

# City of Kelowna

## Regular Council Meeting

### AGENDA



Monday, April 11, 2022  
1:30 pm  
Council Chamber  
City Hall, 1435 Water Street

#### Pages

#### 1. Call to Order

I would like to acknowledge that we are gathered today on the traditional, ancestral, unceded territory of the syilx/Okanagan people.

This Meeting is open to the public and all representations to Council form part of the public record. A live audio-video feed is being broadcast and recorded on kelowna.ca.

#### 2. Confirmation of Minutes

4 - 9

PM Meeting - April 4, 2022

#### 3. Development Application Reports & Related Bylaws

##### 3.1. Reid Rd 3223-3257 - FH21-0004 - Partap Singh Shergill and Satvinder Kaur Shergill

10 - 42

To support an application to the Agricultural Land Commission for a Non-Adhering Residential Use Permit application to allow Temporary Farm Worker Housing to accommodate 18 seasonal workers on the subject property.

##### 3.2. Bertram St 1319, 1325, 1329 - Z21-0022 (BL12348) - Bertram - Mission Group Rentals Ltd., Inc No BC1268483

43 - 66

To rezone the subject properties from the RM5 - Medium Density Multiple Housing zone to the C7r - Central Business Commercial (Residential Rental Tenure Only) zone to facilitate a multiple dwelling housing development.

##### 3.3. Clement Ave 1089-1095 - Z20-0070 (BL12140) - Rescindment of Bylaw Readings

67 - 68

To rescind all three readings given to Rezoning Bylaw No. 12140 and direct Staff to close the file.

##### 3.4. Clement Ave 1089 1095 - BL12140 (Z20-0070) - Karambir Singh Kler and Amarjit Kaur Kler

69 - 69

To rescind first, second and third reading of Bylaw No. 12140.

**3.5. Richter St 1875 - BL12289 (Z21-0055) - 1243978 BC Ltd., Inc. No. BC1243978** 70 - 70

To amend at third reading and adopt Bylaw No. 12289 in order to rezone the subject property from the RU6 – Two Dwelling Housing zone to the RM3r – Low Density Multiple Housing (Residential Rental Tenure Only) zone.

**3.6. Richter St 1875 - DP21-0119 - 1243978 BC LTD., Inc. No. BC1243978** 71 - 111

To issue a Development Permit for the form and character of an 18-unit multiple dwelling rental housing development.

#### **4. Bylaws for Adoption (Development Related)**

**4.1. Barnaby Rd 664 - BL12302 (Z21-0065) - Leith Campbell Pedersen and Theresa Pedersen** 112 - 112

To adopt Bylaw No. 12302 in order to rezone the subject property from the RR1 - Rural Residential 1 zone to the RR1c - Rural Residential 1 with Carriage House zone.

**4.2. Knowles Rd 549 - BL12324 (Z21-0104) - Neil J. Roe & Lyndsay C. Roe** 113 - 113

To adopt Bylaw No. 12324 in order to rezone the subject property from the RU1 - Large Lot Housing zone to the RU2 - Medium Lot Housing Zone.

#### **5. Non-Development Reports & Related Bylaws**

**5.1. Community Safety Plan** 114 - 189

To present Council with the Community Safety Plan for endorsement.

**5.2. 2022 Strengthening Communities Services' Program Grant Application** 190 - 192

To approve staff to apply to the 2022 Strengthening Communities' Services Program for the evolution of the Kelowna Outdoor Sheltering Strategy.

**5.3. City of Kelowna New Zoning Bylaw - Consultation Results** 193 - 225

To provide Council with the results of the public engagement and stakeholder consultation efforts in relation to the new Zoning Bylaw.

**5.4. North End Plan - Phase 2 Update** 226 - 272

To receive an update on the North End Plan process, including a summary of public engagement, the draft Vision and Objectives and next steps for the planning process.

**5.5. Amendment No. 1 to the Five Year Financial Plan 2021-2025** 273 - 280

To amend the Five Year Financial Plan (2021-2025) as required by the Community Charter to include the authorized transfers and amendments which occurred in the 2021 year.



<b>5.6.</b>	<b>BL12335 - Amendment No. 1 to the Five Year Financial Plan 2021-2025</b>	<b>281 - 282</b>
	To give Bylaw No. 12335 first, second and third reading.	
<b>5.7.</b>	<b>2022 Tax Distribution</b>	<b>283 - 302</b>
	To establish tax class ratios that will be used in the preparation of the 2022 tax rates.	
<b>5.8.</b>	<b>BIA-DKA Council Report Bylaw 11645</b>	<b>303 - 324</b>
	To authorize the 2022 levy on Class 5 light industry and Class 6 business/other properties located within the Kelowna Downtown Business Improvement Area.	
<b>5.9.</b>	<b>BIA-URBA Council Report Bylaw 11504</b>	<b>325 - 340</b>
	To authorize the 2022 levy on Class 5 light industry and Class 6 business/other properties located within the Uptown Rutland Business Improvement Area.	
<b>5.10.</b>	<b>Amendment to Council Remuneration and Expense Bylaw</b>	<b>341 - 343</b>
	To amend benefit provisions in Council Remuneration and Expense Bylaw No. 7547.	
<b>5.11.</b>	<b>BL12352 - Amendment No. 11 to Council Remuneration Bylaw No. 7547</b>	<b>344 - 344</b>
	To give Bylaw No. 12352 first, second and third reading.	

**6. Mayor and Councillor Items**

**7. Termination**



## City of Kelowna Regular Council Meeting Minutes

Date: Monday, April 4, 2022  
 Location: Council Chamber  
 City Hall, 1435 Water Street

Members Present Deputy Mayor Gail Given, Councillors Maxine DeHart, Ryan Donn, Brad Sieben\*, Luke Stack and Loyal Wooldridge

Members participating Remotely Councillors Charlie Hodge and Mohini Singh

Members Absent Mayor Colin Basran

Staff Present Acting City Manager, Stu Leatherdale; Deputy City Clerk, Laura Bentley, Community & Neighbourhood Services Manager, Mariko Siggers\*; Development Planning Department Manager, Terry Barton\*; Planner, Jason Issler\*; Planner, Kim Brunet\*; Planner, Andrew Ferguson\*; Infrastructure Delivery Department Manager, Brian Beach\*

Staff participating Remotely Legislative Coordinator (Confidential), Arlene McClelland

Guest Ellen Boelcke\*, Civic & Community Awards Steering Committee Chair

(\* Denotes partial attendance)

### 1. Call to Order

Deputy Mayor Given called the meeting to order at 1:34 p.m.

I would like to acknowledge that we are gathered today on the traditional, ancestral, unceded territory of the syilx/Okanagan people.

As an open meeting, a live audio-video feed is being broadcast and recorded on kelowna.ca.

### 2. Confirmation of Minutes

Moved By Councillor Wooldridge/Seconded By Councillor Hodge

R0222/22/04/04 THAT the Minutes of the Regular Meetings of March 21, 2022 be confirmed as circulated.

Carried

### 3. Committee Reports

#### 3.1 47th Annual Civic Awards Finalist Announcement

Staff:

- Thanked members of the Civic Awards Committee and volunteers involved in the process.
- Spoke to the changes to this year's format.
- Introduced the presentation and Ellen Boelcke, Civic & Community Awards Steering Committee Chair.

Ellen Boelcke, Civic & Community Awards Steering Committee Chair

- Displayed a PowerPoint Presentation.
- Identified the Civic & Community Award finalists in each category.

Moved By Councillor Wooldridge/Seconded By Councillor Donn

**R0223/22/04/04** THAT Council receives, for information, the report from Active Living & Culture, dated April 4<sup>th</sup>, 2022, that announces the finalists for the 47<sup>th</sup> Annual Civic & Community Awards.

Carried

### 4. Development Application Reports & Related Bylaws

#### 4.1 Wardlaw Ave 640 - Z21-0077 (BL12345) - Innascore Developments Inc., No. BC1161787

Staff:

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

Moved By Councillor DeHart/Seconded By Councillor Stack

**R0224/22/04/04** THAT Rezoning Application No. Z21-0077 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot 26 District Lot 14 ODYD Plan 3249, located at 640 Wardlaw Avenue, Kelowna, BC from the RU6 – Two Dwelling Housing zone to the RM3 – Low Density Multiple Housing zone, be considered by Council;

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 Development Planning Department dated April 4, 2022;

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

#### 4.2 Nickel Rd 285-287 - Z21-0089 (BL12346) - CHHAT Holdings Ltd, Inc. No. BC1267993

Staff:

- Displayed a PowerPoint Presentation summarizing the application.

Moved By Councillor Wooldridge/Seconded By Councillor Donn

**R0225/22/04/04** THAT Rezoning Application No. Z21-0089 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of Lot A Section 27 Township 26 Osoyoos Division Yale District Plan 12644, located at 285-287 Nickel Road, Kelowna, BC from

the RU6 – Two Dwelling Housing zone to the RM3 – Low Density Multiple Housing zone, be considered by Council;

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 Development Planning Department dated April 4, 2022;

AND THAT final adoption of the Rezoning Bylaw be considered subsequent to the approval of the Ministry of Transportation and Infrastructure;

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

Carried

**4.3 Supplemental Report - Clement Avenue 631, 647, 657 and 677 - Z21-0066 (BL12336) - Madison Avenue Clement GP Inc.**

Moved By Councillor Stack/Seconded By Councillor DeHart

R0226/22/04/04 THAT Council receives, for information, the report from the Office of the City Clerk dated April 4, 2022 with respect to Zoning Bylaw No. 12336;

AND THAT Rezoning Bylaw No.12336 be forwarded for further reading consideration.

Carried

**4.4 Clement Ave 631, 647, 657 and 677 - BL12336 (Z21-0066) - Madison Avenue Clement GP Inc**

Moved By Councillor Wooldridge/Seconded By Councillor Donn

R0227/22/04/04 THAT Bylaw No. 12336 be read a first, second and third time.

Carried

**4.5 Supplemental Report - Nathan Rd 766 - Z21-0091(BL12337) - Donya J. Epp**

Moved By Councillor Wooldridge/Seconded By Councillor Sieben

R0228/22/04/04 THAT Council receives, for information, the report from the Office of the City Clerk dated April 4, 2022 with respect to Zoning Bylaw No. 12337;

AND THAT Rezoning Bylaw No.12337 be forwarded for further reading consideration.

Carried

**4.6 Nathan Rd 766 - BL12337 (Z21-0091) - Donya J. Epp**

Moved By Councillor Wooldridge/Seconded By Councillor Donn

R0229/22/04/04 THAT Bylaw No. 12337 be read a first, second and third time.

Carried



#### 4.7 Hwy 97 N 2339-2397 - DP22-0017 - Dilworth Shopping Centre Ltd., Inc. No. 319846

Staff:

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

Moved By Councillor Donn/Seconded By Councillor Hodge

**R0230/22/04/04** THAT Council authorizes the issuance of Development Permit No. DP22-0017 for Lot A District Lots 126 and 532 ODYD Plan 40108, located at 2339-2397 Highway 97 N, 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 this Development Permit is valid for two (2) years from the date of Council approval, with no opportunity to extend.

**Carried**

Councillor Wooldridge - Opposed

#### 5. Bylaws for Adoption (Development Related)

##### 5.1 Knowles Rd 472 - BL12266 (Z21-0026) - Vision Excavating Ltd., Inc. No. BCo707315

Moved By Councillor Donn/Seconded By Councillor Wooldridge

**R0231/22/04/04** THAT Bylaw No. 12226 be adopted.

**Carried**

#### 6. Non-Development Reports & Related Bylaws

##### 6.1 2022 Infrastructure Delivery Spring Update

Staff:

- Displayed a PowerPoint Presentation providing an update on the current capital construction projects.
- Spoke to the current environment for bids and tenders.
- Outlined the 2022 project highlights for transportation, utilities and parks.
- Responded to questions from Council.

Moved By Councillor Stack/Seconded By Councillor Singh

**R0232/22/04/04** THAT Council receives for information, the report from Infrastructure Delivery dated April 04, 2022, with respect to the 2022 Infrastructure Delivery Spring Update.

**Carried**

#### 7. Bylaws for Adoption (Non-Development Related)

##### 7.1 BL12343 - Sewer Connection Area Prioritization Bylaw

Moved By Councillor DeHart/Seconded By Councillor Sieben

R0233/22/04/04 THAT Bylaw No. 12343 be adopted.

Carried

**7.2 BL12334 - Amendment No. 1 to the South Okanagan Mission Agricultural Water Establishment Bylaw No. 11745**

Moved By Councillor DeHart/Seconded By Councillor Stack

R0234/22/04/04 THAT Bylaw No. 12334 be adopted.

Carried

**7.3 BL12288 - Local Area Service South Okanagan Mission Agricultural Water Users Parcel Tax Bylaw**

Moved By Councillor Stack/Seconded By Councillor DeHart

R0235/22/04/04 THAT Bylaw No. 12288 be adopted.

Carried

**7.4 BL12327 - South East Kelowna Water Integration Local Area Service Parcel Tax Bylaw**

Staff:

- Commented on the previous utility bill charge in comparison to the Local Area Service Parcel Tax.

Moved By Councillor Sieben/Seconded By Councillor Stack

R0236/22/04/04 THAT Bylaw No. 12327 be adopted.

Carried

**8. Mayor and Councillor Items**

Councillor DeHart:

- Spoke to their attendance at the Kelowna Chamber Commerce Gala and congratulated all award recipients.

Councillor Wooldridge:

- Spoke to the HOPE Outreach Story of Hope Gala on Friday April 8, 2022 at the Laurel Packing House and encouraged citizens to attend and support the event.

Councillor Donn:

- Spoke to the Denim on the Diamond Community Music Festival returning this year.
- Made comment on the City's support for events and festivals.

Councillor Singh:

- Spoke to their attendance at the Chamber of Commerce Gala and commented on the first ever Indigenous business winner Moccasin Trails.

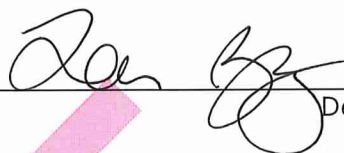
Councillor Sieben left the meeting at 3:00 p.m.

9. Termination

This meeting was declared terminated at 3:02 p.m.

\_\_\_\_\_  
Deputy Mayor Given

/acm

\_\_\_\_\_  


Deputy City Clerk

DRAFT

# REPORT TO COUNCIL



**Date:** April 11, 2022

**To:** Council

**From:** City Manager

**Department:** Development Planning Department

**Application:** A21-0011 / FH21-0004

**Owner:** Partap S. and Satvinder K. Shergill

**Address:** 3223-3257 Reid Rd

**Applicant:** Satvinder K. Shergill

**Subject:** Application to the ALC for Non-Adhering Residential Use Permit for Temporary Farm Worker Housing

**Existing OCP Designation:** R-AGR - Rural - Agricultural & Resource

**Existing Zone:** A1 - Agriculture

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## 1.0 Recommendation

THAT Agricultural Land Reserve Application No. A21-0011 for Lot B Section 15 Township 26 ODYD Plan KAP76792 located at 3223-3257 Reid Rd, Kelowna, BC for a Non-Adhering Residential Use Permit pursuant to Section 25 of the Agricultural Land Commission Act, be supported by Council;

AND THAT the Council directs Staff to forward the subject application to the Agricultural Land Commission for consideration;

AND THAT Council authorizes the issuance of Temporary Farm Working Housing Permit No. FH21-0004 for Lot B Section 15 Township 26 ODYD Plan KAP76792 located at 3223-3257 Reid Rd, Kelowna, BC subject to the following:

1. Approval by the Agricultural Land Commission of Non-Adhering Residential Use Permit Application A21-0011;
2. The dimensions and siting of the building to be constructed on the land in accordance with Schedule A;
3. Registration of a Section 219 Restrictive Covenant on the Title that states:
  - a. The dwellings will be used for temporary farm workers only;
  - b. The owner will remove the dwellings if the farm operation changes such that if they are not longer required;
  - c. The dwellings will only be used for farm workers for a maximum of ten (10) months of the year;



d. The maximum number of accommodations permitted on this farm unit within this City sector is 60 workers: and,

e. The temporary farm worker housing building footprint is a maximum of 0.3ha.

AND FURTHER THAT this Permit is valid for two (2) years from the date of Council approval, with no opportunity to extend.

## **2.0 Purpose**

To support an application to the Agricultural Land Commission for a Non-Adhering Residential Use Permit application to allow Temporary Farm Worker Housing to accommodate 18 seasonal workers on the subject property.

## **3.0 Development Planning**

Staff support the application for Temporary Farm Worker Housing (TFWH) for up to 18 seasonal agricultural workers on the subject property. The proposed farm worker accommodation meets the regulations of the Zoning Bylaw. The proposal is also consistent with the Ministry of Agriculture standards for temporary farm worker accommodation.

The proposed application complies with the City of Kelowna Official Community Plan (OCP) policies of TFWH requirements. Agriculture is the principal use on the parcel. The applicant has demonstrated that the scale of farm operations is large enough and necessary to accommodate farm employees whose residence on the farm property is considered critical to the overall operation of the farm. The proposed housing will be on non-permanent foundations which is the preferred solution where the need for farm worker housing is justified and is in an area of the property that minimizes the residential impact to agriculture.

## **4.0 Proposal**

### **4.1 Background**

The subject property is 14.3 acres (5.8 hectares) and located on Reid Road, at the intersection with East Kelowna Road. The subject parcel is used for cherry farming, while the applicants operate on a total of 51 acres of 5 neighbouring properties that produce apples and cherries. The subject property currently has two single-family dwellings. The applicant has indicated that they are both being rented out.

### **4.2 Project Description**

The application is to convert the existing farm building into temporary farm worker housing to accommodate 18 seasonal workers. The owners are seeking seasonal agricultural workers to help with the maintenance and planting on their 51 acres of orchard throughout five properites. The subject accessory building being converted is 102m<sup>2</sup> in size, and one storey in height. The applicant has indicated that the converted building will contain bedrooms, a kitchen and laundry facilities. The applicant has provided an Agrologist Report (Attachment B) that offers a positive recommendation that the amount of farming on the property requires seasonal agriculture workers.

### **4.3 Site Context**

The subject property lies within the Southeast Kelowna OCP Sector. The surrounding area is primarily agricultural land within the Agricultural Land Reserve.

Zoning and land uses adjacent to the property are as follows:

Orientation	Zoning	Land Use
North	A1 – Agriculture	Agriculture
East	A1 – Agriculture	Agriculture
South	A1 – Agriculture	Agriculture
West	A1 – Agriculture	Agriculture

**Subject Property Map:**



**5.0 Current Development Policies**

**5.1 Kelowna Official Community Plan (OCP)**

**Kelowna 2040 – Official Community Plan Policy Template**

<b>Objective 8.1 Protect and preserve agricultural land and its capability (Chapter 8: Rural Lands)</b>	
Policy 8.1.1. Protect Agricultural Land.	Retain the agricultural land base by supporting the ALR and by protecting agricultural lands from development. Ensure that the primary use of agricultural land is agriculture, regardless of parcel size.
Policy 8.1.9. Farm Help Housing.	As a first option, encourage farm help housing to be located within the Permanent Growth Boundary, providing access to amenities for workers. As a second option, accommodation for farm help on agricultural land on the same farm unit, where approved by the ALC, will be considered only when: <ul style="list-style-type: none"> <li>• Agriculture is the principal use on the parcel; and</li> </ul>

	<ul style="list-style-type: none"> <li>The applicant demonstrates that on-site housing for farm workers is necessary for the overall operation of the farm. The primary consideration is whether the scale of the farm operation is large enough that permanent help is deemed necessary.</li> </ul>
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## 6.0 Application Chronology

Date of Application Received: August 17, 2021

Date Public Consultation Completed: January 14, 2022

Agricultural Advisory Committee December 9, 2021

The above noted application was reviewed by the Agricultural Advisory Committee at the meeting held on December 9, 2021 and the following recommendations were passed:

THAT the Committee recommends that Council support the application for a nonadhering residential use permit.

**Report prepared by:** Graham Allison, Planner I

**Reviewed by:** Dean Strachan, Community Planning & Development Manager

**Reviewed by:** Terry Barton, Development Planning Department Manager

**Approved for Inclusion:** Ryan Smith, Divisional Director, Planning & Development Services

### Attachments:

Schedule A: Site Plan / Floor Plan

Attachment A: ALC Non-Adhering Residential Use Application

Attachment B: Development Engineering Memorandum

Attachment C: Agrologist Report

Attachment D: Draft Temporary Farm Working Housing Permit (FH21-0004)

# Provincial Agricultural Land Commission - Applicant Submission

**Application ID:** 63567  
**Application Status:** Under LG Review  
**Applicant:** Satvinder Shergill  
**Agent:** Satvinder Shergill  
**Local Government:** City of Kelowna  
**Local Government Date of Receipt:** 07/21/2021

<b>ATTACHMENT</b> A	
This forms part of application # FH21-0004	
Planner Initials	GA
 City of <b>Kelowna</b> DEVELOPMENT PLANNING	

**ALC Date of Receipt:** This application has not been submitted to ALC yet.

**Proposal Type:** Non-Adhering Residential Use - Additional Residence for Farm Use

**Proposal:** We are applying for the proposal in order to allow us to house our foreign farm workers. We need a large number of foreign workers since we have 5 properties that we farm (3 owned and 2 lease). A successful proposal will allow us to obtain the foreign workers we require and house them in a space that is cognizant of COVID-19 distancing requirements and that meets all WALI foreign worker housing requirements. We would like to note that we are not putting up any new building or structure - we are just renovating the inside of a previously built farm building such that it will be a safe, suitable foreign worker house that meets all BC requirements.

## Agent Information

**Agent:** Satvinder Shergill  
**Mailing Address:**  
3775 East Kelowna Road  
Kelowna, BC  
V1W 4H1  
Canada  
**Primary Phone:** (250) 801-1887  
**Email:** s\_shergill23@hotmail.ca

## Parcel Information

### Parcel(s) Under Application

- Ownership Type:** Fee Simple  
**Parcel Identifier:** 026-105-624  
**Legal Description:** LOT B SECTION 15 TOWNSHIP 26 OSOYOOS DIVISION YALE DISTRICT PLAN KAP76792  
**Parcel Area:** 5.8 ha  
**Civic Address:** 3223 Reid Road, Kelowna BC V1W4H1  
**Date of Purchase:** 04/16/2014  
**Farm Classification:** Yes  
**Owners**



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### Ownership or Interest in Other Lands Within This Community

1. **Ownership Type:** Fee Simple  
**Parcel Identifier:** 012-643-416  
**Owner with Parcel Interest:** Satvinder Shergill  
**Parcel Area:** 6.2 ha  
**Land Use Type:** Agricultural/Farm  
**Interest Type:** Full Ownership

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2. **Ownership Type:** Fee Simple  
**Parcel Identifier:** 010-359-231  
**Owner with Parcel Interest:** Satvinder Shergill  
**Parcel Area:** 3.9 ha  
**Land Use Type:** Agricultural/Farm  
**Interest Type:** Full Ownership

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3. **Ownership Type:** Fee Simple  
**Parcel Identifier:** 012-149-382  
**Owner with Parcel Interest:** Satvinder Shergill  
**Parcel Area:** 4.1 ha  
**Land Use Type:** Agricultural/Farm  
**Interest Type:** Unregistered Lease

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4. **Ownership Type:** Fee Simple  
**Parcel Identifier:** 023-710-012  
**Owner with Parcel Interest:** Satvinder Shergill  
**Parcel Area:** 5.2 ha  
**Land Use Type:** Agricultural/Farm  
**Interest Type:** Unregistered Lease

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### Current Use of Parcels Under Application

1. Quantify and describe in detail all agriculture that currently takes place on the parcel(s).  
*PID: 026-105-624: 93% cherry crop.*
2. Quantify and describe in detail all agricultural improvements made to the parcel(s).  
*Irrigation on 13.5 acres, Planted 13.5 acres*
3. Quantify and describe all non-agricultural uses that currently take place on the parcel(s).  
*Two residential houses - no other non-agricultural activity*

### Adjacent Land Uses

#### North

**Land Use Type:** Agricultural/Farm

**Specify Activity:** Cherry farm

## **East**

**Land Use Type:** Agricultural/Farm

**Specify Activity:** Cherry farm

## **South**

**Land Use Type:** Agricultural/Farm

**Specify Activity:** Cherry farm

## **West**

**Land Use Type:** Agricultural/Farm

**Specify Activity:** Cherry farm

## **Proposal**

### **1. What is the purpose of the proposal?**

*We are applying for the proposal in order to allow us to house our foreign farm workers. We need a large number of foreign workers since we have 5 properties that we farm (3 owned and 2 lease). A successful proposal will allow us to obtain the foreign workers we require and house them in a space that is cognizant of COVID-19 distancing requirements and that meets all WALI foreign worker housing requirements. We would like to note that we are not putting up any new building or structure - we are just renovating the inside of a previously built farm building such that it will be a safe, suitable foreign worker house that meets all BC requirements.*

### **2. Describe the necessity for an additional residence for farm use and how it will support agriculture in the short or long term.**

*We need the additional residence to house our workers for our cherry farms. The additional residence is exclusively for foreign workers. It will support our agriculture in the short and long term as we will be able to provide housing to the large number of foreign workers that we require to run our 5 owned and leased farms. The space will very clearly be made exclusively for foreign workers and will not be a rental property (built with multiple kitchens distanced from each other in the same space). The additional residence is necessary for our farming. This proposal preserves the agricultural land as we aren't putting up any new building.*

### **3. Describe the size, type and number, as well as occupancy of all residential structures currently located on the property.**

*There are two existing residential structures on the property.*

*One is a 3200 square foot residential home rental property - occupied by tenants.*

*The other is a 4400 square foot residential home rental property - occupied by tenants.*

### **4. What is the total floor area of the proposed additional residence in square metres?**

*102 m<sup>2</sup>*

### **5. Describe the rationale for the proposed location of the additional residence.**

*The rationale for the proposed location of the additional residence is that it is already a building previously built from when we acquired the property. The foundation is already there. There is also already septic to the building and it already contained a kitchen, bathroom, and 3 rooms. All we are doing is renovating the inside to meet the WALI foreign worker housing standards. We are adding extra kitchens so the foreign workers can cook with distancing standards and adding in an extra bathroom. No new structure or building of any kind is being built. The size, integrity, and continuity of the land as agriculture land will not be compromised in any way - in fact, it only supports the agriculture by allowing us to use a previously built building as residence to support our farming.*

**6. What is the total area of infrastructure necessary to support the additional residence?**

*Absolutely NO new infrastructure is required. There is already septic, driveway, parking, etc. Total area of infrastructure necessary to support the additional residence is zero (0).*

*All we are doing is renovating the structure to meet safe housing requirements.*

**7. Do you need to import any fill to construct the additional residence or infrastructure?**

*No*

**Applicant Attachments**

- Agent Agreement-Satvinder Shergill
- Proposal Sketch-63567
- Certificate of Title-026-105-624

**ALC Attachments**

None.

**Decisions**

None.

# CITY OF KELOWNA MEMORANDUM

**Date:** September 2, 2021  
**File No.:** A21-0011  
**To:** Land Use Planning Manager (WM)  
**From:** Development Engineering Manager (RO)  
**Subject:** Reid Road 3223-3257                      Lot B Plan KAP76792                      ALC application

Development Engineering has the following comments at this point in time with regard to this application for Non-Adhering Residential Use – Renovation to Farm Building for New Residence for TFW housing

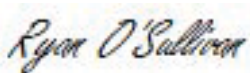
**Potential requirements are provided for information only and are subject to the policies in effect at the time when a formal building permit application is made by the owners.**

1. Domestic water and fire protection.

- a) Our records indicate that the subject property is provided with two 19mm domestic services. and one 50mm non-portable irrigation services.
- b) On-site servicing including the utilisation of existing or proposed services as well as fire protection will be reviewed by Building & Permitting.
- c) A Work Order Agreement is required with the property owner and the City to facilitate any service connection upgrades.
- d) Payment is to be made prior to issuance of a building permit.
- e) Meters with double check valve assemblies are required for all services.

2. Sanitary Sewer.

- a) This subject parcel is currently not within the City sewer service area. Sanitary sewage is presently handled by an on-site sewage disposal system.
- b) Existing and proposed on-site servicing upgrades will be reviewed by the Interior Health Authority and Building & Permitting.



Ryan O'Sullivan  
Development Engineering Manager  
JF

<b>ATTACHMENT</b>		<b>B</b>
This forms part of application		
# FH21-0004		
Planner Initials	GA	 City of <b>Kelowna</b> DEVELOPMENT PLANNING



# AGROLOGY REPORT

3257 Reid Road and adjoining properties, Kelowna, British Columbia

Prepared for:

Partap Singh Shergill  
3775 East Kelowna Road  
Kelowna, British Columbia

October 8<sup>th</sup>, 2021

Prepared by:

James Calissi,  
B.Sc., M.Sc., P.Ag.

Calissi Farms Inc.  
3810 East Kelowna Road  
Kelowna, BC  
V1W 4H2

<b>ATTACHMENT</b>		<b>C</b>
This forms part of application		
# FH21-0004		
Planner Initials	GA	 <b>City of Kelowna</b> DEVELOPMENT PLANNING

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## Scope

Partap Shergill has engaged Mr. James Calissi P.Ag of Calissi Farms Inc. to prepare a Professional Agrologist's Report to describe the agricultural operations in application for farm workers accommodations.

From this, Calissi Farms Inc. proposes to examine the soil characteristics and climate, agricultural capability of the land. An estimate of the number of workers required for the operations is included.

## Site Description:

The property is located along the lower bench of East Kelowna, in the city of Kelowna. The operations consist of 4 orchards:

3795 East Kelowna Road	8 Acres	Apples	Full production	Leased
	4 Acres	Cherries	25% of full production	Leased
3775 East Kelowna Road	15 Acres	Cherries	25% of full production	Owned
3913 East Kelowna Road	5 Acres	Cherries	Non-producing	Owned
	4 Acres	Apples	Full production	Owned
3257 Reid Road	<u>15 Acres</u>	Cherries	25% of full production	Owned
Total	51 Acres			

The operations consist of 51 acres of orchard. The later property located at 3257 Reid road is where the worker housing is located. It is important to note that 3795 East Kelowna Road, 3775 East Kelowna Road and 3257 Reid road are located side-by-side. 3913 East Kelowna road is ½ kilometer distance from the other three properties.

The lands are surrounded by orchards and vineyards. Apples and cherries are the predominant crops in the region, and have been for the past 100 years.

## Aerial Photograph of 3257 Reid Road



## Soils

The soils are predominantly classified as 100% Rutland Soils

### Rutland Soils

Rutland soils occupy significant areas throughout the Okanagan valley. Topography is usually level to gently sloping although some terrace scarps are extremely sloping.

The parent material of Rutland soils is a moderately coarse textured veneer between 10 and 25 cm thick, which overlies gravelly and stony, very coarse textured glaciofluvial deposits. Surface soil textures are dominantly sandy loam or loamy sand which subsurface and subsoil textures are sand or gravelly sand. Stones and cobbles are also common. Rutland soils are classified as Orthic Dark Brown. They are rapidly drained, rapidly pervious, have slow surface runoff and low water holding capacity.

The main agricultural limitation are gravelly and stoney textures, rapid permeability and low water holding capacity. Tree fruits and grapes are presently grown in most cultivated and irrigated areas.

## Climate

The climate for agriculture is considered class 5A due to aridity. The climate for agriculture with irrigation is considered class 1c, with 2,060 to 2,225 growing degree days above 5 degrees Celsius, this greater than 150 frost free days.

## Land Capacity for Sweet Cherry Production

There are adequate frost free days and heat units to produce long season sweet cherry cultivars such as Staccato and Sentential. Minimum winter temperatures are not an issue, since there is adequate air drainage.

Irrigation is required to produce a marketable crop. Micro-sprinkler technology has been used in the Okanagan for over 35 years and is well suited to cherry production.

## Estimate of Labour Requirements

The major labour requirement for this farm is cherry harvest labour. The cherry operations encompass 39 acres. Assuming 4 different varieties, the fruit would need to be harvested in a 3 week period. Assuming 20,000 lbs per acre of full production and the fact that one worker can harvest 500 to 1000 lbs of cherries per day.

$20,000 \text{ lbs} \times 39 \text{ acres} / 21 \text{ days} = 37,000 \text{ lbs per day}$

Therefore 37 to 72 workers would be required to harvest the cherry crop.

At this state of production, the orchards are at 25% production and 9 to 18 workers would be required in the 2022 season.

## Worker Housing

The worker housing under construction at 3257 Reid road is approximately 30 x 60 feet and repurposes an older existing structure. The building has been completely refurbished, including a large kitchen area and laundry. It has the capacity to house 18 workers. Transit is approximately one kilometer away.

Worker Housing at 3257 Reid Road



## References

1. Soils Map of the Okanagan and Similkameen Valleys. Map 82E.083 British Columbia Ministry of Environment.
2. Climate Capability for Agriculture. Kelowna. British Columbia Ministry of Environment.





# TEMPORARY FARM WORKER HOUSING PERMIT



## APPROVED ISSUANCE OF TEMPORARY FARM WORKER HOUSING PERMIT NO. FH21-0004

**Issued To:** Partap S. and Satvinder K. Shergill  
**Site Address:** 3223-3257 Reid Rd  
**Legal Description:** Lot B Section 15 Township 26 ODYD Plan KAP76792

**Zoning Classification:** A1 – Agriculture 1  
**Development Permit Area:** Temporary Farm Worker Housing



### SCOPE OF APPROVAL

This Permit applies to and only to those lands within the Municipality as described above, and any and all buildings, structures and other development thereon.

This Permit is issued subject to compliance with all of the Bylaws of the Municipality applicable thereto, except as specifically varied or supplemented by this Permit, noted in the Terms and Conditions below.

The issuance of a Permit limits the Permit Holder to be in strict compliance with regulations of the Zoning Bylaw and all other Bylaws unless specific Variances have been authorized by the Permit. No implied Variances from bylaw provisions shall be granted by virtue of drawing notations that are inconsistent with bylaw provisions and that may not have been identified as required Variances by the applicant or Municipal staff.

### 1. TERMS AND CONDITIONS

THAT Temporary Farm Worker Housing Permit No. FH20-0004 Lot B Section 15 Township 26 ODYD Plan KAP76792 located at 3223-3257 Reid Road, Kelowna, BC to allow the development of temporary farm worker housing be approved subject to the following:

- a) The dimensions and siting of the buildings and structures to be constructed on the land be in accordance with Schedule "A";
- b) Registration of a Section 219 Restrictive Covenant restricting the use of the temporary farm worker housing to accommodation for temporary farm workers only, to a maximum sixty (60) temporary farm workers, and to a maximum occupation of ten (10) months of the year;
- c) Registration of a Section 219 Restrictive Covenant on all parcels owned or leased by the farmer in the Southeast Kelowna OCP Sector restricting the total number of temporary farm worker housing to sixty (60) on those parcels; and
- d) Registration of a Section 219 Restrictive Covenant on the farm unit parcels prohibiting the parcels from being sold or otherwise transferred separately; and

AND THAT this Temporary Farm Worker Housing Permit is valid for two (2) years from the date of Council approval, with no opportunity to extend.



## 2. DEVELOPMENT

The land described herein shall be developed strictly in accordance with the terms and conditions and provisions of this Permit and any plans and specifications attached to this Permit that shall form a part hereof.

If the Permit Holder does not commence the development permitted by this Permit within two years of the date of this Permit, this Permit shall lapse.

**This Permit IS NOT a Building Permit.**

## 3. Indemnification

Upon commencement of the works authorized by this Permit the Developer covenants and agrees to save harmless and effectually indemnify the Municipality against:

- a) All actions and proceedings, costs, damages, expenses, claims, and demands whatsoever and by whomsoever brought, by reason of the Municipality said Permit.
- b) All costs, expenses, claims that may be incurred by the Municipality where the construction, engineering or other types of works as called for by the Permit results in damages to any property owned in whole or in part by the Municipality or which the Municipality by duty or custom is obliged, directly or indirectly in any way or to any degree, to construct, repair, or maintain.

#### 4. APPROVALS

Issued and approved by Council on the April 11<sup>th</sup>, 2022

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Terry Barton, Development Planning Department Manager

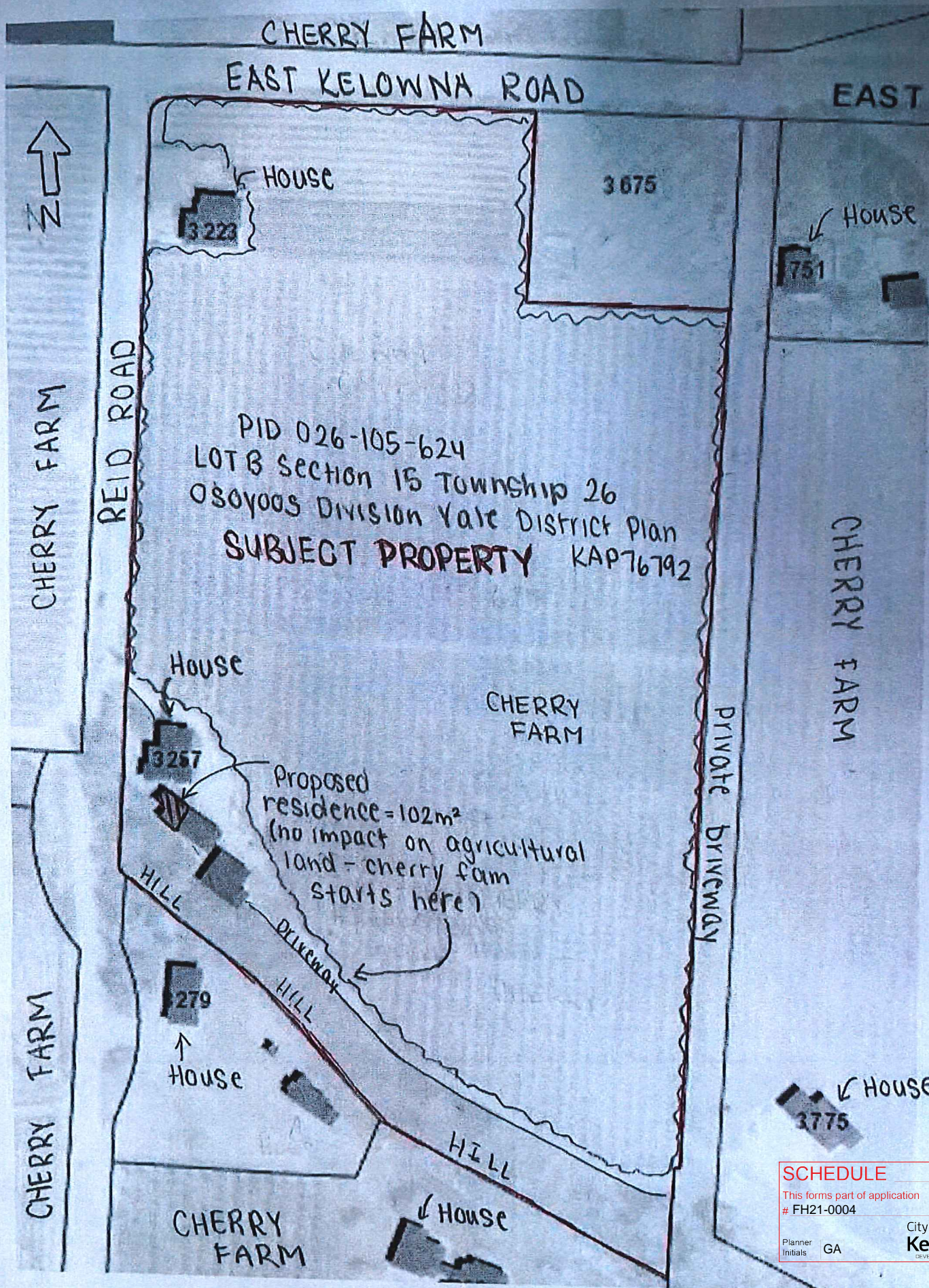
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Date

**The PERMIT HOLDER is the CURRENT LAND OWNER.  
Security shall ONLY be returned to the signatory of the  
Landscape Agreement or his or her designates**

DRAFT









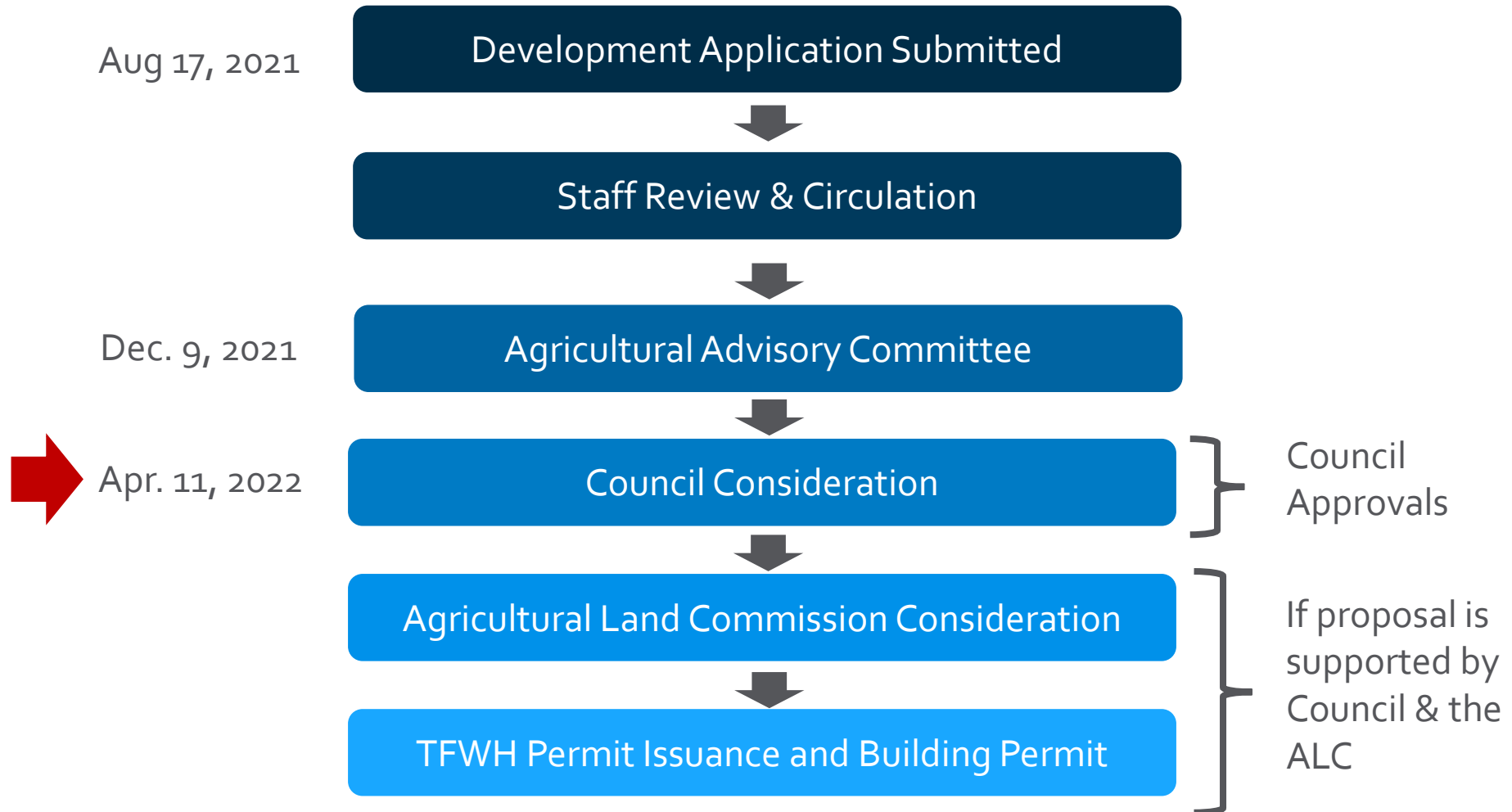
# FH21-0004 3223-3257 Reid Road

ALR Application for Non-Adhering Residential Use Permit

# Proposal

- ▶ To consider an application to the Agricultural Land Commission for a Non-Adhering Residential Use Permit application to allow Temporary Farm Worker Housing to accommodate 18 seasonal workers on the subject property

# Development Process

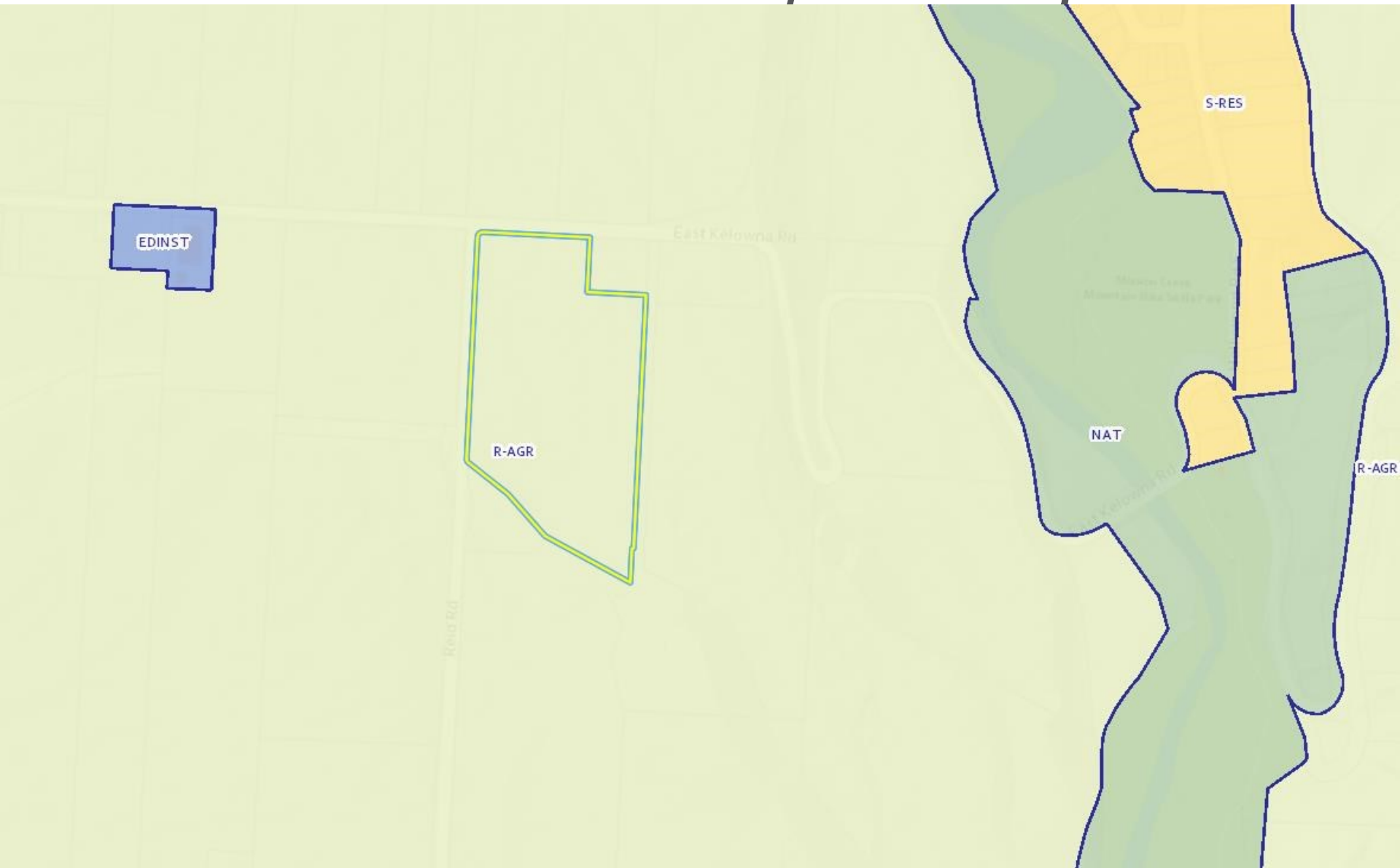




# Context Map

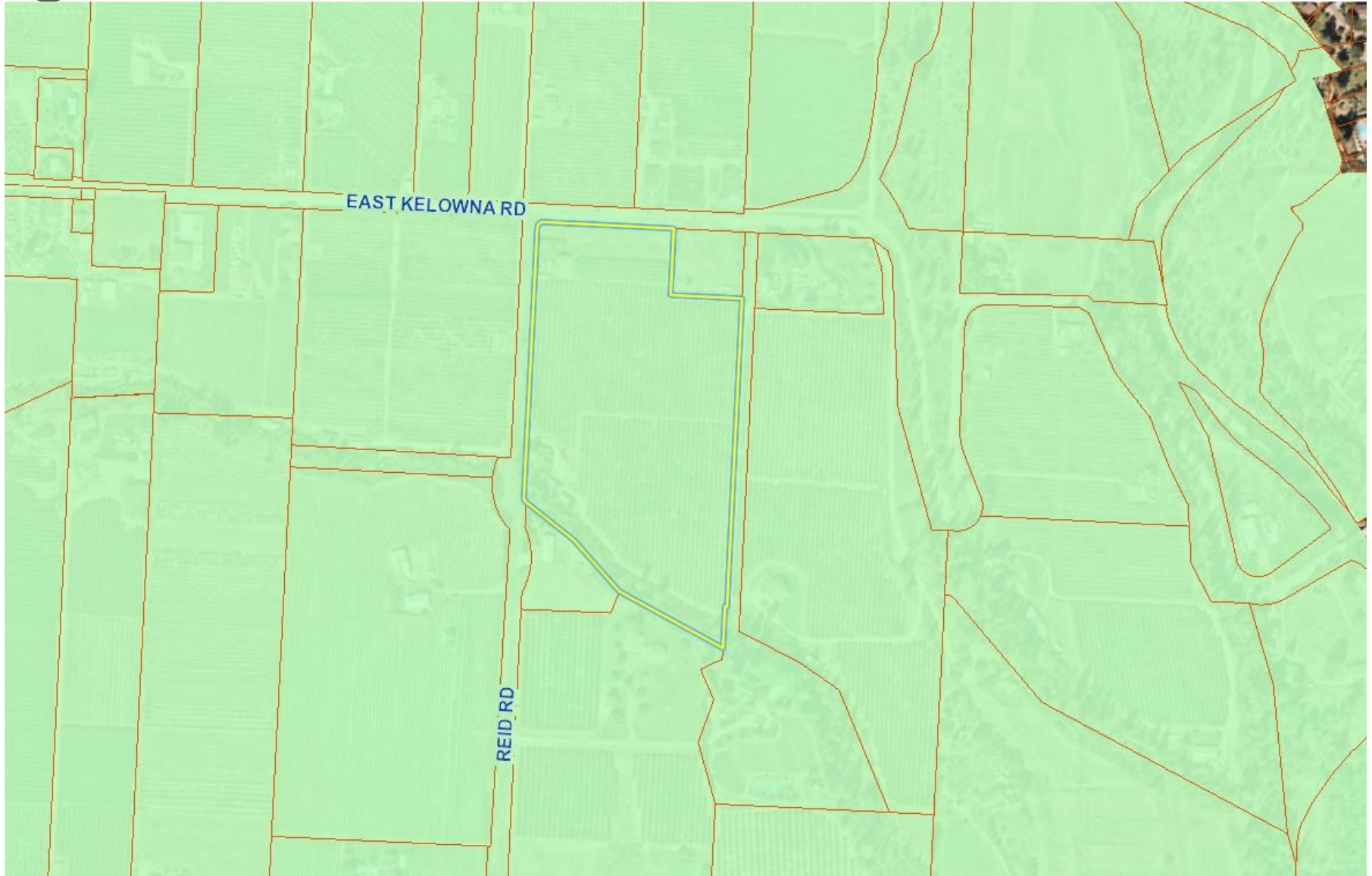


# OCP Future Land Use / Zoning





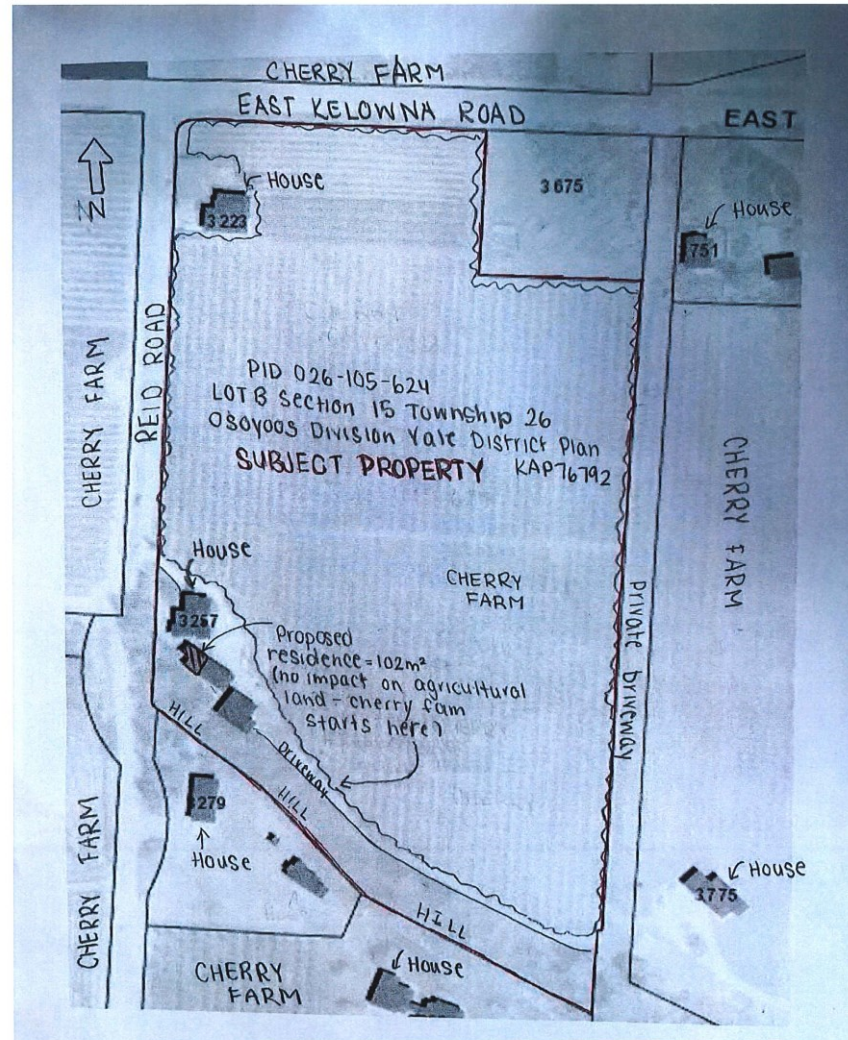
# Agricultural Land Reserve



# Project Details

- ▶ The applicant is seeking approvals to convert the existing accessory building into temporary farm worker housing
- ▶ The workers will help with maintenance of existing agriculture
- ▶ The building is 102m<sup>2</sup> in size and 1 storey in height

# Site Plan





# Site Photos



# Development Policy: Zoning Bylaw

Regulation	Meets
Minimum farm unit size: 3.8 ha	<input checked="" type="checkbox"/>
New TFWH structures must include a communal kitchen	<input checked="" type="checkbox"/>
Only occupied during growing, harvesting and pruning periods	<input checked="" type="checkbox"/>
Occupied no more than 10 months of a calendar year	<input checked="" type="checkbox"/>
Maximum TFWH footprint: 0.30 ha for maximum of 60 workers	<input checked="" type="checkbox"/>
Maximum temporary farm workers per city sector: 60	<input checked="" type="checkbox"/>



# Development Policy: OCP Policies & Permit Guidelines

Policy / Guideline	Meets
Agriculture is the principal use on the parcel	<input checked="" type="checkbox"/>
Scale of farm operation is large enough that permanent help is deemed necessary	<input checked="" type="checkbox"/>
TFWH on non-permanent foundations where the need for farm worker housing is justified	<input type="checkbox"/>
Building footprint within 50 m of the road or located to maximize agricultural potential and limit negative impacts on the farm parcel	<input checked="" type="checkbox"/>
Minimum 3 m wide vegetated buffer for screening to adjacent property lines and between TFWH and active farming	<input type="checkbox"/>

# AAC Recommendation

- ▶ Staff recommend **support** for the application for Temporary Farm Worker Housing (TFWH) for 18 seasonal agricultural workers on the subject property
  - ▶ Proposal meets the regulations of the Zoning Bylaw
  - ▶ Agriculture is the principal use on the parcel
  - ▶ Consistent with the Ministry of Agriculture standards for temporary farm worker accommodation



## *Conclusion of Staff Remarks*

# REPORT TO COUNCIL



**Date:** April 11, 2022

**To:** Council

**From:** City Manager

**Department:** Development Planning

**Application:** Z21-0022

**Owner:** BERTRAM - MISSION GROUP  
RENTALS LTD., INC.NO.  
BC1268483

**Address:** 1319 Bertram Street  
1325 Bertram Street  
1329 Bertram Street

**Applicant:** Mission Group

**Subject:** Rezoning Application

**Existing OCP Designation:** UC – Urban Centre

**Existing Zone:** RM5 – Medium Density Multiple Housing

**Proposed Zone:** C7r - Central Business Commercial (Residential Rental Tenure Only)

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## 1.0 Recommendation

THAT Rezoning Application No. Z21-0022 to amend the City of Kelowna Zoning Bylaw No. 8000 by changing the zoning classification of:

- LOT 15 DISTRICT LOT 139 OSOYOOS DIVISION YALE DISTRICT PLAN 2085, located at 1329 Bertram Street, Kelowna, BC;
- LOT 16 DISTRICT LOT 139 OSOYOOS DIVISION YALE DISTRICT PLAN 2085, located at 1325 Bertram Street, Kelowna, BC; and
- LOT 17 DISTRICT LOT 139 OSOYOOS DIVISION YALE DISTRICT PLAN 2085, located at 1319 Bertram Street, Kelowna, BC

from the RM5 – Medium Density Multiple Housing zone to the C7r - Central Business Commercial (Residential Rental Tenure Only) zone, be considered by Council;

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 Development Planning Department dated April 11, 2022;



AND THAT final adoption of the Rezoning Bylaw be considered subsequent to the approval of the Ministry of Transportation and Infrastructure;

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.

## 2.0 Purpose

To rezone the subject properties from the RM5 - Medium Density Multiple Housing zone to the C7r - Central Business Commercial (Residential Rental Tenure Only) zone to facilitate a multiple dwelling housing development.

## 3.0 Development Planning

Development Planning recommends support for the rezoning application. This application proposes a change from the RM5 – Medium Density Multiple Housing zone to the C7r – Central Business Commercial (Residential Rental Tenure Only) zone, which would ensure this multiple dwelling housing development remains as dedicated rental dwellings within the Downtown Urban Centre. Policies within Chapter 4 – Urban Centres of the 2040 Official Community Plan (OCP) support this rezoning application. This includes objectives to strengthen the Urban Centres as Kelowna's primary hubs of activity and to reinforce Downtown as the Urban Centre with the greatest diversity and intensity of uses in the City. Map 4.2 (Downtown Street Character) in the 2040 OCP specifies the east side of Bertram Street as a "Mixed Residential Street". The proposed C7r zone and use (multiple dwelling housing) is consistent with this vision. Further, the proposed development would benefit from the central and convenient location of the project, in close access to downtown shops, services and amenities.

With the Residential Rental Tenure Only subzone, this application aligns with key directions from the framework of the Healthy Housing Strategy, as well as the broader objectives in the Official Community Plan to support the creation of affordable and safe rental, non-market housing.

## 4.0 Proposal

### 4.1 Background

Previously existing single dwelling housing on the subject properties has been demolished, and the properties are currently vacant and will be consolidated.

### 4.2 Project Description

This application is to rezone the subject properties to the C7r - Central Business Commercial (Residential Rental Tenure Only) zone, which would facilitate a multiple dwelling housing development. The proposal consists of 137 studio, one and two-bedroom units.

Council consideration of a Form and Character Development Permit and Development Variance Permit would also be required.

### 4.3 Site Context

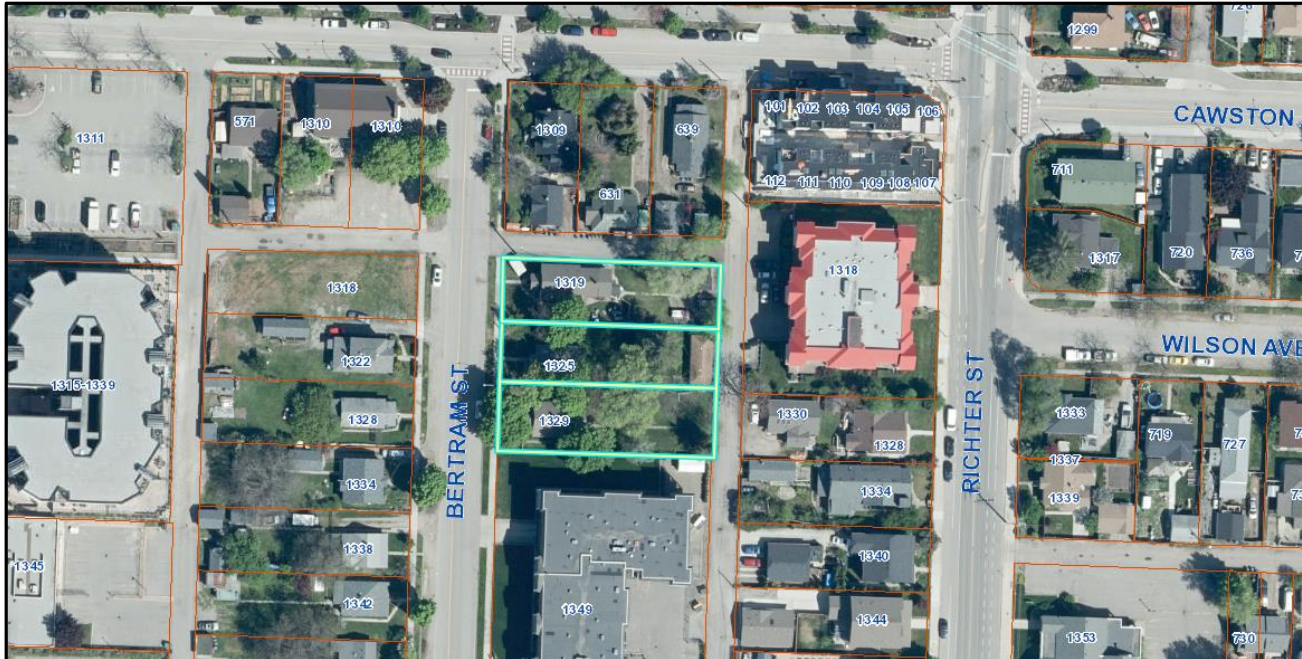
The subject properties are located on the east side of Bertram St, between Fuller Ave and Cawston Ave. They're located within the Downtown Urban Centre and have a Walk Score of 76, indicating they are very walkable.



Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU6 – Two Dwelling Housing	Single Dwelling Housing
East	RM5 – Medium Density Multiple Housing RU6 – Two Dwelling Housing	Multiple Dwelling Housing Two Dwelling Housing
South	RM5 – Medium Density Multiple Housing	Multiple Dwelling Housing
West	RU6 – Two Dwelling Housing	Single Dwelling Housing

**Subject Property Map: 1319, 1325 & 1329 Bertram Street**



## 5.0 Current Development Policies

### 5.1 Kelowna Official Community Plan (OCP)

Objective 4.1 Strengthen the Urban Centres as Kelowna's primary hubs of activity		
Policy Urban Hierarchy.	4.1.2. Centre	Focus the greatest intensity of uses and scale of development Downtown in recognition of its role as the largest Urban Centre. Scale development in other Urban Centres in accordance with Figure 4.1 and based on their anticipated context, supporting infrastructure and amenities.
		<i>The proposed C7r - Central Business Commercial (Residential Rental Tenure Only) zone is an appropriate zone for the scale of development envisioned within the Downtown Urban Centre.</i>
Objective 4.1 Strengthen the Urban Centres as Kelowna's primary hubs of activity		
Policy Density Residential Development.	4.1.6. High	Direct medium and high density residential development to Urban Centres to provide a greater mix of housing near employment and to maximize use of existing and new infrastructure, services and amenities.
		<i>The subject properties are located within the Downtown Urban Centre and will add to the housing mix.</i>

<b>Objective 4.12 Increase the diversity of housing types and tenures to create inclusive, affordable and complete Urban Centres</b>		
Policy	4.12.3.	Encourage a range of rental and ownership tenures that support a variety of households, income levels and life stages. Promote underrepresented forms of tenure, including but not limited to co-housing, fee-simple row housing, co-ops, and rent-to-own.  <i>The proposed C7r - Central Business Commercial (Residential Rental Tenure Only) supports the creation of affordable and safe rental, non-market housing.</i>
Diverse Housing Tenures.		

## 6.0 Technical Comments

### 6.1 Development Engineering Department

See Schedule A: City of Kelowna Memorandum

## 7.0 Application Chronology

Date of Application Accepted: March 17, 2021  
Date of Public Information Session: February 18-28, 2022  
Date Neighbourhood Notification Confirmed: March 3, 2022

**Report prepared by:** Kimberly Brunet, Planner II  
**Reviewed by:** Lydia Korolchuk, Urban Planning Manager  
**Reviewed by:** Dean Strachan, Community Planning & Development Manager  
**Approved for Inclusion:** Ryan Smith, Divisional Director, Planning & Development Services

### **Attachments:**

Schedule A: City of Kelowna Memorandum

Attachment A: Draft Site Plan



## CITY OF KELOWNA

# MEMORANDUM

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**Date:** March 7, 2022

**File No.:** Z21-0022 Rev 1

**To:** Planning and Development Officer (KB)

**From:** Development Engineering Manager (NC)

**Subject:** 1319, 1325, 1329 Bertram St. RM5 to C7r

---

The Development Engineering Branch has the following comments and requirements associated with this application to rezone the property from the RM5 zone to the C7r zone to facilitate a sixteen-story rental housing project.

### 1. GENERAL

- a. The following requirements are valid for two (2) years from the reference date of this memo, or until the application has been closed, whichever occurs first. The City of Kelowna reserves the rights to update/change some or all items in this memo once these time limits have been reached.
- b. This proposed development may require the installation of centralized mail delivery equipment. Please contact Arif Bhatia, Delivery Planning Officer, Canada Post Corporation, 530 Gaston Avenue, Kelowna, BC, V1Y 2K0, (250) 859-0198, arif.bhatia@canadapost.ca to obtain further information and to determine suitable location(s) within the development.
- c. There is a possibility of a high water table or surcharging of storm drains during major storm events. This should be considered in the design of the onsite system.
- d. The proposed Development triggers a Traffic Impact Assessment (TIA). Prior to initiation of the TIA, Terms of Reference (TOR) will not be required in exchange of design and construction contributions to the Bertram Cycle track.

### 2. DOMESTIC WATER AND FIRE PROTECTION

- a. The subject lots are located within the City of Kelowna water supply area. The existing lots are each serviced with a 13-mm diameter water service. Only one service will be permitted per legal lot. The Applicant, at their cost, will arrange for the removal of the existing services and the installation of one new larger metered water service.
- b. Connection of new water service to AC water main within Bertram St must adhere to WorkSafe BC approved procedures.
- c. The Developer's Consulting Engineer will determine the domestic and fire protection requirements of this proposed development and establish hydrant requirements and service needs. The bylaw requirement for this development is 150 L/s. If it is determined that upgrades to any existing water distribution system

must be made to achieve the required fire flows, additional bonding will be required.

- d. All fire flow calculations are to be shared with the Development Engineering Branch upon submittal of off-site civil engineering drawings.
- e. A Water meter is mandatory for this development and must be installed inside a building on the water service inlet as required by the City Plumbing Regulation and Water Regulation bylaws. The Developer or Building Contractor must purchase the meter from the City at the time of application for a building permit from the Inspection Services Department and prepare the meter setter at their cost.

### 3. **SANITARY SEWER SYSTEM**

- a. Our records indicate that the subject lots are currently each serviced with a 100-mm diameter sanitary sewer service off Bertram St. The Applicant's Consulting Mechanical Engineer will determine the requirements of the proposed development and establish the service needs.
- b. Only one service will be permitted, the applicant will arrange for the removal and disconnection of the existing services and the installation of one new larger service at the applicants cost. If one of the existing service connections are to be utilized it must be completed with an inspection chamber (c/w Brooks Box) as per SS-S7 & SS-S9.

### 4. **STORM DRAINAGE**

- a. The property is located within the City of Kelowna drainage service area. For on-site disposal of drainage water, a hydrogeotechnical report will be required complete with a design for the disposal method (i.e. trench drain / rock pit). The Lot Grading Plan must show the design and location of these systems.
- b. Provide the following drawings:
  - i. A detailed Lot Grading Plan (indicate on the Lot Grading Plan any slopes that are steeper than 30% and areas that have greater than 1.0 m of fill);
  - ii. A detailed Stormwater Management Plan for this subdivision; and,
  - iii. An Erosion and Sediment Control Plan is to be prepared by a Professional Engineer proficient in the field of erosion and sediment control. The plan is to be prepared as per section 3.14 of Schedule 4 of Bylaw 7900. If a line item for ESC is not included in the Engineer's cost estimate for off-site work, then an additional 3% will be added to the performance security based on the total off-site construction estimate.
- c. On-site detention systems are to be compliant with Bylaw 7900, Schedule 4, Section 3.11.1 *Detention Storage*.
- d. As per Bylaw 7900, Schedule 4, Section 3.1.3 *Climate Change*, the capacity of storm works will include an additional 15 percent (15%) upward adjustment, and applied to the rainfall intensity curve stage (IDF) in Section 3.7.2.
- e. Show details of dedications, rights-of-way, setbacks and non-disturbance areas on the lot Grading Plan.

- f. Register right of ways on private properties for all the storm water infrastructure carrying, conveying, detaining and/or retaining storm water that is generated from the public properties, public road right of ways, and golf course lands.
  - g. Where structures are designed or constructed below the proven high groundwater table, permanent groundwater pumping will not be permitted to discharge to the storm system. The City will approve designs that include provisions for eliminating groundwater penetration into the structure, while addressing buoyancy concerns. These design aspects must be reviewed and approved by the City Engineer.
- 5. ROAD IMPROVEMENTS**
- a. Bertram St required frontage upgrades include; removal and replacement of deteriorated sidewalk, replacement of curb and gutter, LED street lighting, landscaped and irrigated boulevard, pavement removal and replacement and re-location or adjustment of utility appurtenances if required to accommodate the upgrading construction. A cross section will be provided at time of detailed design.
  - b. North Lane fronting this development must be upgraded to SS-R2 commercial lane standard; including concrete driveway crossing, road fillet paving, storm drainage, and relocation or adjustment of existing utility appurtenances if required to accommodate the upgrading construction.
  - c. East Lane fronting this development must be upgraded to SS-R2 commercial lane standard; including road fillet paving, storm drainage including catch basin(s), and relocation or adjustment of existing utility appurtenances if required to accommodate the upgrading construction. Connection of catch basin lead(s) to AC storm main within Bertram St must adhere to WorkSafe BC approved procedures. No overbuild manholes permitted.
  - d. All Landscape and Irrigation plans require design and inspection by a Qualified Professional registered with the BCSLA and the IIABC, are to be included as a line item in the estimate for the Servicing Agreement performance security. Landscape and irrigation plans require approval by the Development Engineering Branch at the same time as other “issued for construction” drawings.
  - e. Streetlights must be installed on all public roads. All streetlighting plans are to include photometric calculations demonstrating Bylaw 7900 requirements are met and approval by the Development Engineering Branch at the same time as other “issued for construction” drawings.
- 6. POWER AND TELECOMMUNICATION SERVICES**
- a. All proposed distribution and 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.
  - b. 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.
  - c. Re-locate existing poles and utilities, where necessary including within lanes. Remove aerial trespass(es).

## 7. GEOTECHNICAL STUDY

- a. Provide a comprehensive geotechnical report (3 copies), 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 subdivision.**
- b. The Geotechnical reports must be submitted to the Planning and Development Services Department (Planning & Development Officer) for distribution to the Works & Utilities Department and Inspection Services Division prior to submission of Engineering drawings or application for subdivision approval.
  - i. Area ground water characteristics, including any springs and overland surface drainage courses traversing the property. Identify any monitoring required.
  - ii. Site suitability for development.
  - iii. Site soil characteristics (i.e. fill areas, sulphate content, unsuitable soils such as organic material, etc.).
  - iv. Any special requirements for construction of roads, utilities, and building structures.
  - v. Recommendations for items that should be included in a Restrictive Covenant.
  - vi. Recommendations for roof drains and perimeter drains.
  - vii. Recommendations for erosion and sedimentation controls for water and wind.
  - viii. Any items required in other sections of this document.
- c. Should any on-site retaining walls surpass the following limits, an Over Height Retaining Wall Permit will be required:

“Retaining walls on all lots, except those required as a condition of subdivision approval, must not exceed a height of 1.2 m measured from natural grade on the lower side, and must be constructed so that any retaining walls are spaced to provide a 1.2 m horizontal separation between tiers. The maximum number of tiers is two with a maximum total height of 2.4 m. Any multi-tier structure more than 2 tiers must be designed and constructed under the direction of a qualified professional engineer.”

The design of all retaining walls is to conform with Engineer & Geoscientists British Columbia's Professional Practice Guidelines for Retaining Wall Design. Submission requirements for the Over Height Retaining Wall Permit include Engineer of Record documents (Appendix A of Retaining Wall Design Guideline) and any necessary independent reviews (as per EGBC's Documented Independent Review of Structural Designs).

- d. Any modified slopes having a finished slope greater than 2H:V1 (50%) and an elevation change greater than 1.2 m must be installed under the direction of a qualified professional engineer.



- e. Any exposed natural rock surface on a lot that has the potential for materials to displace causing a hazardous condition, must be reviewed by a qualified professional engineer with the appropriate and measures undertaken as prescribed by the engineer. For adequate Rockfall Protection adjacent to walls and rock cuts, please consider BC MoTI Supplement to TAC Geometric Design Guide 440, page 440-8, which outlines a ditch bottom width depending on wall height. Sidewalks and utilities should be kept out of this protection area. Additional ROW may be required.

Where walls are on the high side, the City's preference is that the walls remain setback and on private property. Where the walls hold up a public road, the City's preference is that additional dedication be provided, and the walls be owned by the City. Please design any geogrids or tie-backs so that they do not encroach into the required road ROW.

## **8. ROAD DEDICATION/SUBDIVISION REQUIREMENTS**

- a. A dedication of approximately 0.8 m along the full frontage of the north lane is required to achieve a 7.6 m laneway.
- b. A dedication of 0.8 m along the full frontage of the east lane is required to achieve a 7.6 m laneway.
- c. A request for dedication of 1.0m along Bertram St. for future Cycle track.

## **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 Development Engineering 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 AGREEMENT FOR WORKS AND SERVICES**

- a. A Servicing Agreement is required for all offsite 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.

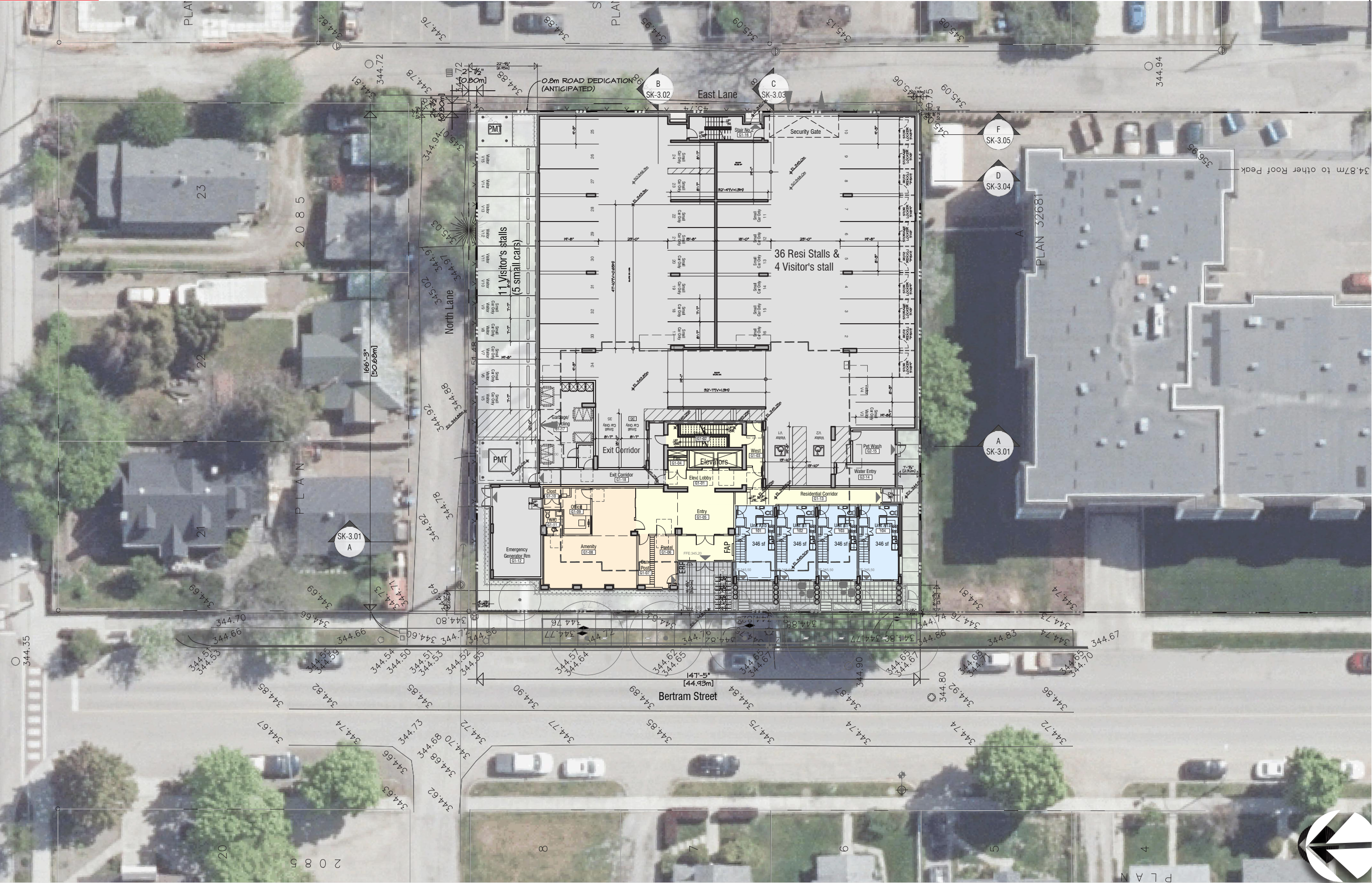
## **11. CHARGES AND FEES**

- a. Development Cost Charges (DCC’s) are payable.
- b. Fees per the “Development Application Fees Bylaw” include:
  - i. Street Marking/Traffic Sign Fees: at cost (to be determined after detailed design completed).
  - ii. Survey Monument Fee: \$50.00 per newly created lot (GST exempt).
  - iii. Survey Monument, Replacement Fee: \$1,200.00 (GST exempt) – only if disturbed.
  - iv. Hydrant Levy Fee: \$250 per newly created lot (GST exempt).
  - v. Engineering and Inspection Fee: 3.5% of construction value (plus GST).

  
\_\_\_\_\_  
Nelson Chapman P.Eng.  
Development Engineering Manager

RO







**CITY OF KELOWNA**  
**BYLAW NO. 12348**  
**Z21-0022**  
**1319, 1325 and 1329 Bertram Street**

---

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:
  - a) Lot 15 District Lot 139 ODYD Plan 2085, located at Bertram Street, Kelowna, BC;
  - b) Lot 16 District Lot 139 ODYD Plan 2085, located at Bertram Street, Kelowna, BC; and
  - c) Lot 17 District Lot 139 ODYD Plan 2085, located at Bertram Street, Kelowna, BCfrom the RM5 – Medium Density Multiple Housing zone to the C7r – Central Business Commercial (Residential Rental Tenure Only) 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, second and third time by the Municipal Council this

Approved under the Transportation Act this

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(Approving Officer – Ministry of Transportation)

Adopted by the Municipal Council of the City of Kelowna this

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Mayor

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City Clerk



Z21-0022

1319, 1325, 1329 Bertram St

Rezoning Application





# Proposal

- ▶ To rezone the subject property to facilitate a multiple dwelling housing development with the Residential Rental Only Tenure subzone

# Development Process

Mar 17, 2021

Development Application Accepted

Staff Review & Circulation

Mar 3, 2022

Public Info Session & Public Notification Received

Apr 11, 2022

Initial Consideration

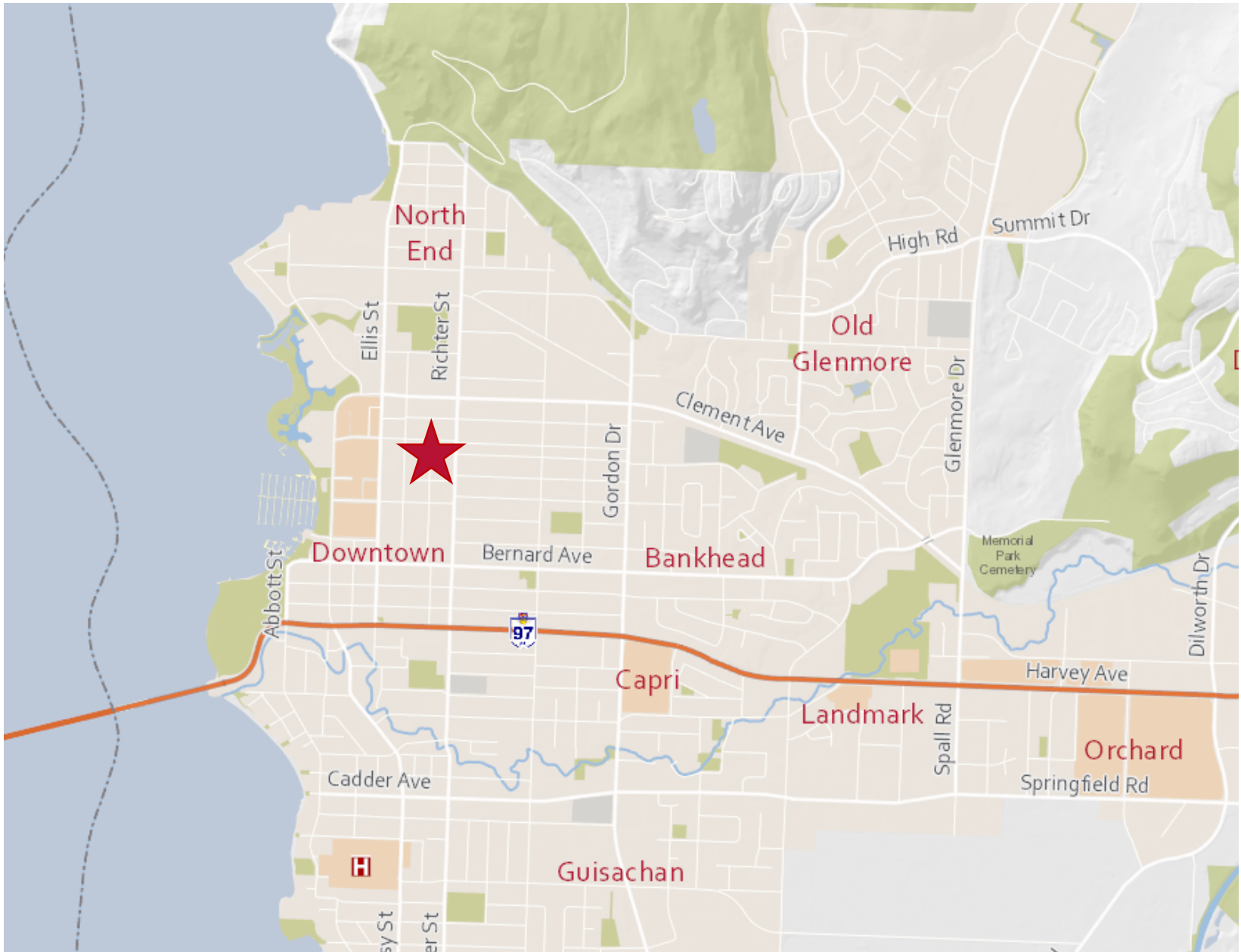
Notice of First Reading

Final Reading, DP/DVP Consideration

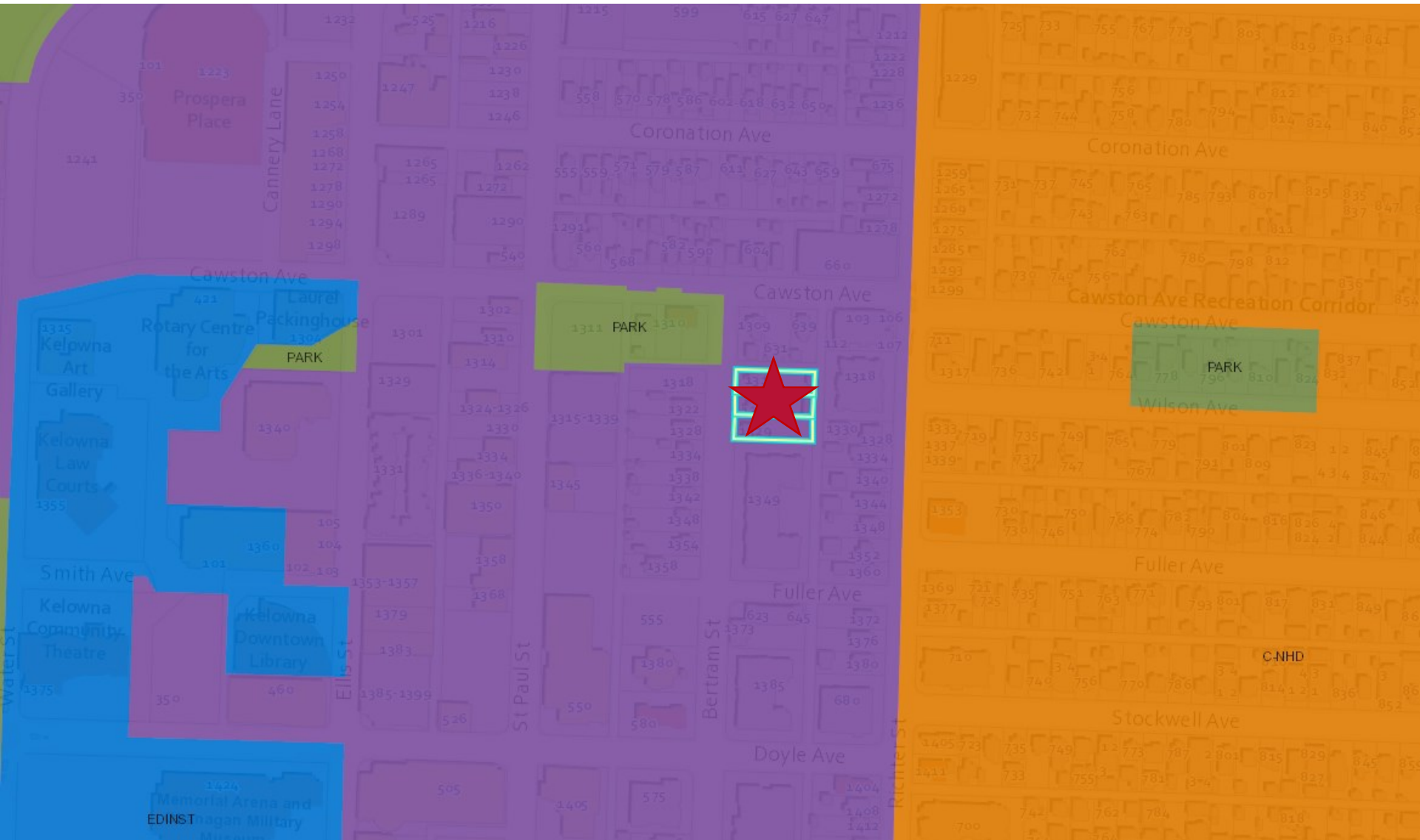
Issuance of Building Permits

Council Approvals

# Context Map



# Future Land Use Map





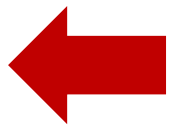
# Subject Property Map





# Draft Rendering





# Development Policy

- ▶ Meets the intent of Official Community Plan Urban Centre Policies:
  - ▶ High Density Residential Development
    - ▶ Direct medium and high density residential development to Urban Centres
  - ▶ Downtown Urban Centre
    - ▶ Focus the greatest intensity of uses and scale of development Downtown
- ▶ Consistent with Future Land Use **UC – Urban Centre**

# Staff Recommendation

- ▶ Staff recommend **support** of the proposed rezoning
  - ▶ Meets the intent of the Official Community Plan
    - ▶ Strengthen the Urban Centres as Kelowna's primary hubs of activity
    - ▶ Provides a greater mix of housing near employment, and to maximize use of existing and new infrastructure
      - ▶ Appropriate location for adding residential density
  - ▶ Rezoning application aligns with the framework of the Healthy Housing Strategy (rental subzone)



## *Conclusion of Staff Remarks*



# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Department:** Development Planning  
**Subject:** Z20-0070, Clement Ave 1089-1095 Rescindment of Bylaw Reading No. 12140

**Recommendation:**

THAT Council receives, for information, the Report from the Development Planning Department dated April 11, 2022 with respect to Rezoning Application No. Z20-0070 for the property located at 1089-1095 Clement Ave.

AND THAT Bylaw No. 12140 be forwarded for rescindment consideration and the file be closed.

**Purpose:**

To rescind all three readings given to Rezoning Bylaw No. 12140 and direct Staff to close the file.

**Background:**

Rezoning Bylaw No. 12140 received second and third readings at a Regular meeting of Council held on February 8, 2021. Final adoption of the zone amendment bylaw is subject to the applicant meeting the requirements of a Development Engineering Memorandum (Schedule "A"), as well as Council consideration of a Development Permit and Development Variance Permit.

These requirements have not yet been met, and it is the understanding of Development Planning Staff that one additional adjacent property was able to be acquired. The applicant has indicated an intent to resubmit a new development application with this additional property and agreed it is appropriate to rescind this rezoning application. Given the above, staff are recommending that Council rescind first, second and third readings and direct staff to close the file.

**Subject Property Map: 1089-1095 Clement Ave**



**Submitted by:**

Kimberly Brunet, Planner II

**Approved for inclusion:**

Terry Barton, Development Planning Department Manager

**CITY OF KELOWNA**  
**BYLAW NO. 12140**  
**Z20-0070 -**  
**1089 and 1095 Clement 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:
  - a) Lot 2 District Lot 138 ODYD Plan 6216 located at Clement Avenue, Kelowna, BC;
  - b) Lot 1 District Lot 138 ODYD Plan 4766 located at Clement Avenue, Kelowna, BC;from the RU6 – Two Dwelling Housing zone to the RM4 – Transitional Low Density 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 18<sup>th</sup> day of January, 2021

Public Hearing Waived by the Municipal Council this 18<sup>th</sup> day of January, 2021.

Read a second and third time by the Municipal Council this 8<sup>th</sup> day of February, 2021.

Rescind first, second and third readings by the Municipal Council of the City of Kelowna this

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Mayor

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City Clerk

# **CITY OF KELOWNA**

## **BYLAW NO. 12289**

**Z21-0055**

**1875 Richter Street**

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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 B District Lot 138 ODYD Plan 4495 located on Richter Street, Kelowna, BC from the RU6 – Two Dwelling Housing zone to the RM3r – Low Density Multiple Housing (Residential Rental Tenure Only) 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 18<sup>th</sup> day of October, 2021.

Considered at a Public Hearing on the

Read a second and third time by the Municipal Council this

Approved under the Transportation Act this

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(Approving Officer – Ministry of Transportation)

Amended at third reading and adopted by the Municipal Council of the City of Kelowna this

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Mayor

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City Clerk

# REPORT TO COUNCIL



**Date:** April 11, 2022

**To:** Council

**From:** City Manager

**Department:** Development Planning

**Application:** DP21-0119

**Owner:** 1243978 BC LTD., Inc. No.  
BC1243978

**Address:** 1875 Richter St

**Applicant:** Novation Architecture LTD.

**Subject:** Development Permit

**Existing OCP Designation:** C-NHD – Core Area Neighbourhood

**Existing Zone:** RM3r – Low Density Multiple Housing (Residential Rental Tenure Only)

---

## 1.0 Recommendation

THAT Rezoning Bylaw No. 12289 be amended at third reading to revise the legal description of the subject property from Lot B District Lot 138 ODYD Plan 4495 to Lot 1 District Lot 138 ODYD Plan EPP117925;

AND THAT final adoption of Rezoning Bylaw No. 12289 be considered by Council;

AND THAT Council authorizes the issuance of Development Permit No. DP21-0119 for Lot 1 District Lot 138 ODYD Plan EPP117925, located at 1875 Richter Street, Kelowna, 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 issue a Development Permit for the form and character of an 18-unit multiple dwelling rental housing development.

## 3.0 Development Planning

Development Planning Staff supports the Development Permit application for the form and character of the 18-unit apartment project. In general, the proposed development meets several of the Official Community Plan (OCP) Form and Character Development Permit Guidelines including selected building finishes, façade articulation and complimentary landscaping. Staff had several concerns with the original design as it lacked visually prominent and recognizable entrances as well as variation in both materials and building form. The applicant made several design changes leading to the current proposal that Staff are willing to support and the application meets all Zoning Bylaw Regulations (no variances are required).

The subject property is located on a Transit Supportive Corridor where the Official Community Plan is encouraging medium density apartment housing in the 4-6 storey range. Staff feel that though this is a larger parcel, being adjacent to single family homes to the North and South that a sensitive three storey form is appropriate.

The location of the site is highly walkable and in close proximity to the Downtown Urban Centre as well as several parks. The site is near the Sutherland Avenue multi-use corridor making it a safe and quick connection to the Capri-Landmark Urban Centre and Downtown Urban Centre. The site is less than 20m from a transit stop. For all these reasons the site is less reliant on a vehicular mode of transportation given its walkability, cyclist friendly and transit opportunities.

## 4.0 Proposal

### 4.1 Background

The applicant submitted Rezoning and Development Permit applications in May 2021. The rezoning application had Public Hearing and received Third Reading from Council on October 18, 2021. The applicant has met the engineering requirements associated with the Rezoning application in order to receive final adoption of Rezoning Bylaw No. 12289. The property is currently vacant.

### 4.2 Project Description

The proposed development features eighteen rental units in a multiple dwelling housing form. This includes 16 one-bedroom and 2 two-bedroom units. The proposal has a single unit located on the ground floor which is accessed through the common lobby and has been designed as an accessible unit. Vehicle site access is from the laneway which leads into a covered parking area for residents. The building design features a variety of material types including: hardieplank, stucco, masonry veneer and exposed concrete. The mix of materials combined with the colour palette adds visual interest to the design.

Each unit on the second and third floors have a private patio to meet the Zoning Bylaw requirements for private open space. The applicant has taken advantage of two parking bonuses on site. The first is a three-stall reduction for the residential rental tenure only zone (10% parking bonus) and the second reduction is for five stalls (20% reduction up to max of 5 stalls) for providing additional long term bicycle parking. After the two bonuses are applied, the site will offer 18 parking stalls to meet the parking requirements.

#### 4.3 Site Context

The subject property is located mid-block between Sutherland Avenue and Rowcliffe Avenue. It is located south of the Downtown Urban Centre. The property is located within the OCP's Core Area Neighbourhood designation and is within the City's Permanent Growth Boundary.

Specifically, adjacent land uses are as follows:

Orientation	Zoning	Land Use
North	RU6 – Two Dwelling Housing	Single Family Dwelling
East	RU6 – Two Dwelling Housing	Single Family Dwelling
South	RU6 – Two Dwelling Housing	Single Family Dwelling & Duplex Housing
West	P2 – Education and Minor Institutional	Religious Assembly

#### Subject Property Map: 1875 Richter St



4.4 Zoning Analysis Table

Zoning Analysis Table		
CRITERIA	RM3r ZONE REQUIREMENTS	PROPOSAL
Development Regulations		
Max. Floor Area Ratio	0.75	0.80
Max. Site Coverage (buildings)	50%	49%
Max. Site Coverage (buildings, parking, driveways)	60%	58%
Max. Height	10m	10m
Min. Front Yard	1.5m	4.5m
Min. Side Yard (south)	4.0m	4.0m
Min. Side Yard (north)	4.0m	4.0m
Min. Rear Yard	3.0m	3.0m
Other Regulations		
Min. Parking Requirements	18	18
Min. Bicycle Parking	26	30
Min. Private Open Space	290m <sup>2</sup>	290m <sup>2</sup>

5.0 **Current Development Policies**5.1 Kelowna Official Community Plan (OCP)

Objective 5.3 Design residential infill to be sensitive to neighbourhood context.	
Policy 5.2.2 Low Rise Corridor Development	<p>Encourage low rise apartments and stacked townhouses up to six storeys in height in Core Area Neighbourhoods that front or directly abut Transit Supportive Corridors. Consider lower heights for such projects where adjacent neighbourhoods are not anticipated to experience significant infill and redevelopment.</p> <p><i>Given the midblock nature of this site low rise apartment housing is appropriate fronting a Transit Supportive Corridor.</i></p>
Policy 5.2.1 Transit Supportive Corridor Densities	<p>Encourage development that works toward a long term population density of between 50 – 100 people per hectare within 200 metres of each corridor to achieve densities that support improved transit service and local services and amenities. Discourage underdevelopment of properties along Transit Supportive Corridors.</p> <p><i>The proposal increases density along a Transit Supportive Corridor</i></p>
Policy 5.11.2 Diverse Housing Tenures	<p>Encourage a range of rental and ownership tenures that support a variety of households, income levels and life stages. Promote underrepresented forms of tenure, including but not limited to co-housing, fee-simple row housing, co-ops, and rent-to-own.</p> <p><i>Proposal includes 18 rental units.</i></p>

## **6.0 Technical Comments**

### **6.1 Development Engineering Department**

All the offsite infrastructure and service upgrades were addressed in the Rezoning Report under file Z21-0055.

## **7.0 Application Chronology**

Date of Application Accepted: May 26, 2021

Date Public Consultation Completed: Sept 24, 2021

**Report prepared by:** Jason Issler, Planner I

**Reviewed by:** Lydia Korolchuk, Urban Planning Manager

**Reviewed by:** Terry Barton, Development Planning Department Manager

**Approved for Inclusion:** Ryan Smith, Divisional Director, Planning & Development Services

### **Attachments:**

Attachment A: Draft Development Permit DP21-0119

Schedule A – Site Plan and Floor Plans

Schedule B – Elevations and Materials

Schedule C – Landscape Plan

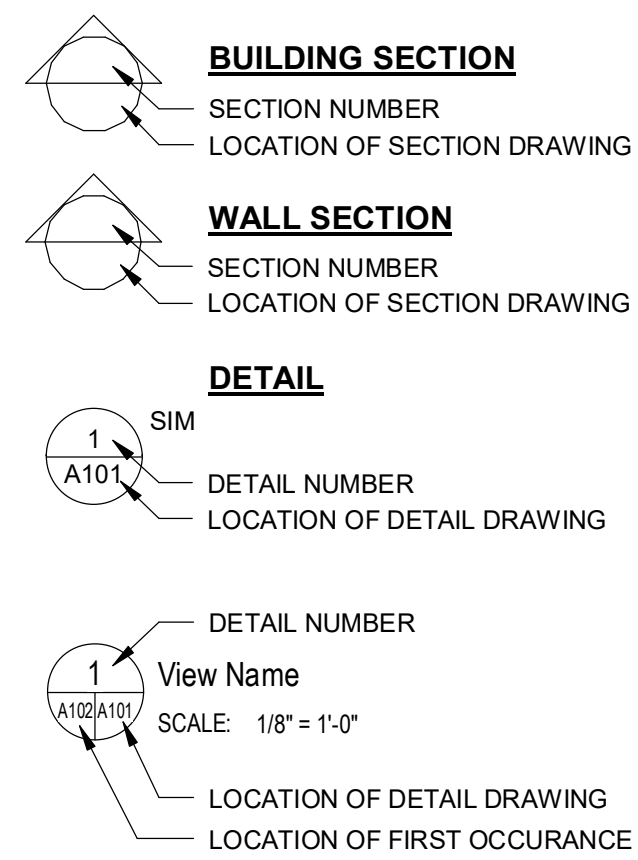
Attachment B: Form and Character Development Permit Guidelines



GENERAL NOTES:

- GENERAL**
- ALL DIMENSIONS ARE MADE FROM EXTERIOR FACE OF WALL SHEATHING TO CENTER OF PARTY WALLS AND INTERIOR WALLS UNLESS NOTED OTHERWISE ON PLANS. OUTSIDE EDGE OF EXTERIOR WALL SHEATHING TO BE FLUSH WITH FOUNDATION WALL BELOW. DO NOT SCALE DRAWINGS. THE GENERAL CONTRACTOR IS TO CHECK ALL DIMENSIONS AND CONFIRM ALL PROPERTY LINE BEARINGS AND DIMENSIONS WITH LEGAL SURVEY.
  - IN THE CASE OF DISCREPANCY, THE ARCHITECT IS TO BE NOTIFIED BEFORE WORK CAN COMMENCE. COMMENCEMENT OF CONSTRUCTION SHALL CONSTITUTE ACCEPTANCE OF CONDITIONS AS SATISFACTORY.
  - REFER TO MECHANICAL DRAWINGS FOR FINAL PLUMBING AND HVAC LAYOUT AND SPECIFICATIONS.
  - REFER TO ELECTRICAL DRAWINGS FOR FINAL LIGHT, OUTLETS AND ELECTRICAL PANEL LOCATIONS AND SPEC.
  - REFER TO CIVIL DRAWINGS FOR OFFSITE CONSTRUCTION AND FINAL SITE DRAINAGE LAYOUT AND SPEC.
  - REFER TO LANDSCAPE DRAWINGS FOR FINAL LANDSCAPE LAYOUT.
  - REFER TO STRUCTURAL DRAWINGS FOR FINAL WALL/FLOOR/ROOF/COLUMN LAYOUT AND SPECIFICATIONS.
- ASSURANCE / COMPLIANCE REQUIREMENTS**
- THE CURRENT BCBC 2018, ITS REQUIREMENTS AND ALL AGENDA, SHALL FORM AN INTEGRAL PART OF THESE DRAWINGS. ALL CONSTRUCTION MATERIALS AND PROCEDURES SHALL CONFIRM TO THESE STANDARDS.
  - ALL WORK TO CONFORM TO LOCAL BYLAWS AND DEVELOPMENT PERMIT REQUIREMENTS.
  - ALL DRAWINGS ARE TO BE READ AS A COMPLETE SET IN CONJUNCTION WITH SPECIFICATIONS AND CIVIL, STRUCTURAL, MECHANICAL, ELECTRICAL, AND LANDSCAPE DRAWINGS AS APPLICABLE.
  - ALL WORK WILL BE SUBJECT TO FIELD REVIEW BY THE ARCHITECT AND OR OTHER REGISTERED PROFESSIONAL AND BY THE CONSULTING ENGINEERS NAMED ON THESE DRAWINGS TO MEET THE MUNICIPAL LETTERS OF ASSURANCE / COMPLIANCE REQUIREMENTS.
  - ALL WORK MUST MEET THE APPROVAL OF THE PROFESSIONAL CONSULTANTS.
  - ALL WORK MUST MEET THE STANDARDS OF THE BC TRADE ASSOCIATIONS GOVERNING EACH TRADE INVOLVED IN THE PROJECT.
  - STARTING WORK ON THIS PROJECT BY ANY SUB-CONTRACTOR MEANS THAT THE ABOVE REQUIREMENTS HAVE BEEN REVIEWED AND NO EXTRA CLAIM FOR COST WILL BE PUT FORWARD TO MEET THE PROFESSIONAL CONSULTANTS FIELD REVIEW REQUIREMENTS.
  - THE SUB-CONTRACTORS ARE RESPONSIBLE FOR SITE SAFETY AND TO MEET ALL REQUIREMENTS OF THE WORKERS COMPENSATION BOARD.
  - ALL SUB-CONTRACTORS WILL BE REQUIRE TO ACKNOWLEDGE COMPLIANCE WITH ABOVE CONDITIONS BY SIGNING A COPY OF THESE REQUIREMENTS WHICH MUCH ACCOMPANY THEIR QUOTATION.
  - GENERAL CONTRACTOR IS TO KEEP RECORD AND PROVIDE ARCHITECT WITH COPIES OF MUNICIPAL INSPECTION SLIPS.
  - THE CONTRACTOR / CLIENT IS TO INFORM THE ARCHITECT IN WRITING 24 HOURS PRIOR TO STARTING CONSTRUCTION OF THE PROJECT.
  - THE SUB-CONTRACTOR IS TO CHECK ALL DIMENSIONS AFFECTING HIS TRADE AND IN THE CASE OF DISCREPANCY THE CONTRACTOR IS TO BE NOTIFIED BEFORE WORK CAN COMMENCE.
  - THE CONTRACTOR IS TO NOTIFY THE ARCHITECT 24 HOURS PRIOR TO A REQUIRED INSPECTION.

SYMBOL LEGEND:



**Door Tags**

0' - 0" x 0' - 0" DOOR SIZE

**Window Tags**

W1 WINDOW TYPE -  
SEE WINDOW DETAILS

**Assembly Tags**

1t ASSEMBLY TYPE -  
SEE CONSTRUCTION SCHEDULE

CODE ANALYSIS / ZONING:

**B.C. BUILDING CODE (2018) ANALYSIS**

**MAJOR OCCUPANCY CLASSIFICATION:**  
**GOVERNING CODE PART:** C  
**GRADE ELEVATION:** 346.18m  
**BUILDING HEIGHT:** 3 STOREY  
**FACING NO. OF STREETS:** 2 STREETS  
**SPRINKLERS:** NONSPRINKLERED

**BASIC CODE CLASSIFICATION:**  
**3.2.2.53 GROUP C, UP TO 3 STORIES, NONSPRINKLERED**  
**- MAX. 3 STOREYS**  
**- MAX. AREA 750m<sup>2</sup> IF 3 STOREYS**  
**COMBUSTIBLE OR NON-COMBUSTIBLE**  
**- FLOORS, MEZZANINES, AND LOADBEARING: (45 MIN. FRR)**

**FIRE ALARM REQUIRED: 3.2.4.1** YES  
**CENTRAL MONITORING: 3.2.4.7.(4)** YES  
**STANDPIPE REQUIRED:** NO  
**HIGH RISE BUILDING:** NO  
**SMOKE CONTROL MEASURES:** NO  
**EMERGENCY GENERATOR REQUIRED:** NO  
**EMERGENCY POWER SUPPLY DURATION:** 1/2 Hrs  
**EMERGENCY LIGHTING: 3.2.7.3** YES  
**EXIT SIGNS REQUIRED: 3.4.5.1** YES  
**FIRE PUMPS REQUIRED:** NO  
**MINOR RELAXATION/EQUIVALENCIES REQUIRED:** N/A  
**MINOR RELAXATION/EQUIVALENCIES ACCEPTED:** N/A  
**INTERCONNECTED FLOOR SPACE: 3.2.8.2.(6)** NO

**BCBC 2018 3.4.2.5. MAX. TRAVEL DISTANCE 30m**

EXISTING ZONING = RU6  
PROPOSED ZONING = RM3r

SITE AREA = 1,299.1m<sup>2</sup>

F.A.R. = 0.75  
PARKING BONUS F.A.R. = 0.05  
TOTAL = 0.80 x 1,299.1m<sup>2</sup>  
= **1,039.2m<sup>2</sup> (11,185.9ft<sup>2</sup>)**  
**PROPOSED = 1,021.0m<sup>2</sup> (10,990.0ft<sup>2</sup>)**

BUILDING SITE COVERAGE = **49%**  
(ALLOWABLE = 50% w/ AMENITY BONUS)  
TOTAL REQUIRED = 319m<sup>2</sup>  
TOTAL PROVIDED = **371m<sup>2</sup>**

OVERALL SITE COVERAGE = **58%**  
(ALLOWABLE = 60%)

PARKING  
16 UNITS x 1.25 STALLS = 20 STALLS  
2 UNITS x 1.50 STALLS = 3 STALLS  
18 UNITS x 0.14 = 3 VISITOR STALLS  
- 10% STALLS (RENTAL)  
- 5 STALLS (BONUS-BIKE PARKING)  
TOTAL = 18 STALLS

BIKE PARKING  
REQ'D SHORT-TERM = 6 STALLS  
PROVIDED = 6 STALLS  
REQ'D BONUS LONG-TERM = 20 STALLS  
PROVIDED = 24 STALLS

HEIGHT  
MAX. HEIGHT = 10m OR 3 STOREYS  
ACTUAL HEIGHT = 10m AND 3 STOREYS

SETBACKS  
FRONT = 4.5m; SIDE = 4.0m; REAR = 3.0m

CONTEXT SITE PLAN:



Notes:  
© Copyright Reserved. This drawing and design is, and at all times remains, the property of Novation Architecture LTD., and can be reproduced only with written consent.  
All drawings shall be read in conjunction with specifications and consultant details.  
All work shall be carried out in accordance with Canadian standards, specifications, BC Building Code (2018 edition) and local authority by-laws and regulations.  
Tabulated scales refer to Arch D size drawings sheet.  
This drawing must not be scaled.  
Contractors shall verify all dimensions prior to commencement of work.  
Any omissions or discrepancies shall be reported to the architect.

Seal

this document is:

☒ NOT controlled. Revisions may be made without notice.

☐ A CONTROLLED document. Revisions will be advised.

☒ The first issue of the document.

☐ A complete revision. Remove previous issues from use.

☐ A partial revision. Remove previous issues of corresponding sheets / pages from use.

☒ Not for Construction.

NOT FOR CONSTRUCTION

CONSULTANTS:

**ARCHITECTURAL**  
NOVATION ARCHITECTURE LTD.  
302-2237 LECKIE ROAD  
KELOWNA, BC V1X 6Y5  
TEL. (236) 420-4144

**STRUCTURAL**  
CWMM CONSULTING ENGINEERS LTD.  
1854 KIRSCHNER ROAD  
KELOWNA, BC V1Y 4N6  
TEL. (250) 868-2308

**MECHANICAL**  
FALCON ENGINEERING LTD.  
210-1715 DICKSON AVENUE  
KELOWNA, BC V1Y 9G6  
TEL. (250) 762-9993

**ELECTRICAL**  
SPARQ INDUSTRIES & AUTOMATION  
2960 OKANAGAN AVENUE EAST #150  
SALMON ARM, BC V1E 1T6  
TEL. (250) 681-0179

**BUILDING ENVELOPE**  
WSP  
LANDMARK 6, 700-1631 DICKSON AVE  
KELOWNA, BC V1Y 0B5  
TEL. (250) 980-5500

**ENERGY MODELLING**  
REINBOLD ENGINEERING GROUP  
301-1664 RICHTER STREET  
KELOWNA, BC V1Y 8N3  
(250) 763-1049

**GEO TECHNICAL**  
INTERIOR TESTING SERVICES LTD.  
1965 MOSS COURT UNIT 1  
KELOWNA, BC V1Y 9L3  
(250) 860-6540

**CIVIL**  
APLIN & MARTIN CONSULTANTS LTD.  
1258 ELLIS STREET  
KELOWNA, BC V1Y 1Z4  
TEL. (250) 448-0157

**LANDSCAPE**  
ECORA ENGINEERING & RESOURCE GROUP LTD.  
2045 ENTERPRISE WAY  
KELOWNA, BC V1Y 9T5  
TEL. (250) 469-9757

DRAWING INDEX:

NO.	NAME
A0.00	COVER SHEET
A1.00	SITE PLAN
A2.00	FOUNDATION PLAN
A2.01	MAIN FLOOR PLAN
A2.02	SECOND FLOOR PLAN
A2.03	THIRD FLOOR PLAN
A2.04	ROOF PLAN
A3.00	EXTERIOR ELEVATIONS
A3.01	EXTERIOR ELEVATIONS
A3.02	EXTERIOR ELEVATIONS
A4.00	BUILDING SECTIONS
A5.00	DOOR & WINDOW SCHEDULE

ILLUSTRATION:



SCHEDULE

This forms part of application

# DP21-0119

Planner Initials

LK

City of Kelowna

DEVELOPMENT PLANNING



3	20230301	ISSUED FOR REVIEW
2	20210816	RE-ISSUED FOR DEVELOPMENT PERMIT
1	20210430	ISSUED FOR DEVELOPMENT PERMIT

NO.	DATE	DESCRIPTION
REVISIONS		

**NOVATION**  
ARCHITECTURE LTD.  
302 - 2237 LECKIE ROAD  
KELOWNA BC V1X 6Y5

project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

project no. 2128

drawing title  
**COVER SHEET**

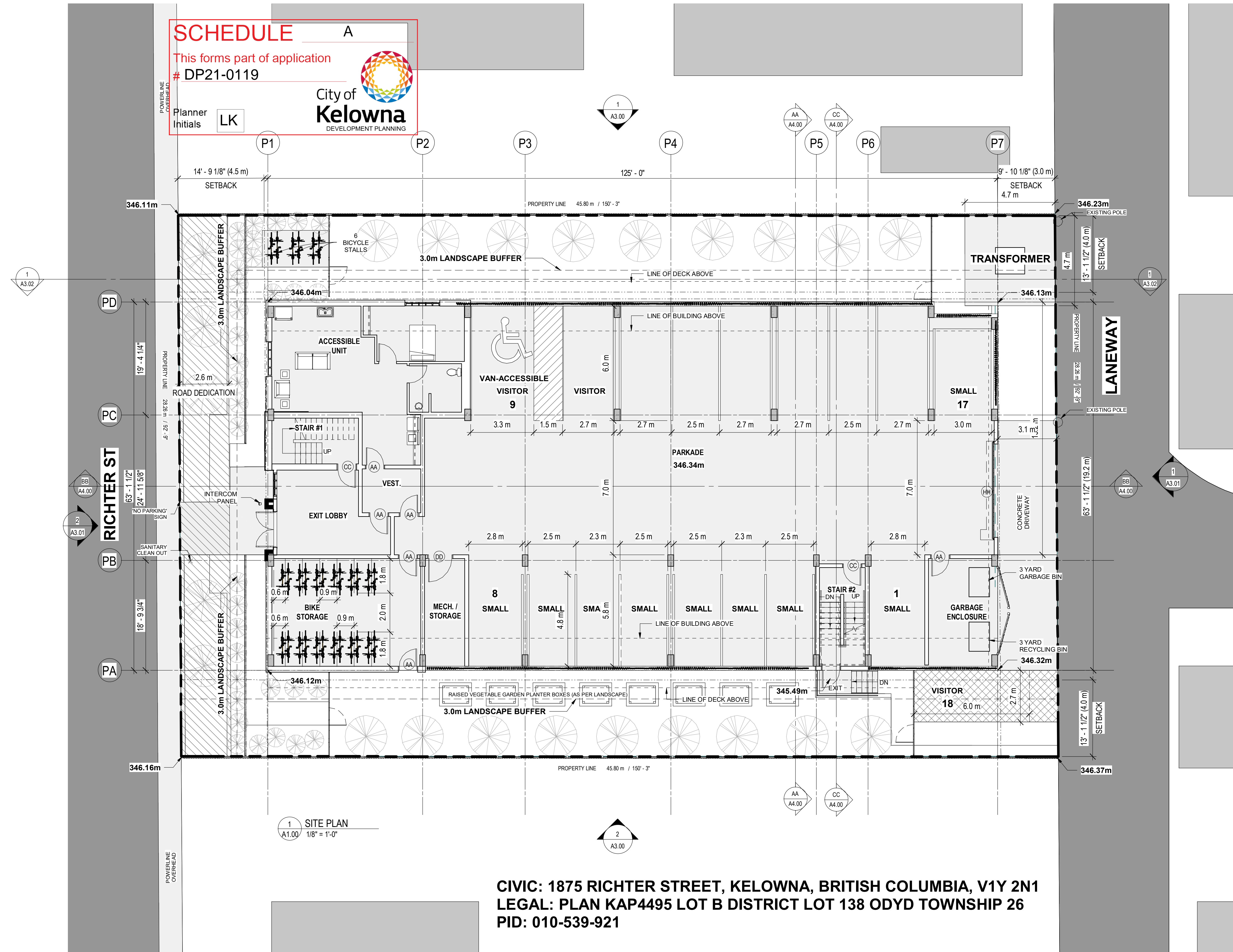
designed	PS	scale	1" = 1'-0"
drawn	BD		
checked	PS		

drawing no.

**A0.00**

plotted 2022-03-01 12:39:35 PM





SCHEDULE

A

This forms part of application

# DP21-0119

Planner

Initials

LK

City of

Kelowna

DEVELOPMENT PLANNING

KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION

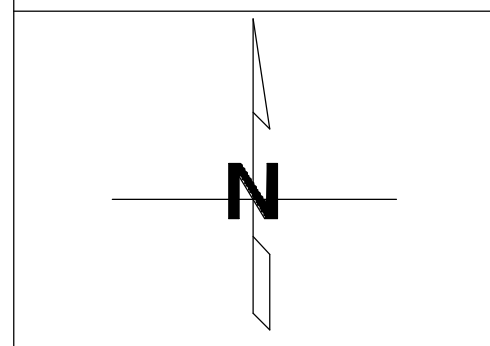
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1	20210430	ISSUED FOR DEVELOPMENT PERMIT



**NOVATION**  
ARCHITECTURE LTD.  
302 - 2237 LECKIE ROAD  
KELOWNA BC V1Y 6Y5

project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138  
project no. 2128

drawing title  
**SITE PLAN**  
designed PS scale 1/8" = 1'-0"  
drawn BD  
checked PS

drawing no.  
**A1.00**

plotted 2022-03-01 12:39:37 PM

KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
FD	FLOOR DRAIN

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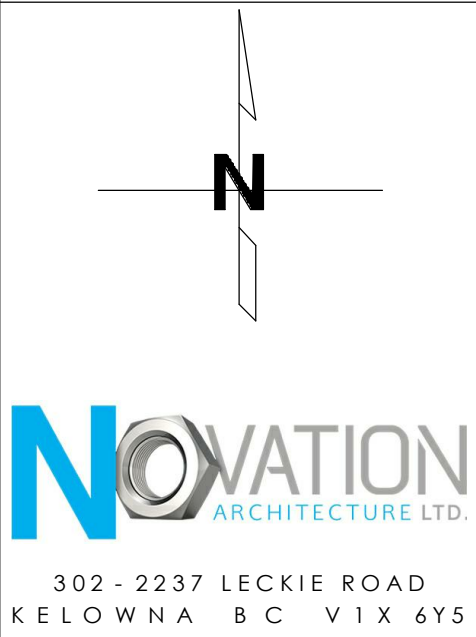
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1	20210430	ISSUED FOR DEVELOPMENT PERMIT
NO.	DATE	DESCRIPTION
REVISIONS		



project title  
RICHTER COMMONS  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

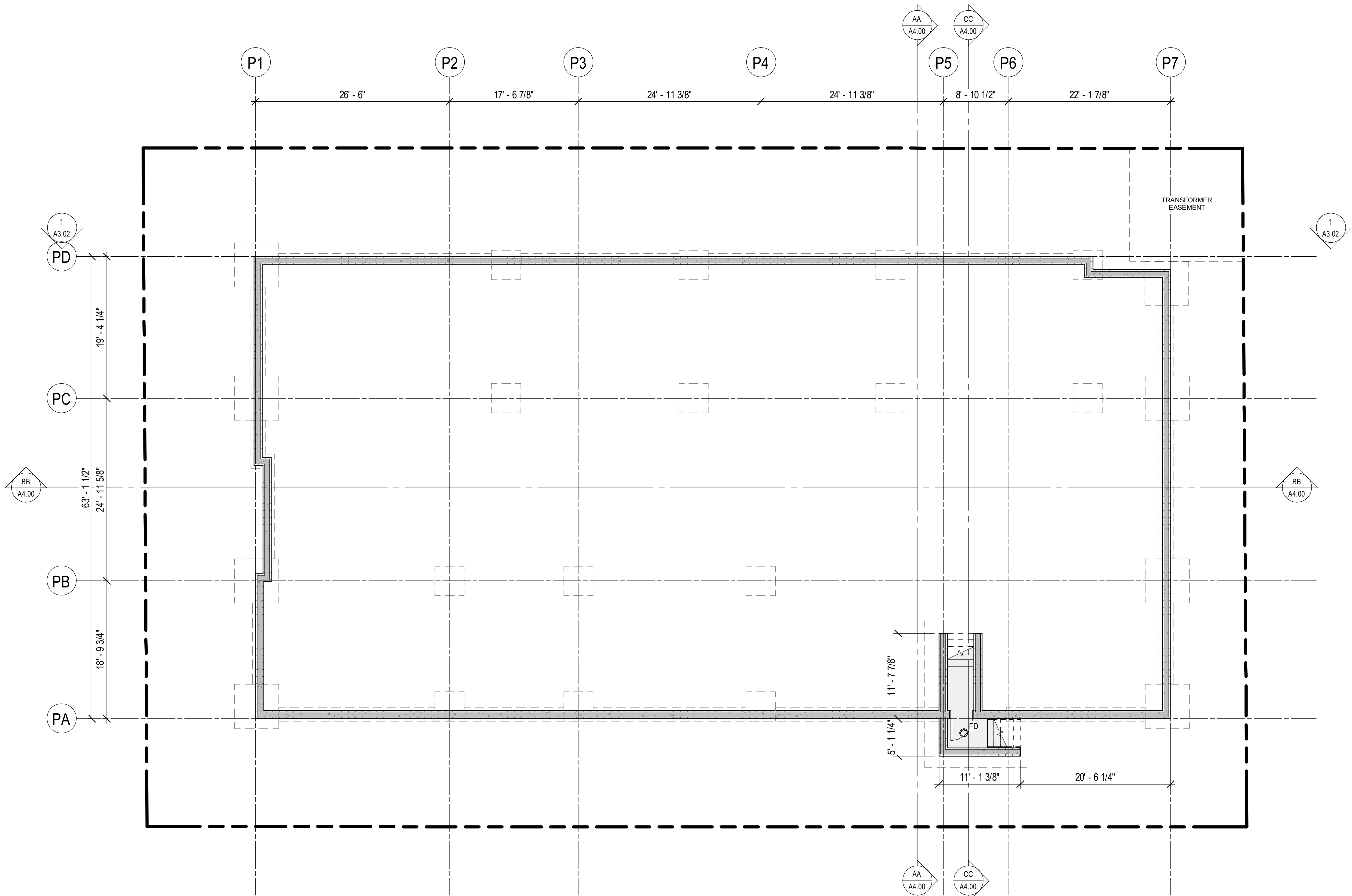
project no. 2128

drawing title  
FOUNDATION PLAN

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.  
**A2.00**

plotted 2022-03-01 12:39:38 PM



1 FOUNDATION PLAN  
A2.00 1/8" = 1'-0"

SCHEDULE

A

This forms part of application  
# DP21-0119

Planner Initials LK

City of Kelowna  
DEVELOPMENT PLANNING



KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION

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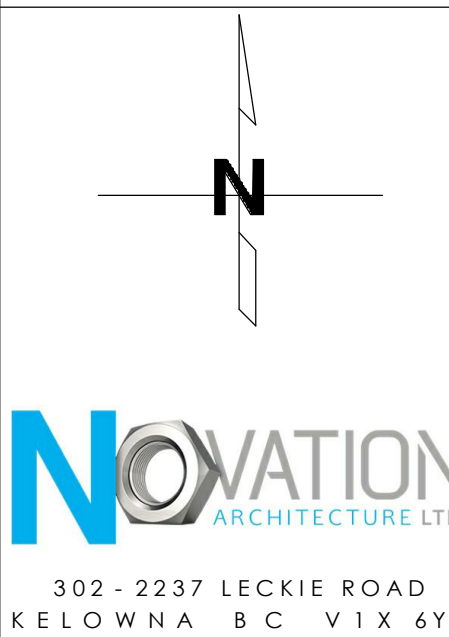
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NO.	DATE	DESCRIPTION
REVISIONS		



project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

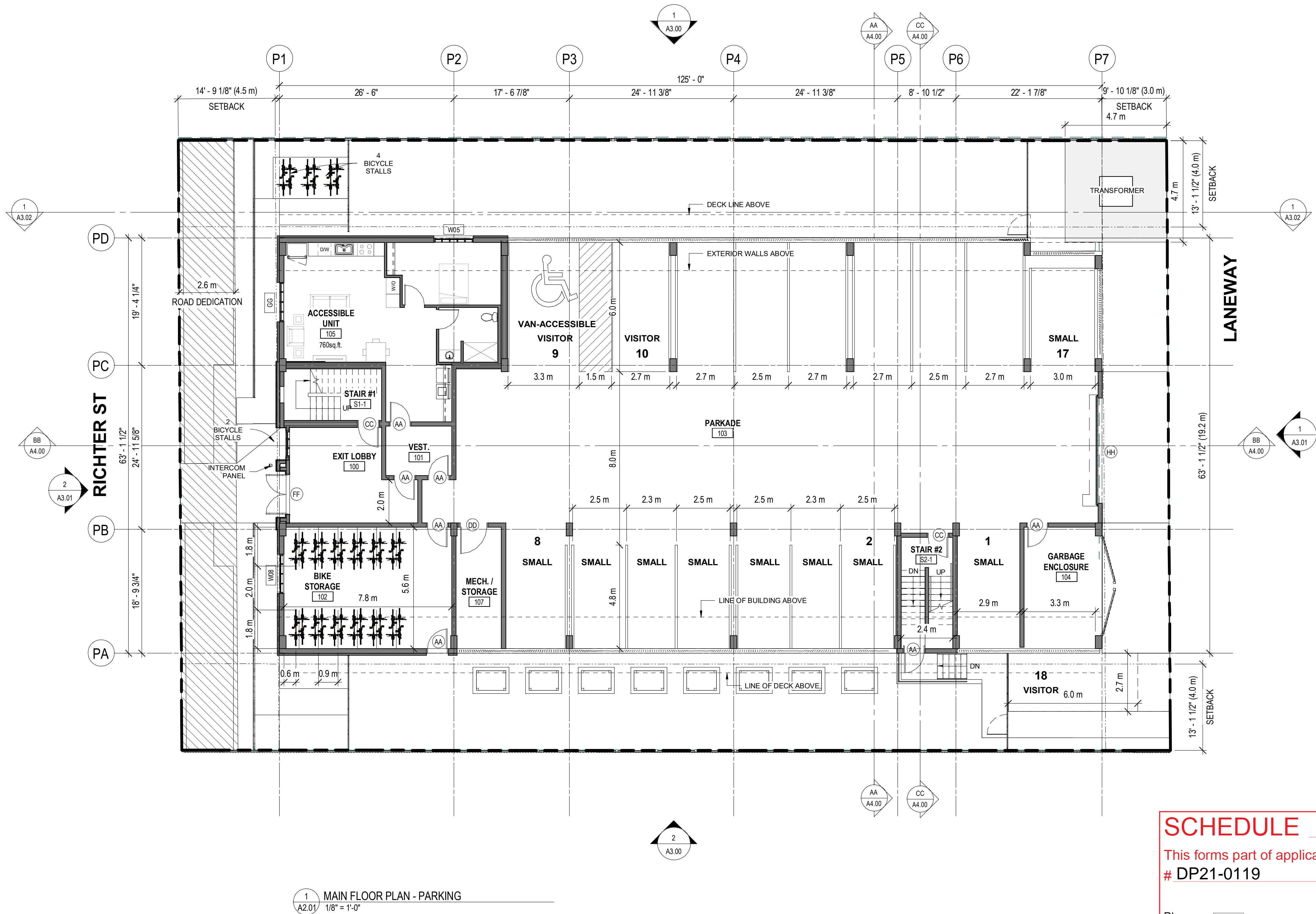
project no. 2128

drawing title  
**MAIN FLOOR PLAN**

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.  
**A2.01**

plotted 2022-03-01 12:39:39 PM



## SCHEDULE A

This forms part of application  
# DP21-0119

Planner  
Initials LK



KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
R2	1070mm BLACK ALUMINIUM GUARDRAIL
R5	1800mm PRIVACY SCREEN w/ GLASS INFILL

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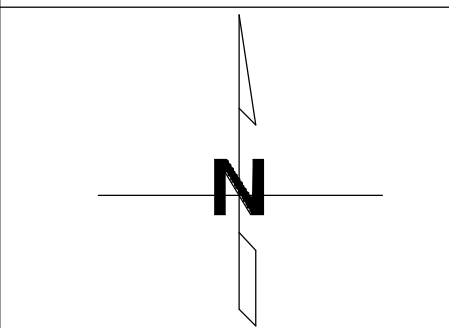
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2	20210816	RE-ISSUED FOR DEVELOPMENT PERMIT
1	20210430	ISSUED FOR DEVELOPMENT PERMIT
REVISIONS		



**NOVATION**  
ARCHITECTURE LTD.

302 - 2237 LECKIE ROAD  
KELOWNA BC V1Y 6Y5

project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

project no. 2128

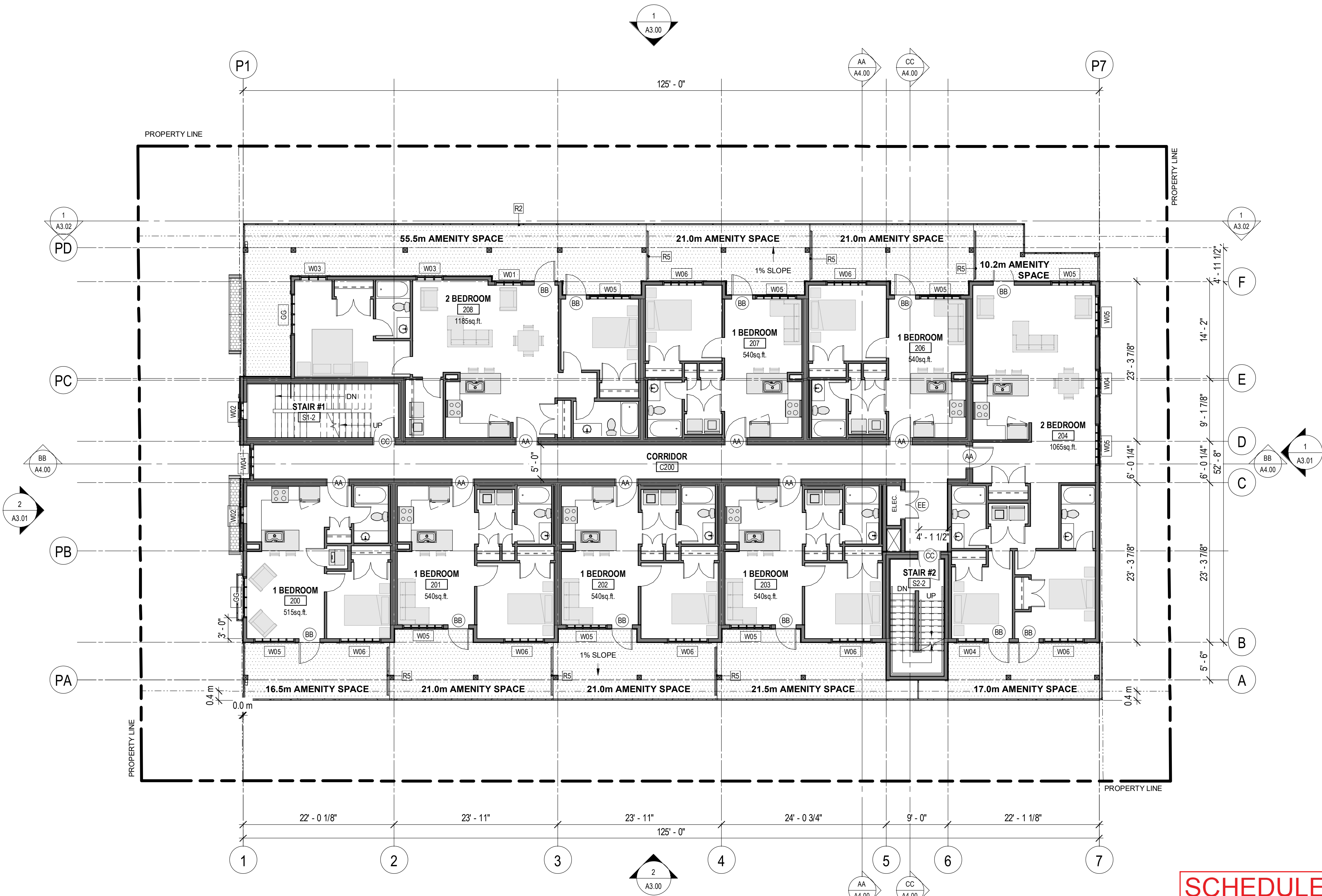
drawing title  
**SECOND FLOOR PLAN**

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.

**A2.02**

plotted 2022-03-01 12:39:43 PM



1 SECOND FLOOR PLAN  
A2.02  
1/8" = 1'-0"

**SCHEDULE A**

This forms part of application  
# DP21-0119

Planner Initials **LK**





KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
R2	1070mm BLACK ALUMINIUM GUARDRAIL
R5	1800mm PRIVACY SCREEN w/ GLASS INFILL
RWL	RAIN WATER LEADER

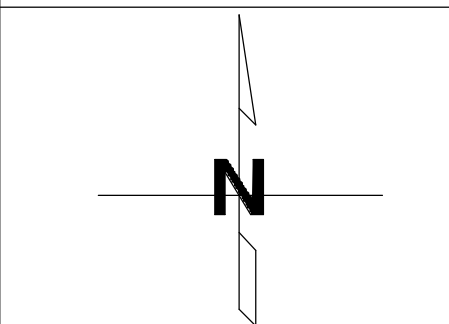
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REVISIONS		



**NOVATION**  
ARCHITECTURE LTD.

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KELOWNA BC V1Y 6Y5

project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

project no. 2128

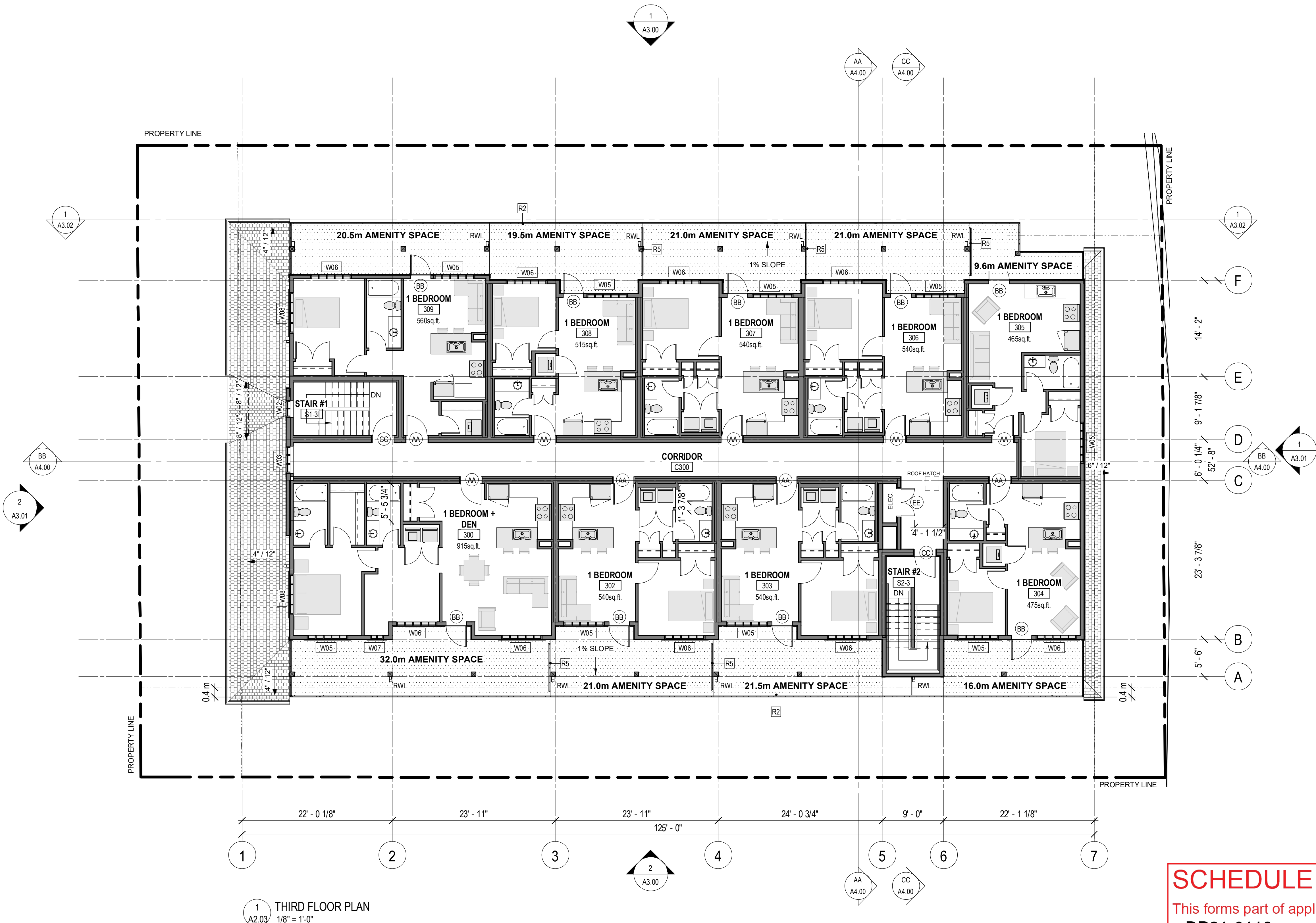
drawing title  
**THIRD FLOOR PLAN**

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.

**A2.03**

plotted 2022-03-01 12:39:47 PM



SCHEDULE

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# DP21-0119

Planner Initials

LK

City of Kelowna

DEVELOPMENT PLANNING

KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
RD	ROOF DRAIN

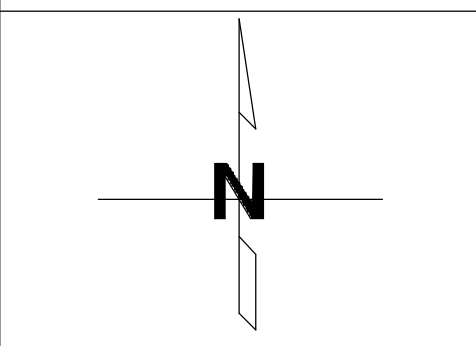
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3	20230301	ISSUED FOR REVIEW
2	20210816	RE-ISSUED FOR DEVELOPMENT PERMIT
1	20210430	ISSUED FOR DEVELOPMENT PERMIT



**NOVATION**  
ARCHITECTURE LTD.  
302 - 2237 LECKIE ROAD  
KELOWNA BC V1X 6Y5

project title  
**RICHTER COMMONS**  
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

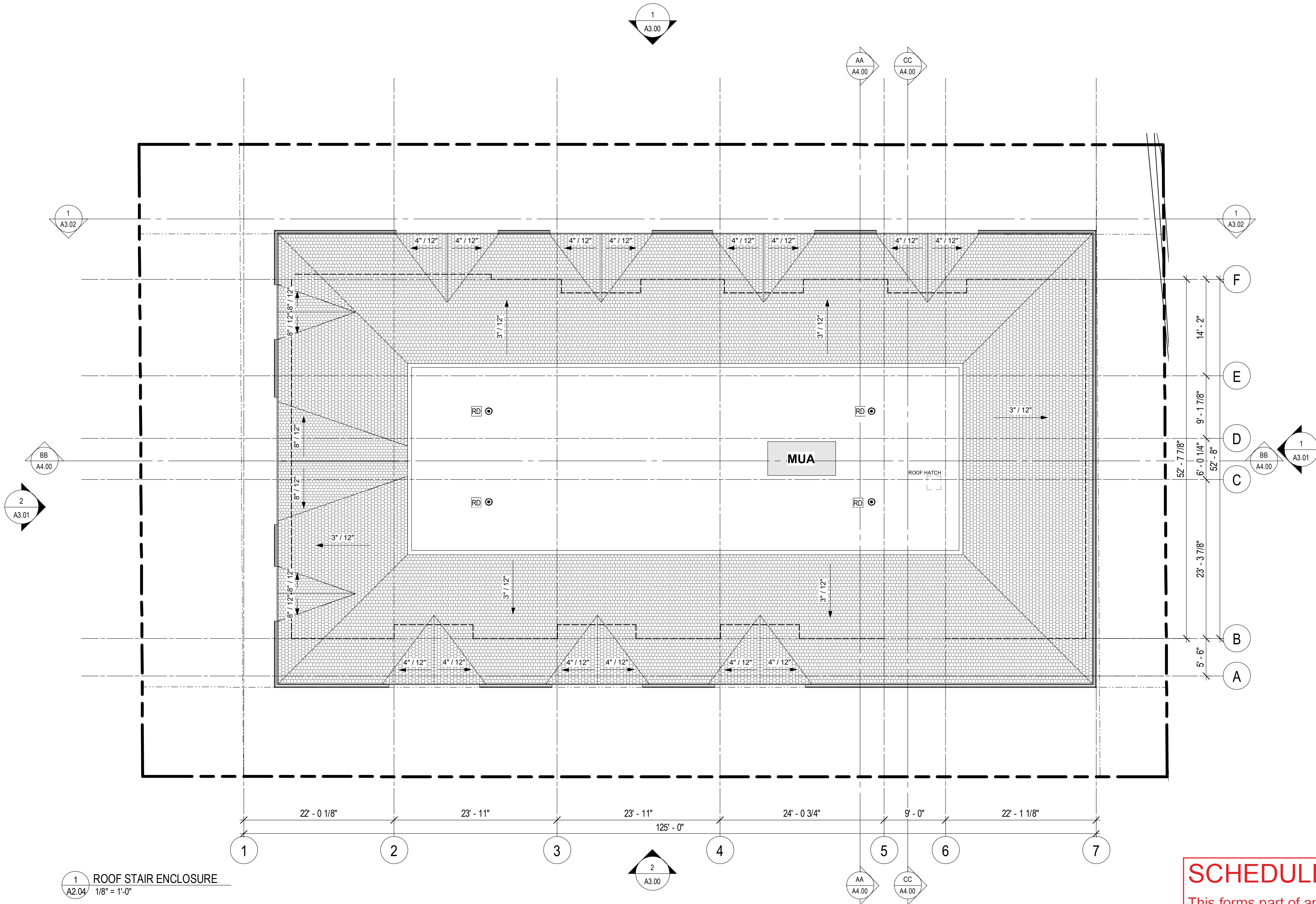
project no. 2128

drawing title  
**ROOF PLAN**

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.  
**A2.04**

plotted 2022-03-01 12:39:48 PM



1 ROOF STAIR ENCLOSURE  
A2.04 1/8" = 1'-0"

**SCHEDULE** A

This forms part of application  
# DP21-0119

Planner Initials **LK**

**City of Kelowna**  
DEVELOPMENT PLANNING



SCHEDULE

B

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# DP21-0119

Planner Initials LK

City of Kelowna

DEVELOPMENT PLANNING



1 NORTH ELEVATION  
1/8" = 1'-0"

KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
1	HARDIPLANK SIDING (COBBLE STONE)
2	STUCCO SIDING (EVERGREEN FOG)
3	MASONRY VENEER (SIENNA)
4	ASPHALT SHINGLES
5	WHITE ALUMINIUM
6	CLEAR GLAZING
7	EXPOSED CONCRETE
10	WOOD PRIVACY SCREEN
15	ELECTRICAL TRANSFORMER
R2	1070mm BLACK ALUMINIUM GUARDRAIL
RWL	RAIN WATER LEADER

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MATERIAL LEGEND	
	CONCRETE
	HARDIEPLANK SIDING (COBBLE STONE)
	STUCCO (EVERGREEN FOG)
	MASONRY VENEER



2 SOUTH ELEVATION  
A3.00 1/8" = 1'-0"

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20230301

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RE-ISSUED FOR DEVELOPMENT PERMIT

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20210430

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NO.	DATE	DESCRIPTION
REVISIONS		

NOVATION

ARCHITECTURE LTD.

302 - 2237 LECKIE ROAD  
KELOWNA BC V1X 6Y5

project title  
RICHTER COMMONS1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

project no. 2128

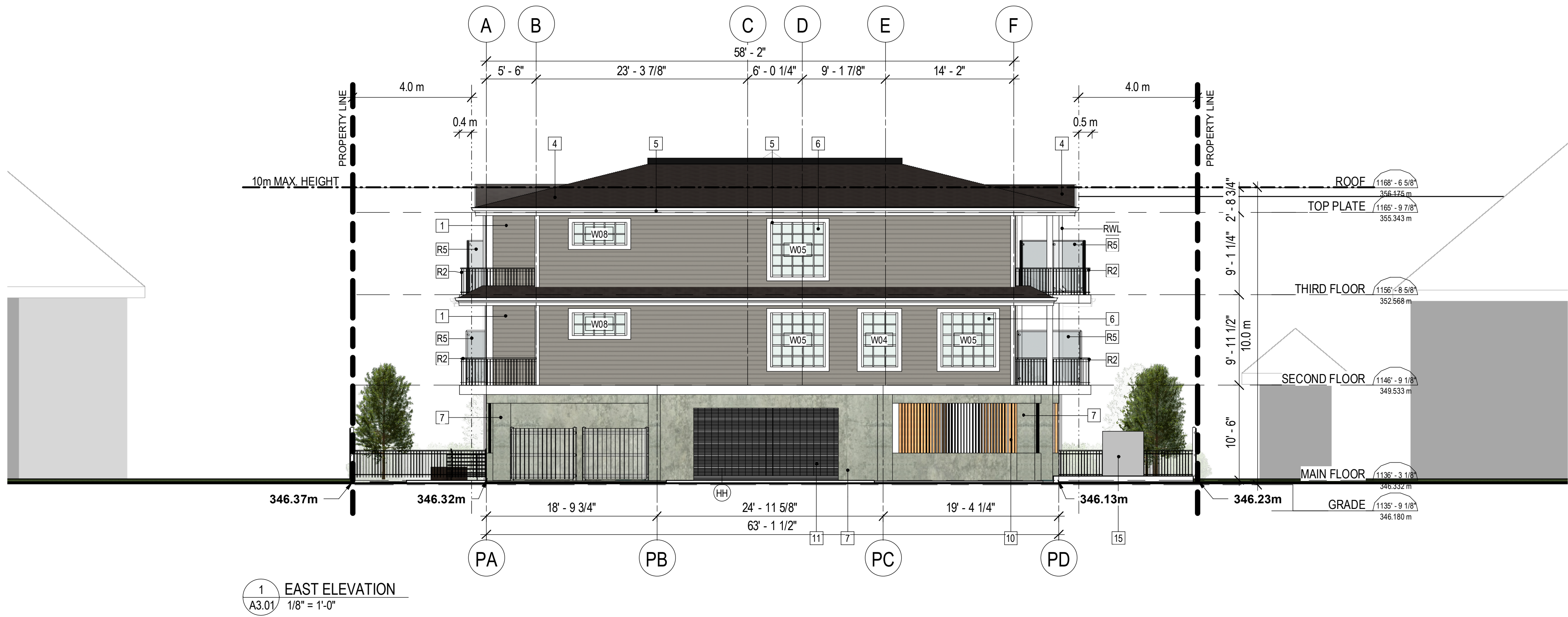
drawing title  
EXTERIOR ELEVATIONS

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.  
A3.00

plotted	2022-03-01 12:39:57 PM
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KEYNOTE LEGEND	
KEYNOTE	DESCRIPTION
1	HARDIPLANK SIDING (COBBLE STONE)
2	STUCCO SIDING (EVERGREEN FOG)
3	MASONRY VENEER (SIENNA)
4	ASPHALT SHINGLES
5	WHITE ALUMINIUM
6	CLEAR GLAZING
7	EXPOSED CONCRETE
10	WOOD PRIVACY SCREEN
11	OVERHEAD SECURITY GRILLE
15	ELECTRICAL TRANSFORMER
R2	1070mm BLACK ALUMINIUM GUARDRAIL
R5	1800mm PRIVACY SCREEN w/ GLASS INFILL
RWL	RAIN WATER LEADER

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**NOVATION**  
ARCHITECTURE LTD.

302 - 2237 LECKIE ROAD  
KELOWNA BC V1X 6Y5

project title  
**RICHTER COMMONS**

1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1  
PLAN KAP4495 LOT B DISTRICT LOT 138

project no. 2128

drawing title  
**EXTERIOR ELEVATIONS**

designed	PS	scale	1/8" = 1'-0"
drawn	BD		
checked	PS		

drawing no.  
**A3.01**

plotted 2022-03-01 12:40:06 PM

## SCHEDULE

B

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# DP21-0119

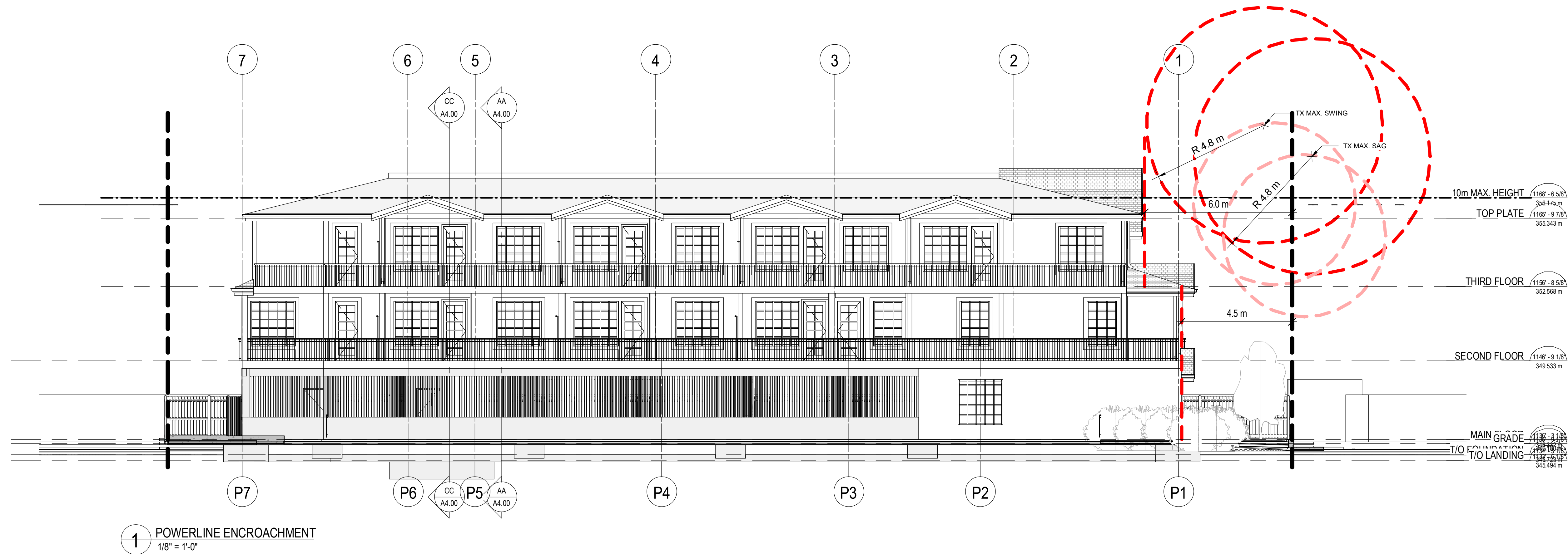
Planner  
Initials

LK

City of  
**Kelowna**  
DEVELOPMENT PLANNING







SCHEDULE

B

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# DP21-0119

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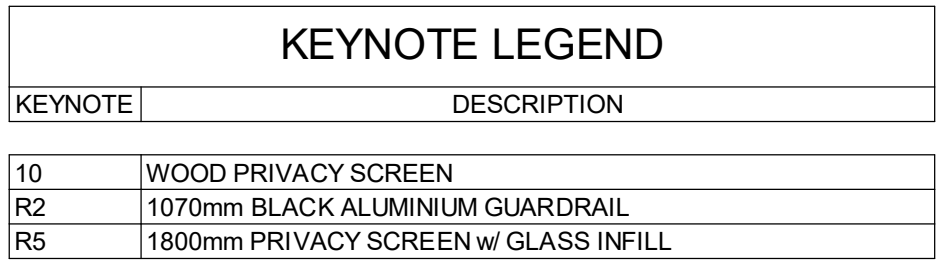
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ARCHITECTURE LTD.  
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KELOWNA BC V1Y 6Y5

project title		
RICHTER COMMONS		
1875 RICHTER STREET, KELOWNA, BRITISH COLUMBIA V1Y 2N1 PLAN KAP4495 LOT B DISTRICT LOT 138		
project no. 2128		
drawing title		
EXTERIOR ELEVATIONS		
designed	PS	scale 1/8" = 1'-0"
drawn	BD	
checked	PS	
drawing no.		
A3.02		
plotted	2022-03-01 12:40:08 PM	



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NO.	DATE	DESCRIPTION
REVISIONS		

drawing title  
**BUILDING SECTIONS**drawing no.

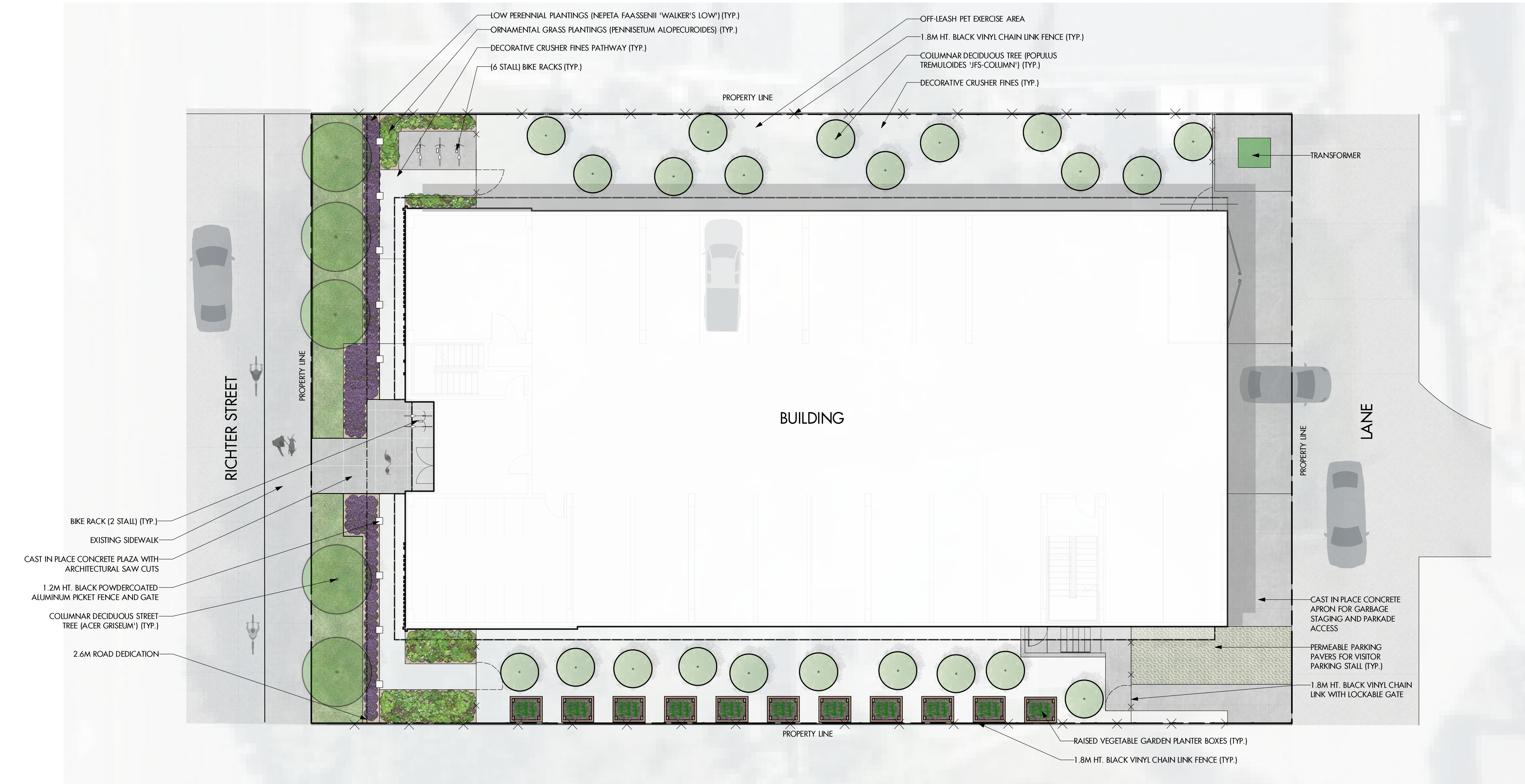
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plotted 2022-03-01 12:40:11





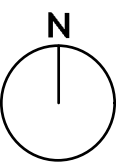
303-590 KLO Road  
Kelowna, BC V1Y 7S2  
T (250) 868-9270  
[www.outlanddesign.ca](http://www.outlanddesign.ca)



1. PLANT MATERIAL AND CONSTRUCTION METHODS SHALL MEET OR EXCEED THE CANADIAN LANDSCAPE STANDARD.
2. ALL SOFT LANDSCAPE AREAS SHALL BE WATERED BY A FULLY AUTOMATIC TIMED UNDERGROUND IRRIGATION SYSTEM.
3. TREE AND SHRUB BEDS TO BE DRESSED IN A MINIMUM 75mm DOUGLAS RED FIR MULCH, AS SHOWN IN PLANS. TREES IN PITS REQUIRE A MINIMUM OF 9 cu.m OF GROWING MEDIUM. DO NOT PLACE WEED MAT UNDERNEATH TREE AND SHRUB BEDS.
4. TREE AND SHRUB BEDS TO RECEIVE A MINIMUM 300mm DEPTH TOPSOIL PLACEMENT.
5. TURF AREAS FROM SOD SHALL BE NO. 1 GRADE GROWN FROM CERTIFIED SEED OF IMPROVED CULTIVARS REGISTERED FOR SALE IN B.C. AND SHALL BE TOLERANT OF DROUGHT CONDITIONS. A MINIMUM OF 150mm DEPTH OF GROWING MEDIUM IS REQUIRED BENEATH TURF AREAS. TURF AREAS SHALL MEET EXISTING GRADES AND HARD SURFACES FUSH.
6. SITE GRADING AND DRAINAGE WILL ENSURE THAT ALL STRUCTURES HAVE POSITIVE DRAINAGE AND THAT NO WATER OR LOOSE IMPEDIMENTS WILL BE DISCHARGED FROM THE LOT ONTO ADJACENT PUBLIC, COMMON, OR PRIVATE PROPERTIES.

BOTANICAL NAME	COMMON NAME	QTY	SIZE/SPACING & REMARKS
<b>TREES</b>			
ACER GRiseum	PAPERBARK MAPLE	5	6cm CAL
POPULUS TREMULOIDES 'JFS-COLUMN'	MOUNTAIN SENTINEL ASPEN	22	6cm CAL
<b>PERENNIALS, GRASSES &amp; GROUNDCOVERS</b>			
NEPETA FAASSENII 'WALKER'S LOW'	CATMINT	14	#01 CONT. /0.60M O.C. SPACING
PENNISETUM ALOPECUROIDES	FOUNTAIN GRASS	10	#01 CONT. /1.0M O.C. SPACING

City of Kelowna  
DEVELOPMENT PLANNING



PROJECT TITLE

## Kelowna, BC

DRAWING TITLE

## ISSUED FOR / REVISION

1	21.04.06	Review
2	21.04.14	Review
3	21.08.13	Review
4	22.02.17	Review
5		

PROJECT NO. 21-045

DESIGN BY FR

DRAWN BY MC

CHECKED BY \_\_\_\_\_ FB \_\_\_\_\_

DATE FEB. 17, 2022

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# Development Permit DP21-0119

<b>ATTACHMENT</b> A	
This forms part of application # DP21-0119	
Planner Initials	LK
City of <b>Kelowna</b> DEVELOPMENT PLANNING	



This permit relates to land in the City of Kelowna municipally known as

**1875 Richter St**

and legally known as

**for Lot 1 District Lot 138 ODYD Plan EPP117925**

and permits the land to be used for the following development:

**RM3r – Low Density Multiple Housing (Residential Rental Tenure Only)**

The present owner and any subsequent owner of the above described land must comply with any attached terms and conditions.

Date of Council Decision April 11, 2022

Decision By: COUNCIL

Development Permit Area: Form and Character DPA

Existing Zone: RM3r – Low Density Multiple Housing (Residential Rental Tenure Only)

Future Land Use Designation: C-NHD – Core Area Neighbourhood

## **This is NOT a Building Permit.**

In addition to your Development Permit, a Building Permit may be required prior to any work commencing. For further information, contact the City of Kelowna, Development Services Branch.

## **NOTICE**

This permit does not relieve the owner or the owner's authorized agent from full compliance with the requirements of any federal, provincial or other municipal legislation, or the terms and conditions of any easement, covenant, building scheme or agreement affecting the building or land.

Owner: 1243978 BC LTD., Inc. No. BC1243978

Applicant: Novation Architecture LTD

Planner: Lydia Korolchuk

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Terry Barton  
Community Planning Department Manager  
Planning & Development Services

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Date



## 1. SCOPE OF APPROVAL

This Development Permit applies to and only to those lands within the Municipality as described above, and any and all buildings, structures and other development thereon.

This Development Permit is issued subject to compliance with all of the Bylaws of the Municipality applicable thereto, except as specifically varied or supplemented by this permit, noted in the Terms and Conditions below.

The issuance of a permit limits the permit holder to be in strict compliance with regulations of the Zoning Bylaw and all other Bylaws unless specific variances have been authorized by the Development Permit. No implied variances from bylaw provisions shall be granted by virtue of drawing notations that are inconsistent with bylaw provisions and that may not have been identified as required Variances by the applicant or Municipal staff.

## 2. CONDITIONS OF APPROVAL

- a) The dimensions and siting of the building to be constructed on the land be in accordance with Schedule "A";
- b) The exterior design and finish of the building to be constructed on the land be in accordance with Schedule "B";
- c) Landscaping to be provided on the land be in accordance with Schedule "C"; and
- d) 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.

**This Development Permit is valid for two (2) years from the date of approval, with no opportunity to extend.**

## 3. PERFORMANCE SECURITY

As a condition of the issuance of this Permit, Council is holding the security set out below to ensure that development is carried out in accordance with the terms and conditions of this Permit. Should any interest be earned upon the security, it shall accrue to the Developer and be paid to the Developer or his or her designate if the security is returned. The condition of the posting of the security is that should the Developer fail to carry out the development hereby authorized, according to the terms and conditions of this Permit within the time provided, the Municipality may enter into an agreement with the property owner of the day to have the work carried out, and any surplus shall be paid over to the property owner of the day. Should the Developer carry out the development permitted by this Permit within the time set out above, the security shall be returned to the Developer or his or her designate. There is filed accordingly:

- a) An Irrevocable Letter of Credit **OR** certified cheque in the amount of **\$43,125.29**

Before any bond or security required under this Permit is reduced or released, the Developer will provide the City with a statutory declaration certifying that all labour, material, workers' compensation and other taxes and costs have been paid.

## 5. INDEMNIFICATION

Upon commencement of the works authorized by this Permit the Developer covenants and agrees to save harmless and effectually indemnify the Municipality against:

- a) All actions and proceedings, costs, damages, expenses, claims, and demands whatsoever and by whomsoever brought, by reason of the Municipality said Permit.

All costs, expenses, claims that may be incurred by the Municipality where the construction, engineering or other types of works as called for by the Permit results in damages to any property owned in whole or in part by the Municipality or which the Municipality by duty or custom is obliged, directly or indirectly in any way or to any degree, to construct, repair, or maintain.

**The PERMIT HOLDER is the CURRENT LAND OWNER.  
Security shall ONLY be returned to the signatory of the  
Landscape Agreement or their designates.**

## FORM & CHARACTER – DEVELOPMENT PERMIT GUIDELINES

**Chapter 2 - The Design Foundations :** apply to all projects and provide the overarching principles for supporting creativity, innovation and design excellence in Kelowna.

- Facilitate Active Mobility
- Use Placemaking to Strengthen Neighbourhood Identity
- Create Lively and Attractive Streets & Public Spaces
- Design Buildings to the Human Scale
- Strive for Design Excellence

**The General Residential and Mixed Use Guidelines :** provide the key guidelines that all residential and mixed use projects should strive to achieve to support the Design Foundations.

- The General Guidelines are supplement by typology-specific guidelines (e.g., Townhouses & Infill on page 18-19, High-Rise Residential and Mixed-Use on page 18-42), which provide additional guidance about form and character.

### Chapter 2 - Design Foundations

Apply To All Projects

Page 18-8

#### Section 2.1 - General Residential and Mixed Use Design Guidelines

Page 18-9

#### Section 2.2 - Achieving High Performance

Page 18-17

Chapter 3  
Townhouses & Infill

Page 18-19

Chapter 4  
Low & Mid-Rise  
Residential &  
Mixed Use

Page 18-34

Chapter 5  
High-Rise  
Residential &  
Mixed Use

Page 18-42

**ATTACHMENT** B

This forms part of application

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DEVELOPMENT PLANNING



**\*Note:** Refer to the Design Foundations and the Guidelines associated with the specific building typology.

## FORM & CHARACTER - DEVELOPMENT PERMIT GUIDELINES

Consideration has been given to the following guidelines as identified in Chapter 18 of the City of Kelowna 2040 Official Community Plan:

RATE PROPOSALS COMPLIANCE TO PERTINENT GUIDELINE (1 is least complying & 5 is highly complying)	N/A	1	2	3	4	5
<b>CHAPTER 4.0: LOW &amp; MID-RISE RESIDENTIAL &amp; MIXED USE</b>						
<b>4.1 Guidelines</b>						
<b>4.1.1 Relationship to the Street</b>						
Lobby area and main building entrance is clearly visible from the fronting street and sidewalk.						✓
Wherever possible, blank walls at grade are not encouraged.					✓	
Enclosed parking garages are located away from street frontages or public open space.						✓
Ground oriented units with entries or glazing have been provided to avoid the blank/dead frontage along the street.					✓	
When unavoidable, blank walls have been screened with landscaping or have been incorporated with a patio/café or special materials have been provided to make them visually interesting.					✓	
<b>Residential and Mixed-use Buildings</b>						
Residential buildings at the ground floor have a set back between 3-5m from the property line to create a semi-private entry or transition zone to individual units and to allow for an elevated front entryway or raised patio.						✓
A maximum 1.2m desired height (e.g., 5-6 steps) for front entryways has been provided. Where the water table requires this to be higher, in these cases, larger patio has been provided and parking has been screened with ramps, stairs, and landscaping.						✓
Ground floor units accessible from the fronting street or public open spaces have been provided with individual entrances.		✓				
Buildings are sited and oriented so that windows and balconies are overlooking public streets, parks, walkways, and shared amenity spaces while minimizing views into private residences.			✓			
<b>4.1.2 Scale and Massing</b>						
Proposed residential building façade has a length of 60m (40m length is preferred).						✓
Buildings over 40m in length are incorporating significant horizontal and vertical breaks in façade.	✓					
Commercial building facades are incorporating significant break at approximately 35m intervals.	✓					
Proposed residential building has a maximum width of 24m.						✓
<b>4.1.3 Site Planning</b>						

**ATTACHMENT**

**B**

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<b>RATE PROPOSALS COMPLIANCE TO PERTINENT GUIDELINE</b> <i>(1 is least complying &amp; 5 is highly complying)</i>	<b>N/A</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
On sloping sites, building floor levels are following the natural grade and avoiding the blank wall situation.	✓					
Buildings are sited to be parallel to the street and have a distinct front-to-back orientation to public street and open spaces and to rear yards, parking, and/or interior courtyards.					✓	
Building sides that are interfacing with streets, mid-block connections, and other open spaces (building fronts) are positively framing and activating streets and open spaces and supporting pedestrian activity.				✓		
Larger buildings are broken up with mid-block connections which have public accessibility wherever possible.	✓					
Ground floors adjacent to mid block connections have entrances and windows facing the mid block connection.				✓		
<b>4.1.4 Site Servicing, Access, and Parking</b>						
Vehicular access is provided from the lane.						✓
Where there is no lane, and where the re-introduction of a lane is difficult or not possible, access is provided from the street, provided: <ul style="list-style-type: none"> <li>Access is from a secondary street, where possible, or from the long face of the block;</li> <li>Impacts on pedestrians and the streetscape is minimized; and,</li> <li>There is no more than one curb cut per property.</li> </ul>	✓					
Above grade structure parking should only be provided in instances where the site or high water table does not allow for other parking forms.						✓
When parking cannot be located underground due to the high water table and is to be provided above ground, screen the parking structure from public view as follows: <ul style="list-style-type: none"> <li>On portions of the building that front a retail or main street, line the above ground parking with active retail frontage;</li> <li>On portions of the building that front onto non-retail streets, line the above ground parking with an active residential frontage, such as ground oriented townhouse units;</li> <li>When active frontages are not able to be accommodated, screen parking structures by using architectural or landscaped screening elements;</li> <li>On corner sites, screen the parking structure from public view on both fronting streets using the appropriate strategy listed above.</li> </ul>					✓	

ATTACHMENT B

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<b>RATE PROPOSALS COMPLIANCE TO PERTINENT GUIDELINE</b> (1 is least complying & 5 is highly complying)	<b>N/A</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Buildings with ground floor residential may integrate half-storey underground parking to a maximum of 1.2m above grade, with the following considerations: <ul style="list-style-type: none"> <li>Semi-private spaces should be located above to soften the edge and be at a comfortable distance from street activity; and</li> <li>Where conditions such as the high water table do not allow for this condition, up to 2m is permitted, provided that entryways, stairs, landscaped terraces, and patios are integrated and that blank walls and barriers to accessibility are minimized.</li> </ul>	✓					
<b>4.1.6 Building Articulation, Features &amp; Materials</b>						
Articulate building facades into intervals that are a maximum of 15m wide for mixed-use buildings and 20m wide for residential buildings. Strategies for articulating buildings should consider the potential impacts on energy performance (see 2.2.1), and include: <ul style="list-style-type: none"> <li>Façade Modulation – stepping back or extending forward a portion of the façade to create a series of intervals in the facade;</li> <li>Repeating window patterns at intervals that correspond to extensions and step backs (articulation) in the building facade;</li> <li>Providing a porch, patio, deck, or covered entry for each interval;</li> <li>Providing a bay window or balcony for each interval, while balancing the significant potential for heat loss through thermal bridge connections which could impact energy performance;</li> <li>Changing the roof line by alternating dormers, stepped roofs, gables, or other roof elements to reinforce the modulation or articulation interval;</li> <li>Changing the materials with the change in building plane; and</li> <li>Provide a lighting fixture, trellis, tree, or other landscape feature within each interval.</li> </ul>					✓	
Break up the building mass by incorporating elements that define a building's base, middle and top.					✓	
Use an integrated, consistent range of materials and colors and provide variety by, for example, using accent colors.					✓	
Articulate the facade using design elements that are inherent to the building as opposed to being decorative. For example, create depth in building facades by recessing window frames or partially recessing balconies to allow shadows to add detail and variety as a byproduct of massing.				✓		
Incorporate distinct architectural treatments for corner sites and highly visible buildings such as varying the roofline (See Figure 41), articulating the facade, adding pedestrian space, increasing the number and size of windows, and adding awnings and canopies.				✓		
<b>Weather Protection</b>						

**ATTACHMENT**

**B**

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<b>RATE PROPOSALS COMPLIANCE TO PERTINENT GUIDELINE</b> <i>(1 is least complying &amp; 5 is highly complying)</i>	<b>N/A</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Provide weather protection (e.g. awnings, canopies, overhangs, etc.) along all commercial streets and plazas ( <i>See Figure 42</i> ), with particular attention to the following locations: <ul style="list-style-type: none"> <li>• Primary building entrances,</li> <li>• Adjacent to bus zones and street corners where people wait for traffic lights;</li> <li>• Over store fronts and display windows; and</li> <li>• Any other areas where significant waiting or browsing by people occurs.</li> </ul>					✓	
Architecturally-integrate awnings, canopies, and overhangs to the building and incorporate architectural design features of buildings from which they are supported.					✓	
Place and locate awnings and canopies to reflect the building's architecture and fenestration pattern.	✓					
Place awnings and canopies to balance weather protection with daylight penetration. Avoid continuous opaque canopies that run the full length	✓					

**ATTACHMENT**
B

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**Kelowna**  
DEVELOPMENT PLANNING





# DP21-0119

# 1875 Richter St

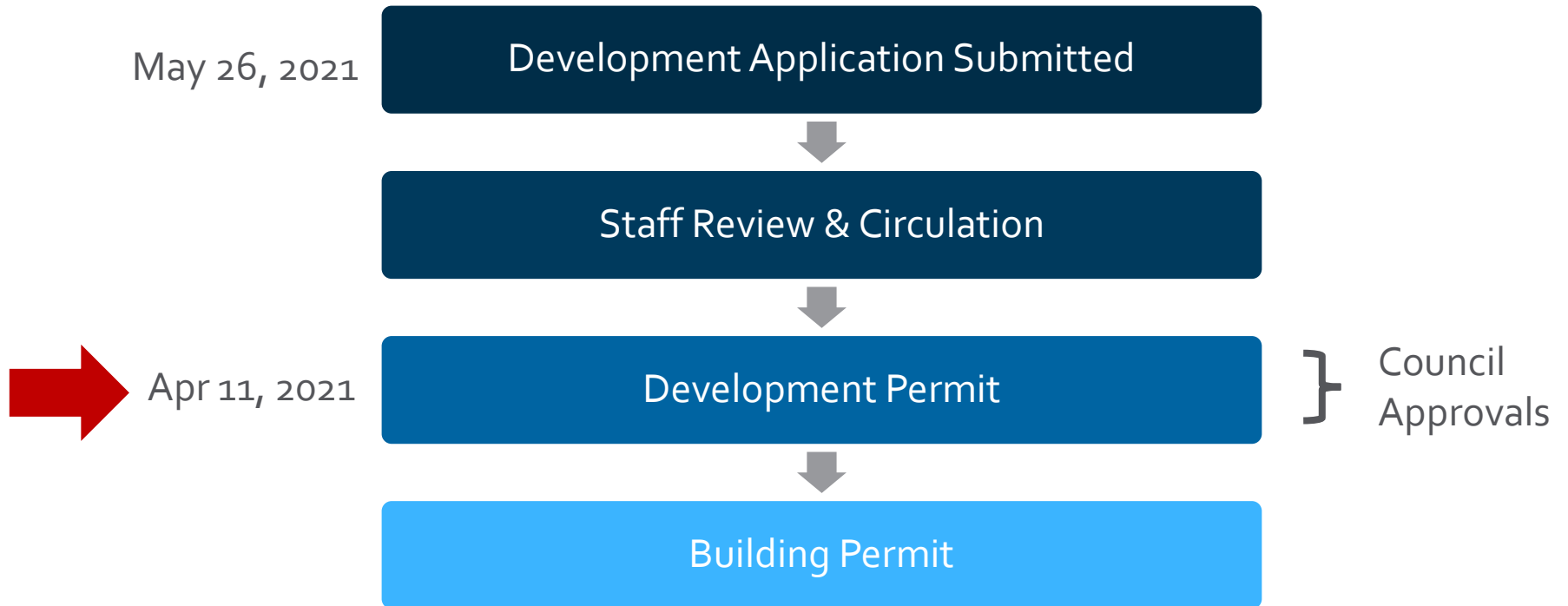
Development Permit Application



# Proposal

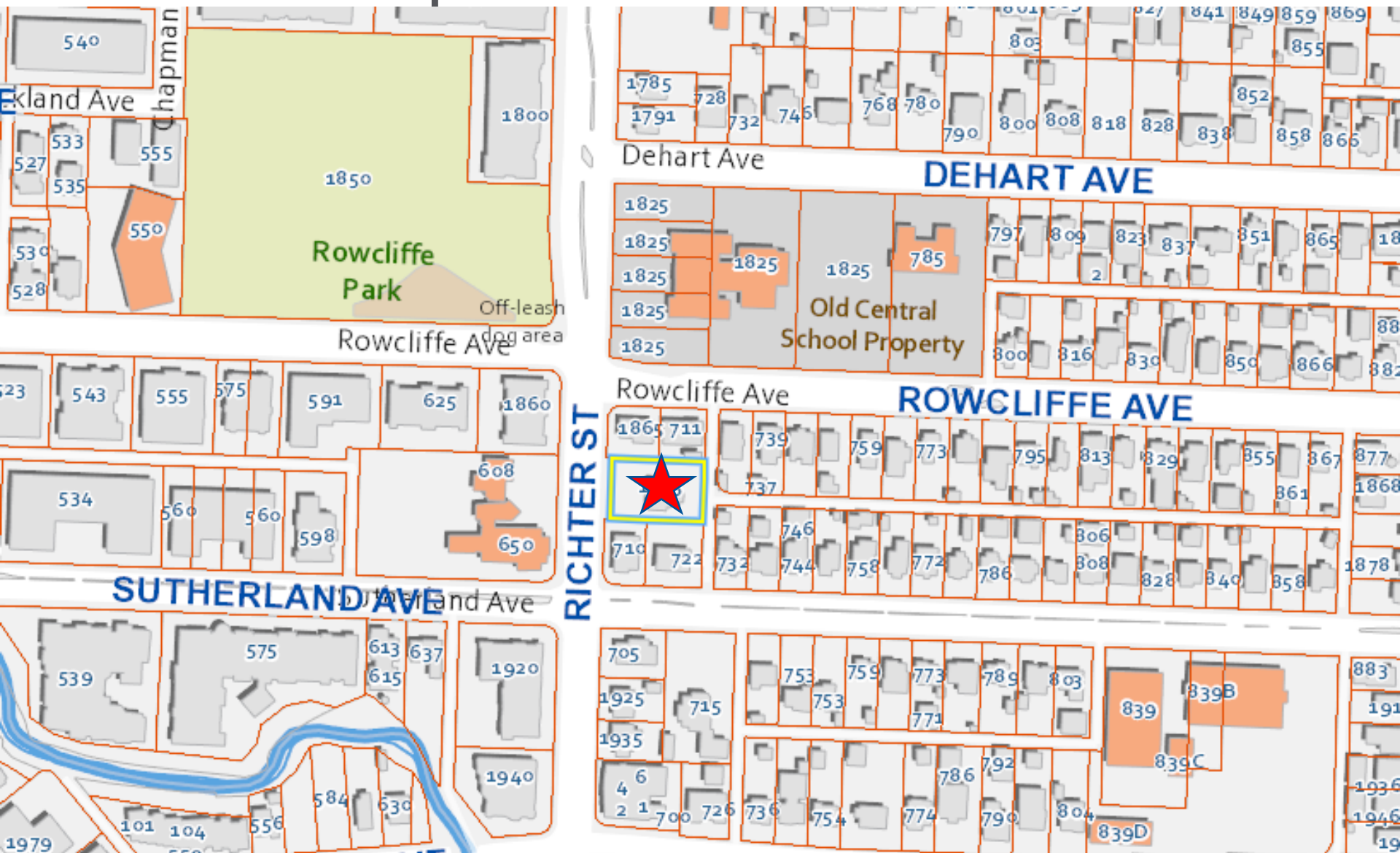
- ▶ To consider the form and character of an 18-unit multiple dwelling rental housing development.

# Development Process

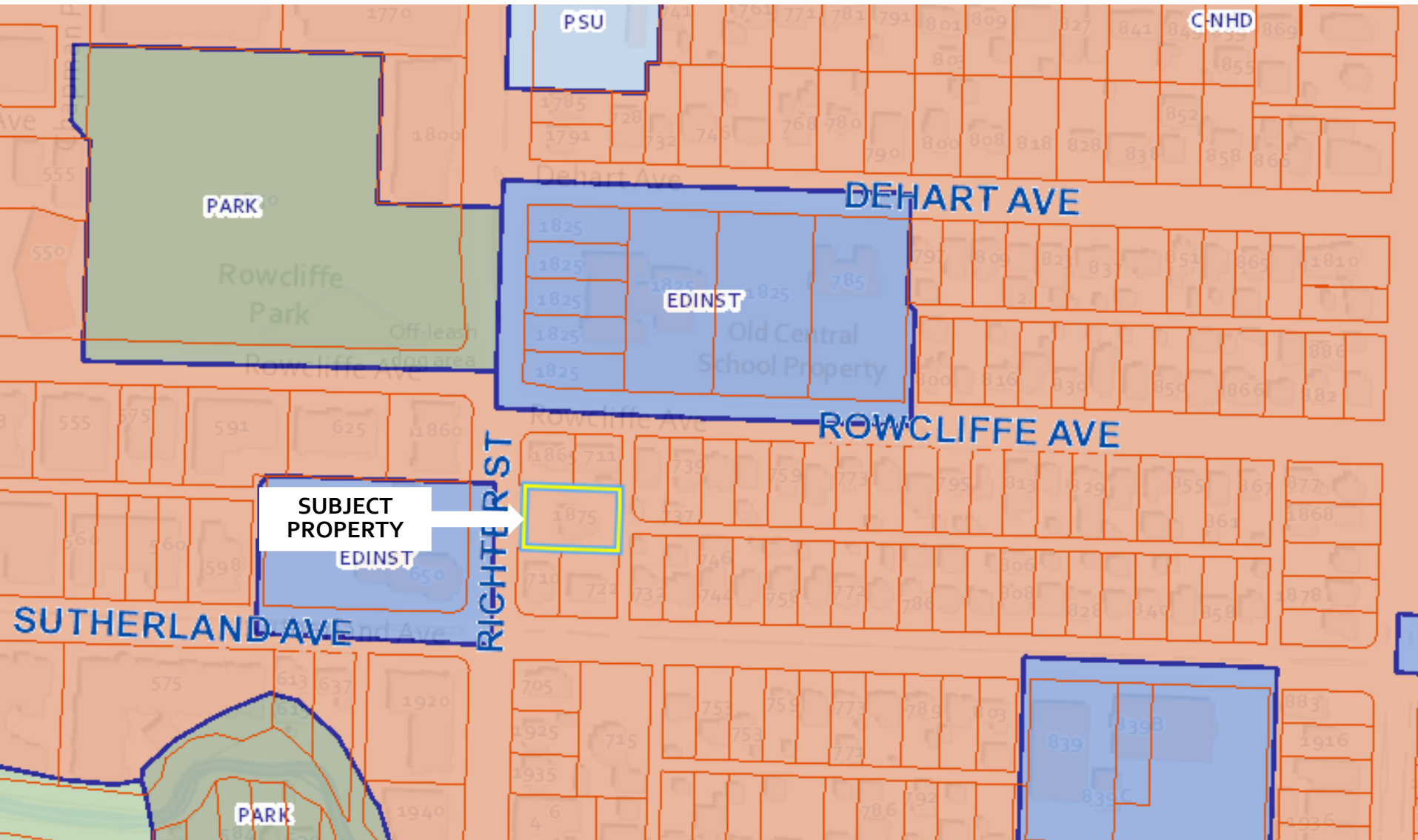




# Context Map



# OCP Future Land Use / Zoning





# Subject Property Map

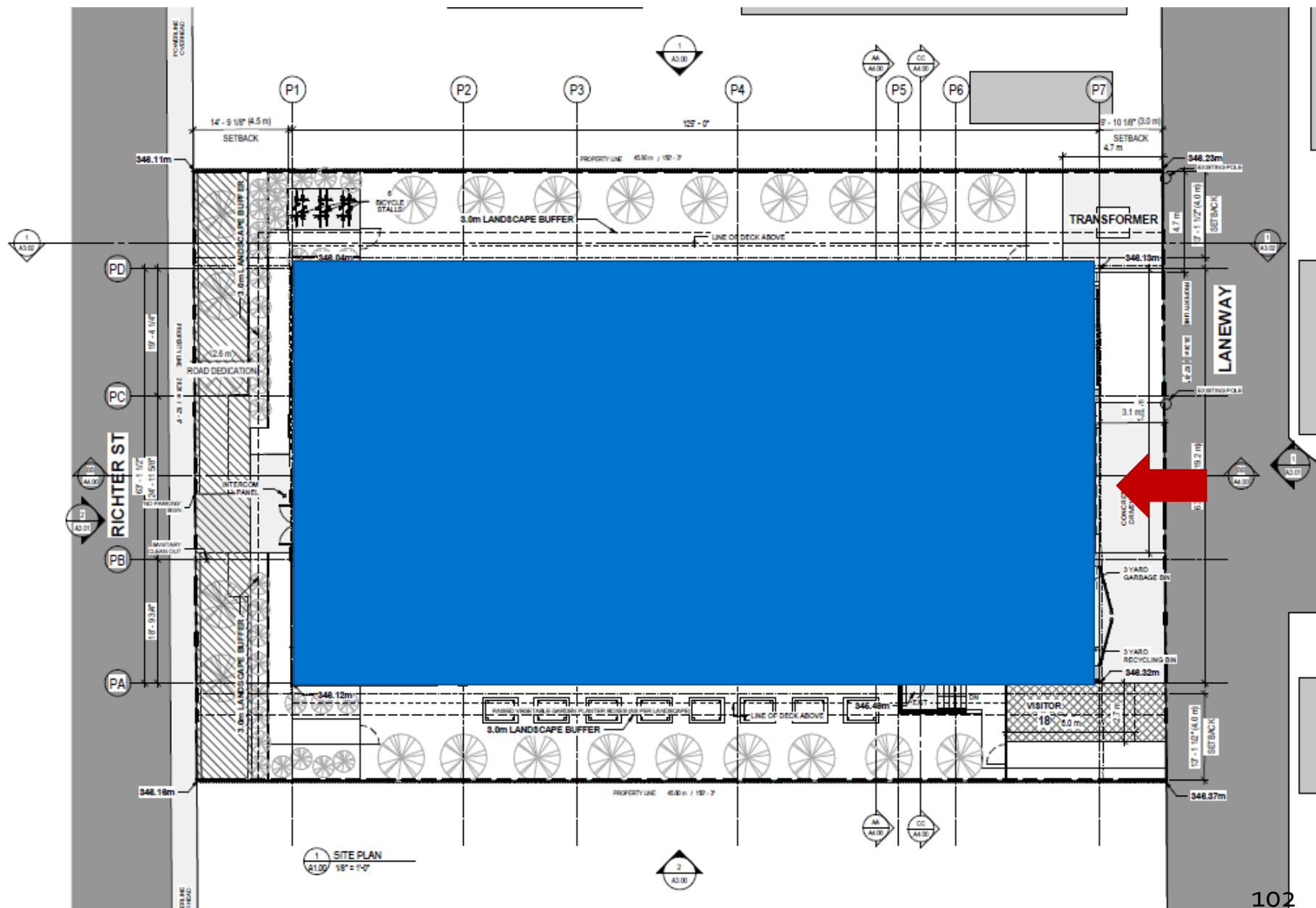




# Project/Technical Details

- ▶ 3 storey apartment building
- ▶ 18 dwelling units proposed
  - ▶ 2 two-bedroom
  - ▶ 16 one-bedroom
- ▶ Covered parking at grade with 2 storeys of residential above
  - ▶ 18 parking stalls
  - ▶ 30 bike stalls
  - ▶ All access from lane
- ▶ Finish Material:
  - ▶ Hardieplank
  - ▶ Stucco
  - ▶ Masonry Veneer
  - ▶ Brick
  - ▶ Finished Concrete

# Site Plan







# Elevations

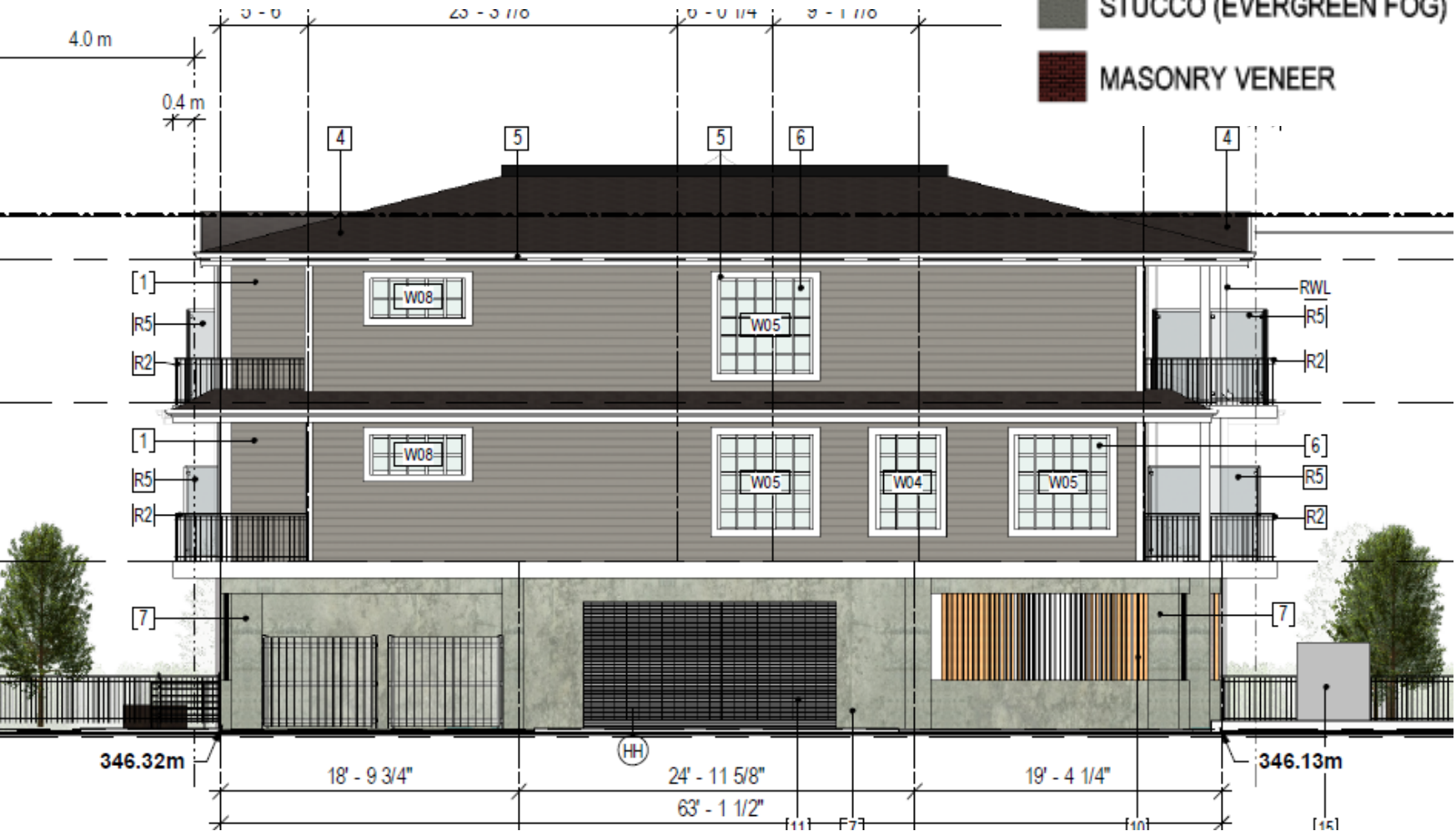




# Elevations





## MATERIAL LEGEND

-  CONCRETE
-  HARDIEPLANK SIDING (COBBLE STONE)
-  STUCCO (EVERGREEN FOG)
-  MASONRY VENEER



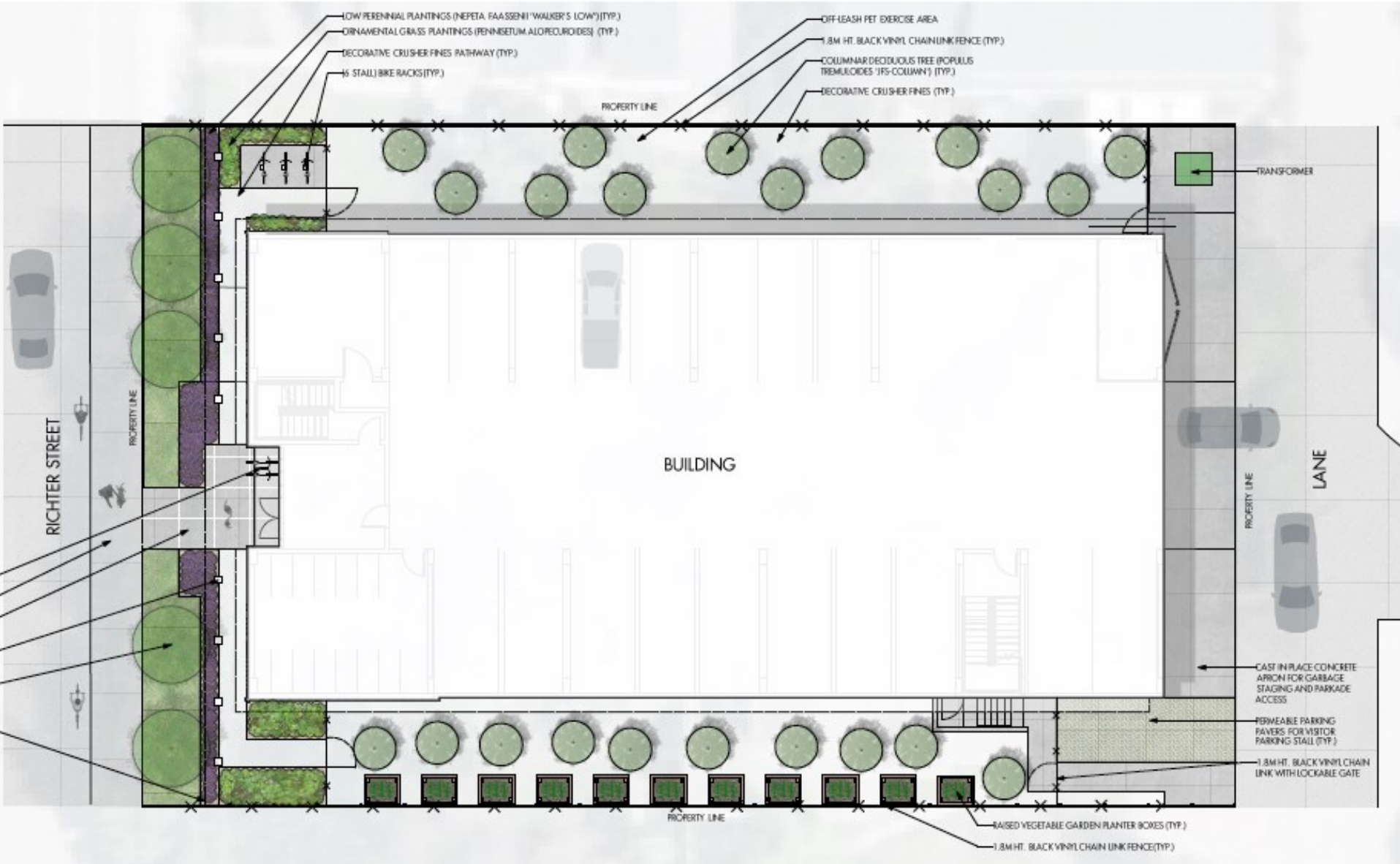
# Elevations

## MATERIAL LEGEND

-  CONCRETE
-  HARDIEPLANK SIDING (COBBLE STONE)
-  STUCCO (EVERGREEN FOG)
-  MASONRY VENEER



# Landscape Plan





# Renderings



# Renderings



# Development Policy

- ▶ Consistent with Future Land Use of Core Area Neighbourhood:
  - ▶ Propose higher density developments adjacent to a Transit Supportive Corridor.
- ▶ Prioritize the construction of purpose-built rental housing.



# Staff Recommendation

- ▶ Staff recommend **support** of the proposed Development Permit:
  - ▶ Consistent with OCP Land Use and Design Guidelines
  - ▶ Appropriate location for rental apartment



## *Conclusion of Staff Remarks*

# **CITY OF KELOWNA**

## **BYLAW NO. 12302**

**Z21-0065**

**664 Barnaby 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 District Lot 357, ODYD, Plan 18635 located on Barnaby Road, Kelowna, BC from the RR1 – Rural Residential 1 zone to the RR1c – Rural Residential 1 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 15<sup>th</sup> day of November, 2021.

Public Hearing waived by the Municipal Council this 15<sup>th</sup> day of November, 2021.

Read a second and third time by the Municipal Council this 6<sup>th</sup> day of December, 2021.

Adopted by the Municipal Council of the City of Kelowna this

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Mayor

---

City Clerk



**CITY OF KELOWNA**  
**BYLAW NO. 12324**  
**Z21-0104 – 549 Knowles Road**

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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 B, District Lot 167, ODYD, Plan 7438 located on Knowles Road, Kelowna, BC from the RU<sub>1</sub> – Large Lot Housing zone to the RU<sub>2</sub> – Medium Lot 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, second and third time by the Municipal Council this 28<sup>th</sup> day of February, 2022.

Adopted by the Municipal Council of the City of Kelowna this

---

Mayor

---

City Clerk

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** Community Safety Plan - Update  
**Department:** Community Safety

---

## **Recommendation:**

That Council receives, for information, the report from the Community Safety Department dated April 11, 2022, with respect to the Community Safety Plan;

AND THAT Council endorse the Community Safety Plan as attached to the report of the Community Safety Department dated April 11, 2022;

AND THAT Council direct staff to begin implementation of the recommendations and actions.

## **Purpose:**

To present Council with the Community Safety Plan for endorsement.

## **Background:**

In 2018, Imagine Kelowna 2040 established a vision and set a path toward a smarter, connected, responsible, and collaborative community. This was created with the community, for the community. In 2019, City Council identified six priorities for its 2019-2022 term to put the Imagine Kelowna vision into action. Community safety was established as a priority, with a focus on reducing crime, increasing sense of safety, and using data and analysis to understand problems and target responses. Further, City Council cited several supporting actions to be taken including the development and implementation of a Community Safety Plan (CSP).

The City of Kelowna is among a small, yet growing, number of municipalities nationally demonstrating leadership and vision in the development of a CSP. Such plans focus on “upstream” actions to reduce risk, vulnerability, and harm in a community. Consistent with the social determinants of health, CSPs are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized. Accordingly, all CSPs seek to engage a cross-section of local system leaders, as well as the broader community, to generate a shared vision and collectively commit to actions that address local conditions to improve community safety and sense of safety. To this end, the development and implementation of CSPs are intended to inspire and enable a shift in “how we work”; from siloed

organizations advancing isolated interventions toward a systems approach in which this cross-section of organizations and people work differently and elevate their partnership to accomplish collective impact. Through the development and implementation of this CSP, therefore, we are elevating our partnerships to see a progression from a communication/cooperation relationship among systems to one of true collaboration.

### Partnership Continuum:

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Convergence
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (i.e., networking).	As needed, often informal interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals etc.	Fully integrated programs, planning, funding.

### Major Project Milestones:

While the CSP project launched in September 2020, it began in earnest in January 2021 after delaying due to the provincial election. During the 15-month journey since, Kelowna's first CSP accomplished several milestones including constitution of the CSP Steering Committee, comprehensive research to create a community profile, followed by a range of engagement methods to ensure the community assessment and the Plan were informed heavily by diverse community voices.



### Community Consultations:

The CSP employed a truly comprehensive approach to ensure development of the Plan includes community safety and well-being related research, and considerable opportunities for communities to participate and be heard.

Local leaders and service providers were consulted to provide advice and guidance on the most effective way to engage with different community groups. Given the diversity of Kelowna, over 50 groups were invited, and a majority engaged despite the constraints of the global COVID-19 pandemic and wildfires at that time. To further maximize participation from hard-to-reach populations, a do-it-yourself (DIY) toolkit was developed which service providers carried out with those who they serve. These efforts were to ensure all participants felt respected, appreciated, and comfortable during and



after the engagement sessions. In addition to the DIY process, facilitated consultations were held with more than 30 groups, engaging nearly 100 members of diverse communities. An additional 775 voices were heard through the public validation survey, which elicited feedback on community safety themes, gaps in services, and recommendations to address key challenges related to safety and sense of safety.

### **Key Directions and Recommended Actions:**

Kelowna's CSP is committed to being realistic, time-based, and focused. While remaining aspirational and challenging the status quo of how systems operate, it endeavors to realistically reflect real-world constraints (i.e., organizational structures and budgets) and the complexities of bringing multiple organizations and communities together to co-create and implement a plan. Further, the Kelowna CSP seeks solutions that are achievable by local leaders within their spheres of control (i.e., independent of provincial / national policy changes), within the boundaries of the City of Kelowna, and within the next five years.

When applying these foundational principles to the learnings of the community consultation process, themes were identified and now reflect Kelowna's CSP priorities. These priorities are as follows:

1. Crime Prevention, Intervention and Sense of Safety
2. Domestic Violence and Intimate Partner Violence
3. Housing and Homelessness
4. Mental Health and Problematic Substance Use (including alcohol)
5. Racism and Discrimination

Once the CSP priorities were established, a list of recommendations, based upon what was heard from the community, steering committee, and what was learned from City Council and national experts/practitioners was developed. In total, Kelowna's CSP includes five Priorities, 15 Recommendations, and 30 Actions.

### **Governance and Implementation:**

Governing bodies charged with implementing CSPs are, typically, community-based partnerships responsible for developing and later coordinating implementation. As Kelowna's CSP transitions from development to implementation, a Stewardship Team, comprised of continuing CSP Steering Committee members as well as select representatives from NGOs and other partners will be established. This Team will be responsible for providing ongoing championship, guidance, and support for the duration of the CSP implementation.

To ensure implementation of the CSP's 15 recommendations and 30 actions, Action Teams will be established. The Action Teams will broaden the membership of the initiative beyond the Stewardship Team to include other organizations and/or community members. While this increases resources, more importantly it enables community-based participation and ensures that subject matter expertise is focused on areas where implementation happens. Staff within the City's social development and community safety portfolios will provide a base level of secretariat support to both the CSP Stewardship and Action Teams.

### **Monitoring, Evaluating and Reporting:**

The purpose of the CSP is to create positive, long-lasting change in the community and therefore evaluation will be imperative to monitor whether these changes are occurring and where additional

action may be needed. CSP monitoring and evaluation will involve a combination of data collection and analysis, and assessing to what extent the CSP is, or is not, meeting its objectives. Transparent and accountable reporting will occur internally, externally, informally, and formally. The CSP Stewardship Team, with support from the City of Kelowna Secretariat, will also prepare a formal progress report annually for public presentation. This report will include key accomplishments of the Stewardship and Action Teams, progress on each of the priorities, as well as available quantitative and qualitative data used to monitor and evaluate CSP implementation.

**Conclusion:**

Kelowna's CSP is committed to being aspirational and attainable by being realistic, focused, and time-based. The complexities of bringing diverse organizations, communities, and people together to co-create a vision and a CSP they can commit to implement collaboratively cannot be understated. Therefore, this CSP endeavours to be pragmatic by flexibly reflecting real-world constraints (i.e., differing organizational mandates, structures, and budgets) while still challenging the status quo of how systems operate.

Kelowna's CSP is composed of priorities, recommendations and actions that are realistically achievable by our local leaders within their spheres of control. This CSP is also focused on what the data uncovered about our challenges, and especially what we heard from the cross-section of ~100 people representing 30 organizations, 775 community members, City Council, national subject matter experts, and others in its development. Further, this Plan is focused within the City of Kelowna geographical boundaries, and time-limited with recommendations and actions to be implemented, and results evaluated, within the next five years.

**Internal Circulation:**

Corporate & Protective Services  
Active Living & Culture  
Corporate Strategic Services

Submitted by: C. Cornock, Crime Prevention Supervisor

**Approved for inclusion:**



S. Leatherdale, Divisional Director, Corporate & Protective Services

cc: J. Gabriel, Divisional Director, Active Living & Culture  
C. Weaden, Divisional Director, Corporate Strategic Services  
D. Caul, Community Safety Director  
Supt. K. Triance, OIC - RCMP



## Addressing Kelowna's CSP Priorities

This section outlines the action items that will be implemented to address the priorities in Kelowna's CSP. Much like the process of identifying community safety challenges and solutions, the implementation process requires a collaborative, multi-sectoral approach. For each priority, the chart includes, recommendations, specific actions related to each one, and initial leads and partners.



Recommendations & Actions	Lead(s) & Partner(s)
<p><b>1 Recommendation: Improve multi-sectoral collaboration and support for crime prevention and intervention services.</b></p> <p><b>Action 1.1</b> Enhance effectiveness of referral systems/committees (e.g., KOaST) with the mandate to connect at-risk people to appropriate services.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C, NGOs</p>
<p><b>Action 1.2</b> Explore the creation of alternative, community-based responses (e.g., intervention, outreach, and social navigation) to police calls involving people in crisis.</p>	<p><b>S/C Lead:</b> CoK, RCMP <b>Partners:</b> FNHA, IH, NGOs</p>
<p><b>2 Recommendation: Strengthen upstream prevention and early intervention to reduce risks, harm, crime, and victimization.</b></p> <p><b>Action 2.1</b> Support and expand affordable and accessible prevention strategies for youth including recreation, peer-led programming, and job opportunities.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs, SD23</p>
<p><b>Action 2.2</b> Support and expand family support services (e.g., through a community hub) to promote and strengthen healthy lifestyles and to enhance child and family development.</p>	<p><b>S/C Lead:</b> MCFD, SD23 <b>Partners:</b> CoK, MSDPR</p>
<p><b>Action 2.3</b> Expand affordable and accessible skills-based, extra-curricular activities for youth who are unable to manage a full day of school and during out of school hours/ times in the year (winter, spring, summer).</p>	<p><b>S/C Lead:</b> CoK, SD23 <b>Partners:</b> NGOs</p>
<p><b>Action 2.4</b> Build on Journey Home's (Away Home Kelowna's Upstream Program – 'AWHK') early intervention and prevention approach to identify and connect at-risk youth to integrated, wrap-around supports and services with the goal of reducing school disengagement, preventing homelessness, and connecting youth requiring mental health supports.</p>	<p><b>S/C Lead:</b> COJHS <b>Partners:</b> CoK, MCFD, RCMP, SD23</p>
<p><b>3 Recommendation: Communicate crime prevention / intervention strategies and provide information on community safety realities in Kelowna.</b></p> <p><b>Action 3.1</b> Increase knowledge and resources for community members and organizations to prevent crime and improve sense of safety.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs, RCMP</p>
<p><b>4 Recommendation: Support and enable engagement in crime prevention by all community members.</b></p> <p><b>Action 4.1</b> Create strategies / mechanisms for peer-to-peer (e.g., people with lived or living experience) involvement in community safety projects (e.g., partnerships with business community).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> Business community, NGOs</p>
<p><b>Action 4.2</b> Engage groups who are marginalized and/or face increased vulnerabilities (e.g., BIPOC, 2SLGBTQ+ community, people with disabilities, people experiencing homelessness) to better understand and improve their sense of safety.</p>	<p><b>S/C Lead:</b> CoK, RCMP <b>Partners:</b> All S/C, LECOH</p>
<p><b>Action 4.3</b> Expand the Strong Neighbourhoods program to further support neighbour connection, engagement, safety, and sense of belonging. Some examples include supporting placemaking projects (e.g., little libraries, area beautifications), empowering residents to animate and enhance public spaces, and inspiring new social opportunities.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> Business community, Neighbourhood Associations</p>
<p><b>Action 4.4</b> Promote and expand mechanisms for community members to raise crime and sense of safety concerns related to environmental design (e.g., need to improve lighting in certain areas such as downtown, alleys, parks).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> Community at large</p>

## 2

## Domestic Violence and Intimate Partner Violence

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>5 Recommendation: Research and support initiatives that reduce the vulnerability of people to DV and IPV.</b></p> <p><b>Action 5.1</b> Expand and explore current and potential community learning programs to prevent dating violence (e.g., healthy relationships for couples, parenting skills &amp; family relationships, victim-centered services, mentorship, etc.).</p>	<p><b>S/C Lead:</b> MCFD, SD23/ Education <b>Partners:</b> RCMP</p>
<p><b>6 Recommendation: Empower people to identify and offer support in situations of DV and IPV.</b></p> <p><b>Action 6.1</b> Develop educational campaigns and resources for community members to identify risk factors and intervene in / report situations of DV/IPV (e.g., poster campaign in liquor establishments, virtual hand signal for DV/IPV, bystander intervention training).</p>	<p><b>S/C Lead:</b> RCMP, CoK <b>Partners:</b> MCFD, business community</p>
<p><b>7 Recommendation: Improve emergency supports for those fleeing situations of DV and IPV.</b></p> <p><b>Action 7.1</b> Advocate for increased funding for DV/IPV wraparound services, with a focus on transitioning out of shelters (e.g., support in managing finances, access to housing, etc.).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs</p>
<p><b>Action 7.2</b> Enhance collaborative community partnerships to wrap around affected youth and adults.</p>	<p><b>S/C Lead:</b> MCFD <b>Partners:</b> SD23</p>

## 3

## Housing and Homelessness

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>8 Recommendation: Enhance multi-sectoral participation to improve housing/ sheltering.</b></p> <p><b>Action 8.1</b> Enhance strategies (e.g., legislation and partnerships with landlords) to support maintenance of safe and healthy properties.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> TBD</p>
<p><b>Action 8.2</b> Improve planning and emergency responses for vulnerable populations. (e.g., warming/cooling stations, shelters, and disaster response).</p>	<p><b>S/C Lead:</b> IH, COJHS <b>Partners:</b> CoK, NGOs, community at large</p>
<p><b>9 Recommendation: Implement strategies to prevent and reduce homelessness.</b></p> <p><b>Action 9.1</b> Advance city planning initiatives to ensure Kelowna has a balanced housing system positioned to address the social and economic needs of the region (e.g., Healthy Housing Strategy<sup>6</sup> and Official Community Plan 2040<sup>7</sup>).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> TBD</p>
<p><b>Action 9.2</b> Support individuals who are precariously housed or experiencing homelessness with connections to income supports and services within the community.</p>	<p><b>S/C Lead:</b> MSDPR <b>Partners:</b> TBD</p>
<p><b>Action 9.3</b> Implement an anti-stigma campaign aimed to change people's perceptions and levels of understanding regarding homelessness, especially those experiencing unsheltered homelessness.</p>	<p><b>S/C Lead:</b> COJHS <b>Partners:</b> All S/C</p>

<sup>6</sup> The objectives of the [Healthy Housing Strategy](#) are to promote and protect rental housing, improve housing affordability and reduce barriers to affordable housing, build the right supply, and strengthen partnerships and align investments.

<sup>7</sup> The objectives of the [Official Community Plan 2040](#) are to increase the diversity of housing types and tenures to create inclusive, affordable, and complete urban centres and core area; protect the rental housing stock; and prioritize the construction of purpose-built rental housing.

## 4

Mental Health and Problematic Substance Use (including alcohol)<sup>8</sup>

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>10 Recommendation: Increase or support services and programs to prevent and address mental health challenges.</b></p> <p><b>Action 10.1</b> Improve accessibility to mental health resources and health services, including walk-in services.</p>	<p><b>S/C Lead:</b> IH, FNHA <b>Partners:</b> NGOs</p>
<p><b>Action 10.2</b> Improve accessibility of mental health services for youth.</p>	<p><b>S/C Lead:</b> IH, MCFD <b>Partners:</b> FNHA, MSDPR, NGOs, SD23</p>
<p><b>11 Recommendation: Reduce the stigma surrounding mental health challenges and substance use.</b></p> <p><b>Action 11.1</b> Develop and deliver communication and awareness initiatives that provide a more informed understanding of mental health and substance use.</p>	<p><b>S/C Lead:</b> IH, FNHA <b>Partners:</b> CoK, NGOs</p>
<p><b>12 Recommendation: Engage in activities that prevent and reduce addictions, overdoses, and the harms associated with substance use.</b></p> <p><b>Action 12.1</b> Advance new and emergent evidence-based approaches in harm reduction and overdose prevention.</p>	<p><b>S/C Lead:</b> IH <b>Partners:</b> NGOs</p>
<p><sup>8</sup> We recognize that there is not always a correlation between mental health challenges and problematic substance use. However, they have been merged to better address instances of concurrent disorders through increased coordination and alignment of action items and services.</p>	

## 5

## Racism and Discrimination

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>13 Recommendation: Recognize and reject racism and discrimination in Kelowna.</b></p> <p><b>Action 13.1</b> Advance, at the local level, calls to action identified by the Truth &amp; Reconciliation Commission.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C</p>
<p><b>Action 13.2</b> Create an action table to assess and explore strategies to reduce racism and discrimination.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C, NGOs, community at large</p>
<p><b>14 Recommendation: Support individuals in accessing safe spaces and services.</b></p> <p><b>Action 14.1</b> Establish a safe space initiative.</p>	<p><b>S/C Lead:</b> RCMP <b>Partners:</b> NGOs</p>
<p><b>Action 14.2</b> Expand and advance initiatives to increase partnerships, reduce hate crimes, and increase reporting. (e.g., post-secondary institutions, Indigenous and diverse communities).</p>	<p><b>S/C Lead:</b> RCMP <b>Partners:</b> NGOs, post-secondary institutions</p>
<p><b>Action 14.3</b> Work with the Indigenous community to develop partnerships across regional, provincial/territorial, and national organizations to enhance the delivery of culturally informed healing services.</p>	<p><b>S/C Lead:</b> IH, FNHA, MCFD <b>Partners:</b> NGOs</p>
<p><b>15 Recommendation: Provide opportunities to create diverse and inclusive workplaces.</b></p> <p><b>Action 15.1</b> Encourage system leaders to establish positions that advance equity, diversity, inclusion, and race relations in their organizations.</p>	<p><b>S/C Lead:</b> TBD <b>Partners:</b> NGOs</p>





# Kelowna Community Safety Plan

Creating a community where all people are safe and feel safe



This Community Safety Plan was developed by the Steering Committee in partnership with the City of Kelowna and the Canadian Municipal Network on Crime Prevention.

## Disclaimer

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, the Community Safety Planning Steering Committee recognizes certain limitations with the data. The information presented in this report is based on a review of existing data, consultations with various community groups, and findings from a public validation survey. One major challenge with qualitative data (focus groups, open-ended survey questions, etc.) is the subjectivity of responses. Participants share their perspectives and opinions based on their own experiences and knowledge. As a result, the statements made by an individual may not reflect the perspectives of others. It is therefore important to recognize that the findings from this research must be considered in their own context and not deemed as unequivocally representing the reality of community safety challenges in the City of Kelowna. At the same time, they offer valuable insight for future planning as a thematic analysis. A more detailed discussion of data limitations can be found in the [Community Safety Assessment](#) section of the report. Additionally, please refer to the [Key Findings](#) section for a further discussion on limitations that occurred because of the COVID-19 pandemic.

Please note that this is a living document. New evidence, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety Plan (CSP) development.

**Trigger Warning:** This document includes discussion about sensitive topics related to crime, safety, and victimization that could be triggering to some people.

If you have any questions about the Community Safety Plan, please contact Colleen Cornock, Community Safety Supervisor at [ccornock@kelowna.ca](mailto:ccornock@kelowna.ca) or 250-862-0432.

## Land Acknowledgement

*We acknowledge that the city of Kelowna sits on the traditional, ancestral, unceded territory of the Syilx/Okanagan people. We recognize, honour, and respect the presence of Indigenous Peoples, past, present, and future.*

### Why is this here?

A land acknowledgement statement represents an act of reconciliation, honouring the land and Indigenous heritage and history that dates back thousands of years. To recognize the land is an expression of gratitude and appreciation to those whose territory we reside on, and a way of honouring the Indigenous Peoples who have lived here for thousands of years. It is important that we understand our history that has brought us to reside on the land, and to seek to understand our place within history.

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placeholder for message  
from Mayor Basran

# Message from the Superintendent

RCMP play a critical role in ensuring the safety and well-being of our citizens. As the Officer in Charge for Kelowna RCMP, I am proud to be involved in the development and implementation of Kelowna's first Community Safety Plan. Together, with community members, organizations, and leaders of the key systems, we need to improve safety in our community. We have created a collaborative approach to better address the underlying factors associated with crime, vulnerability, and harm in our community. This proactive approach will serve us well into the future.

Through the development of this plan, Kelowna already has a deeper understanding of the local issues and needs in our community, and available services and supports. With greater understanding comes our ability to enhance responses to issues in a coordinated manner, taking us beyond conventional approaches to increase safety and sense of safety for all citizens.

On behalf of the Kelowna RCMP, I thank all partners involved in the development of this important initiative, and I look forward, particularly, to working with many more in its implementation. When we work together to prevent crime and victimization, and to increase community safety and well-being, the result is a better quality of life for everyone.



A handwritten signature in black ink, appearing to read 'Kmt' followed by a horizontal line.

Kara Triance, O.3086 (Supt.)  
Officer in Charge  
Kelowna Regional RCMP Detachment

# Acknowledgements

Developing Kelowna's CSP was a collective and collaborative effort. Sincere gratitude is offered to the community members who attended the consultations, completed the survey, and shared their perspectives, experiences, and concerns. Your participation was instrumental in identifying local priorities and ensuring that community safety efforts are rooted in the experiences and context of the residents within the city of Kelowna. This CSP is stronger because of your voices.

Kelowna's capacity and strength to improve conditions for residents is evident in the talent and tireless work of many organizations. Thank you to all that contributed to this plan:

- Central Okanagan Elizabeth Fry Society
- Central Okanagan Journey Home Society
- Community Living BC
- Downtown Kelowna Association
- Invest Kelowna
- John Howard Society of Okanagan & Kootenay
- KCR Community Resources
- Kelowna Chamber of Commerce
- Kelowna South-Central Association of Neighbourhoods
- Kelowna's Gospel Mission
- Lived Experience Circle on Homelessness
- Metro Community
- NOW Canada Society
- Okanagan College Students' Union
- Quail Ridge Residents Association
- Rutland Residents Association
- Seniors Outreach & Resource Centre
- Society of St. Vincent de Paul of Central Okanagan
- Students' Union Okanagan of UBC
- The Bridge Youth & Family Services
- Uptown Rutland Business Association
- Westbank First Nation

Providing a comprehensive list of actions to address community safety priorities in Kelowna required the input and expertise of several expert academics and practitioners across the country. Thank you to the following individuals for their invaluable expertise, knowledge, and recommendations:

- Dr. Irvin Waller – Emeritus Professor, University of Ottawa
- Dave Critchley – Director of Public Safety and Community Services, City of Burnaby
- Julie Thompson – Community Engagement Coordinator, Waterloo Region Crime Prevention Council
- Wisam Osman – Coordinator, Toward Violence Free Homes



# List of Abbreviations

<b>CMNCP</b>	Canadian Municipal Network on Crime Prevention
<b>COJHS</b>	Central Okanagan Journey Home Society
<b>CoK</b>	City of Kelowna
<b>CSD</b>	Community Safety Department
<b>CSP</b>	Community Safety Plan
<b>CSWB</b>	Community Safety and Well-Being
<b>DE</b>	Developmental Evaluation
<b>DV</b>	Domestic Violence
<b>FNHA</b>	First Nations Health Authority
<b>FTE</b>	Full-Time Equivalent
<b>HSDA</b>	Health Service Delivery Area
<b>IH</b>	Interior Health
<b>IPV</b>	Intimate Partner Violence
<b>KOaST</b>	Kelowna Outreach and Support Table
<b>LECoH</b>	Lived Experience Circle on Homelessness
<b>MCFD</b>	Ministry of Children and Family Development
<b>MSDPR</b>	Ministry of Social Development and Poverty Reduction
<b>NGO</b>	Non-governmental organization
<b>RCMP</b>	Royal Canadian Mounted Police
<b>S/C</b>	Steering Committee
<b>SD23</b>	School District #23



# Executive Summary

## PURPOSE

Engage systems, organizations, and citizens to co-create a shared vision and a realistic five-year action plan to address, through collaborative effort, the risk and protective factors underlying crime, vulnerability, and harm in Kelowna.

## VISION

Creating a community where all people are safe and feel safe.

The City of Kelowna is among a small, yet growing, number of municipalities nationally demonstrating leadership and vision in the development of a Community Safety Plan (CSP). With a focus on reducing risk, vulnerability, and harm in a community, CSPs are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized.

While there is no single or universal definition of community safety, it is regarded here as fundamental to quality of life and the ability of people to fully participate in community; therefore, relevant to all who live, work, learn, and play in Kelowna.

Achieving our vision, an ideal state of a “community where all people are safe and feel safe”, is complex, dynamic, multi-generational, and multi-sectoral. Accordingly, CSPs universally seek to bring together a spectrum of government ministries, community organizations, and the public to assess local conditions, generate a sense of shared ownership and responsibility, inspire a shared vision, and forge a commitment to *collectively* reduce crime and increase sense of safety. We accomplish this goal by realizing the connections between our work and the underlying risk and protective factors of crime and victimization and by choosing to work differently, through a systems approach, to accomplish what no single organization can on its own – collective and sustained impact.

In 2020, the City of Kelowna invited senior leaders of government systems (i.e., health, social, education, and justice) to imagine new ways of working together toward common goals, and to participate as Steering Committee (S/C) members. The S/C launched in earnest in 2021, despite the practical challenges and pressures presented by the global pandemic, and, in 2021, the S/C partnered with the Canadian Municipal Network on Crime Prevention to support the development of this CSP.

Kelowna's CSP is committed to being aspirational and attainable by being realistic, focused, and time-based. The complexities of bringing diverse organizations, communities, and people together to co-create a vision and a CSP they can commit to implement collaboratively cannot be understated. Therefore, this CSP endeavours to be pragmatic by flexibly reflecting real-world constraints (i.e., differing organizational mandates, structures, and budgets) while still challenging the status quo of how systems operate. Kelowna's CSP is composed of priorities, recommendations and actions that are realistically achievable by our local leaders within their spheres of control (i.e., independent of provincial / national policy changes). This CSP is also focused on what the data uncovered about our challenges, and especially what we heard from the diverse cross-section of ~100 people representing 30 organizations, 775 community members, national subject matter experts, and others in its development. Further, this Plan focused within the City of Kelowna geographical boundaries, and time-limited; recommendations and actions will be implemented, and results evaluated within the next five years.

## Why a Community Safety Plan?

In 2018, Imagine Kelowna Vision 2040 established a vision and set a path toward a smarter, connected, responsible, and collaborative community. This was created with the community, for the community. In 2019, Kelowna City Council identified six priorities for its 2019-2022 term to put the Imagine Kelowna vision into action. Community safety was established as a priority, with a focus on reducing crime, increasing sense of safety, and using data and analysis to understand problems and target responses. Further, City Council cited several supporting actions to be taken including the development and implementation of a CSP.

## What We Did

To inform the development of Kelowna's CSP, local data was collected to provide an understanding of strengths and challenges related to community safety. This process included a review of existing data, community-led and virtual consultations with diverse groups (i.e., local service providers, Indigenous Peoples, individuals with diversabilities, youth, older adults, business associations, social service and well-being agencies), and a public validation survey, open to all Kelowna residents. Extensive input and expertise were also provided by the CSP Steering Committee, City staff, and external academics/experts throughout the process.

## What We Heard

An analysis of the data collected during the community safety assessment resulted in the identification of several community safety concerns in Kelowna. Based on the scope of the CSP, five priorities were identified:

- Crime Prevention, Intervention and Sense of Safety
- Domestic Violence (DV) and Intimate Partner Violence (IPV)
- Housing and Homelessness
- Mental Health and Problematic Substance Use (including alcohol)
- Racism and Discrimination



## Strategies

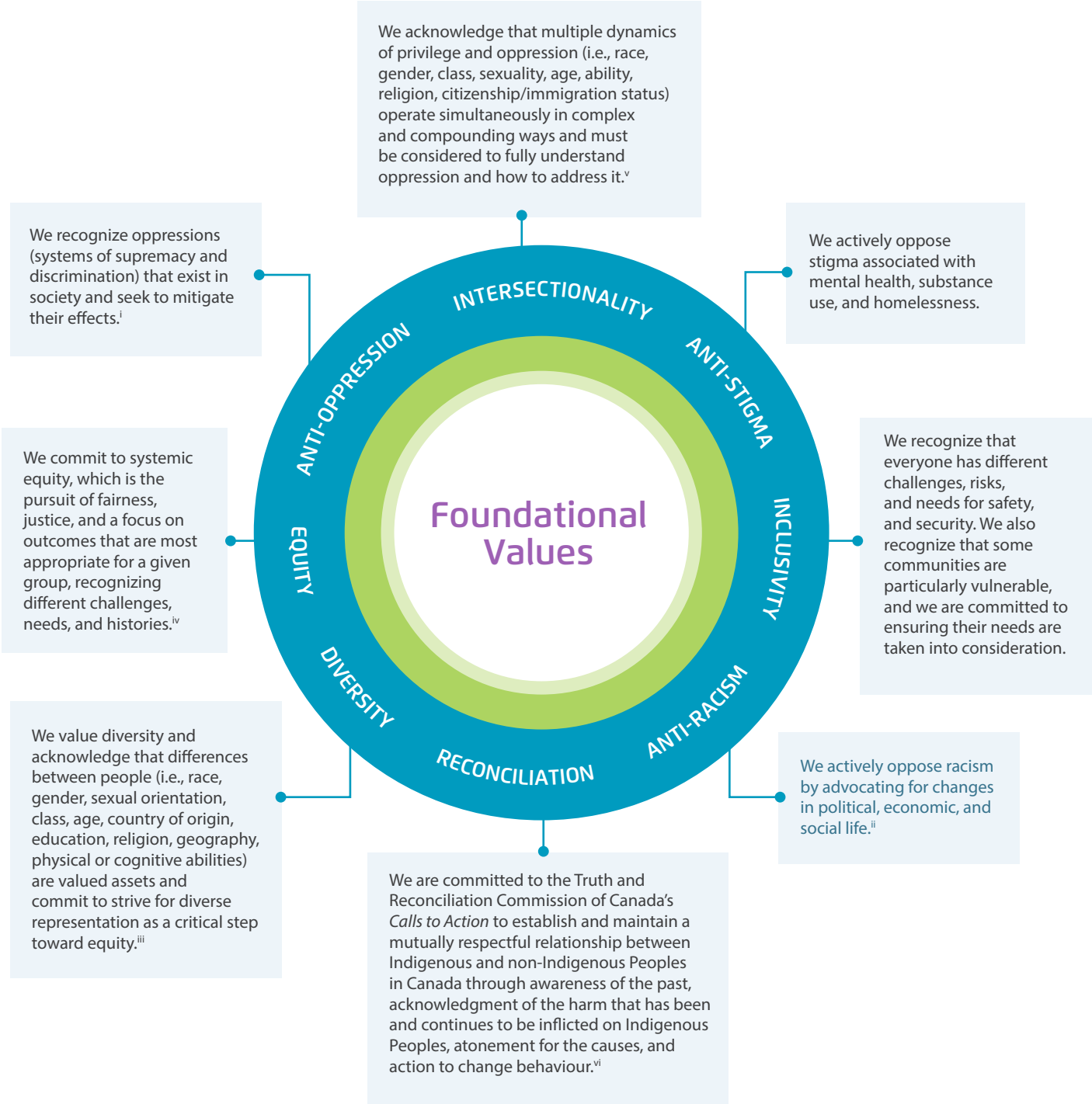
Once the CSP priorities were established, a list of recommendations to address each one were developed. These recommendations were based upon what we heard from the community, steering committee, and what we learned from City Council and national experts/practitioners. They include:

PRIORITIES	RECOMMENDATIONS
<b>1</b> Crime Prevention, Intervention and Sense of Safety	<ul style="list-style-type: none"> <li>• Improve multi-sectoral collaboration and support for crime prevention and interventions services.</li> <li>• Strengthen upstream prevention and early intervention to reduce risks, harm, crime, and victimization.</li> <li>• Communicate crime prevention/intervention strategies and provide information on community safety realities.</li> <li>• Support and enable engagement in crime prevention by all community members.</li> </ul>
<b>2</b> Domestic Violence (DV) and Intimate Partner Violence (IPV)	<ul style="list-style-type: none"> <li>• Research and support initiatives that reduce the vulnerability of people to DV and IPV.</li> <li>• Empower people to identify and offer support in situations of DV and IPV.</li> <li>• Ensure adequate emergency supports are available to those fleeing situations of DV and IPV.</li> </ul>
<b>3</b> Housing and Homelessness	<ul style="list-style-type: none"> <li>• Enhance multi-sectoral participation to improve housing / sheltering.</li> <li>• Implement strategies to prevent and reduce homelessness in Kelowna.</li> </ul>
<b>4</b> Mental Health and Problematic Substance Use (including alcohol)	<ul style="list-style-type: none"> <li>• Increase or support services and programs to prevent and address mental health challenges.</li> <li>• Reduce the stigma surrounding mental health challenges and substance use.</li> <li>• Engage in activities that prevent and reduce addictions, overdoses, and the harms associated with substance use.</li> </ul>
<b>5</b> Racism and Discrimination	<ul style="list-style-type: none"> <li>• Recognize and reject racism and discrimination in Kelowna.</li> <li>• Support individuals in accessing safe space and services.</li> <li>• Provide opportunities to create diverse and inclusive workplaces.</li> </ul>

This document begins with a discussion of the foundational values and strategic approaches to guide this work in Kelowna. It then provides background information on community safety plans in general, and within a local context. This is followed by a discussion of the process employed in the development of this CSP which included a data-based community safety assessment, engagement of local organizations, elected officials and people with lived experience, and a public survey. Based on the findings from this process, the Plan priorities and specified actions emerged. Following this, the document outlines recommendations to address the CSP priorities, a planned governance model to ensure successful implementation, along with an outline of plans to monitor, evaluate, and accountably report publicly.

# Foundational Values

The CSP foundational values will ensure all efforts to improve community safety in Kelowna consider the perspectives, recommendations, and implications for *all* members of the community, including those who are marginalized and most vulnerable. These values provide the lenses that will guide this work.



## Strategic Approaches

To address the priorities of this CSP and effectively create change in Kelowna, it is essential to take an approach that is both integrated and strategic. While the foundational values provide the lenses that inform the CSP, the following strategic approaches will help put it into action.

### Base Actions in Evidence and Knowledge

Ensuring community safety work is guided by evidence and the wisdom of community members is vital for achieving desired outcomes, grounding them in available data, and considering the historic and current knowledge of the community and its stakeholders.

### Collaboration, Coordination, and Alignment of Services

The success of the CSP depends on the collective willingness and ability of system leaders to create change in current service systems, including working beyond conventional silos and in collaboration with others toward a collective vision through mutually agreed-upon actions.

### Communication

Obtaining buy-in to address priorities is highly dependent on the communication of desired outcomes and their connections to priority actions. Ongoing communication within and across systems is vital to CSP success.

### Engage the Community

No CSP can be accomplished solely through the efforts of organizations and systems. Grassroots and community level involvement is critical for its success. All system sectors must commit to engaging the community, including people with lived or living experience, in the development and implementation of solutions.

### Focus on Social Determinants of Safety and Well-Being

Addressing determinants of community safety and well-being in relation to plan priorities. This should include determinants at different levels, including individual, relationship, community, and societal levels.

### Leverage Partnerships

The CSP is meant to harness existing efforts, build on them, and form novel connections between existing approaches. Partnerships are critical for maximizing limited resources and finding solutions based in multi-disciplinary thinking and practice.





# Background

## Kelowna, British Columbia

Kelowna is part of the Regional District of Central Okanagan which also includes Peachland, Lake Country, West Kelowna, and unincorporated communities on both sides of Okanagan Lake.

Kelowna is the largest community in the Regional District. It is part of the Interior Health Authority, and the First Nations Health Authority, Central Okanagan Local Health Area as well as Health Service Delivery Area Profile (HDSA).

Over the past 20 years, Kelowna's population has grown by approximately 40,000 people, reaching over 145,000 residents in 2021. The city is among the fastest growing in the country, and BC Statistics estimates it will have an additional 50,000 residents by 2040. Kelowna sits on the traditional, ancestral, unceded territory of the Okanagan Syilx people. In Kelowna, 11% of the population identify as a visible minority and 14% of the population are immigrants, with just under 3% being new immigrants. Close to 6% of the population identify as Indigenous.

Kelowna is experiencing many of the same issues that are endemic across the province: a housing crisis, systemic mental health and addictions (i.e., opioid) crises and, more recently, a global pandemic. As the city transitions to a larger population base, many of these issues may become amplified, and have a greater impact on many dimensions of community safety.

In 2019, Kelowna City Council established community safety as one of six priority areas for 2019-2022 to advance the Imagine Kelowna: Vision 2040. In addition to resource investment in policing and bylaw services, City Council expressly committed to the development of a CSP to provide a strategy to align the work and resources of diverse sectors and agencies, ensuring coordinated prioritization of issues and interventions, and improving the effectiveness of the response.

## Defining Community Safety

There is no single or universal definition of community safety. Often, it is viewed and assessed simplistically by the presence or absence of crime / victimization and, in recent years, reported sense of safety. Critically, in Kelowna's CSP, community safety is:

- broadly interpreted as much more than the frequency or severity of crime / victimization or the visible presence and profile of "social issues";
- understood to include people's perceptions, sense of safety, and vulnerabilities;
- recognized as one piece of overall community vitality and well-being<sup>2</sup>;
- regarded as fundamental to quality of life and the ability of people to fully participate in community; and
- assumed as relevant to all who live, work, learn and play in Kelowna.

Fundamental to community safety is the reduction of marginalization, vulnerability, and the number of people who are on a pathway to criminalization. In doing so, we strive to create an ideal state of a sustainable community where everyone is safe, feels safe, has a sense of belonging, has access to services, and has opportunities to participate fully in all that Kelowna has to offer.

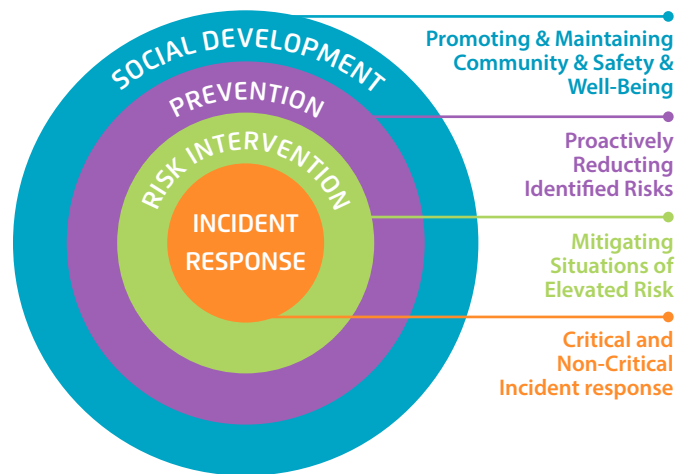
## Kelowna's Community Safety Plan

While CSPs were legislatively mandated in Ontario in 2017, the City of Kelowna is among a small yet growing number of municipalities nationally demonstrating leadership and vision in the development of a CSP. Among other objectives, a CSP brings together system leaders, organizations, and community members to co-create a vision and an actionable plan to improve safety and sense of safety in the community.

Kelowna's CSP is committed to being tangible, pragmatic, and focused. While remaining aspirational and challenging the status quo of how systems operate, it endeavors to be realistic to reflect real-world constraints (i.e., organizational structures and budgets) and the complexities of bringing multiple organizations and communities together to co-create and implement a plan. Further, the Kelowna CSP seeks solutions that are achievable by local leaders within their spheres of control (i.e., independent of provincial / national policy changes), within the boundaries of the City of Kelowna, and within the next five years.

Like all CSPs, this Plan is focused on reducing risk, vulnerability, and harm. Accordingly, while police are focused on crime reduction (attending to the people, places, and situations already known), CSPs focus on upstream prevention; attending to the people, places and situations not yet troubled/known (for more information, see [Appendix 1](#)). To visualize this, the [Community Safety Framework](#)<sup>vii</sup> highlights the different levels of prevention/ intervention.

Diagram 1: Community Safety Framework



### Social Development

Intervening to reduce risk factors and/or enhance protective factors in the general population.

### Prevention

Identifying at-risk individuals or communities and intervening to reduce risk factors and/or enhance protective factors.

### Risk Intervention

Responding to acutely elevated risk situations to mitigate harm and decrease the likelihood of (re)victimization.

### Emergency Response

Immediate response to urgent incidents to stop harms, minimize victimization and hold individuals responsible.

With this focus on delivering tangible results and having measurable impact through localized action, the Kelowna CSP priorities and actions focus on prevention, risk intervention, social development, and reducing demand for incident response, respectively.

<sup>2</sup> For more information on overall community vitality and well-being in Kelowna, please refer to the Healthy City Strategy: <https://www.kelowna.ca/our-community/planning-projects/healthy-city-strategy>.

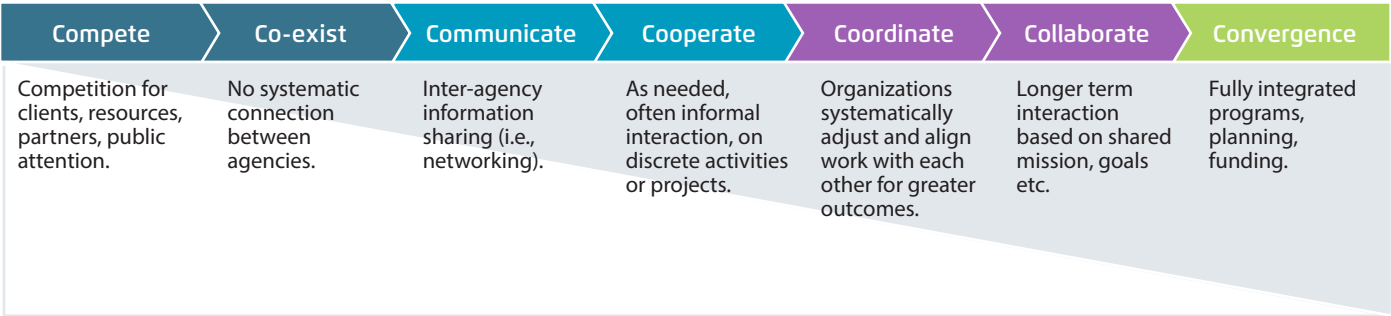


# Community Safety Planning

Although there is no single approach or form for CSPs, all are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized. Accordingly, all CSPs seek to engage a cross-section of local leaders as well as the broader community to generate a shared vision and commit to actions that address local conditions to improve community safety and sense of safety. It follows that to be successful, CSPs must inspire and enable a shift in “how we work”; from siloed organizations working toward isolated interventions toward a systems approach in which a cross-section of organizations and people work differently, and elevate their partnership (see diagram #2 below) to accomplish collective impact.

Importantly, CSPs are consistent with the social determinants of health through a focus on decreasing risk factors and strengthening protective factors - the “root causes” known to impact a person’s pathway to pro-social values, attitudes and behaviour or, alternatively, crime. Risk and protective factors are varied. Some require broad-based, long-term, sustained investment and commitment (social development), typically led by federal and provincial governments, to improve social inequities such as racism, poverty, and unemployment. Others are more readily achievable through localized consensus, leadership, and commitment to action. For more information on risk and protective factors, see Appendix 2. Even at a glance, it is evident that risk and protective factors align directly with the mandate of varied institutions (i.e., community, cultural, education, social, health, etc.) and all levels of government.

Diagram 2: Partnership Continuum



Trust, shared mission, goals, power, resources, responsibility & accountability

## Community Safety at All Levels of Government

At the international level, the United Nations’ System-wide Guidelines on Safer Cities and Human Settlements (2019) repeatedly call for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity. The guidelines state it is crucial that local governments, in collaboration with national and subnational (i.e., provincial/territorial) governments, fully integrate safety and security in their strategic urban planning and decision-making processes and in the delivery of services. Local governments, in collaboration with national and subnational governments, “also need to base their policies and strategies on a comprehensive assessment of the city, drawing on appropriate disaggregated data and a knowledge base of good practices and effective interventions, where available”.<sup>viii</sup>

## Alignment with other City and Community Plans / Initiatives

A CSP is an important strategy for a community and because of the nature of safety, it touches many aspects of municipal and community planning. Therefore, a coordinated and integrated approach with other local municipal plans and community partner initiatives best mitigates or prevents future social concerns.

Accordingly, the Kelowna CSP builds upon existing plans, strategies, and initiatives at the municipal and community levels. For example, the Kelowna CSP has been developed to align with and enhance Kelowna’s Healthy Housing Strategy, Community for All Action Plan, Youth Services Framework, and Official Community Plan.

Implementation of the Plan will leverage existing networks and promote a systems approach to the delivery of services in Kelowna including, for example, coordination with the Central Okanagan Journey Home Society, Central Okanagan Community Action Team, and the City of Kelowna’s Community Inclusion Team.



# Community Safety Assessment

The purpose of a community safety assessment is to understand the current state including both strengths and challenges in the community.

Community safety assessments involve the collection of data to understand key risk factors, root causes, safety concerns, and available services/resources at the local level. While research has identified several general risk factors that negatively affect community safety, each community has its own unique circumstances resulting in some challenges being more prevalent than others. As a result, collecting data to understand these community-specific challenges is a vital step to ensure the CSP is evidenced-based and addresses local concerns.

When conducting any community safety assessment, it is critical to take a comprehensive approach and incorporate data from a variety of sources. During the community safety assessment for Kelowna, both quantitative<sup>3</sup> and qualitative<sup>4</sup> data were collected from several sources to develop an in-depth understanding of local realities.

## Data Collection Considerations

Kelowna's community safety assessment endeavoured to bring a comprehensive understanding of Kelowna's community safety strengths and challenges, and to ensure the CSP reflects the diverse voices of individuals (i.e., people with lived or living experience) and groups who might otherwise be overlooked or not included in decision-making processes.

Accordingly, local leaders and service providers were consulted to provide advice and guidance on the most effective way to engage with different community groups. Given the diversity of Kelowna, over 50 groups were invited, and a majority engaged despite the constraints of the global pandemic. To further maximize participation from hard-to-reach populations, a do-it-yourself (DIY) toolkit was also developed which service providers carried out with those who they serve. These efforts were to ensure all participants felt respected, appreciated, and comfortable during and after the engagement sessions.

<sup>3</sup> Quantitative data refers to numerical data (e.g., crime rates), collected through methods like surveys, which help understand what is happening and how much.

<sup>4</sup> Qualitative data refers to more in-depth information (e.g., perceptions and experiences), collected through methods like interviews and focus groups, which help understand how and why certain challenges happen.



## Challenges and Limitations

Typically, and ideally, community consultations are conducted in person. However, the ongoing COVID-19 pandemic required all CSP consultations to occur virtually. While these virtual conversations accomplished the necessary collection of information, it is important to acknowledge the limitations of this process, which included accessibility challenges, technical difficulties, and potential distractions. An additional constraint resulted from multiple wildfires in Kelowna during the consultation period. This impacted the ability for several stakeholders and community members to be reached and/or to participate.

Also, during the period of the community safety assessment, Tk'emlúps te Secwépemc First Nation uncovered the remains of 215 unmarked graves of children buried on the property of the former Kamloops Indian Residential School. Understandably, grieving Indigenous community members, many who were also impacted by the active wildfires, were unable to participate in the earliest stages of the community safety assessment. Engagements, therefore, were paused and with additional, targeted outreach some representation of Indigenous voices became possible. Through humility and partnership, it is understood that the involvement of Indigenous partners and community members must remain at the centre of the CSP implementation and governance.

## Data Sources

### Existing Data

To understand the current community safety landscape in Kelowna, considerable quantitative data was compiled. This information included demographic data from Statistics Canada (i.e., population, diversity, income, labour force), relevant social and cultural data (i.e., homelessness, food insecurity, language, etc.), as well as open-source data collected from several contributing government and non-government organizations relating to education, mental health, substance use, as well as accessibility of services and sense of belonging.

### Community Consultations

Community consultations were conducted to provide a more comprehensive understanding of the challenges highlighted in the quantitative data and shed light on the experiences of various groups within the community. Qualitative data from consultations helps provide a richer understanding and answers the how and the why of issues related to community safety. Consultations were held

with more than 30 groups in the community. Specifically, individuals whose voices tend to be silenced or overlooked were consulted as part of the planning process to ensure their concerns and priorities are considered in the CSP.

A core principle for conducting community consultations is to provide opportunities for all (with a specific focus on those that are marginalized and most at-risk) to participate in a meaningful, safe, and inclusive manner. As a result, all engagements were organized in partnership with local leaders. Sessions were conducted in one of two formats to ensure they remained safe, meaningful, and comfortable for all participants:

1. Online consultations facilitated by CMNCP and City of Kelowna staff
2. In-person consultations facilitated by local leaders, without CMNCP or City of Kelowna present (self-led consultations)

One of the key goals of the community consultations was to capture the voices of groups that are often overlooked in community engagements and who face greater systemic barriers and challenges. As a result, consultations were conducted with nearly 100 participants representing diverse sectors, populations, and perspectives:

- Community-based organizations
- Indigenous Peoples
- Individuals who are criminalized
- Individuals with developmental disabilities
- Neighbourhood associations
- Older adults
- People experiencing homelessness
- Social service and well-being agencies
- Students
- Business associations

For consistency, facilitators asked consultation participants about three general themes:

1. Positive aspects about Kelowna
2. Community safety concerns about Kelowna
3. Opportunities to improve community safety or address challenges in Kelowna

## Validation Survey

Based on the review of existing data and findings from the consultations, several community safety themes emerged. These themes were incorporated into a public validation survey ([Appendix 3](#)). This provided opportunity for members of the public to provide feedback on the preliminary findings, validate or disagree with current themes, identify gaps, and provide recommendations to address the key challenges. The survey was administered online and distributed through the City of Kelowna's Community Safety e-Subscription list. It was intended to be directional and not statistically valid. Those who participated in the initial consultations were also encouraged to complete and circulate the survey among their networks. In total, 775 respondents completed the survey between August 30 and September 19, 2021.

## Identifying CSP Priorities

Following the data collection, the Steering Committee reviewed the findings, identified themes, and conducted a sorting process to divide the themes into three scopes, based on their applicability to Kelowna's CSP (please refer to the [Key Findings](#) section for more details).

- **Scope 1** themes were those that are addressed in the CSP.
- **Scope 2** themes are principally supported by the CSP but actioned under other existing initiatives or organizations.
- **Scope 3** themes are those deemed to be out of scope for the CSP (i.e., wildfires).

From this process, the five priorities of this CSP emerged. Then, based on the input from the many participants throughout this process, recommendations and viable actions were designed for each of the five priorities.



# Key Findings

## Positive Aspects About Kelowna

There were many aspects about Kelowna that residents indicated they like, love, and enjoy. Those most frequently mentioned included:

### Sense of Community

Residents enjoy the strong sense of community in Kelowna which creates an increased feeling of safety, particularly in their neighbourhoods. They stated that, in general, people are friendly, connected, and trustworthy.

### Outdoor Activities

The large range of easily accessible outdoor activities in Kelowna were mentioned in most of the consultations. Residents consistently commented on how much they enjoy parks, beaches, and trails for walking, hiking, and biking. Several specific locations were mentioned (City Park, Mission Creek Regional Park, Eagle View Trail, Knox Mountain Park, etc.) and it was very evident that people enjoy these public spaces. Other outdoor amenities that were highlighted include golf courses, vineyards, and wineries.

### Beauty and Green Spaces

Many residents expressed that they enjoy the overall beauty of the city of Kelowna. They mentioned that the area is generally well-maintained, free of garbage, and aesthetically pleasing due to the presence of flowers, shrubs, and greenery.



# Community Safety Priorities in Kelowna

In addition to the positive aspects mentioned above, community members identified several areas of concern, some which related to community safety in Kelowna. From these concerns, themes were identified and subsequently vetted through the lens of three scopes as presented here:

SCOPE 1 THEMES

The five themes identified in Scope 1, and now reflect Kelowna's CSP priorities, are as follows:

- Crime Prevention, Intervention and Sense of Safety
- Domestic Violence and Intimate Partner Violence
- Housing and Homelessness
- Mental Health and Problematic Substance Use (including alcohol)
- Racism and Discrimination

Each of these is discussed in further detail in the next section.

SCOPE 2 THEMES

The three themes identified in Scope 2 are concerns / challenges that are principally supported by the Plan but actioned by others. They include:

- Poverty and Income
- Role of Police
- Services for Specific Populations

Please refer to [Appendix 4](#) for more detail and supporting data related to each of the Scope 2 themes.

SCOPE 3 THEMES

The three themes identified in Scope 3 are concerns / challenges that are beyond the scope of Kelowna's CSP. These include:

- Public Transportation
- Roads
- Wildfires

Please refer to [Appendix 4](#) for more detail and supporting data related to each of the Scope 3 themes.



# Community Safety Plan Priorities

## 1

## Crime Prevention, Intervention and Sense of Safety

### Definition

Crime prevention takes varied forms with each serving a different purpose. Situational crime prevention, often known as “target hardening,” is about reducing the opportunities for crime (i.e., “lock it or lose it”). Crime prevention through social development, in contrast, is a multi-disciplinary and long-term approach to reducing the risk of crime and its harmful effects on individuals and society, including fear of crime, by intervening with the multiple, often socio-economic, root causes known to lead to public insecurity. Interventions aim to address more immediate risk factors to prevent harm from occurring in the first place or to reduce further victimization and violence among those who are already in conflict with the law.

Safety refers to the absence or limit of risks and the reduction or elimination of harm to individuals and communities. It is important to differentiate between actual and perceived / sense of safety. Actual safety refers, objectively, to a person’s level of risk for potential for harm (i.e., the actual threat or lack thereof in a particular location or situation). Sense of safety, on the other hand,

refers to a person’s perception of risk or harm, which can be influenced by different factors including opinions about a particular area, media coverage, and previous experience. It should be noted that the two can, and often, differ. People may perceive themselves as being more or less safe than they actually are, a phenomenon particularly true among young people and seniors, respectively.

### What We Heard

During the community safety assessment, crime – and the need for crime prevention and intervention – was a concern mentioned by several participants. This priority included personal experiences of crime, particularly theft from homes, backyards, and cars. The validation survey supported this priority with results indicating that many respondents have personally been victimized and feel like crime has been increasing in their community. General safety concerns were also discussed in the community engagement sessions, including:

- Some women do not feel safe going out alone in the city, particularly at night.

- General infrastructure designs (e.g., lack of lighting) leave people feeling unsafe.
- Crime, particularly property crime, creates feelings of insecurity.
- Lack of information on safety measures in different areas of the city increases insecurity.

## Relevant Data

In 2020, Kelowna's overall reported crime rate was 12,529 incidents per 100,000. While this is higher than the rate in British Columbia (8,532) and Canada (5,856), it is notable that the Kelowna region welcomes an estimated 2 million visitors annually. Between 2018 and 2020, Kelowna saw an increase in its crime severity index score, up 9% from 118 to 129. Kelowna also saw its violent crime severity index increase in the same period by 116% from 52 to 113. During the same period, its non-violent crime severity index decreased by 12% from 142 to 135.

The City of Kelowna's Public Safety Survey results (2019) highlighted concern over property crime. One-quarter (24%) of respondents believed the property crime rate increased in their neighbourhood within the previous 12 months, and one-half (50%) felt that property crime had increased in the city overall. Additionally, respondents regarded the single most important crime-related problem within Kelowna as breaking and entering. Among those who were crime victims in the previous 12 months, nine in ten (89%) experienced a property crime.

### From the consultations, several suggestions arose including:

- Implement approaches to prevent violence and other crimes.
- Address sexual assaults, property crimes, and increase accountability for repeat offenders; and
- Improve lighting in certain areas of the city (e.g., downtown) and organize community clean ups.

## 2 Domestic Violence and Intimate Partner Violence

### Definition

Domestic Violence (DV) refers to violence committed by someone in the victim's domestic circle, including partners and ex-partners, immediate family members, other relatives, and friends. The term "domestic violence" is used when there is a close relationship between those involved and usually includes controlling and coercive behaviour, typically in the form of physical, sexual, financial, emotional, or psychological abuse. DV can include intimate partner violence, elder abuse, violence against children, and animal abuse. It is important to note that these forms of violence may occur simultaneously in a home.<sup>xi</sup>

Intimate Partner Violence (IPV) describes physical violence, sexual violence, stalking, or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or mixed-orientation relationships and does not require sexual intimacy.<sup>xii</sup>

### What We Heard

During the community safety assessment, several consultation participants highlighted that domestic violence is an issue in Kelowna. Participants expressed particular concern relating to the effects of the COVID-19 pandemic as more individuals have spent

increasing time at home. This concern is also supported by validation survey results which indicate that residents are concerned about the trauma caused by domestic violence and that organizations have been receiving increased calls for service.

### Relevant Data

In 2019, there were 353 reported incidents of intimate partner violence per 100,000 population in Kelowna. 75% of victims of police-reported intimate partner violence in Kelowna are women.<sup>xiii</sup>

### From the consultations, several suggestions arose including:

- Increase measures to prevent domestic violence.
- Increase supports for victims of domestic violence, such as emergency shelters.
- Expand secure, long-term housing for victims of DV and IPV.
- Recognize the connection between DV, IPV, intergenerational trauma, historical trauma from residential schools, and adverse childhood experiences.



### Definition

Homelessness describes “the situation of an individual, family or community without stable, safe, 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, unhealthy, unsafe, stressful, and distressing.”<sup>xiv</sup>

According to the Homeless Hub, “housing and homelessness includes a full spectrum of housing and shelter circumstances, ranging from being without any shelter to being insecurely housed.”<sup>xv</sup> For many people, homelessness is not static – rather, it is a fluid experience where one’s shelter circumstances and options may shift and change quite dramatically and with frequency.

### What We Heard

Housing and homelessness emerged as a key issue from the community safety assessment.<sup>5</sup> Common issues that contribute to this problem, as outlined by members of the community, included the following:

- The cost of living in the city is very high making it difficult for many to afford housing.
- The growing cost of housing leads to greater housing precarity.
- The increased number of people experiencing unsheltered homelessness leads to residents feeling unsafe on the street.
- There is a lack of services for people experiencing homelessness.
- People experiencing homelessness tend to be stigmatized.

### Relevant Data

A 2016 report showed that renter households in Kelowna that are spending 30% or more of their income on shelter represent 47% of the population, which was higher than the provincial average of just over 43%.<sup>xvi</sup> This data can be indicative of economic inequality and social exclusion, both of which are risk factors for public insecurity.

In 2020, approximately 2,000 people experienced homelessness at some point during the year in Kelowna, with an estimated 297 individuals experiencing homelessness on any given night.<sup>xvii</sup> This is a 4% increase from 2018 and a 27% increase from 2016. It is estimated that 72% of the homeless population in Kelowna is chronically homeless (i.e., homeless for six months or more within the past year) and the “average days spent homeless within the past year” grew from 192 days in 2016 to 267 days in 2020.

For the first time, the average age of people experiencing homelessness dropped from 31 in 2018 to 28 in 2020, and the percentage of people identifying their first experience of homelessness before the age of 25 increased by 11% from 2018 to 2020.<sup>xviii</sup> These figures suggest that youth homelessness is on the rise in Kelowna.

#### From the consultations, several suggestions arose including:

- Increase safe places and shelters for people experiencing homelessness.
- Increase indoor, warm spaces for people experiencing homelessness, particularly in the winter.
- Increase security at shelters to prevent people from having their belongings stolen.

<sup>5</sup> It is important to note that Kelowna has developed the [Journey Home Strategy](#), a 5-year plan to address homelessness with a focus on ensuring everyone has a place to call home. The 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 Community Safety Plan will ensure to coordinate its efforts with the work of the Journey Home Strategy.

### Definition

Mental health is an integral and essential component of health. According to the World Health Organization, “mental health is a state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to their community”.<sup>xix</sup> Multiple social, psychological, and biological factors impact the mental health of a person at any point in time (i.e., violence and persistent socio-economic pressures). Poor mental health is also associated with rapid social change, stressful work conditions, gender and racial discrimination, social exclusion, physical ill-health, and human rights violations.

Misperceptions about the relationship between mental illness and violence contribute significantly to stigma, discrimination, and social exclusion. Studies indicate that people living with mental health conditions are no more likely to engage in violent behaviour than the general population.<sup>xx</sup> On the contrary, the General Social Survey has indicated that people living with a mental health-related disability experience violence at rates more than double that of the general population. Individuals struggling with mental health challenges are also less likely to report their victimization (22% versus 31%).

Problematic substance use refers to the use of drugs (including prescription drugs and alcohol) in a way that is harmful to a person’s health and life. People of any age, gender, or economic status can become addicted to substances. Certain factors can affect the likelihood and speed of developing a substance use disorder, including family history of addiction, mental health disorders, peer pressure, lack of family involvement, adverse childhood experiences, and early onset of substance use. Research shows that the presence of addiction increases the likelihood of violent behaviour, however that connection is affected by multiple factors including the type of substance, population, gender, and comorbidity.<sup>xxii</sup> Furthermore, being a victim of violence can be a precursor to problematic substance use.<sup>xxiii</sup>

### What We Heard

During the community safety assessment, several participants indicated that mental health is a growing

concern in Kelowna. From the public validation survey, residents demonstrated particular concern about the lack of 24/7 resources and supports. Respondents indicated the importance of addressing mental health since it is a root cause of other social issues.

Participants also frequently identified problematic substance use as a challenge in Kelowna. Many expressed concerns regarding rising drug poisonings and highlighted the need to address drug toxicity. The use of substances in public spaces and the presence of needles and other drug paraphernalia was also noted.

Many participants emphasized the need for more harm reduction facilities, including safe consumption sites, overdose prevention sites, needle disposals, and greater access to other harm reduction supplies. Participants spoke about the lack of detox treatment, comprehensive services rooted in cultural healing, and services to support individuals with addiction-related challenges and their families. The need to reduce barriers within existing services (i.e., not being abstinence-based and the need for after-hour care) was also mentioned.

Last, participants talked about the stigma surrounding problematic substance use and the need to view addiction as a health issue rather than a criminal issue. This stigma was evident in the public survey responses in which participants emphasized that they prefer facilities and services for people with addictions to be located outside of the city.

### Relevant Data

The most recent and relevant mental health data available (2017-2018) for the Okanagan Health Service Delivery Area (HSDA) indicates that 68% of the population aged 12 and up reported very good to excellent mental health<sup>xxiv</sup>; slightly higher than the provincial average of 67%.<sup>xxv</sup> However, the prevalence of diagnosed mood and anxiety disorders had steadily increased over the previous two years for all members of the Okanagan population, with an incidence of 36%, compared to 31% provincially; a very significant increase.<sup>xxvi</sup> In 2015-2016, the incidence of children and youth (aged 5 to 24) hospitalized for mental disorders was 885 per 100,000 in the Okanagan HSDA.<sup>xxvii</sup>

Concern for problematic substance use is also validated by existing regional data. In 2019, the BC Centre for

Disease Control administered a survey to assess regionally specific differences in drug use. Results within Interior Health follow:

- 10% of those surveyed experienced an opioid overdose (17% provincial average).
- 14% experienced a stimulant overdose in the past six months (12% provincial average).
- 53% witnessed an opioid overdose in the past six months (57% provincial average).

Illicit drug toxicity deaths have been increasing in the interior, as they have province-wide, doubling between 2019 and 2021. In February 2021, there were 35 deaths per 100,000 due to drug toxicity in the Okanagan versus 33 per 100,000 in British Columbia.<sup>xxviii</sup> The progress toward mitigating the drug toxicity crisis that occurred between 2017 to 2019 was largely erased in 2020 and 2021.<sup>xxix</sup>

#### From the consultations, several suggestions arose including:

- Greater compassion and understanding from the public and service providers.
- Increased supports and services, particularly for marginalized groups.
- Increased accessible (i.e., 24/7, affordable) mental health services for individuals seeking supports, including trauma counselling and outreach services.
- Increased anti-stigma and public education.

## 5 Racism and Discrimination

### Definition

Racism refers to a system of oppression that excludes and discriminates based on race. Often, this does not occur in isolation; rather, it intersects with other forms of discrimination including xenophobia, sexism, homophobia, transphobia, among others. Racism can take several forms including:

- Historical racism: historical domination or subordination of certain groups which continues to be reflected in current legal, policy and institutional frameworks, language, and cultural attitudes.
- Institutional racism: the practice of social or political institutions that results in the de facto exclusion of certain groups.
- Structural racism: exclusion in law or practice of individuals belonging to ethnic minorities.
- Individual racism: behaviours aimed to exclude someone, physical violence, verbal threats, intimidation, harassment, physical assault, damage to property, hate crimes or hate speech.

### What We Heard

Racism and discrimination were frequently highlighted by consultation participants as issues that need to be addressed. Many indicated that racism is prevalent, and steps must be taken to address systemic racism/discrimination, and increase awareness and understanding of stigma, racism, equity, and diversity across Kelowna.

Validation survey findings also highlighted residents' concerns around hate crime, racism and discrimination in schools, and the impact of racism on social cohesion and quality of life.

### Relevant Data

The importance of addressing racism and discrimination is supported through police-reported hate crime data in Kelowna. In 2019, the rate of reported hate crime was 1.4 per 100,000 population. While this is lower than the provincial and national average, the incidence of police-reported hate crime in Kelowna increased 35% between 2014 and 2019, consistent with increases seen provincially (37%) and nationally (33%).<sup>xxx</sup>

#### From the consultations, several suggestions arose including:

- Increase understanding of diverse cultures, traditions, beliefs, values, experiences, and traumas.
- Develop and implement a city-wide anti-racism educational campaign.
- Promote anti-racism training for enforcement personnel, service providers and healthcare workers among others.
- Address racism at the systemic level.





## Addressing Kelowna's CSP Priorities

This section outlines the action items that will be implemented to address the priorities in Kelowna's CSP. Much like the process of identifying community safety challenges and solutions, the implementation process requires a collaborative, multi-sectoral approach. For each priority, the chart includes, recommendations, specific actions related to each one, and initial leads and partners.

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>1 Recommendation: Improve multi-sectoral collaboration and support for crime prevention and intervention services.</b></p> <p><b>Action 1.1</b> Enhance effectiveness of referral systems/committees (e.g., KOaST) with the mandate to connect at-risk people to appropriate services.</p> <p><b>Action 1.2</b> Explore the creation of alternative, community-based responses (e.g., intervention, outreach, and social navigation) to police calls involving people in crisis.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C, NGOs</p> <p><b>S/C Lead:</b> CoK, RCMP <b>Partners:</b> FNHA, IH, NGOs</p>
<p><b>2 Recommendation: Strengthen upstream prevention and early intervention to reduce risks, harm, crime, and victimization.</b></p> <p><b>Action 2.1</b> Support and expand affordable and accessible prevention strategies for youth including recreation, peer-led programming, and job opportunities.</p> <p><b>Action 2.2</b> Support and expand family support services (e.g., through a community hub) to promote and strengthen healthy lifestyles and to enhance child and family development.</p> <p><b>Action 2.3</b> Expand affordable and accessible skills-based, extra-curricular activities for youth who are unable to manage a full day of school and during out of school hours/ times in the year (winter, spring, summer).</p> <p><b>Action 2.4</b> Build on Journey Home's (Away Home Kelowna's Upstream Program – 'AWHK') early intervention and prevention approach to identify and connect at-risk youth to integrated, wrap-around supports and services with the goal of reducing school disengagement, preventing homelessness, and connecting youth requiring mental health supports.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs, SD23</p> <p><b>S/C Lead:</b> MCFD, SD23 <b>Partners:</b> CoK, MSDPR</p> <p><b>S/C Lead:</b> CoK, SD23 <b>Partners:</b> NGOs</p> <p><b>S/C Lead:</b> COJHS <b>Partners:</b> CoK, MCFD, RCMP, SD23</p>
<p><b>3 Recommendation: Communicate crime prevention / intervention strategies and provide information on community safety realities in Kelowna.</b></p> <p><b>Action 3.1</b> Increase knowledge and resources for community members and organizations to prevent crime and improve sense of safety.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs, RCMP</p>
<p><b>4 Recommendation: Support and enable engagement in crime prevention by all community members.</b></p> <p><b>Action 4.1</b> Create strategies / mechanisms for peer-to-peer (e.g., people with lived or living experience) involvement in community safety projects (e.g., partnerships with business community).</p> <p><b>Action 4.2</b> Engage groups who are marginalized and/or face increased vulnerabilities (e.g., BIPOC, 2SLGBTQ+ community, people with disabilities, people experiencing homelessness) to better understand and improve their sense of safety.</p> <p><b>Action 4.3</b> Expand the Strong Neighbourhoods program to further support neighbour connection, engagement, safety, and sense of belonging. Some examples include supporting placemaking projects (e.g., little libraries, area beautifications), empowering residents to animate and enhance public spaces, and inspiring new social opportunities.</p> <p><b>Action 4.4</b> Promote and expand mechanisms for community members to raise crime and sense of safety concerns related to environmental design (e.g., need to improve lighting in certain areas such as downtown, alleys, parks).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> Business community, NGOs</p> <p><b>S/C Lead:</b> CoK, RCMP <b>Partners:</b> All S/C, LECOH</p> <p><b>S/C Lead:</b> CoK <b>Partners:</b> Business community, Neighbourhood Associations</p> <p><b>S/C Lead:</b> CoK <b>Partners:</b> Community at large</p>

## 2

## Domestic Violence and Intimate Partner Violence

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>5 Recommendation: Research and support initiatives that reduce the vulnerability of people to DV and IPV.</b></p> <p><b>Action 5.1</b> Expand and explore current and potential community learning programs to prevent dating violence (e.g., healthy relationships for couples, parenting skills &amp; family relationships, victim-centered services, mentorship, etc.).</p>	<p><b>S/C Lead:</b> MCFD, SD23/ Education <b>Partners:</b> RCMP</p>
<p><b>6 Recommendation: Empower people to identify and offer support in situations of DV and IPV.</b></p> <p><b>Action 6.1</b> Develop educational campaigns and resources for community members to identify risk factors and intervene in / report situations of DV/IPV (e.g., poster campaign in liquor establishments, virtual hand signal for DV/IPV, bystander intervention training).</p>	<p><b>S/C Lead:</b> RCMP, CoK <b>Partners:</b> MCFD, business community</p>
<p><b>7 Recommendation: Improve emergency supports for those fleeing situations of DV and IPV.</b></p> <p><b>Action 7.1</b> Advocate for increased funding for DV/IPV wraparound services, with a focus on transitioning out of shelters (e.g., support in managing finances, access to housing, etc.).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> NGOs</p>
<p><b>Action 7.2</b> Enhance collaborative community partnerships to wrap around affected youth and adults.</p>	<p><b>S/C Lead:</b> MCFD <b>Partners:</b> SD23</p>

## 3

## Housing and Homelessness

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>8 Recommendation: Enhance multi-sectoral participation to improve housing/ sheltering.</b></p> <p><b>Action 8.1</b> Enhance strategies (e.g., legislation and partnerships with landlords) to support maintenance of safe and healthy properties.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> TBD</p>
<p><b>Action 8.2</b> Improve planning and emergency responses for vulnerable populations. (e.g., warming/cooling stations, shelters, and disaster response).</p>	<p><b>S/C Lead:</b> IH, COJHS <b>Partners:</b> CoK, NGOs, community at large</p>
<p><b>9 Recommendation: Implement strategies to prevent and reduce homelessness.</b></p> <p><b>Action 9.1</b> Advance city planning initiatives to ensure Kelowna has a balanced housing system positioned to address the social and economic needs of the region (e.g., Healthy Housing Strategy<sup>6</sup> and Official Community Plan 2040<sup>7</sup>).</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> TBD</p>
<p><b>Action 9.2</b> Support individuals who are precariously housed or experiencing homelessness with connections to income supports and services within the community.</p>	<p><b>S/C Lead:</b> MSDPR <b>Partners:</b> TBD</p>
<p><b>Action 9.3</b> Implement an anti-stigma campaign aimed to change people's perceptions and levels of understanding regarding homelessness, especially those experiencing unsheltered homelessness.</p>	<p><b>S/C Lead:</b> COJHS <b>Partners:</b> All S/C</p>

<sup>6</sup> The objectives of the [Healthy Housing Strategy](#) are to promote and protect rental housing, improve housing affordability and reduce barriers to affordable housing, build the right supply, and strengthen partnerships and align investments.

<sup>7</sup> The objectives of the [Official Community Plan 2040](#) are to increase the diversity of housing types and tenures to create inclusive, affordable, and complete urban centres and core area; protect the rental housing stock; and prioritize the construction of purpose-built rental housing.



## 4

Mental Health and Problematic Substance Use (including alcohol)<sup>8</sup>

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>10 Recommendation: Increase or support services and programs to prevent and address mental health challenges.</b></p> <p><b>Action 10.1</b> Improve accessibility to mental health resources and health services, including walk-in services.</p>	<p><b>S/C Lead:</b> IH, FNHA <b>Partners:</b> NGOs</p>
<p><b>Action 10.2</b> Improve accessibility of mental health services for youth.</p>	<p><b>S/C Lead:</b> IH, MCFD <b>Partners:</b> FNHA, MSDPR, NGOs, SD23</p>
<p><b>11 Recommendation: Reduce the stigma surrounding mental health challenges and substance use.</b></p> <p><b>Action 11.1</b> Develop and deliver communication and awareness initiatives that provide a more informed understanding of mental health and substance use.</p>	<p><b>S/C Lead:</b> IH, FNHA <b>Partners:</b> CoK, NGOs</p>
<p><b>12 Recommendation: Engage in activities that prevent and reduce addictions, overdoses, and the harms associated with substance use.</b></p> <p><b>Action 12.1</b> Advance new and emergent evidence-based approaches in harm reduction and overdose prevention.</p>	<p><b>S/C Lead:</b> IH <b>Partners:</b> NGOs</p>
<p><sup>8</sup> We recognize that there is not always a correlation between mental health challenges and problematic substance use. However, they have been merged to better address instances of concurrent disorders through increased coordination and alignment of action items and services.</p>	

## 5

## Racism and Discrimination

Recommendations & Actions	Lead(s) & Partner(s)
<p><b>13 Recommendation: Recognize and reject racism and discrimination in Kelowna.</b></p> <p><b>Action 13.1</b> Advance, at the local level, calls to action identified by the Truth &amp; Reconciliation Commission.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C</p>
<p><b>Action 13.2</b> Create an action table to assess and explore strategies to reduce racism and discrimination.</p>	<p><b>S/C Lead:</b> CoK <b>Partners:</b> All S/C, NGOs, community at large</p>
<p><b>14 Recommendation: Support individuals in accessing safe spaces and services.</b></p> <p><b>Action 14.1</b> Establish a safe space initiative.</p>	<p><b>S/C Lead:</b> RCMP <b>Partners:</b> NGOs</p>
<p><b>Action 14.2</b> Expand and advance initiatives to increase partnerships, reduce hate crimes, and increase reporting. (e.g., post-secondary institutions, Indigenous and diverse communities).</p>	<p><b>S/C Lead:</b> RCMP <b>Partners:</b> NGOs, post-secondary institutions</p>
<p><b>Action 14.3</b> Work with the Indigenous community to develop partnerships across regional, provincial/territorial, and national organizations to enhance the delivery of culturally informed healing services.</p>	<p><b>S/C Lead:</b> IH, FNHA, MCFD <b>Partners:</b> NGOs</p>
<p><b>15 Recommendation: Provide opportunities to create diverse and inclusive workplaces.</b></p> <p><b>Action 15.1</b> Encourage system leaders to establish positions that advance equity, diversity, inclusion, and race relations in their organizations.</p>	<p><b>S/C Lead:</b> TBD <b>Partners:</b> NGOs</p>



# Governance for CSP Implementation<sup>9</sup>

The Kelowna CSP is grounded in data and the engagement of key stakeholders as well as consultations with the community. Specific attention has been paid to include voices from priority populations because the experience of marginalization is a vital component of actual and perceived safety.

Plans of this nature have the capacity to galvanize large sectors of the community and can lead to significant momentum for change from the grassroots to the highest level of decision making. Therefore, it is critically important that strong, diverse, effective governing body be established to champion, guide, and monitor how the plan is put into action.

The *Key to Safer Municipalities* (2005) identified the following outcomes from a well governed and successfully implemented community safety plan:

- Reduced opportunities for harm to occur in the first place.
- Development of programs and policies that help those groups most at risk of victimization or of coming in conflict with the law.
- Improvement in quality of life across the community.
- Increased positive interaction in public spaces.

- Meaningful engagement of the public and its institutions in creating community safety.
- Sustained systemic changes that lead to greater social justice.

Governing bodies that are charged with implementing CSPs are, typically, community-based partnerships responsible for developing and later coordinating the implementation of strategies to reduce crime, victimization, and fear of crime and to address the root conditions that lead to public insecurity in the first place. Referred to in this CSP as a “Stewardship Team”, such bodies exist in cities across the country and the world in various iterations.

- Examples in the Canadian context can be found in the REACH Edmonton Council for Safe Communities, the Waterloo Region Crime Prevention Council, Crime Prevention Ottawa, and the Thunder Bay Crime Prevention Council.

<sup>9</sup> This section was written in collaboration with Christiane Sadeler, owner-consultant at More Better Solutions. For more information, visit <https://morebettersolutions.ca/>.

Kelowna, like other municipalities (i.e., Surrey, Halifax, and Montreal) has dedicated staff positions responsible for the social development and community safety portfolios which will be positioned to provide a base level of secretariat support to the CSP Stewardship Team.

## Key Elements to Successful Implementation

The International Center for the Prevention of Crime (ICPC), and the Safer Cities Program of UN-Habitat, among others, have repeatedly identified key elements that must be in place for governing bodies to be successful. These (detailed in [Appendix 5](#)), include:

1. Permanent Secretariat
2. Adequate and Sustained Funding
3. Standards and Training
4. Evidence and Good Information
5. Community Safety Assessment and Evaluation
6. Public Support and Engagement
7. Championship
8. Multi-sector Partnerships (to accomplish collective impact)

## Five Core Conditions of the Collective Impact Framework

As emphasized throughout this document, large-scale social change requires a shift from isolated interventions by independent organizations to broad, cross-sector coordination. Research respecting collective impact is well-documented and the framework establishes five criteria, which the Kelowna CSP is well-positioned to meet:

- 1 Developing this common agenda**  
The CSP represents the common agenda, co-created by numerous organizations with significant input from diverse community representatives. The CSP contains overarching principles and fundamental agreements alongside priorities and identified actions to accomplish these priorities.
- 2 Using shared measurement to understand progress**  
The CSP already includes select key performance indicators (KPI), while several more potential KPIs are also captured for the Stewardship Team and/or Actions Teams to consider. Solidifying shared measurements to understand progress will be one of the first tasks for the CSP Stewardship Team.

- 4 Building on mutually reinforcing activities**  
The CSP recommendations and actions are not meant to be standalone efforts in addition to current actions being taken by the community and its organization. Rather, these are designed to align and augment existing efforts, close gaps, institute novel approaches to collectively identified challenges and, overall, improve upon the current service landscape through a collaborative process. As such, the CSP serves as a vehicle for changes within and between systems.
- 4 Engaging in continuous communications**  
Through the comprehensive development process of the CSP, numerous governmental and non-governmental organizations as well as community members were engaged. Thoughtful and deliberate recruitment to, and engagement of, the CSP Stewardship Team, with support from the City of Kelowna “secretariat”, will ensure the vital role of continuous communications is maintained.
- 5 Providing a “backbone” to move the work forward**  
The CSP will benefit from the collective commitment and contributions of the organizational members of the Stewardship Team and will receive some “secretariat” support from allocated City of Kelowna staff.

## Proposed Governance for the Kelowna CSP

Municipalities are the places where the prevention of crime and the advancement of community safety occur. While other orders of government may make laws, develop policies and programs, and hold most of the funding, it is at the level of community that crime, victimization, and fear of crime are most acutely felt. Municipalities, as the order of government closest to community, often take the lead in developing partnerships for community safety that bring together local government with provincial entities, community organizations, and citizens. In doing so, it is important that any consortium of broad-based participants is supported through a clear and sound governance structure.

In designing a governance approach to champion, implement and monitor the Kelowna CSP, the following considerations were of importance:

1. The timeframe of the plan is five years, and the goals aim at prevention and intervention opportunities that can be accomplished within that time.



2. The CSP development was guided by a steering committee that broadens the capacity and ownership beyond the local community to include provincial ministries alongside the City of Kelowna and local NGOs.
3. The City of Kelowna has dedicated human and financial resources to provide secretariat / backbone support for the continued engagement of the CSP Stewardship Team, Action Teams, and the broader community.
4. Plan objectives span from grassroots to policy change opportunities; meaningful integration of these efforts is vital for its success.
5. Developmental evaluation approaches are most appropriate for the implementation of plans of this nature. These approaches allow for changes in direction as implementation goes along rather than waiting until the end to measure success. This approach necessitates an ongoing engaged monitoring process that is best accomplished through multi-disciplinary methods.
6. Collaborative ventures for social change are frequently grounded in the philosophy and strategies of collective impact in which partners across disciplines co-create and share a common vision and agenda, and pool / maximize resources.
7. Life in communities does not stand still while plans are being put into action. Therefore, any governance structure needs to adapt frequently and with ease for the plan to stay relevant to the community.

Given the above considerations, a government-community partnership organized according to a “constellation governance approach” that incorporates collective impact principles is recommended as the model best suited for the successful implementation of the Kelowna CSP.

## Constellation Governance

The constellation governance approach, created by the Toronto-based Centre for Social Innovation (CSI), is described as follows: “the constellation model is a way to bring together multiple groups or sectors to work toward a joint outcome. It is a framework to serve and inform partnerships, coalitions, networks, and movements. It is a model to serve [...] social change. As an approach for bringing together diverse service and community voices towards a common goal it has great potential for animating community while staying grounded in the agreed upon plan”. Below are the essential elements of a constellation governance as part of a government-community partnership for Kelowna’s CSP.

Key elements of the government-community partnership governance approach follow:

- Brings both government(s) and community together with equal input and decision-making power.
- Recognizes that while (at least initially) government(s) might provide the core resources, such partnership leverages community organizations and citizens in-kind supports, and these contributions eventually more than match the government(s) investment.
- Staff dedicated to the CSP are employees of government, with support of Mayor and Council, but take programmatic directions from a multi sector round table.
- Collectively, all partners at the governance / stewardship table develop ways to realize the Plan together, share resources, and look for system change opportunities.
- The Stewardship Team tends to include heads of departments (or their delegates) from within government including the provincial government, as well as key decision makers/leaders from within the community.
- Members of the round table are selected for their expertise and connections and their capacity to influence change.

## Stewardship Team

This is a multi-sector roundtable comprised of continuing CSP Steering Committee members as well as select representatives from NGOs and other partners that will be responsible for providing ongoing championship, guidance, and support for the duration of the CSP implementation. The key responsibilities of the Stewardship Team will be to:

- Oversee the plan implementation.
- Be ambassadors for the plan’s vision.
- Communicate the plan priorities within their organizations.
- Annual public progress report.
- Seek out novel or align existing resources in new ways to support the plan implementation.
- Facilitate connections to existing efforts that align with the plan priorities.
- Be a support, sounding board and oversight to the Action Teams’ efforts.
- Stay informed of and share knowledge regarding developments relevant to the CSP within Kelowna and beyond.

- Develop policies and programs to accomplish the Plan objectives.
- Lead priority area Action Teams as applicable.
- Provide guidance to the backbone office.

## Secretariat

The “Secretariat” will be resourced by the City of Kelowna and comprised of 1.5 FTE from the Community Safety Department. While backbone supports typically do not sit on the Stewardship Team, the constellation approach allows for alternate approaches. Given the long-standing lead role of the City in the development of the CSP, along with the recognized expertise and commitment of its dedicated resources, participation among these members – especially if augmented by resources from other partners – will strengthen the Plan’s implementation. The roles of the secretariat are to:

- Coordinate the efforts of the Stewardship Team.
- Facilitate access to resources for the Action Teams.
- Support the Action Teams in staying aligned with the Plan.
- Establish communication channels between all aspects of the governance.
- Speak on behalf of the Kelowna CSP initiative, as appropriate.
- Stay abreast of community and other developments that could influence the plan implementation.
- Facilitate the development of indicators and performance measures with the Stewardship Team at the beginning of the implementation efforts.
- Develop communication materials to share with the public.

## Action Teams

Action Teams are responsible for enacting each priority and its associated actions. Action Teams broaden the membership of the initiative beyond the Stewardship Team to include other organizations and/or community members. While this increases resources, more importantly it enables community-based participation and ensures that subject matter expertise is focused on areas where implementation happens.

Action Teams are co-led by an Action Team member and a Stewardship Team member. Action Teams tend to be smaller and meet more frequently than the Stewardship Team. Action Teams, unlike the Stewardship Team, have a limited mandate in line with the priority. As objectives are accomplished, Actions Teams may end, and other action priorities will be started. Not all Action Teams start at the

same time, and it is the responsibility of the Stewardship Team to select which priorities receive attention when.

## How Can I Get Involved?

If you would like to support the CSP or other community safety efforts in Kelowna, you can sign up to Kelowna’s [community safety e-Subscription](#).



# Monitoring, Evaluating, and Reporting

Given that the purpose of the CSP is to create positive, long-lasting change in the community, it is imperative to establish a reliable way to evaluate whether these changes are occurring and where additional action may be needed. Monitoring and evaluation involve a combination of data collection and analysis (monitoring) and assessing to what extent the CSP is, or is not, meeting its objectives (evaluation).

Recognizing that community safety is complex, and that perceptions and feelings of safety can be impacted by various domains (e.g., education, health, victimization, living standards, social issues, access to services, sense of belonging, etc.), it is important that monitoring and evaluation be based on diverse measurements; moving beyond conventional and simplistic measures like reported crime statistics and the crime severity index, alone.

## Developmental Evaluation

Developmental Evaluation (DE) is an evaluation approach that adapts to emergent and dynamic realities in complex environments like community safety. It requires the collection and analysis of real-time data in a way that leads to informed and ongoing decision-making as part of the implementation process. DE aims to answer questions such as “is the action achieving what it is supposed to” and if so, “is it effective”? DE can “provide stakeholders with a deep understanding of context and real-time insights about how a new initiative, program, or innovation should be adapted

in response to changing circumstances and what is being learned along the way”<sup>xxxi</sup>. This approach allows for changes in direction as implementation goes rather than waiting to measure success after years have passed.

## Key Performance Indicators

Information and data that help partners monitor and evaluate the achievement of goals and objectives are called performance indicators; observable, measurable pieces of information that show the extent to which a particular outcome is being achieved. Indicators are generally used to measure program/project outputs to identify the changes they create. They can be quantitative (i.e., numbers, statistics) such as the percentage of the population that reported having experienced a form of violence, or they can be qualitative (i.e., judgments, perceptions) such as how effective CSP implementation is seen to be for generating elevated partnership and a systems-based approach in Kelowna.



Performance indicators can also measure changes at several different levels including individual, family, neighbourhood, community, and regional. In this regard, having a broad range of indicators is important to manage expectations regarding progress and results. Improving perceptions of safety among communities and preventing harm are complex issues that take time. Broad impacts and systemic changes facilitated by a CSP will not be measurable within the first year of implementation. However, other changes at the individual and neighbourhood level may be measurable within the first

few years, such as the community's sense of belonging and connectedness.

Below is an initial list of indicators related to community safety that will be included in the monitoring and evaluation of the Kelowna CSP implementation process. This list is not exhaustive; additional indicators will be identified by Action Teams in respect of the particular priority, recommendations, and actions they are implementing (see [Appendix 6](#) for a list of preliminary additional indicators for each priority).

Performance Indicators	Sources of Data
Percentage of the population that feels a strong connection to the community	<a href="#">BC Community Health Profile, Kelowna Health Report, Statistics Canada</a>
Percentage of residents who indicate a strong sense of belonging with their neighbourhood	Community Safety Survey
Percentage of the population that reports positive perceptions of their community	<a href="#">Kelowna Public Safety and Crime Survey</a>
Percentage of the population that rates their quality of life as very good or good	<a href="#">Kelowna Citizen Survey</a>
Percentage of residents that report feeling very safe or somewhat safe in their neighbourhood (day and night)	<a href="#">Kelowna Citizen Survey</a>
Percentage of residents that have experienced a crime within the last year	<a href="#">Kelowna Public Safety and Crime Survey</a>
Number of police-reported incidents of domestic violence & intimate partner violence	<a href="#">Safe Cities Profile Series, Kelowna</a> <a href="#">Incident-based crime statistics, Statistics Canada</a>
Number of children in care in the Okanagan service delivery area	<a href="#">Residential Services to Children in Need of Protection Report</a>
Number of people experiencing homelessness	<a href="#">Journey Home Community Report</a> <a href="#">Kelowna Point-in-Time Count</a>
Rate of police-reported hate crime	<a href="#">Safe Cities Profile Series, Kelowna</a> <a href="#">Statistics Canada police-reported hate crime</a>
Percentage of the Okanagan HSDA population reporting very good to excellent mental health	<a href="#">BC Community Health Profile, Kelowna</a>
Number of illicit drug toxicity deaths in the Okanagan	<a href="#">BCCDC Data Report</a>
Percentage of people who feel uncomfortable or out of place in their neighbourhood because of factors including ethnicity, culture, skin colour, language, accent, gender, sexual orientation, or religion	Kelowna Community Safety Survey
Percentage of residents who feel happy about their relationships with neighbours	Kelowna Community Safety Survey
Percentage of residents who worry about a hate crime in their neighbourhood	Kelowna Community Safety Survey
Percentage of crime victims who reported to police	Kelowna Community Safety Survey

Once performance indicators have been selected, certain information will be outlined and collected to ensure the implementation of action items are evaluated and outcomes can be accurately and consistently measured on an ongoing basis, including :

- Appropriate baseline measurements;
- Reasonable targets or goals;
- Potential data sources; and
- Methods and frequency of data collection.

Action Teams will populate this information into a performance measurement framework for mapping and tracking purposes (see [Appendix 7](#)).

## Reporting

Transparent and accountable reporting of all initiatives undertaken by governments, particularly, is expected and important. Reporting on the progress of the CSP will occur: internally, externally, formally, and informally.

Organizational representatives participating as members of the Stewardship and/or Action Teams will be expected, and supported, to report internally and externally (as appropriate) on the overall progress of the CSP, on those priorities, recommendations and actions that most closely support their organizational mandate and interests, particularly, as well as their contributions to the overall success of the CSP.

The CSP Stewardship Team, with support from the City of Kelowna Secretariat, will also prepare a formal progress report annually for public presentation. This report will include key accomplishments of the Stewardship and Action Teams, progress on each of the priorities, as well as available quantitative and qualitative data used to monitor and evaluate CSP implementation.

<sup>10</sup> For more information and tools on performance measurement, refer to the Ontario Ministry of the Solicitor General's Community Safety and Well-Being Planning Framework – Booklet 3 at <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPanningFramework.html>

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# Appendices

## Appendix 1: The Prevention Spectrum

Upstream Prevention	Midstream Prevention	Downstream Prevention
<b>Focus:</b> social and economic structures that are the root causes of suffering.	<b>Focus:</b> providing supports and resources that will prevent those in disadvantaged groups from suffering.	<b>Focus:</b> providing interventions that reduce harm in those who are suffering. Seek to increase equitable access, at an individual or family level, to health and social services.
<b>Changes:</b> generally happen at the macro policy level: national and transnational. This could in result in reforming or transforming the system.	<b>Changes:</b> generally occur at the micro policy level: regional, local, community or organizational.	<b>Changes:</b> generally occur at the service or access to service level.
The upstream, structural determinants such as social status, income, racism, and exclusion.	The midstream, intermediary determinants, or material circumstances such as housing conditions, employment, and food security.	The downstream, immediate needs of populations that are marginalized.

## Appendix 2: Risk and Protective Factors

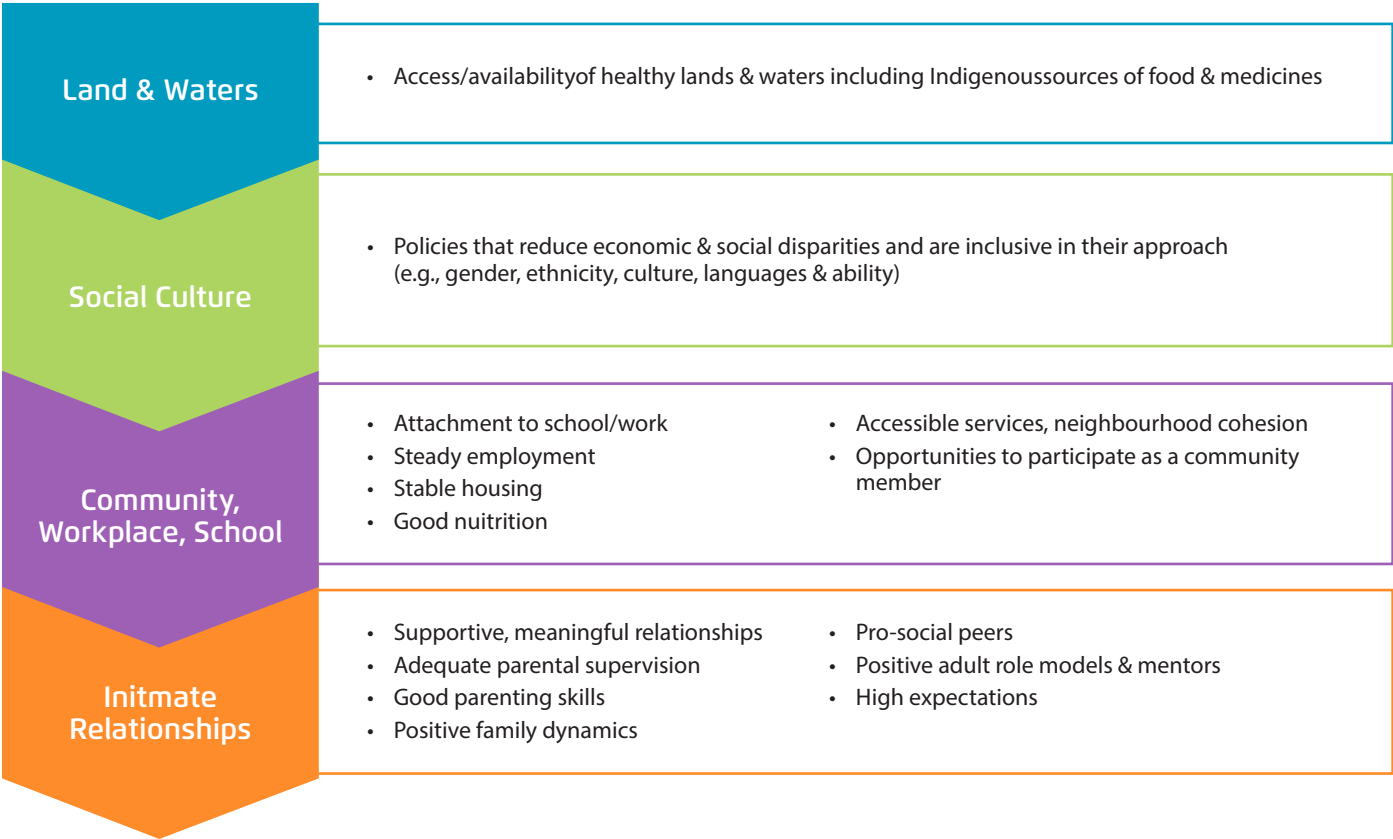
### Risk Factors

Negative influences or circumstances in the lives of individuals, groups of persons or communities. These may increase the presence of crime, victimization and/or fear of crime in each community and may also increase the likelihood that individuals engage in crime and/or become victims.

Land & Waters	<ul style="list-style-type: none"> <li>Limited or lack of access/availability to healthy lands &amp; waters, including Indigenous sources of foods &amp; medicines</li> </ul>
Community, Workplace, School	<ul style="list-style-type: none"> <li>Academic underachievement</li> <li>Poor work history</li> <li>Concentrated poverty</li> <li>Poor housing</li> <li>Poor nutrition</li> <li>High mobility</li> <li>Poor access to services (social, recreational, cultural)</li> </ul>
Intimate Relationships	<ul style="list-style-type: none"> <li>Anti-social/delinquent peers</li> <li>Conflicted interpersonal relationships</li> <li>Poor quality of family dynamics</li> <li>Child maltreatment</li> <li>Lack of parental supervision</li> <li>Exposure to excessive, inconsistent or permissive parenting styles</li> <li>Parental substance abuse</li> <li>Parental criminality</li> <li>Limited structured or pro-social use of free time</li> </ul>
Individual	<ul style="list-style-type: none"> <li>Poor emotional controls</li> <li>Impulsivity</li> <li>Sensation seeking</li> <li>Substance abuse</li> <li>Anti-social personality traits</li> <li>Pro-criminal attitudes &amp; values</li> <li>Poor problem solving &amp; decision making skills</li> <li>A history of behaving aggressively</li> </ul>

Protective Factors

Positive influences or circumstances that can improve the lives of individuals or the safety of a community. These may decrease the likelihood that individuals engage in crime and/or become victims. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors.





## Appendix 3: Validation Survey Questions

Several community safety themes have been identified for Kelowna. Below, they have been organized into two groups based on the type of community organization/agency that is best suited to address them. For additional context, we have provided examples of items that emerged from the data collection process in relation to each theme.

*\*Please note that the community safety themes are listed in alphabetical order and are not based on any pre-identified ranking.*

### Community Safety Themes Group 1

1. Please rank the following community safety themes in Kelowna in order of most concerning (1) to least concerning (7) in your opinion.

Community Safety Theme*	Rank (1-7)
<b>Crime</b> Examples related to this theme include preventing violence and other crimes; addressing sexual assault and property crime; and increasing accountability for repeat offenders.	
<b>Domestic Violence (DV) and Intimate Partner Violence (IPV)</b> Examples include preventing DV and IPV; recognizing the connection between DV, IPV, and intergenerational trauma, historical trauma from residential schools, and adverse childhood experiences; and increasing the number of emergency shelters.	
<b>Housing and Homelessness</b> Examples include reducing the number of individuals experiencing homelessness (particularly youth) by increasing safe and affordable housing options; and increasing the number of supportive housing sites and/or shelters.	
<b>Mental Health Challenges</b> Examples include increasing accessible (i.e., 24/7, affordable) mental health services for individuals seeking supports (particularly youth), including trauma counselling and outreach services.	
<b>Problematic Substance Use (including alcohol)</b> Examples include increasing harm reduction initiatives; offering more comprehensive services rooted in cultural healing; offering greater after-hour care; and addressing drug toxicity.	
<b>Racism and Discrimination</b> Examples include increasing supports for marginalized groups (e.g., Black, Indigenous, People of Colour, 2SLGBTQ+); and increasing awareness and understanding of stigma, racism, equity, and diversity across Kelowna.	
<b>Sense of Safety</b> Examples include improving sense of safety and use of public spaces; addressing risk factors related to homelessness, public substance use, crime, and other challenges; and increasing/enabling neighbours connect and feel a sense of belonging.	

2. Please explain why the theme that you ranked as number 1 is most concerning to you.
3. What ideas or suggestions do you have to address your number 1 theme?

## Community Safety Themes Group 2

1. Please rank the following community safety themes in Kelowna in order of most concerning (1) to least concerning (6) in your opinion.

*\*Please note that the community safety themes are listed in alphabetical order and are not based on any pre-identified ranking.*

Community Safety Theme*	Rank (1-6)
<b>Poverty/Income</b> Examples related to this theme include increasing accessible income assistance; increasing rates of employment; and advocating for universal basic income.	
<b>Public Transportation</b> Examples include adding more accessible bus stops and routes; increasing the number of people using public transportation; and improving transportation options from the airport to downtown, UBC-O, and other areas.	
<b>Roads</b> Examples include addressing concerns related to unsafe driving (e.g., speeding, driving under the influence); improving pedestrian safety; and offering more parking options.	
<b>Role of Police</b> Examples include ensuring greater presence and enforcement in certain areas of Kelowna; redefining the police role in responding to non-criminal issues (e.g., mental health crises); and strengthening trust among marginalized groups.	
<b>Services for Focused Populations</b> Examples include improving availability and accessibility of supports and services for specific groups such as older adults, people with diverse abilities, and people with complex needs.	
<b>Wildfires</b> Examples include clarifying and communicating evacuation strategies in preparation for and during wildfires.	

2. What ideas or suggestions do you have to address your number 1 theme?
3. In your opinion, are there any other community safety themes that are missing in the lists above? (If yes, please describe them.)

## Appendix 4: Scope 2 and Scope 3 Themes

This section provides additional detail and supporting data on the scope 2 and 3 themes identified in the community safety assessment.

### Scope 2 Themes

The three themes identified in scope 2 may relate to and inform CSP Priorities, and/or will be addressed elsewhere with support from Kelowna's CSP.

#### Poverty and Income

Poverty and income were other concerns that came up in the data collection process. Specific recommendations identified by residents to address this challenge included increasing accessible income assistance, increasing rates of employment, and advocating for universal basic income. The validation survey results demonstrated that the high cost of living in Kelowna impacts the quality of life and safety of residents. Several respondents also indicated that poverty is at the root of most social problems, including crime and victimization. Local data demonstrate that the poverty rate amongst lone parent families in Kelowna is near double that of the average Canadian family. In relation to this, in the Okanagan region, about 14% of households are experiencing either marginal, moderate, or severe food insecurity.

## **Role of Police**

The findings from the community safety assessment show varying perspectives on the role of police in community safety. Some individuals and groups expressed concerns related to the police (including insufficient tools and training for police to address social issues, police response time, and racism/discrimination among police services), while others indicated a desire for increased presence to improve community safety. It is important to recognize that the desire to reduce police presence and redefine the role of police is largely expressed by groups who face greater systemic barriers and oppression, including Black, Indigenous, and people of colour. Experiences of systemic racism in policing and acts of racial prejudice may contribute to the overall distrust in the police.<sup>xxxii</sup>

## **Services for Specific Populations**

During the consultations, several participants indicated the need to improve the availability and accessibility of services and supports for specific populations, including older adults, people with diverse abilities, and people with complex needs. Furthermore, the need for improved supports for Black, Indigenous, and People of Colour, as well as members of the 2SLGBTQ+ community was highlighted. Specifically, participants recommended implementing efforts to prevent discrimination within existing services and agencies. The findings from the validation survey demonstrated that respondents are concerned about lack of supports for marginalized groups, including individuals with complex needs. Recommendations provided include increased investments in social programs, free transit services for those with low income, and more education and resources for marginalized populations.

## **Scope 3 Themes**

The three themes in scope 3 have limited scope for Kelowna's CSP. They can/will be addressed through a different stakeholder.

### **Public Transportation**

A common topic of discussion within the community consultations was the public transportation system in Kelowna. There was a general desire to increase the number of people using public transportation and to improve the transportation system by increasing public transit options and routes (i.e., more options from the airport to downtown, UBC-O, and other areas). This was confirmed by the validation survey results, which indicate a lack of availability and accessibility of public transit, which is not expanding as rapidly as housing development. Local data shows that about 4% of the population in Kelowna indicate that they regularly take public transportation, which is significantly lower than the average of about 12% across Canada.

### **Roads**

Another safety topic that emerged in consultations was street safety. This included concerns for drivers, pedestrians, and cyclists as well as several recommendations to address them. Concerns included excessive speeding, unsafe intersections, people ignoring road rules (i.e., stop signs, speed limits), cars with loud mufflers and other noise pollution, people driving under the influence, safety issues with double-sided parking, and safety concerns related to e-scooters.



### **Wildfires**

The community safety assessment was conducted between April and September 2021, at a time when Kelowna was severely impacted by wildfires. Understandably, several participants indicated that wildfires impact their sense of safety and should be a priority. Specific concerns were related to the inability to leave the area quickly if an evacuation was necessary. The validation survey findings also indicated that climate change, more broadly, is a key concern for Kelowna residents, which has important health impacts (e.g., due to poor air quality), but also affects other areas such as tourism and feelings of personal safety.



## Appendix 5: Key Elements to Successful Implementation

Key Element	Description
<b>Permanent Secretariat (Backbone Office)</b> 	<p>The main task of backbone offices is to mobilize systems and community interactions and to be a catalyst for change. This is accomplished through facilitation, coordination, managing plan related activities, communicating on behalf of the collective, stimulating ongoing engagement of key players and keeping the community and its organizations informed of emerging trends. Backbone organizations facilitate a natural progression from guiding vision and strategy, supporting aligned activities, and establishing shared measurement practices to deeper involvement in policy and resource mobilization.</p>
<b>Adequate and Sustained Funding</b> 	<p>Coordinating efforts across multiple stakeholders while staying abreast of community events and relevant data that impact plan implementation is well understood to be complex and requiring a concentrated effort. Promising practices have shown that offices which have secure funding, and do not need to raise funds on an ongoing basis to sustain their momentum, are far more likely to realize their goals than offices attempting to provide long-term support on short term / insecure resources.</p>
<b>Standards and Training for Human Talent</b> 	<p>Effective implementation, while hopefully inspired by a passion for the work, also needs a knowledge base and skill set that come with training and experience. Community practitioners need be familiar with developments in their community while also staying abreast of emerging trends across the country. The safety of communities is inevitably affected by happenings beyond its boundary. It is important, therefore, that practitioners responsible for the backbone office be connected to other practitioners as well as national and provincial networks that share a commitment to community safety.</p>
<b>Evidence and Good Information</b> 	<p>The body of knowledge about what keeps communities safe is growing and becoming more solid over time. Such knowledge should ideally be multi-disciplinary and focused on crime and violence and its multiple causes, as well as promising and proven practices in prevention. While implementation inevitably needs to be grounded in the community context and wisdom, there are many well established data sources available that can guide implementation activities.</p>
<b>Community Safety Assessment and Evaluation</b> 	<p>The concept of “data for good” that allows public sector organizations to collect certain data (e.g., race-based data) and engage in data sharing for the purpose of eradicating systemic issues is of vital importance. Successful plans are based in an assessment of local priority issues. During the implementation phase, targets (e.g., percentage reductions in issues) should be set for actions so that success can be substantiated. Developmental evaluations are ideally suited to this situation because they allow for ongoing monitoring and for adjusting as the work goes long. There are many well established tools in place that can utilized for ongoing assessment of key issues and how to determine measurable indicators of success.</p>
<b>Public Support and Engagement</b> 	<p>Engagement of the public is an important factor throughout the development and implementation of the plan. It is therefore critical that the governing body design mechanisms to keep the public informed and to provide opportunities for active participation (e.g., participation in workshops and events; engaging with community leaders, practitioners, and other community members; and supporting and advocating for prevention, innovation, and collaboration. Such engagement has also been shown to decrease fear of crime and enhance a sense of agency rather than overreliance on formal systems.</p>

Key Element	Description
<b>Championship</b> 	<p>Many governing bodies of community safety initiatives are linked to a high-profile office such as the mayor's office, and for good reason. When local leaders such as the Mayor, City councillors, Elders, Ministers etc. advocate for social development approaches to community safety, they have exceptional capacity to generate support.</p>
<b>Multi-Sector Partnerships</b> 	<p>Community safety is a complex area and no one system has all the solutions to crime, victimization, and fear of crime. Establishing an ongoing round table of key partners that have the capacity to contribute to the reduction of conditions that lead to public insecurity has therefore been found to be vital for the successful implementation of a plan. During regular meetings, such round tables monitor the progress of plan implementation, exchange information on relevant issues that affect community safety and become stewards for the collective efforts. Such tables also allow leaders in their fields to align efforts around key determinants of community safety and make decisions that result in policy and system changes. Effective collaboration approaches maximize local resources and capitalize on local strength.</p>

## Appendix 6: Preliminary List of Indicators

Below is a list of potential additional indicators to those confirmed for each priority included in Kelowna's CSP.<sup>11</sup>

Priority: Crime Prevention, Intervention and Sense of Safety	
<ul style="list-style-type: none"> <li>• Crime Severity Index</li> <li>• Overall crime rate, property, and violent crime rates</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of students who feel safe at school</li> <li>• Score of vulnerability on the Early Development Index</li> </ul>
Priority: Domestic Violence and Intimate Partner Violence	
<ul style="list-style-type: none"> <li>• Proportion of victims of domestic violence in the past 12 months who reported victimization</li> </ul>	<ul style="list-style-type: none"> <li>• Number of calls / visits to shelters</li> <li>• Rate of emergency department visits related to domestic violence</li> </ul>
Priority: Housing and Homelessness	
<ul style="list-style-type: none"> <li>• Percentage of households who spend more than 30% of income on shelter</li> <li>• Percentage of families considered low income</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of population rating their living standards as excellent or very good</li> <li>• Number of days spent experiencing homelessness</li> <li>• Number of individuals sleeping in shelters</li> </ul>
Priority: Mental Health and Problematic Substance Use (including alcohol)	
<ul style="list-style-type: none"> <li>• Rate of emergency department visits for mental health conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of emergency department visits for problematic substance use conditions</li> </ul>
Priority: Racism and Discrimination	
<ul style="list-style-type: none"> <li>• Types of hate crimes</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of BIPOC who report low levels of trust toward police</li> </ul>

<sup>11</sup> The proposed indicators are based on a list created by the Canadian Municipal Network on Crime Prevention. For full list of potential domains and indicators, refer to CMNCP's Topic Summary on Indicators for Crime Prevention and Community Safety & Well-Being Plans at [https://drive.google.com/file/d/1CwnlDX\\_8ARSfhL\\_QoeBrVi6nWVZhT3ol/view](https://drive.google.com/file/d/1CwnlDX_8ARSfhL_QoeBrVi6nWVZhT3ol/view).

## Appendix 7: Sample Performance Measurement Framework

Outcomes, indicators, and other performance measurement information should be mapped out early on by the Action Team to ensure that monitoring and evaluation is done consistently through the implementation of activities. This information forms the Performance Measurement Framework<sup>xxxiii</sup>. A sample Performance Measurement Framework template, developed by the Ontario Ministry of the Solicitor General, follows:

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
<b>Long-term Outcome: Increased community safety and well-being</b>	# of people employed	Employment rates from the year the plan starts	5% increase	Municipality	Collect from municipality	Every two years	Municipality
<b>Intermediate Outcome: Increased educational attainment</b>	# of students graduated from high school	Graduation rates from the year the plan starts	5% increase	School board(s)	Collect from school board(s)	At the end of every school year	School board
<b>Immediate Outcome: Community is better informed of issues faced related to CSWB (education specifically)</b>	# of community members that have attended engagement sessions	No comparison – would start from 0	200 people	Community Safety Plan coordinator	Collect attendance sheets at the end of every session	At the end of the first year of planning	Community Safety Plan coordinator



- <sup>i</sup> The Anti-Oppression Network, 2011
- <sup>ii</sup> Race Forward, 2015
- <sup>iii</sup> *Ibid*, 2015
- <sup>iv</sup> *Ibid*, 2015
- <sup>v</sup> *Ibid*, 2015
- <sup>vi</sup> Truth and Reconciliation Commission of Canada, 2015
- <sup>vii</sup> Ontario Ministry of the Solicitor General, 2018, p. 7
- <sup>viii</sup> UN-Habitat, 2019, p. 6
- <sup>ix</sup> Statistics Canada, 2020
- <sup>x</sup> Statistics Canada, 2021
- <sup>xi</sup> Canadian Municipal Network on Crime Prevention, 2021
- <sup>xii</sup> Centers for Disease Control and Prevention, 2021
- <sup>xiii</sup> Statistics Canada, 2020
- <sup>xiv</sup> Gaetz & al., 2012, p. I
- <sup>xv</sup> *Ibid.*, 2012
- <sup>xvi</sup> Provincial Health Services Authority, 201 6
- <sup>xvii</sup> Journey Home, 2018
- <sup>xviii</sup> Central Okanagan Foundation, 2020
- <sup>xix</sup> World Health Organization, n.d.
- <sup>xx</sup> Canadian Mental Health Association, 2011
- <sup>xxi</sup> Government of Canada, 2021
- <sup>xxii</sup> Duke, Smith, Oberleitner, Westphal, & McKee, 2018
- <sup>xxiii</sup> Vertava Health, 2021
- <sup>xxiv</sup> Provincial Health Services Authority, 2020
- <sup>xv</sup> *Ibid.*, 2020
- <sup>xxvi</sup> BC Centre for Disease Control, 2020
- <sup>xxvii</sup> Canadian Institute for Health Information, 2021
- <sup>xxviii</sup> BC Centre for Disease Control, 2021
- <sup>xxix</sup> BC Coroners Service, 2021
- <sup>xxx</sup> Statistics Canada, 2020
- <sup>xxi</sup> Parkhurst, Preskill, Lynn, & Moore, 2016
- <sup>xxxi</sup> Statistics Canada, 2020
- <sup>xxxi</sup> Ontario Ministry of the Solicitor General, 2018





# Community Safety Plan

Community Safety Department

April 11, 2022



# Presentation Overview

- ▶ Council Resolution
- ▶ CSP Development Process
- ▶ Key Themes & Priority Areas
- ▶ Recommendations & Actions
- ▶ Implementation
- ▶ Governance
- ▶ Monitoring & Reporting



# Council Resolution

- ▶ THAT Council receive for information the report from the Community Safety Department, dated April 11, 2022, with respect to the Community Safety Plan;
- ▶ AND THAT Council endorse the Community Safety Plan;
- ▶ AND THAT Council directs staff to begin implementation of the recommendations and actions.

# Why a Community Safety Plan?

- ▶ Imagine Kelowna
- ▶ Council Priorities 2019 – 2022



## **VISION:**

Creating a community where all people  
are safe and feel safe.

# Community Safety Plan

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Kelowna's Community Safety Plan (CSP) seeks to engage government ministries, community organizations and the public to generate shared ownership, vision and collective action to reduce crime and increase sense of safety.



# Partnership Continuum



Trust, shared mission, goals, power,  
resources, responsibility &  
accountability





# Steering Committee



# Aspirational and Attainable

## Realistic

Reflect 'real-world' constraints, i.e. organizational structures and budgets

## Time-based

5-year plan

Achievable by local leaders and available resources

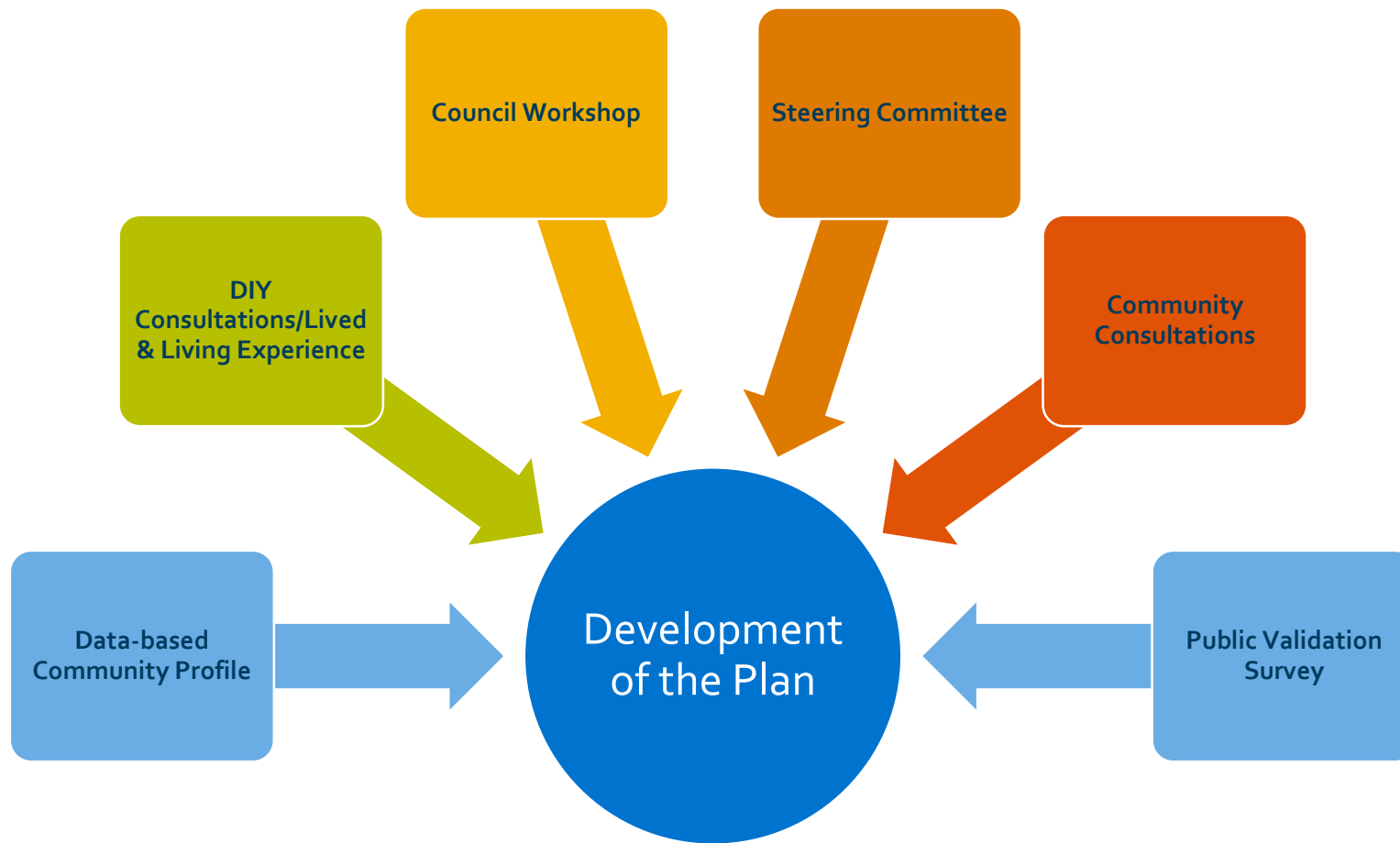
## Focused

Mid-stream

Target actions which will have the greatest impact



# A Comprehensive Approach



- 30 organizations / 100 participants
- 775 community members
- 4 Council engagements
- 7 Steering Committee organizations
- 4 national subject matter experts

# Overall Themes



CRIME PREVENTION  
& INTERVENTION



DOMESTIC &  
INTIMATE PARTNER  
VIOLENCE



HOUSING &  
HOMELESSNESS



MENTAL HEALTH



POVERTY & INCOME



PUBLIC  
TRANSPORTATION



RACISM &  
DISCRIMINATION



ROADS



ROLE OF POLICE



SAFETY



SPECIFIC  
POPULATIONS



PROBLEMATIC  
SUBSTANCE USE



WILDFIRES



# Priorities, Recommendations and Actions



CRIME PREVENTION &  
INTERVENTION  
& SENSE OF SAFETY



DOMESTIC & INTIMATE  
PARTNER VIOLENCE



HOUSING & HOMELESSNESS



MENTAL HEALTH &  
PROBLEMATIC SUBSTANCE  
USE



RACISM & DISCRIMINATION

**5 Priorities**  
**15 Recommendations**  
**30 Actions**

# Priorities and Recommendations

## Crime Prevention, Intervention & Sense of Safety

- Improve multi-sectoral collaboration & support for crime prevention & intervention services
- Strengthen upstream prevention & early intervention to reduce risks, harm, crime, and victimization
- Communicate crime prevention / intervention strategies & provide information on community safety realities
- Support & enable engagement in crime prevention by *all* community members.

## Domestic Violence & Intimate Partner Violence

- Research & support initiatives that reduce the vulnerability of people to DV & IPV
- Empower people to identify & offer support in situations of DV & IPV.
- Improve emergency supports for those fleeing situations of DV & IPV.

# Priorities and Recommendations cont.

## **Housing & Homelessness**

- Enhance multi-sectoral participation to improve housing / sheltering.
- Implement strategies to prevent & reduce homelessness.

## **Mental Health & Problematic Substance Use**

- Increase or support services & programs to prevent & address mental health challenges.
- Reduce the stigma surrounding mental health challenges & substance use.
- Engage in activities that prevent & reduce addictions, overdoses, & the harms associated with substance use.

## **Racism & Discrimination**

- Recognize & reject racism & discrimination in Kelowna.
- Support individuals in accessing safe space & services.
- Provide opportunities to create diverse & inclusive workplaces.

# Examples of Actions

## Mental Health & Problematic Substance Use

10. Recommendation: Increase or support services and programs to prevent and address mental health challenges.

Action 10.1 Increase accessibility to mental health resources and health services, including walk-in services.

S/C Lead: IH, FNHA  
Partners: NGOs

## Domestic Violence & Intimate Partner Violence

5. Recommendation: Research and support initiatives that reduce the vulnerability of people to DV and IPV.

Action 5.1 Expand and explore current and potential community learning programs to prevent dating violence (e.g., healthy relationships for couples, parenting skills & family relationships, victim-centered services, mentorships etc.).








S/C Lead: MCFD, SD23/Education  
Partners: RCMP



# Implementation: Conditions for Success



# CSP: From Cooperation to Collaboration

Steering Committee Member	Confirmed Priority Lead	Action Lead or Co-Lead	Action Project Partner
 City of Kelowna	2	15	7
 First Nations Health Authority Health through wellness	0	4	7
 Interior Health	1	7	6
 Ministry of Children and Family Development	1	6	7
 Ministry of Social Development and Poverty Reduction	0	1	7
	0	7	5
 Central Okanagan Public Schools Together We Learn	0	4	9

# Governance

## *Government / Community Partnership Model*

### ▶ Stewardship Team

- ▶ Continuing Steering Committee Reps & Community Orgs/Leaders (TBD)
- ▶ Championship/Guidance/Support for duration of the Plan

### ▶ Action Teams

- ▶ Govt/NGOs/community accountable to Stewardship Team
- ▶ Public support and engagement
- ▶ PMT responsible for implementation of priorities and actions

### ▶ Secretariat (City of Kelowna)

- ▶ Coordinates & supports Stewardship Team & Action Teams
- ▶ Project management tracking & reporting

# Monitoring, Evaluating, and R

- ▶ Key Performance Indicators (KPIs) & framework
  - ▶ 16 initial KPIs adopted and 17 potential KPIs identified
  - ▶ KPIs move beyond conventional crime statistics
  - ▶ KPIs to be refined and further developed by Action Teams
- ▶ Reporting
  - ▶ Stewardship Team Members report to respective audiences
  - ▶ Annual CSP progress report to community
  - ▶ Bi-annual reports to Kelowna City Council





# A journey of community and collaboration

Jan - Mar

**Steering Committee & Community Profile**

May - June

**Themes & Ideas**

GOAL: Leadership / Guidance

June

**City Council Workshop**

GOAL: Update, validate and prioritize

Fall 2021 - Present

**Council Update & Plan Development**

- Present / update to City Council
- Draft report
- Present final report to City Council

April - May

**DIY Community Consultations**

GOAL: Strengthen quantitative data

June

**Validation Consultations**

Stakeholder Groups

GOAL: Validate quan. & qual. data

- 5 virtual consultations
- Validate (prioritize/identify solutions)

July - Sept

**Public Validation Survey**

GOAL: Community validation & buy-in

- Online Survey for all Kelowna community members including rating and input for solutions (n=775)





Questions?





# Report to Council



**Date:** April 11, 2022

**To:** Council

**From:** City Manager

**Subject:** 2022 Strengthening Communities Services' Program Grant Application

**Department:** Community Safety Department

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## **Recommendation:**

THAT Council receives, for information, the report from the Community Safety Department dated April 11<sup>th</sup> with respect to the UBCM Local Government Program Services for the 2022 Strengthening Communities' Services Program funding opportunity;

AND THAT Council directs staff to apply for grant funding for the evolution of the Kelowna Outdoor Sheltering Strategy through the UBCM Local Government Program Services for the Strengthening Communities' Services Program;

AND THAT Council support the current proposed activities and endorse staff to provide overall grant management;

AND THAT, if the grant application is successful, the 2022 Financial Plan be amended to include the receipt of funds.

## **Purpose:**

To approve staff to apply to the 2022 Strengthening Communities' Services Program for the evolution of the Kelowna Outdoor Sheltering Strategy.

## **Background:**

Through the Safe Restart funding announced in 2021 by the Government of Canada and the Province of BC, \$100 million was allocated for the Strengthening Communities' Services Program. The initial intake of the Strengthening Communities' Services Program saw approximately \$80 million delivered to local governments. The remaining funds are now available through the 2022 intake. The deadline to apply to the grant program is April 22, 2022.

The COVID-19 pandemic has led to an increase in unsheltered homelessness, and related community health and safety challenges in many communities, including Kelowna. "Unsheltered homeless" is defined as people who lack housing and are not accessing emergency shelters or accommodation,

except during extreme weather conditions. This includes people living in public or private spaces without consent (i.e., parks, sidewalks, squares, vacant buildings) and people living in places not intended for permanent human habitation (i.e., vehicles, garages, attics, tents, or shacks). The continued intent of the grant is to assist local governments to:

- Improve health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission;
- Reduce community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter and services;
- Improve coordination among eligible applicants and health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision; and
- Increase capacity of eligible applicants to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses.

At the April 12, 2021 Council meeting, Council was provided with an overview of the 2021 grant request for the initial Outdoor Sheltering Strategy and passed the following resolution:

Resolution	Date
<p><b>Ro400/21/04/12</b> THAT Council receives, for information, the report from the Community Safety Department dated April 12th with respect to the UBCM Local Government Program Services for the Strengthening Communities' Services Program;</p> <p>AND THAT Council directs staff to apply for grant funding for the Outdoor Sheltering Strategy through the UBCM Local Government Program Services for the Strengthening Communities' Services Program;</p> <p>AND THAT Council support the current proposed activities and endorse staff to provide overall grant management;</p> <p>AND THAT, if the grant application is successful, the 2021 Financial Plan be amended to include the receipt of funds.</p>	April 12, 2021

#### Discussion:

Under the Strengthening Communities' Services Program, funding guidelines are population-based and up to 100 per cent of the cost of eligible activities are covered. In the first round of funding, the City of Kelowna received \$3.2 million for the Kelowna Outdoor Sheltering Strategy. For the second intake, the funding guideline shows that Kelowna is eligible for \$625,000 in funding for eligible costs incurred for a one-year timeframe from grant approval. Funding permitting, applications for projects that exceed the funding guidelines may be considered if applications are able to demonstrate evidence of need in the community.

Once again, the City of Kelowna application will take a strategic approach by continuing to build upon an overarching and balanced outdoor sheltering strategy; one that strives to meet the needs of people sheltering outdoors in our community while reducing community impacts. The Strategy continues to encompass initiatives from several City branches including Social Development, Risk Management, and Community Safety, to form a multi-faceted approach.



The 2022 application, which will include ongoing operational costs for the overnight sheltering site and will demonstrate an evolution of Kelowna's Outdoor Sheltering Strategy. It will embed learning from the initial strategy while linking the approach to outdoor sheltering to the existing work through our Journey Home Strategy to address homelessness.

The focus will be on building a Navigation Hub that includes:

- ❖ Day use site operated by a local agency with strong relationships to those sheltering outside;
- ❖ Coordination of outreach, social service providers and primary care and specialist health care teams to support people's needs and to link them to community resources and services;
- ❖ Peer Navigators-hosted personal belonging storage program and service connection assistance (ie: filling out housing/income assistance paperwork);
- ❖ Additional satellite services including a hygiene centre and dispersed personal belongings storage; and
- ❖ Proactive response for extreme weather response; both extreme heat and extreme cold.

In developing the initial application, key community organizations were engaged. Once again, these partners (Journey Home, Ki-Low-Na Friendship Society and the RCMP) have endorsed the strategy and have provided continuing letters of partnership.

#### **Conclusion:**

With approval of Council, the City of Kelowna will apply for 2022 Strengthening Communities' Services Program for the evolution of the Outdoor Sheltering Strategy. If funded, this will enable enhanced services and supports for people sheltering outdoors as well as offset costs for ongoing outdoor sheltering in our community for an additional 12 months.

#### **Internal Circulation:**

Financial Services  
Active Living & Culture  
Partnership & Investments  
Risk Management

#### **Considerations applicable to this report:**

**Financial/Budgetary Considerations:** If the City's grant application is successful, the 2022 Financial Plan will need to be amended to include the receipt of funds.

Submitted by: D. Caul, Community Safety Director

**Approved for inclusion:**



S. Leatherdale, Division Director - Corporate & Protective Services

cc: Divisional Director, Corporate & Protective Services  
Divisional Director, Active Living & Culture  
Divisional Director, Financial Services  
Social Development Manager  
Grants and Special Projects Manager  
Risk Manager

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** New Zoning Bylaw - Consultation Results  
**Department:** Development Planning Department

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## **Recommendation:**

THAT Council receives, for information, the report from the Development Planning Department, dated April 11, 2022, that outlines the public and stakeholder consultation efforts for the new Zoning Bylaw.

## **Purpose:**

To provide Council with the results of the public engagement and stakeholder consultation efforts in relation to the new Zoning Bylaw.

## **Background:**

### *Previous Council Resolutions*

Resolution	Date
THAT Council endorse the proposed new Zoning Bylaw process, as outlined in this report from the Development Planning Department Manager, dated October 4, 2021.	October 4, 2021
THAT Council receives, for information, the report from the Development Planning Department, dated January 17, 2022, with respect to the City of Kelowna's current Density Bonus Program.	January 17, 2022

The Planning Department is completing a comprehensive review and rewrite of Zoning Bylaw No. 8000. The new Zoning Bylaw is intended to follow the adoption of the 2040 Official Community Plan (OCP), meet the current Provincial legislative requirements and respond to current development and real estate trends.

The new Zoning Bylaw project is a six-stage process that began in Fall of 2020 (Attachment A - Figure 1: Project Stages). To date, the project has progressed through Stages 1 through 3, and most recently completed Stage 4 – Stakeholder Engagement. During Stage 4, the Project Team engaged with internal and external stakeholders, processed, and reviewed close to one thousand comments, refined

the draft Zoning Bylaw based on stakeholder feedback, and completed the second draft of the document. This report will summarize the results of the new Zoning Bylaw consultation process.

### **Introduction:**

The public engagement and stakeholder consultation process related to the draft Zoning Bylaw builds on efforts first initiated in 2019 in conjunction with 2040 OCP engagement events. This included multiple open houses where staff provided information to the public on the key objectives of the proposed new Zoning Bylaw. In Fall 2021, the draft Zoning Bylaw was made available for review by the public, developers and industry stakeholders as well as internal stakeholder. Residents and stakeholders were asked to review and share feedback on the content and readability of the new Zoning Bylaw.

### **Discussion:**

The main purpose of the public engagement and stakeholder consultation process were to:

- Inform Kelowna residents about the proposed new Zoning Bylaw and facilitate understanding of the role the document plays in land use and development; and,
- Gather feedback on proposed changes to the Bylaw.

As the Zoning Bylaw is closely aligned with the OCP, the draft Zoning Bylaw process was built upon the robust public engagement that took place during the development of the 2040 OCP. Due to public health and safety concerns related to and limitations created by Covid-19, engagement took place online and by virtual meetings.

Early in the project, the Ministry of Agriculture (MoA), Agriculture Land Commission (ALC) and the Agriculture Advisory Committee (AAC) provided formal comments in the form of virtual and in-person workshops with preliminary support of the new Zoning Bylaw (approximately between February – May 2021). Additionally, the Ministry of Transportation and Infrastructure (MoTI) was engaged in preliminary review and discussions of the proposed new Zoning Bylaw ahead of a formal review and approval process (approximately between September 2021 – current).

Industry and internal stakeholder engagement activities took place for one month over October and November 2021, and then for a second time between late-January to early-February 2022. The participants consisted of Kelowna residents, development and industry stakeholders including the Urban Development Institute-Okanagan (UDI) and Canadian Home Builders' Association Central Okanagan (CHBACO), consultants and professionals such as architects and engineering firms, and institutes such as UBCO. The Project Team also engaged with various interdepartmental stakeholders, including Policy and Planning, Transportation, Real Estate, Parks and Buildings, Clerks, and Development Engineering departments.

Public engagement took place from October – November 2021 via the City's online platform, Get Involved.

### What we heard:

Through various mediums including Get Involved, email, and one-on-one virtual information sessions and workshops, stakeholders were invited to provide comments related to the changes in the draft Zoning Bylaw. Feedback spanned several areas however, most comments were technical in nature, having to do with development regulations such as setbacks, lot areas, site coverage, height, and grade, as well refining and further clarifying definitions and illustrations. There were a few key themes that emerged through the engagement process which garnered discussions and lead to notable changes to the draft Zoning Bylaw. These topics were:

1. Updating the new Zoning Bylaw to align with Provincial legislation, regulations, and policies, as well as current internal policies and processes.
2. Strengthening the protection of agricultural land
3. Electric Vehicle (EV) ready infrastructure in new residential developments
4. Proposed new density bonus model
5. Blanket zoning and affordable housing
6. Amenity space in multi-family zones
7. Technical comments

Attachment B provides details of the Stakeholder Engagement process and summarizes the results of the engagement period.

### How the Zoning Bylaw responded:

#### 1. *Align with Provincial Legislation and Current Internal Policies and Processes:*

One of the main objectives of the new Zoning Bylaw was to align the document with Provincial legislation, regulations, and policies, as well as current internal policies and processes. This objective was highlighted during engagement with ministerial authorities (MoA, ALC, and MoTI) as well as interdepartmental stakeholders. The following is a summary of changes the Project Team made to the Zoning Bylaw:

- Updating new Zoning Bylaw regulations to match the current BC Building Code.
- Updating landscaping standards to reflect best practice, industry standards and address goals in the 2040 OCP.
- Updating the new Zoning Bylaw to address the implementation of the 2040 OCP. For example, addressing urban infill development, development regulations for the “Core Area” and strengthening the protection of agricultural land.
- Updating and modernizing use categories and ensuring they are aligned with current business licensing process. For example, removing outdated uses, consolidating where possible and providing clarity for agricultural use categories.

#### 2. *Strengthening the Protection of Agricultural Land:*



Following MoA and ALC feedback and in keeping with aligning the new Zoning Bylaw with Provincial legislation, regulations, and policies, the Project Team made the following amendments to the new Zoning Bylaw:

- Allocated the appropriate agricultural zones to all parcels based on their ALR status and created two Agriculture zones:
  - The A1 – Agriculture zone will apply to all properties that are within the ALR.
  - The A2 – Agriculture / Rural Residential zone, will apply to agricultural properties that are not within the ALR
- Revise permitted land uses in the Agricultural zones to comply and align with Provincial legislation, regulations, and policies

### *3. Electric Vehicle (EV) Ready Infrastructure in New Residential Developments:*

On February 7, 2022, Council endorsed Staff's recommendations to have a minimum of 1 (one) energized EV outlet per dwelling unit (capable of providing Level 1 charging) in all new residential developments and to further investigate infrastructure requirements for new institutional, commercial, industrial, and service station developments and report back on these recommendations. Upon review of the initial feedback, the Project Team separated the EV section out of the project scope. A separate report will come forward in the future with proposed recommendations to Council on this subject.

### *4. Proposed New Density Bonus Model:*

Upon review of the initial feedback, the Project Team reviewed and subsequently made the following amendments:

- The proposed payment scenario is based on lot area versus linear street frontage.
- Purpose-built rental housing was further explored by Staff and included in the bonusing program. Staff recognize there are key goals in the 2040 OCP and Healthy Housing Strategy to promote and protect purpose-built rental housing and affordable housing and have updated the Zoning Bylaw to assist in the implementation of these goals through density bonusing.

The Project Team reviewed the initial feedback and proceeded with engagement and structuring of the Density Bonusing Program in multiple phases. An initial presentation to Council was made on January 17, 2022, to provide information regarding the existing density bonus program. Following this presentation, further consultation occurred with the development industry and an updated report back to Council is scheduled. Base density was adjusted based on stakeholder feedback and 2040 OCP density and height objectives.

### *5. Blanket zoning and Affordable Housing:*

General public shared concerns around additional height and density in established residential neighbourhoods, about speculation, gentrification, displacement and that the new Zoning Bylaw would primarily benefit developers. The citizens also shared concerns that the new Zoning Bylaw was not doing enough to address existing housing crisis and affordable housing.

Staff worked to create a new Zoning Bylaw with several progressive measures to help guide growth in the future. Zoning regulations followed the higher level 2040 OCP vision and policy direction and should be seen as an implementation of that document. Additional density in core areas of the City is

an OCP objective to increase livability and decrease the dependence on single occupancy automobiles. Taller, denser buildings are not necessarily a negative form of development and if done right can help contribute to the growing urban sophistication of Kelowna and help to increase supply to the marketplace. The new OCP contained new Urban Design Guidelines that will help guide development to more favorable forms. Finally, the new density bonus program emphasizes purpose built rental and affordable housing as key objectives to help address the housing needs of the city.

#### *6. Amenity Space in Multi-Family Zones:*

The Project Team acknowledged the concerns and completed further analysis and review of best practice for amenity space in multifamily development. The 2040 OCP indicates the desire for an increased livability in urban environments through the allocation of amenity space. The development community acknowledged the importance of this objective, however requested flexibility in its implementation. Staff included a new regulation for increased total amenity space and allowed developers flexibility in the ration of private to common space.

#### *7. Technical Comments:*

Overall, majority of feedback in general were technical in nature, having to do with development regulations such as setbacks, lot areas, site coverage, height, and grade, as well refining and further clarifying definitions. The Project Team acknowledged concerns raised on two main topics, height and grade, and building height and made following changes:

##### Height and grade:

- For greater clarity, height restrictions based on number of storeys has been removed and height is regulated by dimension (meters).
- The definition of grade has been updated based on best practice of other municipalities in British Columbia.
- Illustrations for the definition of height and grade were updated as per stakeholder feedback.

Building height - Base building heights directly follow Heights follow 2040 OCP policy and the 2040 OCP Building Height maps for Urban Centres.

#### **Conclusion:**

Many regulations, definitions, and sections of the proposed Zoning Bylaw were refined based on public consultation and stakeholder engagement comments and feedback. Outcome from the consultation process also identified several bylaw and policy gaps. These gaps are future opportunities for other implementation tools which is outside the scope of the new Zoning Bylaw. Some examples of future works may include:

- Drainage Bylaw
- Updates to Subdivision, Development and Servicing Bylaw 7900
- Landscaping and Maintenance Bylaw
- Tree Protection (in process)

## Next Steps:

The purpose of Stage 4 - Stakeholder Consultation was to inform Kelowna residents, to hear from various stakeholders about the proposed new Zoning Bylaw and gather feedback on the proposed changes to the Bylaw. Through the virtual platforms, information sessions and workshops, the Project Team helped facilitate the public to understand the role the new Zoning Bylaw will play in land use and development. Through this process, staff then refined the new Zoning Bylaw based on community comments and feedback while delivering on the six key objectives that directed the new Bylaw.

With the completion of Stage 4 Consultation, the new Zoning Bylaw process is moving towards its final stages. Following final refinements of the new Zoning Bylaw it is anticipated that staff will come forward with Initial Consideration of the new Zoning Bylaw for Council consideration in mid-May. Anticipated timeframes for next steps are as follows:



## Internal Circulation:

Policy and Planning Department  
Development Services

## Considerations not applicable to this report:

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Existing Policy  
Financial/Budgetary Considerations  
External Agency/Public Comments  
Communication Comments

Prepared by: Barbara B. Crawford, Planner II  
Adam Cseke, Planner Specialist

Submitted by: Terry Barton, Development Planning Department Manager

**Approved for inclusion:** Ryan Smith, Divisional Director, Planning & Development Services

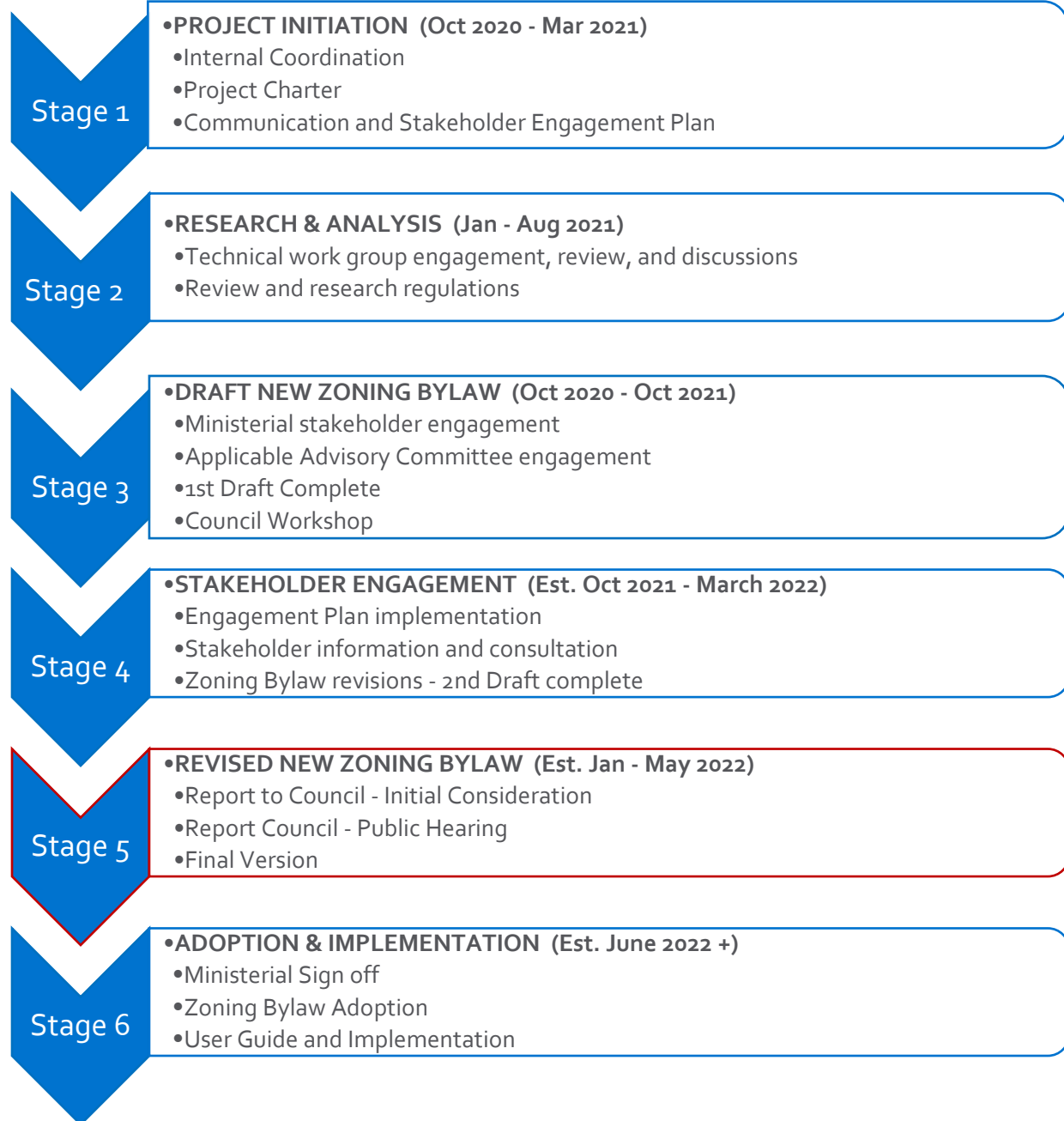
cc:

Policy and Planning Department Manager  
Development Services Director

## Attachments:

Attachment A - The New Zoning Bylaw: Project Stages  
Attachment B – Proposed New Zoning Bylaw: Consultation Summary Report

## Attachment A - The New Zoning Bylaw - Project Stages





# Proposed New Zoning Bylaw: Consultation Summary Report



## Purpose of engagement:

- To inform Kelowna residents about the proposed new Zoning Bylaw and facilitate understanding of the role the document plays in land use and development
- To gather feedback on proposed changes to the new Zoning Bylaw.

**Engagement Timeline:** October-November 2021 and January-February 2022

# Background

The City of Kelowna Development Planning Department is completing a comprehensive review and rewrite of Zoning Bylaw No. 8000. The new Zoning Bylaw is intended to follow the adoption of the 2040 Official Community Plan (OCP), meet the current Provincial legislative requirements and respond to current development and real estate trends.

The update is guided by the following key objectives:

- Consolidate use categories
- Consolidate zones
- Update building height policy
- Simplify density bonusing structure
- Update interpretation chapter
- Allow for towers in Urban Centres

The recommendations of several previous planning initiatives and projects such as the Healthy Housing Strategies, the Capri-Landmark Urban Centre Plan, the Transportation Master Plan, Kelowna's Agriculture Plan, Kelowna's Urban Centre Roadmap and recent changes to the BC Building Code were also considered when updating the document.

During the final phase of engagement, staff provided residents and stakeholders the opportunities to review and share feedback on the content of the new Zoning Bylaw.

## Project timeline

### 1: Project Initiation

•October 2020 - March 2021

### 2: Research and Analysis

•January - August 2021

### 3: Draft Zoning Bylaw

•October 2020 - October 2021

### 4: Public & Stakeholder Engagement

•October - November 2021 and January - March 2022

### 5: Proposed New Zoning Bylaw

•January - May 2022

### 6: Final Bylaw Adoption & Implementation

•Early summer 2022

## Engagement strategy

Public engagement and stakeholder consultation process as related to the draft Zoning Bylaw builds on initial efforts that was initiated in 2019 in conjunction with 2040 OCP engagement events. This included four public in-person neighbourhood open houses held in September 2019. During this engagement staff provided information to the general public on the key objectives of the proposed new Zoning Bylaw.

Two additional engagement activities took place; first one was one-month long that took place over October and November 2021, and a second round was over late-January to early-February 2022. As the Zoning Bylaw is closely aligned with the OCP, the draft Zoning Bylaw process was built upon the robust public engagement that took place during the development of the 2040 OCP.

During engagement, the Project Team summarized key changes to the draft Zoning Bylaw and sought to understand

- If the proposed consolidated zones were easily understood
- If formatting changes made the draft Bylaw more user-friendly and accessible
- If new illustrations provided greater clarity

## Ways we engaged

Although initial public engagement efforts in 2019 consisted of in-person open house format, due to public health and safety concerns related to Covid-19, ensuing engagement process took place virtually and online.

A GetInvolved poll served as a data collection tool which, along with the Q&A and discussion forum, allowed the Project Team to understand and compile feedback. The City's map viewing functionality allowed residents to understand changes to the bylaw as it relates to their property or property of interest and share feedback via Get Involved. A project-specific email account and a phone number were set up for the community to reach out to and engage with the Project Team, where the public had the opportunity to submit inquiries, comments, and feedback. Finally, the Project Team also coordinated and held one-on-one virtual information sessions and workshops with internal and external stakeholders to review the draft new Zoning Bylaw and receive feedback on its content.

## Engagement results

Through the engagement process the Project Team achieved the following outcomes:

Table 1: Summary of total number of information sessions or workshops held by stakeholder.

Stakeholder	Process	Number of Information Sessions/Workshops
Industry	Virtual - one-on-one	34 – eight of which were with the UDI
MoTI	Virtual - one-on-one	2
MoA and ALC	Virtual - one-on-one	2
Interdepartmental	Virtual - one-on-one	6

Table 2: Summary of total number of comments and enquiries received by stakeholder.

Stakeholder	Process	Number of Comments/Enquiries Received
External	Formal letters, email account	590
Interdepartmental	Formal letters, email account	175
General Public	GetInvolved	22 comments
		12 enquiries
	Email account and phone calls	175 enquiries

During the initial round of engagements participants were asked to answer four different poll questions. In all, 67 participants responded and provided a total of 134 responses (not all participants answered all questions).

- The majority of respondents (60%) said the consolidated zones in the draft Zoning Bylaw were easy to understand.
- 77% said the addition of supplemental graphics in the draft Zoning Bylaw enhanced their understanding of the Bylaw's content.
- The majority of participants (65%) said formatting changes in the new Zoning Bylaw improved its usability.
- Nearly half of respondents said they use the current Zoning Bylaw regularly or somewhat regularly (at least once a year) while the other half said they use the Bylaw rarely or never.

Based on initial engagement comments and feedback, staff made changes to overall document formatting and table layout, as well added additional illustrations to further improve usability and simplify the document. During the second round of engagements, these additional improvements to the draft Zoning Bylaw were received well and supported by the end users.

#### *Limitations:*

It should be noted that results from surveys such as this are a collection of opinions and perceptions from interested or potentially affected residents and are not a statistically significant random sample of all Kelowna residents. Due to its opt-in and open methods, results are qualitative in nature.



## Summary of Comments

Through the online platform Get Involved, residents, industry stakeholders, regulatory bodies and internal stakeholders were invited to provide additional comments related to the changes in the draft Zoning Bylaw. Key comments and their outcome are summarized in tables below.

GENERAL PUBLIC		
Stakeholder	Process	Common Themes
<ul style="list-style-type: none"> <li>General public</li> </ul>	<ul style="list-style-type: none"> <li>GetInvolved, Social Media, and City of Kelowna website: October- November 2021 and February- March 2022</li> <li>Ongoing communication through Project email <a href="mailto:zoningbylaw@kelowna.ca">zoningbylaw@kelowna.ca</a></li> </ul>	<p><b>Blanket zoning/Pre-zoning:</b></p> <ul style="list-style-type: none"> <li>Blanket zoning is disruptive and affects the character of existing neighbourhoods (concerns about additional height and density in established areas).</li> <li>Concerns about speculation, gentrification, displacement and primarily benefits developers</li> <li>Need for softer density (by-right duplex and 4 plexiglass) without overreliance on residential towers.</li> </ul> <p><b>Affordable Housing:</b></p> <ul style="list-style-type: none"> <li>Concerns the new Zoning Bylaw is missing the mark in addressing housing crisis and affordable housing.</li> <li>Consider planning for tiny home zoning.</li> </ul> <p><b>Parking:</b></p> <ul style="list-style-type: none"> <li>Parking requirements should be reduced; consider parking maximums – parking minimums are counter to the broader goal of reducing car dependency</li> </ul>

INDUSTRY STAKEHOLDERS		
Stakeholder	Process	Common Themes
<ul style="list-style-type: none"> <li>• Urban Development Institute (UDI)</li> <li>• Home Builders Association</li> <li>• UBCO</li> <li>• Consulting Professionals: <ul style="list-style-type: none"> <li>- Architecture/Design</li> <li>- Planning</li> <li>- Engineering</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• One-on-one virtual information sessions and workshops held in October- November 2021 and February- March 2022</li> <li>• Ongoing communication through Project email <a href="mailto:zoningbylaw@kelowna.ca">zoningbylaw@kelowna.ca</a></li> </ul>	<ol style="list-style-type: none"> <li>1. Electric Vehicle ready infrastructure</li> <li>2. Density Bonusing Program</li> <li>3. Technical comments (zone specific development regulations)</li> </ol>
1. ELECTRIC VEHICLE READY INFRASTRUCTURE		
Summary of Comments		
<ul style="list-style-type: none"> <li>• <b>Infrastructure</b> - concerns that the electrical infrastructure does not currently exist to support the proposed regulations in the bylaw.</li> <li>• <b>Cost</b> - additional costs associated with EV charging pose challenges to other key initiatives like affordability and energy efficiency.</li> <li>• Request for clarity on development regulations like visitor parking.</li> </ul>		
2. DENSITY BONUS PROGRAM		
Summary of Comments		
<ul style="list-style-type: none"> <li>• Proposed density bonusing does not give the opportunity for other types of bonusing such as energy efficient buildings, daycares, affordable housing, and purpose-built rental housing.</li> <li>• Feedback on proposed payment scenarios, specifically the calculation of payment should be based on lot area, not linear street frontage.</li> <li>• Request for clarification of what the funds will contribute to.</li> <li>• Concerns that base densities outlined in the proposed Bylaw do not align with density targets in the 2040 OCP.</li> </ul>		
3. TECHNICAL COMMENTS		
Summary of Comments		
<ul style="list-style-type: none"> <li>• <b>Height and grade definition</b> - clarity requested on the new definition and Zoning Bylaw illustration indicating the definition of height and grade.</li> <li>• <b>Building height</b> - building heights in Urban Centre and multi-family zones are too restrictive.</li> <li>• <b>Amenity space in multi-family zones</b> - more flexibility should be required. Providing both private and common amenity space poses challenges.</li> <li>• <b>Landscaping standards</b> - clarity requested on proposed landscape standards, implementation, and enforcement of bylaw regulations. Request to remove tree requirements in single family development.</li> </ul>		

## REGULATORY BODIES

Stakeholder	Process
<ul style="list-style-type: none"> <li>Ministry of Agriculture (MoA)</li> <li>Agriculture Land Commission (ALC)</li> <li>Ministry of Transportation and Infrastructure (MoTI)</li> </ul>	<ul style="list-style-type: none"> <li>MoA and ALC - one-on-one virtual information sessions and workshops held in February-May 2021</li> <li>MoTI - one-on-one virtual information sessions and workshops held in September 2021 – current</li> <li>Ongoing communication through Project email <a href="mailto:zoningbylaw@kelowna.ca">zoningbylaw@kelowna.ca</a></li> </ul>

## INTERNAL DEPARTMENTS

Stakeholder	Process
<ul style="list-style-type: none"> <li>• Development Engineering</li> <li>• Real Estate Services</li> <li>• Building and Permitting</li> <li>• Business Licensing</li> <li>• Policy and Planning</li> <li>• City Clerks &amp; Legal</li> <li>• Parks &amp; Building Planning</li> <li>• Airport Services</li> <li>• Fire Department</li> <li>• Infrastructure - Transportation, Utility</li> </ul>	<ul style="list-style-type: none"> <li>• Interdepartmental work groups comprised of representatives from multiple disciplines.</li> <li>• Weekly one-on-one virtual work group meetings held between January – April 2021.</li> <li>• One-on-one virtual information sessions and workshops held in November 2021</li> <li>• Ongoing communication through Project email <a href="mailto:zoningbylaw@kelowna.ca">zoningbylaw@kelowna.ca</a></li> </ul>



## Public outreach, activities, and participation

Channel	Reach		
Get Involved	2,100 visits 1,800 aware visitors 548 informed visitors 78 engaged visitors  Discussion forum: 22 comments received Q&A: 12 questions received 460 downloads of Zoning Bylaw infographic		
Newsletter x1	2665 recipients Open Rate: 57.7% Click Rate:9.3%		
Public service announcement x2	4182 recipients Open rate: 47.63% Click rate: 4.62%	4155 recipients Opens: 45.22% Click rate: 3.23%	
Newspaper ads x4: Oct 29, Nov 2, Nov 5, Nov 9, 2011	Daily Courier – ~11,000 readers per ad		
Social media (organic) x5	<u>Facebook</u> 23,781 impressions  Avg. engagement 4.3%	<u>Twitter</u> 908 impressions  Avg engagement 3.0%	<u>Linked in</u> 1319 impressions  Engagement4.3%
Social media (paid)	Reach (ads): 19,048  Reach (boosted posts): 10,091		
Kelowna.ca	3,514 page visits 3,129 unique page views		



# City of Kelowna - New Zoning Bylaw Consultation Results April 11, 2022

# Purpose

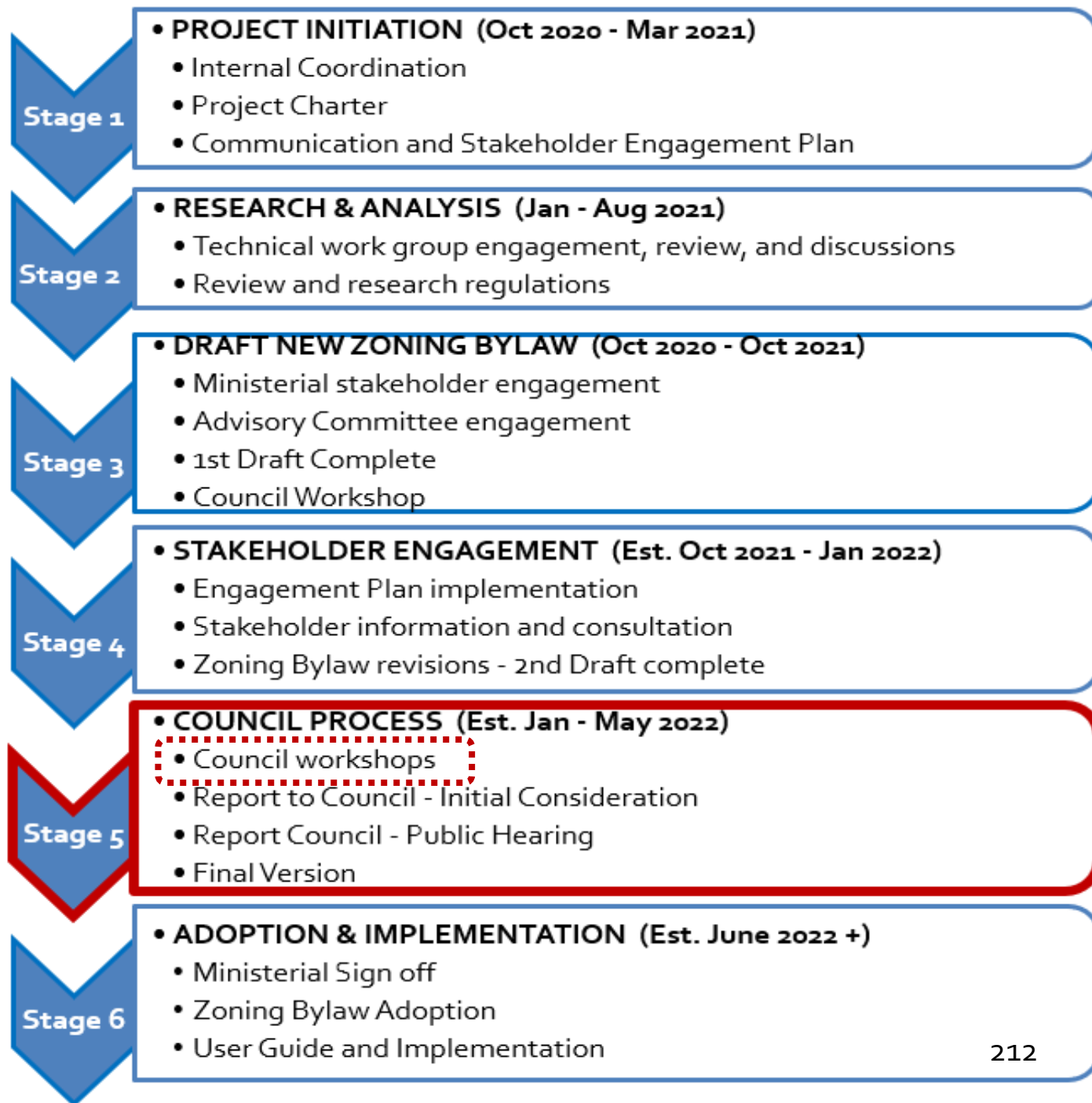
- ▶ To provide Council with the results of the public and stakeholder consultation efforts and an overall update to the new Zoning Bylaw

# Agenda

- ▶ Overview – Zoning Bylaw Project
  - ▶ Process
  - ▶ Purpose
- ▶ Stakeholder Consultation
  - ▶ Consultation Process
  - ▶ Consultation Outcomes
- ▶ Next Steps



# Project Process



# Consultation Process: *Purpose*

- ▶ Inform Kelowna residents
- ▶ Land use and development
- ▶ Gather feedback

# Consultation Process: *Strategy*



# Consultation Process: *Strategy*

- ▶ Determine whether:
  - ▶ Proposed zones provide better clarity and usability
  - ▶ Formatting changes made the draft Bylaw more user-friendly
  - ▶ New illustrations provided greater clarity



# Consultation Process: *Way We Engaged*

- ▶ Get Involved
  - ▶ Survey
  - ▶ Q&A
  - ▶ Discussion Forum
- ▶ City of Kelowna Map Viewer
- ▶ Project specific email account & phone
- ▶ One-on-one virtual meetings & workshops

# Consultation Results: *Number of Sessions*

Stakeholder	Process	Number of Information Sessions / Workshops
Development industry	Virtual: one-on-one	34 – eight with UDI
MoTI		2+
MoA & ALC		2
Inter-departmental		6

# Consultation Results: *Number of Comments / Enquiries*

Stakeholder	Process	Number of Information Sessions / Workshops
General Public	GetInvolved/ social media	<b>22 comments</b> <b>12 enquiries</b>
	Email/phone	<b>175+ enquiries</b>
External	Formal letter & email	<b>590</b>
Inter-departmental		<b>175</b>

# Consultation Results: *What we heard*

## Themes:

1. Protection of agricultural land
2. Electric Vehicle ready infrastructure
3. Zoning and housing
4. Amenity space in multi-family zones



# Consultation Results: *How We Responded*

## *1. Strengthening the Protection of Agricultural Land*

- ▶ Created two Agriculture zones:
  - ▶ A1 – properties within the ALR
  - ▶ A2 – agriculture/ rural residential zone properties outside the ALR

# Consultation Results: *How We Responded*

## *2. EV Ready Infrastructure in New Residential Developments*

- ▶ Feb 7, 2022 – Council endorsed strategy
- ▶ Future EV zoning amendments
  - ▶ Technical and detailed work on-going
  - ▶ Future report and recommendations

# Consultation Results: *How We Responded*

## *3. Zoning and Housing*

- ▶ Public concerns – height & density; changes to existing neighbourhoods; affordable housing & variety of houses
- ▶ Height & density consistent with 2040 OCP
- ▶ Proposed Density Bonus program
  - ▶ Amenities
  - ▶ Affordable housing
- ▶ Concentrated growth in Urban Centers

# Consultation Results: *How We Responded*

## *4. Amenity Space in Multi-Family Zones:*

- ▶ 2040 OCP: desire for an increased livability in urban environments through the allocation of amenity space
- ▶ Flexibility in implementation
- ▶ Private common space



# Next Steps

**Finalize the new  
Zoning Bylaw**

Est. April 2022

**Council Initial  
Consideration**

Est. Mid-May  
2022

**Public Hearing**

Est. Late May  
2022

**Ministerial Sign-  
off**

Est. June 2022

**Adoption**

Est. Late  
June/Early July



## *Conclusion of Staff Remarks*

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** North End Plan Update  
**Department:** Policy & Planning

---

## **Recommendation:**

THAT Council receives, for information, the report from the Policy & Planning Department, dated April 11, 2022, regarding the North End Plan;

AND THAT Council endorses in principle the draft Vision & Objectives for the North End Plan included as Attachment A in the report from the Policy & Planning Department, dated April 11, 2022.

## **Purpose:**

To receive an update on the North End Plan process, including a summary of public engagement, the draft Vision and Objectives and next steps for the planning process.

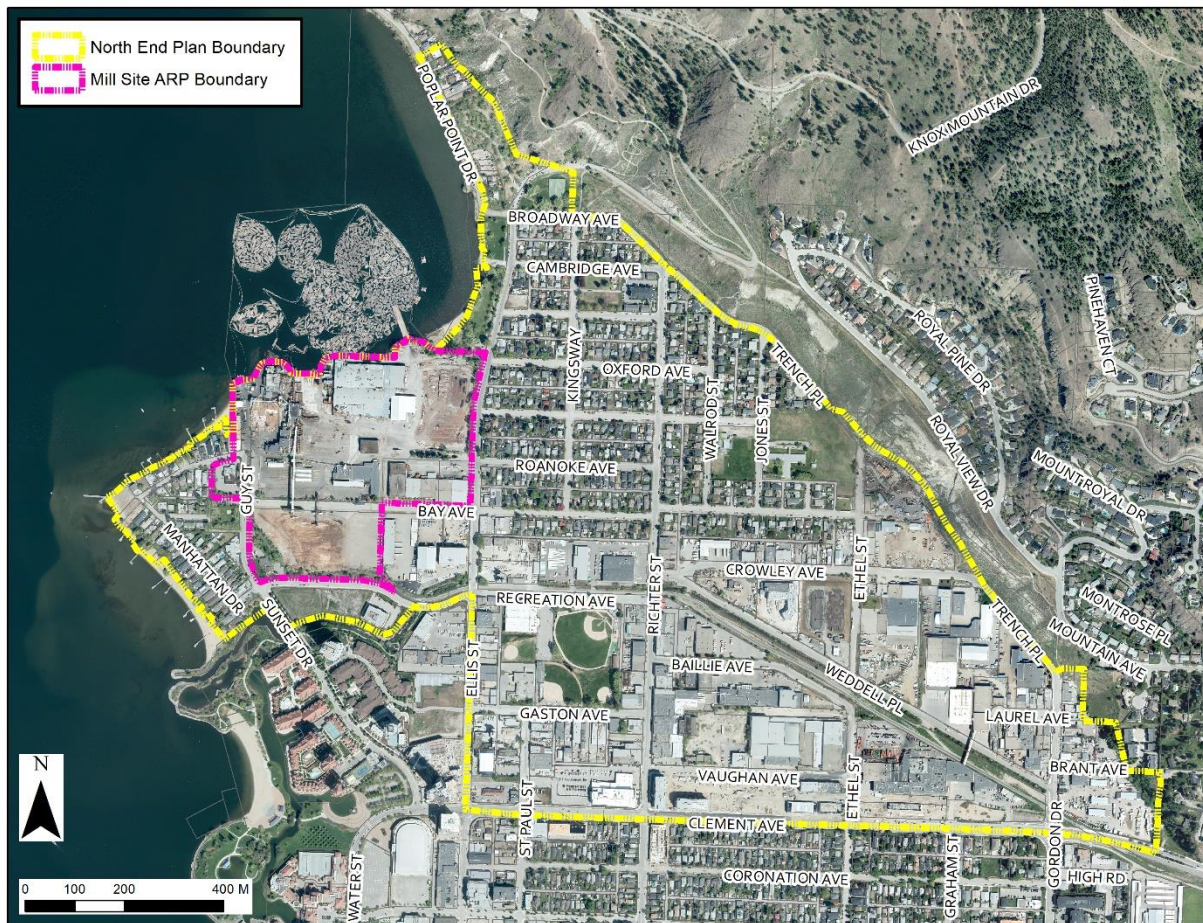
## **Background:**

The North End Plan (NEP) is intended to guide and manage the evolution of the North End Neighbourhood (Figure 1) over the next 20 years or more. The Plan will identify the land use mix, housing approach, transportation network improvements, utilities, parks and public spaces, and community amenities needed to ensure the neighbourhood evolves in a deliberate way that benefits both North End residents and the city as a whole.

The North End Plan (NEP) launched in the Summer of 2021, with the first phase being concluded in November of the same year. The Background Summary Report was the primary outcome from Phase 1 of the NEP and provided a base of information on which to begin the planning process. This Summary Report was included with the report to Council dated November 15, 2021.

Phase 2 of the NEP focuses on establishing a high-level Vision & Objectives that will guide the development of the plan through future phases. The Vision and Objectives were prepared using feedback from public engagement, staff input, and guided by the direction established in existing City plans and policies—such as Imagine Kelowna and the Official Community Plan.

Figure 1. Plan Area Map



*\*Note: Mill Site included in the North End Plan Area is also to be addressed under a more detailed plan called the Mill Site Area Redevelopment Plan.*

*\*\*Note: The North End Plan boundary has been adjusted to include the planned future extension of Sutherland Bay Park to the north.*

Public engagement for Phase 2 of the NEP took place throughout February and March of 2022 and consisted of the following key forms of outreach.

- Community Liaison Committee (CLC)
- Resident Survey
- Business Survey
- Discussion Guide
- Pop-up Information Sessions
- Online Discussion Forum
- Mark the Map exercise
- Stakeholder meetings
- Social media and print advertising

A summary of the results of public engagement is provided in *Attachment B* and is reviewed in the Discussion section of this report.



### Mill Site Planning

The Mill Site is a key site located within the boundary of the NEP (see Figure 1). As such, the NEP will provide high-level guidance for the development of the site. Detailed guidance for the future redevelopment of the site will be addressed through the Mill Site Area Redevelopment Plan (ARP). The Mill Site ARP is underway and is being led by the landowners. It is anticipated that an update on the ARP from the landowner group will be coming in the near future.

### **Discussion:**

#### Public Engagement Efforts

The most intensive public engagement work to date on the NEP took place during the months of February and March. Engagement was broad and considerable effort was made to reach across the community. The process yielded strong results, including 601 resident surveys and 4,500 engagement site visits. Extra efforts, such as pop-up information sessions and specific stakeholder interviews, were made to reach residents who may experience barriers to participation. A detailed summary of public engagement efforts and results is provided in *Attachment B*. Key themes from the engagement are summarized below.

#### Local Businesses and Services

Participants were generally pleased with the influx of new businesses that have recently moved into the neighbourhood. At the same time, participants indicated many basic services—especially groceries—are still missing, and that this needs to be addressed with the Plan. In particular, there was strong interest in keeping neighbourhood businesses small-scale and local.

#### Housing Availability and Affordability

Many participants expressed a need for greater affordability of housing, citing rapidly rising prices for all housing types across the city. In connection with this, participants spoke to the increasing presence of homelessness in the neighbourhood, and the need for more permanent housing solutions and supports for people experiencing homelessness.

#### Waterfront Access

Participants expressed a strong desire to see more of the waterfront opened up to public access with parks, public spaces and pathway connections. Support for prioritizing active recreation in the lake—including swimming and non-motorized boating—was also heard.

#### Parks and Recreation

In addition to increasing public access to the lake, there was also support for increasing park and green space in the neighbourhood more generally. In connection with this, many participants noted the need for additional recreation opportunities to serve a growing population. As part of this, many also highlighted the increasing presence of people with dogs and the need to provide more dog parks to accommodate them.

#### Walkability and Bikeability

Many commenters voiced a need for better pedestrian and biking infrastructure in the neighbourhood, including better sidewalk connections, protected bike lanes, and pathway connections. Participants also asked for more green space, street trees and pedestrian-friendly design to increase overall walkability.

### Arts, Culture and Heritage

There was widespread acknowledgment that the area has a rich history—beginning with the syilx/Okanagan culture. Out of this there was a strong sentiment in favor of preserving and commemorating the many layers of local history. In addition, participants expressed the need to incorporate art, entertainment, culture and maker spaces to enliven the neighbourhood.

### Indigenous Engagement

Input from Indigenous governments and organizations is essential to creating an inclusive plan in keeping with the City's renewed commitments to Truth and Reconciliation. At the outset of the plan, City staff conducted initial outreach with local Indigenous stakeholders, offering opportunities for engagement. Staff also retained an Indigenous engagement consultant to provide strategic direction to ensure the plan honours and reflects syilx/Okanagan history, culture and traditions.

Input has not been received at the time of this report – however, as we continue along the path of consultation, the plan's Vision & Objectives may need to be reviewed to consider Indigenous perspectives.

Additionally, the City is in the process of hiring a Cultural Advisor. This role will include providing guidance into how the City can further advance engagement with Indigenous groups.

### Vision & Objectives

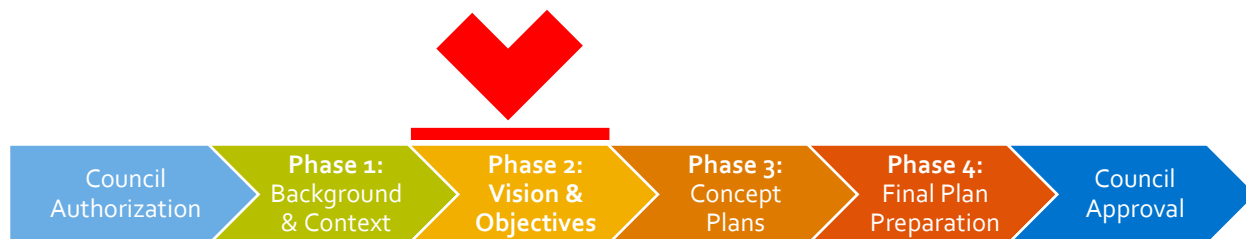
A draft Vision and Objectives, informed through the first two phases of the NEP process, have been developed to guide the next stages of plan development. The draft Vision and Objectives are included as Attachment A.

The Vision and Objectives provides a strong initial framework that will guide the development of the North End Plan through to its conclusion. As the process moves forward, the planning framework will be refined and supplemented with detailed policy direction – the 'how' – for each objective. In short, the Vision and Objectives provide a solid starting point, and will grow and evolve as future phases of engagement occur and detailed policy direction is developed. Input from engagement with Indigenous governments and organizations will also be integrated as it becomes available.

### **Conclusion & Next Steps:**

Over the Winter of 2021/22, Staff learned a great deal from stakeholders and participants throughout the community, both within and beyond the North End neighbourhood. Input from these engagement efforts have been combined with established policy direction and technical input to form a comprehensive and compelling Vision and Objectives for the future of the North End. The Vision and Objectives will be used to guide the North End Plan process moving forward.

Should Council endorse the Vision and Objectives in principle, staff will begin Phase 3 of the North End Plan process. This phase will focus on preparing and engaging the public on alternative development scenarios for the plan area. Following technical analysis, further public and Council input, Phase 3 will conclude with Council consideration of a preferred development concept. Phase 3 is expected to be wrapped up in late Summer of 2022.



Phase 4 of the Plan is anticipated to take place over the course of the Fall and Winter of 2022/23. Final public engagement and Council deliberation on the North End Plan is estimated for early 2023.

#### **Internal Circulation:**

Cultural Services  
 Sport & Event Services  
 Community & Neighbourhood Services  
 Parks & Buildings Services  
 Community Planning  
 Development Engineering  
 Infrastructure Planning  
 Infrastructure Engineering  
 Utility Planning  
 Integrated Transportation  
 Social Development  
 Strong Neighbourhoods  
 Partnerships Office  
 Real Estate Services  
 Infrastructure Operations  
 Communications  
 Financial Planning

#### **Considerations applicable to this report:**

##### ***Existing Policy:***

Many existing policy documents, such as Imagine Kelowna, the Official Community Plan, the Transportation Master Plan and other key documents will provide guidance for the North End Plan process. Using their guidance, key areas for consideration will include:

- Housing diversity, supply and affordability;
- Industrial land protection and employment intensification;
- Downtown and Civic Precinct context;
- Parks and public space expansion and improvements;
- Cultural and community facilities;
- Inclusivity, equity and community health;
- Heritage protection;
- Improvements to community connections;
- Transportation diversity, choice and safety;
- Environmental protection and climate resiliency; and
- Incorporation of 10 Year Capital Plan improvements.

Considerations not applicable to this report:

*Financial/Budgetary Considerations:*

*External Agency/Public Comments:*

*Communications Comments:*

*Legal/Statutory Authority:*

*Legal/Statutory Procedural Requirements:*

Submitted by:

A.D. Thibeault, MCIP, RPP, Planner Specialist, Policy & Planning Department

Approved for inclusion:



D. Noble-Brandt, Policy & Planning Department Manager

Attachments:

Attachment A – North End Plan Vision & Objectives - Draft

Attachment B – Public Engagement Summary Report

cc:

R. Smith, Divisional Director, Planning & Development Services

D. Edstrom, Divisional Director, Partnership & Investments

M. Logan, Divisional Director, Infrastructure

J. Gabriel, Divisional Director, Active Living & Culture



# NORTH END PLAN

## DRAFT VISION & OBJECTIVES

POLICY & PLANNING DEPARTMENT  
APRIL 2022





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*We acknowledge that our community is located on the traditional, ancestral, unceded territory of the syilx/Okanagan people.*



# NORTH END NEIGHBOURHOOD VISION

Set at the intersection of mountain, lake and city, the North End is an inclusive urban neighbourhood with an eclectic mix of uses and a distinct sense of identity. Residents of all life stages and incomes choose from a variety of housing options that have expanded and diversified over time. Daily needs are met with a quick walk or roll to a wide range of local shops, restaurants, and community services, while destinations outside the North End are easily accessible by transit. Industrial businesses have continued to adapt to the neighbourhood's changing dynamics and support growing employment and services, while craft industries continue to thrive. A comprehensive parks and public space network—anchored by a continuous waterfront pathway—gives people an opportunity to connect with one another and with nature. Expanding the green space and restoring natural habitat has not only added to the enjoyment of the neighbourhood but has also made it more resilient to climate change. Arts and culture thrive—inspired by rich layers of local history—strengthening the neighbourhood's unique sense of place and identity.

# NORTH END NEIGHBOURHOOD OBJECTIVES

## Housing

- Expand the supply and variety of housing types in the North End to help address housing availability, and to ensure residents in the neighbourhood can meet their housing needs at all life stages and circumstances
- Increase housing options across the Housing Wheelhouse to provide opportunities for residents of all income levels
- Provide appropriate supports to people experiencing homelessness and housing instability through all housing transitions
- Concentrate new housing where residents will have convenient access to transit, shops, services, and amenities

## Employment & Commercial Uses

- Support the growth of neighbourhood-scale, local retail and commercial uses that serve the everyday needs of North End residents
- Identify a high street or hub(s) where commercial uses are to be concentrated to facilitate access and help ensure viability
- Support office uses in commercial areas to diversify the range of employment opportunities in the neighbourhood
- Explore opportunities for year-round and seasonal public markets and food sales
- Retain a core of industrial lands to preserve employment opportunities and much-needed services that support businesses and households
- Support the evolution of industrial businesses to meet changing market demands and to capitalize on the North End's proximity to Downtown
- Minimize conflicts and nuisance effects between industrial and residential uses



# Parks & Recreation

- Provide more parks and green space to serve growing neighbourhood, core area, and city-wide populations
- Increase access to the waterfront through expanded parks and public spaces and connect them with a continuous waterfront pathway
- Expand park and recreation amenities and facilities that serve all life stages, abilities and household types (including those with dogs)
- Design and program parks and public spaces to be inclusive and to increase activity year-round
- Connect parks and green spaces through green corridors to increase access
- Explore opportunities for local food production and sales in public spaces
- Prioritize active recreation in the lake, including swimming and non-motorized boats

# Arts, Culture & Heritage

- Honour the importance and share the history and culture of indigenous people with a focus on the local syilx/Okanagan People
- Support and advance arts, culture and community gathering
- Design civic facilities and spaces to be flexible and allow diverse uses
- Identify, conserve and protect historic places and assets
- Encourage preservation and adaptive re-use of buildings



# Transportation

- Reduce the need for daily travel outside the North End by creating more opportunities for residents to work, shop and play within the neighbourhood
- Increase the overall connectivity in the street grid network in the North End to facilitate travel for all modes
- Improve the quality of the active transportation network within the North End, to Downtown, and to other Urban Centres
- Strengthen transit connections between the North End and other Urban Centres and employment nodes
- Support shared mobility and e-mobility devices to accommodate medium and longer trips—including trips to and from transit stops
- Manage vehicle travel demand to reduce congestion, improve air quality, reduce GHG emissions, and improve resident health
- Design streets that are safe and enjoyable for pedestrians, cyclists, and people with diverse abilities, while accommodating emerging mobility options
- Facilitate goods movement to, from and within industrial lands, while limiting impacts on adjacent residential areas

# Environmental Protection & Climate Resiliency

- Maintain and enhance critical ecological features to preserve ecosystems and ecosystem connectivity, wildlife habitat, and to build resilience to climate change impacts
- Expand the urban tree canopy and prioritize the inclusion of green and permeable spaces on both public and private lands to improve air quality, mitigate the urban heat island effect, provide wildlife habitat, and contribute to the sustainable management of stormwater
- Encourage and incentivize green buildings, landscape design, neighbourhood design and emerging technologies to minimize pollution and climate change
- Incorporate green infrastructure to improve the environmental, economic and social performance of the neighbourhood and to mitigate extreme climate events and other natural hazards

# Equity & Inclusion

- Incorporate calls to action from the Truth and Reconciliation Commission (TRC) at the local government scale
- Provide neighbourhood-scale community services that meet the needs of all North End residents today and into the future—including housing, health and wellness services, childcare, education, community gathering space, food, retail, financial services
- Address and mitigate gentrification and resident displacement through the promotion and inclusion of affordable housing and accommodation

A vertical photograph on the left side of the page shows a person from behind, wearing a white cap and a bright yellow jacket, paddling a red and black kayak on a calm lake. In the background, a city skyline is visible across the water, with mountains rising behind it. The image is partially overlaid with a geometric pattern of light blue triangles.

# Servicing & Public Utilities

- Provide a sufficient, safe and reliable water supply in a way that is efficient, cost-effective and that emphasizes water conservation
- Manage stormwater in a way that is resilient to potential flooding events, and that prioritizes the water quality and ecological health of Okanagan Lake and Brandt's Creek
- Manage wastewater in a way that is safe, efficient, cost-effective and sustainable
- Adopt best practices in sustainable infrastructure to maximize environmental stewardship

## Mill Site Design & Integration

- Work with the ownership groups included in the Mill Site Area Redevelopment Plan to ensure the site is planned and designed in a way that meets both neighbourhood and city-wide objectives including:
  - Integrate the site into the existing neighbourhood to create a complete and well-connected neighbourhood
  - Incorporate a range of public amenities and community needs to support a high quality of life for a diverse array of residents
  - Design for human scale and pedestrian comfort, safety, and enjoyment in buildings and uses as well as within the public realm
  - Foster health, wellness and livability
  - Ensure the site reflects leading research and best practices in brownfield redevelopment and sustainable neighbourhood design
  - Consider the preservation of views to mountains, lake and downtown skyline
  - Incorporate elements that highlight and commemorate the site's multiple layers of history
  - Encourage innovative and iconic features and design



# North End Neighbourhood Plan

Engagement summary report: Phase 1-2

**Purpose of engagement:** To inform citizens and stakeholders about the North End Neighbourhood Plan and seek input on key priorities for the future of the neighbourhood

**Engagement timeline:** July 2021-February 2022







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## Engagement overview

The North End Neighbourhood Plan will guide growth and redevelopment in the area over the next 20 years and beyond. The detailed strategy will include locations of parks and public spaces, development standards, and transportation solutions.

This report focuses on feedback received through early public engagement activities and includes brief summaries of stakeholder engagement activities and results.

### Project timeline



### Engagement strategy

Early engagement set out to inform the community about the North End Neighbourhood Plan and consult with the public stakeholders on their aspirations and priorities for the future of the neighbourhood. During the early phases of the NEP process, a Community Liaison Committee was also formed, and committee activities got underway.

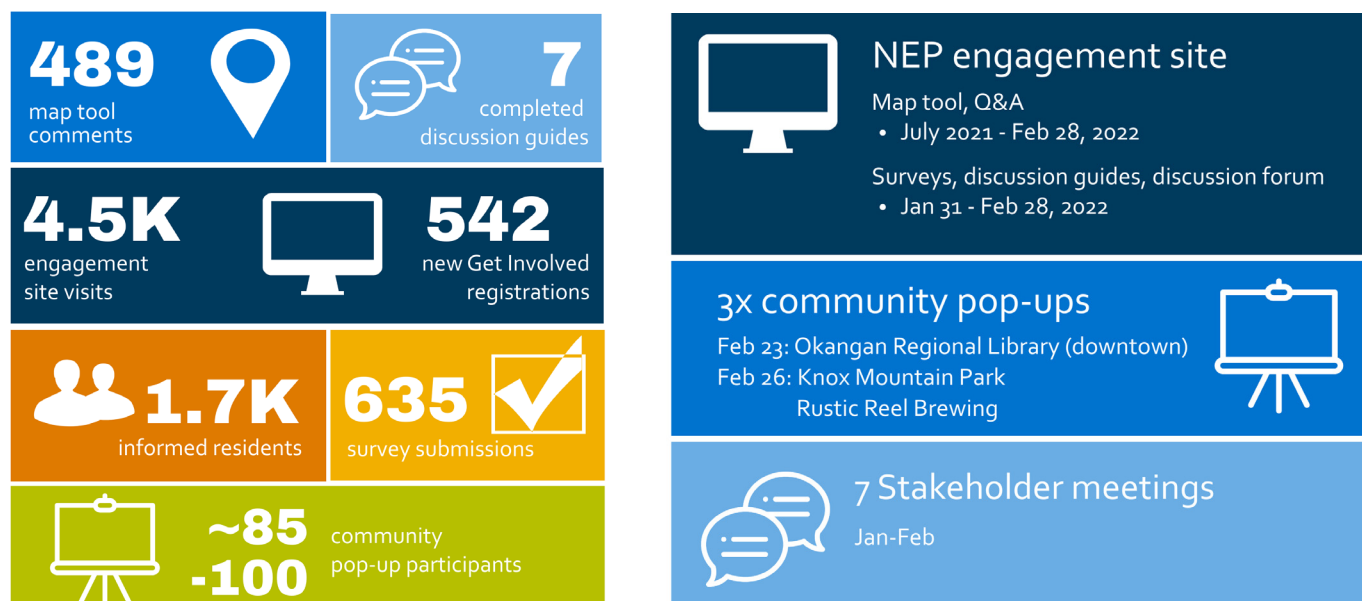
### Ways that we engaged

Preliminary engagement started in July 2021, with more robust engagement taking place through early 2022. This latter engagement period spanned approximately one month and included a variety of options for participation. While engagement took place primarily online, staff also hosted three community pop-up events in late February.

#### Limitations

While a variety of tactics were used to reach a diverse range of citizens (see: Public outreach), results from open surveys such as those provided do not represent a statistically significant, random sample of all Kelowna citizens. Due to the opt-in and open nature of participation, results do not necessarily reflect the views of all Kelowna citizens. Advertising efforts spanned a number of channels, including news releases, social media, e-newsletters, and traditional media. Additional efforts were made to connect with harder-to-reach communities via stakeholder and community liaison networks; however, under-represented groups and individuals remain under-represented in the overall results. Questions related to housing will need to be explored in greater detail as it appears the difference between housing options may not have been well understood. Additionally, results may not be representative of groups experiencing the greatest housing need, including those experiencing homelessness or accessing housing with supports.

### Participation at a glance



## What we heard

In keeping with the feedback heard during engagement for Imagine Kelowna and the 2040 Official Community Plan, residents continue to value vibrant public spaces, equity, and housing affordability.

Some comments received from the public fall outside of the scope of the project and will be considered separately. Comments specific to the former Tolko Mill site will be shared with the site's development team and will inform their site planning process.

### Key themes



#### Local businesses and services

Participants were generally pleased with the influx of new businesses that have recently moved into the neighbourhood. At the same time, participants indicated many basic services—including especially food and groceries—are still missing, and that this needs to be addressed with the Plan. In particular, there was strong interest in keeping neighbourhood businesses small-scale and local.



#### Housing availability and affordability

Many participants expressed a need for greater affordability of housing, citing rapidly rising prices for all housing types across the city. In connection with this, participants spoke to the increasing presence of homelessness in the neighbourhood, and the need for more permanent housing solutions and supports for people experiencing homelessness.



#### Waterfront access

Participants expressed a strong desire to see more of the waterfront opened up to public access with parks, public spaces and pathway connections. Support for prioritizing active recreation in the lake—including swimming and non-motorized boating—was also heard.



#### Parks and recreation

In addition to increasing public access to the lake, there was also support for increasing park and green space in the neighbourhood more generally. In connection with this, many participants noted the need for additional recreation opportunities to serve a growing population. As part of this, many also highlighted the increasing presence of people with dogs and the need to provide more dog parks to accommodate them.



#### Walkability and bikeability

Many commenters voiced a need for better pedestrian and biking infrastructure in the neighbourhood, including better sidewalk connections, protected bikelanes, and pathway connections. Participants also asked for more green space, street trees and pedestrian-friendly design to increase overall walkability.



#### Art, culture and heritage

There was widespread acknowledgment that the area has a rich history—beginning with the syilx/Okanagan culture. Out of this there was a strong sentiment in favor of preserving and commemorating the many layers of local history. In addition, participants expressed the need to incorporate art, entertainment, culture and maker spaces to enliven the neighbourhood.

## Map Tool

Residents were able to provide location-specific comments that indicated what they like about the North End today and what they hoped to see in the future. The map tool was made available in July 2021, ahead of broader engagement with the community, as a preliminary mechanism for gathering input.

### What participants like

Participants showed a strong affinity for the parks and naturalized areas in the neighbourhood and nearby vicinity—including Knox Mountain Park, Sutherland Bay Park and other waterfront parks and accesses; as well as Rotary Marsh Park and the naturalized area of Brandt's Creek to the east. There was also significant mention of the Rail Trail for walking and biking, and other recreational opportunities in the neighbourhood—including the dog park, disc golf course, tennis courts, sports fields, boating, and curling.

Participants also expressed broad support for the growing presence of breweries, wineries, cideries and other local businesses in the area.

Finally, respondents spoke to the quiet residential areas in the neighbourhood, and the greenery and older trees found in the North End.

### What participants want to see

#### In the neighbourhood as a whole:

- A greater variety of local businesses and services to cater to the everyday needs of residents—particularly a grocery store
- Improved walkability and bikeability through better active transportation connections, infrastructure, and safety provisions
- More equitable/affordable housing options—taking special care to house and support people experiencing homelessness and otherwise marginalized/vulnerable populations

#### On the Former Mill Site:

- A mixed-use waterfront destination at a human scale that is people-friendly and highly walkable
- An eclectic mix of uses including: local markets and shops; arts and culture venues and displays; maker-spaces; and community spaces
- High-quality parks and active public spaces—with an emphasis on great public access to the waterfront with attractive amenities

#### Sutherland Bay Park:

- Improve the park by offering a greater range of amenities and recreational opportunities, including:
  - an improved playground and dog park
  - on-land recreation—including basketball, tennis, pickleball, volleyball etc.
  - prioritizing active recreation in the lake, including swimming and non-motorized boats

#### Manhattan Point

- Expand public access to the waterfront—with the ultimate goal of establishing a publicly accessible corridor with pathway along the entire waterfront from Rotary Marsh Park to Sutherland Bay Park

#### Recreation Park

- Keep existing sports and recreational facilities, but improve and expand to include tennis, soccer, pickleball etc.

#### North End Residential Area

- Traffic calming along with measures to prevent added traffic and parking spilling over from a redeveloping former Mill Site
- Allow more ground-oriented “missing middle”/infill housing, including houseplexes
- Urbanize the streets with sidewalks, street-trees, and better paving

#### North End Industrial Area

- Maintain and enhance the growing brewery district, but provide better walking and biking access between these businesses and the downtown
- Relocate heavy industry to another location and transform the area into more of a mixed-use area including more parks and green space
- Generally enhance the area and provide more green space and landscaping

#### The Rail Trail

- Improve the environment and area alongside the Rail Trail, adding landscaping and greenery and naturalizing Brandt's Creek
- Take measures to increase safety of the Rail Trail, such as by separating walking and biking, and adding better bike protection at the intersection of Gordon Dr. and Clement Ave.
- Connect the Rail Trail all the way through to the waterfront



## Resident survey

The North End Plan visioning survey consisted of several multiple-choice options, with opportunities for open-ended input.

The survey sought to understand how people experience the neighbourhood today, what inspiration the North End could take from elsewhere, what to prioritize for the future of the area, and how the area should grow and develop.

### Part 1: Great Neighbourhoods

When asked what makes a neighbourhood great the most prevalent response centered on the presence of great parks and public spaces—and, in connection with this, the inclusion of extensive greenery, trees and nature. Other common themes included the presence of local businesses and services; great walkability and active transportation infrastructure and connections; a sense of safety and community cohesion; and diversity and a variety of housing types.

When asked what features of other Kelowna neighbourhoods the North End should include responses were similar to those found above. Specifically, the most common response focused on great parks and public spaces. Also valued was a mix of uses and the availability of local shops, services and amenities; as well as great walkability—including a good sidewalk and pathway network.

Asked about neighbourhoods around the world the North End should take inspiration from the most prevalent response, and by a significant margin, was Granville Island, Vancouver. Other neighbourhoods in Vancouver also featured prominently, including Kitsilano, False Creek, Yaletown and Lonsdale Quay in North Vancouver. That said, responses varied widely and included neighbourhoods from many parts of the world—with European cities in particular receiving strong representation. Although responses spanned a diverse range of places, participants tended to value the following characteristics: the inclusion of many different uses, such as local shops, restaurants, cafes and markets; public art, entertainment venues and preservation of heritage; great public spaces, plazas and parks with excellent access to a waterfront area; and all-round great walkability and people-friendly scale.

#### What makes a great neighbourhood?

*A variety of amenities, safe walkable areas and bike lanes, trees and green spaces, affordable housing so that a variety of family types can live in the area and kids can grow up playing with their neighbourhood friends, and there's spaces to connect.*

- Survey response

*Diversity: of activities, people, housing types, and experiences. Good neighbourhoods reflect their entire community -- it can't be just for one demographic or another.*

- Survey response



Granville Island, Vancouver

#### What neighbourhoods around the world should the North End take inspiration from?

*Barcelona - parks on streets; New York local small scale restaurants and retail; Paris - patio restaurants; Montpellier - plazas and a great open space for connecting, gathering, events.*

- Survey response

*Vancouver Granville Island. Local small businesses. Eateries pubs restaurants with an open air farmers market A place to eat outdoors, boutiques that bring small business and the tourists to visit.*

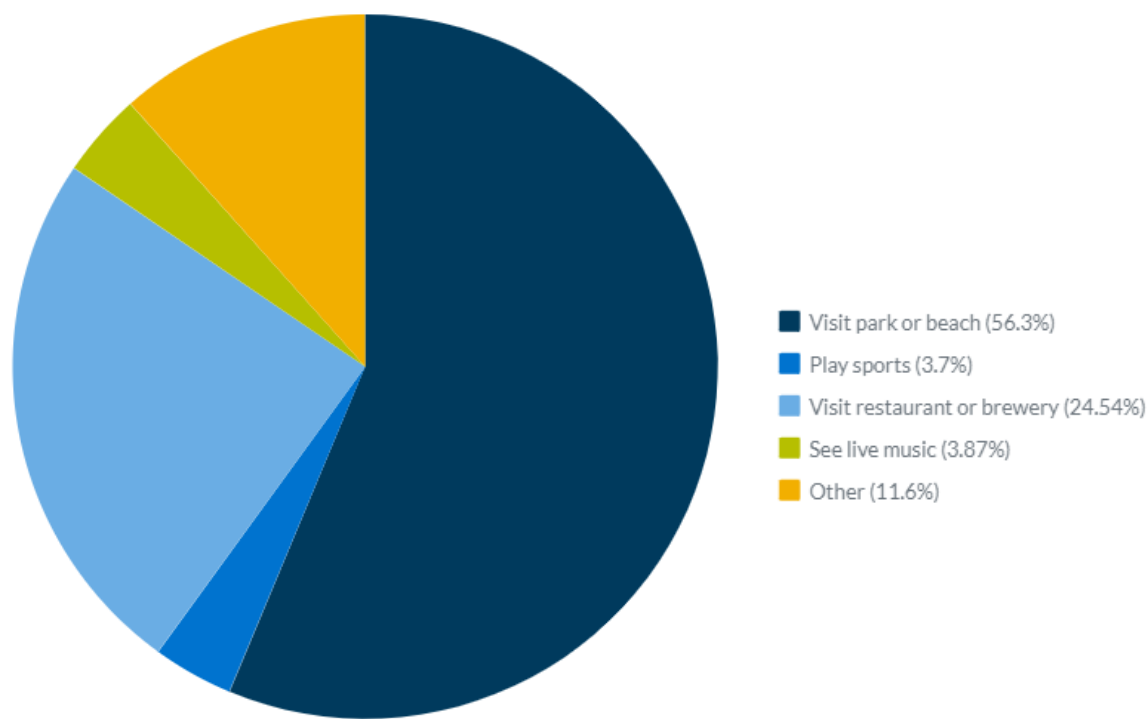
- Survey response

Part 2: Your North End Experience

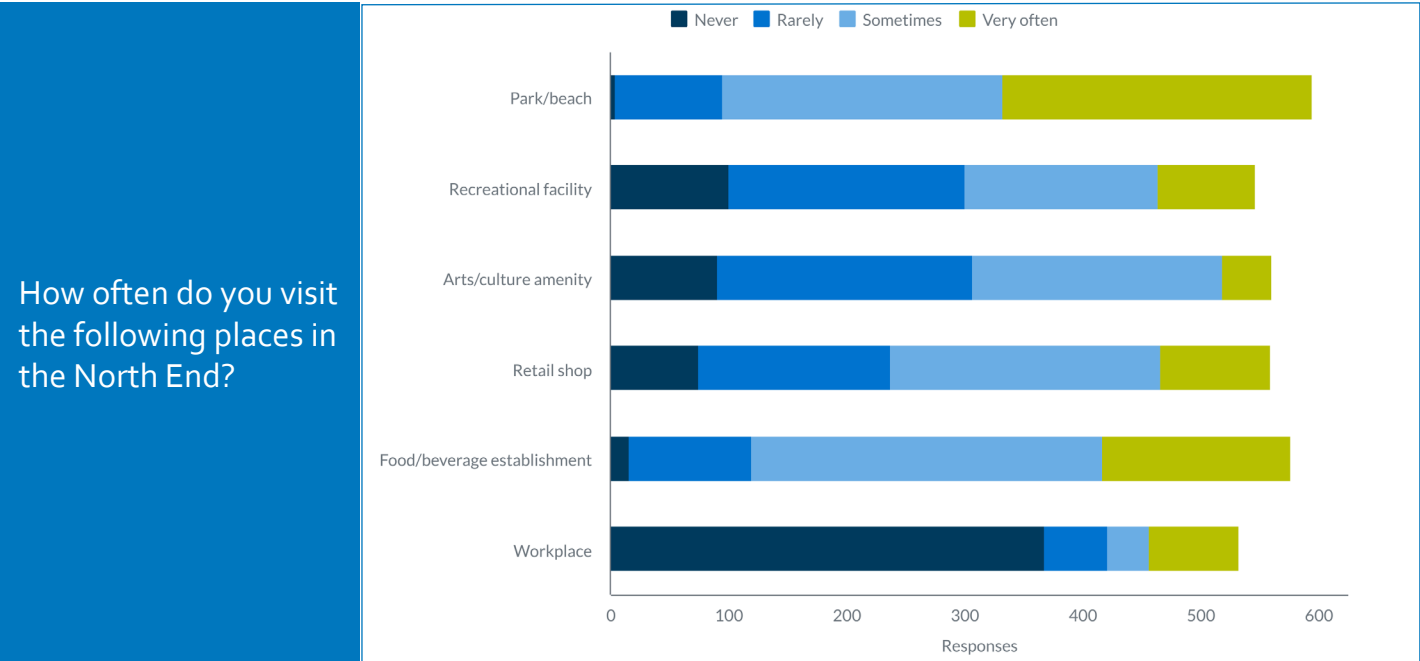
Participants were asked a series of questions to provide information about how residents experience and interact with the North End as it is today.

Over half of respondents (56 per cent) said their favourite North End activity involved visiting a park or a beach. The next most popular response was visiting a restaurant or brewery.

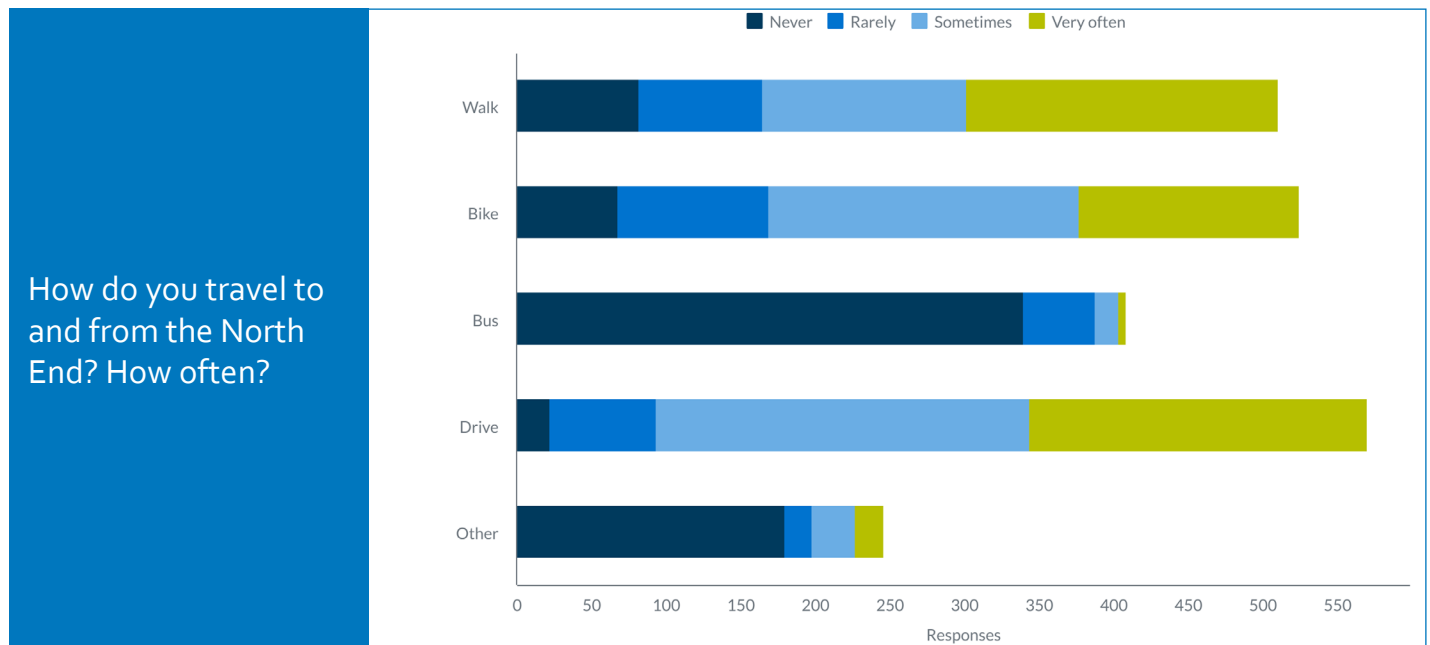
What is your favourite thing to do in the North End?



Parks and beaches were also the most frequented destinations in the neighbourhood with food and beverage establishments following as the second most frequented.



Respondents were least likely to use the bus as their mode of travel, and most likely to drive, to and from the North End. Walking and biking were similarly popular and not far behind driving.



Asked which places and features of the North End matter most to people the most popular response was Knox Mountain Park, followed by Sutherland Bay Park and other waterfront accesses and beaches. The areas' restaurants, breweries and other businesses also featured prominently. Finally, the character and history of the neighbourhood emerged as a common theme.

When asked what is the one thing that would make the North End even better, the most popular response focused on greater access to the waterfront—including a continuous waterfront pathway. Connected with this, improved parks, green spaces and recreational opportunities also figured prominently. Other themes included more local shops to meet daily needs; better active transportation infrastructure to get around—including sidewalks, bike lanes and pathways; a greater sense of safety; greater representation of art, entertainment, culture and local history; and more affordable housing options.

#### What unique features of the North End matter most to you?

*Knox Mountain and lake access are iconic natural gems of the north end. I love the recreation! Badminton Hall, Curling, Baseball. Small Local business make it interesting and attractive. Walking and Biking through the North End make it feel desirable. - Survey response*

*The breweries. Hands down the best part of the north end. Also Knox and the waterfront park and its views of Knox and lake and other mtns. - Survey response*

#### What would make the North End even better?

*More amenities! The community, views and outdoor access are great - it would be fantastic to have grocery stores, markets, shops, cafes, etc. so it can be truly walkable/bikeable for residents, and bring people to this area. - Survey response*

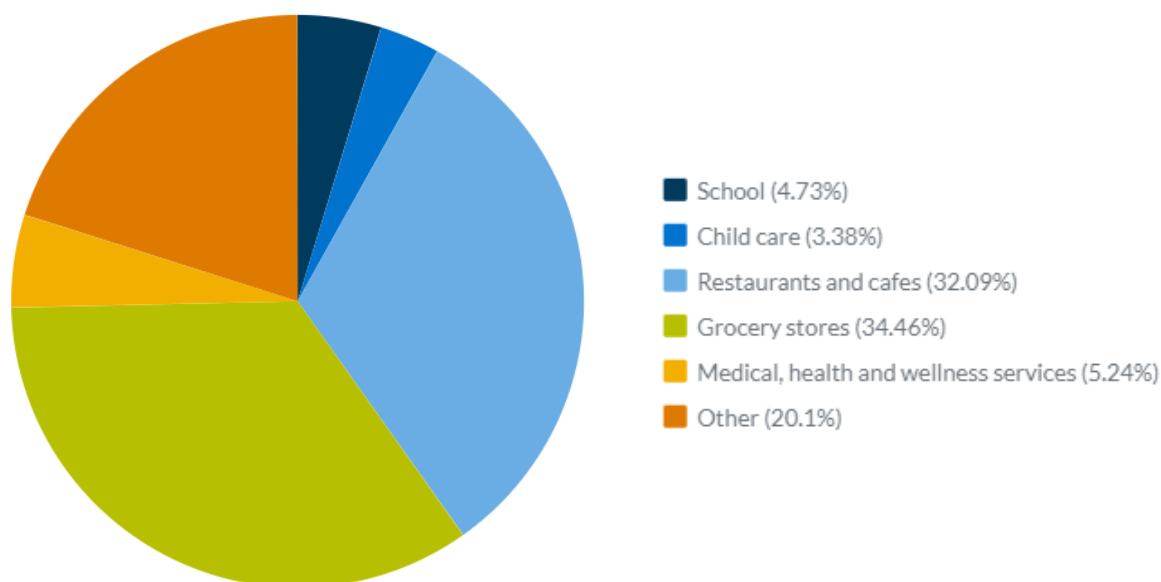
*A market for the local vendors, which includes fruits, vegetables, artisan bakeries items, art and crafts, food vendors, street entertainers. - Survey response*

*Connecting the boardwalk that goes from Abbott Street all the way to Knox mountain and increasing green spaces and beach areas for families to bike, walk and relax together. - Survey response*

### Part 3: Neighbourhood Priorities

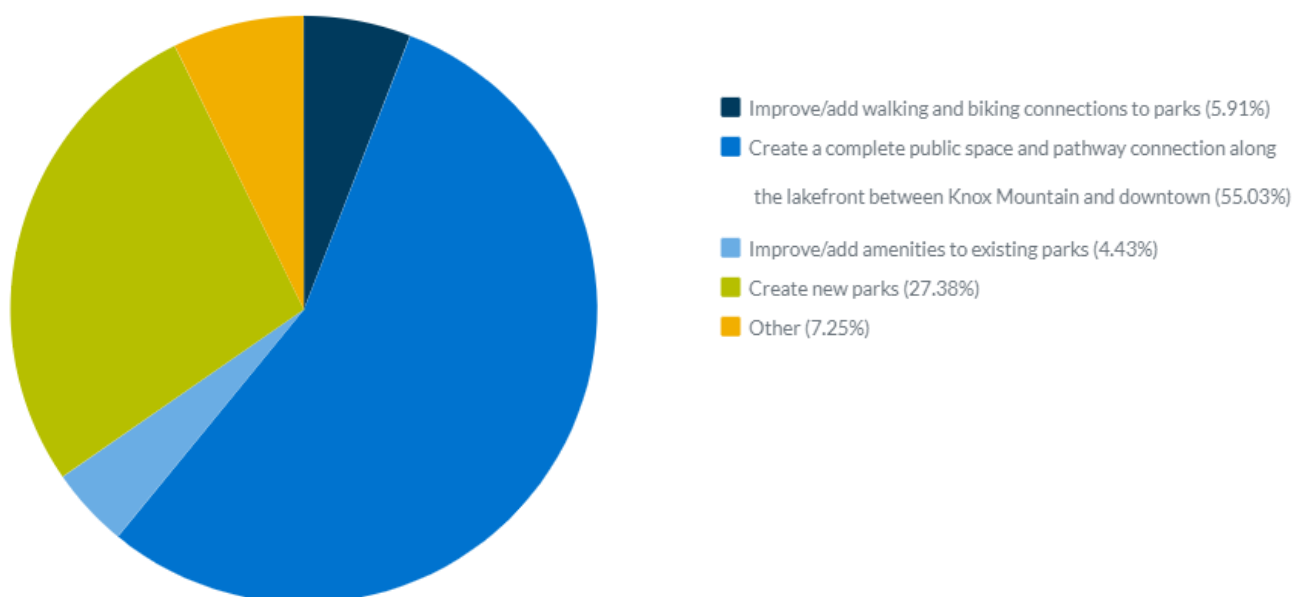
Asked which services should be the top-most priority for the neighbourhood, there was greatest support for grocery stores followed closely by restaurants and cafes. Among the respondents that chose 'other' there was strong support for arts and entertainment venues, as well as a greater variety of local shops and businesses in general.

Which of the following services should be the most important priority for the North End?



Of the various park development considerations, there was overwhelming support for creating a complete public space and pathway connection along the lakefront between Knox Mountain and downtown. Among the respondents that chose 'other' there was strong support for increasing the accessibility of parks, as well as greater accommodations for dogs.

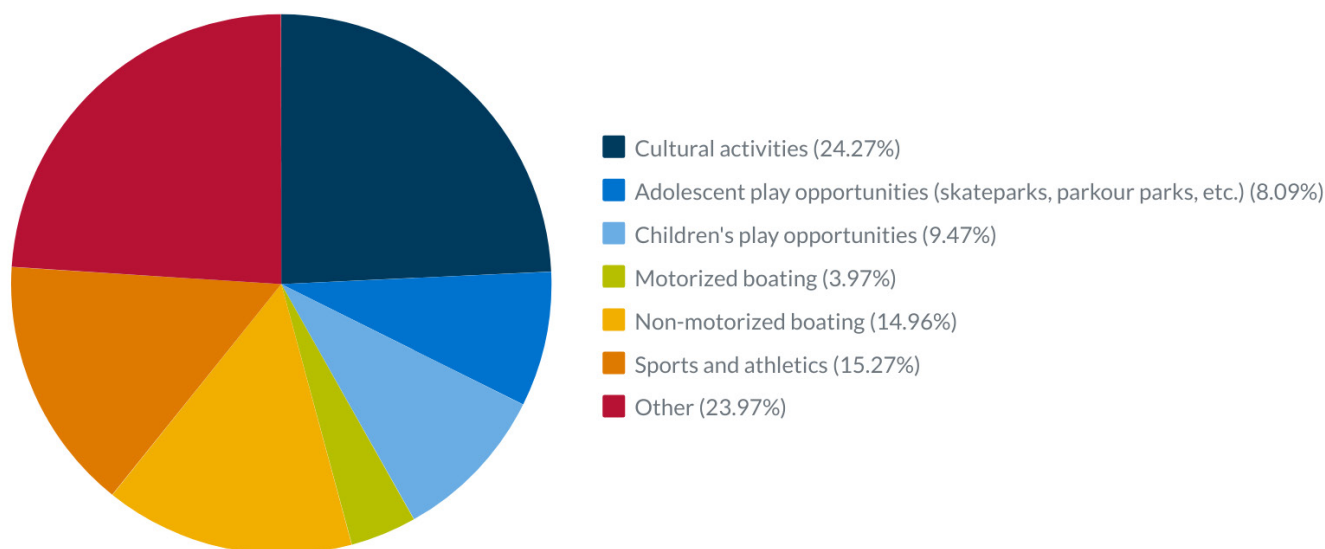
Which of the following parks considerations should be the most important priority for the North End?





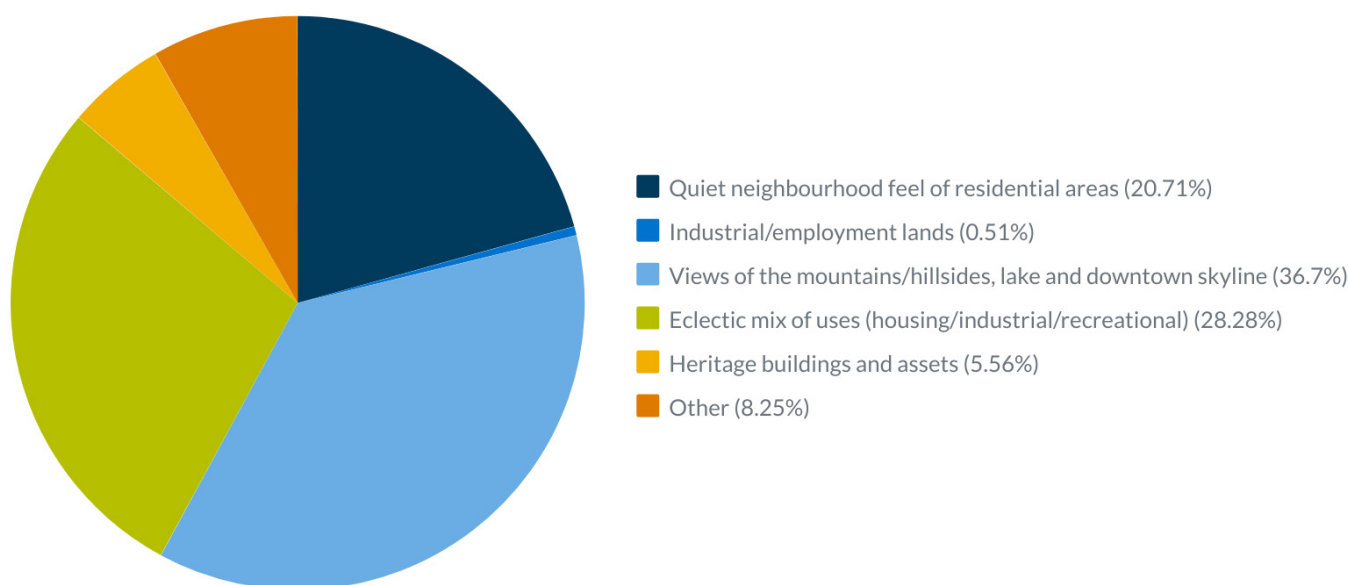
Cultural activities saw the greatest amount of support among respondents, with 'sports and athletics' coming in second. Non-motorized boating was the next most popular activity priority and received approximately four-fold more votes than motorized boating. Among respondents that chose 'other' the most popular responses were walking, hiking and biking.

### Which of the following activities should be the most important priority for the North End?

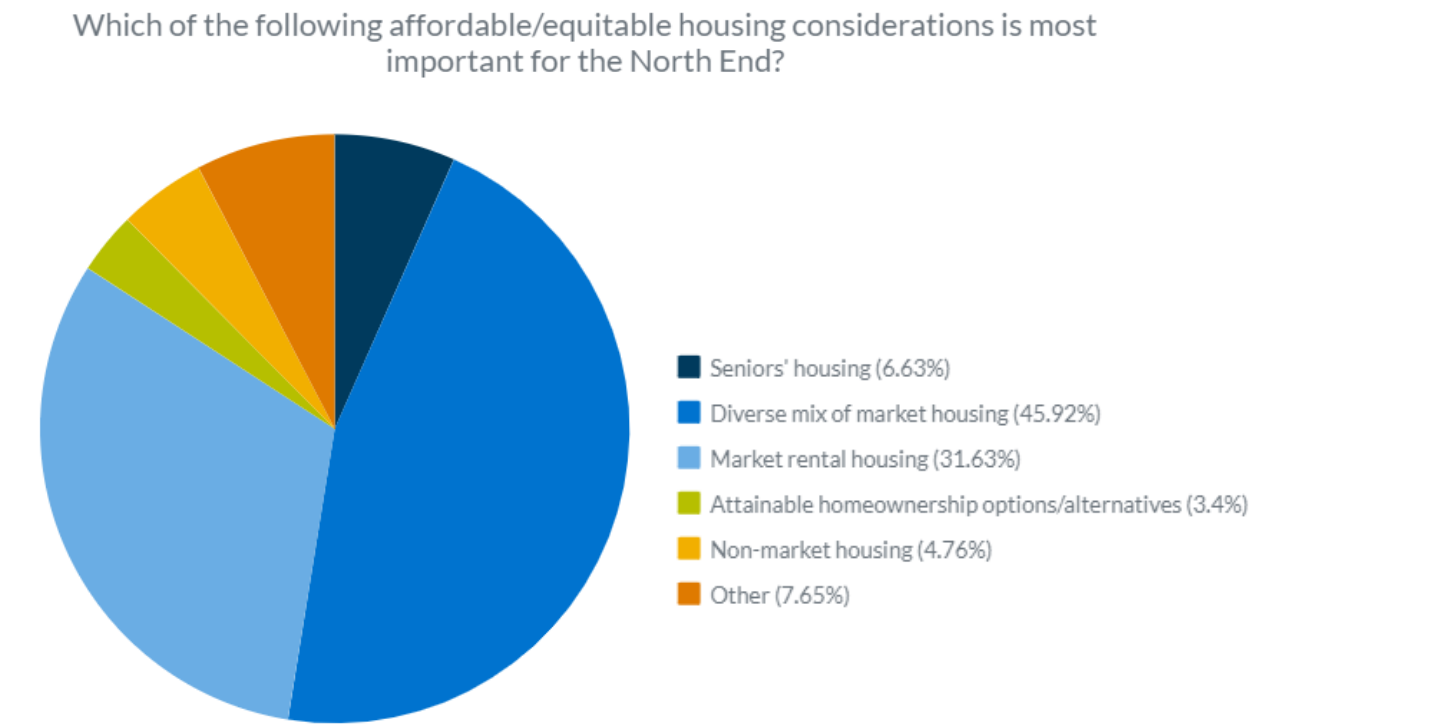


When asked which attribute of the North End is most important to be preserved the top response was the views of the mountains, lake and downtown skyline. The second most popular response was the eclectic mix of uses, followed by the quiet neighbourhood feel of the residential areas. Among respondents that chose 'other' the most popular responses centered on the waterfront access and the neighbourhood's many parks and green spaces.

### Which of the following attributes is most important to preserve in the North End?



With regards to affordable housing priorities, the most popular option, with nearly half the vote, was a 'diverse mix of market housing.' Attainable/alternative home ownership options was the second most popular option, with just under a third of the vote. Among respondents that chose 'other' the most popular response was student housing.



The top **transportation priority** (40 per cent) among respondents was to connect the North End to other neighbourhoods (including the downtown) through improved active transportation infrastructure—including cycling routes, sidewalks and pathways. The second most important priority (16 per cent) for participants was to improve the pedestrian experience within the North End, through improved sidewalks and pathways.

Asked which **transit approach** should be prioritized, more frequent transit service to downtown received marginally more support (46 per cent) than offering a greater variety of transit routes connecting to other areas of the city (41 per cent). Among respondents that chose 'other' the most popular response was to improve the frequency and reliability of transit service generally, and to use smaller buses/shuttles for greater efficiency.

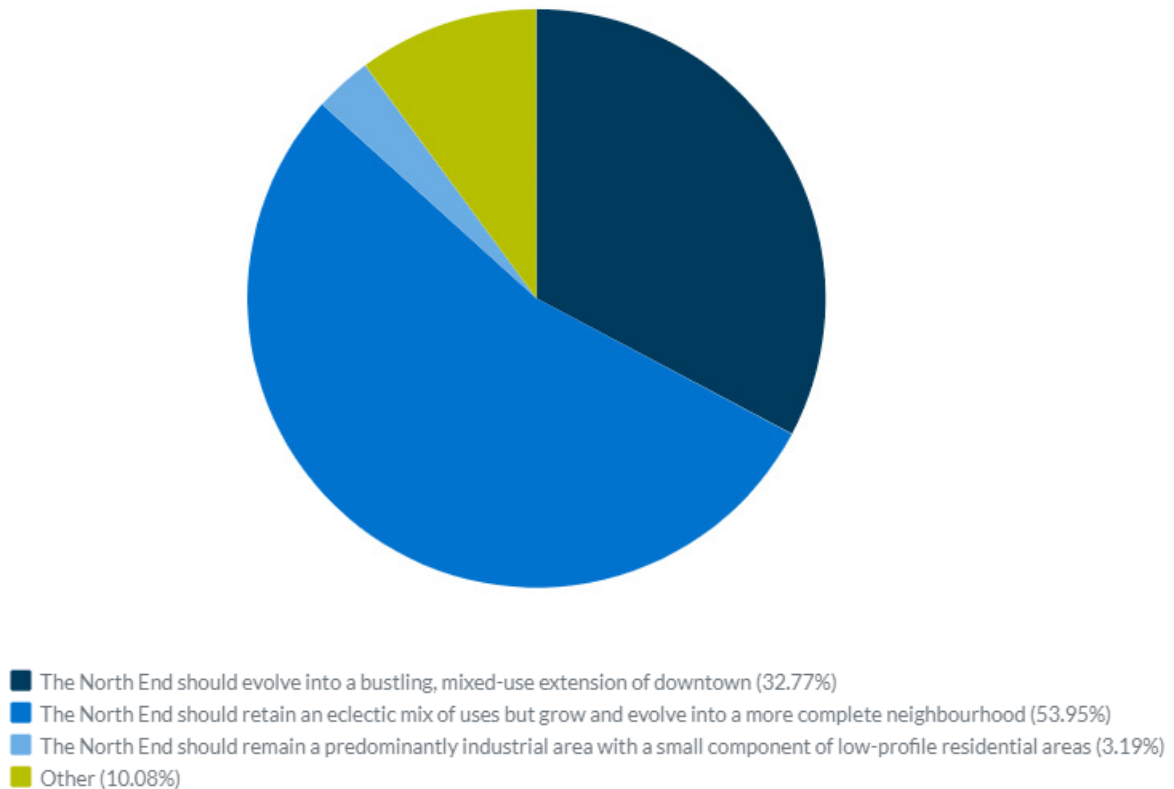


## Part 4: Big Picture

In this section, participants were asked about the overall direction the North End neighbourhood should take when it comes to growth and change. Three options were given and these broadly reflected a small, medium and high degree of growth and change. Over half of respondents favored a medium degree of growth and change reflected by the response 'the North End should retain an eclectic mix of uses but grow and evolve into more of a complete, mixed-use neighbourhood with a broader range of services, facilities and amenities to serve local residents.' The second most popular response, chosen by just under a third of participants, favored a high degree of growth and change, with the North End growing and evolving into an extension of the downtown. Just three per cent of respondents chose the option reflecting a small amount of growth and change with the neighbourhood maintaining near-status-quo. Of the respondents that chose 'other' the most popular response involved phasing out the industrial uses over time. Preserving the neighbourhood exactly as is, with no growth and change, also received some support.

In terms of rationale, those who favored a medium degree of growth and change for the North End focused mainly on wanting to ensure the neighbourhood retains a distinct identity and a smaller scale than that of downtown. Those who favored a high degree of growth and change pointed out that the city is growing quickly and that the North End represents a very favourable location to direct more growth and housing as it is in very close proximity to the downtown, waterfront, and numerous popular parks and amenities. Those who favored a small degree of change, or who preferred the status quo, focused on the existing quiet neighbourhood feel and heritage homes and wanting to preserve these.

Of the following big-picture visions of the North End, which do you most support?



*Downtown Kelowna is beautiful with the potential to grow and have something for \*every\* resident of Kelowna. A larger 'downtown' including the north end would expand the possibility of use for residents and add to the beauty of Kelowna.*

- Survey response

*I think that development is inevitable. The appeal of the North End is the eclectic mix that it currently displays. It would lose character, and the sense of neighbourhood, if it was just an extension of the downtown.*

- Survey response

*Important to retain the character of the Northend but expand amenities so people don't have to drive everywhere.*

- Survey response



## Online discussion forums

Comments on the online discussion forum spanned a number of topic areas but focused mainly on two issues in particular: the redevelopment potential of the Mill Site, and homelessness in the area.

A distinct theme emerged around wanting to see the Mill Site be redeveloped as a mixed-use waterfront destination similar to Granville Island with market space; local businesses, including restaurants, pubs and cafes; arts and cultural displays and venues; waterfront parks and plazas to ensure public access to the water; and all with a very pedestrian-friendly and walkable urban design. Commenters also expressed a strong desire to ensure the area remains affordable and accessible to all, along with concerns about homelessness in the area. In general, there was support for housing, accommodating and supporting people experiencing homelessness in order to reduce the need for temporary shelters and over-reliance on outdoor camping areas.

## Social media

An independent review of data collected from social media and news outlets showed that between October 2021 and March 2022, the online social media discourse about Kelowna's North End Neighbourhood Plan generated 2.5K organic interactions (interaction count consists of all social media engagements (posts, tweets, likes, comments, shares, retweets, etc). Almost all of the conversation occurred on unofficial channels (95 per cent). News outlets alone generated 42 per cent of the discourse. The analysis does not include sentiment and opinions expressed on private social media discussion boards and groups, only those expressed in fully public forums. Sources included: Facebook, Twitter, Instagram, Direct RSS and News Queries (which are collecting information from sites such as news outlets, non-profit organizations, citizen forums, local businesses, public figures or regional sources).

Discourse saw its highest peaks when the City approved the Mill Site area development plan in December and following the council's visit to the Tolko site in late March. Beyond those two peaks, discourse remained relatively limited and was driven by posts encouraging residents to participate in the survey and additional announcements about the plan's progress.

A sentiment analysis reveals that residents expressed higher dissatisfaction in the online discourse than satisfaction, as measured by 18 per cent negative sentiment and 12 per cent positive sentiment. Comparatively, the City saw 29 per cent negative sentiment and 17 per cent positive sentiment across all other topics, indicating that sentiment for the North End was more balanced.

Most of the negative sentiment included concerns about the characteristics of proposed development and the possibility of building towers in the area; environmental concerns; and concerns that the City would not sufficiently consider residents' feedback.

Most of the positive sentiment was generated by supportive likes and shares following the Council's tour of the site and the subsequent conversation about ideas for the development. Several commenters suggested increasing connectedness along the waterfront.

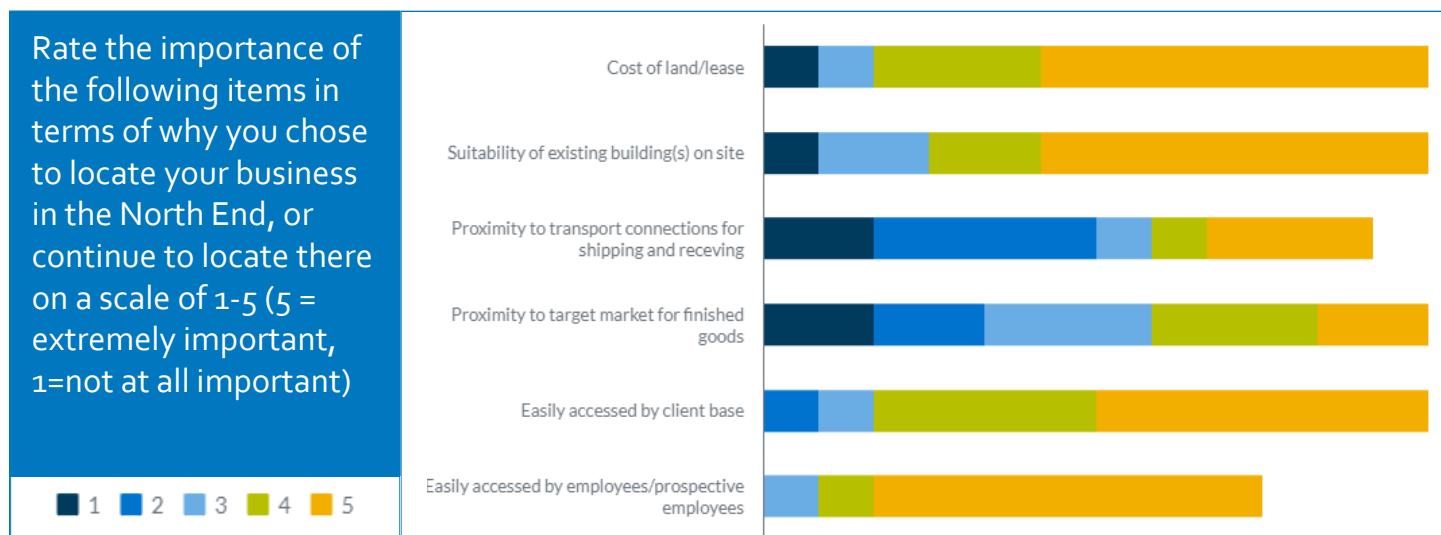




## Business survey

Businesses are a vital part of the North End neighbourhood and have a long history in the area. North End businesses were invited to complete a survey and offer insight into what is working well for them today, and what might better support their success in the future. Businesses outside of the North End were also able to complete the survey, but those in the North End were the primary focus for this feedback opportunity. Accordingly, in this section we focus on responses from businesses located in the North End.

When asked to rate the North End in terms of overall suitability as a location for their business, over two thirds of respondents chose 'very good' with just under a quarter indicating 'neutral'. Only eight per cent of respondents chose 'poor' and none chose 'very poor'.



Respondents were also asked to rate a number of factors related to their business needs and interests. Cost of the land/lease; the suitability of existing buildings on site; and easy accessibility by both client base and employees received similarly high ratings from most respondents, with the majority giving the highest rating. Proximity to transport connections for shipping and receiving; and proximity to target markets for finished goods, received marginally less favourable ratings with a greater range of responses.

Participants were asked to describe what about the North End is working well for their business. Similar to the question above, the most common response focused on the central location of the area and that it is easily accessed by both employees and clients.

Asked what about the North End is not working well for their business respondents mentioned the threat of property crime and homelessness; inadequate parking; and the relative lack of foot traffic in the area. Some respondents also said they are concerned industrial businesses will be pushed out of the area in the future.

When asked what about the North End they want to see changed respondents said they wanted to see more permanent housing and supports for people experiencing homelessness; a greater diversity of businesses; and more housing as well as better green space, amenities and walkability to increase livability and draw more customers in and through the area.

All respondents indicated they intend to keep their business in the North End into the future. Also, a full 85 per cent of respondents indicated they intend to expand their business in the next 1-2 years, while the remaining 15 percent indicated they are not planning on expanding any time in the near future.



*We would like to see better mental health and addiction supports as the homeless population along the rail trail is significant.* - Business survey response

*We would like to see a larger variety of businesses develop. Not just more breweries. Although we are passionate about beer, we don't see a diverse and inclusive business community developing. A grocery store, and more housing would be beneficial.*  
- Business survey response

## Stakeholder feedback

Staff hosted a series of 1:1 interviews with key community stakeholders in February and March. The purpose of these sessions was to understand the perspectives of local business, development, education, environmental, community and health and wellness interests, about what considerations to prioritize in planning the future of the North End.

Participants included:

- Interior Health
- Kelowna Chamber of Commerce
- Kelowna Downtown & Knox Mountain Neighbourhood Association (KDKM)
- Lived Experience Circle on Homelessness (LECoH)
- Okanagan Collaborative Conservation Program (OCCP)
- School District 23
- Tourism Kelowna
- Urban Development Institute (UDI)
- Central Okanagan Economic Development Commission (COEDC)

Out of these stakeholder interviews, the following feedback emerged:

### Housing & equity

- Consider the need for affordable housing to serve lower-income households
- Consider our commitment to provide permanent housing, supports and services for people experiencing homelessness—and, as we move towards this, providing adequate shelter and accommodation
- Consider public spaces and public events that are accessible to all, as well as a dedicated day-use space for people accessing emergency shelter or experiencing unsheltered homelessness
- Consider incorporating social enterprises to create employment opportunities for those traditionally excluded from the job market

### Economic development, tourism

- Consider the importance of industrial lands in the economy of the city and the region more broadly—and especially in the context of very low vacancy rates for serviced industrial land
- Consider the redevelopment potential of the Mill Site—and especially in a location that is so close to the city's downtown and numerous attractive public amenities

### Natural environment

- Consider naturalizing areas of the waterfront and other corridors to address environmental concerns, and provide wildlife habitat and connections

### Parks & public space, services & amenities

- Consider the numerous benefits of a continuous public space and pathway connection along the waterfront
- Consider the need for additional school space and facilities to accommodate a significant growth in population in the area and adjacent downtown
- Consider the city's need for additional conference, event space and recreation facilities to host events

### Heritage & culture

- Consider incorporating indigenous culture through indigenous story-telling, maker spaces, interpretive installations and exhibits
- Consider preserving significant heritage assets and incorporating an acknowledgement of the unique history of the area

### Transportation

- Consider the nuisance effects of parking and traffic overflowing from a redeveloping Mill Site into adjacent areas
- Consider mobility and access to amenities for all residents, including those with diverse abilities and those using mobility devices

### Other

- Consider viewscales in urban design



## Community discussion guides

In addition to the 1:1 interviews, Stakeholders were given the opportunity to submit their feedback through an open-ended discussion guide. The discussion guide was also made available to any community group or organization that wanted to make their interests and voice heard in this way. In all, seven groups completed and submitted a discussion guide, including:

- Kelowna Gospel Mission
- Kelowna Museums Society
- Okanagan Basin Water Board
- Pickleball Kelowna
- Rotary Centre for the Arts

Key feedback that emerged included:

### Arts, culture, history, recreation

- Consider incorporating arts, entertainment and cultural opportunities in the neighborhood
- Consider opportunities for historical story-telling and retain heritage assets to help tell this narrative

### Climate & environment

- Consider the water quality of Lake Okanagan
- Consider the potential of flooding events and plan to minimize and mitigate these
- Consider water conservation to help protect natural resources

### Health & equity

- Consider that pickleball is a very fast-growing sport that is already underserved in Kelowna
- Consider the need for affordable housing to serve lower-income households
- Consider our commitment to provide permanent housing, supports and services for people experiencing homelessness—and, as we move towards this, providing adequate shelter and accommodation

## Community Liaison Committee activities

In Fall 2021, North End area residents and businesses—as well as members of the broader community—were invited to submit an expression of interest for the Community Liaison Committee (CLC). Dozens of citizens applied, and final selection was based on applicants' history of community-building through volunteerism and similar activities, as well as a variety of demographic considerations aiming to incorporate diversity among participants.

Members of the CLC attend meetings, offer input, and help facilitate dialogue and information-sharing between the City project team and various groups within the community as the process unfolds. Through Phase 1-2, the CLC participated in two formal meetings; a walking tour of the North End and Mill Site; and an information session to learn about and discuss the topics of housing and transportation as they relate to the North End neighbourhood.

## Conclusion

Key considerations that emerged from this early phase of engagement include the need to prioritize local shops and community services to cater to the daily needs of residents; the need for a greater variety of diverse housing options; the desire to expand waterfront access and investment in amenities. Public and stakeholder input during the early phases of the project will help shape a draft vision and objectives for the North End which will inform the development of preliminary neighbourhood concepts. Concepts will be shared later in 2022 and will be the focus of the next phase of public engagement.





## Public outreach

Channel	Reach
Direct Mail	1,006 households 177 businesses
Get Involved	Aware: 3.7K Informed: 1.7K Engaged: 726
Daily Courier ads x 7	Average 11,000 readers per ad
Organic Facebook posts	6990 impressions / 8799 reach
Instagram posts	2616 impressions / 2394 reach
Twitter posts	2032 impressions / 63,640 potential reach
LinkedIn posts	2811 impressions
Social media ads	279,565 impressions / 62, 846 reach
9x direct email bulletins:	4x News release list: ~4200 subscribers 4x Get Involved lists ~ 3600 subscribers 1x e-subscribe engagement list: 628 s
3x community pop-up events	85-100 participants

## Engagement feedback

Public engagement met objectives to inform and consult with interested members of the public on the various project topics. Nearly all (91 per cent) in-person respondents indicated that they understood the presentation information, while more than half (58 per cent) of all respondents indicated that the material provided enough information for them to provide an informed opinion about the project.

### Survey

96%	of survey respondents said the information was clear / easy to understand (79% answered "yes", 17% answered "mostly")
89%	said they had enough information to participate in a meaningful way (answered 66% "yes" and 23% answered "mostly")
42%	said they understood how their input was going to be used. Another 45% said they somewhat understood.

*Community pop-ups events - Feb. 26, 2022*



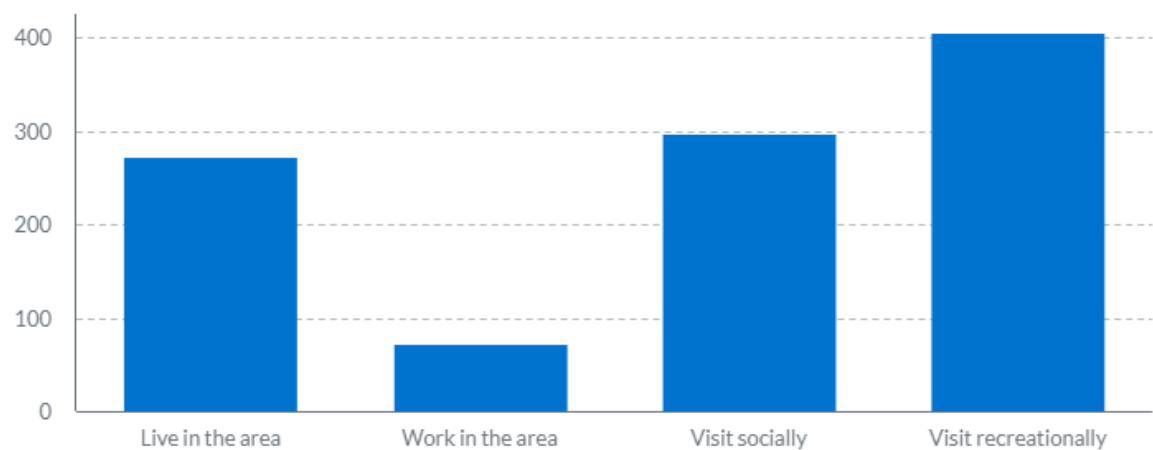


## About our survey respondents

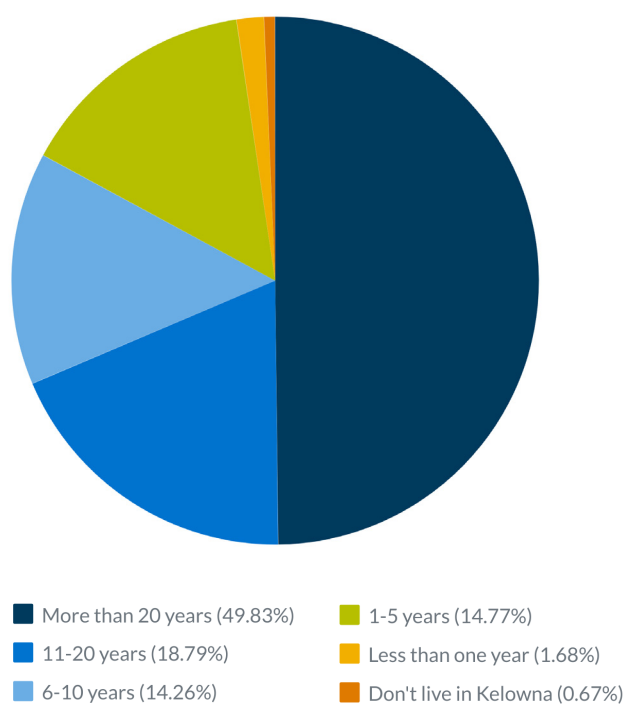
Respondents were able to describe their relationship to the North End by selecting any of the following characteristics that apply. Nearly half live in the area.

Respondents most commonly said they have lived in Kelowna for over 20 years. Approximately 47% of respondents were aged 55 or over.

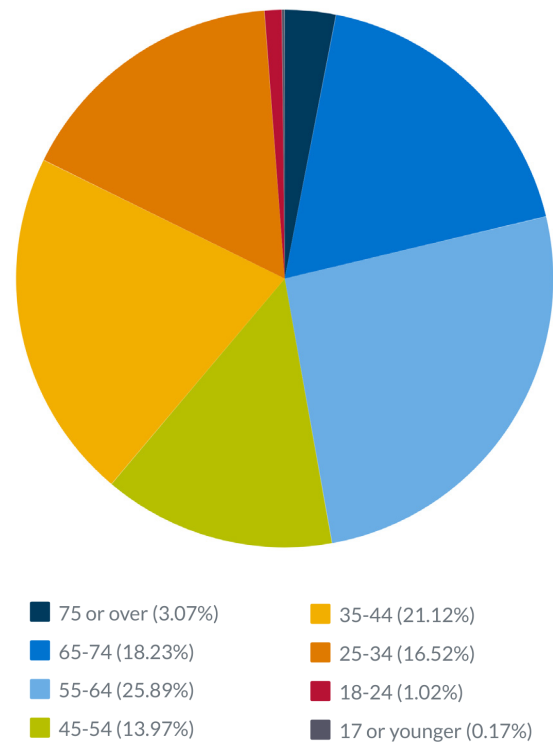
Respondents’ relationship to the North End



How long respondents have lived in Kelowna

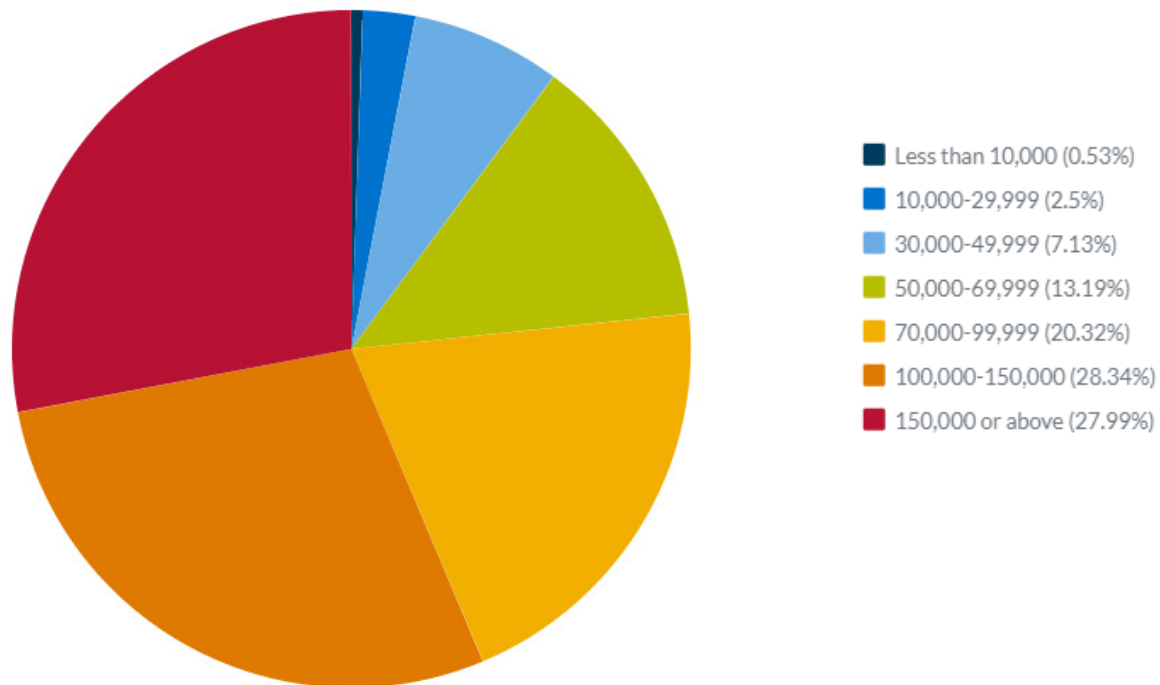


Respondents’ ages

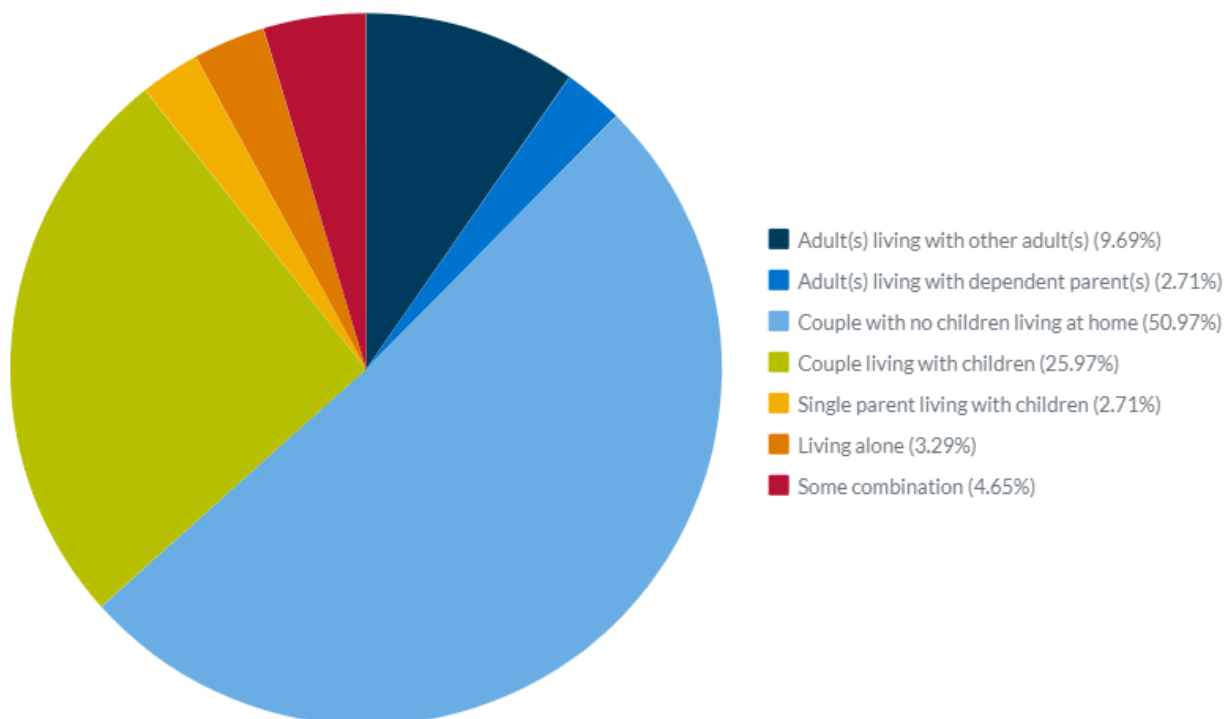


Over half of the survey respondents earned more than the median household income of \$90,000. The most common household composition reflected among respondents was "couple living with no children living at home." This is consistent with demographic data, however, this household type represents nearly half of Kelowna residents but only a third of respondents.

*Annual household income (\$)*



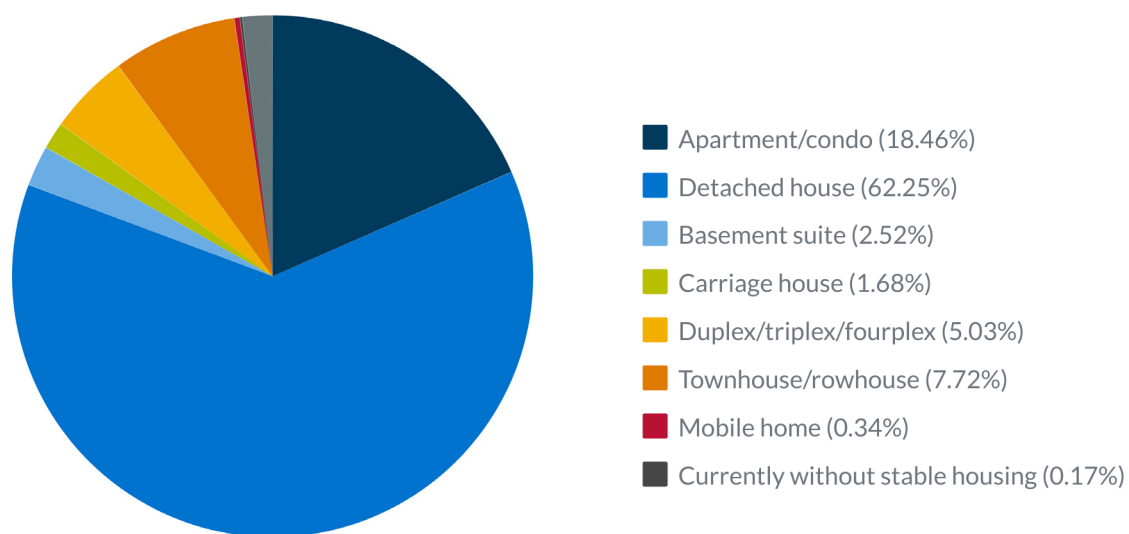
*Household composition*



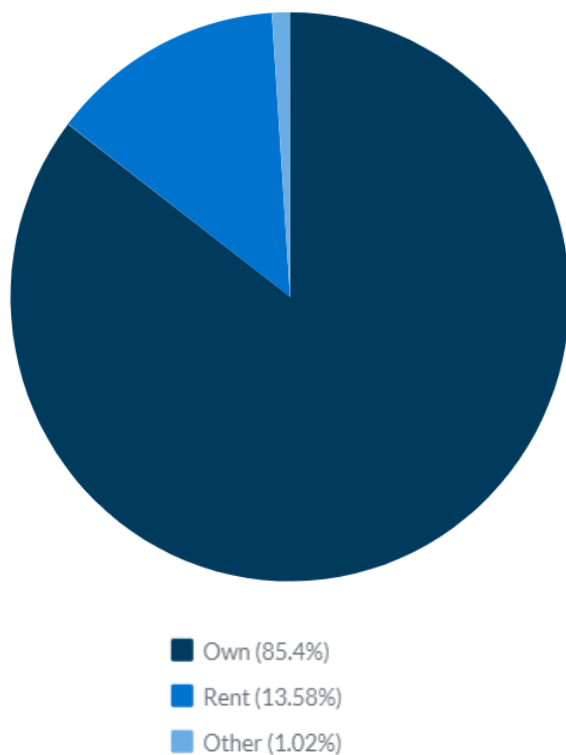
Consistent with demographic data, the vast majority of respondents live in single-detached homes.

Homeowners are overrepresented in the survey results, making up 68% of the population but over 85% of respondents.

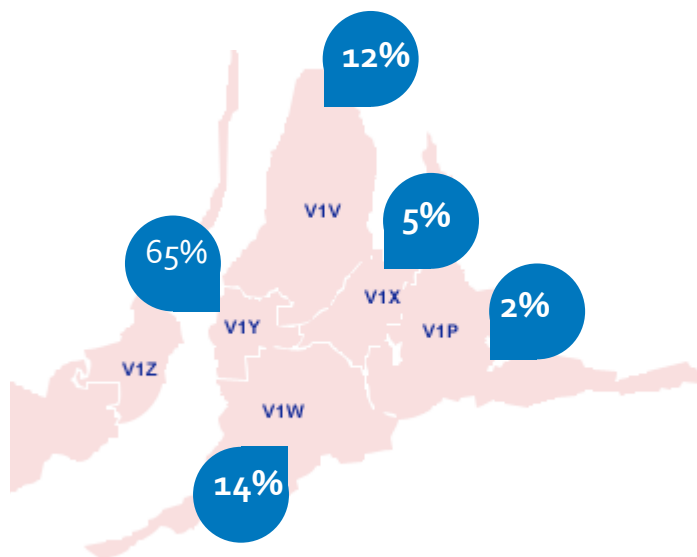
*What type of homes respondents live in*



*Rent or own*



*Where respondents live*





# North End Plan Update Phase 2

April, 2022



# Purpose

- ▶ Receive an update on the progress of the North End Plan and next steps
- ▶ Endorse the draft Vision & Objectives in principle



# Background

- ▶ North End Plan (NEP) launched July 12, 2021
- ▶ NEP intended to guide and manage the evolution of the North End over the next 20 years+
  - ▶ Land use mix and housing
  - ▶ Heritage
  - ▶ Transportation network
  - ▶ Utility servicing
  - ▶ Parks, public spaces
  - ▶ Community needs





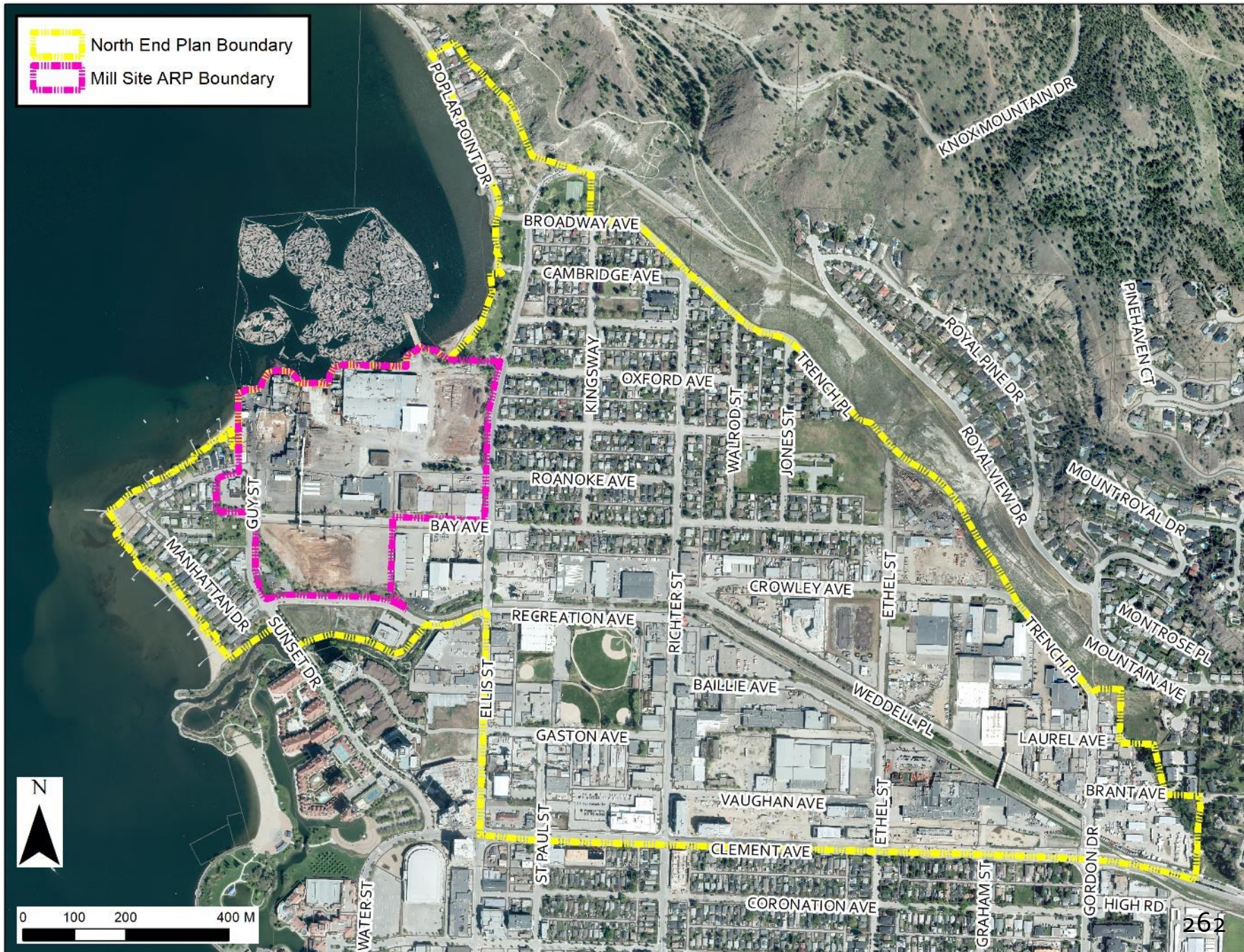


North End Plan Boundary

Mill Site ARP Boundary

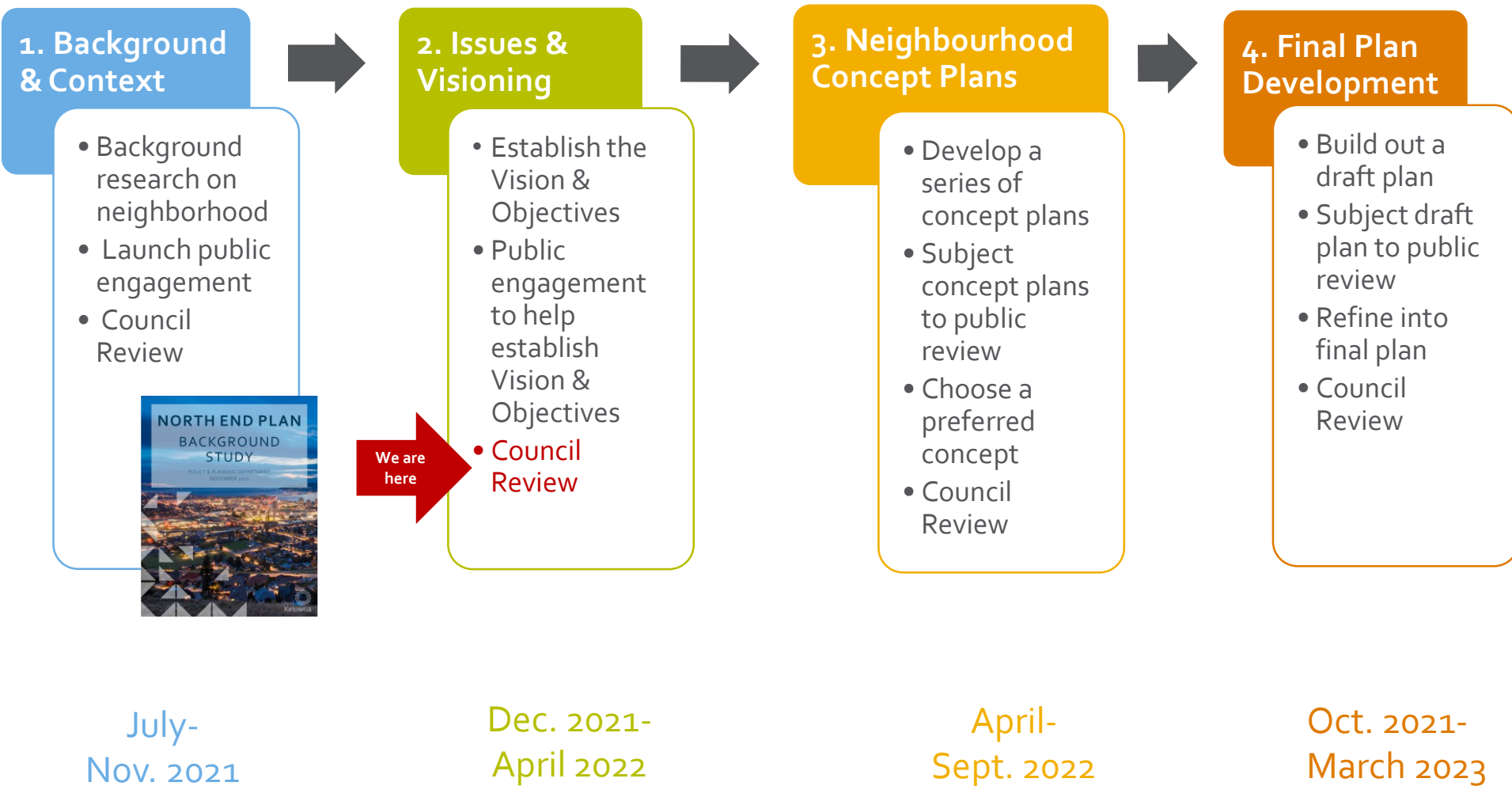


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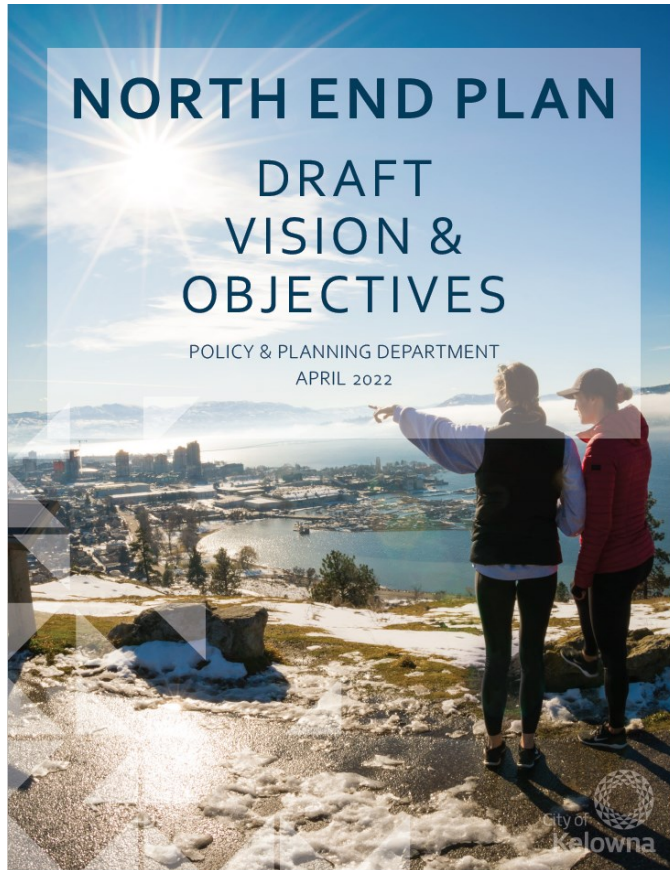


# NEP Process: 4 Phases





# NEP Phase 2 : Issues & Vision



- ▶ Establish Vision & Objectives for Plan Area
  - ▶ Vision: high-level perspective on how the neighborhood will look, feel and function in the future
  - ▶ Objectives: What we hope to achieve with the Plan and why
  - ▶ The 'how' of the objectives to be established in future phases through concept plans and policies

# Vision & Objectives Inputs

## ► Existing Plans & Policies



## ► Public Engagement



## ► Staff Technical Review

# Public Engagement

## How to get involved

### Complete a survey



Two surveys are open until February 28.

- [Resident survey](#) - tell us your vision for the neighbourhood. What would make it a great place to live, work and play
- [Business survey](#) - what should the future of business look like in the North End?

### Join the discussion



What should the North End look and feel like? Go to the [discussion forum](#), share your thoughts, and see what others are saying.

Or, if you would like to provide feedback on behalf of your group or organization, [email us to request](#) a North End community discussion guide.



### Mark the map

Put your [mark on a map of the North End](#) and let the City know what you like about the neighbourhood today, and what you would like to see in the future.



### Ask a question

Want to learn more? [Send us a question](#) and we'll get back to you.

**Are you interested in shaping the future of the former Tolko Mill Site?** Following the City's lead, the Mill Site development team will also be engaging with the public for input on the future of this key waterfront location. To learn about the Mill Site development team's planning process, visit: [kelownamillsite.ca](http://kelownamillsite.ca)

# NEP Phase 2 – Public Engagement

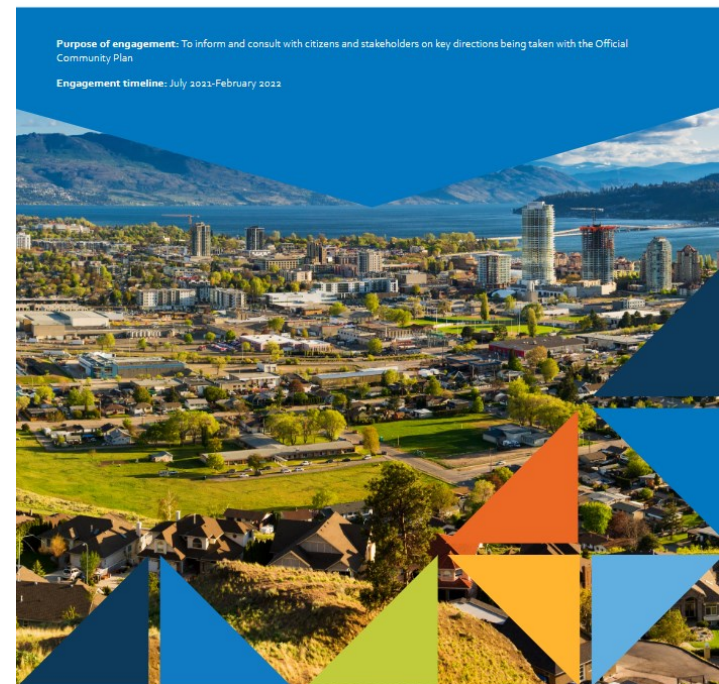


## ► Themes

- Local Businesses and Services
- Housing Availability and Affordability
- Waterfront Access
- Parks and Recreation
- Walkability and Bikeability
- Arts, Culture & Heritage

## ► Indigenous Engagement

### North End Neighbourhood Plan Engagement summary report: Phase 1-2





# NEP Vision



## NORTH END NEIGHBOURHOOD VISION

Set at the intersection of mountain, lake and city, the North End is an inclusive urban neighbourhood with an eclectic mix of uses and a distinct sense of identity. Residents of all life stages and incomes choose from a variety of housing options that have expanded and diversified over time. Daily needs are met with a quick walk or roll to a wide range of local shops, restaurants, and community services, while destinations outside the North End are easily accessible by transit. Industrial businesses have continued to adapt to the neighbourhood's changing dynamics and support growing employment and services, while craft industries continue to thrive. A comprehensive parks and public space network—anchored by a continuous waterfront pathway—gives people an opportunity to connect with one another and with nature. Expanding the green space and restoring natural habitat has not only added to the enjoyment of the neighbourhood but has also made it more resilient to climate change. Arts and culture thrive—inspired by rich layers of local history—strengthening the neighbourhood's unique sense of place and identity.

“Set at the intersection of mountain, lake and city, the North End is an inclusive urban neighbourhood with an eclectic mix of uses and a distinct sense of identity.”

# NEP Objectives

- ▶ Housing
- ▶ Employment & Commercial Uses
- ▶ Parks & Recreation
- ▶ Arts, Culture & Heritage
- ▶ Transportation
- ▶ Environmental Protection & Climate Resiliency
- ▶ Equity & Inclusion
- ▶ Servicing & Public Utilities
- ▶ Mill Site Design & Integration

“Expand the supply and variety of housing types in the North End to help address housing availability, and to ensure residents in the neighbourhood can meet their housing needs at all life stages and circumstances.”

“Support the growth of neighbourhood-scale, local retail and commercial uses that serve the everyday needs of North End residents.”

“Increase access to the waterfront through expanded parks and public spaces and connect them with a continuous waterfront pathway.”

# NEP Next Steps – Phase 3: Concept Plans

- ▶ Use draft Vision & Objectives to develop alternative Concept Plans (Council review)
- ▶ Public engagement to help choose a Preferred Concept
- ▶ Bring Preferred Concept to Council for endorsement
- ▶ Use endorsed Preferred Concept to develop a Draft Plan (Phase 4)

# Conclusion

- ▶ NEP Phase 2 – Vision & Objectives complete
- ▶ Next steps: Phase 3 – Concept Plans







## *Questions?*

For more information, visit [kelowna.ca](http://kelowna.ca).

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** Amendment No. 1 to the Five Year Financial Plan 2021-2025  
**Department:** Financial Planning

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## **Recommendation:**

THAT Council receives, for information, the Report from Financial Services dated April 11, 2022 with respect to amendments to the Five Year Financial Plan 2021-2025 Bylaw;

AND THAT Bylaw No. 12335 being Amendment No. 1 to the Five Year Financial Plan 2021-2025 Bylaw No. 12198 be advanced for reading consideration.

## **Purpose:**

To amend the Five Year Financial Plan (2021-2025) as required by the Community Charter to include the authorized transfers and amendments which occurred in the 2021 year.

## **Background:**

The City of Kelowna, in order to comply with section 165(1) of the Community Charter (Financial Management), amends the financial plan annually to provide for expenditures required after adoption of the Five Year Financial Plan Bylaw. These expenditures, in all cases, do not impact taxation demand but rather result in the shift of funding from one source to another and/or shifts in expenditures within, or from one municipal purpose area to another.

The amended financial plan is impacted on a departmental basis by contingency fund transfers and other transfers as permitted under the Budget Amendment Policy #262 and Budget Transfer Policy #261.

The attached Schedule A summarizes the authorized transfers and amendments that occurred throughout the 2021 year. The following are a few transfers and amendments of note that are being brought before Council for the first time.

*Building Capital:*

An amendment of \$151k was required for renewal of mechanical systems that provide heating and cooling to the lobby area at the Kelowna Community Theatre. Funding came from the Theatre Improvement reserve.

*Storm Drainage Capital:*

A containment device project at the Brandt's Creek Outfall was originally identified in the Rutland Area Drainage Plan as a priority project. During the design process, it was determined that adding a containment device was not the appropriate solution. Therefore, Containment Device Project - Brandt's Creek Outfall, was cancelled and \$117k was transferred to another location for a containment device within the Brandt's Creek catchment at Kane Road.

*Transportation Capital:*

The City of Kelowna entered into a partnership with the Minister of Transportation and Infrastructure (MOTI) to improve three transit stops located at Highway 33 east of Rutland Rd, Highway 33 at Brayden Rd and Highway 97 at Commonwealth Rd. The projects improved bus stop accessibility, capacity, passenger amenities and lighting for a total value of \$200k. The budget was amended as the funding was provided through a grant from MOTI.

Budget was amended by \$189k from the Offsite and Oversize reserve to complete work on Ethel Street frontage near the Sun Rype location. Work included roadway excavation, embankment and compaction, sidewalk construction, pavement marking, permanent signage and electrical lighting.

*Active Living and Culture Division:*

Due to the current COVID-19 pandemic and overdose crisis, lack of drinking water access for vulnerable populations has been exposed and exacerbated within the community. Due to COVID-19 protocols, many of the opportunities to access drinking water that was previously available to vulnerable populations have been eliminated. To help meet the need the City of Kelowna received a grant of \$60k from the Central Okanagan Foundation to install more year-round accessible water fountains. Budget was amended to recognize the grant.

*Corporate and Protective Services Division:*

City Council has established Community Safety as a priority and committed publicly to develop and implement a Community Safety Plan. The multi-year plan has increased in scope, particularly community and stakeholder engagement, and continues to be rapidly developed. Budget was amended by \$100k to support the ongoing development of the Community Safety Plan with funding from the Community Safety reserve

*Financial Services Division:*

The federal government announced that the Federal Gas Tax Fund transfer would be doubled for one year for all local governments in British Columbia as part of the Canada Community Building Fund. This funding can be used towards eligible costs of investment categories such as local roads, bridges, active transportation, short-sea shipping, short-line rail, airports, broadband connectivity, public transit, drinking water, wastewater, solid waste, community energy systems, brownfield redevelopment, sport infrastructure, recreational infrastructure, cultural infrastructure, tourism infrastructure, disaster mitigation and capacity building. The budget was amended to increase revenue for the \$5.7M additional funding and contributed it to the City's Gas Tax reserve to be used as a funding source for future infrastructure projects as allocated in the 10 Year capital Plan.

*Infrastructure Division:*

Slope stability was addressed on Sladen Cr requiring a budget amendment of \$137k. Work included the use of fill material to alter the slope angle and the addition of piping modifications and other drainage accommodations. Funding was transferred from available budget in the slope stability operating project and the Slope Stability reserve.

***Legal/Statutory Authority:***

Community Charter section 165.

**Considerations not applicable to this report:**

**Discussion:**

**Conclusion:**

**Internal Circulation:**

***Legal/Statutory Procedural Requirements:***

***Existing Policy:***

***Financial/Budgetary Considerations:***

***External Agency/Public Comments:***

***Communications Comments:***

Submitted by:

J. Grills, Budget Supervisor

**Approved for inclusion:**



G. Davidson, CPA, CMA Divisional Director Financial Services

Attachment:

1. Bylaw No. 12335 Amendment No. 1 to the Five Year Financial Plan 2021-2025 Bylaw No.12198
2. Amendment No. 1 to the Five Year Financial Plan 2021-2025 Council Presentation



# 2021 – 2025 Amendment to the Five Year Financial

April 11, 2022  
Council Chambers

**#kelownabudget**  
[kelowna.ca/budget](https://kelowna.ca/budget)



# Financial Plan background

- ▶ 2021 Financial Plan adopted by bylaw
- ▶ Changes during the year
  - ▶ Emergent events
  - ▶ New Council directed initiatives
  - ▶ New legislation or regulations





# Financial Plan changes

- ▶ Financial Plan changes permitted under:
  - ▶ Transfer Council Policy #261
  - ▶ Amendment Council Policy #262
- ▶ Community Charter requirement



# Financial Plan amendment

- ▶ Amend 2021-2025 Five Year Financial Plan Bylaw 12198
- ▶ Adjust 2021 only
- ▶ No impact on 2021 taxation demand







*Questions?*

For more information, visit [kelowna.ca/budget](https://kelowna.ca/budget)



# CITY OF KELOWNA

## BYLAW NO. 12335

### **Amendment No. 1 to the Five Year Financial Plan 2021-2025 Bylaw No. 12198**

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The Municipal Council of the City of Kelowna, in open meeting assembled, enacts as follows:

1. THAT the Five Year Financial Plan 2021-2025 Bylaw No. 12011 be amended by deleting Schedule "A" in its entirety and replacing with them new Schedule "A" as attached to and forming part of this bylaw;
2. This bylaw may be cited for all purposes as Bylaw No. 12335 being "Amendment No. 1 to the Five Year Financial Plan Bylaw, 2021-2025, No. 12198."

Read a first, second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

## Schedule "A"

### Financial Plan 2021 - 2025

	2021 Amended Budget	2021	2022	2023	2024	2025	2026-2030
<b>Revenue</b>							
Property Value Tax	157,735,983	157,735,983	169,205,678	180,116,559	189,700,310	198,190,895	1,090,891,060
Library Requisition	6,926,600	6,926,600	7,065,132	7,206,435	7,350,564	7,497,575	39,798,035
Parcel Taxes	3,195,727	3,195,727	3,422,977	3,446,741	3,470,144	3,309,310	13,431,141
Fees and Charges	113,587,561	109,997,186	138,915,319	150,938,199	157,982,369	160,220,846	881,407,825
Borrowing Proceeds	7,158,600	7,158,600	17,805,940	21,700,000	2,742,540	10,061,293	3,646,873
Other Sources	83,836,983	67,535,274	50,713,865	50,086,080	55,678,976	52,206,130	349,939,336
	372,441,454	352,549,370	387,128,911	413,494,014	416,924,903	431,486,049	2,379,114,271
<b>Transfer between Funds</b>							
Reserve Funds	2,335,317	2,164,376	1,607,774	1,018,046	1,018,046	1,018,046	5,090,230
DCC Funds	27,426,600	27,455,260	22,749,126	31,614,637	28,975,450	36,132,347	188,554,781
Surplus/Reserve Accounts	193,195,527	187,605,634	42,896,550	64,009,793	59,487,250	52,358,826	285,394,007
	222,957,444	217,225,270	67,253,450	96,642,476	89,480,746	89,509,219	479,039,018
<b>Total Revenue</b>	<b>595,398,898</b>	<b>569,774,640</b>	<b>454,382,361</b>	<b>510,136,490</b>	<b>506,405,649</b>	<b>520,995,268</b>	<b>2,858,153,289</b>
<b>Expenditures</b>							
Municipal Debt							
Debt Interest	3,728,439	3,728,439	5,266,286	7,025,695	7,813,907	7,851,686	33,267,080
Debt Principal	9,770,591	9,762,977	10,555,605	12,340,084	13,843,506	13,952,658	55,498,330
Capital Expenditures	246,521,113	238,360,450	104,896,152	142,250,238	122,121,840	127,596,432	715,188,831
Other Municipal Purposes							
General Government	32,843,688	31,883,709	30,836,885	31,686,895	32,585,805	33,510,415	181,912,914
Planning, Development & Building Services	33,195,008	31,729,092	25,471,518	25,685,213	26,445,831	27,242,444	147,813,478
Community Services	95,505,411	93,067,468	96,372,824	97,799,320	100,370,889	103,387,067	558,930,773
Protective Services	75,369,470	72,202,231	76,409,427	80,426,322	84,969,627	89,572,078	498,302,342
Utilities	25,877,124	25,865,914	22,504,022	22,868,555	23,879,546	24,519,526	132,273,909
Airport	16,127,716	15,915,345	16,917,094	17,925,228	19,474,505	18,019,242	107,298,110
	538,938,560	522,515,625	389,229,813	438,007,550	431,505,456	445,651,548	2,430,485,767
<b>Transfers between Funds</b>							
Reserve Funds	34,330,014	25,971,978	26,312,594	27,575,765	27,595,506	27,606,240	142,651,153
DCC Funds	-	-	-	-	-	-	-
Surplus/Reserve Accounts	22,130,324	21,287,037	38,839,954	44,553,175	47,304,687	47,737,480	285,016,369
	56,460,338	47,259,015	65,152,548	72,128,940	74,900,193	75,343,720	427,667,522
<b>Total Expenditures</b>	<b>595,398,898</b>	<b>569,774,640</b>	<b>454,382,361</b>	<b>510,136,490</b>	<b>506,405,649</b>	<b>520,995,268</b>	<b>2,858,153,289</b>

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** 2022 Tax Distribution Policy  
**Department:** Financial Services - Controller

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## **Recommendation:**

THAT Council approve a Municipal Tax Distribution Policy as outlined in the Report dated April 11, 2022, for the year 2022 that will result in a modification of the 2021 Tax Class Ratios to reflect the uneven market value changes which have been experienced between property classes, as follows:

Property Class	2021 Tax Class Ratios	2022 Tax Class Ratios
Residential/Rec/NP/SH	1.0000:1	1.0000:1
Utilities	4.9179:1	6.0783:1
Major Industrial	5.8504:1	7.5328:1
Light Industrial/Business/Other	2.2556:1	2.5451:1
Farmland	0.1639:1	0.2052:1
Farm Improvements	0.5081:1	0.4905:1

AND THAT Council approve development of 2022 tax rates to reflect the 2022 assessment changes in property market values.

## **Purpose:**

To establish tax class ratios that will be used in the preparation of the 2022 tax rates.

## **Background:**

The 2022 assessment roll is based on market values established on July 1, 2021. The market value change to assessments is outlined in the following table:



<u>Property Class</u>	<u>Market Increase</u>
Residential/Rec/NP/SH	28.76%
Utilities	4.18%
Major Industrial (no properties)	0.00%
Light Industrial/Business/Other	14.11%
Farmland	0.53%
Farm Improvements	33.37%

Additional background information is attached to this report on the following:

- The B.C. Assessment Authority and the Assessment System
- The Taxation System
- Historical Council Policy - Tax Class Ratios
- The 2022 Revised Assessment Roll

### **Discussion:**

Under Provincial legislation, Community Charter section 165(3.1)(b), municipalities must set out objectives and policies in relation to the distribution of property value taxes among the property classes. The current Council policy is to modify tax class ratios to provide an effective tax increase that is the same for all classes. Market value changes that result in uneven changes between property classes result in a tax burden shift to the class experiencing greater market value increases unless tax class ratios are modified to mitigate this shift. Over time, this can lead to changes in the tax ratios of one, or several, property classes if their market change is different from the residential class, which is used as the base.

From 2021 information on municipalities with a population of over 75,000, Kelowna has the second lowest Business Class ratio and was one of ten municipalities that had a business class ratio under 3.00. To remain competitive, Kelowna ensures that business and light industry property tax ratios remain below the average of BC municipalities with populations greater than 75,000. A maximum of 3.00 is to be considered for these classes and any impacts from this cap will be reported to council.

There is a Provincial regulation capping the Utility class multiple at 2.5 times the Business property class ratio; this equates to a maximum of 6.3628 for the current year. The Utility Class ratio remains close to the maximum ratio that can be used and could impact the tax sharing in future years, however the impact would be minimal due to the smaller assessment in that property class. Farmland tax rates are set by statute and for 2022 are \$0.54/1,000 of assessed value; 2021 rate was \$0.55/1,000 of assessed value.

### Impact on Properties Within Each Property Class

It is important to be aware that the tax rates established as a result of new tax class ratios are designed to avoid shifts between property classes; however, the rates established are based on the average market value increase for the entire class or classes.

The establishment of tax class ratios that prevent shifts between classes does not eliminate potential shifts within a property class where a property has experienced a market value change that is greater than the average for that class.

The establishment of modified tax class ratios provides a basis for an equitable distribution of general municipal taxes between classes; however, the establishment of the required tax rate will be dependent on the final tax demand as determined by Council during Final Budget deliberations.

**Conclusion:**

All tax class ratios for 2022 have increased in relation to the residential class except for Farm Improvement class. This reflects the market value changes experienced in those classes in comparison to the residential class. The Farmland tax rate will be at fifty-four cents per thousand of assessed value, as set by statute.

**Internal Circulation:**

Divisional Director, Financial Services

**Considerations applicable to this report:**

***Legal/Statutory Authority:***

Community Charter section 165(3.1) (b)

Taxation (Rural Area) Act Regulation B.C. Reg 387/82(5)

***Existing Policy:***

As included in the Five-Year Financial Plan Bylaw:

- Council will annually review and modify tax class ratios to provide an effective tax change that is the same for all classes.
- The impacts on other property classes from administering a ratio cap on the Light Industrial/Business classes will be reported to Council.
- Regularly review and compare the City's relative position in terms of distribution of taxes to other similarly sized municipalities in British Columbia.

***Financial/Budgetary Considerations:***

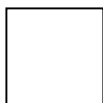
The approved tax class ratios will be used to establish the 2022 property tax rates.

**Considerations not applicable to this report:**

Submitted by:

Patrick Gramiak, Revenue Supervisor

**Approved for inclusion:**



Genelle Davidson, Divisional Director, Financial Services

## **BACKGROUND INFORMATION**

### **The B.C. Assessment Authority and the Assessment System**

The B.C. Assessment Authority is an independent body created by the Provincial Legislature and is charged with the responsibility of preparing an Assessment Roll for all of the properties in British Columbia.

Taxing authorities, at various levels of government (e.g. Provincial, Municipalities, Regional Districts, Hospitals, School Districts) use the Assessment Roll to assist them with the distribution of the taxes required to operate their corporations.

July 1<sup>st</sup> of the previous year is the assessment valuation date for properties listed in the assessment roll.

Although the Assessment Roll preparation is the responsibility of the Assessment Authority, for use by various taxing jurisdictions, B.C. Assessment has nothing to do with the actual levying of taxes, other than for its own operating levy.

### **The Taxation System**

City Council is responsible only for the General Municipal portion of the property taxes appearing on the Kelowna tax bill that is sent to property owners in May of each year. The City of Kelowna is responsible for the billing and collection of taxes levied by other taxing jurisdictions such as the School District, however City Council has no direct control over these levies.

The General Municipal tax levy is the City's primary revenue source, which is used to pay for the services that it delivers to its citizens such as fire and police protection, street and parks maintenance, library, new road construction, etc.

The provision of water, sewer and airport services is funded by way of user rates. These costs are not included in the general municipal tax levy.

The Assessment System managed by B.C. Assessment and the Taxation System managed by the City of Kelowna are two separate systems, subject to different Acts of Legislature and meant for two different purposes.

Over the years, the taxation system has changed substantially and has been constantly reviewed and amended by the Province in an attempt to provide a more equitable and understandable method of sharing the taxation requirements within each municipality.

Prior to the present system, which provides the authority for Municipalities to set the tax class ratios, uneven market fluctuations between classes resulted in shifts in the taxation burden from one property class to another.

Tax Class ratios represent the relative tax amounts that each class will pay as a ratio of the residential tax class. For example, if the tax class ratio of the Business to Residential class is 2.50:1, this means that

for each dollar of market value the Business Class tax rate will be two and one-half times that of the Residential Class.

The ability to establish different tax rates for each class of property means that municipalities can avoid shifts of taxation between classes of property, unless there is a deliberate political decision to do otherwise.

The differential tax rate powers granted to municipalities are not, however, designed to prevent shifts of taxation between properties within a particular class.

### **Historical Council Policy - Tax Class Ratios**

From 1984, when City Council was granted the authority to establish tax class ratios, to 1988, there was very little market value movement in the City. As a result, there was no need to adjust the tax class ratios to prevent shifts in the tax burden from one property class to another.

This changed slightly in 1989 and the City chose to modify the tax class ratios at that time to reflect the difference in market movement between the residential class and the business class.

In 1991 there was a more dramatic change in the market values of residential property which necessitated a more significant change in the tax class ratios to ensure that the residential class did not experience a greater percentage tax increase, on average, than other property classes that year.

The following is a historical recap of the tax class ratios which were established from 1991 through to 2021 based on market value shifts that occurred during that period (some years are omitted to condense the information):

<b><u>Property Class</u></b>	<b><u>1985</u></b>	<b><u>1991</u></b>	<b><u>1997</u></b>	<b><u>2003</u></b>	<b><u>2009</u></b>	<b><u>2015</u></b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>	<b><u>2021</u></b>
Residential/ Supportive Housing	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utilities	2.21	3.00	3.03	3.76	6.15	5.13	5.32	5.55	5.47	4.92	4.92
Major Industry	1.74	2.49	3.20	2.93	3.96	3.48	5.80	6.62	6.42	6.04	5.85
Light Industry/ Business	1.74	2.40	2.02	2.04	2.72	2.13	2.30	2.38	2.36	2.17	2.26



### The 2022 Assessment Roll

The following is the 2022 split between market and non-market changes as provided by B.C. Assessment:

	<u>(000's)</u>			
	<u>2022</u>	<u>2021</u>	<u>Market</u>	<u>Non-Market</u>
Res/Rec/NP/SH	45,312,287	34,586,440	28.76%	2.25%
Utilities	48,698	45,711	4.18%	2.36%
Major Industrial	0	0	0.00%	0.00%
Light Ind/Bus/Other	7,488,235	6,409,203	14.11%	2.72%
Farm Land	22,104	21,493	0.53%	2.32%
Farm Improvements	533,722	397,105	33.37%	1.03%
Totals	<u>53,405,046</u>	<u>41,459,952</u>	<u>26.50%</u>	<u>2.31%</u>

The 2022 Assessment Roll includes a total of \$959.46 million in non-market change values added and summarized as follows:

	<u>(million's)</u>
Residential/Rec/NP/SH	\$ 779.23
Utilities	\$ 1.08
Major Industrial	\$ -
Light Industrial/Business & Ot	\$ 174.56
Farm Land/Farm Improvemer	\$ 4.59
Total	<u>\$ 959.46</u>



# Tax Distribution Policy 2022



# 2022 Tax Distribution Policy

## Purpose

- ▶ To establish the methodology for “Tax Class Ratios” or distribution of taxation demand among property classes resulting in the 2022 tax rate

# 2022 Tax Distribution Policy

## Background

- ▶ Provincial legislation empowers local governments to distribute property taxes among property classes
- ▶ There are nine property classes within the City of Kelowna:
  - Residential
  - Utilities
  - Business/Other
  - Rec/Non-Profit
  - Major Industrial
  - Farm Land
  - Supportive Housing
  - Light Industrial
  - Farm Improvements



# 2022 Tax Distribution Policy

## Tax Class Ratio

- ▶ Used to calculate the Municipal Tax Rate for each Property Class
- ▶ A multiple of the tax rate in comparison to the residential rate (base rate)

# 2022 Tax Distribution Policy

## Fixed Share Tax Distribution

- ▶ The “Fixed Share” method has been supported by Council since 1989
- ▶ Compensates for market shifts between property classes
- ▶ Provides an effective tax increase that is the same for all property classes

# 2022 Tax Distribution Policy

STEP 1 - CALCULATE ASSESSMENT CHANGE			
Property Class	2021 Assessment Totals	2022 Assessment Totals	Assessment Percentage Change
Res/Rec/NP/SH	34,586.44	45,312.29	31.01%
Utilities	45.71	48.70	6.53%
Major Industrial	0.00	0.00	0.00%
Light Ind/Business/Other	6,409.20	7,488.24	16.84%
Farm Land	21.49	22.10	2.85%
Farm Improvements	397.10	533.72	34.40%
	(In millions)		

# 2022 Tax Distribution Policy

STEP 2 - IDENTIFY REASONS FOR CHANGE			
Property Class	Percentage Change	Non -Market Change	Market Change
Res/Rec/NP/SH	31.01%	2.25%	28.76%
Utilities	6.53%	2.36%	4.18%
Major Industrial	0.00%	0.00%	0.00%
Lgt Ind/Business/Other	16.84%	2.72%	14.11%
Farm Land	2.85%	2.32%	0.53%
Farm Improvements	34.40%	1.03%	33.37%



# 2022 Tax Distribution Policy

- ▶ Fixed Share method modifies the Tax Class Ratios to account for market change
- ▶ The effective tax increase is equal among all property classes

STEP 3 - MODIFY THE TAX CLASS RATIOS				
Property Class	Market Change	2021 Tax Class Ratios	2022 Tax Class Ratios (Modified)	2022 Preliminary Budget Effective Tax Increase
Res/Rec/NP/SH	28.76%	1.0000	1.0000	3.93%
Utilities	4.18%	4.9179	6.0783	3.93%
Major Industrial	0.00%	5.8504	7.5328	3.93%
Lgt Ind/Bus/Other	14.11%	2.2556	2.5451	3.93%
Farm Improvements	33.37%	0.5081	0.4905	3.93%

# 2022 Tax Distribution Policy

## Comparison with 2021

Property Class	Market Change	2021 Tax Class Ratios	2022 Tax Class Ratios
Res/Rec/NP/SH	28.76%	1.0000	1.0000
Utilities	4.18%	4.9179	6.0783
Major Industrial	0.00%	5.8504	7.5328
Lgt Ind/Business/Other	14.11%	2.2556	2.5451
Farm Land	0.53%	0.1639	0.2052
Farm Improvements	33.37%	0.5081	0.4905

# 2022 Tax Distribution Policy

## 2021 Tax Class Ratios

PROPERTY CLASS	MUNICIPAL	SCHOOL	BC ASSESSMENT	RDCO & HOSPITAL
Res/Rec/NP/SH	1.00	1.00	1.00	1.00
Utilities	4.92	8.91	11.51	3.50
Supportive Housing	1.00	0.07	0.00	1.00
Major Industrial	5.85	2.68	11.51	3.40
Light Industrial	2.26	2.68	2.77	3.40
Business/Other	2.26	2.68	2.77	2.45
Recreation/Non-Profit	1.00	1.61	1.00	1.00
Farm Land	0.16	4.79	1.00	1.00

# 2022 Tax Distribution Policy

2021 Ratios: >75,000 Population

Municipality	Business	Utilities	Major Ind.	Light Ind.
Saanich	4.23	8.37	2.27	2.27
Coquitlam	3.61	17.06	12.88	3.10
New Westminster	3.47	7.81	7.79	3.90
Burnaby	3.34	10.92	14.02	3.03
Victoria	3.33	11.07	3.33	3.33
Langley	3.18	12.03	2.08	2.32
Nanaimo	3.16	8.82	3.16	3.16
Vancouver	3.07	17.69	20.80	3.07
Kamloops	2.93	8.62	14.35	4.08
Surrey	2.73	21.41	12.16	1.96
Maple Ridge	2.62	12.96	5.24	2.62
North Vancouver	2.57	21.92	7.45	3.51
Abbotsford	2.52	12.61	-	2.00
Richmond	2.46	21.55	4.51	2.46
Prince George	2.45	6.11	7.59	3.93
Delta	2.42	15.83	8.95	2.14
Kelowna	2.26	4.92	5.85	2.26
Chilliwack	2.08	11.74	1.65	1.65
<i>Average</i>	2.91			



# 2022 Tax Distribution Policy

## Fixed Share Tax Distribution

- ▶ Business Tax Class Ratio below cap of 3.00 :1
  - ▶ Remains below 2021 Provincial Average
- ▶ Utility Tax Class Ratio below legislated provincial cap of 2.5 times Business Tax Class Ratio

# 2022 Tax Distribution Policy

## Fixed Share Tax Distribution

- Provides stability and predictability
- Provides a basis for an equitable distribution of Municipal taxes between property classes

Property Class	Market Change		2022 Tax Class Ratios	2022 Preliminary Budget Effective Tax Increase
Res/Rec/NP/SH	28.76%		1.0000	3.93%
Utilities	4.18%		6.0783	3.93%
Major Industrial	0.00%		7.5328	3.93%
Lgt Ind/Business/Other	14.11%		2.5451	3.93%
Farm Improvements	33.37%		0.4905	3.93%



*That concludes my report.  
Questions?*

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** Downtown Kelowna Association 2022 Budget  
**Department:** Financial Services - Controller

---

## **Recommendation:**

THAT Council approves the Downtown Kelowna Association 2022 Budget as attached to the report of the Revenue Supervisor dated April 11, 2022.

AND THAT Council approves the 2022 levy of \$1,137,572 on Class 5 and Class 6 properties located within the boundaries of the Kelowna Downtown Business Improvement Area.

## **Purpose:**

To authorize the 2022 levy on Class 5 light industry and Class 6 business/other properties located within the Kelowna Downtown Business Improvement Area.

## **Background:**

On September 17, 2018 Council approved the Kelowna Downtown Business Improvement Area Bylaw No. 11645. Bylaw No. 11645 established the local area (Schedule A) for the purpose of annually funding the activity of the Downtown Kelowna Association for a period of 5 years, 2019 to 2023. In the bylaw Council approved the Downtown Kelowna Association's budget request not to exceed \$1,148,954 in order for the City to tax the affected properties within the improvement area boundary.

## **Discussion:**

Attached is a copy of the 2021 Financial Statements as reviewed by KPMG LLP Chartered Professional Accountants (Schedule B), the Downtown Kelowna Association's 2022 Budget, which includes the 2022 levy of \$1,137,572 (Schedule C) and a list of the Board of Directors for 2021/2022 (Schedule D).

City of Kelowna staff have not participated in or assisted the Downtown Kelowna Association in preparation of their annual budget.



**Conclusion:**

It is recommended that Council approve the 2022 budget of \$1,137,572 as set out in Schedule C to be levied on the Class 5 and 6 properties included on Schedule A.

**Legal/Statutory Authority:**

Council may, by bylaw, grant money to a corporation or other organization that has, as one of its aims, functions or purposes, the planning and implementation of a business promotion scheme, with the establishment of a Business Improvement Area in accordance with Division 5 Section 215 of the Community Charter.

Kelowna Downtown Business Improvement Area Bylaw No. 11645

**Legal/Statutory Procedural Requirements:**

Council may, by bylaw, impose a parcel tax in accordance with Division 4 Section 200 of the Community Charter to provide all or part of the funding for a service.

**Considerations not applicable to this report:**

*Existing Policy:*

*Financial/Budgetary Considerations:*

*Personnel Implications:*

*External Agency/Public Comments:*

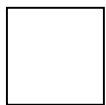
*Communications Comments:*

*Alternate Recommendation:*

Submitted by:

Patrick Gramiak, Revenue Supervisor

**Approved for inclusion:**



Genelle Davidson, Divisional Director, Financial Services

**Attachments:**

Schedule A - Kelowna Downtown Business Improvement Area Map

Schedule B - Downtown Kelowna Association 2021 Financial Statements

Schedule C - Downtown Kelowna Association 2022 Budget

Schedule D - Board of Directors

## Schedule A



Downtown Kelowna Association  
287 Bernard Avenue, Unit 200  
Kelowna, BC V1Y 6N2  
downtownkelowna.com

## Kelowna Downtown Business Improvement Area

June 2018

Financial Statements of

**KELOWNA DOWNTOWN BUSINESS  
IMPROVEMENT AREA SOCIETY**  
(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

Year ended December 31, 2021



To the Members of Kelowna Downtown Business Improvement Area Society

## Management's Responsibility for the Financial Statements

### Practitioner's Responsibility

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.





Page 2

*Conclusion*

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of the Society as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Report on other legal and regulatory requirements*

As required by Section 117(1)(b) of the Societies Act (British Columbia), we are required to state whether these financial statements are prepared on a basis consistent with the basis on which the financial statements that related to the preceding period were prepared. Based on our review, nothing has come to our attention that causes us to believe that the significant accounting policies applied in preparing these financial statements have not been applied on a basis consistent with that of the preceding year.

*KPMG LLP*

Chartered Professional Accountants

Kelowna, Canada

March 2, 2022

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)  
Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash	\$ 330,498	\$ 230,592
Restricted cash and cash equivalents	42,637	42,448
Accounts receivable	6,898	89,384
Prepaid expenses	1,596	185
	<u>381,629</u>	<u>362,609</u>
Capital assets (note 2)	69,185	70,526
	<u>\$ 450,814</u>	<u>\$ 433,135</u>

## Liabilities and Net Assets

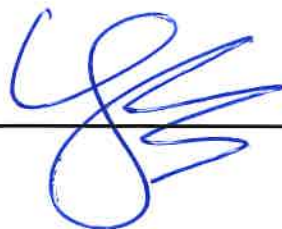
Current liabilities:		
Accounts payable and accrued liabilities	\$ 41,817	\$ 24,208
Net assets:		
Invested in capital assets	69,185	70,526
Internally restricted	42,637	42,448
Unrestricted	<u>297,175</u>	<u>295,953</u>
	<u>408,997</u>	<u>408,927</u>
Commitments (note 4)		
	<u>\$ 450,814</u>	<u>\$ 433,135</u>

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

## Statement of Operations

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Membership levy	\$ 1,126,084	\$ 1,067,297
Clean team	58,982	89,290
Downtown concierge	21,280	-
Downtown on call	70,000	70,000
Events	17,206	14,587
Other	485	703
Recovery	-	15,000
	1,294,037	1,256,877
Expenses:		
Amortization	32,674	18,830
Business recruitment	-	320
Clean team	189,450	158,638
Communications	4,833	5,596
Downtown concierge	42,235	-
Downtown on call	485,758	389,892
Events	42,959	37,221
Insurance	9,679	7,540
Marketing and promotion	124,494	52,725
Office and administration	47,150	33,754
Professional development	922	544
Professional fees	19,116	17,990
Rent	38,814	32,520
Wages and benefits	255,883	320,211
	1,293,967	1,075,781
Excess of revenue over expenses	\$ 70	\$ 181,096

See accompanying notes to financial statements.

**KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY**  
(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)  
Statement of Changes in Net Assets

Year ended December 31, 2021, with comparative information for 2020

<b>December 31, 2021</b>	Invested in capital assets	Internally restricted	Unrestricted	Total
Net assets, beginning of year	\$ 70,526	\$ 42,448	\$ 295,953	\$ 408,927
Excess (deficiency) of revenue over expenses	(32,674)	189	32,555	70
Purchase of capital assets	31,333	-	(31,333)	-
Net assets, end of year	\$ 69,185	\$ 42,637	\$ 297,175	\$ 408,997

<b>December 31, 2020</b>	Invested in capital assets	Internally restricted	Unrestricted	Total
Net assets, beginning of year	\$ 32,342	\$ 41,801	\$ 153,688	\$ 227,831
Excess (deficiency) of revenue over expenses	(18,830)	647	199,279	181,096
Purchase of capital assets	57,014	-	(57,014)	-
Net assets, end of year	\$ 70,526	\$ 42,448	\$ 295,953	\$ 408,927

See accompanying notes to financial statements.



# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Cash received from City of Kelowna	\$ 1,360,337	\$ 1,137,646
Cash received from other revenues	16,186	17,838
Cash paid to suppliers and employees	(1,245,095)	(1,046,023)
	131,428	109,461
Investing activities:		
Transfer to restricted cash and cash equivalents	(189)	(647)
Purchase of capital assets	(31,333)	(57,014)
	(31,522)	(57,661)
Increase in cash	99,906	51,800
Cash, beginning of year	230,592	178,792
Cash, end of year	\$ 330,498	\$ 230,592

See accompanying notes to financial statements.

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)  
Notes to Financial Statements

Year ended December 31, 2021

---

Kelowna Downtown Business Improvement Area Society (operating as Downtown Kelowna Association) (the "Society") is a non-profit association, registered under the Society Act (British Columbia), of businesses and individuals whose purpose is to promote the downtown as a safe and desirable place to conduct business, live, work and play through the cooperative and collective efforts of its members and government. The Society is a non-profit organization under the Income Tax Act and, accordingly, is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

In March 2020, the World Health organization declared the novel coronavirus (COVID-19) outbreak a pandemic. This resulted in governments worldwide, including the Canadian government, to enact emergency measures to combat the spread of the virus. These measures, which include social distancing, the implementation of travel bans, and closures of non-essential businesses, have caused material disruption to businesses globally. The extent to which COVID-19 will impact future operations will depend on numerous evolving factors including, but not limited to, the magnitude and duration of COVID-19 and its impact on worldwide macroeconomic conditions. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect is not known at this time.

## **1. Significant accounting policies:**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The Society's significant accounting policies are as follows:

### **(a) Internally restricted net assets:**

Internally restricted net assets consists of a contingency reserve established by the Board for approved expenses. The reserve is fully funded at all times and interest earned is retained within the reserve.

### **(b) Cash and cash equivalents:**

Cash and cash equivalents includes cash and short-term, liquid instruments readily convertible into cash.

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

### (c) Capital assets:

Capital assets are recorded at cost, less accumulated amortization. Contributed assets are recorded at fair value at the date of contribution. When Society's management determines that some or all of its capital assets no longer contribute to the Society's ability to carry out its operations, the carrying amount of the assets are written down to their residual value. Amortization is provided using the straight-line method and the following annual rates, when the asset is available for use:

Asset	Rate
Equipment	30%
Furniture and fixtures	25%
Computer equipment	30%
Website	30%
Leasehold improvements	lesser of remaining lease term and 20%

### (d) Revenue recognition:

The Society follows the deferral method of accounting for contributions, which include the membership levy, administered by the City of Kelowna, and government grants (including municipal and federal grants for clean team, downtown on call and downtown concierge). Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

### (e) Contributed services:

Individuals and organizations contribute numerous volunteer hours each year to assist the Society in carrying out its operations. Because of the difficulty in determining the fair value of the contributed services, they are not recognized in these financial statements.

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

### (f) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Items subject to such estimates and assumptions include the useful lives of the Society's capital assets. Actual results could differ from those estimates.

### (g) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Society has not elected to carry any such financial instruments at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

## 2. Capital assets:

			2021	2020
	Cost	Accumulated amortization	Net book value	Net book value
Equipment	\$ 186,830	\$ 164,318	\$ 22,512	\$ 39,126
Furniture and fixtures	60,768	53,259	7,509	9,781
Computer equipment	19,566	12,028	7,538	9,619
Website	39,325	7,699	31,626	12,000
Leasehold improvements	8,981	8,981	-	-
	\$ 315,470	\$ 246,285	\$ 69,185	\$ 70,526



# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

### 3. Related party transactions:

During the normal course of its operations, the Society enters into transactions with Downtown Kelowna business, including entities affiliated with its Directors. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

### 4. Commitments:

The Society leases its office space under an operating lease, expiring April 30, 2024. The lease terms provide for base annual rent payments as outlined below plus additional lease costs for common area costs, utilities, property taxes and management fees. Future minimum lease payments to maturity are as follows:

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2022	\$ 19,700
2023	20,800
2024	6,800
	<hr/>
	\$ 47,300

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### 5. Remuneration paid to directors, employees and contractors:

In accordance with the Societies Act (British Columbia) Section 36.1 and Societies Regulation 9.2(b):

The Directors of the Society receive no remuneration for the performance of their responsibilities as Directors.

As required by the Societies Act (British Columbia), the Society paid total remuneration, including benefits of \$75,000 or greater to one employee for services.

# KELOWNA DOWNTOWN BUSINESS IMPROVEMENT AREA SOCIETY

(OPERATING AS DOWNTOWN KELOWNA ASSOCIATION)

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

## 6. Financial risks:

### (a) Economic dependence:

The Society receives funding from the City of Kelowna through a member levy charged and collected by the City through its property tax system. The Society also receives other grant funding from the City and from federal and provincial government programs. Future operations of the Society depend on the continuation of funding from the City of Kelowna and renewal of the City's membership levy by-law. The current by-law expires December 31, 2023.

### (b) Liquidity risk:

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2020.

**DOWNTOWN KELOWNA BUSINESS IMPROVEMENT AREA SOCIETY  
2022 BUDGET**

<b>Revenue</b>	<b>2022 Budget</b>	<b>2021 Year End</b>	<b>2021 Budget</b>
Membership Levy	1,137,572	1,126,084	1,126,084
Downtown On Call	70,000	70,000	70,000
Downtown Clean Team	60,000	58,982	60,000
Events - Winter Street Market / Meet Me on Bernard	25,000	17,206	15,000
Downtown Summer Team	21,280	21,280	26,656
Recovery			
Other	-	485	-
	<b>1,313,852</b>	<b>1,294,037</b>	<b>1,297,740</b>

<b>Expenses</b>	<b>2022 Budget</b>	<b>2021 Year End</b>	<b>2021 Budget</b>
Amortization	-	32,674	-
Business Recruitment	11,000	-	500
Clean Team	210,432	189,450	240,000
Communications	4,800	4,833	6,000
Downtown Summer Team	48,790	42,234	48,790
Downtown On Call	475,664	485,758	470,000
Events	60,000	42,956	75,500
Insurance	10,000	9,679	8,000
Interest on long term debt	-	-	-
Marketing and Promotions	106,420	124,493	110,000
Office and Administration	49,701	47,150	30,000
Professional Development	1,022	922	1,000
Professional Fees	24,145	19,116	18,000
Rent	46,026	38,814	35,700
Wages and Benefits	302,521	255,883	332,160
	<b>1,350,521</b>	<b>1,293,962</b>	<b>1,375,650</b>

	-	-	-
<b>Excess/Loss of revenues over ex</b>	<b>(36,669)</b>	<b>75</b>	<b>(77,910)</b>

<b>Net assets, beginning of Year</b>	<b>409,102</b>	<b>409,027</b>	<b>409,027</b>
--------------------------------------	----------------	----------------	----------------

<b>Net assests, end of Year</b>	<b>409,102</b>	<b>409,102</b>	<b>409,102</b>
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## Board of Directors 2021-2022

### Executive

Yarden Gershony - President

*Rush Ihas Hardwick LLP*

Brian Stephenson – Vice President

*Pushor Mitchell LLP*

Vishaal Sharma - Treasurer

*Grant Thornton LLP*

Renata Mills – Secretary

*Festivals Kelowna*

Caroline Bye - Governance

*Kelowna Yacht Club*

### Board

Shane Austin

*Okanagan CoLab*

Tanvir Gill

*FH&P Lawyers LLP*

Chad Haller

*Kelowna Concierge*

Steve Harvey

*Business Finders Canada*

Oktawian Kobryn

*Cactus Club Café*

Brent Lobson

*Impark/Reef Parking*

Travis Pye

*Lakehouse Homestore*

Scott Stanger

*Optimiiize Fitness & Health Inc.*

Luke Turri

*Mission Group*

Councilor Charlie Hodge

*Ex-Officio, City of Kelowna*





# Downtown Kelowna

## Business Improvement Area

### 2022 Budget



# Bylaw No. 11645

- ▶ Council approved Bylaw No. 11645 on September 17, 2018
- ▶ Five-year term of 2019 to 2023
- ▶ Class o5 light industry and o6 business/other

# Budget

- ▶ Requesting \$1,137,572 for the fourth year

YEAR	Downtown Kelowna Business Improvement Area
2019	\$924,198
2020	\$1,067,297
2021	\$1,126,084
2022	\$1,137,572
2023	\$1,148,954

# Levy

- ▶ Based on assessment values totaling approximately \$895million for class 05 and 06
- ▶ A general levy of \$1.27 per thousand dollars of assessed value
  - ▶ For example: \$127 would be levied on property that is assessed at 100,000





*Questions?*

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** Uptown Rutland Business Association 2022 Budget  
**Department:** Financial Services - Controller

---

## **Recommendation:**

THAT Council approve the Uptown Rutland Business Association 2022 Budget as attached to the report of the Revenue Supervisor dated April 11, 2022;

AND THAT Council approve the 2022 levy of \$204,172 on the Class 5 and Class 6 properties located within the boundaries of the Uptown Rutland Business Improvement Area.

## **Purpose:**

To authorize the 2022 levy on Class 5 light industry and Class 6 business/other properties located within the Uptown Rutland Business Improvement Area.

## **Background:**

On December 11, 2017, Council approved the Uptown Rutland Business Improvement Area Bylaw No. 11504. Bylaw No. 11504 established the local area (Schedule A) for the purpose of annually funding the activity of the Uptown Rutland Business Association for a period of 5 years, 2018 to 2022. In the bylaw Council approved the Uptown Rutland Business Association's budget request of up to \$204,172 in order for the city to tax the affected properties within the improvement area boundary.

## **Discussion:**

Attached is a copy of the 2021 Financial Statements as compiled by BDO Canada LLP (Schedule B), the Uptown Rutland Business Association's 2022 Budget, which includes the 2022 levy of \$204,172 (Schedule C) and a list of the Board of Directors for 2022 (Schedule D).

City of Kelowna staff have not participated in or assisted the Uptown Rutland Business Association in preparation of their annual budget.

A representative from the Uptown Rutland Business Association will be present at the Council meeting to answer any questions.

**Conclusion:**

It is recommended that Council approve the 2022 budget \$204,172 as set out in Schedule C to be levied on the Class 5 and 6 properties included on Schedule A.

***Legal/Statutory Authority:***

Council may, by bylaw, grant money to a corporation or other organization that has, as one of its aims, functions or purposes, the planning and implementation of a business promotion scheme, with the establishment of a Business Improvement Area in accordance with Division 5 Section 215 of the Community Charter.

Uptown Rutland Business Improvement Area Bylaw No. 11504

***Legal/Statutory Procedural Requirements:***

Council may, by bylaw, impose a parcel tax in accordance with Division 4 Section 200 of the Community Charter to provide all or part of the funding for a service.

**Considerations not applicable to this report:**

***Existing Policy:***

***Financial/Budgetary Considerations:***

***Internal Circulation:***

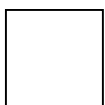
***External Agency/Public Comments:***

***Communications Comments:***

Submitted by:

Patrick Gramiak, Revenue Supervisor

**Approved for inclusion:**



Genelle Davidson, Divisional Director, Financial Services

**Attachments:**

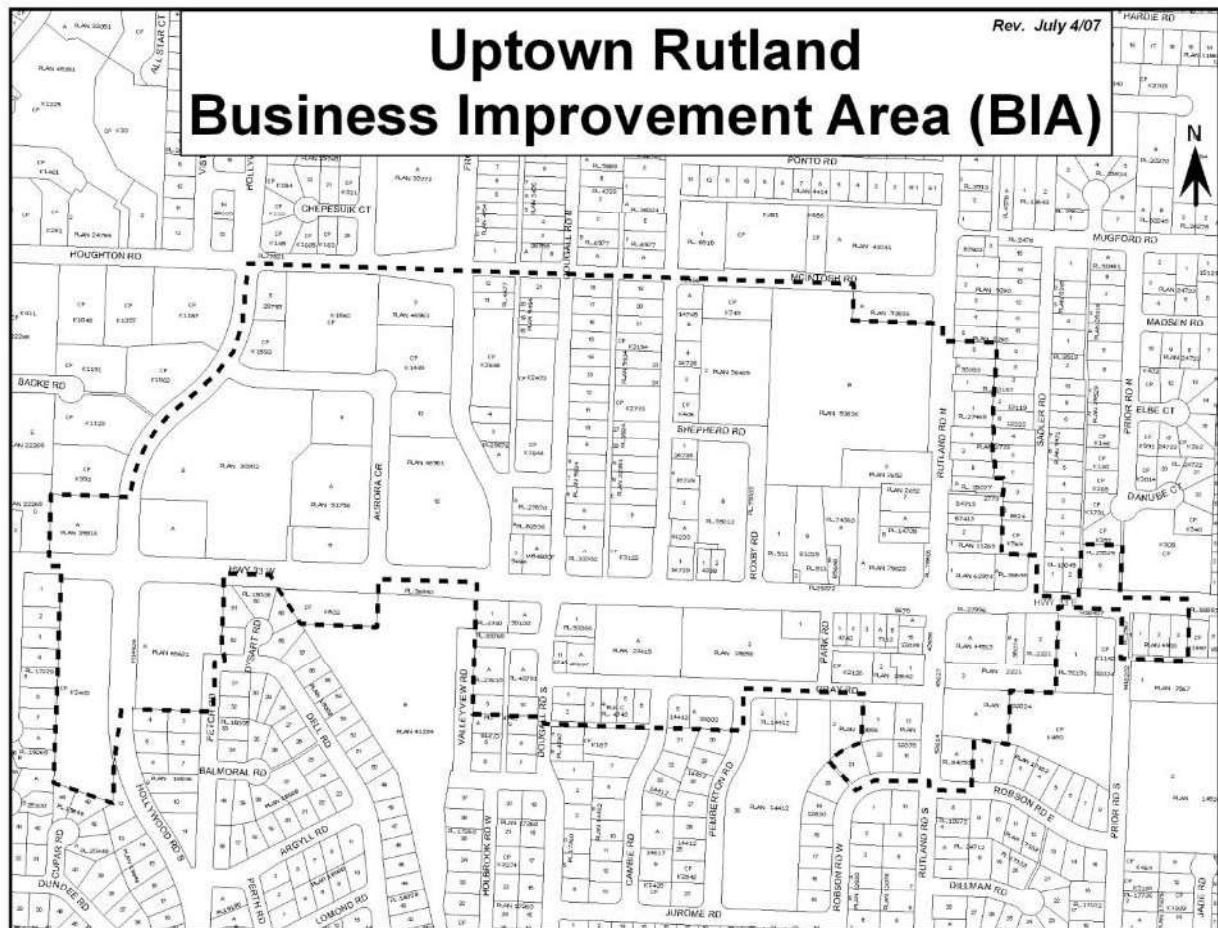
Schedule A – Uptown Rutland Business Improvement Area Map

Schedule B – Uptown Rutland Business Association Financials

Schedule C – Uptown Rutland Business Association 2022 Budget

Schedule D – Uptown Rutland Business Association 2022 Board of Directors

## Schedule A – Map





9

**Uptown Rutland Business  
Association  
Financial Statements  
For the Year Ended December 31, 2021**

**Uptown Rutland Business Association  
Financial Statements  
For the Year Ended December 31, 2021**

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**Compilation Engagement Report**

**Financial Statements**

Statement of Financial Position	2
Statement of Operations and Changes in Net Assets	3
Notes to Financial Statements	4



Tel: 250 763 6700  
Fax: 250 763 4457  
Toll-free: 1 800 928 3307  
www.bdo.ca

BDO Canada LLP  
1631 Dickson Avenue, Suite 400  
Kelowna, BC, V1Y 0B5

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## Compilation Engagement Report

---

To Management of Uptown Rutland Business Association

On the basis of information provided by management, we have compiled the statement of financial position of the Uptown Rutland Business Association as at December 31, 2021 and the statement of operations and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information.

Management is responsible for the accompanying financial information, including accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that these statements may not be appropriate for their purposes.

*BDO Canada LLP*

Chartered Professional Accountants

Kelowna, British Columbia  
February 14, 2022

## Uptown Rutland Business Association Statement of Financial Position

December 31	2021	2020
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 78,640	\$ 74,227
Accounts receivable	-	25,129
Prepays and deposits	1,896	1,896
	<u>80,536</u>	<u>101,252</u>
<b>Equipment</b>	11,675	17,131
<b>Intangible assets</b>	3,926	5,496
	<u>\$ 96,137</u>	<u>\$ 123,879</u>
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 20,608	\$ 9,371
<b>Net Assets</b>	<u>75,529</u>	<u>114,508</u>
	<u>\$ 96,137</u>	<u>\$ 123,879</u>

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director



## Uptown Rutland Business Association Statement of Operations and Changes in Net Assets

For the year ended December 31	2021	2020
<b>Revenue</b>		
Municipal tax levy	\$ 194,449	\$ 209,706
Special events and sponsorships	32,237	25,362
	<u>226,686</u>	<u>235,068</u>
<b>Operating expenses</b>		
Advertising and promotion	53,071	12,001
Amortization on equipment	5,456	5,616
Amortization on intangible assets	1,570	1,570
Beautification/Streetscape	62,094	55,418
Insurance	2,290	1,830
Interest and bank charges	12	69
Office	15,558	11,419
Professional fees	8,944	6,728
Rental	11,382	12,512
Repairs and maintenance	1,560	959
Salaries and wages	92,399	88,000
Special events	4,312	5,334
Telephone	6,110	3,550
Training	-	1,221
Travel	907	1,128
	<u>265,665</u>	<u>207,355</u>
<b>Excess (deficiency) of revenues over expenses before other income</b>	(38,979)	27,713
<b>Other income</b>		
Interest income	-	30
	<u>(38,979)</u>	<u>27,743</u>
<b>Excess (deficiency) of revenues over expenses</b>	(38,979)	27,743
<b>Net assets, beginning of the year</b>	114,508	86,765
<b>Net assets, end of the year</b>	<u>\$ 75,529</u>	<u>\$ 114,508</u>

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## Uptown Rutland Business Association Notes to Financial Statements

December 31, 2021

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### 1. Basis of Accounting

The basis of accounting applied in the preparation of the financial information is on the historical cost basis, reflecting cash transactions with the addition of:

- accounts receivable
- equipment amortized over their useful life
- intangibles amortized over their useful life
- accounts payable and accrued liabilities



**Uptown Rutland**

BUSINESS ASSOCIATION

UPTOWN RUTLAND BUSINESS IMPROVEMENT ASSOCIATION



**BUDGET 2022**

**REVENUE**

Membership Levy  
Events & Promotions & Grants

**TOTAL REVENUE**

**EXPENSES**

Administration & Office Expense  
Beautification/Screeescape  
Community Safety  
Events Promotions  
Marketing

**TOTAL EXPENSES**

**2022 BUDGET**

204,172.00 \$  
37,900.00 \$

**242,072.00 \$**

**2021 YEAR END**

194,449.00  
32,237.00

**226,686.00**

164,400.00 \$  
35,000.00 \$  
0 \$  
19,100.00 \$  
47,000.00 \$

**265,500.00 \$**  
**-23,428.00 -\$**

146,188.00  
62,094.00  
-  
4,312.00  
53,071.00

**265,665.00**  
**38,979.00**

## Schedule D - 2022 URBA Board of Directors.docx

<u>NAME</u>	<u>TITLE</u>	<u>BUSINESS NAME</u>
Nancy Wells	President	KGH Foundation/Rutland Hospital Thrift Shop
Jamie Needham	Past President	Interior Savings Credit Union
Dom Rampone	1 <sup>st</sup> Vice President	Mara Lumber Home Hardware
Chandan (Ruby) Dulay	2 <sup>nd</sup> Vice President	Centex Gas
Navjit Khun Khun	Treasurer	Benson Law
Peter Allott	Director	WorkBC
Justin Bullock	Director	OK Tire
Courtney Fedevich	Director	Venture Commercial
Laura Fitzsimmons	Director	Lux Homes
Karrin Morris	Director	Burger Baron
VACANT	Director	
Kevin MacDougall	Director (Appointed)	Community Policing RCMP
	Director (Appointed)	Kelowna Chamber of Commerce
Brad Sieben	Ex-Officio	City of Kelowna Councillor
Gail Given	Ex-Officio Alternate	City of Kelowna Councillor
Karen Beaubier	Executive Director	URBA
Adam Holmes	Admin Assistant/ Digital Marketing Coordinator	URBA

Voting Directors = 11 Non Voting Directors = 4





# Uptown Rutland Business Improvement Area 2022 Budget



# Bylaw No. 11504

- ▶ Council approved Bylaw No. 11504 on December 11, 2017
- ▶ Five-year term of 2018 to 2022
- ▶ Class o5 light industry and o6 business/other

# Budget

- ▶ Requesting \$204,172 for the fifth year

YEAR	Uptown Rutland Business Improvement Area (anticipated levy)
2018	\$180,564
2019	\$185,079
2020	\$189,706
2021	\$194,449
2022	\$204,172

# Levy

- ▶ Based on assessment values totaling approximately \$199 million for class 05 and 06
- ▶ A general levy of \$1.02 per thousand dollars of assessed value
  - ▶ For example: \$102 would be levied on property that is assessed at 100,000





*Questions?*

# Report to Council



**Date:** April 11, 2022  
**To:** Council  
**From:** City Manager  
**Subject:** Amendment to Council Remuneration and Expense Bylaw  
**Department:** Office of the City Clerk

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## **Recommendation:**

THAT Council receives, for information, the report from the Office of the City Clerk dated April 11, 2022 with respect to a bylaw amendment for Council benefits;

AND THAT Bylaw No. 12352, being Amendment No. 11 to Council Remuneration and Expense Bylaw No. 7547 be forwarded for reading consideration.

## **Purpose:**

To amend benefit provisions in Council Remuneration and Expense Bylaw No. 7547.

## **Background:**

On March 14, 2022, Council directed staff to bring forward amendments to Council Remuneration and Expense Bylaw No. 7547 to clarify current provisions and make benefits available to all members of Council and their dependents, with the cost fully paid for by the City.

## *Previous Council Resolution*

<b>Resolution</b>	<b>Date</b>
AND THAT Council direct staff to bring forward amendments to the Council Remuneration and Expense Bylaw No. 7547 as identified in the report from the Office of the City Clerk regarding Council Remuneration Review Options dated March 14, 2022.	March 14, 2022

## **Discussion:**

The amendments to the Council Remuneration and Expense Bylaw make an optional benefit package available to all members of Council and their dependents, with the cost fully paid for by the City. The

benefit package includes extended health, dental, life, and accidental death and dismemberment insurance coverage. The annual cost is approximately \$50,000 if all members of Council choose to make use of this option.

This change aligns with best practices and the core principles of reflecting and compensating elected officials for the time needed to perform their duties, and reducing barriers to participating as an elected official. It will come into effect for the 2022-2026 Council term.

**Internal Circulation:**

Financial Services  
Human Resources

**Considerations applicable to this report:**

***Financial/Budgetary Considerations:***

The annual cost for benefit packages for all of Council is approximately \$50,000 annually. Staff will include this at Final Budget for Council's consideration.

**Considerations not applicable to this report:**

*Legal/Statutory Authority:*

*Legal/Statutory Procedural Requirements:*

*Existing Policy:*

*External Agency/Public Comments:*

*Communications Comments:*

Submitted by:

L. Bentley, Deputy City Clerk

**Approved for inclusion:** S. Fleming, City Clerk

**Attachment:** Schedule A – Bylaw Amendment

cc:

G. Davidson, Divisional Director, Financial Services

S. Leatherdale, Divisional Director, Corporate & Protective Services

## Schedule A – Proposed Text Amendments

No.	Section	Current Wording	Proposed Wording	Reason for Change
1.	Section 6 – Benefits	6.1 The City is hereby authorized to enter into agreements for benefits for Council members and their dependants.	6.1 The City is hereby authorized to enter into agreements for benefits for Council members and their dependants, <u>with the full cost of the premium paid for by the City.</u>	All members of Council will have the option to participate in a benefit package with the premiums fully paid for by the City.
2.	Section 6 – Benefits	6.1 (a) Effective January 01, 2012, the City is hereby authorized to enter into an agreement for a benefit package for the Mayor and his/her dependants, with 50% of the premium coverage paid for by the City.”	<del>6.1 (a) Effective January 01, 2012, the City is hereby authorized to enter into an agreement for a benefit package for the Mayor and his/her dependants, with 50% of the premium coverage paid for by the City.”</del>	No longer required per changes to 6.1 above.
3.	Section 6 – Benefits	6.2 Participation in any or all of the benefit plans shall be at the member's option.	6.2 Participation in <del>any or all of the</del> benefit plans shall be at the member's option.	Members of Council may choose whether or not to participate in the benefit plan in its entirety.
4.	Section 6 – Benefits	6.3 With the exception of Section 6.4, members shall be responsible for the full costs of premiums as charged to the City.	<del>6.3 With the exception of Section 6.4, members shall be responsible for the full costs of premiums as charged to the City.</del>	No longer required per changes to 6.1 above.
5.	Section 6 – Benefits	6.4 Accident Insurance Coverage to an amount of \$100,000.00 shall be extended to all members, and the costs of such coverage shall be borne by the City.	<del>6.4 Accident Insurance Coverage to an amount of \$100,000.00 shall be extended to all members, and the costs of such coverage shall be borne by the City.</del>	No longer required per changes to 6.1 above.



# CITY OF KELOWNA

## BYLAW NO. 12352

### Amendment No. 11 to Council Remuneration and Expense Bylaw No. 7547

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The Municipal Council of the City of Kelowna, in open meeting assembled, enacts that the City of Kelowna Council Remuneration and Expense Bylaw No. 7547 be amended as follows:

1. THAT Section 6. **Benefits**, 6.1 be amended by adding the following after the word "dependants" that reads:  
"with the full cost of the premium paid for by the City";
2. AND THAT Section 6. **Benefits**, 6.1(a) be deleted in its entirety that reads:  
"Effective January 01, 2012, the City is hereby authorized to enter into an agreement for a benefit package for the Mayor and his/her dependants, with 50% of the premium coverage paid for by the City.";
3. AND THAT Section 6. **Benefits**, 6.2 be amended by deleting "any or all of" from the following:  
"Participation in any or all of the benefit plans shall be at the member's option;"
4. AND THAT Section 6. **Benefits**, 6.3 be deleted in its entirety that reads:  
"With the exception of Section 6.4, members shall be responsible for the full costs of premiums as charged to the City.";
5. AND FURTHER THAT Section 6. **Benefits**, 6.4 be deleted in its entirety that reads:  
"Accident Insurance Coverage to an amount of \$100,000.00 shall be extended to all members, and the costs of such coverage shall be borne by the City."
6. This bylaw may be cited for all purposes as "Bylaw No. 12352, being Amendment No. 11 to Council Remuneration and Expense Bylaw No. 7547."
7. This bylaw shall come into full force and effect and is binding on all persons as of November 7, 2022.

Read a first, second and third time by the Municipal Council this

Adopted by the Municipal Council of the City of Kelowna this

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Mayor

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City Clerk