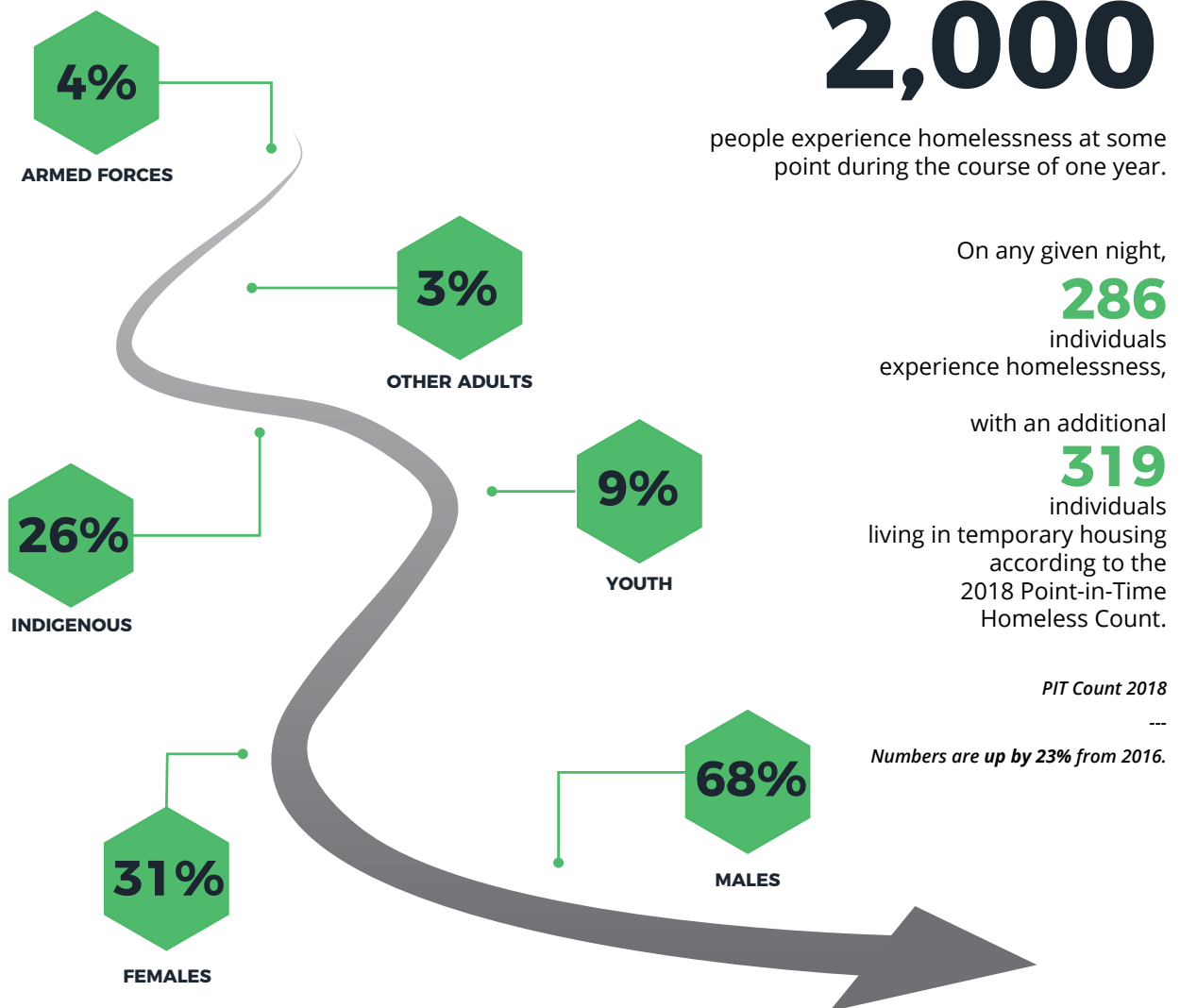
3 PILLARS

BY THE NUMBERS

Demand for housing in Kelowna has been increasing steadily year-over-year. Kelowna is an attractive community with an excellent climate and a strong, growing economy that is attracting migration, and consequently, driving demand for both rental and ownership housing.

This growth is also evident in the homeless population, which has challenged local service providers despite recent coordinated efforts to improve access to services, shelter and housing.

WHO IS HOMELESS?



Reasons for Homelessness

The most frequently recorded reason in the 2018 PIT Count for housing loss was an inability to pay rent (19%). In addition, 12% of individuals reported a loss of employment, and 3% reported an inability to find housing as their reason for housing loss.

THE JOURNEY HOME STORY

At the heart of the Journey Home story is the coming together of the Kelowna community: over 2,000 points of contact with community combined to shape this Strategy. It is through the collective wisdom of these voices that we gained our strongest learning. The intentional approach of bringing new and different perspectives into an open discussion on this complex issue has been a game changer for our community. It opened doors we never thought possible with new ideas and access to new resources to drive a strategy based on action.

These new possibilities began with a collective request from organizations, which provide services to those experiencing homelessness, for the City of Kelowna to take a leadership role in facilitating the development of a long-term strategy. With City Council's priorities of housing diversity and addressing homelessness, the City was well-positioned to take a leadership role. In May of 2017, City Council agreed. In assuming the lead, the City approved a Terms of Reference for an interim committee of Council named the Journey Home Task Force. The Task Force was committed to ensuring that all citizens had an equal voice in the consultation processes, and to honour the strengths and build on the good work, passion, and dedication of the community while identifying the things that needed to change.

A further commitment was to learn from the past. Home for Good, Kelowna's Ten-Year Plan to End Homelessness, was completed in 2009 and while many of the recommendations were solid and remain relevant today, implementation proved to be elusive. Lacking ongoing accountable leadership to convene commitments to implementation and investment, the plan did not move forward. Understanding these challenges helped guide the directional decisions made for Journey Home.

The journey to build the Strategy began with a recognition that an effective community response needed to be grounded in approaches that are proving to be successful. A concerted effort was made to learn from other municipalities across Canada that are demonstrating success in their responses and sharing their learnings. In tune with the spirit of learning, this guided the design of processes where participants were engaged through facilitated sessions which provided a safe and non-judgmental setting to support the difficult and often emotional discussions. The outcomes, both individually and as a community, were described as transformational by many.

LIVED EXPERIENCE CIRCLE

A voice for the homeless or those at risk of homelessness; creating openness with understanding, releasing fear and judgement and initiating change.

JOURNEY HOME TASK FORCE SELECTION

The design of the selection process for the Journey Home Task Force was thoughtful and intentional. The first step was to select Co-Chairs to lead the Task Force. In recognition of the strong sentiments shared by the stakeholders, this selection was made to support the need for neutrality, and to encourage engagement across sectors, especially including those that had not participated in the past. Dr. Kyleen Myrah and Mr. Martin Bell agreed to take this role and were appointed by Council. The next step was to select the Task Force members. Key organizations were identified and agreed to be at the table: BC Housing, Central Okanagan Foundation, Interior Health, Ki-Low-Na Friendship Society, Ministry of Social Development and Poverty, Okanagan Nation Alliance, RCMP, and Westbank First Nation. See Appendix A for list of the Task Force's 23 members.

Selection of the remaining members was rooted in the goal of bringing multi-sector, community-wide strengths to the table. A matrix containing selection criteria was designed that identified the skills, knowledge, and experience that would enrich this process. The call for members resulted in a resounding response that populated the matrix, and in September of 2017 Council appointed the additional Task Force members including two members with lived experience of homelessness. The diverse membership of the Task Force helped to kickstart new partnerships by introducing a new model for learning from one another, and setting the stage for new ways of thinking and innovative approaches. It was this start to the Journey Home process that inspired the design of the robust and inclusive consultation processes that have provided a new energy and momentum that is embedded throughout the actions proposed to guide our journey as a community.

TOGETHER, THE TASK FORCE WORKED TO DELIVER A STRATEGY THAT:

- provides a blueprint with concrete actions that are realistic;
- will result in measurable, positive change for those experiencing or those at risk of experiencing homelessness, as well as residents, businesses, and public systems;
- embeds an Indigenous response aligned with the Truth and Reconciliation Commission Calls to Action;
- incorporates the A Way Home Kelowna (AWHK) Youth Strategy within the overall Strategy to ensure youth homelessness is addressed and prevented;
- is supportive and reflective of diverse perspectives and needs (youth, women, Indigenous, newcomers, seniors, LGBTQ2S+);
- builds awareness and shared accountability across stakeholders;
- advances a system planning approach grounded in evidence;
- identifies accountabilities, targets, and resource needs for implementation;
- is solution-focused and strengths-based, building on what works; and
- balances short, medium and longer-term interventions for diverse groups.

The dedication, passion, and commitment of the 23 members of the Task Force is woven into every aspect of the Journey Home Strategy and beyond into the transition and implementation phases. Their commitment to learning and listening has been inspirational. The multi-sectoral approach to selecting the Task Force members has created an environment that brings out the best and the strengths of all. The ability to view challenges, ideas, and potential solutions through a multitude of perspectives all gathered in one room is a model that has set the bar for future community work.

The Task Force members' commitment to listening and learning has been demonstrated in their genuine interest in learning from the voices of the community. With a total of three community summits and 23 Design Labs, the Task Force members not only attended, but hosted, listened, participated, and encouraged others. They worked hard to bring new voices to the table, including those that had never been engaged but held important pieces of the puzzles in the quest for solutions. Their commitment, stamina, and persistence in understanding the realities and finding the solutions can be found in all the actions within this plan.

The community expressed their confidence in and their gratitude to the Task Force members at the Check-in Community Summit in April. The confidence they have in the Task Force will undoubtedly resonate as stakeholders commit to the implementation of the Strategy.

ENGAGING PEOPLE WITH LIVED EXPERIENCE

From the beginning there was a strong commitment to honouring, listening, and learning from the voices of those that have, or currently are, experiencing homelessness in our community. The formation of the Journey Home Task Force alongside the development of the Lived Experience Circle reflected this commitment.

The response of the lived experience community has been overwhelming. Starting as a group of eight in the first session, the Circle grew to over 100 members by later sessions and over the duration of the engagement process included 180 unique voices with 287 total visits. Their experiences of discrimination, the effects that stigma has had on them, and their ongoing challenges to navigate and access a complex system of services has been imprinted throughout this strategy. Their wisdom, and their hope for change and a better life in the future, vibrates through the list of actions in the Implementation Plan that will guide us as we move forward.



This piece was created by Lived Experience participants in a Brain-Trust Art Class to contribute to the Journey Home Strategy

EMBEDDING A YOUTH STRATEGY FROM THE START

Embedding a strategy to address youth homelessness within Journey Home has also created new connections and opportunities by convening sectors that have not been connected before. The passionate community response to address youth homelessness is integrated throughout the strategy and will be guided by A Way Home Kelowna. Key to this approach is the Strategy's acknowledgement of the distinct and unique needs of youth (individuals under 24 years of age) along with the recognition that addressing and preventing youth homelessness must be guided by a robust and collective effort.

Service providers of Kelowna in 2017 identified youth homelessness as an issue that needed to be addressed. A Way Home Kelowna was initiated in the community in late 2017 with the creation of the A Way Home Kelowna Steering Committee (see Appendix B in Journey Home Technical Report for a list of members) to begin the process to develop a plan to prevent and address youth homelessness. This would acknowledge the unique factors that contribute to youth homelessness along with the specialized supports required to prevent and address youth homelessness.

Early on in this process the opportunity to align, embed, and partner with Journey Home was identified. Collectively, the actions resulting from the process propose to transform the response to youth homelessness by shifting from reactive responses to a proactive, youth-centred focus. Partnering with Journey Home provides an opportunity for our community to understand and work collectively to bridge the gaps between the youth and adult serving systems.

The youth voice of those with lived experience has been fundamental to expressing perspectives and defining needs to inform Strategy actions. With the youth actions and priorities embedded within the overarching Journey Home Strategy, the proposed investments include funds specifically targeted at the implementation of these actions. Going forward, supporting the development of a Youth Advocates for Housing group will provide a venue for youth with lived experience to be an ongoing and driving force in the work to address and prevent youth homelessness in Kelowna.



"A home is a safe place where no harm can come to you, it's also a place to keep my stuff"

~ Youth Focus Group member

COMMITTING TO RECONCILIATION

Engaging Indigenous partners and leaders to participate in the discussion regarding community-driven solutions is critical to the success of Journey Home. We know that we have a lot to learn as a community from our Indigenous partners, and we are extremely grateful for their willingness to work with us. What we have learned is that we need to walk alongside our Indigenous partners, and listen and learn from their wisdom.

Bringing a lens of Reconciliation and understanding homelessness through an Indigenous perspective will be an important part of the journey. The Journey Home actions reinforce this need and have been designed to guide as we grow this partnership into the future. With the high percentage of our homeless population having Indigenous heritage, along with the message that re-colonization is embedded throughout our current system, the guidance of our Indigenous partners will be critical if we are to move forward as a community.



"Reconciliation starts with us as individuals. Then we can go outwards. We need to take personal responsibility"

~ Reconciliation Design Lab Participant

LINKING JOURNEY HOME TO THE CITY OF KELOWNA HEALTHY HOUSING STRATEGY

The Journey Home Strategy works alongside the City of Kelowna Healthy Housing Strategy to address Council's top priorities of "homelessness" and "housing diversity". This builds on a new and innovative approach to understanding housing in our community developed through the City of Kelowna's 2017 Housing Needs Assessment (HNA) that emphasizes the need for housing diversity and choice.

The concept of a new housing "Wheelhouse" (Figure 1) was introduced through the HNA. This circular model has been designed to demonstrate the relationship between housing types, and to recognize the interdependence of the housing system – changes in one part of the system affect the other parts. The alignment of the Healthy Housing Strategy and Journey Home to address our communities housing needs are demonstrated by the Wheelhouse in Figure 1. The "Wheelhouse" circular model design also promotes equity and inclusion. It is designed to recognize that people move through housing forms, tenures, and price points as their life circumstances change, and that home ownership is not an ultimate goal for everyone.

By design, there are numerous action items that intersect in both strategies. These include: policy and zoning updates required to promote building the right supply; financial tools and partnership opportunities to increase the amount of rental housing; and advocacy and leadership steps to ensure alignment between senior and local government actions. Both strategies will guide the work and investment decisions required to shift the needle significantly on housing and homelessness. The two strategies are mutually reinforcing and are being aligned both through their development and implementation. (See Appendix C in Journey Home Technical Report for a chart detailing the alignment between the strategies.)

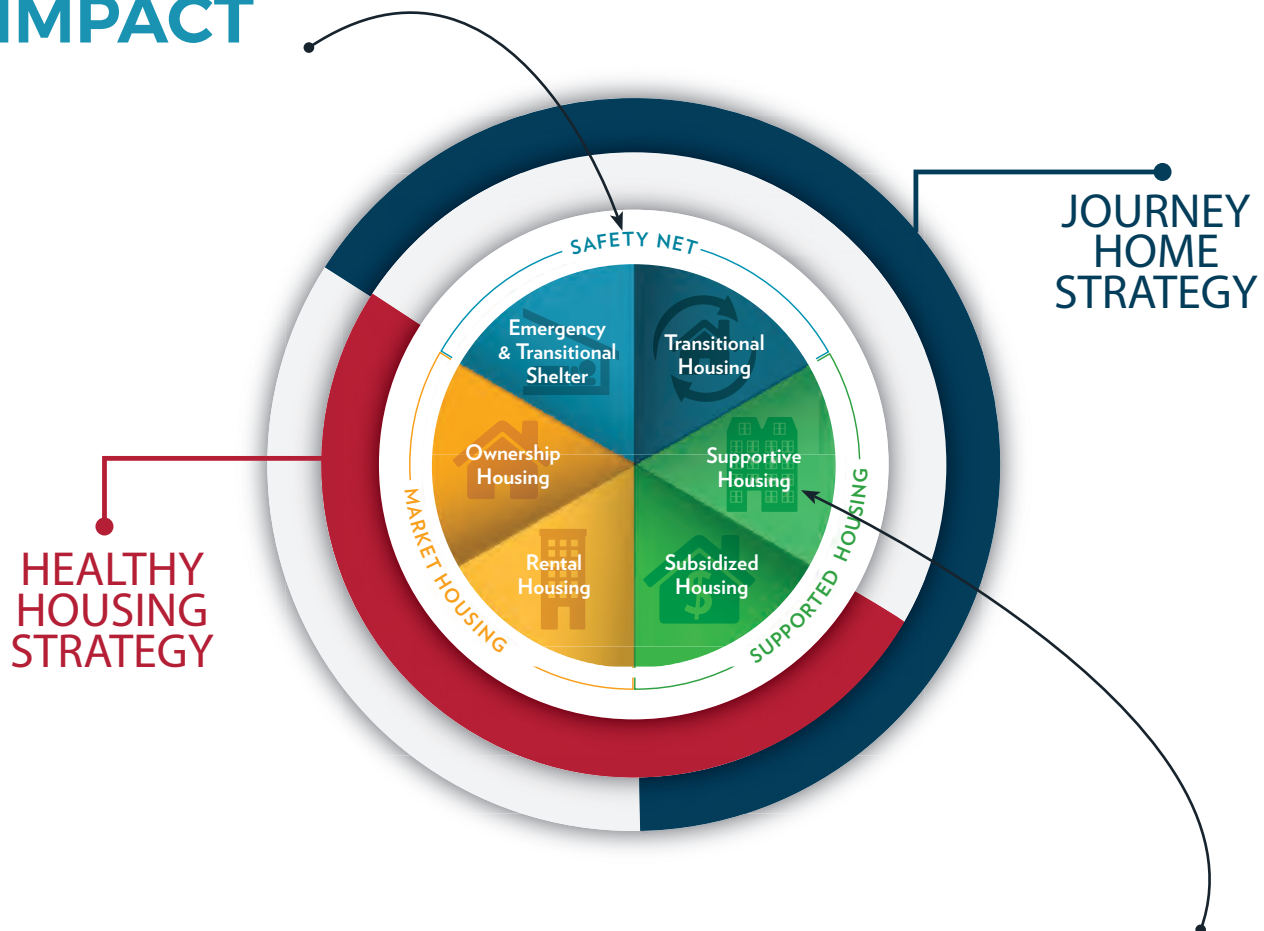


"Need more space/ housing for the homeless; location of services; more people for homeless to talk to; more work opportunities for homeless"

~ Lived Experience Circle member

Figure 1 Wheelhouse

IMPACT



JOURNEY HOME CAPITAL INVESTMENT FOCUS

The Journey Home Strategy addresses programs and services throughout the areas of the Wheelhouse indicated in Figure 1. *Of note, capital investment called for in Journey Home is focused on Long Term Supportive Housing.*

BUILDING ON SUCCESS

Kelowna has a strong history of collaboration crossing over multiple sectors including business, governments, the faith community, social services and volunteers. Building on this history, Journey Home has provided new opportunities that have brought non-traditional players into the discussion. What has emerged is a new understanding of homelessness in the Kelowna context along with new and innovative partnerships that will strengthen the implementation of the strategy. As a result, we are building on and strengthening a foundation made up of connected, collaborative, and innovative stakeholders.

We have a multitude of organizations supporting those at risk of or experiencing homelessness that we can rely on in this work. We will work together to shore up the gaps identified, embrace innovation, and actively engage with a growing willingness to work collaboratively as a community. It is from this wealth of knowledge, experience, and practice that this Strategy emerged. Kelowna has remarkably strong resources that have committed to Journey Home including over 80 agencies and government departments involved in the homeless serving sector.

Significant progress has been achieved by these stakeholders in developing a response through working together in the past. To build on this strong foundation, the Journey Home Strategy proposes a new organization - the Backbone - that will assume the role of convener to strengthen existing, and forge new, relationships. A key responsibility of the Backbone Organization will be to connect Key Collaborators to contribute to the implementation of the Strategy.

Figure 2 Community Collective Response is a sample of current efforts to help demonstrate how extensive the collective community-based response has been over the course of the process to build the Journey Home Strategy as well as the strong foundation that we have to build on as a community. The data shared in Figure 2 was compiled as most recent statistics became available as of June 2018.



Figure 2 Progress on Homelessness during Journey Home Process

COMMUNITY EFFORTS UNDERWAY	ACTIVITIES/ PROGRAMS	IMPACT
Foundational Research Completed	Housing Needs Assessment	First comprehensive study of housing needs across all categories of housing, providing guidance and alignment for both Healthy Housing and Journey Home Strategies
Broad Sector Engagement	Journey Home Engagement	<p>Inspired discussions across multiple sectors leading to innovative and realistic solutions.</p> <p>Public Survey (<i>501 surveys completed</i>) Lived Experience Circle (<i>287 total participants</i>) Youth Focus Groups (<i>50+ participants</i>) 2 Community Summits (<i>180+ participants</i>) Plan Strategy Check-in (<i>119 participants</i>) 23 Design Labs (<i>636 participants</i>)</p>
Lived Experience Voice	Lived Experience Circle and Advocates for Youth Housing	The voices of 180 unique adults and over 50 youth have contributed their expertise and perspectives to the Strategy. Hearing from those who are currently, or have, experienced homelessness in their lifetime is foundational to the ongoing work of Journey Home. The Lived Experience Circle is working on establishing a permanent Circle that will work alongside the Backbone Organization.
Initiatives Building a Strong Foundation for Journey Home	Coordinated Access led by BC Housing including Common Vulnerability Assessment Tool (VAT), Coordinated Access Table, and Integrated Housing Application Process	Coordinated Access programs are key to providing recommendations and referrals for families, children, and youth to better access support and services in the community.
	Housing First provided by Canadian Mental Health Association (CMHA) Kelowna – first official Housing First Program (began in 2016)	Highly successful program with 28 individuals supported into housing (as of June 2018) with 90% maintaining their housing status.
Long Term Supportive Housing supplied by BC Housing	Gordon Place	Opened in Fall 2017 – currently housing 47 individuals with 24/7 supports
	Heath House	Set to open in Fall 2018 with 42 units of long term housing with 24/7 supports
	Hearthstone	Set to open in Fall 2018 with 46 units of long term housing with 24/7 supports

Figure 2 Progress on Homelessness during Journey Home Process continued

COMMUNITY EFFORTS UNDERWAY	ACTIVITIES/ PROGRAMS	IMPACT
Collaborative Efforts Underway	Police and Crisis Team (PACT) RCMP and Mental Health Nurse Car response	Successful in diverting people away from Hospital Emergency and connecting to appropriate services in a timely manner. This year 53 clients were diverted from hospital emergency. 100% of individuals sent to hospital have been admitted which attests to the success of PACT assessments.
	Assertive Community Treatment (ACT) Team	Supporting a current caseload as of June 2018 of over 60 individuals, the ACT team provides flexible, community-based supports for adults with persistent mental illness and significant functional impairments who have not responded well to traditional rehabilitation services. 9 ACT clients remain homeless compared to the 25 that were homeless at intake into the program, and there has been a 33% reduction in Hospital emergency visits.
	Foundry – Opened in September 2017 with 25 agencies providing mental health, primary care, substance use, counselling and social services for youth aged 12 – 24 years.	As of May 2018, 900 youth have visited the Foundry, and for 65%, it is the first time they are seeking help.
	Community Action Team formed in Spring 2018 to activate a Community Response to the Overdose Crisis	Multiple stakeholders have come together to form a partnership to design a community-driven response to the overdose crisis.
	iSearch – Online Navigation Tool developed through collaborative partnership with UBCO, Okanagan College, and Central Okanagan Foundation	Launched in Fall 2017, this online tool is designed to assist individuals searching for housing in Kelowna
	Transitional Storage Program hosted by Kelowna Gospel Mission through partnership with BC Housing and City of Kelowna	The storage program is designed to support individuals to better connect with services. 248 participants since Fall 2016, 60 of whom are now housed.
Integration of Sectors to Address Homelessness	Researchers Table	University, College, and Community-Based Researchers working to form a Research Collaborative to conduct local research to support Journey Home efforts into the future.
	Faith Community	Currently embarking on a process to work in an integrated fashion to map strengths and determine best ways to contribute to Journey Home implementation.

Figure 2 Progress on Homelessness during Journey Home Process continued

COMMUNITY EFFORTS UNDERWAY	ACTIVITIES/ PROGRAMS	IMPACT
Community Readiness	System Approach Training	140 participants attended representing 40+ agencies. The training helped to create a common understanding of the approach to set the foundation for Journey Home.
	Housing First Training hosted by CMHA with Federal Housing Partnership Strategy (HPS) Funding	Ongoing series of workshops and training sessions designed to increase stakeholders' capacity to deliver Housing First aligned programs.
	Street to Housing Outreach Training hosted with Federal HPS Funding	100 participants attended to be introduced to the approach and tools designed to support unsheltered individuals directly from the "street" into housing.
Community Initiatives Under Development	Application for a local Integrated Community Court – to deal with individuals charged with less serious offences who have underlying health and social issues.	Steering Committee has been formed to support this application for a court designed to play a role in supporting individuals to address their underlying issues.
	Personal Belongings Carrier – partnership project between Metro Community and UBCO Okanagan School of Engineering to create a highly functional personal belongings carrier.	Designed to help facilitate independence and lessen the burden of managing belongings during the process of finding permanent housing or accessing supports.



Design Lab in action

THE JOURNEY HOME STRATEGY IN BRIEF

Journey Home consultations have informed the development of a community vision, a set of action-oriented values, and guiding principles that will be critical to instilling a community-wide common agenda and approach. The vision, values, and guiding principles are at the foundation of all the actions found in the Strategy, and have been designed to provide guidance for our collective work in implementing the Journey Home.

Consistently throughout all Journey Home consultations, the message was clear: we have strong organizations, but they are disconnected. Individuals and their families with lived experience shared their stories of the how difficult their journeys have been, and how lost and disheartened they felt, trying to understand and navigate between the different organizations. The discussions centred on moving to an integrated and coordinated approach where every door would become the right door. The Journey Home Strategy embraces this concept and the implementation plan has been designed to support a coordinated systems approach.

Kelowna's community discussions were inspired, passionate, and genuine. The uniqueness of these conversations inspired the framework for the Journey Home Strategy that is based on three Foundational Concepts supported by three strategic Pillars for action. This framework unfolds with 38 actions that will be implemented over a five-year period.



The 10 Top Actions have been drawn out of the Implementation Plan to demonstrate immediate action and lasting impact to support the level of investment and change that will be required. Milestones have been identified to provide benchmarks for us to measure success over the five-year period.

To ensure implementation, a realistic and achievable investment model has been designed to support the overall strategy. In fact, as the development of the Strategy is in its final stages, the Journey Home Task Force's work is coming to fruition with commitments in place for several of the needed investments. A detailed Implementation Plan further details the key stakeholders, timing, and action steps to make the Strategy a reality (Appendix I).

Moving the Strategy forward is now in the hands of the community. The connections and foundation have been built; it is now up to us all to come together in a new way. And the best news is that we have now demonstrated this is possible.

VISION, VALUES, AND GUIDING PRINCIPLES

The vision, values, and guiding principles are at the foundation of all the actions found in the Strategy. They have been designed to provide guidance for our collective work over the course of implementing the Journey Home Strategy. As our journey as a community progresses, this guidance will be instrumental in keeping us on track, in assisting us as we endeavour to align our goals, and in helping us to aspire to be consistent in applying principles, best practices, and standards as we learn to work more effectively across our sectors and mandates.

COLLECTIVE VALUES

- | | |
|--|--|
| • Guided by LIVED EXPERIENCE VOICES | • Committed to INCLUSION |
| • Enlightened through RECONCILIATION | • Driven by COURAGE |
| • Inspired by INNOVATION | • Grounded in INTEGRITY |
| • Rooted in COMPASSION | • Rooted in DIGNITY |
| • Committed to uphold individual CHOICE | • Founded on HONESTY and TRANSPARENCY |
| • Compelled to ensure EQUITY | • Energized by innovation to RESPOND and ADAPT appropriately |
| • Strengthened by COLLECTIVE action | • Dedicated to nurturing RESILIENCE |

VISION

Driven by a commitment to action, the entire community is inspired to contribute collectively to an integrated system of care where every person feels valued and supported, and every journey leads home.

GUIDING PRINCIPLES



"We need services that are culturally appropriate"

~ Lived Experience member



01

LIVED / LIVING EXPERIENCE

We place people and their experiences at the centre of the work always. This involves recognizing and respecting people who are homeless as experts in their own lives, their values, life situations, and expressed needs. To understand this perspective, we strive to directly engage people with lived and living experience in developing and implementing the Journey Home Strategy.

This lens recognizes there is no one "type" of person experiencing homelessness and no one size-fits-all response. We recognize the intersections of race, socio-economic status, gender, age, sexual orientation, and religion, and respect that services will need to be flexible and adaptive to diverse needs and choices.

02

INNOVATION

As a collective, we endeavor to challenge ourselves as a community to be creative and innovative in our response to homelessness, leveraging best practices to inform made-in-Kelowna solutions. Being innovative also means bringing in expertise from other sectors, creating partnerships, and thinking creatively about housing and supports. We have dug deep to draw in usual and unusual suspects in our community, and defined new collaborations and potential ways of achieving the Strategy goals through social innovation, social enterprise, and leveraging technology.

03

HOUSING FIRST

Housing First is a person-centred approach rooted in the belief that all people deserve housing, and that anyone, even those with the most complex needs, can move directly from homelessness to housing in concert with appropriate supports. Viewing housing as a primary need was in direct contrast to the traditional service response, which required people who were homeless to stabilize their addictions and mental health prior to receiving housing. Housing First instead argues that in order for someone to address their illnesses or related-challenges, they must first be housed. Additionally, Housing First must be tailored for special populations such as Indigenous people, youth and individuals experiencing domestic violence.

This approach has a wealth of research to support its effectiveness, and has been adopted in several cities across Canada due to its effectiveness in ending homelessness long-term, and its positive impact on public system use by reducing the cost of homelessness to health, justice, and community.

04

JOINT LEADERSHIP & COLLABORATION

This principle reflects the recognition that for this plan to be successful, everyone needs to be involved and do their part. Homelessness is a complex social issue involving multiple sectors and systems. Adequately responding to it, therefore, will require our collective effort and commitment. The Strategy will require commitment and action from all levels of government, including Indigenous government, non-profit providers, private sector, academia, living/lived experience, and Kelowna residents.

05

PREVENTION

A true functional end to homelessness requires that we not only think about how we can respond to current homelessness, but also think upstream about how to prevent it in the first place. This requires the development of more affordable housing and changing policies to ensure vulnerable groups, such as youth leaving care, are not discharged into homelessness. It entails the provision of the resources and supports to stay housed, improve integration and social inclusion, and reduce the risk of recurrence of homelessness.

A SYSTEM PLANNING APPROACH

Kelowna is home to many excellent services run by dedicated and experienced staff. We have a community ready and willing to collaborate. As we developed this Strategy, we heard loud and clear that we will need to shift from a response that relies on a program-by-program approach to one that coordinates our efforts at the system level.

Within the community there are a multitude of organizations that all contribute to providing the services that support the homeless population. These services span over multiple sectors including not-for-profits, government agencies, and faith organizations. Currently there is no mechanism to coordinate and align their efforts even though they serve the same population. A system planning approach is a road map for addressing this need as it involves focusing on a functional end to homelessness and preventing future homelessness. It uses the concept of Functional Zero as a measurable benchmark to assess progress on homelessness. A summary of Functional Zero indicators can be found in Appendix E of the Journey Home Technical Report. Achieving Functional Zero means that we develop responses that ensure homelessness is prevented whenever possible; if homelessness occurs, it is a rare, brief, and a non-recurring experience.

To achieve this, Kelowna will require an increase of supportive and affordable housing supply, a greater focus on prevention, and the right wrap-around supports, at the right time. We will need to bring diverse service and housing providers together into a well-coordinated homelessness-serving system supported by integrated funding, data sharing, and performance management. System-level tangible metrics will be implemented to help assess collective impact and course-correct in real-time.

Within this system approach, the unique needs of youth, women, seniors, families, newcomers, LGBTQ2S+, and other groups must be considered while ensuring a seamless, person-centered approach. Further, working with the Indigenous community to further develop partnerships and increase knowledge and understanding for culturally informed responses will be another step on a journey of healing and Reconciliation.





FOUNDATIONAL CONCEPTS & PILLARS

Journey Home consultation processes were designed to provide multiple avenues for input including: an online public survey, community summits, design labs, and lived experience tables. These processes are described in detail in Section 3 along with the feedback and rich discussions that provided the bases for the development of the Strategy.

By combining learnings from all the consultations with currently recognized best practices, a new and inspiring approach has emerged providing a framework for the Journey Home Strategy. The Strategy is grounded in the foundational concepts of Innovation, Reconciliation, and Lived Experience that are woven and embedded in every aspect of the strategy and are critical to its successful implementation. Building on these foundational concepts, specific actions are outlined in the three Pillars of Inclusion & Prevention, Backbone Coordination & Partnerships, and Housing & Supports laid out over a five-year period.

TOP 10 ACTIONS

Within this framework, the Strategy proposes 38 specific actions to be implemented over the five-year span of the Strategy. Within these actions, the Top 10 have emerged as highlights that demonstrate the commitment to change. These priority actions are paramount and appear in the Implementation Plan (Appendix I) as immediate, high-leverage activities of the highest priority.



“Actions speak louder than words” ~ Public Survey Participant



Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.



Launch The Upstream for Youth pilot in partnership with the School District to identify and support youth at risk of becoming homeless.



Support the addition of 300 units of long-term supportive housing in purpose-built buildings targeted to support people experiencing chronic and episodic homelessness with higher needs.



Support efforts to increase treatment beds, especially for young people in Kelowna.



Support people in the rental market through 500 new program spaces grounded in the Housing First model and the right to housing.



Support innovative solutions to address the criminalization of homelessness, such as a Community Court.



Continue the Lived Experience Circle and Youth Advocates for Housing and formalize relationships to the Backbone Organization governance.



Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men.



Recognize accountability for the Truth & Reconciliation Commission's Calls to Action in that Indigenous Homelessness is an ongoing form of colonialism.



Launch a Homelessness Innovation Lab to partner with technology sector to develop solutions for information management and access, and data analysis.



“We have good momentum and we are ready to move forward from being reactive to proactive - with a commitment not to leave anyone behind”

~ Design Lab member



*“Our conversation as a community
is not finished, it’s only just begun”*

~ Coordinated Access

Design Lab Participant



MILESTONES

The design of the Journey Home Strategy recognizes that the implementation plan will continue to evolve as new learnings and information emerge. The measure of the success of the Journey Home implementation will be gauged through the evaluation of the Milestones described within this document.

- 01 End chronic & episodic homelessness;
- 02 Introduce measures to prevent homelessness in the first place;
- 03 Implement a coordinated systems approach to homelessness.

The Strategy has a built-in review process to ensure rapid and agile development is ongoing. A mid-point strategic review and recalibration (year three) is earmarked during implementation. Appendix H provides a detailed overview of the Implementation Plan for the Strategy along with timelines and key collaborators.

Our ultimate objective is to prevent and achieve a functional end to homelessness in Kelowna. We will gauge our success against the following benchmarks.

THE MILESTONES AND ANTICIPATED TIMELINES FOR THE JOURNEY HOME STRATEGY ARE:



ELIMINATE CHRONIC AND EPISODIC HOMELESSNESS

By **2024**, 100% of individuals experiencing **chronic or episodic homelessness** will be housed with appropriate supports – a total of about 350 people.

By 2024, at least **1,700 people experiencing homelessness** will be housed with wrap-around support through Journey Home programs implemented by the Journey Home process.

By 2021, 100% of those entering Homeless-Serving System will be **connected through Coordinated Access to housing and supports within 14 days**.



MOVE UPSTREAM TO PREVENT HOMELESSNESS

Introduce System-Wide **Coordinated Access** by March 2020 to connect people to the right resources, fast.

By **2020**, at least 400 people will be **diverted** from entering the Homeless-Serving System with an immediate link to community-based prevention supports within 5 days wherever possible and appropriate.

By **2021**, corrections, health and child intervention will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Based on figures reported, annual targets will be introduced to achieve **zero discharge into homelessness by 2023**.



IMPLEMENT A COORDINATED SYSTEMS APPROACH TO HOMELESSNESS

Create an independent **Backbone Organization** to lead system planning and Journey Home Strategy implementation in early 2019.

By March 2020, complete a **Homelessness Funding Framework**, which identifies resource and funding coordination processes, roles and accountabilities to support Journey Home Strategy implementation with key funding partners.

By March 2020, ensure **Homelessness Management Information System** coverage and **Coordinated Access** participation will include all Homeless-Serving System providers regardless of funding source.



“Coordinate existing groups and services in a more intensive way to minimize duplication and increase awareness”

~ Public Survey Participant

PROPOSED INVESTMENT

The funding of the proposed Journey Home Strategy will require an investment of \$47M from various sources over its five-year implementation. There is significant evidence that beyond the human cost of homelessness, the economic cost of homelessness includes the overall cost to the social services, health care, and justice systems of caring for a homeless person on the streets which far exceeds the cost of providing housing with supportive services for them.

To ensure unique needs of priority populations are reflected in implementation, funding targets will be developed to ensure Journey Home resources are being distributed across population groups in equitable manners. This can be determined by the Board of Directors of the Backbone Organization and may include setting targets based on Kelowna population or homeless population levels. Youth are a priority population in this strategy, as such funding targets for this population will be based on representation in community. Youth generally comprise 20% of the homeless population, factoring in under representation, are reflected in proposed program funding and budget allocations.

01

HOUSING



\$18M

300

SUPPORTIVE HOUSING UNITS NEEDED

Long-term housing in buildings with supports onsite for people with complex needs (addictions, mental health, medical needs):

- BC Housing has currently committed to development of two buildings (88 units) and are in ongoing discussions regarding an additional 102 units.
- This leaves 110 units that are still required, an estimate of 3 buildings at a total estimated cost of approximately \$18M.

02

BACKBONE ORGANIZATION & COORDINATION



\$2.7M

A neutral Backbone Organization is proposed with focus on/and accountability for Journey Home Strategy implementation:

- Funding Coordination
- Homeless System Planning
- Capacity Building
- Leadership and Accountability
- Partnerships and Innovation

03

SUPPORTS



\$26M

500

NEW PROGRAM SPACES

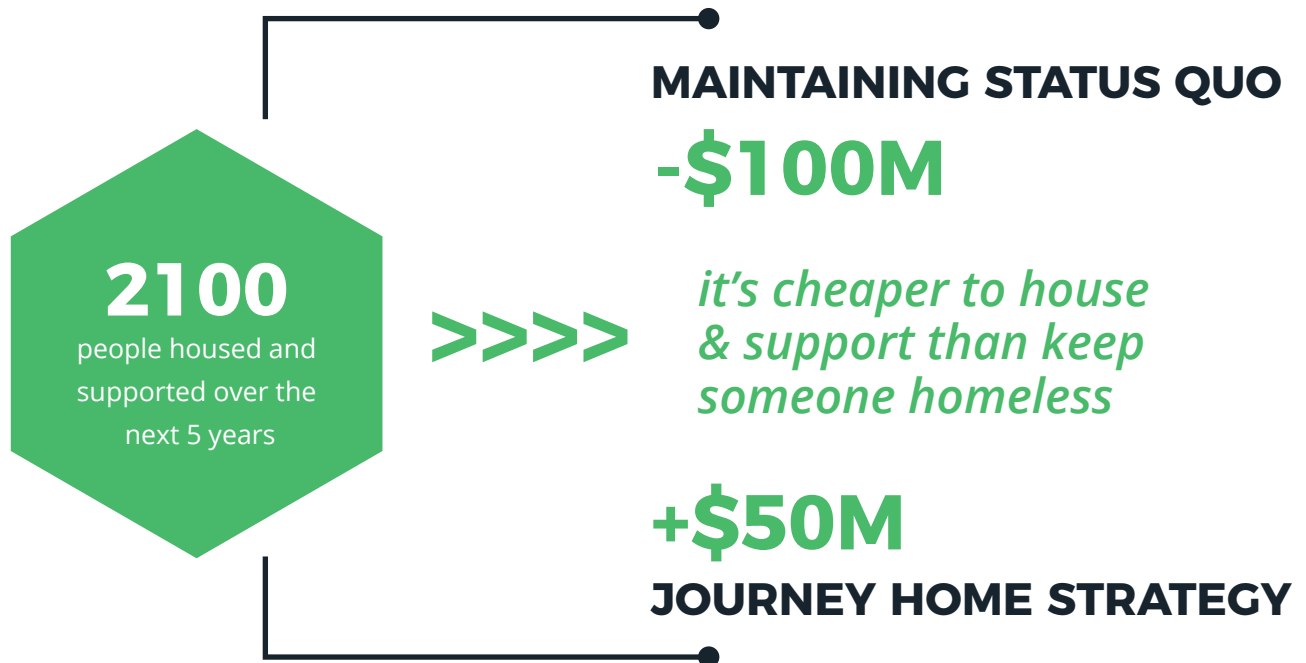
supporting people in rental housing across communities with wraparound supports following the Housing First model, including:

- Assertive Community Treatment
- Intensive Case Management
- Rapid Rehousing
- Prevention



"Don't be afraid to think outside the box to try something different - it's going to take some drastic changes to make it a better place for everyone" ~ Public Survey Participant

DOING NOTHING TO ADDRESS HOMELESSNESS HAS A GREATER COST THAN TAKING ACTION



This response to homelessness will be underpinned by the continued good work of the Kelowna community, together with the new partnerships formed, that will work collectively to guarantee that people who are homeless are treated with dignity and respect, and receive the quality services they choose when they need them.

NOW Canada - An example of supportive housing being proposed for the Journey Home Strategy.



A photograph of a long, straight wooden boardwalk bridge with railings, stretching into a dense forest of tall evergreen trees. The bridge is made of light-colored wood and has a central path. The forest is lush and green, with sunlight filtering through the trees. The image is partially covered by a dark blue geometric overlay on the left and a green geometric overlay on the right.

MOVING FORWARD

The Task Force has laid the foundation for moving forward with the implementation of the Strategy. A transition plan is in place to ensure no loss of momentum between the completion of the Strategy and its implementation. Resources have been gathered to support the development of a Backbone Organization to lead, to convene partners, and to ensure accountability for the Strategy implementation. Resources and commitments are presently being aligned to support the beginning of implementation.

The foundation has been set for the ongoing engagement of the Youth Advocates for Housing and the Lived Experience Circle. They are already developing plans regarding the important role they will play in the Strategy implementation.

The Task Force and City of Kelowna are moving forward with the setup of a Backbone Organization to lead implementation efforts. Already, a partnership with Accelerate Okanagan and the Okanagan Innovation Centre has been established to locate the Backbone Organization in a central location embedded in a space dedicated to innovation: this builds on the Strategy's strengths by engaging new partners and thinking differently to support implementation.

The final commitment is the one that we all as a community have to make: to continue to participate and contribute to the implementation of the Strategy. In an effort to encourage commitment to participate in the implementation of the Journey Home Strategy, a Stakeholder Pledge was designed to demonstrate the wide-spread support of Journey Home (Appendix H). The Pledge, along with the list of the organizations and individuals that have signed it, will be presented alongside the final Strategy for Council's consideration.

The stage is set, the Journey Home Strategy is our script, and now it is up to us as a community. Our journey begins...

USEFUL TERMS

A full Glossary is available in the technical report; the terms below will be of use for people new to this topic in reading this report:

DEFINITIONS OF HOMELESSNESS

HOMELESSNESS: Homelessness describes the situation of an *individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it*. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, stressful and distressing.

In Kelowna, we estimate about 2,000 people experience homelessness during the course of a year.

INDIGENOUS Homelessness: a human condition that describes *First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing*. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their indigeneity or lost relationships. There are 12 Dimensions of Indigenous Homelessness defined nationally.

12 Dimensions of Indigenous Homelessness in Canada

- 1. Historic Displacement Homelessness:** Indigenous communities and Nations made historically homeless after being displaced from pre-colonial Indigenous lands.
- 2. Contemporary Geographic Separation Homelessness:** An Indigenous individual's or community's separation from Indigenous lands, after colonial control.
- 3. Spiritual Disconnection Homelessness:** An Indigenous individual's or community's separation from Indigenous worldviews or connection to the Creator or equivalent deity.
- 4. Mental Disruption and Imbalance Homelessness:** Mental homelessness, described as an imbalance of mental faculties, experienced by Indigenous individuals and communities caused by colonization's entrenched social and economic marginalization of Indigenous Peoples.
- 5. Cultural Disintegration and Loss Homelessness:** Homelessness that totally dislocates or alienates Indigenous individuals and communities from their culture and from the relationship web of Indigenous society known as "All My Relations."
- 6. Overcrowding Homelessness:** The number of people per dwelling in urban and rural Indigenous households that exceeds the national Canadian household average, thus contributing to and creating unsafe, unhealthy and overcrowded living spaces, in turn causing homelessness.

7. Relocation and Mobility Homelessness: Mobile Indigenous homeless people travelling over geographic distances between urban and rural spaces for access to work, health, education, recreation, legal and childcare services, to attend spiritual events and ceremonies, have access to affordable housing, and to see family, friends and community members.

8. Going Home Homelessness: An Indigenous individual or family who has grown up or lived outside their home community for a period of time, and on returning “home,” are often seen as outsiders, making them unable to secure a physical structure in which to live, due to federal, provincial, territorial or municipal bureaucratic barriers, uncooperative band or community councils, hostile community and kin members, lateral violence and cultural dislocation.

9. Nowhere to Go Homelessness: A complete lack of access to stable shelter, housing, accommodation, shelter services or relationships; literally having nowhere to go.

10. Escaping or Evading Harm Homelessness: Indigenous persons fleeing, leaving or vacating unstable, unsafe, unhealthy or overcrowded households or homes to obtain a measure of safety or to survive. Young people, women, and LGBTQ2S+ people are particularly vulnerable.

11. Emergency Crisis Homelessness: Natural disasters, large-scale environmental manipulation and acts of human mischief and destruction, along with bureaucratic red tape, combining to cause Indigenous people to lose their homes because the system is not ready or willing to cope with an immediate demand for housing.

12. Climatic Refugee Homelessness: Indigenous peoples whose lifestyle, subsistence patterns and food sources, relationship to animals, and connection to land and water have been greatly altered by drastic and cumulative weather shifts due to climate change. These shifts have made individuals and entire Indigenous communities homeless.

Indigenous people are over-represented in the homeless population. We don't have exact numbers, but estimate about 25-30% of people experiencing homelessness are Indigenous compared to 6% of the general population.

YOUTH HOMELESSNESS: refers to the situation and experience of *young people between the ages of 13 and 24 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence*. Youth homelessness is a complex social issue because as a society we have failed to provide young people and their families with the necessary and adequate supports that will enable them to move forward with their lives in a safe and planned way. LGBTQ2S+ (Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit and other gender/sexual identities) are disproportionality represented among youth experiencing homelessness often as result of family conflict.

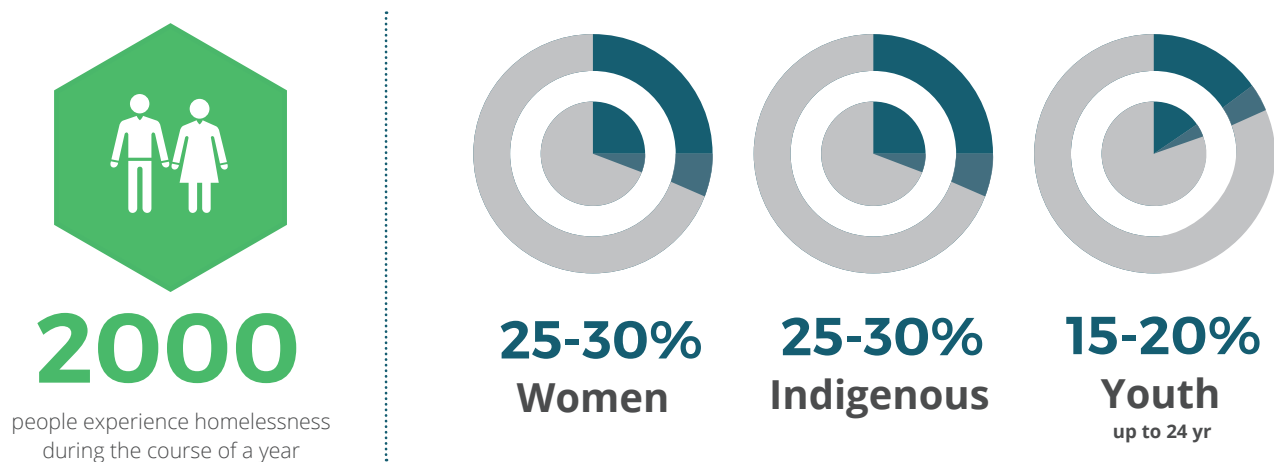
In addition to experiencing economic deprivation and a lack of secure housing, many young people who are homeless lack the personal experience of living independently and at the same time may be in the throes of significant developmental (social, physical, emotional and cognitive) changes. As a result, they may not have the resources, resilience, education, social supports or life skills necessary to foster a safe and nurturing transition to adulthood and independence. Few young people choose to be homeless, nor wish to be defined by their homelessness, and the experience is generally negative and stressful. Youth homelessness is the denial of basic human rights and once identified as such, it must be remedied. All young people have the right to the essentials of life, including adequate housing, food, safety, education and justice.

In Kelowna, we estimate between 15-20% of people experiencing homelessness are youth up to the age of 24.

WOMEN'S HOMELESSNESS: Women are less visible in their experiences of homelessness and as a result they are relatively *under-represented in homeless counts at about 25%-30%* of those enumerated, due to their hidden homelessness. However, it is of importance to highlight their experience of housing instability – be it couch surfing, living in unaffordable or inappropriate housing, or unsafe situations (i.e. women prostituting for places to rent). Often, lone-parent households led by women have to manage housing instability with limited incomes and the need to balance childcare needs.

Women require specific attention due to gender-related histories of exploitation, violence and victimization. As women they face the ongoing and systematic gender effects that lead to a higher likelihood of experiencing poverty and low income. In addition, the connection between domestic violence and homelessness is often prevalent for women. The exploitation of girls and women remains a reality in our society, as is their disproportionate experience of gender-based violence.

While women make up about 50% of the population, they tend to be under-represented in visible homelessness at about 25-30% as they are likely to be couch surfing (staying temporarily with friends, family, acquaintances) or living in unsafe and insecure housing.



HOMELESSNESS PATTERNS

AT RISK OF HOMELESSNESS: people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards. We look at renter households in EXTREME CORE HOUSING NEED who are paying more than 50% of income on housing AND have annual incomes of \$20K or less as being at even higher risk. About 2800-3000 individuals are estimated to be in this situation in Kelowna.

CHRONIC HOMELESSNESS: refers to situations where people are experiencing long-term homelessness, living on the streets or shelters over the course of years. About 140-160 individuals are estimated to experience chronic homelessness in Kelowna.

EPISODIC HOMELESSNESS: refers to situations where people experience recurring episodes of homelessness coming in and out of housing over long periods of time, sometimes throughout their lives. About 190-220 individuals are estimated to experience episodic homelessness in Kelowna.

TRANSITIONAL HOMELESSNESS: refers to short-term (several days or weeks) homelessness situations- which is the **most common pattern** we see across communities in Canada. About **1500-1700** individuals are estimated to experience transitional homelessness in Kelowna.



HOMELESSNESS INTERVENTIONS

AFFORDABLE HOUSING: Housing is considered affordable when 30% or less of your household's gross income goes towards paying for your housing costs.

COORDINATED ACCESS & ASSESSMENT (CAA): A process to ensure that individuals experiencing homelessness have fair and equitable access to appropriate housing and support using a common needs assessment process and consistent access points for help.

FUNCTIONAL ZERO: A Functional Zero end to homelessness means that communities have a systematic response in place that ensures homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

HOMELESS MANAGEMENT INFORMATION SYSTEM: A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. This data is used to inform planning for housing and services.

HOUSING FIRST: a proven recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing followed by provision of additional supports and services as needed.

SUPPORT SERVICES: may include services to maintain housing, employment and life skills programs, medical services, addictions treatment, or mental health services among other services.

SUPPORTIVE HOUSING: Long-term housing with on-site supports and services.

A SPECIAL THANK YOU FROM THE JOURNEY HOME TASK
FORCE TO ALL THOSE WHO TOOK PART IN THE CREATION OF
THE DEVELOPMENT OF THE STRATEGY.

FUNDED BY



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Journey **HOME**

KELOWNA'S **JOURNEY HOME STRATEGY**

TECHNICAL REPORT

*Kelowna's Strategy
to Address Homelessness*

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SECTION 2: MAKING THE CASE

Demand for housing in Kelowna has been increasing steadily year-over-year. Kelowna is an attractive community with an excellent climate and a strong, growing economy that is attracting migration and, consequently, driving demand for both rental and ownership housing. This growth is also evident in the homeless population, which has challenged local service providers despite recent coordinated efforts to improve access to services, shelter, and housing.

This section will provide a detailed overview of homelessness in Kelowna, emerging trends from the Homeless Point-in-Time Count and shelter utilization. This section discusses what we know about homelessness in Kelowna, how homelessness is represented by the diverse population groups, the current housing situation in Kelowna and its impacts, as well as exploring the capacity of the current system to meet the needs of people experiencing homelessness.

It will link this discussion to the housing situation in Kelowna, particularly the lack of affordable options. Finally, the Homeless Serving System Capacity will be discussed in relation to various housing and support options. This sets the stage for Section 3 which focuses on community input and perspectives on homelessness.

HOMELESSNESS IN KELOWNA

To determine effective solutions, we must first understand homelessness in the Kelowna context. This section provides a synopsis of key trends in homelessness and housing in our community. Many of these trends of homelessness in Kelowna rely on information collected in the Point-in-Time Homeless Count – while others draw on shelter use data reported by providers. Both suggest homelessness is increasing in the community – which is a trend similar to the rest of Canada in this regard. Using this information, we are also able to understand more about who is experiencing homeless specifically regarding their key demographics. Here again the over-representation of Indigenous people, and single males is common with the rest of Canada, as is the relative under-representation of women, youth, immigrants, and seniors. Of note, without access to real-time data, it is important to remember the information presented is not a representative sample of homelessness – but rather it indicates local trends captured by data which is used to inform planning.

HOW MANY PEOPLE ARE HOMELESS IN KELOWNA?

Recent statistics for shelter usage and the 2018 point-in-time (PIT)¹ count indicate a rise in the number of individuals experiencing homelessness. The March 2018 Homeless Count² enumerated 286 individuals experiencing homelessness, with an additional 319 individuals living in temporary housing. In comparison to the last recorded PIT count conducted in Kelowna in 2016, this is a 23% increase (53 individuals) and 17% (46 individuals) increase respectively over the past two years.

¹ A PIT Count is a method used to measure sheltered and unsheltered homelessness. It aims to enumerate individuals in a community who are, at a given time, staying in shelters or "sleeping rough" (e.g., on the street, in parks), providing a "snapshot" of homelessness in a community.

²2018 [Kelowna Point in Time Count, Central Okanagan Foundation](#).

WHO IS HOMELESS?

The population enumerated in Kelowna's Point in Time (PIT) Homeless Count is diverse, with males aged 25-64 years representing the largest cohort. Other key homeless subpopulations include Indigenous peoples (26%), youth aged 15-24 (9%), and older adults (3%) as outlined in Figure 5.

Single men are hit particularly hard by the limited amount of affordable housing. While social housing is available to some extent for families, it is very limited for single adults which leaves them highly vulnerable to fluctuations in the private housing market.

With an average age of 40 years and 3% of individuals being over the age 65, a distinct proportion of Kelowna's homeless population is aging. This is of concern as the median age of death for a homeless person in BC is 40-49 years, whereas the average life expectancy of a non-homeless individual is 76 years.

Figure 1: Kelowna PIT Count Summary Comparison

	Kelowna 2016 PIT	Kelowna 2018 PIT
Males	70%	68%
Females	29%	31%
Indigenous	24%	26%
Youth	13%	12%
Older Adults	6%	3%
Armed Forces	6%	4%

Another key finding from the PIT count was that 26% percent of those counted as homeless had moved to Kelowna within the past year. While it is difficult to discern if these individuals lost their housing prior to moving to Kelowna or once they had arrived, this finding may indicate new residents in Kelowna are struggling to find employment and affordable housing.

Youth (15-24) and children (0-14) encompassed 12% of homeless individuals counted in 2018. This translates to a total of 30 young people on that night out of a total of 286 total homeless individuals counted. A total of 52 individuals were unsheltered which translates to a rough estimation of approximately seven people under 24 years of age who were unsheltered during that count.

REASONS FOR HOMELESSNESS

The most frequently recorded reason in the 2018 PIT Count for housing loss was an inability to pay rent (19%). In addition, 12% of individuals reported a loss of employment, and 3% reported an inability to find housing as their reason for housing loss. It is a common misconception that individuals who are homeless choose to be homeless.

Results indicate that only a small portion (1%) of individuals indicated that being homeless was their personal choice.

In many circumstances, personal choice reflects an individual's decision to leave a precarious or intolerable living situation, or other complex life challenges and barriers. For example, in situations of family conflict (17%), unsafe housing conditions (7%), or domestic abuse (2%), an individual may choose to sacrifice their current living arrangements to ensure their personal safety. Finally, results suggest that health concerns such as addiction or substance abuse (16%) and illness or medical condition (8%) pose an ongoing struggle for many individuals.

ESTIMATING PREVALENCE OF HOMELESSNESS IN KELOWNA

Unfortunately, in Kelowna we do not currently have an integrated information management system to know exactly how many people are experiencing homelessness at any given time. We have some basic data that provide some evidence of unique individuals who used emergency shelters in 2016. Using this as a starting point, we estimated about 2,000 people experience homelessness at some point during the course of one year. This accounts for the growth in emergency shelter use reported by the Homelessness Partnering Strategy (HPS). As well, in 2016 an estimate was calculated to determine the number of rough sleepers who do not access shelters and would therefore not be counted by the HPS report.

We also have 2016 Census data that gives us an understanding of the number of people in Extreme Core Housing Need due to low incomes (under \$20,000 per year) and paying 50% or more on rental costs. We do not know how many of these people will fall into homelessness, but we do know that we need to be mindful of intervening with targeted measures to prevent this whenever possible.

As Figure 2 outlines, we are estimating the full population who might be at high risk of, or experiencing, homelessness during the course of one year is in the range of 4,600 to 5,100 people. Using local shelter utilization data reported through HPS in 2016, we further estimate the overall breakdown of transitional, episodic, and chronic homelessness. These numbers for each typology of homelessness are illustrated below and are important in order to estimate the kind of interventions required.



Throughout this document, illustrations such as these will be included. These illustrations were created by Bob Mack of Urban Systems, a graphic facilitator on site during Lived Experience Circle meetings. The pictures and words represent the voices of those with lived and living experiencing of homelessness in our community – their experiences, their struggles and their messages to share with the Task Force and the broader community, ultimately informing the Journey Home Strategy.

DEFINITIONS OF HOMELESSNESS:

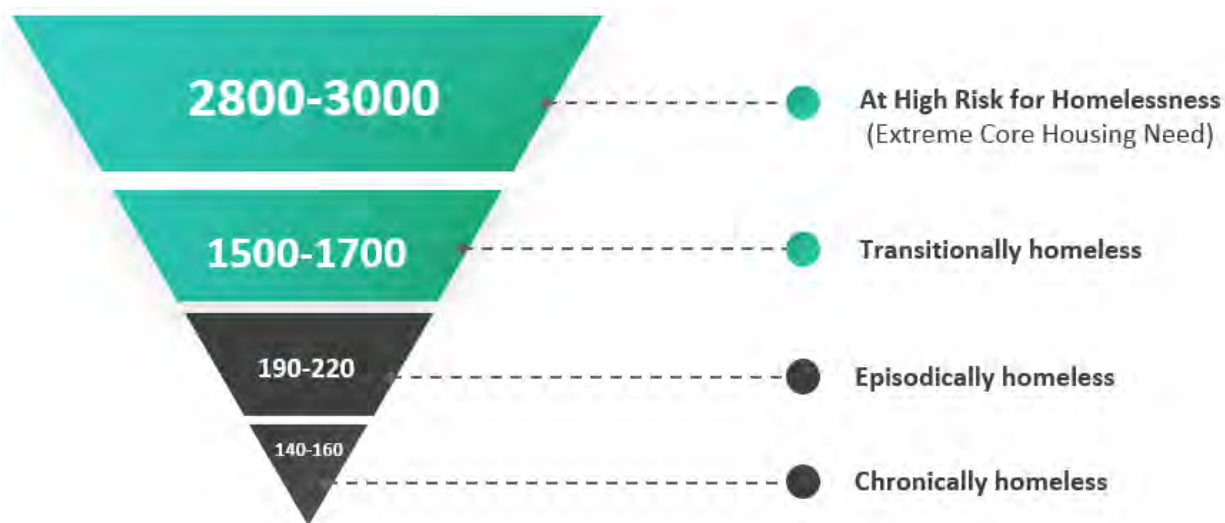
EXTREME CORE HOUSING NEED: Refers to extreme housing affordability and low-income issues for households who were earning less than \$20,000 per year and paying 50% or more of their income on shelter costs (Homeless Hub, 2017).

TRANSITIONAL HOMELESSNESS: Homeless for the first time (usually for less than three months), or has had less than two episodes in the past three years. The transitionally homeless tend to enter into homelessness as a result of economic or housing challenges, and require minimal and one-time assistance.

EPISODIC HOMELESSNESS: Homelessness experienced for less than a year, and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence.

CHRONIC HOMELESSNESS: Homelessness experienced for six months or more in the past year (i.e. has spent more than one hundred and eighty (180) cumulative nights in either a shelter or a place not fit for human habitation) and/or has experienced Homelessness three or more times in the past year. This also includes individuals exiting institutions (e.g. mental health facilities, hospitals, correctional institutions, and children leaving care) who have a history of chronic homelessness and cannot identify a fixed address upon their release.

Figure 2: Estimating Homelessness Numbers in the City of Kelowna



HOMELESSNESS AMONGST KEY POPULATIONS

INDIGENOUS PEOPLES

Indigenous peoples are overrepresented in homeless counts as both rough sleepers and individuals experiencing chronic homelessness. While 6% of Kelowna's general population self-identified as Indigenous according to the 2016 Census, 26% of surveyed participants self-identified as Indigenous in the 2018 Homeless Count.

Of concern is the disproportionately high number of women indicating Indigenous identity, representing 34% of all women experiencing absolute homelessness. When compared to their male counterparts, Indigenous males make up 23% of the total male population experiencing absolute homelessness.

"Homelessness is a by product of colonialism."

- Reconciliation Design Lab participant

It is important to highlight that the sense of being homeless can be experienced from diverse perspectives: cultural, spiritual, or emotional. It is more than a loss of housing. The impact of colonization, residential schooling, intergenerational trauma, ongoing discrimination, and racism in Canadian society has contributed to the ongoing systematic marginalization of Indigenous Peoples.³ This is particularly evident in the higher-than-average proportion of Indigenous Peoples experiencing poverty, violence, core housing need, low educational attainment, and poor access to health care, services and housing. As Indigenous Peoples move into cities, their settlement and cultural reconnection needs must be addressed along with the jurisdictional vacuums impacting their significantly reduced access to basic services both in and out of their home communities.

"We need to talk about Reconciliation in our workplaces"

- Reconciliation Design Lab participant

³ Allan, B. & Smylie, J. (2015). First Peoples, second class treatment: The role of racism in the health and well-being of Indigenous peoples in Canada. Toronto, ON: The Wellesley Institute.

YOUTH

Youth homelessness refers to young people aged 13-24 who are living independently of parents and/or caregivers without the ability to secure a stable, safe, and consistent place to live⁴. With their distinct legal rights, youth are a vulnerable population in our community with unique needs as they transition from childhood to adulthood. They face not only a lack of secure housing, but they also lack experience living without their family or caregiver, and are going through developmental changes (social, physical, emotional, and cognitive)⁵.

Youth make up 26% of Kelowna's general population (under 24 years of age, total youth: 33,750), with a large portion of that being youth aged 10-18 (13,100)⁶. The 2018 PIT count found 9% of Kelowna's homeless population were youth. While this is below the national average for youth homelessness at 20%⁷ of the homelessness population in Canada being youth, it is important to state that youth are underrepresented and undercounted in PIT counts. This population generally comprises a significant proportion of the hidden homeless (i.e. couch surfing or staying with friends) which cannot be accurately enumerated through PIT counts. Despite a decline in youth numbers between the 2016 PIT count and 2018 PIT count, it is essential that we embed a youth lens in the work of Journey Home.

Addressing youth homelessness early has enormous implications for addressing and preventing homelessness.

The National Youth Homelessness Survey (2016) was able to extract more granular population level statistics for the youth who took part in the survey. Specifically: around 30% identify as LGBTQ2S+, 30% are First Nations, and 28% are of a racial minority; 40% of homeless youth said they were first homeless before they turned 16⁸. Without an integrated information management system, it is difficult to determine these statistics for Kelowna's homeless youth population at this point in time. Nevertheless, the national research provides insights applicable to the local context.

"I was tossed around. Different foster homes, shelters, group homes, treatment centres and off and on homeless."

- Youth focus group member

⁴ Canadian Observatory on Homelessness. (2016). Canadian Definition of Youth Homelessness. Homeless Hub. Retrieved from www.homelesshub.ca/youthhomelessdefinition

⁵ Canadian Observatory on Homelessness. (2016). Canadian Definition of Youth Homelessness. Homeless Hub. Retrieved from www.homelesshub.ca/youthhomelessdefinition

⁶ Statistics Canada, 2016. [Census Profile](#): Census Profile:

⁷ Gaetz, S., O'Grady, B., Kidd, S. & Schwan, K. (2016). Without a Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press

⁸ Gaetz, S., O'Grady, B., Kidd, S. & Schwan, K. (2016). Without a Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press

PATHWAYS INTO HOMELESSNESS FOR YOUTH

The National Youth Homelessness survey found that 40.1% of participants reported their first experience of homelessness when they were under the age of 16. Understanding the pathways into homelessness coupled with their limited experience of living independently are crucial steps towards preventing youth homelessness and ensuring that if it does occur, is short and non-recurring.

Youth become homeless for all types of reasons and situations that result in homelessness. This could be from trauma during childhood, socio-economic background, family conflict and breakdown, and violence, among other factors. There is valuable research available which identifies three main causes of youth homelessness, each of these intersect to varying degrees:

- 01 Individual/ relational factors:** Family conflict or breakdown resulting in a youth choosing or being forced to leave. This also includes identity-based conflict (after a young person comes out as lesbian, gay, bisexual, transgender, queer and/or 2-Spirited (LGBTQ2S+)); disengagement with school; criminal involvement; learning disability; mental health, or addictions issues.
- 02 Structural factors:** This can include social and economic conditions such as poverty, lack of education, underemployment, discrimination (homophobia, transphobia, racism, and bullying), and a lack of housing stability. The National Youth Homelessness Survey found that 24.1% of homeless youth reported being homeless once, while 75.9% had experienced multiple episodes of homelessness.⁹
- 03 Institutional and systems failures:** A youth can become homeless as a result of slipping through the cracks as they exit institutions such as child protection (a National Survey Result indicated that 57.8% of homeless youth were involved with child protection services in the past), health and mental health care, juvenile justice).¹⁰ Staggeringly, 29% of those experiencing absolute homelessness in Kelowna (during the 2018 PIT count) identified that they had been in foster care and/or a group home. Of those who had been in foster care and/or group home (n=30), 30% became homeless within one year of leaving care.

"Getting kicked out of family, feeling no sense of belonging, connection or purpose. In seeking community, I found a place where people understood me, accepted me..."

- Lived Experience Circle member

⁹ Ibid. 6

¹⁰ Ibid. 4

WOMEN & FAMILIES

In the 2018 PIT count, 31% of the individuals experiencing homelessness were women. Notably, women are more likely to be less visible in their experiences of homelessness and, as a result, they are relatively under-represented in homeless counts at about 25% of those enumerated, due to their hidden homelessness.¹¹ However, it is of importance to highlight their experience of housing instability – be it couch surfing, living in unaffordable or inappropriate housing, or unsafe situations (i.e. women prostituting for places to rent). Often, lone-parent households led by women have to manage housing instability with limited incomes and the need to balance childcare needs.

Women require specific attention due to gender-related histories of exploitation, violence, and victimization. As women, they face the ongoing and systematic gender effects that lead to a higher likelihood of experiencing poverty and low income.¹² In addition, the connection between domestic violence and homelessness is often prevalent for women. The exploitation of girls and women remains a reality in our society, as is their disproportionate experience of gender-based violence.



MIGRANT WORKERS

The Kelowna region has a long history of migrant agricultural workers dating back to the late 1800s. The earliest migrant agricultural workers were the Chinese in the early 1900s. Due to the World Wars and other global trends, the groups that came to the region to work have shifted with the current status being a high proportion of young French Canadians and growing numbers of people from Latin America. The continued growth and operation of the agricultural industry in the Okanagan continues to depend on the employment of temporary migrant workers and, as such, this pattern will likely persist.

This group is quite vulnerable to housing insecurity and homelessness especially in the case of those who are temporary foreign workers. The arrival of many new workers from Mexico is one example as they are known to face a range of socio-economic hardships in the Okanagan such as hours of work, access to housing, employment benefits, and fair wages.¹³

¹¹ Often referred to as 'couch surfers' or the 'hidden homeless', this describes people who stay with friends, family, or even strangers. They are typically not paying rent, their duration of stay is unsustainable in the long term, and they do not have the means to secure their own permanent housing in the future.

¹² Canadian Women's Foundation. (2017). The Facts about Women and Poverty in Canada. Retrieved from <https://www.canadianwomen.org/the-facts/womens-poverty/>

¹³ Strauss, K. and McGrath, S. (2017) Temporary migration, precarious employment and unfree labour relations: Exploring the 'continuum of exploitation' in Canada's Temporary Foreign Worker Program. *Geoforum* Volume 78, January 2017, Pages 199-208

SENIORS

About 3% of those surveyed during the 2018 PIT count were aged 65 or older. Seniors can become homeless for a variety of reasons, including the lack of income to pay for housing (low government assistance, insufficient pensions, low wages and/or savings), the shortage of affordable and secure housing, deteriorating physical and mental health, a relationship breakdown and/or suffering from violence and abuse. The risk of homelessness for seniors can also be increased by the death of a spouse, social isolation, discrimination, or a lack of awareness of available benefits and services.¹⁴

A further challenge for older homeless persons is that they often suffer more frequently from a variety of health problems such as chronic disease, functional disabilities, and high blood pressure than other homeless persons. This is an important consideration for service and housing responses that will need to be integrated with health care providers. Further, with the homeless population aging alongside the general population, this trend is likely to increase.



NEWCOMERS

The immigrant community is a growing population in the region.¹⁵ This population is often part of the hidden homeless, with a tendency for newcomers to the Okanagan to commonly deal with the high cost of housing in the region by house sharing.¹⁶ While newcomers may not access mainstream shelters, they nevertheless may need supports tailored to their unique experiences.

¹⁴ Government of Canada. (2016). National Shelter Study. Retrieved from <https://www.canada.ca/en/employment-social-development/programs/communities/homelessness/reports-shelter-2014.html>

¹⁵ Statistics Canada. 2017. Focus on Geography Series, 2016 Census. Statistics Canada Catalogue no. 98-404-X2016001. Ottawa, Ontario. Data products, 2016 Census.

¹⁶ Teixeira, C. (2011). Finding a home of their own: Immigrant housing experiences in central Okanagan, British Columbia, and policy recommendations for change. *Journal of International Migration and Integration / Revue De l'intégration et de la migration internationale*, 12(2), 173-197.

SHELTER USE PATTERNS

Since 2009, the number of shelter users in Kelowna has steadily increased from 722 to 1,688 people in 2016. These 1,688 individuals stayed in shelter a total of 4,702 times with the average length of stay at 11 days.¹⁷

As Figure 3 suggests, from 2016 to 2018, the Homeless PIT Count showed emergency shelter capacity increased from 180 to 254 spaces (up 41%). This is reflected by the 42% increase in the number of people enumerated in emergency shelters during this period from 164 to 234 individuals. This demonstrates the need for community response to increasing homeless numbers reported, which led to the addition of 80 shelter beds over the 2017/18 winter.

Figure 3: Client enumeration, total capacity, and data collection strategy for local homeless shelter in 2016 & 2018 Homeless PIT Counts

Emergency Shelter	2016	2018	2016	2018
Location (Organization)	Count	Count	Total Capacity*	Total Capacity*
Alexandra Gardner Shelter (NOW Canada)	19	15	20+	20+
Cornerstone (John Howard Society)	N/A	80	N/A	75+
Inn from the Cold	39	45	40+	43+
Kelowna's Gospel Mission	90	77	94+	90+
Kelowna Women's Shelter	8	15	16+	16+
Youth Shelter (Okanagan Boys and Girls Clubs)	8	2	10+	10+
Total	164	234	180+	254+
*The total capacity of the homeless shelter may be expanded by providing sleeping mats or additional cots, denoted by the (+) symbol.				

Research demonstrates that interpersonal violence and homelessness are correlated. Designed to support women fleeing violence, the Kelowna Women's Shelter provides a safe haven, support, and preventative education. During the 2016-2017 period, the shelter had 779 referrals including women and children. While 201 new residents were admitted, 450 were not sheltered – with the primary reason being a lack of space. This demonstrates an increase in abused women, many with serious mental health and/or substance use issues being observed locally.

YOUTH SHELTER USE PATTERNS

Homeless youth are consistently underrepresented in homelessness counts and shelter statistics. While there were around 222 youth who accessed shelters in Kelowna throughout 2016, inclusive of data from HPS, local shelter, and PIT count data, there could be anywhere from 250-290 homeless

¹⁷ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

youth in Kelowna (across the categories of transitionally homeless, chronically homeless, or episodically homeless). This is based on youth comprising anywhere from 9%-14%¹⁸ of total homeless individuals in Kelowna. The majority of these youth (186) were accessing the adult shelters (over 19 years old and up to 24 years of age), and thereby increased their exposure to risks to which they would not otherwise be exposed.

CHRONIC & EPISODIC HOMELESSNESS

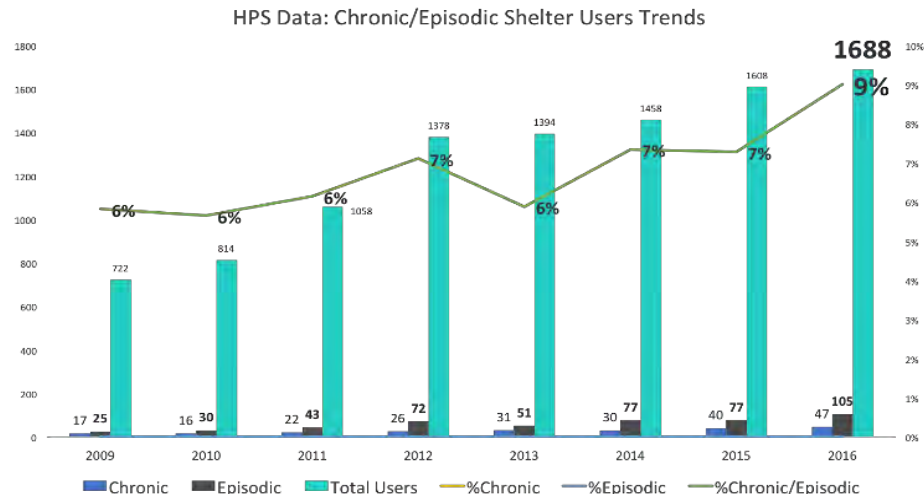
The Government of Canada¹⁹ provides the following definitions of homelessness:

Chronic homelessness – Individuals who have been homeless for six months or more in the past year (i.e. they have spent more than 180 total nights in a shelter or place not fit for human habitation).

Episodic homelessness – People who have experienced three or more episodes of homelessness in the past year.

Both groups often suffer from associated disabling conditions such as chronic physical or mental illness and substance abuse problems. Kelowna shelter data as depicted in Figure 4 through 7 from 2016 reported by HPS tells us that there is a relatively small percentage of chronic/episodic shelter users, but that the number has grown by 3% over the past five years.²⁰

Figure 4: HPS 2016 Shelter Data - Kelowna



¹⁸ 9% based on 2018 PIT count, 14% based on estimated youth homelessness prevalence determined from a range of data sources

¹⁹ Government of Canada. (2016). Homeless partnering strategy directives 2014-2019. Retrieved from <https://www.canada.ca/en/employment-social-development/services/funding/homeless/homeless-directives.html>

²⁰ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

Data also suggests shelters are over-capacity, and that occupancy is on the rise which led to the addition of 80 shelter beds in 2017/18, as illustrated in Figure 5.²¹

Figure 5: HPS 2016 Shelter Trends - Kelowna

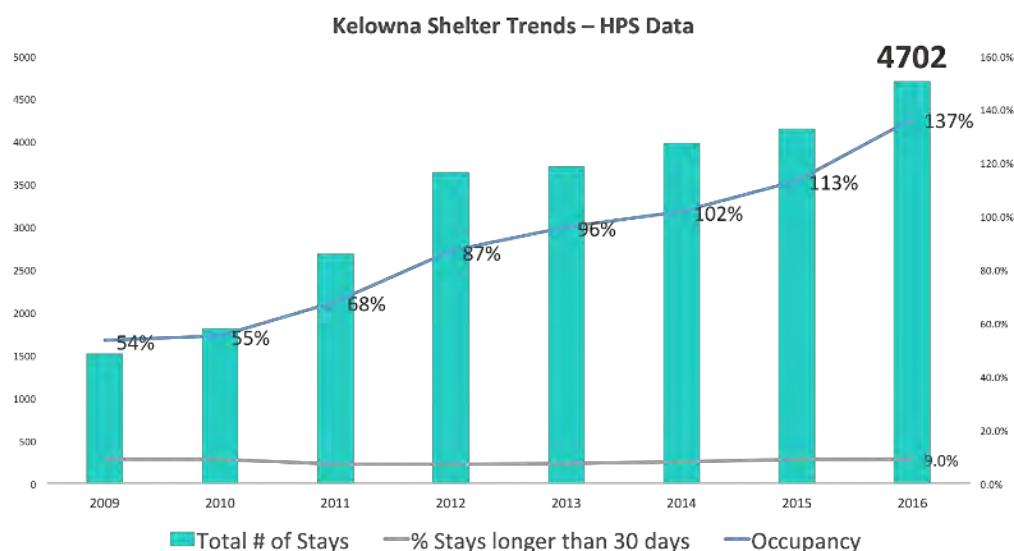
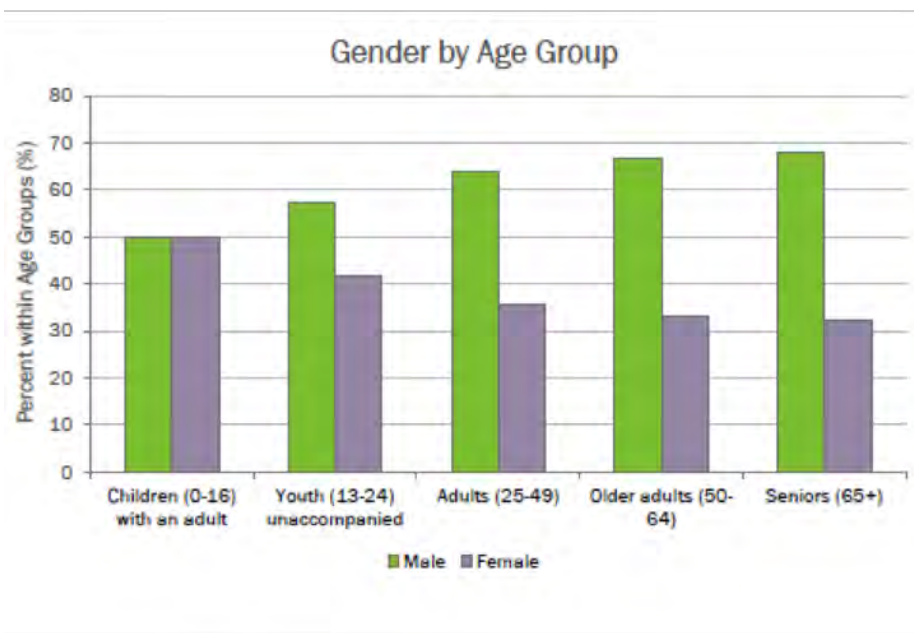


Figure 6: Emergency Shelter Use in Kelowna in 2016

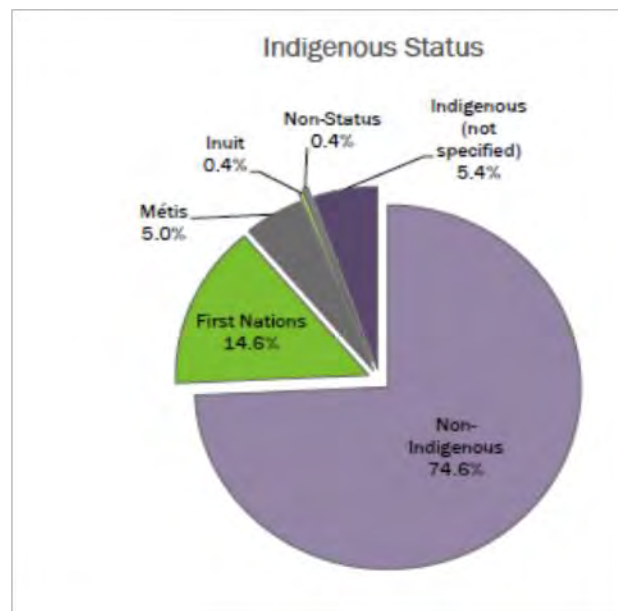


The local data indicates current users of the shelter system tend to be male and non-Indigenous. However, it also demonstrates that Indigenous peoples are over-represented in the shelter system at 15%, which is typical across Canada whereby homelessness amongst Indigenous peoples can be traced back to historical trauma, oppression, racism, and discrimination. Many of the personal issues (including familial dysfunction, substance use, addictions, health issues, and community

²¹ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

violence) faced by Indigenous peoples that act as contributors to homelessness can be directly linked to various types of historical trauma.²²

Figure 7: Shelter-Using Subpopulations in 2016: Indigenous status²³



SLEEPING ROUGH IN KELOWNA

Sleeping rough refers to finding shelter in parks, garages, cars, makeshift shelters or vacant buildings. The 2018 Homeless Count in Kelowna estimated the unsheltered population sleeping outside to be 52 people (18% of the absolute homeless population). While there is currently no mechanism in place to monitor and collect data on the numbers sleeping rough in our community, there are currently reports of increasing numbers of individuals sleeping without shelter. This includes parking lots that have had an increase in people sleeping in their vehicles.²⁴



²² Indigenous peoples. 2017. Retrieved from <http://homelesshub.ca/solutions/population-specific/indigenous-peoples>

²³ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

²⁴ Castanet. (2016). Night concerns at Walmart. Sep 2, 2016. Retrieved from <https://www.castanet.net/news/Kelowna/174892/Night-concerns-at-Walmart>

THE HOUSING SITUATION IN KELOWNA

To understand homelessness, we need to understand housing dynamics further. Housing in Kelowna is in the midst of a boom cycle and, while some residents may be benefiting from this, others are feeling squeezed out of a tight market, and are becoming housing vulnerable.

The 2017 Housing Needs Assessment (HNA)²⁵ prepared by the City of Kelowna reported there are a total of 53,440 households in Kelowna (2016) and 14,930 of these, or 28% of households, spend greater than 30% of their household income on housing costs. This number is reflective of all housing types and has increased substantially from 11% in 1991.

Notably, direct housing costs, such as utilities and taxes, and indirect housing costs, including transportation, have also increased with an impact on housing affordability.

The report describes a disparity with “unaffordable” housing between owners and renters. A total of 6,900 owner households, or 19%, spend greater than 30% on housing costs while 8,000 tenant households, or 47%, spend greater than 30% on housing costs. This discrepancy between the ownership market and the rental market is likely the result of the higher share of lower-income households in the rental market. These households are more vulnerable to the recent increases in average rental prices occurring due to low vacancy rates.

The HNA introduces the concepts of resiliency in the housing system and proposes recommendations to address current gaps; Journey Home Strategy actions align with these recommendations. Bringing a resiliency lens to the work here is helpful. Resiliency is a measure of a system’s ability to respond to, absorb, and recover from sudden or unexpected changes.

To better understand current gaps in the housing market and how they relate to homelessness, a number of dynamics need to be considered further. In particular, the costs of housing and the diversity of housing forms and tenure are relevant to this discussion.

HOUSING MARKET DYNAMICS

Housing prices have escalated dramatically in the last 10 years throughout Canada.²⁶ The surge in housing prices was a result of the global financial crisis a decade ago. The crisis drove interest rates down to historic lows, thereby allowing buyers to shrug off a growing disparity between their incomes and the cost of buying a house. The availability of 30-, 35-, and even 40-year mortgages during the 2000s also helped obscure the income-house price gap.

Greater housing diversity would contribute to affordability and provides more options to residents; however, due to most of the supply being geared to single family homeownership, there has been a lag in affordable rental housing options. The Kelowna Housing Needs Assessment reports that of

²⁵ City of Kelowna (2017). Housing Needs Assessment. Retrieved from <https://kelownapublishing.escribemeetings.com/filestream.ashx?DocumentId=9446>; The report uses data from Statistics Canada, 2016 Census Community Profile – Kelowna, CSD.

²⁶ CMHC. (2017) Examining Escalating House Prices in Large Canadian Metropolitan Centres. Retrieved from <https://www.cmhc-schl.gc.ca/odpub/pdf/69262.pdf>

the total number of occupied units in private housing, 72% are owned, while 28% are rented. In 2016, the number of primary rental units available was 4,804 supplemented by an additional 10,073 units in the Census Metropolitan Area (CMA) that are secondary rentals (carriage homes, basement suites, rented privately owned housing – not including condos).

Rising housing costs in the city place increased demand on a rental housing supply that has seen little movement the past five years. Not surprisingly, we see increasing costs in the rental market and exceedingly low vacancy rates hovering on zero, as seen in Figure 8.

Figure 8: Rental Universe by Bedroom Type & Rent in Kelowna (\$) ²⁷

	Oct-14		Oct-15		Oct-16		Oct-17	
	Cost \$	Vacancy %	Cost \$	Vacancy %	Cost \$	Vacancy %	Cost \$	Vacancy %
Bachelor	617	0.0	632	0.7	711	0.0	861	0.0
1 Bedroom	791	0.7	800	0.6	868	0.9	943	0.2
2 Bedroom	997	1.5	1,015	1.0	1,085	0.6	1,179	0.2
3 Bedroom +	1,233	0.0	1,068	0.0	1,256	0.0	1,289	0.0
Total	899	1.0	900	0.8	978	0.7	1,047	0.2

Despite an increasing population, the primary rental universe has remained relatively constant despite the additional demand.

Growing Population, Extremely Low Vacancy Rate: Kelowna's population has increased, putting pressure on the rental market, resulting in a vacancy rate of 0.2%.

The overall vacancy rate decreased to 0.2%, and the average rent increased to \$1,047 – up by 7% year-over-year in 2017.²⁸ Elevated demand and insufficient new supply have driven rent increases higher, resulting in limited lower cost options available to incoming renters.

The cost of renting is over \$12,000 per year for an average two-bedroom unit. While we know more rental is in the pipeline with about 1,480 units under construction as of April 2018, according to the City of Kelowna Planning Department, we are clearly at a deficit when it comes to rental stock that is affordable for low-income households. Continued tightness in the rental market can be attributed to a variety of factors including a significant increase in rental housing demand outpacing supply, the rising cost of homeownership relative to rents, rising enrolment in post-secondary institutions, strong population growth, and growing employment opportunities for young people.

**Rent in Kelowna is increasing:
From 2016 to 2017, rent costs grew by 7% to \$1,047/month.**

27 CMHC. (2017). Primary Rental Market Statistics — Kelowna. Retrieved from: <https://www03.cmhc-schl.gc.ca/hmiportal/en/#Profile/067001/5/Core%20Area>

28 CMHC. (2017). Rental Market Report 2016. Kelowna CMA. Retrieved from <https://www03.cmhc-schl.gc.ca/catalog/productDetail.cfm?cat=117&itm=1&lang=en&fr=1514399114384>

HOUSING AFFORDABILITY

The city's burgeoning tech and education sectors are bringing thousands of young people into the city, putting them in competition for rental space with working families and retirees who continue to flock to the region. The shortage of affordable housing continues to be a significant driving force related to homelessness.

EXTREME CORE HOUSING NEED

When we look deeper at housing affordability and poverty, a very different picture emerges with direct bearing on the risk of experiencing homelessness in Kelowna. When we explored the data further to draw out those facing extreme housing affordability and very low-income issues, we found there were 2,036 households earning less than \$30,000 per year and paying 50% or more of their income on shelter costs.

Figure 9: Extreme Core Housing Need ²⁹

Kelowna CSD <u>Total</u> Households in Extreme Core Housing Need Spending 50% or more of household total income on shelter costs			
Under \$10,000	\$10,000 to \$19,999	\$20,000 to \$29,999	Total
1,284	1,944	1,516	4,744

Kelowna CSD <u>Renter</u> Households in Extreme Core Housing Need Spending 50% or more of household total income on shelter costs			
Under \$10,000	\$10,000 to \$19,999	\$20,000 to \$29,999	Total
684	1,352	876	2,912

It is important to emphasize that those at risk of homelessness have both a high housing cost and a poverty challenge. If we compare the average incomes of those at risk to the average Kelowna household, the picture is startling: high-risk renter households earn a fraction of the income of average Kelowna households, yet they face similar housing costs in a tightening marketplace.

²⁹ Statistics Canada. (2016). Data tables. Shelter Cost (12). Census of Population, Statistics Canada Catalogue no. 98-400-X2016228. Note that due to a lack of CSD level data, we estimate using 80% of CMA rates reported to generate the totals.


CURRENT SYSTEM CAPACITY IN KELOWNA

Community partners are working to address issues around housing and homelessness by providing a range of important services such as prevention, crisis support, outreach, emergency shelters, daytime drop-in, transitional housing, and supported housing.

Three shelter providers in Kelowna house both men and women including one with a set number of beds for women and men, and another with the ability to flex in order to accommodate the gender-specific needs nightly. Of the emergency shelter beds, 20% are dedicated solely for women and children, and 8% of beds exist exclusively for youth. There are no units available specifically for families.

Short-term supportive housing primarily consists of supportive recovery beds, community-based residential facilities, mental health units, and safe housing for women and children. There are currently 507 short-term supportive housing units. Of the total number of short-term supportive housing units available, 23% are dedicated to women and children, 12% are senior specific, and just under 1% are dedicated to families. 44% of all short-term supportive housing units are dedicated to supportive recovery and mental health support.

This indicates a significant backlog in demand for short-term supportive housing; while these units are typically intended for one to two-year lengths of stay, some units have had the same occupant for up to seven years. Housing providers pointed to the need for affordable units, so their tenants have somewhere to move as well as ensuring that short-term supportive housing units are actually used for people who are in transition (i.e. youth, women fleeing domestic violence, individuals leaving institutions, etc.)



There are 3,132 units of long-term supportive housing in Kelowna; 92% of these are designed for seniors. Of the 251 non-senior specific long-term supportive housing units, 34% are designated for persons with disabilities and 3% are available for youth.

The number of subsidized rental housing units in Kelowna is 1,624. Family specific units make up 49% of this housing category while units dedicated to low-income seniors follow closely, accounting for 48% of the units available. That leaves a mere 3% of these units for single adults – which make up the majority of those using shelters and enumerated in the Homeless Counts.

Rent assistance is available through BC Housing's Homeless Rent Supplements, Rent Assist Families and Rent Assist Seniors programs, including the Shelter Aid for Elderly Renters (SAFER) program in private market rentals for 1,265 units. Of note, the vast majority of units and financial assistance (66%) are for seniors, with 63% of those falling within the Housing with Supports realm.

Figure 10: Housing System of Care as reported in the Housing Needs Assessment

Housing Type	Capacity
Emergency Shelter	180 beds
Short-Term Supportive Housing	507 units
Long-Term Supportive Housing	3,132 units
Subsidized Rental Housing	1,624
Rental Housing	primary 4,804 secondary 10,073
Ownership Housing	4,621 homes were sold in 2016

Figure 11 lists program capacity currently operating in Kelowna, and a detailed inventory of agencies and programs is listed in Appendix D.

Figure 11: Kelowna Program Inventory

Service Allocation	Number of Projects	Total Units
Emergency Shelter and Housing for the Homeless	17	468
Halfway House	4	35
Hostel	4	152
Independent Housing	4	44
Independent Senior Housing	10	941
Independent Social Housing	19	1309
Senior Housing	2	20
Supportive Housing	3	149
Supportive Living	2	30
Supportive Senior Housing	23	1,483
Supportive Transitional Housing	1	8
Transitional Supported and Assisted Living	49	946
Total	138	5,585

YOUTH SHELTER & HOUSING

A Way Home Kelowna notes that the current system for youth is limited. There is a clear service transition point when an individual is no longer considered to be a youth by the provincial definition (those over 19 years of age). There are approximately 33 funded beds intentionally designed for youth in Kelowna under 19 – this includes temporary beds such as those found in the youth emergency shelter. Once a youth turns 19, they are no longer able to access the youth emergency shelter. Instead they are directed to access the adult emergency shelters, which frequently operate at capacity.

There are no beds within existing housing programs that are specifically for youth (19-24) though there are some scattered site units that are dedicated to youth. There is no youth specific building with supportive housing in Kelowna, and it is much needed. Once a youth turns 19 years of age, they enter the adult system and, if seeking supportive housing, need to submit an application and be assessed. They can also be added to the housing waitlist which is the coordinated list administered by BC Housing for supportive housing, and non-market rentals. Housing navigation and rent subsidies are an option for youth – a service provided through a number of organizations in Kelowna, and typically offered to youth 16-24 years old.



A WAY HOME
VERS UN CHEZ-SOI
KELOWNA


Focusing on Youth Homelessness in Kelowna
Identifying, developing, and implementing strategies to prevent and end youth homelessness in our community, A Way Home Kelowna is committed to ensuring that the needs of youth are prioritized and form an essential part of Journey Home.



SECTION 3: STRENGTHENING THE STRATEGY WITH COMMUNITY VOICES


Kelowna undertook a significant and robust community engagement effort to develop the Journey Home Strategy in 2018. The level of interest we saw from Kelowna residents was remarkable. This alone sends a clear message: addressing homelessness is a high priority for the community. This section provides an overview of the various engagement strategies used to develop the Journey Home Strategy, followed by a summary of input received from design labs, community summits, a public survey, lived experience, and youth consultations.

The promotion for participation in the Journey Home consultations was designed to be broad and inclusive, reaching across all sectors and all walks of life. This was intentional.



The hope was to engage our entire community in the conversation that encouraged learning from one and other, and to build on and mobilize strengths, especially from within sectors that had never engaged in this work before.

The numbers of people and organizations, together with the diversity of sectors of the community, that participated generated rich and sometimes difficult but genuine discussions. Through all the conversations emerged a sentiment that making a positive impact is within our grasp as a community, but only if we approach the complexity of homelessness through a collective lens.

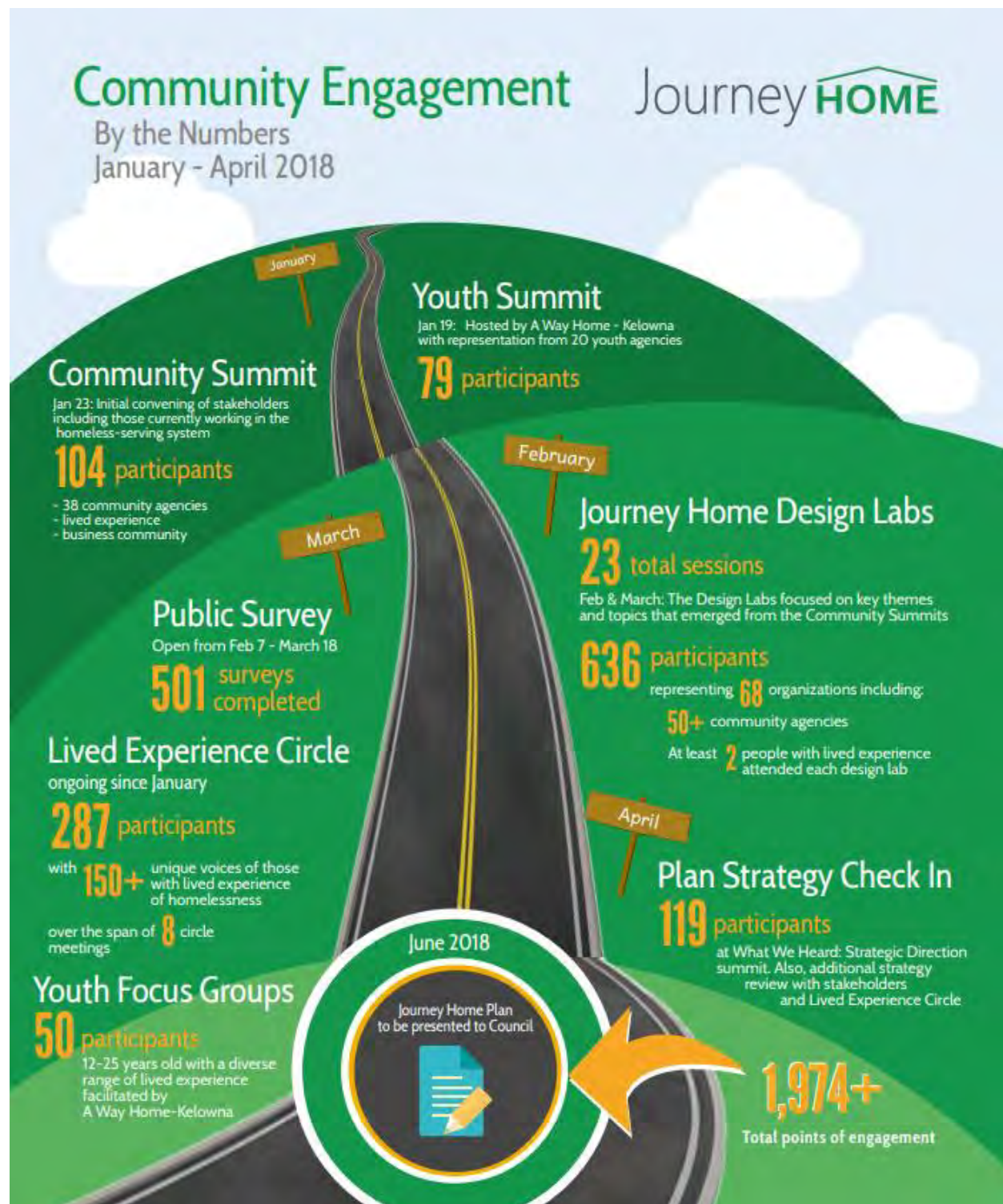


It will take our entire community working together to impact change through Journey Home.

It is this input, derived from over 2,000 points of engagement, that has been rolled up to create the final Strategy. This included a public survey online, three Community Summits, and 23 Design Labs. From the onset, a Lived Experience Circle – which engaged about 180 people – was created to inform the Journey Home Task Force (see Appendix A) and provide valuable insight to the development of the Strategy. Youth focus groups and one-on-one interviews generated input from close to 50 youth, ensuring that a strong youth voice from a place of lived experience was captured in the actions within the Strategy. Through all of these community voices, we gained exceptional insight into the current situation, including individual and community strengths along with well-informed insight regarding barriers, all of which informed the Strategy solutions that will allow the community to move forward.

Of note, the Journey Home Task Force had monthly meetings, participated in the summits, design labs and survey, and were involved in other committees (such as the A Way Home Kelowna Steering Committee, see Appendix B) to ensure regular, insightful, and comprehensive feedback flowed throughout the Strategy development process.

Figure 12: Overview of Community Input Activities



COMMUNITY SUMMITS

The Journey Home Task Force launched the engagement process with two community-wide summits: a Community Summit and a Summit on Youth Homelessness. The summits brought together key stakeholders at the beginning of the process to discuss issues and directions emerging from the research in order to identify key topics that required more exploration and discussion.

Over 180 people participated at the two Community Summit events representing 58 community agencies, people with lived experience, all levels of government, and members from the faith, business, development and construction community as well as the technology sector, researchers, landlords, and the broader community.

The first Community Summit was held in January 2018 and focused on key trends relevant to homelessness, and engaged stakeholders in identifying emerging priorities for the Strategy. The second summit was held in April and provided the stakeholders an opportunity to review the Strategy draft directions and provide input on implementation.

The Youth Summit on Youth Homelessness was hosted by A Way Home-Kelowna with representation from 20 youth agencies and over 80 people participating in January 2018. During the course of this summit, participants identified a number of priorities for the community to consider specific measures to prevent and end youth homelessness.

LIVED EXPERIENCE CIRCLE

From the onset of Journey Home there was a strong commitment to ensure meaningful and authentic engagement of those who have or are currently experiencing homelessness. As a starting point, the Journey Home Task Force was designed to include two individuals who bring this perspective to the group. The inclusion of these voices was in recognition that people who are intimately familiar with the issues related to homelessness hold valuable perspectives about how to tackle these challenges, and thus have significant expertise that can inform our approach.

The Lived Experience Circle has informed and guided the work of the Journey Home Task Force including the design of the community education and engagement processes. The inclusive structure of the Circle was successful with 180 members engaged over the span of seven meetings. These sessions provided a format to gather important insight into the strengths, gaps, and barriers in the current homeless serving system. Alongside a graphic facilitator, a Circle convener supported Circle participants to develop solutions portrayed through words and pictures to share their message with the broader community – these are included throughout this document.



"People can't always articulate what they need or know how to ask for help."

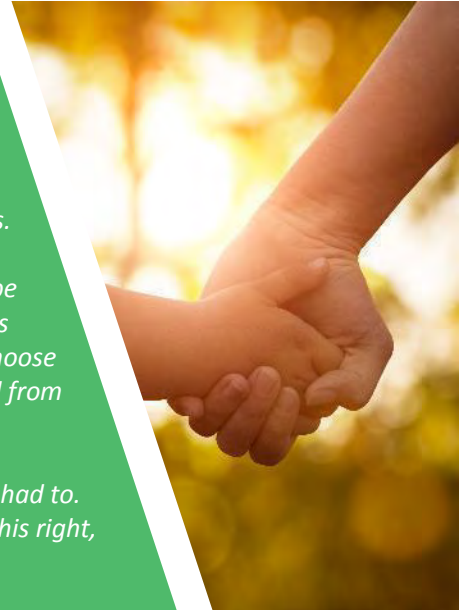
- Lived Experience Circle attendee

A MOTHER'S PERSPECTIVE:

Carrie, a mother of two in Kelowna, explains how she had to make an impossible choice:

There are many people who don't fit into traditional housing models. Some people have unique and special needs. But that doesn't mean they don't deserve a place to call home. I can't even begin to describe the hopelessness I have felt navigating the system, to access services and trying to find a place for our son to call home. I was forced to choose to house one child with difficulties and have my other child removed from my home, or send my struggling child to live on the streets... there were simply no other options.

No family should have to experience the agony and despair that we had to. But we now have the opportunity before us to do this better, to do this right, to ensure every member of our community has a place to call home.



YOUTH VOICE

A Way Home Kelowna engaged over 50 youth up to 24 years old through five focus groups and one-on-one interviews designed to create a forum through which they could provide their input on gaps and solutions. Specific themes that emerged included the need for youth-specific residential treatment facilities, housing and supports, and fostering community connections through enhanced programming for youth to strengthen skills and recreation opportunities.

Both the Lived Experience Circle and youth focus group participants emphasized the need to address stigma, educate the general public, respect individual choice and needs, and increase access to the right services and housing at the right time.

DESIGN LABS

The engagement process brought together 636 participants over the course of 23 Design Labs representing approximately 70 organizations. Invitations to participate were intentionally issued across the community to encourage broad and multi-sector participation, and extra attention was given to encourage sectors not normally engaged in the homelessness conversation. We were fortunate that members of the Lived Experience Circle were keen to participate and were able to attend; essentially, every Lab included their perspective. The format of the Design Labs was specifically tailored to inspire creative and innovative solutions to the issues identified in the Community Summits. Many of the Journey Home Strategy solutions were discussed in-depth during these facilitated sessions. Figure 13 identifies the 23 Design Labs. Appendix G further details the Design Lab topics.

Figure 13: Design Lab Topics

Plan Implementation – Backbone Organization & Plan Endorsement	Integrating Intimate Partner Violence Response & the Plan to End Homelessness	Housing First & Supportive Housing for Chronic & Episodic Homelessness
Linking Poverty Reduction and Homelessness Initiatives	Landlords, Developers & Builders: Roles in Plan Implementation	The Upstream Project to Prevent Youth Homelessness
Community Dialogue	Affordable Housing	Research Agenda
Early Identification & Prevention Strategies	Mental Health & Addictions Support	Ending Homelessness & Reconciliation
Technology-Based Solutions	Minority Populations	Regional Partnerships
Engaging the Faith Community	Public Education & Understanding	Youth Housing First Programs
Red Zone Review	Coordinated Access & Assessment	Youth Supportive Housing
Funders' Forum	Social Finance & Innovation	



PUBLIC SURVEY

An online survey sought the perspectives of Kelowna residents regarding the importance of the community addressing homelessness, awareness of the work underway, and responses to proposed solutions. Just over 500 responses were received (n=502, with 82% completing the survey in full).

The vast majority of survey respondents were Kelowna residents (95%) with most identifying as being female (66%) versus male (28%). About 9% identified as a member of a visible minority, and 5% as an Indigenous person.

Most of the respondents described themselves as a concerned citizen (77%) followed by a community organization (19%), and a business owner (15%) (note: multiple responses were reported; thus, these figures do not add up to 100%). The respondents spanned diverse age groups with 40% falling between the ages of 35-54 years, 33% were 55 years plus, and 23% age 18-34. One quarter of respondents had someone in their immediate family experience homelessness, and 15% had personally experienced homelessness.

DESIGN LABS & COMMUNITY SUMMIT INPUT KEY THEMES

This section summarizes the key themes from the design labs and community summits drawing from the input received during the community summits, design labs, public survey, Lived Experience Circle and youth focus groups. These main ideas that emerged during the consultation informed the Strategy's priorities and actions outlined in Section 4.

Overall, it was remarkable to watch as people learned from each other, and a sense of optimism and hope began to unfold throughout the consultations, leaving many inspired.

As a result, discussions between sectors are ongoing with the momentum continuing even after the Journey Home consultation has concluded.

KELOWNA IS READY

A recurring theme that echoed throughout the consultations was the community's readiness to move forward – grounded in action with a sense of urgency. The turnout at the consultations and Community Summits was extraordinary, and the energy created was inspirational. The overarching message was clear: people are ready and willing to move forward, and the time is now.

COLLABORATION AND COORDINATION

A coordinated effort was another focal point emerging from the consultations. Many identified the need to connect with each other and build up a community response to homelessness. The feedback from the conversations was passionate and based on a dedication to contribute to solutions. There was a recognized strength of the intentional approach to engage a broader range of people from outside the typical health and housing sectors, contributing to a more interconnected picture. Groups recognized there is a wealth of resources and quality services available in the community, but felt that within the current system, they remain disconnected. Enhanced inter-organizational communication was recommended to address silos and competition.

"Our conversation as a community is not finished, it's only just begun."

- Reconciliation Design Lab participant

BACKBONE ORGANIZATION

Throughout all consultations, the need was highlighted for a coordinating body to support the Strategy implementation and collective movement across stakeholders. The consensus was that a Backbone Organization was needed to coordinate service delivery early in the process: to foster collaboration and engagement, and increase linkages across agencies/systems. Particularly to enabling a connection between the adult and youth systems, improve accountability, coordinate funding, and ultimately, keep the stakeholders aligned and focused on the vision. The overarching theme was that a Backbone Organization was seen as critical to the successful implementation of the Journey Home Strategy.

"We need leadership that inspires and drives action."

- Backbone Organization Design Lab participant

INFORMATION SHARING

Many groups also identified the need for a shared information system as a way to increase coordination. Stakeholders discussed the need to have access to reliable, system-wide, real-time data to monitor progress, inform decisions, and implement the Strategy. Support from the technology sector was indicated as key in moving forward in relation to data collection, integration, and visualization.

TRUST, RELATIONSHIPS & PARTNERSHIPS

Closely related to a more coordinated and collaborative approach was the identified need for increased trust, authentic relationships, and partnerships across sectors and stakeholders. Local players such as the faith community, housing developers and landlords, Indigenous communities, and those with lived experience were noted. In this way, groups can share expertise and knowledge, pool resources and strengths, and learn from each other in their efforts to tackle homelessness in unique and innovative ways. The key theme was that a primary role of the Backbone Organization would be to convene in an inclusive and collective framework designed to support the development of trust-based relationships and partnerships.

WORKING WITH GOVERNMENT

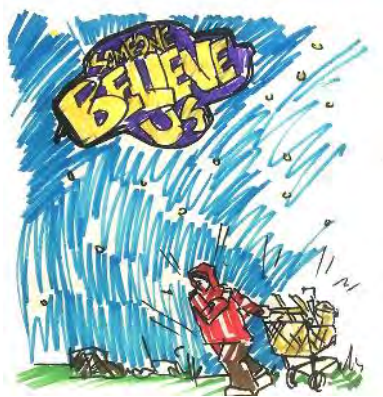
Involving all levels of government was identified to be of key importance during the consultation. Those in the business of housing development identified significant barriers they face and lack of incentives to engage in affordable housing and other low-cost alternative housing solutions. Having multiple levels of government on board to help create incentives and cut red tape would go a long way towards meeting objectives set out in the Strategy. Topics to explore include taxation, land-use bylaws, and development permits.

Participants noted that it was critical that Journey Home implementation have a formal relationship with the City of Kelowna whereby:

- The City formalizes its commitment to funding and support;
- The partnership addresses alignment of efforts and long-term planning, and leverages contribution of City resources; and
- The City advocates for system-related change and the related resources that are needed.

PUBLIC EDUCATION & AWARENESS

Another common theme across all engagement processes was a need for public education on issues of homelessness, addiction, mental health, and poverty. Many discussed concerns about how NIMBYism (“not in my backyard”), stigma, and discrimination inhibit community support, and perpetuate myths about who is homeless and why. People perceived these issues as the chief barriers to success of the Strategy. The Lived Experience Circle discussed the impact of prevalent stigma and discrimination towards them as both a driver to homelessness and a barrier to recovery.



“Things will only change when people get to know us... we need to put faces to the experience.”

- Lived Experience Circle member

In recognition of Kelowna’s diverse community, there was also discussion about including various events and strategies that could foster understanding and acceptance of the various cultures living locally to reduce discrimination. This work needs to be ongoing and recognized as a key focus for strengthening the social fabric of the community.

TRAINING

Participants noted the homeless serving system and other systems (for example, police, bylaw, emergency medical responders) can benefit from further education and training about how best to serve people with multiple and interconnected needs (homelessness, addictions, trauma, brain injury, and health conditions.). A key theme was to ensure system-wide training that was consistent and ongoing. Some suggested engaging those with lived experience as an effective strategy to tailor and enhance service impact. Another example is to have Bylaw support services and RCMP working side-by-side with peers with lived experience of homelessness.

HOUSING AFFORDABILITY

The consultation process highlighted widespread agreement on the need for more affordable housing options, specifically housing that is:

- *Diverse & Integrated*
Affordable housing dispersed throughout the community, not just in one area; diversity of unit types; mixed across neighbourhoods.
- *Safe & Accessible*
Housing strategically placed throughout the community, not random; close to transportation; housing appropriate for seniors and those with disabilities.
- *Innovative*
Exploring innovative housing models; public-private partnerships; pet-friendly housing options



HOUSING WITH SUPPORTS

One of the biggest challenges identified was the need for people to be supported while in housing. Groups discussed a need for current services to be mapped and coordinated as well as the need for supporting people in navigation of services. Combined with the need for services to be trauma-informed (to recognize the trauma history of many who are homeless), services also need to recognize diversity among those being served, and that one size does not fit all. For instance, while harm reduction is certainly a need, there were recommendations that for people who want to stay sober or reduce use, a tailored response is also needed.



INNOVATION & CONTINUOUS IMPROVEMENT

Kelowna has a dynamic and growing culture of innovation and creativity. This culture is inspiring people to work in new and more collaborative ways to address complex community issues within a collective framework.

There is a visible “can do” attitude and an emerging sense that the community is well-equipped to find innovative solutions.

The consultations revealed an interest in responding to homelessness in innovative ways guided by evidence, best practices and expertise from sectors outside of the homeless serving system. Many ideas on incorporating social enterprise, social finance, private-public partnerships, and involvement of the technology sector were suggested.

EMBEDDING RESEARCH

A focus on embedding research in the Journey Home Strategy implementation also emerged. Participants recommended the development of a collaborative research platform around homelessness that is linked to the Journey Home governance structure going forward. They also proposed the creation of a network of connections between researchers from different institutions



(University of British Columbia Okanagan Campus and Okanagan College) and community-based researchers to determine an appropriate mechanism to bring the different disciplines together in a collaborative, interdisciplinary approach. There was also recognition for the need to have an ongoing mechanism in place to work with the homeless serving system to conduct research, and to tie local research to national efforts.

PREVENTION/EARLY INTERVENTION

The need to prevent homelessness in the first place was pinpointed particularly in relation to strategies targeting youth. Having early identification processes and exploring ways to keep people housed were discussed. Initiatives that focus on prevention work were considered an essential component of ending homelessness for the community.

Also discussed was the impact of poverty, and the development of a BC Poverty Reduction Strategy built on feedback received through community engagement in 2018. Indications are that poverty reduction legislation will be brought forward in Fall 2018. As a result, participants noted the importance of Journey Home being linked to the efforts related to poverty reduction at both the regional and provincial levels.

POPULATION LENS

Consultations also identified specific populations that often face greater vulnerability to, and within, homelessness. The distinct needs of youth were highlighted in dedicated sessions which recognized that a differentiated response to housing and support is needed for this group. Other populations noted include: LGBTQ2S+, seniors, newcomers, women, and those impacted by violence. The recommendations from consultation centred around the need to embed a population lens front and centre in the Strategy and its implementation.

RECONCILIATION

Indigenous peoples and Reconciliation were recognized as critical to the development of the Strategy. Concern was raised regarding the lack of knowledge and understanding of how a

reconciliation lens should be applied to the plan. The conclusion was that this work needs to be done hand-in-hand with Indigenous people. It was acknowledged there is much work to do to increase understanding to inform how we move forward in partnership under the guidance of our Indigenous partners. Key themes raised such as building trust, improving understanding of housing in the Indigenous context, creating partnerships between bands, cities, communities, and agencies were identified as important steps forward.

“Trust is not here yet. Let’s keep committing to an open dialogue”

- Reconciliation Design Lab participant

LIVED EXPERIENCE INCLUSION

The inclusion of lived experience voices resonated through all conversations. Consultations highlighted the importance of involving those with lived and living experience through all phases and all levels of the Strategy including policy, service design and delivery, research and public education. Some felt this engagement would be critical to generating impact, and in helping to build relationships and break down stigma while others described the need to introduce peer-support models as potential service strategies. Peer supports refer to programs that engage people with lived experience to deliver supports to those in need; they are given training and support in this effort.

“Ask us what we need! Ask us what we want!”

- Lived Experience Circle participant

PUBLIC SURVEY THEMES

From the Public Survey’s 500 responses, residents gave their opinions about homelessness as well as proposed solutions moving forward.

HOMELESSNESS IS ON THE RISE AND IS A TOP PRIORITY

The survey responses demonstrated that solving the issue of homelessness in Kelowna is a top priority for Kelowna residents: 79% of respondents indicated solving homelessness is very important, followed by 17% who think it is somewhat important.

The majority of respondents (82%) identified they were aware that the development of a homelessness strategy was underway in their community, and 85% stated they believed homelessness is on the rise.

MORE NEEDS TO BE DONE: HOUSING FIRST, SUPPORTIVE HOUSING, HOUSING AFFORDABILITY

Half of respondents stated they were either very satisfied or satisfied with current efforts to address homelessness, while 32% stated they were dissatisfied or very dissatisfied with current efforts.

Respondents were also asked about their perspectives on possible solutions for homelessness. The vast majority indicated they either strongly agreed or agreed with Housing First (83%), long-term supportive housing (82%), and affordable housing/rent subsidies (85%).

One third agreed with the priority of creating more permanent, affordable housing with supports for people who are experiencing homelessness (33%), and one quarter agreed with prioritizing preventing people from becoming homeless (26%).

The public input findings affirm that Kelowna residents see the need to address homelessness as a priority through housing and supports.

LIVED EXPERIENCE CIRCLE INPUT

The Lived Experience Circle focused on describing experiences and barriers faced before, during, and after homelessness. Through their discussion they provided valuable insight into what works, what is needed, and how they want to be engaged in solutions. During the sessions, the following key themes emerged:

RESPECTING CHOICE

In all things, choice emerged as essential. People talked about the need for diverse housing choices that may be in one building or scattered in regular rentals across the community. They noted that more distinct choices are needed, both for those who are trying to stay sober and for those who have active addictions. Choice in the services supporting mental health, physical health, and addictions were highlighted as well as employment, education, community engagement, and recreational opportunities.



ACCESS TO SUPPORT & RESOURCES

The need to have a safe place to stay and a safe place to go repeatedly emerged. Supports and services – including psychiatric care, counselling, harm reduction supplies, medical care and legal aid – need to be available 24/7 when people are ready, able, and free to access them. Circle members highlighted peer supports as essential and indicated this approach should be incorporated within existing services.

SYSTEM NAVIGATION

Knowing where to go and only having to tell their story once were noted as needed improvements throughout the current services. A one-stop shop where all the resources are available, and people can have choices in the services they receive was presented as a way to address current barriers. While many services require professional staff, having peers to help navigate and to listen was suggested as being key to feeling safe and understood.



"It's hard to know where to begin"

- Lived Experience Circle member

DISCRIMINATION, EDUCATION & AWARENESS

The experience of discrimination was common among the Lived Experience Circle. Members identified that more education and awareness is needed for decision-makers, service providers, landlords, and the community at large. They indicated that to be effective, the approach and potentially the delivery of this type of education should be designed from a lived and living experience lens.



INDIGENOUS PEOPLES

In the services, shelters, and housing that are provided, cultural awareness and sensitivity must be top of mind. All training in these areas must be ongoing to ensure effectiveness. The sector needs to work closely with Indigenous partners to identify how they can be more welcoming and culturally appropriate. Consultation participants reported that services were not meeting their needs from a cultural competence perspective, and in some cases were described as re-colonizing.

Reconciliation needs to be foundational to the Journey Home Strategy with a consistent lens throughout. The Strategy needs to address how to engage Indigenous people in an appropriate way in developing solutions and strategies by working in partnership with an appropriate level of representation (participation should reflect the percentage of those homeless with Indigenous heritage). The Strategy needs to recognize that conversation and dialogue are not finished; this is the beginning of the conversation, and the Strategy provides a foundation to move forward with a healing process for all peoples. This will require acknowledging that the experiences of homelessness are different for Indigenous Peoples – as outlined in the 12 Dimensions of Indigenous Homelessness³⁰ (See Journey Home Community Report).



BUILDING ON STRENGTHS

The Lived Experience Circle stressed there are strengths we can build on within the living experience community and ways they can contribute to solutions. They highlighted their talents and skills and provided suggestions on how they could be supported to utilize their strengths to contribute to improving their quality of life.

Suggestions included: the creation of social enterprises to support them as artisans in developing and selling crafts and art at markets; improving downtown cleanliness; participating in building their own homes; creating a partnership with police and Bylaw to address conflicts between the homeless population and businesses; providing the resources to exchange services of value with each other; and developing more peer-led approaches, such as exchanging babysitting for home maintenance amongst one another. They also suggested there is a critical role for the Circle to continue to inform Strategy implementation long term.

³⁰ Thistle, J. (2017) Indigenous Definition of Homelessness in Canada. Toronto: Canadian Observatory on Homelessness Press. Online at: <http://homelesshub.ca/sites/default/files/COHIndigenousHomelessnessDefinition.pdf>.

TRAUMA INFORMED PRACTICE

Many members of the Lived Experience Circle identified trauma as a root cause in their experiences before, during, and after living without a home. It was repeatedly noted that services and people need to understand that trauma is overwhelming; in order to make any changes, people who are helping need to understand trauma and its effects.



SOCIAL CONNECTION & INCLUSION

Living without a home is a very isolating experience, and connection is craved. Having support groups for people in all phases of homelessness and rehousing experiences was suggested as well as opportunities to get away from their problems, connect with others, experience nature in a safe setting, pursue recreation and sports options, and be creative. These opportunities that create connections and community were identified as being instrumental in combating the feelings of isolation and loneliness.

"I know how to survive; I don't know how to thrive."

- Lived Experience Circle member

Learning how to live again, and knowing how to get beyond day-to-day survival was repeatedly mentioned. Hygiene, shopping, paying bills, connecting to recreation, connecting with family and friends, and establishing a new community all emerged as priorities.



YOUTH-SPECIFIC CONSULTATIONS

A mechanism to capture the lived experience of homeless youth and the youth voice was established through a series of youth-specific consultations. A Way Home Kelowna's youth consultations worked towards identifying what has worked for homeless youth in Kelowna, what has not worked, and solutions for improving the existing system were explored. The following key themes and solutions emerged:

DISCRIMINATION

Youth participants in the focus groups reflected on facing discrimination. This was discrimination from landlords, property managers and/or individuals holding the lease over a unit. The



discrimination generally stemmed from income source (such as Persons with a Disability) or lack of rental history. Many felt that they were not treated with dignity and respect and reflected on having to compete for rental housing against tenants perceived to be more desirable. The solution presented by youth was for a community-driven approach to challenge the expectations and misplaced biases in order to address stigma and discrimination in the community towards youth and youth homelessness.

YOUTH HOUSING OPTIONS

Youth participants acknowledged a lack of diverse housing options in Kelowna specifically for youth. Housing options suggested included: supportive housing for youth, Housing First, and access to both harm reduction and sober options. They identified inconsistent information and miscommunication as a key barrier for getting access to services, and that very limited funding assistance was currently available. They noted in particular the lack of residential treatment beds and treatment resources for youth in Kelowna.



ACCESSING INCOME & SUPPORTS

Accessing income and supports can be challenging for youth. The waiting periods for receiving financial assistance and the difficulty of getting assistance when one is under 16 were highlighted by youth as primary issues.

Youth between 16-19 years of age, in one of Ministry of Children & Family Development (MCFD) care arrangements³¹ (MCFD status) and/or assessed by an MCFD worker, are eligible to apply for Youth Agreements. This provides them with financial assistance such that they are able to live independently. However, there are extensive criteria that a youth must satisfy and meet in order to

³¹ This includes: the custody of a director or permanent custody of the Superintendent; the guardianship of a director of adoption; the guardianship of a director under the Family Relations Act; or a Youth Agreement, if applying for an Agreement with Young Adults.

be eligible and to stay on the program waitlist.³² This criteria is specific to each youth and may include conditions focused on: life skills (budgeting, laundry, banking, medical support), job search, maintaining a residence, medical planning support (doctor/dentist/optical), an education plan, family contact, or counselling (or connection to other services; drug and alcohol, mental health, family counselling, trauma counselling). If these responsibilities are not met, the Youth Agreement may be reviewed or possibly ended, or they could be referred for alternative services. This is seen as a significant barrier for youth getting and retaining a Youth Agreement.



AGING OUT OF CARE

Aging out of care describes youth formerly in the care of MCFD who have turned 19. There is a growing base of research and data demonstrating a clear link between youth involvement in child protection services and homelessness. The 2018 PIT count reported that of the individuals counted as absolutely homeless, 29% identified that they had been in foster care and/or a group home. Of those who had been in foster care and/or group home (n=30), 30% became homeless within one year of leaving care.

Youth participants reflected on their experience when they turned 19; some shared that the process of aging out left them feeling like they had been left behind, forgotten, and inadequately prepared for living independently.

One youth stated that when they were approaching the age of 19, their social worker provided them with a book on their rights as a youth and other information; however, this information was not explained to them in a comprehensible manner. While there are programs in Kelowna actively addressing the issue of aging out,³³ youth participants reflected on not feeling supported through their transition. This included a lack of support from MCFD or their caregivers, or that their caregivers did not have the supports they needed to assist the youth in aging out.

While there are some financial options³⁴ for youth formerly in the care of MCFD, youth participants were unsure about how to apply for them and whether or not they would be eligible to receive funding under the options provided. There was strong support by participants for better supports and clearer information prior to, during, and after they age out of care.

³² BC Government, 2004. Standards for Youth Support Services and Agreements. Ministry of Children and Family Development. Retrieved from <http://www.parca.ca/Documents/Standards%20for%20Youth%20Support%20Services%20and%20Agreements.pdf>.

³³ Youth in Care Network and Youth Wellness Centre operated by The Bridge Youth and Family Services, Connected by 25 through The Bridge & Canadian Mental Health Association – Kelowna

³⁴ Namely, Agreements with Young Adults

SOCIAL CONNECTION AND INCLUSION

Social isolation and disconnection with community is a huge factor affecting homeless youth. Having opportunities for youth experiencing homelessness to gather in a safe, supportive, and inclusive environment was a reoccurring theme throughout the youth engagement. There is also a distinct need in our community to provide recreational and skill-building opportunities for youth to foster a sense of belonging and connection to community. This applied not just to those who are currently homeless, but also to those who might be at risk, and those who are housed. Being able to form connections with peers and give back to community is an element that was highlighted repeatedly.



SOLUTIONS

When asked about solutions to youth homelessness, participants identified several priorities:

- Raise awareness to address community stigma and discrimination towards youth by landlords and property managers;
- Establish a continuum of housing options for youth catering to the diverse needs of youth, including supportive housing, dry shelters, safe houses at various locations, host homes, and residential treatment facilities;
- Provide accessible and timely supports including availability of funds for youth not eligible for Youth Agreements, supports for youth from out of province, clear and consistent resources, a single phone number to call for help, geographically accessible services, options for youth seeking sobriety or harm reduction;
- Prevention education in schools for youth before they become homeless to raise awareness about youth homelessness and the services and supports in the community available for youth; and
- Foster connections and community involvement through more programming (recreation, skill-building) for youth to facilitate social belonging.

Enabling youth voice through empowerment and capacity building, there is a need for youth with lived experience to have a mechanism to actively play a role in the Journey Home actions and priorities for youth.



While recognizing the unique needs of youth, a Youth Advocates for Housing committee needs to be established to fit into the governance arrangements of the Backbone Organization, and play an active role in the Plan implementation.

SECTION 4: PRESENTING SOLUTIONS


Based on the Lived Experience Circle and the Youth Advocates for Housing contributions, the consultation input, research, and Task Force discussions, this section presents key Journey Home priorities and actions for the next five years to address homelessness. Using the framework of foundational concepts and three strategic pillars, the Strategy has identified key actions requiring contributions across a broad spectrum of key contributors.

It is important to note that the Strategy has been constructed within a multi-sector basis to draw the best from each sector to contribute to the solutions and implementation. In all aspects, it must be recognized that the successful implementation of the strategy will depend on the active participation of all sectors.

As strategies are implemented, further learning and research will result and may inform and drive shifts in practice and direction. As such, the Journey Home Strategy is a living document that will undergo regular review and amendment as we progress.

FOUNDATIONAL CONCEPTS & PILLARS

This section will present in detail the foundational concepts and pillars of the Journey Home Strategy.



There are three concepts that are foundational to the actions presented in the Strategy, namely Innovation, Reconciliation, and Lived Experience. These concepts are woven and embedded in every aspect of the strategy and are critical to its successful implementation.

These foundational concepts are supported by three strategic pillars: Inclusion & Prevention, Backbone Coordination & Partnerships, and Housing & Wraparound Supports which underpin specific priority actions to be implemented over a five-year period. The investment and cost benefits of the Strategy are outlined as well. Immediate and longer term action steps for implementation are summarized from a detailed Implementation Plan (Appendix I).

As Figure 14 suggests, to end homelessness we have to get people housed, but housing alone does not create sustainable improvements: we need to support people where they are in a coordinated fashion that leverages diverse partners and resources. By staying true to community voices, we can ensure the pillars of work are reflective of the foundational concepts and our shared values.

Figure 14 Journey Home Strategy Illustrated



FOUNDATIONAL CONCEPT 1: INNOVATION

Kelowna's culture of innovation is embedded throughout the Journey Home Strategy. The community has been inspired by the level of interest and engagement of multiple sectors, along with an abundance of ideas related to social finance, innovative housing models, technology, service delivery, and public education. This climate of interest has set the stage and as a community, we now have an opportunity to capitalize on the strengths of sectors outside of social services to assist with the journey to address homelessness. Developers, builders, landlords, researchers, funders, technologists, and the faith community members have all joined the conversation and are indicating their commitment to the Strategy and ongoing dialogue.

Building on this culture of innovation in Kelowna, we will work to establish partnerships with the technology sector to help institute a data collection system, and explore other tech-based solutions around information management. We also plan to host forums to explore other innovative ideas related to homelessness and housing models while simultaneously examining the potential of private/public partnership, social enterprise, and social finance.

We recognize that immediate measures are needed to relieve stress on downtown businesses and community while also supporting a lived experience perspective. We will embrace innovation as we consider new public safety measures as one of our first actions.

As part of this direction, we will work collectively to evaluate the impact of the Red Zone and its effect on the homeless population, and consider other models that have demonstrated effective interventions that address the intersection of homelessness and the justice system. We also endeavor to change the current communication in the community around the issue of homelessness while also focusing on innovative ways to rehouse the visibly homeless.

INNOVATION ACTIONS:

- 01 Launch a Homelessness Innovation Lab to partner with the technology sector to develop solutions for information management, access, and data analysis.
- 02 Develop a Research Agenda in partnership with the research community to support the Journey Home Strategy.
- 03 Secure flexible funds to prototype social enterprise, social finance, and housing development innovations. This includes lived experience social enterprise incubation support.
- 04 Support innovative solutions to address criminalization of homelessness, such as a Community Court.

FOUNDATIONAL CONCEPT 2: RECONCILIATION




We are committed to taking action on the recommendations of the Truth and Reconciliation Commission (TRC). We recognize that Indigenous homelessness is an ongoing form of colonialism that must be challenged in partnership with Indigenous people. Ending homelessness as a Reconciliation action is about acknowledging that the over-representation of Indigenous peoples in the homeless population is connected to our history of colonization. Authentic partnerships with Indigenous leaders and communities are required to continue our learning process, gain assistance with public education regarding Truth and Reconciliation, and work together to develop a system that meets the needs of Indigenous peoples.

"We need a healing process for everyone"

- Reconciliation Design Lab participant

This approach recognizes Indigenous homelessness is much more than not having a home as the 12 Dimensions and Definition of Indigenous Homelessness in Canada highlights. Solutions to move this work forward involve examining other models that support trust-building with Indigenous communities such as the Circle of Reconciliation model in Winnipeg.³⁵ Other key actions are: building partnerships with Bands in the Okanagan, Indigenous communities, and people in Kelowna; working in partnership to establish training for the homeless serving sector; supporting the TRC calls to action; and embedding an Indigenous lens throughout the Strategy. Taking guidance from our Indigenous partners to incorporate Indigenous ways of knowing, ceremony, land acknowledgement, and culturally-appropriate service delivery will be important in supporting ways forward.

RECONCILIATION ACTIONS:

-  01 Recognize accountability for Truth & Reconciliation Commission Calls to Action in that Indigenous Homelessness is ongoing form of colonialism.
-  02 Invite Indigenous leaders to participate in Journey Home Strategy governance.
-  03 Engage Indigenous community members in the work to imbed a cultural lens in supportive services and housing.

³⁵ Circle of Life Thunderbird House. 2018. Circles for reconciliation. Retrieved from: <http://circlesforreconciliation.ca/>

FOUNDATIONAL CONCEPT 3: LIVED EXPERIENCE

Journey Home recognizes that the perspective of those with lived and living experience needs to be embedded in all phases of the Journey Home Strategy implementation through ongoing engagement and consultation. We will support the cultivation of the strengths and leadership capacities of those who have experienced homelessness through the use of peer service models, community education involvement, and as part of the Backbone Organization and key community collaborative tables.

Our Strategy also recognizes the differences among key groups in experiences of homelessness and the need for targeted solutions. In particular, this includes youth, Indigenous peoples, seniors, women, newcomers, and those impacted by domestic violence. Solutions include instituting trauma-informed practices, youth-friendly models, cultural awareness, and increased diversity at the organizational and governance levels.

LIVED EXPERIENCE ACTIONS:

- 01 Continue Lived/Living Experience Circle and establish a Youth Advocates for Housing, and formalize relationships to the Backbone Organization governance.
- 02 Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men.
- 03 Introduce peer support models, including peer outreach to address conflicts between the homeless population and businesses, and community in partnership with business, Bylaw services, and police.



JOURNEY HOME PILLARS

The Journey Home Strategy presents specific actions guided by the foundational concepts under the three strategic pillars of: 1. Inclusion & Prevention, 2. Backbone Organization & Coordination, and 3. Housing & Supports.

PILLAR 1: INCLUSION & PREVENTION

Our Strategy needs to work upstream, and stop the flow of homelessness through diversion programming, targeted prevention, and early identification. Early identification of risk factors and ensuring a rights-based approach are preventative mechanisms that recognize the fundamental human right to adequate, safe housing.³⁶ Using the Canadian Observatory on Homelessness Prevention Framework, we recognize that we have to work across three levels of prevention:

- **Primary prevention** – These are prevention efforts that work at the structural level to help everyone. Primary prevention can be unpacked further:
 - Universal prevention – Applies to the population as a whole, such as poverty reduction strategies and having an adequate supply of affordable housing.
 - Selected prevention – Interventions aimed at a particular group, such as school-based programs and anti-oppression strategies for those facing discrimination.
 - Indicated prevention – Prevention strategies for individuals at greatest risk of homelessness, such as support for families experiencing violence and for individuals with mental health and/or addictions challenges.
- **Secondary prevention** – Programs and practices to help those at immediate risk of homelessness or who have recently become homeless. Examples include evictions prevention and family mediation.
- **Tertiary prevention** – Making sure those who have experienced homelessness never do again. The most common example is the Housing First model.³⁷

This reinforces our focus on public awareness and anti-stigma work to support inclusion and easier access to information and referral for those looking for help before they are in crisis.









Youth-focused preventative work involves incorporating specific measures to support young people, such as the formation of youth in transition teams and workers, and a specific youth-targeted prevention model. An early identification system is needed for all age groups and populations who are at risk of homelessness. Transition from discharge systems such as child protection, health and corrections is another key preventative area requiring improvement as is the increased availability of rent subsidies to bridge the financial gap in cases of emergency.

³⁶ A Way Home Canada (2016). Youth Rights! Right Now! Ending Youth Homelessness: A Human Rights Guide. Canada without Poverty.

³⁷ See Gaetz & DeJ (2017) A New Framework for Homelessness Prevention. Online: <http://homelesshub.ca/sites/default/files/COHPreventionFramework.pdf>.

The alignment with Healthy Housing Strategy's actions to improve access to affordable housing will be essential to prevention as will the work related to the local and Provincial Poverty Reduction Strategies to address homelessness risk factors. Journey Home aligns with several measures advanced by the Healthy Housing Strategy and complements its focus on enhancing general housing affordability and diversity. The alignment between the two strategies is outlined in detail in Appendix C and was highlighted on the Wheelhouse graphic in the Community Report.

INCLUSION & PREVENTION ACTIONS:

-  Launch a public awareness campaign to address stigma on homelessness in Kelowna working with the Lived Experience Circle & Youth Advocates for Housing.
-  Develop easy-to-access resource guides with lived experience input to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes support to the families or friends of those in need of help.
-  Encourage the City to explore policy shifts at the municipal level to promote affordable housing across neighbourhoods through bylaw changes, zoning, and grants.
-  Work with key Provincial ministries to enhance positive housing transitions including Children & Family Development, Justice & Health. This includes developing discharge/transition protocols that prevent homelessness.
-  Launch The Upstream for Youth pilot in partnership with Central Okanagan School District No. 23 and Private and Independent Schools to identify and support youth at risk of becoming homeless.
-  Enhance connections to healthy opportunities that support those at-risk, experiencing, or exiting homelessness to thrive in community. Explore leveraging community hubs and enhancing access through technology.
-  Develop formal links with aligning strategies (BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy) and the City of Kelowna's Healthy Housing Strategy to ensure we are working in an integrated fashion.
-  Launch Prevention programs to support people to stay in housing where possible. These will be targeted to those at highest imminent risk for homelessness. The Journey Home Strategy calls for 100 new program spaces for prevention to be created over the next five years to help over 400 people.

PILLAR 2: BACKBONE COORDINATION & PARTNERSHIPS

The creation of a Backbone Organization to coordinate Strategy implementation, service delivery, funding, and collaboration within the homeless serving system is essential. This entity should be representative of the multiple stakeholders that have been engaged throughout the Journey Home process. This includes people with lived experience, Indigenous representation, A Way Home Kelowna (youth), the City of Kelowna, as well as other sectors including technology, developers, the faith community, and other regions and levels of government.

Key activities of the Backbone Organization will include the implementation of a coordinated access program, training curricula for programs and services and a transparent communication strategy. In its role, the organization will act as convenor, collaborator, and catalyst for funding, and establish a streamlined data system. The Backbone Organization's key roles include:

- **Funding Coordination:** Able to bring partners together to coordinate investment in highest impact activities and to ensure a complementary approach.
- **Capacity Building:** Bring up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures and best practices.
- **Partnerships & Innovation:** Build partnerships across sectors to support Strategy goals; this will include exploring social finance innovation, financial and land trust management.
- **Leadership & Accountability:** Report to the community on stakeholder engagement, research and continuous improvement, policy advocacy to keep homelessness a priority, and knowledge dissemination.
- **Homeless Serving System Planning:** Enhances system-level coordination for service providers to support the Strategy goals regardless of funding source. Can coordinate with diverse departments, governments, donors, etc.

Moving forward, significant capacity building will be needed to ensure the sectors at all organizational levels are informed and trained on their role in implementation. This includes consistent and ongoing training on innovative programming that follows the Housing First philosophy, trauma-informed care, and cultural competence.

The Backbone Organization will evolve over time into a refined System Planner Organization leading the Journey Home Strategy implementation and the homeless system coordination locally. Of note, the relationship between the Backbone Organization and A Way Home Kelowna will be formalized to ensure a youth focus continues to be embedded throughout implementation.

Closely related to the role of the Backbone Organization is the need for a number of critical partnerships. First and foremost, with the City of Kelowna. A strong relationship with the City will be important and needs to be designed to leverage City support, resources, and commitment; to ensure alignment with planning and design; and to support advocacy to senior government.

Further, a regional lens has been highlighted as an important feature of our Strategy. As such, we need to ensure we recognize issues, patterns, and realities in our region such as migration, agriculture, and the presence of temporary/foreign workers. This will require formalized partnerships beyond Kelowna proper including with the City of West Kelowna, Westbank First Nation, District of Lake Country, and other communities in the region. In addition, formalized

partnerships will be required with government at all levels. In doing so, a region-wide coordinated system can be established ensuring people who are experiencing homelessness will receive a harmonized response across geographical areas.

Finally, we will need significant advocacy measures to ensure adequate resources are in place to carry out the Strategy. As seen in previous sections, there are several policy barriers that will require government engagement at the local, the provincial, and the federal levels:

- **At the local level**, the municipal government will need to be a key player in this plan working alongside the business/development sector to establish incentives for developers around housing, reduce red-tape, and address bylaws that potentially create barriers.
- **At the provincial level**, advocacy is needed around the adoption of the Housing First approach, and system-related barriers including the aging out of care issue for youth.
- **At the federal level**, Homelessness Partnership Strategy (HPS) funds and the National Housing Strategy are crucial to ensure that people experiencing homelessness in our city have access to housing that meets their needs.

In all, with the current level of interest and action occurring at the municipal, provincial, and federal levels, it is evident that the timing is right to position Kelowna's Strategy to access proactive investments from all levels of government. The coalescing of government support available at all levels of government makes Kelowna well positioned to launch the Journey Home Strategy this year.

BACKBONE COORDINATION & PARTNERSHIPS ACTIONS:


- 01 Coordinate a Homelessness Funders' Table to maximize the impact of diverse investments from philanthropy, government, faith, and corporate sectors in support of the Strategy.
- 02 Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.
- 03 Formalize Backbone Organization relationships, including with AWH-Kelowna, to ensure ongoing focus on the Youth Strategy is embedded in community efforts.
- 04 Support Coordinated Access & Assessment to ensure consistent process to match clients' needs and choices to access services across the homeless serving system, regardless of funding sources.
- 05 Support the creation of an Okanagan Regional Partnership Table to coordinate responses to homelessness with Westbank First Nation, City of West Kelowna, District of Lake Country, and the Regional District to start.
- 06 Work with the BC10 Community Entities to support a provincial agenda on ending homelessness using Housing First and a system planning approach.
- 07 Participate in regional, provincial, and national learning communities to share and learn best practices and champion preventing and ending homelessness

PILLAR 3: HOUSING & SUPPORTS

It is no surprise that a range of housing options is needed to help address homelessness. Our work has indicated that these housing strategies must reflect the needs of various sub-populations, and should include increased access to affordable housing – including a continuum of housing options for youth aged 19-24 including Housing First for Youth.








While more housing is a fundamental part of addressing homelessness, so too is ensuring the necessary supports are also available. Issues of addiction, mental illness and physical health conditions are very common with this population and interrelated with experiences of homelessness. It is for this reason that our plan must also include integration between homeless services, mental health, and addictions by adopting a harm reduction approach across the sector, including training the service system on related concepts such as trauma-informed, motivational interviewing, and the philosophy for Housing First. This means we will need to have in place diverse housing and supports options with low or no barriers to ensure people have choices to access what they need, when they need it.

Our Strategy also aims to examine and repair the service gaps that limit people accessing mental health services. Targets for consideration include reduced wait times, outreach expansion, a stepped care model, and improved mechanisms to support transitions between systems.

 ***In relation to youth, a residential treatment facility/program for ages 13-24 years old is critically needed.***

To ensure the unique needs of priority populations are reflected in implementation, funding targets will be developed to ensure Journey Home resources are being distributed across population groups in equitable manners. This can be determined by the Board of Directors of the Backbone Organization and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). Youth are a priority population in this strategy; as such, funding targets for this population will be based on representation in community. Youth generally comprise 20% of the homeless population, factoring in under representation, and we must see this reflected in funded programs and budget allocations.

HOUSING & SUPPORTS ACTIONS:

-  01 Support people in the rental market by developing 500 new program spaces grounded in the Housing First model and the right to housing.
-  02 Support the addition of 300 units of long-term supportive housing in purpose-built building targeted to support people experiencing chronic & episodic homelessness with higher needs.
-  03 Create a Landlord Roundtable to encourage making units available for Housing First programs to house and support people throughout neighbourhoods and buildings.
-  04 Develop a sector-wide capacity building/training agenda to increase staff effectiveness in supporting clients with trauma, adverse childhood experiences, dual diagnosis, addiction, mental health, brain injury, case management and violence.
-  05 Support efforts to increase treatment beds, especially for young people in Kelowna.
-  06 Develop a person-centered approach to harm reduction and sobriety on a continuum to meet people where they are at with appropriate supports.
-  07 Apply a population focus to housing and programs to ensure youth, Indigenous people, women, families, men, couples, seniors, newcomers, LGBTQ2S+, and other subgroups' needs are effectively met through a person-centered approach.

IMPLEMENTATION PLAN

To guide the full implementation of the proposed actions under each Foundational Concept and Pillar, a robust Implementation Plan was developed. It will be refined by the Backbone Organization during its ramp up, and updated on a go-forward basis.

Appendix I provides a detailed breakdown of each of the Foundational Concept and Pillar's Actions to describe implementation action details and rollout. This includes proposed timing and identified key collaborators whose engagement in Journey Home is considered to be critical to our collective success.

It is important to highlight that Journey Home is a living strategy and will require ongoing refinement; as such, this Implementation Plan will be updated regularly through the efforts of the Backbone Organization. The Backbone Organization will be instrumental in both identifying and convening Key Collaborators on an ongoing basis as the Strategy implementation unfolds. The Backbone Organization will strive to develop a mechanism to include a collective voice for service providers in the homeless serving system throughout these actions.

COSTS & IMPACTS

This section provides an estimate of the cost for the proposed actions. These projected costs should be reviewed periodically as new information or data emerges.

 *The Strategy as presented will require \$47 million over a five-year period.*

The costs over the next five years are broken down into Supports (\$26M), Housing (\$18M), and Backbone Organization & Coordination (\$2.7M). Please refer to Appendix F for an overview of the model used to develop this estimate.

To date, the following commitments have been secured:

Cost Area	Commitments Secured to Date
Supports	BC Housing – program and operations support for new supportive housing units
Housing	BC Housing – development of 190 supportive housing units
Backbone Organization & Coordination	City of Kelowna – \$150,000/year over two years United Way - \$10,000/year over two years Fundors Table contributions - \$204,000 total over the first four years Accelerate Okanagan – Partnering to provide two co-working office spaces for the new Backbone Organization Urban Systems – Backbone Office Space -\$6,000/year over two years

Supports needed: \$26M over 5 years to create 500 new program spaces

A total of approximately 400 program spaces for people to be supported in the community are needed to meet the proposed milestones of the Journey Home Strategy. This will leverage units in rental housing to support people's integration with wraparound supports. Together with the supports brought into the purpose-built supportive housing, this brings a total of about 500 new program spaces into the Kelowna homeless serving system.

● **100 program spaces of Assertive Community Treatment = \$6.3M**

Possible funding partners: Interior Health, Justice, BC Housing (BCH), MCFD

● **75 program spaces of Housing First Intensive Case Management = \$5.3M**

Possible funding partners: Homelessness Partnering Strategy, Health, BCH, MCFD, private donors

● **100 program spaces of Rapid Rehousing = \$7.5M**

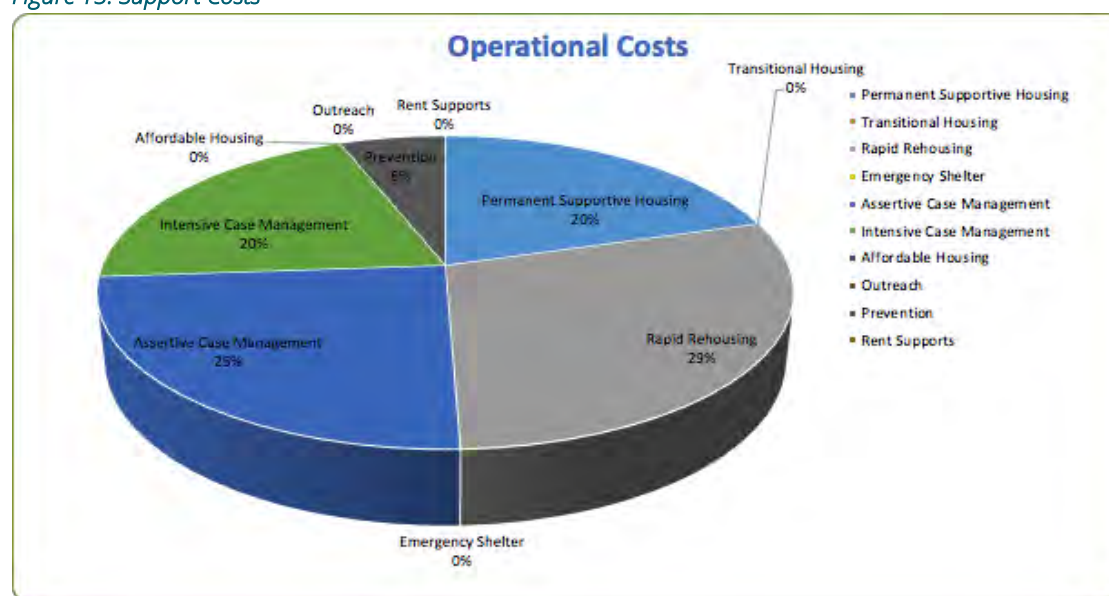
Possible funding partners: HPS, BCH, Social Development & Poverty, MCFD, private donors

● **125 program spaces of Prevention = \$1.5M**

Possible funding partners: HPS, BCH, Social Development & Poverty, MCFD, Justice, Health, United Way, Central Okanagan Community Foundation, private donors

NOTE: To fund the programmatic supports for the 110 units of Supportive Housing proposed, a further \$5.5M will be needed to cover operations over the course of the Strategy – this is accounted for in the total \$26M ask for supports needed. Possible funding partners: Interior Health, Justice, BCH, MCFD

Figure 15: Support Costs

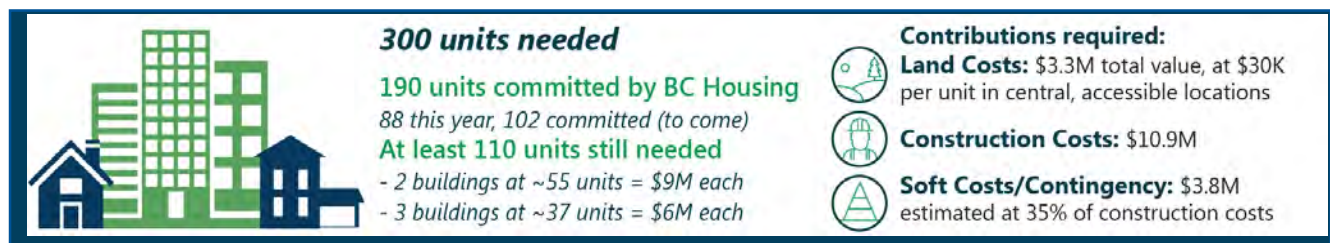


Housing Needed: \$18M to create 110 supportive housing units over five years

Our estimates identified a gap of 300 supportive housing units to address the needs of people experiencing chronic homelessness. BC Housing is in the process of either developing or negotiating 190 new units of supportive housing in Kelowna that are estimated to come online over the next three years.

This leaves a gap of 110 units as compared to a total of 300 units by 2024 for which, as a community, we will need to raise approximately \$18M in capital through a number of sources including land donations (City, private sector), fundraising, access to provincial or federal grants, or low interest loans through the National Housing Strategy or CMHC.

Figure 16: Proposed Housing Costs



Possible funding partners: BCH, Health, National Housing Strategy – CMHC, donors, private sector, City for land contributions

NOTE: To fund the programmatic supports for the 110 units of Supportive Housing proposed, a further \$5.5M will be needed to cover operations over the course of the Strategy.

The housing we are proposing will blend in neighbourhoods, have onsite supports and be well designed, built, and operated by non-profit service providers. Some local examples of supportive housing include NOW Canada and John Howard Society's New Gate.

Backbone Organization & Coordination – \$2.7M needed to support implementation over five years

The Backbone Organization costs are estimated at \$2.7M over five years, ramping up from about \$300k in both Years 1 and 2, to \$600k in both Years 3 and 4, to \$900k in Year 5. The City of Kelowna has already committed \$125K for the transition period in 2018, with a further \$150K in Year 1 and 2 respectively. Kelowna's Funders Table has also committed to \$204,000 over 4 years, to date. This will leave a balance of \$2.184M outstanding.

Possible funding partners for the Backbone Organization include the City, donors, private sector, the Central Okanagan Community Foundation, United Way, Homelessness Partnering Strategy (HPS), and others.

A GOOD INVESTMENT

Traditional approaches to homelessness are expensive.³⁸ Housing First, in contrast, has proven to be cost effective as it reduces demand on costly systems such as health and criminal justice.³⁹ A 2008 BC study⁴⁰ found that people who are homeless can cost the public nearly 50% more than a person in supportive housing. On average, a homeless person with serious addictions and mental illness uses approximately \$55,000 per year in health care and corrections services compared to \$37,000 for a person in supportive housing. Studies completed by Vancouver Coastal Health also concluded that supportive housing for individuals with a serious mental illness reduces the use of hospitals by those persons. Psychiatric admissions were reduced by 54% and medical admissions were reduced by 58%.⁴¹

The strongest evidence we have for Housing First cost savings is the Mental Health Commission of Canada's At Home/Chez Soi (AHCS) study. Launched in 2008 with a \$110 million budget, it aimed to test the efficacy and cost effectiveness of Housing First programs that provided housing with wrap-around supports in five cities. It compared the average shelter, health, and justice costs of those in Housing First to those in traditional treatment. It found that those in traditional treatment had costs of \$23,849 for one year versus \$14,599 for those in Housing First programs. This work concluded that for every dollar spent on Housing First, 54 cents is saved. For those considered high service users (high use of emergency services), cost savings increased significantly. Their annual costs under the traditional service model was \$56,431 versus \$30,216 in Housing First. With costs of delivering Housing First included, the study found that for every dollar spent on Housing First, \$1.54 is saved though reduction on service demand for this population.⁴²

Discussing the report's findings, Nick Falvo (2014) notes:

*"For the 10% of participants who were using the most services upon enrolment in the AHCS study, every \$1 invested in housing and professional support during the course of the study resulted in average savings of just over \$2. And across all study participants, every \$1 invested in housing and professional support resulted in \$0.75 in savings on health, justice-related and social services."*⁴³

³⁸ Gaetz, S. (2012). *The Real Cost of Homelessness: Can We Save Money by Doing the Right Thing?* Toronto: Canadian Homelessness Research Network Press.

³⁹ Gaetz, S., Scott, F. & Gulliver, T. (Eds.) (2013). *Housing First in Canada: Supporting Communities to End Homelessness*. Toronto: Canadian Homelessness Research Network Press.

⁴⁰ Patterson, M., Somers, J.M., McKintosh, K., Sheill, A. & Charles James Frankish. (2008). *Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia*. Centre for Applied Research in Mental Health and Addiction (CARMHA), Faculty of Health Sciences, Simon Fraser University.

⁴¹ Vancouver Coastal Health. (2008). *Outcome Evaluation Update— Hospital Utilization, Mental Health Supported Housing*. Retrieved from

<http://www.streetohome.org/wp-content/uploads/2017/08/Streetohome-10-Year-Plan.pdf>

⁴² Goering, P., Velhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E. & Ly, A. (2012). *At Home/Chez Soi Interim Report*. Calgary: Mental Health Commission of Canada.

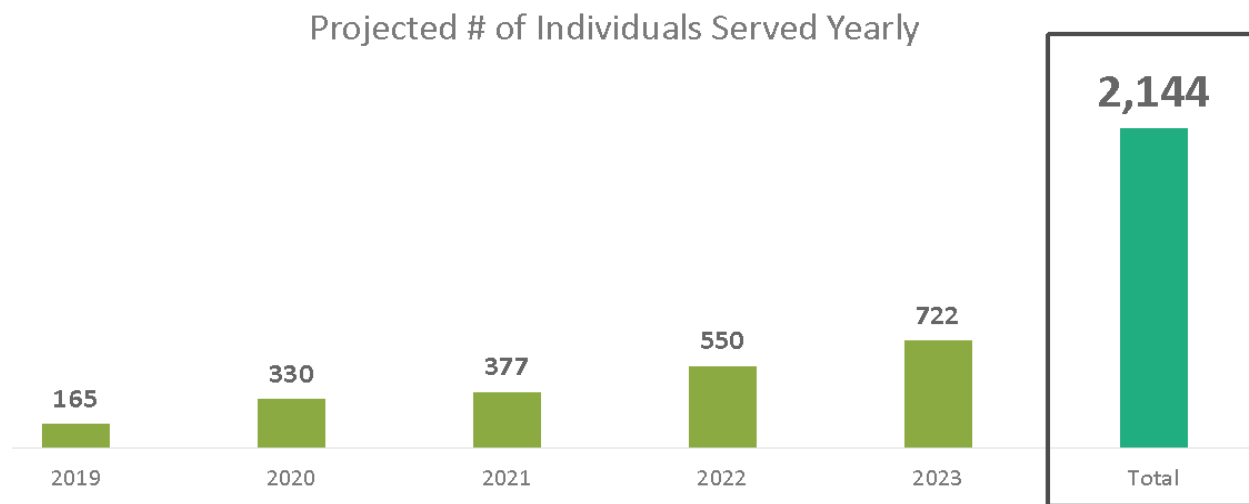
⁴³ Falvo's 2014 post-study analysis can be read here: <http://www.homelesshub.ca/blog/10-%E2%80%98take-always%E2%80%99-final-report-homechez-soi-study>

Put simply, it is cheaper to house and support someone than it is to keep them homeless. If the current situation in Kelowna is left as is, costs could run as high as \$100M over the timespan of the Strategy. In contrast, if we house and support those same people, we will avoid costs associated with major systems of about \$50M.

As a result of this investment, we will be able to support approximately 2,100 people over the five-year period through the proposed new programs and housing (see figure 17). This includes those being served by the 300 units of supportive housing and over 500 new program spaces serving people in rental housing in communities.

This investment will include an envelope of funds dedicated specifically to addressing and preventing youth homelessness. The specifics of which will be determined with the establishment of the Backbone Organization in a formalized partnership with A Way Home Kelowna (AWH-K). AWH-K will be working with the Backbone on the details and mechanisms for implementing and assessing the youth-specific priorities and actions outlined in the Journey Home Implementation Action Plan (Appendix I).

Figure 17: Number individuals served under Journey Home



TRANSITION PLAN

The most important and immediate action item needed to ensure this Strategy is implemented as intended is a transition plan designed to support the setup of the Backbone Organization. This section details the transition plan from Strategy development to implementation from June 2018 to March 2019.

The Journey Home Task Force has developed a Transition Plan with City of Kelowna support that will:

- support the development of the governance structure and implementation of a Backbone Coordination organization;
- maintain momentum, continue to convene partners, and garner commitment to align with and participate in the implementation of the Strategy;
- secure funding and in-kind support commitments to fund the implementation of Backbone Coordinating organization.

The Task Force will support the development of a Transition Team that will take on the following responsibilities to ensure a successful transition to a Backbone Organization including:

- design of the Backbone Governance Structure/Body;
- setup of the structure and incorporation model for the Backbone Organization;
- develop a funding and advocacy plan;
- secure remaining operating funds required for the Backbone Organization;
- support interim measures that build a strong foundation for coordination and collective efforts.

Of note, the Backbone Organization is going to reside initially in the Okanagan Innovation Centre and will be linked to Accelerate Okanagan to ensure a neutral, innovation-focused location to house the Backbone staff.

BACKBONE ORGANIZATION

The setup of the Backbone Organization solely dedicated to implementing this strategy will be critical in moving Journey Home forward. It is recognized that in order to be effective as, a neutral organization, the Backbone Organization cannot be a service provider or focused on issues other than the implementation of the Strategy. With a point of clear responsibility and accountability for the Journey Home Strategy, implementation will occur with the Backbone as a clear driver of the work in the community.

The Implementation Action Plan (Appendix I) is designed to accommodate the evolution of the Backbone Organization that will occur over the strategy's five-year period, with a matching enhancement in the funding as outlined below:

Implementation Phase	Backbone Organization Activities
Phase 1 2018-2019 Kickstart high leverage activities.	<ul style="list-style-type: none"> • Hire CEO and coordinator staff • Build out governance model and formalize partnerships with AWHK, Indigenous partners, Lived Experience Circle, CAB-H • Focus on building relationships, in-house expertise, knowledge/best practices • Pilot co-funding Housing First with partners • Develop private sector relationship on new units (MOU), land trust, capital campaign • Organize Regional Roundtable with key partners • Advocate to government, community, providers, media • Start collating and coordinating information on homelessness centrally • Begin privacy assessment and partnership work to move towards Coordinated Access and the Homelessness Management Information System (HMIS) • Develop a real-time system map, and rack community resources and make these available broadly in user-friendly ways • Kickstart public awareness campaign and media awareness • Report to community: state of the union on homelessness
Phase 2 2020-2021 Create a cohesive homeless serving system.	<ul style="list-style-type: none"> • Introduce a true Homeless Management Information System across services and housing providers, regardless of funders • Continue and enhance Housing First and Supportive Housing • Hire system planning staff and support capacity building in sector • Raise and coordinate funds to support Plan goals • Introduce Coordinated Access across system regardless of funder • Develop service quality standards and begin monitoring • Develop system and program performance measures and roll these out • Rollout real-time reporting for system performance management
Phase 3 2022 Focus on refining approach for most impact.	<ul style="list-style-type: none"> • Continue and enhance Housing First and Supportive Housing with partners • Monitor performance and make adjustments in real time • Hire value-added staff to accelerate HMIS for business intelligence • Formalize transition planning with public systems • Participate in national conversations and advocacy • Review Plan implementation, revise, and refine strategies • Consider recalibration towards prevention measures pending demand

CLOSING NOTE

The Journey Home Strategy process has inspired our community. The momentum gathered to work collectively to address homelessness is palpable. Kelowna's Strategy is well timed as senior levels of government consider homelessness, poverty, and housing as top priorities. The Provincial government has committed to addressing poverty reduction, and building a provincial strategy to address homelessness along with significant funding to address housing and support needs. The Federal Government's National Housing Strategy is unfolding with unprecedented investments in affordable housing. Our municipal government prioritizes housing needs and addressing homelessness is evidenced in their support for this Strategy. All these factors are positioning Kelowna well to move forward with Journey Home implementation.

Our challenges are not small, but neither are our strengths.

To build on our collective capacity and resiliency, we created a culture of respect for one another's perspectives, especially those of our most vulnerable citizens. From there, we consciously built a foundation to grow our trust in one another. Our hope is that through the meaningful – and sometime difficult – conversations we have had, all voices feel heard, and they see their contributions reflected in the Strategy. This will provide us with a basis for moving forward to begin to build the trusting relationships that we will need for our journey ahead.

We set out on this journey together to build a thoughtful and well-informed strategy that held the voices of those most impacted at its core. We knew it was critical to develop a strategy that was built by the entire community for the entire community. We also knew from our community's past experiences, having a clear and realistic strategy was critical, along with a clear accountability for the implementation of the plan. The Strategy addresses all these criteria.

To encourage commitment, the Task Force has already been meeting with key stakeholders – some of whom are signing on to the Stakeholder Pledge (Appendix H) to indicate intention to participate in implementation. It is essential that momentum between the strategy development and implementation is maintained. The development of a transition plan that is solid with funding and in-kind contribution commitments helps address this need.

So what is left? The stage is set, the community is inspired, and we are all aligned. We have a remarkable Strategy. But the heavy lifting is just beginning; now it is up to us as a community to implement, and it will definitely take us all. We challenge you to join us in this Journey.

APPENDIX A: JOURNEY HOME TASK FORCE MEMBERS

TASK FORCE CO-CHAIRPERSONS:

Dr. Kyleen Myrah
Martin Bell

MEMBERS:

Ann Howard on behalf of BC Housing
Cheryl Miller on behalf of Central Okanagan Foundation
John Yarshenko on behalf of Interior Health Authority
Harleen Price on behalf of Ministry of Social Development & Poverty Reduction
Jennifer Houde/Shawna Whitney on behalf of Okanagan Nation Alliance
Tina Larouche on behalf of the Ki-Low-Na Friendship Society
Diane Roy on behalf of Westbank First Nation
Brent Mundle on behalf of RCMP
Theresa Arsenault, QC
Gaelene Askeland
Tom Dyas
Diane Entwistle
Mike Gawliuk
David Krysko
Scott Lanigan
Carrie McDonald
Lisa McHaffie
Pam Moore
Brenda Plitt
Kelly Taverner
Shane Worman

APPENDIX B: A WAY HOME KELOWNA STEERING COMMITTEE

STEERING COMMITTEE CO-CHAIRS:

Diane Entwistle, Okanagan Boys & Girls Clubs
Mike Gawliuk, Canadian Mental Health Association - Kelowna

MEMBERS:

Shelagh Turner, Canadian Mental Health Association – Kelowna
Celine Thompson, The Bridge Youth & Family Services
Jamie McGregor, The Bridge Youth & Family Services
Helen Jackman, United Way - Central & South Okanagan Similkameen
Reanne Amadio, United Way - Central & South Okanagan Similkameen
Sarah MacKinnon, Okanagan Boys & Girls Clubs
Mia Burgess, Central Okanagan Foundation
Sue Wheeler, City of Kelowna
Diane Roy, Westbank First Nation
Allan Cameron, Ministry of Children and Family Development
Brian Corbett, Ministry of Children and Family Development

APPENDIX C: HEALTHY HOUSING AND JOURNEY HOME STRATEGIES IN ALIGNMENT

Alignment of Healthy Housing Strategy and Journey Home Strategy

The Journey Home and Healthy Housing Strategies are closely aligned to ensure the full housing Wheelhouse is being adequately addressed. Journey Home is focused on the development of a long-term strategy to address homelessness while, the Healthy Housing Strategy is focused on ensuring a balanced housing system overall.

By design, there are numerous action items that intersect in both strategies. It is imperative to have both strategies aligned and moving forward at the same time to be able to address Kelowna's unprecedented housing challenges successfully.

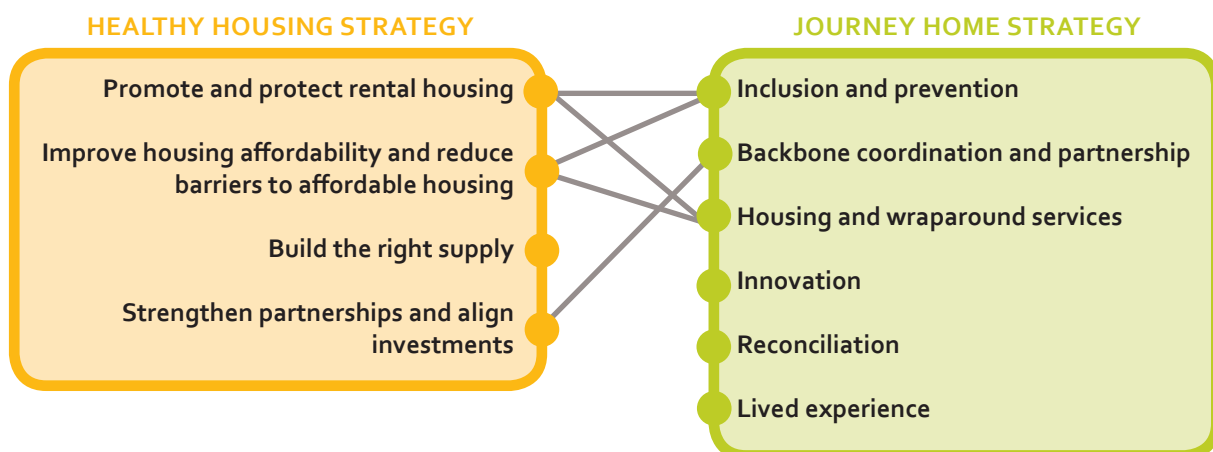
The Healthy Housing Strategy identifies four key directions while the Journey Home Strategy identifies three foundational concepts and three strategic pillars, each of which provided direction for the development of the actions within each plan. Below shows the alignment between the two strategies.

As shown below, the Healthy Housing Strategy's key directions "promote and protect rental housing" and "improve housing affordability and reduce barriers for affordable housing" align with the Journey Home Strategy's foundation pillar of "housing & wraparound supports". Promoting and protecting rental will

enhance availability of rental housing, which will help mitigate escalating rent costs for those at risk of or exiting homelessness.

Further, the Healthy Housing Strategy includes a key direction to "strengthen partnerships and align investments" and the Journey Home Strategy includes a foundational pillar for "backbone coordination and partnership". Addressing housing and homelessness in Kelowna is a complex task that includes many different influences and partnerships. The City is only one of the many partners whose actions impact the housing system. Therefore, it is critical that both the Healthy Housing and the Journey Home Strategies enhance partnerships in order to tackle the housing and homelessness challenges in Kelowna. Through these focus areas, the Strategies will work together to create a housing system that will address the housing needs of all Kelowna residents.

Both strategies include City resource requirements, including financial and staff. It is important to note that the commitment for City resources for both Strategies should be considered together to ensure that resources are being dedicated to all aspects of the Wheelhouse.



APPENDIX D: JOURNEY HOME STAKEHOLDER GROUPS

The following is a comprehensive list that has been compiled of all organizations and agencies that are potential partner organizations currently delivering services to those who are either are homeless or are at risk of homelessness or are homeless. Organizations may be listed in multiple locations based on their roles.

HOUSING, SOCIAL AGENCIES, ORGANIZATIONS AND COMMUNITY GROUPS

- A Way Home-Kelowna
- ARC Programs
- BC Schizophrenia Society
- BrainTrust Canada
- Bridge: Youth and Family Services
- Bridges to New Life Society
- Building Healthy Families Society
- Canadian Mental Health Association
- Central Okanagan Early Years Partnership
- Central Okanagan Food Bank
- Columbian Centennial Housing Society
- Community Corrections Office
- Community Policing
- Crossroads treatment society
- Do Some Good
- Division of Family Practice
- Elizabeth Fry Society
- Evangelical Church
- Evangel Housing Society
- Father Delestre Housing Society
- First United Church
- Freedom's Door
- Good Samaritan Society
- Habitat for Humanity Okanagan
- H.O.P.E. Outreach
- Inn from The Cold
- John Howard Society
- Karis Support Society
- Kelowna & District S.H.A.R.E. Society
- Kelowna & District Society for Community Living
- Kelowna Community Resources
- Kelowna's Gospel Mission
- Kelowna Japanese Canadian Community Senior Citizen Society
- Kelowna Tourism
- Kelowna Women's Shelter
- Ki-Low-Na Friendship Society
- Living Positive Resource Centre
- Mamas for Mamas
- Mental Health and Substance Use Services
- Metis Community Services
- Metro Community
- Mission Creek Alliance Church
- Multicultural Society of Kelowna
- New Opportunities for Women (NOW) Canada Society
- Okanagan Boys & Girls Club
- Okanagan College
- Okanagan Housing Cooperative
- Okanagan Mental Health Service Society
- Okanagan Metis and Aboriginal Housing Society
- Okanagan Regional Library
- Okanagan Tenant Advocacy Assn
- One Sky Community
- Orchard Valley Senior Housing Society
- Outreach Urban Health
- Partners in Resources (PIERS)
- Pathways Abilities Society
- Project Literacy
- RCMP
- Reach Out Youth Counselling & Family Services Society
- People in Motion
- Salvation Army
- Seniors Outreach Services Society
- Seventh Day Adventist Church
- Society of Hope
- Society of Saint Vincent de Paul of Central Okanagan
- Start Fresh Project
- Trinity Baptist Church
- UBC-Okanagan
- United Church
- Urban Matters
- Vortovia
- YMCA Okanagan

FUNDERS

- BC Housing
- CAB-H
- Central Okanagan Foundation
- City of Kelowna
- United Way

INDIGENOUS PARTNERS

- Ki-Low-Na Friendship Society
- Okanagan Metis And Aboriginal Housing Society
- Okanagan Indian Band
- Syilx/Okanagan Nation Alliance
- Westbank First Nation
- Metis Community Service

GOVERNMENT

- BC Housing
- Central Okanagan School District 23
- City of Kelowna - Bylaw Enforcement
- City of Kelowna - Community Planning
- City of Kelowna - Council
- City of Kelowna - Policy and Planning
- City of Kelowna - Active Living & Culture
- Community Living BC
- Correction Service Canada
- Interior Health
- Maximus Canada Employment Services
- Ministry of Children and Family Development
- Ministry of Social Development and Poverty Reduction
- Okanagan Indian Band
- Regional District of the Central Okanagan
- Residential Tenancy Branch
- Service Canada
- Syilx/Okanagan Nation Alliance
- Veterans Affairs Canada
- Westbank First Nation
- Work BC

REGIONAL

- Central Okanagan Regional District
- City of West Kelowna
- District of Lake Country
- Westbank First Nation
- Poverty Reduction Committee

BUSINESS GROUPS

- Accelerate Okanagan
- Central Okanagan Economic Development Commission
- Chamber of Commerce
- Columbia Bottle Depot
- Downtown Kelowna Association
- Emil Anderson Construction
- Folio Building Group
- High Street Ventures
- Kelowna Tourism
- Mission Group
- MGN Ventures
- Pandosy Business Association
- Pushor Mitchell
- Remax
- Uptown Rutland Business Association
- Urban Development Institute
- Urban Systems
- Worman Residential

APPENDIX E: FUNCTIONAL ZERO INDICATORS

The following indicators of Functional Zero are outlined below; these will need to be refined during implementation and aligned with system planning activities, particularly HMIS and performance management.

Lived Experience

- High satisfaction among program participants (including emergency shelters, transitional housing and Housing First programs) with the following indicators:
- Housing/shelter quality, security of tenure, affordability and safety
- Case management services received
- Access to appropriate supports to address diverse needs within the homeless system and mainstream public systems (e.g. addiction, employment, education)
- Process of referral and intake into programs, shelters and housing
- Housing placement, stabilization and aftercare supports
- Perception of quality of life, including sense of belonging, participation in community activities, connection with friends and family
- Evidence of systematic, effective and meaningful inclusion of individuals with lived experience in community coordination and decision-making across the Homeless-Serving System

Homeless Serving System

- A steady decline in the number of sheltered and unsheltered individuals experiencing homelessness (approaching 0)
- A steady decrease in the length of emergency shelter stay (approaching 0)
- A high percentage of positive exits in the homelessness prevention system (above 90%)
- All unsheltered individuals are engaged with services and have been offered low-barrier shelter and housing at least every 2 weeks
- No more than 10% of those who exit homelessness return to homelessness within 12 months

Systems Integration

- Government commitment that no one should be forced to live on the streets and provides sufficient resources to meet emergency shelter demand
- Adequate affordable housing supply is in place and accessible to meet demand
- Adequate systems and supports for youth experiencing homelessness to reunite with family or move into accommodate in a safe, supported and planned way
- Formalized coordination efforts are in place with public systems to ensure appropriate referrals and timely access to services/supports – this includes public systems conducting standardized housing screenings and having standardized protocols for supporting clients experiencing or facing homelessness
- Diverse public and private funding sources are committed to maintain the service delivery levels needed to create a high-functioning system
- Evidence of high levels of funding and policy coordination across government
- City laws do not criminalize individuals who are unsheltered

APPENDIX F: CALCULATING COSTS

OVERVIEW

A system planning model provides a bird's-eye view of the Homeless Serving System by using the best available information to interpret housing supply, demand for homeless-serving services and program suitability based on need/acuity and duration or frequency of homelessness. To develop a system planning model, a 'map' of services and housing that are considered to be part of the local or regional Homeless-Serving System is first developed, along with a number of assumptions with respect to needs, demand, capacity and outcomes. Using this information, a model is built to assess intervention impacts on the level of need in the system; this helps guide courses of action against Strategy objectives.

System planning models use assumptions to cut through the complexity and develop informed projections for the future. However, because assumptions are relied upon, modelling comes with limitations; we cannot always foresee all economic, social or political changes that can have a significant impact on the Homeless-Serving System overall (e.g. economic recessions, changes to income assistance rates). Thus, a model is a conceptual tool we use to inform decision-making rather than the sole source of information to this end. We have to constantly update our assumptions as new information emerges and changes ensue to develop real-time scenarios and risk analyses in system planning work.

UNDERSTANDING STOCK AND FLOW

A key principle of developing a system planning model is that homelessness is not static - individuals transition in and out of homelessness and access various housing programs and services throughout their journey to stable housing. System modelling must account for these dynamic changes in this population and adjust estimations of need accordingly.

The model discussed in this Strategy uses a **stock and flow analysis** to better understand how homelessness will change over time in Kelowna. A **stock** is a quantity at a particular point in time - in this case, we consider the number of individuals experiencing or at risk of homelessness. A **flow** is the movement of individuals between categories (e.g., at risk of homelessness, transitionally homeless, chronically homeless, stably housed). A stock and flow perspective is embedded in the concept of Functional Zero - we must ensure that outflows from homelessness exceed inflows to homelessness for a long enough period that the stock of individuals experiencing homelessness approaches zero.

A stock and flow analysis helps us understand why local data sources on homelessness may differ. While Kelowna's 2018 Homeless Count identified at least 605 individuals experiencing homelessness at a particular point in time, our model indicates that as many as 2,000 individuals experience homelessness in Kelowna over the course of a year. These divergent numbers reflect the changing nature of homelessness in our community over time and reinforce the importance of a sector-wide Homeless Management Information System (HMIS) and ongoing, real-time system planning and modelling efforts.

DATA SOURCES

The model draws upon multiple data sources to assess Kelowna's supply of affordable housing, homeless-serving program spaces and demand for services. The table below summarizes the data sources that were incorporated:

- BC Housing Shelter Capacity & Utilization Information (2016)
- City of Kelowna Housing Needs Assessment (2018) (See Healthy Housing Strategy)
- 2016 and 2018 Kelowna Homeless Point-in-Time Count
- 2016 Statistics Canada Census

Data from comparable Canadian cities was used in the model where Kelowna-based data was lacking (e.g. cost of implementing new program types, such as Rapid Rehousing or Prevention).

CATEGORIES OF HOMELESSNESS

The model categorizes individuals by the duration of their homelessness. Below are definitions from the Homelessness Partnering Strategy.

Duration of Homelessness	Definition
Chronic/Episodic*	Chronic homelessness refers to an individual who is experiencing sustained homelessness for 1 year or longer; episodic homelessness refers to an individual who has had 4 or more episodes of homelessness within the last 3 years (i.e., attained and lost housing)
Transitional	An individual experiencing homelessness for less than one year and with fewer than 4 episodes of homelessness within the last 3 years.
At Risk of Homelessness	Individuals in households that spend more than 50% of their income on shelter costs and have an annual income below \$20,000 (as per the 2016 National Household Survey)

*Note: These categories were modelled as one category given the acuity profiles, housing and support needs.

MATCHING NEED TO PROGRAM TYPE

Homeless serving systems use common assessment tools to triage individuals according to level of need, often referred to as acuity. This also helps to identify what type of program is likely to be a good fit, which is confirmed when a more fulsome assessment is completed. To assess demand for programs, assumptions about acuity are needed. For people experiencing chronic and episodic homelessness, the model estimates what share of these individuals have high, medium and low levels of need/acuity, shown in the table below.

	High Acuity	Medium Acuity	Low Acuity
Chronic	80%	15%	5%
Episodic	50%	30%	20%
Transitional	10%	30%	60%
At Risk	5%	15%	80%

The following chart outlines how the model matches level of need to program type:

Group's Level of Need (Acuity)	Program Type	Proportion of Acuity Group served by Program Type
High acuity Chronic, episodic homelessness	Supportive Housing	90%
	Assertive Community Treatment	65%
Moderate acuity Episodic homelessness; Transitional homelessness; At Risk	Supportive Housing	10%
	Rapid Rehousing	25%
	Assertive Community Treatment	35%
	Intensive Case Management	100%
Low acuity Transitional homelessness; At Risk	Rapid Rehousing	75%
	Prevention	100%

These proportions account for individuals who may re-enter the Homeless-Serving System multiple times or require a transition to a higher-intensity program to maintain their housing long-term.

COST & PERFORMANCE ASSUMPTIONS

As there was limited data locally available to run the cost analysis, we had to use learnings from studies and reports from other BC and Canadian jurisdictions to develop a costs model. As the implementation of the Strategy rolls out, these assumptions should be refined with local data.

	Supportive Housing	Assertive Community Treatment	Intensive Case Management	Rapid Rehousing	Prevention
Target Annual Turnover	25%	25%	100%	200%	200%
Target Negative Exit	15%	15%	15%	20%	20%
Supports Cost/Space/Yr	\$35,000	\$21,000	\$17,500	\$12,000	\$5,000

COST AVOIDANCE

The Chez Soi study reported that annual costs under the traditional service model was \$56,431 versus \$30,216 in Housing First. With costs of delivering Housing First included, the study found that for every dollar spent on Housing First, \$1.54 cents is saved through reduction on service demand for this population.⁴⁴

A 2008 BC study⁴⁵ found that people who are homeless can cost the public nearly 50% more than a person in supportive housing. On average, a homeless person with serious addictions and mental illness uses approximately \$55,000 per year in health care and corrections services compared to \$37,000 for a person in supportive housing. Studies completed by Vancouver Coastal Health also concluded that supportive housing for individuals with a serious mental illness reduces the use of hospitals by those persons. Psychiatric admissions were reduced by 54% and medical admissions were reduced by 58%.⁴⁶

Using data from BC cost studies referenced above, we estimated only the highest chronic homeless would have the 50% estimated cost avoidance from annual status quo use of services at \$55,000. From there, we estimated that the lower in acuity and shelter use, the lower the cost avoidance as these groups tend to use less public services.

Costs of Status Quo	Cost/Yr	#Served	Total over 5Yrs	Est Cost Avoidance based on chronic as standard	
Chronic	\$55,000	152	\$ 41,778,000	\$ 33,422,400	80%
Episodic	\$35,000	203	\$ 35,448,000	\$ 14,179,200	40%
Trans/Risk	\$7,000	401	\$ 14,031,500	\$ 2,806,300	20%
At Risk	\$3,500	430	\$ 7,525,862	\$ 752,586	10%
Total	\$100,500	1,185	\$ 98,783,362	\$ 51,160,486	52%

⁴⁴ Goering, P., Velhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E. & Ly, A. (2012). At Home/Chez Soi Interim Report. Calgary: Mental Health Commission of Canada.

⁴⁵ Patterson, M., Somers, J.M., McKintosh, K., Sheill, A. & Charles James Frankish. (2008). Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia. Centre for Applied Research in Mental Health and Addiction (CARMHA), Faculty of Health Sciences, Simon Fraser University.

⁴⁶ Vancouver Coastal Health. (2008). Outcome Evaluation Update— Hospital Utilization, Mental Health Supported Housing. Retrieved from <http://www.streethome.org/wp-content/uploads/2017/08/Streethome-10-Year-Plan.pdf>

MODEL LIMITATIONS

There are several significant limitations to this model. The model uses Kelowna's population growth rate averaged using the 2011 and 2016 Census of 1.7% annually to predict how the number of people experiencing transitional homelessness in Kelowna will change over time. While a population growth rate reflects demography and migration, it does not reflect external factors that may uniquely impact homelessness (e.g., increases to the minimum wage or to average rents).

This rate can change significantly as a result of shifts in the economy impacting lower income populations, as well as public policy at the federal and provincial levels in particular. For instance, poverty rates are related to core housing need and homelessness risk, thus poverty reduction measures can mitigate homelessness risk; alternatively, sustained economic downturn can result in new groups entering the at-risk of homelessness group, leading to increased rates.

Again, this is an estimation that assumes that such measures are put into place and are effective. Without prevention measures proposed, as well as the new affordable housing and rent supplements called for in the Healthy Housing Strategy, and provincial plans to address homelessness and poverty, we cannot assume current rates of homelessness risk to change for this group.

The growth in the number of people experiencing chronic and episodic homelessness that we would expect without any intervention is built on data from the Homeless Count about how many people had entered homelessness within the last two years (a 20% increase between 2016 and 2018). Here, we assume that the efforts identified in the Strategy to prevent homelessness will manage inflow at 10%. Again, this is an estimation that assumes that measures are put into place and are effective.⁴⁷

Without consistent data sharing among programs, shelter providers and outreach teams, we continue to have limited data on the number of unsheltered homeless or provisionally accommodated individuals, particularly those sleeping rough. This model makes assumptions that a significant portion of individuals who sleep outdoors do not interface with the emergency shelter system.

Our supply-side figures are limited largely due to uncertainty about the future. Predicting the number of housing units and homeless-serving program spaces over a 5-year period is challenging for a number of reasons: political priorities and funding allocations will change, the local economy will shift, and new program types will be introduced based on research, evidence and best practice. Our model identifies the "known knowns" (e.g. confirmed affordable housing developments) and makes informed assumptions about how housing units and homeless-serving program spaces will change over time.

⁴⁷ Brydon, R. (2016). Homeless In, Homeless Out and Homeless Zero Using System Dynamics To Help End Homelessness. Retrieved from http://homelesshub.ca/sites/default/files/3.3%20Brydon_0.pdf.

APPENDIX G: DESIGN LAB TOPICS

1. Plan Implementation - Backbone Organization & Plan Endorsement
A 'quarter-back' organization that leads Strategy implementation is being recommended; a deeper dive into the key roles & responsibilities of this new, non-partisan entity. Additionally, moving the idea forward generated at Task Force meeting of creating an MOU for agencies supporting the Strategy.
2. Integrating Intimate Partner Violence Response & the Plan to End Homelessness
The community summits brought forward a number of concerns regarding the need to ensure an integrated approach to intimate partner violence and homelessness initiatives. This session delved into this intersection and proposed solutions.
3. Red Zone Review
People with lived experience of homelessness and service providers have raised concerns about the effectiveness of the current application of the Red Zone. Reviewed as part of a broader discussion on the intersection of homelessness and the justice system with a focus on decriminalizing homelessness.
4. Affordable Housing
Ways to bring housing stock online that is truly affordable for those on very low incomes was explored.
5. Landlords, Developers & Builders: Roles in Plan Implementation
What roles landlords, developers and builders could play in the Strategy.
6. Regional Partnerships
Working beyond Kelowna proper to understand regional dynamics and develop integrated regional responses to homelessness.
7. Community Dialogue
A deeper dive into complex issues surrounding homelessness from a Kelowna local context; including support services, meeting priority population needs, public education & understanding and housing.
8. Linking Poverty Reduction and Homelessness Initiatives
This session explored ways to enhance coordination of poverty and homelessness initiatives in practice.
9. Research Agenda
Embedding research and evidence-based practices in Strategy rollout will enhance impact and continuous improvement. This session explored the role of researchers and identified key research priorities to support implementation.
10. Early Identification & Prevention Strategies
Stopping the flow into homelessness through diversion, targeting prevention and early identification approaches is essential to the Plan's success. Best practices were explored as well as local adaptation.
11. Mental Health & Addictions Support
Harm reduction approaches to service delivery emerged during consultations and lived experience input; we explored how current approaches could be enhanced to best support the Strategy.
12. Technology Based Solutions

Potential contributions of the tech sector to Strategy implementation actions based on integrated information management, research needs, etc.

13. Ending Homelessness & Reconciliation

A look at homelessness through the lens of Reconciliation and building an approach in Kelowna that advances the Calls to Action.

14. Minority Populations

A discussion on homelessness through the lens of minority populations (racial minorities, sexual minorities, and immigrant populations) to inform a deeper understanding of local context.

15. The Upstream Project to prevent youth homelessness

Upstream programs focus on identifying youth at risk of experiencing homelessness and triaging supports for them and their families to ensure this is prevented. The Design Lab focused on learning from Australia where the program is in place to consider Kelowna adaptations.

16. Engaging the Faith Community

Kelowna's faith community has made considerable investments in addressing social issues; we explored areas where this role can be enhanced in advancing the Strategy.

17. Public Education & Understanding

Innovative strategies were discussed to dispel myths and misconceptions about homelessness and enhance community understanding.

18. Youth Housing First programs

Focused on development and implementation of a Housing First for Youth program model in Kelowna.

19. Housing First & Supportive Housing for Chronic & Episodic Homelessness

Housing First (moving people into housing quickly, without any sobriety requirements) is a proven best practice to address chronic and episodic homelessness. This session looked at ways to enhance such programs in Kelowna leveraging market and non-market housing across communities.

20. Coordinated Access & Assessment

Diverse approaches to coordinated access and assessment to better match people to existing services.

21. Youth Supportive Housing

This session focused on young people's specific housing needs and how best to structure such interventions as part of the Journey Home Strategy.

22. Funders Forum

Explored strategies to better coordinate investment across government and philanthropy for better impact on homelessness objectives.

23. Social Finance Innovation

Discussion around bringing housing stock online that is truly affordable for those on very low incomes using innovative social finance options.

APPENDIX H: STAKEHOLDER PLEDGE

JOURNEY HOME STRATEGY VISION:

Driven by a commitment to action, the entire community is inspired to contribute collectively to an integrated system of care where every person feels valued and supported, and every journey leads home.

COLLECTIVE VALUES:

- ❖ *guided by* **LIVED EXPERIENCE VOICE**
- ❖ *enlightened through* **RECONCILIATION**
- ❖ *inspired by* **INNOVATION**
- ❖ *rooted in* **COMPASSION**
- ❖ *committed to uphold individual* **CHOICE**
- ❖ *compelled to ensure* **EQUITY**
- ❖ *strengthened by* **COLLECTIVE** *action*
- ❖ *committed to* **INCLUSION**
- ❖ *driven by* **COURAGE**
- ❖ *grounded in* **INTEGRITY**
- ❖ *rooted in* **DIGNITY**
- ❖ *founded on* **HONESTY** *and* **TRANSPARENCY**
- ❖ *energized by innovation to* **RESPOND** *and* **ADAPT** *appropriately*
- ❖ *dedicated to nurture* **RESILIENCY**

GUIDING PRINCIPLES:

The following principles guide our collective work to support the Journey Home Strategy.

Lived/Living Experience

We place people and their experiences at the center of the work always. This involves recognizing and respecting people who are homeless as experts in their own lives, their values, life situations, and expressed needs. To understand this perspective, we strive to directly engage people with lived and living experience in developing and implementing the Journey Home Strategy.

This lens recognizes there is no one “type” of person experiencing homelessness and no one size-fits-all response. We recognize the intersections of race, socio-economic status, gender, age, sexual orientation, and religion, and respect that services will need to be flexible and adaptive to diverse needs and choices.

Innovation

As a collective, we endeavor to challenge ourselves as a community to be creative and innovative in our response to homelessness, leveraging best practices to inform made-in- Kelowna solutions. Being innovative also means bringing in expertise from other sectors, creating partnerships, and thinking creatively about housing and supports. We have dug deep to draw in usual and unusual suspects in our community, and defined new collaborations and potential ways of achieving the Strategy goals through social innovation, social enterprise, and leveraging technology.

Housing First

Housing First is a person-centered approach rooted in the belief that all people deserve housing, and that anyone, even those with the most complex needs, can move directly from homelessness to housing in concert with appropriate supports. Viewing housing as a primary need was in direct contrast to the traditional service response, which required people who were homeless to stabilize their addictions and mental health prior to receiving housing. Housing First instead argues that in order for someone to address their illnesses or related-challenges, they must be first housed.

Additionally, Housing First must be tailored for special populations, e.g. Indigenous people, youth, individuals experiencing domestic violence, etc. This approach has a wealth of research to support its effectiveness, and has been adopted in several cities across Canada due to its effectiveness in ending homelessness long-term, and its positive impact on public system use by reducing the cost of homelessness to health, justice, and community.

Joint Leadership & Collaboration

This principle reflects the recognition that for this plan to be successful, everyone needs to be involved and do their part. Homelessness is a complex social issue involving multiple sectors and systems. Adequately responding to it, therefore, will require our collective effort and commitment. The Strategy will require commitment and action from all levels of government, including Indigenous government, non-profit providers, private sector, academia, living/lived experience, and Kelowna residents.

Prevention

A true end to homelessness requires that we not only think about how we can respond to current homelessness, but also think upstream about how to prevent it in the first place. This requires the development of more affordable housing and changing policies to ensure vulnerable groups, such as youth leaving care, are not discharged into homelessness. It entails the provision of the resources and supports to stay housed, improve integration and social inclusion, and reduce the risk of recurrence of homelessness.

We Pledge:

Our commitment to the proposed Journey Home Strategy.

To work collectively with other stakeholders to support the implementation of the Journey Home Strategy.

To align our agency/organizations' programs and services with the Journey Home Strategy, where applicable.

To identify our strengths so that we may seek out efficiencies to ensure we are all strong contributors to the Journey Home Strategy.

To identify what contributions and/or investments we can provide to strengthen the implementation of the Journey Home Strategy.

Signature: _____ Date: _____

Organization (if applicable): _____

APPENDIX I: IMPLEMENTATION ACTION PLAN

To fully implement the proposed Actions under each Foundational Concept and Pillar, the following Implementation Plan was developed. It will be refined by the Backbone Organization during its ramp up and updated on a go-forward basis.

This section provides a detailed breakdown of each of the Foundational Concept and Pillar's Actions to describe implementation details and rollout. This includes proposed timing and identified collaborators whose engagement in Journey Home is considered to be critical to our collective success. Of note, the collaborators identified are stakeholder groups that would be the ideal target for the activities listed in this action. This list is intended as a starting point and will evolve as implementation moves forward. Phase 1 refers to 2018 and 2019; Phase 2 includes 2020 and 2021; and Phase 3 is the last year of the Journey Home implementation plan (2022). Note that the Key Collaborators are listed alphabetically, not in order of importance or sequence.

It is important to highlight that Journey Home is a living strategy and will require ongoing refinement; as such, this Implementation Plan will be updated regularly through the efforts of the Backbone Organization. The Backbone Organization will be instrumental in both identifying and convening Key Collaborators on an ongoing basis as the Strategy implementation unfolds.

The Backbone Organization will strive to develop a mechanism to include a collective voice for service providers in the homeless-serving system throughout these actions.

Note that the following stakeholders have a role to play throughout the Implementation Plan with the Backbone Organization and are therefore not repeatedly listed in the Key Collaborators section, which highlights additional collaborators:

- **A Way Home Kelowna**
- **Backbone Organization**
- **Community Advisory Board on Homelessness (CAB-H)**
- **Lived Experience Circle**
- **Service/Housing Providers (specific organizations to be identified by Backbone and partners as appropriate specific to the action/phase)**
- **Youth Advocates for Housing**

NOTE that when we refer to **Indigenous Bands in the Okanagan Region**, these include those represented in the Okanagan Nation Alliance (ONA): Okanagan Indian Band, Upper Nicola Band, Westbank First Nation, Penticton Indian Band, Osoyoos Indian Band, Lower Similkameen Indian Band, Upper Similkameen Indian Band, and Colville Confederated Tribes. Interest in partnership around Kelowna or broader regional action focus may differ among Bands, hence they are included, as is the ONA.

Foundational Concept 1: Innovation - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Launch a Homelessness Innovation Lab to partner with technology sector to develop solutions for information management, access, and data analysis.	<p>Scope out potential partners with interest in social innovation.</p> <p>Develop initial privacy assessment for the Homelessness Management Information System.</p> <p>Launch virtual one-stop shop for services in Kelowna to meet client access and system navigation needs identified, such as HelpSeeker, 211, or iSearch as per community need. This can create a dynamic and comprehensive System Map to assess current resources, gaps, and duplications to better harmonize service delivery.</p> <p>Launch a Coordinated Access service to create a clear path to housing and wrap-around supports, cognizant of the need to minimize risks for vulnerable individuals (i.e. youth, individuals fleeing interpersonal</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>Accelerate Okanagan</p> <p>BC Housing</p> <p>City of Kelowna</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Children and Family Development</p> <p>Ministry of Citizens' Services</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Okanagan College</p> <p>Technology sector</p>

	<p>violence).</p> <p>Roll out a Homeless Management Information System (HMIS) to connect all homeless serving providers regardless of funding source and provide real time information on system performance.</p> <p>Leverage data gathered from HMIS and virtual services app to refine understandings of service use and impact.</p>	<p>Phase 2</p> <p>Ongoing</p>	<p>UBC-Okanagan</p>
<p>2. Develop a Research Agenda in partnership with research community to support the Journey Home Strategy.</p>	<p>Bring research stakeholders together to develop potential research grant asks to support the Strategy.</p> <p>Develop a Research Agenda to ensure alignment across researchers towards Journey Home Strategy goals, including a focus on all sub-population groups.</p> <p>Develop capacity to enhance internal capacity to learn from/contribute to body of research on homelessness at the national level.</p> <p>Develop applied research projects through practicums, classes, and fieldwork to support the Journey Home implementation.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	<p>A Way Home - Canada</p> <p>Accelerate Okanagan</p> <p>Canadian Observatory on Homelessness</p> <p>City of Kelowna</p> <p>Employment & Social Development Canada</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Okanagan College</p> <p>Raising the Roof</p> <p>UBC-Okanagan</p>

<p>3. Secure flexible funds to prototype social enterprise, social finance, and housing development innovations. This includes lived experience social enterprise incubation support.</p>	<p>Work with Homelessness Funders Table members to develop an innovation fund to pilot new ideas, such as social finance.</p> <p>Work with the Lived Experience Circle & Youth Advocates for Housing to support start-up and acceleration of social enterprise ideas from a lived/living experience lens (i.e. Common Ground in Yellowknife).</p> <p>Leverage the community to help with enterprise start-up as well as local entrepreneurial programs/entrepreneurs/incubators in town such as Enactus to support JH social enterprise activities.</p> <p>Scope out the potential asset management options to support new housing development in partnership with government, foundations, faith community, and private sector stakeholders.</p> <p>Launch, monitor, and learn from innovative pilots, and bring these to scale as appropriate.</p>	<p>Ongoing</p> <p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Accelerate Okanagan</p> <p>BC Housing</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Employment & Social Development Canada - HPS</p> <p>Enactus</p> <p>Faith Sector</p> <p>Homelessness Funders Table</p> <p>Housing developers, builders</p> <p>Ministry of Advanced Education, Skills & Training Ministry of Ministry of Municipal Affairs & Housing</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Okanagan College</p> <p>Technology sectors</p> <p>University of BC Okanagan</p> <p>Westbank First Nation</p>
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Foundational Concept 2: Reconciliation - Actions	Action Steps	Timing	Key Collaborators
1. Recognize accountability for Truth & Reconciliation Commission Calls to Action in that Indigenous Homelessness is an ongoing form of colonialism.	<p>Support education on TRC Calls to Action across the broader community and the homeless-serving sector, and determine implications for operations and strategy moving forward.</p> <p>Encourage JH partners to include TRC as a frame in their strategic plans, and report on these through the AGMs on an annual basis. This would apply to the Backbone Organization as well.</p> <p>Formally adopt the Canadian Observatory on Homelessness definition of Indigenous Homelessness.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Children and Family Development</p> <p>Ministry of Indigenous Relations & Reconciliation</p>
2. Invite Indigenous leaders to participate in Journey Home Strategy governance.	<p>Present Journey Home Strategy to the Okanagan Nation Alliance members and Okanagan Bands to invite them in the Journey Home Strategy implementation.</p> <p>Work with Indigenous partners from Okanagan Bands to invite representation on</p>	<p>Phase 1</p> <p>Phase 1 & Ongoing</p>	<p>AWH Kelowna</p> <p>Backbone Organization</p> <p>Indigenous Bands in Okanagan Region</p>

	Journey Home and committees.		
3. Engage Indigenous community members in the work to imbed a cultural lens in supportive services and housing.	<p>Develop protocols with Indigenous partners on ways of linking cultural knowledge keepers, including medicine men and women, as part of homelessness services.</p> <p>Require that as part of funding, the homeless-serving sector must meet a minimum standard on Indigenous training and cultural sensitivity (standard to be developed).</p> <p>Provide Indigenous people seeking or receiving supports with a clear path to give real-time feedback to service providers on their service.</p> <p>Identify and support Indigenous organizations and mainstream organizations to attract and retain Indigenous talent in the homeless-serving system.</p> <p>Support innovative program design models that encompass Indigenous cultural practices, including On-the-Land and healing practices.</p> <p>Work with knowledge keepers to inform physical design of new housing to ensure it respects and encompasses Indigenous ways of knowing.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p> <p>Phase 2</p>	<p>Central Okanagan Foundation</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p> <p>Homelessness Funders Table</p> <p>Independent School Boards</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Indigenous Relations & Reconciliation</p>

Foundational Concept 3: Lived Experience	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Continue Lived/Living Experience Circle and establish the Youth Advocates for Housing and formalize relationships to the Backbone Organization governance.	<p>Engage Lived Experience Circle and Youth Advocates for Housing members in exploring Terms of Reference moving forward in Journey Home implementation.</p> <p>Secure funds to ensure honoraria are available along with adequate coordination staff support for these groups to continue.</p> <p>Support leadership development of members through ongoing support, mentorship, and training opportunities.</p> <p>Develop clear governance links with the Journey Home Backbone Board of Directors and AWHK to ensure lived experience voice is at the table in decision-making. This will be refined with the members of these groups, but should include a minimum of two lived/living experience members on the Board of Director table.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Children and Family Development – Youth Advisory Groups: Youth Advisory Council Okanagan, Youth in Care Network</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p>

	Encourage PHC (Partners for a Healthy Community), PICC (Partners in Community Collaboration), the Community Advisory Board on Homelessness (CAB-H), and other decision-making tables impacting people experiencing homelessness to consider lived experience voice at the table.	Ongoing	
2. Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men.	<p>Develop a clear mechanism to assess how the needs of sub-populations are being met through identification, analysis of outcomes, access, and Key Performance Indicators.</p> <p>Create funding targets to ensure Journey Home resources are being distributed across population groups in equitable manners. This can be determined by the Board of Directors of the Backbone Organization, and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). For instance, if the general population is made up of 20% people up to 24 years of age, we must see this represented in funded programs and in budget allocations.</p>	<p>Phase 1</p> <p>Phase 2</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Service/ Housing providers serving sub-populations (i.e. youth, Indigenous, women, families, newcomers, LGBTQ2S, seniors, and men).</p>
3. Introduce peer support models, including peer outreach to address conflicts between the homeless	Work with Lived Experience & Youth Advocates for Housing community members, businesses, and government sectors to support innovative diversionary programming to mitigate conflicts in the downtown core. These can leverage Peer	Phase 1	<p>Community Action Team (Overdose Response)</p> <p>Chamber of Commerce</p> <p>City of Kelowna</p> <p>Downtown Business Association, Uptown Rutland</p>

population, businesses, and community in partnership with business, bylaw services, and police	<p>Support Workers' roles in interventions in downtown areas to address public concerns with aggressive panhandling, public intoxication, and property damage.</p>		<p>Business Association, Pandosy Village Business Association</p>
	<p>Work with Journey Home partners to ensure consistency of access and support for Peer Support programs across the homeless-serving sector.</p>	Ongoing	<p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Labour</p> <p>RCMP</p>
	<p>Work with lived experience community to create a new mechanism that supports lived experience input into program development on an ongoing basis beyond reactive conflict-driven approaches currently in place.</p>	Phase 1	
	<p>Create public awareness and education campaigns to reduce stigma around mental health, addictions, homelessness, and poverty, and link these to such initiatives.</p>	Ongoing	
	<p>Work with lived experience community to design meaningful activities to engage individuals who are consistently reported to be engaged in problematic activities, and engage Journey Home partners to coordinate the delivery.</p>	Phase 2	
	<p>Develop and leverage opportunities for youth with lived experience to partner with organizations to provide mentorship, peer support, and volunteerism to other youth experiencing or at risk of homelessness</p>	Phase 2	

Pillar 1: Inclusion & Prevention - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Launch a public awareness campaign to address stigma on homelessness in Kelowna working with the Lived Experience Circle & Youth Advocates for Housing	<p>Secure funding for multi-prong, multi-year campaign.</p> <p>Pending funds, develop priority target groups and key messaging.</p> <p>Engage partners including lived experience in co-developing campaign messaging.</p> <p>Develop collateral (website, blog series, briefs, etc.) with key stakeholder input.</p> <p>Rollout campaign with pre and post assessment of impact on public perception.</p> <p>Ensure ongoing presence in social and mainstream media is maintained.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1 & 2</p> <p>Ongoing</p>	<p>Community Action Team</p> <p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Mainstream media channels (print/online/television)</p> <p>Social media influencers</p>
2. Develop easy-to-access resource guides with lived experience input to ensure those at risk of or experiencing homelessness know where to go for the right help fast. This	<p>Explore leveraging technologies such as HelpSeeker, 211, or iSearch to develop an online resource directory for all services available in an app format.</p> <p>Leverage marketing campaign to advertise how people can find help in times of need using the virtual app service.</p> <p>Monitor program traffic and user feedback to understand city-level trends in social service</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Central Okanagan Foundation</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Kelowna Community Resources</p> <p>Ministry of Citizens' Service</p> <p>Ministry of Jobs, Trade & Technology</p>

<p>includes support to the families or friends of those in need of help.</p>	<p>demand.</p> <p>Enhance consistency and clarity of information on youth rights and services in Kelowna through co-design with the Youth Advocates for Housing.</p> <p>Work with community, service providers, and youth with lived experience to establish common service expectations for clients and providers.</p>	<p>Ongoing</p> <p>Phase 1 & Ongoing</p>	<p>Okanagan College</p> <p>Regional Partners</p> <p>UBC-O</p> <p>United Way</p>
<p>3. Encourage the City to explore policy shifts at the municipal level to promote affordable housing across neighbourhoods through bylaw changes, zoning, and grants.</p>	<p>Support the rollout of the Healthy Housing Strategy with specific focus on key actions that support the Journey Home Strategy as outlined in Appendix C.</p> <p>Work with social innovators to develop a climate of ongoing inquiry as part of the rollout of the Healthy Housing Strategy to find new ways of addressing Kelowna's housing affordability issues as they relate to homelessness.</p> <p>Leverage technology to monitor housing trends and their impact on homelessness.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>BC Housing</p> <p>City of Kelowna</p> <p>Developers, builders</p> <p>Homelessness Funders Table</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Ministry of Municipal Affairs & Housing</p>

4. Work with key Provincial ministries to enhance positive housing transitions including Children & Family Development, Justice & Health. This includes developing discharge/transition protocols that prevent homelessness.	Engage key ministries to scope current levels of homelessness or at risk of homelessness within their systems of care.	Phase 1	BC Attorney General BC Housing Department of Justice Canada Homelessness Funders Table Indigenous Bands in the Okanagan Region Interior Health Authority Ministry of Children & Family Development Ministry of Health Ministry of Mental Health & Addictions Ministry of Public Safety & Solicitor General Ministry of Social Development & Poverty Reduction
	Assess current discharge/transition practices and how these create or mitigate homelessness risk.	Phase 2	
	Develop recommendations at the policy and procedural levels to each Ministry to mitigate homelessness risk.	Phase 2	
	Develop recommendations at the policy and procedural levels to highlight the government age mandate and the gap between youth and adult services.	Phase 1	
	Establish Youth in Transition Workers between Ministries to ensure continuity of care that caters appropriately at different developmental stages, and that prevents gaps in service delivery through individualized supports.	Phase 2	
	Advocate for enhanced and quicker youth access to income assistance.	Phase 2	
	Work with community partners, Ministry of Children & Family Development, and the Ministry for Social Development & Poverty Reduction to ensure smooth youth transition between Ministries and youth are set up for success.	Phase 2	
	Develop a strategic communication and	Ongoing	

	<p>education approach to message desired changes across all levels of government.</p> <p>Identify partners in other communities across the province to support a common policy agenda in this area.</p>	Ongoing	
<p>5. Launch The Upstream Project for Youth pilot in partnership with Central Okanagan School District 23 and Private and Independent Schools to identify and support youth at risk of becoming homeless.</p>	<p>Develop a full understanding and scoping of The Upstream program in Kelowna.</p> <p>Determine willingness of partners to pilot Upstream, particularly the local School Boards, and identify champions and advocates of the project.</p> <p>Work with partners to develop a program model that is fully costed along with a business case for support, and raise funds to launch pilot.</p> <p>Pending successful pilot, secure funding for ongoing operations and potential scaling up.</p> <p>Ensure ongoing evaluation and continuous improvement is built in from the start.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p>	<p>A Way Home Canada</p> <p>Canadian Observatory on Homelessness Ministry of Education</p> <p>Homelessness Funders Table</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Raising the Roof</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p>
<p>6. Enhance connections to healthy opportunities that support those at-risk, experiencing, or exiting homelessness to thrive</p>	<p>Create clear pathways to services for those at risk of or experiencing homelessness using the virtual services app and Coordinated Access.</p> <p>Work with community partners to enhance knowledge about support services within</p>	<p>Phase 1</p> <p>Ongoing</p>	<p>City of Kelowna</p> <p>Faith Community</p> <p>Foundry</p> <p>Homelessness Funders Table</p>

<p>in community. Explore leveraging community hubs, and enhancing access through technology.</p>	<p>schools, medical offices, the faith sector, and recreation and community centres.</p> <p>Develop a comprehensive mapping of support offerings from the faith and voluntary sector; this should be integrated into the digital service access platform such as iSearch or HelpSeeker.</p> <p>Explore the creation of community hubs, such as the Foundry, as an integrated service centre in various city neighbourhoods.</p> <p>Work with community partners and youth to co-design and create healthy opportunities for youth focused on building natural supports, enhancing and increasing access to healthy opportunities and peer initiatives, and is underpinned by the Social Determinants of Health.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>Interior Health Authority</p> <p>Neighbourhood/community associations, Rotaries, Legions, and other voluntary associations</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p> <p>Technology Sector</p>
<p>7. Develop formal links with aligning strategies (BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy) and the Healthy Housing Strategy to ensure we are working</p>	<p>Work with partners to assess most appropriate modalities to develop formal links to the BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy, and Kelowna's Healthy Housing Strategy.</p> <p>Ensure partners are engaged in ongoing communications through rollout, and ensure Journey Home is similarly informed.</p>	<p>Phase 1</p> <p>Ongoing</p>	<p>BC Housing</p> <p>Canada Employment & Social Development</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Ministry of Children & Family Development</p>

<p>in an integrated fashion.</p>	<p>Develop a clear assessment among all strategies and Journey Home on common priority areas to create seamless integration.</p> <p>Ensure rental supplement programs continue and are enhanced as part of broader prevention strategies under the BC Homelessness Strategy.</p> <p>Support government review and enhancement of income assistance to ensure appropriate housing support is in place commensurate with local housing market costs.</p> <p>Continue to advocate for affordable housing with specific focus on Kelowna to ensure appropriate resources are allocated locally.</p> <p>Continue to advocate for Journey Home priorities to be addressed within all of these strategies on an ongoing basis.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Provincial/national coalitions working to address homelessness</p>
<p>8. Launch Prevention programs to support people to stay in housing where possible. These will be targeted to those at highest imminent risk for homelessness. The</p>	<p>Scope out a clear approach to targeting and screening of those at high risk of homelessness for a pilot phase of the Prevention programming.</p> <p>Develop a program model and service delivery approach to Prevention focused on those at risk of homelessness.</p>	<p>Phase 1</p> <p>Phase 1</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Education</p>

Journey Home Strategy calls for 100 new program spaces for prevention to be created over the next five years to help over 400 people.	Secure funds to pilot a 20-client caseload to support those at imminent homelessness risk.	Phase 1	Ministry of Health
	Ramp the caseload up by 20 clients every year to a target of 100; this will serve a target of 400 clients during the course of the Journey Home Strategy.	Phase 2-3	Ministry of Mental Health & Addictions
	Create targeted caseload spaces for youth, Indigenous people, and people fleeing violence.	Phase 1	Ministry of Social Development & Poverty Reduction
	Explore additional Prevention expansions that may be needed for seniors and newcomers, LGBTQ2S+, etc.	Phase 2	Central Okanagan School District 23 and Private and Independent Schools
	Ensure ongoing evaluation and continuous improvement is built in from the start.	Ongoing	

Pillar 2: Backbone Coordination & Partnerships - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Coordinate a Funders' Table to maximize the impact of diverse investments from philanthropy, government, faith, and corporate sectors in support of the Strategy.	Scope out all core funders of homeless-serving system providers in a detailed review through the System Mapping process.	Phase 1	BC Housing
	Assess core funders' strategic plans and investment criteria to define common interests regarding homelessness.	Phase 1	Central Okanagan Foundation
	Engage core funders in discussion on common objectives and pressure points in relation to Journey Home goals and priorities.	Phase 1	Faith Sector
	Create Terms of Reference and MOUs as appropriate to outline terms for working together among funders.	Phase 1	Indigenous Bands in the Okanagan Region
	Explore opportunities to develop co-funding models, such as pooling funds towards procurement of services.	Phase 1	Interior Health Authority
	Work with BC Housing to ensure HIFIS rollout can act as a comprehensive Homeless Management Information System for entire homeless-serving system regardless of funder.	Phase 1	Kelowna Residents
	Probe funder appetite to support a common data sharing platform for funded services in the homeless-serving system.	Ongoing	Major Donors/Philanthropy
			Ministry of Children & Family Development

	<p>Continue to refine funding models by assessing potential interest of funders to align performance and quality assurance processes in the homeless-serving sector.</p> <p>Explore innovative mechanisms that provide opportunities for citizens to contribute smaller investments that can be pooled for more impact (i.e. GoFundMe campaigns).</p>	<p>Phase 2</p> <p>Phase 2</p>	
<p>2. Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.</p>	<p>Build the case for support for a Backbone Organization, including the start-up staffing model and funding needed.</p> <p>Develop Governance Model that encompasses all of the connections noted throughout implementation strategy and is designed to accommodate potential evolution of role of Backbone Organization.</p> <p>Engage City of Kelowna in support transition planning towards Backbone Organization leveraging the Journey Home Task Force and City staff.</p> <p>Raise funds to support start-up operations and setup, including office space and hiring of Executive Director.</p> <p>Recruit Chairs and Board of Directors for the Backbone Organization with appropriate governance representation from core stakeholder groups including Indigenous</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p>	<p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p>

	<p>partners, lived experience, AWH-Kelowna, government, private sector, academia, and service providers.</p> <p>Clarify the relationship of Journey Home with the City – including exploring leveraging City resources, and a mechanism for ongoing integrated planning.</p> <p>Rollout system planning activities and maintain focus on functional zero indicators as outlined in Section 5: Strategy Implementation and Appendix E, respectively.</p> <p>Review and refine Journey Home Strategy mid-way through implementation to reflect shifting dynamics, new learnings, and community needs.</p> <p>Ensure ongoing communication with key stakeholders including the City and the public at large regarding progress against Journey Home Strategy milestones and goals.</p> <p>Monitor system and program level performance Indicators and how they relate to the Journey Home Milestones, and use these for ongoing system planning efforts to improve impact.</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	
3. Formalize Backbone Organization relationships, including	Engage stakeholder groups including AWH-Kelowna, the Lived Experience Circle, Youth Advocates for Housing, Indigenous communities, CAB-H, funders, government,	Phase 1	<p>BC Housing</p> <p>CAB-H and Community Entity (Central Okanagan Foundation)</p>

<p>with AWH-Kelowna to ensure ongoing focus on the Youth Strategy is embedded in community efforts.</p>	<p>and private sector to assess appropriate representation and links to Backbone operations and governance.</p> <p>Implement proposed partnership model and review effectiveness on an ongoing basis.</p>	<p>Phase 1</p>	<p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p>
<p>4. Support Coordinated Access & Assessment to ensure consistent process to match clients' needs and choices to access services across the homeless-serving system, regardless of funding sources.</p>	<p>Engage in a comprehensive System Mapping process to define the Homeless-Serving System in detail, including touch points between youth, adult, and other service points.</p> <p>Explore application of best practices in the context of Kelowna's needs to define full reach of Coordinated Access (CA) model with community stakeholder input.</p> <p>Develop a business case and funding ask to enhance Coordinated Access across the homeless-serving system, with built-in feedback loop for continuous improvement.</p> <p>Ensure a data sharing platform is in place to act as the technology infrastructure for the Coordinated Access model. This can leverage HIFIS rollout underway by BC Housing.</p> <p>Develop a consistent process to match service seekers to services in real-time, and ensure this is built into the Coordinated Access.</p> <p>Create a clear process map, roles and responsibilities, MOUs, procedures, and</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General & Emergency</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Research partners</p>

	<p>monitoring processes to ensure the Coordinated Access is appropriately implemented across the homeless-serving system.</p> <p>Work with funders to encourage Coordinated Access participation across the homeless-serving system.</p> <p>Ensure key public systems are integrated within Coordinated Access, and can contribute to data sharing within privacy requirements.</p> <p>Leverage the Coordinated Access process to monitor trends in real-time using standard system-level Key Performance Indicators to adjust strategy implementation.</p> <p>Explore piloting youth-specific assessment tools to enhance triage and allocation of supports for homeless youth.</p> <p>Explore data sharing options, rules and regulations with respect to youth data, working with Ministry of Children & Family Developing and other agencies to determine the key differences within youth data.</p>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p> <p>Phase 2 & 3</p> <p>Phase 1</p> <p>Phase 1</p>	
5. Support the creation of an Okanagan Regional Partnership Table to coordinate responses to	<p>Continue conversation with regional partners on common issues and potential strategies for the Okanagan.</p> <p>Scope out the potential interest of regional partners in an Okanagan Roundtable on</p>	<p>Phase 1</p> <p>Phase 1</p>	<p>Backbone Organization</p> <p>City of Peachland</p> <p>City of West Kelowna</p>

homelessness with Westbank First Nation, City of West Kelowna, District of Lake Country, and the Regional District to start.	<p>Homelessness, its mandate, membership, and objectives.</p> <p>Develop a comprehensive review of regional homelessness issues and priorities with defined actions for the Roundtable moving forward, including advocacy for policy, funding, and process changes with government.</p> <p>Create ways to better track migration of homeless individuals across Okanagan communities to enhance local and regional approaches.</p> <p>Explore development of aligned data collection in the Homeless Count, HMIS, and Key Performance Indicators across the region.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 3</p>	<p>Economic Development Corporations</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>District of Lake Country</p> <p>Local Chambers of Commerce</p> <p>Okanagan Nation Alliance</p> <p>Regional District of Central Okanagan</p>
6. Work with the BC10 Community Entities to support a provincial agenda on ending homelessness using Housing First and a system planning approach.	<p>Establish a clear link between the Backbone Organization with the CAB-H in Kelowna and the Central Okanagan Foundation as the Community Entity (CE) on behalf of the federal Homelessness Partnering Strategy, which is represented on the BC10.</p> <p>Explore opportunities on how best to leverage the HPS funds in Kelowna moving forward as part of Funders Table discussions including the CE and CAB-H.</p> <p>Explore interest at the BC10 table and other provincial homelessness coalitions or networks to include the Backbone</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>BC10 group</p> <p>CAB-H & COF, Community Entity</p> <p>Canada Employment & Social Development</p> <p>Homelessness Partnering Strategy</p>

	<p>Organization in discussions and action on common priorities.</p> <p>Inform and ask for support from City Council for advocacy needs at the provincial and federal levels.</p>	Ongoing	
<p>7. Participate in regional, provincial, and national learning communities to share and learn best practices and champion preventing and ending homelessness.</p>	<p>Identify strategic partners at the local, provincial, regional, and federal levels where Kelowna can benefit and contribute to common priorities on homelessness.</p> <p>Engage identified partners in dialogue on potential collaborations on common issues moving forward.</p> <p>Continue to build on relationships fostered through the Strategy development process with the Canadian Observatory on Homelessness, A Way Home Canada, and Turner Strategies as part of the national Systems Planning Collective to enhance local expertise, contributing to national learnings.</p> <p>Engage in research and ongoing learnings through knowledge mobilization activities such as attending conferences, and educational or learning sessions in the community.</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>A Way Home Canada</p> <p>Canadian Alliance on Homelessness</p> <p>Canadian Observatory on Homelessness</p> <p>National Learning Community on Youth Homelessness</p> <p>Regional/provincial homelessness coalitions or networks emerging</p> <p>Research/academic community</p> <p>Systems Planning Collective</p>

Pillar 3: Housing & Supports	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Support people in the rental market through 500 new program spaces grounded in the Housing First model and the right to housing.	<p>Develop a program model and service delivery approach to Housing First programs including Rapid Rehousing, Intensive Case Management, and Assertive Community Outreach.</p> <p>Secure funds to support those at imminent homelessness risk by creating the following program capacity in the system, and ramp the caseload up gradually by adding clients every year to the proposed capacity:</p> <ul style="list-style-type: none"> ○ Rapid Rehousing – 100 program spaces (\$7.5M) ○ Intensive Case Management – 75 program spaces (\$5.3M) ○ Assertive Community Outreach – 100 program spaces (\$6.3M) <p>Create targeted caseload spaces for youth, Indigenous people, and people fleeing violence within these program models.</p> <p>Explore additional tailoring that may be needed for seniors and newcomers,</p>	<p>Phase 1</p> <p>Phase 1, 2, 3</p> <p>Phase 1</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Landlords, Developers, Builders</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Urban Development Institute</p>

	<p>LGBTQ2S+, etc.</p> <p>Embed these programs within Coordinated Access to ensure appropriate matching of service seekers to supports.</p> <p>Ensure ongoing evaluation and continuous improvement is built in from the start using common Key Performance Indicators and the Homeless Management Information System.</p>	<p>Phase 2</p> <p>Ongoing</p>	
<p>2. Support the addition of 300 units of long-term supportive housing in purpose-built building targeted to support people experiencing chronic and episodic homelessness with higher needs.</p>	<p>Support BC Housing's efforts to add another 190 new units of supportive housing in Kelowna that are estimated to come online over the next one to two years.</p> <p>Develop a strategic plan to address the gap of 110 supportive housing units by 2024 requiring approximately \$18M in capital and \$5.5M in operations over course of Journey Home Strategy.</p> <p>Engage partners to explore land donations (City, private sector, faith community), fundraising, access to provincial or federal grants, or low interest loans through the National Housing Strategy or CMHC for the \$18M needed.</p> <p>Work with BC Housing and CMHC to secure capital contributions from government.</p> <p>Work with Interior Health Authority, BC Housing, Ministry of Children & Family</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1,2</p>	<p>BC Housing</p> <p>Builders, landlords, developers</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Homelessness Partnering Strategy</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General & Emergency B.C.</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>Development, the justice system, and the Homelessness Partnering Strategy at the federal and local levels to assess potential contributions to the operation costs for the 110 units (\$5.5M over course of Journey Home Strategy).</p> <p>Work with BC Housing to ensure appropriate and ongoing supports are in place for people placed in supportive housing for the additional units created with specific focus on chronic homelessness, high acuity and/or high vulnerability groups including singles, youth, people fleeing violence.</p>	<p>Phase 1,2</p> <p>Phase 2</p>	
<p>3. Create a Landlord Roundtable to encourage making units available for Housing First programs to house and support people throughout neighbourhoods and buildings.</p>	<p>Work with private sector links through the Chamber of Commerce, Downtown Business Association, and local rental association to invite Kelowna landlords (private and non-market) to participate in a session to explore partnering on the Housing First programs proposed in Journey Home Strategy.</p> <p>Explore interest in contributing two-to-three units per building to create the necessary 500-space capacity in the private and non-profit market for Housing First clients over the next five years.</p> <p>Work with Urban Development Institute (UDI) to explore proposed MOU to contribute access to 50 units per year for lower acuity</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	<p>Chamber of Commerce</p> <p>Business Association's</p> <p>Homelessness Funders Table</p> <p>Local landlords - market/non-market</p> <p>Urban Development Institute</p>

	<p>homeless/at risk groups.</p> <p>Assess landlord needs from programming to ensure value proposition and risk management is defined and included in the program model.</p> <p>Develop formal MOUs with participating landlords to contribute units to the Journey Home effort, subject to mutually agreed upon terms. These must include accounting for property damage, behaviour challenges, rental arrears, and levels of adequate support to maintain successful tenancies.</p> <p>Continue facilitation of the Landlord Roundtable for participating partners and potential interested parties to share learnings, issues, and monitor trends on an ongoing basis.</p> <p>Develop training and education sessions for Landlords and Tenants.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	
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4. Develop a sector-wide capacity building/training agenda to increase staff effectiveness in supporting clients with trauma, adverse childhood experiences, dual diagnosis, addiction, mental health, brain injury, case management, and violence.	Develop common standards of practice that address the lived experience recommendations on enhancing service access and quality in the homeless serving system.	Phase 2	BC Housing Homelessness Funders Table Indigenous Bands in Okanagan Region Interior Health Authority Ministry of Children & Family Development Ministry of Municipal Affairs & Housing Ministry of Social Development & Poverty Reduction Okanagan College RCMP School Board 23 and Independent School Boards UBCO
	Develop common performance management processes across the homeless serving system to assess output and outcome information consistently regardless of funder.	Phase 2	
	Engage the homeless serving sector partners to complete a survey at all levels within their organizations (frontline, management, executive, Board) on their learning and training gaps vis-à-vis homelessness and related issues.	Phase 2	
	Create a training and capacity building plan, inclusive of costs, schedule of offerings, etc. and develop a budget and case for support to roll this out.	Phase 2	
	Assess current community capacity and expertise to deliver such training locally, and seek outside experts as needed to encourage sharing of learnings within the sector.	Phase 2	
	Monitor and adapt the training and capacity building plan on an ongoing basis to assess emerging needs and trends as well as knowledge advancements.	Phase 3	
	Engage public system partners including		

	police, health, child welfare, and income assistance in shared learning initiatives to improve access for homeless populations.	Phase 3	
5. Support efforts to increase treatment beds, especially for young people in Kelowna.	<p>Work with community and government partners engaged in addiction and recovery supports to define treatment gap in Kelowna.</p> <p>Tailor the design of treatment models and supports to meet the service needs of young people in treatment facilities for youth.</p> <p>Advocate for ongoing and appropriate supports after treatment to ensure continuity of care.</p> <p>Advocate for ongoing and appropriate recovery oriented housing specifically for youth.</p> <p>Work with partners to develop a communication strategy that includes a case</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>for support to be presented to decision-makers in government and funding bodies.</p> <p>Ensure future beds are linked into the homeless-serving system via Coordinated Access and Homeless Management Information System.</p> <p>Encourage policy and procedures are in place that support treatment bed transition planning to ensure no one is being discharged into homelessness.</p>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p>	
<p>6. Develop a person-centered approach to harm reduction and sobriety on a continuum to meet people where they are at with appropriate supports.</p>	<p>Develop a better understanding of sobriety and low barrier needs among service seekers by leveraging the Lived Experience Circle and Youth Advocates for Housing.</p> <p>Develop enhanced housing sector capacity to respond and an understanding of addiction and mental health, so people in need do not have to choose between housing and sobriety, ensuring when in transition, into and out of treatment, their housing is not jeopardized.</p> <p>Ensure this input is reflected in all program models, including supportive housing.</p> <p>Develop strategies to support those who wish to work on sobriety in their recovery within a harm reduction model.</p> <p>Work with health system partners to assess reported challenges accessing mental health</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>and addictions resources by those who are experiencing homelessness and at risk.</p> <p>Ensure medical support is available in easy-to-access sites including shelter, supportive housing, and future Coordinated Access site(s).</p> <p>Support the Community Action Team working to develop an Action Strategy in order to develop a community Opioid Crisis response to ensure links and coordination with Journey Home Strategy.</p> <p>Support health system efforts to address the opioid, fentanyl, and meth challenges exacerbated among vulnerable homeless populations.</p> <p>Explore partnerships with Interior Health Authority building on housing as a determinant of health to ensure Housing First and supportive housing clients have access to health care that meets their needs.</p> <p>Review and enhance supports in mental health and addictions, legal rights and housing for all populations experiencing homelessness, landlords, caregivers, and housing providers and support teams. This should be agile to respond to changing needs.</p>	<p>Phase 2</p> <p>Ongoing</p> <p>Phase 2</p> <p>Ongoing</p> <p>Phase 2</p> <p>Phase 1 & Ongoing</p>	
7. Apply a population focus to housing and	Create funding targets to ensure Journey Home resources are being distributed across population groups in equitable manners. This	Phase 1	BC Housing

<p>programs to ensure youth, Indigenous people, women, families, men, couples, seniors, newcomers, LGBTQ2S+, and other subgroups' needs are effectively met through a person-centred approach.</p>	<p>can be determined by the Board of Directors of the Backbone Organization and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). Youth are a priority population in this strategy; as such, funding targets for this population will be based on representation in community. Youth generally comprise 20% of the homeless population, factoring in under representation, and must be reflected in funded programs and budget allocations.</p> <p>Ensure Indigenous cultural supports are embedded in program and housing development and rollout including access to traditional knowledge, medicine, and ceremony.</p> <p>Work with lived experience youth and service providers to ensure programming is tailored to them, and offer training across the homeless serving system to enhance capacity to serve this group.</p> <p>Develop a family service network within the homeless serving system to maintain a mechanism to monitor and proactively respond to issues impacting this group and to develop housing and programming solutions appropriate to them.</p> <p>Engage seniors' organizations to develop a streamlined process to match seniors at risk or</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>
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	homeless to existing resources, benefits, and programs quickly. Where capacity is needed to increase seniors' program and housing supports, develop this within the Journey Home program offerings with special attention to seniors' needs.	Phase 2	
	Ensure housing developed is accessible to address physical disabilities, seniors' current and future needs.	Phase 1	
	Monitor the impact of aging on the current homeless population to ensure they are supported effectively. The aging process is brought about much faster in this group due to medical issues, experiences of trauma and violence, long-term addictions, and mental health issues. Effective seniors age is in the later 40s and early 50s, rather than 70s+ for the general population.	Phase 2, 3	
	Develop immediate links on future homeless seniors' needs with the health system to plan for the eventual rise in demands from this group.	Phase 2	
	Create and monitor a policy for the homeless serving system for youth up to the age of 24 to receive a minimum of 20% of program and housing spaces through Journey Home; this would include Housing First for Youth and Youth Supportive Housing, Host/Community Home models.	Ongoing	

	<p>Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence, including safety planning.</p> <p>Specific attention to brain trauma impact should be given in light of recent local research showing the impact of interpersonal violence and brain trauma for those fleeing abuse.</p> <p>Work with key partners with expertise in LGBTQ2S+ issues to ensure services and housing are fully inclusive of gender diversity and offer training to enhance provider capacity to support this population.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	
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APPENDIX J: MILESTONES

The design of the Journey Home Strategy recognizes that the implementation plan will continue to evolve as new learnings and information emerge. The measure of the success of the Journey Home implementation will be gauged through the evaluation of the Milestones described within this document.

- End chronic & episodic homelessness;
- Introduce measures to prevent homelessness in the first place;
- Implement a coordinated systems approach to homelessness.

The Strategy has a built-in review process to ensure rapid and agile development is ongoing. A mid-point strategic review and recalibration is earmarked during implementation. Appendix H provides a detailed overview of the Implementation Plan for the Strategy along with timelines and key collaborators.

Our ultimate objective is to prevent and end homelessness in Kelowna. We will gauge our success against the following benchmarks:



ELIMINATE CHRONIC AND EPISODIC HOMELESSNESS

By **2024**, 100% of individuals experiencing **chronic or episodic homelessness** will be housed with appropriate supports – a total of about 350 people.

By 2024, at least **1,700 people experiencing homelessness** will be housed with wrap-around support through Journey Home programs implemented by the Journey Home process.

By 2021, 100% of those entering Homeless-Serving System will be **connected through Coordinated Access to housing and supports within 14 days**.

02

MOVE UPSTREAM TO PREVENT HOMELESSNESS

Introduce System-Wide **Coordinated Access** by March 2020 to connect people to the right resources, fast.

By **2020**, at least 400 people will be **diverted** from entering the Homeless-Serving System with an immediate link to community-based prevention supports within 5 days wherever possible and appropriate.

By **2021**, corrections, health and child intervention will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Based on figures reported, annual targets will be introduced to achieve **zero discharge into homelessness by 2023**.

03

IMPLEMENT A COORDINATED SYSTEMS APPROACH TO HOMELESSNESS

Create an independent **Backbone Organization** to lead system planning and Journey Home Strategy implementation in early 2019.

By March 2020, complete a **Homelessness Funding Framework**, which identifies resource and funding coordination processes, roles and accountabilities to support Journey Home Strategy implementation with key funding partners.

By March 2020, ensure **Homelessness Management Information System** coverage and **Coordinated Access** participation will include all Homeless-Serving System providers regardless of funding source.

GLOSSARY

The following definitions are primarily compiled from the Government of BC and BC Housing glossaries; where gaps exist in definitions, the Homeless Hub and the Calgary Homeless Foundation sites were accessed given their research and expertise related to system planning.

ABSOLUTE HOMELESS: Individuals and families who are living in public spaces without legal claim (e.g., on the streets, in abandoned buildings or in tent cities); a homeless shelter; a public facility or service (e.g., hospital, care facility, rehabilitation or treatment centre or correctional facility) and cannot return to a stable residence; or individuals and families who are financially, sexually, physically or emotionally exploited to maintain their shelter (BC Housing, 2014).

ACUITY: An assessment of the level of complexity of a person's experience. Acuity is used to determine the appropriate level, intensity, duration, and frequency of case managed supports to sustainably end a person's or family's homelessness (CHF, 2017).

AFFORDABLE HOUSING: Housing is considered affordable when 30 per cent or less of your household's gross income goes towards paying for your housing costs (BC Housing, 2018).

ASSERTIVE COMMUNITY TREATMENT (ACT): An interdisciplinary team of professionals available around the clock to provide treatment, support, and other needed services. The ACT team will typically engage people immediately after they have secured permanent housing and will regularly offer a variety of services to choose from. Services may be delivered in people's homes or in community offices or clinics. ACT teams might include social workers, physicians, nurses, occupational therapists, psychologists, counsellors, addictions specialists, housing specialists, employment specialists, administrative assistants, and other professionals (Homeless Hub, 2018).

AT RISK OF HOMELESSNESS: people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards (Homeless Hub, 2018).

BEST PRACTICES: A best practice is an intervention, method or technique that has consistently been proven effective through the most rigorous scientific research (especially conducted by independent researchers) and which has been replicated across several cases or examples (BC Housing, 2018).

CHRONIC HOMELESSNESS: means a Client has experienced Homelessness for six (6) months or more in the past year (i.e. has spent more than one hundred and eighty (180) cumulative nights in a shelter or a place not fit for human habitation) and/or has experienced Homelessness three or more times in the past year. This also includes individuals exiting institutions (e.g. mental health facilities, hospitals, correctional institutions and children leaving care) who have a history of chronic homelessness and cannot identify a fixed address upon their release (BC Housing, 2018).

CLIENT: A person served by or utilizing the services of a social agency. May also be referred to as "participant" (BC Housing, 2018)

CONTINUUM OF HOUSING: The spectrum of accommodation options that meet a range of needs and standards, including physical adequacy, space and capacity, and affordability. The continuum is often used in reference to a model of housing and support services whereby people progress from one end of the spectrum (short-term housing) towards the other (safe and affordable market housing). (Diagram available on BC Housing website, 2018).

COORDINATED ACCESS AND ASSESSMENT (CAA): means the process to ensure that individuals experiencing homelessness have fair and equitable access to appropriate Housing. The system provides a common assessment process, using the Vulnerability Assessment Tool (VAT), and a single point of entry for individuals experiencing homelessness (BC Housing, 2018).

CORE HOUSING NEED: when a household spends more than 30% of its pre-tax income on housing costs (Homeless Hub, 2018).

COUCH SURFING: Frequently sleeping on friends and/or family's couches on a regular or intermittent basis, moving from household to household (CHF, 2015).

CULTURALLY APPROPRIATE SERVICES: Include a broad range of community based programs, services and supports that are available to Aboriginal people who are homeless or are at risk of homelessness, in support of their personal objectives. Culturally appropriate services differ from support services in that they are delivered in a way which links an individual with an aspect of their Aboriginal culture and/or are culturally significant for that individual (BC Housing, 2014).

DIVERSION: A preventative strategy/initiative to divert individuals from becoming homeless before they access a shelter, or immediately expedite their exit from the shelter system. This may include helping people identify immediate alternative housing arrangements and connecting them with services and financial assistance to help them maintain or return to permanent housing. People requiring diversion assistance may be residing in any form of housing identified on the Housing and Supports Spectrum (CHF, 2017).

DOMESTIC VIOLENCE: Domestic violence is not just about physical abuse. It includes any form of violence within a relationship (marriage, common law or dating) - sexual, emotional, financial and psychological, including threats (Government of British Columbia, 2018).

EMERGENCY SHELTER: Immediate, short-stay housing for people who are homeless or at risk of becoming homeless (BC Housing, 2018)

EPISODE: An episode of homelessness consists of a minimum of one (1) night of homelessness. Thirty consecutive days of non-homelessness must lapse before a new experience of homelessness is considered to be the start of a new episode of homelessness. Any stays that are separated by less than thirty days are considered to be part of a single episode (CHF, 2017).

EPISODIC HOMELESSNESS: A person who is homeless for less than a year and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence (CHF, 2017).

EXTREME CORE HOUSING NEED: refers to extreme housing affordability and very low income issues for households who were earning less than \$20,000 per year and paying 50% or more of their income on shelter costs (Homeless Hub, 2017).

FAMILY: In the context of homelessness, those who are homeless and are: parents with minor children; adults with legal custody of children; a couple in which one person is pregnant; multi-generational families; and/or part of an adult interdependent partnership (CHF, 2017).

FUNCTIONAL ZERO: A Functional Zero end to homelessness means that communities have a systematic response in place that ensures homelessness (unsheltered homeless, sheltered homeless, provisionally accommodated or imminent risk of homelessness) is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience (Homeless Hub, 2017).

HARM REDUCTION: refers to policies, programs and practices aimed at reducing the risks and negative effects associated with substance use and addictive behaviors for the individual, the community and society as a whole (Homeless Hub, 2018).

HIDDEN HOMELESS: Individuals and families living in temporary accommodation who do not have control over the length and conditions of tenure but have adequate personal space (BC Housing, 2014)

HOMELESSNESS: Homelessness: refers to a situation where an individual or family is not stably housed or is living in temporary accommodation where they do not have control over the length and conditions of tenure and do not have adequate personal space. This includes living in public spaces without legal claim (e.g., on the streets, in abandoned buildings or in tent cities), a homeless shelter, a transition house, a public facility or service (e.g., hospital, care facility, rehabilitation or treatment centre, correctional facility) and cannot return to housing, or where they are financially, sexually, physically or emotionally exploited to maintain their shelter (BC Housing, 2018).

HOMELESS (POINT-IN-TIME) COUNT: Point-in-Time homeless counts provide a snapshot of the population experiencing homelessness at a point in time. Basic demographic information is collected from emergency shelters and short-term housing facilities, and a survey is done with those enumerated through a street count. Public systems, including health and corrections, provide the number of those without fixed address on the night of the count as well (CHF, 2017).

HOMELESS MANAGEMENT INFORMATION SYSTEM: A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness (HUD, 2017).

HOUSING FIRST: a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing followed by provision of additional supports and services as needed (Homeless Hub, 2018).

INDIGENOUS PEOPLES: Indigenous Peoples is a collective term to encompass the diversity of cultures within First Nations, Inuit and Métis experiences. First Nations refers to persons who identify as such and who may or may not be registered under that title in the Indian Act. According to the Assembly of First

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Nations, the First Nations population represents over 50 distinct nations and language groups and is made up of 634 First Nations communities (or "reserves"). Inuit people are descended from the ancient Thule people, and have occupied parts of Canada's northernmost regions thousands of years before European arrival. Métis people are descendants of mixed Indigenous and European ancestry have their own culture, language (Michif), traditional homeland (the Métis Nation Homeland includes Manitoba, Saskatchewan and Alberta, parts of Ontario, British Columbia, the Northwest Territories and the Northern United States) and a sense of nationhood (Homeless Hub, 2018)

INTENSIVE CASE MANAGEMENT (ICM): Intensive case management is a team-based approach to support individuals, the goal of which is to help clients maintain their housing and achieve an optimum quality of life through developing plans, enhancing life skills, addressing mental and physical health needs, engaging in meaningful activities and building social and community relations. It is designed for clients with lower acuity, but who are identified as needing intensive support for a shorter and time-delineated period (Homeless Hub, 2017).

LIVED EXPERIENCE: Personal knowledge about the world gained through direct, first-hand involvement in everyday events (Homeless Hub, 2017).

LENGTH OF STAY (IN HOMELESSNESS): The number of days in a homeless episode or across multiple episodes of homelessness. The type of homelessness/shelter situation may vary significantly within the episode (CHF, 2017).

LGBTQ2S+: An evolving acronym for lesbian, gay, bisexual, trans, two-spirit, queer, and additional identities (BC Housing, 2018). LGBTQ2S+ youth experience the additional layer of challenges faced by those with sexual orientations and gender identities that are different from the mainstream. LGBTQ2S+ youth are overrepresented among the population experiencing homelessness as a result of homophobia and transphobia in the home and across the service and housing systems (CHF, 2017).

MARKET HOUSING: Housing that is privately owned by an individual (or a company) who generally does not receive direct subsidies to purchase or maintain it. Prices are set by the private market. About 95% of households in the province live in market housing, either rental market housing or home ownership (Government of BC, 2018).

MARKET RENT: A rent amount that is generally similar to the rent of other units in the private (non-subsidized) housing market (BC Housing, 2018).

NEGATIVE EXIT: As measured through an Homeless Management Information System database, reasons may include criminal activity/violence, disagreement with rules, a person's needs could not be met, non-compliance with program, non-payment of rent, reached maximum time allowed, unknown/disappeared, don't know or declined to answer (CHF, 2017).

OCCUPANCY: Represents the number of clients accepted into a housing continuum program (CHF, 2017).

OUTREACH: Outreach programs provide basic services and referrals to chronically homeless persons living on the streets and can work to engage this population in re-housing (Systems Planning Framework). Outreach can have different intentions, from connecting to basic needs and services, to an explicit housing mandate. This range of outreach programs exists in Kelowna.

POSITIVE EXIT: As measured through an HMIS database, reasons may include completed program, left for housing opportunity before completing program or referred to another program (CHF, 2017).

PREVENTION: refers to the activities, interventions and planning that prevents individuals and families from experiencing homelessness. Prevention can be broken into three different types (Homeless Hub, 2017)

RAPID REHOUSING: Provide targeted and time-limited financial assistance, system navigation, and support services to individuals and families experiencing homelessness in order to facilitate their quick exit from shelter and obtain housing (CHF, 2017).

RECIDIVISM: The rate in which a client receives a positive housing outcome and returns to shelter or rough sleeping (CHF, 2017).

SLEEPING ROUGH: People who are unsheltered, lacking housing and not accessing emergency shelters or accommodation. In most cases, people sleeping rough are staying in places not designed for or fit for human habitation, including: people living in public or private spaces without consent or contract (public space such as sidewalks, squares, parks or forests; and private space and vacant buildings, including squatting), or in places not intended for permanent human habitation (including cars or other vehicles, garages, attics, closets or buildings not designed for habitation, or in makeshift shelters, shacks or tents) (CHF, 2017).

SOCIAL HOUSING: A housing development that the government or a non-profit housing partner owns and operates (BC Housing, 2018).

SUBSIDIZED HOUSING: A type of housing for which the provincial government provides financial support or rent assistance (BC Housing, 2018).

SUPPORT SERVICES: may include services to maintain housing, employment and life skills programs, medical services, addictions treatment, or mental health services among other services. While Support Services can be made available directly onsite, they are more typically provided by other agencies outside the emergency shelter (BC Housing, 2018).

SUPPORTIVE HOUSING: A type of housing that provides on-site supports and services to residents who cannot live independently (BC Housing, 2018).

SYSTEM OF CARE: A local or regional system for helping people who are homeless or at imminent risk of homelessness. A system of care aims to coordinate resources to ensure community level results align with strategic goals and meet client needs effectively (Turner, 2014).

SYSTEM PLANNING: Creating a system of navigation for accessing services from many different agencies, resulting in a system of care (Turner, 2014).

THE UPSTREAM PROJECT: An integrated community response to addressing youth homelessness that operates within the school system. The program identifies and assesses students at risk of homelessness and provides wraparound services to identified students (Raising the Roof, 2018).

TRANSITIONAL HOUSING: A type of housing for residents for between 30 days and three years. It aims to transition individuals to long-term, permanent housing (BC Housing, 2018).

TRANSITIONAL HOMELESSNESS: Homeless for the first time (usually for less than three months) or has had less than two episodes in the past three years. The transitionally homeless tend to enter into homelessness as a result of economic or housing challenges and require minimal and one-time assistance (CHF, 2017).

YOUTH HOMELESSNESS: A youth experiencing homelessness is an unaccompanied person age 24 and under lacking a permanent nighttime residence. They can be living on the street, in shelters, couch surfing, in unsafe and insecure housing, and / or living in abusive situations. They may also be about to be discharged without the security of a regular residence from a care, correction, health, or any other facility (CHF, 2017).

YOUTH HOUSING FIRST: A Housing First program for youth aged 13-24 with no readiness requirements. Youth are housed through a variety of housing options (e.g. independent living, supported independent living placements, family reunification) and provided with supports to help them successfully transition to adulthood (Homeless Hub, 2018).

YOUTH: Any individual who is between the ages of 15 and 30 (Government of Canada's Youth Employment Strategy) or between the ages of 13-25 (BC Housing, 2018).

Acronyms

ACT	Assertive Community Treatment
BCH	BC Housing
CA	Coordinated Access
CMHC	Canadian Mortgage and Housing
HF	Housing First
HMIS	Homeless Management Information System
HPS	Homeless Partnership Strategy – Federal Funding Program
ICM	Intensive Case Management
LGBTQ2S+	Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit and other gender/sexual identities

A SPECIAL THANK YOU FROM THE JOURNEY HOME TASK
FORCE TO ALL THOSE WHO TOOK PART IN THE CREATION OF
THE DEVELOPMENT OF THE STRATEGY.

FUNDED BY



Contributions for community consultation provided by the Government of Canada's Homelessness
Partnering Strategy. Matching funds for the Lived Experience Circle from Central Okanagan Foundation.



Journey Home
journeyhome@kelowna.ca
kelowna.ca/journeyhome



Appendix III: Journey Home Pledge Signatures

Journey Home Strategy Vision:

Driven by a commitment to action, the entire community is inspired to contribute collectively to an integrated system of care where every person feels valued and supported, and every journey leads home.

We Pledge:

- Our commitment to the proposed Journey Home Strategy.
- To work collectively with other stakeholders to support the implementation of the Journey Home Strategy.
- To align our agency/organizations' programs and services with the Journey Home Strategy, where applicable.
- To identify our strengths so that we may seek out efficiencies to ensure we are all strong contributors to the Journey Home Strategy.
- To identify what contributions and/or investments we can provide to strengthen the implementation of the Journey Home Strategy.

Signature: _____

Date: _____

Name: _____

Organization, if applicable: _____

Pledges signed on behalf of organizations		
Organization	Name	Role
A Way Home - Kelowna	Belinda Jackson	Project Coordinator
ARC Programs	George Curran	Program Director
BC Housing	Ann Howard	Regional Director
Brain Trust	Mona Hennenfent	CEO
Bridge Youth and Family Services	Celine Thompson	Executive Director
CAB-H (Community Advisory Board on Homelessness)	Randy Benson	Chair
Central Okanagan Foundation	Cheryl Miller	Director, Grants & Community Initiatives
Canadian Mental Health Association	Shelagh Turner	Executive Director
Elevation Outdoors	Michael Greer	Executive Director
Evangel Church		
First United Church	Cheryl Perry	Minister of Families and Social Justice
First United Church - Outreach Committee	Shirley Piedt	
Her International	Tamara McLellan	Executive Director
HOPE Outreach	Angie Lohr	Founder and President
Inn from the Cold	Jan Schulz	Executive Director
Interior Health	D. Preston	HCIS Community Administrator
Interior Health	Danielle Cameron	Health Services Administrator
John Howard Society	Gaelene Askeland	Executive Director
Karis Support Society	Donara Krysko	President
Kelowna Community Resources	Board of Directors	
Kelowna Family Centre	Roxie Van Aller	Executive Director
Kelowna RCMP	Brent Mundle	Superintendent
Kelowna Women's Shelter	Karen Mason	Executive Director
Kelowna's Gospel Mission	Randy Benson	Executive Director
Ki-Low-Na Friendship Society	Edna Terbasket	Executive Director
Krysko Family Foundation	Dave Krysko	
Living Positive Resource Centre	Candice Berry	Executive Director
Metro Community	Laurence East	Lead Pastor
Mission Group	Randall Shier	President
New Opportunities for Women Canada	Liz Talbott	Executive Director
Okanagan Boys & Girls Club	Diane Entwistle	Executive Director
Okanagan College	Phil Ashman	Regional Dean
Okanagan Lifestyle	Jaclyn Robertson	Co-Founder
Oranj Fitness	Tina Mandl	Owner
Purppl	Andrew Greer	Co-Founder/E.D.
RDCO - Central Okanagan Economic Development Corporation	Corie Griffiths	Director
St. Vincent de Paul		
United Way CSO	Helen Jackman	Executive Director
Uptown Rutland Business Association	Dawn Thiessen	Executive Director
Urban Matters	Ken Gauthier	President
Urban Systems	Martin Bell	CEO
Westbank First Nation	Roxanne Lindley	Chief
Worman Homes	Shane Worman	Owner
YMCA	Allyson Graf	VP, Community & Strategic Initiatives

Pledges signed by individuals who are employed by or associated with an organization		
Name	Organization	Role
Layla Miller	Downtown Kelowna Association	
Melissa Twomey	Elizabeth Fry Society	
Pat M	Elizabeth Fry Society	
Tianna Dilley	Elizabeth Fry Society	
Kelly Taverner	HOPE Outreach	Marketing and Media
Heather Deegan	Interior Health	Director, Health Communities
Lisa Wensink	Interior Health	Team Lead - ACT
Ellen Boelcke	Kelowna Community Resources	Executive Director
Peter Boyd	Kelowna Community Resources	Board of Directors
Kathleen Lemieux	Kelowna Women's Shelter	Resource Development
Arnold August	Lived Experience Circle Working Group	
Derek King	Lived Experience Circle Working Group	
Diane Larsback	Lived Experience Circle Working Group	
Dorothy Goodeye	Lived Experience Circle Working Group	
Elaine McMurray	Lived Experience Circle Working Group	
Eva Drysdale	Lived Experience Circle Working Group	
Harold Smoke	Lived Experience Circle Working Group	
John Tranquilla	Lived Experience Circle Working Group	
Ramsay Collier	Lived Experience Circle Working Group	
Ricky Lee	Lived Experience Circle Working Group	
Kristy Butterworth	Okanagan Boys & Girls Club	
Christine Weninger	Okanagan Boys & Girls Club	
Bethlyn Klassen	Okanagan Boys & Girls Club	
Amanda Donaldson	Okanagan Boys & Girls Club	
Jen Paquette	Okanagan Boys & Girls Club	
Phillipa Putlitz	Okanagan Boys & Girls Club	
Brian Wattie	Okanagan Boys & Girls Club	
Sarah MacKinnon	Okanagan Boys & Girls Club	
Caitlin Bannow	Okanagan Boys & Girls Club	
6 additional staff members from:	Okanagan Boys & Girls Club	
Gloria Helfrick	Partners in Resources	
Theresa Arseneault Q.C.	Pushor Mitchell LLP	Partner
Pat Lever	Societe Saint-Vincent de Paul	
Scott Lanigan	Trinity Church	
Darlene Taylor	UBC-O	Faculty Member
Carey Doberstein	UBC-O	Faculty Member
John Graham	UBC-O	Faculty Member
Reanne Amadio	United Way	Manager, Community Investment
Fernanda Alexander	Westbank First Nation	Councilor
Thomas Koenk	Westbank First Nation	Councilor
Brian Eli	Westbank First Nation	Councilor

Appendix III: Journey Home Pledge Signatures

Pledges signed by Citizens at Large
A. Turnbull
Angie Lohr
Brenda Plitt
Carol Jones
Carrie McDonald
Debbie Hubbard
Diane Entwistle
Dot Hauck
F. Sanguellini
Fran Pattison
Joanette Atwell
Jo-Ann Hemingway
Kathleen Baldwin
Kelly Hutchinson
Kelly Taverner
Kerry Rempel
Kyleen Myrah
Larry Wheeler
Leslie Atwell
Lisa McHaffie
Lu Loma
Miek Smit
Molly Rolins
Mona Saper
Nancy Hurren
Pam Moore
Patricia Gumpinger
R. Smith
Walter Lever
Woodward McMullen

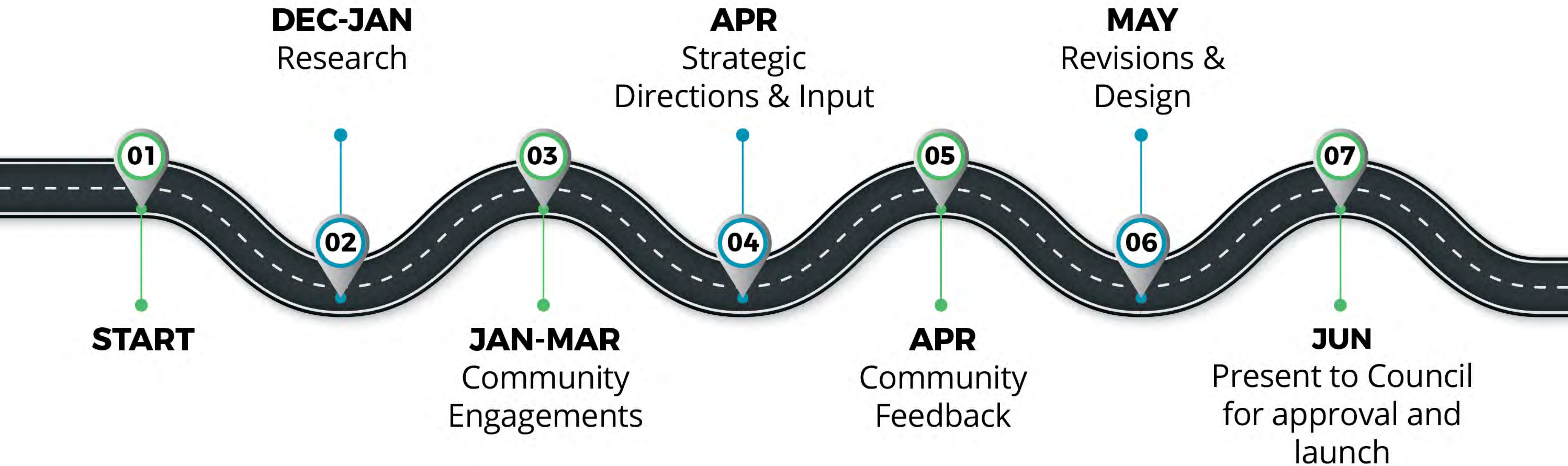


Journey HOME





VISION

Driven by a commitment to action, the entire community is inspired to contribute collectively to an integrated system of care where every person feels valued and supported, and every journey leads home.

THE JOURNEY SO FAR...



WHY DID WE GO DOWN THIS PATH?

-  **TO BRING THE COMMUNITY TOGETHER.** Homelessness can not be solved by any one agency, we need the collective wisdom and mobilization of community to make real change.
-  **TO LISTEN.** To those who have, or are, experiencing homelessness. They are experts in their own lives and their perspectives in dealing with the significant challenges of finding their place in our community is incredibly valuable.
-  **TO DO BETTER.** To learn from the past and understand how we can make true progress that both makes sense locally and has worked in other communities.
-  **TO FIND AND UNDERSTAND OUR STRENGTHS.** There is incredible work going on in our community to support those in need, but we still need to know where we are succeeding, and where we have gaps, challenges or barriers to ensure we have a cohesive system moving forward.

THE JOURNEY HOME STORY

WHAT INSPIRED US - *Community's willingness and readiness to be a part of the solution*

- Over 2,000 collective voices have helped to shape this Strategy, it's where we gained our strongest learning.

WHAT SURPRISED US - *Bringing new perspectives and expertise of lived and living experience into the discussion regarding solutions has been a game changer for our community:*

- It opened new doors, created new learning, and brought new ideas and resources that we never thought possible.

WHAT MOTIVATED US - *Our challenges are big, but so are our strengths and this process revealed how resilient we are as a community*

- Journey Home has been intentional in tapping into and nurturing our collective community energy.

BUILDING ON SUCCESS

WHAT WE ARE DOING WELL - *Kelowna has remarkably strong resources, and a strong history of collaboration*

- Approximately 80+ agencies and organizations currently involved in the homeless serving sector
- Journey Home's Community Report shares a sample of the current efforts underway and the progress that has been made already to support people into homes
- This work is providing a strong foundation for moving forward with the Strategy implementation

WHAT WE NEED TO CHANGE - *Building on this history, Journey Home brought non-traditional players together*

- A new understanding of homelessness in the local context has emerged - thank-you to all the members of the Lived Experience Circle and the Youth Focus group participants
- Moving forward we are confident that we can work together to shore up the gaps, embrace innovative partnerships, and strengthen our ability to support those in our community that need a home

IGNITING ACTION & INNOVATION

- Journey Home intentionally inspired diverse and inclusive engagement
- Community responded in an overwhelming fashion
- Rich conversations emerged from the cross-pollination of strengths
- Growing connections have emerged and has mobilized action within the Tech sector, Researchers, Developers, the Faith Community to name a few
- These new connections are carving a new path for Kelowna, drawing from a new and growing culture in our community, innovation has been built into the foundation of the Journey Home actions.

CONSULTATION APPROACH

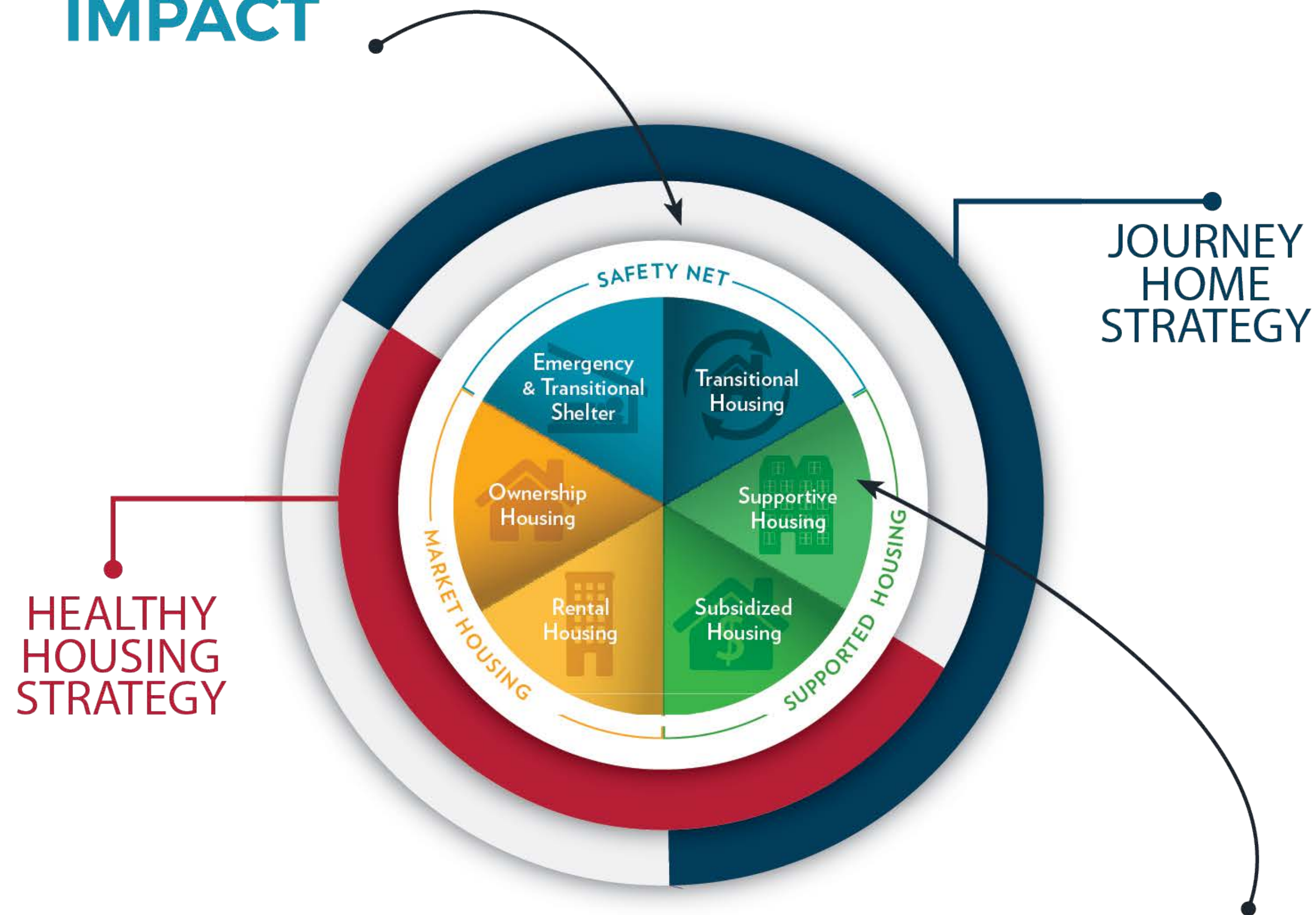
BY KELOWNA, FOR KELOWNA



- Based on proven practices
- Embeds a youth plan
- Action & results-focused

HEALTHY HOUSING & JOURNEY HOME

IMPACT



JOURNEY HOME CAPITAL INVESTMENT FOCUS



STRATEGY PREMISE

01

End chronic & episodic homelessness;

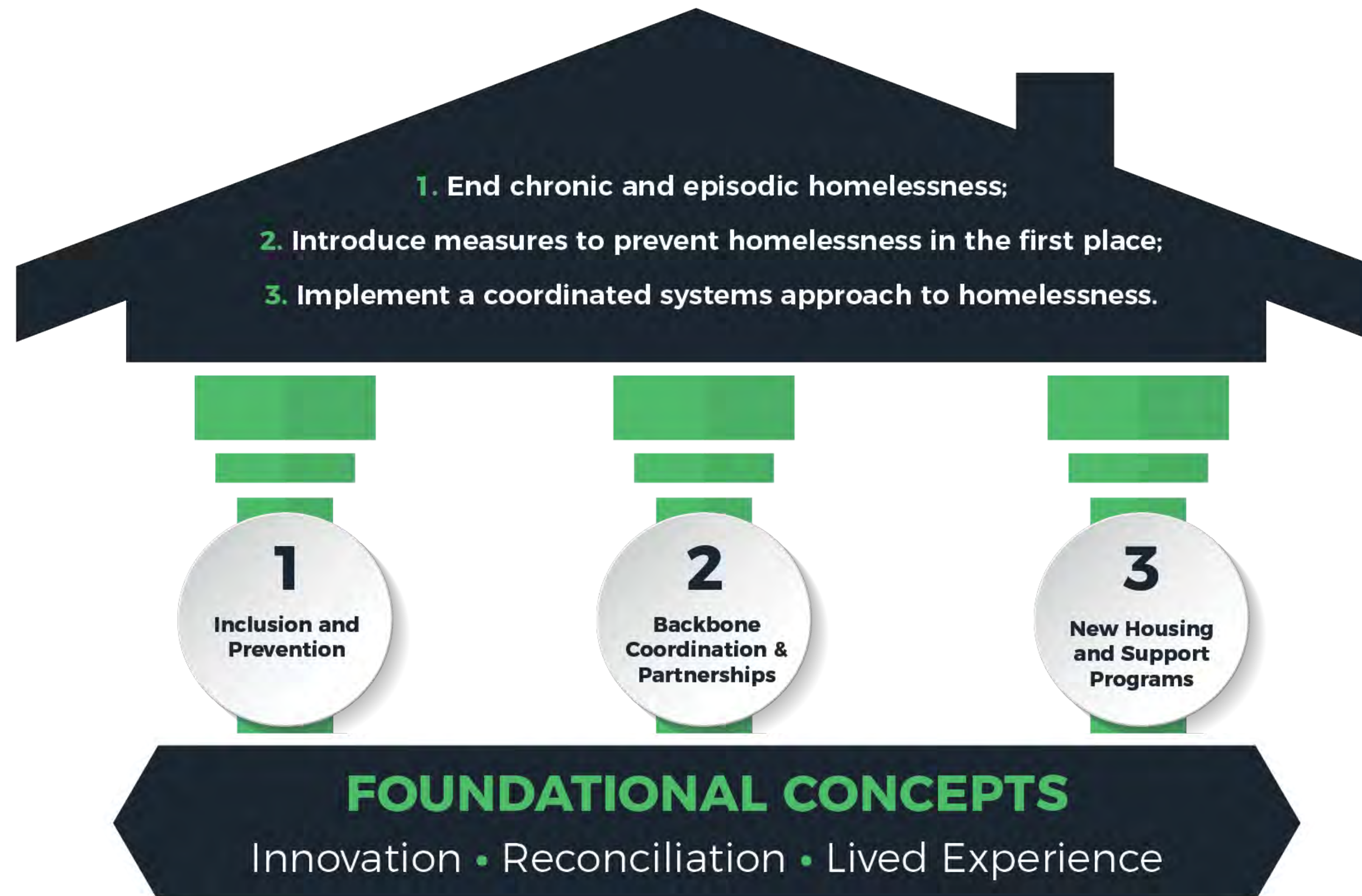
02

**Introduce measures to prevent homelessness
in the first place;**






03

**Implement a coordinated systems approach to
homelessness.**

JOURNEY HOME STRATEGY FRAMEWORK



IMPLEMENTATION PLAN OVERVIEW

-  Provides a Road Map to guide the implementation of Journey Home
-  Robust Plan that provides detailed action steps for each of the 38 Journey Home Actions
-  Provides a guide for the rollout and timing for each Action
-  Identifies Key Collaborators to be convened by the Backbone for each Action
-  Emphasizes that Journey Home is a living document that will require ongoing refinement and recalibration

MILESTONE 1



ELIMINATE CHRONIC AND EPISODIC HOMELESSNESS

By **2024**, 100% of individuals experiencing **chronic or episodic homelessness** will be housed with appropriate supports – a total of about 350 people.

By 2024, at least **1,700 people experiencing homelessness** will be housed with wrap-around support through Journey Home programs implemented by the Journey Home process.

By 2021, 100% of those entering Homeless-Serving System will be **connected through Coordinated Access to housing and supports within 14 days**.

MILESTONE 2



MOVE UPSTREAM TO PREVENT HOMELESSNESS

Introduce System-Wide **Coordinated Access** by March 2020 to connect people to the right resources, fast.

By **2020**, at least 400 people will be **diverted** from entering the Homeless-Serving System with an immediate link to community-based prevention supports within 5 days wherever possible and appropriate.

By **2021**, corrections, health and child intervention will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Based on figures reported, annual targets will be introduced to achieve **zero discharge into homelessness by 2023**.

MILESTONE 3



IMPLEMENT A COORDINATED SYSTEMS APPROACH TO HOMELESSNESS

Create an independent **Backbone Organization** to lead system planning and Journey Home Strategy implementation in early 2019.

By March 2020, complete a **Homelessness Funding Framework**, which identifies resource and funding coordination processes, roles and accountabilities to support Journey Home Strategy implementation with key funding partners.

By March 2020, ensure **Homelessness Management Information System** coverage and **Coordinated Access** participation will include all Homeless-Serving System providers regardless of funding source.

\$47M

IMPLEMENTATION COSTS

01

HOUSING

\$18M



SUPPORTIVE HOUSING UNITS NEEDED

Long-term housing in buildings with supports onsite for people with complex needs (addictions, mental health, medical needs):

- BC Housing has currently committed to development of two buildings (88 units) and are in ongoing discussions regarding an additional 102 units.
- This leaves 110 units that are still required, an estimate of 3 buildings at a total estimated cost of approximately \$18M.

02

BACKBONE ORGANIZATION & COORDINATION

\$2.7M

A neutral Backbone Organization is proposed with focus on/and accountability for Journey Home Strategy implementation:

- Funding Coordination
- Homeless System Planning
- Capacity Building
- Leadership and Accountability
- Partnerships and Innovation

03

SUPPORTS

\$26M



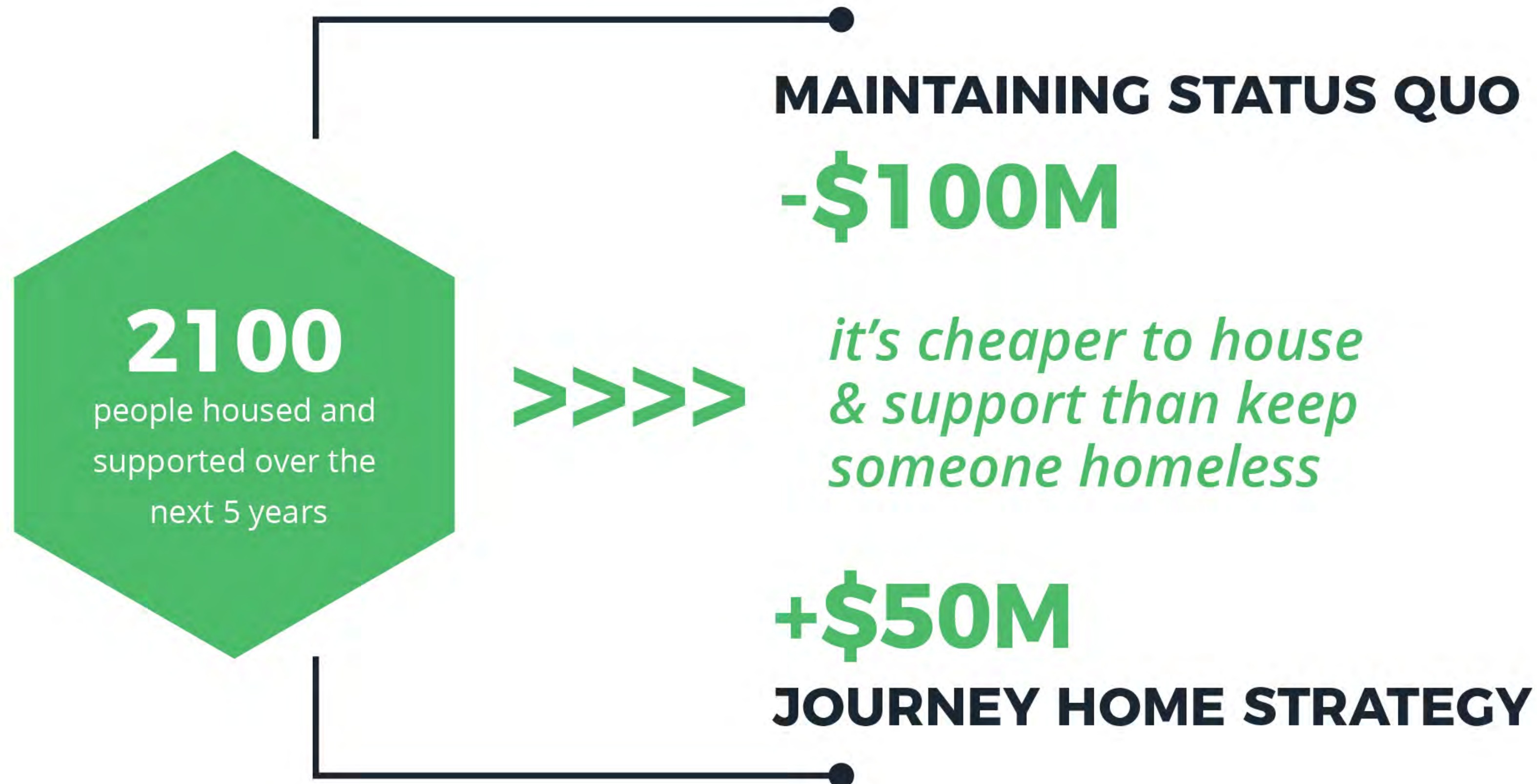
NEW PROGRAM SPACES

supporting people in rental housing across communities with wraparound supports following the Housing First model, including:

- Assertive Community Treatment
- Intensive Case Management
- Rapid Rehousing
- Prevention

COST BENEFITS

**DOING NOTHING TO ADDRESS HOMELESSNESS HAS A
GREATER COST THAN TAKING ACTION**



KELOWNA HOMELESS TRENDS AT A GLANCE



2000

people experience homelessness
during the course of a year



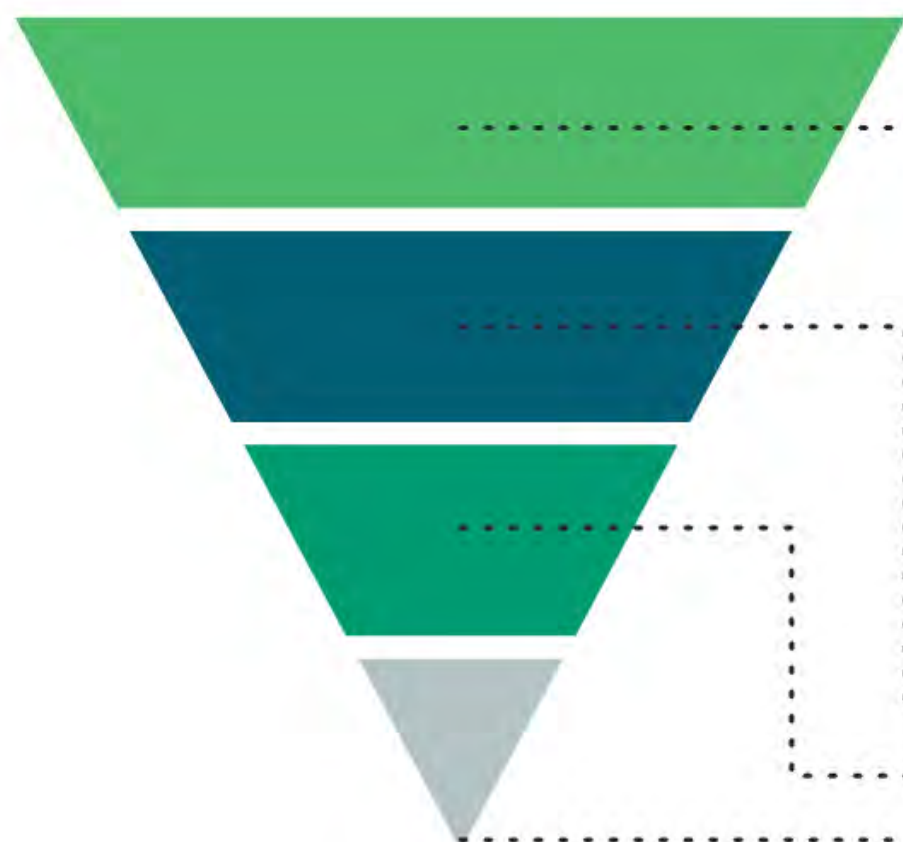
25-30%
Women



25-30%
Indigenous



15-20%
Youth
up to 24 yr



2800-3000

At High Risk Of
Homelessness
(*Extreme Core Housing Need*)

1500-1700

Transitionally
Homeless

190-220

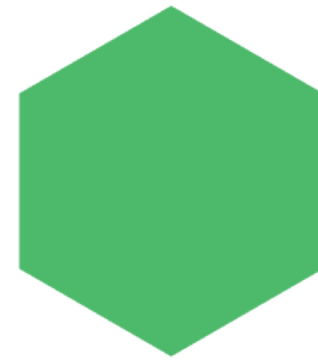
Episodically
Homeless

140-160

Chronically
Homeless

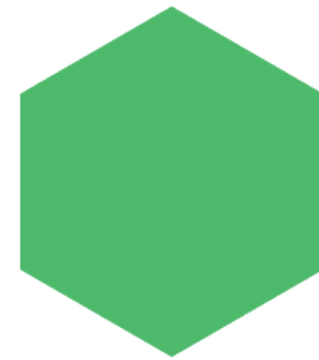


A WAY HOME KELOWNA YOUTH STRATEGY



YOUTH FOCUS GROUPS

- Five focus groups
- One on One Interviews
- Total engagement of 50 youth between 12-24 years old

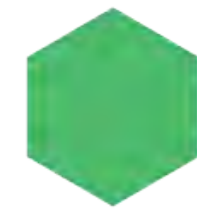


DESIGN LAB / YOUTH LIVED EX INPUT THEMES

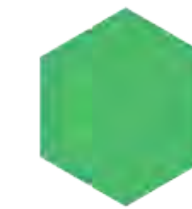
- Respect/ stigma/ public education
- Range of housing options
 - Housing First for Youth
 - Foyer/ Supportive Housing
 - Host Homes/ Community Homes
 - Rent supports

TOP 10 ACTIONS

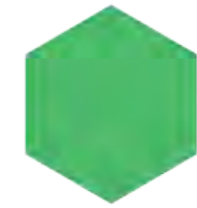
WITHIN THE 38 ACTIONS PROPOSED, THE TOP 10 ACTIONS HAVE EMERGED AS IMMEDIATE, HIGH-LEVERAGE ACTIVITIES OF HIGHEST PRIORITY.



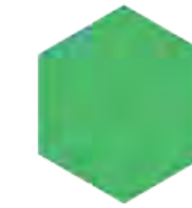
Rollout a Backbone Organization



Support AWHK to introduce The Upstream Project for Youth



Addition of 300 units of long-term supportive housing



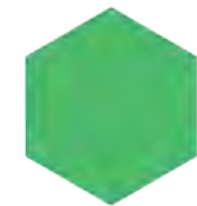
Increase treatment beds, especially for young people



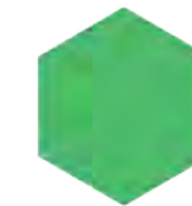
500 new program support spaces



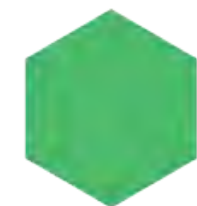
Address criminalization of homelessness with innovative solutions



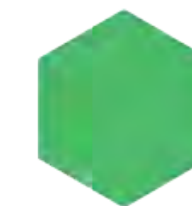
Continue Lived Experience Circle and Youth Advocates for Housing



Ensure population focus is embedded in implementation



Recognize accountability for Truth & Reconciliation Commission's Calls to Action



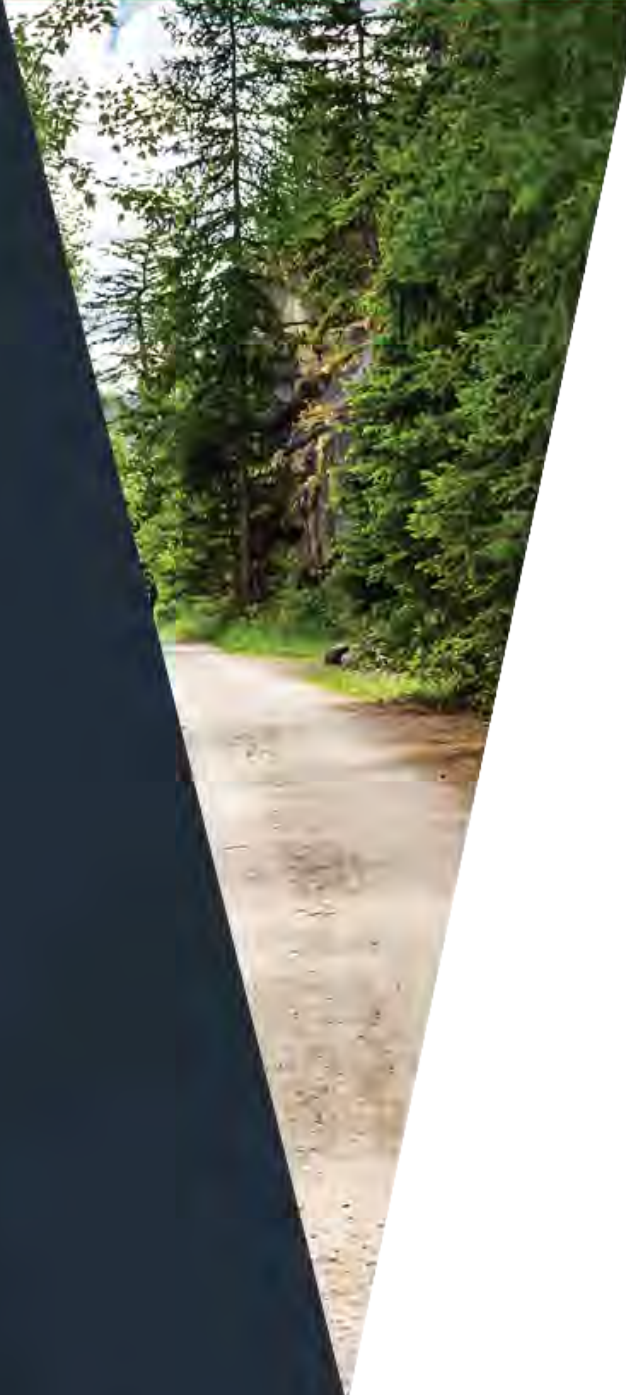
Launch Homelessness Innovation Lab

THESE TOP 10 ACTIONS DEMONSTRATE A COMMITMENT TO CHANGE



“Actions speak louder than words”

~ Public Survey Participant





Start Up (Year 1-2)

Kickstart high leverage activities



Ramp Up (Year 3-4)

Create a cohesive homeless-serving system



Full Rollout (Year 5-6)

Refine approach for most impact



BACKBONE FUNDING CONTRIBUTIONS TO DATE

FUNDING COMMITMENTS

** Community contributions to date for the Backbone Organization funding are close to matching Council's two year commitment*

	YEAR 1 <small>2019</small>	YEAR 2 <small>2020</small>	YEAR 3 <small>2021</small>	YEAR 4 <small>2022</small>
<i>City of Kelowna</i>	\$150,000	\$150,000	TBD	TBD
<i>Funders Table (Private Funders)</i>	\$54,000	\$50,000	\$50,000	\$50,000
<i>United Way CSO</i>	\$10,000	\$10,000	TBD	TBD
<i>Urban Systems</i>	\$6,000*	\$6,000*	TBD	TBD
<i>Accelerate Okanagan</i>	*Partnership to provide two co-working office spaces			

"Providing a supportive, collaborative, entrepreneurial space at Accelerate Okanagan will help to provide a backbone for Journey Home. Creating collision opportunities between the social sector and technology entrepreneurs is a natural fit. We hope to see technology as an enabler for the multi-stakeholder solutions being implemented for affordable housing and homelessness."

- Raghwa Gopal, CEO – Accelerate Okanagan

**MONTH
1-2**

- Transition Committee made up of JH members selected to support Backbone Organization set-up
- Secure in-kind support for start-up: City staff secondments for transition period (Jun-Dec, 2FTEs)

**MONTH
3-4**

- Raise funding to hire CEO & Communications Staff, Lived Experience Coordinator, administration costs
- Secure office space - in kind

**MONTH
5-6**

- Set up Governance Board of Directors
- Hire CEO & Communications staff
- Formalize partnerships with A Way Home Kelowna, Lived Experience Circle, Community Advisory Board on Homelessness

Journey **HOME**

June-December 2018

JOURNEY HOME TRANSITION COMMITTEE





GOING FORWARD - CITY OF KELOWNA ROLE

City of Kelowna role, through a formalized partnership with the Backbone Organization, will be critical for the successful implementation of Journey Home

Beyond the leadership, funding, and support commitments already made by the City there will be a need for additional ongoing contribution commitments:

- Strong alignment of efforts and long-term planning
- Positioning resources and contributions to leverage senior government funding
- Ongoing advocacy to senior government to affect system change and to garner the necessary investments for implementation

CITY'S ROLE IN IMPLEMENTATION

-  Support Backbone Organization with initial staff/funding.
-  Develop a Journey Home lens to policy decisions esp. bylaw, affordable housing.
-  Commit to reporting back to community on how City contributed to Journey Home Strategy annually.
-  Develop communication mechanism between Council and Backbone Organization to ensure strategic alignment, i.e. regular updates to Council; participation as City liaison to Backbone Organization.

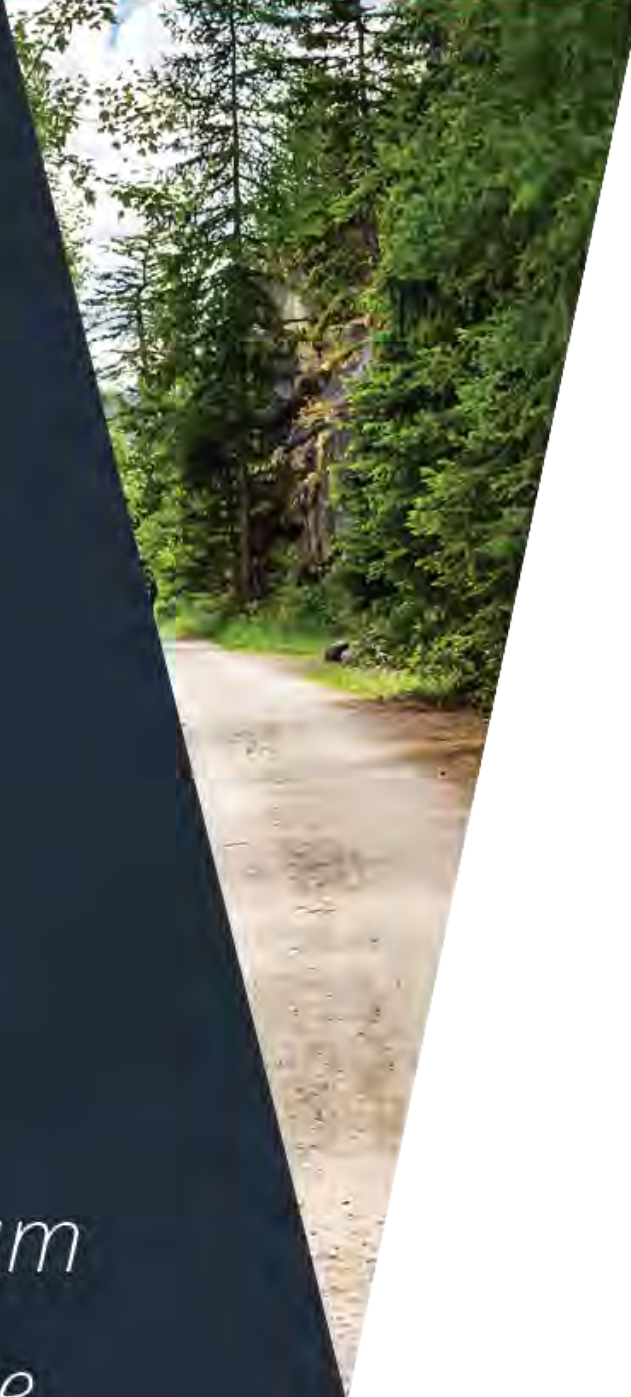
MOVING FORWARD: TRANSITION PLAN AND TEAM

IN ORDER TO ENSURE THAT THE JOURNEY HOME STRATEGY IS IMPLEMENTED, OVER THE NEXT NINE MONTHS THE TRANSITION TEAM WILL:

- support the development of the governance structure and implementation of a Backbone Coordination Organization;
- maintain momentum, continue to convene partners, and garner commitment to align with and participate in the implementation of the Strategy;
- develop a strategy for securing funding and in-kind support commitments to fund the implementation of Backbone Coordinating organization.

22 of the 23 Journey Home Task Force members and co-chairs (or the agencies they represent) have committed to staying on through the Transition Team, and the City has agreed to support with staff resources and funding

THE JOURNEY HOME PLEDGE



*“We have good momentum
and we are ready to move
forward from being reactive to
proactive - with a commitment
not to leave anyone behind”*

~ Design Lab Participant

WE/I PLEDGE:

Our commitment to the proposed Journey Home Strategy.

--

To work collectively with other stakeholders to support the implementation of the Journey Home Strategy.

--

To align our agency/organizations' programs and services with the Journey Home Strategy, where applicable.

--

To identify our strengths so that we may seek out efficiencies to ensure we are all strong contributors to the Journey Home Strategy.

--

To identify what contributions and/or investments we can provide to strengthen the implementation of the Journey Home Strategy.

JOURNEY HOME PLEDGE SIGNED TO DATE

42

SIGNED ON BEHALF OF ORGANIZATIONS

by a President, Owner, Founder, CEO, Executive Director or representative

46

SIGNED BY INDIVIDUALS WHO ARE EMPLOYED BY OR ASSOCIATED WITH AN ORGANIZATION

that works to support vulnerable populations, including eight members from the Lived Experience Circle working group

30

SIGNED BY CITIZENS AT LARGE

= **118** Journey Home Pledge signatures to date

AND NOW THE JOURNEY FOR OUR COMMUNITY BEGINS

JOURNEY HOME IS OUR ROAD MAP, THE COMMUNITY IS INSPIRED, WE ARE ALL ALIGNED:

- A Transition Plan supported by a Transition Team is in place to ensure no momentum is lost
- Resources and Contributions are being committed
- A strong foundation is in place for ongoing engagement with those with lived and living experience
- The work towards forming the Backbone Organization is underway
- New partnerships, connections, and ways of thinking are emerging
- The Stakeholders and Community members are Pledging their commitments

We are so grateful for our Community's contributions to the Strategy.

Now it's up to us as a community to implement the Strategy - the heavy lifting is just beginning, and it will definitely take us all

We challenge the entire community to join us in this next Journey

Journey HOME



The stage is set, the Journey Home Strategy is our script, and now it is up to us as a community. Our journey begins...

Report to Council



Date: June 25, 2018
File: 1200-40
To: City Manager
From: James Moore, Long Range Planning Manager & Michelle Kam, Sustainability Coordinator
Subject: Healthy Housing Strategy

Recommendation:

THAT Council receives, for information, the report from the Long Range Planning Manager and the Sustainability Coordinator dated June 25, 2018, with respect to the Healthy Housing Strategy;

AND THAT Council endorse the Healthy Housing Strategy as attached to the report of the Long Range Planning Manager and the Sustainability Coordinator dated June 25, 2018;

AND THAT Council direct staff to begin implementation of the actions, including the request of budgets in appropriate years, as outlined in the Healthy Housing Strategy as attached to the report of the Long Range Planning Manager and the Sustainability Coordinator dated June 25, 2018.

Purpose:

To present Council with the Healthy Housing Strategy for endorsement.

Background:

Kelowna is facing serious housing challenges. For some residents in our community, accessing or maintaining healthy housing is a constant struggle. Homelessness is on the rise across Canada and Kelowna is no exception with a 23 per cent rise in the number of people experiencing homelessness since 2016. Kelowna also has a critically low rental vacancy rates and escalating home prices, leaving many of our residents housing vulnerable. The Healthy Housing Strategy is a direct response to these critical issues, and draws on the vital relationships between health and housing to position Kelowna for long-term success.

The Healthy Housing Strategy is the second of six theme areas of the broader Healthy City Strategy, a multi-year partnership between the City of Kelowna and Interior Health that seeks to provide a framework to change the conditions that impact the health and well-being of our community residents.

In addition, the Healthy Housing Strategy was developed in alignment and collaboration with the Journey Home Strategy to address Council's top priorities of *homelessness* and *housing diversity*. By design, these Strategies are closely aligned. Going forward it will be important to ensure that the implementation of the Strategies stay closely linked and that they are considered in tandem.

The links between health and housing are diverse and complex. The approach of the Healthy Housing Strategy is not to address them all comprehensively. Rather, it is a 5-year strategy, right-sized for Kelowna, that focuses on the most pressing of these connections, acknowledging that later theme areas of the Healthy City Strategy will enhance the efforts to more comprehensively address health and housing.

Wheelhouse

Through the development of the *Housing Needs Assessment* endorsed by Council on November 20, 2017, and through the development of the Healthy Housing Strategy, housing has been categorized



through the new and innovative approach of the Wheelhouse.

The new Wheelhouse is circular in structure and promotes equity and inclusion, as it recognizes that people may move across categories of the Wheelhouse throughout their lives and that home ownership is not the destination for all residents. Additionally, the Wheelhouse recognizes that our housing stock needs to reflect the diverse socioeconomic and demographic needs of Kelowna residents and should not focus exclusively on market housing. The Wheelhouse can be viewed as a system in which people move among different housing forms, tenures and price points. Changes to one aspect of the system influence other parts of the system.

Major Project Milestones

The Healthy Housing Strategy used numerous inputs to ensure the development of a Plan that includes Council priorities, best practices, housing and health-related research, partnerships and staff, stakeholder and public engagement.

On March 12, 2018 Council received the Healthy Housing Strategy Proposed Actions council report and directed staff to further investigate and to engage on the proposed actions for the Healthy Housing Strategy. Since that time, staff have refined the actions and completed further stakeholder engagement to finalize the Healthy Housing Strategy.

Below is an outline of the major milestones for the development of the Healthy Housing Strategy:

- Housing Needs Assessment Research and Development (June to November 2017)
- Council endorsement of Housing Needs Assessment (November 20, 2017)
- Phase 1 Public Engagement (December 2017 to January 2018)
- Healthy Housing Strategy Development (February to April 2018)
- Council endorsement of Healthy Housing Strategy Proposed Actions (March 12, 2018)

- Phase 2 Public Engagement (May 2018)
- Finalize Healthy Housing Strategy (May to June 2018)

Key Directions and Recommended Actions

Four key directions emerged as priorities through the development of the Healthy Housing Strategy. These key directions are as follows:

1. Promote and protect rental housing;
2. Improve housing affordability and reduce barriers for affordable housing;
3. Build the right supply; and
4. Strengthen partnerships and align investments.

Using the key directions as the framework, the Healthy Housing Strategy includes 19 actions to be implemented over the next five years. Each action is assigned to one primary key direction, even though it may support multiple key directions to a lesser extent. The actions themselves range from adjustments to existing regulations or policy all the way to major new initiatives that will require bold leadership and commitment to change. It will take several years for the full effects of many of the actions to be felt. Nonetheless, each action builds on the momentum of previous ones, multiplying their individual benefits.

Implementation of select recommended actions set out in the Strategy will begin in 2018. While some initiatives are already underway and will need to be continued or expanded, others will be introduced over the next five years through individual implementation efforts that will require synergies to be formed, public consultation, and innovative approaches that cross traditional boundaries and mandates.

Delivering on the full spectrum of the Wheelhouse requires challenging decisions that will impact various stakeholders both positively or with resistance. The actions recommended in this report position the City into a leadership role to make real change on Kelowna's housing market, and will also require action from community partners.

The financial implications for the actions outlined in this report may seem modest to achieve the major changes in the housing system that the Healthy Housing Strategy proposes. However, these budget estimates are principally identified to complete the detailed research, stakeholder engagement and analysis to prepare for implementation of the 19 actions. Once this work is complete, some of these actions will be brought forward to Council for consideration with more significant, ongoing financial impacts.

The housing challenges facing Kelowna today are significant and the consequences of inaction are clear. But, the future is hopeful. The Healthy Housing Strategy sets out a bold vision and a 5-year plan that will start to move the community in the right direction. This plan requires the collective efforts of all levels of government, public and private sectors, community partners and residents to implement and embrace the 19 actions. It also requires innovation, collaboration and new approaches to housing to shift us towards a collective path where our current and future residents can access and maintain the housing they need to thrive.

Internal Circulation:

Director, Community Planning & Strategic Investments
Director, Active Living & Culture
Development Services Director
Director Strategic Investments
Infrastructure Engineering Manager
Social Development Manager
Neighbourhood Development Coordinator
Community Planning Department Manager
Community Planning Supervisor
Urban Planning Manager
Property Officer
Community Engagement Manager
Strategic Transportation Planning Manager

Existing Policy:

Official Community Plan goal:

Address Housing Needs of All Residents. Address housing needs of all residents by working towards an adequate supply of a variety of housing.

Official Community Plan objectives:

- 5.9 - Support the creation of affordable and safe rental, non-market and/or special needs housing
- 5.23 - Address the needs of families with children through the provision of appropriate family-oriented housing
- 10.3 - Support the creation of affordable and safe rental, non-market and/or special needs housing

Official Community Plan policies:

- 5.22.7 - Healthy Communities
- 5.22.10 - Adaptable Housing
- 5.22.11 - Housing Mix
- 5.22.13 - Family Housing
- 5.23.1 - Ground-oriented Housing
- 7.3.1 - Housing Mix
- 10.3.1 - Housing Availability
- 10.3.2 - City-Owned Land
- 10.3.4 - Use of the Housing Opportunities Reserve Fund

Financial/Budgetary Considerations:

Of the 19 actions in the Healthy Housing Strategy, 5 actions are accompanied with estimated budget requests that are expected to be brought forward for Council consideration between 2018-2020. Four of the budget requests are one-time requests to fund detailed implementation-related work and total \$85,000.00. One request is for an ongoing annual increase of \$180,000 to the budget allocation starting

in 2019 for affordable rental housing grants to provide partial relief from Development Cost Charges. The remaining 14 actions are expected to be able to be more exhaustively scoped using existing staff and budget. However, a few notable actions will require significant and ongoing budget requests (ie. Affordable Housing Land Acquisition) and will be deliberated at a future date.

Submitted by:

J. Moore and M. Kam

Approved for inclusion



Danielle Noble-Brandt, Policy & Planning Department Manager

Attachments:

Healthy Housing Strategy

cc:

Director, Community Planning & Strategic Investments

Director, Active Living & Culture

Development Services Director

Director Strategic Investments

Infrastructure Engineering Manager

Social Development Manager

Neighbourhood Development Coordinator

Community Planning Department Manager

Urban Planning Manager

Property Officer

Community Engagement Manager

Strategic Transportation Planning Manager

Healthy City Strategy Steering Committee

Healthy Housing Stakeholder Advisory Committee



Healthy City
Strategy

Healthy Housing Strategy

Healthy City Strategy

kelowna.ca/planningprojects

Housing Crisis

“The most urgent financial issue facing Canadians today is the high cost of housing”

FCM, Fixing Canada's
Housing Crunch

Healthy Housing Vision

The housing needs of all Kelowna residents are met through affordable, accessible and diverse housing options.

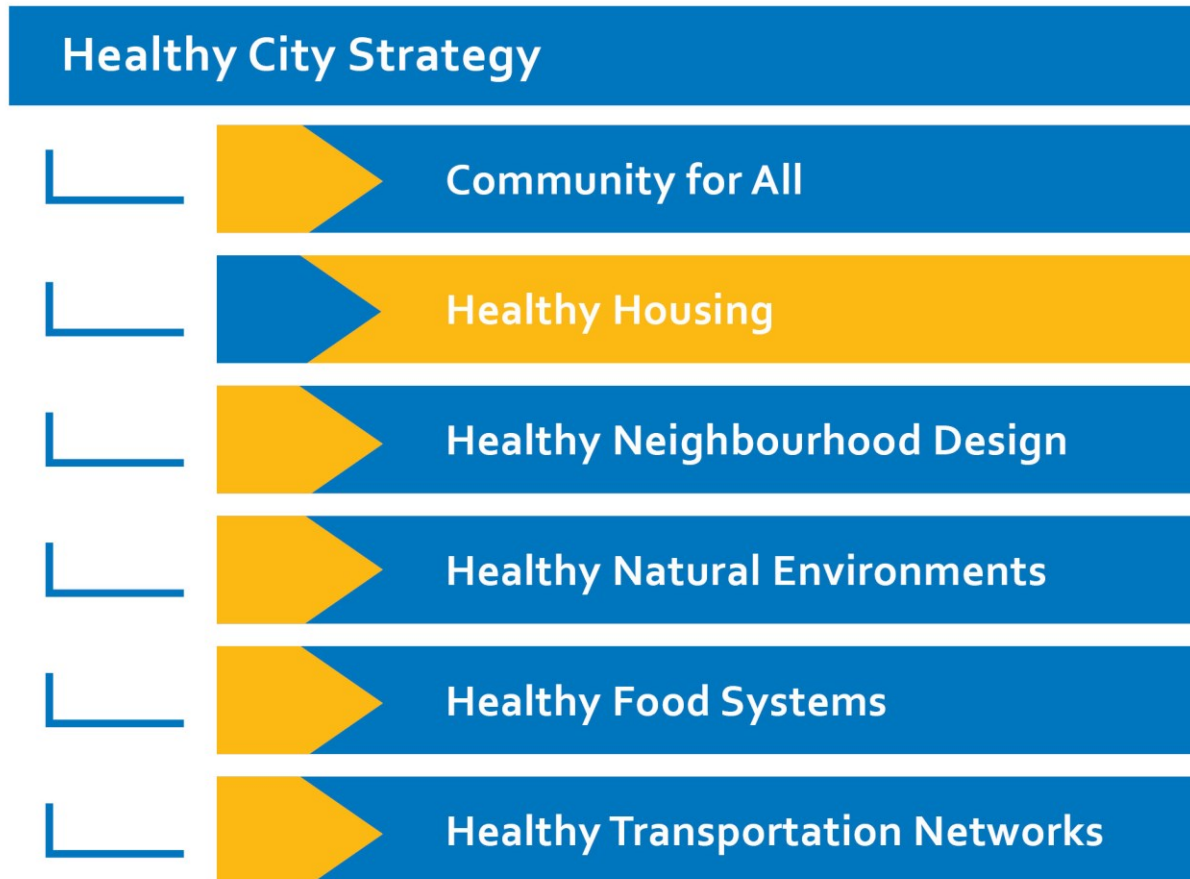
Healthy Housing Strategy

Tackling Kelowna's housing challenges for the long-term will take bold action, significant resources and dedication.

The underlying causes to our housing challenges are complex, and addressing them will take time, and clear, common purpose.

Efforts will be needed at every level, from all levels of government, home builders and land developers to non-profits.

Link to Healthy City Strategy



Linking Health and Housing

Healthy housing has four defining characteristics:

1. Affordability
2. Quality
3. Location
4. Community

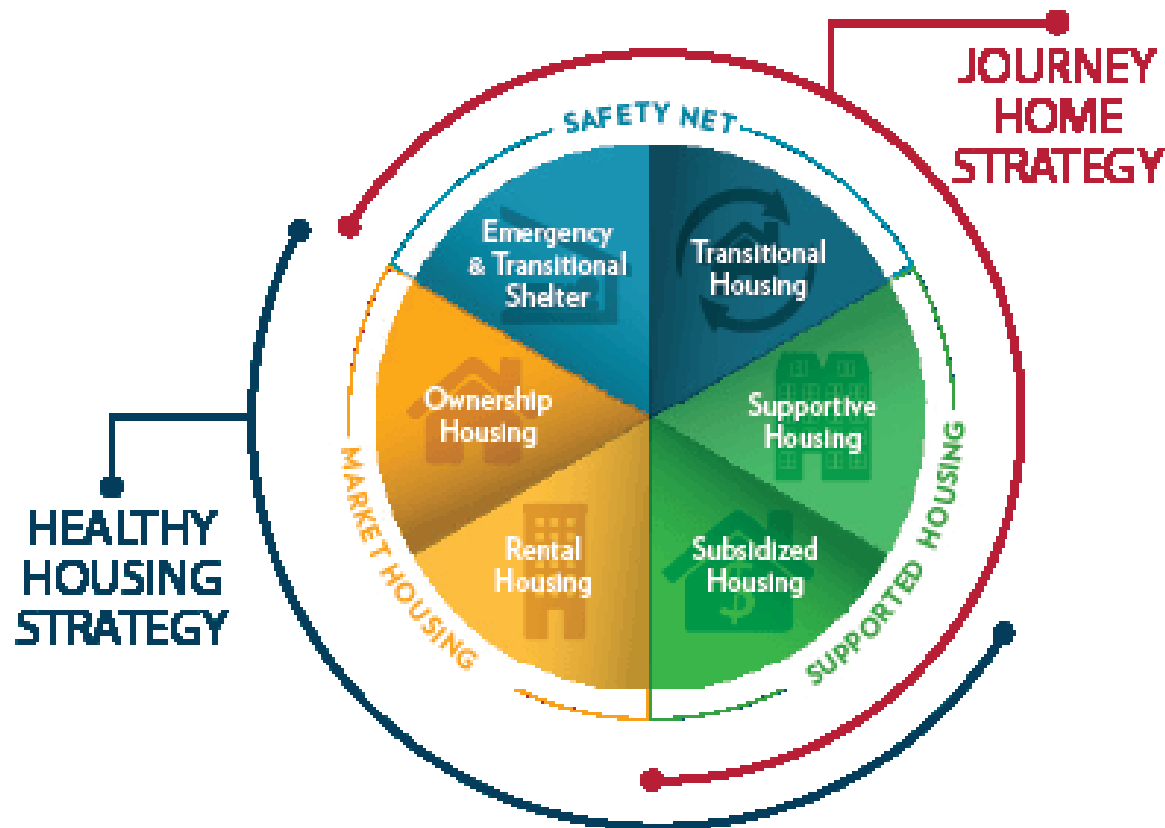
Healthy Housing Strategy focusses primarily on Affordability and Location.



Wheelhouse



Link to Journey Home



Process



Stakeholder Involvement

1. Healthy City Strategy Steering Committee
2. City and Interior Health Technical Teams
3. Healthy Housing Stakeholder Advisory Committee
4. Healthy Housing Stakeholder Workshops



Healthy Housing Strategy

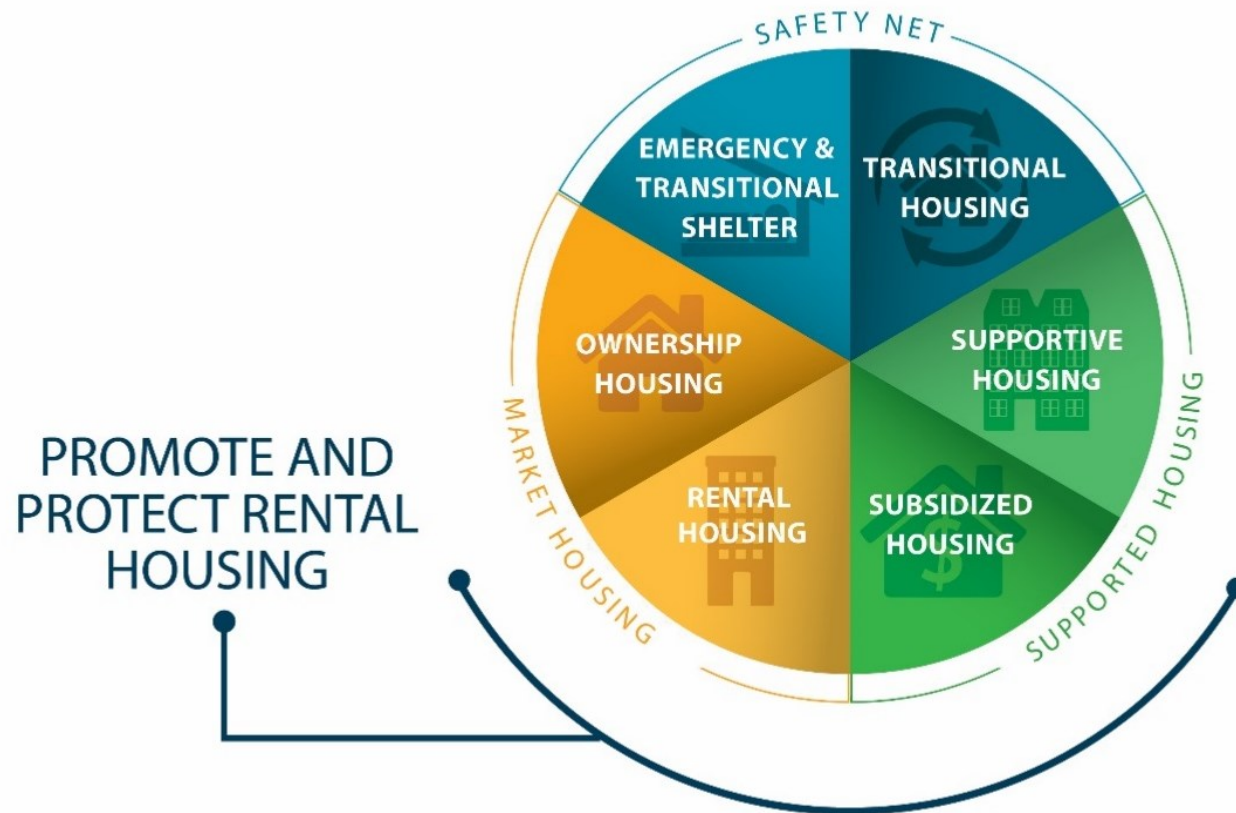
4 Key Directions

19 Actions

Four Key Directions

1. Promote and protect rental housing;
2. Improve housing affordability and reduce barriers for affordable housing;
3. Build the right supply; and
4. Strengthen partnerships and align investments.

Promote & Protect Rental Housing



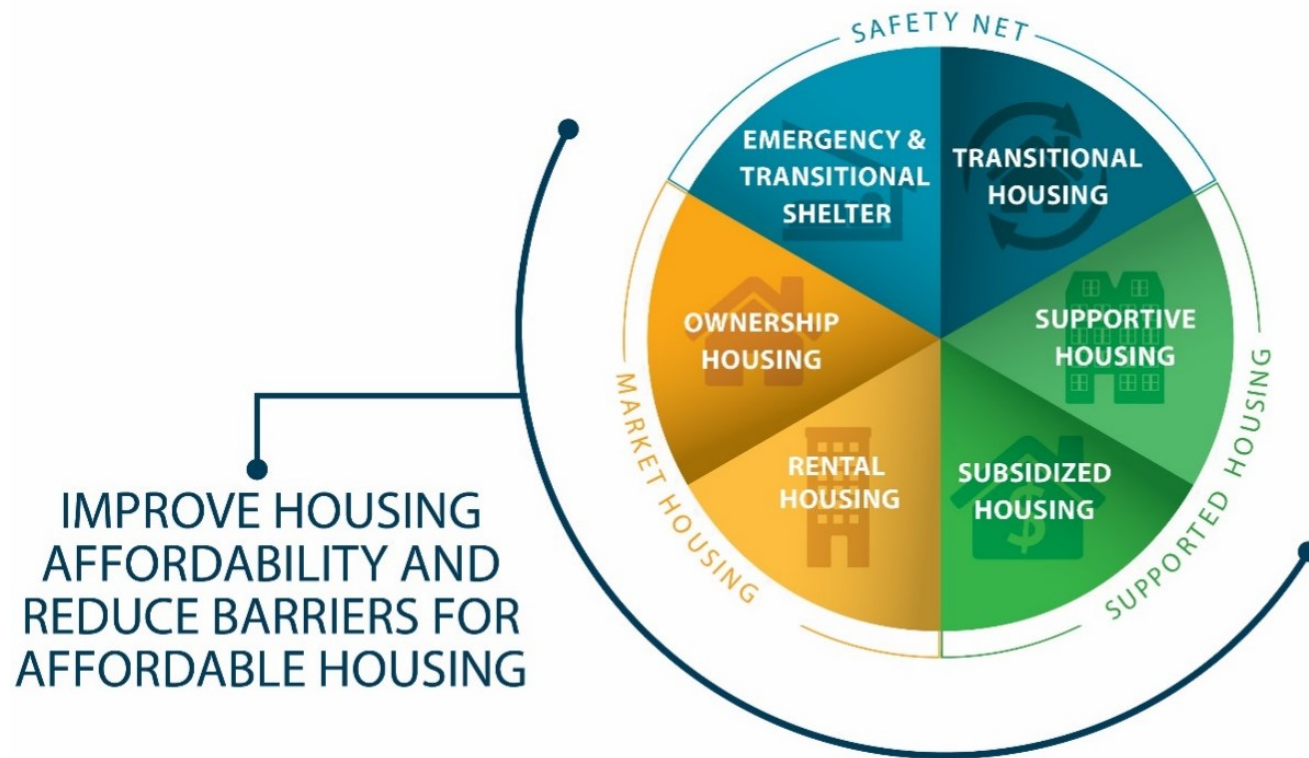
Why Promote and Protect Rental Housing?

- Rental housing plays a vital role in Kelowna's housing system and vacancy rate is extremely low at 0.2 per cent.
- As the ownership market becomes more difficult to enter, the rental market is expected to grow in importance
- 73 per cent of NEW households in Kelowna were renter households between 2011-2016, as compared to 32 per cent in the previous five years.

Promote & Protect Rental Housing: Actions

- ✓ Align land investments with community housing objectives;
- ✓ Research and inventory existing purpose-built rental housing;
- ✓ Update regulations to protect the rental stock from the impacts of short-term rentals;
- ✓ Reduce the cost of developing affordable purpose-built rental housing; and
- ✓ Revise tax incentives for purpose-built rental housing.

Improve Housing Affordability



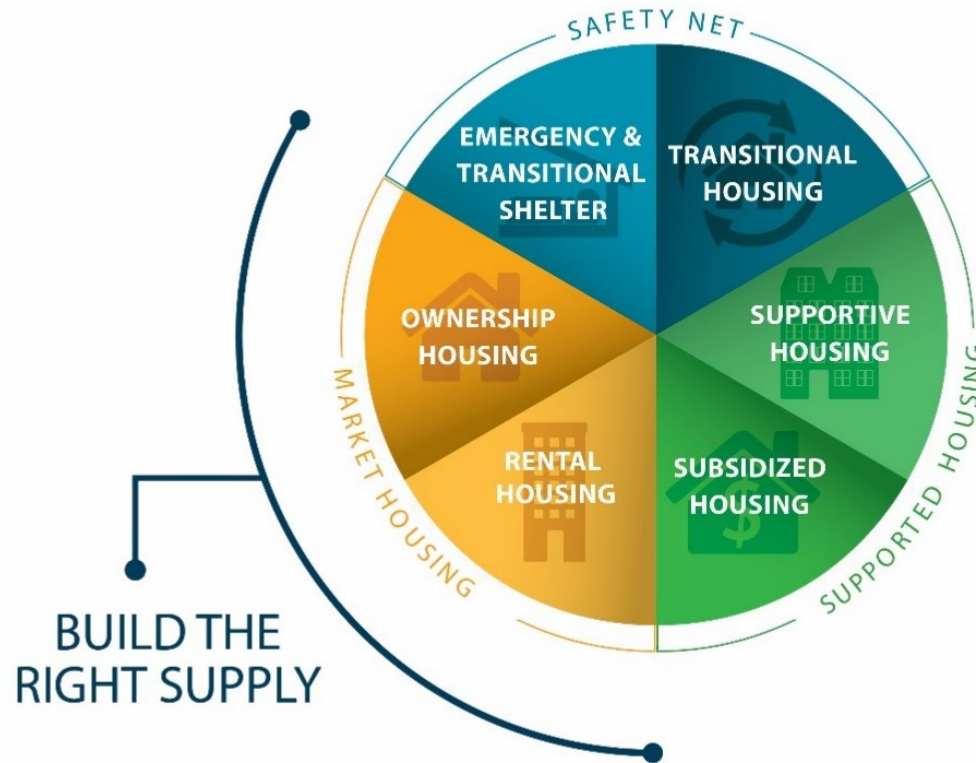
Why Improve Housing Affordability?

- 47 per cent of renters and 19 per cent of owners are spending more than 30 per cent of their pre-tax income on shelter
- Addressing affordability requires that we look beyond just the price of units and into other key housing-related costs: transportation and energy
- Survey respondents feel that both government and developers have a role in providing affordable housing units.

Improve Housing Affordability: Actions

- ✓ Align land use, housing and transportation planning;
- ✓ Implement the Energy Step Code for new housing;
- ✓ Develop a Community Energy Retrofit Strategy;
- ✓ Reduce parking requirements for infill and affordable housing;
- ✓ Consider the development of an Affordable Housing Land Acquisition Strategy; and
- ✓ Increase the supply of affordable housing through new development.

Build the Right Supply



Why Build the Right Supply?

What Residents Can Afford (ownership)

Average Kelowna Family – Maximum purchase price of \$550,000¹⁸

What New Homes Cost

Average Price of New Detached Homes – \$1,131,410¹⁹

What Homes Cost in the Resale Market

Average Single Detached – \$706,791²⁰

Missing Middle Housing Forms



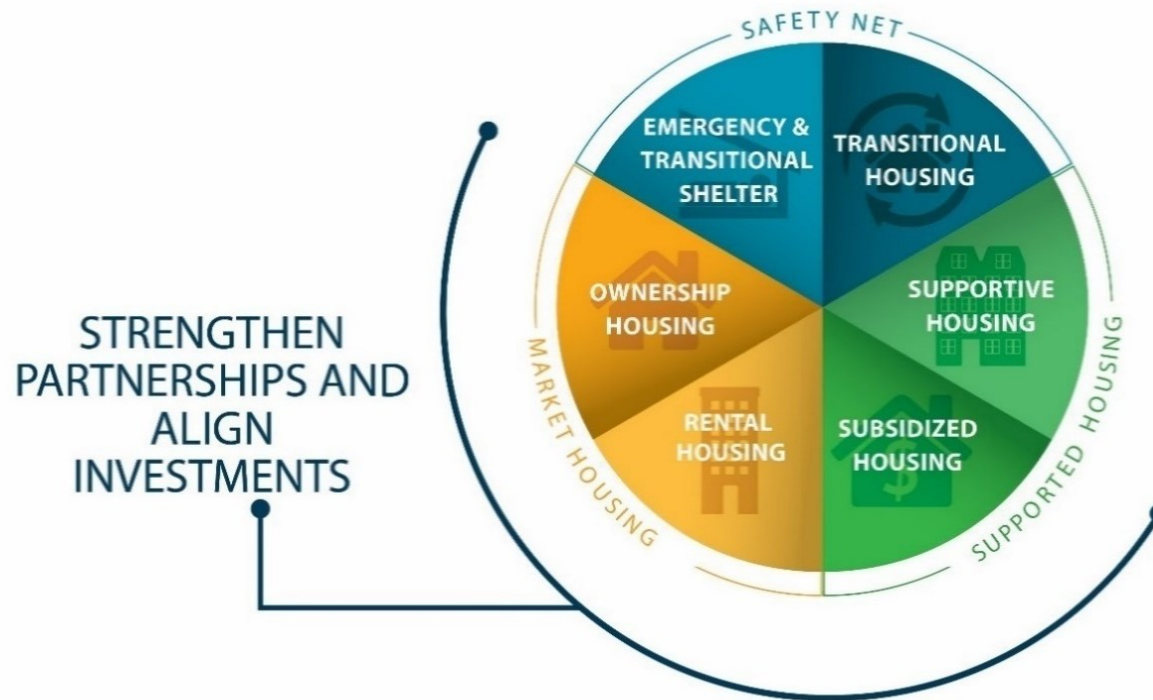
MissingMiddleHousing.com is powered by Opticos Design.
Illustration © 2015 Opticos Design, Inc.



Build the Right Supply: Actions

- ✓ Encourage universal and accessible design;
- ✓ Create more sensitive infill of lots in existing neighbourhoods;
- ✓ Support a greater variety of infill housing forms; and
- ✓ Support a greater variety of housing tenures.

Strengthen Partnerships & Align Investments



Why Strengthen Partnerships and Align Investments?

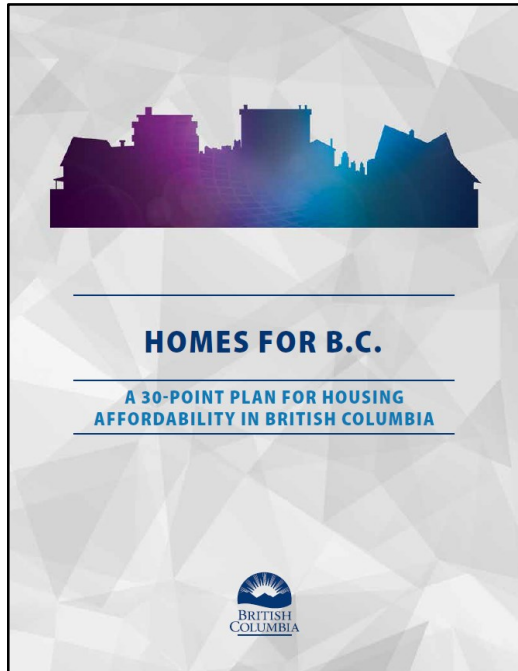


- Housing is a complex system with many different influences
- City is one of many sectors whose actions impacts the housing system and can't tackle it alone
- Need to embrace partnerships and align investments to make changes in Kelowna's housing system

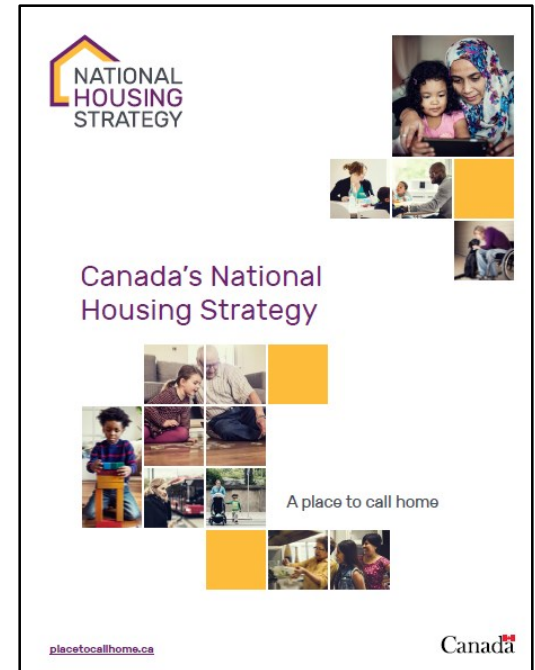
Strengthen Partnerships & Align Investments: Actions

- ✓ Formalize a partnership with BC Housing;
- ✓ Enhance the City of Kelowna and Interior Health's in community collaboration and research on housing;
- ✓ Support a Regional Housing Needs Assessment; and
- ✓ Advocate to Senior Government for additional tools and funding.

Provincial and Federal Commitments



- Over \$7 billion over 10 years for housing affordability (Province)
- Remove 530,000 families from housing need across Canada (Federal)



What's Required?

- ✓ Collective action
- ✓ Innovation
- ✓ Collaboration
- ✓ New approaches to housing
- ✓ Budget and resource commitments



Healthy Housing Strategy

By investing in housing programs, policies, regulations, and partnerships, the community as a whole can create a healthy housing system – one that will benefit not just the residents of today, but future generations as well.



HEALTHY CITY STRATEGY

Healthy Housing Strategy



Acknowledgements

The development of the Healthy Housing Strategy was led by City of Kelowna's Policy & Planning Department and was supported by City staff, Interior Health and numerous other community organizations.

The City of Kelowna would also like to acknowledge the contributions of the following:

- Community stakeholders that participated in the Stakeholder Workshops including: Adaptable Living, BC Housing, Canadian Home Builders Association, Canadian Mental Health Association, Canadian Mortgage and Housing Corporation, Central Okanagan Early Years Partnership, Central Okanagan Foundation, Community Living BC, Evangel Housing Society, FortisBC, Habitat for Humanity, High Street Ventures, Honomobo, Interior Health, Kelowna Intentional Communities, KNEW Realty, Landlord BC, Mama's for Mama's, Okanagan Boys & Girls Club, Okanagan College, Pathways Abilities Society, People in Motion, Regional District of the Central Okanagan, Seniors Outreach and Resource Centre, Society of Hope, Tenant Resource and Advisory Centre, United Way, University of BC, Urban Development Institute, Urban Matters, Vantage Living and Worman Homes
- Public who participated in-person or through the online engagement;
- City and Interior Health staff who participated on the Technical Teams;
- Erin Welk and Matt Thomson, Urban Matters, who provided knowledge and expertise in the Strategy development; and to the
 - Journey Home team who worked with the Healthy Housing team to develop strategies for Council's priorities of housing diversity and homelessness.

Healthy City Strategy Steering Committee

The City of Kelowna would like to acknowledge the following members of the Healthy City Strategy Steering Committee and the Healthy Housing Stakeholder Advisory Committee for their contributions to this project:



City of Kelowna

- Doug Gilchrist
- Danielle Noble-Brandt
- Michelle Kam

Interior Health

- Dr. Sue Pollock
- Heather Deegan
- Deborah Preston

Healthy Housing Stakeholder Advisory Committee:

- **Danna Locke**, BC Housing
- **Russ Foster**, Canadian Home Builders Association
- **Kady Hunter and Julie Steffler**, Interior Health
- **David Widdis**, School District #23
- **Vi Sorenson**, Seniors Outreach and Resource Centre
- **Lisa Monster**, Society of Hope
- **Amanda Turner**, United Way
- **Eric Li**, University of BC
- **Rich Trelfall**, Urban Development Institute

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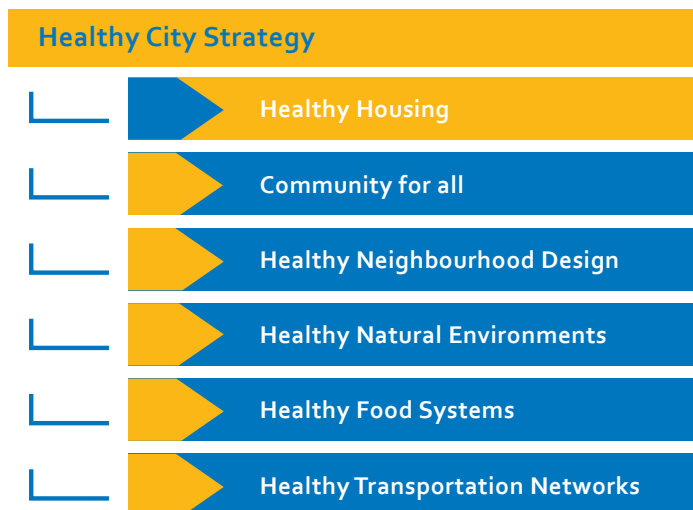
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Preface

Like many cities around the world, Kelowna is grappling with how to build a vibrant, healthy and sustainable city in the face of global and local challenges that include climate change, a growing prevalence of chronic health conditions, and an aging population. These challenges are thrusting local governments to the forefront of leadership in creative, innovative, and integrated city building.

Beginning in 2014, the City of Kelowna and the Interior Health Authority embarked on a unique partnership to develop the Healthy City Strategy (HCS). The HCS is a long-term, integrative plan that focuses on creating a healthy built environment by taking action in six vital areas:



The first theme area, *Community for All*, was completed in 2016, with the endorsement of 31 actions. The City and key stakeholders have been actively implementing the actions of this plan in 2017 and 2018. The second theme area endorsed by Council was identified as *Healthy Housing*.

These six theme areas are mutually interdependent, with each reinforcing all of the others. This is particularly true of Healthy Housing. Addressing all of the important links between health and housing will require action in many of the other theme areas.

Linking Health and Housing

On a local level, the role of a well-functioning housing system is a critical factor in creating healthy, diverse and vibrant neighborhoods. It is known that affordable housing makes a powerful, positive contribution to the economy, to a healthier community, to healthier people, and is pivotal for a sense of belonging. This translates into neighborhoods where people of a diverse spectrum of incomes live in a range of housing tenures and forms that are safe and healthy places to live. Strong and diverse communities inherently improve the quality of life for both renters and owners alike, and this in turn equates to a city's prosperity.

Additionally, when communities invest in a functioning housing system, they are also investing in health promotion, which can mean reduced health care costs. Access to safe and stable housing allows children to feel secure and be able to learn and succeed, it contributes to mental and physical health by providing security and a sense of belonging, and it promotes community cohesion when neighborhood social interactions are an important part of everyday life.

Healthy housing has four defining characteristics:

- **Affordability:** when housing costs are affordable, people have adequate financial and personal resources available to access other important determinants of health, such as early childhood education, education opportunities, safe and nutritious food, social and recreational opportunities, and medical care. While positive health outcomes are associated with affordable housing, the opposite is true for unaffordable housing, with evidence of poor physical and mental health effects.

- **Quality:** even if housing is affordable, it may not be healthy if residents are in poor quality housing. Quality housing is both adequate and suitable. 'Adequate' refers to housing that is in good physical condition and that is of an appropriate size. Typical challenges here result from indoor health and safety hazards and overcrowding. 'Suitable' refers to housing that is designed to meet the needs of occupants, particularly those with diverse abilities. Living in housing that does not allow for adequate mobility puts those residents at risk of injury or declining health.
- **Community and Location:** the location of housing and the community within which that housing is situated also have health impacts. Housing that is far removed from transit, that does not support health physical activity such as walking or cycling can have detrimental effect on health. Communities that are segregated by socio-economic status or that are deprived of access to amenities and services are also counterproductive for health. Conversely, housing that is situated in diverse, walkable neighbourhoods with strong transit connections can facilitate positive health outcomes.

Of the four links between health and housing, the Healthy Housing Strategy itself will deal primarily with Affordability and Location, with a more modest focus on *Quality* and *Community*. Other theme areas – particularly Healthy Transportation Networks, and Healthy Neighbourhood Design – will round out the City and Interior Health's long-term efforts to create a healthy housing system.

Additionally, the City and many other community partners are engaging in major initiatives that will have an impact on health and housing, including: Journey Home Strategy, Our Kelowna as we Move: Transportation Master Plan; Our Kelowna As We Grow: Official Community Plan. Together with the Healthy City Strategy, these plans and the continued actions of many community partners will help shape a positive future for Kelowna residents.



AFFORDABILITY

- Healthy Transportation Networks
- [Healthy Housing](#)
- Healthy Neighbourhood Design
- Community for All



QUALITY

- [Healthy Housing](#)
- Community for All



LOCATION

- Healthy Transportation Networks
- [Healthy Housing](#)
- Healthy Natural Environment



COMMUNITY

- Healthy Neighbourhood Design
- [Healthy Housing](#)
- Community for All

Introduction

1.1 Healthy Housing Strategy

Kelowna residents are feeling the effects of a housing system that is not working for many, particularly for those who are most vulnerable. Singles, those on fixed-incomes, lone-parent families, and many others, are finding that affording shelter is taking up a growing share of their incomes. Meanwhile, there are seniors across the community who are grappling with social isolation as they try to remain independent in their homes. Young families are also affected, with many moving to the city's periphery for housing that meets their needs only to find themselves spending more time in their vehicles for longer commutes.

The effects of these housing issues are far-reaching and costly. For instance, high housing costs are linked to an array of negative health outcomes, and force more residents into homelessness. Looking more broadly, employers are struggling to find and to retain employees who cannot afford high housing costs. In sectors like Kelowna's burgeoning technology sector, this can be a critical limitation.¹

Complicating matters, today's housing needs will not be the same ten or twenty years from now. Household sizes will continue to decline; housing preferences will shift towards smaller, more urban housing; and inter-generational housing and sharing models will become more common. This means that new housing efforts must be flexible and responsive to changing circumstances.

Tackling Kelowna's housing challenges for the long-term will take bold action, significant resources and dedication. The underlying causes to our housing challenges are complex, and addressing them will take time, and clear, common purpose. Efforts will be needed at every level, from local government, home builders, and land developers, to senior levels of government, non-profits, the faith community, and others. The time is right for this level of collaboration, with significant recent funding announcements at the federal and provincial levels through their respective strategies.

Building on this momentum, the Healthy Housing Strategy (HHS) is an ambitious 5-year strategy that aims to address the community's most pressing housing issues. The vision of the HHS is as follows:

"the housing needs of all Kelowna residents are met through affordable, accessible and diverse housing options."

The HHS is not a comprehensive plan. Instead, it recognizes that the rapidly-changing housing system requires a more focused, flexible approach. The HHS takes an evidence-based approach (grounded in the work of the Housing Needs Assessment) and focuses on addressing the most vital housing issues in Kelowna. Four key directions form the framework for the strategy:

1. Promote and protect rental housing;
2. Improve housing affordability and reduce barriers for affordable housing;
3. Build the right supply; and
4. Strengthen partnerships and align investments.

Using these key directions as a framework, the HHS identifies 19 actions, primarily led by local government, with the support of a diverse range of partners. These 19 actions should be seen as part of an ever-evolving approach to housing and will be revisited on a regular basis to respond to changing needs.

These actions will not in and of themselves fix Kelowna's housing system. They are an important step forward on a much longer path towards a healthier, more resilient housing system that will benefit Kelowna residents for many years to come.

¹ Information received through regular site visits and feedback between the business community and City officials.

1.2 Wheelhouse


A new and innovative approach to understanding housing in our community was developed through the Housing Needs Assessment (HNA) and builds on the concepts of healthy and resilient housing. Housing categories have typically been viewed along a linear housing continuum. A linear continuum implies that the goal for all is to move along the continuum to a final destination of ownership housing.

The new Wheelhouse is circular and promotes equity and inclusion, recognizing that people may move across categories of the Wheelhouse throughout their lives and that home ownership is not the end goal for all residents. Additionally,


the Wheelhouse recognizes that our housing stock needs to reflect the diverse socioeconomic and demographic needs of Kelowna residents and should not focus exclusively on market housing. Critically, the Wheelhouse is an interdependent system in which people move among different housing forms, tenures and price points. As with any system, changes to one aspect of the system influence other parts of the system.

As a foundation for defining housing categories, the Wheelhouse is used as a key organizing element to demonstrate the diversity of housing required for a community.


EMERGENCY & TRANSITIONAL SHELTER

Non-profit providers offer temporary shelter, food and other supportive services. Stays are typically 60 days or less. 


OWNERSHIP HOUSING

Home ownership can be fee simple, strata ownership or shared equity (ie. mobile home park, cooperatives) and includes multi-unit and single detached housing. 

RENTAL HOUSING

Primary market: 5+ purpose built units constructed for the purpose of long-term rental tenure, typically in apartments or townhomes *Secondary market:* private housing also contributes to the rental market and can include many forms of housing such as apartments, townhomes, secondary suites, carriage homes and single-family dwellings. 


TRANSITIONAL HOUSING

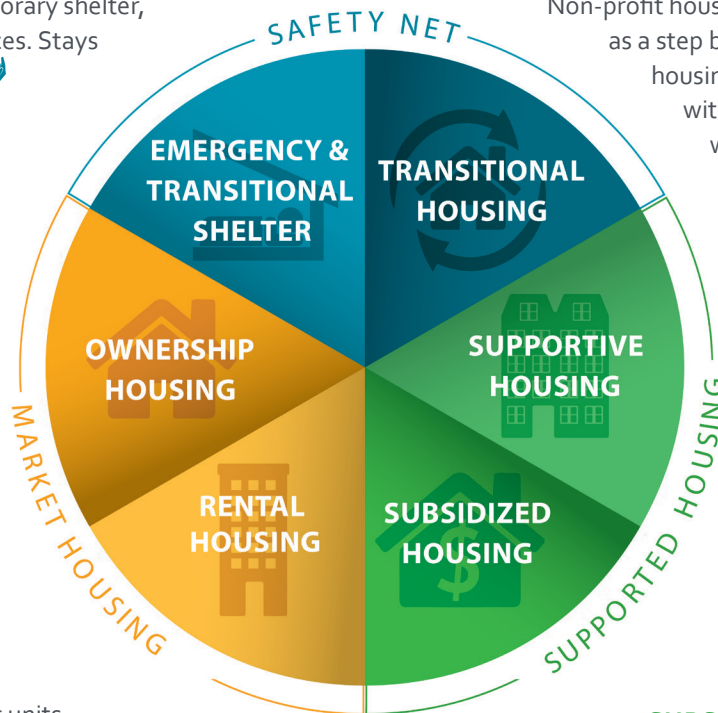
Non-profit housing providers offer stable housing as a step between shelters and long-term housing. Stays are typically 2-3 years, with supportive services aligned with need. 

SUPPORTIVE HOUSING

Housing providers offer long-term housing with ongoing supports aligned with need. The level of support varies in this category from supportive (low support), to assisted living (minor support) to residential care (full support).  

SUBSIDIZED HOUSING

Operated by non-profit housing providers, BC Housing and cooperatives who provide supplemented rents through ongoing government subsidies for low income households. 



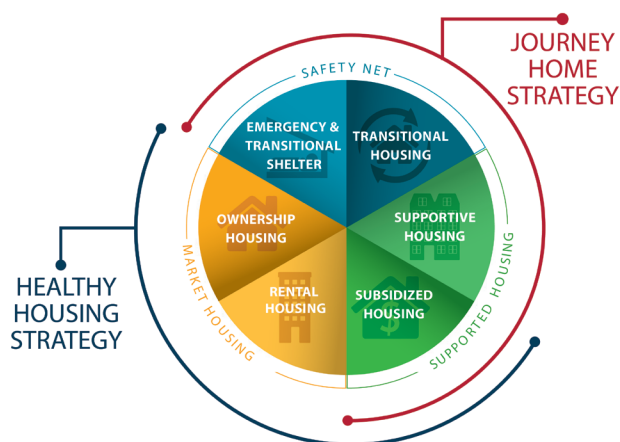
 = supportive services  = financial support

1.3 Healthy Housing and Journey Home

The Healthy Housing Strategy is being built in collaboration with the Journey Home Strategy to address Council's top priorities of *homelessness* and *housing diversity*.

Housing in our community is a complex, interconnected system in which changes in one segment impact the others in the Wheelhouse. To ensure that the diverse needs of Kelowna's residents are met, each segment of the Wheelhouse must be addressed collectively.

The Healthy Housing Strategy focusses on policy, regulatory and partnership opportunities within the Supported and Market Housing categories of the Wheelhouse. The Journey Home Strategy focusses on developing a systems planning approach to address homelessness through the coordination and delivery of housing services and programs, within the Safety Net and the Supported Housing categories of the Wheelhouse.



By design, there are numerous action items that intersect in both strategies. These include policy and zoning updates required to promote building the right supply, financial tools and partnership opportunities to increase the amount of rental housing, and advocacy and leadership steps to ensure alignment between senior and local government actions.

Both strategies will guide work and investments decisions and will be required to shift the needle significantly on housing and homelessness. The two strategies are mutually reinforcing and are being aligned, both through their development and implementation. Appendix A provides details of how the two Strategies align through the key directions (Healthy Housing Strategy) and the foundational concepts and strategic pillars (Journey Home).

1.4 Summary of Housing Needs Assessment (HNA)

A Housing Needs Assessment (HNA) was completed in 2017 in order to examine the state of Kelowna's housing system today and to identify short-term and long-term housing needs. The HNA also provided direction for how the City and various community stakeholders could contribute progressive actions to address important gaps in the housing system.

Using detailed data analysis, the HNA provided a picture of a housing system in Kelowna that was looking increasingly bleak for many citizens. Five key gaps were identified from the work of the HNA:

1. **Bottleneck in the Wheelhouse.** Trends in market rental and ownership housing market are putting pressure on the long-term supportive and subsidized rental housing areas of the Wheelhouse. Demand for rental units is driving prices up, making rental units increasingly out of reach for low to moderate income and income-supported residents. Individuals accessing the Safety Net and Short-term Supportive Housing areas of the Wheelhouse are increasingly stuck and unable to move into long-term secure housing.
2. **Need for greater housing diversity.** In Kelowna, 62 per cent of ownership housing is single detached housing. 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 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.
3. **Limited supply and high demand for purpose-built rentals.** Supply is limited, vacancy rates are extraordinarily low at 0.2%, and market prices are high. Additionally, for over 30 years there has been very little senior government support for these areas of the Wheelhouse, contributing to a lack of supply of purpose-built rentals. As home ownership is pushed out of reach for many citizens, secure rentals will play an increasingly important role in the system.
4. **Security of tenure & short-term rentals.** The trend towards secondary rental units in private houses is significant as there are approximately 10,000 secondary units to date. The secondary rental market is much less secure, as units are more easily transferred to the short-term rental market or taken out of the rental pool altogether.

5. **The cost of housing is increasing and income isn't keeping pace.** In rental and ownership categories, many Kelowna residents are spending over 30% of their annual income on housing costs. These housing costs cannot be understood in isolation. They must be looked at alongside other related costs including transportation and energy costs, so that we can see where there may be key linkages that offer opportunities for positive action.

1.5 Defining affordability

Housing is considered to be affordable if shelter costs account for less than 30 per cent of before-tax household income. This common approach to defining housing affordability determines the number or proportion of households which spend 30 per cent or more of their income on shelter, including rent or mortgage payments, utilities, fees, and taxes². It is important to note that there are other indirect costs relating to housing, including transportation, which affect housing affordability, however are not included in the affordability calculation.

In Kelowna, 28 per cent of households, spend greater than 30 per cent of their household income on housing costs. This number has increased substantially from just 11 per cent in 1991.

There is a disparity between “unaffordable” housing between owners and renters. A total of 6,900 owner households, or 19 per cent, spend greater than 30 per cent on housing costs while 8,000 tenant households, or 47 per cent, spend greater than 30 per cent on housing costs³. This discrepancy between the ownership market and the rental market is likely the result of the higher share of lower-income households in the rental market. These households are more vulnerable to the recent increases in average rental prices occurring due to low vacancy rates.

Deep Dive – The True Cost of Suburban Sprawl

Houses in the suburbs have been portrayed as being more affordable than infill housing due to the lower land costs outside of the urban core. However, looking at the life-cycle costs of housing tells a different story. Sprawling low-density housing into the suburbs has many hidden costs that are often excluded from analyses⁴.

New suburbs cost local governments more than denser urban developments located more centrally. There are many diverse costs of sprawl; some are counted and some are hidden. Costs include creating and maintaining roads, sewers, water, community centres, and libraries, and providing fire protection, policing, and school busing. Governments and taxpayers absorb many of the costs of development directly and with future infrastructure maintenance and replacement costs⁵. Estimates are that low-density sprawl development costs two to three times as much as compact, urban development over the long-term⁶.

Urban sprawl forces residents to become car dependent as these areas lack sufficient population density to support effective transit service and the geography is often a barrier to walking or cycling. Car dependent residents drive further and more often. As transportation is the second largest household expense, this can also significantly increase resident's household expenses in the areas built outside of the urban core⁷.

² For clarification purposes, shelter costs do not include transportation related costs.

³ Statistics Canada, 2016 Census Community Profile – Kelowna, CSD.

⁴ True Affordability, Victoria Transport Policy <http://www.vtpi.org/ihasc.pdf>

⁵ Suburban Sprawl, Exposing Hidden Costs, Identifying Innovations, Sustainable Prosperity, 2013

⁶ City of Kelowna, Community Lifecycle Infrastructure Costing Tool analysis.

⁷ Facts in Focus, Transportation, City of Kelowna, 2018

Planning Process

The Healthy Housing Strategy used numerous inputs to ensure the development of an effective plan including:

- Best practices;
- Building on current policies, programs and services;
- Council priorities;
- Health-related research;
- Local knowledge;
- Partnerships; and
- Public engagement;

Major Milestones

Below is an outline of the major milestones for the development of the Healthy Housing Strategy:



2.1 Engagement

Housing is a complex issue that requires consultation with staff, stakeholders and the public. The Healthy Housing Strategy process offered a variety of engagement opportunities throughout the project. Appendix B outlines the diversity of industry stakeholders involved in the development of the Healthy Housing Strategy and Appendix C summarizes the public engagement. The feedback was used in conjunction with best practices and technical expertise to inform and shape to Healthy Housing Strategy actions.

Committees

Throughout the project, both the City and Interior Health had staff technical teams that were assembled to provide various technical and front-line expertise and experience.

The City also assembled a Healthy Housing Stakeholder Advisory Committee who provided guidance throughout the Healthy Housing project. The committee included representation from the following organizations:

- BC Housing
- Canadian Home Builder's Association
- Interior Health
- School District #23
- Seniors Outreach Services Society
- Society of Hope
- United Way
- Urban Development Institute, and
- Urban Matters
- UBC

Public Engagement – Phase 1

The first phase of public engagement occurred from November 2017 to January 2018 with stakeholders and the public.

On December 6, 2017, Policy and Planning staff hosted a Healthy Housing Stakeholder Workshop with a wide range of organizations that were involved in or impacted by housing in Kelowna. Over 30 organizations including, but not limited to, senior government, non-profits, developers, and community organizations attended. The workshop focused on several topics including innovative forms and tenure, missing middle housing forms, housing partnerships, affordable units in new development and universal and accessible design.

Additionally, residents were invited to share their thoughts regarding housing in Kelowna from November 20, 2017 to January 15, 2018 through an online survey at getinvolved.kelowna.ca. This survey provided insight into respondent attitudes regarding current and future housing in Kelowna. A total of 1,563 respondents completed the survey; the highest ratio of respondents being single-family home owners. A few highlights of the survey response include:

- The highest ranked value and priority was affordability for the Healthy Housing Strategy, with stability and accessibility for all ages and abilities ranking close behind;
- Residents agreed that diverse housing forms and tenure should be considered to further improve Kelowna's state of housing; and
- Majority of respondents agreed that developers and government both play a role in providing affordable housing units to residents.

The above feedback was used to develop draft actions for the Healthy Housing Strategy.

Public Engagement – Phase 2

The second phase of engagement occurred in May 2018. The objective of this phase was to share the draft actions for the Healthy Housing Strategy with stakeholders and the public. This phase of engagement included a Stakeholder Workshop, Public Open House and an online survey.

On May 8, 2018 a Healthy Housing Stakeholder Workshop occurred with 22 organizations in attendance. The key highlights from this workshop include the following:

- Stakeholders appreciated that the City has taken the initiative to lead the development of a Healthy Housing Strategy and to bring key stakeholders together to tackle Kelowna's housing challenges;
- Many stakeholders felt that numerous actions would lead us to a successful housing strategy including, but not limited to, the following: actions that protect rental, land acquisition, alignment between land use, housing and transportation, rental incentives and innovative forms and tenure.
- Through this engagement process, numerous stakeholders also showed an interest in supporting the implementation of one or more of the 19 actions. The stakeholders that have shown interest include the following: Canadian Homebuilders Association, Canadian Mental Health Association, FortisBC, Habitat for Humanity, Highstreet Ventures, Honomobo, Interior Health, Kelowna Intentional Communities, KNEW Realty, Little House Contracting, Mamas for Mamas, Okanagan College, Pathways Abilities Society, People In Motion, Seniors Outreach Society, Society of Hope, United Way, UBC and Urban Development Institute.

On May 9, 2018 staff hosted a Public Open House on the Healthy Housing Strategy. Approximately 20 people attended the Open House. From May 4 to May 14, 2018, residents were invited to share their feedback on the draft actions through an online survey at getinvolved.kelowna.ca. Feedback from the Open House and the online survey was incorporated into the Engagement Summary, as shown in Appendix C.



Healthy Housing

Key Directions and Recommended Actions

Four key directions have emerged as priorities through the development of the Healthy Housing Strategy and the associated engagement process:

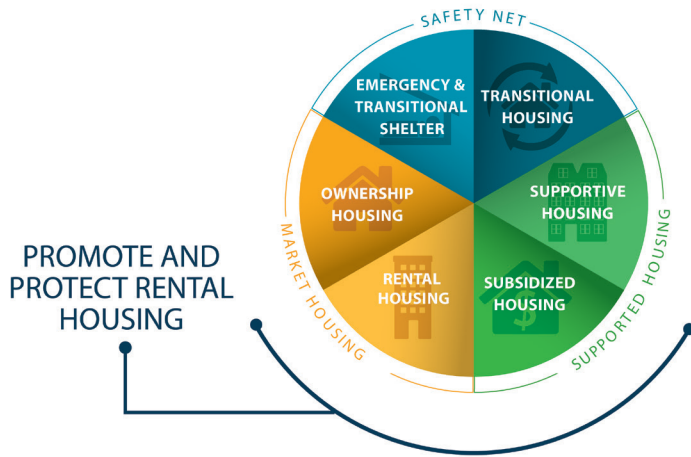
1. Promote and protect rental housing;
2. Improve housing affordability and reduce barriers for affordable housing;
3. Build the right supply; and
4. Strengthen partnerships and align investments.

Using the key directions as the framework, this strategy has identified a total of 19 actions across a broad spectrum of municipal responsibilities. Each action is assigned to one primary key direction, even though it may support multiple key directions to a lesser extent. The actions themselves range from adjustments to existing regulations or policy all the way to major new initiatives that will require bold leadership and commitment to change. It will take several years for the full effects of many of the actions to be felt. Nonetheless, each action builds on the momentum of previous ones, multiplying their individual benefits.



Key Directions and Recommended Actions

3.1 PROMOTE AND PROTECT RENTAL HOUSING



Rental housing plays a vital role in Kelowna's housing system. For many residents, it is their long-term housing solution. For others, it is a stepping stone toward home ownership. Students rely almost exclusively on rental housing. As the ownership market becomes more difficult to enter, the rental market is expected to grow in importance. Without enough supply, growing demand can result in increased competition for rental units, driving prices up and pushing out those least able to afford the increases. This is what Kelowna has seen in recent years.

Between 2011 and 2016, 73 per cent of new households in Kelowna were renter households. This compares to 32 per cent in the previous five years⁸. This robust demand for rental is clear, with very low vacancy rates across the rental market and prices on the rise in both the rental and ownership markets⁹.

An ongoing strong demand for rental housing is predicted. Approximately 550 units of new rental housing across both primary and secondary markets are projected to be needed annually to meet the needs of new growth. Some of this is on the way, with an estimated 1,600 rental apartments under construction across the Central Okanagan¹⁰ and continued investment in secondary suites and carriage homes.

The Rental Market

Traditionally, the rental market is divided into two general categories: the primary rental market and the secondary rental market. The primary rental market is mostly composed of dedicated, long-term rental apartments. For this reason, they provide the greatest stability for renters and their families.

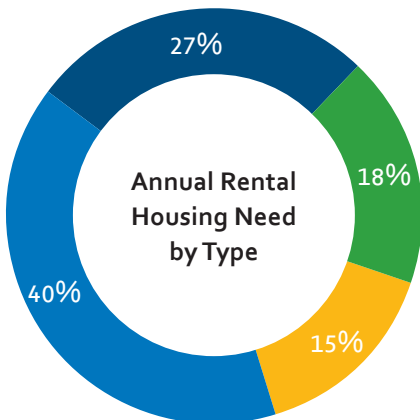
The secondary rental market is made up of individually held units that are rented out, such as secondary suites, carriage homes, and rented homes. These units are an important part of the rental market, but offer less long-term stability for tenants. Rented homes are often sold when the real estate market is active, and secondary suites may fluctuate in and out of the rental pool, depending on the priorities of the owners.

In Kelowna, the primary rental market is approximately 30 per cent of the entire rental market, with the remaining 70 per cent in the secondary rental market. In recent years, the secondary rental market has witnessed rapid growth, where the primary rental market has seen little investment. Over the past 2 years, however, the trend appears to be shifting, with major new investments in rental housing coming forward.

⁸ Statistics Canada, Kelowna (CSD) Community Profiles, 2006-2016.

⁹ CMHC fall 2017 Rental Market Survey – Kelowna.

Key Directions and Recommended Actions



■ Market ■ Affordable ■ Subsidized ■ Market (Student)

Even with the new injection of rental stock, there is expected to remain a deficit of about 500-1,000 units left over from years of under-investment in Kelowna. This undersupply impacts the vulnerable in our community the most, with an estimated deficit of 500-600 units¹¹ for those residents who are transitionally homeless, as identified through the Journey Home Strategy.

Traditionally, the most affordable rental stock is the stock that exists today. The theory here is that new stock, subject to new construction and land prices, will be more expensive to rent than older, existing stock. Protecting this stock from redevelopment becomes even more important if we are going to ensure that adequate rental housing is available at a wide range of price points.

While construction in the primary rental market has, until recently, been lagging, rental market pressure has found some relief in the secondary rental market, primarily through secondary suites and carriage homes. Activity in this market is much more difficult to track reliably, as units come on and off the market depending on the circumstances of the landowners. This characteristic also makes these units vulnerable to use as Short-Term Rentals (STR).

According to recent data, Kelowna hosts approximately 1,100-1,200 units that are used as short-term rentals¹². The majority of these are operating illegally¹³ and may be encouraging speculative investment in the housing market, driving up prices and reducing affordability. Cities across the world are grappling with how best to approach dealing with these units and Kelowna is no different¹⁴.

The recommendations in this section range from actions to protect existing rental stock to actions to encourage new rental stock to be built.



¹⁰ CMHC fall 2017 Rental Market Survey – Kelowna.

¹¹ The Journey Home Strategy identified 1,500-1,700 transitionally homeless individuals in Kelowna which would equate to approximately 500-600 units required to meet their housing need.

¹² Host-compliance has provided data from online tracking of STR in Kelowna, dated November, 2017.

¹³ Records of short-term rentals show widespread uptake across the city, despite the fact that the large majority of residential zones do not permit short-term rentals today.

¹⁴ Recent changes to the Residential Tenancy Act regarding fixed-term tenancies and geographic-based rent increases may have significant repercussions. The changes aim to improve legal protection for tenants who are facing affordability and stability issues in the rental housing market. While well-intended, these changes may reduce the likelihood that landlords in the secondary rental market (suites, carriage homes, etc...) will choose to rent their units in the long-term. This may drive greater demand into the primary rental market (rental apartments), and more landlords may choose to list their units for Short-Term Rentals. A rental housing task force has been established that will be delivering a full report in the Fall of 2018.

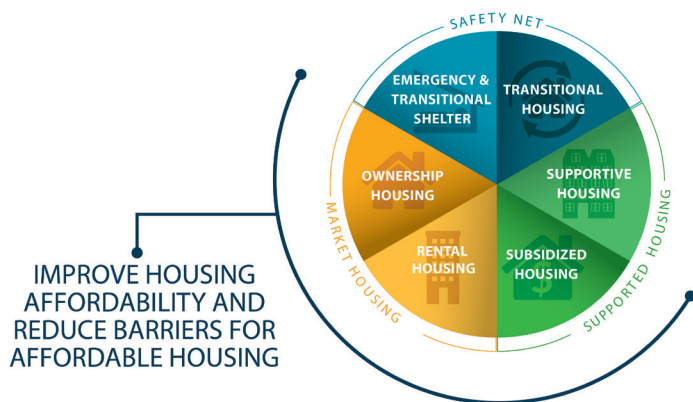
Key Directions and Recommended Actions

Below are the actions relating to promoting and protecting rental housing. For further details, please refer to Appendix D.

ACTION	DETAILS	LEVEL OF IMPACT
Align land investments with community housing objectives	<p>a) Create policies for City dispositions:</p> <ul style="list-style-type: none"> Align City's housing and density objectives with dispositions; and Maintain housing on long-term land acquisitions until re-development occurs. <p>b) Consider including principles within the Interior Health Land Management Framework that acknowledge the role of housing on health. This could include leasing of Interior Health owned residential properties until future development occurs.</p>	Moderate
Research and inventory existing purpose-built rental housing	Research and inventory the existing purpose-built rental buildings (including age, condition and opportunities), align with National and Provincial funding opportunities and investigate protection measures.	Low
Update regulations to protect the rental stock from the impacts of short-term rentals	Develop policy and regulations regarding short-term rentals in Kelowna to address the impacts to the rental market.	Moderate
Reduce the cost of developing affordable, purpose-built rental housing	<p>Increase the annual grant program to offset Development Cost Charges for non-market, purpose-built affordable rental housing.</p> <p>Combined with land for affordable housing, these two incentives will substantially increase the City's ability to create partnerships that deliver affordable housing in Kelowna.</p>	High
Revise tax incentives for purpose-built rental housing	<p>Revise the current tax incentive program by removing the 3 per cent limit, allowing purpose-built rental housing projects to apply for the tax exemption anytime.</p> <p>Revise the eligibility criteria for the tax exemption to add the following limits:</p> <ul style="list-style-type: none"> All eligible purpose-built rental housing must be located in the Urban Core Area or within the University South or Glenmore Village Centres. Eligible for-profit purpose-built rental housing must be constructed to Step 4 of the Energy Step Code. 	Moderate

Key Directions and Recommended Actions

3.2 IMPROVE HOUSING AFFORDABILITY AND REDUCE BARRIERS FOR AFFORDABLE HOUSING



Affordability has been front-and-centre throughout the development of the Healthy Housing Strategy. Without any intervention, Kelowna's housing system is simply not delivering enough affordable housing to meet the demands of a growing city. This means that many residents are being left behind. This key direction addresses both housing affordability – actions to improve the ability of residents to afford homes, and affordable housing – homes linked to income to support residents who would otherwise struggle to afford shelter.

47 per cent of our renters and 19 per cent of owners are spending more than 30 per cent of their pre-tax income on shelter.¹⁵

Addressing affordability also demands that we look beyond just the price of units and into other key housing-related costs: transportation and energy.

Canadians pay an average of between \$8,600 (compact car) to \$13,000 (pickup truck) per year in vehicle ownership costs.¹⁶ Riding public transportation is at least 10 times less expensive.

If a home is more affordable but burdens residents with large transportation and utility bills, the objective of housing affordability is no closer to being achieved. To address housing affordability effectively, transportation and energy costs must be factored in.

Supporting the development of more affordable housing in Kelowna will require a sustained and significant effort on multiple fronts, from reducing regulatory barriers and creating incentives, to working with the development community and investing in land for the long-term.

The City of Kelowna has a long history of using a range of tools to encourage the construction of affordable housing in the community. These efforts have factored into the decisions of several non-market rental projects over the years, and have resulted in numerous successful partnerships with non-profits and other levels of government.

The recommendations in this section look to build on these successes to ensure that the City continues to improve housing affordability and to encourage the construction of more affordable housing. Actions under this key direction have the greatest potential to create meaningful change, but also require significant resources, careful planning and long-term commitment.

Parking Costs

After decades of widespread, enthusiastic adoption and implementation across North America, off-street parking requirements are now being seen in a different light. In particular, their contribution to housing affordability is more clearly understood. Off-street parking comes at a cost, both in terms of the infrastructure and the opportunity lost for other uses of the space. By setting minimum requirements, City bylaws are requiring all residents to pay for off-street parking, whether they use it or not. Doing this drives up housing costs and acts as a disincentive for sustainable modes of transportation

¹⁵ Statistics Canada, Census 2016

¹⁶ Canadian Automobile Association, 2017.

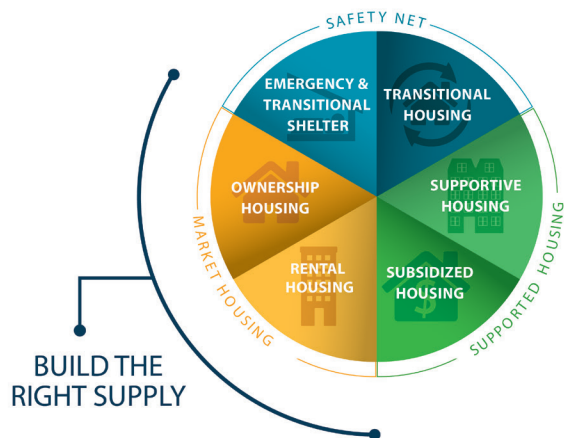
Key Directions and Recommended Actions

Below are the actions relating to improving housing affordability and reducing barriers for affordable housing. For further details, please refer to Appendix E.

ACTION	DETAILS	LEVEL OF IMPACT
Align land use, housing and transportation planning	Ensure that housing density and affordable housing is located near alternative transportation options including the Frequent Transit Network to reduce household carrying costs.	Moderate
Implement the Energy Step Code for new housing	Develop an Energy Step Code Implementation Plan to increase energy efficiency and reduce utility costs in new builds to reduce household carrying costs.	Moderate
Develop a Community Energy Retrofit Strategy	In partnership with FortisBC, develop a Community Energy Retrofit Strategy to encourage and incentivize existing buildings to become more energy efficient. This will reduce household carrying costs through a reduction in average utility bills.	Moderate
Reduce parking requirements for infill and affordable housing	As part of the comprehensive review of the Parking Section of the Zoning Bylaw, reduce or eliminate the parking requirements for infill and affordable housing forms. Investigate flexible options for parking.	Moderate
Consider the development of an Affordable Housing Land Acquisition Strategy	Investigate an Affordable Housing Land Acquisition Strategy, including: <ul style="list-style-type: none"> • Annual affordable housing land needs; • Estimated land costs; • Location selection criteria. Investigate an Affordable Housing Funding Strategy, including: <ul style="list-style-type: none"> • Recommended levels of funding from taxation and new development. 	High
Increase the supply of affordable housing through new development	Investigate options to increase the supply of affordable housing through contributions at rezoning and density bonusing.	High

Key Directions and Recommended Actions

3.3 BUILD THE RIGHT SUPPLY



Housing is a system that functions on both supply and demand. When there are major challenges to this system, interventions in both supply and demand may be needed. From a supply perspective, we have seen the total number of new units meet or exceed demand from population growth alone over the past five years; yet, our home prices have continued to increase.

Between 2011 and 2016, the city grew by 10,068 residents in 4,240 new households. In the same five-year period, occupancy permits were issued for 5,487 new housing units.

New housing production exceeded population growth by 29%.¹⁷

If enough supply is being brought on the market, the question becomes whether it is enough of the *right* supply. The right supply has multiple facets: the right type of unit, the right price, and the right location. This translates into housing forms that meet the needs of local residents and which they can afford to rent or to own. The right location refers to the importance of encouraging housing in the urban core, near employment and sustainable transportation options, to reduce household transportation costs.

¹⁷ Based on occupancy permits from January 2012 to December 2016. The net total was calculated using the occupancy permits (total 5,973) issued and the demolition permits (total 486) were subtracted.

What Residents Can Afford (ownership)

Average Kelowna Family – Maximum purchase price of \$550,000¹⁸

What New Homes Cost

Average Price of New Detached Homes – \$1,131,410¹⁹

What Homes Cost in the Resale Market

Average Single Detached – \$706,791²⁰

Looking at the information in above, there is a significant mismatch between the price of homes being delivered to the market today and the incomes of local residents. In fact, over 86 per cent of Kelowna households would not be able to afford a new detached home based on current prices²¹. The resale home market provides little relief from high home prices.

In addition, the types of homes being provided by the housing market today do not reflect the diversity of housing needs of residents. While there are many Missing Middle housing options that range between single detached homes and apartment buildings, those two forms alone continue to make up about 70 per cent of all new housing.



¹⁸ Based on Census 2016 Average total income of two-or-more-person households in 2015 (\$110,017) using the CMHC Mortgage Affordability Calculator using 10% down payment and 25-year amortization, \$200/month property taxes.

¹⁹ CMHC, Kelowna Housing Now, April 2018

²⁰ OMREB data, April, 2018

²¹ Based on the CMHC Mortgage Affordability Calculator, the monthly income to afford a home over \$1,000,000 would exceed \$15,000 (assuming a 10 per cent down payment). Using Statistics Canada household income data, only 7,430 Kelowna households have total incomes exceeding \$150,000.

Key Directions and Recommended Actions



The information above suggests that, while enough supply may make its way to the market, it may not be the *right supply* to meet the needs of local residents. In some cases, this may be the result of zoning bylaw restrictions and other regulations that have not caught up to the evolution in housing types and tenures. By working with partners to expand the available options for housing tenure and by ensuring that regulations reflect demand for a more diverse range of housing (such as small housing), new housing can more closely match the needs of residents.

Actions in this category range from changing subdivision standards to permit more infill lots to be created to expanding opportunities for innovative forms and tenure.

Zoning Bylaw

Zoning bylaws play a vital role in shaping the delivery of housing across the community. Where zoning bylaws are overly restrictive and segregate uses unnecessarily, they can act as impediments to healthy urban development. The City of Kelowna Zoning Bylaw No. 8000 is an older bylaw that was crafted during a time when housing demands were different in the community. Due to updates over time, the bylaw is reasonably flexible and relatively open; but, it has been observed that a number of changes could be made to the bylaw to make infill housing development easier.

Key Directions and Recommended Actions

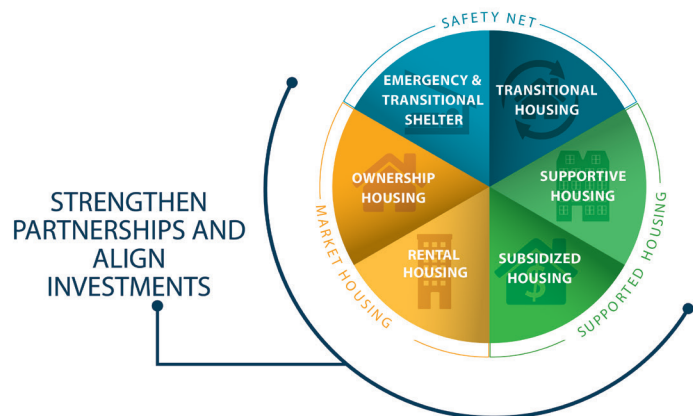
Below are the actions relating to building the right supply. For further details, please refer to Appendix F.

ACTION	DETAILS	LEVEL OF IMPACT
Encourage universal and accessible design	<p>City of Kelowna to develop policies in the OCP2040 to encourage housing units to incorporate universal and accessible design, which supports aging in place and people with diverse abilities.</p> <p>Interior Health to provide an opportunity for home health staff to share housing related needs of clients and explore opportunities to support universal and adaptable housing design.</p>	Low
Create more sensitive infill of lots in existing neighbourhoods	Complete a review of residential zones in the Zoning Bylaw to determine if regulations can be amended to encourage infill housing.	Moderate
Support a greater variety of infill housing forms	Increase permissiveness for townhouses, duplexes, carriage homes, small housing, house-plexes and tiny homes.	Moderate
Support a greater variety of housing tenures	Expand opportunities for innovative tenure including fee-simple row housing, co-housing and cooperatives.	Moderate



Key Directions and Recommended Actions

3.4 STRENGTHEN PARTNERSHIPS AND ALIGN INVESTMENTS



Housing in Kelowna is a complex system with many different influences. The City is only one of the many sectors whose actions impact the housing system. Illustrating this point, both the federal and provincial levels of government are taking major steps into addressing the housing needs of their constituents. The *National Housing Strategy* was released in 2017 and marks a significant re-investment in housing by the federal government. Similarly, the province released a new housing strategy entitled *Homes for BC: A 30-Point Action Plan for Housing Affordability in British Columbia* in 2017. Together, both strategies are an unprecedented opportunity for real change in Kelowna.

Over the next decade, the National Housing Strategy will remove 530,000 families from housing need, cut chronic homelessness by 50% and change the face of housing in Canada forever.²²

Over \$7 billion over 10 years for housing affordability.²³

Locally, residents have been moved to action and we are witnessing a groundswell of support from all directions. New partnerships are being formed between organizations that had never worked together before. The community looks to the City to play a key role in bringing these groups together to ensure that they are maximizing opportunities and to ensure that the community's needs are being met.

There is also growing recognition that Kelowna's housing system functions within a larger, regional housing system. As the regional hub, many people who work in Kelowna live in outlying communities. To this end, housing policy changes in Kelowna will have ripple effects throughout the region.

While positive progress is being made on many housing-related fronts, there remain a number of issues that demand continued advocacy from the City to improve long-term outcomes for the community. The recommendation contained in this section recognizes the importance of ongoing engagement with the provincial and federal governments in order to ensure that cities are empowered with the tools and resources to address the significant housing needs they face.

Both locally and regionally, it is clear that the City cannot tackle housing challenges alone. From encouraging grass-roots collaboration to aligning major senior government investment, it will be by expanding existing partnerships and forming new ones that a successful housing system in Kelowna will be created. By embracing new partnerships and seeing alignment, making important progress on housing becomes a tangible possibility.

²² Government of Canada. "National Housing Strategy: A Place to Call Home". <https://www.placetocallhome.ca/>.

²³ BC Housing. "BC government building 14,000 new affordable homes for renters". <https://www.bchousing.org/news?newsId=1479151291134>.

Key Directions and Recommended Actions

Below are the actions relating to strengthening partnerships and aligning investments. For further details, please refer to Appendix G

ACTION	DETAILS	LEVEL OF IMPACT
Formalize a partnership with BC Housing	The City of Kelowna has several successful partnerships with BC Housing. A formal partnership will ensure there is a consistent, ongoing and committed approach to housing in Kelowna and that aligns with Provincial funding opportunities.	Moderate
Enhance the City of Kelowna and Interior Health's role in community collaboration and research on housing	<p>The City of Kelowna has the opportunity to act as an on-going hub for community collaborations on housing. The City of Kelowna will host an annual Housing Symposium to provide information on universal and accessible design, energy efficiency and grants and opportunities to encourage developers, builders, lenders, housing providers and social organizations to work together through housing partnerships in Kelowna.</p> <p>Interior Health will collaborate on housing in the following ways: collaborate with the City of Kelowna to improve radon awareness and mitigation in new and existing homes; collaborate with post-secondary institutions to support research related to health and housing; and increase awareness within Interior Health of the links between health and housing and build capacity to take collaborative action on housing issues in communities served by Interior Health.</p>	Moderate
Support a Regional Housing Needs Assessment	City of Kelowna and Interior Health to support the Regional District of the Central Okanagan in completing the Regional Housing Needs Assessment.	Moderate
Advocate to Senior Government for additional tools and funding	<p>Continue to advocate through Mayor and Council, and through senior staff for:</p> <ul style="list-style-type: none"> • Funding for affordable housing; • Planning tools, such as amenity contributions 	Moderate to high

Summary

The Healthy Housing Strategy has been built as a direct response to the housing challenges that Kelowna residents are facing today. This Housing Strategy starts with a general acknowledgement that municipal, provincial and federal governments are making major new investments in the housing system, with a goal of achieving access to secure and stable housing for all residents. Similarly, other key partners in the delivery housing for the Kelowna residents (including developers, non-profit organizations, cooperatives, and charitable agencies) are indicating that they are ready to take action.

This Housing Strategy is premised on a 5-year time period, but aims to be impactful for decades to come. It identifies 19 actions to be initiated within the first 3 years, as listed in the table below, founded on four key directions:

1. Promote and protect rental housing;
2. Improve housing affordability and reduce barriers for affordable housing;
3. Build the right supply; and
4. Strengthen partnerships and align investments.

YEAR	KEY DIRECTION	ACTION
2018	Rental Housing	Align land investments with community housing objectives
		Update regulations to protect the rental stock from the impacts of short-term rentals
		Revise tax incentives for purpose-built rental housing
		Reduce the cost of developing affordable, purpose-built rental housing
	Affordable Housing	Align land use, housing and transportation planning
	Partnerships	Enhance the City of Kelowna's and Interior Health's role in community collaboration and research on housing
		Support a Regional Housing Needs Assessment
2019	Rental Housing	Research and inventory existing purpose-built rental housing
	Affordable Housing	Implement the Energy Step Code for new housing
		Develop a Community Energy Retrofit Strategy
		Consider the development of an Affordable Housing Land Acquisition Strategy
		Increase the supply of affordable housing through new development
	Right Supply	Encourage universal and accessible design
		Create more sensitive infill of lots in existing neighbourhoods
		Support a greater variety of infill housing forms
		Support a greater variety of housing tenures
	Partnerships	Advocate to Senior Government for additional tools and funding
2020	Affordable Housing	Reduce parking requirements for infill and affordable housing
	Partnerships	Formalize a partnership with BC Housing

By investing in programs, policies, regulations, and partnerships, the community as a whole can create a healthy housing system – one that will benefit not just the residents of today, but future generations as well.

Through the implementation of this strategy, the City aims to be well positioned to facilitate action across the full range of recommendations. Implementation of this strategy will require resource commitments, renewal of incentives and programs, reinvestment in partnership formation, and new financial commitments from all levels of government and the development industry. This Strategy cannot be implemented by the City alone, and that it will require the full spectrum of our community to recognize their roles and to take action.

Implementation of select recommended actions set out in the Strategy will begin in 2018. Some initiatives are already underway and will need to be continued or expanded, while others will be introduced through individual implementation efforts that will require further public and stakeholder consultation, and innovative approaches that cross traditional boundaries and mandates. It will also call on our Council to be courageous and persistent to keep the vision of this strategy alive for the long-term.

The housing challenges facing Kelowna today are significant and the consequences of inaction are clear. But, the future is hopeful. The Healthy Housing Strategy sets out a bold vision and a 5-year plan that will start to move the community in the right direction. This plan requires the collective efforts of all levels of government, public and private sectors, community partners and residents to implement and embrace the 19 actions. It also requires innovation, collaboration and new approaches to housing to shift us towards a collective path where our current and future residents can access and maintain the housing they need to thrive.



Appendices

The appendices provide an opportunity to explore the Healthy Housing Strategy in greater detail than in the main body of the strategy itself. Appendix A shows the alignment between the Healthy Housing Strategy and the Journey Home Strategy. Appendix B includes the diversity of stakeholders that were involved in the development of the Healthy Housing Strategy and Appendix C provides a detailed summary of the public engagement results. Appendices D-G provide details regarding each of the actions under the four key themes of the Healthy Housing Strategy. Each of these appendices is broken into two tables. The first is entitled the **implementation table** and includes details about each proposed action, such as the department responsible and a high-level estimate of budget needs. The second table is the **action details table**, and includes more context and background around each of the proposed actions. Finally, Appendix H provides a summary of the City of Kelowna and BC Housing partnerships between 2008-2019.

Appendix A: Alignment of Healthy Housing Strategy and Journey Home Strategy

The Journey Home and Healthy Housing Strategies are closely aligned to ensure the full housing Wheelhouse is being adequately addressed. Journey Home is focused on the development of a long-term strategy to address homelessness while, the Healthy Housing Strategy is focused on ensuring a balanced housing system overall.

By design, there are numerous action items that intersect in both strategies. It is imperative to have both strategies aligned and moving forward at the same time to be able to address Kelowna's unprecedented housing challenges successfully.

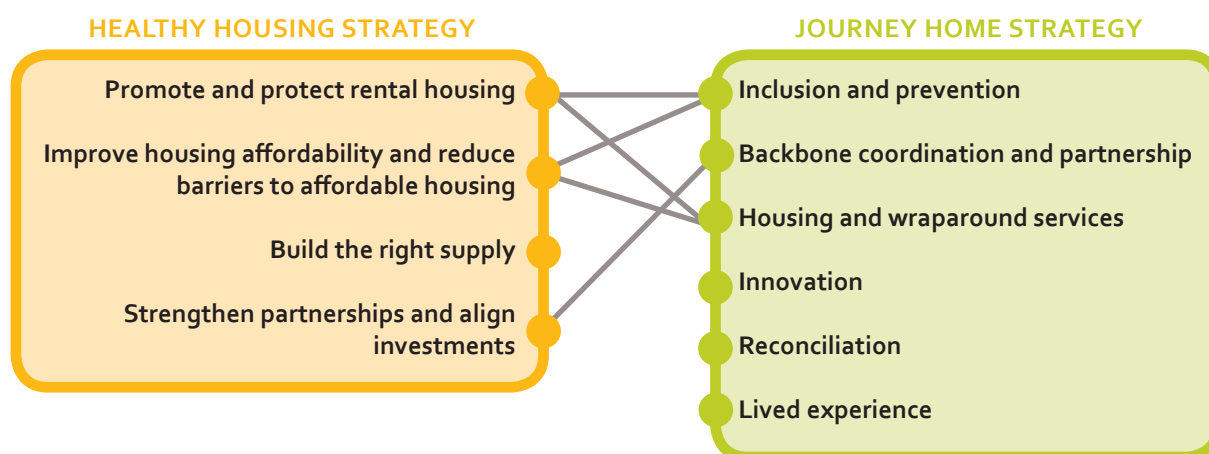
The Healthy Housing Strategy identifies four key directions while the Journey Home Strategy identifies three foundational concepts and three strategic pillars, each of which provided direction for the development of the actions within each plan. Below shows the alignment between the two strategies.

As shown below, the Healthy Housing Strategy's key directions "promote and protect rental housing" and "improve housing affordability and reduce barriers for affordable housing" align with the Journey Home Strategy's foundation pillar of "housing & wraparound supports". Promoting and protecting rental will

enhance availability of rental housing, which will help mitigate escalating rent costs for those at risk of or exiting homelessness.

Further, the Healthy Housing Strategy includes a key direction to "strengthen partnerships and align investments" and the Journey Home Strategy includes a foundational pillar for "backbone coordination and partnership". Addressing housing and homelessness in Kelowna is a complex task that includes many different influences and partnerships. The City is only one of the many partners whose actions impact the housing system. Therefore, it is critical that both the Healthy Housing and the Journey Home Strategies enhance partnerships in order to tackle the housing and homelessness challenges in Kelowna. Through these focus areas, the Strategies will work together to create a housing system that will address the housing needs of all Kelowna residents.

Both strategies include City resource requirements, including financial and staff. It is important to note that the commitment for City resources for both Strategies should be considered together to ensure that resources are being dedicated to all aspects of the Wheelhouse.



Appendix B:

Stakeholder Involvement

As housing is a complex issue that requires consultation with a large number of staff and stakeholders, engagement on the development of the Healthy Housing Strategy has occurred with several teams including:

1. *Healthy City Strategy Steering Committee* – This committee oversees the entire Healthy City Strategy and each of the theme areas and consists of senior leaders and staff from both the City and Interior Health.
2. *City and Interior Health Technical Teams* – The City of Kelowna and Interior Health have staff technical teams that are assembled with various technical and front-line skills/experience.
3. *Healthy Housing Stakeholder Advisory Committee* – This committee includes key stakeholders who has provided guidance throughout the Healthy Housing project. This committee includes representation from the following organizations:
 - BC Housing
 - Canadian Home Builder's Association
 - Interior Health
 - School District #23
 - Seniors Outreach Services Society
 - Society of Hope
 - United Way
 - Urban Development Institute, and
 - Urban Matters
 - UBC

4. *Healthy Housing Stakeholder Workshops* – two workshops were held with a wide range of organizations that are involved in or impacted by housing in Kelowna. Over 30 organizations including, but not limited to, senior government, non-profits, developers, and community organizations attended. The organizations that attended one or both of the workshops included the following:

- Adaptable Living
- BC Housing
- Canada Mortgage and Housing Corporation
- Canadian Home Builder's Association
- Canadian Mental Health Association
- Central Okanagan Early Years Partnership
- Central Okanagan Foundation
- Community Living BC
- Evangel Housing Society
- FortisBC
- Habitat for Humanity
- Highstreet Ventures
- Honomobo
- Interior Health
- Kelowna Intentional Communities
- KNEW Realty
- LandlordBC
- Little House Contracting Corporation
- Mama's for Mama's
- Okanagan Boys and Girls Club
- Okanagan College
- Pathways Abilities Society
- People in Motion
- Regional District of the Central Okanagan
- School District #23
- Seniors Outreach Services Society
- Society of Hope
- Tenant Resource and Advisory Centre
- United Way
- Urban Development Institute
- Urban Matters
- UBC
- Vantage Living
- Woman Homes

Appendix C:

Public Engagement Details

Introduction

Kelowna, like many other cities across Canada, is facing unprecedented housing challenges including escalating housing costs, low rental vacancy and increased population growth. As part of the Healthy Housing Strategy, the City of Kelowna completed a Housing Needs Assessment (HNA) which identifies housing needs based on current and future trends and experiences from community partners and agencies.

Two phases of engagement occurred during the development of the Healthy Housing Strategy.

Respondent feedback, in addition to research and best practices helped develop the Healthy Housing Strategy to meet the housing needs of residents today and tomorrow.

Engagement Phase 1

An online survey was made available from November 20, 2017 to January 15, 2018 and was promoted through many channels, including: City of Kelowna Website, the City's Get Involved public engagement website, Facebook, Twitter and Instagram. 1,563 respondents filled out the survey with:

- 1,096 accessing the survey through Get Involved
- 362 through a Twitter link
- 67 through a Facebook link
- 38 through the City of Kelowna Website

The primary objectives of engagement phase 1 were to:

- Gather input on general attitudes towards housing in Kelowna.
- Obtain input from residents regarding what is important for the future of housing in Kelowna.

Values

Respondents were asked to rank five values from least important to most important, and an average score was determined for each value. The highest ranked value identified as a priority for the Healthy Housing Strategy in Kelowna was affordability (rent or own).

Values listed in order of preference:

- Affordability (rent or own)
- Stability of housing (i.e. long-term rental)
- Accessible housing for all ages and abilities
- Diverse housing types
- Sense of belonging (strong connections between people in our community)

A follow-up question asked respondents if there were any values missing that should be considered. The top missing value was the availability of housing in Kelowna.



Appendix C: Public Engagement Details

Top Five Themes

- ▶ Affordability
- ▶ Availability of housing
- ▶ Rental availability
- ▶ Pet-friendly rentals
- ▶ Accessibility

Survey respondents were then given an open-ended question asking: When you look 10 years or more into the future what is the most pressing issue you are concerned about regarding the housing needs for the next generation? The plurality of respondents (over 70 per cent) identified the most pressing issue regarding housing needs for the next generation will be the lack of affordable housing in Kelowna. Survey respondents are also concerned about living a comfortable lifestyle, the availability of rental units and housing as well as the ability to own a home in Kelowna.

Housing and partnerships

Respondents were given a list of actions that can be taken to create new affordable housing and asked to indicate their level of agreement with each action. The majority of survey respondents (over 82 per cent) agreed that developers have a role in providing affordable housing units to residents.

Engagement Phase 2

A survey was made available from May 4 to 14, 2018 and was promoted through many channels, including: Newspaper advertising, City of Kelowna Website, Get Involved, Facebook and Twitter. A total of 66 respondents filled out the survey with 11 respondents accessing the survey through the City's Get Involved public engagement website, 8 respondents accessed through a social media link, social media link, 18 respondents accessed through an email link sent from the Get Involved site and the remainder through the Public Open House.

The primary objectives of the engagement phase 2 were to:

- ▶ Gather input on which proposed actions will lead to a successful housing strategy.
- ▶ Obtain input from residents on why they might not support certain actions.
- ▶ Collect feedback to identify actions that may be missing from the proposed actions.

Question results

Survey respondents were asked to identify which of the 20 proposed actions they thought would lead to a successful housing strategy for Kelowna. The top five actions in their categories are as follows:

Promote and protect rental housing

- ▶ Reduce the cost of developing affordable, purpose-built rental housing
- ▶ Revise tax incentives for purpose-built rental housing

Improve housing affordability and reduce barriers for affordable housing

- ▶ Align land use, housing and transportation planning
- ▶ Increase the supply of affordable housing through new development

Build the right supply

- ▶ Support a greater variety of infill housing forms

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

Appendix C: Public Engagement Details

Survey respondents were asked if there were any critical housing actions that were not listed in the proposed actions. The 30 comments were analyzed through the word cloud survey tool and the top themes were identified. The three themes are listed in order of the frequency they were mentioned.

Top Three Themes

- ▶ Need for more diverse housing
- ▶ Affordable housing options
- ▶ Developers should build new affordable housing

Many respondents commented on the need for more diverse housing, such as higher density housing, passive housing and multi-purpose buildings. The second theme was regarding affordable housing options for seniors and low-income families.

Survey respondents were posed the open-ended question: If you do not support one or more actions, please explain why. Common comments were determined accordingly:

Common Comments

- ▶ Ensure adequate parking
- ▶ Affordable housing options
- ▶ Zoning for short-term rentals

A majority of respondents commented on ensuring there is adequate parking for residents and making rental properties have sufficient off-street parking. The second common theme was regarding affordable housing options, and creating mixed neighbourhoods with different economic housing options. The third common theme was regarding zoning and regulations for short-term rental properties.



Appendix D: Promote and Protect Rental Housing

Implementation Table

ACTION	LEAD	PROPOSED YEAR	ESTIMATED NEW BUDGET
Align land investments with community housing objectives	City of Kelowna (Strategic Investments) and Interior Health	2018	No additional budget required
Research and inventory existing purpose-built rental housing	City of Kelowna (Policy & Planning)	2019	No additional budget required
Update regulations to protect the rental stock from the impacts of short-term rentals	City of Kelowna (Community Planning)	2018	To be determined through short-term rental project
Reduce the cost of developing affordable, purpose-built rental housing	City of Kelowna (Policy & Planning and Finance)	2018	\$180,000 ²⁴
Revise tax incentives for purpose-built rental housing	City of Kelowna (Policy & Planning)	2018	No additional budget required

²⁴ Existing annual contribution to the Rental Housing Grants program for DCC relief is \$120,000. A request for an increase of \$180,000 will be made in the 2019 budget.

Table continued ►

Appendix D: Promote and Protect Rental Housing

Actions Detail Table

RECOMMENDED ACTION DETAILS	
ALIGN LAND INVESTMENTS WITH COMMUNITY HOUSING OBJECTIVES	
CURRENT STATE	ACTION DETAILS
<p>The City regularly acquires land for multiple civic purposes. Sometimes, the land is acquired for broader strategic goals, such as spurring redevelopment in an area (e.g.: Central Green, Ella). More often, these acquisitions are to facilitate long-term parks, parking and transportation objectives, such as linear trails, road expansions and realignments.</p> <p>In many cases, these acquisitions will take many years and multiple acquisitions to complete. Currently, there is no formal policy guiding how to manage these acquisitions before they are used for their final purpose.</p> <p>In other cases, there may be land remaining after a primary purpose has been achieved. There is currently no clear policy directing staff on how to dispose of this remaining land.</p> <p>Despite a lack of clear policy on the matter, progressive actions in all these instances are taken regularly. Where possible, housing is typically maintained on lots for long-term acquisitions. And, on strategic dispositions, density objectives are often integrated.</p>	<p>a) Create a new Council Policy addressing both City land holdings and dispositions, indicating the following:</p> <ul style="list-style-type: none"> Where housing exists on land purchased for long-term acquisitions, maintain the existing housing as rental housing for as long as practical until the land is required for its intended purpose. Where strategic acquisitions/dispositions are made, include key housing and density objectives. <p>b) Consider including principles within the Interior Health Land Management Framework that acknowledge the role of housing on health. This could include leasing of Interior Health owned residential properties until future development occurs.</p>
RESEARCH AND INVENTORY EXISTING PURPOSE-BUILT RENTAL HOUSING	
CURRENT STATE	ACTION DETAILS
<p>Protecting our existing stock of purpose-built rental is important if rental housing is going to remain available at a variety of price points. Before clear actions can be recommended and resourced, further research needs to be conducted into this segment of the local housing system.</p> <p>Through various sources (CMHC, Statistics Canada, BC Assessment), the City is aware of the location and units of purpose-built rental housing in Kelowna. However, further details, such as building age, building condition, financial health, and rents are not known.</p>	<p>This action includes three main components:</p> <ol style="list-style-type: none"> Detailed Inventory: gather a detailed inventory of the existing purpose-built rental stock including age, units by type and size, condition, financial health, rent levels, vacancy. Survey: survey purpose-built rental housing providers to identify key issues, challenges and opportunities. Recommendations: using the inventory and survey results, identify key recommendations to help protect the long-term viability of existing purpose-built rental housing.

Table continued ►

Appendix D: Promote and Protect Rental Housing

UPDATE REGULATIONS TO PROTECT THE RENTAL STOCK FROM THE IMPACTS OF SHORT-TERM RENTALS	
CURRENT STATE	ACTION DETAILS
<p>Across Canada and North America, many cities are struggling with the impacts of short-term rentals. These impacts range from nuisance (noise, parking, etc.) to altering neighbourhood character, driving up home prices, and removing rental stock. The benefits of short-term rentals include adding to the tourism experience, providing additional income to homeowners, and promoting student housing outside of peak summer months.</p> <p>In Kelowna, today's regulations generally prohibit short-term rentals (less than 30-days) in residential areas. Areas where short-term rentals are allowed are predominantly located in the City Centre and other limited tourist commercial areas. Despite these limitations, recent analysis of short-term rentals available on a variety of websites indicates that there are approximately 1,100-1,200 units that are offered as short-term rental accommodation in the city. Early analysis suggests that the large majority of these units are used contrary to the City bylaws.</p> <p>In a recent survey regarding short-term rentals, residents of Kelowna expressed a variety of viewpoints on the subject, ranging from broad support to severe restrictions.</p>	<p>City staff will be bringing forward a Report to Council in 2018 outlining the recommended options to address short-term rentals in Kelowna.</p>
REDUCE THE COST OF BUILDING AFFORDABLE, PURPOSE-BUILT RENTAL HOUSING	
CURRENT STATE	ACTION DETAILS
<p>All new housing units throughout the city are required to pay Development Cost Charges (DCC). Ranging from about \$13,000-\$22,000 per unit, these costs cover the city-wide infrastructure needed to service new development. For secondary suites, Council has determined that a flat DCC rate of \$2,500 per unit (about 80% DCC subsidy) is appropriate. For affordable, purpose-built rental housing projects, however, DCC's represent a significant cost and act as a barrier to these projects.</p> <p>According to BC Housing, it is common for local governments across BC to waive all DCC's for affordable rental projects with BC Housing support. This has not been Kelowna's practice. Instead, Kelowna offers a grant to offset some of the DCC costs. The annual budget allocated to offset the cost of DCC's is \$120,000. More recently, the City has been combining funding from the Housing Opportunities Reserve Fund to bolster the DCC offset grants. Even with this strategy, these grants have covered approximately 10% of a project's DCCs in recent years.</p> <p>Where the City is unable to provide land in a partnership, reducing DCC's, through grants, for affordable rental housing would provide a major incentive to encourage greater investment.</p>	<p>Increase the annual grant program by \$180,000 to offset Development Cost Charges for non-market, purpose-built affordable rental housing.</p> <p>Combined with land for affordable housing, these two incentives will substantially increase the City's ability to create partnerships that deliver affordable housing in Kelowna.</p>

Table continued ►

Appendix D: Promote and Protect Rental Housing

REVISE TAX INCENTIVES FOR PURPOSE-BUILT RENTAL HOUSING	
CURRENT STATE	ACTION DETAILS
<p>Purpose-built rental housing provides the most stable, long-term supply in the rental housing market. Where condos, secondary suites and carriage homes fluctuate in and out of the rental market, purpose-built rental provides reliable, secure rentals on an ongoing basis. For this reason, the City provides tax incentives to encourage the construction of more purpose-built rental housing, when vacancy rates are low.</p> <p>In the consultation process for this strategy, several rental housing providers expressed the importance of this tax incentive in supporting their decision to invest. More detailed financial analysis proves that the tax incentive can be an effective tool to incentivize rental housing, equivalent to a 2% change in the vacancy rate, or an \$80/month impact on rent.</p> <p>When the rental vacancy rate is below 3%, the current tax incentive structure provides the maximum incentive possible (100 per cent exemption from the municipal share of property taxes on the revitalization amount for a 10-year term) to any purpose-built rental housing project with five or more units anywhere in the city.</p> <p>There are no further requirements, such as affordable rental rates, proximity to transit, schools or other amenities, or energy efficiency.</p>	<p>Revise the current tax incentive program by removing the 3 per cent limit, allowing purpose-built rental housing projects to apply for the tax exemption anytime.</p> <p>Revise the eligibility criteria for the tax exemption to add the following limits:</p> <ul style="list-style-type: none"> • All eligible purpose-built rental housing must be located in the Urban Core Area or within the University South or Glenmore Village Centres. • Eligible market rental housing must be constructed to Step 4 of the Energy Step Code.

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

Implementation Table

ACTION	LEAD	PROPOSED YEAR	ESTIMATED NEW BUDGET
Align land use, housing and transportation planning	City of Kelowna (Policy & Planning and Integrated Transportation)	2018	No additional budget required
Implement the Energy Step Code for new housing	City of Kelowna (Policy & Planning)	2019	No additional budget required
Develop a Community Energy Retrofit Strategy	City of Kelowna (Policy & Planning)	2019	No additional budget required
Consider the development of an Affordable Housing Land Acquisition Strategy	City of Kelowna (Policy & Planning)	2019	\$20,000
Increase the supply of affordable housing through new development	City of Kelowna (Policy & Planning)	2019	\$40,000
Reduce parking requirements for infill and affordable housing	City of Kelowna (Community Planning)	2020	\$20,000

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

Actions Detail Table

RECOMMENDED ACTION DETAILS	
ALIGN LAND USE, HOUSING AND TRANSPORTATION PLANNING	
CURRENT STATE	ACTION DETAILS
<p>Transportation, land use, and housing are intrinsically linked. Where any element proceeds without the others, they are unlikely to be successful. When these activities are properly aligned, housing opportunities are plentiful near amenities, services and transportation options.</p> <p>The City's Transportation Master Plan is far out of date, having been in place since 1995. Its corresponding road standards, while having been updated modestly, are also outdated. Similarly, the City's Zoning Bylaw, which regulates land uses, was introduced in 2000. The City's primary land use policy document – the Official Community Plan – was adopted in 2011, along with its servicing plan. These key planning and implementation documents are not in lock-step.</p> <p>The City has recently begun the process of renewing its Transportation Master Plan and its Official Community Plan. For the first time, both processes are being undertaken jointly.</p>	<p>Conduct the 2040 Official Community Plan update and the Transportation Master Plan update in tandem.</p> <p>Ensure that supporting implementation bylaws for each plan are updated, including but not limited to the Subdivision, Development and Servicing Bylaw and the Zoning Bylaw.</p>
IMPLEMENT THE ENERGY STEP CODE FOR NEW HOUSING	
CURRENT STATE	ACTION DETAILS
<p>The Energy Step Code is currently a voluntary compliance path within the BC Building Code that establishes a series of measurable, performance-based energy-efficiency targets (or steps) that supports market transformation from the current prescriptive energy-efficiency requirements to net-zero energy ready buildings by 2032.</p> <p>A transition period (2017-2020) allows local governments to apply the Energy Step Code to its bylaws, policies, and programs, thus helping to enable the local market to mature and to spur increased industry capacity for services and products that support higher performing buildings.</p> <p>The City of Kelowna hired a Community Energy Specialist in 2018 to develop an Energy Step Code implementation strategy for Part 9 residential buildings, including incentives, education, and regulations. The City is also working with neighbouring municipalities throughout the Okanagan to develop a regional approach to implementation.</p>	<p>Through a partnership with FortisBC, implement the Energy Step Code for new Part 9 housing. The implementation is proposed to begin in April 2019 with Step 1 and moving to Step 3 by spring 2020.</p> <p>Constructing homes with more energy efficiency in mind will reduce household carrying costs through a reduction in utility bills.</p>

Table continued ►

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

DEVELOP A COMMUNITY ENERGY RETROFIT STRATEGY	
CURRENT STATE	ACTION DETAILS
<p>The majority of Kelowna residents live, work, and go to school in buildings built before the BC Building Code required adequate insulation levels or began to address air tightness in their construction. These buildings use significantly more energy than those built to today's standards.</p> <p>Retrofitting existing buildings has many benefits. Occupants stand to benefit from increased comfort, healthier indoor air quality, increased building durability, and lower energy bills, while the wider community benefits from lower emissions.</p> <p>This work will include investigating regulatory and incentive options to encourage the existing building stock to become more energy efficient, as well as leveraging municipal touch points to provide information and increase awareness of FortisBC conservation and energy management programs to both residential and commercial customers.</p>	<p>In partnership with FortisBC, develop a Community Energy Retrofit Strategy to encourage and incentivize existing buildings to become more energy efficient. This will reduce household carrying costs through a reduction in average utility bills.</p>

Table continued ►

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

CONSIDER THE DEVELOPMENT OF AN AFFORDABLE HOUSING LAND ACQUISITION STRATEGY	
CURRENT STATE	ACTION DETAILS
<p>Land for affordable housing is in short supply in Kelowna. This land is a vital catalyst for investments in the community by other levels of government. The lack of land has already meant that the community has lost out on potential affordable housing units that could otherwise have contributed to addressing the housing need here.</p> <p>The City regularly acquires land for parks, transportation and other strategic investments, each of which is supported by a strategic plan and funding mechanisms. Land acquisition for affordable housing, however, has been sparse and opportunistic, with no strategic plan or effective funding source.</p> <p>A fund was previously created to support strategic housing-related investments, land among them. The Housing Opportunities Reserve Fund (HORF) is funded through taxation at \$200,000 annually. This amount has not increased since the fund was created. Today, it would take approximately a decade to purchase a single parcel to contribute to an affordable housing partnership. At this level of funding, the City will not be able to be an effective partner for upcoming provincial and federal investments in housing. Given land price increases, a significant increase to the HORF will be required to sustainably fund ongoing land acquisition for affordable housing partnerships.</p> <p>High level analysis reveals that an annual budget of approximately \$5.6M is needed (based on today's values), in order to meet the housing needs of the city's most highly vulnerable – those below the poverty line spending more than 50% of their household income on shelter²⁵.</p> <p>This annual budget only accounts for growth, and does not address the existing deficit of affordable housing for those in extreme core housing need. Addressing this deficit would require an estimated investment of \$35M in land alone.</p> <p>Importantly, contributing towards this land need is not the City's role alone and local taxation is not the only source that can contribute to the reserve fund. Cash-in-lieu payments from new development can also be directed here, as per the action "increase the supply of affordable housing through new development"²⁶</p> <p>These three sources – City funding, contributions from new development, and senior government funding – are estimated to be able to meet this land requirement for affordable housing.</p>	<p>Investigate an Affordable Housing Land Acquisition Strategy, including:</p> <ul style="list-style-type: none"> • Annual affordable housing land needs; • Estimated land costs; • Location selection criteria. <p>Investigate an Affordable Housing Funding Strategy, including:</p> <ul style="list-style-type: none"> • Recommended levels of funding from taxation and new development.

²⁵ Based on current land values for land zoned RM3 and RM5 to accommodate an estimated 80 units per year. 80 units per year represents the anticipated need for subsidized housing annually.

²⁶ It is estimated that these cash-in-lieu payments could contribute up to \$1-2M annually.

Table continued ►

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

INCREASE THE SUPPLY OF AFFORDABLE HOUSING THROUGH NEW DEVELOPMENT	
CURRENT STATE	ACTION DETAILS
<p>Presently in Kelowna, new development is not required to contribute in any way to the development of affordable housing. Some incentives are offered to encourage the creation of new purpose-built rental housing, but no affordability targets are attached to those incentives.</p> <p>This was not always the case. As a result of previous housing work in the early 2000's (Affordable Housing Task Force), two methods were recommended to encourage new development to include affordable housing. Both were forms of density bonusing. Of these, only one was implemented that offered the opportunity to rezone to a higher density zone in exchange for provision of some affordable housing units. While this program was modestly successful, it resulted in the creation of small numbers of dispersed units across new developments, making the ongoing administration of these units untenable. After the economic downturn of 2008/9, the restrictions on these units were largely lifted.</p> <p>In the meantime, the price of housing has continued to escalate and the need for all parties to contribute towards effective solutions has only become greater. In a recent survey, residents of Kelowna clearly feel that affordable housing is the responsibility of both private and public sectors.</p> <p>Two primary mechanisms are used in British Columbia:</p> <ol style="list-style-type: none"> 1. Contributions to Affordable Housing Through Rezoning: projects seeking rezoning that meet certain criteria are required by Council Policy to include a share of units as affordable housing or to make a cash-in-lieu payment. 2. Density Bonusing: projects can choose to take advantage of extra development density in exchange for providing affordable housing units or a cash-in-lieu payment. <p>There are many examples across the province of local governments establishing successful programs to encourage and require contributions from the development community. These programs are founded on equity, transparency and fairness.</p>	<p>Implement a combination of contributions through rezoning and density bonusing to provide meaningful support to affordable housing from the development community.</p> <p>Establish a cash-in-lieu policy that encourages projects to contribute to an Affordable Housing Land Acquisition Fund in place of developing a small number of affordable units in their projects.</p> <p>Hire a land economist and work with relevant stakeholders (UDI, CHBA, etc.) to determine the correct requirements and incentives.</p>

Table continued ►

Appendix E: Improve Housing Affordability and Reduce Barriers for Affordable Housing

REDUCE PARKING REQUIREMENTS FOR INFILL AND AFFORDABLE HOUSING	
CURRENT STATE	ACTION DETAILS
<p>The Zoning Bylaw current regulates both the number of off-street parking stalls required for each unit of housing and the standards to which each parking stall must be designed. The number of stalls required varies by the size of unit on a spectrum, where bachelor units require fewer stalls than 3 or more bedroom units.</p> <p>Flexibility to the design standards for parking stalls has been added over the years, allowing for a greater variety of parking stall sizes. Nonetheless, parking standards are not related to proximity to sustainable modes of transportation or proximity to employment centres or amenities. Instead, they are applied evenly across the city. For this reason, Council is regularly asked to entertain parking reductions for new developments.</p> <p>While our parking standards and requirements have been slow to evolve, more and more progressive local governments across North America have moved to reduce or to eliminate their minimum parking standards. These changes have been in response to greater recognition of the many unanticipated negative effects of off-street parking requirements.</p> <p>The negative effects of off-street parking requirements, and particularly ones that are high, include:</p> <ul style="list-style-type: none"> • Affordability: constructing parking, whether in a structure or in the open, costs money. The costs of these are passed on to the end user – whether they need it or not – and can represent a significant cost. Structured parking can cost up to \$70,000 per stall. • Land use: the ultimate goal of effective land use planning is to achieve highest and best use. Off-street parking regulations have generated the need for each project to dedicate valuable land to parking vehicles. On aggregate, these requirements have created cities where large amounts of land are reserved entirely for vehicle parking. Estimates for most urban areas are that approximately 30% of land is for vehicle parking. In an era when land is at a premium and housing affordability is in crisis, giving such prominence to off-street vehicle parking is more commonly being seen as counterproductive. • Transportation choice: By forcing generous off-street parking requirements, cities are continuing to build in further incentives to drive single-occupant vehicles. Parking restrictions have been shown to be the greatest driver of transportation mode changes and creating cities where driving and parking are easy is only going to create greater demand for driving and parking, which is in direct conflict with sustainable transportation objectives. 	<p>Conduct a full review of the parking standards in the Zoning Bylaw to identify opportunities for off-street parking reductions and / or parking elimination.</p> <p>Align changes with planning for on-street parking enforcement.</p>

Appendix F:

Build the Right Supply

Implementation Table

ACTION	LEAD	PROPOSED YEAR	ESTIMATED NEW BUDGET
Encourage universal and accessible design	City of Kelowna (Policy & Planning) and Interior Health	2019	No additional budget required
Create more sensitive infill of lots in existing neighbourhoods	City of Kelowna (Community Planning)	2019	No additional budget required
Support a greater variety of infill housing forms	City of Kelowna (Community Planning)	2019	No additional budget required
Support a greater variety of housing tenures	City of Kelowna (Community Planning)	2019	No additional budget required

Appendix F: Build the Right Supply

Actions Detail Table

RECOMMENDED ACTION DETAILS	
ENCOURAGE UNIVERSAL AND ACCESSIBLE DESIGN	
CURRENT STATE	ACTION DETAILS
<p>As of 2016, one in five Kelowna residents is over the age of 65. By 2040, the number will have increased to one in four. And within the senior demographic, 40% will be over the age of 80. These demographic changes will necessitate changes to housing design as residents may encounter mobility challenges.</p> <p>In 2016, the City completed the Community for All Action Plan that lays out a long-term strategy to create a city that is healthy, safe, active and inclusive for seniors, children and those with diverse abilities. Building 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 our residents.</p> <p>New housing development, however, is responding to this future demographic shift slowly. Recent updates to the BC Building Code have forced some progress, but even simple, inexpensive design features to promote accessibility are rare in new construction. By incorporating universal and accessible design at the time of construction allows residents to easily and cost-effectively adapt the home without requiring significant renovations.</p> <p>Municipalities have limited tools to require new standards. The greatest uptake will be when the development and new home building communities see the benefits of incorporating universal accessible design features into their projects.</p>	<p>Develop policy direction for the Official Community Plan (OCP) to encourage new construction to incorporate universal accessible design features.</p> <p>Work with partner organizations to educate the new home building/development community about the benefits of universal accessible design.</p> <p>Interior Health to provide an opportunity for home health staff to share housing related needs of clients and explore opportunities to support universal and adaptable housing design.</p>
CREATE MORE SENSITIVE INFILL OF LOTS IN EXISTING NEIGHBOURHOODS	
CURRENT STATE	ACTION DETAILS
<p>Very few new lots are created annually within Kelowna's existing neighbourhoods. In most cases, existing zoning restrictions do not permit further parcelization. In areas such as the Lower Mission, where lots created originally were large due to a lack of sanitary service, some lots are able to subdivide by going through the rezoning process. In most instances, this rezoning process simply reduces minimum lot width regulations by 20%. For the benefit of creating a single lot, the rezoning process is risky, time-consuming and cumbersome.</p>	<p>Reduce lot depth in existing single family residential zoned areas.</p> <p>Combine RU1 – Large Lot Housing and RU2 – Medium Lot Housing zones in urban areas.</p>

Table continued ►

Appendix F: Build the Right Supply

SUPPORT A GREATER VARIETY OF INFILL HOUSING FORMS	
CURRENT STATE	ACTION DETAILS
<p>Kelowna has a long history of progressive housing policy. Secondary suites were first introduced purposefully in the mid 1990's and carriage houses were added in the early 2000's. Today, both forms of housing are commonplace. Though more limited in scale, duplexes were also added as permitted in some parts of the city.</p> <p>In 2017, the City implemented the results of its Infill Challenge program and rezoned over 800 properties to a new, flexible infill housing zone that allows up to four dwellings on a lot in the central part of the city.</p> <p>Still, demands continue to push the boundaries further by permitting tiny homes, small housing and by expanding the permissiveness of existing infill housing forms.</p>	<p>Develop an infill program for townhouses.</p> <p>Reduce the minimum lot area for 'two-dwelling housing' in the RU6 – Two Dwelling Housing zone.</p> <p>Allow carriage houses as a permitted use in the RU1 – Large Lot Housing and RU2 – Medium Lot Housing zones.</p> <p>Update the RU4 – Low Density Cluster Housing and RM1 – Four Dwelling Housing zones to create greater cluster housing and small housing opportunities.</p>
SUPPORT A GREATER VARIETY OF HOUSING TENURES	
CURRENT STATE	ACTION DETAILS
<p>While our housing needs have evolved and will continue to evolve in response to demographic shifts, changing preferences, and home price growth, the forms of tenure that are offered largely have not changed.</p> <p>Housing tenure – the financial arrangements under which residents are able to occupy housing – are typically found in two forms: rental and ownership. Globally and nationally, however, this picture has grown more complex. Movements such as advocating for greater use of co-housing, housing cooperatives and rent-to-own have all gained prominence. These other forms of tenure and living provide a variety of advantages, from equity building, improved affordability, and to building greater community. Yet, Kelowna has very few, if any, of these forms of tenure to point to.</p>	<p>Expand ability to do fee simple subdivision of multi-unit residential development.</p> <p>Encourage and support initiatives for co-housing, rent-to-own housing and housing co-ops.</p>

Appendix G:

Strengthen Partnerships and Align Investments

Implementation Table

ACTION	LEAD	PROPOSED YEAR	ESTIMATED NEW BUDGET
Formalize a partnership with BC Housing	City of Kelowna (Policy & Planning)	2020	No additional budget required
Enhance the City of Kelowna and Interior Health's role in community collaboration and research on housing	City of Kelowna (Policy & Planning and Active Living & Culture) and Interior Health	2018	\$5,000
Support a Regional Housing Needs Assessment	City of Kelowna (Policy & Planning) and Interior Health	2018	No additional budget required
Advocate to Senior Government for additional tools and funding	City of Kelowna (Policy & Planning)	2019	No additional budget required

Appendix G: Strengthen Partnerships and Align Investments

Actions Detail Table

RECOMMENDED ACTION DETAILS	
FORMALIZE A PARTNERSHIP WITH BC HOUSING	
CURRENT STATE	ACTION DETAILS
<p>To date, the City has been working with BC Housing to create over 300 units of housing units spread across 6 supportive and/or affordable housing projects around the City (2008-2016). Two additional projects are in-stream which will add close to another 100 units of housing by 2020. Through this partnership, the City has committed 5.3 acres of land to help meet the acute need for housing in Kelowna.</p> <p>Clearly, the partnership between the City and BC Housing has been and continues to be fruitful. Where possible, the City has provided the land needed to develop these projects, while BC Housing has provided the capital needed for construction and has worked with non-profit housing providers for operations. For additional details of the projects between the City and BC Housing, please refer to Appendix H.</p> <p>The BC government recently released its Homes for BC action plan, along with \$7 billion dollars in funding, aimed at delivering 114,000 units of affordable housing across the province.</p> <p>Combined with major new investments from the federal government, the opportunity to deliver a large number of new affordable housing units in Kelowna is very real. Doing so, however, will require an effective, efficient partnership with BC Housing. To date, the partnership has not been formal and neither party has clarified roles, resources and responsibilities.</p>	<p>Establish a Memorandum of Understanding (MOU) with BC Housing laying out roles and responsibilities in delivering new affordable housing units in Kelowna. The MOU should identify the City's role in providing land and reducing development costs, while reinforcing the role of BC Housing as working with non-profits to fund and deliver the units.</p>

Table continued ►

Appendix G: Strengthen Partnerships and Align Investments

ENHANCE THE CITY OF KELOWNA AND INTERIOR HEALTH'S ROLE IN COMMUNITY COLLABORATION AND RESEARCH ON HOUSING	
CURRENT STATE	ACTION DETAILS
<p>One of the key principles of a healthy and resilient housing system is coordination. Presently, Kelowna does not have a central group that invites all parties involved in housing to collaborate and coordinate. Parties with the ability and desire to fund affordable housing may not be aware of other parties with land. The lack of this role in Kelowna became clear through stakeholder engagement for this strategy.</p> <p>Surrounding communities, including Vernon and Kamloops, have established groups that connect housing stakeholders with each other and that provide opportunities for education and networking.</p> <p>BC Housing has also created the HousingHub, with the express goal of increasing the supply of affordable housing for middle-income earners by working with a variety of interested parties.</p>	<p>The City of Kelowna has the opportunity to act as an on-going hub for community collaborations on housing. The City of Kelowna will host an annual Housing Symposium to provide information on universal and accessible design, energy efficiency and grants and opportunities to encourage developers, builders, lenders, housing providers and social organizations to work together through housing partnerships in Kelowna.</p> <p>Additionally, it is important to align with the other City and Provincial Strategies including the Journey Home Strategy, BC Poverty Reduction Strategy and Regional Poverty Reduction Strategy to ensure that all aspects of the Wheelhouse are captured.</p> <p>Interior Health will increase their role in housing through the following: collaborate with the City of Kelowna to improve radon awareness and mitigation in new and existing homes; collaborate with post-secondary institutions to support research related to health and housing; and increase awareness within Interior Health of the links between health and housing and build capacity to take collaborative action on housing issues in communities served by Interior Health.</p>

Table continued ►

Appendix G: Strengthen Partnerships and Align Investments

SUPPORT A REGIONAL HOUSING NEEDS ASSESSMENT	
CURRENT STATE	ACTION DETAILS
<p>As the Central Okanagan grows and matures, the boundaries between communities begin to blur and the imperative of thinking regionally increases. Many residents today view the Central Okanagan (and further afield) as one area in which they live and work. Within this regional context, Kelowna is the primary urban hub, with 80 per cent of all jobs and 65 per cent of all residents. The housing decisions that are made in Kelowna are likely to have ripple effects that will be felt in surrounding communities and vice versa.</p> <p>Despite this level of interaction, housing and development planning is principally done by each municipality, with limited involvement from neighbouring communities.</p> <p>The City of Kelowna completed a Housing Needs Assessment as background to this strategy, but there remains a lack of understanding of how our regional housing system functions, including its strengths and weaknesses. A Regional Housing Needs Assessment will provide a vital foundation for a more collaborative approach to addressing the interconnected housing needs of the communities within the Central Okanagan.</p>	<p>City of Kelowna and Interior Health to support the Regional District of the Central Okanagan in completing the Regional Housing Needs Assessment.</p>
ADVOCATE TO SENIOR GOVERNMENT FOR ADDITIONAL TOOLS AND FUNDING RESOURCES	
CURRENT STATE	ACTION DETAILS
<p>The next several years will provide a rare opportunity to make major progress on Kelowna's housing challenges, with the arrival of the National Housing Strategy and equivalent action taken at the provincial level. In addition, new planning tools (such as rental only zoning) are being introduced through legislation, and a Poverty Reduction Strategy is underway at the provincial level. It will be vital for Kelowna to advocate for its needs at every opportunity while all of these new initiatives are rolled out.</p> <p>Mayor and Council as well as senior City staff meet on a regular basis with their political and staff counterparts in the provincial government to ensure that the City's needs are understood.</p> <p>In addition, formal advocacy on behalf of local governments takes place first through the Southern Interior Local Government Association (SILGA), flowing through to the Union of British Columbia Municipalities (UBCM).</p>	<p>Continue to advocate through Mayor and Council, and through senior staff for:</p> <ul style="list-style-type: none"> • Funding for affordable housing; • Planning tools, such as amenity contributions.

Appendix H: Summary of BC Housing & City of Kelowna Partnerships (2008-2019)

A summary of City of Kelowna initiatives and partnerships to meet the growing housing needs of our community over the last 8 years is provided below. All of the initiatives outlined below included BC Housing as a key partner to facilitate development, with a third-party partner (as indicated in the table) to provide on-going operational expertise and support.

YEAR	PARTNER	ADDRESS	UNITS	HOUSING TYPE	LAND AREA (ACRES)
2008	John Howard Society	1436 St Paul St.	30	Supportive	0.307
2010	Canadian Mental Health Association	330 Boyce Cr.	40	Supportive	0.489
2011	New Opportunities for Women	2970 Tutt St.	30	Affordable	0.516
2012	John Howard Society	189 Rutland Rd. N.	49	Supportive	0.443
2015	National Society of Hope	678 Richter St.	70	Affordable	1.389
2016	Ki-Low-Na Friendship Society	1745 Chapman Pl.	86	Affordable	0.7
2018	National Society of Hope	165 Celano Crt.	21	Affordable	1.085
2019	Pathways Abilities Society	555 Fuller Ave.	68	Affordable	0.368
Total			394		5.297

Appendix H: Summary of BC Housing & City of Kelowna Partnerships (2008-2019)

The City's commitments to date total 5.3 acres of land which will have helped generated close to 400 housing units. The City of Kelowna and BC Housing recognize the acute need for a diversity of housing that is currently facing our community, and is working together with a variety of third party service providers to meet those needs in a timely, efficient, and need-appropriate manner as possible. A brief summary of the above mentioned projects is included below:

Pathways Abilities Society – 555 Fuller Court (2019)

Partners: BC Housing & Pathways Abilities Society
City's Role: To Provide land under a long-term lease (60 years) for the development of an affordable rental housing facility in the Downtown Urban Centre. Construction is expected to begin in early 2019, subject to development approvals, and the project includes total of 68 units at below market rents.



National Society of Hope – 165 Celano Court (2018)

Partners: BC Housing & The National Society of Hope
City's Role: Provided land under a long-term lease (60 years) for the development of an affordable rental housing facility across from Dr. Knox Middle School. Construction is scheduled to start in 2018 and the project will target families and provides a total of 21 units with 16 - 3 bedroom townhomes at below market rents.



Ki-low-na Friendship Society (2016)²⁹

Partners: BC Housing & the Ki-Low-Na Friendship Society
City's Role: Technical support and provided land under a long-term lease (60 years) for the development of an affordable rental housing facility on the Central Green site near downtown Kelowna.



²⁹ Information available online at: <http://www.kfs.bc.ca/programs-services-2/central-green-housing/>

Appendix H: Summary of BC Housing & City of Kelowna Partnerships (2008-2019)

Pleasantvale Housing Society (2015)³⁰

Partners: BC Housing & The National Society of Hope

City's Role: Supported the project through the entire process and is committed to purchasing the last outstanding property to facilitate Phase II of the project. The project is recently completed and provides 50 affordable units for independent seniors and 20 affordable units for families.



New Gate Apartments (2012)³¹

Partners: BC Housing & John Howard Society

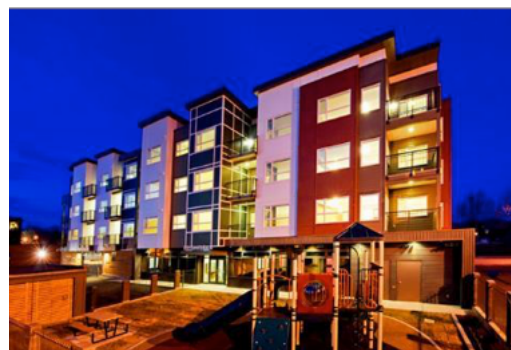
City's Role: Provided political and staff support, technical resources and land under a long-term lease (60 years) for the development of 49 self-contained studio units of low income supportive housing for adult men and women (19+) who are at risk of homelessness and require some support to maintain their housing.



Now Canada (2011)³²

Partners: BC Housing & New Opportunities for Women (NOW) Canada

City's Role: Provided political support, technical resources and land under a long-term lease (60 years) for the development 60 units of affordable independent living for women, with and without children, who have a proven financial need.



³⁰ Information available online at: http://www.societyofhope.org/housing-info/seniors-housing/item/pleasantvale-apartments?category_id=2

³¹ Project information available online at: <http://jhscso.bc.ca/housing/new-gate-apartments/>

³² Information available online at: <http://www.nowcanada.ca/housing/>

Appendix H: Summary of BC Housing & City of Kelowna Partnerships (2008-2019)

Willowbridge Transitional Housing (2010)³³

Partners: BC Housing & Canadian Mental Health Association

City's Role: Provided staff support, technical resources and land under a long-term lease (60 years) for the development transitional housing for individuals who are homeless or at-risk of homelessness.



Cardington Apartments (2008)³⁴

Partners: BC Housing & John Howard Society

City's Role: Provided political and staff support, technical resources and land under a long-term lease (60 years) for the development of 30 self-contained bachelor units of low income supportive housing for adult men and women (19+) who are at risk of homelessness and working towards managing mental health and substance misuse issues.



³³ Information available online at: <http://cmhkelowna.com/>

³⁴ Project information available online at: <http://jhscso.bc.ca/housing/cardington-apartments/>

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1210-21

To: City Manager

From: Community Planning Department (TH, LB)

Application: A18-0006 & A18-0007

Owner: 0927687 B.C. LTD., INC. No.
BC0927687

Address: 3330-3340 Neid Road

Applicant: Ria Kitsch

Subject: Non-Farm Use Application

Existing OCP Designation: REP – Resource Protection Area

Existing Zone: A1 – Agriculture 1

Agricultural Land Reserve: Yes

1.0 Recommendation

THAT Agricultural Land Reserve Appeal No. A18-0006 for Lot B Section 16 Township 26 ODYD Plan 26053, located at 3330-3340 Neid Road, Kelowna for a Non-Farm Use in the Agricultural Land Reserve pursuant to Section 20(3) of the Agricultural Land Commission Act NOT be supported by Council;

AND THAT Council directs Staff NOT to forward application A18-0006 to the Agricultural Land Commission for consideration;

AND THAT Agricultural Land Reserve Appeal No. A18-0007 for Lot B Section 16 Township 26 ODYD Plan 26053, located at 3330-3340 Neid Road, Kelowna for a Non-Farm Use in the Agricultural Land Reserve pursuant to Section 20(3) of the Agricultural Land Commission Act NOT be supported by Council;

AND FURTHER THAT Council directs Staff NOT to forward application A18-0007 to the Agricultural Land Commission for consideration.

2.0 Purpose

To consider a Staff recommendation NOT to support two Non-Farm Use applications to the Agricultural Land Commission (ALC) for three events that exceed what is permitted under Section 3(4)(k) of the Agricultural Land Reserve Use, Subdivision and Procedure Regulation.

3.0 Community Planning

Community Planning staff do not support the proposal to host three gatherings for events on the subject property in the Agricultural Land Reserve (ALR). This use, particularly at the proposed scale of 350 to 1,000 people per event, is not in keeping with Official Community Plan policies about directing urban uses to within the Permanent Growth Boundary and protecting agricultural land. Holding this type of commercial use on agricultural land presents neighbourhood impacts (e.g. noise, parking, access) and both short- and long-term impacts to agricultural land.

Neighbourhood Impacts

In Kelowna, many agricultural properties are surrounded by other large agricultural properties, and an event that generates noise may only affect a few immediate neighbours in those instances. In this case, the subject property is on the boundary of the ALR in an agricultural / residential interface area. A single family residential neighbourhood (Hall Road area) is directly to the west of the property, with 10 residential properties abutting the west property line. A total of 40 properties are within 100 m of the subject property, the majority of which are within the Hall Road residential area.

Section 7 of the City of Kelowna Good Neighbour Bylaw No. 11500 requires that no owner or occupier of a property use the property in such a way that noise or sound is liable to disturb the quiet, peace, rest, enjoyment, comfort, or convenience of individuals or the public. This regulation applies at any time of day or night. Along with several hundred guests, the proposed events are proposed to have live entertainment, generating additional sound that could affect nearby residents. Although agricultural operations often generate noise, under the *Farm Practices Protection (Right to Farm) Act* a farmer is not liable for disturbances resulting from a farm operation provided it is in accordance with normal farm practices. Large gatherings for events are not considered normal farm practice.

The property is accessed via Neid Road, off East Kelowna Road. Neid Road is a narrow rural road approximately 6 m in width, which is the minimum for two-way travel. To ensure access for vehicles and emergency services, parking is not permitted along Neid Road. Emergency access along public roads and to buildings on the property must be maintained at all times. The proposal includes parking along existing driveways on the subject property, which is estimated to accommodate 100 to 150 vehicles. Both ALC and City regulations require that all parking be provided on the property, and staff are concerned that overflow parking demand may impact access along Neid Road, as well as access for nearby private and public lands (e.g. East Kelowna Park).

Neighbourhood consultation is not a requirement of ALC applications; therefore, surrounding neighbours have not been given the opportunity to ask questions or provide feedback on the proposed events.

Agricultural Impacts

Kelowna's Agriculture Plan and Official Community Plan (OCP) outline several actions, objectives and policies focused on protecting agricultural land and promoting farming, reflective of Council's priority to preserve agricultural land. The OCP suggests the City only support Non-Farm Use applications (where approved by the ALC) under certain conditions, as follows (Policy 5.33.6):

- Consistency with the Zoning Bylaw and the OCP – the proposed events are not permitted uses under the A1 – Agriculture 1 zone and are not consistent with OCP policies or the property's Future Land Use designation of REP – Resource Protection Area;
- Provision of significant benefits to local agriculture – while the proposed events would serve local food and wine, this is not considered agri-tourism under the ALC and it is unclear how the events would provide a significant benefit to farming in Kelowna. The Ministry of Agriculture echoed these comments in their referral feedback (see Attachment C);

- Ability to accommodate using existing municipal infrastructure – nearby rural roads may be impacted by high traffic and parking demand for the events;
- Minimize impacts on productive agricultural lands – the area to be used for the events far exceeds a typical farm residential footprint or lounge or picnic liquor endorsement areas, and could instead be used for agricultural production;
- Does not preclude future use of lands for agriculture – the proposed events are temporary and do not preclude the property's future use for agriculture; however, the gravel parking on the property is considered a permanent facility and agricultural viability is impacted in those areas;
- Does not harm adjacent farm operations – adjacent farm operations are orchards and vineyards, and potential harmful impacts are limited.

Both the OCP and Zoning Bylaw support and allow for wineries and associated facilities. A Farm Protection Development Permit is generally required to determine the most appropriate siting for such uses and to ensure the development complies with City and ALC regulations. Siting considerations include placing publicly accessible buildings close to the road to limit impacts to agricultural production. The winery space on the subject property was converted without permits, and the location in the centre of the property has a greater impact on the land. There is no landscape buffer to delineate the residential or public use areas from the agricultural uses.

For context, current City of Kelowna policy aims to contain all residential uses (i.e. house, accessory buildings, driveway, yard, landscaping, pool, etc.) on agricultural land within a 2,000 sq m residential footprint, and Council recently gave third reading to a text amendment to add this as a regulation in the A1 – Agriculture 1 zone. The area must be contiguous and generally located on a property line along a road. The application proposes a 3,000 sq m area for the proposed gatherings and an additional 2,800 sq m (approx.) for parking, in addition to the houses and paved driveways.

The ALC requires that all parking for events be provided on-site, and that parking areas must neither be permanent nor interfere with the farm's agricultural productivity. The ALC suggests that parking be accommodated along field edges, adjacent to internal farm roads, and immediately adjacent to farm buildings. Gravel is considered a permanent material under ALC Policy L-22, and the subject property has approximately 1,060 sq m of permanent gravel parking used for large events. This further impacts the amount of land available for agricultural production.

One of the themes of the Agriculture Plan is to improve awareness of local agriculture. While the subject events propose serving local wines and foods, the exposure of large gatherings in excess of 150 people on an agricultural property may falsely suggest to residents, business owners, and current and future ALR landowners that this is a permitted use on agricultural land. The Ministry of Agriculture highlights concern with the potential proliferation of large events in its referral comments (see Attachment C). Agricultural land is generally much more affordable than commercial land, making it attractive to businesses looking to establish commercial operations. As farm operations add events and other non-farm commercial ventures, the limits of primary agricultural use versus secondary uses are difficult to define and compliance and enforcement is made more challenging.

Urban Use & Comparable Venues in Kelowna

To reduce development and speculative pressure on agricultural land, the OCP directs urban uses to lands in the urban portion of the Permanent Growth Boundary (Policies 5.3.1 & 5.33.3). The proposed events, with hundreds of attendees, are considered an urban use and are appropriate within a commercial area rather than an agricultural property outside of the Permanent Growth Boundary.

An event of this type and scale would typically be associated with a hotel, restaurant or other commercial or institutional use that permits public gathering for events. These would generally be found in the City's Urban and Village Centres, where there are more transportation options, parking, and better access for emergency services. Appropriately zoned properties would be fully serviced and indoor venues would have permanent washrooms and food preparation facilities. Outdoor venues that can host large events are typically farther away from residential neighbourhoods.

The gatherings proposed in this application are for a total of 350, 400, and 1,000 people for the three different events. Kelowna venues that can accommodate around the same number of people include, but are not limited to:

Indoor

- Coast Capri Hotel main ballroom maximum capacity for stand up events: 300 people.
- Laurel Packing House maximum capacity for stand up events: 300 people.
- Delta Grand Hotel all 14 event rooms maximum capacity for stand up events: 1,750 people.

Outdoor

- City Waterfront Park 500 + people (gates are installed in an area set by organizer)
- City Park 1,000 + people (gates are installed in an area set by organizer)

Once outstanding winery permitting and licensing items are addressed, the applicant has several options to pursue hosting smaller events that are consistent with the ALR Regulation in ways that support and promote agriculture while protecting the land for agricultural use. Large-scale events can still support local agricultural production, but should be directed to appropriately zoned locations in the City where the impacts to neighbours and agricultural land are minimized.

4.0 Proposal

4.1 Background

Gathering for an Event Regulations

Under the *Agricultural Land Reserve Use, Subdivision and Procedure Regulation (BC Reg. 171/2002)* (the ALR Regulation), a farm in the ALR may hold a maximum of 10 gatherings for an event each year under the following conditions:

1. The farm must be located on land classified as farm under the *Assessment Act*;
2. Permanent facilities must not be constructed or erected in connection with the event;
3. Parking for those attending the event must be available on the farm, but must not be permanent nor interfere with the farm's agricultural productivity;
4. No more than 150 people, excluding residents and employees of the farm, may be gathered on the farm at one time for the purpose of attending the event;
5. The event must be of no more than 24 hours duration;
6. No more than 10 gatherings for an event of any type may occur on the farm within a single calendar year.

These provisions were established in August 2016, and are typically applied for weddings, music festivals, and other gatherings that are not prescribed under other permitted farm or non-farm uses. If a proposed gathering does not meet all of the above conditions, a Non-Farm Use application must be made through the Agricultural Land Commission, and this is first considered by the local government. Compliance with liquor licensing is also required, and these large events are typically held outside of regularly permitted beverage service areas.

ALC Policy L-22 offers interpretation of the above ALR Regulation provisions, and requires that:

- Those hosting events make every effort to avoid negative impacts to the use of agricultural land;
- Permanent facilities not be constructed or erected for any event activity; and
- All vehicles visiting the farm be parked on site, and that parking areas not be permanent (e.g. gravel, asphalt, concrete).

With the exception of personal family events, which are exempt from the above regulations, neither the City of Kelowna nor the ALC take into consideration if a gathering for an event charges fees through tickets, venue rental, or other means.

Agricultural Context & Benefits

Provincial and municipal regulations and policies allow a farm to have agricultural production and related uses such as packaging, storage, or retail sales on the land. These regulations and policies both support agricultural operations and seek to avoid non-farm commercial ventures on farm land. Farmers, specifically wineries and other alcohol production facilities, are afforded several privileges on agricultural land to ensure the farm is economically sustainable. On ALR land, these benefits include:

- **Tasting room & farm retail sales.** This allows a farmer to operate alcohol tastings and sales on their own property instead of leasing or purchasing commercial space on appropriately zoned land elsewhere in the City. In Kelowna, a Farm Protection Development Permit is required prior to constructing a tasting room.
- **Unlimited gathering for events within an alcohol production facility's licensed food and beverage service lounge.** This allows a farmer to host events, whether related or unrelated to the farm, within a licensed lounge, which is limited to 250 sq m in area (125 sq m indoors plus 125 sq m outdoors).
- **Ten gathering for events within a calendar year, up to 150 people.** This allows a farmer to host weddings, festivals and other events under the ALR Regulation conditions listed above. Local municipalities have authority to require permits for these 10 events.
- **Reduced property taxes.** Commercial businesses are taxed at a significantly higher rate than agricultural business operations on land classified as farm. This allows a farmer to operate more competitively in a commercial market, recognizing that a farm is restricted to farm-related commercial / industrial operations only.

In all cases a farmer must comply with all relevant municipal and provincial regulations, including the building code, business licensing, liquor licensing, health and safety, parking, and noise. The above noted benefits help to ensure agricultural land is for farm use while supporting the viability of agricultural operations, including options for tourism and events. This assists in keeping farm land valued appropriately for agriculture and in maintaining a competitive economic advantage for local BC farmers.

Winery Application Process

A farmer wishing to construct and operate a winery, tasting room, and / or retail sales area on land in the ALR is able to do so provided municipal and provincial regulations and processes are met. The following applications for permits and licenses are required in Kelowna:

1. Farm Protection Development Permit to ensure the land and farm meet all requirements for a wine manufacturing facility and tasting room, and to determine the most appropriate siting for the buildings.
2. Building Permit to construct the proposed uses, including renovations to an existing building.

3. Liquor License and Business License to operate a winery and associated facilities.

Subject Property

The current property owners purchased the property in 2012 and subsequently built a second single detached house (2012) and began a wine production operation in the garage of the new house (2016). At the time a Building Permit was not applied for to facilitate the change in use from residential garage to wine production and tasting room. To bring the structure into compliance and apply for a Business License for the winery operation, the applicant submitted a Building Permit application for this change in April 2018 and is working with the City to complete the requirements to receive occupancy.

Since starting the wine production in 2016, a large gathering for an event occurred on the parcel in 2016 and 2017. City of Kelowna Bylaw Services responded to noise complaints associated with this event and also noted concerns with parking along narrow rural roads around the property.

Non-Farm Uses & Compliance on Agricultural Land

The City of Kelowna, including Staff, the Agricultural Advisory Committee and City Council, have worked in conjunction with the ALC to promote and protect agriculture uses on agricultural land. The City faces compliance issues related to commercial operations, and observations over the past ten years show the encroachment of non-farm uses on agricultural land. This includes non-farm uses increasing in size year over year, encroaching where agriculture previously occurred on the land. In some cases, agriculture is not only reduced but eliminated as a non-farm use may generate a higher revenue. City Bylaw Services, Business Licensing and Planning work together with the ALC on compliance and enforcement efforts.

4.2 Project Description

The Non-Farm Use applications are to request approval for the following three events:

Application & Event	Date & Time	Number of People	Area	Beverage Service
A18-0006: Splendor in the Grass, Kitsch Wines Vintage Celebration	July 14, 2018 6:00 pm to 10:00 pm	1,000 (850 guests, 150 event staff)	Residential hard surface & landscape areas	Wine service proposed through LCLB special event permit
A18-0007: Dream Car Rally Fundraiser for Ronald McDonald House	August 25, 2018 5:30 pm to 10:00 pm	350	Residential hard surface & landscape areas	Not yet specified
A18-0007: Heart of Gold Kelowna General Hospital Fundraiser Gala	September 8, 2018 5:30 pm to 11:00 pm	400 (350 guests, 50 event staff)	Residential hard surface & landscape areas	Not yet specified

The first event, proposed to be held Saturday July 14, is under application A18-0006. The next two events, proposed to be on Saturday August 25 and Saturday September 8, are under application A18-0007. The events were separated into different applications based on the scale and nature of the events. All three events exceed the ALR Regulation provisions for gathering for an event, mainly due to the number of people expected to attend, and must be considered under Non-Farm Use applications.

Approximately 3,000 sq m of the property is proposed to be used for event gathering space (primarily outdoors) and 2,800 sq m of the property is proposed to be used for event parking for each event, as per the map below. Based on the minimum parking stall size requirements in the Zoning Bylaw, the proposed parking areas would yield approximately 100 to 150 parking spaces.

Map 1 – Proposed Site Plan for Events

4.3 Site Context

The subject property is in the City's Southeast Kelowna sector and is outside of the Permanent Growth Boundary. The property is at the end of Neid Road, accessed off East Kelowna Road. It is 7.6 ha (18.8 ac) in area and ranges from approximately 399 m to 424 m above sea level, with steep slopes along the northwest and southwest boundaries. It currently has two single detached houses as well as active agriculture in the form of grapes grown for wine production. One older single detached house is along the north property line. In 2012 a second single detached house was constructed in the centre of the property, replacing another house and accessory buildings; the north dwelling was intended to remain for farm help use.

Approximately 4.2 ha (10.3 ac) of the property is planted with grapes, including Pinot Noir, Pinot Gris, Chardonnay, and Riesling. The current property owners planted the vineyards and installed drip irrigation since purchasing the property. The property previously had orchards and vineyards.

Since 2016 a wine production facility and wine tasting room has been operating in the garage of the newer single detached house. The property has a manufacturer license for the winery and the applicant is working with the Province's Liquor Control and Licensing Branch (LCLB) to ensure compliance on other licensing matters.

Current uses on the property are as follows (calculations are approximate):

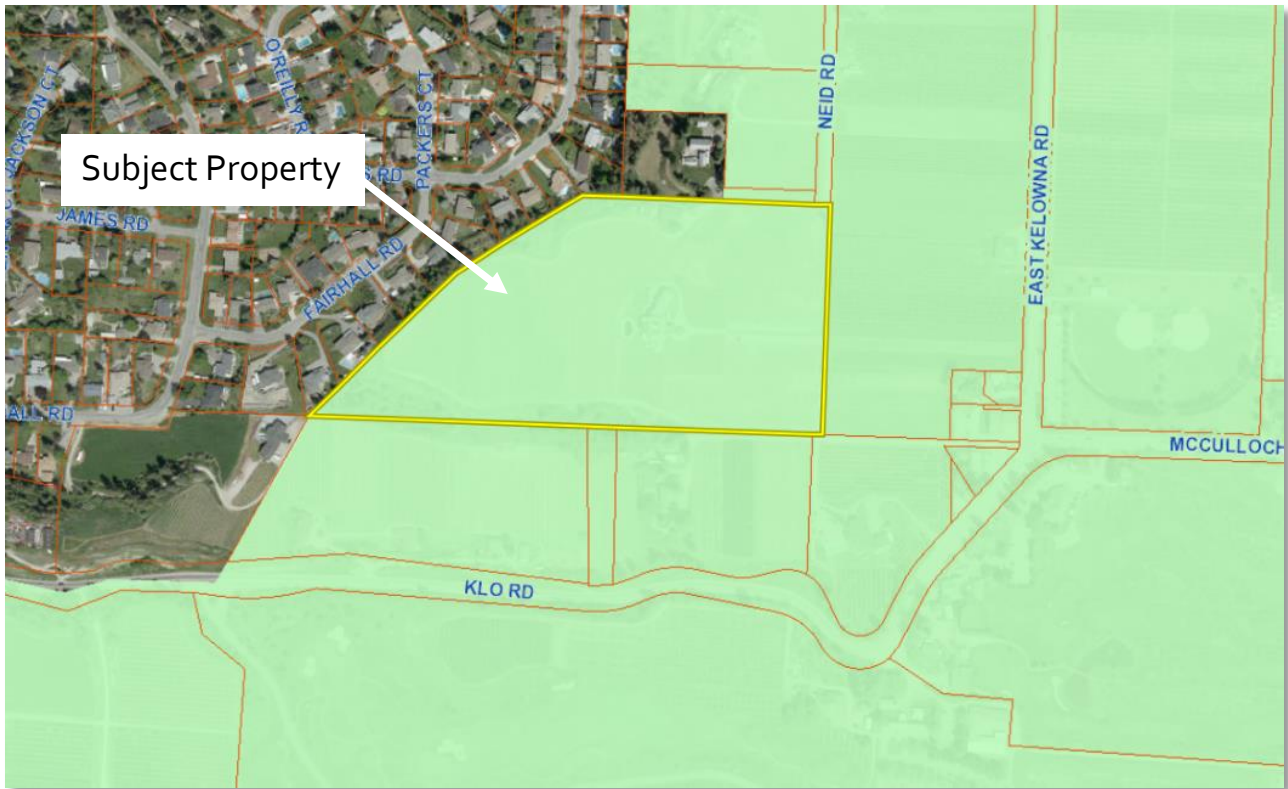
Use	Area (hectares)	Percent of Land Suitable for Agriculture
Subject property	7.6 ha	
Steep slopes	1.3 ha	
Land suitable for agriculture	6.3 ha	
Residential footprint	1.1 ha	17%
Single detached house #1 residential footprint	0.1 ha	
Single detached house #2 residential footprint	1.0 ha	
Active agriculture (grapes)	4.2 ha	66%
Gravel parking area	0.1 ha	2%

The adjacent parcels to the north, east and south are at a similar elevation to the subject property, and have agricultural production in different forms of fruit as well as farm residences. The west portion of the property slopes down towards the adjacent to a single family residential neighbourhood.

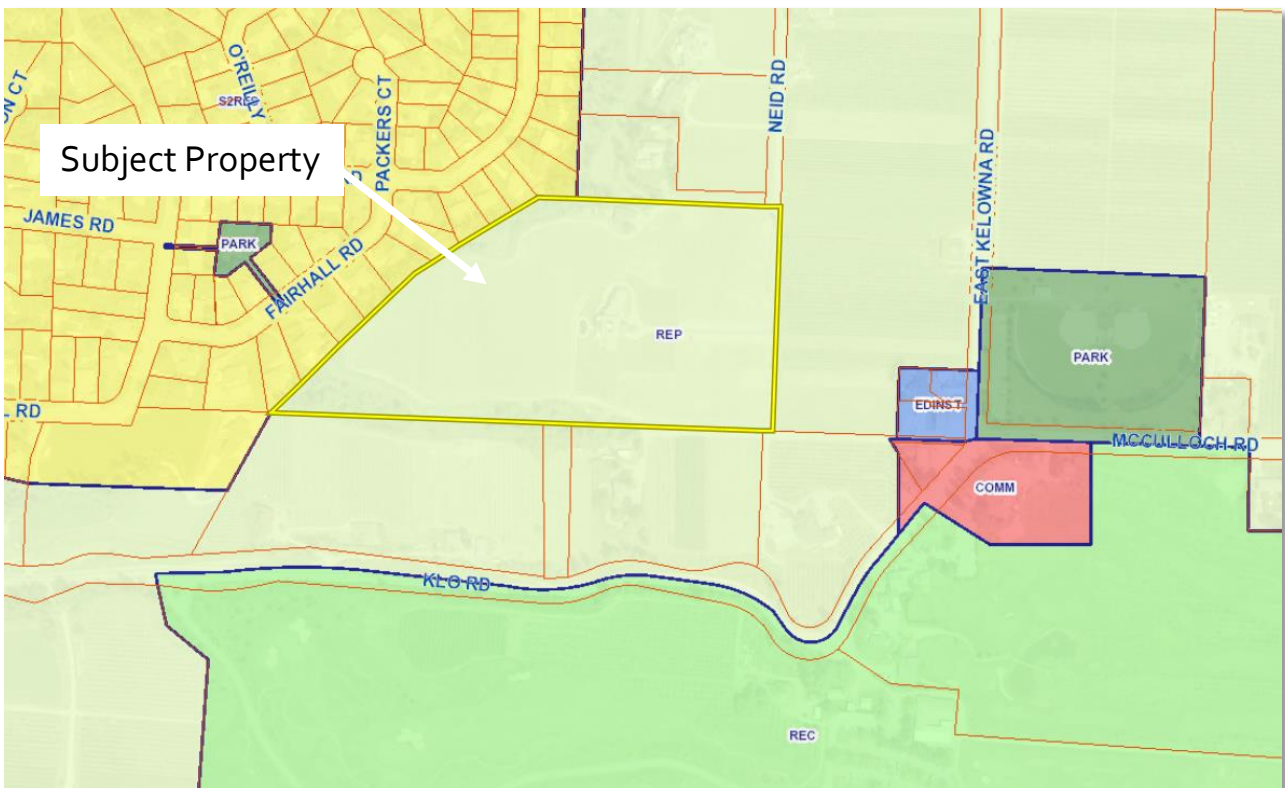
Zoning and land uses adjacent to the property are as follows:

Direction	Zoning	ALR	Land Use
North	A1 – Agriculture 1	Yes	Agriculture / Rural Residential
South	A1 – Agriculture 1	Yes	Agriculture
East	A1 – Agriculture 1	Yes	Agriculture
West	RR3 – Rural Residential 3	No	Rural Residential

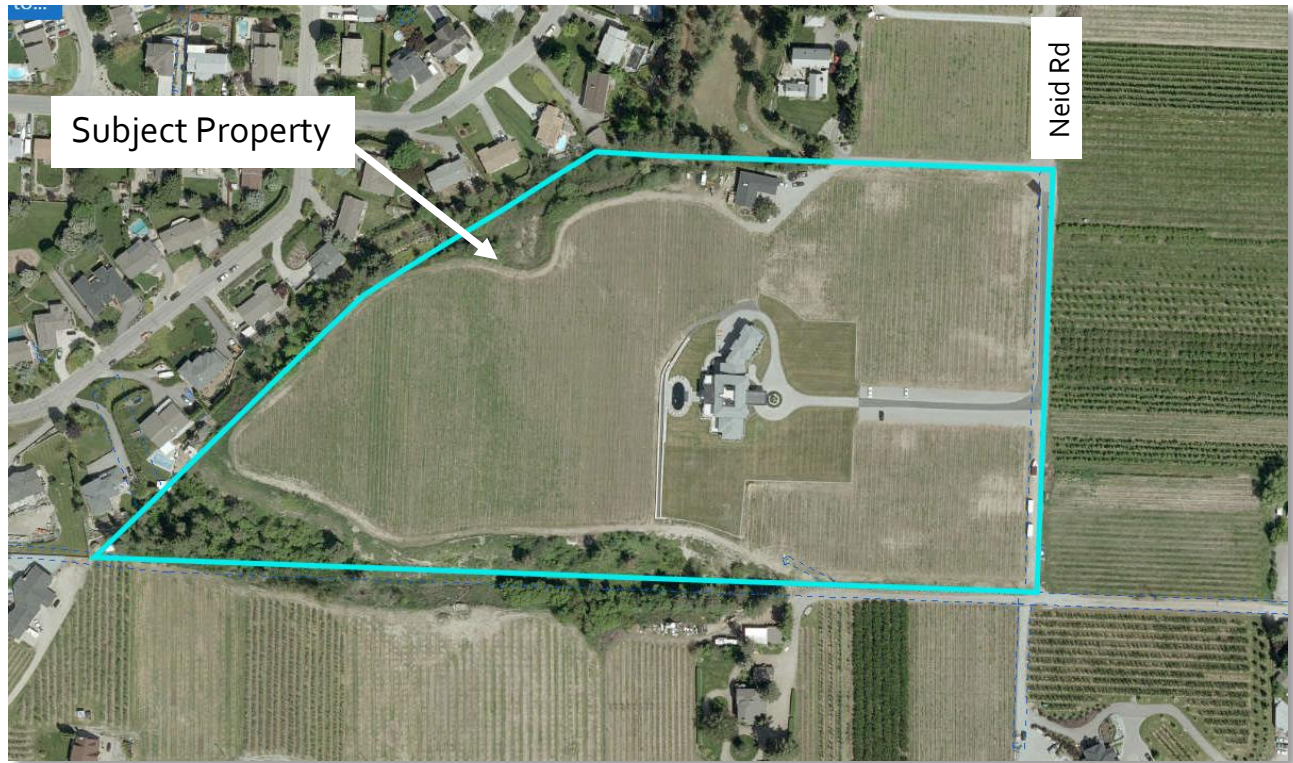
Map 2 – Agricultural Land Reserve



Map 3 – Future Land Use



Map 4 – Subject Property (2017)



Map 5 – Subject Property Historic (2009)



6.0 Current Development Policies

Relevant City of Kelowna policies and ALC regulations and policies are in Attachments A and B, respectively.

7.0 Technical Comments

Comments from referral agencies and departments are in Attachment C.

8.0 Application Chronology

Date of Application Received: May 22, 2018

Date Public Consultation Completed: Not Required for Non-Farm Use applications

Agricultural Advisory Committee: Scheduled for June 14, 2018; however, the AAC could not make quorum, therefore Council does not have AAC comments to consider for this application.

9.0 Alternate Recommendation

THAT Agricultural Land Reserve Appeal No. A18-0006 for Lot B Section 16 Township 26 ODYD Plan 26053, located at 3330-3340 Neid Road, Kelowna for a Non-Farm Use in the Agricultural Land Reserve pursuant to Section 20(3) of the Agricultural Land Commission Act be supported by Council;

AND THAT Council directs Staff to forward application A18-0006 to the Agricultural Land Commission for consideration;

AND THAT Agricultural Land Reserve Appeal No. A18-0007 for Lot B Section 16 Township 26 ODYD Plan 26053, located at 3330-3340 Neid Road, Kelowna for a Non-Farm Use in the Agricultural Land Reserve pursuant to Section 20(3) of the Agricultural Land Commission Act be supported by Council;

AND FURTHER THAT Council directs Staff to forward application A18-0007 to the Agricultural Land Commission for consideration.

Report prepared by: Tracey Hillis, Planner & Laura Bentley, Community Planning Supervisor

Reviewed by: Ryan Smith, Community Planning Department Manager

Approved for Inclusion: Doug Gilchrist, Community Planning & Strategic Investments Divisional Director

Attachments:

Attachment A: City of Kelowna Policies

Attachment B: Provincial Regulations & Policies

Attachment C: Technical Comments

Attachment A:

City of Kelowna Policies



1. City of Kelowna Agriculture Plan (2017)

Theme 1: Strengthening local policies and actions to protect agriculture.

Action 1.1c Restrict Non-Farm Uses. Only support non-farm uses in farm areas that have a direct and ongoing benefit to agriculture or meet essential requirements of municipal government.

Action 1.2d On agricultural lands, locate farm retail sales, wineries, cideries, breweries, distilleries, and any other structures and services related to the public that are defined as farm uses under the ALC Act near the road or entrance (or where geographically appropriate), in order to reduce the footprint and extent of services through the property with the intent of maximizing agricultural potential.

Theme 4: Fostering and sustaining farm business and farmland. Obtaining land is challenging. The cost of farmland in most regions of BC is prohibitive. Kelowna has some of the highest priced land.

2. Kelowna Official Community Plan (OCP)

Chapter 4: Future Land Uses

Resource Protection Area. Generally, land areas within this designation (whether they are within the permanent growth boundary or not) will not be supported for exclusion from the ALR or for more intensive development than that allowed under current zoning regulations, except in specific circumstances where the City of Kelowna will allow exceptions to satisfy civic objectives for the provision of park/recreation uses.

Permanent Growth boundary. Lands within the permanent growth boundary may be considered for urban uses within the 20 year planning horizon ending 2030. Lands outside the permanent growth boundary will not be supported for urban uses.

Chapter 5: Development Process

Objective 5.3 Focus Development to Designated Growth Areas

Policy .1 Permanent Growth Boundary. Establish a Permanent Growth Boundary as identified on Map 4.1 and Map 5.2. Support development of property outside the Permanent Growth Boundary for more intensive uses only to the extent permitted as per the OCP Future Land Use designations in place as of initial adoption of OCP Bylaw 10500, except as per Council's specific amendment of this policy. Resource Protection Area designated properties not in the ALR and outside the Permanent Growth Boundary will not be supported for subdivision below parcel sizes of 4.0 ha (10 acres). The Permanent Growth Boundary may be reviewed as part of the next major OCP update.

Agricultural Land Use Policies

Objective 5.33 Protect and Enhance Local Agriculture

Policy .1 Protect Agricultural Land. Retain the agricultural land base by supporting the ALR and by protecting agricultural lands from development, except as otherwise noted in the City of Kelowna Agriculture Plan. Ensure that the primary use of agricultural land is agriculture, regardless of parcel size.

Policy .3 Urban Uses. Direct urban uses to lands within the urban portion of the Permanent Growth Boundary, in the interest of reducing development and speculative pressure on agricultural lands.

Policy .5 Agri-Tourism, Wineries, Cideries, Retail Sales. Support agri-tourism uses that can be proven to be in aid of and directly associated with established farm operations. Permit wineries, cideries and farm retail sales (inside and outside the ALR) only where consistent with existing ALC policies and regulations.

Policy .6 Non-Farm Uses. Support non-farm use applications on agricultural lands only where approved by the ALC and where the proposed uses:

- are consistent with the Zoning Bylaw and OCP;
- provide significant benefits to local agriculture;
- can be accommodated using existing municipal infrastructure;
- minimize impacts on productive agricultural lands;
- will not preclude future use of the lands for agriculture;
- will not harm adjacent farm operations.

3. Good Neighbor Bylaw No. 11500

Property Noise:

7.2 No owner or occupier of real property shall allow or permit such real property to be used so that noise or sound which emanates therefrom is liable to disturb the quiet, peace, rest, enjoyment, comfort, or convenience of individuals or the public.

7.3 No person shall make, cause, or permit to be made or caused, noise or bass sound of a radio, television, player, or other sound playback device, public address system, or any other music or voice amplification equipment, musical instrument, whether live or recorded or live, whether amplified or not, in or on private property or in any public space or street in such a manner that is liable to disturb the quiet, peace, rest, enjoyment, comfort, or convenience of individuals or the public.

8.5 Notwithstanding the provisions of this bylaw, a person may apply for and receive from the City a permit for a special event which in Council of the City of Kelowna's opinion is in the public interest, in which case the provisions of this bylaw shall be inoperable to the extent the activities constituting the special event are permitted.

Attachment B:

Provincial Regulations & Policies



1. *Agricultural Land Commission Act*

Purposes of the commission

6 The following are the purposes of the commission:

- (a) to preserve agricultural land;
- (b) to encourage farming on agricultural land in collaboration with other communities of interest;
- (c) to encourage local governments, first nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

2. *Agricultural Land Reserve Use, Subdivision and Procedure Regulation, Section 3(4)(k)*


(4) The following non-farm uses are permitted in an agricultural land reserve and must not be prohibited by a local government bylaw or, for lands located in an agricultural land reserve that are treaty settlement lands, by a law of the applicable treaty first nation government:

- (k) gathering for an event, if all of the following conditions are met:
 - (i) the farm must be located on land classified as a farm under the Assessment Act;
 - (ii) permanent facilities must not be constructed or erected in connection with the event;
 - (iii) parking for those attending the event must be available on the farm, but must not be permanent nor interfere with the farm's agricultural productivity;
 - (iv) no more than 150 people, excluding residents and employees of the farm, may be gathered on the farm at one time for the purpose of attending the event;
 - (v) the event must be of no more than 24 hours duration;
 - (vi) no more than 10 gatherings for an event of any type may occur on the farm within a single calendar year.

3. **Policy L-04 Activities Designated as Farm Use: Agri-tourism Activities in the ALR (excerpts)**

- The highest priority is the agricultural activity that takes place on the farm.
- The following are agri-tourism activities:
 - a tour of the farm, an educational activity or demonstration in respect of all or part of the farming operations that take place on the farm;
 - cart, sleigh and tractor rides on the land comprising the farm;
 - harvest festivals and other seasonal events on a farm for the purpose of promoting or marketing farm products produced on the farm.
- Agri-tourism uses that are not listed in the Regulation or do not meet the conditions established in the Regulation must make an application for non-farm use and seek approval from the Commission.

4. **Policy L-22 Activities Designated as a Permitted Non-Farm Use: Gathering for an Event in the ALR (see below)**

 <p>Agricultural Land Commission Act</p>	<p style="text-align: right;">Policy L-22 October 2016</p> <p style="text-align: center;">ACTIVITIES DESIGNATED AS A PERMITTED NON-FARM USE: GATHERING FOR AN EVENT IN THE AGRICULTURAL LAND RESERVE ("ALR")</p>
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This policy is intended to assist in the interpretation of the [Agricultural Land Commission Act](#), 2002, including amendments as of September 2014, (the "ALCA") and BC Regulation 171/2002 ([Agricultural Land Reserve Use, Subdivision and Procedure Regulation](#)), including amendments as of August 2016, (the "Regulation"). In case of ambiguity or inconsistency, the ALCA and Regulation will govern.

REFERENCE:

Agricultural Land Commission Act, S.B.C. 2002, c. 36, Section 1.

Agricultural Land Reserve Use, Subdivision and Procedure Regulation (BC Reg. 171/2002), the "Regulation", Section 1(4) and Section 3(4).

Section 3(4) The following non-farm uses are permitted in an agricultural land reserve and must not be prohibited by a local government bylaw or, for lands located in an agricultural land reserve that are treaty settlement lands, by a law of the applicable treaty first nation government:

(k) gathering for an event, if all of the following conditions are met:

- i. the farm must be located on land classified as a farm under the [Assessment Act](#);*
- ii. permanent facilities must not be constructed or erected in connection with the event;*
- iii. parking for those attending the event must be available on the farm, but must not be permanent nor interfere with the farm's agricultural productivity;*
- iv. no more than 150 people, excluding residents and employees of the farm, may be gathered on the farm at one time for the purpose of attending the event;*
- v. the event must be of no more than 24 hours duration;*
- vi. no more than 10 gatherings for an event of any type may occur on the farm within a single calendar year.*

Section 1 (4) Definitions:

"gathering for an event" means a gathering of people on a farm for the purpose of attending

(a) a wedding, unless paragraph (c) (ii) applies,

(b) a music festival, or

(c) an event, other than

(i) an event held for the purpose of agri-tourism, or

(ii) the celebration, by residents of the farm and those persons whom they invite, of a family event for which no fee or other charge is payable in connection with the event by invitees.

Section 2(2.4) In subsections (2.1) to (2.3):

(f) gathering for an event, if the event is held only in the lounge referred to in paragraph (b) or the special event area referred to in paragraph (c) of this subsection, and, for this purpose, section 3 (4) (k) does not apply.

INTERPRETATION:

Gathering for an event is a permitted non-farm use in the Agricultural Land Reserve and must not be prohibited by a local government bylaw as long as the event meets the conditions set out in the Regulation.

No more than 150 people may be in attendance and the event must be less than 24 hours in duration.

A maximum of 10 events of any type are permitted within a calendar year on a farm. For example, 5 weddings, 2 music concerts and 3 art shows. Where more than one farm business is being operated from a farm, the maximum 10 events applies. It is recommended that a record of events be maintained by the farmer including type of event, date and number of attendees.

There is no requirement for these events to directly market or promote agricultural products grown on the farm and therefore are not considered agri-tourism events.

People hosting events must make every effort to avoid negative impacts to the use of agricultural land including but not limited to, damage to agricultural land and structures, noise that disturbs animals and livestock, trespass, vandalism, theft and blocking access to adjacent farm businesses.

Events may include weddings, private parties, corporate retreats, music concerts and concert series, music festivals, film and theatrical presentations, art shows, dance recitals, charitable and political fundraising events, dances, and sports events, so long as otherwise compliant with the Regulation. Any event that is not an agri-tourism event falls into this category.

The Regulation allows gathering for events in the ALR provided the land is assessed as “farm” under the *Assessment Act*. If the assessment changes, the use is no longer permitted. The farm may be comprised of one or several parcels of land owned or operated by a farmer as a farm business. The farm parcels should be contiguous or in the same general geographic area.

Permanent facilities must not be constructed or erected for any event activity. Permanent facilities include, but are not limited to: buildings or permanent structures, hard surface parking areas, concrete pads, structural foundations, retaining walls, permanent tents (erected for more than 90 days) and permanent alteration to the landscape (fill, gravel, berms, hills, dugouts, amphitheatres). The conversion of existing buildings and the construction associated with bringing them up to public assembly building code is also deemed as the construction or erection of a permanent facility. If permanent facilities are required, an application and approval of the Commission is necessary.

For the purposes of this policy, parking areas must not be permanent (asphalt, concrete, gravel, etc) and parking must not interfere with the farm's agricultural productivity. All vehicles visiting the farm for the event must be parked on site. To minimize impacting farm land, parking should be along field edges, adjacent to internal farm driveways and roads, and in farm yard areas or immediately adjacent to farm buildings and structures.

Personal family celebrations hosted by the farm owner where no fee is charged continue to be allowed.

This Policy does not apply to agri-tourism activities. See Related Policies.

As per subsection 2.4(f) of the regulation, these conditions do not apply to wineries, cideries, meaderies, breweries and distilleries if the event(s) is held only in the ancillary food and beverage service lounge that has been developed in compliance with section 2(2.4)(b) of the Regulation. Regulation section 3(4)(k) and associated restrictions apply if the event(s) are held outside the lounge area. This means wineries, cideries, meaderies, breweries and distilleries may host an unlimited number of events in their lounge area and an additional 10 events as per section 3(4)(k) held outside the lounge area.

Local governments have the authority to regulate events with regard to structures and building occupancy (including determining if an existing farm building is appropriate for a gathering or requires upgrades for public assembly), parking, lighting, hours of operation, health and safety, noise, access for police, fire and emergency vehicles, etc. Local governments have the authority to require permits for events.

Events in excess of the what is permitted under section 3(4)(k) require an application pursuant to section 20(3) of the Agricultural Land Commission Act and approval of the Commission.

TERMS:

family event means an event attended by

- (a) family members, and
- (b) close personal friends or close business associates of family members

family member with respect to a person means

- (a) parents, grandparents and great grandparents,
- (b) spouse, parents of spouse and stepparents of spouse,
- (c) brothers and sisters,
- (d) children or stepchildren, grandchildren and great grandchildren, and

(e) aunts, uncles, cousins, nephews and nieces

fee or other charge includes a gift in lieu of a fee or charge given in connection with the event

wedding means the ceremony of marriage or a marriage-like ceremony and/or the reception celebration

music festival means concert or concert series no more than 24 hours in duration

Unless defined in this policy, terms used herein will have the meanings given to them in the ALCA or the Regulation.

RELATED POLICY:

ALC Policy L-04 Activities Designated as a Farm Use: Agri-Tourism Activities in the ALR

ALC Policy L-03: Activities Designated as Farm Use: Wineries and Cideries in the ALR

ALR Policy L-21: Activities Designated as Farm Use: Brewery, Distillery and Meadery in the ALR

Attachment C:

Technical Comments



1. Building & Permitting Department

- Building Permit for change of use from garage to wine production and tasting facility to be completed.

2. Bylaw Services & Business Licensing

- A business License does not exist on the subject parcel. Business Licensing has been in contact with the applicant since Fall 2017 with regards to requiring a Business License. A Business License was applied for April 2018; it will not be issued until all Building and Permitting issues regarding the business are complete.

3. Development Engineering

- Adequate off-street parking must be provided based on the number of proposed event attendees.
- Emergency vehicle (fire truck) access needs to be maintained during the event.
- Note that the current residence appears to be outside of the existing fire hydrant coverage limits.

4. Fire Department

- If the venue is fenced, there are limitations based on exits provided in fencing. With the large size of the venue, the requested occupant load is permitted with the appropriate exiting.
- Should the venue utilize large tent structures for the event, the BC Fire Code does not permit open flame or smoking. There are many other limitations should those structures be used.
- The access to the building shall be maintained so as to be ready for use at all times by fire department vehicles.
- Vehicles shall not be parked to obstruct access by fire department vehicles and signs shall be posted prohibiting such parking.
- No cooking permitted under or close to tents.

5. Ministry of Agriculture

- The application for events on ALR to exceed (more than double) the size permitted in ALC Policy L-22 is significant deviation. The described benefits to agriculture promotion are weak.
- Fundraiser events do not fit the intent of Agri-Tourism activities ALC Policy L-04 despite local wines will be served.
- The events described may not themselves have negative impacts to agriculture and may be held for good causes, however consideration should be discussed regarding precedent. If approved this year, will they become annual events, and will other farms follow suit.
- Important that the City and ALC be consistent in decision and rationale for allowing Policy exceptions.
- Application should include a parking plan for 300 + guests.
- Application should address a communication plan for informing neighbours.

6. Regional District of Central Okanagan

- No comments received at time of writing.

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1250-30

To: City Manager

From: Community Planning Department (BBC)

Application: Z18-0015

Owner: Roderick Glenn Myers and
Lorrie Joy Myers

Address: 2820 Quesnel Road

Applicant: Lorrie Joy Myers

Subject: Rezoning Application

Existing OCP Designation: S2RES - Single / Two Unit Residential

Existing Zone: RU1 - Large Lot Housing

Proposed Zone: RU1c - Large Lot Housing with Carriage House

1.0 Recommendation

THAT Rezoning Application No. Z18-0015 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 6, District Lot 135, Osoyoos Division Yale District, Plan 18974, located at 2820 Quesnel Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1c – Large Lot Housing with Carriage House zone, be considered by Council;

THAT the Rezoning Bylaw be forwarded to a Public Hearing for further consideration;

AND THAT final adoption of the Rezoning Bylaw be considered subsequent to the outstanding conditions of approval as set out in Schedule "A" attached to the Report from the Community Planning Department.

2.0 Purpose

To rezone the subject property from RU1 – Large Lot Housing zone to RU1c – Large Lot Housing with Carriage House zone to facilitate the development of a carriage house.

3.0 Community Planning

Community Planning supports the proposed rezoning from RU1 – Large Lot Housing to RU1c – Large Lot Housing with Carriage House to facilitate the development of a carriage house.

The Official Community Plan (OCP) Future Land Use is designated as S2RES – Single/Two Unit Residential, which supports this modest increase in density and the property is located within the Permanent Growth Boundary with urban services. The concept of the carriage house is aligned with the OCP urban infill policy

of Compact Urban Form – increasing density where infrastructure already exists. The proposed one-storey carriage house also meets the OCP Policy of Sensitive Infill, which promotes building heights that are in context with the surrounding neighbourhood.

Should Council approve the rezoning, Staff will bring forward a Development Variance Permit application to consider a variance for the combined maximum accessory building footprint.

To fulfill Council Policy No. 367, the applicant submitted a Neighbour Consultation Summary Form to staff on March 13, 2018, outlining that the neighbours within 50 m of the subject property were notified.

4.0 Proposal

4.1 Background

The subject property has a single family dwelling and an accessory building used as a garage located on the property, which will be retained through this development. The applicant will demolish a small shed that is currently attached to the existing garage structure (Schedule A).

4.2 Project Description

The applicant has provided proposed designs for the single storey carriage house to be located in the southwest corner of the lot. Access to the proposed carriage house will be from Quesnel Road, and parking requirements for the carriage house and the main dwelling are met with a detached double car garage as well with the use of an existing on-site driveway.

The project will require a variance for the combined maximum accessory building footprint from 130 m² permitted in the Zoning Bylaw, to 150 m² proposed.

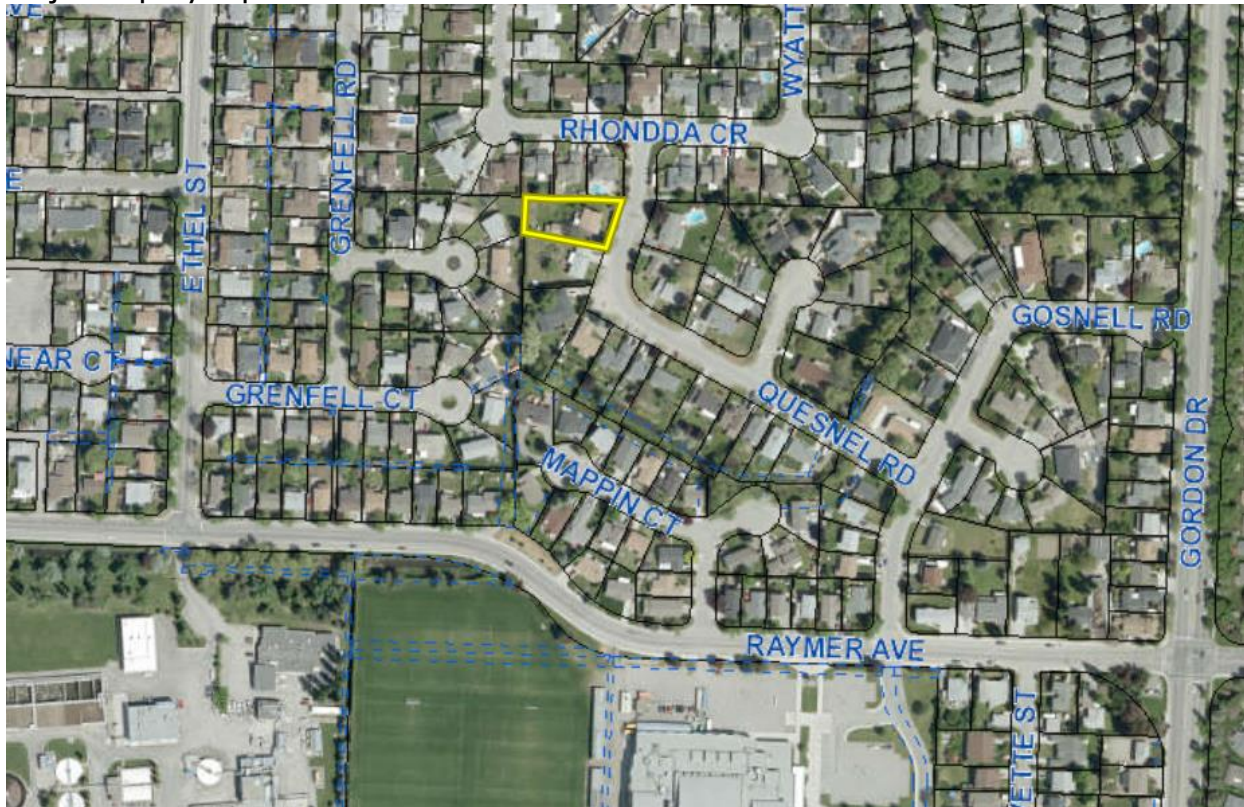
4.3 Site Context

The subject property is located on Quesnel Road, near the corner of Rhonda Court, approximately 340 meters west of Gordon Drive, within the South Pandosy – KLO City Sector. The area is characterized primarily by single family dwellings, with close proximity to parks, schools, and nearby transit on Gordon Drive.

Adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU1 – Large Lot Housing RU1c - Large Lot Housing with Carriage House	Residential
East	RU1 – Large Lot Housing RU2 – Medium Lot Housing	Residential
South	RU1 – Large Lot Housing RU2 - Medium Lot Housing RU6 – Two Dwelling Housing	Residential
West	RU2 – Medium Lot Housing RU6 - Two Dwelling Housing	Residential

Subject Property Map: 2820 Quesnel Road



5.0 Current Development Policies

5.1 Kelowna Official Community Plan (OCP)

Development Process

Compact Urban Form.¹ Develop a compact urban form that maximizes the use of existing infrastructure and contributes to energy efficient settlement patterns. This will be done by increasing densities (approximately 75 - 100 people and/or jobs located within a 400 metre walking distance of transit stops is required to support the level of transit service) through development, conversion, and re-development within Urban Centres (see Map 5.3) in particular and existing areas as per the provisions of the Generalized Future Land Use Map 4.1.

Sensitive Infill.² Encourage new development or redevelopment in existing residential areas to be sensitive to or reflect the character of the neighborhood with respect to building design, height and siting.

Carriage Houses & Accessory Apartments.³ Support carriage houses and accessory apartments through appropriate zoning regulations.

Urban Uses.⁴ Direct urban uses to lands within the urban portion of the Permanent Growth Boundary, in the interest of reducing development and speculative pressure on agricultural lands.

¹ City of Kelowna Official Community Plan, Policy 5.2.3 (Development Process Chapter).

² City of Kelowna Official Community Plan, Policy 5.22.6 (Development Process Chapter).

³ City of Kelowna Official Community Plan, Policy 5.22.12 (Development Process Chapter).

Technical Comments

5.2 Building & Permitting Department

- No concerns with proposed land use. Full Plan check for Building Code related issues will be done at time of Building Permit applications.

5.3 Development Engineering Department

- Please see attached Development Engineering Memorandum (Attachment A) dated February 15, 2018

6.0 Application Chronology

Date of Application Received: January 30, 2018

Date Public Consultation Completed: March 13, 2018

Report prepared by: Barbara B. Crawford, Planner

Reviewed by: Terry Barton, Urban Planning Manager

Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

Attachment A – Development Engineering Memorandum

Attachment B - Applicant's Rationale Letter

Schedule A – Proposed Carriage House Site and Elevation Plans

⁴ City of Kelowna Official Community Plan, Policy 5.33.3 (Development Process Chapter).

CITY OF KELOWNA

MEMORANDUM

Date: February 15, 2018
File No.: Z18-0015
To: Community Planning (BC)
From: Development Engineering Manager (JK)
Subject: 2820 Quesnel Road RU1 to RU1c Carriage House

Development Engineering has the following comments and requirements associated with this application. The utility upgrading requirements outlined in this report will be a requirement of this development.

1. Domestic Water and Fire Protection

This property is currently serviced with a 19mm-diameter water service. The service will be adequate for this application. One metered water service will supply both the main residence and the carriage house.

2. Sanitary Sewer

Our records indicate that this property is currently serviced with a 100mm-diameter sanitary sewer service. The service will be adequate for this application. One metered water service will supply both the main residence and the carriage house.


3. Development Permit and Site Related Issues

Direct the roof drains onto splash pads.

Driveway access permissible is one (1) 6m wide as per bylaw

4. Electric Power and Telecommunication Services

It is the applicant's responsibility to make a servicing application with the respective electric power, telephone and cable transmission companies to arrange for service upgrades to these services which would be at the applicant's cost.



James Kay, P. Eng.
Development Engineering Manager

AS

**DESIGN RATIONALE STATEMENT**

2820 QUESNEL ROAD
 Lot 6 Plan 18974 District Lot 135
 Osoyoos Div of Yale Land Dist. PID: 00B-163-154

Lorrie Myers
 250.575.2886
 r.lmyers@telus.net

The carriage house conforms to the relevant policies with respect to the design because it is a one-story home that will blend well with the exiting home and the surrounding homes.

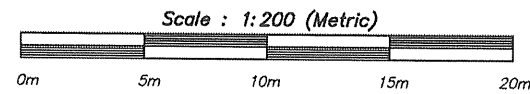
The carriage house will be one-story so that the flow of the eye from the house to the surrounding yard will be minimized compared to a 1 ½ or 2-story carriage house. We will also place the carriage house in the back corner of the lot, behind the garage and within all current specified setbacks, in order to minimize the footprint on the existing useable yard space. The current wooden shed behind the garage will be removed, and the rest of this portion of the yard has been left un-landscaped and tends to be a "collection grounds" for unused lumber, yard clippings, etc, and we feel the carriage home will actually upgrade & beautify this portion of the property nicely.

The materials to be used will be functional and of high quality, using Hardie board siding and then painting the existing main house & garage to match to the new colors, in order to maintain continuity of the buildings on the property. There will be landscaping done (additional trees, shrubs) to delineate a private open space for the carriage house residents through the use of shrubs & planters. We will also construct a privacy fence to the height of 6'6", replacing the waist-high chain link fence on this portion of the yard. This will create a private space for the carriage house residents, as well as for the residents of the neighbouring homes.

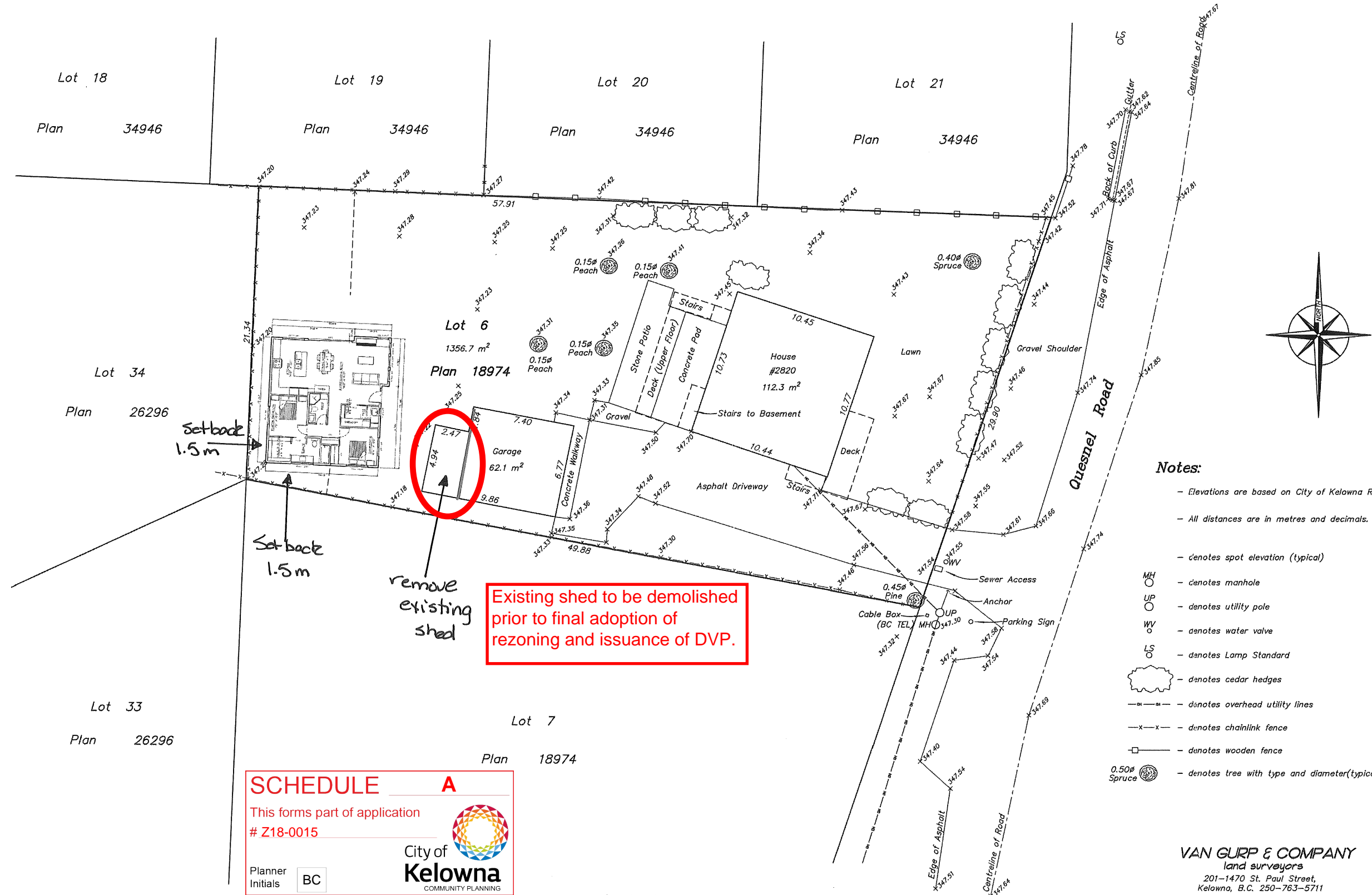
PROPOSED CARRIAGE HOUSE LOCATION

SKETCH PLAN SHOWING SITE INFORMATION ON AND ADJACENT TO LOT 6, DISTRICT LOT 135, ODYD, PLAN 18974.

2825 Quesnel Road
 Lot 6 Plan 18974 District Lot 135
 Osoyoos Div. of Yale Land District PID: 008-163-154
 Rezoning + Development Variance Permit
 Lorrie Myers 250.575.8886 rlmymers@kelus.net



The intended plot size of this plan is 560mm in width by 432mm in height (Sheet size "C") when plotted at a scale of 1:200.



SCHEDULE A

This forms part of application
 # Z18-0015

Planner Initials BC



This Plan lies within the Central Okanagan Regional District

Lorrie Myers - November 24th, 2017.

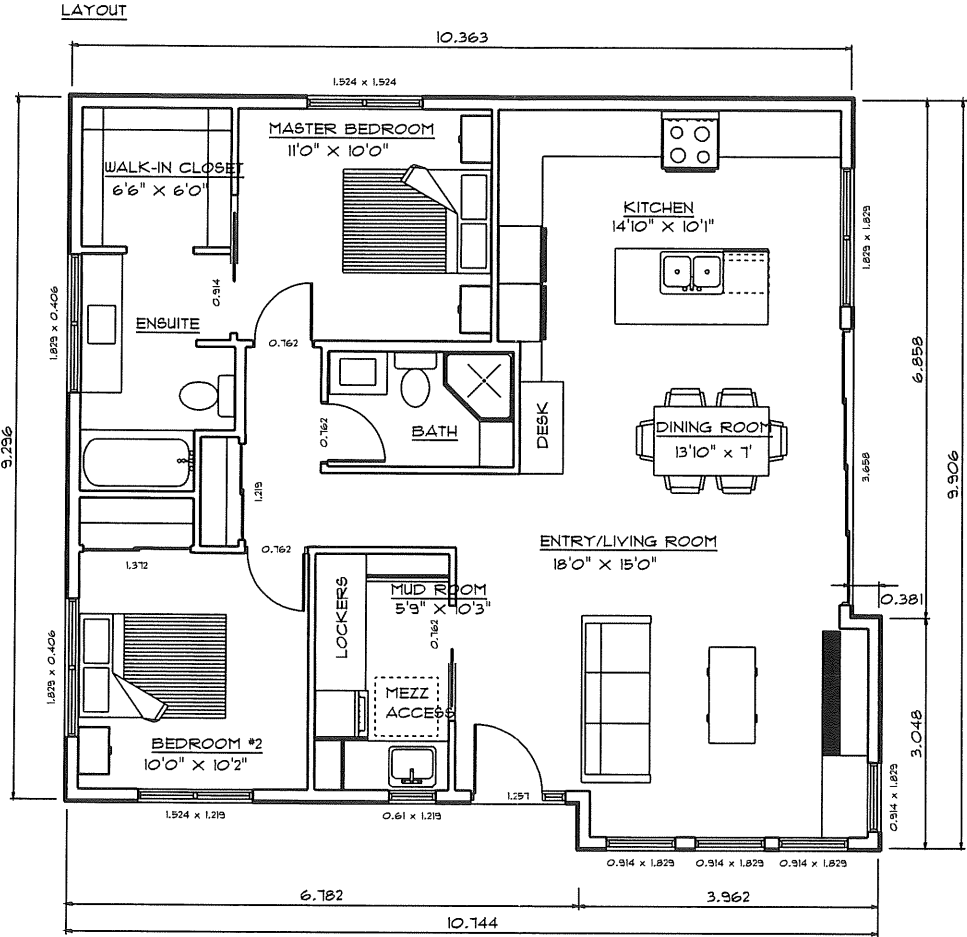
VAN GURP & COMPANY
 land surveyors
 201-1470 St. Paul Street,
 Kelowna, B.C. 250-763-5711

FB: 670(23)

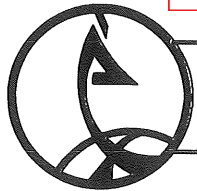
File: 16916_site2

FLOOR PLAN

2820 Quesnel Road
Lot 6 Plan 18974 District Lot 135
Osoyoos Div of Yale Land District RD: 000.163.154
Rezoning + Development Variance Permit
Lorrie Myers 250.575.8886 rlmymers@kelus.net



SCHEDULE A
This forms part of application
Z18-0015
Planner Initials BC
City of Kelowna
COMMUNITY PLANNING



LANDMARK
HOMES & DEVELOPMENTS

101-1865 DILWORTH DR. SUITE 342
KELOWNA, BC V1Y 9T1
PH: 250.317.5351
E-MAIL: landmarkhomesbc@yahoo.ca

DATE 12/07/17
AREA 1076 Sq Ft.
SCALE 1/8"

PROJECT:
Rod & Lorrie Myers
2820 Quesnel Rd.
carriage house

*all plans are copyright and owned by Landmark Homes unless purchased.

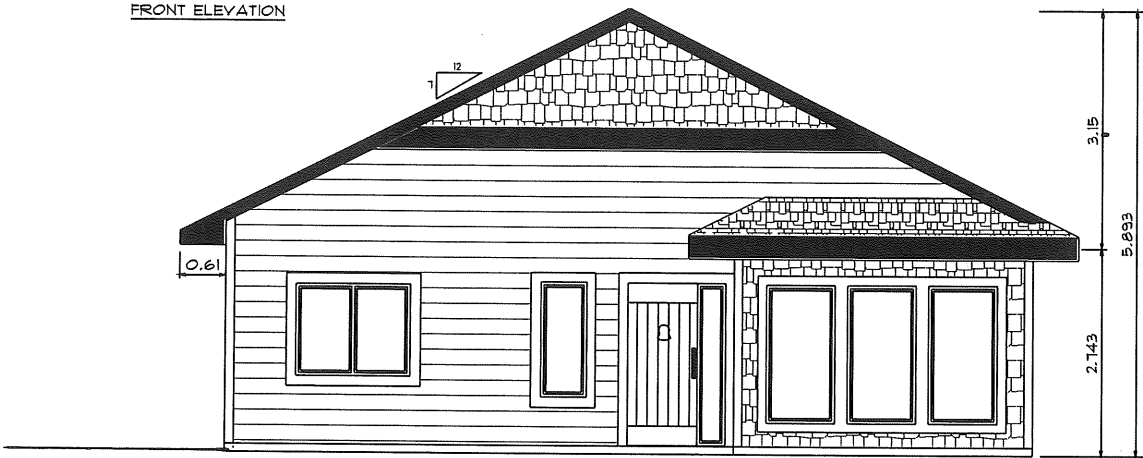


DATE 12/07/17
PAGE 2

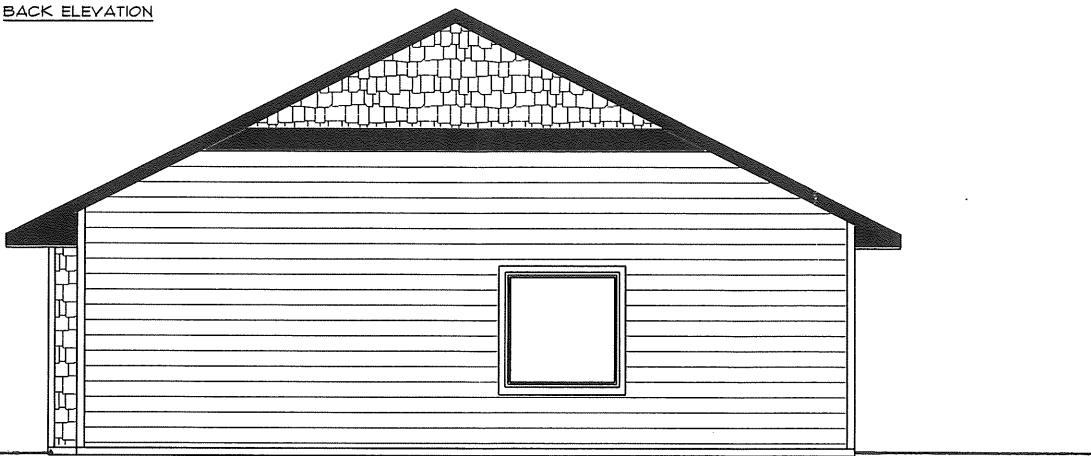
ELEVATIONS

2820 Quesnel Road
Lot 6 Plan 18974 District Lot 135
Osoyoos DV of Yale Land District PID: 008-163-154
Rezoning + Development Variance Permit
Lorrie Myers 250-575-8886 rlmymers@kelus.net

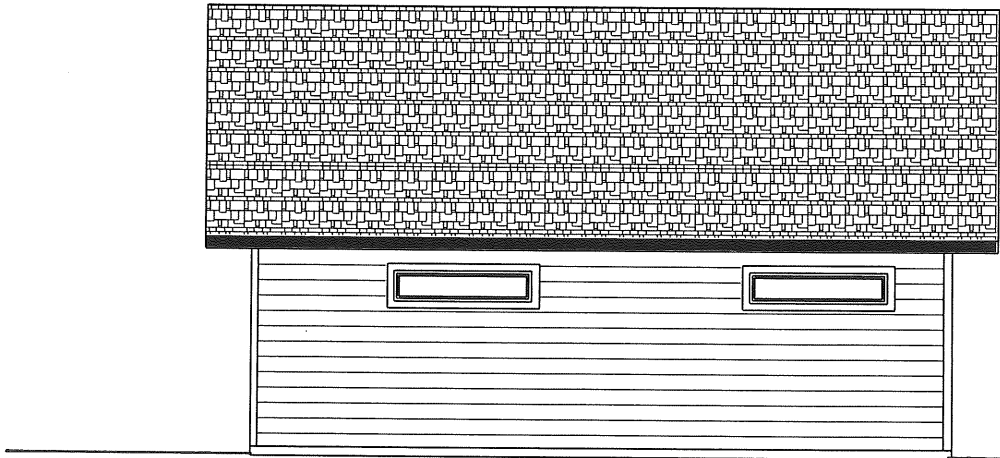
FRONT ELEVATION



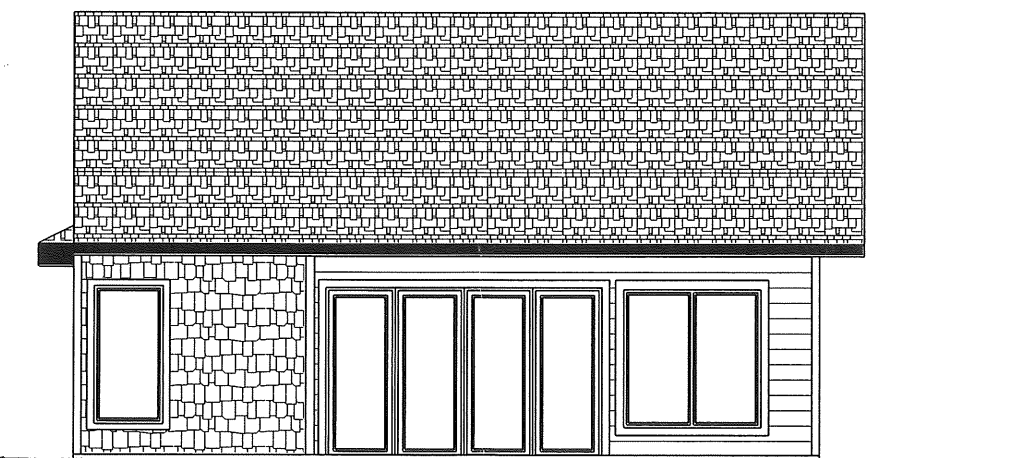
BACK ELEVATION



LEFT ELEVATION



RIGHT ELEVATION



SCHEDULE A

This forms part of application
Z18-0015

Planner
Initials BC



LANDMARK
HOMES & DEVELOPMENTS

101-1865 DILWORTH DR. SUITE 342
KELOWNA, BC V1Y 9T1
PH: 250.317.5351
E-MAIL: landmarkhomesbc@yahoo.ca

DATE 12/07/17
AREA 1076 Sq Ft.
SCALE 1/8"

PROJECT:
Rod & Lorrie Myers
2820 Quesnel Rd.
carriage house

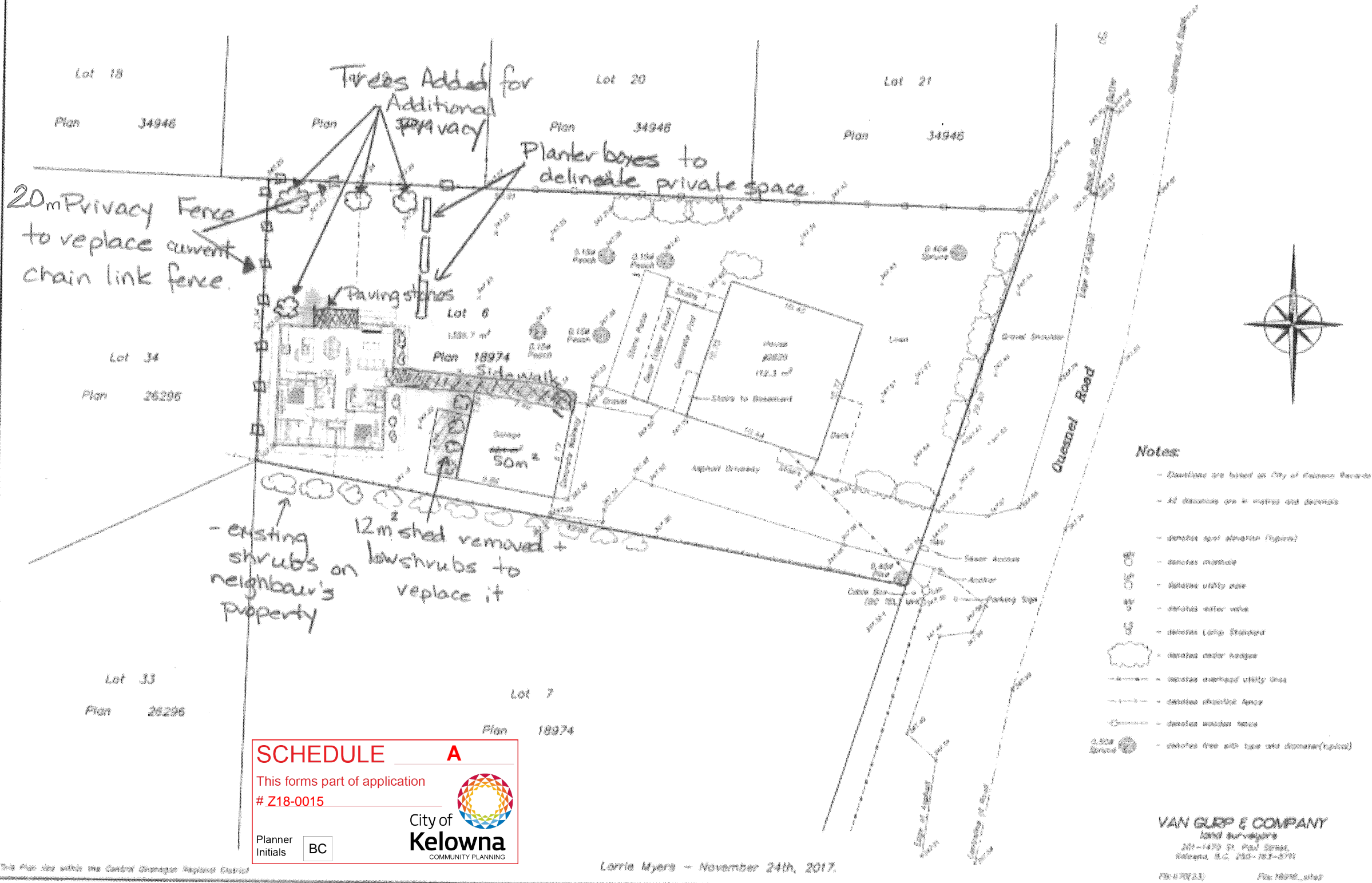
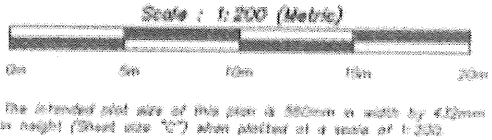
*all plans are copyright and owned by Landmark Homes unless purchased.

DATE 12/07/17
PAGE 1

LANDSCAPING PLAN

SKETCH PLAN SHOWING SITE INFORMATION ON AND ADJACENT TO
LOT 6, DISTRICT LOT 135, ODYD, PLAN 18974.

2820 Quesnel Road
Lot 6 Plan 18974 District Lot 135
Osoyoos Div. of Yale Land District PID: 008-163-154
Rezoning + Development Variance Permit
Lorrie Myers 250.575.8886 rlmymers@telus.net



CITY OF KELOWNA
BYLAW NO. 11630
Z18-0015 – 2820 Quesnel Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 8000".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT City of Kelowna Zoning Bylaw No. 8000 be amended by changing the zoning classification of Lot 6, District Lot 135, Osoyoos Division Yale District, Plan 18974, located on Quesnel Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1c – Large Lot Housing with Carriage House zone.
2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this

Considered at a Public Hearing on the

Read a second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1250-30

To: City Manager

From: Community Planning Department (AF)

Application: Z18-0022 **Owner:** City of Kelowna

Address: 1140 Clifton Road **Applicant:** Ben Walker

Subject: Rezoning Application

Existing OCP Designation: S2RES – Single/Two Unit Residential

Existing Zone: RU1 – Large Lot Housing

Proposed Zone: RU6 – Two Dwelling Housing

1.0 Recommendation

THAT Rezoning Application No. Z18-0022 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 1, Section 30, Township 26, ODYD, Plan KAP84822, located at 1140 Clifton Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU6 – Two Dwelling Housing zone be considered by Council;

AND THAT the Rezoning Bylaw be forwarded to a Public Hearing for further consideration;

AND FURTHER THAT final adoption of the Rezoning Bylaw be considered subsequent to the outstanding conditions of approval as set out in Attachment “B” to the Report from the Community Planning Department.

2.0 Purpose

To consider a development application to rezone the subject property to RU6 – Two Dwelling Housing to facilitate the development of a second single family dwelling.

3.0 Community Planning

Community Planning supports the proposed rezoning from RU1 – Large Lot Housing to RU6 – Two Dwelling Housing as it is in line with the Official Community Plan (OCP) Future Land Use Designation of S2RES – Single/Two Unit Residential for the subject property and is located within the Permanent Growth Boundary. The property is fully serviced and is in close proximity to transit, parks and schools. It is therefore consistent with the OCP Urban Infill Policy of Compact Urban Growth. The addition of an second single

family dwelling on the property represents a modest increase in density and the proposal should sensitively integrate with the neighboring properties.

4.0 Proposal

4.1 Background

The subject property currently has an existing one storey single family dwelling with a detached garage. The existing detached garage will need to be demolished and subsequently removed from site in order to allow for an additional single family dwelling to be constructed.

4.2 Project Description

The proposed rezoning from RU1 to RU6 would facilitate the development of a second single family dwelling on the subject property. The proposed additional single family dwelling meets all of the zoning regulations and does not require any variances. The property has an OCP Future Land Use of S2RES – Single/Two Unit Residential, is fully serviced and is located within the Permanent Growth Boundary. The subject property is suitable for an increase in density as it is located near transit routes with access to parks and school.

The proposed rezoning meets the OCP Urban Infill Policies for Compact Urban Growth and Sensitive Infill. These policies state that growth should occur in areas that are already serviced and have access to transit, and that growth should be designed to be sensitive to the existing character of the neighbourhood.

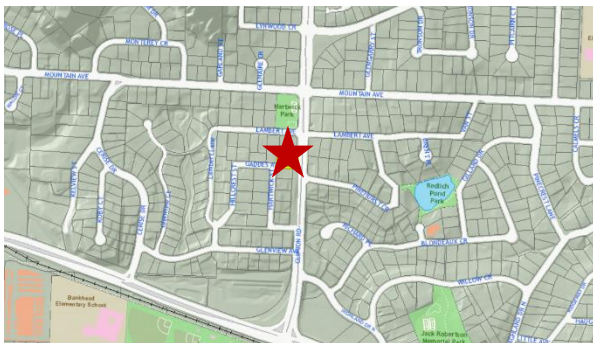
4.3 Site Context

The subject property is located in the Glenmore – Clifton – Dilworth City Sector near the intersection of Clement Avenue and Clifton Road and just south of Hartwick Park. It is in close proximity to transit routes located along Clifton Road and is within walking distance to Hartwick Park, Lombardy Park, Jack Robertson Memorial Park and Redlich Pond Park. The surrounding neighbourhood is largely comprised of RU1 – Large Lot Housing zoned properties with some RU5 – Bareland Strata Housing zoned properties and several RU6 – Two Dwelling Housing zoned properties.

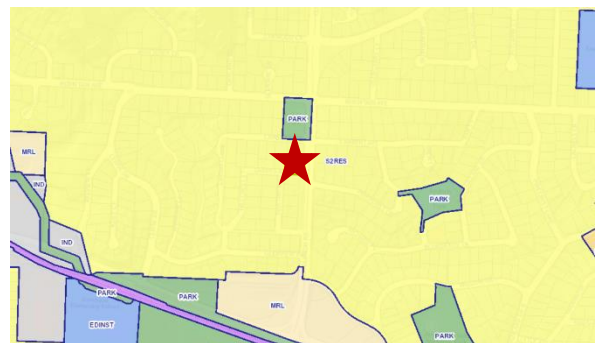
Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU1 – Large Lot Housing	Residential
East	RU1 – Large Lot Housing	Residential
South	RU1 – Large Lot Housing	Residential
West	RU1 – Large Lot Housing	Residential

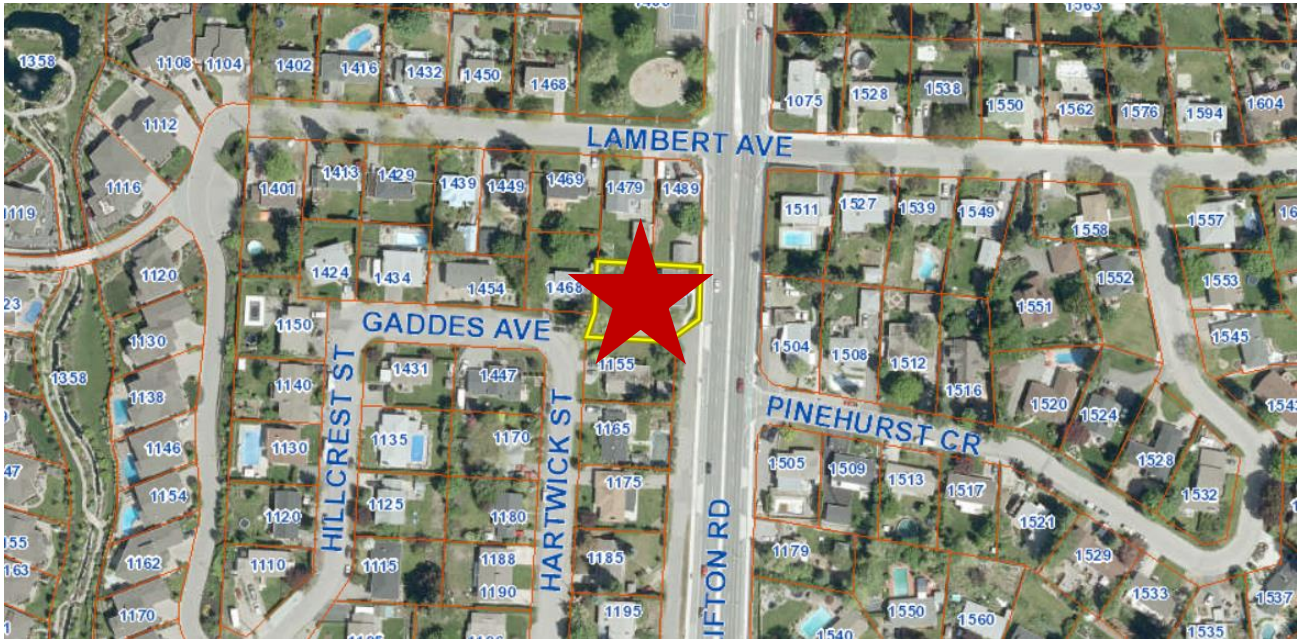
Site Context Map



Future Land Use Map



Subject Property Map: 1140 Clifton Road



5.0 Current Development Policies

5.1 Kelowna Official Community Plan (OCP)

Development Process

Compact Urban Form.¹ Develop a compact urban form that maximizes the use of existing infrastructure and contributes to energy efficient settlement patterns. This will be done by increasing densities (approximately 75 - 100 people and/or jobs located within a 400 metre walking distance of transit stops is required to support the level of transit service) through development, conversion, and re-development within Urban Centres (see Map 5.3) in particular and existing areas as per the provisions of the Generalized Future Land Use Map 4.1.

Sensitive Infill.² Encourage new development or redevelopment in existing residential areas to be sensitive to or reflect the character of the neighbourhood with respect to building design, height and siting.

6.0 Technical Comments

6.1 Building & Permitting Department

¹ City of Kelowna Official Community Plan, Policy 5.2.3 (Development Process Chapter).

² City of Kelowna Official Community Plan, Policy 5.22.6 (Development Process Chapter).

- No concerns with proposed land use. Full Plan check for Building Code related issues will be done at time of Building Permit applications.

6.2 Development Engineering Department

- See attached memorandum dated March 1, 2018

6.3 Fire Department

- Ensure access from Clifton Rd is maintained to all units

7.0 Application Chronology

Date of Application Received: February 7, 2018

Date Public Consultation Completed: May 1, 2018

Report prepared by: Andrew Ferguson

Reviewed by: Terry Barton, Urban Planning Manager

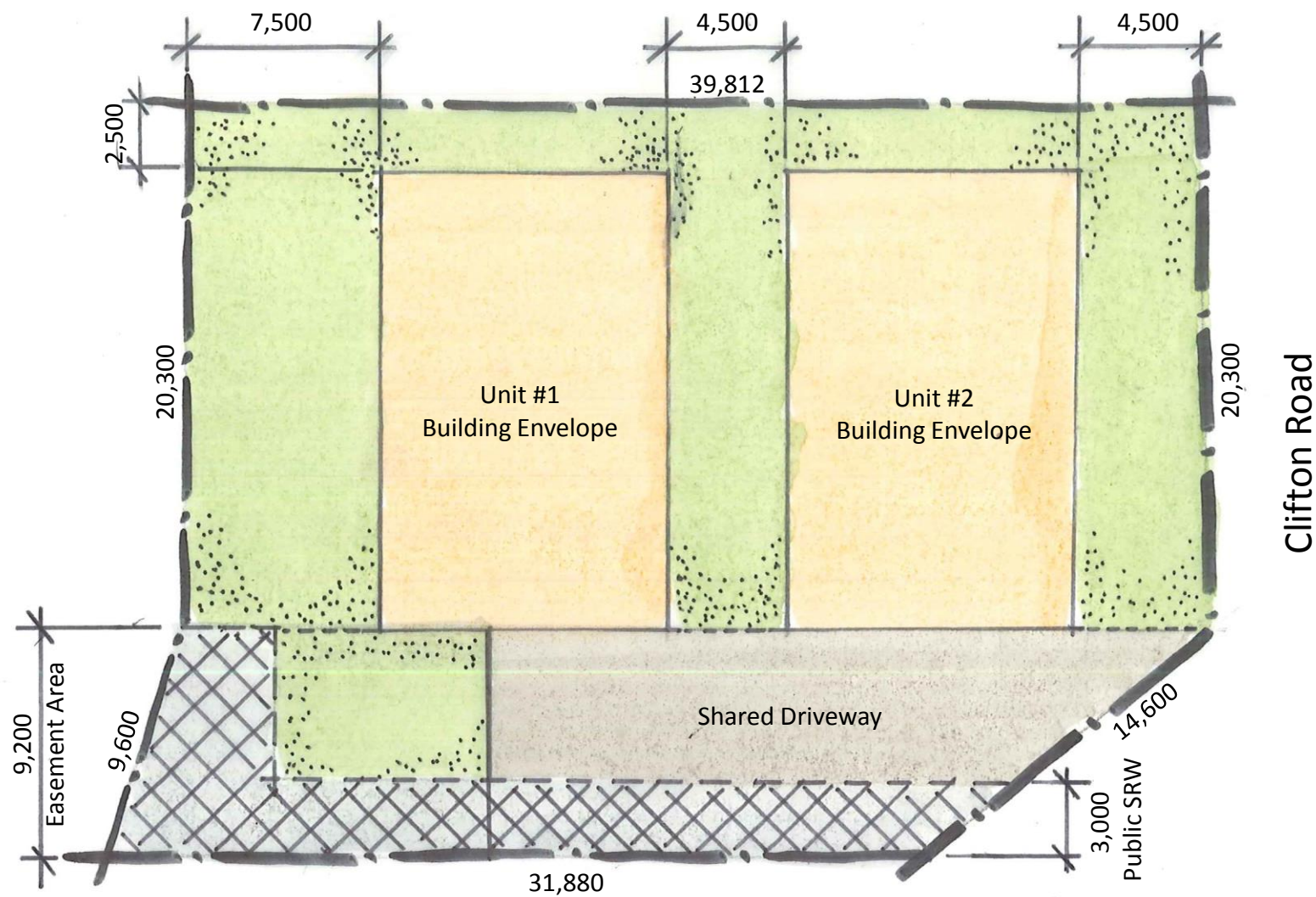
Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

Attachment A: Site Plan

Attachment B: Development Engineering Technical Comments

Attachment C: Context/Site Photos



Site Information:

Lot 1
Plan 84822
1140 Clifton Road
Kelowna, British Columbia

Site Coverage:

Lot Area = 1,143m²
Proposed Building Footprints = 200m²
(Each Unit)
Driveway = 120m²
Total Site coverage = 35%
Site Coverage (w/ Driveway) = 47%
Public Walkway = 125m²

Private Open Space

Unit #1 = 278m²
Unit #2 = 220m²

Minimum Required for Private Open Space = 30m²
(Each Unit)

Parking Allowances

Unit #1 = 2 Spaces in Garage
Unit #2 = 2 Spaces in Garage

General Notes:

1. Charges LB113851 (Utility SRW for Telus), LB113852 (Utility SRW for Shaw) and LB113853 (Utility SRW for City of Kelowna) fall within the noted 9,200mm portion of land. The driveway and proposed Public SRW will fall within this portion of land and have no impact on the existing SRW's.
2. Proposed Public SRW is to provide connection between Hartwick Street and Gaddes Avenue (to the west) to Clifton Road.

ATTACHMENT A

This forms part of application
Z18-0022

Planner
Initials

AF

City of
Kelowna
COMMUNITY PLANNING



CITY OF KELOWNA

MEMORANDUM

Date: March 01, 2018
File No.: Z18-0022
To: Community Planning (AF)
From: Development Engineering Manager(JK)
Subject: 1140 Clifton Road



RU1 to RU6

The Development Engineering Department has the following comments and requirements associated with this rezoning application. The road and utility upgrading requirements outlined in this report will be a requirement of this development. The Development Engineering Technologist for this project is Jason Angus

1. Domestic Water and Fire Protection

This property is currently serviced with a 19mm-diameter water service. The disconnection of the existing small diameter water services and the tie-in of a larger new 50mm service c/w two curb stops can be provided by City forces at the developer's expense. The applicant will be required to sign a Third Party Work Order for the cost of the water service upgrades. For estimate inquiry's please contact Jason Angus, by email jangus@kelowna.ca or phone, 250-469-8783.

2. Sanitary Sewer

Our records indicate that this property is currently serviced with a 100mm-diameter sanitary sewer service. An inspection chamber (IC) complete with brooks box must be installed on the service at the owner's cost. Service upgrades can be provided by the City at the applicant's cost. The applicant will be required to sign a Third Party Work Order for the cost of the service upgrade. For estimate inquiry's please contact Jason Angus, by email jangus@kelowna.ca or phone, 250-469-8783

3. Road Improvements

Clifton Road has already been upgraded to an urban arterial standard along the full frontage of this proposed development. No further upgrades are needed at this time.

The retaining wall that is along the frontage of Clifton Road appears to be within private property. A ROW will be required so that the City of Kelowna can maintain the retaining.

4. Development Permit and Site Related Issues

Direct the roof drains into on-site rock pits or splash pads.

One access to the property will be permitted.

5. Electric Power and Telecommunication Services


The electrical and telecommunication services to this building must be installed in an underground duct system, and the building must be connected by an underground

service. It is the developer's responsibility to make a servicing application with the respective electric power, telephone and cable transmission companies to arrange for these services, which would be at the applicant's cost.

7. Bonding and Levy Summary

(a) Bonding

1. Service upgrades


James Kay, P. Eng.
Development Engineering Manager

JA

To be determined

ATTACHMENT		B
This forms part of application		
# Z18-0022		
Planner Initials	AF	 City of Kelowna <small>COMMUNITY PLANNING</small>



ATTACHMENT C

This forms part of application
Z18-0022

Planner Initials **AF**

City of Kelowna
COMMUNITY PLANNING

CITY OF KELOWNA
BYLAW NO. 11631
Z18-0022 – 1140 Clifton Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 8000".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT City of Kelowna Zoning Bylaw No. 8000 be amended by changing the zoning classification of Lot 1, Section 30, Township 26, ODYD, Plan KAP84822, located on Clifton Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU6 – Two Dwelling Housing zone.
2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this

Considered at a Public Hearing on the

Read a second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1250-30

To: City Manager

From: Community Planning Department (TA)

Application: Z18-0025

Owner: The Howard-Fry Housing Society

Address: 1033 Harvey Avenue

Applicant: John Howard Society of the Central and South Okanagan

Subject: Rezoning Application

Existing OCP Designation: MRM – Multiple Unit Residential (Medium Density)

Existing Zone: RU6 – Two Dwelling Housing

Proposed Zone: RU6b – Two Dwelling Housing with Boarding or Lodging House

1.0 Recommendation

THAT Rezoning Application No. Z18-0025 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 1, District Lot 138, ODYD, Plan 7765, Except Plans H16278 and 36604, located at 1033 Harvey Avenue, Kelowna, BC from the RU6 – Two Dwelling Housing zone to the RU6b – Two Dwelling Housing with Boarding or Lodging House zone be considered by Council;

AND THAT the Rezoning Bylaw be forwarded to a Public Hearing for further consideration;

AND FURTHER THAT final adoption of the Rezoning Bylaw be considered subsequent to the approval of the Ministry of Transportation and Infrastructure.

2.0 Purpose

To rezone the subject property from RU6 – Two Dwelling Housing to RU6b – Two Dwelling Housing with Boarding or Lodging House to bring the subject property into compliance with the Zoning Bylaw.

3.0 Community Planning

Community Planning supports the proposed rezoning on the subject property as it will bring the existing Boarding House into compliance with Zoning Bylaw No. 8000. The existing Boarding House is operated by the John Howard Society of the Central and South Okanagan as an affordable rental. There are currently 7 rooms in the house with common kitchen and living facilities. The applicants applied for a building permit

to expand their operations in the basement, and it was noted that the current Boarding House use was not in compliance with the RU6 – Two Dwelling Housing Zone. Rezoning to RU6 – Two Dwelling Housing with Boarding or Lodging House will bring the existing use into compliance and will allow the expansion of three additional rooms. Supportive Housing with staff members on-site is offered at the property immediately adjacent at 1043 Harvey Avenue, and the staff regularly monitor and offer support for the residents living at 1033 Harvey Avenue. Supportive Housing is a permitted use under the RU6 zone and therefore the adjacent property is in compliance.

The Official Community Plan (OCP) Objective 5.9 supports the creation of affordable and safe rental, non-market, and/or special needs housing. This application satisfies that objective and ensures the continued operation of an existing rental and special needs housing. Further, the Housing Inventory identifies that affordable rentals are an important housing stock in our community that currently has low inventory.

The location of the subject property is well serviced by transit, commercial areas, and recreation opportunities in the downtown core and is therefore suitable for the increased number of affordable rental units and is align with OCP Policy 5.3.2 Compact Urban Form.

The applicants completed the required Neighbourhood Consultation as per Council Policy No. #367 on January 31, 2018 in anticipation of their application by supplying information to neighbours within a 50m radius. No comments from neighbours have been received by the Planning department at this time.

4.0 Proposal

4.1 Background

The subject property features a single family dwelling with several bedrooms and common living spaces. It was operated for many years by the Okanagan Halfway House Society for up to 10 residents.

4.2 Project Description

The proposed rezoning from RU6 – Two Dwelling Housing to RU6 – Two Dwelling Housing with Boarding or Lodging House will bring the existing use on the subject property into compliance. The house currently features 7 bedrooms and common living facilities with 5 parking stalls which meets the required parking. Should Council support the proposed rezoning, the basement would be renovated to provide an additional 3 bedrooms. There are no changes to the exterior of the building proposed at this time, and no variances are requested.

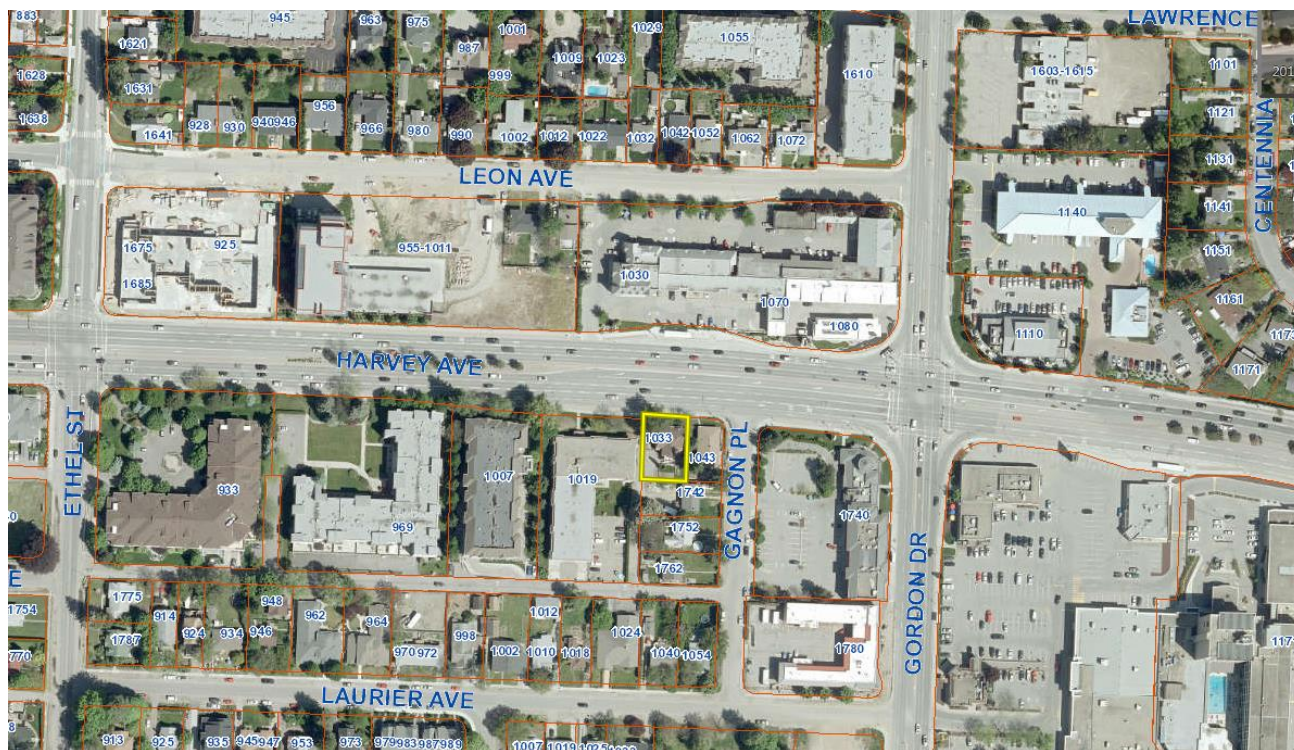
4.3 Site Context

The subject property is located on the South side of Harvey Avenue near Gordon Drive.

Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	C9 – Tourist Commercial	Hotel
East	RU6 – Two Dwelling Housing	Supportive Housing
South	RU6 – Two Dwelling Housing	Single Family Dwelling
West	RM5 – Medium Density Multiple Housing	Multi-Family Housing

Subject Property Map: 1033 Harvey Avenue



5.0 Current Development Policies

5.1 Kelowna Official Community Plan (OCP)

Development Process

Compact Urban Form.¹ Develop a compact urban form that maximizes the use of existing infrastructure and contributes to energy efficient settlement patterns. This will be done by increasing densities (approximately 75 - 100 people and/or jobs located within a 400 metre walking distance of transit stops is required to support the level of transit service) through development, conversion, and re-development within Urban Centres (see Map 5.3) in particular and existing areas as per the provisions of the Generalized Future Land Use Map 4.1.

Objective 5.9.² Support the creation of affordable and safe rental, non-market, and/or special needs housing.

6.0 Technical Comments

6.1 Building & Permitting Department

Full Plan check for Building Code related issues will be done at time of Building Permit application.

6.2 Development Engineering Department

All requirements have been met.

¹ City of Kelowna Official Community Plan, Policy 5.2.3 (Development Process Chapter).

² City of Kelowna Official Community Plan, Objective 5.9 (Development Process Chapter).

6.3 Fire Department

No concerns with re zoning application - this house has been inspected numerous times and the fire department has no issues

6.4 Ministry of Transportation

Preliminary Approval is granted.

7.0 **Application Chronology**

Date of Application Received: February 22, 2018

Date Public Consultation Completed: January 31, 2018

Report prepared by: Trisa Atwood, Planner II

Reviewed by: Terry Barton, Urban Planning Manager

Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

Applicant's Letter of Rationale

Site Plan

Floor Plans

Elevations

February 19, 2018

City of Kelowna
1435 Water Street
Kelowna, BC V1Y 1J4

Re: Rezoning Application for 1033 Harvey Avenue

Dear Council Members:

The John Howard Society of the Central and South Okanagan has been providing services in the Kelowna area for almost 60 years. We offer a range of services to people living with neurodevelopmental disabilities/FASD, mental illness, addiction and/or who have been involved in the justice system.

The property at 1033 Harvey Avenue is owned by The Howard Fry Society, which is a wholly owned entity of the John Howard Society of the Central and South Okanagan. It was leased for many years to the Okanagan Halfway House Society and operated as a halfway house for up to 10 residents. Since that lease ended, we have operated it as an affordable shared residence for men with disabilities of some sort who cannot afford market rent. We do not have regular staffing onsite, but the staff from our property next door at 1043 Harvey go over regularly to check on the house and residents. The residents of 1033 Harvey are carefully screened and sign agreements that require them to live clean and sober while residing in the home. Staff engage in conflict resolution and incident management as needed.

We discovered recently that the property is zoned RU6, when we have operated it as a RU6b with up to 7 men living there at any time. To accommodate even more residents, we were planning to refurbish the basement rooms so that they are usable, and as part of that investigative process we learned about the zoning issue. With the shortage of affordable housing, specifically sober living housing, we want to maximize the use of this asset. It feels wrong to have usable space in the basement level sitting vacant when we have people waiting for placement in the home.

So we wish to rezone the house from RU6 to RU6b. The grounds of the building will not change at all, and there is no actual change in the usage of the building. The neighbours were notified and none that we spoke to expressed any concern. Thank you for your consideration of this matter.

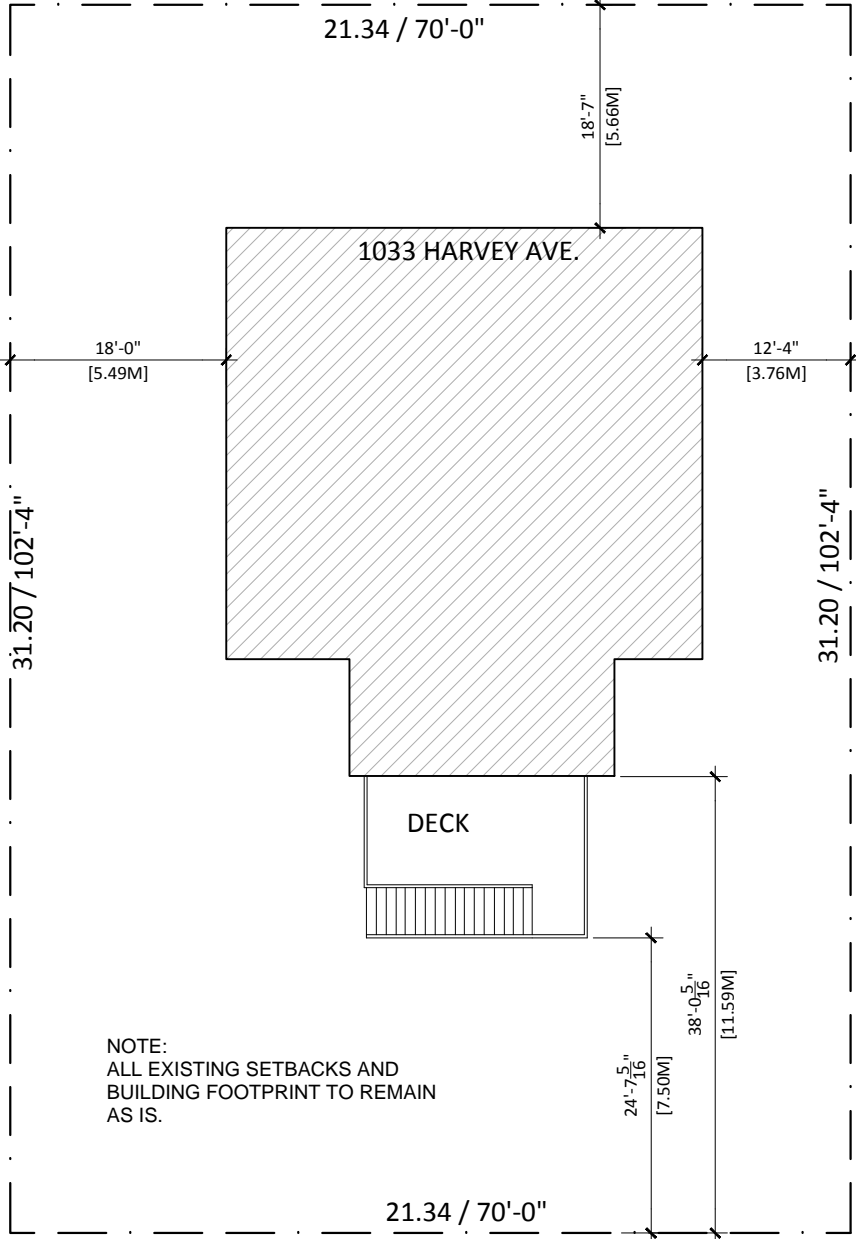
Sincerely,



Gaelene Askeland
Executive Director



1033 HARVEY AVENUE
SITE PLAN
NOT TO SCALE



1033 HARVEY AVENUE
SITE PLAN
1/16"=1'-0"

GENERAL NOTE:
EXISTING BUILDING ENVELOPE REMAINS AS EXISTING
NO EXTERNAL ADDITION OR ALTERATIONS HAVE
BEEN COMPLETED, EXCEPT EXISTING WINDOWS
HAVE BEEN REMOVED AND UPDATED.

EXISTING BUILDING ENVELOPE REMAINS AS EXISTING
NO EXTERNAL ADDITION OR ALTERATIONS HAVE
BEEN COMPLETED, EXCEPT EXISTING WINDOWS
HAVE BEEN REMOVED AND UPDATED.

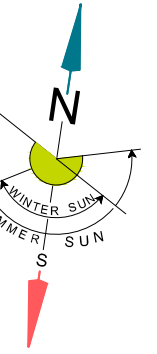
PARKING CONFIGURATION
4 STALLS BEHIND THE RESIDENCE
1 STALL ALONGSIDE THE RESIDENCE
5 REGULAR STALLS (8'-3" x 19'-10")

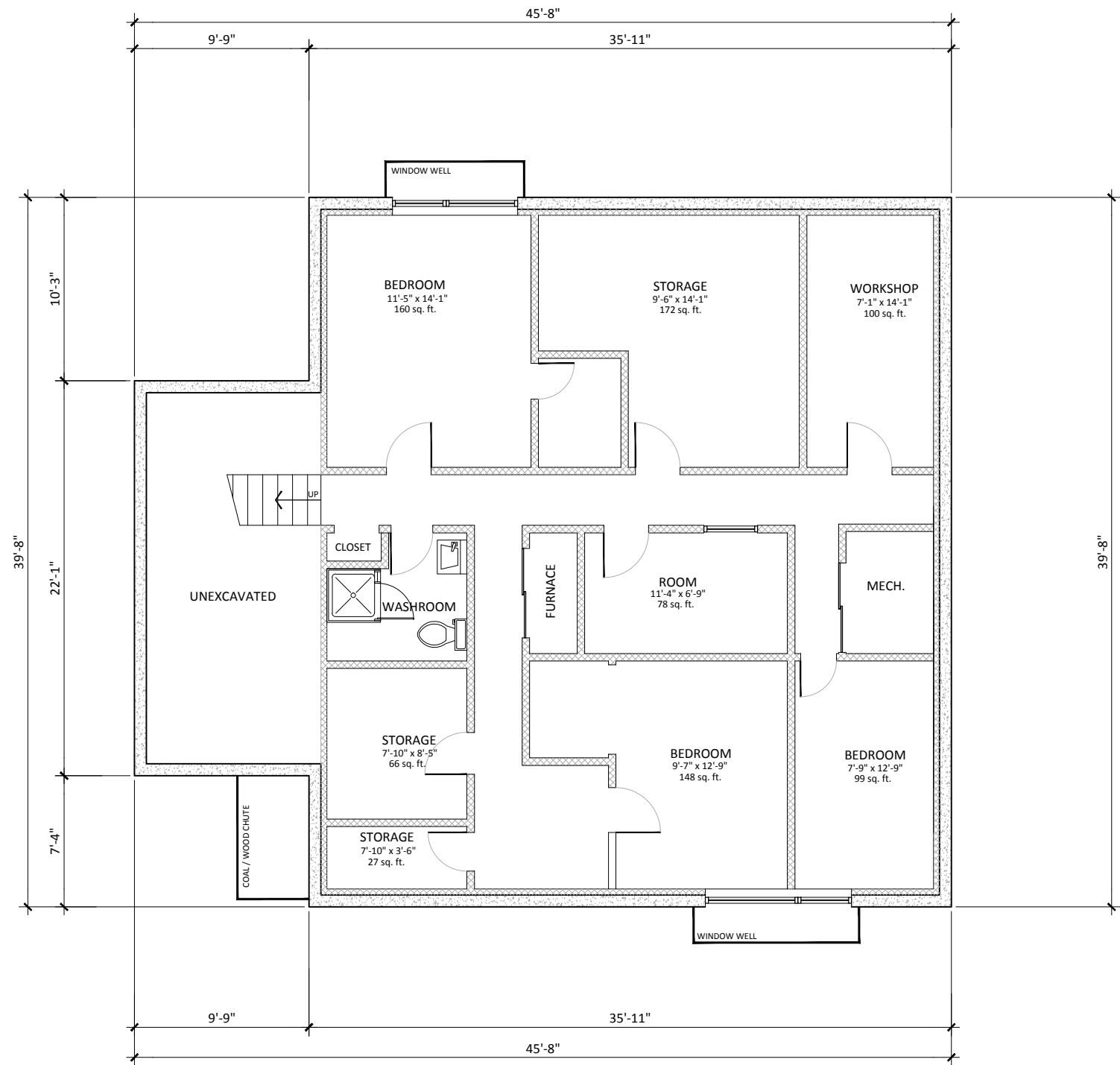
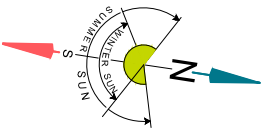
LEGAL ADDRESS:
LOT 1
PLAN 3999

MUNICIPAL ADDRESS:
1033 HARVEY AVE.
KELOWNA, B.C.

NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

DATE	NO.	BY	REVISION
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PROJECT JOHN HOWARD SOCIETY 1033 HARVEY AVENUE KELOWNA, B.C.			
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DRAWN CHECKED SCALE DATE	RAH 1/16"=1'-0" 05/08/2013	SHEET NO. A1 Rev. 0	

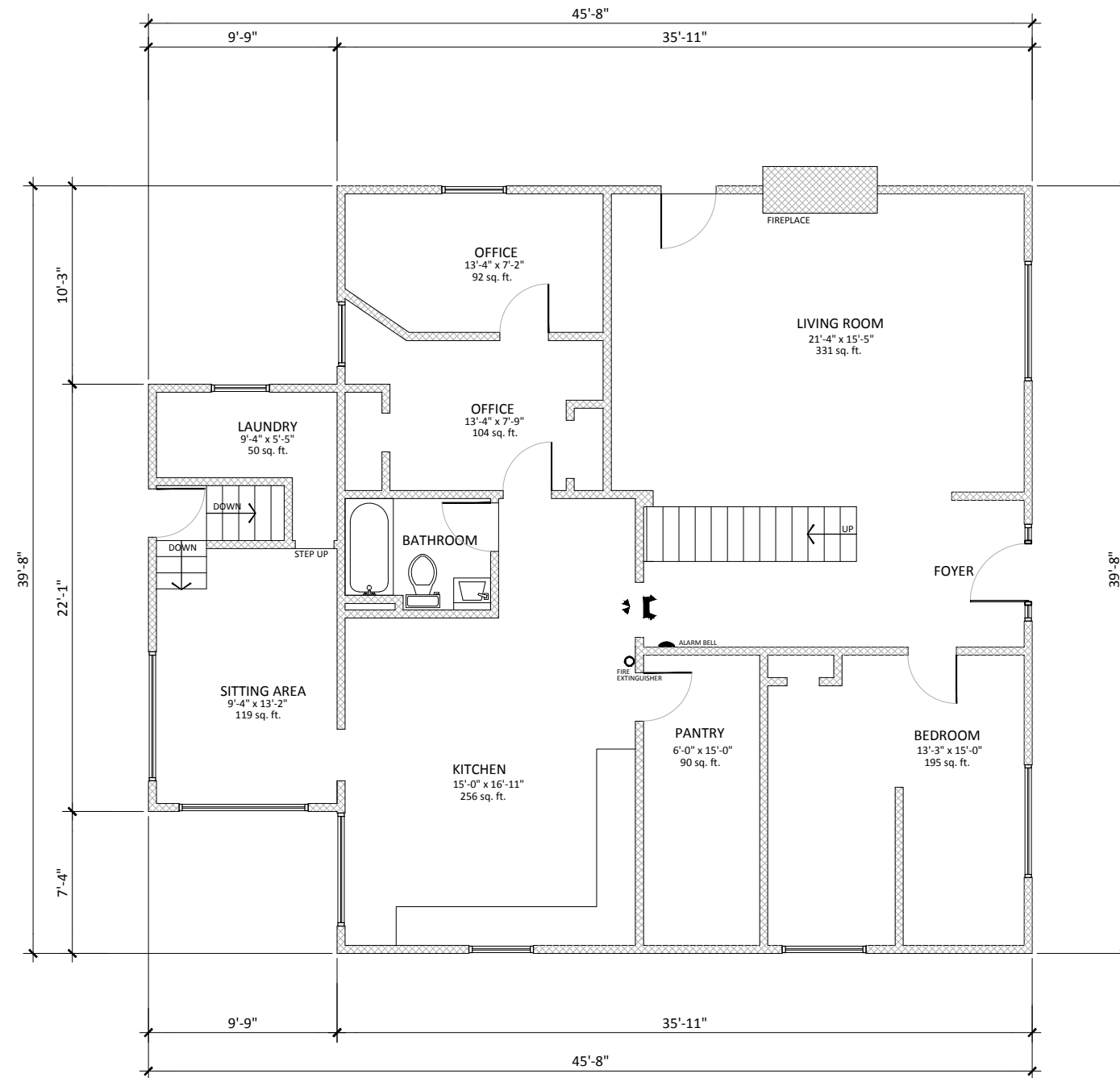
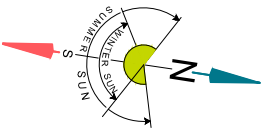




1
A2
EXISTING
BASEMENT PLAN
1/8" = 1'-0"

NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

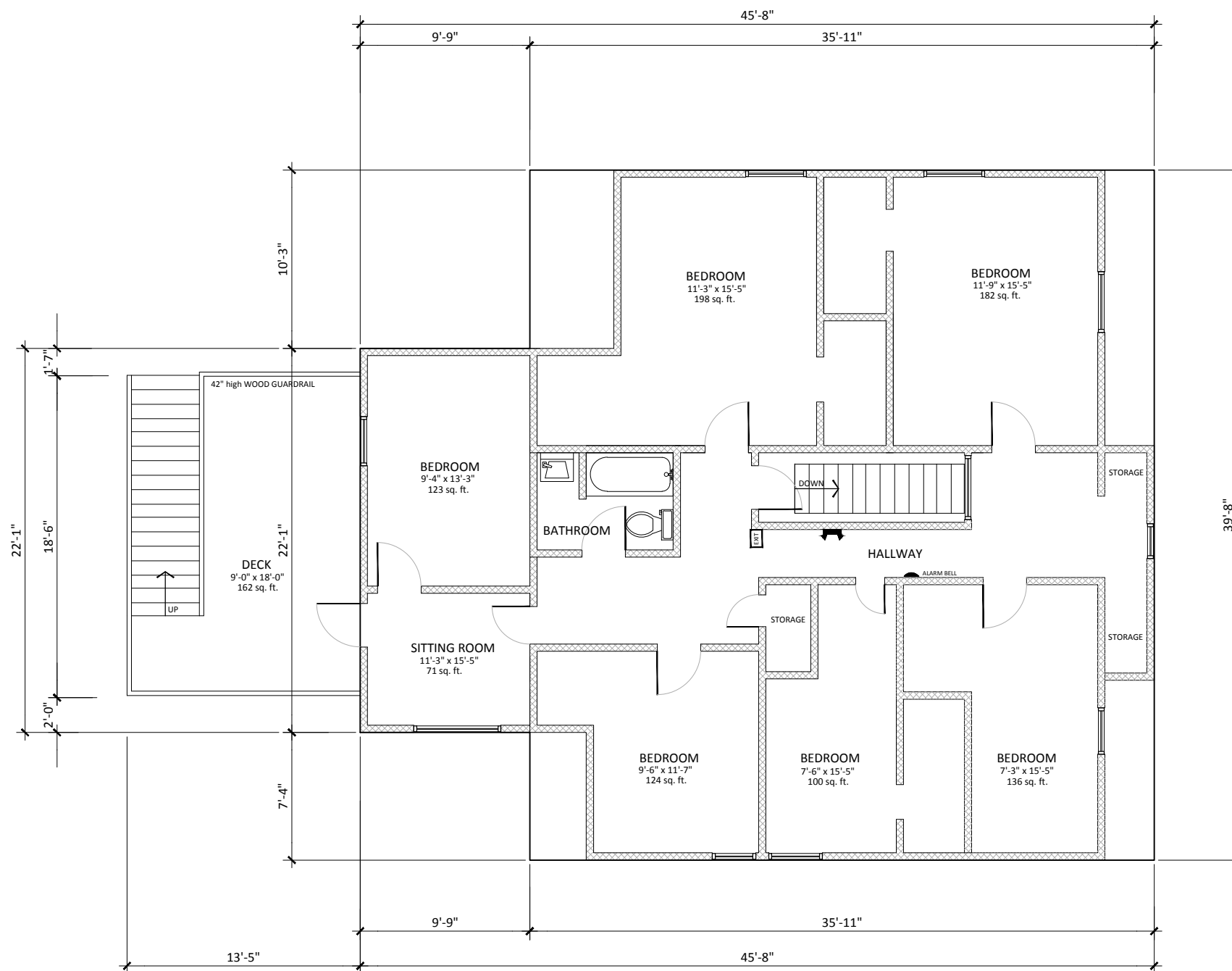
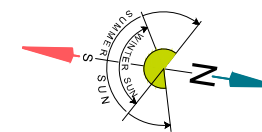
DATE	NO.	BY	REVISION
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PROJECT JOHN HOWARD SOCIETY 1033 HARVEY AVENUE KELOWNA, B.C.			
SHEET TITLE BASEMENT PLAN			
DRAWN CHECKED SCALE DATE	SHEET NO. A2 Rev. 0		
RAH 1/8"=1'-0" 05/08/2013			



1
A3
EXISTING
MAIN FLOOR PLAN
1/8" = 1'-0"

NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

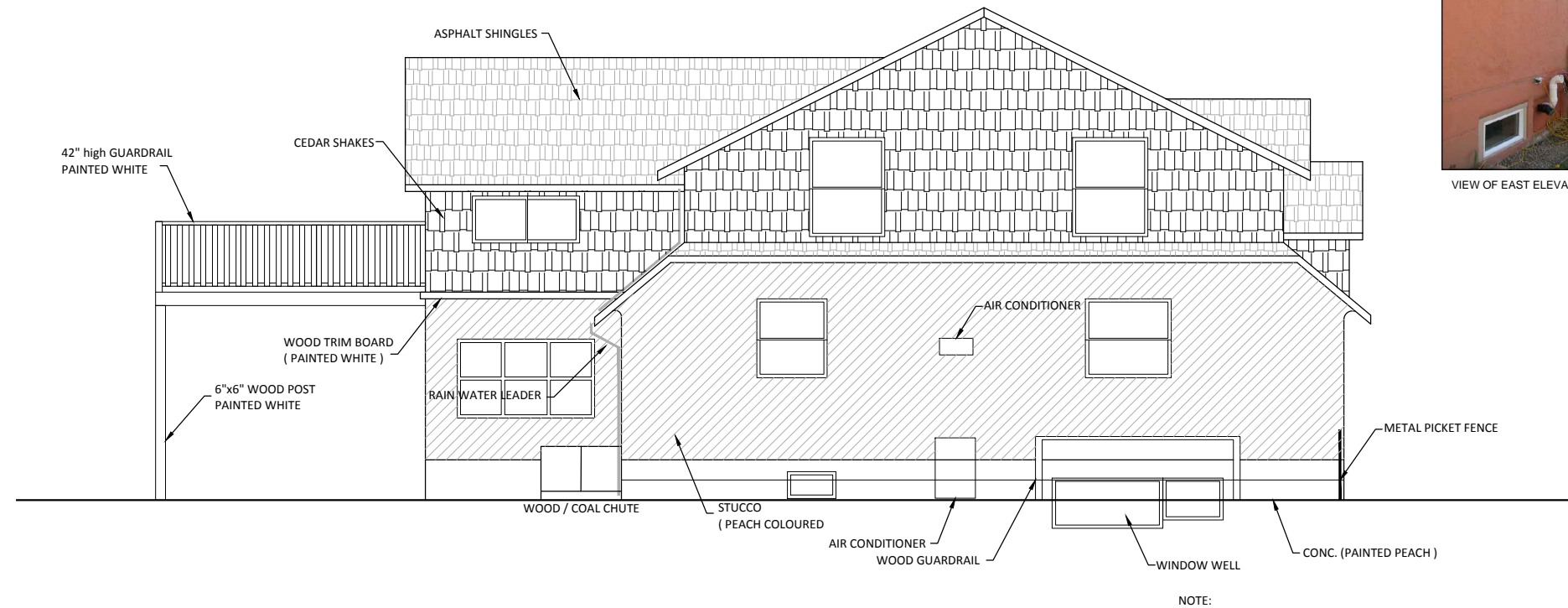
DATE	NO.	BY	REVISION
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HOLDEN'S DRAUGHTING & DESIGN 823 SAUCIER AVENUE KELOWNA, B.C. V1Y-6A3 Phone: 250.868.0962 Fax: 250.868.0962 Email: hholden@shaw.ca H.D.D.			
PROJECT JOHN HOWARD SOCIETY 1033 HARVEY AVENUE KELOWNA, B.C.			
SHEET TITLE MAIN FLOOR PLAN			
DRAWN CHECKED SCALE DATE	RAH 1/8"=1'-0" 05/08/2013	SHEET NO. A3 Rev. 0	



1
A4
EXISTING
UPPER FLOOR PLAN
1/8" = 1'-0"

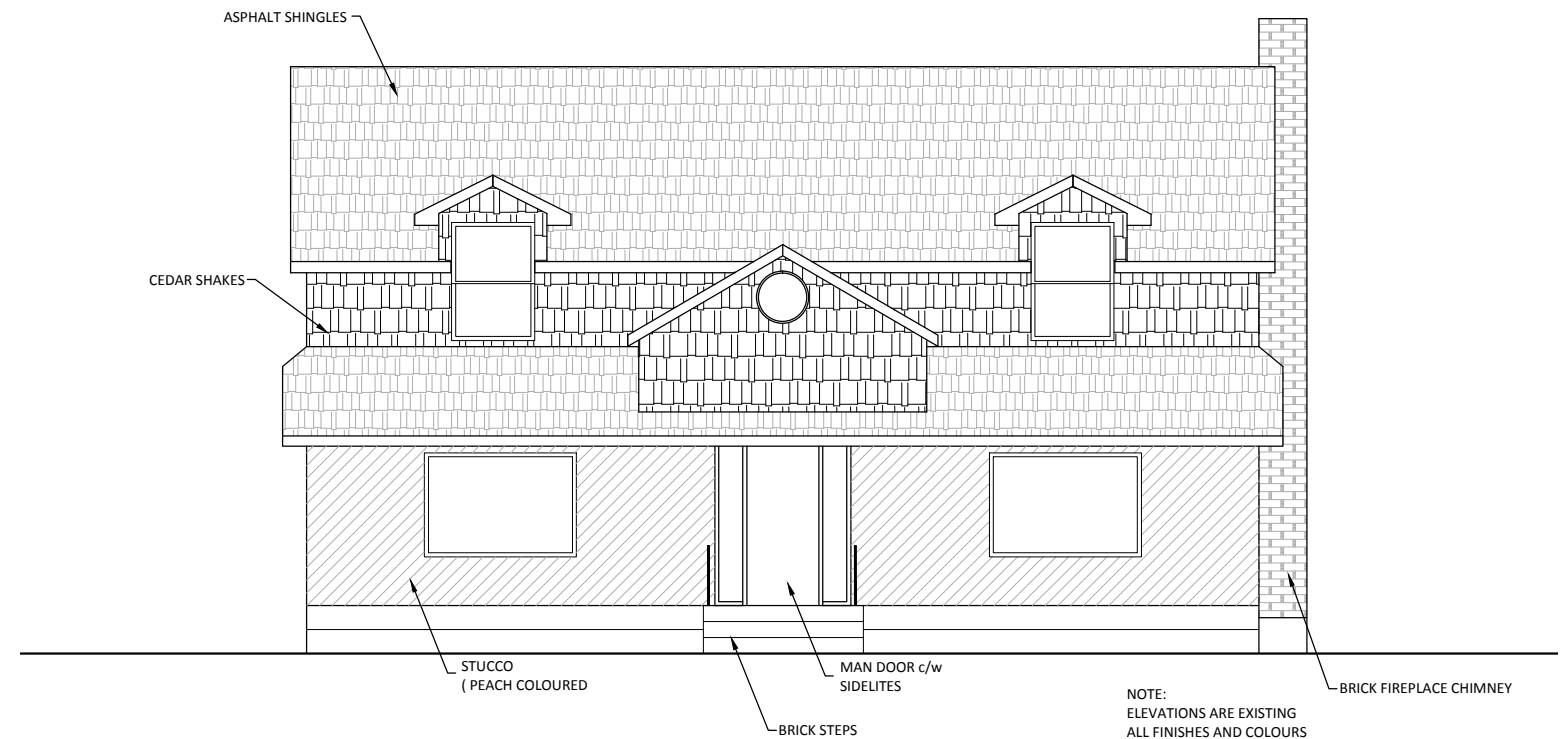
NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

DATE	NO.	BY	REVISION
Copyright Reserved. This drawing is an instrument of service for the specified project. The drawing and design are the exclusive property of the designer and may not be used in whole or in part without written consent. Their name must appear on any reproduction of the whole or in part of this drawing. Please check and verify all critical details and dimensions prior to the start of construction, and contact the owner and designer if any clarification is required. Written dimensions take precedence over scaled dimensions. DO NOT SCALE THESE DRAWINGS.			
 HOLDEN'S DRAUGHTING & DESIGN 823 SAUCIER AVENUE KELOWNA, B.C. V1Y-6A3 Phone: 250.868.0962 Fax: 250.868.0962 Email: hholden@shaw.ca H.D.D.			
PROJECT JOHN HOWARD SOCIETY 1033 HARVEY AVENUE KELOWNA, B.C.			
SHEET TITLE UPPER FLOOR PLAN			
DRAWN CHECKED SCALE DATE	RAH 1/8"=1'-0" 05/08/2013	SHEET NO. A4 Rev. 0	



VIEW OF EAST ELEVATION

2 EAST ELEVATION
A5
1/8" = 1'-0"



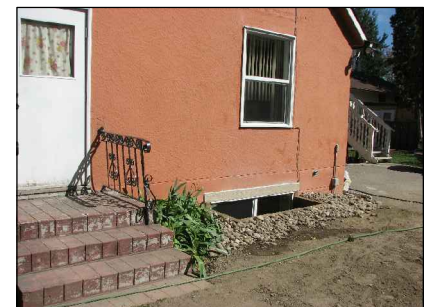
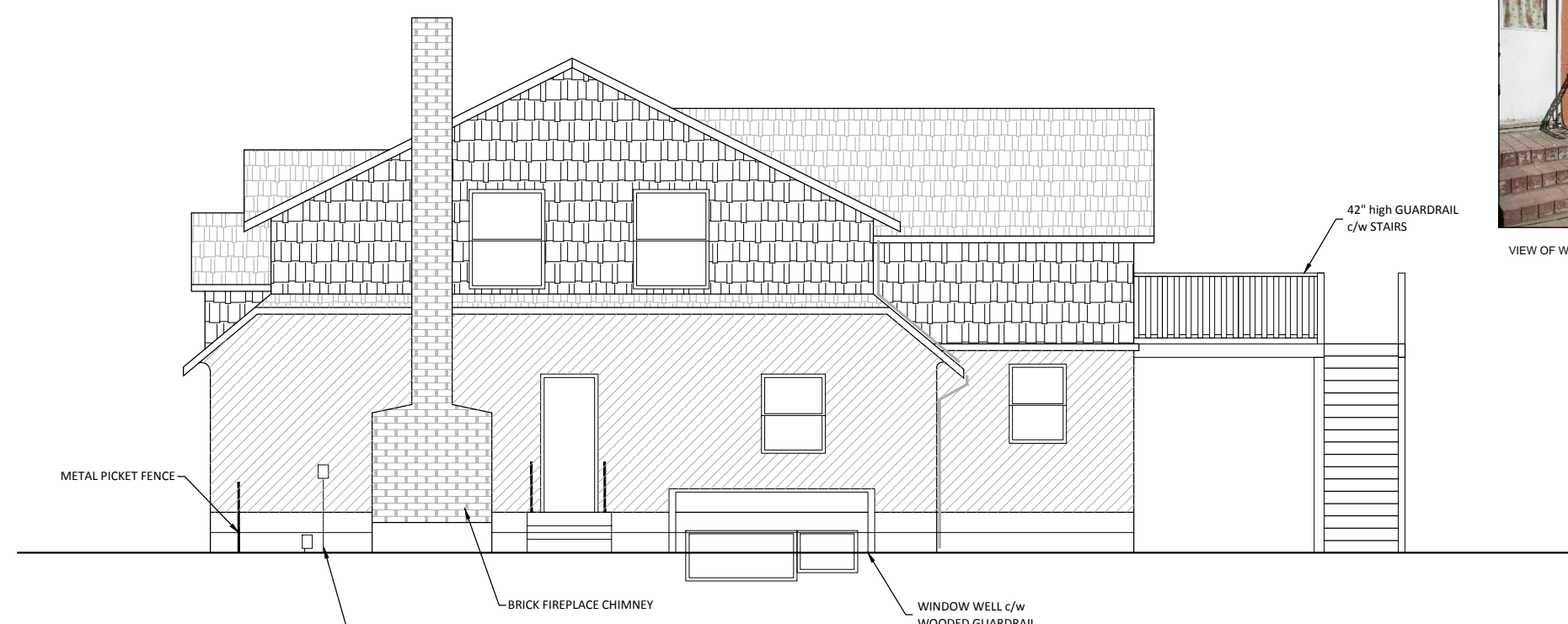
VIEW OF NORTH ELEVATION

1 FACING HARVEY NORTH ELEVATION
A5
1/8" = 1'-0"

NOTE:
ELEVATIONS ARE EXISTING
ALL FINISHES AND COLOURS
HAVE NOT CHANGED

NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

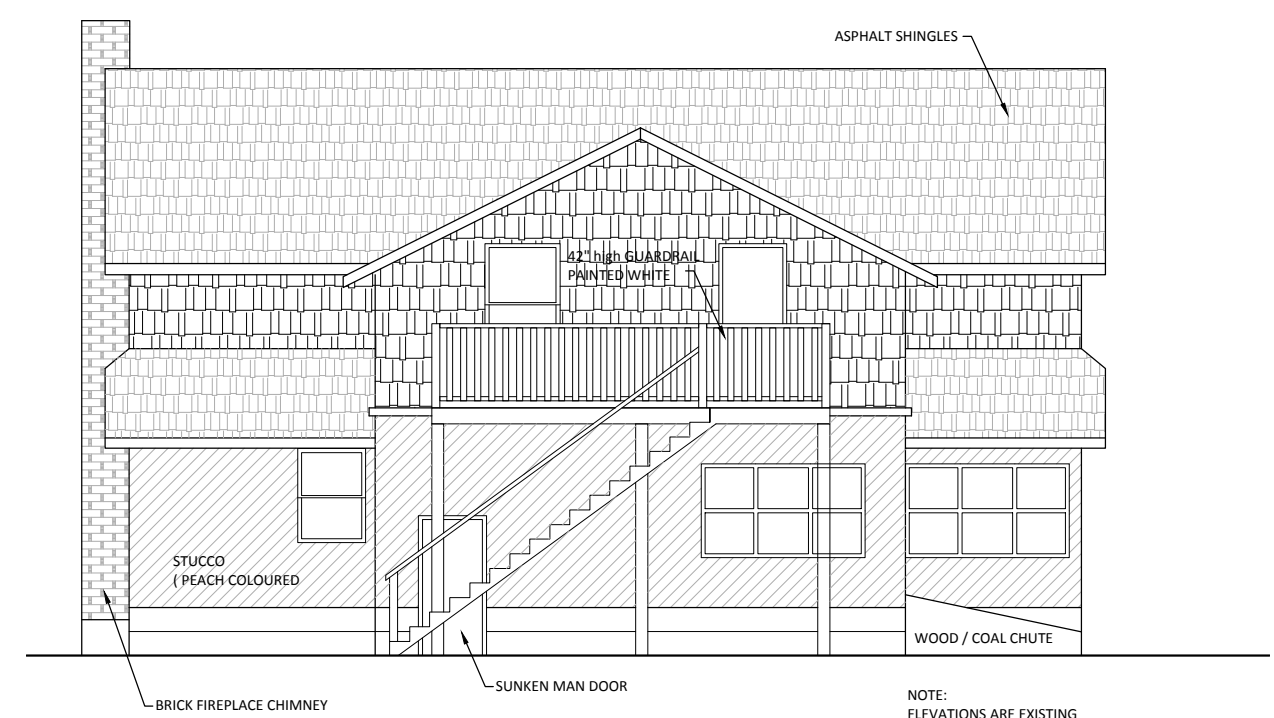
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<div>  HOLDEN'S DRAUGHTING & DESIGN 823 SAUCIER AVENUE KELOWNA, B.C. V1Y-6A3 Phone: 250.868.0962 Fax: 250.868.0962 Email: hholden@shaw.ca </div>			
PROJECT JOHN HOWARD SOCIETY 1033 HARVEY AVENUE KELOWNA, B.C.			
SHEET TITLE NORTH & EAST ELEVATIONS			
DRAWN RAH	SHEET NO. A5		
CHECKED	Rev. 0		
SCALE 1/8"=1'-0"			
DATE 05/08/2013			



VIEW OF WEST ELEVATION

2 WEST ELEVATION
A6
1/8" = 1'-0"

NOTE:
ELEVATIONS ARE EXISTING
ALL FINISHES AND COLOURS
HAVE NOT CHANGED



VIEW OF SOUTH ELEVATION

1 SOUTH ELEVATION
A6
1/8" = 1'-0"

NOTE:
ELEVATIONS ARE EXISTING
ALL FINISHES AND COLOURS
HAVE NOT CHANGED

NOTE:
ALL DIMENSIONS WERE TAKEN
FROM FIELD MEASUREMENTS
AND ARE NOT DEEMED TOTALLY
ACCURATE

DATE	NO.	BY	REVISION

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KELOWNA, B.C. V1Y-6A3
Phone: 250.868.0962
Fax: 250.868.0962
Email: hholden@shaw.ca

PROJECT
JOHN HOWARD SOCIETY
1033 HARVEY AVENUE
KELOWNA, B.C.

SHEET TITLE
SOUTH & WEST
ELEVATIONS

DRAWN RAH	SHEET NO. A6
CHECKED	Rev. 0
SCALE 1/8"=1'-0"	
DATE 05/08/2013	

44-2013

CITY OF KELOWNA
BYLAW NO. 11632
Z18-0025 – 1033 Harvey Avenue

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 8000".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT City of Kelowna Zoning Bylaw No. 8000 be amended by changing the zoning classification of Lot 1, District Lot 138, ODYD, Plan 7765, Except Plans H16278 and 36604, located on Harvey Avenue, Kelowna, BC from the RU6 – Two Dwelling Housing zone to the RU6b – Two Dwelling Housing with Boarding or Lodging House zone.
2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this

Considered at a Public Hearing on the

Read a second and third time by the Municipal Council this

Approved under the Transportation Act this

(Approving Officer – Ministry of Transportation)

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1250-30

To: City Manager

From: Community Planning Department (AF)

Application: Z18-0031
Owner: Laird John Bowie
Debra June Bowie

Address: 1438 Mountain Ave
Applicant: Baxter Construction

Subject: Rezoning Application

Existing OCP Designation: S2RES – Single/Two Unit Residential

Existing Zone: RU1 – Large Lot Housing

Proposed Zone: RU1c – Large Lot Housing with Carriage House

1.0 Recommendation

THAT Rezoning Application No. Z18-0031 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 2, Section 30, Township 26, ODYD, Plan 9180, located at 1438 Mountain Avenue, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1c – Large Lot Housing with Carriage House zone be considered by Council;

AND THAT the Rezoning Bylaw be forwarded to a Public Hearing for further consideration;

AND FURTHER THAT final adoption of the Rezoning Bylaw be considered subsequent to the outstanding conditions of approval as set out in Attachment "D" to the Report from the Community Planning Department.

2.0 Purpose

To consider a development application to rezone to RU1c – Large Lot Housing with Carriage House to facilitate the development of a carriage house.

3.0 Community Planning

Community Planning supports the proposed rezoning from RU1 – Large Lot Housing to RU1c – Large Lot Housing with Carriage House as it is in line with the Official Community Plan (OCP) Future Land Use Designation of S2RES – Single/Two Unit Residential for the subject property and is located within the Permanent Growth Boundary. The property is fully serviced and is in close proximity to transit, parks, and

schools. It is therefore consistent with the OCP Urban Infill Policy of Compact Urban Growth. The one storey design of the carriage house is an example of a modest increase in density that follows the OCP Policy of Sensitive Infill.

4.0 Proposal

4.1 Background

The subject property currently has an existing one and a half storey single family dwelling with a carport.

4.2 Project Description

The proposed rezoning from RU1 to RU1c would facilitate the development of a carriage house on the subject property. The proposed carriage house meets all of the zoning regulations and does not require any variances. The property has an OCP Future Land Use of S2RES – Single/Two Unit Residential, is fully serviced, and is located within the Permanent Growth Boundary. The subject property is suitable for an increase in density as it is located near transit routes with access to parks and schools.

The proposed rezoning meets the OCP Urban Infill Policies for Compact Urban Growth and Sensitive Infill. These policies state that growth should occur in areas that are already serviced and have access to transit, and that growth should be designed to be sensitive to the existing character of the neighbourhood.

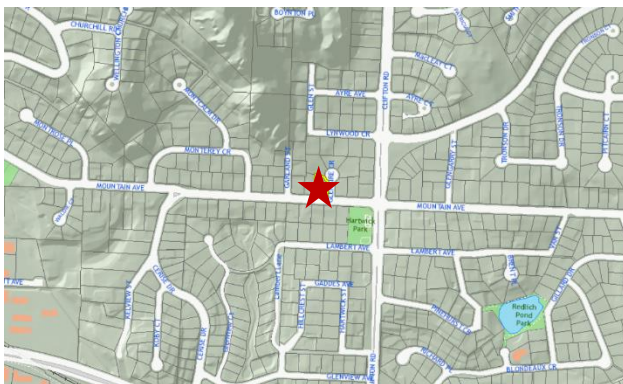
4.3 Site Context

The subject property is located in the Glenmore – Clifton – Dilworth City Sector near the intersection of Clement Avenue and Clifton Road and just northwest of Hartwick Park. It is in close proximity to transit routes located along Clifton Road and is within walking distance to Hartwick Park, Lombardy Park, Jack Robertson Memorial Park and Redlich Pond Park. The surrounding neighbourhood is largely comprised of RU1 – Large Lot Housing zoned properties with some RU5 – Bareland Strata Housing zoned properties and several RU6 – Two Dwelling Housing zoned properties. There are also several RU1c – Large Lot Housing with Carriage House zoned properties within the neighbourhood.

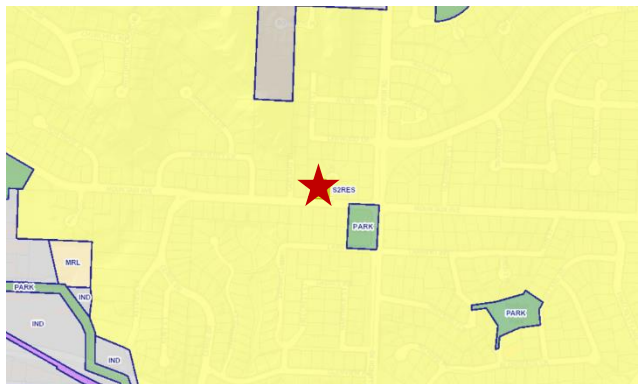
Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU1 – Large Lot Housing	Residential
East	RU1 – Large Lot Housing	Residential
South	RU1 – Large Lot Housing	Residential
West	RU1 – Large Lot Housing	Residential

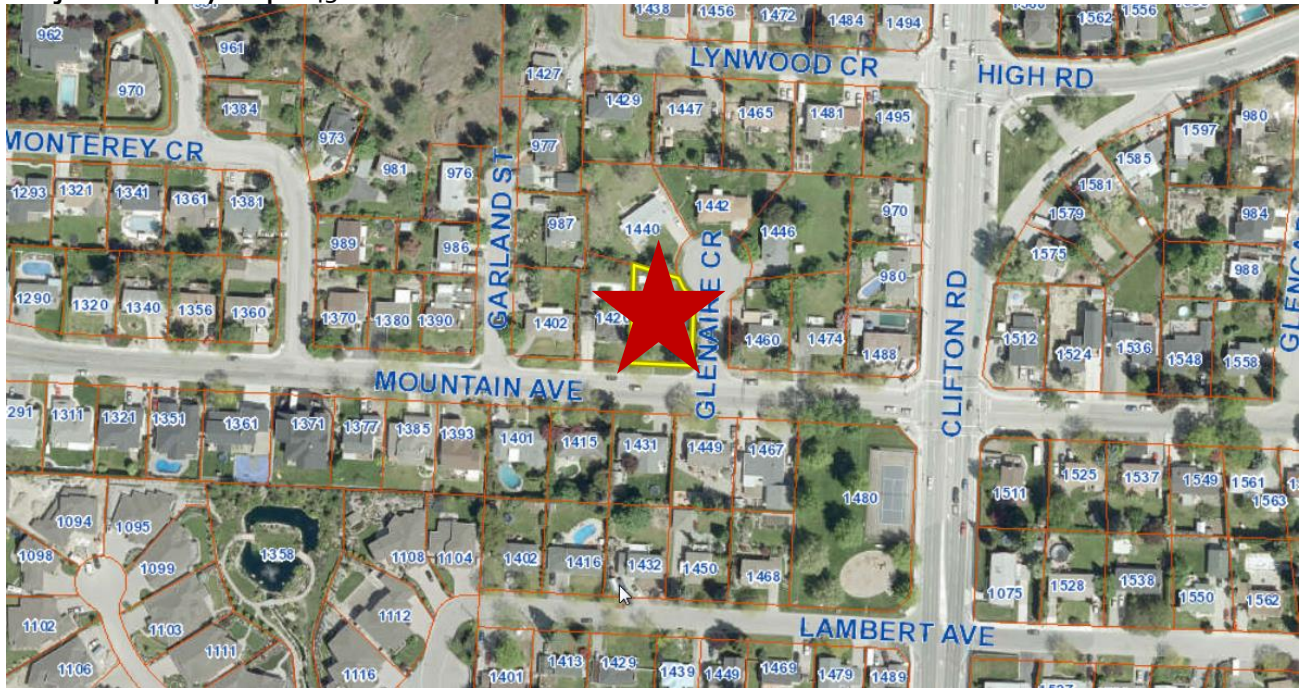
Site Context Map



Future Land Use Map



Subject Property Map: 1438 Mountain Avenue



5.0 Current Development Policies

5.1 Kelowna Official Community Plan (OCP)

Development Process

Compact Urban Form.¹ Develop a compact urban form that maximizes the use of existing infrastructure and contributes to energy efficient settlement patterns. This will be done by increasing densities (approximately 75 - 100 people and/or jobs located within a 400 metre walking distance of transit stops is required to support the level of transit service) through development, conversion, and re-development within Urban Centres (see Map 5.3) in particular and existing areas as per the provisions of the Generalized Future Land Use Map 4.1.

Sensitive Infill.² Encourage new development or redevelopment in existing residential areas to be sensitive to or reflect the character of the neighbourhood with respect to building design, height and siting.

Carriage Houses & Accessory Apartments.³ Support carriage houses and accessory apartments through appropriate zoning regulations.

¹ City of Kelowna Official Community Plan, Policy 5.2.3 (Development Process Chapter).

² City of Kelowna Official Community Plan, Policy 5.22.6 (Development Process Chapter).

³ City of Kelowna Official Community Plan, Policy 5.22.12 (Development Process Chapter).

6.0 Technical Comments

6.1 Building & Permitting Department

- Full Plan check for Building Code related issues will be done at time of Building Permit applications.

6.2 Development Engineering Department

- See attached memorandum dated March 29, 2018

7.0 Application Chronology

Date of Application Received: February 20, 2018

Date Public Consultation Completed: June 5, 2018

Report prepared by: Andrew Ferguson

Reviewed by: Terry Barton, Urban Planning Manager

Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

Attachment A: Site Plan

Attachment B: Floor Plans

Attachment C: Conceptual Elevations

Attachment D: Development Engineering Technical Comments

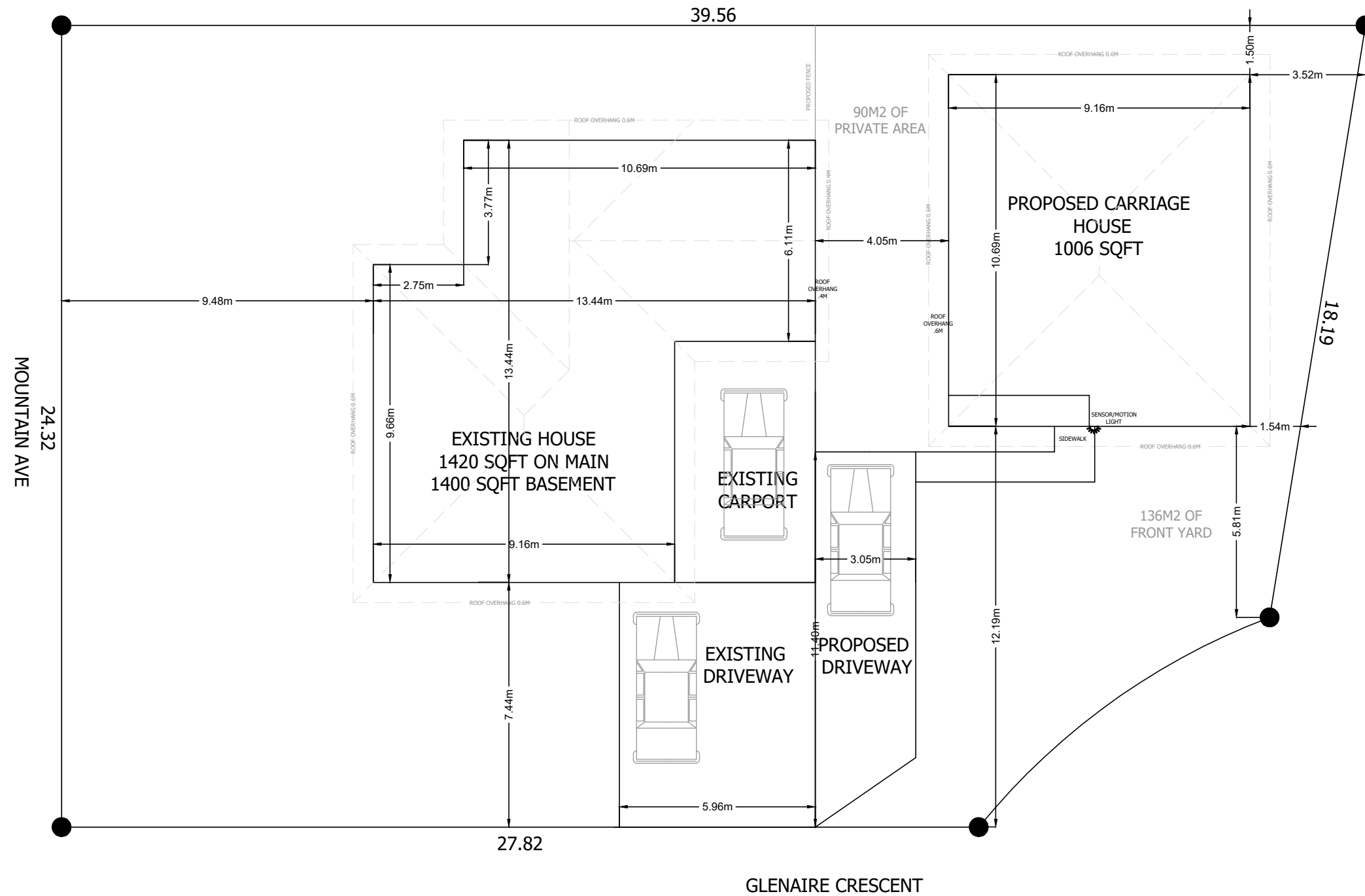
This forms part of application

Z18-0031

Planner
Initials

AF

City of Kelowna
COMMUNITY PLANNING



NOTES

**1438 MOUNTAIN AVE
KELOWNA BC
PID 009-731-601
KAP9180
SEC 30 LOT 2
TOWNSHIP 26
LAND DISTRICT 41**

REVISION DATE

DRAWN BY S.D.B

DESIGNED BY S.D.B

DATE	October 30, 2017
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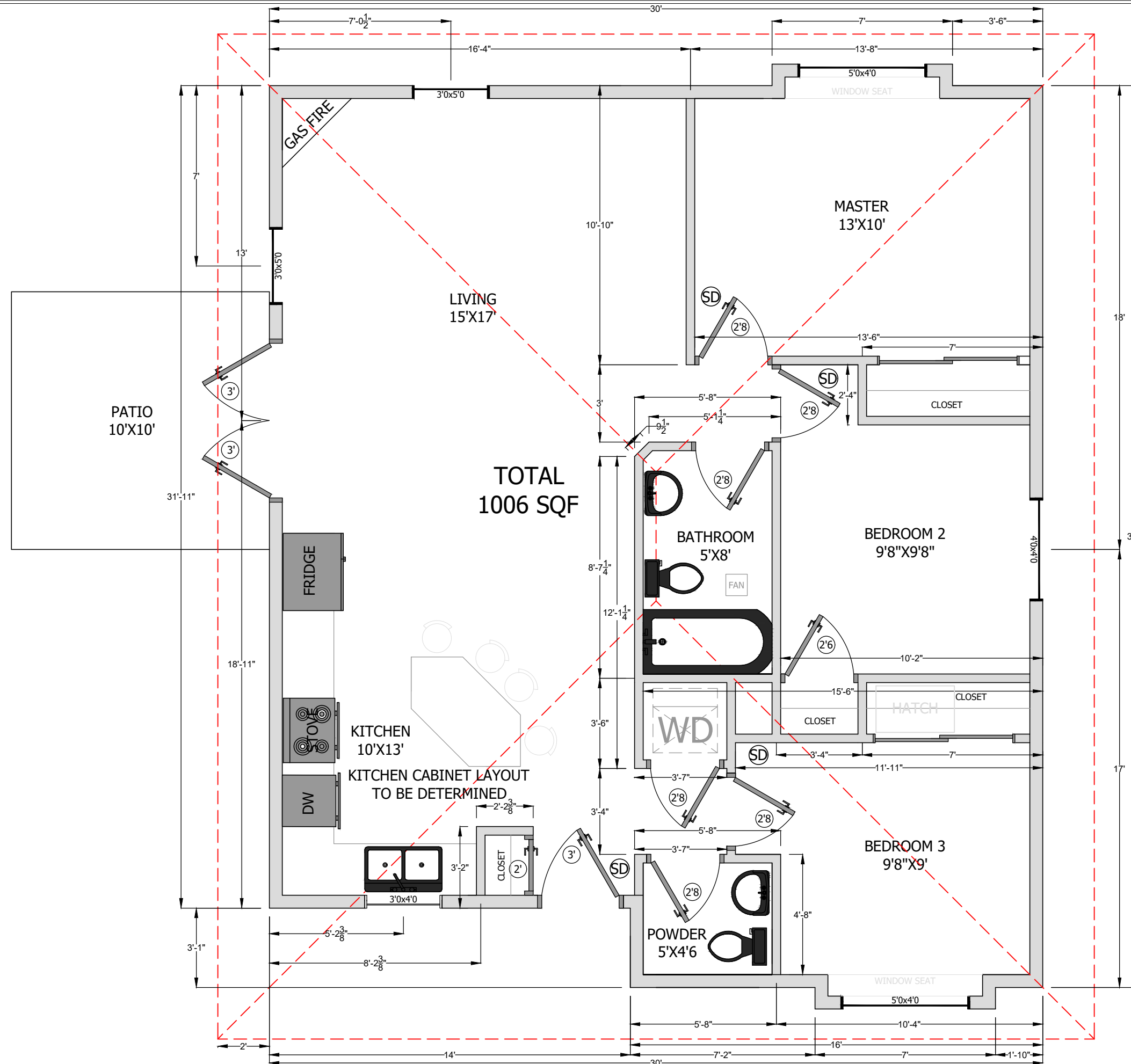
NAME	BOWIE
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SCALE

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AGE 7/349

PLOT



ATTACHMENT **B**

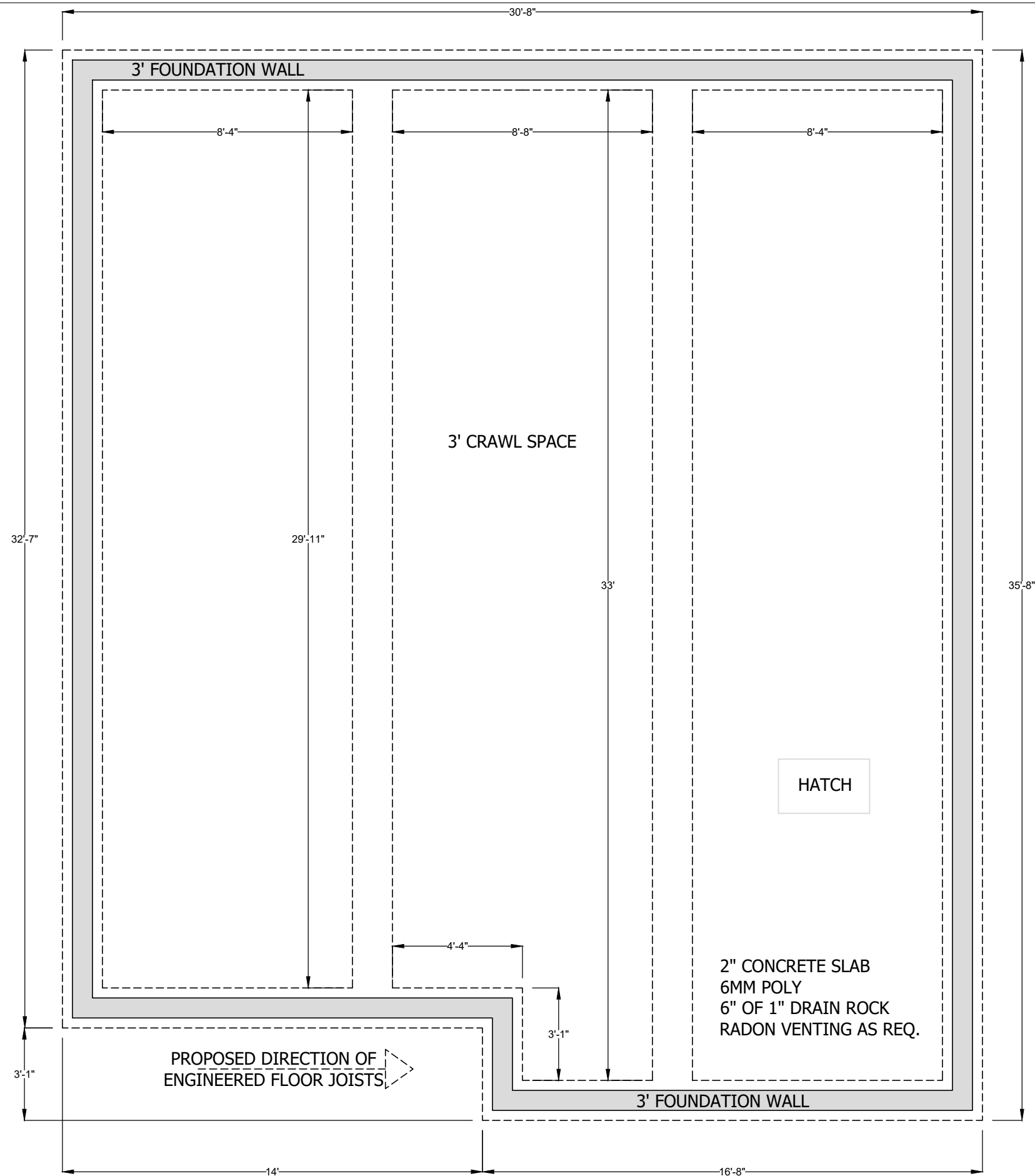
This forms part of application
Z18-0031

Planner
Initials **AF**

City of
Kelowna
COMMUNITY PLANNING

NOTES	
REVISION DATE	
DRAWN BY	S.D.B
DESIGNED BY	S.D.B
DATE	October 30, 2017
NAME	BOWIE
SCALE	PAGE
1/4" = 1'0	2 / 350

MAIN



ATTACHMENT B

This forms part of application

Z18-0031

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Initials

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CONCRETE FOUNDATION:
8" CONCRETE FOUNDATION WALL
16"X8" CONCRETE FOOTING
2 ROWS OF 10MM REBAR AROUND
PERIMETER OF TOP AND BOTTOM OF
FOUNDATION WALL
PROVIDE DAMP PROOFING AROUND
EXTERIOR PERIMETER OF FOUNDATION
PROVIDE 1/2" ANCHOR BOLTS AROUND THE
TOP OF THE FOUNDATION WALL @ 6' -0" OC



NOTES

REVISION DATE

DRAWN BY S.D.B

DESIGNED BY S.D.B

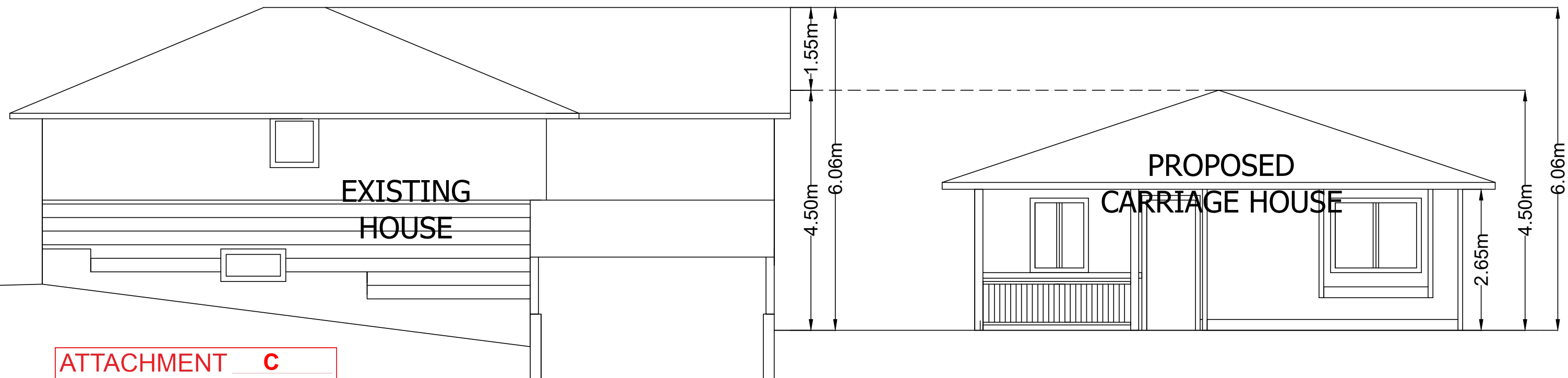
DATE October 30, 2017

NAME
BOWIE

SCALE
1/4" = 1'0

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3/351

FOUNDATION

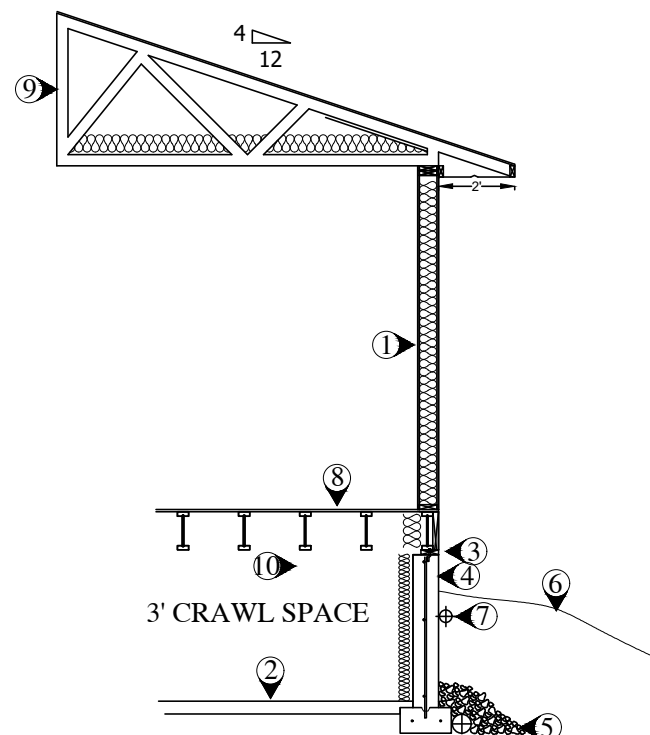


ATTACHMENT C

This forms part of application
Z18-0031

Planner Initials **AF**

City of Kelowna
COMMUNITY PLANNING



- ① **EXTERIOR STUD WALL:**
CONVENTIONAL HARDY PLANK SIDING
1 LAYERS 30 MIN. BUILDING PAPER
EXTERIOR PLYWOOD SHEATHING
2X6 WOOD STUDS AT 24" O.C.
R20 FIBROUS BATT INSULATION
6MIL. POLY VAPOR BARRIER
1/2" GYPSUM BOARD
- ② **BASEMENT FLOOR:**
2" CONCRETE SLAB ON GRADE
6 MIL. POLY VAPOR BARRIER
6" COMPACTED 1" GRAVEL
RADON VENTING AS REQUIRED
- ③ **PLATE TO FOUNDATION CONNECTION:**
2"x6" (OR AS REQ.D) WOOD PLATE
SILL GASKET (OR APPROVED EQUAL)
5/8"Ø ANCHOR BOLTS WITHIN 12" OF ENDS W/7" MIN. EMBEDMENT AT 6' O/C
MINIMUM 2 PER SEGMENT
- ④ **EXTERIOR FOUNDATION WALL:**
1 COAT ASPHALT EMULSION- APPLY TO EXTERIOR PERIMETER UP TO GRADE
8" CONCRETE FOUNDATION WALL (C/W REINFORCING)
R-10 RIGID INSULATION- MIN. 24" BELOW GRADE- APPLY TO INTERIOR
PERIMETER 16"x8" CONCRETE FOOTING

- ⑤ **DRAINAGE:**
4" PERF. DRAIN LINE CONT. TO STORM DRAIN OR PIT
GEOTECHNICAL ENGINEER TO CONFIRM
DRAINAGE ROCK
FILTER FABRIC
12" MIN. DRAIN ROCK
- ⑥ **EXTERIOR GRADE:**
2% SLOPE AWAY FROM FINISH GRADE
8" MIN. BELOW PLYWOOD
- ⑦ **ROOF DRAIN:**
ROOF DOWN SPOUT CONNECTED TO 4" SOLID PVC
TIE INTO STORM DRAIN
- ⑧ **FLOOR SYSTEM**
FINISH FLOORING
¾" T&G PLYWOOD SUBFLOOR GLUED & SCREWED
2X12 FLOOR JOISTS @ 16" O/C (UNLESS OTHERWISE NOTED)
2X2 CROSS BRIDGING @ 6'10" O/C MAX.
6-20 BATT. INSULATION BETWEEN EXTERIOR JOIST ENDS
½" DRYWALL
- ⑨ **ROOF**
25 YEAR ASPHALT SHINGLES TO CONFORM WITH NEIGHBORHOOD SPECS
30 LBS ROOFING FELT
SOFFIT AND ROOF VENTING
1½" PLYWOOD SHEETING
ENGINEERED TRUSSES
R-60 BATT INSULATION
6 MIL VAPOR BARRIER
½" DRYWALL

CROSS

NOTES	
REVISION DATE	
DRAWN BY	S.D.B
DESIGNED BY	S.D.B
DATE	October 30, 2017
NAME	BOWIE
SCALE	N/A
PAGE	4/352

FRONT



ATTACHMENT C	
This forms part of application # Z18-0031	
Planner Initials	AF
 City of Kelowna <small>COMMUNITY PLANNING</small>	

REAR



NOTES

REVISION DATE

DRAWN BY **S.D.B**

DESIGNED BY **S.D.B**

DATE **October 30, 2017**

NAME
BOWIE

SCALE
1/4" = 1'0

PAGE
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353

RIGHT



ATTACHMENT **C**

This forms part of application
Z18-0031

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Initials **AF**



LEFT



NOTES

REVISION DATE

DRAWN BY **S.D.B**

DESIGNED BY **S.D.B**

DATE **October 30, 2017**

NAME
BOWIE

SCALE
1/4" = 1'0

PAGE
6 / 354

Date: March 29, 2018

File No.: Z18-0031

To: Community Planning (AF)

From: Development Engineering Manager (JK)

Subject: 1438 Mountain Ave RU1 to RU1c Carriage House

City of Kelowna
COMMUNITY PLANNING

CITY OF KELOWNA
BYLAW NO. 11633
Z18-0031 – 1438 Mountain Avenue

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 8000".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT City of Kelowna Zoning Bylaw No. 8000 be amended by changing the zoning classification of Lot 2, Section 30, Township 26, ODYD, Plan 9180, located on Mountain Avenue, Kelowna, BC from the RU1 – Large Lot Housing zone to the RU1c – Large Lot Housing with Carriage House zone.
2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this

Considered at a Public Hearing on the

Read a second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 1250-04

To: City Manager

From: Community Planning Department (TH)

Application: OCP15-0016 Z15-0053 **Owner:** McBeetle Holdings Ltd., Inc.
No. A0090058

Address: 820 Finns Road **Applicant:** McBeetle Holdings Ltd

Subject: Official Community Plan Amendment and Rezoning Application Extension Request

Existing OCP Designation: IND - Industrial

Proposed OCP Designation: SC – Service Commercial

Existing Zone: A1 – Agriculture 1

Proposed Zone: C10 – Service Commercial

1.0 Recommendation

THAT in accordance with Development Application Procedures Bylaw No. 10540, the deadline for the adoption of Rezoning Bylaw No. 11246 & Bylaw No. 12247, be extended from May 31, 2017 to May 31, 2019; AND THAT Council waives the requirement for a Development Permit to be considered in conjunction with Final Adoption of Rezoning Bylaw No. 11246 & Bylaw No. 12247; AND FURTHER THAT Council direct Staff to not accept any further extension requests.

2.0 Purpose

To extend the deadline for adoption of Rezoning Bylaw No. 11246 and Bylaw No. 11247 to May 31, 2019.

3.0 Community Planning

Development application OCP15-0016, Z15-0053 received Third Reading by Council on May 31, 2016. There are three conditions to be completed by the applicant in order to achieve fourth reading and final adoption from the A1 – Agriculture 1 to the C10 – Service Commercial zone.

Conditions of Final Adoption include:

- Council Consideration of a Form and Character Development Permit for the subject property (recommended to be removed).
- Issuance of an Environmental Development Permit for the subject property.
- Riparian Management Area to be dedicated to the City as protected area.

The subject property is one of the remaining parcels from the development and subdivision of land located between Highway 97 N, Finns Road and Stremel Road. The land is also adjacent to Francis Brook. A Porsche automotive dealership now exists on 888 Finns Road, south of the subject parcel. 820 Finns Road is located between Highway 97 N and Finns Road, and is the subject parcel applying to rezone from the A1 – Agriculture 1 to the CD 10 – Service Commercial zone.

3.1 Status

The applicant has been working with the City of Kelowna Community Planning department, moving forward with the above noted conditions since OCP15-0016, Z15-0053 received third reading on May 31, 2016.

Staff are requesting that the first noted condition of a Form and Character Development Permit be removed. This is due to the applicant proposing to subdivide the subject property into two C10 – Service Commercial zone lots. As such, the two future lots will require a site specific Council approved Development Permit at the time of development for each parcel. If Council waives the Development Permit as a condition of this rezoning application, it does not change the fact that a Council approved Development Permit is required to move forward with any construction on the subject parcel, or any future parcels created through a subdivision.

The applicant is required to work with the Ministry of Forests, Lands and Natural Resource Operations to achieve the condition with regards to dedication of land adjacent and environmental standards adjacent to Francis Brook. The required Environmental Development Permit has been applied for and is in progress with provincial government agencies and City Staff.

The third condition has been satisfied as the Riparian Management Area adjacent to Francis Brook has been dedicated to the City as Park land as required in this rezoning application.

4.0 Proposal

Extension to the expiry date for adoption of rezoning of the subject parcel.

Request that Council also consider postponing the Form and Character Development Permit for each future proposed lot until the time of development application for each future parcel.

Subject Property Map: 820 Finns Road



5.0 Application Chronology

Date of Application Received: September 21, 2015

Date of Third Reading: May 31, 2016

Date of Extension Request Application: April 20, 2018

Report prepared by: Tracey Hillis, Planner

Reviewed by: Dean Strachan, Suburban and Rural Planning Manager

Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

None

CITY OF KELOWNA
BYLAW NO. 11547
Z17-0092 – 255 Taylor Road

A bylaw to amend the "City of Kelowna Zoning Bylaw No. 8000".

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT City of Kelowna Zoning Bylaw No. 8000 be amended by changing the zoning classification of Lot A Section 22 Township 26 ODYD Plan EPP70227, located at Taylor Road, Kelowna, BC from the RU1 – Large Lot Housing zone to the RM3 – Low Density Multiple Housing zone.
2. This bylaw shall come into full force and effect and is binding on all persons as and from the date of adoption.

Read a first time by the Municipal Council this 29th day of January, 2018.

Considered at a Public Hearing on the 20th day of February, 2018

Read a second and third time by the Municipal Council this 20th day of February, 2018

Approved under the Transportation Act this 2nd day of March, 2018.

Audrie Henry

(Approving Officer-Ministry of Transportation)

Amended at third reading and adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

REPORT TO COUNCIL



Date: June 25, 2018

RIM No. 0940-00

To: City Manager

From: Community Planning Department (TA)

Application: DP17-0211

Owner: 1156641 BC Ltd. Inc. No.
BC1156641

Address: 255 Taylor Road

Applicant: Justin Pedley

Subject: Development Permit

Existing OCP Designation: MRL – Multiple Unit Residential (Low Density)

Existing Zone: RU1 – Large Lot Housing

Proposed Zone: RM3 – Low Density Multiple Housing

1.0 Recommendation

THAT final adoption of Rezoning Bylaw No. 11547 be considered by Council;

AND THAT Council authorizes the issuance of Development Permit No. DP17-0211 for Lot 1, Section 22, Township 26, ODYD, Plan EPP81715, located at 255 Taylor Road, Kelowna, BC subject to the following:

1. The dimensions and siting of the building to be constructed on the land be in accordance with Schedule "A,"
2. The exterior design and finish of the building to be constructed on the land, be in accordance with Schedule "B";
3. Landscaping to be provided on the land be in accordance with Schedule "C";
4. The applicant be required to post with the City a Landscape Performance Security deposit in the form of a "Letter of Credit" in the amount of 125% of the estimated value of the landscaping, as determined by a Registered Landscape Architect;

AND THAT the applicant be required to complete the above noted conditions of Council's approval of the Development Permit Application in order for the permits to be issued;

AND FURTHER THAT this Development Permit is valid for two (2) years from the date of Council approval, with no opportunity to extend.

2.0 Purpose

To consider the form and character of a multi-family townhouse development.

3.0 Community Planning

Community Planning supports the Development Permit for the form and character of a townhouse development with 24 three bedroom units on the subject property. The design is in general accordance with the Official Community Plan (OCP) Design Guidelines for Comprehensive Design and no variances are requested.

The subject property is a long narrow property with limited street frontage. Many of the properties in Rutland share similar site considerations as they are long and narrow without lane access. Staff work with developers regularly to ensure a high level of design is achieved on the “ends” of buildings to promote a higher quality streetscape and experience. In this proposal, the applicant gave specific design considerations to the Taylor Road frontage to ensure ground-oriented housing with entrances directly off the street. This maintains the desired streetscape rhythm and envisioned character for the neighbourhood. Materials chosen are durable, appropriate to the character of the development, and colors are neutral and common in the region’s natural landscape.



Following the Public Hearing related to the rezoning of the subject property, the property was sold and is now under new ownership. The new applicants heard concerns from the neighbourhood regarding parking and privacy and responded to mitigate concerns. As a result, they have provided additional visitor parking, reconfigured the garages on the end units to be double garages, and taken direction from Staff to increase

landscaping with plants that grow tall quickly along the south property line to protect the privacy of the neighbour's rear yards.

The proposed development does not require any variances, and it is consistent with other active development files in the neighbourhood.

4.0 Proposal

4.1 Background

The subject property features a single family dwelling and accessory buildings that will be demolished as a function of this development. A lot line adjustment was completed in 2017 to create a larger parcel for multi-family development.

4.2 Project Description

The proposed development is for 24-three bedroom townhome units accessed from an internal lane. The buildings are three stories in height which is consistent with the RM3 – Low Density Multiple Housing zone. Each unit includes parking for two vehicles, some in tandem garages and some in double garages. A total of 6 visitor stalls are provided on the subject property and there are no parking variances requested.

Private outdoor space for each unit is supplied in a variety of balcony and patio spaces that are clearly identified with landscaping and fencing. Additional landscaping in the form of a double planted row of fast growing trees is provided along the south property line to maintain privacy for the adjacent neighbours. Individual garbage and recycling pick-up will be provided and therefore a common garbage and recycling area is not necessary. Class II bicycle parking for visitors is provided near the entrance to the project, and Class I bicycle parking will be located in the individual garages.

4.3 Site Context

The subject property is located on the east side of Taylor Road, south of Highway 33 W in the neighbourhood of Rutland. The future land use in the area is predominantly S2RES – Single/Two Unit Residential with some MRL – Multiple Unit Residential (Low Density). There is precedence in the neighbourhood for other multi-family developments, and the nearest bus stop is located on Highway 33 W.

Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU1 – Large Lot Housing	Active rezoning application to RM3
East	RU6 – Two Dwelling Housing	Two Dwelling Housing
South	RU6 – Two Dwelling Housing RU1 – Large Lot Housing RU2 – Medium Lot Housing	Residential
West	RU6 – Two Dwelling Housing	Two Dwelling Housing

Subject Property Map: 255 Taylor Road



4.4 Zoning Analysis Table

Site Details:	Zone Requirement	Proposal
Site Area (m ²)	900m ²	4228.9 m ²
Site Width (m)	30.0m	47.2 m
Site Depth (m)	30.0m	89.1 m
Site Coverage of Building(s) (%)	40%	37.1%
Site Coverage of buildings, driveways, and parking (%)	60%	60.0%
Development Regulations:	Zone Requirement	Proposal
Total Number & Types of units		24-three bedroom townhomes
Floor Area (net)		3,378.0 m2
Floor Area Ratio (FAR)	.80	.79
Building Height (metres/storeys)	10.0 m / 3 storeys	9.96 m / 3 storeys
Building(s) Setbacks (m):		
Front	1.5 m (ground-oriented housing)	3.0 m
Side (south)	4.0 m	5.5 m

Side (north)	4.0 m	5.5 m
Rear	7.5 m	7.5 m
Number of Parking Stalls/Loading Spaces	48 stalls 4 visitor stalls	48 stalls 6 visitor stalls
Bicycle Stalls (Class II Visitor)	3 stalls	4 stalls

5.0 Current Development Policies

5.1 Kelowna Official Community Plan (OCP)

Development Process

Compact Urban Form (Policy 5.23.2): Develop a compact urban form that maximizes the use of existing infrastructure and contributes to energy efficient settlement patterns. This will be done by increasing densities (approximately 75 - 100 people and/or jobs located within a 400 metre walking distance of transit stops is required to support the level of transit service) through development, conversion, and re-development within Urban Centres (see Map 5.3) in particular and existing areas as per the provisions of the Generalized Future Land Use Map 4.1.

Complete Communities (Policy 5.2.4): Support the development of complete communities with a minimum intensity of approximately 35-40 people and/or jobs per hectare to support basic transit service – a bus every 30 minutes. (approx. 114 people / hectare proposed).

Sensitive Infill (Policy 5.22.6): Encourage new development or redevelopment in existing residential areas to be sensitive to or reflect the character of the neighbourhood with respect to building design, height and siting.

Healthy Communities (Policy 5.22.7): Through current zoning regulations and development processes, foster healthy, inclusive communities and a diverse mix of housing forms, consistent with the appearance of the surrounding neighbourhood.

Comprehensive Design Guidelines (Multi-Family)

Consideration has been given to the following guidelines as identified in Section 14.A. of the City of Kelowna Official Community Plan relating to Comprehensive Development Permit Areas:

COMPREHENSIVE DEVELOPMENT PERMIT AREA	YES	NO	N/A
Authenticity and Regional Expression			
Do landscaping and building form convey a character that is distinct to Kelowna and the Central Okanagan?	✓		
Are materials in keeping with the character of the region?	✓		
Are colours used common in the region's natural landscape?	✓		
Does the design provide for a transition between the indoors and outdoors?	✓		
Context			
Does the proposal maintain the established or envisioned architectural character of the neighbourhood?	✓		
Does interim development consider neighbouring properties designated for more intensive development?			✓

COMPREHENSIVE DEVELOPMENT PERMIT AREA	YES	NO	N/A
Are façade treatments facing residential areas attractive and context sensitive?	✓		
Are architectural elements aligned from one building to the next?	✓		
For exterior changes, is the original character of the building respected and enhanced?			✓
Is the design unique without visually dominating neighbouring buildings?	✓		
For developments with multiple buildings, is there a sense of architectural unity and cohesiveness?	✓		
Relationship to the Street			
Do buildings create the desired streetscape rhythm?	✓		
Are parkade entrances located at grade?			✓
For buildings with multiple street frontages, is equal emphasis given to each frontage?			✓
Massing and Height			
Does the design mitigate the actual and perceived mass of buildings?	✓		
Does the height consider shading and view impacts for neighbouring properties and transition to less intensive areas?		✓	
Human Scale			
Are architectural elements scaled for pedestrians?	✓		
Are façades articulated with indentations and projections?	✓		
Are top, middle and bottom building elements distinguished?	✓		
Do proposed buildings have an identifiable base, middle and top?	✓		
Are building facades designed with a balance of vertical and horizontal proportions?	✓		
Are horizontal glazed areas divided into vertically proportioned windows separated by mullions or building structures?	✓		
Does the design incorporate roof overhangs and the use of awnings, louvers, canopies and other window screening techniques?		✓	
Is the visual impact of enclosed elevator shafts reduced through architectural treatments?			✓
Exterior Elevations and Materials			
Are buildings finished with materials that are natural, local, durable and appropriate to the character of the development?	✓		
Are entrances visually prominent, accessible and recognizable?	✓		
Are higher quality materials continued around building corners or edges that are visible to the public?	✓		
Are a variety of materials used to create contrast, enhance the pedestrian environment and reduce the apparent mass of a building?	✓		

COMPREHENSIVE DEVELOPMENT PERMIT AREA	YES	NO	N/A
Are elements other than colour used as the dominant feature of a building?	✓		
Public and Private Open Space			
Does public open space promote interaction and movement through the site?		✓	
Are public and private open spaces oriented to take advantage of and protect from the elements?	✓		
Is there an appropriate transition between public and private open spaces?	✓		
Are amenities such as benches, garbage receptacles, bicycle stands and community notice boards included on site?		✓	
Site Access			
Is the safe and convenient movement of pedestrians prioritized?		✓	
Are alternative and active modes of transportation supported through the site design?		✓	
Are identifiable and well-lit pathways provided to front entrances?	✓		
Do paved surfaces provide visual interest?		✓	
Is parking located behind or inside buildings, or below grade?	✓		
Are large expanses of parking separated by landscaping or buildings?			✓
Are vehicle and service accesses from lower order roads or lanes?			✓
Do vehicle and service accesses have minimal impact on the streetscape and public views?			✓
Is visible and secure bicycle parking provided in new parking structures and parking lots?	✓		
Environmental Design and Green Building			
Does the proposal consider solar gain and exposure?		✓	
Are green walls or shade trees incorporated in the design?		✓	
Does the site layout minimize stormwater runoff?		✓	
Are sustainable construction methods and materials used in the project?		✓	
Are green building strategies incorporated into the design?		✓	
Decks, Balconies, Rooftops and Common Outdoor Amenity Space			
Are decks, balconies or common outdoor amenity spaces provided?	✓		
Does hard and soft landscaping enhance the usability of decks, balconies and outdoor amenity spaces?	✓		
Are large flat expanses of roof enhanced with texture, colour or landscaping where they are visible from above or adjacent properties?			✓

COMPREHENSIVE DEVELOPMENT PERMIT AREA	YES	NO	N/A
Amenities, Ancillary Services and Utilities			
Are loading, garage, storage, utility and other ancillary services located away from public view?			✓
Are vents, mechanical rooms / equipment and elevator penthouses integrated with the roof or screened with finishes compatible with the building's design?			✓
Landscape Development and Irrigation Water Conservation			
Does landscaping:	-	-	-
<ul style="list-style-type: none"> Compliment and soften the building's architectural features and mitigate undesirable elements? 	✓		
<ul style="list-style-type: none"> Maintain the dominant pattern of landscaping along the street and surrounding properties? 	✓		
<ul style="list-style-type: none"> Enhance the pedestrian environment and the sense of personal safety? 	✓		
<ul style="list-style-type: none"> Screen parking areas, mechanical functions, and garbage and recycling areas? 	✓		
<ul style="list-style-type: none"> Respect required sightlines from roadways and enhance public views? 	✓		
<ul style="list-style-type: none"> Retain existing healthy mature trees and vegetation? 		✓	
<ul style="list-style-type: none"> Use native plants that are drought tolerant? 	✓		
<ul style="list-style-type: none"> Define distinct private outdoor space for all ground-level dwellings? 	✓		
Do any fences and retaining walls create visual interest and enhance the pedestrian environment?	✓		
Do parking lots have one shade tree per four parking stalls?			✓
Crime prevention			
Are CPTED practices as related to landscaping, siting, form and exterior design included in the design?	✓		
Are building materials vandalism resistant?	✓		
Universal Accessible Design			
Is access for persons with disabilities integrated into the overall site plan and clearly visible from the principal entrance?			✓
Are the site layout, services and amenities easy to understand and navigate?			✓
Lakeside Development			
Are lakeside open spaces provided or enhanced?			✓
Are lake views protected?			✓
Does lakeside development act as a transition between the lake and inland development?			✓
Signs			

COMPREHENSIVE DEVELOPMENT PERMIT AREA	YES	NO	N/A
Do signs contribute to the overall quality and character of the development?			✓
Is signage design consistent with the appearance and scale of the building?			✓
Are signs located and scaled to be easily read by pedestrians?			✓
For culturally significant buildings, is the signage inspired by historical influences?			✓
Lighting			
Does lighting enhance public safety?			✓
Is "light trespass" onto adjacent residential areas minimized?			✓
Does lighting consider the effect on the façade, neighbouring buildings and open spaces?			✓
Is suitably scaled pedestrian lighting provided?			✓
Does exterior street lighting follow the International Dark Sky Model to limit light pollution?			✓

6.0 Technical Comments

All technical comments have been satisfied under Rezoning Application Z17-0092.

7.0 Application Chronology

Date of Application Received: September 28, 2017
Date Public Consultation Completed: November 21, 2017
Date of Conditions of Zoning Met: May 25, 2018

Report prepared by: Trisa Atwood, Planner II

Reviewed by: Terry Barton, Urban Planning Manager

Approved for Inclusion: Ryan Smith, Community Planning Department Manager

Attachments:

DRAFT Development Permit DP17-0211
Schedule "A": Siting and Dimensions
Schedule "B": Elevations and Conceptual Renderings
Schedule "C": Landscape Plan

CITY OF KELOWNA

MEMORANDUM

Date: Oct 24, 2017
File No.: Z17-0092
To: Urban Planning Management (TB)
From: Development Engineering Manager (JK)
Subject: 255 Taylor Rd RU1 to RM3

The Development Engineering Department has the following comments and requirements associated with this application to rezone the subject property from RU1 to RM3 to facilitate a multi-family development.

The road and utility upgrading requirements outlined in this report will be a requirement of this development. The Development Engineering Technologist for this project is Andy Marshall.

1. General


These are Development Engineering comments/requirements and are subject to the review and requirements from the Ministry of Transportation (MOTI).

2. Domestic Water and Fire Protection

- a) This development is within the service area of the Rutland Water District (RWD). The developer is required to make satisfactory arrangements with the RWD for these items. All charges for service connection and upgrading costs, as well as any costs to decommission existing services are to be paid directly to RWD.
- b) The developer must obtain the necessary permits and have all existing utility services disconnected prior to removing or demolishing the existing structures.

3. Sanitary Sewer

This property is currently serviced with 100mm sanitary services. The developer's consulting mechanical engineer will determine the development requirements of this proposed development and establish the service needs. Only one service will be permitted for this development. The applicant, at his cost, will arrange for the removal and disconnection of the existing services and the installation of one new larger service if necessary. Any service improvement and decommissioning works may be included in an offsite servicing design package submission including an estimate for bonding purposes.

SCHEDULE		A
This forms part of application		
# Z17-0092	2	
Planner Initials	<div style="border: 1px solid black; padding: 2px; display: inline-block;">TA</div>	
		 City of Kelowna <small>COMMUNITY PLANNING</small>

4. **Storm Drainage**

The developer must engage a consulting civil engineer to provide a storm water management plan for the site, which meets the requirements of the Subdivision, Development and Servicing Bylaw No. 7900. The storm water management plan must also include provision of lot grading plan, minimum basement elevation (MBE), if applicable, and provision of a storm drainage service for the development and / or recommendations for onsite drainage containment and disposal systems. Only one service will be permitted for this development. The applicant, at his cost, will arrange the installation of one overflow service if required.

5. **Road Dedication and Subdivision Requirements**

- a) Dedicate ~2.5m wide and ~22.0m long on the north end of the west property line fronting Taylor Rd..
- b) Grant statutory rights-of-way if required for utility services.
- c) If any road dedication or closure affects lands encumbered by a Utility right-of-way (such as Hydro, Telus, Gas, etc.) please obtain the approval of the utility. Any works required by the utility as a consequence of the road dedication or closure must be incorporated in the construction drawings submitted to the City's Development Manager

6. **Electric Power and Telecommunication Services**

All proposed service connections are to be installed underground. It is the developer's responsibility to make a servicing application with the respective electric power, telephone and cable transmission companies to arrange for these services, which would be at the applicant's cost.

7. **Road Improvements**

- a) Detailed design drawings are to be prepared by the Developers Consulting Engineer for the upgrade of Taylor Rd. to an urban standard, City Std. drawing SS-R5, along the full frontage of this proposed development. This will include curb and gutter, sidewalk, landscaped boulevard complete with street trees, drainage system including catch basins, manholes and pavement removal and replacement, street lighting and re-location or adjustment of utility appurtenances if required to accommodate the upgrading construction. The estimated cost of this construction, for bonding purposes, is to be submitted by the Developers Consulting Engineer.

**8. Geotechnical Report**

- a) Provide a comprehensive geotechnical report prepared by a Professional Engineer competent in the field of hydro-geotechnical engineering to address the items below: **NOTE: The City is relying on the Geotechnical Engineer's report to prevent any damage to property and/or injury to persons from occurring as a result of problems with soil slippage or soil instability related to this proposed development.**
- Overall site suitability for development.
 - Presence of ground water and/or springs.
 - Presence of fill areas.
 - Presence of swelling clays.
 - Presence of sulphates.
 - Potential site erosion.
 - Provide specific requirements for footings and foundation construction.
 - Provide specific construction design sections for roads and utilities over and above the City's current construction standards

9. Design and Construction

- (a) Design, construction supervision and inspection of all off-site civil works and site servicing must be performed by a Consulting Civil Engineer and all such work is subject to the approval of the City Engineer. Drawings must conform to City standards and requirements.
- (b) Engineering drawing submissions are to be in accordance with the City's "Engineering Drawing Submission Requirements" Policy. Please note the number of sets and drawings required for submissions.
- (c) Quality Control and Assurance Plans must be provided in accordance with the Subdivision, Development & Servicing Bylaw No. 7900 (refer to Part 5 and Schedule 3).
- (d) A "Consulting Engineering Confirmation Letter" (City document 'C') must be completed prior to submission of any designs.
- (e) Before any construction related to the requirements of this subdivision application commences, design drawings prepared by a professional engineer must be submitted to the City's Works & Utilities Department. The design drawings must first be "Issued for Construction" by the City Engineer. On examination of design drawings, it may be determined that rights-of-way are required for current or future needs.

10. Servicing Agreements for Works and Services

- (a) A Servicing Agreement is required for all works and services on City lands in accordance with the Subdivision, Development & Servicing Bylaw No. 7900. The applicant's Engineer, prior to preparation of Servicing Agreements, must provide adequate drawings and estimates for the required works. The Servicing Agreement must be in the form as described in Schedule 2 of the bylaw.

- (b) Part 3, "Security for Works and Services", of the Bylaw describes the Bonding and Insurance requirements of the Owner. The liability limit is not to be less than \$5,000,000 and the City is to be named on the insurance policy as an additional insured.

11. Charges and Fees

- a) Development Cost Charges (DCC's) are payable.
- b) Fees per the "Development Application Fees Bylaw" include:
 - i) Engineering and Inspection Fee: 3.5% of construction value (plus GST).

12. Bonding

Bonding will be required for 130% of Consulting Engineers construction estimate with drawing submission. Bonding will be 140% without engineering drawing submission.

Andrew Marshall
Development Engineering Technologist

[Signature]
Development Engineering Manager
(initials)

- F** PLANT MATERIALS AND CONSTRUCTION METHODS SHALL CONFORM TO MINIMUM STANDARDS ESTABLISHED IN THE LATEST EDITION OF THE B.C. LANDSCAPE STANDARDS, PUBLISHED BY B.C.L.N.A. AND B.C.L.S.A. AS WELL AS THE CITY OF KELLOWNA LANDSCAPE STANDARDS IN BYLAWS 2000-1 AND 2000-2.
- G** THE LANDSCAPE DESIGN DESIGNATED HEREIN IS CONCEPTUAL BUT REFLECTS THE MINIMUM CITY OF KELLOWNA REQUIREMENTS FOR LANDSCAPE DESIGN.
- H** PLANT MATERIAL SELECTIONS ARE CONCEPTUAL ONLY. FINAL PLANTING SPECIFICATIONS MAY VARY DEPENDING UPON AVAILABILITY AT THE TIME OF CONSTRUCTION.
- I** PLANTING SHALL BE INSTALLED IN ALL DESIGNATED PLANTING AREAS. ADEQUATE SOIL VOLUME SHALL BE PROVIDED BASED ON THE SPECIFIED TREE SPECIES AND LOCATION.
- J** ORNAMENTAL SHRUBS, GRASSES AND PERENNIAL CLOVERS ARE TO BE PLACED WITHIN DEFINED PLANTING AREAS. PLANTING SHALL BE INSTALLED WITHIN THE SPECIFIED HARDED GRASS AND 75mm (3") OF COMPOSTED MULCH OR APPROVED EQUIV.
- K** DECORATIVE ROCK GRASS AREAS SHALL HAVE A MIN. OF 75mm (3") OF 50mm dia. DECORATIVE BOUNDING MATERIAL. SPECIAL GRASS LANDSCAPE FABRIC SHALL BE INSTALLED BELOW ALL DECORATIVE ROCK AREAS.
- L** TURF GRASS SHALL BE LOW WATER USE, NO. 1 PREMIUM SOD WITH A MIN. OF 50mm (2") OF TOP DRESSING.
- M** A HIGH EFFICIENCY IRRIGATION SYSTEM SHALL BE INSTALLED FOR ALL ORNAMENTAL LANDSCAPE AREAS AND SHALL CONFORM TO THE CITY OF KELLOWNA'S IRRIGATION STANDARDS IN BYLAWS 2000-1 AND 2000-2.

Botanical Name	Common Name	Size/Spacing
<i>Tilia x flavescens</i> dropmore	Dropmore linden	6cm Cal.
<i>Pyrus calleryana</i> "Chanticleer"	Chanticleer pear	4cm Cal.
<i>Fagus sylvatica</i> "Dawyk Gold"	Dawyk's Gold upright beech	4cm Cal.

SHRUBS		
Botanical Name	Common Name	Size/Spacing
<i>Sambucus nigra</i> 'Black Beauty'	Black Beauty elder	#202 Cont./1.5m O.C.
<i>Cornus alba</i> 'Baileih'	White halo dogwood	#202 Cont./1.5m O.C.
<i>Hydrangea arborescens</i> 'Annabelle'	Annabelle hydrangea	#202 Cont./1.5m O.C.
<i>Physocarpus opulifolius</i> 'Jefame'	Amber jubilee ninebark	#202 Cont./1.5m O.C.
<i>Sax. purpurea</i> 'Nana'	Dwarf arctic willow	#202 Cont./1.5m O.C.
<i>Wiegela florida</i> 'Midnight Wine'	Midnight Wine weigela	#202 Cont./1.5m O.C.
<i>Hamamelis</i> 'Discolorata', 'Red Horizon'	Red Horizon w.b. tree	#202 Cont./2.5m O.C.

Botanical Name	Common Name	Size/Spacing
<i>Dianthus spectabilis</i>	White bleeding heart	#01 Cont./0.75m O.C.
<i>*Rudbeckia fulgida</i> var. <i>sulcata</i> † 'Goldstrum'	Goldstrum coneflower	#01 Cont./0.6m O.C.
Hasta 'Halcyon'	Halcyon hasta	#01 Cont./1m O.C.
<i>Asilum ardensi</i> 'Deutschland'	Early white astilbe	#01 Cont./0.6m O.C.
<i>Hebe x exoniensis</i> 'Purple Palace'	Palace Purple scabell bell	#01 Cont./0.4m O.C.
<i>Artemisia</i> 'Silver Mound'	Artemisia	#01 Cont./0.6m O.C.
<i>Thymus praecox</i> 'Coccineus'	Red creeping thyme	#01 Cont./0.5m O.C.
<i>Sagina subulata</i> 'Aurea'	Scottish moss	#01 Cont./0.3m

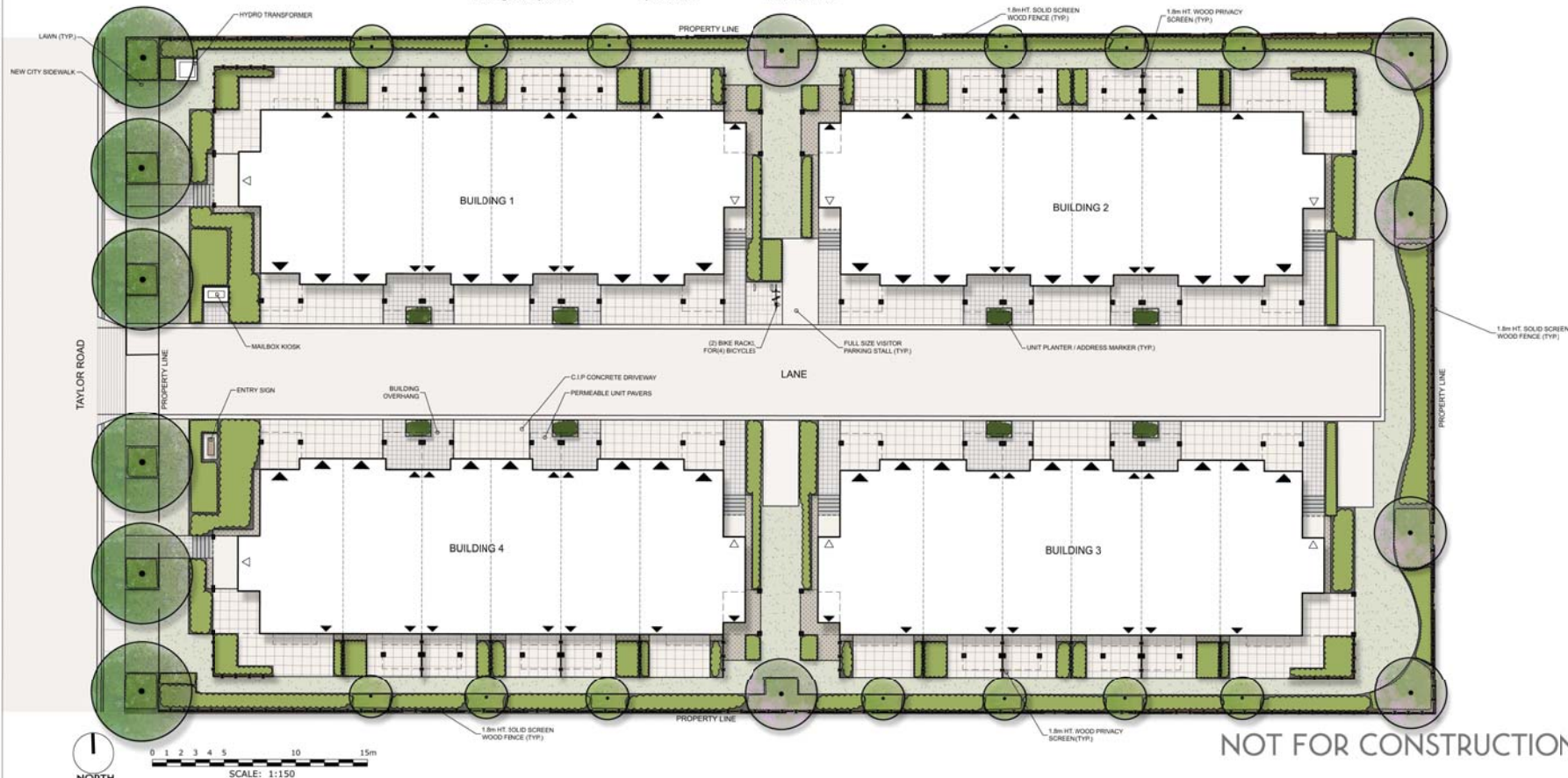
GRASSES		
Botanical Name	Common Name	Size/Spacing
<i>Calamagrostis acutiflora</i> 'Overdam'	Variiegated reed grass	#01 Cont./0.6m O.C.
<i>Alcathous sinensis</i> 'Purpureascent'	Flaming grass	#01 Cont./1.0m O.C.
<i>Andropogon scoparius</i>	Little bluestem	#01 Cont./0.6m O.C.
<i>Helictotrichon sempervirens</i>	Blue oat grass	#01 Cont./0.75m O.C.
<i>Carex</i> 'Ice Dance'	Ice Dance sedge	#01 Cont./0.5m O.C.
<i>Festuca glauca</i> 'Elijah Blue'	Elijah Blue fescue	#01 Cont./0.3m O.C.

STREET TREE - DOORMORE LINEN

COLUMNAR TREE - GOLDEN UPRIGHT

ORNAMENTAL TREE - CHANTICLEER PEACH

- | | | | | | |
|---|--------------------------------------|---|-------------------------|---|--------------------|
|  | LARGE SHRUB PLANTING |  | C.P. CONCRETE |  | GROUND LEVEL GAUGE |
|  | SMALL SHRUBS, PERENNIALS AND GRASSES |  | PERMEABLE UNIT PAVERS |  | GROUND LEVEL DOOR |
|  | GROUNDCOVER PLANTING |  | LAWN |  | SECOND LEVEL DOOR |
|  | UNIT PLANTER/MARKERS |  | COBBLE MAINTENANCE EDGE | | |



NOT FOR CONSTRUCTION

L-1



BUILDINGS 1&2 - SOUTH ELEVATION



BUILDINGS 1&4 - TAYLOR ROAD



BUILDINGS 2&3 - EAST ELEVATION



BUILDINGS 1&2 - NORTH ELEVATION

NO.	DATE	DESCRIPTION
1	17-03-15	REV APPLICATION
2	17-03-16	COMPLETION
3	17-03-16	COMPLETION
4	17-03-16	COMPLETION
5	17-03-16	COMPLETION
6	17-03-16	COMPLETION
7	17-03-16	COMPLETION
8	17-03-16	COMPLETION
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97	17-03-16	COMPLETION
98	17-03-16	COMPLETION
99	17-03-16	COMPLETION
100	17-03-16	COMPLETION

RA QUALITY
HOMES Ltd.

THOMAS
GAFFNEY
ARCHITECT
INC.
1400 WEST 10TH AVE. SUITE 100
VICTORIA, BC V8M 2Y8
T: 250-755-7575
F: 250-755-7576

TAYLOR PLACE
TOWNHOUSES
225 TAYLOR ROAD
KELOWNA BC

PROJECT
ELEVATIONS

NO.	DATE	DESCRIPTION
1	17-03-15	REV APPLICATION
2	17-03-16	COMPLETION
3	17-03-16	COMPLETION
4	17-03-16	COMPLETION
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9	17-03-16	COMPLETION
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11	17-03-16	COMPLETION
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Report to Council



Date: 6/25/2018
File: 0270-02
To: City Manager
From: Garry Filafilo, Accounting Operations Manager
Subject: 2017 Annual Report - Stronger Together

Recommendation:

THAT Council receives, for information, the 2017 Annual Report, titled Stronger Together, for the year ended December 31, 2017 attached to the Report of the Accounting Operations Manager dated June 25, 2018;

AND THAT Council receives, for information, the 2017 Statement of Financial Information report that includes: Council Remuneration and Expense Report, Schedule of Remuneration and Expenses paid to or on behalf of each employee, Schedule of Payments to Suppliers for the Provision of Goods and Services and Schedule of Payments to Suppliers for Grants and Contributions attached to the Report of the Accounting Operations Manager dated June 25, 2018.

Purpose:

To meet legislated reporting requirements for annual financial statements, showcase City services, programs and projects, and provide contextual information for the data contained in the remuneration reports.

Background:

Annual reporting of financial information is mandatory for all municipalities under the Financial Information Act. The City's annual report is available online at kelowna.ca/publications, with print copies available by request. Each year the City prides itself on producing a report that meets financial requirements, while presenting the information in a way that tells the story behind the numbers.

Public review

The Community Charter requires that the public is informed that the report is available for review two weeks prior to Council's consideration of the annual report. Public were invited (via newspaper advertising, eSubscribe, online marketing and social media) to review the report, provide feedback and ask questions about the report prior to and at the June 25th Council meeting.

The 2017 Annual Report was posted online at kelowna.ca/publications on June 8 and promoted to the public starting on June 11. As of June 19, it has received 138 views. There were more than 8,000 views or interactions with the report and its promotional video on social media (i.e. Facebook, Twitter and Instagram post), this includes more than 5,200 video views. In addition, an e-newsletter was sent to 643 subscribers, inviting them to read the report. Views and interactions will continue to increase as the report and its video are promoted over the coming months.

Inside the report

On April 24, 2018 the Audit Committee reviewed the City of Kelowna's Annual Consolidated Financial Statements for the year ended December 31, 2017; these statements were subsequently approved by Council on April 30, 2018.

In addition to the financial statements, the annual report summarizes the City's accomplishments and demonstrates how we collectively have served our residents, businesses and visitors by being a well-run City. The 2017 report highlights our strengths through floods and wildfires, our resourcing to meet the needs of a growing city, how we took steps to facilitate change to support our most vulnerable residents, took initiative to be healthier and safer together and celebrated arts and culture as a community.

Helping generate awareness and to visually demonstrate at a glance how our community came together in 2017 showing its collective strength, a short promotional video was created and shared on social media, encouraging the public to read more in the annual report.

Tax exemptions

A report on permissive tax exemptions granted by Council is included in the annual report. The amount reported in this section includes the municipal portion of taxes exempted for the year 2017 as required under the Community Charter. A report is also included on Development Cost Charges to indicate the activity for charges received, expenditures made and any waivers or reductions for each DCC group.

Statistical review

Within the annual report, following the Audited Consolidated Financial Statements and Notes to Consolidated Statements, is the Statistical Review, in graphic format for the years 2013 through 2017.

Remuneration

The 2017 Council Remuneration and Expenses report, Employee Remuneration and Expenses report, and the Payment for the Provision of Goods and Services schedule are prepared annually as part of Financial Information Act reporting requirements.

The Remuneration & Expenses report often has anomalies based on unique circumstances, and this year is no exception. The 131-day activation of the Emergency Operation Centre accounts for approximately 1% of the overall increase in remuneration between 2016 and 2017.

A number of City staff, including the City Manager, spent many additional hours in the Emergency Operation Centre, beyond their regular work days with the City of Kelowna. Some noticeable differences in pay between 2016 and 2017 can be attributed to these overtime payments which have been reimbursed to the City from the Province of British Columbia.

Another large difference between years include pay-outs for vacation time that could not be taken due to emergencies or other factors. Management wage increases have been between 1 and 2% over the past five years.

The 2017 Employee Remuneration report shows an increase of 24 staff earning more than \$75,000 over 2016 - management staff increased by three, IAFF staff decreased by three and CUPE staff increased by 24. This increase is a result of a combination of: a reflection of a growing population and incremental wage increases from collective agreements; management and CUPE contract increases (steady at 1-2 per cent over the past several years); IAFF increase of 2.5 per cent and other compensation such as vacation payouts or travel charges.

The City provides hundreds of services that require a wide variety of degrees and specialized qualifications. It competes with the public and private sector to recruit and retain employees who are qualified to fill these positions.

The chart below provides a summary of the changes by employee group:

Remuneration Comparison 2017 – 2016

>\$75,000	2017 Numbers	2016 Numbers	Change in Numbers
Management	118	115	3
IAFF	111	114	(3)
CUPE	151	127	24
TOTAL	380	356	24

The total employee remuneration for 2017 has increased by 4.7 per cent, or approximately \$3.2 million to \$70.8 million. This increase can be attributed as: 1-2% due to wage and salary increases, 1% to operate the Emergency Operations Centre and the balance is due to required staff increases to continue to provide the existing level of service to a growing City.

Legal/Statutory Authority:

Community Charter section 98, Annual Municipal Report - requires that the annual report be prepared by June 30 of each year and that it be available for public inspection at the meeting the Annual Report is to be considered by Council.

Community Charter section 99 - Council must give notice of the meeting at which the Annual Report is to be considered in accordance with section 94, and consider, the annual report along with any submissions and questions from the public.

Financial Information Act Regulations Schedule 1 Section 9(2) - requires that a Municipality have the Statement of Financial Information approved by its Council and by the officer assigned responsibility for financial administration under the Local Government Act.

Internal Circulation:

G. Davidson, Divisional Director Financial Services
J. Dueck, Controller
S. Leatherdale, Divisional Director Human Resources
C. Weaden, Divisional Director Corporate Strategic Services

Considerations not applicable to this report:

Existing Policy:
Financial/Budgetary Considerations:
Personnel Implications:
External Agency/Public Comments:
Communications Comments:
Alternate Recommendation:

Submitted by:

Garry Filafilo, CPA, CA
Accounting Operations Manager

Approved for inclusion:



J. Dueck, Controller, Financial Services

Attachments:

2017 Annual Report: Stronger Together
2017 Statement of Financial Information



STRONGER TOGETHER

2017 Annual Report

For the year ended December 31, 2017

Kelowna
British Columbia
Canada



CITY OF KELOWNA 2017 ANNUAL REPORT

FOR THE YEAR ENDED DECEMBER 31, 2017



The Annual Report is produced by the Communications and Financial Services departments of the City of Kelowna, in cooperation with all civic departments and agencies.

Kelowna,
British Columbia, Canada

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MESSAGE FROM THE MAYOR



COLIN BASRAN

Kelowna was put to the test in 2017 with unprecedented emergencies, exponential population growth, and concerns about housing, homelessness and safety coming to the forefront. At the same time, it was a year that showed our community's collective strength in a crisis, the emergence of the Imagine Kelowna vision as a path forward, and featured investments in active transportation, technology, and infrastructure for a sustainable future.

It was devastating to witness our community threatened by flooding and wildfires for 131 consecutive days, affecting our environment, neighbourhoods, homes, businesses and infrastructure. In the midst of crisis though, I was proud to observe what makes this community truly remarkable: people lending a hand to neighbours, pitching in for the community's greater good and swift responses by emergency and civic personnel. More broadly, we felt the support of partners at all levels – local, regional, provincial and federal. We are particularly grateful to the Province of B.C. for contributing around \$7 million of the \$10 million needed to repair public property and infrastructure damaged by the flood.

**We are more than just a beautiful city,
together we are an inclusive, safe,
vibrant and resilient city.**

We once again reached out to residents in our Citizen Survey to pulse-check our successes and areas that need more attention. Citizens agree we have a great quality of life in Kelowna and 90 per cent of citizens are satisfied with the level and quality of services received by the City.

We are a desirable place to live and our growing population reflects that. The natural beauty of Kelowna makes it an attractive destination, but our city's growth is about more than just our good looks – it's about the decisions made by Council toward a vision to develop a community that is inclusive and where talent and innovation are valued.

It might begin with people attracted to Kelowna as a tourist destination. After all, YLW experienced a record year with 1.9 million passengers passing through its doors. But I think people decide to move to Kelowna for the lifestyle and employment opportunities available to them, and our job is to act as a catalyst and facilitator for those opportunities by listening to residents.

We heard from more than 4,000 residents who participated in the Imagine Kelowna conversation. What has emerged from that process is a vision for a city that is connected, smarter, responsible and collaborative. These principles will guide our decision making for years to come.

To help welcome newcomers, we took significant steps to increase housing density and variety with the implementation of infill housing zoning and the distribution of rental housing grants that will help see more than 1,000 additional rental units built in the next year.

As we strive to build a balanced transportation network, there are key road connections that are very important to our city. This includes a commitment to the Highway 33 extension, construction starting on John Hindle Drive, and the design work done for South Perimeter Road.

As we grow, it is fair to worry about more cars on the roads, but as outlined in our Official Community Plan, the solution isn't simply to continue expanding and building more roads. We have a responsibility, not just to our city and region, but to the planet, to make environmentally sustainable decisions. We will continue to push for transit service expansion, and we have prioritized building active transportation corridors, such as on Ethel Street which now stretches 1.3 km, to encourage residents to commute in ways other than in single-occupant vehicles.

Construction has begun on Kelowna's portion of the Okanagan Rail Corridor, offering residents and visitors new walking and cycling routes to connect us with nature and neighbouring communities. It offers tremendous prospects for future communal transportation and serves as an example of how decisions today can set the stage for wonderful things to come.

It was an honour to be named a Smart21 Community on the world-stage for our approach and investment in technologies to address community goals. Examples of what distinguishes us as a progressive City include our streetlight retrofitting project (saving millions of dollars in energy and maintenance costs by switching to LED fixtures), while the expansion of the City's fibre optic network reduces our operating costs, attracts tech companies looking for affordable high-speed communications and is a revenue source to help minimize overall tax impacts.

We also came together to celebrate our national pride during the year-long Canada 150 festivities and awarded \$150,000 in grants and events to support arts, culture, and strong neighbourhoods in our community.

Our residents care tremendously about where they live and are empathetic to the challenges some of our residents are experiencing. For the first time, social issues were identified in the Citizen Survey as the top priority for Council's attention. I want to emphasize our culture of inclusivity; Kelowna can and should be a place where everyone can find their home, access support services, and where we can be leaders in facilitating a socio-economic environment for success.

As homelessness continues to be a concern, I'm proud of our role as facilitators of the collective Journey Home strategy. When 50 community groups, businesses and other levels of government band together, I'm confident that reasonable, feasible, and reliable solutions that support our most vulnerable population are within reach. The work is only just beginning, but it has the full commitment of Council.

It takes time, but I am confident the decisions made and plans set in motion today will pave the path forward for our city to be recognized as the best mid-size City in North America. We are more than just a beautiful city, together we are an inclusive, safe, vibrant and resilient city. The following pages showcase the great work done by those who serve the City wholeheartedly, with skill, and with passion. I invite you to join us in celebrating our growing community and the City's 2017 accomplishments outlined in the Annual Report.

.....
**I'm proud of our
role as facilitators
of the collective
Journey Home
strategy.**
.....

MESSAGE FROM THE CITY MANAGER



.....
**This year's Annual Report carries
the theme of Stronger Together.
I can proudly attribute our success
to a team that has a vision for what
Kelowna could be, and will be.**
.....

RON MATTIUSSI

Kelowna once again proved its resiliency in 2017 and demonstrated our strengths as a well-run organization. We were well prepared to face numerous climate driven emergencies and our partnerships, systems, infrastructure and planning enabled us to come out stronger in the end.

Water was a defining force for the year. As lake and creek levels rose to historic heights in the spring, we came together to mitigate risk by activating quick responses and keeping the public informed to assure the safety of all residents.

While dedicated City staff were at the helm of the regional Emergency Operation Centre, navigating our response through the high water, equally dedicated staff ensured it was business as usual in Kelowna, delivering services and moving projects forward to meet Council priorities and maintain our well-run City.

Meanwhile, Council support for the 2017 Kelowna Integrated Water Supply Plan and its subsequent implementation was a turning point for our city. All residents should have access to clean and sustainable drinking water – a priority Council set at the start of its term. The plan sets a new path forward to deliver domestic and agricultural water in Kelowna. Receiving a \$43.9-million federal-provincial grant was instrumental in initiating the integration of the City's Water Utility with the South East Kelowna Irrigation District (SEKID). That's the first step, and now the work is gaining momentum.

Momentum also continued in revitalizing our downtown, with the opening of three significant buildings that grew business activity and beautified and modernized our city's core. The Okanagan Centre for Innovation is a hub for technology, research, and entrepreneurship. The new Interior Health Authority headquarters brought 800 workers into the centre of the city. The completion of the new, energy efficient, Kelowna Police Services building has now centralized RCMP operations.

As we work to limit urban sprawl, we are exploring ways to increase housing diversity and density so that people from all walks of life can find a home here. We are mindful of fostering development opportunities for varied and affordable housing options, including fee-simple row housing and house-plexes that will all help create vibrant neighbourhoods.

As our population grows, it is imperative that we maintain our infrastructure to enhance the quality of life we currently enjoy.

This year marked the start of developing the Healthy City Strategy in partnership with Interior Health – a comprehensive multi-faceted strategy that will look at how we can be a sustainable city. The completion of the Community For All Plan in 2017 – a review of City parks and buildings to assess accessibility for all our residents – was a first significant step in the strategy. The Housing Needs Assessment was also completed, providing a snapshot of housing today and identified gaps that will help us meet our housing needs forecasted to 2040.

As our population grows, it is imperative that we maintain our infrastructure to enhance the quality of life we currently enjoy. It's why we added an extra 700 parking spots downtown with the new Memorial Parkade and Library Parkade expansion. We also need to ensure we continue to deliver the quantity and quality of services our residents expect from us. That includes keeping our community safe.

While we provide the infrastructure needed to be a dynamic city, we also remain committed to maintaining and preserving what we cherish. We celebrated the arts by participating once again in the national artsVest program and facilitated 48 Culture Days events. We demonstrated our commitment to planning vibrant urban centres with design plans for the future Capri-Landmark urban centre after significant

public consultation. We protected and enhanced our beautiful natural environment by planting 5,300 trees and acquiring key park properties along the Mill Creek and Bellevue Creek corridors for residents to enjoy the great outdoors.

When I stepped into my role as City Manager in 2006, our population was just under 107,000. Today we are approaching 130,000 residents with no signs of slowing down. To have been involved in the emergence of a vibrant, progressive city was quite challenging and rewarding – but what is even more impressive is watching how the team of dedicated civil servants have come together to manage our city's growth in sustainable and innovative ways.

This year's Annual Report carries the theme of Stronger Together. I can proudly attribute our success to a team that has a vision for what Kelowna could be, and will be. I am pleased to present the City of Kelowna 2017 Annual Report and invite you to read about how we came together as a resilient community.





OUR COMMUNITY

▼ **LOCATED ALONG THE BEAUTIFUL SHORES OF OKANAGAN LAKE, IN THE HEART OF THE STUNNING OKANAGAN VALLEY, KELOWNA IS HOME TO NEARLY 129,500 RESIDENTS.**

The lake offers a myriad of opportunities for boating, swimming or fishing, while nearby mountains attract hikers, skiers and outdoor enthusiasts. Golfers tee-it-up at our 13 courses, and bustling urban centres offer restaurants with delectable food, award-winning wines, craft beers and ciders, local shopping, museums, live entertainment and cultural festivals.

Nearly all citizens (94 per cent) rate the quality of life in Kelowna as good or very good thanks to active/recreational opportunities, safety, its accessible location, job opportunities and the great weather.

As a desirable place to live, offering an active four-season lifestyle, Kelowna remains one of Canada's fastest growing cities.

**94% OF CITIZENS
RATE THEIR
QUALITY OF LIFE
AS GOOD OR
VERY GOOD**
★ ★ ★ ★ ★ ★ ★

OUR CITY

THE CITY OF KELOWNA IS OPEN TO OPPORTUNITIES, OPEN FOR BUSINESS AND OPEN TO NEW IDEAS FROM DIVERSE RESIDENTS.

The organization is led by an experienced City Manager and dedicated Mayor and Council. More than 900 employees deliver quality services to ensure our City is safe, vibrant and sustainable. A fiscally responsible municipality, the City provides core services, maintains existing infrastructure and builds new amenities when needed.

The public is kept informed of City projects and progress through an array of [publications](#) and the user-friendly and mobile responsive [kelowna.ca](#) website allows residents to place service requests online and stay informed.

2017 CITIZEN SURVEY

The 2017 City of Kelowna Citizen Survey gauged public satisfaction with municipal programs and services, providing insight into citizens' service priorities.

94%

Rated the quality of life as good or very good

90%

Say they are satisfied with the overall level and quality of City services

84%

Say they receive good value for their taxes

90%

Describe the community as being safe

TOP ISSUES

40% 
SOCIAL

39% 
TRANSPORTATION

15% 
GROWTH & DEVELOPMENT

TOP 5 PRIORITY INVESTMENTS

1. HOUSING SUPPLY

2. TRAFFIC FLOW

3. DRINKING WATER

4. POLICING

5. FIRE SERVICES



VISION

TO BE THE BEST MID-SIZED CITY
IN NORTH AMERICA



MISSION

LEADING THE DEVELOPMENT OF A
SAFE, VIBRANT AND SUSTAINABLE CITY

CITY OF KELOWNA



MAYOR & COUNCIL



THE CITY OF KELOWNA IS GOVERNED BY AN ELECTED MAYOR AND EIGHT COUNCILLORS FOR A FOUR-YEAR TERM (2014-2018)

Led by Mayor Colin Basran, Kelowna City Council is committed to building on the momentum of past Councils and being open for opportunity through community engagement and partnerships. It is consistent and transparent in decisions, creating a favourable environment for customer service, development and business in Kelowna.

kelowna.ca/council

COUNCIL WORKING PHILOSOPHY

- Open for opportunity
- Build on momentum
- Fair but firm
- Pragmatic leadership
- Transparency in decision making
- Balanced infrastructure investments
- Responsive customer service
- Planning excellence

COUNCIL PRIORITIES

- Clean drinking water
- Building vibrant urban centres
- Ensuring a healthy, safe, active & inclusive community
- Delivering a balanced transportation network
- Acting as a catalyst for business
- Providing strong financial management
- Housing diversity
- Homelessness
- Public safety
- Preserve agricultural land



MAYOR COLIN BASRAN



COUNCILLOR
MAXINE DEHART



COUNCILLOR
RYAN DONN



COUNCILLOR
GAIL GIVEN



COUNCILLOR
TRACY GRAY



COUNCILLOR
CHARLIE HODGE



COUNCILLOR
BRAD SIEBEN



COUNCILLOR
MOHINI SINGH



COUNCILLOR
LUKE STACK

CORPORATE FRAMEWORK

▼ THE CORPORATE FRAMEWORK CAPTURES WHAT THE CITY OF KELOWNA DOES, WITH THE CORPORATE PLAN (A WELL-RUN CITY) AT ITS CORE.

This ensures we have the right infrastructure, skills, services and processes in place to achieve the community goals.

STRONG FINANCIAL MANAGEMENT

Ensure the City is financially sound, accountable and transparent, and that long-term plans and policies protect the financial viability of services, programs and infrastructure.

PERFORMANCE EXCELLENCE

Ensure alignment of work to our highest priorities, focus on results, continuous improvement of services based on innovation and best practices

RESPONSIVE CUSTOMER SERVICE

Ensure services are accessible and focused on the needs of the customer.

PASSIONATE PUBLIC SERVICE

Build a resilient, adaptable workforce that shares a public service culture supported by career planning, learning opportunities, empowerment and employee accountability.

PIONEERING LEADERSHIP

Incubate new ideas and approaches, and seize opportunities to demonstrate leadership at any level to make significant improvements to key services.

ENGAGED COMMUNITIES

Ensure communication, outreach and engagement efforts reach all residents and stakeholders using multiple communication channels including new technologies and social media.



ORGANIZATIONAL STRUCTURE

CITY ADMINISTRATION

Eight City divisions, the Kelowna International Airport and the RCMP report to the City Manager. Divisional teams deliver civic services based on a plan, build and operate model, or corporate services that support the organization.

KELOWNA CITIZENS

CITY COUNCIL

CITY MANAGER
Ron Mattiussi

PLAN

BUILD

OPERATE

KELOWNA
INTERNATIONAL
AIRPORT
Sam Samaddar
Director

COMMUNITY PLANNING &
STRATEGIC INVESTMENT
Doug Gilchrist
Divisional Director

INFRASTRUCTURE
Alan Newcombe
Divisional Director

ACTIVE LIVING &
CULTURE
Jim Gabriel
Divisional Director

CIVIC OPERATIONS
Deputy City Manager
Joe Creron
Divisional Director


```
graph TD; PS[Police Superintendent] --- CPS[Corporate & Protective Services]; PS --- HR[Human Resources]; PS --- CSS[Corporate Strategic Services]; PS --- FS[Financial Services];
```

POLICE
SUPERINTENDENT
Brent Mundle

SUPPORT

**CORPORATE &
PROTECTIVE SERVICES**
Rob Mayne
Divisional Director

HUMAN RESOURCES
Stu Leatherdale
Divisional Director

**CORPORATE
STRATEGIC SERVICES**
Carla Weaden
Divisional Director

FINANCIAL SERVICES
Genelle Davidson
Divisional Director



AWARDS AND RECOGNITION

▼ THE CITY OF KELOWNA RECEIVED A NUMBER OF AWARDS AND RECOGNITION IN 2017, INCLUDING:

GOVERNMENT FINANCE OFFICERS ASSOCIATION CANADIAN AWARD FOR FINANCIAL REPORTING

*2016 Financial Statements
within the Annual Report*

This is the 15th consecutive year that the City has received this award recognizing excellence in governmental accounting and reporting.

GOVERNMENT FINANCE OFFICERS ASSOCIATION DISTINGUISHED BUDGET PRESENTATION AWARD

2017 Financial Plan

This is the highest form of recognition for governmental budgeting and represents a significant achievement for the City over the last 16 years.

THOMPSON OKANAGAN KOOTENAY COMMERCIAL BUILDING AWARDS COMMUNITY INSTITUTIONAL PROJECT AND THE JUDGE'S CHOICE AWARD

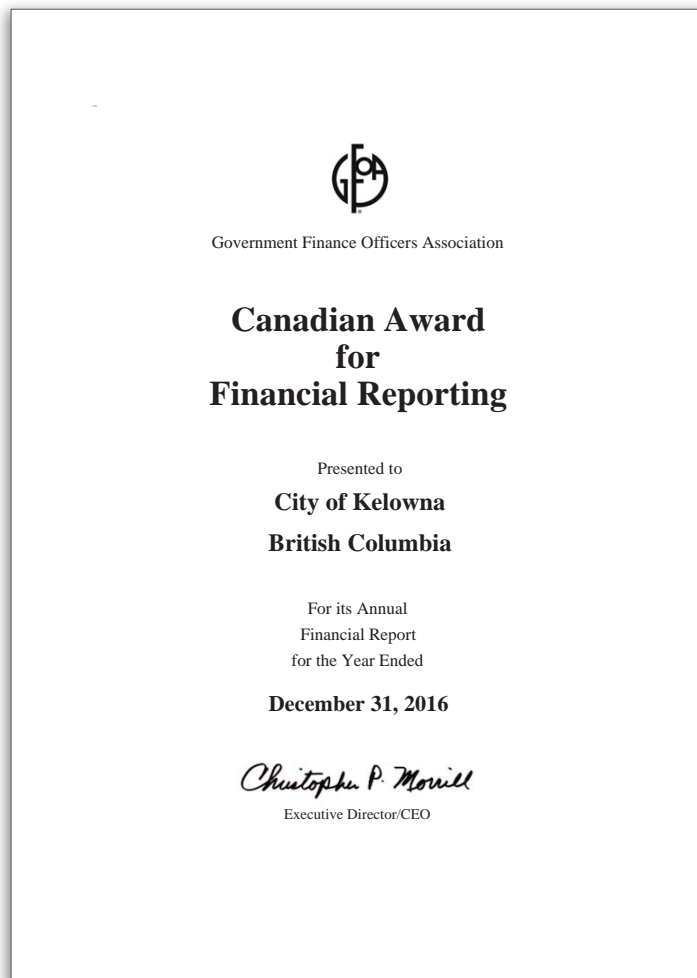
Kelowna Police Services building opened in 2017.

INTELLIGENT COMMUNITY FORUM'S SMART21 COMMUNITIES 2018 GLOBAL FINALIST

The City of Kelowna was named one of the 21 smartest cities for being a model of economic, social and cultural development in the digital age.

WORKSAFE BC CERTIFICATE OF RECOGNITION

Resulting in a \$190,000 premium rebate.





RESILIENT THROUGH UNPRECEDENTED FLOODING & REGIONAL WILDFIRES



▼ IN EARLY MAY, THE CITY OF KELOWNA DECLARED A STATE OF EMERGENCY.

Mill Creek, running through the heart of the city, was spilling over its banks after a powerful storm. This marked the start of what became a record-breaking emergency season. Soon after the initial storm, steady rain alongside an early and fast flowing spring thaw from snow and ice melt into Okanagan Lake saw our community damaged by the natural force. This three-month flood event was followed by three regional wildfires and a significant apartment fire that saw 176 units evacuated.

ECONOMIC IMPACT

The flood caused more than \$10 million in damaged public property in Kelowna, and many millions more to private property. The provincial government will cover approximately \$7 million for the replacement and repairs needed for public property. Through strong financial management, the City will pay for the remaining \$3 million from reserves.

As news spread of the emergency across the country, our tourism industry felt the ripple effects – hotel occupancy decreased seven per cent in July. Despite the challenges, visitors helped share the message that we remained open for business and highlighted multiple amenities and attractions beyond our lake activities. Despite these weather challenges, 2017's year-over-year hotel occupancy remained virtually on par with 2016, dropping just 0.3 per cent from the high recorded in the city in 2016 at 64.1 per cent. Through perseverance and adaptability, the emergency events did not stop the City from managing event logistics for more than 75 tournaments and camps and more than 150 outdoor events in 2017.

Despite the 131-day state of emergency, we continued to move projects forward to support the ongoing work of a well-run City. While dedicated staff quickly responded to emergency management, they also did double-duty to ensure City planning continued, infrastructure was built and decisions were made to keep Kelowna on track.

131 DAY
EMERGENCY OPERATION
CENTRE ACTIVATION



NEARLY 
2 MILLION
SANDBAGS
= **1500** 
TRUCKLOADS
OF SAND

\$10+
MILLION
NEEDED IN
REPAIRS

COLLABORATION FOR SAFETY

Anticipatory planning and collaboration with partners enabled us to successfully navigate through emergencies to ensure our residents' and visitors' safety, as well as that of staff and first responders. The City of Kelowna takes a lead role in the Emergency Operation Centre preparedness and activations. Collaborating with our regional partners – the Regional District of Central Okanagan, City of West Kelowna, District of Lake Country, District of Peachland, Westbank First Nation, Kelowna Fire Department and RCMP – meant stronger resourcing and response for the safety of all our communities.

The strength of our city was bolstered by the helping hands extended from beyond our neighbouring communities; the BC Wildfire Services, FortisBC, BC Hydro, Interior Health Authority and Emergency Management BC all contributed to us being collectively stronger together in the face of emergencies.

INFORMED AND CONNECTED

Leveraging technology to broadcast emergency and safety updates proved instrumental to reassure our residents, making sure they knew what was happening, what to do and how to stay safe. The cordemergency.ca website, with GIS mapping integration, saw a record 1.2 million views in 2017. More than 200 news releases were issued for up-to-the minute updates to regional media outlets. Social media follows increased more than 75 per cent over 2016. We connected with our residents in multiple ways to provide the information to stay safe.

RECORD BREAKING LAKE LEVELS

343.25m
ABOVE SEA LEVEL



RESOURCING FOR THE NEEDS OF A GROWING CITY





WATER FOR ALL

2017 was the year that brought Kelowna one step closer to delivering clean, safe drinking water to all its residents. Council adopted the [2017 Kelowna Integrated Water Supply Plan](#), outlining a new path forward for the delivery of domestic and agricultural water in Kelowna. The City also successfully received a \$43.9 million federal and provincial government grant from the Clean Water and Wastewater Fund to initiate the plan.


The full implementation of this plan will ultimately see drinking water drawn from two main sources, Mission Creek and Okanagan Lake. Phase 1 of the plan has launched, which includes plans for separating agricultural and domestic systems in Southeast Kelowna and the delivery of a sustainable water supply to that area's water customers.

BOLSTERING OUR SERVICE OFFERING

The [City's Water Utility Service](#), one of five in Kelowna, brought utility billing and customer service back in house in the fall of 2017, a service previously contracted out to a third party supplier. There are approximately 18,000 City utility billing accounts. It is the first phase of a two-part project, with changes to taxation billing to follow in 2018.

The project uses a centralized software platform and will provide City customers with convenient access to their utility and tax billing information in a single online location. The City's customers can benefit from more direct, responsive and better informed customer service from a dedicated in-house customer care team accessible by phone, email, online and in person.


**\$43.9 MILLION
FEDERAL & PROVINCIAL
CLEAN WATER
& WASTEWATER
FUND GRANT**



**\$237,000
ICBC GRANTS
FOR 16
ROAD
SAFETY
PROJECTS**



**DARK FIBRE
10 CUSTOMERS
16KM
FIBRE OPTIC CABLE
\$97,600 REVENUE**



SAFER ROADS

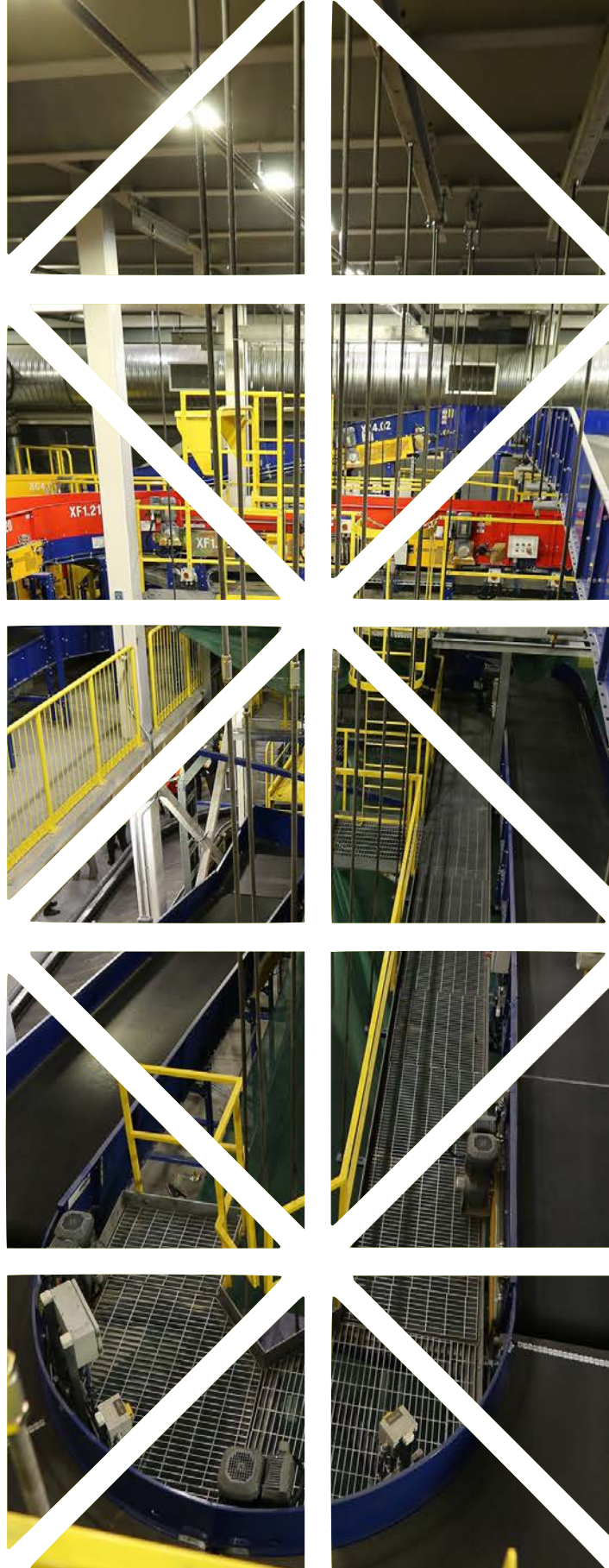
The Insurance Corporation of British Columbia (ICBC) granted the City more than \$237,000 for 16 road safety projects completed in 2017 — sidewalks, bike lanes, traffic lights, roundabouts — that will improve road safety and reduce collisions. The projects were submitted to ICBC's Road Safety Improvement Program and include: the Ethel Phase 3 Active Transportation Corridor, roundabouts at Lakeshore Road/ Collett Road and Doyle Avenue/Water Street, bike lanes along Springfield Road and in Glenmore and sidewalks along High Road and Graham Road.

AIRPORT EXPANSION TAKES FLIGHT

Upgrades to the *Kelowna International Airport* in 2017 will enable visitors and business travelers to enjoy an improved travel experience. The airport is fully self-funded through its own revenues and financing obtained from the Municipal Financing Authority.

In the fall of 2017, a *new outbound baggage facility opened*, boasting 700 metres of conveyor belt that can accommodate 900 bags per hour — a 200 per cent capacity increase. The record 1.9 million travelers passing through YLW also had more dining options with upgrades made to the Departure Lounge and Airport Plaza, including new vendors. Increased flight options for travelers were also added in 2017: notably the addition of shoulder season direct non-stop flights to Toronto resulting in year-round service and low-cost carrier Flair Airline launching service to Edmonton and Vancouver with connections to Toronto.

Growth remains on the horizon: 2017 was the first of a two-year plan to develop concepts for 17 projects within the new Airport Improvement Fee program. This collaborative approach with airline partners and tenants includes potential expansion projects for airfield, terminal and groundside infrastructure. In the meantime, as those plans are developed, BC Air Access provided a \$1 million grant for the airport's Apron 1 rehabilitation project. Two new gates were completed in 2017 and three are planned for 2018.



A person wearing a blue and white patterned vest and a red helmet is riding a bicycle away from the camera on a bridge. The bridge has a white railing and a large white graphic of a stylized arrow pointing right. The background shows a cityscape and mountains under a blue sky with clouds. The bridge deck has a large white graphic of a stylized leaf or scale pattern. The overall image is a promotional graphic for a community initiative.

A COMMUNITY

HEARD

FOR A

STRONGER

FUTURE

imagineKelowna


OUR COMMUNITY'S LONG-TERM VISION STARTED TAKING SHAPE IN 2017.

The result of an unprecedented level of citizen involvement, *Imagine Kelowna* will help inform plans to build a prosperous and sustainable city in the face of an uncertain future.

A draft vision was presented to City Council in December 2017.

In 2018, *Imagine Kelowna* will be refined through a final round of community engagement and presented to Council for endorsement. It will then help guide the City's priorities and provide a foundation for its strategies and projects. Because *Imagine Kelowna* is the community's vision, it will also need to be embraced by Kelowna's businesses, organizations and individuals so that, collectively, we can all help to ensure a vibrant future for our amazing city.

4,000+
CITIZEN INTERACTIONS





FACILITATING

CHANGE;

COLLABORATING

FOR

SOLUTIONS



JOURNEY HOME STRATEGY

For the first time, the City's [2017 Citizen Survey](#) identified social issues as a top priority for Council's attention. As the number of those experiencing homelessness is climbing, the City has taken action by facilitating 50 community and business partners to come together to coordinate a long-term strategy.

There is only so much we can do as a municipality to make headway on this complex issue; but by acting as the convener, the City can play the role of bringing the diverse players together to create a plan that will ensure anyone who is experiencing homelessness and looking for help, will easily find it.

2017 launched the strategy's development with 23 community leaders appointed to the Journey Home Task Force by Council to produce a long-term strategy to prevent homelessness when possible, and if it does occur ensure it's short-lived, and non-reoccurring.

National homelessness expert Dr. Alina Turner was engaged in late 2017 by the Journey Home Task Force. A leading researcher, her work on system planning is recognized as best practice and has been applied in communities across Canada to address homelessness. The Kelowna approach to building a plan includes embedding a Youth Strategy within the larger strategy, and as the first community in Canada to take this approach, has attracted National interest. As a result, the Canadian Observatory on Homelessness and A Way Home Canada have joined Turner Strategies to support the work of the Journey Home Task Force in the development of a local plan with the goal of sharing the local findings with the Nation.

The [Journey Home Strategy](#) development is set to be completed in the summer of 2018.



COMMUNITY SAFETY HOUSING FIRST NO WRONG DOOR

50 COMMUNITY
& BUSINESS
PARTNERS
UNIFIED UNDER
ONE STRATEGY



**PARTNERSHIPS
TO FUND** 
3,000
HOUSING UNITS

A row of seven blue house icons, each with a triangular roof and a square base.



EMERGENCY WINTER SHELTER

Volatile weather pattern variations are a symptom of climate change: flooding, heat waves in the summer and subzero temperatures and increased snowfalls in the winter are becoming the norm. The 94-year-old snowfall record broken on Dec. 28 is but one example. Finding an immediate relief solution to protect our city's most vulnerable population from the cold has been imperative.

The City of Kelowna established a new partnership with BC Housing and local service agencies to initiate a low-barrier, extreme weather shelter in late November. The 80-bed 24/7 Cornerstone shelter, located on Leon Street downtown, is operated by the John Howard

Society. The City facilitated an emergency shelter team roundtable with representatives from the John Howard Society, RCMP, Kelowna Fire Department, City of Kelowna Bylaw Services, Downtown Kelowna Association and BC Housing. Together, the team collaborated to ensure the safety of Cornerstone's staff, residents and neighbouring business.

With a housing-first approach to providing tangible solutions in addressing homelessness, the City and BC Housing initiated community conversations for a new rapid response housing development for those experiencing homelessness. The short-term housing project plans will be presented to Council in 2018.

BUILDING DIVERSITY FOR VIBRANT URBAN CENTRES





REVITALIZED DOWNTOWN

Great cities have great downtowns. 2017 saw the opening of three significant downtown buildings that centralized headquarters for policing, health services and technology business development. It also introduced hundreds of working people to the downtown during weekday work hours.

POLICE SERVICES BUILDING

In the spring, the RCMP relocated more than 380 members and support staff from three different facilities across the City to the newly constructed headquarter building at 1190 Richter Street. The City-owned 95,000 square-foot building boasts a forensics lab, 29 cells (up from the previous 22) and space to accommodate future growth. The move will see administrative and operation efficiencies.

The \$48-million project included upgrades to underground infrastructure, and road and intersection upgrades on Clement Avenue. Even though the new building is more than twice the size of the previous detachment, it still uses the same amount of energy and also earned a \$134,000 rebate from FortisBC for its energy efficiency. These features combined with modern architecture saw the building recognized with a Judge's Choice award and the Best Community Institutional Award at the 9th annual Thompson Okanagan Kootenay Commercial Building Awards hosted by the Southern Interior Construction Association.

BUILDING OUR CITY & ECONOMY

As a City, our role is to facilitate development that encourages economic growth. As the province's third-largest technology hub, the Okanagan Centre for Innovation opened its doors in Kelowna to foster entrepreneurship, innovation and collaboration in the tech sector. It is a joint venture with the Governments of Canada and British Columbia, BC Innovation Council, Kelowna Sustainable Innovation Group Limited Partnership and the City of Kelowna. The building, which generated about 500 construction jobs, is on City-owned land valued at more than \$2 million, and is under long-term lease from the City.

Across the street, the new Interior Health Authority headquarters accommodates 800 employees and provides an impressive Community Health and Services Centre for a coordinated, centralized location for patient care. It is also a new downtown location for the YMCA on the ground floor.

Beyond meeting work and business needs, employees and visitors to these three buildings visit neighbouring coffee shops, restaurants and shops, contributing to community vibrancy and fostering a strong local-business economy.

2672 
**RESIDENTIAL
BUILDING
PERMITS, A
30% ANNUAL
INCREASE**


**\$697
MILLION
CONSTRUCTION
VALUE**

INCREASING HOUSING DIVERSITY

Infill housing – the addition of new housing units to existing neighbourhoods – represents an important part of the City's overall strategy to combat the impacts of urban sprawl. Focusing growth in areas with existing infrastructure leads to resilient neighbourhoods.

Council implemented the [RU7 infill housing zoning](#) to remove barriers for residential suites in homes and to increase density. The new RU7 zone is meant to allow greater flexibility for infill housing that remains sensitive to surrounding neighbourhoods. Depending on lot size, the zone allows a range from two to four units per lot with lane access. During the year, 400 properties were rezoned. In addition, the City eliminated the need for development permits for carriage homes.

This year the City also completed the [Housing Needs Assessment](#) to provide a snapshot of housing today, identify gaps in the current housing stock and forecast housing needs to 2040. There were 11 housing gaps identified. This will guide the development of the Healthy Housing Strategy, the Journey Home Strategy and other master plan updates.

CAPRI-LANDMARK: EMERGING URBAN CENTRE

Significant community input and technical analysis conducted in 2017 resulted in a vision and plan for the [Capri-Landmark](#) neighbourhood to emerge. A hub for employment and entrepreneurship, the area is becoming an attractive location for urban living. The neighbourhood plan proposed increased residential densities to transform Capri-Landmark into an area where people can live and work close to key amenities including restaurants, shopping, alternative transportation, public parks and spaces. A final plan will be presented in the spring of 2018.



\$420,000
FOR ELEVEN
HOUSING
RENTAL GRANTS
WILL SEE THE
DEVELOPMENT
 **1,000+**
RENTAL UNITS



HEALTHIER

AND

SAFER

TOGETHER



PARTNERSHIPS FOR EFFECTIVE POLICING

In March, the City supported the launch of the Police and Crisis Team (PACT) in partnership with the Interior Health Authority to have an RCMP member and mental health nurse duo respond to calls when an individual undergoing a mental health crisis is suspected. The team has been involved in 19.4 per cent of mental health related calls. Individuals received more timely care, and, in turn, this helped reduce wait times at hospitals for the patient and officer.

During the summer months, City Bylaw officers teamed up with Kelowna RCMP officers once again to patrol the downtown, beaches, Lakeshore and Rutland areas. The highly visible uniformed patrols responded to street crime and nuisance behaviour and also proactively connected with residents and visitors to keep the community safe. Their efforts resulted in 621 bylaw notice tickets totaling \$72,000 in fines, 110 violation tickets, 114 warnings issued and 50 street checks conducted.

Overall, crime in Kelowna is down slightly: there were 12,521 criminal code offences in 2017 compared to 12,778 in 2016. Crimes causing physical harm to persons numbered at 1,240. These are the lowest they have ever been – a reduction of 32 per cent from 2012 when they were at their height.

A STRATEGY FOR A HEALTHY FUTURE

Kelowna strives to be a vibrant, healthy and sustainable city in the face of challenges such as climate change, a growing prevalence of chronic health conditions and an aging population. The City of Kelowna partnered with the Interior Health Authority to develop a Healthy City Strategy as a long-term integrative plan that focuses on healthy places and spaces, community health and quality of life for our residents.

The first of six theme areas was evaluated in 2017: *a Community for All* reviewed the suitability of 157 City parks and 76 City buildings to meet the needs of seniors, children and those with diverse abilities. Engagement with more than 500 community members informed the development of 31 recommended actions, 21 of which will be led by the City over the next two years. The remaining 10 items will require the combined effort of our extended community and partners.

ANSWERING THE CALL

11,000+
KELOWNA
FIRE DEPARTMENT



13,258
BYLAW SERVICES



57,400
KELOWNA
RCMP

POLICE AND CRISIS TEAM PARTNERSHIP



356
CALLS

65 INDIVIDUALS
DIVERTED FROM
HOSPITAL



100%
SUCCESS RATE
JUNE TO DECEMBER



CELEBRATING ARTS AND CULTURE TOGETHER





NATIONAL PRIDE, LOCAL SPIRIT

Beginning and ending with New Year's celebrations at Stuart Park, our community came together in 2017 to celebrate Canada's 150th anniversary. The Sesquicentennial provided an opportunity to reflect on where we've come from, celebrate who we are today and plan for our future.

City events, such as the popular Park and Play, Dancing in the Park, Family Fun Day and the Cultural Walking Tours all promoted [Canada 150](#). In addition, the City supported and collaborated with Festivals Kelowna on a number of community celebrations. The stage at the Canada 150 Celebration Site at Stuart Park became a go-to place for free performances. A bigger and better Canada Day featured more performances, high profile acts, and celebrated diverse cultures in the community, including a Blanket Ceremony by the Ki-Low-Na Friendship Society.

The events fostered diversity and vibrancy around the city.

MILLION-DOLLAR ART COMMUNITY

The City launched the fourth annual artsVest™ program that saw 21 organizations pre-approved for \$50,000 of incentive grants. The total economic benefit to the local arts community over the past four years has exceeded \$1 million.

artsVest™ is a sponsorship training and matching incentive program that assists small- and medium-sized arts and culture organizations in securing sponsorships from businesses in the community. The program is delivered by Business for the Arts in communities across British Columbia with funding from Canadian Heritage, the Province of British Columbia and the City of Kelowna.

The City of Kelowna provides nearly \$2 million in support for the cultural community, including major cultural facilities and grants for organizations every year.

\$150,000 **150** 
FOR CANADA'S

\$55,000 
**COMMUNITY
CELEBRATIONS
+ENGAGEMENTS**

\$55,000 
**SEVEN
SESQUICENTENNIAL
GRANTS**

40 **INCENTIVE GRANTS
SUPPORTING OUR
COMMUNITY**



210,000 **COMMUNITY
VOLUNTEER HOURS** **{ IN 150
FOR 150
VOLUNTEER
CHALLENGE**



43RD ANNUAL CIVIC AND COMMUNITY AWARDS

▼ **HONOURING INDIVIDUALS
AND ORGANIZATIONS FOR
OUTSTANDING CONTRIBUTIONS
AND ACHIEVEMENTS IN 2017 THAT
DIRECTLY BENEFITED THE COMMUNITY,
MAKING KELOWNA A BETTER PLACE
TO LIVE, WORK AND PLAY.**



▼ **THE FOLLOWING RECIPIENTS WERE
RECOGNIZED AT THE AWARDS GALA
ON APRIL 26, 2018 AT THE KELOWNA
COMMUNITY THEATRE.**

Anita Tozer Memorial Award.....	Jimmy LeGuilloux
Bob Giordano Memorial Award.....	Linda McIntosh
Bryan Couling Memorial Award – Athletic Team of the Year	Kelowna Secondary School Owls Boys Curling Team
Female Athlete of the Year Award	Taryn O’Neill
Male Athlete of the Year Award	Grant Shephard
Female Augie Ciancone Memorial Award	Taryn O’Neill
Male Augie Ciancone Memorial Award	Clarke Larsen
Young Female Volunteer of the Year Award.....	Ashley Robinson
Young Male Volunteer of the Year Award.....	Finnegan Pihl
Teen Honour in the Arts Award.....	Madelyn Miyashita
Honour in the Arts Award	Simone Orlando
Central Okanagan Foundation – Volunteer Organization of the Year Award	Central Okanagan Search and Rescue
Fred Macklin Memorial Award - Man of the Year.....	Peter Boyd
Sarah Donalda Treadgold Memorial Award – Woman of the Year	Catherine Williams
Corporate Community of the Year Award	
<i>Small Business</i>	Scotia McLeod/Scotia Wealth Management
<i>Medium/Large Business</i>	Crowe MacKay LLP
Champion for the Environment Award	
<i>Individual</i>	Angela Nagy
<i>Business</i>	One Big Table





STRONG FINANCIAL MANAGEMENT

FINANCIAL INFORMATION

FINANCIAL SERVICES

The City of Kelowna is committed to financial strength and stability. The City defines this as the ability to acquire and manage a portfolio of financial and physical assets that meet the current and future needs of our community. This commitment to excellence was recognized again by the Government Finance Officers Association. In 2017 and for the fifteenth year in a row, the City was awarded the Canadian Award for Financial Reporting and, for the sixteenth year the Distinguished Budget Presentation Award.

CANADIAN AWARD FOR FINANCIAL REPORTING

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Kelowna for its annual financial report for the fiscal year ended December 31, 2016. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

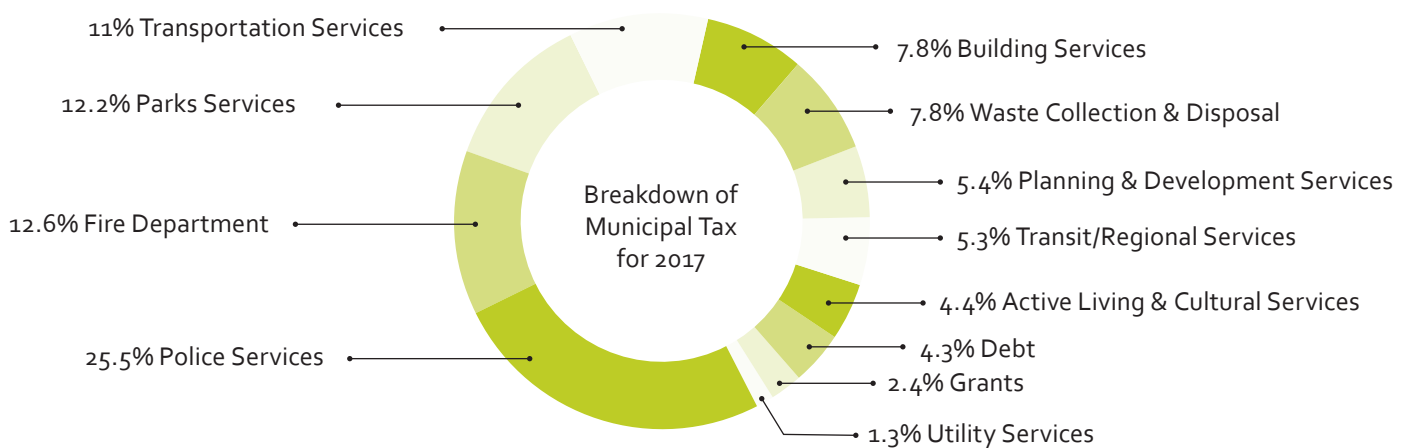
A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to the GFOA.

PROVISION OF SERVICES & SUPPORT FOR GROWTH

The 2017 taxation increase averaged 3.84 per cent for all property classes. This increase reflected resources allocated for public safety, homelessness, and the implementation of processes to develop efficiencies and improve the services we provide, while maintaining the amenities the citizens of Kelowna are accustomed to. The use of tax revenue and development cost charges generated from new growth assist in providing a balanced approach to the expansion of services and infrastructure required to accommodate growth within the municipality.

The City budgeted to collect a total of \$228.3 million in taxation revenues, 56 per cent of which was retained for municipal purposes. The remaining 44 per cent is levied on behalf of other governments and agencies to provide funding for schools, the Regional District of Central Okanagan shared services, libraries, regional hospital, Kelowna business improvement areas, and for BC Assessment to cover the City's share of costs associated with providing assessment information.

The City has historically relied on pay-as-you-go rather than debt financing for major infrastructure needs wherever possible in achieving strategic servicing goals. In 2017, 5.6 cents of each municipal tax dollar collected was budgeted for tax-supported debt servicing programs. The 0.2 cent increase from 2016 is due to the debt repayment for the Police Services Facility. Pay-as-you-go capital project funding represented 9.6 per cent of the 2017 taxation requirement.



CONSOLIDATED RESERVES & SURPLUS

millions



CITY RESERVES

City reserves provide a financial mechanism for saving money to finance all or part of future infrastructure, equipment and other requirements. Reserve funds can also provide a degree of financial stability, by reducing reliance on indebtedness to finance capital projects and acquisitions, flexibility to leverage opportunities as they arise, or safeguards to extraordinary tax increases.

DEVELOPMENT COST CHARGES

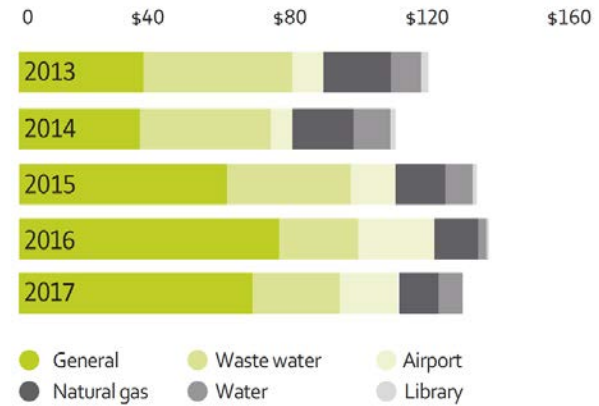
Development cost charges (DCCs) are fees that municipalities collect from new development to help pay the cost of infrastructure services that are needed for growth. Imposed by bylaw pursuant to the *Local Government Act*, the charges are intended to facilitate development by providing a method to finance capital projects related to roads, drainage, sewer, waterworks, and parkland.

The City's DCC program supports community development and integrates with longer-term plans. Infrastructure requirements are based on the Official Community Plan that estimates a resulting population of 161,701 by the end of 2030. The 20-Year Servicing Plan and Financing Strategy provides the infrastructure requirements to 2030 along with the cost sharing for various projects. Cost sharing methodologies reflect the level of benefit to existing taxpayers and new growth. Charges are based on the demand placed on services by different residential types, commercial, industrial, and institutional growth.

The latest update to the 20-Year Servicing Plan impacted DCC rates with the changes taking effect in July 2016. The DCC rates were updated to reflect current construction and land costs. This updated plan reflects a total program cost of \$785 million. The funding for the program is 66 per cent from Development, 28 per cent from City, and 6 per cent from senior levels of government. Arterial Roads maintain the largest share of the program at \$462 million; followed by Park Land acquisition at \$136 million, Wastewater Treatment at \$86 million, Water Distribution at \$60 million, and Wastewater

LONG TERM DEBT

millions



Trunks at \$41 million. In 2018, staff will be reviewing the current costs of development infrastructure and will be bringing forward rate updates in 2018 for Council approval.

Local governments are permitted to temporarily lend available money from one DCC reserve fund to another. The money, along with appropriate interest, must be returned to the original reserve fund. For 2017, a deficit in Water Sector B reserve fund was covered from Water Sector A, a deficit in Roads Sector D was covered from Roads Sector A, and a deficit in the Wastewater Treatment reserve was covered by Water Sector A and Roads Sector A reserve fund.

MUNICIPAL ASSIST FACTOR

The *Local Government Act* requires local governments to assist in the cost of new infrastructure. The municipal assist factor reflects Council and the community's support towards the financing costs of new infrastructure. The level of the assist, determined by City Council, reflects a benefit to the existing population while encouraging development and housing affordability.

City of Kelowna assist factor

Roads	15%
Parks	8%
Water and Wastewater	2%



MAJOR PROJECT EXPENDITURES IN 2017

Parks

\$525k – Parkland Acquisition at 572 Elliot Avenue and 4020 Lakeshore Road.

Roads

\$3.5 million – 4690 Highway 97 North Property Acquisition, Lakeshore 1 DCC, Ethel Street Active Transportation Corridor, and debt repayment.

Water

There were no major 2017 DCC project expenditures in the water sector.

Wastewater Trunks and Treatment

\$5.5 million – Airport Gravity Main Bypass, and debt repayment.

FUTURE PLANS

Total program expenditures are projected at \$21 million.

Parks

\$6 million – Dewdney Park expansion and planned parkland acquisition.

Roads

\$8 million – Stewart Road, McCulloch Road (KLO, Hall, Spiers) Improvements, debt repayment, John Hindle Drive, Ethel Street Active Transportation Corridor and Sector B Top Lift Paving.

Water

\$585k – South End Water Upgrades.

Wastewater Trunks and Treatment

\$6.4 million – Debt repayment and Airport Gravity Main Bypass.

Development Cost Charge reserve funds (thousands of dollars)

	Opening Balance	Receipts	Interest	Transfers Out	Closing Balance	Reductions/ Waivers*
Parks	\$2,098	\$8,612	\$113	\$524	\$10,299	\$111
Roads	21,541	11,361	633	3,499	30,036	104
Water	11,314	545	271	33	12,097	5
Wastewater	(9,578)	5,660	(270)	5,477	(9,665)	53
Total	\$25,375	\$26,178	\$747	\$9,533	\$42,767	\$273

*Waivers are for Affordable Rental Housing and are paid for through taxation.

The DCC program underwent a minor update in 2016 and was reviewed and approved by Council.

On April 18, 2016 Council approved the 2030 Infrastructure Plan, which identifies all the City's infrastructure investment needs for the next 15 years (2016 – 2030).



FINANCIAL MANAGEMENT STRATEGIES

Principles and Strategies for Financial Strength and Stability have been adopted by Council establishing guidelines for how the City will acquire and manage a portfolio of financial and physical assets that meets the current and future needs of our community.

The 10 financial management strategies are:

ASSETS – NEW

Expenditures for new assets will be prioritized based on social, economic and environmental factors and life cycle cost implications. Emergent opportunities will be evaluated against existing priorities. Investment in new assets should follow the long-term capital plan. The decision-making process for new asset investment will be documented, transparent and clearly communicated to Council, staff and the community.

ASSETS – RENEW

The City will invest in existing infrastructure renewal in accordance with the long-term capital plan. Funding for asset renewal will be balanced against service levels and risk tolerance. Life cycle costs should be managed through preventative maintenance and renewal strategies.

DEBT

General Fund debt servicing costs will be maintained at or below a targeted level of annual taxation demand. The City's debt capacity will be preserved by limiting the use of debt to fund only one-time major capital projects. If possible and when beneficial, debt will be paid down earlier. Financing for less than a five-year term will be completed through internal financing. Impacts on overall City debt levels from "self-funded" cost centres and Funds will be reviewed and understood.

DEVELOPMENT FINANCING

Developers will pay their fair share for growth-related infrastructure through DCCs and other tools. Where appropriate, other funding can be used to provide additional capacity over and above the current OCP horizon. Taxation-funded DCC's through grant programs may be used to encourage economic development and community projects.

GRANTS

Grants will only be pursued for the City's priority projects. Grant funding will not increase the scope of a project without Council endorsement. Annual project funding must be sufficient without conditional grants. Long-term financial planning will rely on unconditional grant opportunities only.

OPERATIONS

All services, including new services, must be aligned with the City's priorities and reviewed regularly. The full financial cost of service and staff requirements will be understood by Council and administration. Future changes in operating costs, including personnel resourcing requirements, will be considered in long-term capital and financial planning. Ongoing operating activities will only be funded through taxes, fees and charges.

PARTNERSHIPS AND ENTERPRISE

The City will pragmatically partner with other entities to deliver community services and amenities. The City will explore access to new sources of capital and revenue streams. The City will leverage existing assets to attract private sector involvement. The City will leverage the expertise of outside partners. Services from partnerships will be reviewed regularly to ensure the needs of the City continue to be met. The City supports organizations within the community that enhance the quality of life.

PROPERTY TAXATION

Property taxes will remain as stable as possible over time. Property taxes will be comparative with similar communities. Increases to property taxes will be balanced among assessment classes. Property tax information will be transparent and easy to understand. Property taxes will reflect the infrastructure, services and service levels that the community believes are important.

RESERVES AND SURPLUS FUNDS

The purpose of each reserve will be documented and reviewed regularly. Ongoing operating requests will not be funded from reserves. Accumulated surplus will only be used as an emergency funding source.

USER FEES AND CHARGES

Everyone will pay a fair amount for the services they receive. Services will be reasonably accessible by all citizens. User fees will be transparent and easy to understand.

TOP 10 PRINCIPAL CORPORATE TAXPAYERS

2017

Legal Name

- 1 Orchard Park Shopping Centre
- 2 FortisBC Inc
- 3 Delta Hotels No 48 Holdings Ltd
- 4 Inland Natural Gas Co Ltd
- 5 McIntosh Properties Ltd
- 6 Victor Projects Ltd
- 7 4231 Investments Ltd
- 8 Dilworth Shopping Centre Ltd
- 9 RG Properties Ltd
- 10 Wal-Mart Canada Corp

Type of Property

- Shopping Mall
Electrical Utility
Hotel & Convention Centre
Gas Utility
Shopping Mall
Shopping Mall
Shopping Mall
Shopping Mall
Shopping Mall
Shopping Mall

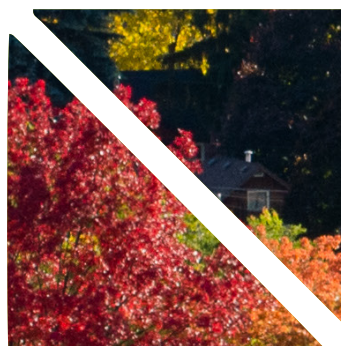
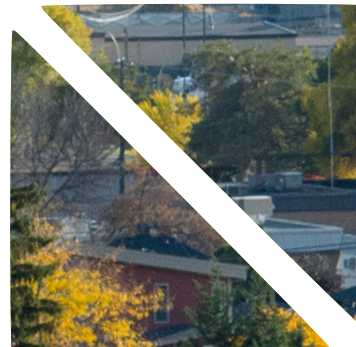
2016

Legal Name

- 1 Orchard Park Shopping Centre
- 2 FortisBC Inc
- 3 Delta Hotels No 48 Holdings Ltd
- 4 Inland Natural Gas Co Ltd
- 5 McIntosh Properties Ltd
- 6 Victor Projects Ltd
- 7 4231 Investments Ltd
- 8 Dilworth Shopping Centre Ltd
- 9 Wal-Mart Canada Corp
- 10 Al Stober Construction Ltd

Type of Property

- Shopping Mall
Electrical Utility
Hotel & Convention Centre
Gas Utility
Shopping Mall
Shopping Mall
Shopping Mall
Shopping Mall
Shopping Mall
Commercial Building





PERMISSIVE TAX EXEMPTIONS

ART GALLERY, MUSEUM, HERITAGE, CULTURAL PURPOSE

Central Okanagan Heritage Society	\$5,954
Centre Culturel Francais De L' Okanagan	\$2,642
City of Kelowna Library Society	\$83,583
German - Canadian Harmonie Club	\$4,552
Kelowna Art Gallery	\$60,535
Kelowna Museums Society - Kelowna Centennial Museum	\$29,742
Kelowna Museums Society - Okanagan Military Museum	\$19,523
Kelowna Museums Society (Laurel Packing House)	\$24,706
Kelowna Visual and Performing Arts Centre Society	\$74,349
Okanagan Symphony Society	\$10,778
Roman Catholic Bishop of Nelson Pandosy Mission	\$2,044
Westbank First Nation	\$6

ATHLETIC OR SERVICE CLUB

Central Okanagan Land Trust	\$6,498
Central Okanagan Small Boat Association	\$30,323
East Kelowna Community Hall Association	\$1,862
H2O Centre	\$216,033
Kelowna & District Fish & Game Club	\$4,392
Kelowna Badminton Club	\$7,508
Kelowna Cricket Club	\$419
Kelowna Curling Club	\$30,357
Kelowna Lawn Bowling Club	\$7,459
Kelowna Major Men's' Fastball Association	\$18,593
Kelowna Minor Fastball Society	\$1,282
Kelowna Outrigger Racing Canoe Club Society	\$21,767
Kelowna Riding Club	\$4,241
Kelowna United Football Club	\$352
Kelowna Yacht Club	\$8,601
Kelowna Yoga House Society	\$5,991
Nature Trust of BC	\$47,738
Okanagan Gymnastic Centre	\$12,380
Okanagan Mission Community Hall Association	\$5,107
Rutland Park Society	\$7,612
Scouts Canada	\$9,937

CHARITABLE OR PHILANTHROPIC

Adult Integrated Mental Health Services Society	\$1,715
BC Society for Prevention of Cruelty to Animals	\$10,524
BHF Building Healthy Families Society	\$1,781
Big Brothers Big Sisters of the Okanagan Society	\$3,527
Bridges to New Life Society	\$3,640
Canadian Mental Health Association	\$6,160
Central Okanagan Emergency Shelter Society	\$4,076
Columbus Holding Society	\$3,379
Father DeLestre Columbus Society	\$3,469
Kalano Club of Kelowna	\$5,271
Kelowna & District S.H.A.R.E. Society	\$9,355
Kelowna & District Safety Council Society	\$2,237
Kelowna Canadian Italian Club	\$3,084

Kelowna Centre for Positive Living Society	\$1,646
Kelowna Child Care Society	\$3,457
Kelowna Community Food Bank Society	\$8,957
Kelowna Community Music Society	\$3,635
Kelowna Gospel Mission Society	\$15,505
Kelowna Sr. Citizens Society of BC	\$6,050
Kelowna(#26) Royal Canadian Legion	\$2,074
KGH - Rutland Auxiliary Thrift Shop	\$7,940
Ki-Low-Na Friendship Society	\$15,116
MADAY Society for Seniors	\$3,076
National Society of Hope	\$4,636
New Opportunities for Women (NOW) Canada Society	\$2,511
Okanagan Boys & Girls Clubs	\$65,594
Okanagan Halfway House Society Inc	\$6,907
Okanagan Mental Health Services Society	\$1,646
Pathways Abilities Society	\$14,859
Reach Out Youth Counselling & Services Society	\$3,543
Resurrection Recovery Resource Society Inc.	\$7,460
Resurrection Recovery Resource Society Inc. d.b.a. Freedom's Door	\$1,677
Salvation Army Community Resource Centre	\$23,048
Society of St. Vincent De Paul of Central Okanagan	\$3,461
Starbright Children's Development Centre Assoc.	\$14,939
The Bridge Youth & Family Services Society	\$9,600
The Society of Housing Opportunities and Progressive Employment	\$1,695

HOSPITAL LICENSED UNDER COMMUNITY CARE FACILITY ACT

Canadian Cancer Society	\$16,159
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PARTNERING

Capital News Centre	\$72,011
Prospera Place	\$206,416

PRIVATE SCHOOLS

Aberdeen Hall Preparatory School Society	\$23,057
Immaculata Regional High School	\$41,224
Kelowna Christian Centre School	\$7,955
Kelowna Christian School	\$5,021
Kelowna Society for Christian Education	\$9,592
Lutheran Church - Private School	\$7,232
Okanagan Montessori Elementary	\$5,931
Seventh Day Adventist Church (Private School)	\$40,038
St. Joseph Elementary School	\$12,601
Studio9 Independent School of the Arts (Private School)	\$4,000
Waldorf School	\$12,924

PUBLIC WORSHIP

Assumption Of Blessed Virgin Mary's Parish	\$2,770
BC Assn of Seventh Day Adventist	\$1,418
C3 Church	\$2,255
Christ Evangelical Lutheran Church	\$3,338
Christian Science Society of Kelowna	\$2,697
Church of the Nazarene	\$2,391
Evangel Tabernacle Church	\$5,021
Evangelical Church	\$2,843
Faith Lutheran Church	\$3,573

First Baptist Church	\$3,991
First Lutheran Church of Kelowna	\$7,232
First Mennonite Church	\$2,890
First United Church	\$5,147
German Church of God Dominion of Canada	\$2,272
Glenmore Congregation of Jehovah's Witnesses	\$3,836
Grace Baptist Church	\$6,861
Guisachan Fellowship Baptist	\$1,839
Gurdwara Guru Amardas Darbar Sikh Society	\$1,982
Holy Spirit Parish	\$5,332
Immaculate Conception Parish	\$9,898
Kelowna Bible Chapel	\$4,056
Kelowna Buddhist Society	\$4,675
Kelowna Christian Centre Church (School)	\$7,955
Kelowna Christian Reformed Church	\$5,057
Kelowna Congregation of Jehovah's Witnesses	\$2,044
Kelowna Free Methodist Church	\$2,136
Kelowna Full Gospel Church	\$3,164
Kelowna Gospel Fellowship Church	\$4,242
Kelowna Tabernacle Congregation Church	\$967
Kelowna Trinity Baptist Church	\$30,832
KLO Baptist Church	\$7,116
Mennonite Brethren Churches (Willow Park Church)	\$6,946
Mission Creek Alliance Church	\$13,108
New Apostolic Church	\$1,897
New Life Vineyard Fellowship	\$23,168
Okanagan Chinese Baptist Church	\$1,862
Okanagan Jewish Community Association	\$2,112
Okanagan Sikh Temple & Cultural Society	\$4,879
Rutland United Church	\$3,973
Salvation Army Community Church	\$7,723
Serbian Orthodox Par-Holy Proph St Ilija (Parish)	\$789
Seventh Day Adventist Church	\$12,605
Spring Valley Congregation of Jehovah's Witnesses	\$4,357
St. Aidan's Anglican Church	\$2,148
St. Andrew's Church	\$4,949
St. Charles Garnier Parish	\$1,729
St. David's Presbyterian Church	\$5,238
St. Mary's Anglican Church	\$802
St. Michaels Anglican Church	\$4,810
St. Peter & Paul Ukrainian Greek Orthodox Church	\$4,033
St. Pius X Parish	\$4,559
St. Theresa's Parish	\$3,243
The BC Muslim Association	\$1,091
The Church of Jesus Christ of Latter-Day Saints	\$5,540
The Congregation of Bethel Church	\$3,417
The Embassy Church	\$2,402
The Union of Slavic Churches of Evangelical Christians	\$994
Truth Now Tabernacle United Pentecostal Church	\$1,155
Unitarian Fellowship of Kelowna Society	\$1,339
Total Municipal Portion of Permissive Tax Exemption	\$1,798,975



TAX EXEMPTIONS

▼ REVITALIZATION TAX EXEMPTIONS

Tax Incentive Area #1	269 Lawrence Ave	\$21,226
Tax Incentive Area #2	596 Leon Ave	\$4,847
	552 - 554 Leon Ave	\$24,667
Tax Incentive Area #4	110 Highway 33 W	\$46,943
Purpose-Built Rental Housing	598 Sutherland Ave	\$8,572
	1155 Brookside Ave	\$35,966
	1745 Chapman Pl	\$19,851
	678 Richter St	\$5,126
	1525 Dickson Ave	\$52,725
	2127 Ethel St	\$7,259
Total Revitalization Tax Exemptions		\$227,182

▼ HERITAGE BUILDING PROPERTY TAX EXEMPTIONS

Copeland House	784 Elliot Ave	\$3,873
Total Heritage Building Tax Exemptions		\$3,873
Total value of municipal taxes exempted		\$2,030,030



REPORT FROM THE DIVISIONAL DIRECTOR, FINANCIAL SERVICES

May 16, 2018

MAYOR BASRAN AND MEMBERS OF COUNCIL,

I am pleased to present the City of Kelowna's 2017 Annual Financial Report for the year ended December 31, 2017. The purpose of this report is to publish the City of Kelowna's consolidated Financial Statements, Auditor's Report and to provide an update on City services and projects, pursuant to Sections 98 and 167 of the Community Charter.

Preparation of the Consolidated Financial Statements is the responsibility of City Council and City of Kelowna management. These statements are prepared by City staff in accordance with Canadian public sector accounting standards. Management is also responsible for implementing and maintaining a system of internal controls for the safeguarding of assets and to provide reasonable assurance that reliable information is produced.

External auditors, Grant Thornton LLP, conducted an independent examination in accordance with Canadian auditing standards to express their opinion on the Consolidated Financial Statements. The City's Audit Committee also reviewed the financial statements to ensure they are comprehensive, reliable and understandable.

The Council-adopted Principles & Strategies for Financial Strength & Stability continue to be utilized to establish guidelines for how the City will acquire and manage a portfolio of financial and physical assets that meets the current and future needs of our community. The City has also introduced financial health indicators as part of the annual financial reporting to the Audit Committee and Council.

The City ended the year with a \$51 million increase to accumulated surplus, which now sits at more than \$1.93 billion. Revenues increased over 2016 by \$29 million, mainly due to an increase in donations and developer contributions of property, a gain on the disposal of land and government grants. Expenses at \$272 million increased by \$12 million from 2016. The General Fund ended 2017 with a \$5.4 million unappropriated surplus from operations. \$3.2 million was appropriated to reserve with the remaining \$2.2 million added to accumulated surplus to offset the \$2.1 million that was approved by Council for flood recovery. The accumulated surplus balance of \$2.4M is to be used only for extraordinary events and for the 2017 year end this balance is 2 per cent of the 2017 taxation requirement.



In 2017 the City continued to balance the community's interest in maintaining levels and quality of services, while responding to unprecedented flood and wildfire emergencies. We also continued to plan for a connected, healthy, sustainable and resilient community with the development of Imagine Kelowna, Healthy City strategy and the Community for All Plan. The City invested in new and existing infrastructure with the completion of the new RCMP building and conversion to LED streetlights, while leveraging opportunities to diversify revenue sources with the introduction of the Sponsorship and Advertising Policy and Program.

The City of Kelowna is well positioned to continue delivering quality services to its current and future residents, businesses and visitors in support of a community that is stronger together, inclusive and resilient.

Respectfully submitted,

A handwritten signature in black ink, consisting of several loops and a final horizontal stroke.

Genelle Davidson, CPA, CMA
Divisional Director, Financial Services

INDEPENDENT AUDITORS' REPORT



Grant Thornton LLP
200 - 1633 Ellis Street
Kelowna, BC
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www.GrantThornton.ca

To the members of Council of the City of Kelowna

We have audited the accompanying consolidated financial statements of the City of Kelowna (the "City"), which comprise the consolidated statement of financial position as at December 31, 2017, and the consolidated statement of operations and accumulated surplus, consolidated statement of changes in net financial assets and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Kelowna as at December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Kelowna, Canada
April 24, 2018

Grant Thornton LLP
Chartered Professional Accountants

Audit • Tax • Advisory

Grant Thornton LLP. A Canadian Member of Grant Thornton International Ltd.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2017
(in thousands of dollars)

	2017	2016
Financial Assets		
Cash and cash equivalents (Note 3)	\$ 20,647	\$ 17,961
Accounts receivable (Note 3)	33,720	30,279
Accrued interest	1,425	1,255
Portfolio investments (Note 3)	417,264	366,507
Long term investments (Note 10)	6,000	6,000
Property held for resale	3,456	3,534
	482,512	425,536
Liabilities		
Accounts payable	43,946	46,579
Performance deposits	16,292	14,018
Deferred revenue (Note 3)	55,767	36,446
Deferred development cost charges (Note 3)	42,767	25,375
Long term debt (Note 3)	137,434	146,414
	296,206	268,832
Net Financial Assets	186,306	156,704
Non-Financial Assets		
Prepaid expenses	2,601	2,240
Inventory	1,218	1,140
Work in progress (Note 4)	23,096	114,295
Tangible capital assets (Note 4)	1,714,464	1,602,745
	1,741,379	1,720,420
Accumulated Surplus (Note 5)	\$ 1,927,685	\$ 1,877,124

Contingent liabilities and Commitments (Notes 8 and 9)



Genelle Davidson, CPA, CMA
Divisional Director, Financial Services



Colin Basran
Mayor, City of Kelowna

See accompanying notes to the consolidated financial statements.

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the Year Ended December 31, 2017
(in thousands of dollars)

	Budget 2017	Actual 2017	Actual 2016
Revenue			
Taxation (Note 6)	\$ 138,964	\$ 139,395	\$ 131,792
Fees and charges	112,354	125,623	118,428
Interest earned	3,699	10,325	9,851
DCC contributions	8,211	9,533	10,477
Government transfers (Note 7)	31,872	21,559	15,576
Other capital contributions	—	10,694	6,651
Gain on disposal of tangible capital assets	—	5,586	501
	<u>295,100</u>	<u>322,715</u>	<u>293,276</u>
Expenses			
General government services	29,865	27,198	26,505
Protective services	58,266	59,717	55,726
Transportation services	38,590	63,036	59,689
Recreational and cultural services	36,336	42,732	41,888
Other services	18,251	20,369	19,307
Airport operations	14,423	20,698	19,303
Natural Gas Legacy Services	2,275	3,856	4,088
Wastewater utility	13,444	22,896	22,833
Water utility	6,710	11,212	10,699
Write down of tangible capital assets	—	440	—
	<u>218,160</u>	<u>272,154</u>	<u>260,038</u>
Annual Surplus	<u>\$ 76,940</u>	<u>50,561</u>	<u>33,238</u>
Accumulated Surplus, beginning of year		1,877,124	1,843,886
Accumulated Surplus, end of year		<u>\$ 1,927,685</u>	<u>\$ 1,877,124</u>

See accompanying notes to the consolidated financial statements.

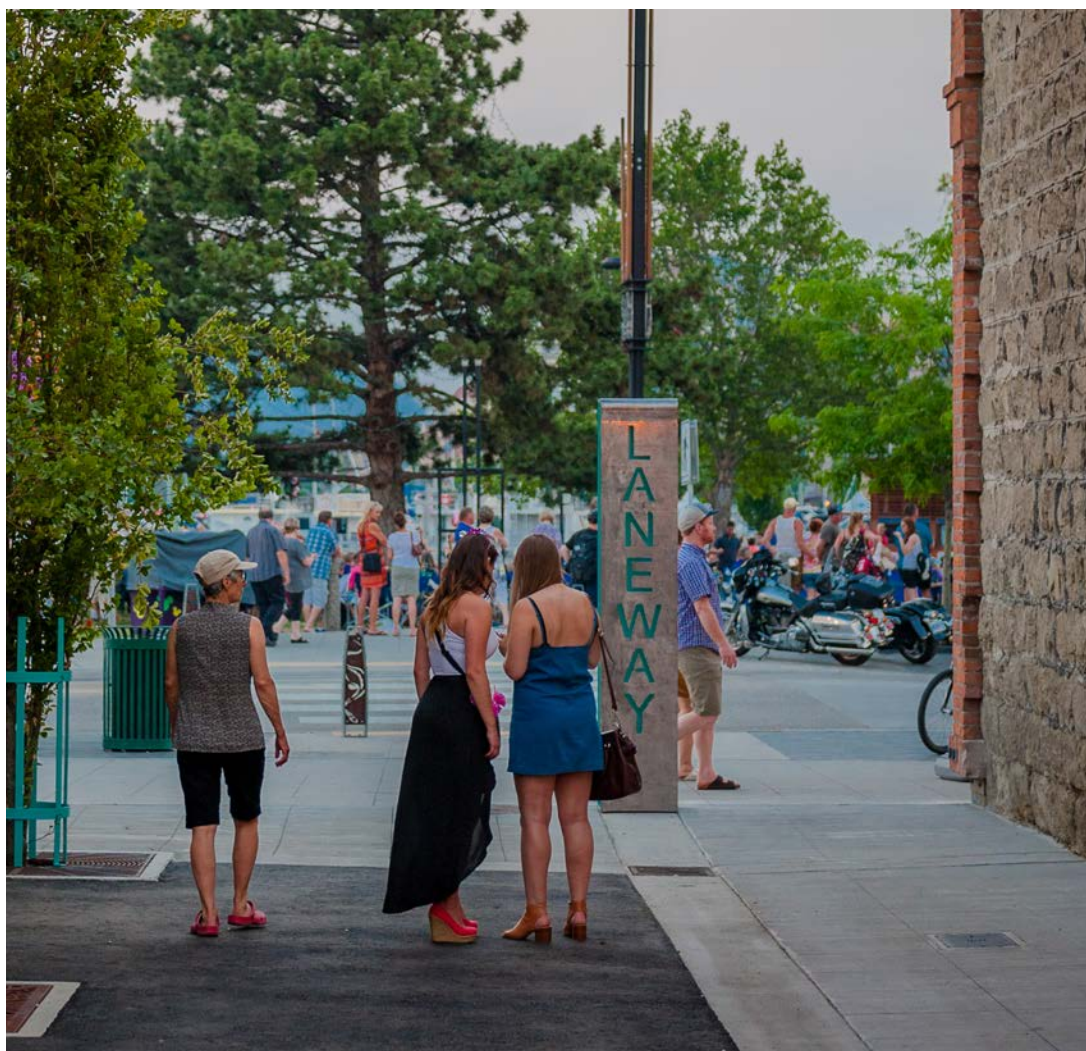


CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended December 31, 2017
(in thousands of dollars)

	Budget 2017	Actual 2017	Actual 2016
Annual Surplus	\$ 76,940	\$ 50,561	\$ 33,238
Amortization of tangible capital assets	—	64,888	63,343
Proceeds from disposal of tangible capital assets	—	8,566	1,249
(Gain) loss on disposal of tangible capital assets	—	(5,586)	(501)
Write down of tangible capital assets	—	440	—
Acquisition of tangible capital assets	(145,076)	(88,828)	(104,269)
Change in inventory and prepaid expenses	—	(439)	(289)
Increase (decrease) in Net Financial Assets	(68,136)	29,602	(7,229)
Net Financial Assets, beginning of year	156,704	156,704	163,933
Net Financial Assets, end of year	\$ 88,568	\$ 186,306	\$ 156,704

See accompanying notes to the consolidated financial statements.



CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2017
(in thousands of dollars)

Actual 2017

Actual 2016

Net inflow (outflow) of cash and cash equivalents related to the following activities

Operating

Annual Surplus	\$	50,561	\$	33,238
Adjustment for non-cash items				
Amortization of tangible capital assets		64,888		63,343
(Gain) loss on disposal of tangible capital assets		(5,586)		(501)
Write down of tangible capital assets		440		—
Actuarial adjustment on long term debt		(5,711)		(5,723)
Developer contributions of tangible capital assets		(4,433)		(412)
Decrease (increase) in				
Accounts receivable		(3,441)		(1,275)
Inventory and prepaid expenses		(439)		(289)
Other assets		(92)		(803)
Increase (decrease) in				
Accounts payable		(2,633)		4,271
Deferred development cost charges		17,392		14,391
Other liabilities		21,595		4,975
		132,541		111,215

Capital

Acquisition of tangible capital assets		(84,395)		(103,857)
Proceeds from disposal of tangible capital assets		8,566		1,249
		(75,829)		(102,608)

Investing

Change in investments		(50,757)		(14,109)
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Financing

Proceeds from issuance of long term debt		11,000		28,439
Repayment of long term debt		(14,269)		(12,485)
		(3,269)		15,954

Net increase in cash and cash equivalents

		2,686		10,452
--	--	-------	--	--------

Cash and cash equivalents, beginning of year		17,961		7,509
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Cash and cash equivalents, end of year

	\$	20,647	\$	17,961
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Non-cash capital activities

Acquisition of tangible capital assets through developer contributions (Note 4)	\$	4,433	\$	412
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See accompanying notes to the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2017

(all tabular amounts reported in 000's of dollars)

The notes to the consolidated financial statements are an integral part of the statements. They explain the significant accounting and reporting policies and principles underlying these statements. They also provide relevant supplementary information and explanations which cannot be conveniently expressed in the consolidated financial statements.

The consolidated financial statements are the responsibility of and prepared by management in accordance with Canadian public sector accounting standards (PSAS). The preparation of these consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

1. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The City of Kelowna's resources and operations are segregated into General, Airport, Wastewater Utility, Water Utility, Natural Gas Legacy, Development Cost Charges and Statutory Reserve Funds for accounting and financial reporting purposes. The consolidated financial statements include all the accounts of these funds. All material interfund transactions and balances have been eliminated within the consolidated financial statements.

The City of Kelowna Library Society was controlled by the City of Kelowna through its appointment of the members of the Society. The Society discontinued operations on June 30, 2017 and was dissolved in October 2017. Accordingly, the consolidated financial statements include all the accounts of the Society up to June 30, 2017. Library-related activity occurring after June 30, 2017 is reflected in the General Fund.

Accrual accounting

The accrual method for reporting revenues and expenses has been used.

Property held for resale

Property held for sale are those expected to be sold within one year. They are valued at the lower of cost or expected net realizable value. Cost includes amounts for improvements to prepare the property for sale.

Inventory

Inventory is valued at the lower of cost, determined principally on a weighted average and specific item basis, or replacement cost.

Municipal pension plan

The City of Kelowna's pension plan follows the guidelines of the Municipal Pension Plan which is administered by the Province of British Columbia for all British Columbia municipalities. The City and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan.

Work in progress

Work in progress represents capital projects under construction but not yet completed and are valued at cost.

Tangible capital assets

The City records tangible capital assets, including assets held as work in progress or capital lease, at cost in the period they were acquired or when the asset is put into use.

All tangible capital assets are valued at cost which includes all costs directly attributable to acquisition, construction, development or betterment of the tangible capital asset.

Assets owned by the City but not paid for by the City including contributions, dedications, gifts and donations, are valued at fair value at the date of contribution, dedication, gift or donation, where fair value is reasonably determinable.

Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value.



Amortization

The cost less residual value of the tangible capital assets is amortized on a straight-line basis over the useful lives of the asset as follows:

Asset Type	Useful Life Years
Parks infrastructure	
Playground equipment	15 – 20
Artificial turf field	10 – 12
Washrooms, concessions, picnic shelters	40 – 50
Outdoor pools, spray pools	50 – 60
Building structure	40 – 75
Building improvements	
Exterior envelope	30 – 40
HVAC systems	10 – 12
Roofs	15 – 20
Electrical, plumbing and fire	15 – 20
Site works – asphalt, water and sewer lines, etc	10 – 100
Machinery & equipment	
General equipment	7 – 10
Grounds equipment and machinery	10 – 15
Heavy construction equipment	5 – 10
Vehicles	
Cars and light trucks	5 – 10
Fire trucks	15 – 20
IT infrastructure	
Hardware	4 – 5
Software	5 – 10
Telephone system	7 – 10
Infrastructure	
(dependent upon component and material)	
Electrical	20 – 25
Water	10 – 100
Wastewater	10 – 100
Drainage	10 – 100
Transportation	10 – 100

Land and Work in Progress are not amortized.

Intangible assets

Intangible assets include works of art and historic assets located throughout the City. They are not reflected in these consolidated financial statements.

Interest capitalization

The City of Kelowna only capitalizes interest on projects being financed internally which will require debenture borrowing upon completion. Interest is calculated on monthly expenditures at the bank prime rate less 2%.

Municipal Finance Authority cash deposits and demand notes

The City issues the majority of its debt instruments through

the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the Municipal Finance Authority as a debt reserve fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. These demand notes are contingent in nature. The Debt Reserve and Demand Note balances are as follows:

	2017	2016
Cash Deposits held by MFA	\$ 3,566	\$ 3,390
Demand Notes held by MFA	9,658	9,206
	<u>\$ 13,224</u>	<u>\$ 12,596</u>

Reserves for future expenditures

Reserves for future expenditures are non-statutory reserves which represent an appropriation of surplus for specific purposes. Transfers to reserves for future expenditures include funds to finance incomplete projects and accumulations for specific purposes.

Statutory reserve funds

The use of these funds is restricted by the Community Charter and associated Municipal Bylaws. Statutory reserve funds are funded 100% by cash and portfolio investments.

Revenue recognition

Taxation revenue

Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal purposes. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Taxes are recognized as revenue in the year they are levied.

Through the BC Assessment appeal process taxes may be adjusted by way of supplementary roll adjustments. The effect of these adjustments on taxes are recognized at the time they are awarded.

Fees and charges revenue

Charges for transportation, environmental health, building permits, water, wastewater, natural gas and airport are included in this category. These revenues are recorded on the accrual basis and recognized as earned which is usually when services are provided or facilities are utilized.

DCC contributions

DCCs are recognized as revenue during the period in which the related costs are incurred.

Government transfers

Government transfers are recognized as revenue in the period that the transfer is authorized, eligibility criteria, if any, has been met by the City, and a reasonable estimate of the amount to be received can be made.

Investment income

The City's investments are disclosed in Note 3.

Investment income is recorded on the accrual basis and recognized when earned.

A portion of the City's investments are invested in pooled funds of the Municipal Finance Authority of British Columbia. Earnings on these funds are allocated to the members from time to time based on the market value of the pool. The City recognizes only its share of the realized earnings of the pool. This revenue is recorded as investment income and the amount is added to the cost base of the investment.

To the extent that investments have no stated rate of return, investment income is recognized as it is received.

Expenses

Expenses are recorded in the period in which the goods or services are acquired and a liability is incurred.

Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all of the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the City is directly responsible; or accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

There are no liabilities to be recorded as at December 31, 2017 and 2016.

Use of estimates

Management has made estimates and assumptions that affect the amounts reported in preparing these financial statements. Actual results could differ from the estimates. Significant areas requiring the use of management estimates relate to the determination of tangible capital assets estimated useful life and related amortization, allowance for doubtful accounts, landfill post closure costs and settlement costs associated with outstanding legal actions.

2. FUTURE ACCOUNTING CHANGES

PS 2200 – Related party transactions

This new Section defines a related party and establishes disclosures required for related party transactions. Disclosure of information about related party transactions and the relationship underlying them is required when they have occurred at a value different from that which would have been arrived at if the parties were unrelated. This Section applies to fiscal years beginning on or after April 1, 2017, with early adoption permitted.

PS 3420 – Inter-entity transactions

This section establishes how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. This Section applies to fiscal years beginning on or after April 1, 2017, with early adoption permitted.

PS 3210 – Assets

This new section provides guidance for applying the definition of an asset as set out in Section PS 1000 *Financial statement concepts* and establishes general disclosure standards for assets. This section applies to fiscal years beginning on or after April 1, 2017, with early adoption permitted.

PS 3320 – Contingent assets

This new section defines and establishes disclosure standards for contingent assets. This section applies to fiscal years beginning on or after April 1, 2017, with early adoption permitted.

PS 3380 – Contractual rights

This new section defines and establishes disclosure standards on contractual rights. This section applies to fiscal years beginning on or after April 1, 2017, with early adoption permitted.

PS 2601 – Foreign currency translation

This section revises and replaces the existing Section PS 2600 *Foreign currency translation*. This section applies to fiscal years beginning on or after April 1, 2019, with early adoption permitted.

PS 1201 – Financial statement presentation

This section revises and replaces the existing Section PS 1200 *Financial statement presentation*. This section applies to fiscal years beginning on or after April 1, 2019, with early adoption permitted.

PS 3450 – Financial instruments

This section establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. This section applies to fiscal years beginning on or after April 1, 2019, with early adoption permitted.

PS 3041 – Portfolio investments

This section revises and replaces the existing Section PS 3040 *Portfolio investments*. This section applies to fiscal years beginning on or after April 1, 2019, with early adoption permitted.

3. FINANCIAL ASSETS AND LIABILITIES

Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term investments with maturities of 90 days or less from the date of acquisition.

Accounts receivable

Accounts receivable are recorded net of allowance and are comprised of the following:

Type of receivable	2017	2016
Property Tax	\$ 4,257	\$ 4,863
Trade Receivables	12,981	11,642
Due from Federal Government	3,016	2,310
Due from Provincial Government	3,990	1,255
Due from Regional Government	4	31
Utilities	3,953	4,474
Deferred Development Cost Charges	5,519	5,704
	<u>\$ 33,720</u>	<u>\$ 30,279</u>

Portfolio investments

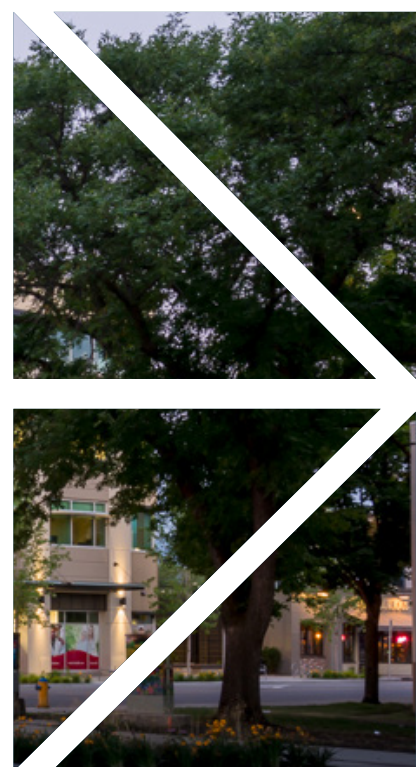
Portfolio investments are recorded at cost and are comprised of the following:

Type of investment	2017	2016
Municipal Finance Authority Bond/Intermediate Funds	\$ 103,646	\$ 101,595
Provincial and Bank Issued Bonds	98,446	103,629
Publicly traded shares	60,654	58,875
Guaranteed Investment Certificates and Deposit Notes	154,518	102,408
Total Portfolio investments	<u>\$ 417,264</u>	<u>\$ 366,507</u>

The quoted market value of the publicly traded shares at December 31, 2017 was \$85.09 million (2016 – \$75.18 million).

Operating line of credit

The City has an operating line of credit with the Royal Bank of Canada for an authorized amount of \$5.0 million, bearing interest at bank prime rate. At December 31, 2017 the balance outstanding was \$nil (2016 – \$nil).



Deferred revenue

The City records deferred revenue for funds received in advance on services not yet rendered and is recognized into revenue during the period in which the service is provided. The City also records deferred revenue when a contract specifies how the resources are to be used and therefore funds received in advance are deferred until the period in which the requirements are met. Because these funds are restricted in nature they are shown as a liability.

Deferred Revenue by Type	2016	Receipts	Interest	Transfers Out	2017
Tax Prepayments	\$ 18,101	\$ 18,843	\$ 76	\$ 18,101	\$ 18,919
Construction	11,329	1,063	32	534	11,890
Grants	61	28,327	145	14,085	14,448
Other	2,915	7,014	4	3,567	6,366
Local Area Service	4,040	298	—	194	4,144
Total	\$ 36,446	\$ 55,545	\$ 257	\$ 36,481	\$ 55,767

Deferred development cost charges (DCC)

The City collects development cost charges to pay for a proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. Because these funds are externally restricted in nature they are shown as a liability.

DCC	2016	Receipts	Interest	Transfers Out	2017
Parks	\$ 2,098	\$ 8,612	\$ 113	\$ 524	\$ 10,299
Roads	21,541	11,361	633	3,499	30,036
Water	11,314	545	271	33	12,097
Wastewater	(9,578)	5,660	(270)	5,477	(9,665)
Total Deferred DCC	\$ 25,375	\$ 26,178	\$ 747	\$ 9,533	\$ 42,767

Long term debt

Sinking fund installments and mortgage payments on net outstanding debt and loans payable over the next five years and thereafter are as follows:

2018	\$ 24,721
2019	14,537
2020	10,162
2021	9,265
2022	8,625
2023 and thereafter	70,124
Total	\$ 137,434



Total debt issued was \$275,437 and total debt payable at December 31, 2017 was \$137,434 (2016 – \$146,414).

Schedule 3 provides a breakdown of long term debt.

4. TANGIBLE CAPITAL ASSETS (TCA) AND WORK IN PROGRESS

	2017 Work in progress	2017 Tangible capital assets (NBV)	2016 Work in progress	2016 Tangible capital assets (NBV)
Land	\$ —	\$ 280,235	\$ —	\$ 255,228
Land improvements	910	32,136	2,101	33,611
Buildings	2,935	197,056	39,666	154,987
Infrastructure	16,362	1,104,034	47,224	1,094,778
Machinery and Equipment	2,889	71,404	25,304	32,942
Natural Gas System (Capital Lease)	—	29,599	—	31,199
	\$ 23,096	\$ 1,714,464	\$ 114,295	\$ 1,602,745

Contributions received in 2017 include:

Type of contribution	2017	2016
Land	\$ 4,433	\$ 302
Buildings	—	110
Total Contributed Tangible Capital Assets	\$ 4,433	\$ 412

Schedule 1 provides a break down of tangible capital assets and work in progress.

During the year, tangible capital assets with a cost of \$440,000 were written off due to impairment.



5. ACCUMULATED SURPLUS

	Reserves for Future Expenditures	Equity in FortisBC Inc.	Statutory Reserves	Fund Surpluses	Investment in Tangible Capital Assets	Total 2017	Total 2016
Accumulated surplus, beginning of year	\$ 125,038	\$ 58,875	\$ 62,251	\$ 49,071	\$ 1,581,889	\$1,877,124	\$ 1,843,866
Annual surplus (deficit)	753	3,418	1,980	94,928	(50,518)	50,561	33,238
Transfers	13,397	(1,601)	6,747	(18,543)	—	—	—
Acquisition of tangible capital assets	—	—	—	(57,461)	57,461	—	—
Repayment of long term debt	—	—	—	(14,269)	14,269	—	—
Accumulated surplus, end of year	\$ 139,188	\$ 60,692	\$ 70,978	\$ 53,726	\$ 1,603,101	\$ 1,927,685	\$ 1,877,124

Accumulated Surplus detail as follows:

Description	Balances, Beginning of Year	Transfer From	Transfer To	Annual Surplus	Balances, End of Year
Non-Statutory Reserves					
General Fund Reserve	\$ 74,024	\$ 12,551	\$ 18,518	\$ 318	\$ 80,309
Airport Fund Reserve	25,603	17,769	19,300	286	27,420
Waste Water Fund Reserve	9,348	782	4,446	21	13,033
Water Fund Reserve	16,063	1,738	3,973	128	18,426
	<u>125,038</u>	<u>32,840</u>	<u>46,237</u>	<u>753</u>	<u>139,188</u>
Statutory Reserves					
Parking Reserve	993	2,132	3,531	51	2,443
Land Reserve	10,143	7,503	9,296	337	12,273
Capital Works, Machinery & Equip Reserve	51,115	16,344	19,899	1,592	56,262
	<u>62,251</u>	<u>25,979</u>	<u>32,726</u>	<u>1,980</u>	<u>70,978</u>
Surplus by Fund					
General Fund Surplus	2,402	62,515	9,311	55,453	4,651
Airport Fund Surplus	596	20,811	3,432	17,379	596
Waste Water Fund Surplus	28,462	16,291	6,350	12,001	30,522
Water Fund Surplus	13,075	8,572	741	8,239	13,483
Natural Gas Legacy Surplus	4,371	3,578	1,840	1,841	4,474
Library Surplus	165	360	180	15	—
Accumulated Surplus	<u>49,071</u>	<u>112,127</u>	<u>21,854</u>	<u>94,928</u>	<u>53,726</u>
Equity Investment					
Equity in FortisBC Inc.	<u>58,875</u>	<u>1,601</u>	<u>—</u>	<u>3,418</u>	<u>60,692</u>
Investment in Non Financial Assets					
Investment in Tangible Capital Assets	<u>1,581,889</u>	<u>64,404</u>	<u>136,134</u>	<u>(50,518)</u>	<u>1,603,101</u>
Accumulated Surplus	<u>\$ 1,877,124</u>	<u>\$ 236,951</u>	<u>\$ 236,951</u>	<u>\$ 50,561</u>	<u>\$ 1,927,685</u>

6. TAXATION

Taxation revenue comprises the following amounts raised less transfers to other governments.

	2017	2016
Taxes collected		
Property taxes	\$ 219,875	\$ 214,229
Local improvement levies	156	166
Frontage tax – water	1,457	1,436
Specified sewer area recoveries	1,398	1,399
Grants in lieu of taxes	514	480
Levies	7,010	6,783
	<u>230,410</u>	<u>224,493</u>
Less transfers to other governments		
Province of BC (school taxes)	66,049	67,601
BC Assessment Authority	1,854	2,006
Regional Hospital District	11,507	11,429
Regional District of Central Okanagan	11,605	11,665
	<u>91,015</u>	<u>92,701</u>
Net taxes available for municipal purposes	<u>\$ 139,395</u>	<u>\$ 131,792</u>

7. GOVERNMENT TRANSFERS

Government transfers are the major source of transfers to the City. Government transfers received are for completed projects that meet the required criteria as set out by the Government body providing the funding. Government transfers do not include grants in lieu of taxes received from the Federal and Provincial governments. Estimated government transfers were accrued as revenue in previous years however in 2016 the City was notified that the amounts accrued were paid directly to the project suppliers. During the year \$14.0 million was received and recorded as deferred revenue for future capital expenditures. In 2017 the City received and recorded as revenue the following transfers:

	2017	2016
Operating transfers		
Federal	\$ 148	\$ 141
Provincial	17,772	16,664
	<u>17,920</u>	<u>16,805</u>
Capital transfers		
Federal	2,695	(15)
Provincial	944	(1,214)
	<u>3,639</u>	<u>(1,229)</u>
Total transfers	<u>\$ 21,559</u>	<u>\$ 15,576</u>



8. CONTINGENT LIABILITIES

Regional District of Central Okanagan

Regional District debt is, under the provisions of the Local Government Act, a direct, joint and several liability of the District and each member municipality within the District including the City of Kelowna.

The loan agreements with the Regional District of Central Okanagan and the Municipal Finance Authority provide that if at any time the scheduled payments provided for in the agreements are not sufficient to meet the Authority's obligation with respect to such borrowing, the resulting deficiency becomes a liability of the member municipalities.

Pension liability

The employer and its employees contribute to the Municipal Pension Plan (a jointly trustees pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Kelowna paid \$6.9 million (2016 – \$6.7 million) for employer contributions while employees contributed \$5.5 million (2016 – \$5.4 million) to the plan in fiscal 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

Post employment benefits

The City of Kelowna does not accrue expenses for post employment benefits such as retirement allowances or compensated absences (sick leave). City employees retiring do not receive any retirement allowance that either vests or accrues over the period of employment. Sick benefits do not accrue and are not vested. The City recognizes the expense for sick time when the event obligates the City to pay.

Legal actions

The City of Kelowna is currently engaged in certain legal actions, the outcome of which is not determinable at this time. Accordingly, no provision has been made in the accounts for these actions.

The amount of loss, if any, arising from these contingent liabilities will be recorded in the accounts in the period in which the loss is realized. The City of Kelowna has insurance policies and financial reserves to offset associated risks.



9. COMMITMENTS

Agreements, contracts and purchase orders

The City has entered into various agreements and contracts for services and construction with periods ranging from one to five years.

The City has purchase orders open as at December 31, 2017 which have not been recorded in the accounts. The balance of these open purchase orders are not determinable at this time. The funding for the majority of these obligations has been set aside in reserves for future expenditures. These amounts will be recorded in the accounts in the period the goods and services, to which they relate, are received.

Landfill closure and post closure costs

As required by PSAS and regulated by the Ministry of Water, Land and Air Protection, the City has agreed to obligations regarding the operation of the landfill site. These obligations include recognition of closure and post-closure liability. The City's estimated liability for these expenditures is recognized as the landfill site's capacity is used. The reported liability of \$3.8 million (2016 – \$3.8 million) represents the portion of the estimated total expenditure recognized as at December 31, 2017. The liability and annual expenditure is calculated based on the ratio of current usage to the total capacity of the site and the discounted estimated future cash flows associated with closure and post-closure activities.

The reported liability is based on estimates and assumptions with respect to events extending over the remaining life of the landfill. The remaining capacity of the landfill site is estimated at 14.5 million tonnes, which is 79% of the site's total capacity. The future cash flows for closure and post-closure cost is estimated at \$11.9 million as at December 31, 2017. The landfill site is expected to reach its capacity in 2090.

YMCA of Okanagan Association loan guarantee agreement

The City has, under the terms of the partnering agreement between the City of Kelowna and YMCA of Okanagan Association, guaranteed repayment in the event that the YMCA of Okanagan Association defaults on a \$1.8 million, 20-year loan issued in 2001. Under the agreement the City shall resume operation of the facility and assume responsibility for the repayment of the debt incurred by the YMCA of Okanagan Association. During 2010 an amendment was made to the agreement for additional financing of \$700,000 for a 20-year term. As at December 31, 2017 the outstanding loan balance was \$879,437 (2016 – \$978,170). The City does not expect to make any payments on the guarantee and no amounts have been accrued in the financial statements.

Multi-Purpose Facility Public/Private Partnership

The City has, under the terms of the Preferred Share Agreement between the City of Kelowna and RG Properties Ltd., purchased \$6.0 million of preferred shares in RG Arenas (Kelowna) Ltd. at a cost of \$1 per share. The terms and conditions of the purchase are subject to the terms of a Tripartite Agreement between the City of Kelowna, Royal Bank of Canada and RG Arenas (Kelowna) Ltd., RG Properties Ltd., Prospero Canadian Land Investment Fund Ltd. group of companies.

The City has, under the terms of the above noted Tripartite Agreement, committed to the annual purchase of community use time at the Multi-Purpose facility, commencing with substantial completion, on November 10, 1999 under the following terms:

- (i) \$1.3 million per annum for Years 1 to 3 comprised of a payment of \$1.1 million, which for Years 2 and 3 is subject to a minimum CPI increase of 1% per annum and a maximum average CPI increase of 5% per annum, plus an annual payment of \$150,000 without any adjustment for CPI;
- (ii) \$1.2 million per annum for Years 4 to 7, subject to a minimum CPI increase of 1% per annum and a maximum average CPI increase of 5% per annum;
- (iii) \$1.2 million per annum for Years 8 to 10, subject to a minimum CPI increase of 1% per annum and a maximum average CPI increase of 5% per annum, minus \$150,000 per annum;
- (iv) \$1.0 million per annum for Years 11 to 20, subject to a minimum CPI increase of 1% per annum and a maximum average CPI increase of 5% per annum; and
- (v) \$0.5 million per annum for Years 21 to 30, subject to a minimum CPI increase of 1% per annum and a maximum average CPI increase of 5% per annum.

The year 2017 represented year 18 of the agreement.

Should the City not exercise, in its sole discretion, its option to renew any future term for community use time in the Multi-Purpose facility, under the above terms it shall be required to make a lump sum payment to RG Arenas (Kelowna) Ltd. on or before the 15th day of one of year 6, 11, 16, 21 or 26 commencing with the year of substantial completion in the following amounts:

2005	Year 6	\$ 13.2 million
2010	Year 11	\$ 11.9 million
2015	Year 16	\$ 10.4 million
2020	Year 21	\$ 6.7 million
2025	Year 26	\$ 4.5 million

Upon such payment, no further amounts will be payable to RG Arenas (Kelowna) Ltd. and the City will have the right to the community use time for the period from the beginning of the year in which the payment was made until November 9, 2029 without any additional payment.

The City did exercise its option to renew the purchase of community use time under the above annual payments terms and accordingly did not make any of the lump sum payment of \$13.2 or \$11.9 or \$10.4 million otherwise due to RG Arenas (Kelowna) Ltd. in years 6 or 11 or 16.

Royal Canadian Mounted Police Services

The Province of British Columbia and the Federal Government have an agreement with the Royal Canadian Mounted Police to provide police services for various municipalities in the Province, including the City of Kelowna. This agreement has a 20 year term expiring on March 31, 2032.

10. LONG TERM INVESTMENTS

Kelowna Developments Ltd.

The investment in Kelowna Developments Ltd., a wholly owned subsidiary, is carried at its cost of \$2. The company is inactive with no assets or liabilities and is being retained for potential future use.

RG Arenas (Kelowna) Ltd.

The investment in preferred shares in RG Arenas (Kelowna) Ltd. is carried at its cost of \$6.0 million. The shares were purchased under the terms of the Preferred Share Agreement between the City of Kelowna and RG Properties Ltd. and are to be retained until 2028 per the terms of that agreement described in Note 9.

11. LETTERS OF CREDIT

In addition to the performance deposits reflected in cash balances, the City is holding irrevocable Letters of Credit in the amount of \$36.4 million (2016 – \$30.7 million) which were received from depositors to ensure their performance of works to be undertaken within the City. These amounts are not reflected in the financial statements but are available to satisfy any liabilities arising from non-performance by the depositors. Included in the \$36.4 million, the City is holding irrevocable Letters of Credit in the amount of \$5.7 million (2016 – \$5.1 million) which are received from developers to ensure payment of development cost charges in future years.

12. CAPITAL LEASE PAYABLE

The City has entered into an agreement with FortisBC Energy Inc. ("FortisBC") that has resulted in the creation of the Natural Gas Legacy Fund.

Capital lease

Under the terms of the agreement the City entered into a 35 year capital lease with FortisBC on November 1, 2001 for the natural gas distribution system within the City's municipal boundary. The City has prepaid \$47.5 million of the capital lease obligation and has financed the prepayment through debenture debt. The remaining obligation of \$2.2 million, which is included in long term debt, will be paid with annual

lease payments of \$260,870 including interest based on FortisBC approved pre-tax weighted average cost of capital of 10.072%.

Operating lease

The City also entered into a 17-year operating lease with FortisBC on November 1, 2001 whereby the City leases back to FortisBC the operations of the gas distribution system. Under the operating lease FortisBC is required to make annual lease payments to the City calculated by a formula specified in the agreement which is based on the total annual revenue generated by the transaction. At the end of the 17-year term, being in 2018, FortisBC has the option of making a termination payment to the City equal to the unamortized portion of the City's \$47.5 million prepayment under the capital lease, which is estimated to be \$27.0 million, or negotiate a new 18 year operating lease with a continuation of the annual lease payments which existed under the previous 17 year operating lease. The City is in discussions with Fortis as to the continuation or cancellation of the lease.

Annual lease revenues for the past five years are:

2013	\$ 4.4 million
2014	\$ 4.3 million
2015	\$ 4.2 million
2016	\$ 4.1 million
2017	\$ 4.0 million

13. CITY OF KELOWNA LIBRARY SOCIETY

The City of Kelowna Library Society was a non-profit society instituted and controlled by the City of Kelowna. The Society was incorporated for the purpose of establishing, operating, and maintaining libraries and library services for the benefit of the City of Kelowna and its citizens, and the Society discontinued operations on June 30, 2017 and was dissolved in October 2017. Accordingly, the consolidated financial statements include all the accounts of the Society up to June 30, 2017. Library-related activity occurring after June 30, 2017 is reflected in the General Fund. The assets of the Society were transferred to the City prior to December 31, 2017.

14. TRUST FUNDS

In accordance with PSAS, trust funds are not included in the City's consolidated financial statements. The City administers a Cemetery Maintenance Fund for the perpetual care and maintenance of the City owned and operated cemetery. As at December 31, 2017 the Trust Fund balance is \$2.8 million (2016 – \$2.6 million).

15. SEGMENTED INFORMATION

The City of Kelowna is connecting communities and providing a multitude of services to the citizens of Kelowna. The City's operations and activities are organized and reported by funds and departments. The General Fund reports on operations, funded primarily by property taxes, which include services provided by the City such as general government, protective services, transportation services, recreation and cultural services, as well as public health, and environmental and development services. The City also operates its own airport and City utilities comprised of the wastewater and water systems that are self-sustaining operations. Operating results reported by the following segments are included in Schedule 2.

General government

General Government operations are primarily funded by property taxation and business tax revenues. The expenses within the department are for executive and legislative costs, general administration, and other general government areas such as community service grants and rental property operating costs within the municipality. The general revenue reported under the department includes revenues associated with taxation, business tax revenues and senior government payments in lieu of taxes. These revenues have not been apportioned to other departments supported by the General Fund.

Protective services

Protective services are comprised of police services provided by the Royal Canadian Mounted Police, fire protection services, building inspection services and bylaw enforcement as well as the Provincial Emergency Program.

Police services include administration, crime investigation and prevention, traffic, prisoner custody and court liaison expenses.

The fire department is responsible for effective fire protection and public safety services to the City. This includes fire suppression and rescue, prevention and investigation, specialty rescue/first medical responses and fire safety inspections.

Costs for maintenance and repair of police and fire buildings are included in this section.

Transportation services

Transportation services are responsible for the delivery of municipal public works services related to the planning, development and maintenance of streets and roads, bridges, drainage systems, street lights, traffic lights and signals, parking lots and on-street parking, and public transit as well as maintenance of workshops, yards and other buildings. The mandate is to provide a safe, efficient, environmentally-sensitive and cost-effective transportation network.

Recreation and cultural services

Recreation and cultural services provide services related to recreation, leisure and culture including administration and program costs as well as grounds and building maintenance. Facilities managed within this area include parks and playgrounds, arenas, swimming pools, beaches, boat launches, stadiums as well as community and seniors centers. The H2O Adventure & Fitness Centre, Parkinson Recreation Centre, Kelowna Community Theatre, Kelowna Museum, Kelowna Library, Kelowna Art Gallery and the Rotary Centre for the Arts are some of the larger facilities included.

Other services (Public Health/Environmental/Development services)

Public health services are comprised of cemetery operations and maintenance, environmental and development services including community planning and zoning as well as landfill operations.

Airport services

The Airport, owned and operated by the City of Kelowna, provides quality airport services in a safe and cost effective manner in compliance with Federal regulations. The Airport is accounted for in its own fund.

Wastewater services

Kelowna's sanitary sewer system collects, conveys, treats and disposes of domestic wastewater (derived from the home) and industrial wastewater (resulting from business use, manufacturing and processing). The system currently services approximately 70% of Kelowna's population and continues to be extended to unserved areas. Kelowna's wastewater system has a treatment capacity of 72 million liters per day. Wastewater Utility is accounted for in its own fund.

Water services

The Water Utility is responsible for planning, designing, building, operating and maintaining the City's Water Utility and is one of five water suppliers operating within Kelowna's boundaries. The Water Utility is accounted for in its own fund.

Natural Gas legacy services

Natural Gas Legacy Fund was created from an agreement with FortisBC for a 35 year capital lease for the natural gas distribution system within the City's municipal boundary and a 17 year operating lease, expiring in 2018, whereby the City leases back to FortisBC the operations of the gas distribution system. The Natural Gas Legacy Fund is accounted for in its own fund.

Statutory reserves

Statutory Reserves include funds for parking, land and capital works, machinery and equipment.

16. EXPENSES BY OBJECT

Total consolidated expenses by object are itemized in Schedule 2 – Segmented information.

17. BUDGET DATA

The budget figures are from the Annual Five-Year Financial Plan Bylaw adopted before May 15th of each year. Subsequent amendments have been made by Council to reflect changes in the budget as required by law. Amortization of tangible capital assets was not included in the budget. The table below shows the reconciliation between the approved budget and the budget presented in these consolidated financial statements.

	Budget Amount
Revenues:	
Operating budget	\$ 272,034
Capital budget	23,066
	<u>295,100</u>
Expenses:	
Operating budget	218,160
Capital budget	145,076
	<u>363,236</u>
Annual deficit per approved budget	(68,136)
Add: tangible capital asset purchases	<u>145,076</u>
Annual surplus per statement of operations	<u><u>\$ 76,940</u></u>

18. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation format adopted in the current year.

SCHEDULE 1 – TANGIBLE CAPITAL ASSETS

For the Year Ended December 31, 2017 (in thousands of dollars)

	MACHINERY & EQUIPMENT				
	Land	Land Improvements	Buildings	Vehicles	Machinery & Equipment
Cost					
Balance, beginning of year	\$ 255,228	\$ 67,374	\$ 291,748	\$ 30,294	\$ 53,817
Add: additions during the year	27,633	263	928	2,080	2,869
Add: transfers to tangible capital assets	–	674	50,258	–	36,632
Less: capital held for resale	78	–	–	–	–
Less: disposals during the year	(2,704)	–	(26)	(964)	(1,216)
Balance, end of year	<u>280,235</u>	<u>68,311</u>	<u>342,908</u>	<u>31,410</u>	<u>92,102</u>
Accumulated Amortization					
Balance, beginning of year	–	33,763	136,761	18,147	35,877
Add: amortization	–	2,412	9,091	2,028	3,499
Less: accumulated amortization on disposals	–	–	–	(908)	(869)
Less: amortization on buildings held for resale	–	–	–	–	–
Balance, end of year	<u>–</u>	<u>36,175</u>	<u>145,852</u>	<u>19,267</u>	<u>38,507</u>
Net Book Value of Tangible Capital Assets	<u>\$ 280,235</u>	<u>\$ 32,136</u>	<u>\$ 197,056</u>	<u>\$ 12,143</u>	<u>\$ 53,595</u>

INFRASTRUCTURE

	Plant & Facilities	Roads, Lanes, Sidewalks & Bike Paths	Bridges, Tunnels & Overpasses	Underground, Overhead & Other Networks	Airport Infrastructure
Cost					
Balance, beginning of year	\$ 196,632	\$ 516,095	\$ 33,836	\$ 1,040,982	\$ 56,474
Add: additions during the year	247	2,781	36	3,102	253
Add: transfers to tangible capital assets	2,615	11,240	–	30,326	4,368
Less: capital held for resale	–	–	–	–	–
Less: disposals during the year	–	(51)	–	(227)	–
Balance, end of year	<u>199,494</u>	<u>530,065</u>	<u>33,872</u>	<u>1,074,183</u>	<u>61,095</u>
Accumulated Amortization					
Balance, beginning of year	68,143	272,408	8,118	374,833	25,739
Add: amortization	6,948	19,778	515	15,842	2,351
Less: accumulated amortization on disposals	–	–	–	–	–
Less: amortization on buildings held for resale	–	–	–	–	–
Balance, end of year	<u>75,091</u>	<u>292,186</u>	<u>8,633</u>	<u>390,675</u>	<u>28,090</u>
Net Book Value of Tangible Capital Assets	<u>\$ 124,403</u>	<u>\$ 237,879</u>	<u>\$ 25,239</u>	<u>\$ 683,508</u>	<u>\$ 33,005</u>

Computer	Subtotal Machinery & Equipment	Natural Gas Capital Lease
\$ 9,537 774	\$ 93,648 5,723	\$ 55,609 —
2,861	39,493	—
—	—	—
—	(2,180)	—
<u>13,172</u>	<u>136,684</u>	<u>55,609</u>
6,682	60,706	24,410
824	6,351	1,600
—	(1,777)	—
—	—	—
<u>7,506</u>	<u>65,280</u>	<u>26,010</u>
<u>\$ 5,666</u>	<u>\$ 71,404</u>	<u>\$ 29,599</u>

Subtotal Infrastructure	Work in Progress	Total 2017	Total 2016
\$ 1,844,019 6,419	\$ 114,295 47,784	\$ 2,721,921 88,750	\$ 2,620,464 104,864
48,549	(138,974)	—	203
—	—	78	(1,122)
(278)	(9)	(5,197)	(2,291)
<u>1,898,709</u>	<u>23,096</u>	<u>2,805,552</u>	<u>2,722,118</u>
749,241	—	1,004,881	943,602
45,434	—	64,888	63,343
—	—	(1,777)	(1,339)
—	—	—	(528)
<u>794,675</u>	<u>—</u>	<u>1,067,992</u>	<u>1,005,078</u>
<u>\$ 1,104,034</u>	<u>\$ 23,096</u>	<u>\$ 1,737,560</u>	<u>\$ 1,717,040</u>



SCHEDULE 2 – SEGMENTED INFORMATION

For the Year Ended December 31, 2017 (in thousands of dollars)

	General Government	Protective Services	Transportation Services	Recreation & Cultural Services	Other Services
Revenue					
Taxation	\$ 136,357	\$ –	\$ 156	\$ –	\$ –
Fees and charges	24,753	1,981	13,086	4,477	16,534
Interest earned	7,199	–	–	–	–
DCC contributions	–	–	3,498	525	–
Contribution from other governments	1,700	4,192	9,294	311	2,520
Other capital contributions	5,697	–	–	–	–
Gain on tangible capital asset disposal	5,586	–	–	–	–
	<u>181,292</u>	<u>6,173</u>	<u>26,034</u>	<u>5,313</u>	<u>19,054</u>
Expenses					
Salaries and benefits	16,215	27,849	9,416	11,281	5,578
Contract and professional services	4,045	2,311	24,431	7,772	7,422
RCMP contract	–	28,553	–	–	–
Materials and supplies	5,351	2,060	5,316	10,822	1,315
Equipment	244	713	3,104	1,566	2,193
Allocations	(5,309)	(51)	(80)	(183)	115
Cost recoveries	(505)	(3,580)	(8,825)	(270)	(1,464)
Grants and external transfers	417	115	6	1,218	2,918
Utilities	180	297	2,264	2,064	220
Write down of tangible capital assets	101	–	83	20	–
Amortization of tangible capital assets	2,803	1,450	27,404	8,462	1,772
Total before Debt	<u>23,542</u>	<u>59,717</u>	<u>63,119</u>	<u>42,752</u>	<u>20,069</u>
Debt interest and fiscal services	3,757	–	–	–	–
Total operating expenses	<u>27,299</u>	<u>59,717</u>	<u>63,119</u>	<u>42,752</u>	<u>20,069</u>
Annual Surplus (Deficit)	<u>\$ 153,993</u>	<u>\$ (53,544)</u>	<u>\$ (37,085)</u>	<u>\$ (37,439)</u>	<u>\$ (1,015)</u>



Airport Services	Wastewater Services	Water Services	Natural Gas Legacy Services	Library Services	Statutory Reserves	2017
\$ —	\$ 1,398	\$ 1,484	\$ —	\$ —	\$ —	\$ 139,395
31,905	16,291	11,772	3,990	408	426	125,623
303	716	446	107	—	1,554	10,325
—	5,477	33	—	—	—	9,533
2,054	246	1,242	—	—	—	21,559
514	1,441	483	2,559	—	—	10,694
—	—	—	—	—	—	5,586
34,776	25,569	15,460	6,656	408	1,980	322,715
4,406	3,312	2,432	—	16	—	80,505
1,155	502	812	—	143	—	48,593
—	—	—	—	—	—	28,553
6,187	1,239	990	—	19	—	33,299
28	619	485	—	2	—	8,954
1,437	3,232	897	20	—	—	78
(534)	(181)	(543)	—	—	—	(15,902)
—	—	—	—	—	—	4,674
670	1,211	1,062	—	46	—	8,014
—	227	9	—	—	—	440
6,081	10,639	4,605	1,600	72	—	64,888
19,430	20,800	10,749	1,620	298	—	262,096
1,268	2,323	472	2,236	2	—	10,058
20,698	23,123	11,221	3,856	300	—	272,154
\$ 14,078	\$ 2,446	\$ 4,239	\$ 2,800	\$ 108	\$ 1,980	\$ 50,561



SCHEDULE 2 – SEGMENTED INFORMATION

For the Year Ended December 31, 2016 (in thousands of dollars)

	General Government	Protective Services	Transportation Services	Recreation & Cultural Services	Other Services
Revenue					
Taxation	\$ 128,764	\$ –	\$ 166	\$ –	\$ –
Fees and charges	22,860	1,881	11,915	4,423	15,757
Interest earned	7,181	–	–	–	–
DCC contributions	–	–	3,273	1,507	–
Contribution from other governments	1,774	3,963	6,996	392	1,993
Other capital contributions	2,381	–	–	–	–
Gain on disposal of tangible capital assets	476	–	–	–	–
	<u>163,436</u>	<u>5,844</u>	<u>22,350</u>	<u>6,322</u>	<u>17,750</u>
Expenses					
Salaries and benefits	15,654	26,219	9,037	11,132	5,390
Contract and professional services	3,822	1,842	22,618	7,851	7,200
RCMP contract	–	26,473	–	–	–
Materials and supplies	4,788	1,613	5,128	10,009	1,408
Equipment	214	307	2,753	1,604	2,025
Allocations	(4,883)	(51)	(178)	(187)	185
Cost recoveries	(800)	(2,087)	(8,285)	(338)	(1,555)
Grants and external transfers	405	86	20	1,168	2,340
Utilities	170	203	2,117	2,032	187
Amortization of tangible capital assets	3,254	1,121	26,479	8,617	1,694
Total before Debt	<u>22,624</u>	<u>55,726</u>	<u>59,689</u>	<u>41,888</u>	<u>18,874</u>
Debt interest and fiscal services	3,881	–	–	–	–
Total operating expenses	<u>26,505</u>	<u>55,726</u>	<u>59,689</u>	<u>41,888</u>	<u>18,874</u>
Annual Surplus (Deficit)	<u>\$ 136,931</u>	<u>\$ (49,882)</u>	<u>\$ (37,339)</u>	<u>\$ (35,566)</u>	<u>\$ (1,124)</u>

Airport Services	Wastewater Services	Water Services	Natural Gas Legacy Services	Library Services	Statutory Reserves	2016
—	\$ 1,399	\$ 1,463	\$ —	\$ —	\$ —	\$ 131,792
28,781	16,104	11,505	4,200	780	222	118,428
255	607	337	—	—	1,471	9,851
—	5,671	26	—	—	—	10,477
116	342	—	—	—	—	15,576
421	1,265	278	2,306	—	—	6,651
25	—	—	—	—	—	501
29,598	25,388	13,609	6,506	780	1,693	293,276
4,310	3,267	2,296	—	17	—	77,322
1,416	734	804	—	125	—	46,412
—	—	—	—	—	—	26,473
5,752	1,220	854	—	18	—	30,790
42	655	454	—	2	—	8,056
1,390	2,973	791	20	—	—	60
(503)	—	(558)	—	—	—	(14,126)
—	(139)	—	—	—	—	3,880
634	1,210	984	—	80	—	7,617
5,233	10,590	4,602	1,600	153	—	63,343
18,274	20,510	10,227	1,620	395	—	249,827
1,029	2,323	472	2,468	38	—	10,211
19,303	22,833	10,699	4,088	433	—	260,038
10,295	\$ 2,555	\$ 2,910	\$ 2,418	\$ 347	\$ 1,693	\$ 33,238



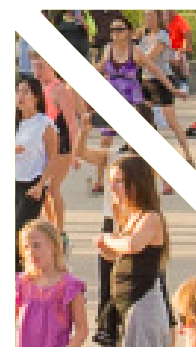
SCHEDULE 3 – LONG TERM DEBT

As at December 31, 2017 (in thousands of dollars)

Long term debt – General Fund

Debenture Debt

Year of Maturity	Purpose	Debt Balance Dec. 31/16	Amount of Issue	Debt Balance Dec. 31/17	Sinking Fund Balance Dec. 31/17	Current Interest Rate
Public Works						%
2019	South Pandosy Spec Area 1	\$ 50	\$ 234	\$ 34	\$ 200	2.10
2019	South Pandosy Spec Area 2	88	410	60	350	2.10
2019	Automated Curb Side Carts	1,646	4,810	1,119	3,691	4.13
2022	Chapman Parkade	1,658	4,071	1,414	2,657	2.10
2028	DCC Roads	2,418	10,400	1,233	9,167	5.15
Local Improvements						
2017	Local Improvements	4	–	–	–	4.82
2019	Local Improvements	15	69	10	59	2.10
2035	Lawrence Ave LAS	321	345	309	36	3.00
Recreation and Cultural						
2021	Kokanee Gym Facility	174	500	142	358	1.75
2027	H2O Centre	17,727	27,500	16,412	11,088	4.82
2027	Kokanee Gymnastic	516	800	478	322	4.82
2028	H2O Centre	1,381	2,000	1,289	711	5.15
2035	Police Facilities	19,293	20,000	18,561	1,439	2.75
2035	Library Parkade Ext & Memorial Parkade	14,470	15,000	13,921	1,079	2.75
2036	Police Facilities	17,000	17,000	16,399	601	2.60
2037	Police Facilities	–	3,000	3,000	–	3.15
Total Debt – General Fund		\$ 76,761	\$ 106,139	\$ 74,381	\$ 31,758	



SCHEDULE 3 – LONG TERM DEBT *CONTINUED*

As at December 31, 2017 (in thousands of dollars)

Long term debt – Wastewater Fund

Debenture Debt

Year of Maturity	Purpose	Debt Balance Dec. 31,16	Amount of Issue	Debt Balance Dec. 31,17	Sinking Fund Balance Dec. 31,17	Current Interest Rate
Specified Area Programs						%
2018	Spec. Area 18 - Caramillo	\$ 20	\$ 135	\$ 10	\$ 125	4.65
2018	Spec. Area 19 - Poplar Point	12	77	6	71	4.65
2022	Spec. Area 22A - Gerstmar	16	40	14	26	1.75
2024	Spec. Area 21A - McKenzie Bench	700	1,350	627	723	2.00
2024	Spec. Area 22B - Vista Rd	41	80	37	43	2.00
2024	Spec. Area 22C - Hein Rd	138	266	124	142	2.00
2024	Spec. Area 22D - Elwyn Rd	77	149	69	80	2.00
2024	Spec. Area 22E - Dease Rd	50	96	45	51	2.00
2024	Spec. Area 22F - Mills Rd	178	342	159	183	2.00
2024	Spec. Area 29 - Campion Cambro	453	874	406	468	2.00
2024	Spec. Area 30 - Acland	189	364	169	195	2.00
2025	Spec. Area 20 - North Rutland	3,724	6,822	3,365	3,457	1.80
2025	Spec. Area 28A - Okaview	349	638	315	323	1.80
2028	Spec Area 26 - Fisher Rd	1,396	2,021	1,303	718	5.15
2028	Spec Area 34 - Country Rhodes	300	435	280	155	5.15
2028	Spec Area 36 - Clifton	184	267	172	95	5.15
Sewer Improvement Programs						
2019	Byrns Baron Main	1,014	3,866	693	3,173	2.00
Sewage Treatment Plant						
2019	Waste Water Treatment Expansion	6,843	20,000	4,651	15,349	4.90
2019	Waste Water Treatment Expansion	3,422	10,000	2,325	7,675	4.13
2020	Waste Water Treatment Expansion	4,475	10,000	3,421	6,579	3.73
2031	Brandt's Creek Tradewaste Treatment	2,772	3,800	2,541	1,259	3.25
Total Debt – Wastewater Fund		\$ 26,353	\$ 61,622	\$ 20,732	\$ 40,890	



SCHEDULE 3 – LONG TERM DEBT *CONTINUED*

As at December 31, 2017 (in thousands of dollars)

Long term debt – Water Fund

Debenture Debt

Year of Maturity	Purpose	Debt Balance Dec. 31/16	Amount of Issue	Debt Balance Dec. 31/17	Sinking Fund Balance Dec. 31/17	Current Interest Rate
	Specified Area Programs					%
2023	Spec Area 16 - Byrns	\$ 18	\$ 39	\$ 16	\$ 23	2.40
2024	Spec Area 18 - Lakeshore	12	24	11	13	2.00
2028	Spec Area 26 - Fisher Rd	205	297	192	105	5.15
	Water Improvement Programs					
2028	Cedar Creek Pump Station	5,233	7,577	4,884	2,693	5.15
2031	Poplar Point Pump Station Upgrade	1,636	2,000	1,555	445	3.25
Total Debt – Water Fund		\$ 7,104	\$ 9,937	\$ 6,658	\$ 3,279	

Long term debt – Airport Fund

Debenture Debt

2018	Airport Expansion	\$ 3,720	\$ 16,000	\$ 1,897	\$ 14,103	4.65
2025	Airport Expansion	6,861	7,500	6,199	1,301	2.75
2026	Airport Expansion	3,500	3,500	3,202	298	2.60
2026	Airport Expansion	3,000	3,000	2,738	262	2.10
2027	Airport Expansion	–	8,000	8,000	–	2.80
Total Debt – Airport Fund		\$ 17,081	\$ 38,000	\$ 22,036	\$ 15,964	

Long term debt – Natural Gas Legacy Fund

Debenture Debt

2018	Leased Capital Assets	\$ 5,311	\$ 29,800	\$ 2,737	\$ 27,063	6.01
2018	Leased Capital Assets	3,475	19,500	1,791	17,709	1.15
		8,786	49,300	4,528	\$ 44,772	

Capital Lease Payable	2,210	2,500	2,171		10.072
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Total Debt – Natural Gas Legacy Fund	\$ 10,996	\$ 51,800	\$ 6,699		
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Long term debt – Library

2017	Mortgage-Building	\$ 180	\$ 5,100	\$ –		8.94
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Long term debt – Other

2018	CN Rail	\$ 3,000	\$ 3,000	\$ 3,000		nil
2021	Land – Airport	4,500	4,500	3,600		nil
2020	Land – Wastewater	439	439	329		nil

Total Debt – Other	\$ 7,939	\$ 7,939	\$ 6,929		
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Total City Long Term Debt	\$ 146,414	\$ 275,437	\$ 137,434		
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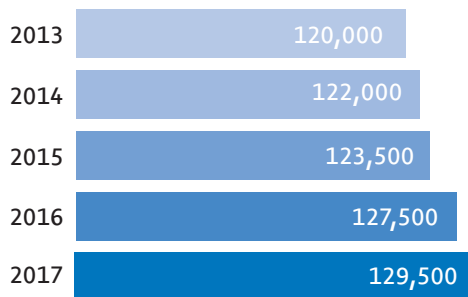


STATISTICAL REVIEW

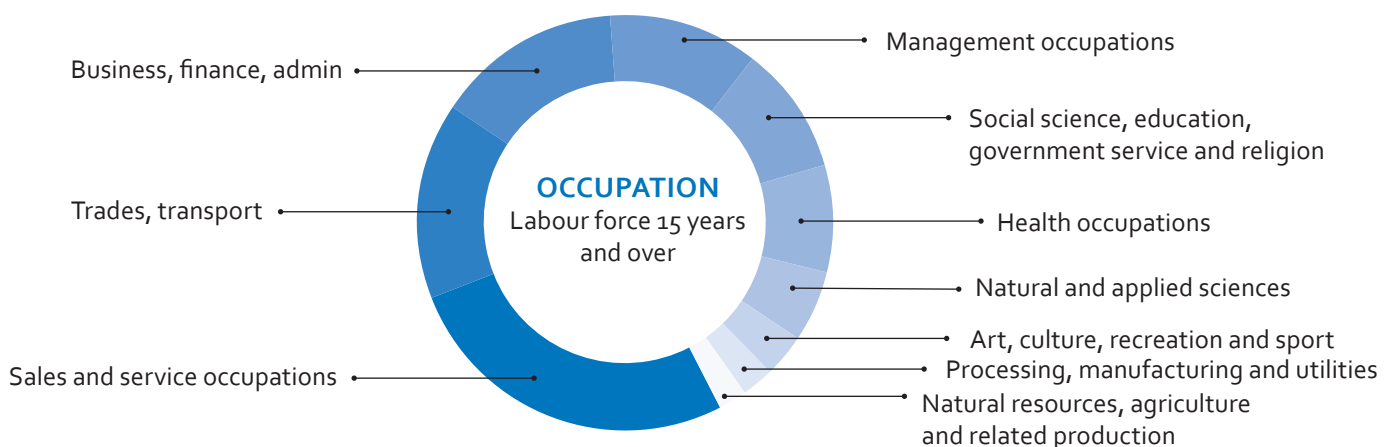
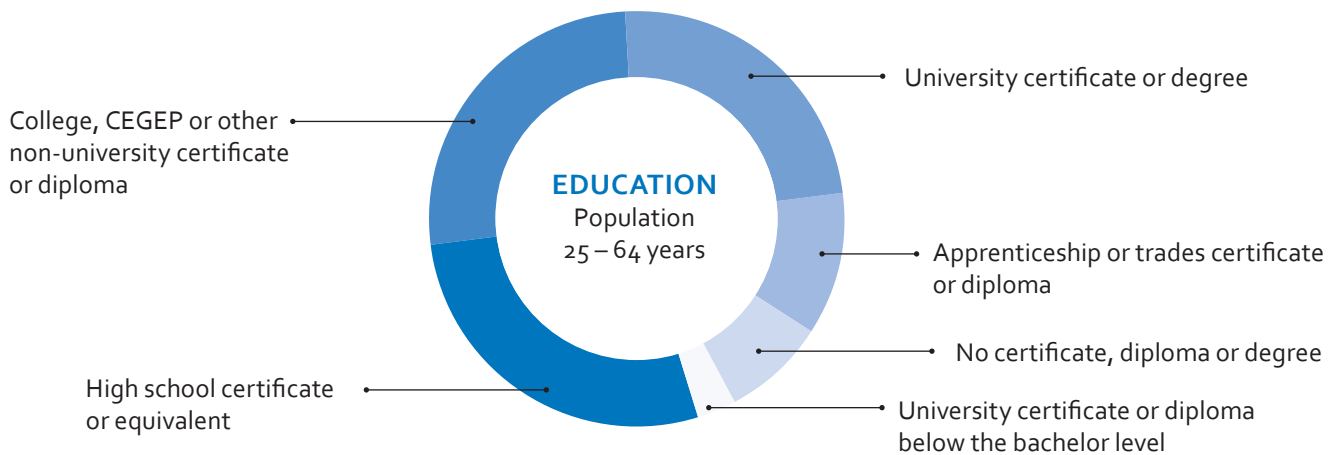
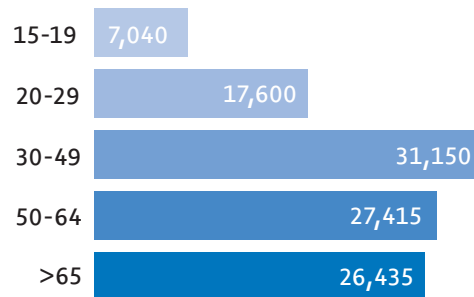
2013 - 2017

STATISTICAL REVIEW 2013-2017

POPULATION



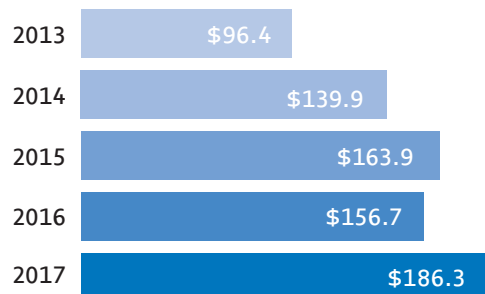
AGE OF POPULATION



Note: Numbers and graphs on this page are updated from Census information available every 5 years. Except for the population graph which has the numbers updated each year from the figures available in kelowna.ca, "About Kelowna."

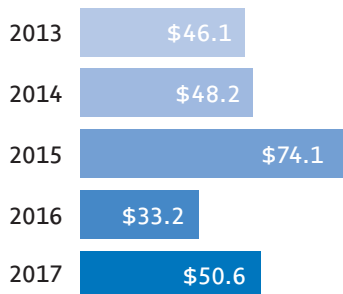
NET FINANCIAL ASSETS (LIABILITIES)

millions



ANNUAL SURPLUS

millions



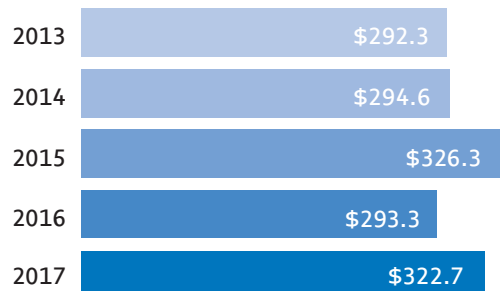
ACCUMULATED SURPLUS

billions



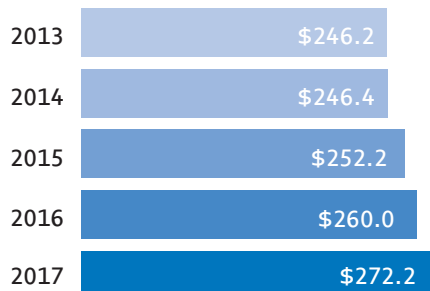
CONSOLIDATED REVENUES

thousands



CONSOLIDATED EXPENSES

thousands



CONSOLIDATED REVENUES BY TYPE

millions

	2013	2014	2015	2016	2017
Taxation	\$ 114.84	\$ 119.27	\$ 125.19	\$ 131.79	\$ 139.40
Fees & Charges	111.87	107.38	113.02	118.43	125.62
Interest Earned	6.82	8.44	8.98	9.85	10.33
DCC Contributions	11.52	18.00	22.58	10.48	9.53
Contributions from other Governments	20.24	22.39	22.42	15.58	21.56
Other	3.76	14.65	34.10	6.65	10.69
Gain on Disposal of Tangible Capital Assets	23.28	4.46	—	0.50	5.59
Total	\$ 292.34	\$ 294.58	\$ 326.29	\$ 293.28	\$ 322.72

Source: City of Kelowna Financial Services Department.

CONSOLIDATED EXPENSES BY FUNCTION

millions

	2013	2014	2015	2016	2017
General Government Services	\$ 19.47	\$ 22.79	\$ 22.97	\$ 26.51	\$ 27.20
Protective Services	49.89	49.81	53.70	55.73	59.72
Transportation Services	56.92	58.56	60.88	59.69	63.04
Recreational & Cultural Services	39.82	42.58	41.32	41.89	42.73
Other Services (Incl Natural Gas Legacy Fund)	23.67	22.66	22.69	23.40	24.22
Airport Operations	15.95	16.82	17.44	19.30	20.70
Electrical Utility	8.64	—	—	—	—
Wastewater Utility	22.08	23.06	22.83	22.83	22.89
Water Utility	9.76	10.15	10.34	10.70	11.21
Write Down of Tangible Capital Assets	—	—	—	—	0.44
Total	\$ 246.19	\$ 246.43	\$ 252.17	\$ 260.04	\$ 272.15

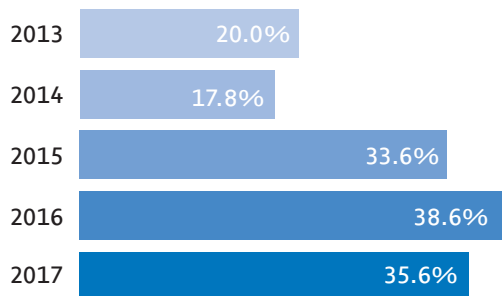
CONSOLIDATED EXPENSES BY OBJECT

millions

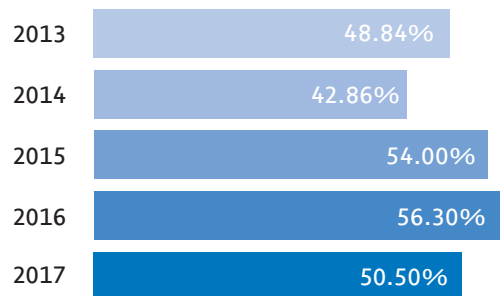
	2013	2014	2015	2016	2017
Salaries & Benefits	\$ 71.22	\$ 70.01	\$ 75.50	\$ 77.32	\$ 80.51
Amortization of Tangible Capital Assets	60.09	61.41	61.89	63.34	64.89
Materials & Supplies	30.44	29.71	29.88	30.79	33.30
Contract & Professional Services	44.21	46.10	45.89	46.41	48.59
RCMP Contract	22.40	23.89	24.79	26.47	28.55
Debt Interest & Fiscal Services	9.87	9.75	9.49	10.21	10.06
Equipment	6.87	6.78	7.39	8.06	8.95
Utilities	6.51	7.13	7.24	7.62	8.01
Grants and External Transfers	3.62	3.59	3.70	3.88	4.67
Allocations	0.02	0.02	0.05	0.06	0.08
Loss on Disposal of Tangible Capital Assets	—	—	0.03	—	—
Write Down of Tangible Capital Assets	—	—	—	—	0.44
Cost Recoveries	(9.04)	(11.96)	(13.66)	(14.13)	(15.90)
Total	\$ 246.19	\$ 246.43	\$ 252.17	\$ 260.04	\$ 272.15

Source: City of Kelowna Financial Services Department.

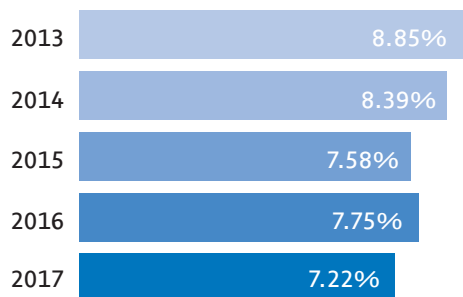
GENERAL DEBENTURE DEBT CHARGES AS A PERCENTAGE OF TOTAL GENERAL EXPENDITURES



CONSOLIDATED DEBT AS A PERCENTAGE OF TOTAL GENERAL EXPENDITURES



CONSOLIDATED DEBT CHARGES AS A PERCENTAGE OF TAXATION

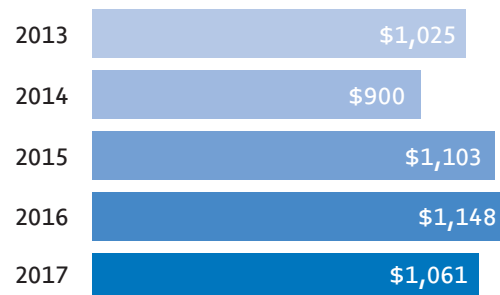


LONG TERM DEBT

thousands

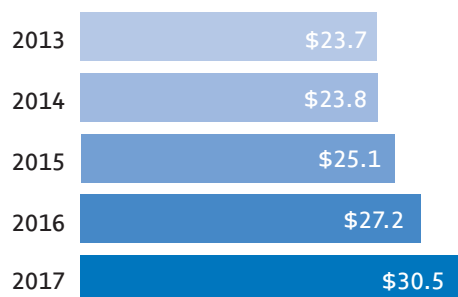
	Amount of Issue	Debt Balance at End of Year
2013	\$206,217	\$120,241
2014	\$206,562	\$105,611
2015	\$244,014	\$136,183
2016	\$269,591	\$146,414
2017	\$275,437	\$137,434

CONSOLIDATED LONG TERM DEBT PER CAPITA



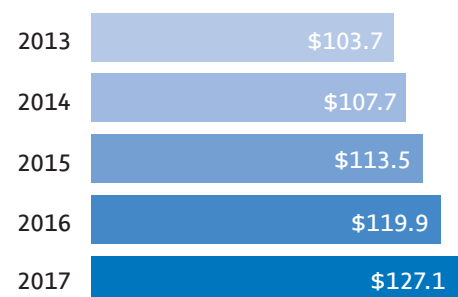
ASSESSMENT FOR GENERAL TAXATION

billions



TAXATION DEMAND

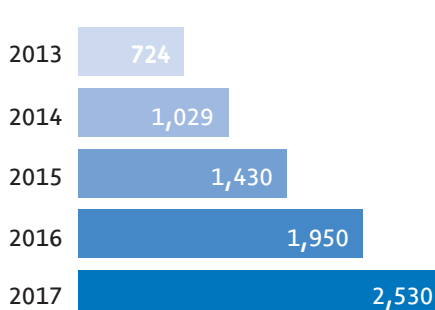
millions



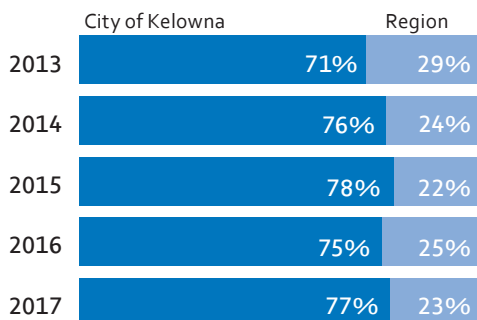
TOTAL PROPERTY TAX LEVIES

thousands	2013	2014	2015	2016	2017
City of Kelowna	\$108,974	\$113,119	\$119,132	\$125,622	\$133,024
School Tax	67,759	66,174	67,131	67,638	66,086
Regional Hospital	10,869	10,901	11,331	11,451	11,527
Regional District	9,866	10,686	11,153	11,383	11,329
BC Assessment	2,001	2,003	2,021	2,010	1,857
Total Property Tax Levies	\$199,469	\$202,883	\$210,768	\$218,104	\$223,823
Total Property Taxes Collected	\$195,700	\$199,059	\$207,413	\$214,995	\$220,930

HOUSING STARTS



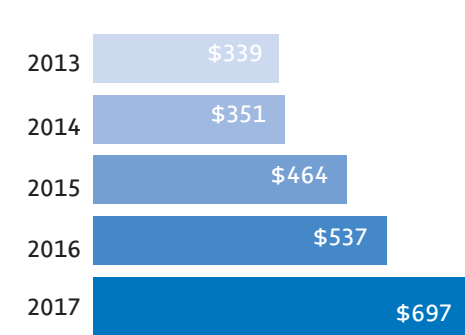
REGIONAL HOUSING STARTS



Note: the Regional District of the Central Okanagan includes City of West Kelowna, District of Peachland, District of Lake Country, and the Central Okanagan east and west electoral areas.

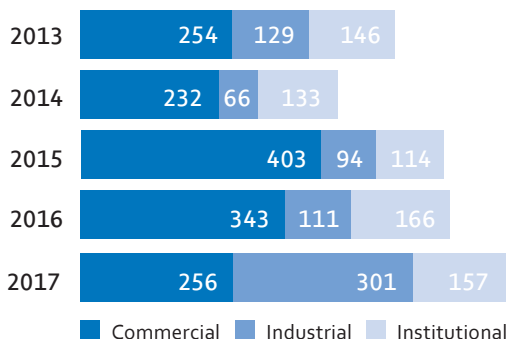
VALUE OF NEW DEVELOPMENT

millions

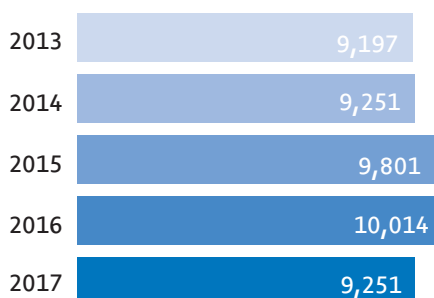


DEVELOPMENT FLOOR SPACE

square footage (thousands)



NUMBER OF BUSINESS LICENCES



Source: City of Kelowna Development Services, City of Kelowna Business Licenses system, Regional District of Central Okanagan

Source: City of Kelowna Development, Corporate Services





City of
Kelowna

City Hall
1435 Water Street
Kelowna, BC
V1Y 1J4

TEL 250-469-8500
kelowna.ca



2017 Statement of Financial Information

For the year ended December 31, 2017

Including

Council Remuneration and Expense Report

Schedule of Remuneration and Expenses paid to or on behalf of each employee

Schedule of Payments to Suppliers of Goods and Services

Schedule of Payments to Suppliers for Grants and Contributions

June 2018

1435 Water Street
Kelowna, BC V1Y 1J4
TEL 250-469-8542
financeyearend@kelowna.ca

CITY OF KELOWNA
Council Remuneration and Expense Report
for the year ended December 31, 2017

Surname	First Name	Taxable Remuneration (\$)	Non-taxable Allowance (\$)	Other Expenses (\$)
Mayor				
Basran	Colin	62,465	31,089	12,896
Councillors				
DeHart	Maxine	22,228	11,114	2,040
Donn	Ryan	21,995	10,998	5,277
Given	Gail	22,228	11,114	3,912
Gray	Tracy A	21,995	10,998	4,257
Hodge	Charles	21,995	10,998	4,848
Sieben	Brad A	22,228	11,114	2,258
Singh	Mohini	22,228	11,114	-
Stack	Luke	21,995	10,998	-
Total Council		\$ 239,357	\$ 119,537	\$ 35,488

CITY OF KELOWNA
Schedule of Remuneration and Expenses paid to or on behalf of each employee
for the year ended December 31, 2017

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
MANAGEMENT				
Abrey	Brian	Infrastructure Systems Manager	104,626	-
Albiston	Andrew	Project Manager	101,843	517
Albrecht	Heiko	Airport Duty Manager	84,248	-
Angus	Lori	Recreation & Business Services Manager	98,679	205
Astofooroff	Darryl	Public Works Manager	118,555	189
Babcock	Chris	Event Development Supervisor	75,082	4,328
Bailey	Mary-Lou	Infrastructure Administration Manager	84,557	696
Barton	Terry	Urban Planning Manager	110,505	417
Bayat	Mo	Development Services Director	137,474	2,090
Beach	Brian D	Infrastructure Delivery Dept Manager	132,603	1,374
Belgrove	Darrell	Chief - Airport Operations and Fire	87,105	3,341
Bryans	Stephen	Roadways Operations Supervisor	96,356	1,085
Bujara	Cornelia	Human Resources Manager - Corporate Services	102,121	6,895
Butchart	Brian	Systems Development Manager	116,783	105
Butt	Hamid	Term Project Manager	100,035	2,796
Cairney	Brian	Traffic Signals & Systems Supervisor	93,444	1,884
Campbell	Laurens	Traffic Operations & Technical Support Supervisor	89,609	-
Carr	Eric	Term Project Manager	166,760	2,055
Cashin	Todd	Suburban and Rural Planning Manager	128,584	1,387
Castorf	Henry W	Airport Project Manager	93,699	-
Cavezza	Brandon L	HR Programs & Systems Manager	88,222	805
Chan	Carson	Payroll & Internal Controls Manager	94,917	1,578
Cornock	Colleen	Crime Prevention Supervisor	81,858	7,019
Crenson	Paul	Airport Duty Manager	83,353	830
Creron	Joe	Deputy City Manager	212,284	4,771
Cronquist	Scott	Deputy Fire Chief, Admin, Trg & Fire Prevention	133,378	25
Davidson	Genelle	Divisional Director, Financial Services	155,308	7,709
DeGruchy	John Todd	Senior Project Manager	96,133	997
Dombowsky	Jerry	Transit and Programs Manager	94,858	3,700
Drachenberg	Neil	Airport Safety & Security Mgr	114,785	9,329
Dray	David	Maintenance Development Supervisor	90,680	-
Dueck	Jackie	Controller	113,381	3,897
Duncan	David	Parking Services Manager	89,977	1,805
Dyrdal	Shayne	Senior Airport Finance & Corporate Services Mgr	93,195	4,405
Edstrom	Derek	Director Strategic Investments	120,361	3,241
Effray	Summer C.	Communications Consultant	75,831	1,005
Elchitz	Phillip	Senior Airport Operations Manager	119,366	9,303
Entwistle	Robert	Information Services Department Manager	135,409	7,654
Fagan	Stephen	Arenas & Stadiums Supervisor	87,126	150
Filafilo	Garry	Accounting Operations Manager	95,360	5,321
Fine	Robert	Director, Business and Entrepreneurial Development	139,192	7,997
Finney	William	Special Programs Coordinator	80,695	-
Fleming	Stephen	City Clerk	130,667	1,301
Foster	Jodie	Community Communications Manager	99,457	8,436
Foy	Gordon	Transportation Engineering Manager	86,076	2,288
Gabriel	Jim	Divisional Director, Active Living & Culture	167,952	3,370
Gatzke	David	Cemetery Manager	82,633	4,943
Gibbs	Andrew	Senior Project Manager	121,235	180
Gilchrist	Douglas	Divisional Director, Community Planning & Strategic Investments	170,312	6,902
Gosselin	Michael	Waste Water Treatment Supervisor	98,304	4,443
Hall	James	Airport Operations Manager	109,007	7,405
Hoekstra	Scott	Solid Waste Supervisor	85,225	5,713
Hollier	Lawrence	Deputy Fire Chief, Operations	144,613	2,306

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Hood	Graham	Strategic Land Development Manager	95,290	-
Hoppe	Edgar	Water Quality & Customer Care Supervisor	76,224	1,393
Hunsberger	Andrew	Urban Forestry Supervisor	93,649	1,007
Jackson	Stacey L	Police Services Manager	97,596	1,174
Johansen	Martin	Building Services Manager	108,361	-
Kay	James	Development Engineering Manager	108,959	100
Kayfish	Lance	Risk Manager	108,975	1,974
King	George	Financial Planning Manager	103,681	1,902
Kochan	Sandra	Partnership Manager	89,869	1,815
Kowal	Terry	Building Inspections Supervisor	97,299	2,217
Leatherdale	Stuart	Divisional Director, Human Resources	166,166	2,875
Light	Gordon	Solid Waste Supervisor	89,698	450
Mattiussi	Ronald	City Manager	306,550	13,639
Mayne	Rob	Divisional Director, Corporate & Protective Services	165,896	3,608
McKenzie	Clint	Contract Position	80,100	-
McNeely	Cindy	Civic Operations Finance & Administration Manager	94,693	3,931
Monk	Jeff	Term Appointment	79,321	2,674
Moore	James D	Long Range Policy Planning Manager	97,085	491
Murrell	Michael	Utilities Network Maintenance Supervisor	93,564	960
Nadasde	Wayne	Utilities Construction Supervisor	96,924	745
Needham	Karen	Deputy City Clerk	92,759	2,100
Newcombe	Alan	Divisional Director, Infrastructure	194,976	2,516
Nicholas	Doug	Sport & Event Services Manager	89,180	-
Noble-Brandt	Danielle	Policy & Planning Department Manager	105,422	822
O'Rourke	Kari	Community Engagement Manager	82,137	75
Olson	Michael P	Property Management Manager	78,879	726
Parker	Sean	Airport Emergency and Operational Readiness Manager	89,668	8,194
Parlane	Robert	Parks & Buildings Planning Manager	100,511	4,487
Patan	Douglas	Building & Permitting Manager	118,593	1,496
Paulin	Nathalie	Performance Improvement Consultant	82,683	4,234
Peters	Nathan	Safety Advisor	90,787	694
Philippot	Pamela	Compensation & Benefits Manager	98,075	672
Rideout	Anita	Police Client Services Supervisor	80,953	-
Samaddar	Sam	Airport Director	189,234	21,517
Saufferer	Johannes	Real Estate Services Manager	95,484	2,571
Schaad	Fred L	Term Project Manager	89,070	35
Seemann	Lori	Term Appointment	78,697	4,667
Shaw	Joel	Infrastructure Engineering Manager	127,838	3,290
Siggers	Mariko	Community & Neighbourhood Services Mgr	83,183	620
Smith	Ryan	Community Planning Department Manager	125,546	4,829
Smith	Laurie	Applications Systems Manager	100,733	7,501
Sophonow	Ted	Parks, Beaches & Sportsfields Supervisor	95,304	499
Soros	Alf	Fleet Services Manager	93,164	2,838
Sourisseau	Paul	Human Resources Manager - Community Services	109,853	2,257
Stephens	Edward L	Senior Airport Development Manager	100,820	629
Stewart	Blair	Parks Services Manager	107,962	2,472
Stuart	Bradley	Water Supply & Pumpstations Supervisor	87,238	4,611
Thiessen	Angie	Project Portfolio Manager	121,073	4,818
Thompson	Darin	Roadways Construction Supervisor	91,858	696
Tollefson	Brydan	Energy Program Manager	81,975	1,544
Van Vliet	Kevin	Utility Services Manager	130,024	2,876
Villarreal Pacheco	Rafael	Integrated Transportation Department Manager	119,228	1,537
Watt	Katharina	Police Administration Supervisor	76,448	513
Weaden	Carla M	Divisional Director, Corporate Strategic Services	177,444	4,628
Westlake	Ronald	Senior Engineer - Infrastructure	167,868	2,952
Wheeler	Susan E	Social Development Manager	95,180	2,929
Whiting	Travis	Fire Chief	163,324	6,959
Wilde	Louis	Manager on Leave/Secondment	152,657	1,077
Williams	Chad N	Transportation Engineer Planning & Development	83,526	2,439

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Wilson	Ian	Infrastructure Operations Department Manager	123,651	4,394
Wilson	Lorna L	Grants & Special Projects Manager	77,621	-
Wilson	Tom	Corporate Communications Manager	94,893	609
Wise	Gregory	Business License Manager	92,471	1,210
Wollin	Wilfred	Transportation Engineering Specialist	97,201	4,304
Yakimchuk	Joseph	Airport Project Manager	90,809	814
FIREFIGHTERS				
Baillie	John	Firefighter	109,342	1,065
Barton	Patrick	Firefighter	105,486	-
Baudais	Shannon	Dispatch Centre Operator	100,807	-
Baumann	Robert	Flex Firefighter	94,114	1,713
Benson	Adam	Firefighter	114,820	-
Bonkowski	Glenn	Firefighter	111,982	874
Bostock	Bruce	Captain	129,601	-
Brandel	Steve	Fire Inspector	76,137	2,739
Brownlee	Michael	Firefighter	123,867	-
Buchanan	Robbie	Captain	142,112	-
Chasca	Danny	Captain	130,289	375
Chatham	Allan J	Captain	84,264	-
Clarke	Scott	Captain	139,750	720
Cockings	Paul	Firefighter	105,178	-
Corsi	Ryan	Firefighter	117,469	375
Dais	Jarret	Captain	130,501	225
Darchuk	Gordon	Captain	124,664	-
Dion	Ryan	Firefighter	104,377	-
Enseleit	Calvin	Firefighter	107,637	-
Euper	Richard J	Fire Inspector	108,810	860
Fairweather	Brent	Firefighter	83,799	-
Fenton	Lee	Firefighter	103,187	-
Follack	Sandra	Fire Administration Officer II	138,020	3,053
Freh	Kevin	Firefighter	99,838	375
Gaschnitz	Christopher	Firefighter	121,354	375
Gibson	David	Firefighter	103,425	535
Golling	Ronald	Captain	135,656	-
Graf	Scott	Firefighter	105,735	-
Green	William Trent T	Firefighter	106,611	-
Haines	Mitchell S	Firefighter	99,778	71
Hall	Steven	Captain	137,956	160
Hanik	Tanya	Dispatch Centre Operator	94,925	-
Hawley	Michael	Fire Inspector	109,130	2,107
Hill	Michael	Lieutenant	118,454	160
Hill	Timothy	Captain	135,213	160
Hogg	Dayle	Firefighter	103,985	-
Jacobson	Kyle	Firefighter	106,813	343
Johnson	Nathan	Firefighter	104,660	335
Johnson	Paul	Fire Inspector	112,263	2,443
Johnston	Todd	Firefighter	117,181	4,210
Kakuno	Tracey	Firefighter	101,876	-
Keating	Lawrence	Firefighter	108,836	5
Kelly	John	Captain	147,201	-
Kiehlbauch	Shayne	Lieutenant	130,691	-
Kinnear	Matthew	Firefighter	103,911	-
Klonteig	Shannon L	Fire Administration Officer	102,433	766
Kolar	Joseph	Firefighter	111,748	-
Kranabetter	Mark	Captain	128,358	-
Kroschinsky	Brian	Firefighter	105,404	-
Lang	Corrie	Lieutenant	114,247	-
Leimert	David	Captain	128,314	-

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Light	Timothy V	Platoon Captain	155,653	-
Lipkovits	Allan	Lieutenant	117,562	-
Mamchur	Troy	Firefighter	109,241	-
McCarthy	David	Firefighter	104,291	-
McNairn	Jeff	Firefighter	108,205	-
Melnyk	Tracy	Firefighter	114,498	-
Miller	Dennis	Platoon Captain	152,876	-
Moffat	Robert	Firefighter	113,030	235
Moore	Brian	Fire Administration Officer II	107,032	1,086
Moorhouse	Matthew	Firefighter	106,664	-
Mudge	Robert	Firefighter	97,746	235
Nanci	Enzo	Assistant Fire Training Officer	129,629	1,862
Ness	James	Firefighter	104,813	-
Nykilchuk	Bryan	Firefighter	99,859	-
Orban	Christopher	Firefighter	110,634	530
Pacholzuk	Gayanne	Fire Prevention Officer	129,301	2,877
Paley	Glenn	Training Officer	139,812	488
Payer	Scott	Firefighter	106,361	-
Pellet	Ryan	Firefighter	102,457	-
Pfenning	Brad	Firefighter	112,438	-
Picklyk	Jason	Firefighter	112,832	-
Rooks	Shawn	Firefighter	103,444	-
Roshinsky	Steven	Captain	145,366	-
Rositch	Brock	Firefighter	98,666	-
Rossi	Sy	Firefighter	104,648	135
Rubuliak	Christopher	Firefighter	106,396	-
Sanger	Troy E	Firefighter	105,664	-
Schleppe	Robert	Captain	139,062	-
Schmidt	Aaron	Firefighter	106,273	-
Schraeder	Jeremy B	Firefighter	103,183	-
Shaw	Douglas	Firefighter	105,456	530
Shemley	Craig	Firefighter	101,838	-
Skeldon	Robert	Firefighter	116,121	-
Sparks	Alana	Dispatch Centre Operator	96,791	-
Spragge	Trevor	Dispatch Centre Operator	98,025	-
Springer	Jonathan	Dispatch Centre Operator	109,230	1,250
Stantic	Peter	Firefighter	114,524	345
Stephens	Kelly	Platoon Captain	138,851	10
Stewart	Craig T	Firefighter	101,988	-
Stoodley	Jason	Firefighter	110,695	-
Syrnyk	Brock	Firefighter	106,581	-
Szabadi	Thomas	Firefighter	102,593	-
Twamley	Jason	Firefighter	106,284	-
Van de Sype	Russell	Fire Inspector	109,474	929
Volk	Micah	Firefighter	124,270	-
Wallick	Steve	Platoon Captain	155,550	-
Walroth	Michael	Firefighter	103,849	-
Wentland	Jeremy	Firefighter	100,526	-
Weremy	Kevin	Firefighter	108,473	-
Wiberg	Kyle	Firefighter	113,141	-
Wiersma	Larry	Firefighter	102,723	-
Williamson	Andrea	Dispatch Centre Operator	109,414	-
Woodworth	Matthew J	Flex Firefighter	96,750	-
Wright	John	Firefighter	109,704	343
Wudrich	Shawn	Firefighter	117,406	4,251
Young	Stacey	Firefighter	111,140	-
Zimmermann	Christopher	Firefighter	82,512	-
Zimmermann	Robyn	Dispatch Centre Operator	99,779	-
Zimmermann	Lorne	Captain	125,396	-

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Zol	Diano	Firefighter	109,196	-
CUPE STAFF				
Agar	Nicholas	Airport Operations Specialist/Firefighter	83,279	2,379
Anderson	Cody	Airport Operations Specialist/Firefighter	80,223	3,501
Angus	Jason	Development Technician - Engineering	82,745	-
Aulenback	Dale	Plumbing, HVAC & Gas Inspector	82,350	54
Backstrom	William	Foreman Roadways	94,019	-
Balehowsky	Blair	Airport Operations Specialist/Firefighter	76,250	2,300
Benke	Stefanie	Business Systems Analyst	81,047	-
Bentley	Laura C	Planner Specialist	78,711	3,980
Black	Kenneth	Lic/Bylaw Enforcement Officer	81,343	75
Blackburn	Kymandalu Y	Business Systems Analyst	86,670	-
Blair	Dustin	Airport Operations Specialist/Firefighter	77,944	2,881
Blamire	Chris	Equipment Operator IV	77,407	535
Bosch	Wayne	Foreman Parks	80,684	846
Bourgeau	David	Maintenance Mechanic	84,960	801
Bouwman	Greg	Airport Operations Specialist/Firefighter Crew Captain	83,962	2,296
Bransfield	Dean	Equipment Operator V	83,203	745
Brennan	John	Business Systems Analyst	88,118	-
Browne	Marcia	Environmental Technician II	75,869	2,151
Brydon	Lynn	Lic/Bylaw Enforcement Officer	80,107	75
Bunce	Bruce	Traffic Signals Technician	109,448	125
Bundschuh	John	Traffic Signals Technician	112,560	125
Burggraaf	Harry	Urban Forestry Foreman	83,118	743
Cabrera	Mauricio	Concrete Finisher	82,834	535
Chudiak	Jessey	Business Systems Analyst	95,300	1,842
Cornfield	Sharon	Sr Computer Technician - Police Services	83,210	-
Cseke	Adam A	Planner Specialist	81,085	171
Dacre	Bruce	Design Technician	98,051	-
Demer	Elizabeth	Financial Analyst	79,122	2,675
Dempsey	Luke	Design Technician	78,604	802
DenOuden	Michael	Foreman Parks	80,752	-
Duncan	Jeffrey	Mechanic	75,098	720
Dunlop	Derek	Client Support Technician	78,009	-
Egely	Steven	Mechanic	90,945	3,563
Elliott	Derrick	Airport Operations Specialist/Firefighter	86,985	2,505
Enevoldson	Darren	Environmental Technician II	91,460	695
Engelsmeier	Donald	Mechanic	75,011	285
Evans	Stuart E	Traffic Programmer	75,897	1,731
Everett	Jeffrey	Airport Operations Specialist/Firefighter	87,377	2,544
Facca	Mark	Building Insp/Plan Checker	80,183	280
Faminoff	Megan	Financial Analyst	83,942	-
Filipenko	John	Development Technician - Engineering	80,798	-
Fisher	Joe	Foreman Utilities Construction	94,006	520
Floor	Timothy	Business Systems Analyst	89,959	-
Francis	David	Hydrant & Valve Mtce Attendant	79,570	770
Fraser	Robert Kristian	Business Systems Analyst	81,763	-
Frick	Jeremy	Building Insp/Plan Checker	81,509	1,436
Friesen	Mathew	Accountant	76,505	-
Geistlinger	Michael	Airport Operations Specialist/Firefighter	81,420	3,818
Glavin	Don	Airport Operations Specialist/Firefighter	83,543	5,058
Gonzato	Daniel	Plumbing, HVAC & Gas Inspector	83,388	1,964
Greenway	Chris	Building Insp/Plan Checker	81,320	-
Grills	Kevin	Fleet Services Supervisor	99,913	1,628
Guidi	Craig	Concrete Finisher	90,464	445
Haley	Barbara	Airport Operations Specialist/Firefighter	82,080	2,176
Hanson	Kelly	Engineering Technical Support Coordinator	95,047	193
Harborne	Neil	Plumbing, HVAC & Gas Inspector	82,355	-

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Henri	Rodney G	Lic/Bylaw Enforcement Officer	80,158	2,325
Hilstob	Jason	Water Distribution & Sewer Collection Operator	79,125	450
Hopkins	Lloyd	Building Systems Foreman	80,723	7,348
Hughes	Vincent	Water & Wastewater Treatment Operator	85,078	295
Humes	D Michael	Foreman WW Operations	81,879	895
Hunchak	Trevor	Traffic Operations Services Coordinator	76,332	125
Hunchak	Neil	Foreman Roadways	101,598	-
Ihaksi	Rob	Pipelayer	75,863	900
Jackson	Ronald	Instrument Electrical Technician	90,847	-
Jennejohn	Ryan	Design Technician	87,151	-
Johnson	Kim	Foreman Roadways	112,793	75
Kehler	Ron	Network Systems Analyst	87,258	-
Kennedy	Karen	Financial Analyst	80,134	2,436
Kirkpatrick	Robert	Building Insp/Plan Checker	81,071	370
Kohout	Henry	Wastewater Millwright	76,644	2,863
Koole	Paul	Plumbing, HVAC & Gas Inspector	83,255	701
Kyle	Christopher	Business Systems Analyst	81,211	105
Laidlaw	Richard	Equipment Operator IV	79,385	620
Lamothe	Miguel	Design Technician	88,213	660
Lamprecht	Herb	Water & Wastewater Treatment Operator	76,384	795
Lange	Samuel M	Senior Wastewater Treatment Operator	75,948	195
Langstaff	Kelvin	Client Support Technician	75,513	-
Laporte	Sylvie	Traffic Technician	76,516	-
Leduc	Toby	Business Systems Analyst	83,045	2,937
Leestolz	Suneeka	Building Insp/Plan Checker	80,309	80
Levere	Randolph	Equipment Operator V	79,210	820
LeVoir	Doug	Building Insp/Plan Checker	81,396	730
Lewis	Doug	Mechanic	75,112	614
Lundman	Laurie	Lic/Bylaw Enforcement Officer	77,480	75
MacDougall	Kevin	Community Policing Coordinator	80,009	960
Maier	Greg	Survey Coordinator	79,144	-
Maja	Daniel	Senior Bylaw Officer	89,106	75
March	Graham	Planner Specialist	81,067	1,591
Mazar	Peter	Airport Operations Specialist/Firefighter	96,821	6,216
Mazza	Marco	Equipment Operator II	84,057	445
McAuley	Brian	WW Maintenance Foreman	93,396	125
McVey	Paul	Planner II	76,377	-
Miles	Layne	Pipelayer	91,938	1,822
Mintram	Kenneth	Equipment Operator III	86,908	535
Misutka	Danuta	Building Insp/Plan Checker	79,271	1,034
Moody	Cameron	Cross Connection Program Coordinator	92,245	-
Mossman	Lee	Employee on Secondment/CUPE President	92,273	-
Mugridge	Paul D	Business Systems Analyst	91,967	4,051
Mushta	Larry	Lic/Bylaw Enforcement Officer	78,310	75
Neetz	Steven	Pipefitter	96,042	1,742
Nelson	Todd	Plumbing, HVAC & Gas Inspector	83,255	1,221
Norman	Karla	Financial Analyst	84,603	7
O'Sullivan	Ryan	Development Technician	85,854	-
Pears	Naomi A.	Mapping Coordinator	78,089	105
Petersen	Jens	Pipefitter	90,861	805
Pighin	Dean	Instrumentation Electrical Technician	81,086	-
Pinoli	John	Mechanic Lead Hand	86,611	1,251
Poirier	Jean Philippe	HVAC Technician	77,161	-
Poitras	Maurice	Plumbing, HVAC & Gas Inspector	83,255	687
Reid	Tania	Building Insp/Plan Checker	81,145	80
Robertson	Steven	Design Technician	84,898	660
Roy	Jules	Equipment Operator III	78,481	-
Rumpel	Adam	Building Technician	76,369	-
Rutley	William H	Instrumentation Electrical Technician	84,135	-

Surname	First Name	Position	Remuneration (\$)	Expenses (\$)
Ryder	Trevor	Business Systems Analyst	90,978	-
Saran	Sukh	Senior Water Distribution & Sewer Collection Operator	76,933	962
Sartori	Sergio	Development Technician	81,417	2,100
Schellevis	Ronald	Equipment Operator IV	77,295	100
Schewe	Robert	Lic/Bylaw Enforcement Officer	80,204	1,817
Schwarz	Daryl	Environmental Technician I	82,381	569
Seneshen	Darren	Foreman Utilities Construction	93,228	835
Smith	Steve	Airport Operations Specialist/Firefighter Crew Captain	84,741	3,059
Smith	Cameron	Airport Operations Specialist/Firefighter Crew Captain	103,452	2,663
Soward	Ross	Planner Specialist	78,835	695
Stauble	Robin	Business Systems Analyst	78,053	1,737
Stehle	Kevin	Business Systems Analyst	83,646	105
Steppuhn	Melanie L	Planner II	86,534	283
Stevens	Mark	Building Insp/Plan Checker	76,827	1,295
Stickland	Melissa A	Traffic Technician	84,849	388
Stolz	Donald	Gardener I	75,326	450
Stringer	Tyler	Aquatic and Fitness Coordinator	76,996	930
Thind	Binder	Building Insp/Plan Checker	81,053	2,085
Timms	Luke M	Network Systems Analyst	95,991	2,256
Tomlin	Douglas	WW Elect/Instr. Upgrade Coord.	81,590	-
Torgerson	Mark	Foreman Utilities	96,712	695
Trotzuk	Kevin	Business Systems Analyst	80,769	2,279
Turner	Patte P	Lic/Bylaw Enforcement Officer	80,474	75
Udala	Harvey	Equipment Operator V	95,533	445
Vleeming	Kevin	Airport Operations Specialist/Firefighter Crew Captain	83,964	5,738
Voth	Daniel	Design Technician	91,488	-
Wahl	Kevin	Design Technician	87,252	75
Walker	Ian	Building Insp/Plan Checker	76,437	-
Walker	Steve	Project Technician	76,634	950
Wang	Kevin	Business Systems Analyst	87,082	2,355
Warrender	Alec	Property Officer Specialist	81,002	227
Whiting	Steve	Equipment Operator IV	75,663	-
Williams	Richard	Concrete Finisher	83,918	645
Yamabe	Troy R	Sewer Equipment Operator	79,597	772
Zandvliet	Brian	Network Systems Analyst	99,449	2,256
Zsoldos	Brian	Welder	76,987	285
Employees less than \$75,000			32,771,748	210,194
Total of all Employees*			\$ 70,868,768	\$ 726,130

* Prepared under the Financial Information Regulation, Schedule 1, Section 6 (2),(3),(4),(5) and (6)

STATEMENT OF SEVERANCE AGREEMENTS**

Between January and December 2017 the City of Kelowna processed 1 severance payment in the amount of \$63,635.00. This is the equivalent of 6 months' salary.

**Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7)

RECONCILIATION PER SECTION 6 (2) (d)

Total Employees (including council)	\$	71,108,125
Total per Expenditure by Function and Object- Salaries & Benefits	\$	80,505,070
Variance, difference Fringe Benefits- Employer portion	\$	9,396,945

CITY OF KELOWNA
Schedule of Payments to Suppliers of Goods and Services
for the year ended December 31, 2017

Supplier's Name	Amount (\$)
0938061 BC LTD	26,678
0983169 BC LTD	46,853
1018545 B.C. LTD.	82,314
1022898 B.C. LTD. TAJ CAFE	50,830
1098828 BC LTD	48,793
2021945 ONTARIO INC. C.O.B DBA DIGITAL BOUNDARY GROUP	32,520
357581 B.C. LTD.	40,429
3752 INVESTMENTS LTD.	123,607
3BP SOLUTIONS LTD	730,422
4 REFUEL CANADA LP	297,845
5 POINT OPERATIONS INC.	163,325
897620 ALBERTA LTD.	26,223
A.G. APPEL ENTERPRISES LTD.	230,252
A.R. MOWER & SUPPLY LTD.	71,135
ABC PIPE CLEANING SERVICES LTD.	162,760
ACI WORLD	27,870
ACKLANDS-GRAINGER INC	27,154
ACUERE CONSULTING	39,205
ADVANTAGE ASSET TRACKING INC.	128,240
AECOM CANADA LTD	445,801
AL STOBER CONSTRUCTION LTD	53,979
ALL SAFE TRAFFIC CONTROL INC.	416,452
ALLANS HOSE N ALL INC.	64,047
ALPINE ABATEMENT LTD	31,772
ALPINE BUILDING MAINTENANCE INC	125,061
ALPINE LINE PAINTING	46,064
ALS CANADA LTD	75,287
ANDREW SHERET LIMITED	25,504
AON REED STENHOUSE INC.	708,578
APLIN & MARTIN CONSULTANTS LTD.	89,301
APPLE CANADA INC.	25,025
ARBOR CREST DEVELOPMENT CORP.	77,617
ARINC INTERNATIONAL OF CANADA, ULC	120,637
ARTHON INDUSTRIES LTD	47,916
ASSA ABLOY	68,339
ASSOCIATED ENGINEERING B.C. LTD.	313,105
ASSOCIATED ENVIRONMENTAL CONSULTANTS INC.	70,771
ASSOCIATED FIRE SAFETY EQUIPMENT	60,770
ATLAS POWER SWEEPING LTD.	258,760
ATS TRAFFIC - BRITISH COLUMBIA LTD.	74,889
AVALANCHE METALS INDUSTRIES	61,958
B & L SECURITY PATROL(1981) LTD.	34,005
BALLET KELOWNA	41,400
BALTIC PROPERTIES LTD.	197,945
BARRICADE ENVIRONMENTAL INC.	71,743

Supplier's Name	Amount (\$)
BARTLETT TREE EXPERTS	81,937
BASF CANADA INC	110,003
BC ASSESSMENT AUTHORITY	1,857,389
BC HYDRO	76,359
BC TRANSIT	8,789,041
BCRM SERVICES LTD	26,703
BEKINS MOVING & STORAGE (CANADA) LTD.	219,004
BEST SERVICE PROS LTD.	293,721
BIG BEND COMMUNITY COLLEGE	27,956
BIO-CAN LTD.	123,950
BIRD DESIGN - BUILD CONSTRUCTION INC.	11,872,719
BK PRIME KELOWNA PROPERTY HOLDINGS LP	154,260
BLACK MOUNTAIN IRRIGATION DISTRICT	87,367
BLINK DEVELOPMENT CORP	71,600
BLUEPOINT CONSTRUCTION LTD	3,451,918
BONA FIDE BUILDER	171,582
BOUYGUES ENERGIES AND SERVICES CANADA LIMITED	3,130,373
BOWRIO WATER TECHNOLOGIES INC	37,542
BPR CONSTRUCTION LTD	590,027
BRANDALLIANCE (BC)	110,272
BRENNTAG CANADA INC.	247,233
BUDGET CAR AND TRUCK RENTAL	45,112
BUSINESS FOR THE ARTS	25,000
BYLANDS NURSERIES LTD.	34,160
CABIN FORESTRY SERVICES LTD.	165,573
CALGON CARBON CORPORATION	28,141
CALLAHAN PROPERTY GROUP	34,448
CANADA POST	67,081
CANADA SAFETY EQUIPMENT LTD.	154,723
CANADA SAVINGS BONDS	237,592
CANADIAN DEWATERING LTD.	102,107
CANADIAN UNION OF PUBLIC EMPLOYEES	786,935
CAPRI INSURANCE	339,004
CASCADIA SPORT SYSTEMS INC.	317,281
CASTANET.NET	30,728
CASTLEWOOD HOLDINGS LTD.	177,194
CCL PROJECT MANAGEMENT	117,306
CENSORIO PACIFIC (KELOWNA) LTD. PARTNERSHIP	151,941
CENTRAL OKANAGAN FOUNDATION	192,291
CENTRAL OKANAGAN HERITAGE SOCIETY	56,615
CENTRAL OKANAGAN REGIONAL HOSPITAL	11,530,108
CENTRAL OKANAGAN UNITED WAY	30,944
CES ENGINEERING LTD.	32,248
CGL CONTRACTING LTD	54,730
CH2M HILL CANADA LIMITED	41,372
CHAMCO INDUSTRIES LTD.	46,100
CHANCES BULK UNLOADING LTD	299,067
CHANNELL COMMERCIAL CANADA INC.	28,365
CHARTER TELECOM	132,290

Supplier's Name	Amount (\$)
CHECKMATE CABS LTD.	146,417
CHEM-AID SERVICES INC.	30,464
CHEVRON CANADA R & M ULC.	1,472,290
CHUBB EDWARDS	77,597
CIBC	57,976
CIMA+	41,367
CIMCO REFRIGERATION	42,858
CINTAS LOCATION 889	93,832
CISCO SYSTEMS CAPITAL CANADA CO.	66,387
CITY OF WEST KELOWNA	503,083
CIVICINFO BC	27,608
CLARIANT CANADA INC.	208,421
COAST WHOLESALE APPLIANCES LTD	26,180
COLLIERS PROJECT LEADERS INC.	378,223
COMMAND INDUSTRIES INC.	38,617
COMMERCE CENTRE IN TRUST	48,832
COMMERCIAL AQUATIC SUPPLIES	28,785
COMMISSIONAIRES BC	1,743,125
CONCORD SECURITY CORPORATION	25,329
CONTINENTAL EQUIPMENT LTD.	60,234
COPCAN CIVIL LTD.	2,960,875
COPCAN CONTRACTING LTD.	27,458
CORIX UTILITIES INC.	1,675,431
CORIX WATER PRODUCTS LP	393,964
CORPORATE EXPRESS	177,583
COSTCO WHOLESALE CORP.	53,534
COVE ENTERPRISES LTD	95,424
COWBOY FORESTRY LTD	408,829
CR DIRECT CONTRACTING SERVICES INC	27,820
CROP PRODUCTION SERVICES (CANADA) INC.	126,362
CTQ CONSULTANTS LTD.	29,727
CURIOSITY ANALYSIS AND CONSULTING	77,915
CWMM CONSULTING ENGINEERS LTD	107,532
D & E COMMUNICATIONS	43,771
D.E. PILLING & ASSOCIATES LTD.	44,237
DAN FORLIN ENTERPRISES	374,593
DARKHORSE ANALYTICS INC.	67,200
DATA GROUP INTERNATIONAL INC	77,388
DAVARA HOLDINGS	84,610
DAVEY TREE EXPERT CO.	171,280
DAVID JACOB HARDER ART & DESIGN	37,125
DAVTECH - TRAFFIC SAFETY DIVISION	29,810
DECCAN INTERNATIONAL	46,902
DEFINING DECOR	33,024
DELEURME ENTERPRISES (B.C)	29,400
DELL CANADA INC.	332,947
DELTA GRAND OKANAGAN RESORT	97,881
DIALOG BC ARCHITECTURE ENGINEERING INTERIOR DESIGN PLANNING INC.	306,055
DISTRICT OF LAKE COUNTRY	549,715

Supplier's Name	Amount (\$)
DIVERSIFIED REHABILITATION GROUP INC.	52,500
DIVING DYNAMICS	27,703
DMD HOLDINGS	62,985
DOMCOR TRAFFIC CONTROL INTERNATIONAL INC.	91,757
DOWNTOWN KELOWNA ASSOCIATION	911,743
DR. J. DAVID GAINEY INC.	26,256
DREAMLAND HOLDINGS LTD.	62,081
DULUX PAINTS	36,860
E. LEES AND ASSOCIATES CONSULTING LTD.	25,168
EBB ENVIRONMENTAL CONSULTANTS INC	89,287
ECOAMMO SUSTAINABLE CONSULTING INC.	25,016
ECONOLITE CANADA INC.	171,979
ECORA ENGINEERING LTD.	46,435
ECOSCAPE ENVIRONMENTAL CONSULTANTS LTD.	71,343
ECOTEX HEALTHCARE LINEN SERVICES	311,430
ELECTRIC MOTOR & PUMP SERVICE LTD.	209,586
ELECTROMEGA LTEE/ LTD.	127,755
EMCO CORPORATION	256,353
EMIL ANDERSON CONSTRUCTION (EAC) INC.	3,251,817
ENSEICOM INC	132,908
ENSIGN BROS. ENTERPRISES LTD.	115,646
ENVIRONICS ANALYTICS GROUP	26,678
ESRI CANADA LIMITED	125,352
EVERGREEN BUILDING MAINTENANCE INC.	621,852
EVOQUA WATER TECHNOLOGIES LTD	40,010
FDM SOFTWARE LTD.	83,897
FESTIVALS KELOWNA SOCIETY	300,224
FINNING INTERNATIONAL INC.	38,687
FISHER SCIENTIFIC LIMITED	28,078
FLAIR AIRLINES LTD.	67,167
FLOWPOINT ENVIROMENTAL SYSTEMS	71,837
FLYNN CANADA LTD	106,227
FOCUS COMMUNICATIONS INC	42,428
FORTIS BC ENERGY INC.	273,914
FORTIS BC INC.	7,269,366
FORTISBC - NATURAL GAS	684,793
FOUNTAIN TIRE KELOWNA LTD.	39,039
FREDEX CONSTRUCTION INC.	99,731
FRENCH, KENNETH AND NOREEN	165,000
FRITZ ARCHITECT	141,014
FULLER, NICOLETTE	26,163
GALL LEGGE GRANT & ZWACK LLP	61,245
GAS ANALYTICAL SYSTEMS LTD	26,764
GE INTELLIGENT PLATFORMS CANADA	31,445
GHD LIMITED	52,412
GLENMORE STORE LTD.	69,500
GLENMORE-ELLISON IMPROVEMENT DISTRICT	171,665
GLIDEPATH SYSTEMS LTD.	83,696
GLOBAL ROADWAY MAINTENANCE INC.	263,765

Supplier's Name	Amount (\$)
GODDARD, MARK W.	32,760
GOLDER ASSOCIATES LTD.	139,713
GOODE PROPERTIES INC.	170,683
GOVDELIVERY, LLC.	26,048
GRANT THORNTON LLP	107,336
GRASSMICK 'S EXCAVATING LTD.	25,316
GRAYBAR CANADA	43,713
GRAYCON GROUP	30,578
GRAYHAWK INDUSTRIES LTD.	63,940
GREAT WEST EQUIPMENT	35,433
GREEN ROOTS PLAY EQUIPMENT INC	36,572
GREENCORP VENTURES INC.	63,706
GREENSTEP SOLUTIONS INC.	26,183
GREYBACK CONSTRUCTION LTD	791,748
GUILLEVIN INTERNATIONAL CO	267,075
H&M EXCAVATING LTD	492,038
HALLDING, KENDRA	27,982
HANSCOMB LTD.	33,794
HCMA ARCHITECTURE & DESIGN	336,927
HEAD TO HEAD IRRIGATION	44,727
HEARTWOOD INVESTMENTS LTD.	71,295
HERITAGE OFFICE FURNISHINGS LTD.	286,431
HIGHSTREET MISSION FLATS (2016) LP	560,363
HIGHSTREET VENTURES	113,949
HOULE ELECTRIC LTD	299,175
HUB FIRE ENGINES & EQUIPMENT LTD.	2,161,862
HUSKA HOLDINGS LTD.	674,347
HUSKY OIL MARKETING CO	114,501
IDEXX LABORATORIES CANADA LP	65,063
IFIDS.COM INC.	91,741
IMPERIAL PARKING CANADA CORPORATION	1,026,400
IMS INFRASTRUCTURE MANAGEMENT SERVICES	77,527
INLAND DIVERS UNDERWATER SERVICE	34,965
INSPIRED LEADERSHIP CONSULTING INC.	37,170
INTELLIGENZ LIMITED	116,947
INTERCITY RECYCLE LTD.	70,991
INTERIOR ELECTRONICS LTD.	41,084
INTERIOR INSTRUMENTS A DIVISION OF CORIX	30,325
INTERIOR PORTABLE RENTALS LTD.	145,532
INTERIOR ROOFING (2011) LTD.	74,863
INTERIOR TESTING SERVICES LTD.	50,585
INTERPROVINCIAL TRAFFIC SERVICES LTD.	187,435
INTERVISTAS CONSULTING INC.	66,602
IPL INC	84,364
IRC BUILDING SCIENCES GROUP	34,178
IRON MOUNTAIN CANADA OPERATIONS ULC	76,380
JAB CONSTRUCTION LTD.	138,027
JOHNSON, LORI dba DRAGONFLI STUDIO	100,501
JS FERGUSON CONSTRUCTION INC.	189,703

Supplier's Name	Amount (\$)
JULIET ANDERTON CONSULTING INC	33,878
KAL TIRE	70,486
KARAKASA ENTERPRISES INC	82,845
KASIAN ARCHITECTURE INTERIOR DESIGN AND PLANNING LTD	327,099
KATIM ENTERPRISES LTD	250,793
KBL LOGISTICS LTD.	337,485
KCS CONTRACTING & CUSTOM TORCHWORKS	40,104
KELDON ELECTRIC LTD	331,809
KELOWNA ART GALLERY	490,843
KELOWNA CABS (1981) LTD.	192,171
KELOWNA DAILY COURIER	107,523
KELOWNA MUSEUMS SOCIETY	632,057
KELOWNA PADDLE CENTRE	26,830
KELOWNA PROFESSIONAL FIREFIGHTERS	269,223
KELOWNA RCMP AUXILIARY	27,100
KELOWNA SAND & GRAVEL	121,651
KELOWNA STEEL FABRICATORS LTD.	31,034
KELOWNA VISUAL AND PERFORMING ARTS CENTRE SOCIETY	312,947
KENT-MACPHERSON	34,926
KESTREL RIDGE HOLDINGS LTD./RYKON GROUP	242,304
KETTLE VALLEY DEVELOPMENT LTD.	242,391
KIMCO CONTROLS LTD.	64,252
KNIGHT 'S VACUUM SERVICES LTD.	172,639
KON KAST PRODUCTS (2005) LTD	160,166
KONE INC.	29,080
L PATRICK CONSULTING	56,717
LAFRENTZ ROAD MARKING	97,563
LAHAWK ENTERPRISES	107,486
LAKE WATER RESTORATION LTD.	104,203
LAND TITLES AND SURVEY AUTHORITY	31,873
LEO K. CHEN DESIGN LTD.	61,019
LUCID MGMT GROUP LTD.	46,432
LYNX BRAND FENCE PRODUCTS (2004) INC.	34,376
MAGLIN SITE FURNITURE INC	49,790
MANULIFE FINANCIAL	119,886
MAPLE REINDERS INC.	2,694,951
MARK REIMER	50,248
MASONLIFT LTD.	54,616
MCKINLEY HILLSIDE LIMITED PARTNERSHIP	352,853
MEARL 'S MACHINE WORKS LTD	106,434
MEDTEQ SOLUTIONS CA LTD	32,744
MEIKLEJOHN ARCHITECTS INC.	86,074
MELCOR LAKESIDE INC.	44,867
MEQUIPCO LTD.	27,585
METRO MOTORS LTD.	222,640
METTLER-TOLEDO INC.	38,359
MICROSOFT CORPORATION	276,876
MID-MOUNTAIN EXCAVATING LTD.	97,170
MINISTER OF FINANCE	35,898,243

Supplier's Name	Amount (\$)
MIOVISION TECHNOLOGIES INC.	27,431
MISSION GROUP HOMES LTD.	77,147
ML HOLDINGS INC.	53,120
MLG CONSULTING	51,432
MMM GROUP LTD	84,878
MODU-LOC FENCE RENTALS LTD	32,295
MONERIS	240,968
MORNEAU SHEPELL LTD.	3,505,232
MORPHO CANADA INC.	113,590
MOULD ENGINEERING	73,500
MUNICIPAL INSURANCE ASSOCIATION OF BC	743,628
NAPA AUTO PARTS	1,598,854
NORM RYDER	27,489
NORTHERN COMPUTER	245,139
NOVA POLE INTERNATIONAL INC.	36,214
NUTECH SAFETY LTD.	98,612
OAKCREEK GOLF & TURF INC.	42,500
ODOTECH INC.	31,500
OFFICE OF MCFARLANE BIGGAR	140,862
OK BUILDERS SUPPLIES LTD.	294,926
OK ENVIRONMENTAL WASTE SYSTEMS LTD	3,472,036
OK EXCAVATING	42,991
OKANAGAN ARTISTS ALTERNATIVE ASSOCIATION	26,000
OKANAGAN BOYS & GIRLS CLUB	423,111
OKANAGAN CAR SHARE CO-OP	47,589
OKANAGAN LOCK SERVICE	46,640
OKANAGAN REGIONAL LIBRARY	6,289,562
OKANAGAN SYMPHONY SOCIETY	62,000
OMEGA COMMUNICATIONS LTD.	91,092
OPERA KELOWNA SOCIETY	26,000
OPUS INTERNATIONAL CONSULTANTS (CANADA) LTD.	242,298
ORGANIZED CRIME AGENCY OF BRITISH COLUMBIA	63,414
OUTLAND DESIGN LTD	43,775
PACIFIC RIM EQUIPMENT INC	178,910
PACIFIC SPORT OKANAGAN	122,979
PAHL, BRIAN & LINDA	92,000
PALADIN SECURITY GROUP LTD.	869,848
PARISIEN RESEARCH CORPORATION	99,300
PARKLAND REFINING (B.C.) LTD.	234,946
PAYBYPHONE TECHNOLOGIES INCORPORATED	33,265
PCL CONSTRUCTORS WESTCOAST INC	13,504,606
PENNY 'S CONTRACTING	30,223
PENSION CORPORATION	12,429,082
PEOPLE-ADMIN, INC.	66,981
PHOENIX AIRMID BIOMEDICAL CORP.	32,825
PIER MAC SAND & GRAVEL	100,486
PIHL LAW CORPORATION IN TRUST	1,000,000
POLYCRETE RESTORATIONS LTD	153,331
POTTERTON INDUSTRIAL PARK LTD.	51,557

Supplier's Name	Amount (\$)
PRECISE PARKLINK INC.	101,906
PREMIER PACIFIC SEEDS LTD.	62,328
PREMIUM TRUCK AND TRAILER INC.	594,957
PRINCESS AUTO LTD	30,317
PRINT THREE KELOWNA	28,131
PRITCHARD, COLIN ARTHUR	232,211
PROGRESSIVE PLUMBING & HEATING LTD.	27,795
PROVIDENT	37,047
PULSE GROUP MEDIA AND COMMUNICATIONS LTD.	102,452
PUROLATOR INC.	25,706
PUSHOR MITCHELL LLP "IN TRUST"	108,384
QUALITY CHAIN LINK FENCING LTD.	103,853
R & L EXCAVATING	78,296
R&L CONSTRUCTION LTD.	66,041
R. FRASCH ENT. LTD	40,105
R.G. ARENAS (KELOWNA) LTD.	986,098
RAHMATI, HAMID	765,801
RAISANEN CONSTRUCTION LTD.	25,500
RAMTECH ENVIRONMENTAL PRODUCTS	26,742
RAPT HOLDINGS LTD. DBA WORKMAN & SONS ENT.	52,575
RCMP	26,564
READ JONES CHRISTOFFERSEN LTD	64,891
REATON LEASING LTD.	900,000
RECEIVER GENERAL FOR CANADA	47,594,960
REDLINE BOBCAT SERVICES LTD.	207,170
REDPOINT MEDIA GROUP INC.	63,180
REFRIGERATIVE SUPPLY	29,967
REGIONAL DISTRICT OF CENTRAL OKANAGAN	35,390,357
REGIONAL DISTRICT OF NORTH OKANAGAN	81,941
REIMER 'S FARM SERVICE LTD.	36,383
REMOVE MY GRAFFITI INC.	47,631
RESOLVER INC.	33,319
RG FACILITIES (MISSION) LTD.	33,224
RICOH CANADA INC	728,873
RJAMES WESTERN STAR	307,095
ROADWAYS TRAFFIC PRODUCTS LTD	222,431
ROCK WELDING LTD	25,536
ROCKY MOUNTAIN PHOENIX	26,239
ROGERS WIRELESS INC.	324,602
RONA INC.	33,088
ROYAL BANK OF CANADA	80,129
ROYAL STAR ENTERPRISES INC.	1,269,025
ROYALE LANDSCAPING LTD	1,215,665
RPM AUTOMOTIVE LTD	43,977
RUNNALLS DENBY	154,546
RUTLAND WATERWORKS DISTRICT	70,719
RYAN PEAK ULC	42,336
S.C. RESTORATIONS LTD	118,288
S.S.G. ENVIRONMENTAL SERVICES	70,820

Supplier's Name	Amount (\$)
SAFETY-KLEEN CANADA INC	35,296
SAFEWAY	46,582
SAVOY EQUIPMENT LTD	44,059
SAWCHUK DEVELOPMENTS CO. LTD	498,544
SCHOOL DISTRICT #23	1,048,154
SECURE TRAFFIC CONTROL LTD.	79,962
SEYMOUR PACIFIC DEVELOPMENTS	55,195
SHAW BUSINESS	61,725
SHAW CABLE	32,962
SHERINE INDUSTRIES LTD.	49,710
SIEMENS CANADA LIMITED	140,807
SIERRA LANDSCAPING LTD	675,832
SIMARK CONTROLS LTD.	45,039
SITEONE LANDSCAPE SUPPLY	69,398
SLR CONSULTING (CANADA) LTD.	33,092
SNC LAVALIN INC.	517,186
SOFTCHOICE LP	146,441
SOLIDCAD	32,928
SOURCE OFFICE FURNISHING	59,177
SPANMASTER STRUCTURES LTD	48,608
SQUARE ONE PAVING LTD.	74,272
STANTEC CONSULTING LTD. (SCL)	319,418
STEEL ART SIGNS CORP	101,983
STEWART MCDANNOLD STUART	35,277
STRATA EPS 1717	68,945
STRATA EPS 786	38,294
STRATEGIC VALUE SOLUTIONS, INC.	114,544
STROMA SIGN GROUP INC	34,460
STUDENTS' UNION OF UBC OKANAGAN	88,779
SUN-OKA VALLEY TRANSPORT	495,942
SUPER SAVE DISPOSAL INC	65,742
SUPERIOR PROPANE	30,112
SUTTON ROAD MARKING LTD	108,221
SYLVIS ENVIRONMENTAL SERVICES INC.	42,974
T. CHARLOTTE HOGGARD INC.	32,869
T2 SYSTEMS CANADA INC	60,706
TACEL LTD.	60,105
TD CANADA TRUST	41,747
TEAM EAGLE LTD	1,512,812
TECHNICAL SAFETY BC	34,897
TELUS COMMUNICATIONS CO. C/O TELUS SERVICES	134,551
TELUS COMMUNICATIONS INC.	280,940
TELUS MOBILITY	39,695
TEMPEST DEVELOPMENT GROUP INC.	397,372
TERRACOM SYSTEMS LTD	308,533
TERRY PRO PAINTERS LTD	38,840
TETRA TECH CANADA INC.	234,938
TETRA TECH EBA	55,265
THE DISTRICT OF PEACHLAND	60,698

Supplier's Name	Amount (\$)
THE HOME DEPOT	30,281
THE JF GROUP	30,650
THE MISSION GROUP	45,956
THINKSPACE ARCHITECTURE PLANNING INTERIOR DESIGN	52,028
THOMAS SCOTT SIGNCRAFT LTD.	69,453
THOMPSON OKANAGAN TOURISM ASSOCIATION	27,350
THOMSON DWELLINGS INC.	135,410
TNC EXCAVATING LTD.	152,817
TOLKO INDUSTRIES LTD	204,187
TOMKO SPORTS SYSTEMS INC	53,687
TOPS OFFICE PRODUCTS LTD.	973,717
TOURISM KELOWNA	2,697,700
TRICOM BUILDING MAINTENANCE	158,318
TRUE CONSULTING GROUP	435,810
TT CONTRACTORS LTD	348,813
UNICO ONE DEVELOPMENTS LTD.	92,650
UNION OF BC MUNICIPALITIES	60,758
UNIT4 BUSINESS SOFTWARE CORPORATION	233,884
UNITED RENTALS OF CANADA INC.	120,164
UNITED ROTARY BRUSH CORP. OF CANADA	53,859
UPANUP STUDIOS INC.	105,955
UPTOWN RUTLAND BUSINESS ASSOCIATION	176,660
URBAN MATTERS CCC	32,025
URBAN SYSTEMS LTD.	428,432
VALLEY CURBING LTD	103,812
VAN-KEL IRRIGATION	84,042
VIMAR EQUIPMENT LTD.	181,983
VOLINSPIRE COMMUNITY CONTRIBUTION COMPANY	30,979
VWR INTERNATIONAL, LTD	98,354
WATERHOUSE ENVIRONMENTAL SERVICES CORPORATION	31,248
WATERKIND CONSULTING SERVICES LTD.	82,614
WATERTRAX INC.	31,335
WATT CONSULTING GROUP	116,406
WB-120 HOLDINGS	31,955
WE CONSULTING & BENEFIT SERVICES LTD. "IN TRUST" FOR CAUS	761,609
WESCO DISTRIBUTION - CANADA INC.	111,009
WESTBANK FIRST NATION	167,066
WESTCANA ELECTRIC INC	48,951
WESTERN HYDROBLASTING INC	33,255
WESTJET	55,546
WESTLAKE PAVING & AGGREGATES	1,149,617
WESTVAC INDUSTRIAL LTD.	52,320
WIENERS PLUMBING AND IRRIGATION LTD	115,487
WILLIAMS MACHINERY	288,669
WILTECH DEVELOPMENTS INC	52,612
WINN RENTALS LTD	237,389
WISE WILDLIFE CONTROL SERVICES	26,808
WISHBONE INDUSTRIES LTD.	40,281
WOLSELEY WATERWORKS GROUP	222,946

Supplier's Name	Amount (\$)
WOOD WYANT INC.	36,769
WOODLAND EQUIPMENT INC.	245,026
WOODLAND SPIRIT CONTRACTING LTD.	109,831
WORKSAFE BC	1,010,626
WPS CANADA INC.	32,826
WSP CANADA GROUP LTD.	903,633
YMCA OF OKANAGAN ASSOCIATION	724,168
YOUNG ANDERSON	432,142
YOUNG ANDERSON "IN TRUST"	300,000
YVONNE O'SHAUGHNESSY	26,938
ZONE WEST ENTERPRISES LTD	30,292

SUPPLIER PAYMENTS LESS THAN 25,000	9,787,829
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TOTAL PAYMENTS	<u><u>\$ 311,906,316</u></u>
----------------	------------------------------

RECONCILIATION (in thousands of dollars)

Total Supplier Payments	\$ 311,906
-------------------------	------------

Total per Expenditure by Function and Object for 2017	272,154
---	---------

Less: Salaries and Benefits per Expenditure by Function and Object for 2017	(80,505)
---	----------

Amortization of tangible capital assets	(64,888)
---	----------

Write down of tangible capital assets	(440)
---------------------------------------	-------

Cost Recoveries	(15,902)
-----------------	----------

Net accrual adjustment	(2,634)
------------------------	---------

Add: Payments made to other Taxing Authorities	91,015
--	--------

Acquisition of tangible capital assets (less disposals)	83,554
---	--------

Accumulated amortization on disposals	1,777
---------------------------------------	-------

Change in Capital held for resale	78
-----------------------------------	----

Repayment of long term debt	22,795
-----------------------------	--------

Performance deposit and deferred revenue refunds	3,574
--	-------

Property tax refunds	537
----------------------	-----

Miscellaneous	791
---------------	-----

\$ 311,906

Variance	\$ -
----------	------

\$ -

* Prepared under the Financial Information Regulation, Schedule 1, Section 7 and the Financial Information Act, section 2

CITY OF KELOWNA
Schedule of Payments to Suppliers for Grants and Contributions
for the year ended December 31, 2017

Supplier's Name	Amount (\$)
DOWNTOWN AMBASSADOR PROGRAM	45,000
DOWNTOWN KELOWNA ASSOCIATION	857,398
FESTIVALS KELOWNA	256,000
KELOWNA ART GALLERY	477,193
KELOWNA ARTS FOUNDATION GRANT	249,300
KELOWNA MUSEUM ASSOCIATION	636,480
KELOWNA VISUAL & PERFORMING ARTS	305,300
KELOWNA YOUTH & FAMILY CENTRE (COMMERCE CENTRE)	43,422
MISCELLANEOUS COMMUNITY SERVICE GRANTS	118,368
OKANAGAN BOYS & GIRLS CLUB	355,661
TOURISM KELOWNA	344,430
YMCA-YWCA OF THE CENTRAL OKANAGAN	693,120
TOTAL GRANTS OR CONTRIBUTIONS INCLUDED	\$ 4,381,672

* Prepared under the Financial Information Regulation, Schedule 1, Section 7(2)

CITY OF KELOWNA
Statement of Financial Information Approval
for the year ended December 31, 2017

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

for Jackie Sueck
Genelle Davidson CPA, CMA
Divisional Director Financial Services

M. DeHart
Colin Basran
Mayor

June 20, 2018
Date

June 20/18
Date

* Prepared pursuant to the Financial information Regulation, Schedule 1, section 9



City Hall
1435 Water Street
Kelowna, BC V1Y 1J4
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kelowna.ca

Report to Council



Date: June 25, 2018

File: 1200-90

To: City Manager

From: Tracy Guidi, Sustainability Coordinator

Subject: Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)

Recommendation:

THAT Council receives, for information, the report from the Sustainability Coordinator, dated June 25, 2018, with respect to *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018-2023)*;

AND THAT Council adopt the *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)* as attached to the report from the Sustainability Coordinator, dated June 25, 2018;

AND FURTHER THAT Council direct staff to begin implementation of the actions according to the timeline outlined in Table 12 of the *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)* as attached to the report from the Sustainability Coordinator, dated June 25, 2018.

Purpose:

To present Council with the final *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan* for endorsement.

Background:

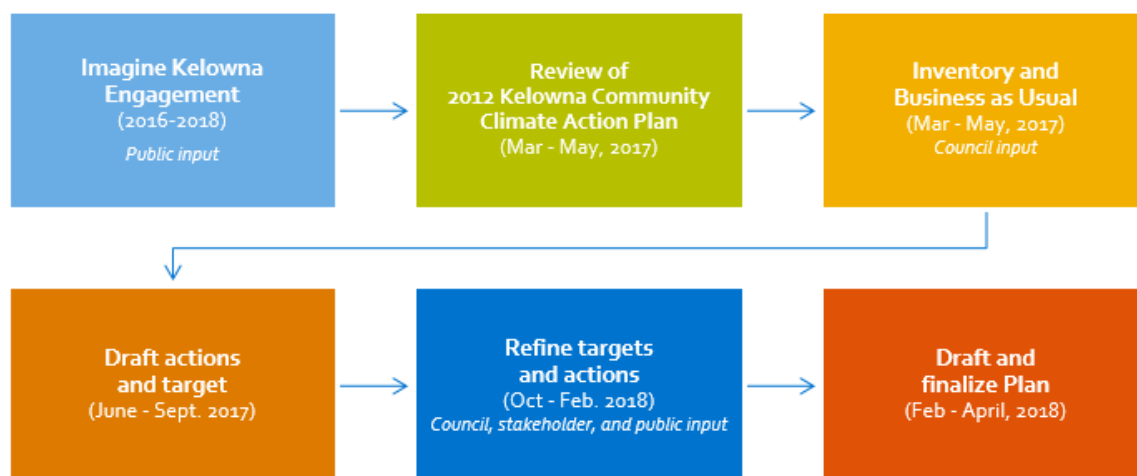
Climate change affects everyone. The release of greenhouse gas emissions and the resulting impacts on the climate have consequences for economies, ecosystems and social well-being. Less predictable and more extreme weather patterns can damage property and infrastructure, affect food and energy prices, impact air quality and the natural environment. No one person created the issue and no one person or organization can solve it. It is everyone's responsibility - residents, businesses and government, to take action to fight climate change to make the community and the planet a better place for future generations.

Kelowna has experienced first-hand, the havoc that climate change can cause to a community. In 2017, Kelowna experienced one of its most extreme weather years with record levels of spring precipitation causing historic flooding followed by a hot, dry summer that contributed to a devastating wildfire season. 2018 also started with extremes, with snow pack levels across the Okanagan at 200 per cent above normal¹ causing the local Emergency Operations Center to be activated in April to address localized flooding and prepare for possible larger impacts.

Climate change affects everyone, and everyone must do their part to **mitigate** GHG emissions to limit the extent and impacts of climate change. Locally, cities are critical leaders to modify the trajectory of climate change by influencing and leading emission reductions through land use planning, transportation options, building requirements and waste services.

In the spring of 2017, the City embarked on a process to update the 2012 Community Climate Action Plan. *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)* (the Plan), addresses the major sources of emissions in Kelowna and outlines a series of actions that when implemented, provides opportunities for the community to reduce GHG emissions. Developed according to the process outlined in Figure 1, the Plan examines **mitigation** options that the City can undertake over the next 5 years to influence the quantity of GHG emissions produced in the community. It should be noted that the Plan does not focus on what the City needs to do to **adapt**, or prepare for climate change impacts, however it does include an action to develop a comprehensive adaptation plan for the community.

Figure 1: Community Climate Action Plan Development Process



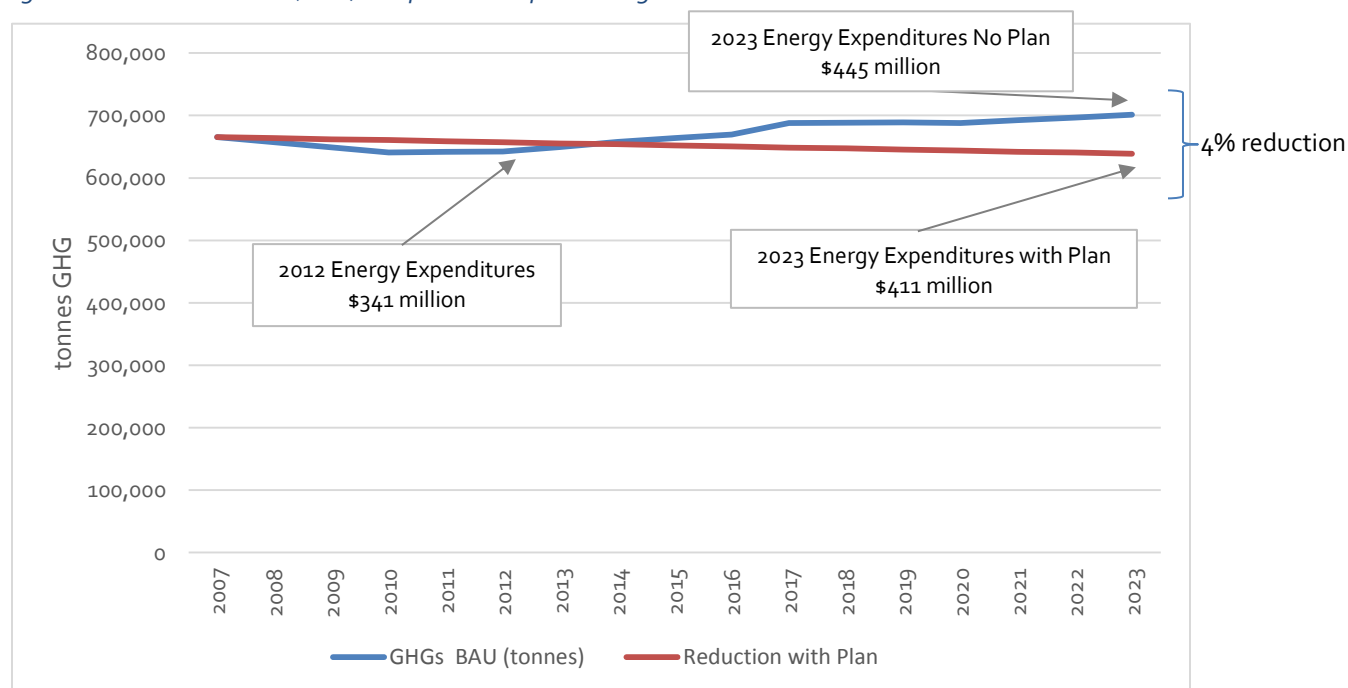
Based on input from the Imagine Kelowna process, stakeholder engagement, staff and best practices, *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan (2018 – 2023)* presents 51 actions that will help reduce community GHG emissions. While some of the actions are regulatory in nature, others rely on community behavioral shifts as the City provides more opportunities for residents to lead a low carbon lifestyle. The actions that the City can take a lead role in implementing are under six themes:

¹ KelownaNow, May 7, 2018. Record snow pack levels in Okanagan and Similkameen means flood risk will remain for many more weeks.
https://www.kelownanow.com/watercooler/news/news/Central_Okanagan/Record_snow_pack_levels_in_Okanagan_and_Similkameen_means_flood_risk_will_remain_for_many_more_weeks/

1. **The Way We Get Around** – providing options to reduce vehicle trips and accelerate transition to low carbon transportation options.
2. **The Energy We Use in Our Buildings** – improving energy performance and reducing GHG emissions in new and existing buildings.
3. **The Waste We Create** – increasing the diversion of waste from the landfill.
4. **Encouraging Renewable Energy** – encouraging the use of renewable energy alternatives.
5. **Planning Our Community** – managing energy and emissions by focusing growth in urban areas so residents and workers are located closer to transit and services.
6. **Other** – other actions that support Kelowna moving towards a low carbon future.

There is a compelling case for mitigating climate change. Implementing the Plan's actions will reduce GHG emissions through encouraging energy conservation and efficiency, by providing opportunities to shift transportation modes, and by focusing growth in urban areas. Moving towards this low carbon future is an immense challenge, but planning for a healthy and resilient environment is also an enormous opportunity. Community benefits are broad reaching and with intention, Kelowna can be a dynamic community that embraces transportation options, grows vibrant urban centres, protects land, water and air. This is in addition to attracting jobs in the new global economy, being healthier citizens, and being resilient in the face of a changing world. At an individual scale, the Plan's actions will provide options and choices for transportation, waste and energy efficient homes, allowing residents to reduce energy, save money and be healthier. In fact, by implementing the Plan's recommendations, it is projected that by 2023, community energy expenditures will be approximately \$34 million less than what is anticipated if the Plan is not implemented (a savings of \$240 per capita per year).

Figure 2: Business as Usual (BAU) compared to Implementing the Plan



In addition, climate and energy planning is connected to all aspects of a healthy built environment and therefore the Plan influences, or is influenced by a variety of other City plans and initiatives as illustrated below:

Figure 3: Community Climate Action Plan influences and connections



The Plan puts the City on the path to celebrate successes and build momentum. Over the short-term, these actions will define a **pragmatic** path to slow emissions growth. It is anticipated that by implementing the recommended actions, the community can achieve a target of an absolute GHG reduction of four per cent below 2007 levels by 2023. This is no small feat, as this is equivalent to a 27 per cent per capita reduction. The Plan also includes **bold leadership** by aligning a 2050 community target with the provincial target: to reduce community greenhouse gas emissions by 80 per cent. Aligned with this direction, three targets are recommended:

Year	Absolute GHG Target	Target as Per Capita Estimate
	Below 2007 levels	
2023	4%	27%
2033	25%	50%
2050	80%	90%

The City of Kelowna will work towards these targets in partnership with: senior governments; local residents and businesses; NGOs; external agencies; and utility providers.

While the Plan puts Kelowna on the path for achieving reductions, beyond 2023 more work will need to be done to maintain the downward trajectory in emissions, and not all the answers are present at this time, but it is paramount that the Plan stays current with the rapid pace of change and technological shifts to ensure monumental responsibility is not passed on to future generations.

Summary:

As climate action is far reaching, community action is required to implement the pragmatic actions in the Plan over the next five years putting Kelowna on the path to reduce emissions four per cent below 2007 levels by 2023. Monitoring and evaluation criteria have been outlined to ensure the community remains on track in reaching the targets. Beyond that, the Plan provides the foundation to shift how the community lives, works and moves, so that continual incremental progress can be achieved as the Plan is revisited and new actions are identified every five years to reach an eighty percent GHG reduction by 2050. Achieving these targets requires both City leadership and community commitment to ensure Kelowna works towards becoming an energy efficient, liveable, responsible and sustainable community.

Climate change affects everyone, and everyone must do their part. Successfully reducing emissions requires a shift in thinking and behaviour and there are costs and risks to inaction. The cost of doing nothing to fight climate change far outweighs the cost of solving the problem. Innovation and new technology will have an effect, but all segments of the community - residents, business and government - must do their part to make a difference. It is time to accelerate efforts, work as a community instead of as individuals and act now to ensure that the decisions of today align with our long-term community aspirations for a healthy, vibrant, safe and thriving quality of life.

Existing Policy:

- **OCP Objective 6.2** *"Improve energy efficiency and reduce community greenhouse gas emissions."*
- **OCP Policy 6.2.1 GHG Reduction Target and Actions.** *The City of Kelowna will, in partnership with: senior governments; local residents and businesses; NGOs; external agencies; and utility providers, work towards reducing community greenhouse gas emissions by 33% (from 2007 levels) by 2020.*

The City of Kelowna's efforts will be focused on creating more mixed use neighbourhoods (as identified on the OCP Future Land Use map) and on ensuring that residents can conveniently and safely travel by bus or by foot, bicycle and other forms of active transportation to get to major community destinations while ensuring the efficient movement of goods and services.

The City will support the reduced use of fossil fuels in buildings by encouraging renewable energy supplies, district energy systems and energy efficient technologies in new and existing buildings. By working with senior government partners, regulated utilities and others, the City will lead through example and strive to meet the BC Climate Action Charter targets for the reduction of GHG emissions from municipal infrastructure.

It should be noted that the City of Kelowna also has a Corporate Energy and Emissions Plan that focuses on energy and emission reductions for the corporation. Corporate GHG emissions are estimated to be approximately one per cent of total GHG emissions for Kelowna.

Financial/Budgetary Considerations:

The cost to complete the Community Climate Action Plan was approximately \$45,000. The City of Kelowna acknowledges the support of FortisBC who granted \$22,425 towards this project. The remainder of the funds are sourced from the Policy and Planning Department budget.

It should be noted that the full implementation of the Community Climate Action Plan requires additional funding and resources at various stages. Funding and resourcing options will be investigated and/or budget request will be made as part of the normal annual budget cycle if and when necessary.

External Agency/Public Comments:

Engagement for the Community Climate Action Plan is summarized in Appendix 5 of the *Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan*. The summary provides highlights of engagement activities that informed the development of the Plan. Feedback was obtained through the following

- *Imagine Kelowna* – 2016 to 2018 input
- *Imagine Kelowna* On Point Discussions:
 - Climate Change On Point Session, November 16, 2016
 - Transportation On Point Session, December 8, 2016
- Stakeholder Discussion on Energy Step Code – September 2017
- Stakeholder Workshop – November 30, 2017
- Online Engagement.kelowna.ca online engagement – February 6 – 22.

Communications Comments:

Once endorsed, a copy of the Community Climate Action Plan will be available on the City's website at www.kelowna.ca/imaginenext.

Submitted by:

T. Guidi, Sustainability Coordinator

Approved for inclusion:



Danielle Noble-Brandt, Policy & Planning Dept. Manager

cc:

Divisional Director, Community Planning and Strategic Investments
Divisional Director, Corporate Strategic Services
Divisional Director, Financial Services
Director, Business and Entrepreneurial Development
Director, Development Services
Community Planning Department Manager
Cultural Services Manager
Development Engineering Manager
Energy Program Manager
Grants & Special Projects Manager
Infrastructure Engineering Manager
Parking Services Manager
Parks & Building Planning Manager
Parks Services Manager
Strategic Transportation Planning Manager
Utility Services Manager
Communications Advisor

Attachments:

Our Kelowna as We Take Action: Kelowna's Community Climate Action Plan

Schedule A: Letters of Support (Interior Health and FortisBC)

Our Kelowna as We Take Action

Kelowna's Community Climate Action Plan

June 2018

kelowna.ca/imaginenext

Letter from the Future

May, 2040

I'm writing this to you as I watch the spring rains that have been pouring out of the sky for the last three days. This is pretty normal for this time of year, but I find myself thinking about how, 22 years ago when I was a kid, this kind of weather seemed so unusual.

I remember waking up one May day in 2017 to find our house surrounded by water while my parents were trying to keep it out of our basement. The news that night said the flooding was a "once in a 200-year event." These days, though, it seems like we're getting these kinds of major weather events every few years. Our winters are shorter with less snow, and followed by incredibly wet springs with hotter, drier summers and more wildfires and pest problems than before.

But thankfully, a lot of improvements have been made over the last 20 years and we're better able to cope with them.

One of the noticeable shifts is how we use our land. Much of Kelowna's growth over the last 20 years has been concentrated in our five urban centres. This has created compact neighbourhoods with great mixes of residential, commercial and recreation space. People don't have to travel long distances to go between the places where they live, work, shop and play so it's a lot easier to get around by walking, biking or transit than it was when I was a kid. We've managed to accommodate the addition of almost 50,000 people while preserving natural areas that may have otherwise been used for houses. And that means those areas are still absorbing carbon, providing critical habitat for at-risk wildlife and contributing to the natural splendor that Kelowna is known for.

While many of the changes Kelowna has made are mitigating the effects of climate change, change is still happening. The changes that have come along with this growth happened over time, but as I stand here today I know that Kelowna is more vibrant, more diverse and has more opportunities than ever before. I am grateful that back in 2018, the community committed to a Climate Action Plan that set us on this course to be resilient and responsive to a changing climate with a goal to preserve our quality of life, now and for future generations.

*Sincerely yours,
Bria Goodneighbour*

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Acknowledgements

The City of Kelowna's 2018 Community Climate Action Plan is a strategy and policy framework document, resulting from a local planning initiative led by City of Kelowna staff in collaboration with the Community Energy Association (CEA).

The project was initiated and coordinated by the City of Kelowna, and was funded in part by FortisBC. Funding, project coordination, key input into the plan, and in-kind support were provided by City of Kelowna staff.

The City of Kelowna would also like to acknowledge the contributions of the following:

- Staff from numerous City departments who provided valued input in drafting and reviewing the actions presented in the Plan;
- Stakeholders who provided input on the draft actions including Canadian Home Builders Association, Canadian and Mortgage Housing Corporation, Flip Side Sustainability, Interior Health, Nido Design, Okanagan Basin Water Board, OGO Carshare, Okanagan College, Total Home Solutions, University of British Columbia, Urban Development Institute, Urban Systems; and
- Public who participated in community conversations through *Imagine Kelowna* and/or provided feedback on getinvolved.kelowna.ca at the end of the project.

Finally, special thanks to FortisBC for co-funding the Plan and providing input on the recommended actions. Images used in this document are used with permission from the authors, unless otherwise indicated. Not for duplication or distribution. All rights reserved.

Funding provided by:



FortisBC is pleased to provide financial support and participate in the delivery of this project. We are committed to working with our partners to reduce energy consumption and greenhouse gases in communities in British Columbia. Opinions expressed in this report are those of the authors and not necessarily those of FortisBC.

Executive Summary

The world is changing. Weather patterns are becoming less predictable, new technologies are emerging and ways of doing things are shifting. Individual and community behaviour must also change to be resilient and thrive.

There is global consensus among climate scientists that climate change is happening, and human activity is the cause.¹ Kelowna must be flexible in in order to cope with the challenges it will present.

Moving towards a low carbon future is a monumental challenge, but also an opportunity to plan for a healthy and resilient environment. With intention, Kelowna can be a dynamic community that embraces diverse transportation options; shifts away from a car-centric culture; grows vibrant urban centres; moves away from sprawl; and protects land, water and air. This will in turn attract jobs in the new global economy, be healthier for citizens, and be resilient in the face of a changing world.

Updating Kelowna's Community Climate Action Plan (the Plan) examines *mitigation* options, those actions that will reduce emissions, that the City can influence and lead to achieve GHG reductions through land use planning, transportation options, building requirements and waste services. The Plan update does not take into account what the City needs to do to *adapt*, or prepare for anticipated climate change impacts.

Between 2007 and 2012², Kelowna's greenhouse gas (GHG) emissions declined 3.5 per cent to approximately 642,000 tonnes (5.4 tonnes per capita). Despite this initial reduction, preliminary data indicates that since 2012 emissions are rising, particularly since fuel consumption has increased.

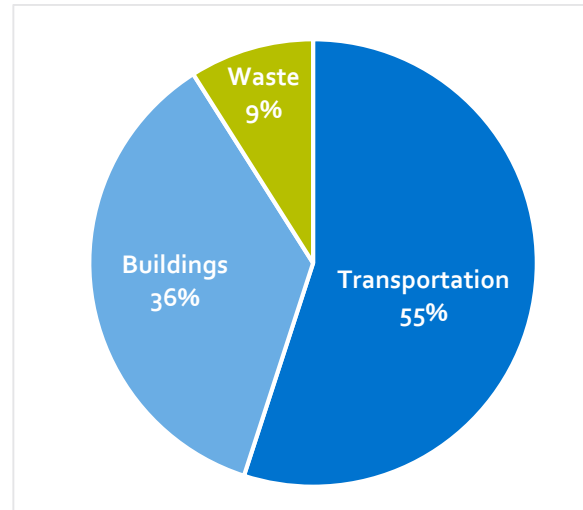


Figure 1: Kelowna's 2012 GHG Emissions
(642,000 tonnes CO₂e)

Converting this information to energy expenditures, in 2012 about \$341 million was spent in the community, about \$3,000 per person per year. Most of this money leaves the community. This Plan will help to keep more of this money local providing direct economic benefits, as well as reducing the community's risk to fluctuating energy prices.

Based on input from the *Imagine Kelowna* process, stakeholder engagement, staff and best practices, 48 actions and 3 ambitious actions have been identified that will help reduce community GHG emissions. While some of the actions are regulatory in nature, others rely on community behavioral shifts as the City provides more opportunities for residents to lead a low carbon lifestyle. The actions are based on the following six themes:

1. *The Way We Get Around* – providing options to reduce vehicle trips and accelerate transition to low carbon transportation options.

¹ Scientific American, 2014. Climate Risks as Conclusive as Link between Smoking and Lung Cancer.
<https://www.scientificamerican.com/article/climate-risks-as-conclusive-as-link-between-smoking-and-lung-cancer/>

² 2012 is the most recent complete set of data available on GHG emissions.

2. *The Energy We Use in Our Buildings* – improving energy performance and reducing GHG emissions in new and existing buildings.
3. *The Waste We Create* – increasing the diversion of waste from the landfill.
4. *Encouraging Renewable Energy* – encouraging the use of renewable energy alternatives.
5. *Planning Our Community* – managing energy and emissions by focusing growth in urban areas so residents and workers are located closer to transit and services.
6. *Other* – other actions that support Kelowna moving towards a low carbon future.

Implementing the recommended actions over the next five years is estimated to achieve an absolute GHG reduction of 4 per cent below 2007 levels by 2023 (equivalent to a 27 per cent per capita reduction).

A short-term target based on what can be achieved in the near future reflects the City's efforts to define an assertive and **pragmatic** path that will slow emissions growth. Further, by including a 2050 target, this ensures **bold leadership** that moves the City towards the long-term provincial target of eighty per cent reduction so that the monumental responsibility is not passed to future generations. Aligned with this direction, three targets are recommended:

Year	Absolute GHG Target	Target as Per Capita Estimate
	Below 2007 levels	
2023	4%	27%
2033	25%	50%
2050	80%	90%

The City of Kelowna will work towards these targets in partnership with: senior governments; local residents and businesses; NGOs; external agencies; and utility providers.

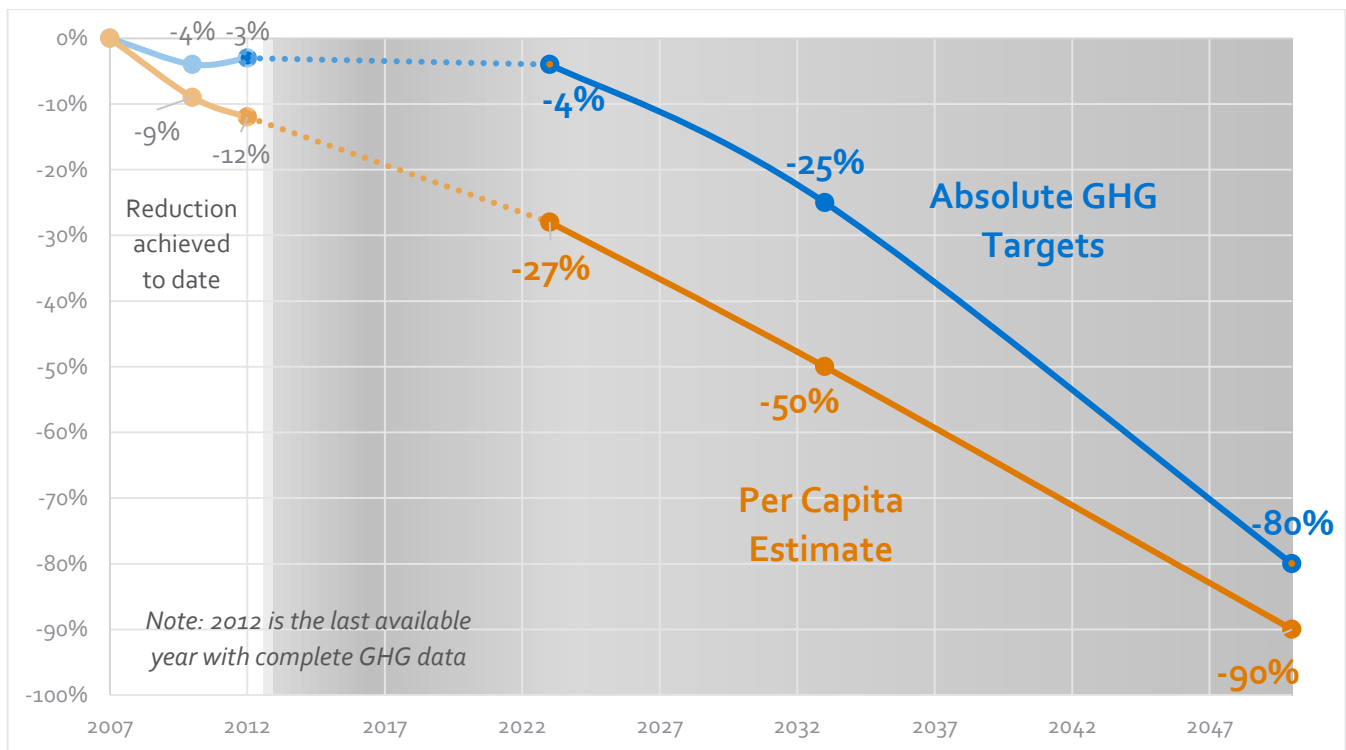


Figure 2: Kelowna's GHG Reduction Targets



The biggest opportunity for emissions reduction are the actions related to transportation, as transportation is the biggest component of Kelowna's community GHG footprint. While benefits related to the other categories may not be as large, they also will have influential impacts in Kelowna.

Table 1: Possible reductions from each category to 2023

Category	Reduction (tonnes)	Percentage of Total Reduction
The Way We Get Around	37,793	72%
The Energy We Use (Buildings)	5,019	10%
The Waste We Create	2,512	5%
Planning Our Community	5,399	10%
Encouraging Renewable Energy	1,808	3%
Other Actions	248	0%
TOTAL	52,779	100%

In addition to GHG savings, the Plan's recommended actions will also reduce energy costs. If no additional action is taken, by 2023 it is anticipated that energy expenditures in Kelowna will reach approximately \$445 million (accounting for population growth and assigning assumptions about future energy prices). However, by implementing the Plan's recommendations, it is

projected that by 2023, energy expenditures will be approximately eight per cent less (\$412 million, a savings of approximately \$34 million annually, or about \$240 per capita per year).

Research demonstrates³ that in order to successfully implement the Plan, Kelowna needs to focus on several key factors including:

1. Establish broad support for implementation.
2. Establish staff and financial capacity for follow through.
3. Institutionalize the Plan by incorporating its direction and objectives into other City plans and monitoring. Key Performance Indicators (KPIs) are important to ensure long-term accountability during the cycles of turnover of personnel that occur in a local government.

Although mitigation measures are essential, it is also essential that the City prepares to join others to respond to the impacts of climate change (climate adaptation). Climate change is no longer a future trend, but requires a community response today. The extreme weather events the community experienced in 2017 emphasize the importance of implementing the Plan's recommendation to "investigate developing a Climate Adaptation Plan for Kelowna."

Although the City can provide leadership on climate action, it is up to everyone, citizens, businesses and senior governments in particular, to do their part to rethink, re-evaluate, and re-imagine the way they lead their lives to making the community and planet a better place for future generations.

Climate change affects everyone, and everyone must do their part. Kelowna has the capacity and community desire to invite change that will benefit the environment, the economy, quality of life, and importantly, the City's resiliency.

³Community Energy Implementation Framework, 2016
[http://gettingtoimplementation.ca/wp-](http://gettingtoimplementation.ca/wp-content/uploads/2016/12/Final-Framework-December72016_online.pdf)

[content/uploads/2016/12/Final-Framework-December72016_online.pdf](http://gettingtoimplementation.ca/wp-content/uploads/2016/12/Final-Framework-December72016_online.pdf)

We've proven Kelowna can do this



Average household natural gas use declined 8% between 2011 & 2015



Average household electricity use declined 10% between 2011 & 2015



20% of sensitive ecosystem land is permanently protected



3,000 trees planted have been planted on private property through Neighbourwoods since 2010.

3.5% decrease in GHG emissions between 2007 & 2012



In 2017, 40% of new residential units were built in the Urban Core.



In 2016, 14% of residents walked, cycled or took transit to work.



In the Central Okanagan, there are over five million transit trips annually!

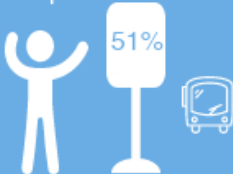
Providing transportation options

280 kilometres of bike lanes



412 kilometres of sidewalks

51% of residents live within 400 metres of a transit stop



*All stats refer to Kelowna unless otherwise specified

Introduction

The world is changing

The world is changing. Weather patterns are changing, new technologies are emerging and ways of doing things are shifting. Behaviour of individuals and communities must change to be current, survive, and succeed.

Despite the challenges, globally the tide is turning. Recently, the US saw three times more employees working in renewable energy than those in fossil fuels.⁴ China's solar and wind capacity continue to grow beyond expected targets⁵ and the Netherlands made a commitment for all new cars to be emission-free by 2030⁶.

Cities play an important role in reducing greenhouse gas (GHG) emissions. Canadian communities influence approximately 60 per cent of energy use and 50 per cent of GHG emissions nationally.⁷ Municipalities can influence and lead emission reductions through land-use planning, transportation options, education, building requirements and waste services.

Locally, Kelowna has seen the impact of a changing climate. In 2017, Kelowna experienced one of its most extreme weather years on record. Record levels of spring precipitation led to historic flooding impacting approximately 3,200 residents in the community. This was followed by one of the hottest and driest July and August periods on record,⁸ factors contributing to a devastating wildfire season and the community blanketed in smoke. As the impacts of climate change continue to grow, these types of extreme weather events are expected to occur more regularly.



Kelowna must be flexible in order to cope with the challenges it will be faced with. Taking action on climate and moving towards a low carbon future will provide benefits such as creating a healthier and more liveable community for people of all ages as well as leveraging external sources of funding to drive local economic development. Challenges include an increase in severe weather events and associated risks of flooding, droughts and forest fires.

It is time to accelerate efforts. Moving towards a low carbon future is an opportunity that will result in a community that residents desire as heard in *Imagine Kelowna*. Implementing the Plan will help the community shift away from a car-centric culture; grow vibrant urban centres; protect land, water and air; and be resilient in the face of a changing climate. While the City can provide leadership, it is up to everyone - residents, businesses, and all levels of government - to do their part. This is a call to action to rethink, re-evaluate, and re-imagine their ways of doing things to make a commitment to build a safe, healthy future for citizens and the planet.

⁴ The Guardian, 25 May 2016. [Global clean energy employment rose 5% in 2015](#).

⁵ Yan, J and Myllyvirta, L, Aug. 24, 2017. Unearthed, [China has already surpassed its 2020 solar target](#). [Unearthed.greenpeace.org/2017/08/25](#)

⁶ Electrek, 10 October 2017. The Dutch government confirms plan to ban new petrol and diesel cars by 2030.

⁷ CEA, QUEST. Community Energy Implementation Framework. http://gettingtoimplementation.ca/wp-content/uploads/2016/12/Final-Framework-December72016_online.pdf

⁸ Castanet. Sep 1, 2017. Hottest, driest on record. <https://www.castanet.net/news/Kelowna/205602/Hottest-driest-on-record>

Community climate action planning

The intent of a Community Climate Action Plan (the Plan) is to:

- Establish and confirm Kelowna's current energy and emissions for transportation, energy and waste;
- Establish short and long-term GHG reduction targets; and
- Develop an action plan with a corresponding implementation strategy.

The Plan examines *mitigation* options, those actions that can be taken to reduce emissions. The Plan does not take into account what the City needs to do to *adapt*, or prepare for climate change impacts that are anticipated regardless of local efforts to reduce GHG emissions.

As a community each year, the buildings, vehicles, and infrastructure within city limits use at least \$34.1 million of energy and emit over 640,000 tonnes of GHGs.⁹ The City of Kelowna is interested in reducing energy dollars exported from the community, in order to enhance local economic development and resilience. In addition, the actions have multiple benefits, ultimately building a forward thinking and vibrant city. The City is also required by the Province to have a community GHG emission reduction target in its Official Community Plan (OCP), with associated actions to work towards that target.

The City of Kelowna adopted its first Community Climate Action Plan in May 2012. It has provided direction to initiatives such as energy efficiency in buildings and transportation options in the community. The 2012 plan needed to be updated in order to:

- Update GHG reduction targets beyond 2020;
- Include *Imagine Kelowna* direction, where residents expressed desire for a community that takes action and is resilient in the face of climate change;
- Update the community's energy & emissions profile; and
- Identify actions for continual incremental progress on GHG reduction.

This is a made-for-Kelowna Plan that considers climate action in its local context and includes realistic actions. Its focus is for specific actions that the City can lead to help the community reduce its GHG footprint and achieve other benefits including economic development, community health and livability, and enhanced resilience. In addition to its actions, the Plan will inform the OCP update and other plans, policies, and decisions made by the City.

One challenge is the rapid pace of change in the field of climate action. Technological advancements, best practices, funding sources, and legislation are all changing and accelerating. It is impossible to predict what will be feasible in five years.

Although commissioned by the City of Kelowna, the Plan acknowledges that the participation of senior levels of government, FortisBC, the Community Energy Association, as well as businesses, stakeholders, organizations, and the public, are essential to realize the benefits that the Plan can bring.

⁹ Data sourced from the Province of BC's Community Energy & Emissions Inventory for Kelowna (<https://www2.gov.bc.ca/assets/gov/environment/climate-change/data/ceei/2012-ceedi->

[reports/ceei_2012_kelowna_city.xls](#)), and transportation fuel sales data from Kent Marketing. Calculations conducted by CEA.

The role of governments

Nationally, the 2016 Pan-Canadian Framework on Clean Growth and Climate Change set the stage for the Federal government, demonstrating that it will support climate action across Canada through a wide number of ways.¹⁰ The Federal government has committed to reducing Canada’s GHG emissions by 30% below 2005 levels by 2030.¹¹ Actions that can be taken at the federal level include vehicle fuel efficiency standards, model national building codes, energy ratings and national carbon price.

Provincially, BC’s 2016 Climate Leadership Plan establishes a GHG reduction target of 80 percent below 2007 levels by 2050 and requires rapid implementation of various actions. These include sourcing clean and renewable electricity, incremental steps in the BC Building Code to make buildings net zero energy ready by 2032, tailpipe emission standards and continuing use of a carbon tax.¹²

At the local level, over 120 communities in BC have community climate action plans outlining actions to influence GHG emission reductions. Local governments have varying degrees of influence

over different sources of GHG emissions in their boundaries, as shown in Figure 3. To be successful, actions will require leadership and/or support from higher levels of government as well as shifts in behaviour from residents and businesses.

The role of agencies and businesses

Agencies and businesses also have significant influence over GHGs through their plans and operations. In addition, many groups have demonstrated leadership and innovation with GHG reductions, such as educational institutions providing training in new technologies, health associations divesting from fossil fuels, and businesses using innovative techniques to save on energy consumption.

The role of citizens

The behaviours that cause GHG emissions are often many small impacts that occur regularly over time, by many people. It is incumbent on all of us to do what we can do, and recognize that small behaviour changes, undertaken over time by many people, will have significant and important changes towards the goals of emission reductions and ultimately climate change. This plan requires a community effort to be successful.

Direct Control	Direct Influence	Indirect Influence	Little Influence
Municipal infrastructure, buildings & fleet	Transportation network Land use patterns Solid waste Building efficiency standards	Transportation mode share Residential & business energy efficiency Food security	Air travel Industrial energy efficiency Vehicle standards Energy utilities

Figure 3: How local governments can influence GHG emissions

¹⁰ Government of Canada. Pan-Canadian Framework on Clean Growth and Climate Change. <https://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework/climate-change-plan.html>

¹¹ Government of Canada. [Progress towards Canada’s greenhouse gas emissions reduction target](https://www.canada.ca/en/services/environment/weather/climatechange/progress-towards-canada-s-greenhouse-gas-emissions-reduction-target).

¹² Province of BC. Climate Leadership Plan. https://climate.gov.bc.ca/app/uploads/sites/13/2016/10/4030-CLP_Booklet_web.pdf

Developing the Plan

In order to complete the Plan, a five stage approach was developed as described below and outlined in Figure 4:

- Phase 1:
 - Public engagement, (through *Imagine Kelowna*);
- Phase 2:
 - Community energy and emissions inventory;
 - Business as Usual (BAU) projections;
 - Council direction;
- Phase 3:
 - Drafting potential actions;
 - Modelling draft action impacts;
 - Creating draft targets;
 - Review with staff and Council;
- Phase 4:
 - Refining the actions and targets with input from staff, stakeholders, and the public; and
- Phase 5:
 - Drafting and presentation of the Plan.



Figure 4: Community Climate Action Plan Development Process

The Case for Community Climate Action Planning

Community climate action planning has numerous benefits, in addition to the reduction of GHG emissions. A plan can meet legislative requirements, help drive economic development, create a healthy and livable city, reduce energy consumption, provide social benefits, manage risks and leverage external sources of funding. This is why over 200 communities in Canada, representing over 50 per cent of the population, have a community climate action plan.¹³

Legislative Requirements

Through the *Green Communities* legislation, the Province of BC amended the *Local Government Act* and *Community Charter* to require municipalities to have GHG reduction targets, and actions and policies for achieving those targets in their OCPs.¹⁴

For the City of Kelowna, updating the Community Climate Action Plan is essential to properly comply as the current target only goes until 2020.

Further, in 2007 the Province also established a voluntary Climate Action Charter. By signing this, local governments acknowledge that they and the Province each have an important role in addressing climate change, and make a commitment to create complete, compact, and energy efficient communities. Kelowna is one of 182 local governments that have signed it to date.¹⁵

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

– Charles Darwin

¹³ CEA, QUEST, Smart Prosperity. Getting To Implementation in Canada. <http://gettingtoimplementation.ca>

¹⁴ West Coast Environmental Law. Bill 27: opportunities and strategies for green action by BC local governments. www.toolkit.bc.ca/sites/default/files/WCEL_Bill27_Opports_and_Strategies_for_Green_Action.pdf

¹⁵ Ministry of Municipal Affairs and Housing. BC Climate Action Charter.

Driving economic development

Driving economic development is the primary interest for most communities in developing a community climate action plan. Communities see opportunities to reduce the number of energy dollars exported from the community. Each person in Canada spends about \$2,000-4,000 per year on energy,¹⁶ (estimated at \$3,000 per year in Kelowna) most of which leaves the community. Conservation helps residents and businesses reduce costs, and increases money available to spend on local goods and services. Local energy generation creates local jobs.

Further, through leadership, Kelowna can be promoted as an environmentally-conscious community which will help attract green businesses, innovation and people, building on momentum and opportunity. For example, the Rack Force GigaCenter located itself in Kelowna in 2009 partly due to the Province of BC securing a low-GHG supply of electricity.¹⁷

Healthy and livable community

Actions to reduce GHG emissions also support the creation of a healthy and livable city including:

- Good air quality through reduced air pollutants;
- Sustainable transportation options;
- Quality housing by building more energy efficient homes;
- Access to healthy food through protecting local agriculture; and
- Increasing the urban tree canopy.

http://www.cscd.gov.bc.ca/lgd/greencommunities/climate_action_charter.htm

¹⁶ CEA, QUEST, Smart Prosperity. [The Value Proposition / Environmental, Health and Economic Benefits](http://www.valueproposition.ca/).

¹⁷ Newswire. RackForce's New GigaCenter(TM). <https://www.newswire.ca/news-releases/canadas-first-large-scale-green-data-center-opens-its-doors-538095071.html>

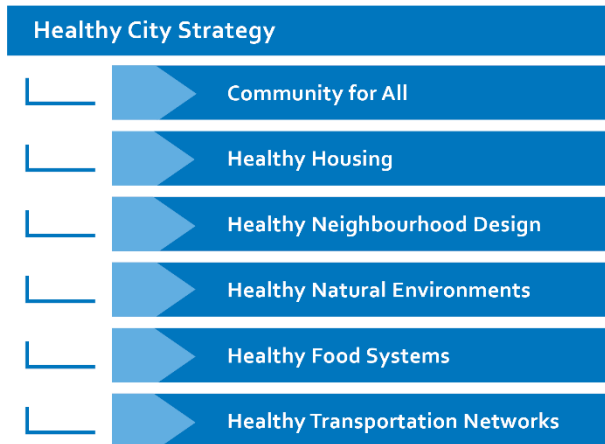


Figure 5: Taking action on climate contributes to all aspects of a healthy City

Taking action on climate can contribute to all aspects of a healthy city. The City of Kelowna and Interior Health Authority have partnered to develop a Healthy City Strategy, a long term, integrative plan that focuses on healthy places and spaces, community health, and quality of life for all Kelowna residents.

Health benefits

Strategies that address climate change can also improve physical and mental health and reduce demand on the healthcare system. For example, active transportation can reduce obesity while at the same time improving mental health. Adding insulation to a home to reduce energy demand can also decrease respiratory and cardiovascular disease.

Reducing energy consumption

Apart from immediately saving costs for residents, reducing energy consumption also benefits energy customers in the long-run. When utility companies can defer investments in new infrastructure, it helps to keep rates lower.

Social benefits

In Kelowna, the cost of housing is increasing and income isn't keeping pace. In both rental and ownership categories, many Kelowna residents are

spending over 30% of their annual income on housing costs.

Transportation and housing choices represent the two largest expenditures for most working households. Encouraging affordable housing that factors in transportation costs is key to creating affordability for residents. Creating compact and complete communities in the City's urban core can increase proximity to work and amenities and reduce the need for vehicle ownership.

Additionally, with increasing energy prices, utility costs can be a significant portion of shelter costs. Improving energy efficiency can reduce these costs.

Managing risks

In a changing world, communities need to be flexible in order to be resilient, survive and succeed. Reducing energy consumption reduces exposure to financial risk from fluctuating energy prices which are caused by external factors outside of the City's control, such as commodity price fluctuations, geopolitical events, and legislation including carbon price increases. Further, by anticipating changing weather patterns and severe weather events, it reduces exposure to physical risks.

A small outlay in community resources will lead to significant risk reduction and the realization of significant co-benefits to the community.

Leveraging external sources of funding

Finally, an increasing number of funding sources are available for climate action initiatives. Communities with a community climate action plan and corresponding targets can leverage these sources of funding and realize multiple benefits for Kelowna, its residents and businesses.

Where We Are Now

Creating the inventory

The project team collected data for Kelowna’s energy and emissions inventory from a variety of sources as outlined in Appendix 2.

The main source was the Province of BC’s Community Energy & Emissions Inventory (CEEI) for Kelowna for 2007, 2010, and 2012 (the most up to date data available). Fuel sales data to 2016 supplemented the CEEI inventories to provide Kelowna’s emission inventory.

Due to challenges in data collection, it is important to note that commercial vehicle fleet emissions are greatly underestimated,¹⁸ and emissions from large industrial facilities have not been made public by the Province for privacy reasons¹⁹.

Kelowna’s current GHG emissions

As shown in Figure 6, Kelowna’s 2012 community GHG emissions were over 642,000 tonnes (5.4 tonnes per capita). The bulk of emissions are due to vehicles, followed by buildings and waste.

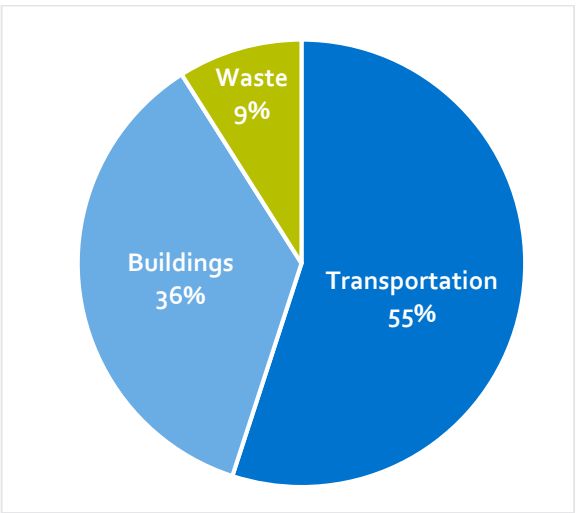


Figure 6: Kelowna's 2012 community GHG emissions 642,000 tonnes, CO₂e

As shown in Appendix 2, emissions in 2012 represent a 3.5 per cent decrease from the 2007 baseline (equivalent to a 12 per cent per capita reduction).

This overall decrease is due to lower consumption of gasoline for transportation. Overall emissions from electricity also decreased due to lower emissions per kilowatt hour, which more than compensated for an increase in electricity volume.

Included in this inventory are the City of Kelowna’s corporate GHG emissions. These are the emissions that are a product of the buildings, vehicle fleet, and infrastructure owned and managed by the City. At 8,083 tonnes in 2012, these emissions comprise about 1 per cent of the community GHG footprint.

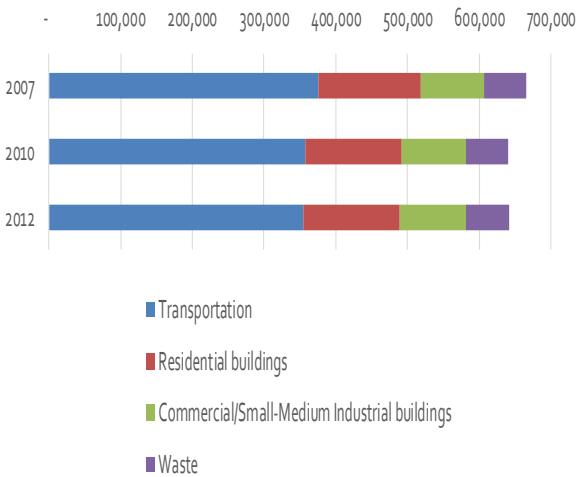


Figure 7: Comparison of Kelowna's GHG Emissions, 2007, 2010 and 2012

¹⁸ Based on a previous release of the CEEI data, and making assumptions based on population growth, these may have been about 120,000 tonnes in 2012.

¹⁹ These emissions are unknown.

Kelowna’s current energy expenditures

As shown in Figure 8, in 2012, Kelowna’s community energy expenditures were \$341 million, or about \$3,000 per person per year, most of which leaves the community. The bulk of expenditures are due to transportation fuels, followed by electricity, natural gas, with the remainder split between wood, propane, and heating oil.

Despite the decrease in GHG emissions, dollar expenditures in 2012 increased by 18 per cent compared to 2007 as illustrated in Figure 8. When adjusted for inflation, this is an 8 per cent increase compared to 2007 (equivalent to 3 per cent per capita increase). This is due to higher prices of all forms of energy except for natural gas which decreased. While overall gasoline consumption decreased, this was outweighed by the increase in its price.

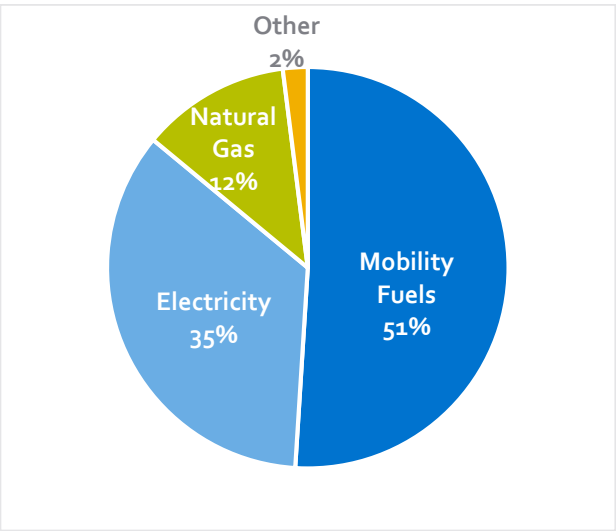


Figure 9: Kelowna's 2012 community energy expenditures \$341 million

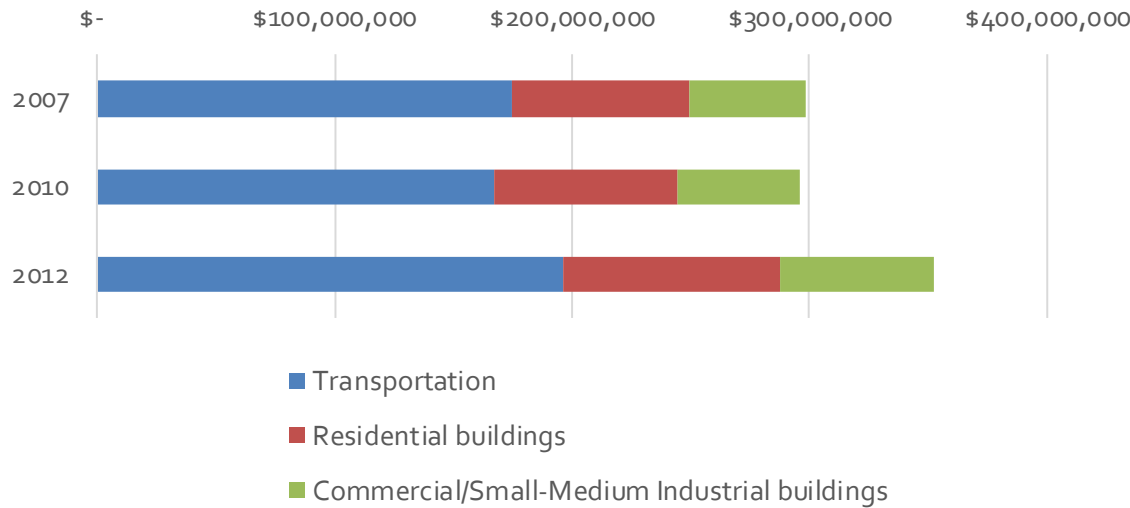


Figure 8: Comparison of Kelowna’s community energy expenditures 2007, 2010, 2012

Business as usual scenario

As illustrated in Figure 10, the business as usual scenario shows that if no action is taken and all other things remain equal, it will be increasingly difficult to reduce absolute GHG emissions. (Appendix 3 provides information on how the business as usual scenario was calculated).

Despite decrease in emissions between 2007 and 2012, preliminary data indicates that emissions are rising. This is illustrated in the business as usual scenario as data shows that fuel consumption has increased between 2012 and 2017.

Therefore, it is imperative to take action to reduce GHG emissions.

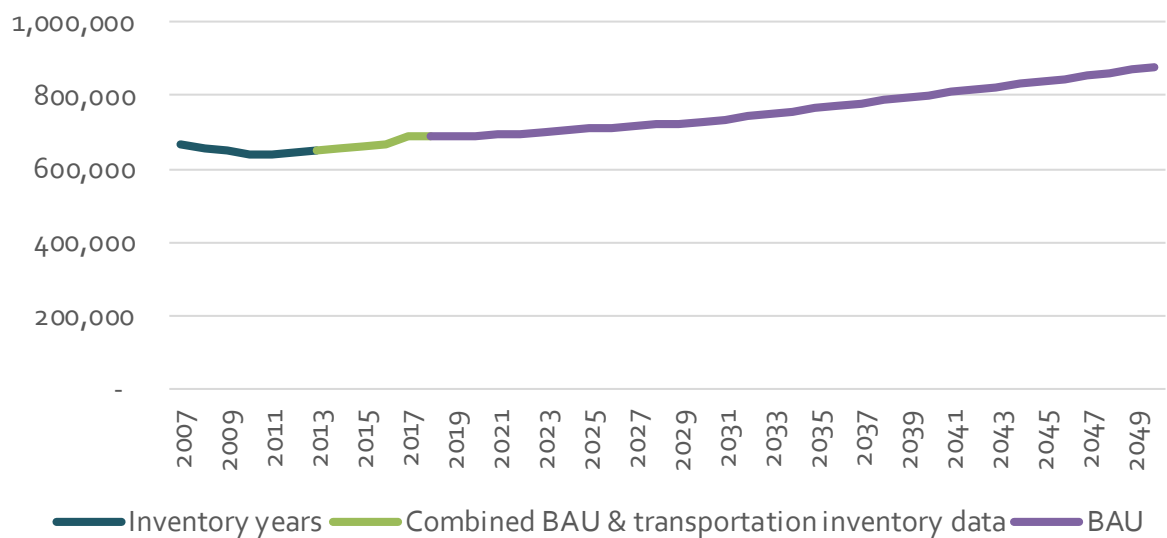


Figure 10: Inventory and modelled business as usual projection

Recommended Actions

Based on input from the *Imagine Kelowna* process, stakeholder engagement, staff and best practices, 48 actions and 3 ambitious actions have been identified that will help reduce community GHG emissions. The actions presented in this Plan focus on where the City can show leadership from a jurisdictional perspective and provide opportunities for the community to take action.

Not all opportunities to influence energy and emissions across a community are equal. As a general rule it makes sense to reduce demand as much as possible first, since the best business cases are usually through improving efficiency.

The actions are based on the following themes:

1. *The Way We Get Around* – providing options to reduce vehicle trips and accelerate transition to low carbon transportation options.
2. *The Energy We Use in Our Buildings* – improving energy performance and reducing GHG emissions in new and existing buildings.
3. *The Waste We Create* – increasing the diversion of waste from the landfill.
4. *Planning Our Community* – managing energy and emissions by focusing growth in urban areas so residents and workers are located closer to transit and services.
5. *Encouraging Renewable Energy* – encouraging the use of renewable energy alternatives.
6. *Other* – other actions that support Kelowna moving towards a low carbon future.



Actions in each category are classed as:

1. *Actions in progress* – these actions have been initiated and will continue over the span of the Plan.
2. *Actions to implement* – these actions are recommended to be executed as part of the Plan implementation and staff and/or resources are available to support implementation.
3. *Actions to investigate* – these actions require further investigation to fully assess implications before implementation.
4. *Actions to support* – these are led by external organizations and the City would support.

The Way We Get Around

Embracing diverse transportation options

Providing options to reduce reliance on single occupant vehicles and accelerate the transition to low carbon transportation options is essential as Kelowna is one of the most car dependent cities in Canada²⁰. Transportation forms 55 per cent of Kelowna's GHG emissions, and 51 per cent of its community energy expenditures.

Figure 11 demonstrates a hierarchy for opportunities to reduce emissions from the on-road transportation sector. Good community planning principles can help further decrease emissions by reducing reliance on automobiles (see Planning Our Community actions).

The actions recommended to reduce transportation emissions reflect the community's draft goal *"to embrace diverse transportation options to shift away from our car-centric culture"* as heard during *Imagine Kelowna* engagement.²¹ Further, the actions build on participants' suggestions heard during the *Imagine Kelowna* On Point discussions on climate and transportation:

- "Increase parking costs / reduce parking
- Build more bike paths and bike lanes
- Increase dedicated bike / multi-use paths by allocating more resources in the annual budget and making active transportation a priority
- Improve transit systems by establishing consistent schedules and affordable rates
- Embrace autonomous vehicles
- Support car share and car pooling²²."

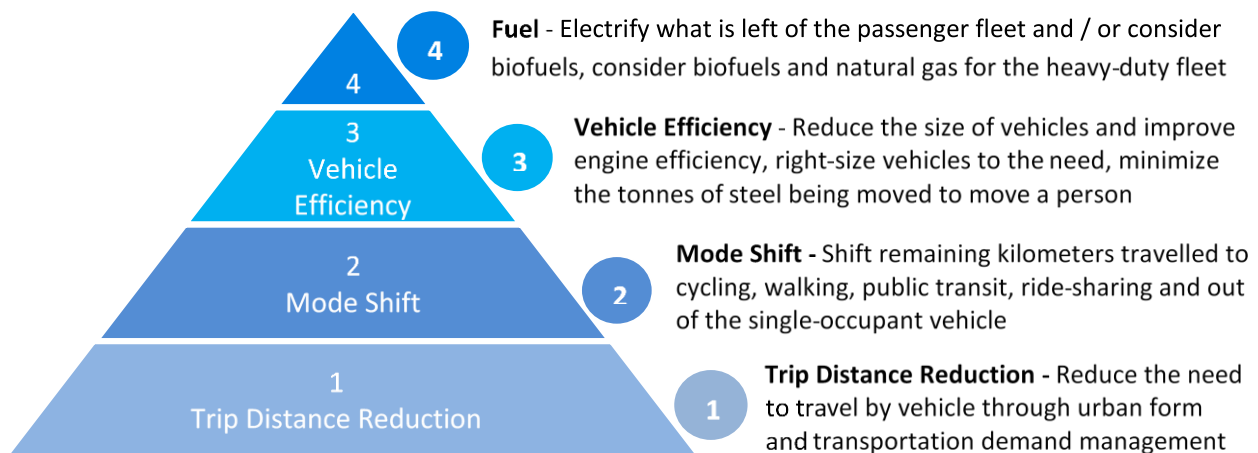


Figure 11: Suggested steps in energy planning for transportation (Source: CEA)

²⁰ Imagine Kelowna. Draft Vision. <https://kelownapublishing.escrimemeetings.com/filestore.am.ashx?DocumentId=11131> Page 8

²¹ Imagine Kelowna. Draft Vision, Values and Principles. <https://imagine.kelowna.ca/document/imagine-kelowna-draft-vision-values-and-principles>

²² Imagine Kelowna. On Point Event Summaries. <https://imagine.kelowna.ca/document/point-event-summaries>



Citizens also identified traffic flow management as a top priority in the recent 2017 Citizen Survey, however traffic congestion cannot be solved just by building more roads. In fact, history has shown new roads give people more incentive to drive and quickly fill up²³, adding even more emissions. Further, with Kelowna's population expected to increase by 50,000²⁴ by 2040, there isn't sufficient land or money available to build enough roads to ensure all vehicles can move freely and parking is always available.²⁵

The recommended actions focus on making public transit and active transportation convenient transportation choices for all ages and abilities. These types of actions are excellent ways to reduce emissions, enhance livability, and reduce costs. It is anticipated that rapid changes with car-sharing, ride-sharing, and new technologies like electric and autonomous vehicles will bring additional opportunities in the near future, and may present new challenges. As heard in the stakeholder workshop, while electric vehicles may appear to be a silver bullet in solving transportation emissions, they would still have the same issues of congestion and the need for expensive road construction and parking.

The Cost of Roads

Roads are much more expensive to maintain than active transportation pathways. In Kelowna, the approximate cost of maintaining 1 km of roadway is \$2,700 per lane km and \$1,074 for 1 lane km of multi-use pathway.

(Source: City of Kelowna, Road improvements enroute News Release – May 16, 2017)

Table 2: Recommended transportation actions

Action #	Action
<i>Actions ongoing or in progress</i>	
T1	Implement policy actions from the Pedestrian and Bicycle Master Plan.
T2	Implement capital projects from the Pedestrian and Bicycle Master Plan.
T3	Through the development of BC Transit's Transit Future Action Plan and its implementation, continue improving public transit service delivery.
T4	Develop a disruptive mobility strategy that aims to identify, analyze and plan for the impact of technological advances and trends in transportation (e.g. self-driving electric vehicles) on the future of the Central Okanagan and ensure that GHG reduction potential is maximised.
<i>Actions to implement</i>	
T5	If successful, expand the pilot community bike share program.

²³ Ewing, R. & Proffitt, D., 2016. Improving decision making for transportation capacity expansion. Transportation Research Record, 2568, page 1.

²⁴ City of Kelowna, OCP 2040 Population and Housing Facts in Focus

²⁵ Imagine Kelowna. Draft Vision, Values and Principles. <https://imagine.kelowna.ca/document/imagine-kelowna-draft-vision-values-and-principles>

Action #	Action
T6	Develop a community wide electric vehicle (EV) strategy. The strategy should include standards for City capital (i.e. parkades, parks, facilities), policies for development projects to include EV technology and infrastructure, and opportunities for other electric transport (e.g. e-bike and e-scooters) to charge.
T7	Update the Zoning Bylaw to restrict drive-through uses in all applicable zones (include food, financial institutions, pharmacy, liquor) as they restrict walkability and encourage idling.
T8	Through the Travel Demand Management Review project, identify opportunities to improve upon and enhance the effectiveness of Kelowna's current TDM program. Implement the project recommendations once complete.
T9	Implement an anti-idling bylaw as outlined in the Clean Air Strategy.
T10	Investigate regulations and incentives for improvements to the City parking system to prioritize the use of alternative transportation modes.
Actions to investigate years	
T11	Investigate options to integrate alternative fuels into fleets such as: <ul style="list-style-type: none"> • City fleet • City contracted services and/or • BC Transit
T12	Investigate options for a regional fuel tax to support the expansion and improvement of the regional transit system and/or alternative forms of transportation as part of the Sustainable Transportation Partnership of the Central Okanagan (STPCO) and/or the Regional Transportation Plan.
Actions to Support	
T13	Support ride-hailing and ride-sharing services to increase the travel options available and encourage overall reductions in vehicle kilometers traveled (VKT).

The Energy We Use in Buildings

Increasing energy efficiency

Buildings and the energy they use are responsible for 36 per cent of Kelowna’s GHG emissions, and 49 per cent of the community energy expenditures.

Similar to transportation, there is a hierarchy of opportunities to reduce emissions from buildings, as illustrated in Figure 12.

The first and best way to reduce building energy consumption is through efficiency. As 72 per cent of the homes in Kelowna were constructed prior to 2000,²⁶ this represents an excellent opportunity for energy savings through retrofits.

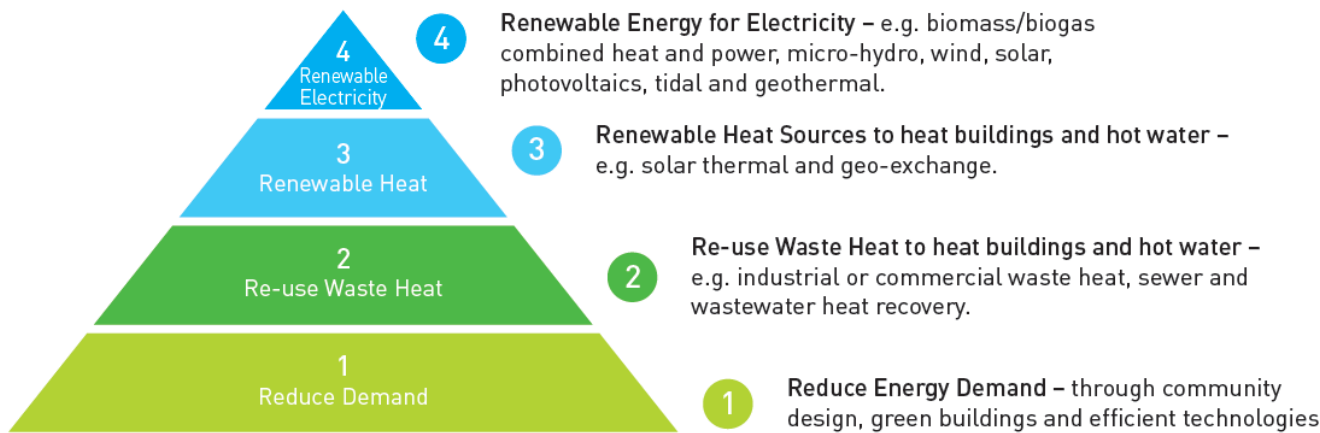


Figure 12: Suggested steps in energy planning for building and energy supply (Source: BC Hydro)

²⁶ Statistics Canada, 2016 Census.

Further, Kelowna sees substantial construction of new buildings to accommodate its growing population, with over 2500 permits issued for residential units in 2017 alone.²⁷ It is far more economical to build efficiently than to retrofit a building later, and once built, a building lasts for decades. Fortunately, in collaboration with organizations including the Canadian Home Builders' Association of BC and the Urban Development Institute, the Province of BC has developed an Energy Step Code that communities can sign-on to in order to encourage or require more efficient new construction.²⁸

The recommended actions build on the input provided during the *Imagine Kelowna* "On Point" session on climate including suggestions to:²⁹

- "Provide incentives for businesses, residences, developers to improve energy efficiency

- *Provide rebates for sustainable purchases like high efficiency appliances and solar*
- *Look at building codes with green initiatives*
- *Require developers to do more on alternative energy."*

The BC Energy Step Code

The Province of BC has committed to taking steps to make all new buildings net zero ready by 2032. To help communities prepare and to allow them to encourage or require new construction to be more energy efficient than the BC Building Code in a consistent way, it has developed the BC Energy Step Code. Communities can use the Step Code to encourage or require new buildings to be built to energy efficiency steps that are beyond the base code, and gives builders great flexibility in how they can do this.

Table 3: Recommended building actions

Action #	Action
Actions ongoing or in progress	
B1	Partner with FortisBC on delivery and promotion of conservation and energy management programs, including New Home, Energy Conservation Assistance Program, Rental Apartment Efficiency Program, Commercial Custom Design Program and other residential and commercial rebates and offers.
B2	Engage the building community on the regional Energy Step Code implementation strategy.
B3	Develop educational offerings to support a smooth transition to Energy Step Code implementation.
Actions to implement	
B4	Develop a community energy retrofit strategy including regulation and incentives to encourage existing building stock to become more energy efficient.
B5	Update Kelowna's Building Bylaw to reference the Energy Step Code as a city-wide requirement for Part 9 buildings with an adoption timeline of Step 1 by April 2019, graduating to Step 3 by October 2020 (carriage houses would require Step 2 compliance at this time).

²⁷ City of Kelowna, Building Permit Issuances Quarterly Report 2017

²⁸ Province of BC. BC Energy Step Code.
<https://www2.gov.bc.ca/gov/content/industry/construction-industry/building-codes-standards/energy-efficiency/energy-step-code>

²⁹ Imagine Kelowna. On Point Event Summaries.
<https://imagine.kelowna.ca/document/point-event-summaries>

Action #	Action
B6	Relax the setback requirements in Kelowna's Zoning Bylaw to ensure thicker walls to accommodate more insulation (common to buildings constructed to Steps 4 and 5 of the Energy Step Code).
B7	Create a building permit fee rebate program for part 9 buildings to incentivize projects achieving Steps 4 and 5 of the Energy Step Code.
<i>Actions to investigate</i>	
B8	Investigate updating the OCP Development Permit Guidelines to be more inclusive of building energy efficiency.
B9	Investigate options for implementing the Energy Step Code for Part 3 buildings once the Province makes it available for referencing in local policies and regulations.
B10	Investigate adopting the higher steps (4 and 5) of the Energy Step Code once the Province makes it available for referencing in local policies and regulations, and after the lower steps (1 to 3) have been adopted.
B11	Investigate financing models and other funding sources that would support city-wide deep energy retrofits.

The Waste We Create

Managing solid waste

Although waste is only 9 per cent of Kelowna’s GHG footprint, actions to reduce emissions from this source provide other benefits including prolonging the lifespan of landfills, and the creation of useful by-products such as compost.

During the *Imagine Kelowna* On Point discussion on climate, attendees suggested they wanted the City to:

- “Provide a home compost pickup / drop off”³⁰

This suggestion is also addressed as an action to investigate as part of the 2017 Solid Waste Management Plan.

GlenGrow and OgoGrow

The City of Kelowna creates two compost products at the Glenmore Landfill, GlenGrow and OgoGrow, which are available for purchase in the community. GlenGrow is made by composting plant materials like lawn trimmings and prunings. OgoGrow is made by combining biosolids from the wastewater treatment facility with waste wood and wood ash.

Table 4: Recommended waste actions

Action #	Action
Actions ongoing or in progress	
W1	Implement the 2017 Solid Waste Management Plan (upon Ministry approval) to achieve its targets of 50 per cent waste diversion rate by 2022 and the Regional District of Central Okanagan (RDCO) to achieve an average municipal solid waste disposal rate of 600 kilograms per capita by 2022 (down from 680 kg in 2014).

³⁰ Imagine Kelowna. On Point Event Summaries.
<https://imagine.kelowna.ca/document/point-event-summaries>

Planning Our Community

Focusing growth in urban areas

Kelowna grew up during the golden age of the automobile. The low-density, car-dependent development spread outward into natural and agricultural areas. In addition to contributing to transportation emissions, these sprawling developments require expensive infrastructure and services that end up being subsidized by residents in other parts of the city.³¹ Other consequences associated with urban sprawl include increased pollution, expensive and space-consuming parking³², higher taxes, increased traffic congestion, loss of open spaces and natural habitats, increased social isolation, and risk of chronic diseases.³³

To counter sprawl, Kelowna's OCP establishes a Permanent Growth Boundary and five urban centres (Downtown, Rutland, Capri-Landmark, Midtown and South Pandosy) and includes policy to not support new urban development outside the boundary.



Energy and emissions can be reduced over the long term by focusing growth in urban areas so residents and workers are located closer to transit and services. Compared to low density single-use development, compact smart growth patterns can reduce the amount people drive by 20-40 per cent, reducing GHG emissions by 18-36 per cent.³⁴

The Cost of Parking

For many people, free or subsidized parking may seem like an entitlement, but parking comes at a great cost to a community both financially and in terms of space requirements. The car requires roughly 350 square feet at its origination and 350 square feet at its destination. Across North America it is estimated that there are 6 parking spaces for each car.

In Canada, there is a trend of people, particularly the younger generation, who increasingly want to live downtown and don't require as much parking.

Parking comes at a significant cost, and even though it may be "free" (or subsidized), people still pay for it, as taxpayers, residents, or shoppers.

In Kelowna, a report by the City estimated that to break even on City owned parkades, parking revenue would need to be at least \$121 per stall per month, excluding enforcement, land acquisition, major maintenance, future replacement reserve contribution costs, or profit. By comparison, in 2017, blended parkade revenues were approximately \$104 per stall per month. Parkades are partially subsidized by other parking.

³¹ E.g. Ministry of Municipal Affairs and Housing. Canada Mortgage and Housing Corporation's Lifecycle Costing Tool for Community Infrastructure Planning Tool: Pilot Findings. http://www.cscd.gov.bc.ca/lgd/library/Costing_Tool_Case_Studies.pdf

³² CBC News. The slow death of urban parking: Don Pittis. <http://www.cbc.ca/beta/news/business/parking-real-estate-urban-planning-1.4221365>

³³ Smart Prosperity Institute. Suburban Sprawl. <http://thecostofsprawl.com/>

³⁴ BC Climate Action Toolkit. Planning Smart: Local Government's Key to Cutting Emissions. <https://www.toolkit.bc.ca/solution/actions-land-use>

Residents desire our community to “*concentrate on growing vibrant urban centres*” as heard through *Imagine Kelowna*.³⁵ Further, the actions align with those suggested during the “On Point” sessions on transportation and climate:

- “*Localize work; continue to build on the concept of 5 town centres*”
- *Promote shopping in high density areas*
- *Encourage walkable communities.*”³⁶

Attendees at the stakeholder session also supported actions that addressed parking, infrastructure lifecycle costing, transit-oriented development and the need for greater housing diversity and affordability.

Table 5: Recommended land use actions

Action #	Action
Actions ongoing or in progress	
LU1	Update the Zoning and Traffic Bylaws to incentivize car sharing based on “Car Sharing Policy Review Report” as reported to Council on September 18, 2017.
Actions to implement	
LU2	Amend the Zoning Bylaw to establish updated parking minimums and maximums to discourage more parking than is required.
LU3	Apply an infrastructure cost analysis (such as the Community Lifecycle Infrastructure Costing (CLIC) tool) to major OCP amendments and Area Sector Plan (ASP) applications, assessing both upfront capital costs and ongoing operational costs to the City of Kelowna.
LU4	Coordinate land use and transportation planning through the OCP, Transportation Master Plan and the Regional Strategic Transportation Plan updates to ensure policy and actions make it easier for people to choose sustainable travel modes.
LU5	As part of the OCP Update, reinforce the Permanent Growth Boundary.
LU6	For the 2040 OCP update, re-evaluate a more compact growth strategy that prioritizes development in the urban core and dis-incentivizes development in the fringe.
Actions to investigate	
LU7	Investigate options to amend OCP policy and Zoning regulations for shared parking facilities in new and existing developments to maximize development potential and land use optimization in urban areas.
LU8	Investigate amendments to Bylaw 7900 Subdivision, Development and Servicing Bylaw to include pedestrian circulation and connectivity requirements to implement OCP Policy 7.8.4 “Promote mid-block pedestrian linkages between buildings in Urban Centres.”
LU9	Investigate incorporating a policy into the Official Community Plan to design neighbourhoods such that the site design, construction of buildings and corresponding infrastructure achieves more efficient energy and water use through a systems approach.

³⁵ Imagine Kelowna. Draft Vision, Values and Principles. <https://imagine.kelowna.ca/document/imagine-kelowna-draft-vision-values-and-principles>

³⁶ Imagine Kelowna. On Point Event Summaries. <https://imagine.kelowna.ca/document/point-event-summaries>

The Energy We Generate

Encouraging renewable energy

Because BC’s electricity is already sourced almost entirely from renewable energy sources like hydro and wind power, actions to generate electricity locally (such as using solar panels) would have almost no noticeable impact on Kelowna’s GHG footprint. However, as costs come down for technology, personal renewable energy systems could provide energy cost savings for residents and businesses. To maximize GHG reductions, renewable energy actions focus on substituting natural gas with heat pumps or renewable natural gas. Although this action will contribute to reducing emissions from buildings, it will not have as great an impact or as good a business case as actions on efficiency.

During the *Imagine Kelowna* process, attendees said that they wanted the City to invest in alternative energy.³⁷

Renewable Natural Gas

Renewable natural gas is a renewable replacement for natural gas that can be derived from a number of sources, usually from bacteria digesting organic matter in the absence of oxygen. It is created in landfills, and can be created in wastewater treatment plants and facilities to manage organic waste such as animal manure or food scraps. The City of Kelowna has an agreement with FortisBC to supply it with renewable natural gas from the Glenmore Landfill. In the first full year of operation it provided enough gas to heat 500 homes. Over the project life, this is expected to double.

Table 6: Recommended renewable energy actions

Action #	Action
Actions to investigate	
RE1	Investigate opportunities to increase both supply and demand of Renewable Natural Gas

³⁷ Imagine Kelowna. On Point Event Summaries.
<https://imagine.kelowna.ca/document/point-event-summaries>

Other Actions

Supporting Kelowna's transition

Many other actions will support Kelowna moving towards a low carbon future.

The actions in this section align with the direction heard during the *Imagine Kelowna* On Point climate discussion:

- "Provide more education and awareness
- Provide rebates for sustainable purchases
- Require developers include more green space and community gardens
- Protect farm land
- Create more green space"³⁸

Some of the actions in this section will have immediate tangible benefits. Actions such as preserving and expanding the urban tree canopy, encouraging local food, or implementing the clean air strategy, are all important to both reduce emissions and to adapt to a changing climate.

While less tangible, other actions such as education and engagement and sourcing funding for climate initiatives, will provide benefits and support overall implementation.



Finally, other actions in this section support the transition to a low carbon community. Actions such as a Green Economy Study will help to attract more clean technology and business to the region's growing tech-industry.

Table 7: Other recommended actions

Action #	Action
Actions in progress	
O1	Implement the Urban Forestry Strategy to achieve the target of 20% tree canopy cover.
O2	Implement the actions of the 2017 Agriculture Plan to increase and encourage local food production.
O3	Continue to implement the actions of the Clean Air Strategy.
Actions to implement	
O4	Amend the landscape regulations in both Zoning and Subdivision Bylaws to include tree protection replacement requirements.

³⁸ Imagine Kelowna. On Point Event Summaries.
<https://imagine.kelowna.ca/document/point-event-summaries>

Action #	Action
Actions to investigate	
O5	Investigate options to fund climate mitigation and adaptation initiatives.
O6	a) Investigate developing a Climate Adaptation Plan to proactively prepare for anticipated changes in local climate. b) Develop a Climate Adaptation Plan contingent on outcomes of O6a
O7	Investigate doing a Green Economy Study on how Kelowna could attract and develop more clean tech jobs and businesses. Look for opportunities to partner with the Central Okanagan Economic Development Commission or others on the study.
O8	Investigate adopting both a private and heritage tree protection bylaw.
O9	Investigate process improvements to ensure that tree planting requirements (on public and private lands) are executed through on site construction.
O10	Investigate the opportunity to use treated effluent from the Waste Water Treatment Facility (WWTF) for irrigation.
O11	Investigate implementing or expanding education and engagement campaigns on climate action, including but not limited to: <ul style="list-style-type: none"> • Eco-Driving • Promoting the City's corporate energy reduction initiatives to inspire other organizations. • Residential solar system building options. • Water conservation for the City's water utility.
O12	Update the cultural grant funding evaluation criteria to include the City's sustainability goals and targets as well as raising public awareness on key sustainability issues.
O13	Investigate opportunities in the Cultural Plan update to incorporate climate change messaging through artistic work.

Ambitious Actions

Actions that will push the envelope

These actions are ambitious in nature and they will only be adopted after further discussion, therefore their impacts have not been incorporated into the model. Adopting these actions will provide long-term benefits, but the shift from current practice may be too great for implementation at this point of time. If the community wishes to achieve deep GHG reductions, then these actions require careful consideration.

During the *Imagine Kelowna* On Point discussion on climate, attendees suggested that a “*high carbon tax*” be introduced as one way to reduce emissions.³⁹

Many of the attendees at the stakeholder session, were interested in seeing bold actions. Several attendees highlighted the benefits of early endorsement of the Energy Step Code and transportation pricing strategies.

Transportation pricing strategies

Transportation pricing strategies focus on the costs associated with the use of the transportation system in terms of vehicle kilometers traveled and/or fuel consumption. Examples include: a vehicle-kilometer traveled fee, pay-as-you-drive insurance, a motor fuel tax or carbon price, tolls, or congestion pricing.

Congestion pricing refers to dynamic tolls that change in real-time (e.g. tolls that are more expensive during peak-periods and less during off-peak periods) to help manage travel demand.

Research suggests that these types of pricing strategies have the largest potential to reduce GHG emissions within the transportation sector.

Table 8: Recommended ambitious actions

Action #	Action
AA1	Advance early endorsement of the Energy Step Code so that the thousands of buildings constructed between now and 2032 (when the Province fully implements the Energy Step Code) incorporate efficiency measures which will have lasting impacts to building performance.
AA2	Invest more into alternative transportation, prioritizing alternative modes through proximity, connectivity and urban design.
AA3	Conduct a regional study to determine local feasibility, effectiveness and legislative authority for transportation pricing strategies for vehicle kilometers traveled and/or fuel consumption.

³⁹ Imagine Kelowna. On Point Event Summaries.
<https://imagine.kelowna.ca/document/point-event-summaries>

Climate Targets

Modelling

Incorporating action impacts

Based on the actions, the Community Energy Association's (CEA) QuickStart model was used to estimate the potential GHG reductions that could be achieved (see Appendix 3 for more information). Developed in 2010 on behalf of BC Hydro and used by approximately 60 communities to date, the model builds on existing information including population data, community energy and emissions inventory data and uses formulas to estimate the impact of each action.

Over the next five years, the community should be able to achieve an absolute GHG reduction of four per cent below 2007 levels by 2023. While some of the actions are regulatory in nature, others rely on community behavioral shifts as the City provides more opportunities for residents to lead a low carbon lifestyle.

There are many initiatives on the horizon that could be major game changers in reducing GHG emissions in the next few decades. These are not included in the model because of the considerable uncertainty involved. If they occur, and depending on the manner in which they occur, then achieving community GHG targets may become much easier. Game changers include:

- A significant increase in the number of electric vehicles;
- Introduction and growth of driverless shared vehicles^{40 41}; and
- Densification of Kelowna's five Urban Centres.

⁴⁰ New York Times. G.M. Says Its Driverless Car Could be in Fleets by Next Year.
<https://www.nytimes.com/2018/01/12/business/gm-driverless-car.html>

New Targets

From pragmatic to aspirational

To demonstrate leadership for Kelowna and to meet provincial requirements, Council directed staff to move forward with two underlying themes for a GHG reduction target. First, develop a short-term target that is **realistic and pragmatic**, to ensure the community can achieve it and incremental progress and success can be demonstrated. Secondly, ensure **bold leadership** is still present in the Plan to position the City as a leader and not passing the monumental responsibility to future generations.

Aligned with this direction three targets are recommended.

The City of Kelowna will in partnership with senior governments; local residents and businesses; NGOs; external agencies; and utility providers, work towards reducing community greenhouse gas emissions by:

1. ***4 per cent below 2007 levels by 2023 (equivalent to 27 per cent per capita reduction)*** - based on the model's results of emission reductions that can be achieved by implementing the actions over the next five years.
2. ***25 per cent below 2007 levels by 2033 (equivalent to 50 per cent per capita reduction)*** – based on incremental steps to achieve the long-term target as it is anticipated significant technological advances will accelerate progress.
3. ***80 per cent below 2007 levels by 2050 (equivalent to 90 per cent per capita reduction)*** – aligned with the Provincial Climate Leadership Plan target, which

⁴¹ University of Toronto Faculty of Applied Science and Engineering, 2015. Driving Changes: Automated Vehicles in Toronto, page 20.

recognizes that “the pathway to that goal is not always clear.”⁴²

While the 2023 target had a mixed reception by stakeholders, some felt that the target was realistic, while others felt that it was “kicking the can down the road.” It will still be a challenge to achieve in light of Kelowna’s anticipated population growth. A four per cent reduction may not look ambitious, however, when it is translated into a per-capita estimate, a 27 per cent reduction is a notable achievement.

Beyond 2023 more work will need to be done to maintain the downward trajectory in emissions, particularly in the face of ongoing population growth. For the 2023 and the 2050 targets the City

does not have all of the answers at the present time. It is anticipated that the plan will be revisited every five years to reflect and stay current with the rapid pace of change and new actions will be identified to help reach the targets. As strategies and technologies continue to evolve and new possibilities and partnerships emerge, the Community Climate Action Plan will be a guiding document.

Of critical importance is the change of the trajectory. That is, every action multiplies in benefits over time. This is why changing this direction is important early, and every change will have compounding and ongoing benefits.

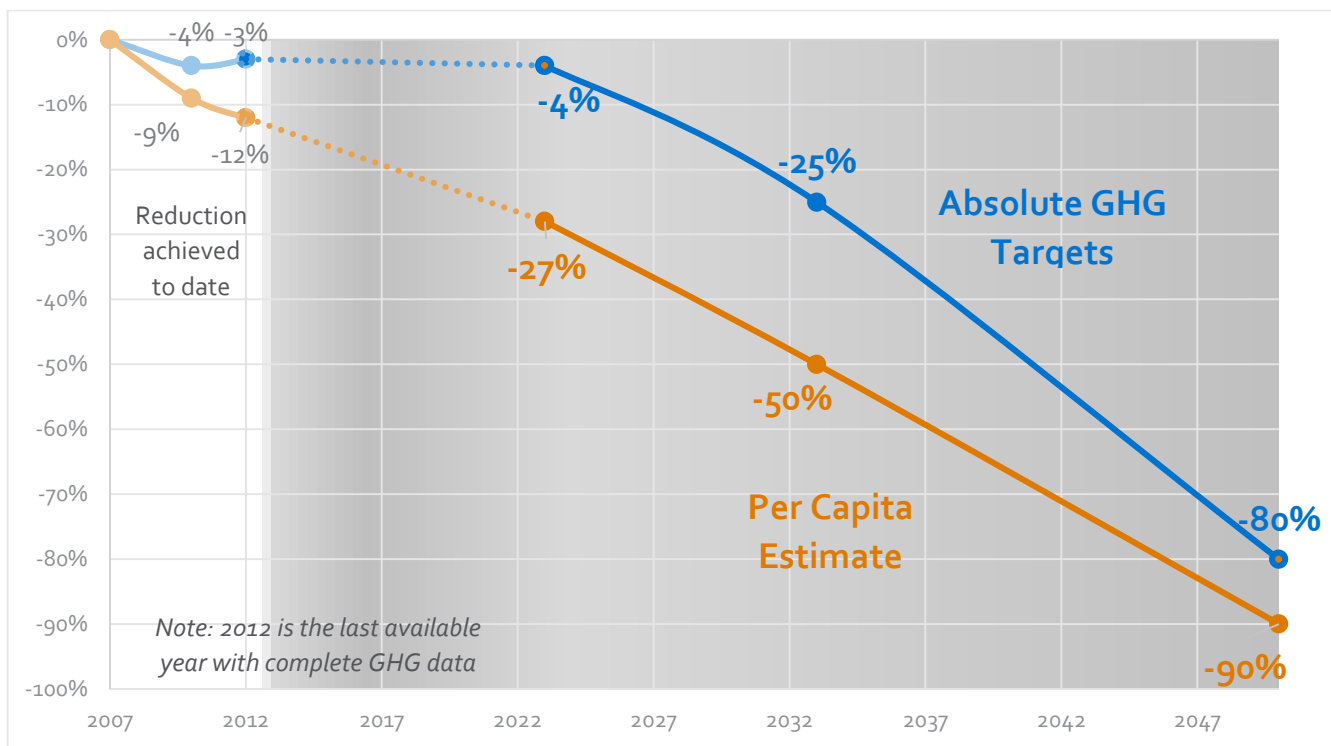


Figure 13: GHG emission reduction targets and per capita estimates below 2007 levels

⁴² Province of BC. Climate Leadership Plan.
https://climate.gov.bc.ca/app/uploads/sites/13/2016/10/4030_CLP_Booklet_web.pdf

Meeting the Targets

Impact of actions

The City has levers to reduce community energy and emissions and can help move the community closer towards its target. However, many things remain outside of the City's control including federal and provincial actions, technological changes, and community behavioral change. These may provide significant assistance towards meeting the targets. Further, the downward trajectory of emissions over the next five years mainly reflects actions that the City can do with some help from other sources. Additional actions conducted by senior levels of government or other stakeholders that are outside of the City's control are not included in the target.

The estimated impact that each action category can have towards meeting the 2023 target is shown in Table 9 and Figure 14. The biggest opportunity for emissions reduction are the actions related to transportation, due to transportation being the biggest component of Kelowna's community GHG footprint. The two most impactful actions will be improving public transit and an electric vehicle strategy. While benefits related to the other categories may not be as large, they will have lasting impacts in Kelowna.

Table 9: Possible reduction from each category to 2023

Category	Reduction (tonnes)	Percentage of Total Reduction
The Way We Get Around	37,793	72%
The Energy We Use (Buildings)	5,019	10%
The Waste We Create	2,512	5%
Planning Our Community	5,399	10%
Encouraging Renewable Energy	1,808	3%
Other Actions	248	0%
TOTAL	51,628	100%

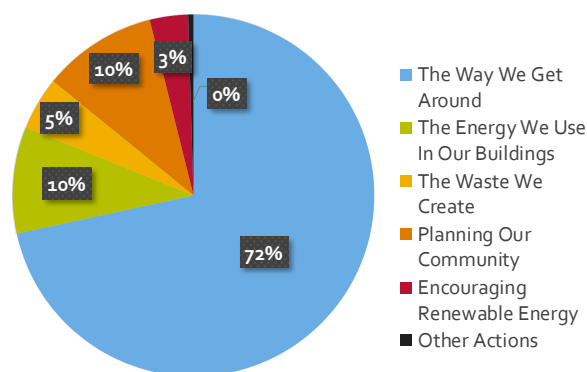


Figure 14: GHG reductions from each category to 2023

Getting to 25 and 80 per cent reductions

Getting to deeper community carbon reductions will take longer than the next 5 years, and will involve technologies, methods and partnerships that are not yet widely used. However, it is possible to have a sense of what types of measures will be necessary for the community to achieve 25 and 80 per cent reductions.

A 25 per cent reduction by 2033 (i.e. an estimated 50 per cent per capita reduction) would require, for example, approximately a 50 per cent conversion to electric vehicles, a reduction in conventional natural gas usage by 60 per cent in residential and commercial facilities, and a 50 per cent capture of methane from the landfill compared to business as usual.

An 80 per cent reduction by 2050 (i.e. an estimated 90 per cent per capita reduction) would require, for example, a 90 per cent conversion to electric vehicles, a 70 per cent reduction in conventional natural gas usage in residential and commercial facilities, and a 100 per cent capture of methane from the landfill for energy usage.

These are just examples of what could be required to reach the targets, a variety of other actions could also be taken. As new technologies emerge, Kelowna continues to densify and senior government takes further action, these will all play a role in how the targets are reached.

Saving Money

Impact on energy dollars spent

Perhaps the greatest co-benefit to implementing the Plan is the fact that it will save residents and businesses in Kelowna money by reducing energy bills.

Figure 15 shows estimates for Kelowna's community energy expenditures in 2012 versus 2023, if the Plan is implemented or not. Community energy expenditures were approximately \$341 million in 2012. In 2023, taking into account population growth and some assumptions regarding future energy prices, if the City does nothing, energy expenditures are estimated to be about \$445 million. If the Plan is implemented, however, an eight per cent reduction can be achieved saving the community approximately \$34 million annually (about \$240 per capita per year).

As with GHG savings, the top actions for energy dollar savings are improving public transit and an electric vehicle strategy. Actions that save electricity and that are related to buildings can have a greater impact with saving money compared to GHGs, because of the high cost but low GHG intensity of electricity. More detail on which actions will save the most money is in Appendix 3.

There is considerable uncertainty regarding the economic impacts that the Plan may have, including with respect to future energy prices. However, there is no doubt that finding ways for Kelowna's economy to run more efficiently will be beneficial for the community, as well as help it to adjust to fluctuating energy prices.

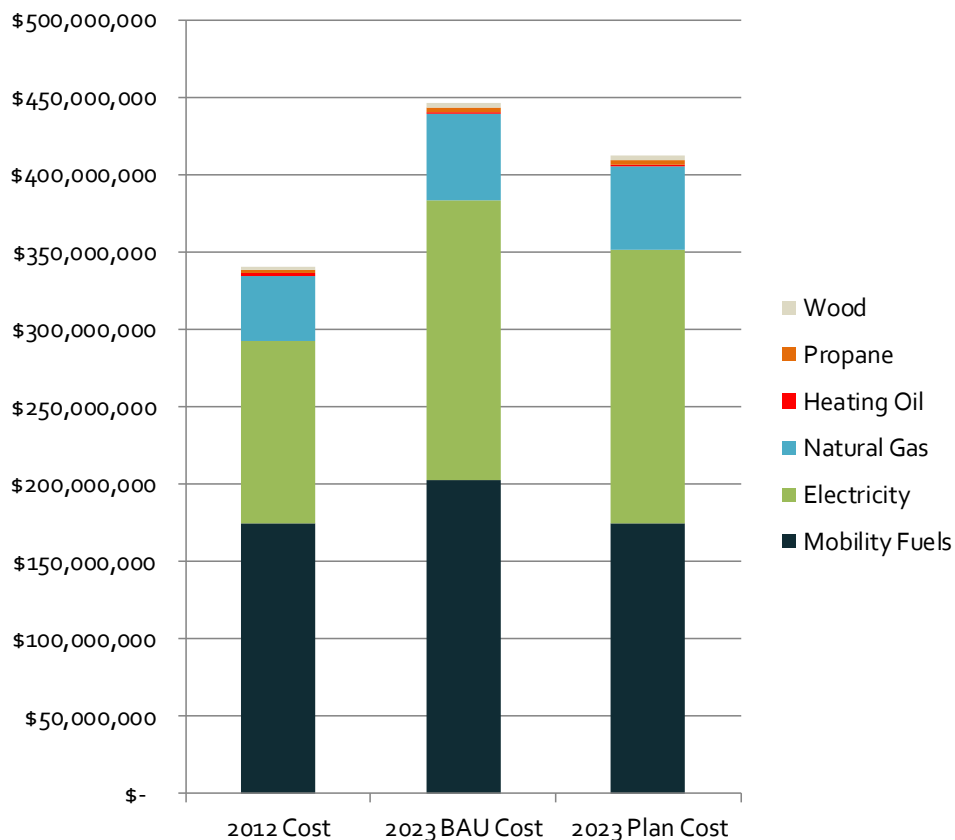


Figure 15: Community energy costs 2012 versus 2023, with and without plan implementation

Adapting to a Changing Climate

Global climate change is occurring, and Kelowna residents will feel its effects locally in a wide variety of ways. Climate change is no longer a future trend, but instead requires the community to respond today. Kelowna's infrastructure, economy and residents will need to consider how best to adapt to the coming changes.

While this Plan focuses on mitigation, adaptation should also be considered. Measures to mitigate climate change should not be conducted without also considering adaptation, because the climate will continue to change. Measures to adapt should not be conducted without considering mitigation, because as the climate becomes more severe, adaptation becomes more expensive and may ultimately become impossible in some circumstances.

Action O6 recommends the development of a Climate Adaptation Plan. It will likely include measures to manage extreme heat, drought, flooding, severe weather events, as well as address infrastructure and other climate impacts.

Expected future impacts

As the climate system continues to adjust to the emissions that have been emitted over the last few decades, and as GHG emissions continue to grow, changes in weather patterns are predicted to become more severe.

The Pacific Climate Impacts Consortium (PCIC) has used climate change modeling to determine implications for British Columbia.⁴³ Based on their projections a 1.9 Celsius increase in global temperature is expected by 2050. The increase in average temperature increases the likelihood of major weather events and will also result in hotter and drier summers in Kelowna. At first glance a two-degree increase may seem harmless, but a

2050 Climate Projections



**1.9 CELSIUS
INCREASE**



**7% ANNUAL
INCREASE**



**14% ANNUAL
DECREASE**

closer look reveals that this increase will mean significant heatwaves and periods of unseasonably warm temperatures to boost the annual average temperature.

By 2050, PCIC also projects shorter winters with up to 14 per cent less snowfall, impacting the region's snowpack. Despite warmer, drier temperatures and less snow, the model actually predicts a 7 per cent increase in overall annual precipitation with major rain events occurring more frequently. Kelowna is expected to see much wetter winters and springs (where precipitation will fall as rain instead of snow). These projections paint the picture of a changing climate where increased spring precipitation will contribute to increased risk of flooding and hotter drier summers will increase the risk of droughts and wildfires.

Adapting in Kelowna

A community and its infrastructure are usually built only to withstand the climate that has been known as a community has grown, with the implicit expectation that this climate will never change. Only relatively recently have communities around the world started to consider how their

⁴³ Pacific Climate Impacts Consortium. Summary of Climate Change for Central Okanagan in the 2050s.

<http://www.plan2adapt.ca/tools/planners?pr=7&ts=8&toy=16>

local climate may change, and the wide implications this may have. Using good quality data on expected local climate changes will facilitate the City with evidence-based decision-making.

The implications of adapting to Kelowna's changing climate can take many forms:

- Increased severity of rainfall events may require that stormwater infrastructure be enhanced in order to reduce flooding risk. Recommended measures may include expansion of infrastructure or retention through natural assets like wetlands.
- Increased risk of wildfire events and severity due to drought and extreme temperatures may mean reducing wood fuel in the urban-wildland interface. The wildfire season has extended by 2.5 months over the past 30 years, a trend that will likely continue.⁴⁴ The increased maximum temperatures, low humidity and strong gusting winds can also make it harder to contain the spread of fires in some instances. As average temperatures increase over time the number of wildfires could increase by 5 or 6 times.⁴⁵
- Increased drought will also increase stress of Kelowna's water supply. More water management measures may need to be taken. While Kelowna's per-capita water use has been steadily declining over the past decade, summertime water consumption is still well above the national average, largely due to

outdoor irrigation.⁴⁶ It will be necessary to work with stakeholders, such as the Okanagan Basin Water Board, who have already been researching how to manage the region's water resource now and in the future.

- Increased impacts on health due to a myriad of climate change factors. Stress and anxiety are caused by flooding and extreme weather events. Decreased air quality are caused by rising temperatures increasing ground level ozone and wildfires. Increased exposure to diseases are caused by flooding and rising temperatures. Obesity can be caused by reduced food security. And injury and death can be caused by rising temperatures, extreme weather, and wildfires.^{47, 48}

Even if humankind stops emitting GHGs tomorrow, the climate will continue to change due to the inherent lag in the climate system, mainly due to the time taken for the oceans to warm. The impacts seen so far are due to emissions from about 40 years ago.⁴⁹ Therefore, even if there are strenuous worldwide efforts to reduce emissions in the near future, it will still be necessary for Kelowna to take measures to adapt as property and municipal assets are potentially at risk. Costs for repair can often greatly exceed the cost of adaptation.

⁴⁴ Swiss Re Institute. 2016. Natural catastrophes and man-made disasters in 2016: a year of widespread damages. Page 6. Retrieved from: http://media.swissre.com/documents/sigma2_2017_en.pdf

⁴⁵ Globe and Mail. October 2016. Climate change found to double impact of forest fires. Retrieved from: <https://beta.theglobeandmail.com/news/national/climate-change-found-to-double-impact-of-forest-fires/article32314179/?ref=http://www.theglobeandmail.com&>

⁴⁶ Imagine Kelowna. Draft Vision, Values and Principles. <https://imagine.kelowna.ca/document/imagine-kelowna-draft-vision-values-and-principles>

⁴⁷ Interior Health. Climate Change and Your Health. <https://www.interiorhealth.ca/YourEnvironment/ClimateChange/Pages/default.aspx>

⁴⁸ Province of BC. Climate Change Health Risks. https://www2.gov.bc.ca/assets/gov/environment/climate-change/adaptation/health/final_climate_change_and_health_backgrounder_overview.pdf

⁴⁹ SkepticalScience.com. Climate Change: The 40 Year Delay Between Cause and Effect. <https://skepticalscience.com/Climate-Change-The-40-Year-Delay-Between-Cause-and-Effect.html>

2017 – a year of climate extremes for Kelowna

As outlined in the City of Kelowna's 2017 Community Trends Report Special Edition, *A Changing Climate*, in 2017 Kelowna experienced one of its most extreme weather years on record. The May 2017 inflow to Okanagan Lake was 229 per cent above average, and this led to historic flooding of Okanagan Lake, Mission Creek and Mill Creek, impacting approximately 3,200 residents in the community and causing tens of millions of dollars in damage to public and private property and infrastructure. Despite attempts to reduce the damage, including the deployment of 2 million sandbags, City staff estimate that 500 parcels of land were impacted and 1,250 docks needed to be repaired or replaced. City infrastructure was also pushed to breaking point with many systems operating at full capacity, including the installation of pumps at six different locations along the lakefront to guard against a full backup of the City stormwater system at a substantial cost to the City.

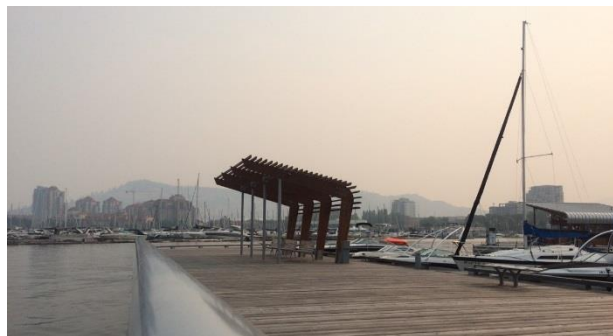
This was followed by one of the hottest and driest July and August periods on record, factors contributing to a level 3 drought, a devastating wildfire season and the community blanketed in smoke with 25 days when air quality posed a health risk.

By the end of the extreme weather, the Central Okanagan Emergency Operations Centre was active for 131 days. Further, BC Wildfire Service reported that in 2017, there were over 1.2 million hectares of wildfires costing the provincial government roughly \$500 million to contain.

These impacts were felt beyond personal and public property. The flooding event also had an impact on the City's tourism sector and general economic activity. For the early part of the summer, lake access was limited with boat launches shutdown and parks and beaches closed, impacting Kelowna's most important recreation and tourism asset - Lake Okanagan. Canada Day fireworks, which usually attract upwards of 60,000 residents and tourists, were rescheduled due to the flooding of parks and beaches. Tourism Kelowna reported a decrease of 7 per cent in hotel occupancy for July 2017 compared to summer 2016.

As a community that relies heavily on Lake Okanagan for recreation and tourism, the flooding and fire in 2017 had considerable impacts on the local economy.

Interior Health also noted major impacts in 2017 in its service area due to the wildfires, including the displacement of 700+ staff, 880 patients/clients evacuated, 32,013 staff hours reported on wildfire, and an estimated cost to Interior Health of \$2.7 million.



Implementation for Success

Key Factors for Successful Implementation

Research completed for the *Community Energy Implementation Framework*, by CEA, QUEST, and Smart Prosperity⁵⁰ identified several key factors for successful implementation of climate action plans including:

1. Establish broad support for implementation.
2. Establish staff and financial capacity for follow through.
3. Institutionalize the Plan to ensure long-term accountability during the cycles of turnover of personnel that occur in a local government.

Building support

Fostering widespread political, staff and stakeholder support is important to get started on

a plan or on individual actions. Strategies that can help with this revolve around identifying co-benefits, collaboration and engagement.

Building capacity

Without dedicated staff time, climate action takes place off the side of someone's desk, and initiatives and opportunities are not prioritized.

Without some ability to access funds internally, many opportunities to act will depend on the availability of external funding. In addition, as external funds often require matching funds, many of these opportunities will be difficult to access. Table 10 has some examples of how BC communities fund climate action initiatives.

Table 10: Examples of how some BC communities fund climate initiatives

Funding Mechanism	Local Government	Description
Climate Action Revenue Incentive Program (CARIP)	Many	Many communities use CARIP rebate to fund corporate and/or community emissions reductions.
Forgone building permit revenue to provide incentives	Penticton	Provides incentives for their sustainability checklist which encourages brownfield redevelopment and sustainable new construction
	Kimberly	Encourages more energy efficient new homes.
Sustainability / climate / carbon funds	Dawson Creek	Charges a per tonne price for their corporate carbon emissions that is reinvested into other corporate emission reduction projects.
	Sparwood	Uses the savings created by an energy efficiency retrofit to their recreation centre, to fund energy saving projects and incentives for efficient new homes.
General revenue	North Cowichan	Established through a referendum, a 0.5% property tax levy funds grants for community and municipal projects, including rebates and municipal loans.
Recycling fee	Invermere	Charges a \$5/month per resident recycling fee to fund a permit fee rebate program for energy efficient new homes and other GHG reduction initiatives.
Building permit fee increases	Langley Township	Charges a Sustainable Construction Fee at building permit issuance to fund a permit fee rebate program for energy efficient new construction.
Surplus from building inspection services	Nanaimo Regional District	Uses their \$20,000/year surplus from building inspection services to incent energy efficient new construction and renewable energy systems

⁵⁰ http://gettingtoimplementation.ca/wp-content/uploads/2016/12/Final-Framework-December72016_online.pdf

Institutionalization

Embedding climate action planning into the plans, policies and processes of the local government, i.e. institutionalization, is important to weather the inevitable changes that occur.

One example of this is how all municipalities in BC are required to have community GHG targets in their OCPs, and actions and policies to try to meet those targets. Another example is how the City currently includes numerous relevant indicators in its annual OCP indicators report, such as on urban growth patterns, availability of transportation options, and household energy efficiency. Indicators are explored more in the Implementation Strategy section.

Table 11 provides further examples of how the City could institutionalize climate action planning into its processes.

Table 11: Institutionalizing climate action

Incorporate	Embed climate action into other planning documents such as the OCP, Zoning Bylaw, and Transportation plans. Also incorporate climate action into City staff job descriptions.
Budget	Embed climate action into the budgeting process.
Monitor	Monitor indicators as outlined in the Monitoring and Evaluation section.
Convene	Host regular meetings to discuss implementation with internal and/or external stakeholders.
Report	Report regularly to Council on progress and accomplishments.
Renew	Prepare for plan renewal approximately every 5 years.

Implementation Strategy

The implementation strategy is key for successful implementation. It scopes the anticipated timeline and resources required to successfully complete the actions and policies prescribed in the Plan. The majority of the actions and recommendations put forth in this Plan will be implemented through existing staff and financial resources provided by the City of Kelowna. However, additional support (both financial and staff) will be required to execute all the identified actions.

A proposed work plan is provided for the 47 action that the City of Kelowna can lead in the following two tables. Actions in each table are organized according to a proposed implementation timeline:

- **Actions in progress or ongoing:** These include actions that are already in progress or are required to be addressed throughout the life of the plan.
- **Actions to implement (0-2 years):** These actions will be undertaken within two years (2020) of the Plan's endorsement.
- **Actions to implement (3-5 years):** The goal is to implement these actions 3-5 years (2021 – 2023) after the Plan is endorsed.

It should be noted that those actions where the City plays a supporting role are not included in the implementation strategy, as those timelines would be determined by another stakeholder. Further, ambitious actions are also not included.

Table 12 lists those actions that can be undertaken using existing staff and budget resources. Table 13 identifies those actions that require additional staff and/or budget resources. For those actions requiring additional resources, funding options will be investigated and/or budget requests will be made as part of the annual budget cycle.

Table 12: Implementation actions to be undertaken with existing resources

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
Actions in Progress or Ongoing																			
T1	Implement policy actions from the Pedestrian and Bicycle Master Plan	x			x	x													x
T2	Implement capital projects from the Pedestrian and Bicycle Master Plan					x	x												x
T3	Continue improving public transit service delivery.					x												BC Transit	x
T4	Develop a disruptive mobility strategy					x													
B1	Partner with FortisBC on delivery of programs	x											x					FortisBC	
B2	Engage building community on regional Energy Step Code implementation strategy	x			x														
B3	Develop educational offerings to support transition to Energy Step Code	x			x														
W1	Implement the 2017 Solid Waste Management Plan												x					Regional Waste	x
LU1	Update the Zoning and Traffic Bylaws to incentivize car sharing	x	x	x		x													
O1	Implement the Urban Forestry Strategy										x								x
O2	Implement the 2017 Agriculture Plan	x																	x
O3	Continue to implement the Clean Air Strategy					x													x

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
O5	Investigate options to fund climate mitigation and adaptation initiatives	x						x								x			
O6a	Investigate developing a Climate Adaptation Plan	x					x												
Actions to be implemented - Years 0 - 2																			
T5	If successful, expand the pilot community bike share program.					x												Drop Bike	
T7	Update the Zoning Bylaw to restrict drive-through uses		x																
T9	Implement an anti-idling bylaw					x													
T10	Investigate regulations and incentives for City parking to prioritize the use of alternative transportation modes			x															
T12	Investigate options for a regional fuel tax					x											x		
B5	Update Building Bylaw for part 9 buildings requiring Step Code 1 (April, 2019) and Step Code 3 (Oct, 2020)	x			x														
B6	Relax Zoning Bylaw setback requirements to allow thicker walls for Step 4 and 5 buildings	x			x														
B7	Create a building permit fee rebate program for part 9 buildings for those achieving Steps 4 or 5	x			x														

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
B8	Investigate updating the OCP Development Permit Guidelines to include building energy efficiencies	x			x														
LU2	Amend the Zoning Bylaw to establish updated parking minimums and maximums		x																
LU4	Coordinate land use and transportation planning through OCP and transportation plans	x				x													
LU5	As part of the OCP update, reinforce the Permanent Growth Boundary	x																	
LU6	As part of the OCP update, evaluate a more compact growth strategy	x																	
LU8	Investigate amendments to Bylaw 7900 to include pedestrian connectivity				x	x	x												
LU9	Incorporate a policy into the Official Community Plan to design neighbourhoods through a systems approach.	x					x												
O4	Amend the landscape regulations in both Zoning and Subdivision Bylaws to include tree protection and replacement requirements.		x		x		x				x								
O10	Investigate the opportunity to use treated effluent from the WWTF for irrigation												x						
O13	Investigate opportunities in the Cultural Plan update to incorporate climate change messaging through artistic work.														x				

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
Actions to be implemented- Years 3 - 5																			
LU7	Investigate options to amend OCP policy and Zoning regulations for shared parking facilities in new and existing developments		x	x															
O8	Investigate adopting both a private and heritage tree protection bylaw	x									x								
O12	Update the cultural grant funding evaluation criteria to include the City's sustainability goals and targets														x				

Table 13: Implementation actions: Additional resources required

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
Actions in Progress or Ongoing																			
T8	Through the TDM review project, enhance Kelowna's TDM program					x													
O11	Investigate implementing or expanding education and engagement campaigns	x			x	x				x			x	x					
Actions to be implemented - Years 0 - 2																			
T6	Develop an electric vehicle strategy	x		x		x												Fortis	
B4	Develop a community energy retrofit strategy	x			x														
B9	Investigate options to implement Energy Step Code for Part 3 buildings once available.	x			x														
B10	Investigate adopting Steps 4 and 5 for part 9 buildings once Province makes it available	x			x														
B11	Investigate financing models to support city-wide deep energy retrofits	x			x														
Actions to be implemented – Years 3 - 5 years																			
T11	Investigate options to integrate alternative fuels into fleets such as transit.					x						x							
LU3	Apply an infrastructure cost analysis to major OCP amendments and ASP applications	x					x												
RE1	Investigate opportunities to increase both supply and demand of Renewable Natural Gas												x					Fortis	
O6b	Develop a Climate Adaptation Plan	x					x												

Action IDs	Description	Policy & Planning	Community Planning	Strategic Investments	Development Services	Integrated Transportation	Infrastructure Engineering	Infrastructure Delivery	Parks & Buildings Planning	Building Services	Parks Services	other operations	Utility Services	Communications	Active Living and Culture	Grants and Special Projects	Financial Services	Supporting Organizations	Funding addressed in another plan
O7	Investigate doing a Green Economy Study			x														COEDC	
O9	Investigate process improvements to ensure that tree planting requirements are executed through site construction		x		x			x											

Monitoring and Evaluation

Monitoring and evaluating the implementation of the Plan is critical for its success. Key Performance Indicators (KPIs) enable communities to measure the outcomes of a plan’s implementation. When KPIs are monitored on a regular basis, communities can determine how to best allocate resources to support implementation, and what success different actions are having.

Two types of indicators are recommended for Kelowna’s Community Climate Action Plan. The primary indicators measure energy consumption and GHG emissions and are central for assessing

overall progress on implementation. Secondary indicators, can quantify indirect success of different actions related to energy consumption and GHG emissions such as containing urban growth and transportation.

The following table provides descriptions of 7 indicators along with the measures of success (what is being measured), evaluation mechanisms (how it is being measured), and data sources for each. Progress should be reported bi-annually, although data may not be available on all KPIs.



TABLE 14: COMMUNITY CLIMATE ACTION PLAN PERFORMANCE INDICATORS

Indicator		Measures of Success	Data Sources	Frequency of Reporting
1	Number of Plan actions completed	<ul style="list-style-type: none"> 60% of actions are initiated or completed 2 years after Plan endorsement. 90% of actions are initiated or completed 4 years after Plan endorsement. 	Updates and amendments to policies, regulations, operations or budgets. New projects emerging from the Community Climate Action Plan.	Bi-annually
2	Community GHG Emissions	A target of 4% reduction in community greenhouse gas emissions below 2007 levels by 2023.	Provincial Community Energy and Emissions Inventory (note: transportation data needs to be supplemented)	Bi-annually or as data becomes available
3	Household energy consumption	Average household energy use (natural gas and electricity) decreases over time.	OCP Indicators Report tracks average household gas consumption (GJ) and average household electricity consumption (kWh)	Collect data annually but report bi-annually
4	Fuel consumption	Annual fuel sales (gasoline and diesel) decrease overtime	Kent Marketing fuel sales data (note: this is currently the only feasible way to estimate transportation emissions)	Collect data annually but report bi-annually
5	Containing urban growth	Increase in the percentage of: <ul style="list-style-type: none"> new residential units located in the Urban Core new commercial square footage located in the Urban Centres Changes to the Permanent Growth Boundary	OCP Indicators report	Collect data annually but report bi-annually
6	Balanced transportation networks	<ul style="list-style-type: none"> Increase in length of new cycling and pedestrian network compared to new roads Increase in population proximity to transit 	OCP Indicators report	Collect data annually but report bi-annually
7	Use of alternative transportation	Increase in use of sustainable transportation modes	Regional Household Travel Survey and the Journey to Work from Census	Every five years as data becomes available

Conclusion

Climate change is one of the most critical issues humanity faces today.⁵¹ Cities are critical leaders to modify the trajectory of climate change by influencing and leading emission reductions through land-use planning, transportation options, education and engagement, building requirements and waste services. As Kelowna grows, strong action to address climate change through planning, partnerships, shared accountability and encouraging community behavioural change will make significant gains now and in the future.

Kelowna has already made important headway in policies and actions that address climate change through expansion of alternative transportation networks, establishment of a Permanent Growth Boundary and growth of the urban forest. The Community Climate Action Plan defines additional actions and policies that the City can take to provide opportunities for the community to continue to reduce GHG emissions.

There is a compelling case for mitigating climate change. Implementing the 47 actions in the Plan will reduce GHG emissions through encouraging energy conservation and efficiency, by providing opportunities to shift transportation modes, and by focussing growth in urban areas. Moving towards this low carbon future is a monumental challenge, but planning for a healthy and resilient environment is also an enormous opportunity. Community benefits are broad reaching. A dynamic community that embraces transportation options, grows vibrant urban centres, and protects land, water and air will attract jobs in the new global economy, is healthier for citizens and is resilient in the face of climate change.



Implementing the pragmatic actions in the Plan puts Kelowna on the path to reduce emissions four per cent below 2007 levels over the next five years. Beyond that, the Plan provides the foundation to shift how the community lives, works and moves, so that continual incremental progress can be achieved to reach an eighty percent GHG reduction by 2050. Achieving these targets requires both City leadership and community commitment to ensure Kelowna works towards becoming an energy efficient, liveable, responsible and sustainable community.

Climate change affects everyone, and everyone must do their part. Innovation and new technology will have an effect, but all segments of the community - residents, business and government - must do their part to make a difference. It is time to accelerate efforts, work as a community instead of as individuals and act now to make a difference for the long term. Kelowna CAN do this.

Our generation has inherited an incredibly beautiful world from our parents and they from their parents. It is in our hands whether our children and their children inherit the same world.

-Richard Branson

⁵¹ Province of BC, 2018. BC Climate Leadership Plan
https://climate.gov.bc.ca/app/uploads/sites/13/2016/10/4030_CLP_Booklet_web.pdf

Appendix 1: Acronyms

ASP	Area Sector Plan
BAU	Business as Usual
CARIP	Climate Action Revenue Incentive Program
CEA	Community Energy Association
CEEI	Community Energy and Emissions Inventory (inventories created by the Province for each local government)
CLIC	Community Lifecycle Infrastructure Costing
CO ₂	Carbon Dioxide
CO ₂ e	Carbon Dioxide equivalent (i.e. converting GHG emissions of different gases into tonnes of carbon dioxide equivalent)
EV	Electric Vehicle
GHG	Greenhouse Gas (there are several different anthropogenic GHGs and they have different relative impacts. When tonnes of GHGs are stated in the document the standard practice of stating this in equivalent of tonnes of carbon dioxide is followed. Carbon dioxide is the most important anthropogenic GHG.)
GJ	Gigajoules (one of the standard measures of energy)
HDV	Heavy Duty Vehicle
KPI	Key Performance Indicator
kWh	kilowatt hours (standard measure of energy, typically used with electricity)
LDV	Light Duty Vehicle
OCP	Official Community Plan
PCIC	Pacific Climate Impacts Consortium
QUEST	Quality Urban Energy Systems of Tomorrow
RDCO	Regional District of Central Okanagan
TDM	Travel Demand Management
UBC-O	University of British Columbia, Okanagan Campus

Appendix 2: Community Energy and Emissions Inventory Details

Creating the inventory

The project team collected data for Kelowna's energy and emissions inventory from the Province of BC's Community Energy & Emissions Inventory (CEEI) for Kelowna supplemented with fuel sales data from Kent Marketing for Kelowna gas stations.

The most recent full energy and emissions inventory year for Kelowna is 2012 for several reasons.

First, provincial CEEI data is available for 2007, 2010, and 2012, but only covers energy consumption and emissions related to buildings and solid waste. CEEI data used to include transportation, but with the 2012 release the Province removed it because of concerns that the data did not meet its quality standards. Therefore, the project team sourced Kelowna gasoline station fuel sales data from Kent Marketing for 2007, 2010, 2012 to supplement the provincial data. Fuel sales data was converted into energy consumption, GHGs, and energy dollars.⁵² In addition, fuel sales data was obtained for 2014, 2016 and 2017 to assist with GHG projections.

Second, while it is possible to obtain more recent building energy consumption data from FortisBC and from the Province, it has not received the same quality assurance as the CEEI. There may be some issues with the data categories, and with community boundaries. A review of this data showed that it is not directly comparable with CEEI. Therefore, this data was not used.

⁵² An advantage of using the Kent Marketing fuel sales data is that it is easily accessible for any year.

⁵³ The fuel sales approach to estimating transportation energy consumption and emissions is different to the one that the Province has taken with CEEI before. It will include tourism and through-traffic, while the Province's approach would have only included vehicles

Data gaps and issues

In addition to some methodological challenges to using fuel sales data⁵³, a major drawback is fuel sales through card lock stations are not included with the data. This means that many commercial diesel vehicles are excluded. Based on a previous release of the CEEI data, and making assumptions based on population growth, commercial vehicles may have accounted for 120,000 tonnes in 2012. If that is approximately accurate, then that would constitute a considerable omission as Kelowna's 2012 GHG emissions are estimated at 642,000 tonnes of CO₂e excluding most commercial vehicles.

The CEEI also does not include the energy consumption and emissions from large industrial sources for privacy reasons, so these are excluded.

Despite a data request to ICBC, it was not possible to obtain data on the number of vehicles of different types that are registered within City limits. This data would have been useful to compare with the gasoline and diesel vehicle fuel sales, and also to identify trends (e.g. vehicle ownership per capita, and types of vehicles including growth in electric or hybrid vehicles).

Inventory details

Details of the inventory are shown Table 15.

registered in the community. For a discussion on the pros and cons of the different approaches see 'Assessing vehicular GHG emissions, a comparison of theoretical measures and technical approaches' by Pacific Analytics.

<https://www2.gov.bc.ca/assets/gov/environment/climate-change/z-orphaned/ceei/ceei-comparison-study.pdf>

Table 15: Kelowna Community Energy and Emissions Inventory Data

Kelowna Community Energy and Emissions Inventory Data							
Sector	Subsector Description	Measurement Description	Connections	Consumption	Units	Energy (GJ)	CO ₂ E (t)
2017							
On-Road Transportation	Light duty vehicles, mainly	Gasoline		155,258,416	L	5,434,045	344,037
On-Road Transportation	Heavy duty vehicles, mainly	Diesel Fuel		16,391,434	L	627,792	41,065
2016							
On-Road Transportation	Light duty vehicles, mainly	Gasoline		149,474,450	L	5,231,606	334,275
On-Road Transportation	Heavy duty vehicles, mainly	Diesel Fuel		14,208,061	L	544,169	35,924
2014							
On-Road Transportation	Light duty vehicles, mainly	Gasoline		145,822,981	L	5,103,804	332,153
On-Road Transportation	Heavy duty vehicles, mainly	Diesel Fuel		13,165,869	L	504,253	33,906
2012							
On-Road Transportation	LDVs, mainly	Gasoline		138,614,166	L	4,851,496	321,585
On-Road Transportation	HDVs, mainly	Diesel Fuel		12,473,660	L	477,741	32,718
Solid Waste	Community Solid Waste	Solid Waste		73,073	T	0	59,989
Buildings	Residential	Electricity	52,323	616,084,767	kWh	2,217,903	2,647
Buildings	Residential	Natural Gas	32,458	2,403,305	GJ	2,403,305	119,567
Buildings	Residential	Propane		66,749	GJ	66,749	4,061
Buildings	Residential	Heating Oil		37,765	GJ	37,765	2,556
Buildings	Residential	Wood		278,649	GJ	278,649	6,543
Buildings	Commercial/Small-Medium Industrial	Electricity	6,467	559,860,173	kWh	2,015,495	2,448
Buildings	Commercial/Small-Medium Industrial	Natural Gas	3,977	1,811,978	GJ	1,811,978	90,148
Total Emissions 2012							642,262
2010							
On-Road Transportation	Light duty vehicles, mainly	Gasoline		141,038,935	L	4,936,363	327,210
On-Road Transportation	Heavy duty vehicles, mainly	Diesel Fuel		11,219,691	L	429,714	29,957
Solid Waste	Community Solid Waste	Solid Waste		85,050	T	0	58,745
Buildings	Residential	Electricity	51,465	610,070,174	kWh	2,196,251	4,867
Buildings	Residential	Natural Gas	32,225	2,367,361	GJ	2,367,361	117,779
Buildings	Residential	Propane		60,010	GJ	60,010	3,651
Buildings	Residential	Heating Oil		33,952	GJ	33,952	2,298
Buildings	Residential	Wood		250,518	GJ	250,518	5,883
Buildings	Commercial/Small-Medium Industrial	Electricity	6,388	540,204,555	kWh	1,944,735	4,391

Kelowna Community Energy and Emissions Inventory Data							
Sector	Subsector Description	Measurement Description	Connections	Consumption	Units	Energy (GJ)	CO ₂ E (t)
Buildings	Commercial/Small-Medium Industrial	Natural Gas	3,840	1,733,257	GJ	1,733,257	86,231
Total Emissions 2010							641,012
2007							
On-Road Transportation	Light duty vehicles, mainly	Gasoline		148,808,168	L	5,208,286	348,211
On-Road Transportation	Heavy duty vehicles, mainly	Diesel Fuel		10,211,429	L	391,098	27,877
Solid Waste	Community Solid Waste	Solid Waste		96,892	T	0	58,996
Buildings	Residential	Electricity	52,304	576,821,576	kWh	2,076,556	4,707
Buildings	Residential	Natural Gas	31,160	2,517,233	GJ	2,517,233	125,235
Buildings	Residential	Propane		62,346	GJ	62,346	3,793
Buildings	Residential	Heating Oil		35,274	GJ	35,274	2,387
Buildings	Residential	Wood		260,269	GJ	260,269	6,112
Buildings	Commercial/Small-Medium Industrial	Electricity	6,172	528,280,886	kWh	1,901,810	4,397
Buildings	Commercial/Small-Medium Industrial	Natural Gas	3,735	1,678,748	GJ	1,678,748	83,519
Total Emissions 2007							665,234

Appendix 3: Modelling Details

The QuickStart modelling tool

CEA's QuickStart model was used both to calculate the BAU trajectory, and to estimate the potential GHG reductions that could be achieved.

Developed in 2010, on behalf of BC Hydro, and used by approximately 60 communities to date, the model builds on information including population and community energy and emissions inventory data.

The model uses formulas both to calculate the BAU trajectory, and to estimate the impacts of each action.

Business As Usual (BAU) trajectory

The BAU trajectory was calculated by using available inventory data, and then projecting forwards.

As described in Appendix 2, from 2007-2012 comprehensive inventory data is available through a combination of CEEI and Kent Marketing fuel sales data. From 2013-2017 only transportation data from Kent Marketing was available, and energy consumption and emissions from electricity, natural gas, and solid waste were estimated. From 2018 onwards, all of the data is an estimate as a BAU projection.

For the BAU projection modelling, the assumption is that energy consumption and emissions will increase proportionally with increases to Kelowna's population, although the impact of policies from higher levels of government are also incorporated. Only policies that have already been adopted and that will have quantifiable impacts are incorporated. These are:

- the Province's incremental steps to net zero energy ready buildings by 2032;
- tailpipe emissions standards;

- renewable & low carbon transportation fuel standards; and
- An average annual decrease of 1.2 per cent in natural gas consumption per residential connection, as FortisBC does in its planning.⁵⁴

Action impacts

To take into account the impact of implementing a climate action plan, the modelling tool estimates the impacts of actions compared to the BAU trajectory. It calculates the individual and combined impact of actions.

The impacts of individual actions can vary greatly between communities, and depend on the assumptions made. CEA has conducted research on the impacts that different actions can have. Estimated impacts for the Kelowna actions were refined through discussions with City staff.

A summary of the impacts of the plan is shown in the Climate Targets section. Details on the impacts of individual actions on GHGs and energy dollars are shown in Figures 16 and 17.

⁵⁴ FortisBC. 2014 Long term resource plan.

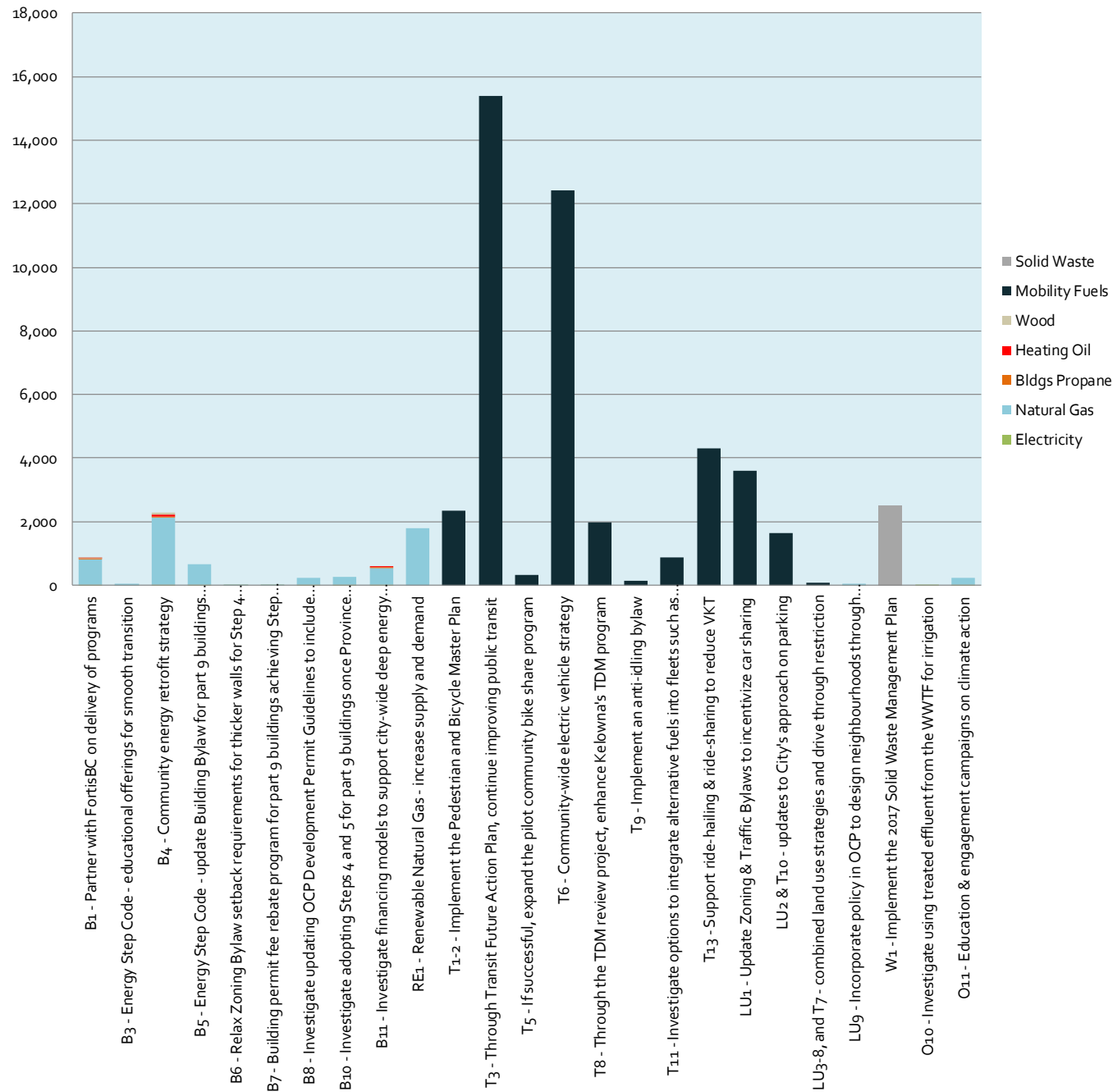


Figure 16: Estimated GHG impact for each action

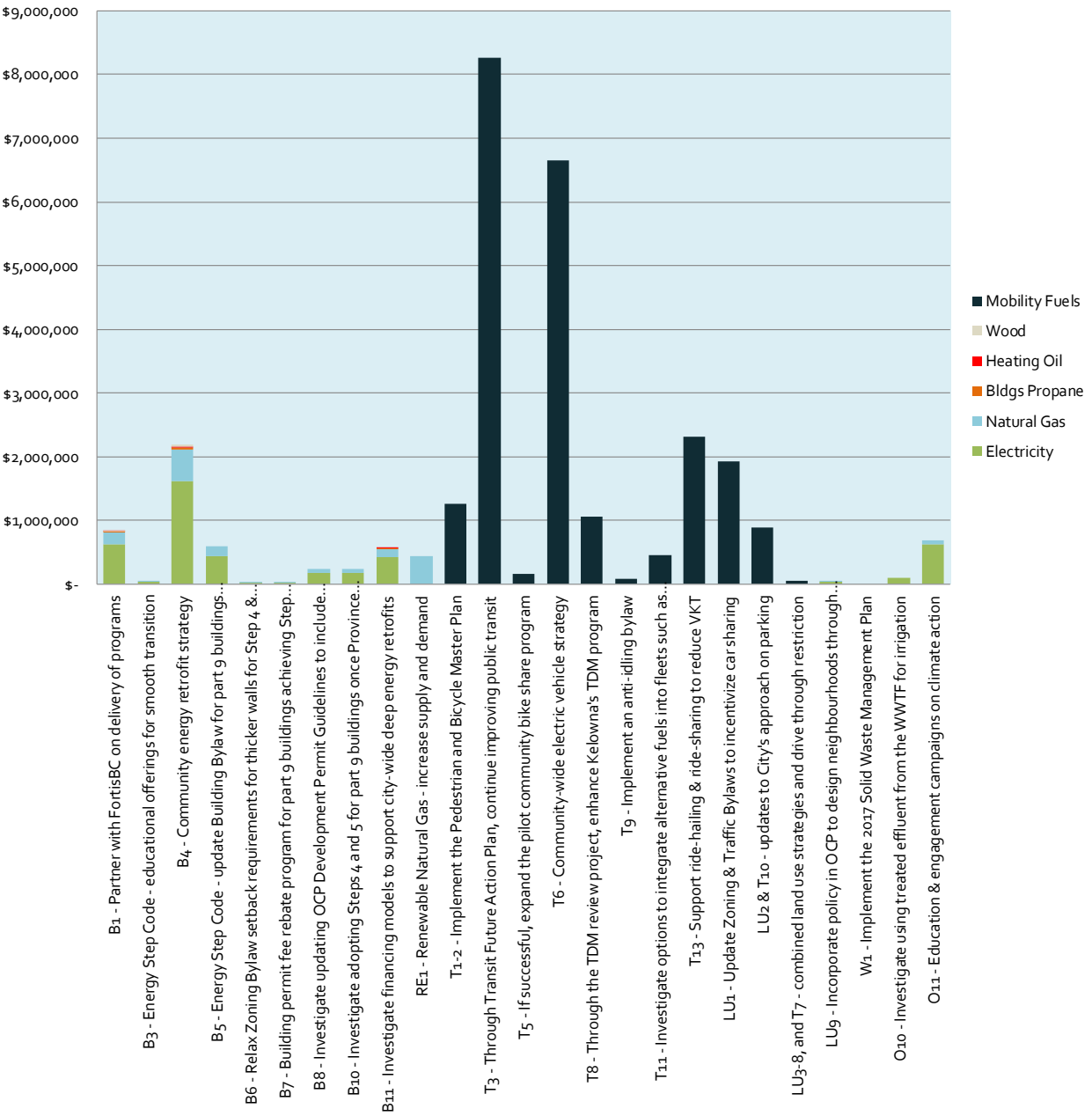


Figure 17: Estimated energy dollar savings for each action

Appendix 4: Our Community's Success Stories

Below are a few snapshots of some of Kelowna's success stories since the 2012 Community Climate Action Plan was endorsed.

- **City of Kelowna Operations.** The City has made great progress in reducing emissions in its own buildings, fleet, and infrastructure, reducing GHG emissions 7 per cent from 2007 to 2016. Despite Kelowna's rapid population growth, it is providing services to more people at a reduced carbon footprint, and saving taxpayers money by controlling energy costs. A variety of retrofit and fleet changes have been implemented to achieve this reduction. An LED streetlight retrofit project is currently underway and will help continue to reduce energy costs. This project is estimated to reduce streetlight electricity consumption by 62 per cent, or the electricity used by 410 homes per year.⁵⁵ The cost savings will pay for the project in under 4 years, with the LED's expected to last for up to 15 years.⁵⁶
- **City of Kelowna Processes.** The City has made it easier for residents to generate their own renewable energy. Building permit fees and requirements have been removed for residential solar photovoltaic systems provided panels mount flush to the roof, and the installation is completed according to the manufacturer's instructions.⁵⁷ In other BC communities, these costs can add up to \$2,000 on top of a system that may only be around \$6,000, and add significant delays to a project.

"I'd put my money on the sun and solar energy. What a source of power! I hope we don't have to wait till oil and coal run out before we tackle that."

-Thomas Edison

- **Construction Partnerships.** The construction industry has been leading with a number of innovative projects, including the Wilden Living Lab, a partnership between the Wilden, UBC, Okanagan College, FortisBC, and AuthenTech Homes. Two essentially identical homes were built side-by-side, one to current code requirements, and the other to a higher energy efficiency standard. Monitoring will take place over a few years as families live in them, to verify the expected energy savings.⁵⁸ In addition, a 700 square foot laneway house being built on Walrod Street by Stonebridge Contemporary Originals is anticipated to reach Step 4 or 5 of the Step Code for as estimated \$214 per square foot. Research has suggested that it should be expensive for small homes to achieve higher steps of the Step Code, and yet this project proves that it can be cost effective.⁵⁹
- **Royal Ann Hotel.** The Royal Ann Hotel installed 54 ductless split heat pumps to reduce energy consumption and provide a quieter experience for guests than conventional alternatives.⁶⁰
- **Okanagan Car Share.** The Okanagan Car Share Co-op launched in August 2013 with just 35 members and 2 vehicles. It has since grown

⁵⁵ Electricity savings will be over 4,400,000 kWh per year.

⁵⁶ City of Kelowna. 2017 Corporate Energy and GHG Emissions Plan. https://www.kelowna.ca/sites/files/1/docs/2012-06-12_climate_action_plan_final_public_version_reduced.pdf

⁵⁷ Communications with Development Services.

⁵⁸ Wilden Living Lab. <http://wildenlivinglab.com/>

⁵⁹ Communications with Stonebridge Contemporary Originals and the homeowner.

⁶⁰ Canadian Aerothermal. Projects. <http://canadianaerothermal.ca/projects.html>

to over 450 members and 13 vehicles.⁶¹ Car sharing significantly reduces GHG emissions through reduced travel in single occupant vehicles. They also reduce need for parking, helping to lead to more complete, compact communities.

- **Kelowna Taxi Services.** Kelowna Cabs operates a fleet of mostly hybrid vehicles. Current Taxi opened in Kelowna in early 2017 as BC's first all-electric taxi fleet and has since expanded rapidly.
- **Electric Vehicle Network.** The electric vehicle charging network has steadily expanded in Kelowna in recent years. A number of businesses have seen an opportunity to attract customers by installing electric vehicle chargers, such as the Best Western Hotel, Delta Grand, Hotel Eldorado, Four Points, Bottega Farm Inn, Urban Distilleries, Towne Centre Mall, and Summerhill Winery. The City of Kelowna has also installed electric vehicle chargers in the downtown in partnership with FortisBC.



⁶¹ Okanagan Car Share Co-op. About OGO.

<https://www.ogocarshare.ca/about/>

Appendix 5: Engagement Summary

Introduction

The City offered a variety of opportunities prior to and during the project to engage the public and stakeholders to gather their feedback. This feedback was used in conjunction with best practices to inform and update the Community Climate Action Plan to recommend actions and initiatives that can be undertaken to reduce community energy and greenhouse gas (GHG) emissions in Kelowna.

This summary provides highlights of engagement activities that informed the development of the Community Climate Action Plan.

Feedback for the Plan was obtained through the following:

- *Imagine Kelowna* – 2016 to 2018 input
- *Imagine Kelowna* On Point Discussions:
 - Climate Change On Point Session, November 16, 2016
 - Transportation On Point Session, December 8, 2016
- Stakeholder Discussion on Energy Step Code – September 2017
- Stakeholder Workshop – November 30, 2017
- Online Engagement.kelowna.ca online engagement – February 6 – 22.

Methodology

Engagement for the Community Climate Action Plan was based on an engagement strategy that was developed at the start of the project to effectively gather input from the community and key stakeholders in development of the Plan.

The purpose of engaging on the Community Climate Action Plan is to create understanding, awareness and support for an updated greenhouse gas reduction target as well as actions that will work towards the target. Additionally, it is hoped that engaging with stakeholders will help build

future partnerships to implement the actions of the Plan.

As the City was in the midst of the most of extensive public engagement process in its history, *Imagine Kelowna*, the information gathered during that process was used to help inform the Community Climate Action Plan. Discussions during the process specifically on climate and transportation (the On Point Discussions) provided helped inform the actions. Further, through the Imagine Process identified draft key directions that the Community Climate Action Plan aligned with.

The provincial Energy Step Code was introduced early in the process, and as the direction of Step Code would help inform the actions regarding new buildings, stakeholders were invited to respond to a high level email discussion on the topic.

After the development of draft targets and actions, informed by best practices and the above input, stakeholders were invited to a stakeholder engagement in late fall to provide feedback and identify if any actions were missing.

The final engagement with the community was hosted online to provide feedback on the target as well as the actions related to energy use in buildings, transportation and other actions.

It should be noted, that in addition to gathering input from the public, extensive engagement was done with a variety of City departments to develop and build support for the Plan's actions.

Engagement Results

Imagine Kelowna 2016 to 2018

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.

Almost 4,000 residents provided input to the *Imagine Kelowna* process, and many of the goals that have been drafted from this input help achieve a low carbon community. The key draft directions from *Imagine Kelowna* that provided direction for the Community Climate Action Plan include:

- Principle: Connected
 - Goal: Embrace diverse transportation options to shift away from our car-centric culture
 - Goal: Create great public spaces that bring people together
- Principle: Smarter
 - Goal: Take action and be resilient in the face of climate change
 - Goal: Build healthy neighbourhoods that support a variety of households, income levels and life stages
- Principle: Responsible
 - Goal: Concentrate on growing vibrant urban centres
 - Goal: Strengthen the protection of our land, water and air resources
 - Goal: Protect agricultural land and promote sustainable farming
 - Goal: Preserve Okanagan Lake as a shared resource

For more information on the *Imagine Kelowna* process, visit imagine.kelowna.ca.

Imagine Kelowna On Point Discussions – November 16 and December 8, 2016

Two On Point Upside Down Town Halls were hosted as part of the *Imagine Kelowna* engagement specifically related to the Climate Action Plan input one on climate and one on transportation. A snap shot of the discussion of these two events are provided below. For more information on the On Point events visit imagine.kelowna.ca.

ON POINT ON CLIMATE CHANGE

136 participants gathered on November 16, 2016 to talk about the many ways the community can address the threat of a changing climate to life in the Okanagan.

Overall the sentiment from the evening was:
"We can individually make incremental adjustments, but we need our City to take the lead to initiate large-scale action on climate change."

At the event community members participated in an engagement activity that included a roundtable discussion. In addition to discussion how individuals could make behavior change to reduce greenhouse gas emissions, the discussion also focused on what the City could do to help the community reduce its emissions. Actions suggested were from five categories and included:

1. Energy
 - invest in alternative energy
 - building codes with green initiatives
 - incentives for businesses, residences, developers to improve energy efficiency
2. Transportation
 - increase parking costs / reduce parking
 - more bike paths / better bike lanes
 - improve transit (within city and the valley – public train?)
 - make Bernard a walk only street
3. Lifestyle
 - ban leaf blowers
 - rebates for sustainable purchases like rain barrels, solar, high efficiency appliances
 - home compost pickup / drop off

- encourage walkable communities
- 4. Policy
 - ban bottled water / plastic bags
 - protect farm land / create more green space
- 5. Other
 - more education and awareness
 - push developers to do more, i.e. more green space, alternative energy, community garden, implement car sharing at new developments.

ON POINT ON TRANSPORTATION

110 engaged community members gathered on December 8, 2016 to talk about transportation in the Okanagan, and focused on how to shift thinking 'beyond transportation', to how it can enable a vibrant city.

The overall theme heard during the evening was: *"Let's design our future with the pedestrian, cyclist, and transit-goer in mind."*

At the session participants discussed actions that the City or themselves could take to turn the theme of the evening into reality. Actions suggested were from four categories and included:

1. Biking and walking
 - increase dedicated bike / multi-use paths by allocating more resources in the annual budget and making active transportation a priority
2. Transit
 - improve transit systems by establishing consistent schedules and affordable rates
 - build an electric, fast train running up and down the valley along the old rail routes
3. City development
 - promote shopping for everyday needs in areas of high density so residents don't have to drive to shop
 - localizing work; continue to build on the concept of 5 town centres
 - introduce a car-free Bernard
 - increase traffic circles

4. Other
 - companies promote remote working opportunities
 - embrace autonomous vehicles
 - support carshare and car pool -- don't let companies charge OGO for the spots; incentives to encourage use
 - introduce a HIGH carbon tax
 - find better ways to connect UBCO/OUC students with local industry throughout their degree

Stakeholder Energy Step Code Discussion, September 2017

One of the main actions that can be taken to reduce emissions from new buildings is for a municipality to adopt the provincial Energy Step Code into its building bylaws. Several stakeholders were emailed a series of questions to gather their input on the new provincial energy step code. Responses were received from 5 organizations including the Canadian Housing and Mortgage Corporation (CMHC), Urban Development Institute (UDI), Canadian Home Builders Association (CHBA), BC Housing, and Nido Design.

Participants commented on a variety of questions related to building more efficiently including:

1. *Projects that organizations have been involved in built above the energy efficiency requirements of the current BC Building Code:*
 - Several builders in the community have already been building beyond the base BC Building Code.
 - Almost all affordable housing projects that have received funding from both CMHC and BC Housing are built above BC Building Code
 - CMHC's Affordable Rental Innovation Fund program requires eligible BC projects demonstrate a minimum 10% energy performance improvement on the BC Building Code
 - CMHC's Rental Construction Financing Initiative requires eligible projects must

achieve a minimum 15% decrease in energy use and GHG emissions relative to the 2015 National Energy Code for Buildings

2. *Challenges to building more efficiently:*

- Taking the time and money to design projects well early in the process.
- Designers and builders unfamiliar with a building envelope first approach.
- Convincing municipalities to allow for features that help achieve high performance designs (e.g. thicker walls, buildings without balconies, lower window to wall ratio).
- How to convince home builders and developers to build more energy efficiently.
- Perceived assumptions that green must cost more
- Many consumers wish to have higher aesthetic standards as opposed to spending the same dollars on improved sustainability
- Energy efficiency is often examined in isolation without considering other benefits it brings, such as trade-off opportunities (e.g. smaller and less expensive HVAC systems) and better indoor environmental quality.

3. *Anticipated challenges for Energy Step Code:*

- Finding qualified contractors especially in more remote regions.
- Some builders and designers are ideologically opposed to the idea of more compact forms or different ways of putting together building envelope.
- All purchasers get higher cost of ownership – more expensive for new homes due to energy efficiency, therefore older home prices go up.
- Recent building code updates have already increased costs by \$15,000 to \$20,000.
- The additional benefit with each improvement in the code gets smaller for every dollar.

- More opportunity for community energy efficiency for less money in the existing home market.
- Not enough research to see what the cost effects will be to both builders and home buyers.

4. *Anticipated opportunities for Energy Step Code:*

- Designers and builders consider the building envelope first, improve quality control
- It allows Kelowna to build towards Net Zero Housing, making our City more sustainable!
- The tiers provide municipalities with the flexibility to require or incentivize the steps that make most sense to its regional context and goals.
- For builders, the learning curve to adapt to the Step Code will be less steep than other programs (LEED, Built Green, etc.).
- Opportunities for builders who do wish to adopt early to achieve a competitive advantage over those who wait for legislation to require such.
- Given that its being promoted as a voluntary, flexibility in creating best practices to achieve the varying levels of the step code, without any impractical methods being mandated.

5. *Suggested actions City could take to encourage/require more efficient building*

- Train staff so that they recognize more novel solutions to energy savings.
- Work with other organizations to sponsor industry training opportunities in your municipality.
- Require at least the lower levels of the step code for all buildings and upper levels for incentives and rezoning.
- Build some city-owned projects to the new standards.
- Engage the general public to raise awareness of energy efficiency, improve their understanding of the total cost of

owning and operating a home and achieve market acceptance.

- Identify projects to research on the additional tangible benefits of energy efficiency.
- Require energy labeling on new builds and major renovations if they can be supplied locally at a reasonable cost. This could be offset, initially, with reduced permitting fees to get uptake to a point of critical mass.
- Add density bonus provisions to promote higher efficiencies. There needs to be an offset to the perceived cost of these measures.

6. *Training and education needed to prepare for Step Code implementation:*

- Building envelope design for designers
- Hands-on building envelope detailing classes for builders and trades.
- House-as-a-system training to improve the knowledge that energy efficiency also provides greater comfort, better indoor environmental quality and long-term cost-savings.
- Training for Energy Advisors to improve access to CEAs.
- Built Green equivalent for builders and a Developer Specific one for Developers.

7. *Additional Comments:*

- Focus on readily available technology and materials to help reduce the incremental costs
- Promoting waste reducing methodologies such as prefabricated panelization of construction, and/or PPVC
<https://www.bca.gov.sg/BuildableDesign/pvc.html>)

**Stakeholder Workshop,
November 30, 2017**

Fourteen people representing 13 organizations attended a stakeholder workshop on November 30, 2017 to discuss the draft target and actions. Fourteen people representing thirteen organizations attended including:

- Canadian Mortgage and Housing Corporation
- Canadian Home Builders Association
- Urban Development Institute
- Canadian Mortgage and Housing Corporation (CMHC)
- Total Home Solutions
- UBC Okanagan
- Interior Health
- Okanagan College
- Nido Design
- Flip Side Sustainability
- Okanagan Basin Water Board
- Ogo Car share
- Urban Systems

Feedback was provided on each of the actions categories (the way we get around, the energy we use in buildings, planning our community, other actions). Participants had the opportunity to provide feedback on the existing draft actions as well as to provide suggestions for new actions. For those new actions, the comments were then either linked to existing actions or summarized as a new suggestion. Participating organizations also provided feedback where they felt their organization could help support an action.

Input on the Way We Get Around

1. Action concerns

Action #	Comment
General	Actions don't address population growth of the community
T2	<p>Pedestrian and Bicycle Master Plan Capital Projects - if they need to put in bike lanes as part of the development, then their costs increase which increase the costs to the consumers.</p> <ul style="list-style-type: none"> • Need more bike lanes. Every road that is built should have a bike lane. • Instead of sidewalks have wider multi-use pathways. (This also helps with aging in place.) • Integrated bike lanes, sidewalks and multi-use pathways
T3	<p>Kelowna Transit:</p> <ul style="list-style-type: none"> • shoe string system on a budget due to constraints. How can we help make the business case for transit? • Regional Transit Strategy to reduce traffic problems between Kelowna and West Kelowna • Transit rider growth targets • Business case for BC Transit. Strategic marketing. Marketing analysis of public transit. Responsibility to be fiscally smart. • City working with BC Transit to build business plan for transit expansion (new customers for transit, strategic marketing, etc.)
T4	<p>Electric Vehicle Strategy:</p> <ul style="list-style-type: none"> • Electrical vehicles are an end of the pipe solution. They don't promote modal shift, and the resulting problems are the same, e.g. congestion, need for road construction, and parking structures which are expensive. • Instead of electric vehicles, the transportation budget should align with the goals of the plan.... E.g. if there is a desire for active transportation and transit options, then the budget should reflect these priorities proportionally. • Planning for E plug in stations, e.g. in parking structures, multifamily and commercial structural parkades.
T5	Banning drive through is easier to gate keep and more effective than anti-idling bylaw.
T6	<p>Enhance TDM – several comments that the action is too vague. This action could include:</p> <ul style="list-style-type: none"> • Not subsidising parking by employers • Require key infrastructure in work places like showers (e.g. as the Province mandates all of their buildings to have). • Encourage carpooling (Carpool.ca not effective). Hamilton has a carpooling program for suburbs, very successful. Run through Facebook. City could replicate. • Encourage telecommuting or shared satellite work spaces. • Neighbourhood level surveys and direct engagement, e.g. as per the Smart Trips program that Green Step did for South Pandosy several years ago. With mode split targets for each neighbourhood. Surveys can help to understand what it would take for people to look at options. Neighbourhood level mode split targets plus Action Plan and direct engagement
T7	Anti-idling will be tough to enforce. Insignificant action, other measures will make more impact.
T10	Regional fuel tax - assess if it is effective to changing behavior. Demonstrate accountability and transparency with program (e.g. communicate out what projects are being supported, e.g. transit or active transportation), and the modal shift.
T10	Example of the carbon tax – revenue neutral – make a system that goes to tax credits for desired behavior and investments so it improves the business case (e.g. transit)
T11	Move bike share to actions to implement

2. Suggestions for new actions

Comment
Protect for an Okanagan alternative transportation corridor (e.g. LRT or maybe autonomous car share) vehicles that operate like mini buses between municipalities. Plan for Light Rail Transit (or alternative intercity corridor)
Autonomous vehicles: <ul style="list-style-type: none"> Plan and support emerging technologies - autonomous vehicles Support emerging technologies – driverless cars Combine driverless vehicle strategy with electric vehicle strategy (also look into rooftop solar to charge electric vehicles)
Active transportation infrastructure: <ul style="list-style-type: none"> Bike racks: secure places to lock bikes, more bike racks on buses, insufficient bike parking on Bernard, guidelines on bike racks, including on visibility (making sure there is a window that looks out on to them) and on quality snow clearing for bike lanes Ensuring sidewalks are not obstructed so that kids can cycle Electric bike and electric scooter charging stations (one person at the table had an issue with this).
Pilot project. Park & ride, or park & cycle, from Capital News car park into town.
Consult with stakeholders with perceived barriers so you can implement these actions.

3. Supporting the actions

Comment
UBCO: <ul style="list-style-type: none"> Can share the business case for green / rain garden stormwater management that was used as rationale for their onsite stormwater transit exchange plan. Have TDM planning in 2018-19 fiscal year as a proposal
Ogo Car Share Co-op (ongoing)
Urban Systems - driverless vehicle infrastructure design
CMHC – part of CHMC's affordable housing grants they have to be close to transit. Additionally, they must also have 10% reduction in GHG emissions compared to current building code. https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/affordable-rental-innovation-fund.cfm
Urban Matters - conduit relationships between organization and City
Team Construction is practicing "Lean Construction" – resulting in less trips for materials and site visits, which maximizes fuel consumptions and emissions.
Electric bikes – Wilden are currently selling electric bikes to residents at a low cost and might consider an electric bike co-op in the future.

Input on the Energy We Use in Buildings

1. Action concerns

Action #	Comment
General	Actions are 'tame' not bold. Need to be bolder.
B2	Retrofit strategy: <ul style="list-style-type: none"> very important but need incentives (e.g. FortisBC) or City tax incentive, or Micro-loans from City / bank partnership, or add to property taxes, Property transfer tax – energy assessment on existing homes Energy retrofit with low interest loan CMHC, savings on utility costs and increased value of home, payback of loan from savings on utility costs. Need to include thermal imaging with this for pre-2000 buildings Potentially, fire inspectors could do thermal imaging as part of their inspections?

	<ul style="list-style-type: none"> • Provide a guide for homeowners on retrofits (note: there can be issues in providing advice that is too general, as homes can be specific). (Note: FortisBC has an insulation and draft proofing guide on their website) • Could be a good opportunity for neighbourhood by neighbourhood approach on energy literacy. Perhaps include incentives like, free blower door tests, & invite the neighbours over too (Note: this has been shown to be effective in other communities / circumstances.) Could also include transportation. • Engaging community in DSM (Demand Side Management) measure awareness, energy efficiency for retrofit technology
B3	<p>Step Code Strategy:</p> <ul style="list-style-type: none"> • Challenge with net zero / efficient buildings is sourcing the materials (e.g. windows cannot be sourced locally) and qualified trades. • City needs to provide a clear timeline. A 1-year lead time for Step 1 to be made mandatory across the community to prepare EnerGuide assessors. A phased approach would make it easier. • City could offer reduced DCCs for green buildings / passive projects (e.g. Penticton OK College daycare received 50% off DCCs and now it is in their bylaw for passive projects, e.g. Lake Country has Building Permit rebates on higher performances) • Engaging community in DSM (Demand Side Management) measure awareness, energy efficiency in new builds (e.g. UBCO), as well as DSM retrofit technology

2. Suggestions for new actions

Comment
Need to also look at the GHG impact of material choices, e.g. Concrete holds the most GHG load typically in a building and there are ways to reduce it (e.g. recycled concrete or using ash products to lighten concrete without reducing its strength). Look also at other aspects of materials and their impacts e.g. VOCs in paint or carpets.
Report Card for Housing: <ul style="list-style-type: none"> • Energuide assessment required at sale of home (resale or new home) (note: not allowed under current legislation). Require real estate 'Energy Score' in listings and lenders to also require this for mortgage qualification.
Support post-secondary: <ul style="list-style-type: none"> • Support the Okanagan College's Passive House Program, through education and policy development • Support UBCO's Life Cycle Management Lab
Mortgage lenders should be required to include the energy costs per month in the spreadsheet for qualifying for a mortgage for all properties.
Guide to Home Retrofit with Fortis and City (mechanical and envelope with utility)

3. Supporting the actions

Comment
<p>Opportunities with Okanagan College and University of British Columbia:</p> <ul style="list-style-type: none"> • The Okanagan has an opportunity to be able to train trades (and engineers) who are specifically qualified to design and construct green buildings (so far not enough demand). We could have the vision to be the centre of this industry in the interior, but need the policy to go first to create the demand, the demand will follow and the college and university are ready to provide the appropriate classes and programs. • Partner with UBCO and Okanagan College for a Capstone project to prepare a business case for passive house standards, and how to better educate and integrate the Step Code and green building requirements into policy and normal practice • UBC-O could engage builders, developers', trades on their short term, 2-5 year DSM plan which looks at new technologies like wireless occupancy sensors to shut off HVAC in UBC-O buildings. Also, engaging students so they have education on these topics while in school including energy efficiency courses.

Comment
OBWB – OK Mainline Real Estate Board has Industry Funding that is often undersubscribed. OBWB could help facilitate a partnership for the real estate industry and the City to do a business case for the implementation of the Step Code / green buildings.
Urban Systems – help communicate actions to the public
CHBA – promote energy efficiency and green building to builders
UDI – communicate to members
CMHC: <ul style="list-style-type: none"> moving from net zero energy to net zero carbon and is promoting conservation measures first. Green home rebate - CMHC Green Home offers a premium refund of up to 25% to borrowers who either buy, build or renovate for energy efficiency using CMHC-insured financing

Input on Planning Our Community

1. Action concerns

Action #	Comment
LU1	Amend parking requirement: <ul style="list-style-type: none"> Parking requirement is key. Incentive programs for large employers Plan for the changes autonomous vehicles will bring, including the reduced need for parking. This trend should be reflected in reduced parking requirements through bylaw. There should be no parking requirements for development within a certain distance of transit (e.g. Oregon) Balance minimum and maximum parking requirements. Modernize parking regulations (and requirements for parking in new buildings) to align with fewer, smaller and autonomous car future Reduce parking minimums for rentals in town centres and transit corridors
LU2	Lifecycle costing in DCCs (i.e. Lakeshore bridge – end of life cycle paid for by DCCs) Developers are paying for City infrastructure through DCC program (note: there is an asset management program for maintenance).
LU4	Land planning with respect to urban densification should be integrated with transportation planning (note: this is the intent of this action)
LU5	City or neighbourhood get involved in building neighbourhood structured parkades, for car share and electric vehicles sharing between projects.

2. Suggestions for new actions

Comment
Increase density: <ul style="list-style-type: none"> Look at other planning options to increase density without radically changing character of neighbourhoods (e.g. RU7 an example of small scale multi-family developments on a single lot without consolidation). Relax height restrictions to encourage density, walkability, transit oriented growth. There is a “missing middle” with density. Not just high rise, or low density, but mid-density. If suburbs are going to have commercial, then they need to increase the density to multiple unit projects in order to make the commercial viable. Amenities to reduce driving trips in communities as economic development (e.g. no supermarket closer to Upper Mission than South Pandosy) Growth concentration around rail corridor and town centres to meet transit service goals Urban centre increase density verses village centres Innovate urban (non-suburban) options for family housing e.g. shared economy (Healthy Housing Strategy)
Work with neighbouring municipalities.

Comment
Planning for people aged 8-80.
Encouraging local amenities to reduce driving trips.

3. Supporting the actions

Comment
Interior Health can provide comments on actions.
CHBA - can promote healthy growth with all the Land Use Planning actions among its members.
OGO is decreasing parking demand

Input on Other Actions

1. Action concerns

Action #	Comment
O1	<p>Urban Forestry Strategy:</p> <ul style="list-style-type: none"> Weedy tree management needs to be part of an Urban Forestry Strategy (e.g. no Siberian elms or Tree of Heaven) Rather than require replacement trees on the exact same parcel as development, consider an Urban Tree Bank for the neighbourhood, for parks and public areas Use boulevards for the fullest possible tree and green area and remove barriers for putting trees in boulevards Use boulevards for tree canopy and flood mitigation to achieve targets
O4	Amend landscape regulations – need to also enforce landscape regulation
O5	Funding climate initiatives – clarify if public versus private. Can a community group participate for startup funding?
O11	<p>Education / outreach (a key action):</p> <ul style="list-style-type: none"> Could be posed as a challenge (e.g. Frances GHG's/capita is 30% of ours) required to educate citizens about the relative costs of various choices and impacts homeowner education on how to operate new technology, like heat pumps, can be necessary. Partner with OC and UBC on housing as a system to educate trades On point as example – community organization hosted instead of City results in shared accountability City should also link CCAP actions with climate change, e.g. through a blog on these issues. Regular communications may help people become more solution oriented. & make it personal. People can feel differently through shared opportunities. & there are huge opportunities with the tech sector. Educate cyclists & motorists so that we all take care of each other. more branding for Kelowna may help, for marketing and advertising. Table decided on: "Healthiest City in Canada." Branding – piggy back off of Healthy City Strategy people need to be able to see with growth in population, what could the City look like? What future would they like? If people can visualize what it can look like, it might help. E.g. compare smoky sprawling city with one with excellent public transit Using shared stories and experiences to bring people to a common place Cyclist and motorist education so we all take care of each other, understand rules of the road Cyclist training There should be regular columns in local papers on this subject. City can be thought leaders on this. (e.g. City used to have a regular Living Greener story) Education of the local media. Getting these reporters into the room.

	<ul style="list-style-type: none"> Failure in communication is that we are thinking macro scale. Often it comes back to communicating community values. Gives example of using Community Energy Explorer with Delta to help folks imagine what the future can look like. Paint a vivid picture of what things will look like. How can we manage growth & maintain quality of life? (note: UBC Climate Futures Lab – shows Delta) in 2005 some people made videos on “the two tomorrows”. Perhaps by Okanagan Partnership. On You Tube (https://www.youtube.com/watch?v=qcKoQeCWs38)
W1	<p>Waste reduction:</p> <ul style="list-style-type: none"> Green compost pickup regionally. (e.g. Chilliwack has a composting program) (note: draft Regional Waste Reduction Plan already refers to investigating options for this). Waste reduction (in absolute terms. Not just diversion)

2. Suggestions for new actions

Comment
Combine climate mitigation and adaptation plans. Integrate mitigation and adaption actions – synergy with combined plans. Further Ensure Adaptation Plan is integrated across departments
<p>Local Food:</p> <ul style="list-style-type: none"> Need Community greenhouses and more community gardens. Promotion and more incentives for community gardens in multifamily projects and parks. More opportunities to have food production on public land Promote edible landscaping and community gardens.
<p>Renewable energy:</p> <ul style="list-style-type: none"> Push Fortis to partner for district energy Promote District Energy solutions, e.g. around the WWTF and the college / KSS. (College uses some now). Solar and district energy partnerships Solar incentives Establish better incentives for self-generating power (e.g. solar, home biogas (\$1,000 for a mini-biogas digester for compost can provide enough gas to power fireplace, stoves or BBQ). And work with Fortis to remove barriers to sell self-generated power back to the grid. Fortis needs to promote net metering for solar and encourage and make it easy for residents Incentivize more local, municipal and homeowner renewable energy production (e.g. Nelson Solar Garden) Investigate a community solar farm. Promote choosing Renewable Natural Gas as a choice for users in order to increase the demand for it.
Integrate natural capital into the plan. Natural Capital considerations (e.g. Gibsons)
Paradigm shift required – generational shifts
APEGBC – Engineers and Geoscientists Climate Change Mitigation Paper and Information Portal
Incentivize rainwater capture barrels for homes and businesses

3. Supporting the actions

Comment
UBCO – Capstone project for the business case to Green Your Infrastructure Bylaw, including stormwater standards, e.g. boulevards as rain gardens and stormwater sinks instead of curb and gutter to storm drain. Use the flooding specter of the cost of pumping out multiple stormwater systems each time the lake gets too high to accommodate the flow in the spring as an example.
<p>Action O11 – Education support:</p> <ul style="list-style-type: none"> UBC-O could help by engaging with students, e.g. through Capstone. Accelerate Okanagan could engage the tech sector (although they were not present, this was mentioned)

Comment
<ul style="list-style-type: none"> • CHBA could help with education • Interior Health Could help with education • CMHC has some indicators that could help.

GHG Target Input

1. Thoughts on 2023 target

Comment
<p>General:</p> <ul style="list-style-type: none"> • Shy away from trying to change individual behaviour • take some risks to help encourage behaviour shifts (need infrastructure in place). Chicken versus egg question – behaviour change and infrastructure investments. Need to encourage and incentivize behaviour change <p>4% reduction seems tame, not bold. Some think it is realistic. Other's think it is "kicking the can down the road". Per capita targets are impressive. Some are unsure on what target should be while others think bolder moves needed.</p> <p>Communicate:</p> <ul style="list-style-type: none"> • Need for frame conversation in the positive, package the message positively to be the vision of a green City, sustainable and focus on that people don't have to give up their vision for quality of life, but that it can improve / will improve their quality of life. Focus on the gains, e.g. savings in time, money, and overall quality of life. (e.g. Vancouver closed a lane on Burrard Bridge for bikes, framed it as a positive for the City). • Empower people, educate, let them know it IS manageable, possible. Compare to other countries that are doing things already. Address a basic lack of understanding of what is required and involved • – Leaders need to keep the conversation on the agenda, normalize it as the 'Way we do Business', as a foundation of our OCP, not a part of it

2. Thoughts on 2033 target

Comment
Participants can send public engagement open house info out to their networks.

3. Thoughts on 2050 target

Comment
Be bold
Work on longer actions, even if unpopular

Input on Ambitious Actions

1. Action concerns

Action #	Comment
AA1	<p>Endorse Step Code early:</p> <ul style="list-style-type: none"> • City to set dates for Step Code implementation • Pilot project with a developer to help prove business case for Step Code (local examples) and work with UBC researchers • CHBA has hired an evaluator to show cost for different levels of Step Code locally (3 home types for each step) • Require high levels of Step Code for rezoning and variances (e.g. height, setbacks etc.)
AA4	Transportation pricing strategies:

	<ul style="list-style-type: none"> • Mobility Pricing needed – e.g. parking costs, bridge toll, congestion charges. The example used can be when the provincial government removed the bridge toll and auto trips went up 20+% in a month. • Toll the bridge
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2. Suggestions for new actions

Comment
Resiliency – community platform (i.e. sustainability committee)
Need to make the plan resilient enough to withstand political cycles. E.g. an ongoing climate action committee.
Need to leverage the local climate events. Recent, real, & significant impacts (UBCO used this to help them). And to ensure that actions reflect what community members are telling you. Lots of work to gather this input. & don't focus too much on the naysayers, but look at the critical mass.

3. Supporting the actions

Comment
A ₁ (Step Code) <ul style="list-style-type: none"> • UBC could do a pilot with a more energy efficient development to prove out the business case for higher steps and/or UBC-O could provide a Step Code test case with some of its development. • CHBA have hired a building estimator to look at costs. Using local data. Should be done in a few weeks, and they will make it available. Case study examples can help with Step Code too.
A ₄ (Transportation Pricing Strategies) could do a UBCO/College / City – Capstone project and focus on how it will improve Quality of Life, not so scientific.

Next Steps

Comment
Public engagement: <ul style="list-style-type: none"> • invite people to go to community engagement for positive reinforcement and use networks • Host a focus group with the “nay sayers” to find out their main issue and their core values • Include <i>Imagine Kelowna</i> input for public engagement • People at the meeting to come out to the public engagement session to provide positive feedback.

**Online Engagement,
getinvolved.kelowna.ca
February 6 – 22, 2018**

The online discussion through Get Involved was made available from February 6 to February 22, 2018. Citizen opinions were gathered relating to some of the new actions for transportation, buildings and the proposed GHG targets.

The Get Involved project page was promoted through many channels including: City of Kelowna Website, Facebook and Twitter. There were a total 440 unique visits to the project page, 38 engaged visitors, 137 informed visitors and 359 aware visitors.

Survey respondents were asked the following four open ended questions:

1. Have you completed any retrofits on your home? Did you receive any rebates or incentives to help encourage you to do them? What barriers have you encountered to making your home more energy efficient?
2. What are your thoughts on the above proposed ideas to reduce emissions from vehicles?

3. What are your thoughts on the proposed targets?
 - "Reduce GHG emissions four per cent below 2007 levels by 2023 (equivalent to 27 per cent per capita reduction)"
 - "Reduce GHG emissions 80 per cent below 2007 levels by 2050 (equivalent to 90 per cent per capita reduction)"
4. Is there anything else on the list of proposed actions that you would like to discuss? Do you have any other action ideas that you would like us to consider?

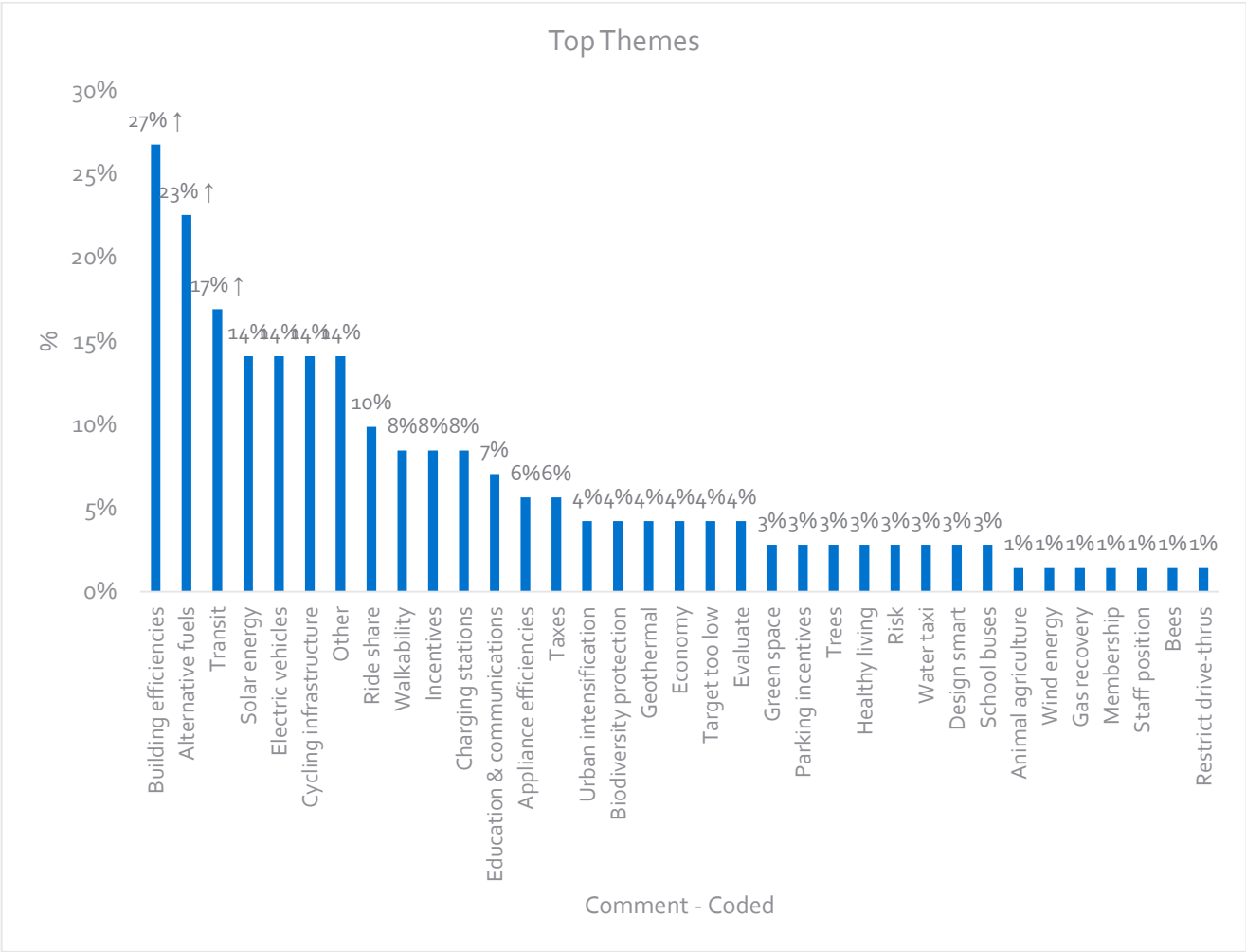
The 71 comments were analyzed through the survey tool word cloud and the top tags were created as categories. The three themes are listed in order of the frequency they were mentioned:

1. Building efficiencies
2. Alternative fuels
3. Transit



Many respondents commented about building efficiencies, and the upgrades citizens had made to make their home more energy efficient. The second most common theme was regarding using alternative fuels to reduce emissions. The third common theme suggested ideas around transit

and how this mode of transportation can be improved for the future.



Appendix 6: Implementation Best Practices

A summary of some of the best practice examples of climate action implementation from around the province are outlined in table below.

Table 16: Climate action implementation best practice examples

Climate action category	Details
Buildings – new	City & District of North Vancouver, and District of West Vancouver – were among the first communities in BC to pass measures to require steps of the BC Energy Step Code. The 3 municipalities require Step 3 for Part 9 homes, Step 2 for Part 3 residential, and Step 1 for Part 3 commercial. The City of North Vancouver and District of West Vancouver allow small Part 9 homes to only meet Step 1.
	City of North Vancouver – created zones and guidelines for the Moodyville neighbourhood to reduce GHG emissions and energy consumption. Policies include requiring new buildings to achieve either the Passive House standard, 10 per cent better than NECB 2011 or 15 per cent better than ASHRAE 90.1-2010 standards, EnerGuide 86 or the most stringent step of the BC Energy Step Code. Part of the neighbourhood will be a pilot area for Passive House construction and renewable energy technologies.
	City of Campbell River and Comox Valley Regional District – have passed incentives to encourage steps of the BC Energy Step Code for low density residential buildings. Campbell River has incentives for Steps 2-5, and Comox Valley for Steps 3-5. The highest rebate they both provide is a 100 per cent building permit fee rebate for Step 5.
Buildings – existing	City of Vancouver – has a policy in place to require EnerGuide assessments as a condition for receiving a building permit for renovations of certain types, in order to encourage home energy retrofits. The City of Victoria has received a legal opinion stating that communities governed by the Community Charter can also do this if they wish.
	City of Richmond – has a Building Energy Challenge which is a friendly competition for property managers in Richmond of commercial, institutional and multi-family buildings that aims to reduce energy use over a one-year period. In the first year, 12 organizations representing 75 buildings and nearly 5.6 million square feet participated. Site energy use decreased by 12% over the last baseline year and GHG emissions declined by 16%.
	City of Nelson – has helped hundreds of homes receive energy assessments and then pursue retrofits since the Nelson's EcoSave program was introduced in April 2012. Estimated savings are several thousand GJs of electricity, and a few hundred tonnes of GHGs per year.
Transportation	City of Vancouver – introduced requirements in 2009 for specific percentages of parking stalls in new residential and commercial buildings to be equipped with electric vehicle charging infrastructure. The percentages were as follows: 100 per cent for single family and attached, 20 per cent for multi unit residential buildings, and 10 per cent for commercial buildings. It is currently considering upgrading its requirements.
	City of Richmond – amended its Zoning Bylaw to require that all residential parking spaces in new buildings, excluding visitor parking, feature an adjacent electrical outlet capable of providing Level 2 electric vehicle charging.

Climate action category	Details
Transportation con't	City of Port Coquitlam – amended its Zoning Bylaw to require roughed-in electric vehicle charging infrastructure in the parking areas of all new buildings with residential dwellings. This means a 240V or 208V circuit breaker on an energized electrical panel connected by raceway to an outlet within 3 metres of the unit's required parking area. There are slightly different requirements for buildings with common parking areas.
	City of North Vancouver –launched the Safe and Active School Travel Program in 2013, in partnership with the North Vancouver School District with the goal of shifting to more sustainable modes of transportation when children travel to and from school. These efforts have resulted in significant increases in walking and cycling rates, and an average decrease in driving rates to school of 25%. One school showed an 80% increase in students walking to school.
Renewable energy	City of Vancouver, City of Victoria, District of Saanich – have all endorsed targets to source 100 per cent of the energy for their communities from renewables by 2050.
	District of Hudson's Hope – has recently installed 9 solar photovoltaic installations on its buildings, totalling over 500 kW, and supplying 50-100 per cent of the electrical needs of the buildings. These high profile installations have also encouraged the installation of other solar photovoltaic systems in the community, and other municipalities in the region are interested in following the District's lead.
	Village of Alert Bay – has recently installed 5 solar photovoltaic systems on its buildings, totalling 71 kW.
Water efficiency	City of Richmond - offers free high-efficiency replacements for existing water fixtures through its Efficient Water Fixtures Program. To date, the program has identified 472 additional energy saving opportunities, which in addition to water savings are projected to reduce GHG emissions by over 500 tonnes.
	Abbotsford, Mission, Richmond, City of Nanaimo, Township of Langley, New Westminster, Coquitlam, Vancouver, West Vancouver, and the City and District of North Vancouver - have all offered a water appliance rebate to encourage the purchase of water and energy efficient appliances. BC Hydro also provides an incentive and manages the administration of the program.
Other	City of Richmond – has had 31 businesses join the Climate Smart Program to date, 16 of which have completed emissions inventories and committed to annual progress, leading to a collective annual reduction of 800+ tonnes of GHG emissions reductions.

Schedule A: Letters of Support

March 27, 2018

Ms. Michelle Kam
Sustainability Coordinator
City of Kelowna
1435 Water Street
Kelowna, BC V1Y 1J4

Dear Ms. Kam,

RE: Letter of Support – 2018 Community Climate Action Plan

I am pleased to offer support to the City of Kelowna for its 2018 Community Climate Action Plan.

Interior Health is interested in local government initiatives that address climate change. As the climate changes, there are potentially negative impacts on human health through changes to the air quality, drinking water, and food sources. Local government planning and policy actions have a role to play in adapting to and mitigating climate change in their communities.

Transportation represents a high percentage of greenhouse gases (GHG) emitted within a community. This plan highlights that moving community members to low carbon transportation options such as biking, walking, and transit can potentially reduce GHG by a significant percentage. Active transportation impacts health by increasing physical activity and reducing the risk of obesity and the development of chronic diseases. Creating an environment where the healthy choice is the easiest choice will improve health, and contribute to the sustainability of our health care system.

The Climate Action Plan, in conjunction with the Official Community Plan, has the potential to beneficially impact the health and quality of life of current and future citizens of Kelowna.

Sincerely,



Sue Pollock, MSc, MD, FRCPC
Medical Health Officer

SP/ph



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ENERGY MANAGEMENT

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carol.suhan@fortisbc.com
www.fortisbc.com

Ms. Michelle Kam
Ms. Tracy Guidi
Sustainability Coordinator
Policy and Planning
City of Kelowna

Re: Support for City of Kelowna Community Climate Action Plan, Energy Section

Dear Michelle and Tracy:

FortisBC shares the City's goal of encouraging people to reduce natural gas and electricity consumption and greenhouse gas emissions.

To that end, we've financially supported and worked with the City of Kelowna's Policy and Planning Department over the last year to help develop the Energy Section of its Community Climate Action Plan. After closely reviewing several iterations of the Plan, we feel the recommendations are achievable and lay an important foundation to meeting these goals.

Many components of the Energy Plan recommend collaboration with FortisBC to further develop and enhance energy reduction programs for the Residential and Industrial, Commercial and Institutional sectors. We want to assure you that FortisBC fully supports this cooperative approach and will assist the City, its residents and commercial sector to achieve these reduction goals.

Sincerely,

Carol Suhan
Manager, Conservation and Energy Management

Dana Wong
Public Policy Manager



Our Kelowna as We Take Action: Community Climate Action Plan

June 25, 2018

The case for climate action



Purpose

- ▶ Determine emissions and energy use for:
 - ▶ Transportation
 - ▶ Buildings
 - ▶ Waste
- ▶ Identify actions to **mitigate** emissions (actions that will reduce emissions)
- ▶ Establish short and long term GHG reduction targets



Process



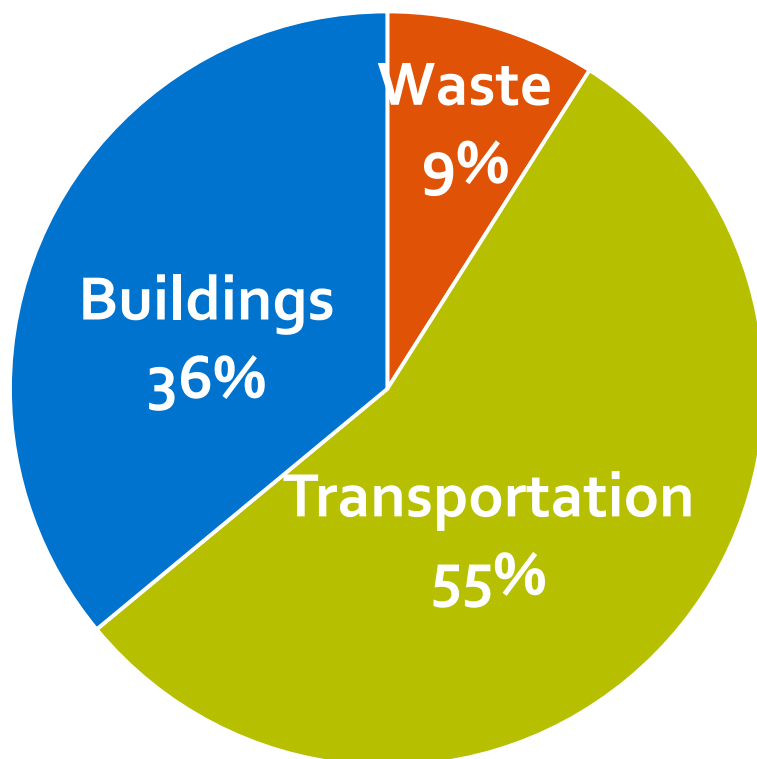
Engagement

- ▶ *Imagine Kelowna*
(2016 – 2018)
- ▶ *Imagine Kelowna On Point Discussions*
 - ▶ Climate Change (Nov, 2016)
 - ▶ Transportation (Dec, 2016)
- ▶ Stakeholder Discussion on Step Code
(Sep, 2017)
- ▶ Stakeholder Workshop
(Nov, 2017)
- ▶ Online Engagement
(Feb, 2018)



Where are we now?

2012 GHG Emissions



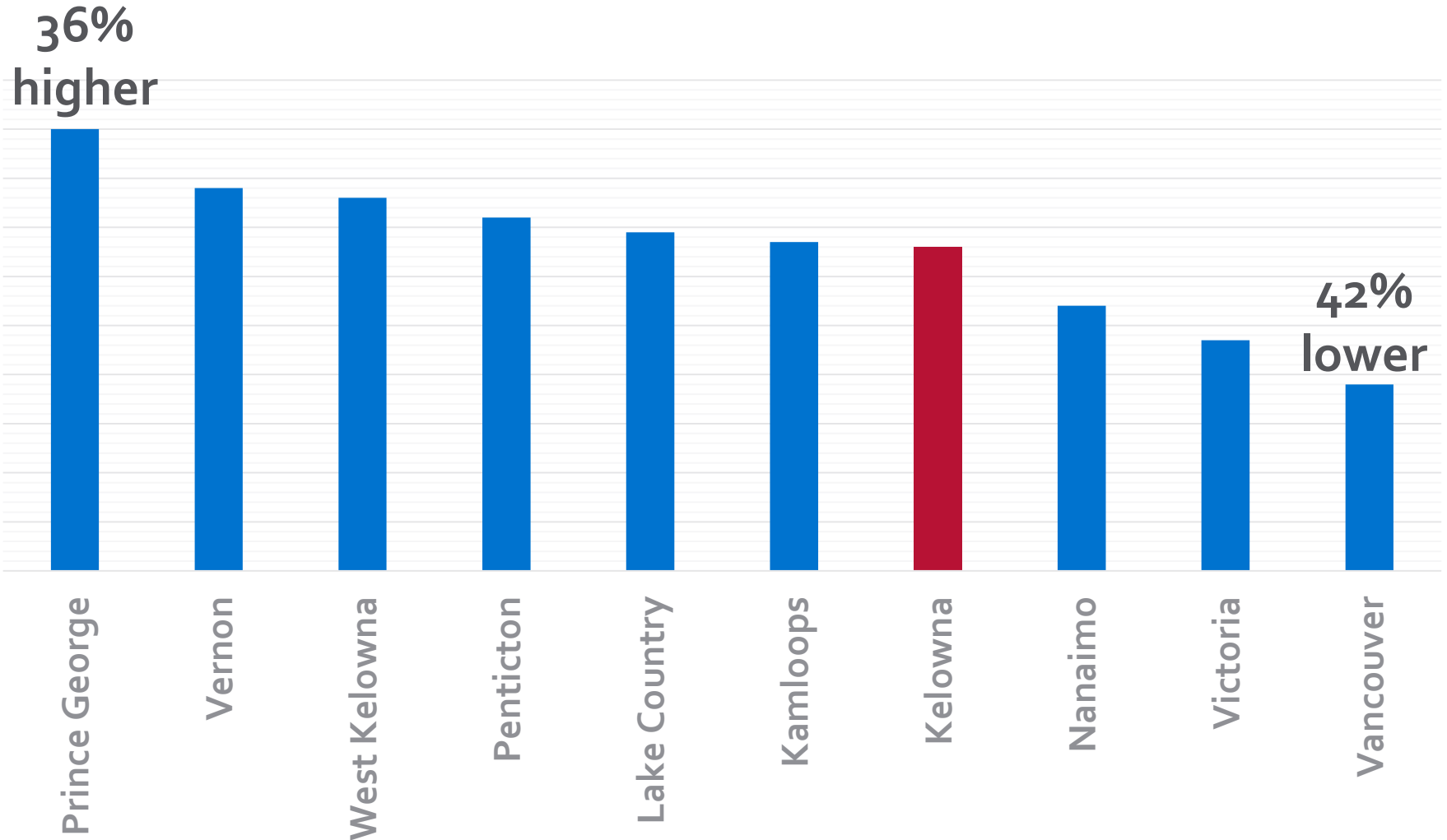
Community GHG Emissions

▶ 2007 = 665,234 tonnes

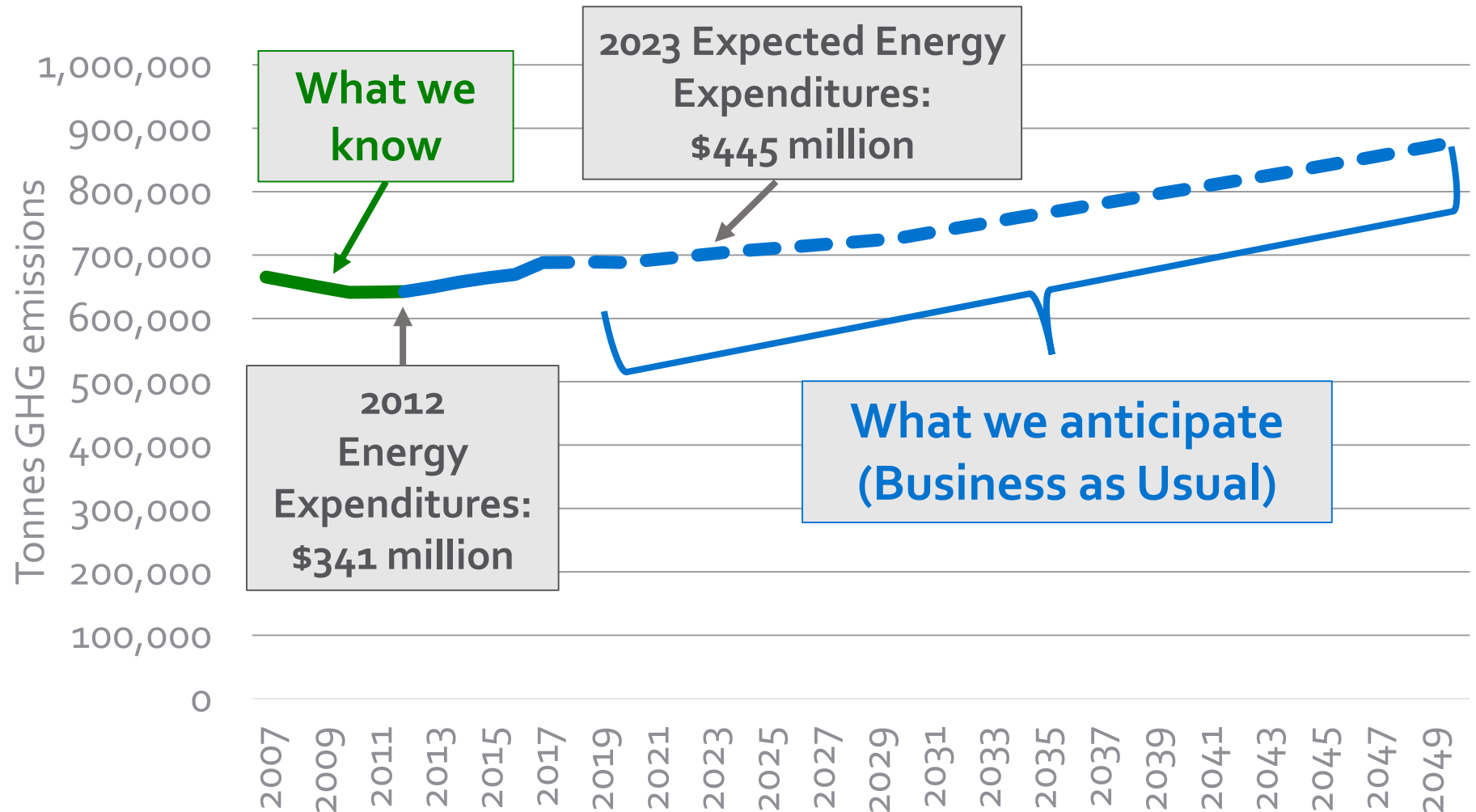
▶ 2012 = 642,262 tonnes

3.5% absolute reduction
(12% per capita reduction)

Comparisons across BC (2012)



Looking forward?



51 Actions

1. The Way We Get Around
2. The Energy We Use in Our Buildings
3. The Waste We Create
4. Encouraging Renewable Energy
5. Planning Our Community
6. Other



Benefits of Climate Action Plan

- ▶ Livable community
- ▶ Health benefits
- ▶ Protect land, water and air
- ▶ Reduce energy consumption
- ▶ Manage risks
- ▶ Leverage external sources of funding

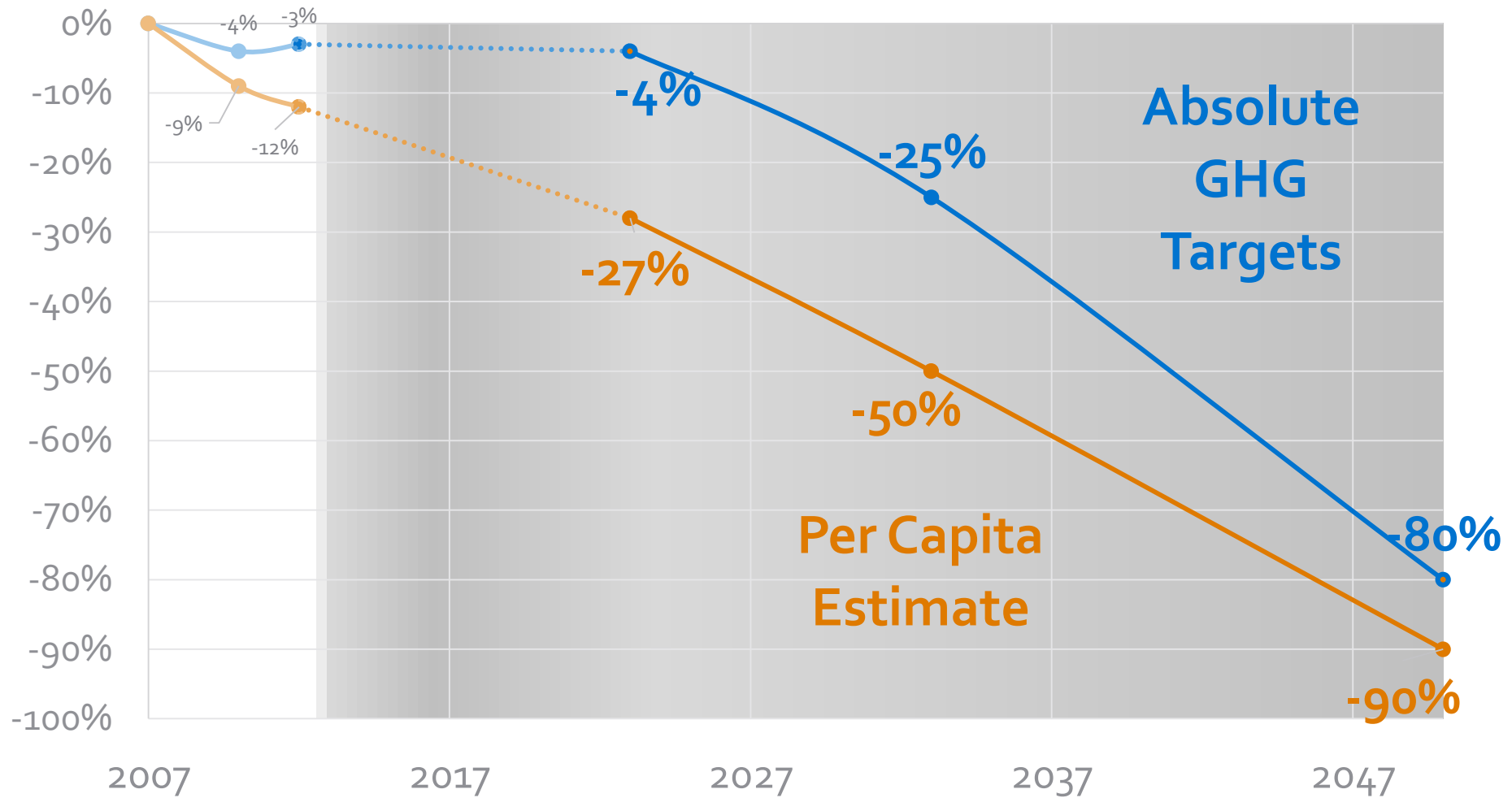
**\$34
million**

annual savings with Plan
compared to without Plan

Influences and Connections



Target



Target

Year	Absolute GHG Target	Target as a per capita estimate
	Below 2007 levels	
2023	4%	27%
2033	25%	50%
2050	80%	90%

The City of Kelowna will work towards these targets in partnership with: senior governments; local residents and businesses; NGOs; external agencies; and utility providers.

Target comparison

Community	2020 target	Other target	2050 target
<i>Kelowna Proposed</i>		<i>4% by 2023 (28% per capita) 25% by 2033 (50% per capita)</i>	<i>80%</i>
Regional District			80%
Penticton	5% (20% per capita)	10% by 2030 (35% per capita)	
New Westminster		15% by 2030	
Surrey	33%		80%
Abbotsford	20% per capita	45% per capita by 2040	
Dawson Creek	33%		85%
Kamloops	40%		
Victoria	33%		
Campbell River	25% (35% per capita)	35% by 2040 (55% per capita) 40% by 2060 (65% per capita)	40% by 2060 (65% per capita)

The City's Role

- ▶ Policies and programs for energy efficient residential and commercial buildings
- ▶ Prioritize growth in the urban core
- ▶ Alternative transportation investments
- ▶ Expansion of urban forest
- ▶ Demonstrate leadership in corporate initiatives



The Community's Role

- ▶ Behavior shift
 - ▶ Shift transportation habits
 - ▶ Conserve energy and utilize energy efficient technology
 - ▶ Embrace new technology
 - ▶ Support local
- ▶ Uptake of infrastructure and programs offered by the City and other senior government
- ▶ Business leadership
- ▶ Promote or educate on incentives or programs



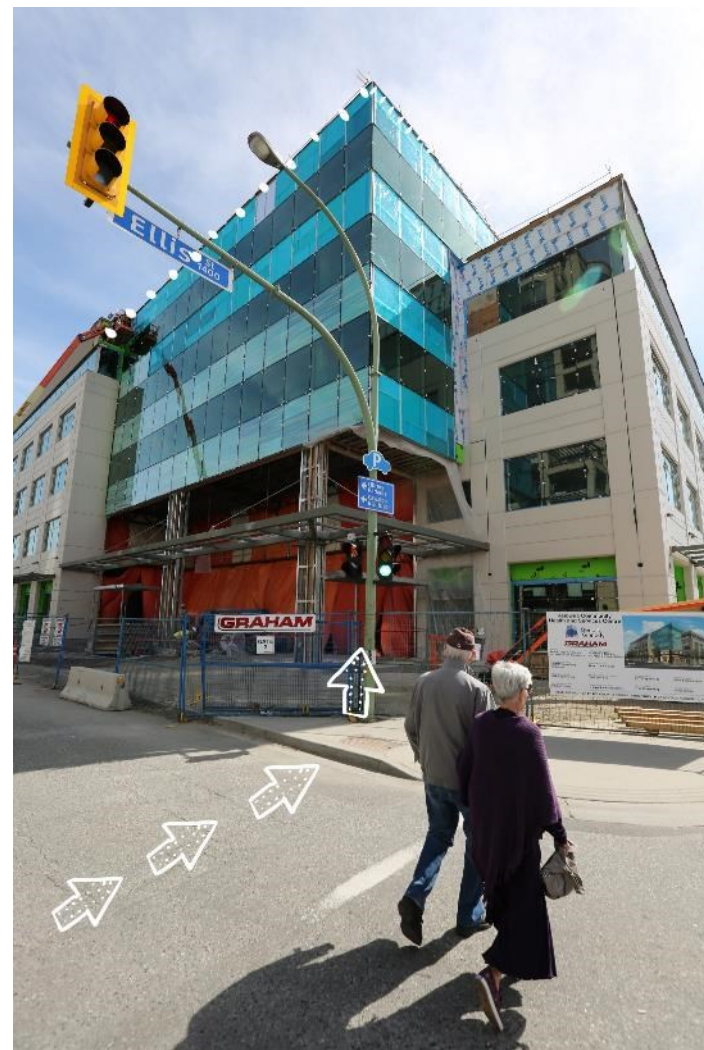
The Individual Role

*Example of how to reducing emissions
27% per capita (1.2 tonnes)*

▶ Reduce natural gas by 5%	0.20 tonnes
▶ Reduce vehicle km travelled by 5% (bike, walk, transit)	0.26 tonnes
▶ Reduce idling 3 minutes per day	0.08 tonnes
▶ Adopt fuel efficient driving techniques	0.26 tonnes
▶ Improve vehicle fuel efficiency 1 liters/100 km	0.50 tonnes
<hr/>	
TOTAL	1.30 tonnes

Next steps

- ▶ Implementation of actions
 - ▶ In progress or ongoing
 - ▶ 0-2 years
 - ▶ 3-5 years
- ▶ Monitoring and evaluation
- ▶ Revisit the plan every 5 years



We've proven Kelowna can do this



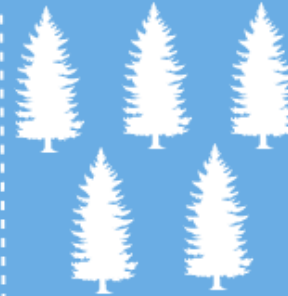
Average household natural gas use declined 8% between 2011 & 2015



Average household electricity use declined 10% between 2011 & 2015



20% of sensitive ecosystem land is permanently protected



3,000 trees planted have been planted on private property through Neighbourwoods since 2010.

3.5% decrease in GHG emissions between 2007 & 2012



In 2017, 40% of new residential units were built in the Urban Core.



In 2016, 14% of residents walked, cycled or took transit to work.



In the Central Okanagan, there are over five million transit trips annually!

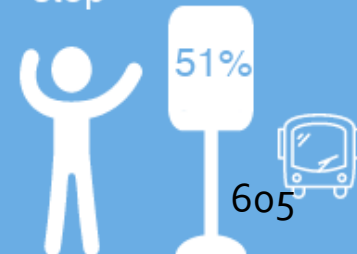
Providing transportation options

280 kilometres of bike lanes



412 kilometres of sidewalks

51% of residents live within 400 metres of a transit stop



Funding provided
in part by:



QUESTIONS?

