

City of Kelowna

Regular Council Meeting

AGENDA



Monday, December 7, 2015
1:30 pm
Council Chamber
City Hall, 1435 Water Street

Pages

1. Call to Order

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

2. Confirmation of Minutes

3 - 6

PM Meeting - November 30, 2015

3. Non-Development Reports & Related Bylaws

3.1 Strong Neighbourhood Project Update

7 - 62

To provide Council with an update on the 2014-2015 Strong Neighbourhood Project activities including findings and outcomes, as well as the focus of the strong Neighbourhood Program moving forward.

3.2 Amendment No. 6 to Water Regulation Bylaw No. 10480

63 - 64

To seek Council's approval to amend the Water Regulation Bylaw to adjust the water meter fees.

3.3 BL11173 - Amendment No. 6 to Water Regulation Bylaw No. 10480

65 - 66

To give Bylaw No. 11173 first, second and third readings in order to amend the City of Kelowna's Water Regulation Bylaw.

3.4 Urban Centres Roadmap - Draft Principles and Targets

67 - 101

To receive Council endorsement for the Urban Centres Roadmap proposed principles and targets as well as the next steps of the project.

3.5 2015 Community Trends Report

102 - 137

To introduce "Our Future in Focus: 2015 Community Trends Report".

4. Bylaws for Adoption (Non-Development Related)

- 4.1 Ellis Street & St. Paul Street (Portion of lane adjacent to various addresses), 138 - 139**
BL11171 - Road Closure Bylaw

Mayor to invite anyone in the public gallery who deems themselves affected by the proposed road closure to come forward.

To adopt Bylaw No. 11171 in order authorize the City to permanently close and remove the highway dedication of a portion of highway on Ellis Street and St. Paul Street.

5. Mayor and Councillor Items

6. Termination



City of Kelowna

Regular Council Meeting

Minutes

Date: Monday, November 30, 2015
 Location: Council Chamber
 City Hall, 1435 Water Street

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

Staff Present City Manager, Ron Mattiussi*; Acting City Manager, Doug Gilchrist*; Deputy City Clerk, Karen Needham; Recreation Technician, Amber Gilbert*; Community Planning Department Manager, Ryan Smith*; Planner, Melanie Steppuhn*; Suburban & Rural Planning Manager, Todd Cashin*; Cultural Services Manager, Sandra Kochan*; Utility Planning Manager, Andrew Reeder*; Council Recording Secretary, Arlene McClelland

(* Denotes partial attendance)

1. Call to Order

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

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

2. Confirmation of Minutes

Moved By Councillor Gray/Seconded By Councillor Hodge

R929/15/11/30 THAT the Minutes of the Regular Meetings of November 23, 2015 be confirmed as circulated.

Carried

3. Committee Reports

3.1 2015 Civic Awards Nomination Period

Staff:

- Introduced the Chair of the Civic Awards Nominations Committee, Dawn Wilkinson.

Dawn Wilkinson, Chair of the Civic Awards Nominations Committee

- Displayed a PowerPoint presentation outlining the Civic Awards nomination period.

4. Development Application Reports & Related Bylaws

4.1 4275 Goodison Road, A15-0011 - Kristi & James Caldwell

Councillor DeHart declared a conflict of interest as her business pertaining to hosting weddings is in direct conflict with this application and departed the meeting at 1:46 p.m.

Councillor Sieben joined the meeting at 1:47 p.m.

Staff:

- Displayed a PowerPoint Presentation summarizing the application and the policy reasons behind the staff recommendation not to support a non-farm use.
- Responded to questions from Council.

Mayor Basran invited the applicant to come forward, followed by comments of Council.

Kristi & James Caldwell, Applicant

- Displayed a PowerPoint Presentation, re: Caldwell Heritage Farms.
- Confirmed that they have no objection to a covenant to decommission the distillery and cease the wedding operation if the property is sold as recommended by the Agricultural Advisory Committee.
- Confirmed that the wedding operation use is only for ceremonies and photography.
- Responded to questions from Council.

Moved By Councillor Stack/Seconded By Councillor Gray

R930/15/11/30 THAT Agricultural Land Reserve Appeal No. A15-0011 for Lot B Section 34 TWP 29 ODYD Plan 43324, located at 4275 Goodison Road, Kelowna for a Non-Farm Use in the Agricultural Land Reserve pursuant to Section 20(3) of the Agricultural Land Commission Act, be supported by Council, subject to the registration of a Section 219 Covenant registered on the property with the Land Title Office, that stipulates the following:

1. Weddings will take place on existing lawn behind the house;
2. No agricultural space will be used or affected by wedding use or distillery use;
3. No additional buildings or parking areas will be constructed;
4. Weddings will be ceremonies only - no evening receptions or food or beverage;
5. Ceremonies would be limited to 100 persons maximum;
6. Bookings available on Saturday afternoons only, from May to September; and
7. That the Non-Farm Use of wedding ceremonies and the distillery will cease when the owners sell that land, such that the use does not run with the land.

AND THAT the Municipal Council directs staff to forward the subject application to the Agricultural Land Commission for consideration.

Carried

5. Non-Development Reports & Related Bylaws

5.1 Amendment to Lease and Operating Agreement for the Rotary Centre for the Arts

Staff:

- Provided an overview of the lease and operating agreement and responded to questions from Council.

Moved By Councillor Hodge/Seconded By Councillor Given

R931/15/11/30 THAT Council approve an amendment to the Lease and Operating Agreement dated January 1, 2013 between the Kelowna Visual and Performing Arts

Centre Society (KVPACS) and the City for operation of the Rotary Centre for the Arts (RCA) as set out in Appendix A attached to the report of the Cultural Services Manager dated November 23, 2015;

AND THAT Council authorizes the Mayor and the City Clerk to sign the amendment to the Lease and Operating Agreement on behalf of the City of Kelowna.

Carried

5.2 Cedar Creek Pump Station - Purchase and Installation of Third Pump

Staff:

- Provided rationale for amending the 2015 financial plan to include the addition of a third pump and ancillary works and responded to questions from Council.

Moved By Councillor Hodge/Seconded By Councillor Donn

R932/15/11/30 THAT Council receives, for information, the report from the Utilities Planning Manager dated November 30, 2015 regarding the Cedar Creek Pump Station - Purchase and Installation of Third Pump;

AND THAT the 2015 Financial Plan be amended to include \$300,000 for this project, funded from the Water Quality Enhancement Reserve for the purposes of constructing a third duty pump at the Cedar Creek pump station.

Carried

5.3 1091 Guisachan Road (Portion of) - Road Closure & Land Exchange

Moved By Councillor Donn/Seconded By Councillor Hodge

R933/15/11/30 THAT Council receives the Report from the Manager, Real Estate Services dated November 30, 2015, recommending that Council adopt the proposed road closure and disposition of dedicated road adjacent to 1091 Guisachan Road;

AND FURTHER THAT Bylaw No. 11174, being proposed road closure and disposition of dedicated road adjacent to 1091 Guisachan Road, be given reading consideration.

Carried

5.4 1091 Guisachan Road (Portion of), BL11174 - Road Closure Bylaw

Moved By Councillor Hodge/Seconded By Councillor Gray

R934/15/11/30 THAT Bylaw No. 11174 be read a second and third time.

Carried

6. Bylaws for Adoption (Non-Development Related)

6.1 BL11144 - Amendment No. 6 to Kelowna Cemetery Bylaw No. 8807

Moved By Councillor Given/Seconded By Councillor Hodge

R935/15/11/30 THAT Bylaw No. 11144 be adopted.

Carried

6.2 Pier Mac Way (Portion of), BL11154 - Road Closure Bylaw

Mayor invited anyone in the public gallery who deems themselves affected by the proposed road closure to come forward.

No one came forward.

Moved By Councillor Gray/Seconded By Councillor Donn

R936/15/11/30 THAT Bylaw No. 11154 be adopted.

Carried

6.3 Finns Road (Portion of), BL11158 - Road Closure Bylaw

Mayor invited anyone in the public gallery who deems themselves affected by the proposed road closure to come forward.

No one came forward.

Moved By Councillor Stack/Seconded By Councillor DeHart

R937/15/11/30 THAT Bylaw No. 11158 be adopted.

Carried

6.4 BL11172 - Amendment No. 4 to Development Application Fees Bylaw No. 10560

Moved By Councillor DeHart/Seconded By Councillor Stack

R938/15/11/30 THAT Bylaw No. 11172 be adopted.

Carried

7. Mayor and Councillor Items

Councillor DeHart:

- Reminder that the Ministry of Transportation is providing a presentation regarding the Highway 97 corridor and second crossing at the Ramada Hotel on Tuesday, December 1st between 4:00 and 8:00 p.m.

Councillor Sieben:

- Spoke to the success of Canada's West Marketplace Trade Show in tourism that Kelowna hosted in November.

Councillor Donn:

- Spoke to the one year anniversary of the Kelowna Paddle Club.

Councillor Given:

- Will be representing Council, along with Councillor Stack, at the Central Okanagan Foundation Annual Community Meeting.

Mayor Basran:

- Reminder to check out the Open House for the Civic Block Plan at the Community Theatre on December 2nd between 3:00 and 6:30 p.m.

8. Termination

This meeting was declared terminated at 2:56 p.m.

Mayor

/acm



Deputy City Clerk

Report to Council



Date: December 2, 2015
Rim No. 0610-53
To: City Manager
From: Louise Roberts, Community & Neighbourhood Services Manager
Subject: Strong Neighbourhood Project Update

Recommendation:

THAT Council receives, for information, the report from the Community & Neighbourhood Services Manager dated December 2, 2015, with respect to the Strong Neighbourhood Project.

Purpose:

To provide Council with an update on the 2014-2015 Strong Neighbourhood Project activities including findings and outcomes, as well as the focus of the Strong Neighbourhood Program moving forward.

Background:

The objective of the Strong Neighbourhood Project was to improve the quality of life in Kelowna by increasing citizen level of attachment to the community. The intent of the project was to be a catalyst for inspiring neighbourhoods that fostered a culture of connection and engagement.

Staff provided an update on the Strong Neighbourhood Project during the February 18, 2015, Council meeting.

Key points included:

- A neighbourhood is more than a geographically localized area; it also has social and symbolic dimensions so for the purpose of this project "Neighbourhood" refers to the area surrounding a particular place, person, or object as defined by each individual
- Strengthening neighbourhoods for the purpose of enhancing neighbourhood life requires a multifaceted approach that involves improving the social, cultural, physical, environmental and economic assets
- It was anticipated that this work would establish the foundation for future initiatives that support strong neighbourhoods
- The scope of the project included: research, community and stakeholder engagement, qualitative analysis of information and input, pilot projects, and an evaluation.

Activity Summary 2014- 2015

Research

Staff reviewed current literature on building strong neighbourhoods and examined what was being done in other communities. This information established guiding principles for this project, including:

- Citizen attachment is cultivated not only by what the City provides, but also how the citizens themselves contribute to the community and their neighbourhood environment
- It takes citizens that are inspired, involved and empowered to create strong neighbourhoods

Community and Stakeholder Engagement

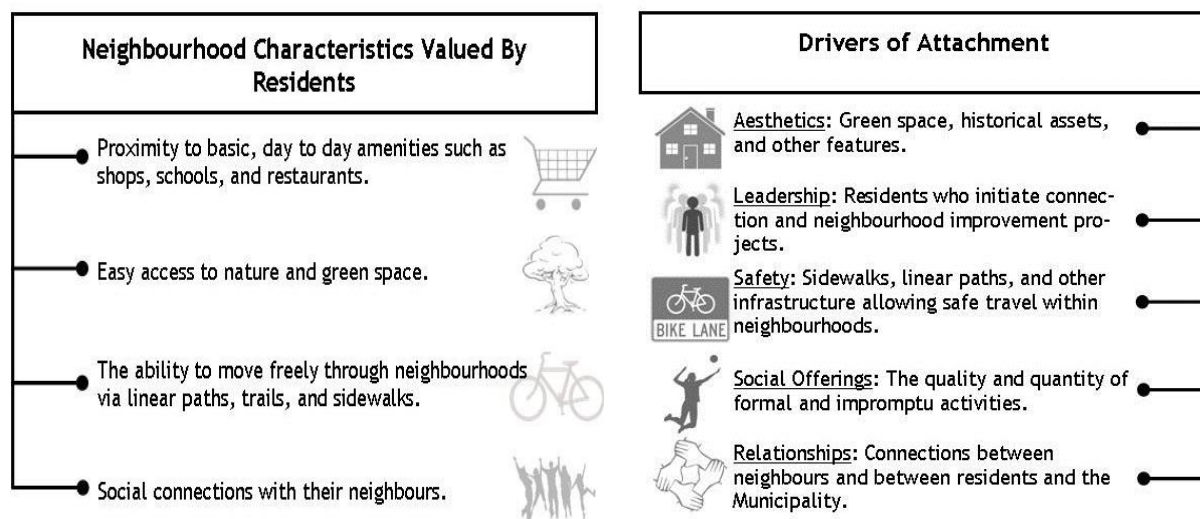
The City undertook an extensive community engagement process in 2014 with the objective to better understand residents' connection, engagement, and attachment to their neighbourhood. This included:

- Internal and community stakeholder meetings
- Community engagement events
- An online survey

Qualitative Analysis of Information and Input

The information obtained through the community engagement was analyzed to:

- Gauge citizen connection, engagement and attachment
- Identify what residents valued about their neighbourhood
- Identify main drivers that contribute to attachment



Though each neighbourhood was unique, through this process a number of observations appear consistent throughout the community. Residents that reported:

- Higher levels of attachment indicated they had experienced actions of neighbourliness, ease of access to nature and natural amenities and had opportunities for social engagement
- Lower satisfaction with their level of interaction, reported lower interdependency and participation in social gatherings if they lived in their neighbourhoods three years or less, interact with their neighbours once a week or less and were between 20-35 years of age and over 80 years of age

Pilot Projects

Based on the information obtained during the engagement and research, five pilot projects were developed and implemented in 2015. The intention was to foster neighbourliness, inspire leaders, and empower residents. In addition to the pilot projects, the existing Park & Play program was enhanced so that it also supported these focus areas.

A contributing element to the success of all of these projects was the input, collaboration and support provided by a numbers of City divisions.

#	Activity	Description
1	Good Neighbour Toolkit	<ul style="list-style-type: none">• Encourages residents to be good neighbours, foster neighbourly actions and neighbourliness• Offers tips and creative ideas on how to meet and develop positive relationships between neighbours• Three tools have been produced & distributed in print and online• Five tools are in the process of being developed in collaboration with Parks, Outdoor Events, Community Policing and the Snow Busters program
2	Strong Neighbourhood Toolkit	<ul style="list-style-type: none">• Empowers individuals and neighbourhood-based organizations in planning and organizing events and projects• Contains practical tips, hands on tools, creative ideas and step by step guides for small scale projects and events• Two tools have been produced and distributed in print and online• Two tools are in the process of being developed
3	Neighbourhood Events Program	<ul style="list-style-type: none">• Supports resident-led events that provide residents the opportunity to plan and implement neighbourhood gatherings• Inspires residents to connect with their neighbours• Provides mentorship, access to the Mobile Event Unit equipment, and on-site event day support• 11 neighbourhood events were supported• 1,147 residents participated• 97 residents involved in the development & delivery, 475 volunteer hrs• On average, attendees met 8 new neighbours
4	Neighbourhood Grant Program	<ul style="list-style-type: none">• Supports small scale, resident driven projects that foster connection and engagement at a neighbourhood level• Empowers residents and neighbourhood based organizations to make their neighbourhoods even better places to live• 12 projects funded, \$9,237 awarded• \$15,860 contributed by neighbourhoods• 101 residents involved in the development & delivery, 900 volunteer hrs• 875 residents participated in activities
5	Strong Neighbourhoods Webpage	<ul style="list-style-type: none">• Includes program information, toolkit resources, Neighbourhood Events and Neighbourhood Grant applications, and links to other City programs and services• Showcases Kelowna's Neighbourhoods in Action, which celebrates their efforts and inspires other residents• 6,780 visits to the Strong Neighbourhoods landing page
6	Park & Play	<ul style="list-style-type: none">• Promotes neighbourhood connection and fosters neighbourliness• Provides an forum for neighbourhood based organizations and internal stakeholders to connect with the neighbourhoods• 4420 residents participated• Six community-based stakeholders participated• Seven City internal stakeholders utilized this engagement opportunity

Evaluation

At the onset of the project there were several desired outcomes identified, the primary two being:

- 1) The City would have an enhanced understanding of citizen attachment and what drives it.
 - Through the qualitative analysis of information and input obtained from the community and stakeholder engagement, four neighbourhood characteristics residents valued and five drivers of attachment were identified.
- 2) There would be an increased level of citizen participation in neighbourhood based activities that contribute to the social fiber of neighbourhoods, and engagement in the development and delivery of initiatives that foster strong neighbourhoods and contribute to their vitality.
 - Through the 2015 pilot projects, there were 23 resident-led activities that over 2,000 residents participated in: 198 individuals were involved in the development and delivery of these initiatives and volunteered 1,375 hours to enhancing their neighbourhoods.
 - The intent of the 2015 projects was to foster neighbourliness, inspire leaders, and empower residents by focusing on the five identified drivers of attachment.

#	Drivers	Activities
1	<i>Aesthetics</i>	4 projects enhanced neighbourhood aesthetics
2	<i>Leadership</i>	23 projects/events demonstrated neighbourhood leadership
3	<i>Safety</i>	2 project & 2 tools focused on safety
4	<i>Social Offerings</i>	23 projects/events provided social offerings (plus Park & Play)
5	<i>Built Relationships</i>	23 projects/events built relationships between residents and City staff (plus Park & Play)

Strong Neighbourhood Program

Building relationships between neighbours, as well as with the municipality, is a key component to building strong neighbourhoods. The initial project aimed to inspire, involve and empower resident participation in building Kelowna neighbourhoods as great places to live, work and play.

Moving forward the Strong Neighbourhood Program will focus on ways to strengthen the City's relationship with residents and neighbourhood-based organizations as it continues to be a catalyst for inspiring neighbourhoods that fostered a culture of connection and engagement.

Focus moving forward (2016-2017)

#	Focus	Action item
1	Connection	<ul style="list-style-type: none">• Provide multiple means of fostering neighbourhood connection (events, grants, tools)• Educate residents and neighbourhood-based organizations about the various resources the City has to help empower them• Support residents and neighbourhood-based organizations in the area of social capacity building• Work with internal stakeholders to enhancing the relationship between the City and residents
2	Engagement	<ul style="list-style-type: none">• Provide resources, mentoring and tools that foster neighbourhood engagement• Support residents and neighbourhood-based organizations in the area of neighbourhood capacity building• Expand opportunities for neighbourhood-based organizations to become involved in activities• Encourage past event and project organizers/leaders to mentor new groups

3	Collaboration	<ul style="list-style-type: none"> • Pursue opportunities to work with internal stakeholders on initiatives that strengthen neighbourhoods as well as the development of new tools
4	Evaluation	<ul style="list-style-type: none"> • Continue to evaluate programs to ensure they are meeting their intended outcomes • Follow up with the previous year's event and grant project teams to assess impact

Ultimately, the goal of the Strong Neighbourhood Program will be to foster an engaged community and spark additional neighbourhood projects and initiatives that enhance the quality of life in Kelowna.

Internal Circulation:

Director, Active Living & Culture; Communications Advisor, Communications & Information Services; Manager, Policy & Planning

Financial/Budgetary Considerations:

Council approved a one-time Strong Neighbourhood budget submission of \$80,000 with a \$40,000 contribution in both 2014 and 2015. The 2014 contribution was used towards the research and the initial community engagement and the 2015 contribution was used for the development and delivery of the pilot projects.

Ongoing funding of \$20,000 to support the program's continued development will be included in the 2016 Provisional Budget FOR Council's consideration.

Personnel Implications:

A key role of the Neighbourhood Development Coordinators will be to continue to advance the Strong Neighbourhood Program. The Neighbourhood Development Team will also collaborate with other City divisions in the area of strengthening neighbourhoods such as participating in related Project Charters such as the Healthy City Partnership.

Considerations not applicable to this report:

Legal/Statutory Authority
 Legal/Statutory Procedural Requirements
 Existing Policy
 External Agency/Public Comments
 Communications Comments
 Alternate Recommendation

Submitted by:

L. Roberts, Community & Neighbourhood Services Manager

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

Attachments:

2014- 2015 Strong Neighbourhood Project Activity Report
 PowerPoint presentation

cc: Divisional Director, Active Living & Culture
 Divisional Director, Communications & Information Services
 Divisional Director, Community Planning & Real Estate

STRONG NEIGHBOURHOOD PROJECT

2014-2015 ACTIVITY REPORT



2014 - 2015 STRONG NEIGHBOURHOOD PROJECT: ACTIVITY REPORT

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INTRODUCTION

The objective of the Strong Neighbourhood Project was to increase citizen level of attachment to the community by being a catalyst in inspiring neighbourhoods that foster a culture of connection and engagement. The project aimed to encourage resident participation in building on Kelowna neighbourhoods as great places to live, work and play.



EXECUTIVE SUMMARY

Municipalities are under increased pressure to provide services, traditionally provided by other levels of government, with limited financial support from other governments and are often restricted to property taxes and user fees to cover these associated costs.¹ Balancing growing costs, the desire to keep taxes and service rates affordable and meet the infrastructure and social needs of a community is a difficult task, even for the most intrepid city councils.

During this time of economic pressure, a trend is emerging in many mid to large size communities. Many cities are investing in development at the micro-level; initiatives and programs aimed at supporting and mobilizing neighbourhoods are being implemented. These innovative programs all serve to enhance connections and engagement among neighbours which in turn fosters citizens' attachment to the overall community. This is important as the Knight Foundation indicates that "cities with the highest levels of attachment [have] the highest rate of GDP growth."² Therefore, by allocating resources at the micro-level, municipalities reap the rewards on a larger scale.

The City of Kelowna's vision is "to be the best mid-sized city in North America."³ Believing that "strong neighbourhoods make for great cities"⁴ the City of Kelowna has made Strong Neighbourhoods a priority. Supporting Kelowna's neighbourhoods is not just the focus of a single project, rather a city wide priority that can be evidenced through the interdepartmental collaboration demonstrated through the Strong Neighbourhood Project.

The Strong Neighbourhood Project began in the spring of 2014 with the overall intention of enhancing the quality of life for Kelowna citizens. The project scope included:

- Reviewing current neighbourhood development best practices.
- Conducting a community engagement process both in person and through online surveys.
- Implementing pilot projects
- Evaluating the community needs and how well the pilot project addressed these needs.
- Establishing the focus for moving forward.



DEFINITIONS

Neighbourhood

A neighbourhood is more than a geographically localized area; it also has social and symbolic dimensions. It is the place we call home and where we have the most invested financially and emotionally. For many people neighbourhoods are a source of their identities and sense of pride. Neighbourhoods are fluid and not necessarily experienced or defined the same way by all residents. For the purpose of this project “Neighbourhood” refers to the area surrounding a particular place, person, or object as defined by each individual.

Additionally, the following three key terms are central to our understanding of Strong Neighbourhoods:

- Connection: one’s relationship with others and the strength of those relationships.
- Engagement: one’s commitment to community and the willingness to take actions to solve problems or participate in activities that make our community better.
- Attachment: one’s emotional bonding to a particular environment and the social ties one has there.



RESEARCH

How well do you know your neighbours? This seemingly innocuous question deserves more attention than it might seem. The Vancouver Foundation polled 275 charitable organizations and more than 100 community leaders and “what people said concerned them the most was a growing sense of isolation and disconnection.”⁵ It is difficult to fathom that anyone in a metropolitan environment could feel lonely and more staggering to consider that loneliness would be the number one concern. Knowing that social isolation has a greater effect on a person’s health than physical inactivity and is comparable to habitually smoking cigarettes,⁶ and that lonely individuals are more prone to depression,⁷⁸ and cognitive decline, the health impacts alone warrant making social connection a priority.

In addition to reducing social isolation, knowing your neighbours can reduce the sense of fear and distrust in neighbourhoods where crime and violence are prevalent,¹⁰ and can increase overall neighbourhood safety.¹¹ Neighbourhood connections can also affect a person’s safety during a natural disaster, as neighbours who know each other are more likely to look out for one another.

These are just a few of the benefits we encountered during the research phase. Municipalities already engaged in neighbourhood development, through their projects, demonstrated that fostering the development of neighbourhood social capital is essential. Communities we explored included: Seattle, Portland, Ottawa, Hamilton, Calgary, Edmonton, Victoria, and Vancouver.

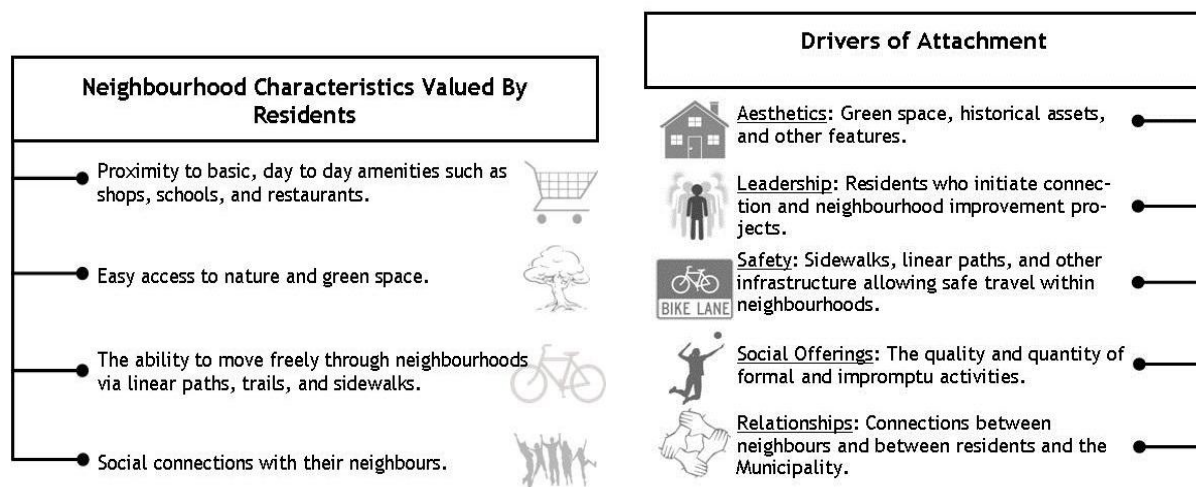
The literature and best practices that we came across, informed the guiding principles adopted for the Strong Neighbourhood Project:

- A resilient/vibrant community is made up of strong neighbourhoods.
- Strong neighbourhoods contribute to citizen level of attachment.
- Connection and engagement are contributing elements to citizen level of attachment.
- Citizen attachment is cultivated not only by what the City provides, but also how citizens themselves contribute to the community and their neighbourhood environment.
- It takes citizens that are inspired, involved and empowered to create strong neighbourhoods.
- Strong neighbourhoods are “a place where people are connected and engaged”.



Community Engagement

With a solid understanding of the value and importance of neighbourhoods and existing municipal practices, understanding local experience became the priority. The Strong Neighbourhood Project team set out to learn from residents about neighbourhood life in the City of Kelowna. Project staff designed a survey that was made available online and which they took with them to 24 community engagement events throughout the city. Over 1,500 people attended the community engagement events and 290 conversations took place. The facilitators of these events captured what they heard from residents, analyzed the information/feedback they had received; and noticed significant trends in what characteristics Kelowna residents value in our neighbourhoods and what drives attachment to where we live.



Though each neighbourhood was unique, through this process a number of initial observations appear consistent throughout the community.

- Neighbourhoods with higher levels of attachment also reported the presence of an individual or group who organized a social offering at the neighbourhood level.
- Neighbourhoods where residents experienced actions of neighbourliness reported a greater sense of social connection, belonging and had a higher level of engagement.
- Neighbourhoods that were more aesthetically pleasing and/or had ease of access to nature and natural amenities reported higher levels of attachment.
- Neighbourhoods with higher attachment levels also identified their ability to access community events and opportunities for social engagement.

For more information, see the full Community Engagement Summary Report at kelowna.ca/neighbourhoods.

Data Analysis

Six hundred thirty nine surveys were completed. Although the data gathered through the survey is not statistically valid, survey respondents did represent a cross section of the community in age, gender, years lived in the community, renters and owners, and sectors of the community.

The survey questions were designed to gauge levels and indicators that influence connection, engagement and attachment. Encouragingly, 73 per cent of respondents indicated their level of attachment as either moderately strong or strong and 82 per cent were satisfied with their level of interaction with their neighbours.

Respondents tended to report lower levels of satisfaction with their level of interaction and reported lower levels of interdependency and participation in social gatherings if they:

- Lived in their neighbourhoods three years or less;
- Interacted with their neighbours once a week or less;
- Intended on moving in the next five years; and/or
- Were between 20 -35 years of age and over 80 years of age.

For those respondents who reported being dissatisfied with their level of interaction with neighbours, the top three things they indicated they would like to see enhanced in their neighbourhoods were:

- Neighbourliness;
- Opportunities to interact; and/or
- Public space in which to interact.

Respondents also reported that they would be more likely to interact if they:

- Had fewer resource constraints;
- Experienced more neighbourliness; and/or
- Had more in common with their neighbours.

For more information, see the full Data Analysis at kelowna.ca/neighbourhoods.



PILOT PROJECTS

Recognizing that connection and engagement are fundamental to fostering attachment to a community, the 2014 research and engagement data was carefully analyzed in order to determine how best to support residents of Kelowna in connecting and engaging at the neighbourhood level. Through this analysis, three key focus areas emerged and formed the foundation on which the pilot projects were developed.

Foster Neighbourliness

Kelowna residents' survey responses indicated that they wished they knew their neighbours better, and cited that part of the reason they do not know their neighbours is because they are uncomfortable initiating conversations and/or believe they have nothing in common with their neighbours. Current literature and best practices purport that providing opportunities for neighbours to come together is fundamental to strengthening neighbourhoods. Even more to the point, bringing people together for the sake of getting to know each other, initiating conversation, and establishing common interests are essential building blocks to neighbourliness. The dichotomy between resident experience and the research on neighbourliness led to the development of the first priority: *support social offerings that foster neighbourliness*.

Inspire Leaders

During the community engagement sessions, neighbours could identify a current or past neighbourhood leader. These leaders were described as the people who would organize social activities, champion local projects, or advocate for neighbourhood needs. Residents noted that if these individuals had moved away, neighbourhood engagement tended to decline and eventually so did the social connection among neighbours. Learning from residents how invaluable these organic leaders are to the vibrancy of neighbourhoods, the second priority was established: *inspire, encourage and support individuals to become initiators of connection and engagement in their neighbourhoods*.

Empower Residents


The community engagement process uncovered key drivers of attachment for Kelowna residents. Since the overall objective of the Strong Neighbourhood Project was to increase citizen level of attachment to the community, it naturally follows that any initiative designed to strengthen neighbourhoods would need to address at least one of these areas. However, each neighbourhood is unique and residents are in the best position to know what could be enhanced in their neighbourhoods and often have innovative ideas on how to go about it. With these understandings, a third priority was determined: *assist and empower residents to develop and implement initiatives that enhance neighbourhood aesthetics, safety, leadership, social offerings and/or relationships*.

In order to address these priorities, five pilot projects were developed and implemented:

- Good Neighbour Toolkit
- Strong Neighbourhood Toolkit
- Neighbourhood Events
- Neighbourhood Grant
- Strong Neighbourhood Webpage


In addition to these pilot projects, the City's existing Park & Play program was expanded to assist in addressing the focus areas.

GOOD NEIGHBOUR TOOLKIT






Good Neighbour TOOLKIT


The purpose of Good Neighbour Toolkit is to help encourage residents to be good neighbours, foster neighbourly actions and enhance neighbourliness.



TOOLS CREATED



IMPORTANCE OF BEING NEIGHBOURLY	25 WAYS TO BE NEIGHBOURLY	EASY WAYS TO MEET YOUR NEIGHBOURS
<div>  <h2>200</h2> </div> <p><i>Residents engaged with the Importance of Being Neighbourly & 25 Ways to be Neighbourly tool</i></p>		
<h2>235</h2> <p>residents engaged with the Easy Ways to Meet Your Neighbours tool</p>	<p><i>The postcard-size brochures work well to stimulate conversations with residents</i></p> 	



THERE ARE MULTIPLE OPPORTUNITIES TO WORK WITH OTHER DEPARTMENTS TO CREATE TOOLS. COLLABORATION RESULTS IN GREATER DISTRIBUTION AND CONTENT THAT SUPPORTS MULTIPLE MANDATES.

Background

Purpose: The purpose of the Good Neighbour Toolkit is to encourage residents to be good neighbours, foster neighbourly actions and neighbourliness.

Focus Areas: The Good Neighbour Toolkit is designed to foster neighbourliness, and empower residents in strengthening relationships.

Description: Offers tips and creative ideas on how to meet and develop positive relationships between neighbours.

Action

Four tools have been created to date:

- The Importance of Being Neighbourly
 - Highlights the physical and mental wellbeing, safety, money-saving, and social benefits associated with getting to know your neighbours.
- 25 Ways to be Neighbourly
 - Provides simple, inspirational ideas that can enhance neighbourliness.
- Easy Ways to Meet Your Neighbours
 - Offers five different ideas for getting to know your neighbours including ways to introduce yourself without having to initiate a conversation.
- Snow Busters
 - Invites residents to be good neighbours by clearing snow for people in their neighbourhood who may have difficulty with this task.

The hard copy versions of The Importance of Being Neighbourly and 25 Ways to be Neighbourly tools were published as one, with a perforated edge between the two. This allows the 25 Ways to be Neighbourly to be separated and posted somewhere visible.

Four tools that are currently being developed:

- Casual Use of Parks
 - Encourages the use of neighbourhood parks by providing activity suggestions and information about what is permissible.
- Who to Call, When to Call
 - Assists residents in determining whether an incident is an emergency versus a non-emergency and provide the appropriate contact information to meet their needs.
- Neighbourhood Safety
 - Offers suggestions of ways to enhance neighbourhood safety and contain a list of non-emergency contact numbers.
- How to be a Good Neighbour
 - Provides key information on how to be a Good Neighbour from a Bylaw perspective.

Collaboration

The City of Kelowna's Communications Department has played an important role in developing the tools and connecting the Strong Neighbourhoods Project with other City initiatives/programs that are relevant at the neighbourhood level so as to stretch all of our resources further through the creation of multi-purpose tools. Bylaw, Community Policing and Parks have requested multiple copies of the tools to display in their front offices and/or distribute to residents. These departments, and other Active Living & Culture programs, have also expressed an interest in collaborating to create new tools that would tie-in useful information about the department's service and the aspect of being neighbourly.

Impact

It is difficult to measure the impact of the tools. In terms of sharing the tools,

- 200 residents were reached with The Importance of Being Neighbourly and 25 Ways to be Neighbourly.
- 235 residents were engaged through The Easy Ways to Meet your Neighbours tool.
- Tools have been distributed at Park & Play and various City and Neighbourhood Events.

However, in using the tools to open conversations at Park & Play and other City and neighbourhood-based events, a positive response to the tools has been observed. The Easy Ways to Meet Your Neighbours tool has generated a lot of conversation and residents often identify at least one of the ideas that they could put to use almost immediately.

Evaluation

In considering both how we were distributing and using the materials, and the feedback we received from residents, we learned that:

- The postcard-size brochures are visually appealing, quick reads and popular.
- Print materials are great tools for initiating conversations with residents.
- Tangible ideas that demonstrate a tool's concept in action generate discussion.
- Collaboration with internal stakeholders generates content that supports multiple mandates and expands the reach of each tool.

Moving Forward

The next steps for the Good Neighbour Toolkit are:

- Continue to collaborate with different departments to create multi-purpose tools.
- Develop tools in response to recurring themes that emerge in our work with residents.
- Distribute print materials and publish tools on the Strong Neighbourhood webpage.
- Ensure every tool contains actionable ideas.



STRONG NEIGHBOURHOOD TOOLKIT




Strong Neighbourhood TOOLKIT

The Strong Neighbourhood Toolkit provides residents with the information and resources to help build the skills necessary to develop and facilitate successful neighbourhood projects.



TOOLS CREATED






PROJECT PLANNING TIPS

basic steps involved in planning a neighbourhood project + project ideas

SO YOU WANT TO PLAN A BLOCK PARTY

outlines steps involved in planning a block party





GET YOUR TOOLS HERE!

Over 50 copies of each tool printed and distributed at Park & Play and other City of Kelowna outreach events

10 NEW TOOLS IN THE PIPELINE



Background

Purpose: The purpose of the Strong Neighbourhood Toolkit is to empower individuals and neighbourhood-based organizations in planning and organizing events and projects.

Focus Areas: The Strong Neighbourhood Toolkit focuses on inspiring leaders and empowering residents to undertake small-scale projects and events that strengthen one or more drivers of attachment.

Description: Contains practical tips, hands-on tools, project ideas and step-by-step guides for small scale projects and events.

Action

Two tools have been created to date:

- **Project Planning Tips**
 - Provides an outline of the basic steps involved in planning a neighbourhood project and offers ideas for projects.
- **So You Want to Plan a Block Party**
 - Outlines the essential steps involved in planning block party-type activities.

Collaboration

Internal stakeholders have also shown an interest in the Strong Neighbourhood Toolkit and have requested the tools for their lobbies and other dispersal points.

Impact

Once again, we are faced with the difficult task of measuring the impact of the tools. We do know that:

- 50 copies of each tool were printed and distributed.
- Tools have been accessed by residents at Park & Play and various City and Neighbourhood Events.

Evaluation

Anecdotal feedback for both tools has been favorable. The Project Planning Tips pamphlet has been seen as a valuable resource for those who might apply for a Strong Neighbourhood Grant. The So You Want to Plan a Block Party! pamphlet seems to be most commonly picked up and read by residents when they are looking through program media without a Neighbourhood Development Coordinator discussing which tools they might find useful.

Moving Forward

Next steps for the Strong Neighbourhood Toolkit include:

- Collaborate with internal stakeholders to develop multi-purpose tools.
- Expand the "So you want to plan a..." suite of simple tools.
- Create a series of worksheets to support residents through a project planning process.
- Distribute print materials and publish tools on the Strong Neighbourhood webpage.

NEIGHBOURHOOD EVENTS



Neighbourhood Events

Neighbourhood Events are designed to:

- 1.** Inspire residents to connect with their neighbours
- 2.** Stimulate resident initiated neighbourhood get-togethers
- 3.** Reach residents who are the least connected and engaged
- 4.** Encourage residents to get to know who lives next door and promote interdependency

Neighbourhood Events combine mentorship and access to the Mobile Event Unit

(tables, chairs, tents, sound system and games)



Events supported throughout the community

1,147 RESIDENTS PARTICIPATED

97 residents volunteered 475 hours to Neighbourhood Events



EVENT RESULTS

81% first time attending a neighbourhood event	95% met a neighbour for the first time	97% got to know their neighbours better
42% exchanged contact info with their neighbours	56% made plans for after the event	8 new neighbours met, on average

The program required the collaboration of multiple internal stakeholders. Parks, Roadways, Bylaw and Community Policing departments as well as other Active Living and Culture programs all provided support to one or more events.

Background

Purpose: Support residents in organizing and hosting neighbourhood-based events.

Focus Areas: The Neighbourhood Events program addresses all three focus areas: Fostering neighbourliness, inspiring leaders and empowering residents through strengthening relationships and providing neighbourhood-base social offerings.

Description: Neighbourhood Events combines mentorship, access to the Mobile Event Unit, and on-site event day support. The Mobile Event Unit contains tables, chairs, tents, garbage and recycling cans, a sound system, and a variety of games.

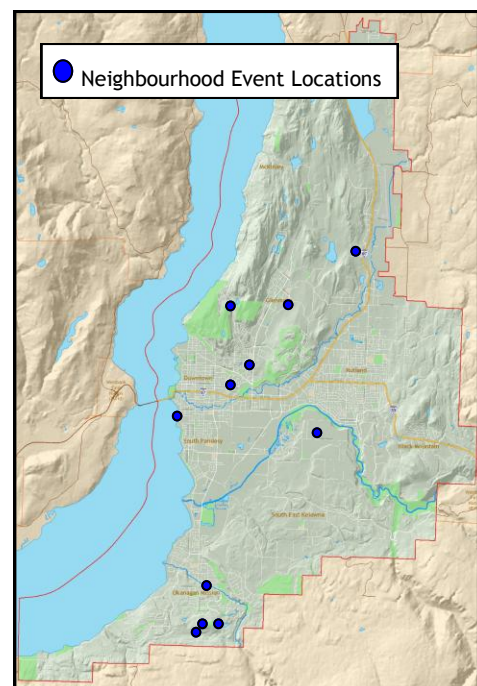
Action

During the inaugural year of the project, the goal was to support eight to ten resident-led events across the community. With a launch day of May 15, 2015, this did not leave much lead-up time for events to happen at the onset of summer. However, once the community began hearing about the Neighbourhood Events program and seeing it in action, applications began to arrive. In total:

- 11 neighbourhood events were supported.
- 1,147 residents participated.
- 97 residents assisted in planning and delivering events.
- 475 volunteer hours were contributed.

Events took place in multiple subsectors of the City:

Project	Neighbourhood
Lombardy Park - Block Party	South Glenmore
GVCA- Family Fun Day	Glenmore Road
Lake Ave Beach Access	South Central
Operation Meet & Greet	Southwest Mission
Terrace Drive Potluck	Glenmore Rd
Ayre Ave Neighbourhood Party	South Glenmore
UBC-O Kick Start Event	Hwy 97 South
Cantina Court Block Party	Southwest Mission
Beyond the Block	North Mission
Fall Fest	Southwest Mission
Family Picnic	Hall Road



Collaboration

The program required the collaboration of multiple internal stakeholders. In the course of the first year, Parks, Roadways, Bylaw and Community Policing departments as well as other Active Living & Culture programs all provided support to one or more events.

Impact

During each Neighbourhood event, participant surveys were available and residents were encouraged to provide their feedback. Of those who completed and returned the participant surveys:

- 81 per cent indicated that this was the first time that they had attended a neighbourhood event.
- 95 per cent indicated that they had met a neighbour for the first time.
- 97 per cent indicated that they got to know their neighbours better.
- 42 per cent indicated that they had exchanged contact information with their neighbours.
- 56 per cent indicated that they had made plans to get together after the event.
- On average, attendees met 8 new neighbours.

In response to the question regarding what the highlight of the event was, the vast majority of comments were: “meeting all my neighbours.”

Evaluation

At every event, participants commented on how much they valued the event and the support of the City to make it happen. There is an appetite for getting together with neighbours and the mentorship and equipment support are both appreciated. Some event organizers were hesitant to plan an event until they learned that the Strong Neighbourhood’s staff would be available to walk them through the planning process and would be present on the day of the event to provide any additional support. Other organizers were grateful for the equipment support provided as this answered a number of logistical questions that would normally prevent them from hosting a gathering.

Here is what residents had to say:

“It was really great, many people finally got to put a name to a face - the name tags were really helpful! It was really great to see lots of people having conversations and the children making new friends. We also had a really great turn out with people of all ages attending; we had families with young children, teenagers/preteens and also seniors as well and it was great to see everyone having fun together. We also had a lot of new people to the area come and it was great for them to meet new people since they are new to the city.” - Tim B.


“The team truly goes above and beyond what one would expect. We used all the resources available and without them it would have been a very hard and costly thing to pull this kind of event together. Getting the invites and posters was great along with the event kit of course too. I also got advice on the time of day, best location and overall planning of the event which was so helpful. Our neighbourhood was really impressed with this program.” - Alison C.

Moving Forward

Based on comments and inquiries from residents, next steps for the Neighbourhood Events program include:

- Expanding the number of events that are supported.
- Encouraging greater diversity in the types of gatherings being held; expanding the timeframe will naturally support this by allowing for events through multiple seasons.
- Accepting applications in April to better accommodate May and June events.

NEIGHBOURHOOD GRANT



Neighbourhood Grant

The purpose of the Neighbourhood Grant is to spark neighbourhood enhancement initiatives.




GRANTS SUPPORT


Small scale, resident driven projects that foster connection and engagement at the neighbourhood level

Empower residents and neighbourhood-based organizations to make their neighbourhoods even better places to live


Enhance the five drivers of resident attachment
**identified through the community engagement phase of the project*




aesthetics




leadership





safety




social offerings



relationships

 **RESULTS** 

3 YEAR, \$15,000 PARTNERSHIP



MATCHING GRANT -up to- \$1,000

3 intakes per year

12 projects supported & implemented in 2015

\$15,860 in matching funds was contributed

\$9,237 in matching grants were awarded

875 NEIGHBOURS PARTICIPATED 

Background

Purpose: The purpose of the Neighbourhood Grant is to spark small-scale neighbourhood enhancement initiatives.

Focus Areas: The Neighbourhood Grant addresses all three focus areas: Fostering neighbourliness, inspiring leaders and especially empowering residents to strengthen one or more of the drivers to attachment.

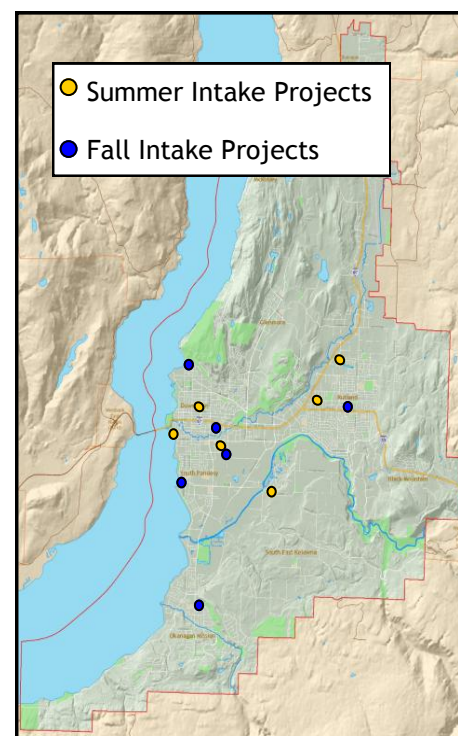
Description: The Neighbourhood Grant provides up to \$1,000 in matching funds to support resident-driven projects that foster neighbourhood connection and engagement. It is designed to empower residents and neighbourhood-based organizations to make their neighbourhoods even better places to live by actively enhancing drivers of attachment. Intakes for grant applications take place three times a year, with a total of \$5,000 available per intake.

Action

The Neighbourhood Grant was launched on May 15, 2015. Grant application intake dates were June 1, 2015, August 1, 2015, and December 1, 2015. To date:

- 12 projects have been supported and implemented.
- \$9,237 has been awarded.
- \$15,860 in matching funds has been contributed by the neighbourhoods.
- 900 volunteer hours have been invested in Kelowna's neighbourhoods.
- 101 residents have actively engaged in planning and implementing projects.
- 875 neighbours have participated in Neighbourhood Grant activities.

Projects were diverse in scope and in neighbourhoods served throughout the City.



Project	Project Description	Neighbourhood
Boulevard Beautification	Transformed a boulevard into a colourful and drought-tolerant xeriscape.	North End
Capri Area Neighbourhood Dinner	A neighbourhood dinner to facilitate getting to know each other and discussion regarding establishing a skill exchange.	Highway East
Findlay Road Connecting	A Friday after work BBQ to build connections and rapport between industrial businesses and residents.	Hwy 97 North
Kaslo Court Little Free Library	Construction and celebration of Kelowna's first registered Little Free Library.	Benvoulin
Kelowna Quality Shores Projects	Park clean-up, water quality discussion, and neighbourhood get together.	Richter/ Pandosy
Lake Ave Beach Access - Public Space Animation	Series of events aimed at bringing neighbours together and animating a public space with activities that neighbours identified as ones they would like to engage in regularly.	South Central
Nickel Road Entrance Improvement	Revitalizing a shared entrance way and boulevard in order to enhance the neighbourhood's aesthetics.	Hwy 33 East
Pancake Breakfast with Santa	Bringing the community together for a pancake breakfast and early holiday celebration with the side benefit of collecting children's toys for the Kelowna Community Food Bank.	North Mission
Rutland Artful Shenanigans	An interactive arts-based event that brought neighbourhood artists and residents together in Roxby Plaza during Culture Days.	Rutland
Share a Meal Meet Your Neighbour	A back alley, sit down meal designed to facilitate connection between neighbours who share the alley.	Downtown
Woodland Crescent Library Box	Construction and celebration of a neighbourhood micro-library.	Hall Road
Workshop Series in the Greens Community	Provided opportunities to engage seniors through informative and relevant workshops, beginning with xeriscape basics.	Benvoulin

Collaboration

The Neighbourhood Grant is made possible through a partnership with the Central Okanagan Foundation (COF). COF has generously provided \$15,000 per year in funding for the Neighbourhood Grant for up to three years.

Collaboration among City departments has been paramount to the implementation of many Neighbourhood Grant projects. Parks, Active Living and Culture, Roadways, Policy & Planning, Communications, Bylaw and Community Policing provided critical information, guidance and support. These internal stakeholders assisted the Neighbourhood Development Coordinators in reviewing the applications to determine project feasibility, identifying potential issues, and preemptive problem-solving. It is the dedication of City staff and the collaboration among departments that has, in many instances, stretched how far one thousand dollars, or less, can go.

Impact

Every Neighbourhood Grant recipient is asked to submit a final report once their project has been fully implemented. From these final reports:

- 100 per cent of organizers reported that their project or event assisted in building connection among their neighbour.
- 100 per cent of organizers reported that their project or event increased the level of engagement among neighbours.
- 83 per cent of organizers report that they are highly likely to organize another project or event in their neighbourhood.

Evaluation

Central to the Neighbourhood Grant's mandate is strengthening the drivers of attachment. Of the projects that were funded:

- 4 projects enhanced Aesthetics.
- 12 project strengthened Leadership.
- 2 projects impacted Safety.
- 12 projects provided Social Offerings.
- 12 projects fostered Relationships.

One question that emerged during the development of the program was: will \$1,000 per project be enough? The answer to this question appears to be yes. Of the 12 grants awarded, five required the full \$1,000 while the others required an average of \$500.

Here is what residents had to say:

"People were engaged with the process, and even more after the installation of the Little Free Library. People are coming by many times a week looking at the library. People that I have never seen before come by as well." - Eve L.

"The Strong Neighbourhood grant helped to fund events that encouraged residents to take pride again in the neighbourhood and meet their fellow neighbours. Through the grant, this neighbourhood organized three different events that demonstrated how strong a neighbourhood we are. We

welcomed the community of Kelowna to our neighbourhood to participate in our events and to experience what a great neighbourhood we live in.” - Julie C.

“This project gave community association members a chance to work together for the day doing something fun in the outdoors. There was a sense of community spirit as neighbours worked side by side. Some were meeting each other for the first time, others enjoying socializing with neighbours they already knew. Everyone pitched in fantastically in both the planning and implementation. A lot can be accomplished with many hands!” - Lisa M., Kelowna Downtown Knox Mountain Neighbourhood Association.



101 RESIDENTS HAVE INVESTED 900 HOURS IN KELOWNA'S NEIGHBOURHOODS

\$\$\$ Resulting in doing more with less money \$\$\$

DEPARTMENTS THAT CONTRIBUTED TO SUCCESS:

Parks // Active Living & Culture // Transportation & Mobility // Bylaw
Policy & Planning // Communications // Community Policing

“People were engaged with the process, and even more after the installation. People are coming by many times a week looking at the library. People that I have never seen before come by as well.” - Haslo Court - Little Tree Library

Moving Forward

The two-stage application process has provided opportunities for the Neighbourhood Development Coordinators to support residents in developing their project ideas and completing the application requirements. Moving forward, the following action items will enhance the application process:

- Establish an initial application deadline to create a window of time for the Strong Neighbourhoods team to work closely with applicants in developing their ideas and understanding and completing the various components of the Neighbourhood Grant.
- Offer a grant application workshop to address the frequently asked questions and common areas of confusion.
- Review the feedback and common issues that emerge and modify the application process accordingly.

The Neighbourhood Grant has received input and support from a wide variety of internal stakeholders. In order to efficiently use these resources, proposed future actions are to:

- Establish a Review Team involving a cross section of City staff.
- Consult with Review Team to ensure that only feasible projects are approved.
- Consult with the appropriate City departments to determine if resources are available to support collaborative projects.

In the next six to twelve months, Strong Neighbourhoods staff will follow-up with Neighbourhood Grant recipients to gauge the lasting impact of project activities on their respective neighbourhoods.

STRONG NEIGHBOURHOOD WEBSITE



Background

Purpose: The purpose of the Strong Neighbourhood website is to promote program information, provide resources, and link to other City pages pertinent to neighbourhood life.

Focus Areas: The Strong Neighbourhood website is a platform that supports the other pilot projects and, as a result, supports all three focus areas: Fostering Neighbourliness, Inspiring Leaders and Empowering Residents.

Description: Provides program information, toolkit resources, Neighbourhood Grant and Event application forms, links to relevant resources and showcases Kelowna's neighbourhoods in action.

Action

At the beginning of 2015, the Strong Neighbourhoods Project's web presence was limited to one page of text on the City's website. Over the course of this year, this has grown to nine pages detailing the project itself, its pilot projects, media coverage, and other resources related to neighbourhood development. The pages have been designed in an easily navigable, visually pleasing style. To create more accessible application processes, Neighbourhood Grant and Events Programs applications were included online and as a downloadable PDF to maximize accessibility, and the various project tools were created in both print and web-friendly PDF versions.

Collaboration

The Strong Neighbourhood Project website provides another platform for the program to support the work of other City programs by providing links to their information.

Impact

Comparing the number of visits and unique visits to the Strong Neighbourhoods landing page in 2014 and 2015, we see that:

- Visits grew from 2,150 to 4,630, for a total of 6,780 visits.
- Unique visits grew from 1,887 to 3,885, for a total of 5,772 visits.
- 528 people have e-subscribed to the Strong Neighbourhoods e-bulletin.
- There is a 31 per cent click through rate on e-bulletin updates.

Evaluation

The Strong Neighbourhood website has been expanded and populated with the resources necessary for the public to learn about and access Strong Neighbourhood programs online. As the site has grown, so has the number of people accessing the site suggesting, that residents are keen to learn more about the Strong Neighbourhood Project and the resources it has to offer.

Moving Forward

In addition to design changes and the addition of new content, 2015 has established a variety of baseline statistics that staff can now use to set goals for 2016. With this in mind, the following goals will be pursued heading into and through 2016:

- Work with the Communications Department to grow visits to the landing page.
- Continue to expand and redesign resource, news, and testimonial pages to accommodate more information without overpopulating pages.
- Highlight and support other City initiatives that support neighbourhoods.



PARK & PLAY



Park & Play

Park & Play is a series of free family events running weeknights throughout July and August. Providing interactive activities and music in neighbourhood parks, Park & Play encourages activity, connecting neighbours to each other and their surroundings and helps turn neighbourhoods into communities.

40 Park & Play events were held in 10 Kelowna City parks in 2015 and included four collaborative events with Festivals Kelowna's Parks Alive! program.

4,420 people attended Park & Play events this year; average attendance just over 100 

8.5% ↑
at Park & Play events in 2015 over 2014

City departments and other stakeholders were invited to attend Park & Play events to conduct neighbourhood outreach by providing information to the public on programs and services

13 different stakeholder groups attended Park & Play events over the summer and all found the opportunity to interact with Kelowna residents useful for their programs. 

Background

Purpose: The purpose of the Park & Play is to encourage physical activity, promote the use of neighbourhood parks, and to spark connection among neighbours.

Focus Areas: Park & Play's primary area of focus is Fostering Neighbourliness.

Description: Park & Play is a high energy, free, outdoor recreation program that brings inflatables and a large range of games and activities to neighbourhood parks on weekday evenings through July and August.

Action

Under the coordination of the Strong Neighbourhood Project, the mandate of Park & Play was expanded to include a focus on fostering neighbourliness. To this end, Neighbourhood Development Coordinators attended nearly all forty events to share resources from the Toolkits and to begin to build relationships with Kelowna's citizens. Additionally, internal stakeholders and neighbourhood-based organizations were invited to participate in Park & Play as the program provided a natural site for public engagement.

Collaboration

Overall, 13 stakeholder groups attended averaging one stakeholder per event. Stakeholders that attended are listed below, along with the number of dates they attended:

Number of Events Attended by City Stakeholders	Number of Events Attended by External Stakeholders
4 - Water Smart	11 - FortisBC
3- Ambassadors Program, Community Policing	8 - Canadian Blood Services
2 - Canada 150, ALC Neighbourhood Programs	2 - Kelowna Museums
1 - Fire Department, Kelowna Community Theatre	1 - BC Golf, Okanagan Basin Water Board, K96.3 Classic Rock Radio

Impact

As in past years, Park & Play visited a total of 10 neighbourhood parks. Over the course of the 40 evenings:

- 4,420 residents participated, up 8.5 per cent from 2014.
- 13 stakeholders engaged, participating a total of 40 times.

Evaluation

As a key focus for Park & Play this year was to invite stakeholders to participate, it is their feedback that is invaluable. Here is what stakeholders had to say:

Park & Play was *“a really great opportunity for FortisBC to engage with the Kelowna community at different venues than we have. The audience was great and engaged in the messaging we were providing.”* - FortisBC Representative

“We were very pleased with the level of interaction we had at these events. The events provided us with the opportunity to speak with residents one on one about our programming and safety issues impacting our neighbourhoods.” - Community Policing

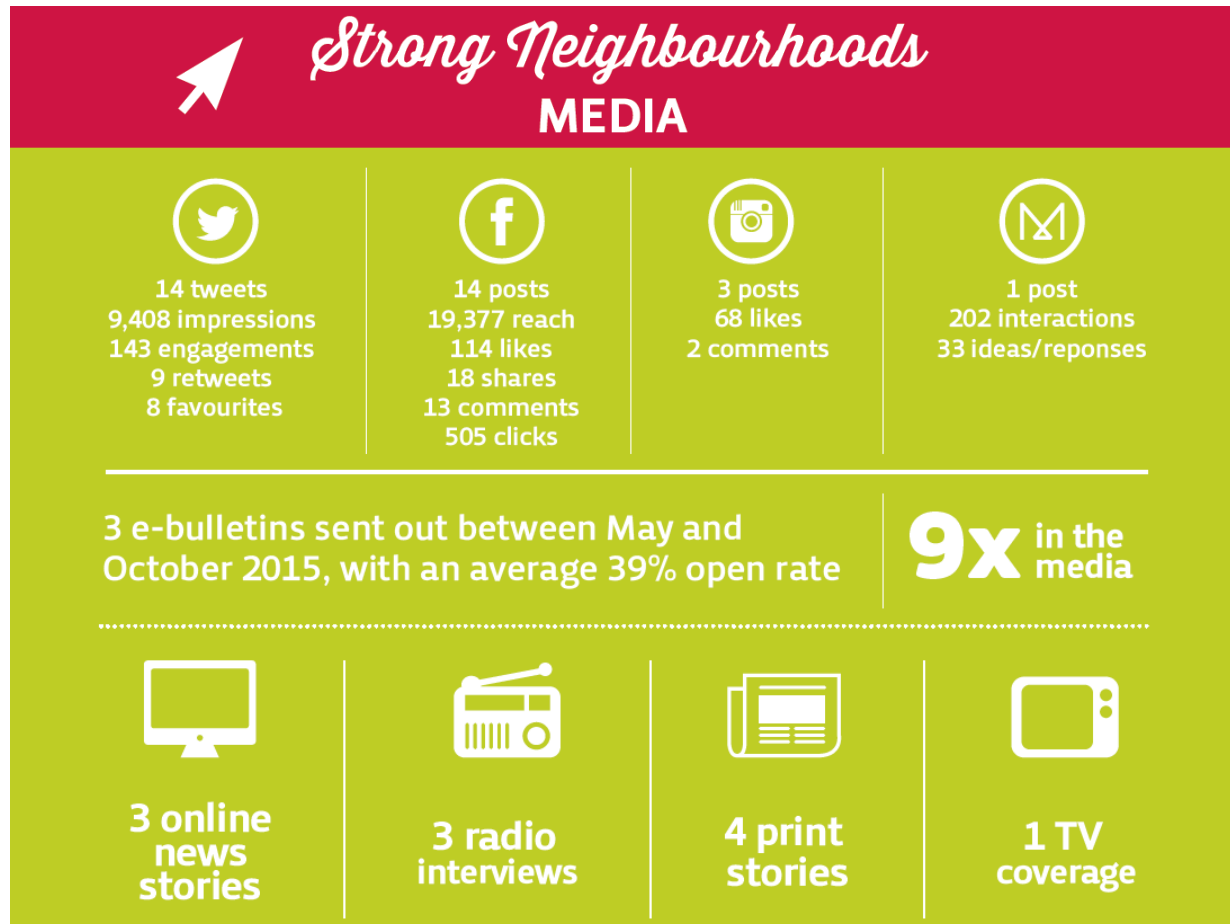
Moving Forward

To build on the program's successes and address areas of improvement, the following strategies will be looked at for 2016:

- Reworking the Park & Play participant survey as well as Neighbourhood Grant and Events applications so that participants in all programs can report whether they intend to apply for a program or if their application stems from participation in Park & Play.
- Diversification of program offerings to make Park & Play a more appealing destination event for those without young children, i.e., seniors, youth, or couples without children.
- Continue to invite City departments to participate in Park & Play as it provides an opportunity for departments to engage with residents.
- Continue to encourage neighbourhood-based organizations to participate as Park & Play as an excellent opportunity to engage with their neighbours.
- Fine-tune the program's communication strategy and improve advertising signage, realizing that a majority of people who attend Park & Play do so because of online advertisements or seeing the events as they are in progress.



MEDIA RESPONSE & SOCIAL MEDIA PRESENCE



Multiple forms of media reported on the Strong Neighbourhood Project. Media coverage was overwhelmingly positive; many sources used the Neighbourhood Grant as a good news story. Below is a summary of the articles and interviews:

Print		
Capital News	May 05, 2015	Kelowna proposes new neighbourhood grants
The Daily Courier	May 22, 2015	Seattle idea welcome here
snapt Okanagan	October 2015	Easy ways to meet your neighbour - City of Kelowna
The Daily Courier	August 21, 2015	Taking back the sand
Online		
Kelowna Now	May 05, 2015	Grants available for Kelowna citizens who want to better their community
Castanet	May 07, 2015	Neighbourhood Grants
Infotel	May 15, 2015	City puts cash behind Strong Neighbourhoods Program
Radio		
CBC - Day Break	May 07, 2015	Daybreak South interview re: neighbourhood grant
CBC - Radio West	July 19, 2015	City of Kelowna offers neighbourhood improvement grants
CBC - BC Almanac	September 26, 2015	Do you know your neighbours? Interview alongside Jim Diers, founder of Seattle's Department of Neighbourhoods.
Television		
Shaw TV Okanagan	September 21, 2015	Community Dinner

In addition to its presence on the City of Kelowna's website, Strong Neighbourhoods made use of social media and other online advertising to promote its programs with the following results:

- Twitter: Ten tweets reached 7,388 feeds and had 121 engagements (i.e., likes, retweets, and responses).
- Facebook: Ten posts reached 6,026 feeds and received 191 post clicks.
- Instagram: Two posts received 48 likes.
- Mind Mixer: In two months, 202 interactions and 33 responses were generated.
- Castanet: Two advertisements (one up for 16 and another for 30 days) generated 469 click-thrus and 1,571,751 impressions.
- Kelowna Now: One advertisements (up for 19 days) generated 48 click-thrus and 60,440 impressions.

EVALUATION

Throughout the Strong Neighbourhood Project, evaluation has been essential. Every aspect of this project has been based on research, community data and resident feedback. Now that the Strong Neighbourhood Project has come to completion, it is important to return to the original objective and intended outcomes to consider whether these have been achieved.

As the outcomes were designed to support the overall objective, we will first explore how the outcomes were addressed.

Understanding

The Strong Neighbourhood Project set out was to enhance the City's understanding of:

- Citizen attachment and what drives it;
- What makes our community a great place to live through the eyes of its citizens;
- Neighbourhood strengths and community identity; and
- What type of strategic initiatives will contribute to increasing levels of citizen attachment and connection at a neighbourhood level.

Through the research and engagement activities, an understanding of the characteristics Kelowna residents value in their neighbourhoods as well as what tangible and intangible elements affect the strength of the emotional bond residents have to where they live was gained (see Community Engagement). Dialogue with residents informed staff that these features form the foundation of what residents identify as their neighbourhood's strengths and community identity. Having learned from residents about which are the key drivers of attachment in Kelowna, and having scanned other municipalities' best practice programs, the Strong Neighbourhood Project team was able to strategically develop and implement a series of pilot projects to strengthen citizen attachment and connection.

Participation

A second desired outcome for the Strong Neighbourhood Project was to increase the level of citizen:

- Participation in neighbourhood based activities and initiatives that contribute to the social fiber of neighbourhoods;
- Engagement in the development and delivery of programs, services and initiatives that foster strong neighbourhoods and contribute to their vitality; and
- Ownership in making Kelowna the best city they can imagine.

Throughout the duration of the Strong Neighbourhood Project, public engagement has been a priority. Stakeholders were informed right from the beginning about the project and invited to join the discussion at a community meeting. The community engagement phase involved citizens by holding public events, inviting dialogue and encouraging residents to have their say by completing surveys either in person or on-line. After the data was analyzed, project staff reported the key findings back to the community.

The input received from citizens guided the development of the various pilot projects. Additionally, the new projects were designed with the intention of supporting residents in enacting their ideas and

initiatives for bringing people together and enhancing the drivers of attachment in their neighbourhoods.

Awareness

The third intended outcome was that the City and the community would have:

- A common vision for Kelowna's neighbourhoods;
- A clear understanding of the key components that foster a strong neighbourhood; and
- An increased awareness as to what both the municipality and the community are doing at a neighbourhood level that foster strong neighbourhoods.

In addition to regular communication about what the City is doing to support neighbourhoods, developing strong relationships between the municipal staff and neighbourhood-based organizations and residents has been central to building awareness about the initiatives and activities amongst all parties.

Through the research and community engagement activities, essential elements for fostering strong neighbourhoods were discovered. On the basis of these, a vision for Kelowna's neighbourhoods was established as "a place where people are connected and engaged."

This vision leads to the Strong Neighbourhood Project's overall objective:

To increase citizen level of attachment to the community by being a catalyst in inspiring neighbourhoods that foster a culture of connection and engagement.

While we know that the Understanding, Participation and Awareness outcomes all supported this vision, it is important to look more closely at how the Strong Neighbourhood Project activities fostered connection and engagement.

Connection

Fostering social relationships between neighbours was at the heart of the Strong Neighbourhood Project. Since launching the pilot projects in May, 2015:

- 6,179 Residents participated in the Strong Neighbourhood Project.

Of the residents who planned or participated in a Neighbourhood Grant or Event:

- 95 per cent indicated that they met new neighbours.
- 97 per cent indicated that they got to know their neighbours better.
- 100 per cent of Neighbourhood Grant recipients indicated that connection among their neighbours increased.

These results suggest that the pilot projects were successful in bringing people together and creating inviting spaces for people to meet.

Engagement

Inspiring and empowering residents to be actively engaged is crucial to fostering resilient neighbourhoods. The pilot projects were designed to provide opportunities for engagement, and since the May 2015 launch:

- 33 neighbourhoods have been involved.
- 198 residents engaged in the planning and organizing of projects and events.
- 1,375 volunteer hours were contributed to the planning and implementation of projects and events.
- 19 community and neighbourhood-based organizations engaged in one or more aspect of the Strong Neighbourhood Project.
- 100 per cent of Neighbourhood Grant recipients indicated that engagement within their neighbourhood increased as a result of their project.

Drivers of Attachment

In addition to supporting connection and engagement, it was crucial that the Strong Neighbourhood Project use the pilot projects to enhance the drivers of attachment identified by the community. Through the Neighbourhood Grant and Neighbourhood Events initiatives:

- 4 projects enhanced neighbourhood Aesthetics.
- 23 projects and events demonstrated neighbourhood Leadership.
- 2 projects and 2 tools focused on Safety.
- 23 projects and events provided Social Offerings.
- 23 projects and events built Relationships between residents and City staff.

Collaboration

The Strong Neighbourhood Project recognized that strong relationships with City and community stakeholders, was critical to understanding neighbourhood strengths and possibilities. And, that collaboration was necessary in order to effectively support strong neighbourhoods. Examples of collaboration with external stakeholders include:

- \$15,000 provided by the Central Okanagan Foundation for the Neighbourhood Grant.
- 5 Neighbourhood Associations actively engaged in the project.
- Staff worked alongside multiple community stakeholders as a steering committee member for the Community Hub.

Here is what one external stakeholder had to say:

“The stories that have been shared about the neighbourhood grant projects have highlighted that small projects can have a big impact! It was important to the Central Okanagan Foundation that the projects offered through the neighbourhood grants were free, accessible, welcoming and engaging.”

- Cheryl M. Director of Grants and Community Initiatives, Central Okanagan Foundation.

Results of collaborating with internal stakeholders include:

- 4 Policy and Planning public engagement events were supported.

- 5 tools are being developed with Parks, Bylaw, Community Policing, and the Snow Busters program to support mutual goals.
- Neighbourhood Grant review and implementation support from Parks, Bylaw, Community Policing, Communications, Policy & Planning, Roadways, and Active Living and Culture.

Here is what one internal stakeholder had to say:

"As part of the City of Kelowna's Crime Prevention Unit, I was thrilled to be a part of the Strong Neighbourhood Program. Not only did the project facilitate interdepartmental collaboration, but it served as another vehicle for community engagement, bringing forward fresh ideas and enthusiasm to addressing neighbourhood issues." - Colleen C., Community Policing



STRONG NEIGHBOURHOOD PROGRAM - MOVING FORWARD

In order to continue to foster neighbourliness, inspire leaders and empower residents, the Strong Neighbourhood Program will want to focus on how to support neighbours in establishing, maintaining and enhancing connection and engagement. Collaboration with internal and external stakeholders will be vital to this process; and, ongoing evaluation and reflection will help ensure the Strong Neighbourhood Program continues to impact citizens' level of attachment to where they live.

Connection

Fostering social relationships is at the heart of the Strong Neighbourhood Program's mandate as this is where neighbourliness begins. As the program moves forward, recommendations for encouraging neighbourhood connection include:

- Continue to provide multiple means of fostering neighbourhood connection.
 - Neighbourhood Events
 - Neighbourhood Grant
 - Develop and distribute more Good Neighbour Tools
- Continue to reach out to Kelowna's least connected residents.
- Connect with neighbourhood-based organizations and share with them the information gained from the project and invite them to become involved in various City programs.
- Ensure residents and neighbourhood-based organizations are aware of the various resources the City has available to help empower them
- Support neighbourhood-based organizations and residents in the area of neighbourhood social capital capacity building.
- Assist residents in navigating to the specific information and/or City staff; facilitate positive relationships.

Engagement

When citizens are inspired and empowered to take action in their neighbourhoods, engagement will naturally occur. In order to encourage and support engagement, recommended actions include:

- Continue to provide the following resources and tools to support neighbourhood-based organizations in fostering neighbourhood engagement:
 - Mentoring
 - Resources
 - Neighbourhood Events
 - Neighbourhood Grants
 - Additional Strong Neighbourhood tools
- Work with neighbourhood-based organizations and residents in the area of neighbourhood capacity building.
- Convene peer-to-peer workshops and networking opportunities for neighbourhood leaders and neighbourhood-based organizations.
- Involve past event and project organizers to become mentors and provide support and training for them.
- Continue to invite neighbourhood-based organizations to participate in Park & Play.
- Expand opportunities for neighbourhood-based organizations to become involved in other neighbourhood activities.

- Continue to engage the public regarding the activities and results of the Strong Neighbourhood Program and provide opportunities for public input into potential new initiatives or ways of enhancing the impact of existing programs.

Collaboration

Strengthening neighbourhoods, for the purpose of enhancing neighbourhood life, requires a multifaceted approach that involves improving the social, cultural, physical, environmental and economic assets of a neighbourhood. This is only possible with collaboration. As the Strong Neighbourhood Program looks ahead, it will be important to:

- Pursue opportunities to work with internal stakeholders on initiatives that strengthen neighbourhoods;
- Co-develop positive, action-oriented tools;
- Support other departments in their public engagement events;
- Participate in project charters that affect neighbourhoods; and
- Provide information and resources to other departments.

Evaluation

In order to stay on course, keep initiatives responsive to neighbourhood needs, and monitor impact over time, the Strong Neighbourhood Program will need to:

- Continue to evaluate programs to ensure they are meeting their intended outcomes;
- Develop a common set of questions that can be used across the suite of programs so as to track the community's feelings of connection, engagement and attachment over time; and
- Continue to track participation rates.



NOTES

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- ¹⁰ Ross, C. E., & Jang, S. J. (2000). Neighbourhood disorder, fear, and mistrust: The buffering role of social ties with neighbours. *American Journal of Community Psychology*, 28(4).
- ¹¹ Donnelly, P. G., & Kimble, C. E. (2008). An evaluation of the effects of neighbourhood mobilization on community problems. *Journal of Prevention and Intervention in the Community*, 32(1/2), 61-80. doi: 10.1200/J005v32n01_05

Strong Neighbourhoods

Connection - Engagement - Attachment



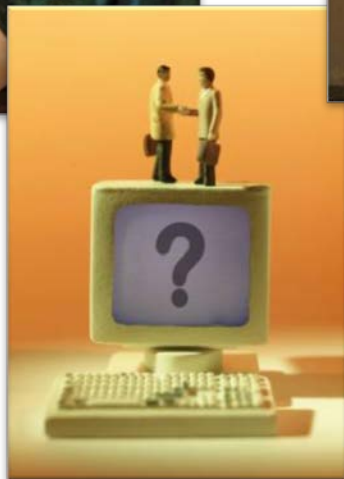
- ▶ Research
- ▶ Community & Stakeholder Engagement
- ▶ Qualitative Analysis
- ▶ Pilot projects
- ▶ Evaluation





- ▶ Citizen attachment is cultivated not only by what the City provides the community, but also how the citizens themselves contribute to their neighbourhood.
- ▶ It takes citizens that are inspired, involved and empowered to create strong neighbourhoods.

Community & Stakeholder Engagement



Characteristics Valued

- ▶ Proximity to basic, day to day amenities
- ▶ Access to nature and green space
- ▶ Ability to move through neighbourhoods
- ▶ Social connections



Drivers of Attachment

- ▶ Aesthetics
- ▶ Leadership
- ▶ Safety
- ▶ Social Offerings
- ▶ Relationships



What affected attachment:

- ▶ Length of time lived in a neighbourhood
- ▶ Frequency of interaction with neighbours
- ▶ Age



Pilot Projects



Good Neighbour Toolkit

(encouraging residents)

- ▶ Practical tips and creative ideas to meet and develop positive relationships between neighbours
- ▶ 4 tools produced & distributed
- ▶ 4 tools in development



Strong Neighbourhood Toolkit

(supporting residents)

- ▶ Practical tips and creative ideas for neighbourhood events and small scale projects
- ▶ 2 tools produced & developed
- ▶ 2 tools in development



Neighbourhood Events Program

(connecting residents)

- ▶ 11 events
- ▶ 97 residents involved in the development & delivery
- ▶ 475 volunteer hours
- ▶ 1,147 residents participated



Neighbourhood Grant Program

(empowering residents)

- ▶ 12 projects
- ▶ 101 residents involved in the development & delivery
- ▶ 900 volunteer hours
- ▶ 875 residents participated



See Grants In Action

[Video](#)

— CENTRAL OKANAGAN —
FOUNDATION
empowering generations to give.

Strong Neighbourhoods Webpage

(inspiring residents)

- ▶ Includes program information, toolkits
- ▶ Showcases Neighbourhoods in Action
- ▶ 6,780 visits

kelowna.ca/neighbourhoods



Focus Moving Forward

2016-2017

#	Focus	Action Item
1	Connection	<ul style="list-style-type: none"> •Provide multiple means of fostering connection (events, grants, tools) •Educate community about resources •Support social capacity building •Work with internal stakeholders to enhance relationships
2	Engagement	<ul style="list-style-type: none"> •Provide resources, mentoring and tools •Support capacity building •Expand opportunities to become involved •Encourage past organizers/leaders to mentor new groups
3	Collaboration	<ul style="list-style-type: none"> •Work with internal stakeholders on initiatives that strengthen neighbourhoods as well as the development of new tools
4	Evaluation	<ul style="list-style-type: none"> •Continue to evaluate programs •Follow up with previous event and grant project teams

Strong Neighbourhood Program

(fostering a culture of connection and engagement)



Report to Council



Date: November 30, 2015
File: 0245-80
To: City Manager
From: Kevin Van Vliet, Utility Services Manager
Subject: Amendment No. 6 to Water Regulation Bylaw No. 10480

Recommendation:

THAT Council receives for information, the Report from the Utility Services Manager, dated November 30, 2015 pertaining to adjusting the water meter fees in the Water Regulation Bylaw;

AND THAT Bylaw No. 11173 being amendment No.6 to the Water Regulation Bylaw No. 10480 be forwarded to Council for reading consideration.

Purpose:

To seek Council's approval to amend the Water Regulation Bylaw to adjust the water meter fees.

Background:

Water Meter fees charged to City of Kelowna water utility customers are outlined in the fee schedule of the contract between Corix Utilities Inc. and the City of Kelowna. Changes to the Water Regulation bylaw are required to align fees paid by our customers with the City Utility costs to Corix.

Water meter fees are paid by customers at the development services Application Centre for new water meter installations (e.g. new buildings, or new water services). The cost of replacement of existing water meters is covered by the Utility and recovered through water rates.

The attached Appendix A is the existing bylaw "Schedule B - Water Meter Fees and Service Charges". Appendix B is the recommended Revised "Schedule B - Water Meter Fees and Service Charges".

Internal Circulation:

Lynn Walter, Revenue Manager
Cam Moody, Cross Connection Program Coordinator
Maria Lee, Communications Advisor

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

The Water Regulation Bylaw will require an amendment if the recommendations are approved.

Financial/Budgetary Considerations:

Meter rates are intended to recover the costs of the service to the City Utility. Failure to update Schedule B - "Water Meter Fees and Service Charges" of the Water Regulation Bylaw will result in insufficient revenues to cover costs.

Considerations not applicable to this report:

Existing Policy:

Personnel Implications:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by:

K. Van Vliet, Utility Services Manager

Approved for inclusion:



Joe Creron, Divisional Director, Civic Operations

cc:

Lynn Walter, Revenue Manager

CITY OF KELOWNA

BYLAW NO. 11173

Amendment No. 6 to Water Regulation Bylaw No. 10480

The Municipal Council of the City of Kelowna, in open meeting assembled, enacts that the City of Kelowna Water Regulation Bylaw No. 10480 be amended as follows:

1. THAT Schedule “B” Water Meter Fees and Service Charges, 1. Water Meter Fees table be deleted that reads:

METER TYPE			
Meter Size	Standard	Turbine	Compound
5/8" x 3/4" (residential)	\$ 251.00		
3/4" (commercial)	\$ 251.00		
1" (commercial)	\$ 325.00		
1.5" (commercial)		\$ 1,178.00	\$1,695.00
2" (commercial)		\$ 1,428.00	\$ 2,440.00
3" (commercial)		\$ 2,267.00	\$ 3,256.00
4" (commercial)		\$ 3,680.00	\$ 5,195.00
6" (commercial)		\$ 5,680.00	\$ 7,230.00
8" (commercial)		\$ 8,492.00	
4" Fire line	\$ 8,170.00		
6" Fire line	\$ 10,885.00		
8" Fire line	\$ 16,125.00		

And be replaced with:

METER TYPE			
Meter Size	Standard	Turbine	Compound
5/8" x 3/4" (residential)	\$ 290.00		
3/4" (commercial)	\$ 290.00		

1" (commercial)	\$ 375.00		
1.5" (commercial)		\$ 1,430.00	\$2,032.00
2" (commercial)		\$ 1,705.00	\$ 2,808.00
3" (commercial)		\$ 2,556.00	\$ 3,457.00
4" (commercial)		\$ 4,230.00	\$ 5,325.00
6" (commercial)		\$ 6,900.00	\$ 8,650.00
8" (commercial)		\$ 10,718.00	
4" Fire line	\$ 10,578.00		
6" Fire line	\$ 13,590.00		
8" Fire line	\$ 19,975.00		

2. This bylaw may be cited for all purposes as "Bylaw No. 11173, being Amendment No. 6 to Water Regulation Bylaw No. 10480."
3. 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

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

Report to Council



Date: December 7, 2015
File: 1200-40
To: City Manager
From: Ross Soward, Planner Specialist
Subject: Urban Centres Roadmap - Draft Principles and Targets
Report Prepared by: Ross Soward

Recommendation:

THAT Council receives for information the report from the Planner Specialist dated December 7, 2015 with respect to the Urban Centres Roadmap.

AND THAT Council endorses the proposed principles and targets as presented from the Planner Specialist dated December 7, 2015 with respect to the Urban Centres Roadmap.

AND THAT Council endorses the next steps of the project; with staff reporting back to Council with the final Urban Centres Roadmap report.

Purpose:

To receive Council endorsement for the Urban Centres Roadmap proposed principles and targets as well as the next steps of the project.

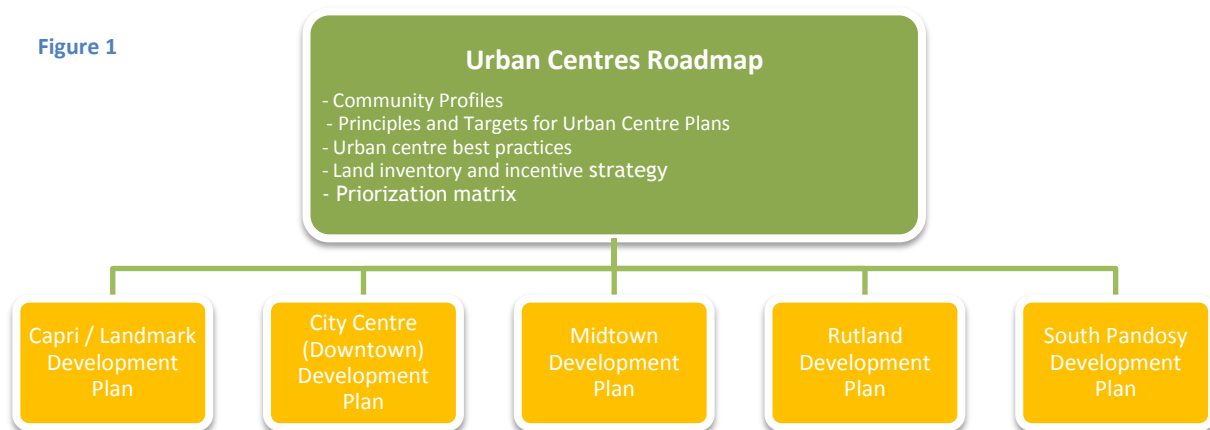
Background:

In today's cities, the development of successful urban centres is increasingly linked to broader economic, social, and environmental goals. In Kelowna, the OCP 2030 has established five urban centres (City Centre, Capri-Landmark, South Pandosy, Rutland and Midtown) that are expected to accommodate 44% of future growth to 2030. However, the City is in need of improved planning to ensure future development and investment within the five urban centres results in the development of cohesive urban centres that provide a high quality of life to the city's residents.

The Urban Centres Roadmap will establish an overarching planning framework to guide individual urban centre plans (as per figure 1). In this way, the Urban Centres Roadmap is similar to the City-wide Parking Management Strategy, which utilizes guiding principles to set the stage for detailed parking plans in specific areas of the city. The main project deliverables for the Urban Centres Roadmap include the following:

- Planning principles that will build consensus on the planning and development goals for urban centres.
- Performance targets that will guide future urban centre planning, inform priorities for future capital planning and enhance development application review criteria.
- Prioritization matrix to inform phasing of future urban centre plans.

Figure 1



Planning Process

The proposed principles and targets are two of the key deliverables of the Urban Centres Roadmap. The following steps informed their development:

1. Best practices research affirmed the OCP goals and established key characteristics of urban centres, informing preliminary principles.
2. Stakeholder workshops in June and September brought together representatives from the development and design community; public health professionals, local business commission representatives, and academics to refine the principles and targets.
3. Three interdepartmental staff sessions were held to review and refine the principles and targets.
4. *Sustainability Solutions Group (SSG)* a third party consultancy with expertise in this field was retained in October to conduct an objective peer review of the draft principles and targets, affirming the direction and rigor of the principles and targets.¹

Overall, the proposed principles and targets balance best practices in urban centre development with existing OCP goals and the current challenges facing Kelowna's urban centres.

¹ Attachment B - SSG Peer Review Technical Summary of the Urban Centres Roadmap Council Report, dated November 30th, 2015.

The graphic below visually represents the iterative process used to develop the principles and targets with partners inside and outside of City Hall to arrive at an outcome that will position the city’s urban centres for future growth.



Draft Principles and Targets

The principles and targets will guide future urban centre planning, providing direction on land use-mix and density, urban design, public space planning and transportation investment (including transit planning). In addition, they will ensure consensus internally and externally on the future planning goals for the city’s five urban centres and the importance of developing and maintaining the city’s urban centres to a higher standard than other areas of the city. This will translate into higher operating costs for the City to uphold, and these details will be further scoped when each individual Urban Centre Area Redevelopment Plan comes forward.

The principles (described below) flow from the high level vision and goals in the OCP for the urban centres, while providing a greater level of detail on the priorities for urban centre planning, development and civic investment. These principles and targets will eliminate the need to establish a new set of objectives and goals for each of the Urban Centre Area Redevelopment Plans as they are advanced in the coming years.

The proposed principles are outlined in the table below with a supporting rationale. The principles relate to the OCP definition and vision for urban centres:

“A vibrant, amenity-rich area wherein different land uses frequently occur within the same building and almost always occur within a one-block area. Urban centres contain a variety of housing types, the presence of which contributes to social diversity. Urban centres are highly urbanized, pedestrian-friendly environments that draw people for work, shopping, and recreation...”

Draft Principle	Explanation of Principle
1. Promote vitality through a mix of land uses	A mix of land uses if appropriately configured can create a “critical mass” to support retail services and local shopping, as well as pedestrian access to parks and community facilities. A mix of uses along key streets ensures activity and vitality at different times, enhancing the safety and economic function of a place.
2 Encourage building and street proportions that are inviting for people	Through careful design of the relationship between buildings and streetscapes, it is possible to create well defined spaces that encourage walking and vitality. The quality and arrangement of physical elements such as building and streets contribute to the ability of spaces to be distinct, recognizable, and memorable.
3. Ensure a diversity of housing types	Communities that offer a range of housing choices and meet the full spectrum of housing needs are by definition more livable, more economically competitive and more resilient, providing for the economic transitions that individuals experience over the course of their lives. As Kelowna’s urban centres densify over time it is vital that future intensification results in a range of housing types and tenures (multi-family, townhouses, market and non-market, rental, ownership) to encourage a diverse population.
4. Establish flexible public spaces that promote social interaction	Access to public spaces (parks, plazas, city squares, and community facilities) is critical to enabling formal and informal opportunities for the public to gather, facilitating social interaction and improving well-being. Also, proximity to public spaces is consistently associated with higher rates of physical activity.
5. Promote local character and sense of place	The design of buildings, public spaces and streets plays a major role in shaping the identity of a place. The local geography, climate, history and culture should be reflected in the spaces we plan and design to differentiate and define our local communities.
6. Design for environmental sustainability	Environmental sustainability is enhanced through the integration of parks, community gardens, greenways, waterways, and green walls. These features make the natural environment more accessible and enhance the health and beauty of communities. They also reduce air pollution and enhance stormwater management.
7.Prioritize alternative transportation options and connections	Urban centres with their dense and diverse land uses have the greatest potential for reduced dependence on the automobile, but past policies and transportation investments have made the private automobile the only option for many personal transportation trips. Therefore, urban design and planning must be used strategically to create supportive conditions for walking, cycling and transit.
8. Create streets and blocks that are walkable and accessible for	Urban Centres with strong walkability and accessibility are associated with increased levels of walking and improved health and recreation outcomes. To ensure walking is a safe, desirable and practical option for all ages and abilities, pedestrians must be prioritized at various scales of the planning and design

everybody	process from the street network design to intersection and sidewalk standards.
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For the purposes of this report, the first principle and several associated targets are outlined below as an example. The targets relate to the principle, and translate each into an outcome that is measurable and enforceable. The targets are not intended to be additional indicators to monitor, but instead will provide detailed quantitative measures that will be used to guide future urban centre planning (for .e.g. *My Downtown Plan*). The performance targets will largely be used at the urban centre planning stage, but will also provide additional criteria to assess future development applications and capital planning priorities. A comprehensive list of principles and targets is provided in 'Attachment A' for further detail. Below is a sample.

Principle: Promote Vitality through a mix of land uses	
Proposed Target: Encourage 150-250 people and jobs combined per ha (gross land area) with a ratio of 2:1 people to jobs ² vitality through a mix of land uses	Explanation: To contain urban growth, the City of Kelowna will need to densify, preserving agricultural land, and reducing energy use and infrastructure costs. Urban centres are designated to accommodate increased urban density and several urban centres already report densities of 100 people/jobs per ha, indicating the need for a target range that can shift depending on how established the centre is. The urban centres with the highest densities have a higher ratio of jobs to residents, highlighting the importance of enhancing the residential base to encourage a more complete community.
Proposed Target: Encourage a variety of activities (Housing, Services, Amenities, Public space) within 400M or a 5 minute walk of all residents	Explanation: By developing urban centres that have a range of uses and amenities within 400-650m, residents are able to walk on a daily basis for local trips supporting healthy behaviours and increased social interaction. Services and amenities such as grocery stores, coffee shops, and local amenities are more compatible with transportation-based walking, while contributing to the vitality of an urban centre.

Next Steps

Should Council choose to endorse the proposed targets and principles, staff will move forward with the next steps of the project, including:

- Principles and targets will be refined with supporting visuals and illustrations to ensure they are easily understood.
- The final report of the roadmap will be developed and additional supporting materials will be prepared (for e.g. supporting policies, tool-kit for urban centre development, and a prioritization matrix to establish sequencing of the Area Redevelopment Plans).

² Upper range of target (250 people and jobs combined per/ha) associated with more established urban centres such as City Centre.

- A final stakeholder consultation event will be hosted to inform participants of the outcome of their contribution.
- Council will be presented with the final report and recommendations in early 2016.

Summary

The Urban Centres Roadmap is a critical step in implementing the Kelowna 2030 OCP, providing detailed direction on land use planning, urban design, public space planning and transportation goals for the urban centres. The principles establish a common understanding of the ingredients of great urban centres that will be prioritized and balanced in future urban centre planning, development review, and capital planning. The draft targets make the principles measurable, providing quantitative direction to assess future developments and capital improvements in the urban centres. Together the principles and targets represent the foundation of the Urban Centres Roadmap project that will ensure the City's urban centres are able to capitalize on future development and densification to create healthy and sustainable communities.

Internal Circulation:

Divisional Director, Community Planning and Real Estate
 Department Manager, Policy and Planning
 Manager, Long Range Policy and Planning
 Manager, Urban Planning
 Department Manager, Community Planning
 Planner Specialist, Park and Building Services
 Sustainability Planner, Policy and Planning
 Manager, Transportation and Mobility
 Department Manager, Infrastructure Planning

Existing Policy:

2030 Official Community Plan Goals

Contain urban growth, include distinctive and attractive neighbourhoods, address housing needs of all residents, feature a balanced transportation network, foster sustainable prosperity, protect and enhance natural areas, provide spectacular parks, and encourage cultural vibrancy.

Urban Centre / Town Centre Definition

A vibrant, amenity-rich area wherein different land uses frequently occur within the same building and almost always occur within a one-block area. Urban Centres contain a variety of housing types, the presence of which contributes to social diversity. Urban Centres are highly

urbanized, pedestrian-friendly environments that draw people for work, shopping, and recreation from a broad community of approximately 25,000 residents living within approximately 2 kms. Town Centre cores are located at least 2 kms from the core of other Urban Centres, a City Centre, or a Highway Centre. Density will decrease as the distance from the core increases.

Submitted by: R. Soward, Planner Specialist

Approved for inclusion:



D. Noble-Brandt, Department Manager of Policy & Planning

cc:

Divisional Director, Community Planning and Real Estate
Department Manager, Policy and Planning
Manager, Long Range Policy and Planning
Manager, Urban Planning
Department Manager, Community Planning
Planner Specialist, Park and Building Services
Sustainability Planner, Policy and Planning
Manager, Transportation and Mobility
Department Manager, Infrastructure Planning

DRAFT TARGETS AND PRINCIPLES

1. Promote vitality through a mix of land uses

Why: A mix of land uses if appropriately configured can create a “critical mass” to support retail services and local shopping, as well as pedestrian access to parks and community facilities. A mix of uses along key streets ensures activity and vitality at different times, enhancing the safety and economic function of a place.

- **Draft Target: Encourage 150-250 people and jobs combined per ha (gross land area) with a ratio of 2:1 people to jobs¹**

***Explanation:** To contain urban growth the City of Kelowna will need to densify, preserving agricultural land, and reducing energy use and infrastructure costs. Urban centres are designated to accommodate increased urban density and several urban centres already report densities of 100 people/jobs per ha, indicating the need for a target range that can shift depending on how established the centre is. The urban centres with the highest densities have a higher ratio of jobs to residents, highlighting the importance of enhancing the residential base to encourage a more complete community.*

- **Draft Target: Encourage a variety of activity (Housing, Services, Amenities, Public space) within 400M or a 5 minute walk**

***Explanation:** By developing urban centres that have a range of uses and amenities within 400-650m, residents are able to walk on daily basis for local trips supporting healthy behaviours and increased social interaction. Services and amenities such as grocery stores, coffee shops, and local amenities are more compatible with transportation-based walking, while contributing to the vitality of an urban centre.*

- **Draft Target: On all designated retail corridors provide an active commercial space on the first floor that occupies a minimum of 90% of the ground floor frontage²**

***Explanation:** The planning and design of the base of the building is a critical part of an active street life and inviting streetscape. Because, of the high watertable many buildings integrate parking on the first two storeys, requiring parking to be screened from the street in a way that minimizes its impact and encourages a well defined bottom façade of a building.*

- **Draft Target: Encourage 1.5 square metres of local retail space per household (for e.g. 2,000 households support 3,000 sq metres of local retail within a radius of 3kms)**

***Explanation:** The foundation of a great urban centre is a strong residential base that can support neighbourhood retail or business district. If an urban centre over develops the amount of neighbourhood retail it will become more challenging to increase residential densities and create a complete community.*

¹ Upper range of target (250 people and jobs combined per/ha) associated with more established urban centres such as City Centre.

² On non-retail corridors at-grade residential is permitted as an active use.

2. Encourage building and street proportions that are inviting for people

Why: Through careful design of the relationship between buildings and streetscapes it is possible to create well defined spaces that encourage walking and vitality. The quality and arrangement of physical elements such as building and streets contribute to the ability of spaces to be distinct, recognizable, and memorable.

- **Draft Target:** On designated retail streets (Pandosy, Bernard etc) establish a 1:1 ratio between streetwall height and width of the right-of-way, utilizing setbacks for storeys above streetwall height.
Explanation: Ensure the height of buildings relates to the width of the right-of-way to encourage a sense of enclosure and human scaled development in areas where retail and active street life is a goal.
- **Draft Target:** On designated retail streets ensure there is no grade change between sidewalk and building entrances
Explanation: Promote accessibility on key local business streets and encourage a seamless pedestrian experience as people move from the sidewalk to a local business.
- **Draft Target:** On designated retail streets ensure zero lot line development
Explanation: Promote a consistent streetwall and encourage development that creates a strong relationship to the street, limiting the potential for dead-space such as parking at the front of a building.
- **Draft Target:** On designated retail streets encourage ground floor height of 4.0m
Explanation: Ground floor facades link buildings and people, especially in areas where retail at-grade is desired. In these cases a minimum floor height for the first floor ensures quality spaces for commercial activity are created and that a desirable pedestrian environment is achieved.
- **Draft Target:** On designated retail streets encourage a minimum of 6.0m pedestrian and landscaping zone (from building edge to curb)
Explanation: Each urban centre is likely to have 1-2 streets where the concentration of uses and pedestrian traffic will warrant a higher standard pedestrian realm. A more generous pedestrian realm provides space to incorporate street furniture, sidewalk cafes and street trees comfortably, supporting a vibrant public realm.

3. Ensure a diversity of housing types

Why: Communities that offer a range of housing choices and meet the full spectrum of housing needs are by definition more livable, more economically competitive and more resilient, providing for the economic transitions that individuals experience over the course of their lives. As Kelowna's urban centres densify over time it is vital that future intensification results in a range of housing types and tenures (multi-family, townhouses, market and non-market, rental, ownership) to encourage a diverse population.

- **Draft Target :** Encourage affordable housing in areas within 400m of transit exchanges or Rapid-bus stops

Explanation: Locating affordable housing within walking distance of transit reduces the costs of transport and increases the mode share, and therefore viability of the transit system. Also, close proximity to transit ensures accessibility for those who are unable to access a private car because of cost, age, ability or other factors. Also, the low vacancy rate (1.5%) for rental housing reinforces the role of the City in providing incentives for affordable housing.

- **Draft Target :** Work toward 80% of new housing units in the form of apartments and 20% in the form of ground oriented units (townhouses, attached housing)

Explanation: Given the low residential densities within many of the urban centres, significant residential intensification is required. However, it is critical that new housing development provides housing options for a range of life cycles, (families, seniors, students etc), ensuring a diverse population.

- **Draft Target :** Encourage 20% of units in new apartment developments to be family-oriented (3 bedrooms)

Explanation: As housing forms become denser it will be critical that housing options for families are accommodated in future multi-family projects in the form of 3 bedroom unit and ground oriented units. This will encourage more diverse populations within urban centres and increase options for families who want to live in an urban area. Also, the availability of housing is often a primary factor for most individuals when deciding to relocate or stay within a community.

4. Establish flexible public spaces that promote social interaction

Why: Access to public spaces (parks, plazas, city squares, and community facilities) is critical to enabling formal and informal opportunities for the public to gather, facilitating social interaction and improving well-being. Also, proximity to public spaces is consistently associated with higher rates of physical activity.

- **Draft Target :** Ensure all residents are within 400m or a 5 minute walk of a public space

Explanation: Ensure each urban centre has several public spaces that provide places for congregation and public life. At least one public space should be in walking distance for all residents.

- **Draft Target :** Establish at least one central public plaza or square for community gathering

Explanation: A public plaza or square is an inclusive space that encourages social interaction and passive recreation. These spaces function differently than parks, providing a space for informal gathering and formal events and celebrations.

- **Draft Target :** Ensure each urban centre contains a diversity of public spaces, including at least one City Wide or Community Park for active and passive recreation

Explanation: Park and public space planning must emphasize the importance of creating a range of spaces to support opportunities for recreation, leisure and environmental sustainability. Accordingly, City Wide or Community Parks are critical in providing spaces for active recreation and connections to nature.

5. Promote local character and sense of place

Why: *The design of buildings, public spaces and streets plays a major role in shaping the identity of a place. The local geography, climate, history and culture should be reflected in the spaces we plan and design to differentiate and define our local communities.*

Draft Policies

- **Draft Policy:** Work with community in each urban centre to establish a design vision (form, height, main street streetscape, quality of development)
- **Draft Policy:** Create a strong sense of identity in public spaces by drawing upon images from Kelowna's natural and cultural landscapes
- **Draft Policy:** Encourage local programming for public spaces to promote use (e.g. events, vendors, performances, city programs, etc.)

Design guidelines

To strengthen local character and identity through building design the most effective approach is to use design guidelines. These guidelines are often developed in consultation with the local community and provide clear direction on the building form, materials and relationship to the street.

- **Draft Policy:** Establish standards and guidelines for building facade and public space design that reflect Kelowna's climatic conditions (Shade from Sun and cover from snow)
- **Draft Policy:** Establish standards and guidelines for building facade and public space design to encourage the creation of an active and accessible public realm that has a strong sense of place

6. Design for environmental sustainability

Why: *Environmental sustainability is enhanced through the integration of parks, community gardens, greenways, waterways, and green walls. These features make the natural environment more accessible and enhance the health and beauty of our communities. They also reduce air pollution and enhance stormwater management.*

- **Draft Target:** Encourage a community garden space within 400ms or a 5 minute walk of all residents (400m)

Explanation: *Community gardens improve access to food and can also save residents money on their food expenditures. At the same time gardens increase the amount of permeable surfaces, while providing space for bird habitats and sites for bee pollination. They also serve as public*

spaces for recreation and beautify communities

- **Draft Target:** Encourage 20% tree canopy coverage within each urban centre

Explanation: *Trees provide a host of ecological, social and economic benefits. Ecological benefits include reduced air pollution, storm-water control, carbon storage, improved water quality and reduced energy consumption. Currently, the City as a whole has a canopy coverage of 16%.*

7. Prioritize alternative transportation options and connections

Why: *Urban centres with their dense and diverse land uses have the greatest potential for reduced dependence on the automobile, but past policies and transportation investments have made the private automobile the only option for many personal transportation trips. Therefore, urban design and planning must be used strategically to create supportive conditions for walking; cycling and transit.*

- **Draft Target:** Ensure 90% of residents and jobs are within 400m or 5 minute walk of Rapid Bus stop or Frequent Transit stop

Explanation: *To make transit a viable option, residents and employees must be within comfortable walking distance (400m) of fast, frequent and reliable transit service. Therefore transit investments should focus on enhancing frequency of service within urban centres where transit service is a short walk from large concentrations of residents and/or workers. Also, increased density should be focused on corridors where there are higher levels of transit service.*

- **Draft Target :** Ensure 90% of residents and jobs within 400m of a north-south and east-west Active Transportation Corridor (ATC)

Explanation: *Roughly 60% of people are interested in cycling more often but are concerned about the safety of cycling on busy city streets. The most effective way to attract this “interested but concerned group” is to develop a network of routes where cyclists are separated from traffic (Kelowna’s ATCs). Accordingly, equitable access and coverage of ATCs is necessary to make cycling a desirable transportation option for the broader population.*

- **Draft Target :** Limit vehicle lane widths to no greater than 3.3m on collectors and local streets, and any non truck routes

Explanation: *Narrower lane widths decrease traffic speeds and pedestrian crossing distances. By decreasing lane widths there is greater space for bicycle lanes, on-street parking and pedestrian infrastructure.*

- **Draft Target:** Establish minimum bicycle lane widths of 1.5m

Explanation: *All streets should be designed with expectation of cyclists. In cases where a bicycle route is designated but an ATC is not planned a 1.5m striped lane should be provided. This provides enough space for a cyclist to maneuver around an object in the bicycle lane without being forced into a vehicle traffic lane. If space is available additional treatments should be provided (wider lanes, painted buffer, coloured treatments, bike boxes, elephant’s feet markings)*

- **Draft Target:** Explore the use 30 or 40km/h zones on local streets and minor collectors

Explanation: A slower design speed allows the use of features that enhance the walking environment, such as narrower lanes, street trees, on-street parking, and curb extensions. Overall, slower streets combined with human scaled features (street furniture, street trees) promote walking and cycling and discourage driving and shortcutting.

8. Create streets and blocks that are walkable for everybody

Why: Urban Centres with strong walkability and accessibility are associated with increased levels of walking and improved health and recreation outcomes. To ensure walking is a safe, desirable and practical option for all ages and abilities requires prioritizing pedestrians at various scales of the planning and design process from the street network design to intersection and sidewalk standards.

- **Draft Target:** As redevelopment occurs on long blocks (longer than 250m) establish new mid-block connections

Explanation: Shorter blocks enhance connectivity and provide more streets to walk down, increasing the directness of trips for pedestrians and cyclists. As urban centres transform new right-of-ways or road connections should prioritize connectivity for pedestrians and cyclists and local vehicle access.

- **Draft Target:** Require mid-block pedestrian crosswalks on blocks longer than 250m

Explanation: Mid block crossings stop vehicle traffic safely, improving walkability and making it easier to cross streets safely.

- **Draft Target:** Make every signalized intersection accessible with ramps, signals and urban rail

Explanation: All citizens regardless of their abilities should be able to move easily and independently within all areas of the city's urban centres. Intersections and crossings are critical for walkability and accessibility and must be designed to support use by all ages and abilities

- **Draft Target:** On all collectors or arterials ensure 4.0m to support sidewalks and landscaping, which 2.5m must be unobstructed

Explanation: To improve walkability it is critical that sidewalks are continuous and sufficiently wide to accommodate a range of users (wheelchairs, strollers etc) and activities (sitting, meeting) safely. The width and design of the pedestrian realm is especially important on streets with higher vehicle traffic volumes.

- **Draft Target:** Establish sidewalks and street trees on both sides of all collector and arterial streets

Explanation: Sidewalks and street trees are critical in creating safer and more attractive streets for walking. A dedicated sidewalk provides a buffer from traffic and a clearly designated area for pedestrian, while street trees enhance walkability by providing a green buffer from traffic as well as offering shade during the summer months and cover in the winter.

- **Draft Target:** Establish a street network with 0.8 intersections per hectare

Explanation: *An interconnected street system gives pedestrians direct routes and creates a more human scale for walking. Street connectivity is easily measured by counting the number of intersections, the more intersections within a hectare the shorter the blocks and travel distances, creating a more attractive place for walking.*

DRAFT

City of Kelowna

Urban Centres Roadmap - Draft Principles and Targets

Peer Review

TECHNICAL SUMMARY

Submitted by:

Sustainability Solutions Group

12 November 2015

Purpose and overview

SSG completed a peer review of the Draft Principles and Targets for the Draft Urban Centres Roadmap. The review consisted of two parts. Firstly, the overall scope of the principles and indicators was considered in the context of the vision and goals articulated by the City of Kelowna in the revised Official Community Plan (2013). Secondly, each of the goals and targets were assessed against the literature to validate both the intention and level of ambition described.

Intention

The draft principles and targets for the Urban Centres Roadmap are intended to provide consistent guidance for planning processes for each of the urban centres, and, in the interim, for planning approvals prior to the development of those plans. The development of the draft principles and targets was informed by background research summarised in the report titled Urban Centres Roadmap Best Practices Scan, and a process of stakeholder engagement facilitated by the City of Kelowna.

Task 1- Scope

The City of Kelowna revised its Official Community Plan in 2013 to articulate a shared vision for the City for the next twenty years. The vision incorporates ten goals including: improve efficiency and performance of buildings; foster sustainable prosperity; protect and enhance natural areas; provide spectacular parks; include distinctive and attractive neighbourhoods; enable healthy and productive agriculture; encourage cultural vibrancy; contain urban growth; address housing needs of all residents; and, feature a balanced transportation network.

The review opinion is that the principles and targets as outlined are generally consistent with the vision and goals described in the Official Community Plan. Each of the goals of the OCP is addressed by one or more of the draft principles and targets. The overall result, as illustrated in the summary of the principles and targets, is the development of city centres that achieve social, economic, cultural and environmental objectives in an integrated approach- and this integrated approach is the definition of sustainability. In many cases the targets are reinforcing, in other words, achieving one target will also enable or facilitate achieving another, or even several other targets.

While the principles do not explicitly address sustainable prosperity the review team is confident that the principles and targets lay the foundation for a built environment that does advance sustainable prosperity, in particular as a result of the targeted density of people and employment.

The principles and targets also do not include consideration for improving the efficiency and performance of buildings and we recommend an additional target to address this gap, for the neighbourhood as a whole cannot be sustainable without consideration for individual buildings. While these buildings are generally constructed by the private sector, the City does have access to tools to influence the design and construction. Further, voluntary standards such as LEED not only enhance the sustainable design features of buildings but also deliver ancillary benefits such as improved health outcomes, durability, reduced operating costs and others.

Task 2- Principles and indicators

The details of the principles and targets were found to be consistent with the literature; however, the review does identify several areas for clarification or enhancement. These areas may include additional review, but do not compromise the overall direction of the principles and targets.

The full literature review of the Draft Targets and Principles is provided in *Urban Centres Roadmap - Draft Principles and Targets Peer Review* dated November 9, 2015.

DRAFT TARGETS AND PRINCIPLES

1. Promote vitality through a mix of land uses

Why: A mix of land uses *if appropriately configured can create a “critical mass” to support retail services and local shopping, as well as pedestrian access to parks and community facilities. A mix of uses along key streets ensures activity and vitality at different times, enhancing the safety and economic function of a place.*

SSG Review

- Increasing densities and diversity through a mix of land uses are associated with a variety of indicators of environmental, economic, and social sustainability, and through proper development, lead to more dynamic urban districts.
- Integration of land uses, housing types, activities, transportation modes and people creates diversity, promotes vitality, and adds to the visual and social richness of a place.
- A diverse mixture of commercial, residential and civic uses in close proximity to each other, creates human traffic throughout day and night, and subsequently benefits the safety, economic functioning and appeal of a place.
- Increased diversity creates a more resilient local economy as economic activity is spread across a broader range of industry sectors and business activities.
- Benefits of diversity and density include:
 - Reduced automobile dependence, higher levels of transit use, and lower total costs of operating urban passenger transportation systems;
 - Increased safety, social cohesion, commercial dynamism, and pedestrian access to amenities;
 - Increased physical activity (through walking & cycling) and associated health co-benefits;
 - Less consumption of rural/agricultural land and environmentally sensitive areas;
 - Greater environmental sustainability through lower energy and GHG's on a per capita basis;
 - More efficient municipal infrastructure use at lower cost.

2. Encourage building and street proportions that are inviting for people

Why: *Through careful design of the relationship between buildings and streetscapes it is possible to create well defined spaces that encourage walking and lingering. The quality and arrangement of physical elements such as building and streets contribute to the ability of spaces to be distinct, recognizable, and memorable.*

SSG Review

- Good streets make for good cities; the combination of appropriate street, sidewalk and building frontage design enhances the public realm, making walking more desirable, thereby activating street frontages and creating lively urban areas.
- Walkable streets encourage further social interaction and added health benefits; people living in walkable neighbourhoods engage in more physical activity, and a multitude of valuable social and recreational opportunities naturally emerge when the built environment reinforces walking.
- Active streets support economic activities, particularly well design and appropriate ground floor commercial and retail activities.

3. Promote a diversity of housing types.

Why: *Communities that offer a range of housing choices and meet the full spectrum of housing needs are by definition more liveable, more economically competitive and more resilient, providing for the economic transitions that individuals experience over the course of their lives. As Kelowna's urban centres densify over time it is vital that future intensification results in a range of housing types and tenures (multi-family, townhouses, market and non-market, rental, ownership) to encourage a diverse population.*

SSG Review

- Communities that provide a range of housing choices that meet the full spectrum of housing needs are by definition more liveable, more economically competitive and more resilient.
- With reduced housing costs, income is available for transport, food, medical or dental care, and other necessities.
- A diverse range of housing provides options for the economic transitions that individuals experience over the course of their lives, as well as allowing people to live closer to where they work.
- Given a wide range of alternatives, seniors become more independent and are more likely to remain in their own communities.
- Those who are vulnerable are able to find adequate and appropriate shelter and services.
- Research indicates positive community-wide benefits related to economic competitiveness, health, education, and community wellbeing.

4. Establish flexible and inclusive public spaces

Why: *Access to public spaces (parks, plazas, city squares, and community facilities) is critical to enabling formal and informal opportunities for the public to gather, facilitating social interaction and improving well-being. Also, proximity to public spaces is consistently associated with higher rates of physical activity.*

SOG Review

- Good public spaces provide opportunities for social and recreational activities and interactions, including opportunities for people to walk and stay/sit, conversations and meetings, exercise, recreation, children's play, and street entertainment.
- Functional and active public space strengthens social sustainability; all groups of society, regardless of age, income, status, religion or ethnic background, can meet and interact in public space.
- Active and lively public spaces promote social exchanges and community vitality and can contribute greatly to a city's imageability. They function as "attractors" or destinations, and should be accessible by walking, cycling or transit.
- Parks, green open space and recreational facilities in particular promote physical activity, as well as contribute to environmental sustainability. From a public health perspective, green space is increasingly recognised for its contribution to the management of mental health and child activity.

5. Promote local character and sense of place

Why: *The design of buildings, public spaces and streets plays a major role in shaping the identity of a place. The local geography, climate, history and culture should be reflected in the spaces we plan and design to differentiate and define our local communities.*

SOG Review

- Characteristics of the urban environment, such as building facades, proportion of historic buildings, buildings with identifiers, courtyards/parks/plazas, urban art, topography, and landscapes have an important impact on socialization, community, engagement, and defining local character.
- Further benefits include better health and wellbeing of residents from more time spent in the public realm and increased human interactions.
- Physical form alone does not create sense of place, incorporating the community's experience and understanding of the place is vital in development. It is also important to consider places as centers of activities for people, rather than solely the end product of design, as these places have the ability to create experiences that have a positive and lasting impression.

6. Design for environmental sustainability

Why: *Environmental sustainability is enhanced through the integration of parks, community gardens, greenways, waterways, and green walls. These features make the natural environment more accessible and*

enhance the health and beauty of our communities. They also reduce air pollution and enhance stormwater management.

SSG Review

- Increased green space cover (including city parks, community gardens, green path corridors, trees etc.), and connectivity between green spaces are associated with cooler air temperatures, relief from heat stress, reduced urban heat islands and air pollution reductions, providing considerable direct health benefits. Increased connectivity can also preserve biodiversity.
- Green space and natural infrastructure benefits include management of storm-water runoff, water capture and conservation, and if designed well, can strengthen a neighbourhood's resilience to climate change.
- Community gardens and urban farms have been shown to have multiple social, health, and economic benefits, including: creating safe spaces to recreate and improve the physical space of the neighbourhood; improving food access to food insecure areas and increasing fruit and vegetable consumption among participants; and, incubating new businesses in the form of Community Supported Agriculture (CSA).

7. Prioritize alternative transportation options and connections

***Why:** Urban centres with their dense and diverse land uses have the greatest potential for reduced dependence on the automobile, but past policies and transportation investments have made the private automobile the only option for many personal transportation trips. Therefore, urban design and planning must be used strategically to create supportive conditions for walking; cycling and transit.*

- Increases in density, diversity, good design, and specifically destination accessibility and distance to transit greatly support and promote walking, cycling and transit use (a factor connected to higher levels of physical activity).
- Simultaneously, provision of transit services (location and coverage) and frequency of service within walking distance is vital in prioritizing transit use.
- Walking and cycling further increases with street design and adaptation that prioritizes pedestrians and cyclists, including: minimizing the footprint dedicated to motor vehicle traffic; slowing down the speed of moving traffic through traffic calming measures; and, the provision of cycling lanes.

8. Create streets and blocks that are walkable for everybody

***Why:** Urban Centres with strong walkability and accessibility are associated with increased levels of walking and improved health and recreation outcomes. To ensure walking is a safe, desirable and practical option for all ages and abilities requires prioritizing pedestrians at various scales of the planning and design process from the street network design to intersection and sidewalk standards.*

SSG Review

- Maintaining a network of safe and interconnected streets and sidewalks encourages walking and cycling. Good street design, focused on safe, vibrant, and accessible streetscapes contributing in creating good walkable neighbourhoods.
- Designing streets with a focus on safety and accessibility for pedestrians allows for people of all ages and abilities to walk, increasing physical activity.
- Appropriate block sizing and provision of intersections (along with other street and sidewalk design elements) increases accessibility, connectivity and walkability, which activates street frontages.
- Trees and other landscape elements contribute to more appealing sidewalks and streets, provide shade, and can be used to help separate pedestrians from vehicular traffic through a buffer zone, increasing walking and creating improved conditions for all users, especially those with impaired vision or hearing.

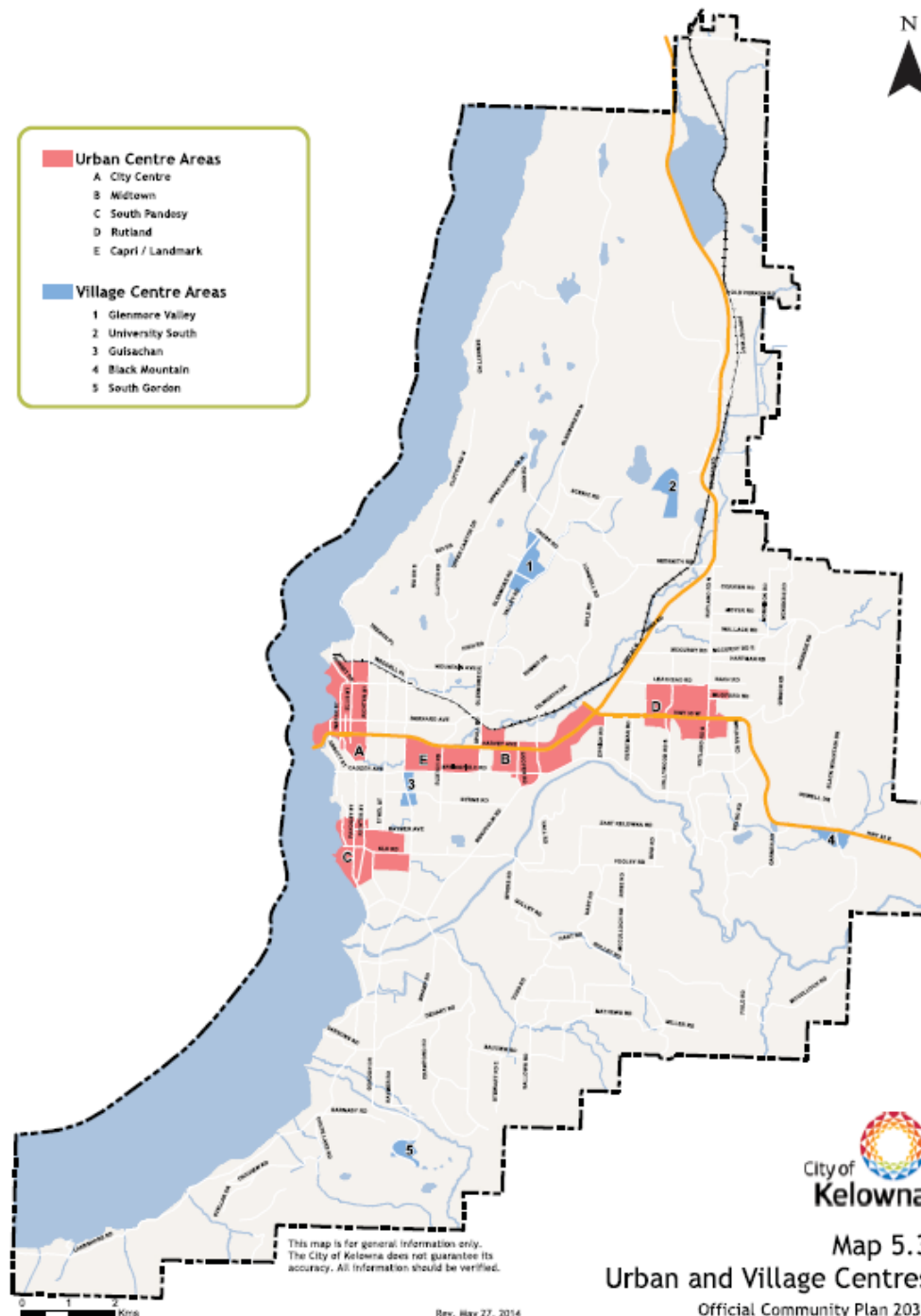
URBAN CENTRES ROADMAP

Proposed Principles & Targets Council Report

Ross Soward, Planner Specialist

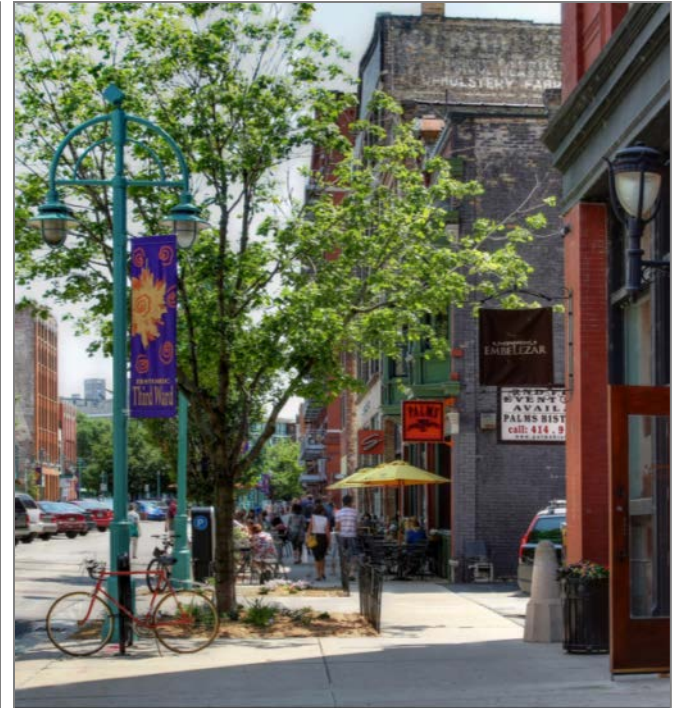


- Urban Centre Areas**
- A City Centre
 - B Midtown
 - C South Pandoos
 - D Rutland
 - E Capri / Landmark
- Village Centre Areas**
- 1 Glenmore Valley
 - 2 University South
 - 3 Gulsachan
 - 4 Black Mountain
 - 5 South Garden



Map 5.3
Urban and Village Centres
Official Community Plan 2030

VISION FOR URBAN CENTRES



Vibrant amenity-rich areas, highly urbanized, pedestrian friendly environments that draw people for work, shopping and recreation from a broad community..... (OCP 2030 Definition)

PROVIDING A FRAMEWORK

Urban Centres Roadmap

- Community Profiles
- Principles and Target for Urban Centre Plans
 - Urban centre best practices
- Land inventory and incentive strategy
- Priorization matrix

Capri /
Landmark
Development
Plan

City Centre
(Downtown)
Development
Plan

Midtown
Development
Plan

Rutland
Development
Plan

South Pandosy
Development
Plan

CURRENT CHALLENGES (CAPRI-LANDMARK)



CURRENT CHALLENGES (CAPRI-LANDMARK)



5 minute walk

HARVEY AVE

BURT

400 Metres

SPRINGFIELD RD

SPALL RD

URBAN CENTRES ROADMAP KEY DELIVERABLES

- ▶ Planning principles that will build consensus
- ▶ Performance targets that will
 - ▶ guide future urban centre planning,
 - ▶ inform priorities for future capital planning
 - ▶ enhance development application review criteria.
- ▶ Prioritization matrix to inform phasing of future urban centre plans.

PROCESS FOR PRINCIPLES & TARGETS



1. PROMOTE VITALITY THROUGH A MIX OF LAND USES



2. ENCOURAGE BUILDING & STREET PROPORTIONS INVITING FOR PEOPLE



3. PROMOTE A DIVERSITY OF HOUSING TYPES



4. ESTABLISH FLEXIBLE SPACES THAT PROMOTE SOCIAL INTERACTION



5. PROMOTE LOCAL CHARACTER & SENSE OF PLACE



6. DESIGN FOR ENVIRONMENTAL SUSTAINABILITY



7. PRIORITIZE ALTERNATIVE TRANSPORTATION OPTIONS & CONNECTIONS



8. CREATE STREETS & BLOCKS THAT ARE WALKABLE & ACCESSIBLE FOR ALL



EXAMPLES OF DRAFT TARGETS

Draft Principle: *Promote vitality through a mix of land uses*

- ▶ Draft Target: *Encourage 150-250 people and jobs combined per ha (gross land area) with a ratio of 2:1 people to jobs*

Draft Principle: Establish flexible public spaces that promote social interaction

- ▶ Draft Target : *Ensure all residents are within 400m or a 5 minute walk of a public space*

NEXT STEPS

- ▶ Final refinement of principles & targets
- ▶ Prioritization matrix for urban centre planning
- ▶ Draft document
- ▶ Final stakeholder consultation
- ▶ Prepare final report for Council Presentation

FINAL THOUGHTS

- ▶ OCP implementation
- ▶ Principles will build agreement
- ▶ Guide urban centre planning
- ▶ Critical to success of urban centres

Report to Council



Date: November 19, 2015
File: 1200-40
To: City Manager
From: James Moore, Long Range Policy Planning Manager
Subject: 2015 Community Trends Report

Recommendation:

THAT Council receives, for information, the report from the Long Range Policy Planning Manager dated November 19, 2015, with respect to Kelowna's 2015 Community Trends Report.

Purpose:

To introduce "Our Future in Focus: 2015 Community Trends Report".

Background:

Our Future in Focus: 2015 Community Trends Report examines data and key trends in four subject areas in Kelowna, including: Our People, Our Economy, Our Homes and Our Environment. Last year was the inaugural year of the Community Trends Report, and as such the report at that time provided a thorough examination of the state of the community. This year, the focus is on reviewing several important trends that are likely to become established in Kelowna in the near future.

The Community Trends Report is one of several analytical reports produced by the Policy and Planning Department. While other reports focus on specific areas, such as housing, development statistics or Official Community Plan implementation, the Community Trends Report provides readers with a broad picture of community direction and explores a selection of major trends whose impacts will be felt in Kelowna. Ultimately, the aim of the Community Trends Report is to equip the City, business, and community partners with the information needed to respond to a changing and evolving community. This supports the Council priority to *focus on planning excellence*.¹

¹ City of Kelowna, September 2015. Open for Opportunity: Council Priorities 2014-2018: "Council wants to ensure a strong foundation is in place so the short- and long-term needs of the community are met. This will require a focus on long-term planning. Excellent long-term planning requires thoughtfulness and innovation. Council is committed to a process of evidence-based decision making with respect to planning, which is rooted in a best practices based approach."

Each year, data from the previous year (2014) is gathered and analyzed. Where available, data from the current year (2015) is also used. Information was obtained primarily from Statistics Canada, BC Stats, Canadian Mortgage and Housing Corporation and City of Kelowna, among other sources.

Discussion:

Overall, 2014 was a good year for Kelowna, and early indications from 2015 are also positive. From modest improvements in economic measures and decreases in the crime rate to a buoyant housing market, Kelowna is recovering from the economic downturn and residents are feeling they have a good or very good quality of life.

Highlights from the report include:

- Projected population growth is consistent with OCP figures and higher than the provincial average;
- The share of Kelowna's population aged 65 and over will increase over the next decade;
- Median income continued to rise, and the unemployment rate is lower than provincial and Canadian rates;
- Building and construction activity has returned to the levels seen before the recession (2008 and earlier);
- Passengers traveling through Kelowna International Airport continued to increase, exceeding 1.6 million passengers;
- The number and value of building permits have increased steadily since 2011;
- Housing market activity saw a marked increase, leading to higher prices both in the ownership and rental markets.

Using this data, along with other sources, it is possible to identify a number of key trends whose impacts will be felt in Kelowna over the coming years. Of these trends, five were selected for analysis in this year's report:

Aging community - As the share of seniors in Kelowna increases over the coming decade, the City, businesses and community partners will need to work together to find new approaches that will foster a high quality of life for citizens of all ages.

Feeling congested - Traffic congestion continues to be an issue for Kelowna residents, and the issue is not likely to go away anytime soon; but, contrary to popular belief, the answer does not lie in building more and wider roads.

Tech accelerates - The Okanagan technology sector, centered in Kelowna, has grown to become a major contributor to the local economy. Ensuring the success of this sector will require the concerted efforts of both industry and all levels of government.

Growing up - Recent data suggests that demand for multi-unit development is returning, supported by changing demographics and a limited supply of undeveloped land.

A Changing climate - Climate projections show a hotter, drier Kelowna in the decades to come, impacting everything from agriculture to forests and streams. Local efforts will be needed to respond to this global phenomenon.

Improving our understanding of the current landscape and of the community trends outlined in this report assists the City in identifying priorities and increases the community's capacity to respond to change and to build upon its strengths. Some of these more far reaching trends will be incorporated, through more rigorous research, into the next Official Community Plan review. Other trends are already being addressed through actions by the City, including:

- Preparing an Age-Friendly Strategy as one project under the umbrella of the Healthy City Strategy, in partnership with IHA and UBC;
- Opening up regulations to allow for new housing forms in the Urban Core through projects such as the Infill Challenge;
- Introducing programs to curb water consumption, building on the success of our water metering and user-pay water rates programs;
- Promoting wildfire mitigation through the development process and through major fuel modification projects; and
- Planning and building new infrastructure to encourage walking and cycling with plans like the Pedestrian and Cycling Master Plan and projects such as the Ethel Street Corridor.

However, it is important to recognize that the City alone cannot take on the responsibility of addressing the impacts of these trends. Committed involvement will be needed from all sectors of the community. The recent Healthy City Partnership between UBC Okanagan, the Interior Health Authority (IHA), and the City of Kelowna is an example of a major inter-disciplinary effort to promote community health from all perspectives. Moving forward, partnerships like this will be vital to bring to bear the diverse resources necessary to ensure that Kelowna thrives through these coming changes.

By monitoring these and other trends, the City of Kelowna will be well positioned in future years to proactively address emerging issues and to dedicate its human, financial and technological resources to key programs, policy initiatives and services.

Internal Circulation:

Community Planning & Real Estate Div. Director
Airport Director
Executive Director of Business and Entrepreneurial Development
Regional Planning Manager
Communications Consultant
Community & Neighbourhood Services Mgr
Infrastructure Divisional Director
Transportation & Mobility Manager
Suburban & Rural Planning Manager
Community Planning Department Manager

Urban Planning Manager

External Agency/Public Comments:

Central Okanagan Economic Development Commission
Canada Mortgage and Housing Corporation

Communications Comments:

The 2015 Community Trends report can be found on kelowna.ca/about. The report will also be highlighted through corporate communications channels and distributed to key stakeholders and the broader community.

Considerations not applicable to this report:

Alternate Recommendation:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Financial/Budgetary Considerations:

Personnel Implications:

Submitted by:



James Moore, MCIP, RPP
Long Range Policy Planning Manager

Approved for inclusion:



D. Noble-Brandt, Policy & Planning Department Manager

Attachment: *Our Future In Focus: 2015 Community Trends Report*

cc:

Community Planning & Real Estate Div. Director
Airport Director
Director of Business and Entrepreneurial Development
Regional Planning Manager
Communications Consultant
Community & Neighbourhood Services Mgr
Infrastructure Divisional Director
Transportation & Mobility Manager
Suburban & Rural Planning Manager
Community Planning Department Manager
Urban Planning Manager
Cross Connection Program Coordinator
Central Okanagan Economic Development Commission
Canada Mortgage and Housing Corporation
Central Okanagan Foundation

OUR FUTURE IN FOCUS

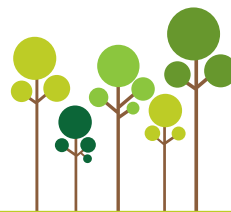
2015 COMMUNITY TRENDS REPORT

Prepared by the City of Kelowna



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INTRODUCTION

The City of Kelowna's 2015 Community Trends Report aims to provide an engaging examination of key trends that will influence Kelowna's future. In doing so, the report offers the City, businesses, community groups, and residents the necessary information to prepare for and respond to the impacts of these trends.

The Community Trends Report examines current trends from four key areas: our people, our economy, our homes, and our environment. In each area, the report summarizes key data, providing a snapshot of how we are doing today. Then, one key trend is selected in each area for more detailed examination. The report relies mostly on data from 2014, with updated 2015 data added where available.

Wherever possible, the information provided in this document refers to the city of Kelowna. Some data, however, is only available for the Kelowna Census Metropolitan Area (CMA), which includes the entire Central Okanagan Regional District from Peachland to Lake Country.

EXECUTIVE SUMMARY

In 2014, the outlook was positive and the community was growing. Approximately 1,500 new residents called Kelowna home. Population growth was supported by a strong and expanding economy, which helped to reduce the city's unemployment rate to well below provincial and national averages. Construction and building activity were gaining steam and household incomes were rising.

In 2014, residents felt that their quality of life had improved and they felt optimistic about their futures in Kelowna. Increased civic engagement and a declining crime rate further contributed to this favourable outlook.

While 2014 provided much to celebrate, it also presented an opportunity to step back to consider the many paths that Kelowna might take in the future. There are trends at work that are already shaping Kelowna's future. Many of these trends are also being felt at a national and international level. Even so, these trends will have some very local effects.

The 2015 Community Trends Report examines five key trends that became evident in 2014:

Aging community – as the share of Kelowna's population 65 years or older continues to grow, new approaches are needed to ensure that the community supports high quality of life for residents of all ages.

Feeling congested – traffic congestion continues to be top of mind for Kelowna residents. As the city continues to grow, this issue will remain a challenge. How the community choose to address traffic congestion now will have major implications for the future of Kelowna.


Tech accelerates – what was a small part of the local economy only a few years ago is now a major contributor to growth. While this is forecast to continue, the success of the tech sector will require coordinated efforts from industry, government and educational institutions.

Growing up – recent years have seen a resurgence of multi-unit development in Kelowna. With changing demographics and a limited land supply, these forms of multi-unit housing are expected to grow more and more popular.

A changing climate – this is a global trend with real local impacts. Less snow and hotter, drier summers are only some of the impacts that a changing climate will have here. What does that mean for residents? How can Kelowna adapt to mitigate any negative impacts while taking advantage of any positive opportunities?

Understanding and responding to these trends will help position Kelowna for success. The City of Kelowna is taking action with projects like the *Pedestrian and Cycling Master Plan* and the *Age-Friendly Strategy*. But, taking action is not simply the business of the City of Kelowna. It will require the combined efforts of business, educational institutions, community groups, non-profits and residents. The recent *Healthy City Partnership* between UBC Okanagan, the Interior Health Authority (IHA), and the City of Kelowna is an example of a major inter-disciplinary effort to promote community health from all perspectives. Through collaboration and partnerships such as this, Kelowna can thrive - even in the face of the complex challenges to come.

POPULATION 123,500

 = 1,000



**MEDIAN HOUSEHOLD
INCOME \$62,586**

AVERAGE ANNUAL UNEMPLOYMENT RATE **4.6%**

AGE DISTRIBUTION

0-19 **19.6%**

20-64 **60.3%**

65+ **20.0%**



HOUSING



60%



40%



AVERAGE HOUSE PRICE

\$425,996



**TECH SECTOR
ECONOMIC IMPACT
\$1.02 BILLION**

**72.3% VOTER
PARTICIPATION**



RESIDENTIAL WATER CONSUMPTION 364 LITRES/PERSON/DAY

TRANSPORTATION



82%



11.1%



6.2%



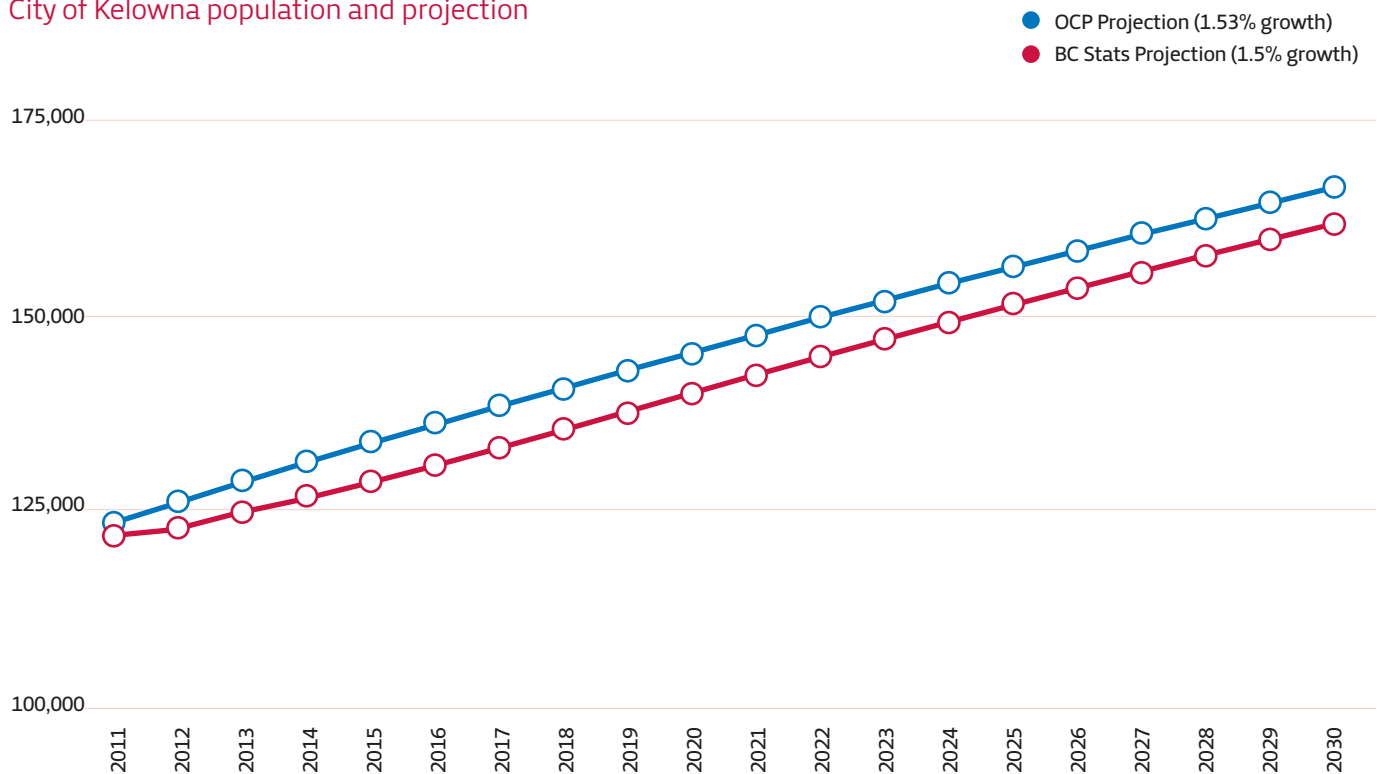
OUR PEOPLE

Modest growth

Kelowna's population is estimated at 123,500, representing an increase of approximately 1,500 residents over last year.ⁱ In-migration remains the primary driver behind population growth, with intra-provincial migration representing the largest share.ⁱⁱ This population growth is consistent with the 2030 Official Community Plan (OCP), and growth to 2030 is still projected to be higher than the 1.14 per cent increase expected for the province.

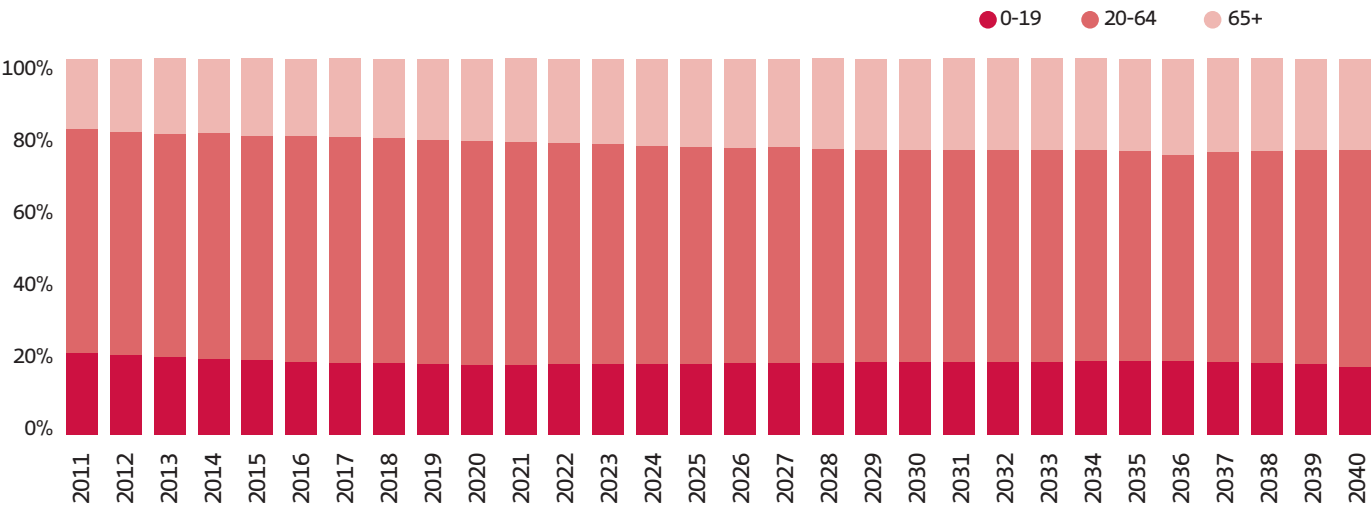
The population of the Kelowna Census Metropolitan Area (CMA) is expected to age over the next 14 years as the percentage of working-age residents (age 20-64) shrinks and the percentage of seniors (age 65+) grows from 20.4 per cent in 2015 to a projected 24.3 per cent in 2030. This trend is expected province-wide; but, not to the same degree as in the Kelowna CMA.ⁱⁱⁱ

City of Kelowna population and projection



Source: 2030 OCP and BC Stats

Projected age distribution, Kelowna CMA



Source: BC Stats

Trend | Aging community

Kelowna, like much of the world, is preparing for a demographic shift towards an older population, fuelled by falling fertility rates and rising life expectancies.^{iv} The increasing percentage of older residents will have significant impacts on communities. Companies will be more challenged to find workers, while industries such as retail, real estate and health care will need to respond to changing consumer preferences. Local governments, too, will feel the impacts of an aging population and will need to adapt both their physical environments (e.g.: parks, streets, buildings) and the services they offer (e.g.: recreation, transit) to be inclusive of older residents.

The ever-changing nature of our population presents an opportunity for the City of Kelowna to review, to evaluate and to re-imagine the services and infrastructure that are provided to citizens. Not only will people be living longer, but seniors will also be more active and physically fit and will want opportunities to participate. Understanding this shift and its impacts on the future will help communities prepare and adjust to meet future needs.

The City of Kelowna will draw from best practices as it prepares for the impacts of changing demographics. The City will be undertaking an *Age-Friendly Strategy* in 2016. This will include an action plan for healthier seniors, children and those who require enhanced accessibility, as most of the actions will provide co-benefits. This project will consider outdoor spaces and buildings, access to transportation, relationship to the housing spectrum, social participation, and community support and health services. In doing so, the strategy will identify areas where the City of Kelowna can adapt policies, plans and programs to respond to the evolving needs of the community.

For Kelowna, the peak of these demographic changes will be felt within the next two decades. In advance of that time, both the private and public sectors will need to re-examine every aspect of their operations to ensure a successful transition in an evolving community. The *Age-Friendly Strategy* will represent the beginning of this vital conversation.

Good quality of life

Kelowna residents' perception of quality of life continues to be positive, with more than 95 per cent of residents surveyed in the 2015 Citizen Survey rating quality of life as "good" or "very good." Overall, residents are optimistic about the direction of their quality of life, with more residents stating quality of life has improved (30 per cent) than worsened (18 per cent)

in the past three years. Top reasons cited for this improvement include having a nice place to live, downtown revitalization and the availability of more opportunities for recreation. Economic factors, such as rising cost of living and unemployment, were cited as reasons for a declining quality of life.^v

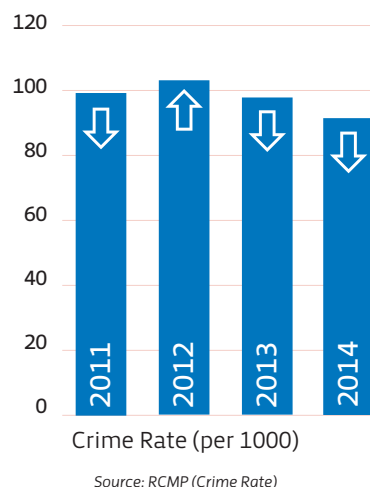


Nearly all residents (94 per cent) describe Kelowna as a safe community^v, which correlates to Kelowna's declining crime rate. Kelowna's crime rate (measured as the number of criminal code offenses reported per 1,000 residents) declined for the third straight year to 92.0 in 2014.^{vi} This trend is consistent with the trend across Canada. Nationally, the crime rate has been decreasing such that 2014 recorded the lowest recorded crime rate in over a decade. Kelowna's decreasing crime rate can be attributed to a change in the City of Kelowna's Police Service's crime reduction model. With the addition of 23 officers between 2011 and 2015, the RCMP can direct resources to address issues that place the community most at risk for increased crime, such as targeting prolific offenders or combating the downtown drug trade.

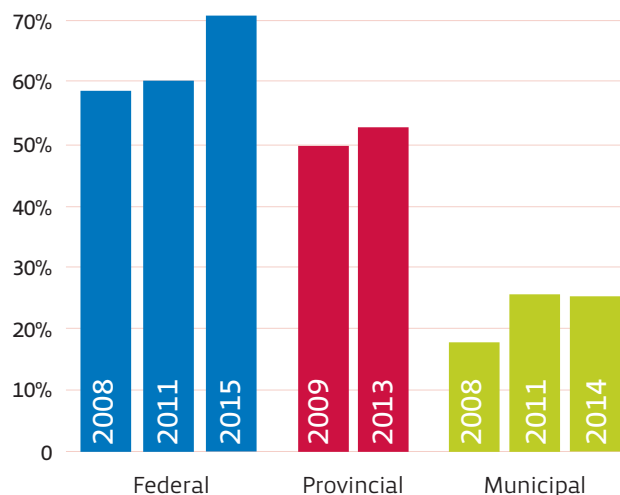
Engaging communities by empowering their citizens to play meaningful roles in discussions and in decision-making has been shown to improve quality of life.^{vii} Voter turnout is one way to measure community engagement. While voter turnout has increased in Kelowna, the turnout is significantly higher for federal and provincial elections than municipal elections. The recent federal election saw voter participation increase from 60 per cent in 2011 to more than 70 per cent in 2015. It remains to be seen whether this is the beginning of a trend in citizen re-engagement.

Empowering residents to make a difference in their neighbourhoods is exactly what the City and the Central Okanagan Foundation are doing with the Neighbourhood Grants Program. Together, the organizations are offering matching grants of up to \$1,000 to support resident-led neighbourhood enhancement ideas or projects that empower neighbours to take action locally.

Crime rate



Voter participation



Trend | Feeling congested

Transportation continues to be a leading local issue, with nearly 38 per cent of citizens stating it as the most important issue facing Kelowna - double what is mentioned for any other issue. Over the past three years, this has not changed.^v

Congestion, which is the most often cited transportation-related issue (13 per cent)^y, will likely continue to worsen as population grows, land for new roads becomes scarcer, and the road network becomes more constrained by development.

The most common reaction to increased congestion over recent decades has been to build more and wider roads. But, research consistently shows that building more and wider roads is not the cure for congestion. As long as driving on the roads remains easy and cheap, people have an almost unlimited desire to use them. It has been shown that new roads create new drivers, resulting in the intensity of traffic staying the same.^{viii}

Top 5 Issues Facing Kelowna		
Issue	2012 Rank	2015 Rank
Transportation	1	1
Social (housing affordability & poverty)	2/3	2
Growth/development	2/3	3
Economy	4	4
Parks/recreation/culture	5	5

Policy in Kelowna's Official Community Plan states that the community will "recognize and accept a greater level of congestion [that] will result from an increase in suburban growth and a reduced road construction program." Beyond just accepting congestion as cities grow, cities can work to provide other, more sustainable ways to for residents to get around. Building compact communities with easy access to services and amenities will reduce the need for single-occupancy vehicles trips.

The *Infill Challenge* is an example of an initiative underway to help concentrate growth in the Urban Core and to provide Kelowna residents with easy access to amenities without the use of an automobile. Additionally, the *Pedestrian and Bicycle Master Plan* (currently in progress) will identify new active transportation corridors for creation over the next two decades, making travel by bicycle or foot easier, safer and more convenient.





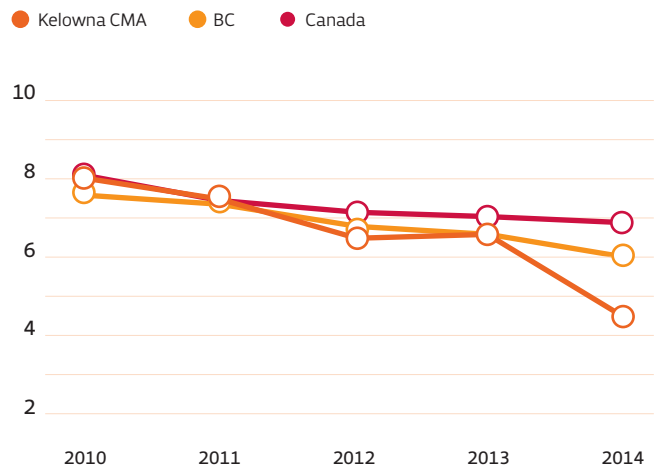
OUR ECONOMY

Consistent Improvement

In 2014 there was modest, but continued growth in Kelowna's economy. Key economic indicators, such as the unemployment rate^{ix}, were showing steady improvement. For instance, the value of building permits increased by 3.4 per cent over 2013, which exceeds the five-year average, and demonstrates a healthy construction industry.^x Additionally, Kelowna International Airport (YLW) – a key contributor to the local economy – continued to grow, with more than 1.6 million passengers in 2014.^{xi}

The number of business licenses issued by the City of Kelowna increased to 9,251 in 2014^{xii}, recovering to near pre-recession levels (2007-2008). Household income also increased, and is estimated at \$62,586 for 2015.^{xiii} Together, this data points to a local economy performing well. Early 2015 numbers suggest a continuation of this positive outlook.^{xiv}

Unemployment rate



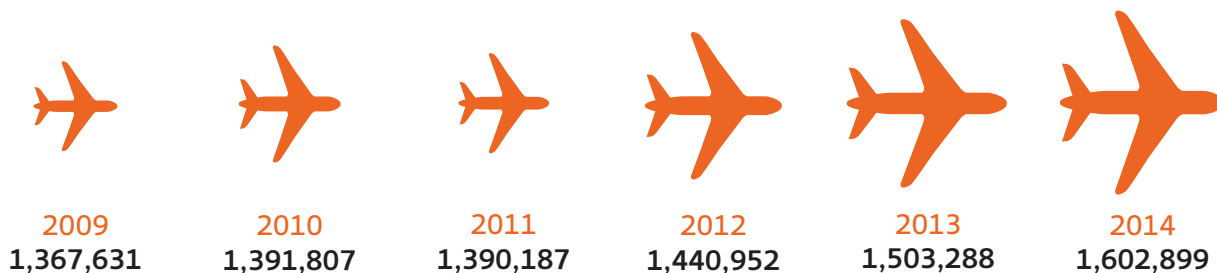
Source: Statistics Canada, Labour Force Survey Estimates, Cansim Table 282-0110

\$350,823,660

TOTAL VALUE OF BUILDING PERMITS ISSUED IN 2014

Source: City of Kelowna, Annual Development Statistics Report, 2014

Airport passengers



Source: City of Kelowna

Trend | Tech accelerates

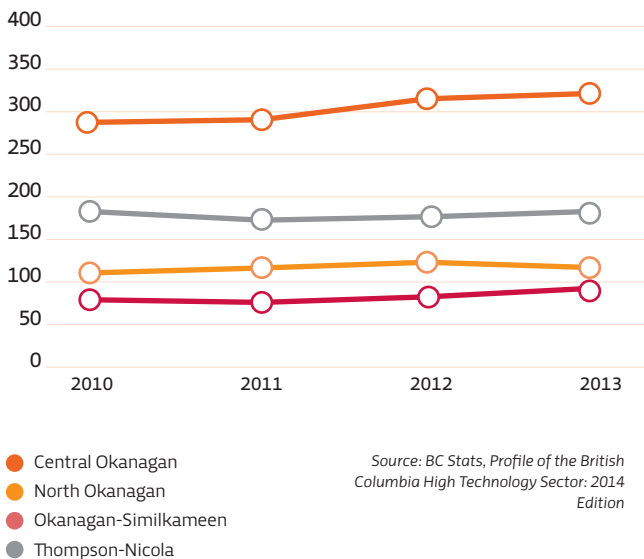
Traditional perceptions of Kelowna as a city of wineries and golf courses are being quietly challenged by a sector of the economy that has only recently come to the attention of locals. The high technology sector (tech sector) has grown to become the third largest sector of the provincial economy^{xv} and is competing with tourism in its overall impact on the local economy.^{xvi, xvii}

What was a relatively small industry ten years ago has grown to the point where it now contributes an estimated \$1.02 billion dollars to the Okanagan economy.^{xvi} The tech sector is a rapidly growing part of the provincial economy; however, its influence in Kelowna is growing even more quickly than provincial

averages. Within the Thompson Okanagan region, Kelowna is the largest tech hub, with approximately 334 tech-related businesses in 2014 and the feeling within the sector is that it will continue to climb.^{xvii}

Part of this success is due to the expansion of Kelowna's airport, University of British Columbia's Okanagan Campus and Okanagan College. Building on this momentum is construction of the Okanagan Centre for Innovation (slated for completion in late 2016), which will bring young tech entrepreneurs together with experienced business mentors and venture capital investors in a central facility.

Thompson/Okanagan Tech Business Growth



TOTAL ECONOMIC IMPACT OF THE OKANAGAN TECHNOLOGY SECTOR

Source: Accelerate Okanagan, Economic Impact of the Okanagan Technology Sector, 2014



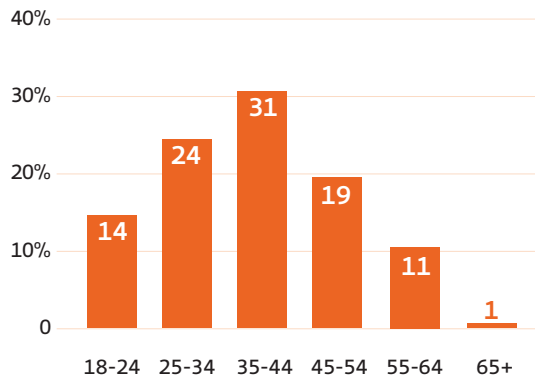
13%

CENTRAL OKANAGAN TECH BUSINESS GROWTH SINCE 2010

Source: BC Stats, Profile of the British Columbia High Technology Sector: 2014 Edition

Unlike traditional industries that are tied to the location of specific resources, the tech industry has a far greater choice of where to locate. In this way, Kelowna is competing with the world to build a successful sector in the Okanagan. Fostering the skills needed by the local tech sector in key university and college programs will be an important step to ensuring local firms can find local talent.^{xv, xvi} Attracting investors and giving local firms access to funds needed to grow their businesses will help take the Kelowna tech sector to the next level.

Tech employees by age



Source: Accelerate Okanagan, Economic Impact of the Okanagan Technology Sector, 2014

67 per cent of Central Okanagan tech companies expect to increase their workforce



Source: Accelerate Okanagan, Economic Impact of the Okanagan Technology Sector, 2014

Kelowna will need to think about how it can offer more than just access to its beautiful surroundings as it works to attract and to retain talent in a sector whose workers tend to be young and apt to move between cities and jobs. Richard Florida – a prominent urban theorist – calls these workers part of the “creative class,” and suggests that building an amenity-rich, vibrant city that embraces creativity and diversity is a key part of what draws and retains them.^{xix} Recent transformations in Kelowna’s downtown core show how quickly strategic investments can have a positive effect on the ground. Continuing to build downtown and other urban centres will be a critical factor in becoming a city that can compete at all levels to create, to attract and to retain tech business.





OUR HOMES

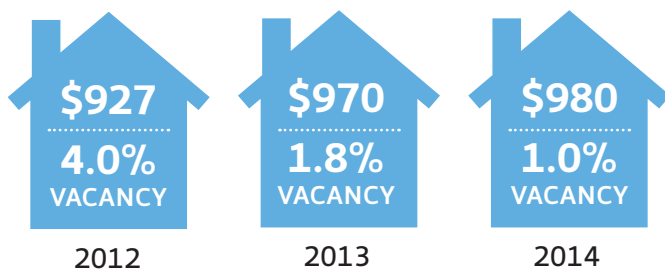
Housing activity increases

The housing sector in 2014 demonstrated a strong recovery from lows in 2011, with Building Permits issued for 1,029 new residential units. This represents the largest total since 2008, and shows steady progress towards the City's long-term averages.^x The total number of housing starts was led by growth in multi-family housing, with a slight reduction in single-detached home construction. Overall, it is anticipated that there will be a steady number of total housing starts throughout 2015-2017, averaging around 1,400 households annually for the Kelowna CMA.^{xx}

Alongside new home construction was a very strong year for the resale market, with some significant price gains in 2014. The average resale home price for Kelowna rose 7 per cent from \$398,028 to \$425,996, and the number of sales increased.^{xx}

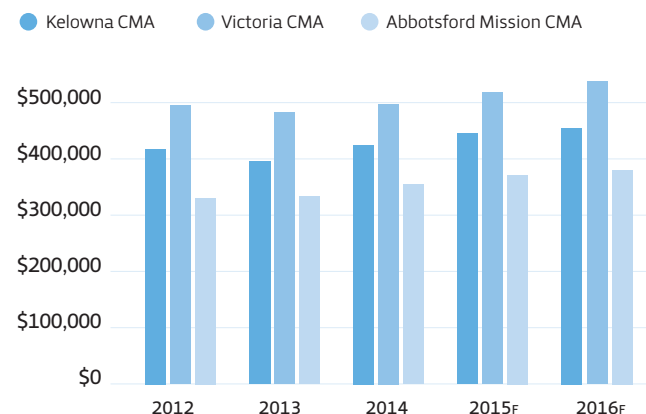
Alongside the increase in activity in the ownership market came strong demand for rental housing within the city, driven by post-secondary growth, employment growth and in-migration. The vacancy rate in October 2014 fell to 1.0 per cent, giving Kelowna one of the lowest apartment vacancy rates in Canada.^{xx} Indications are that the private sector is responding to the demand and new rental housing projects are making their way through the development process. It is anticipated that vacancy rates will increase to 1.5 per cent in 2015 and 1.8 per cent by 2016^{xx} as new units are constructed. The upswing in rental vacancy rates will result in a steadier supply of rental housing, and will better serve the diverse needs of residents looking for rental housing.

Average rent and vacancy rate for a 2 bedroom apartment



Source: CMHC Rental Market Survey - Kelowna CMA - Fall 2014. Data represents units in purpose-built private rental structures with three or more self-contained units, and may be townhouses or apartments.

Average resale home prices and forecast

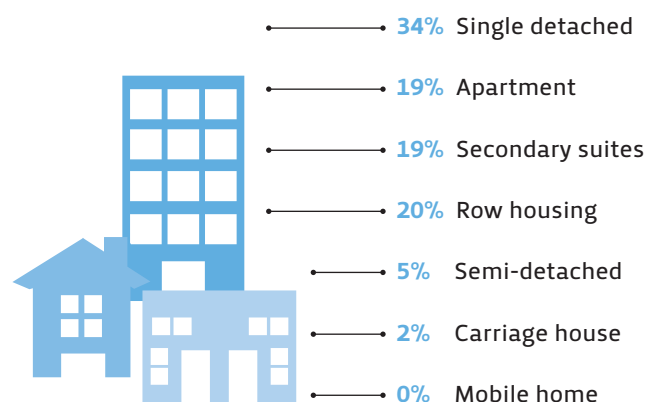


Source: CMHC Housing Market Outlook BC Highlights Fourth Quarter, 2012, 2013, 2014

Trend | Growing up

Over the next 15 years, 15,350 housing units will be needed to accommodate projected growth in Kelowna. The housing market, which has historically been dominated by single detached development, will continue to transition towards higher density options.

2014 Kelowna development by unit type

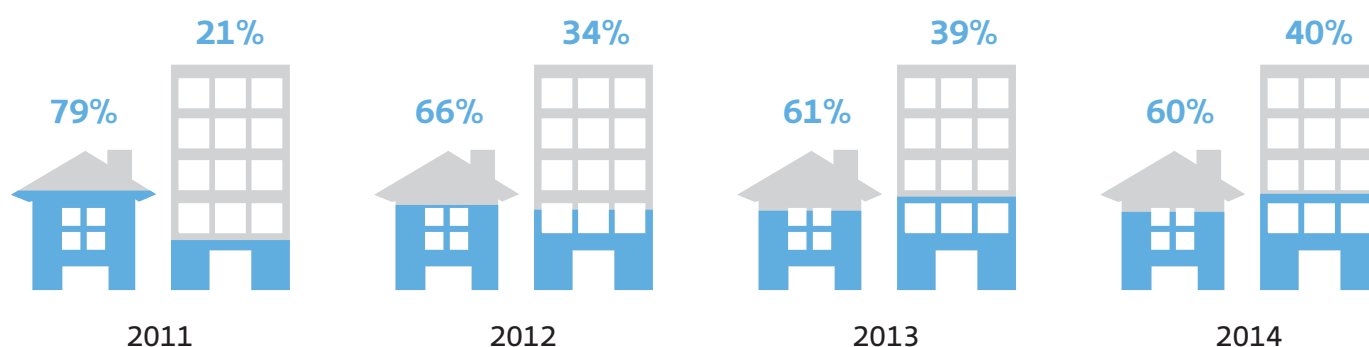


Source: City of Kelowna Annual Developments Stats Report

An increasing demand for smaller forms of housing, combined with a limited supply of land for single detached development, will influence the market for multi-unit housing (i.e. apartments and townhomes). Kelowna is already starting to see an increase in the share of multi-unit residential buildings. And, 2015 is projected to be the first year since 2008 in which multi-unit housing construction exceeds single detached construction.^x The continued trend is expected to be fuelled by a confluence of the need of millennials (ages 18-34) for affordable housing and the need of baby boomers (ages 51-69) for downsized housing.

New multi-unit housing forms are also being tested in Kelowna. Notably, interest in micro-suites, an innovative niche form of housing, has increased. With a unit size of less than 312 ft², micro-suites have the potential to serve people wanting to enter Kelowna's housing market. As of 2015, 315 units were approved, which positions micro-suites as an important element of Kelowna's housing mix in the coming years.

Building permit issuances by type



Source: City of Kelowna Annual Development Stats Report

The Official Community Plan (OCP) anticipates an increase in the demand for multi-unit housing in the long term and directs this growth to the city's five urban centres. These urban centres are the keys to building a city that not only survives demographic change, but thrives because of it. Successful urban centres will be the driving force behind innovation, creativity and growth.

As the housing balance shifts towards multi-unit development, and more residents move to Kelowna's urban centres, the City needs to be ready to create urban centres that foster and reinforce a high quality of life. But, how are great urban centres built? What are their key characteristics? How can they be achieved in Kelowna? Those are some of the key questions being

answered by the *Urban Centres Roadmap*. The project will use key principles and performance targets to guide future detailed planning for each of the five urban centres. These detailed plans will outline a clear path forward towards building urban environments that will improve the health, well-being and quality of life for future residents.

Kelowna's five urban centres include City Centre, Rutland, South Pandosy, Midtown and Capri-Landmark. Together, they are expected to receive **11,515** new residential units by 2030.





OUR ENVIRONMENT

Trend | A changing climate

The Intergovernmental Panel on Climate Change (IPCC) is in agreement that “human influence on the climate system is clear and warming of the climate is unequivocal.” Scientists agree that globally “surface temperatures will rise over the 21st century and that heat waves will occur more often and last longer, and that extreme precipitation events will become more intense and frequent in many regions.”^{xxi}

Looking closer to home, 2015 has seen some extreme weather conditions this year, including record snowfall in early January, a level four drought in late summer and new record high temperatures set throughout the year.

Researchers at the Pacific Climate Impacts Consortium have modelled anticipated climate trends for the Central Okanagan region. Annual average temperature is expected to rise consistently over the coming decades.^{xxii} Precipitation trends will also vary significantly from historical levels with drier summers and wetter winters becoming the norm. One of the most notable climate changes will be spring snowfall, which could decrease by up to 77 per cent by 2080. These changes will have significant impacts on Kelowna residents.

Predicted future climate (Central Okanagan)				
		2020	2050	2080
Annual Average Temp.		+1C	+1.9C	+2.9C
Precipitation	Annual	+5%	+7%	+8%
	Summer	-5%	-11%	-12%
	Winter	+3%	+7%	+11%
Snowfall	Winter	-7%	-14%	-22%
	Spring	-33%	-57%	-77%

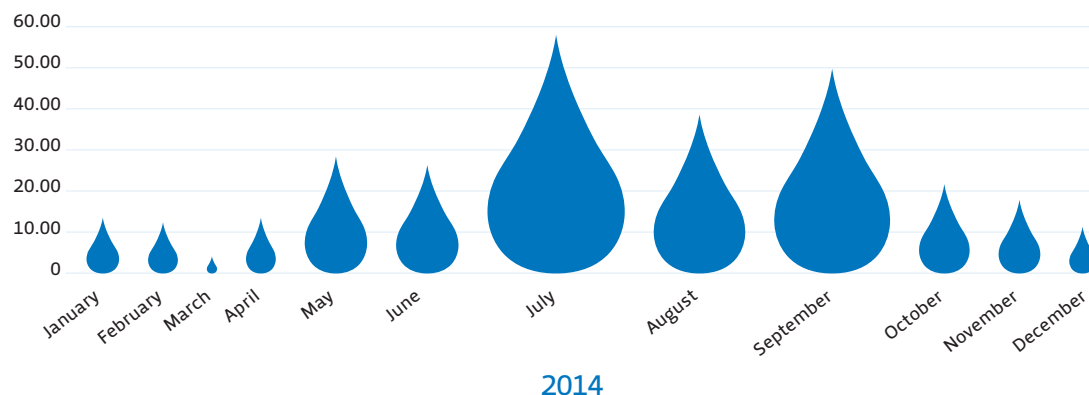
Source: Pacific Climate Impacts Consortium, plan2adapt.ca

Water conservation will be crucial for Kelowna. Water consumption varies significantly throughout the year and peak summertime use can be more than three times the consumption during off-peak times.

But, the effects of climate change are not just limited to water concerns. Hotter, drier summer conditions are also conducive to higher forest fire risks due to dry forest conditions. Potentially becoming the hottest year on record,^{xxiv} 2015 saw significant forest fire activity in the region¹ with more than 100 fires and 7,386 hectares burned. While these fires weren’t in Kelowna, the impacts were still felt by residents with air quality particulate matter reaching the highest concentrations on record.^{xxv}

1 Kelowna is within Penticton Fire Zone which covers an area from Osoyoos to Lake Country.

Monthly household water consumption for the City water utility (cubic metres)



Source: City of Kelowna Water Utility, Population and household data from Environics Analytics

Note: data for March is not representative of actual water consumption, and is an anomaly resulting from billing cycle changes

There are two primary approaches to addressing climate change: prevention and adaptation. Prevention includes efforts to reduce or to eliminate the factors that lead to climate change, namely the production of greenhouse gas. The IPCC advises that “limiting climate change would require substantial and sustained reductions in greenhouse gas emissions which, together with adaptation, can limit climate change risks.”^{xxi} On this front, Kelowna is making progress.

Sixty five per cent of Kelowna’s community greenhouse gas emissions come from road transportation, with more than 75 per cent of these emissions due to personal vehicle use.^{xxvi} Making more sustainable transportation choices is the main opportunity for reducing transportation emissions and residents are starting to move in this direction. Between 2007 and 2013, more than 3,000 (3 per cent) residents switched their transportation modes from the automobile to alternatives such as transit, cycling and walking.

The City is investing in infrastructure to promote walking, cycling and transit. Work is currently underway on multi-use paths on Lakeshore Road and on Ethel Street, both of which will connect to the City’s existing walking and cycling infrastructure. These represent small steps towards creating a transportation network that makes other modes of transportation more

accessible and attractive to residents, and helps Kelowna to reduce its greenhouse gas emissions.

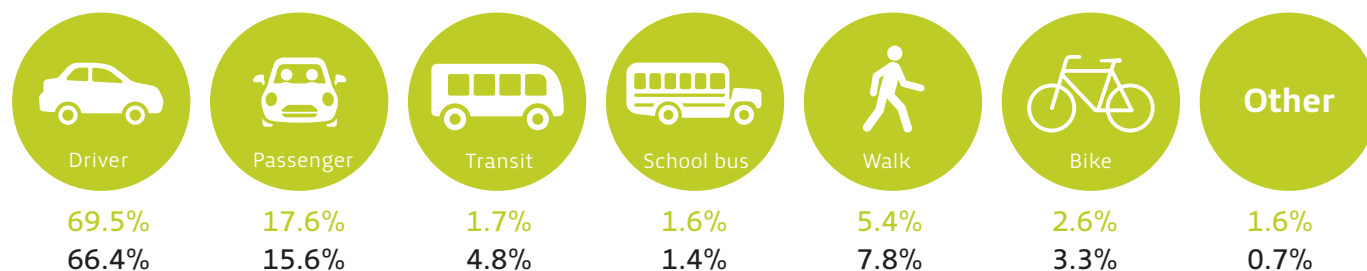
Initiatives are also underway to adapt to the effects of climate change. Kelowna is working actively to reduce residential water consumption in preparation for a more constrained water supply. Recent data from the City of Kelowna Water Utility shows that residential water use dropped more than 2.8 per cent in 2014. And, preliminary data from 2015 shows that Kelowna citizens responded positively to restrictions during the extreme August drought.^{xxiii}

Kelowna will look to implement new watering restriction programs in 2016, supplementing existing universal water metering and user-pay water rates, which have been effective in encouraging water conservation.

Further adaptation efforts are continuing in forested areas near existing homes, where the City continues to invest in wildfire mitigation. These efforts, coupled with similar efforts for new development and by individual home owners, will help mitigate this risk in the future. Investing in fire mitigation near existing homes and directing development away from forested areas will help mitigate this risk in the future.

Transportation choice

● 2007 ● 2013



Source: 2007 and 2013 Central Okanagan Household Travel Survey

Notes

- i Based on the BC Stats growth rate applied to the 2011 Census population.
- ii Statistics Canada, Demographic factors of growth by census metropolitan area, Canada, from July 2012 to June 2013 — Population estimates and factors of growth, Table 1.3-1.
- iii Based on BC Statistics P.E.O.P.L.E Analysis for the Kelowna CMA.
- iv World Health Organization. Global Age-Friendly Cities Project, http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf
- v City of Kelowna, 2015 Citizen's Survey, http://apps.kelowna.ca/CityPage/Docs/PDFs/Communications/CitizenSurvey_2015.pdf
- vi City of Kelowna Police Services, 2015.
- vii Penn State College of Agricultural Sciences. Why Community Engagement Matters, <http://aese.psu.edu/research/centers/cecd/engagement-toolbox/engagement/why-community-engagement-matters>
- viii Wired. What's up with that – building bigger roads actually makes traffic worse, <http://www.wired.com/2014/06/wuwt-traffic-induced-demand>
- ix Statistics Canada, Labour force survey estimates, Cansim Table 282-0110.
- x City of Kelowna. 2014 Development Statistics (February, 2015), <http://www.kelowna.ca/CM/page715.aspx>
- xi City of Kelowna. Kelowna Airport, Facts and Statistics, <http://www.kelowna.ca/CM/Page182.aspx>
- xii City of Kelowna. Development Services Department, 2015.
- xiii Environics Analytics, 2015, based on 2011 National Household Survey.
- xiv Canada Mortgage and Housing Corporation (CMHC), Housing Market Outlook, Kelowna CMA: Fall, 2015.
- xv KPMG. British Columbia Technology Report Card 2014 Edition.
- xvi Accelerate Okanagan, Economic Impact of the Okanagan Technology Sector, 2014.
- xvii Tourism Kelowna. The Economic Impact of Tourism in Kelowna, December 2011.
- xviii BC Stats, Profile of the British Columbia High Technology Sector: 2014 Edition.
- xix Richard Florida, 2002. The Rise of the Creative Class.
- xx Canada Mortgage and Housing Corporation (CMHC), Housing Market Outlook, Kelowna CMA: Fall, 2015.
- xxi Intergovernmental Panel on Climate Change, 2014. Climate Change 2014: Synthesis Report, Summary for Policy Makers, <http://www.ipcc.ch/report/ar5/syr/>
- xxii Pacific Climate Impacts Consortium Plan2Adapt, <http://www.plan2adapt.ca>
- xxiii City of Kelowna Utility Services, Kelowna Water Utility – Consumption Update, Council Report, October 5, 2015.
- xxiv Scientific American, August 20, 2015. 2015 May Just Be Hottest Year on Record, <http://www.scientificamerican.com/article/2015-may-just-be-hottest-year-on-record/>
- xxv British Columbia Ministry of Environment. BC Air Data Archive Website, <http://envistaweb.env.gov.bc.ca/>
- xxvi Province of British Columbia, Community Energy and Emissions Inventory for Kelowna, <http://www2.gov.bc.ca/gov/content/environment/climate-change/reports-data/community-energy-emissions-inventory#toc>



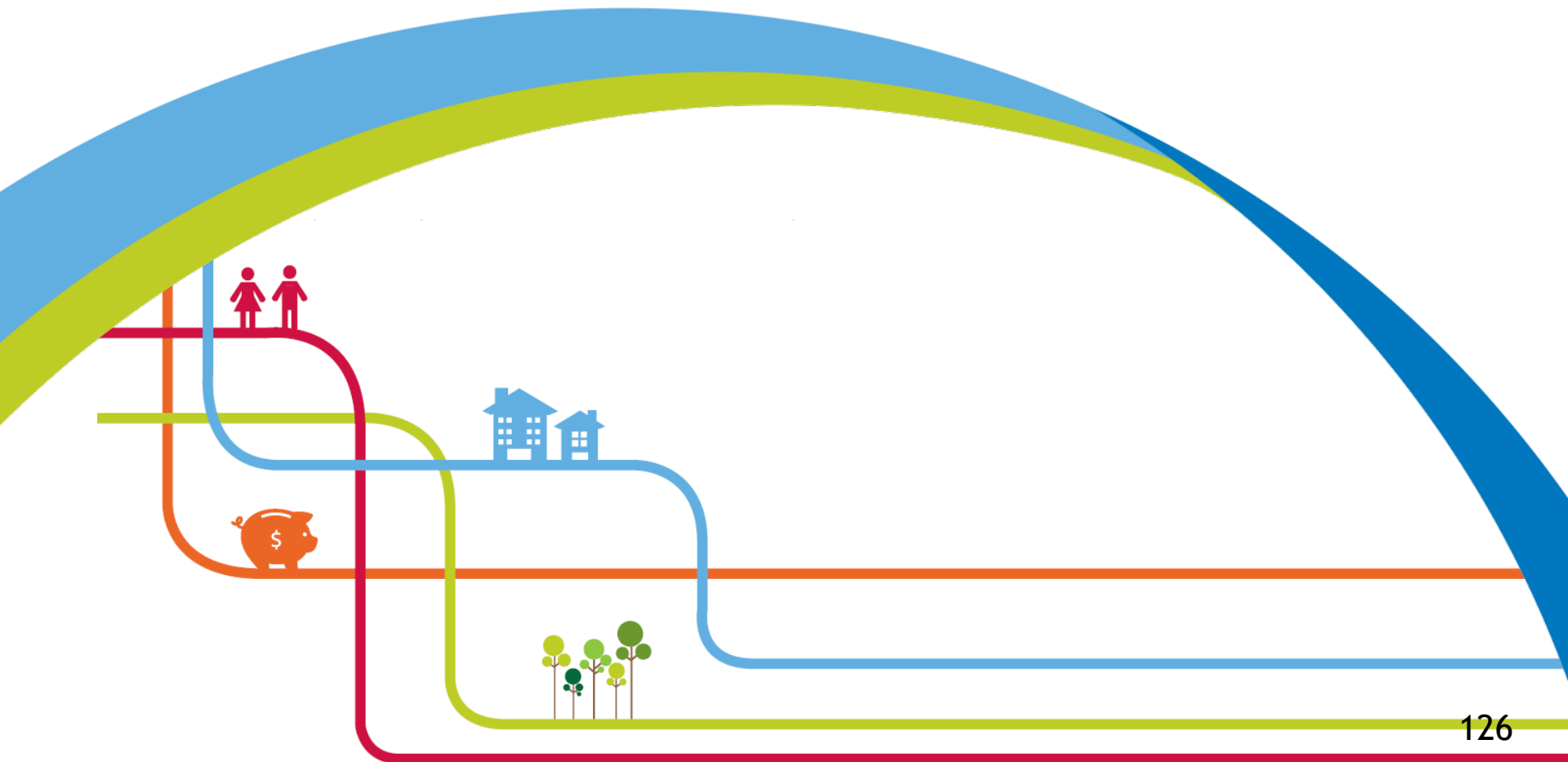
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OUR FUTURE IN FOCUS

2015 Community Trends Report



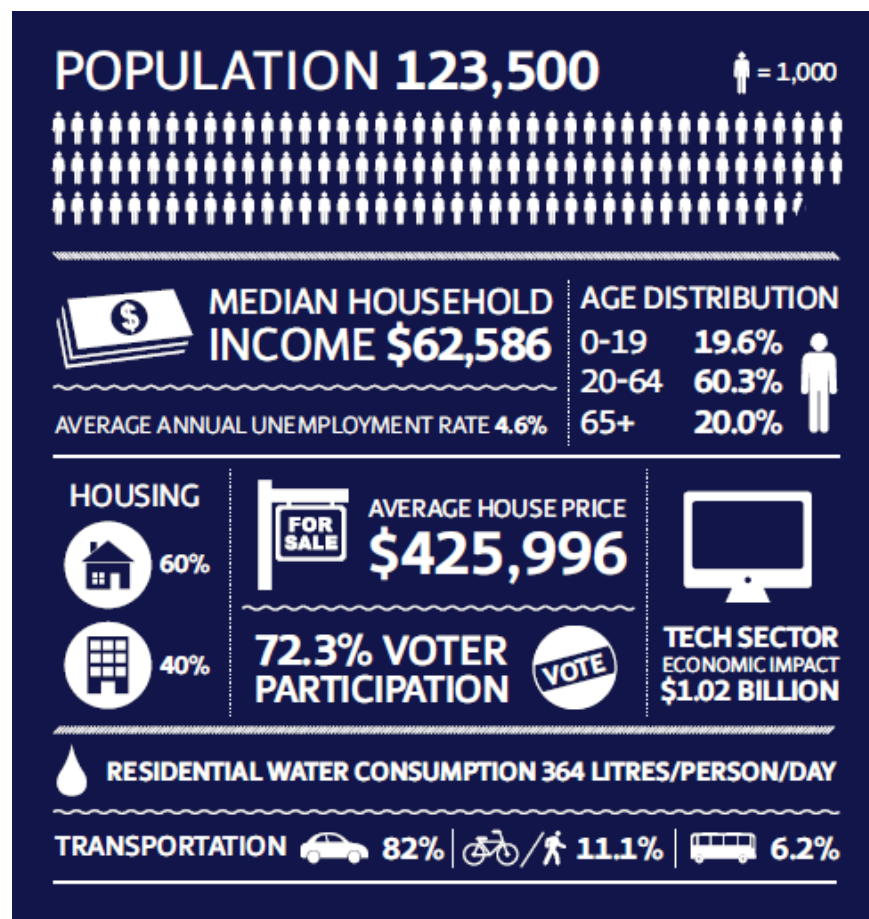
PURPOSE

- ▶ Second report
- ▶ Monitor baseline indicators
- ▶ Identify major trends
- ▶ Corporate & community resource



FOUR KEY AREAS

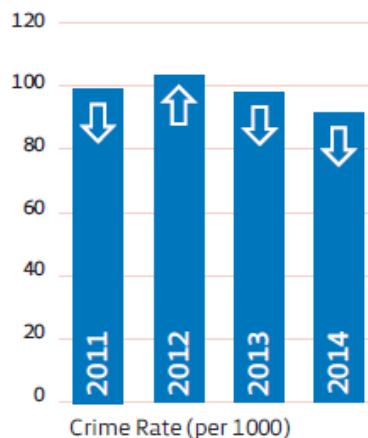
- ▶ Our people
- ▶ Our economy
- ▶ Our homes
- ▶ Our environment



OUR PEOPLE HIGHLIGHTS

- ▶ Population approximately 123,500
- ▶ Percentage of seniors to increase
- ▶ Crime rate is declining
- ▶ Residents feel they have a high quality of life

Crime rate



Crime Rate (per 1000)

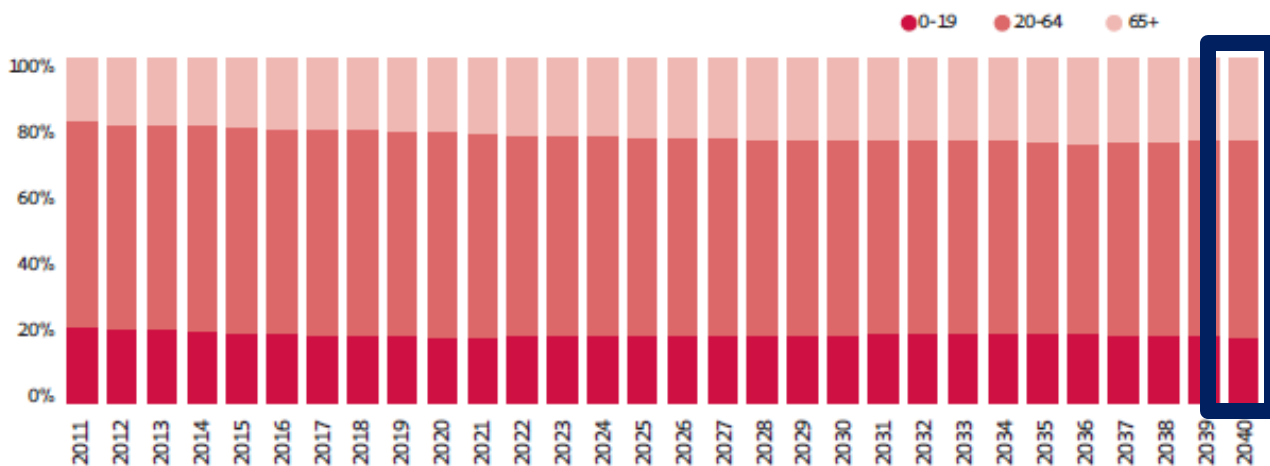
Source: RCMP (Crime Rate)



OUR PEOPLE TRENDS

- ▶ Aging community:
 - ▶ 65+ will outnumber youth
 - ▶ City-wide impacts
 - ▶ Age-Friendly Strategy

Projected age distribution, Kelowna CMA



Source: BC Stats

OUR PEOPLE TRENDS

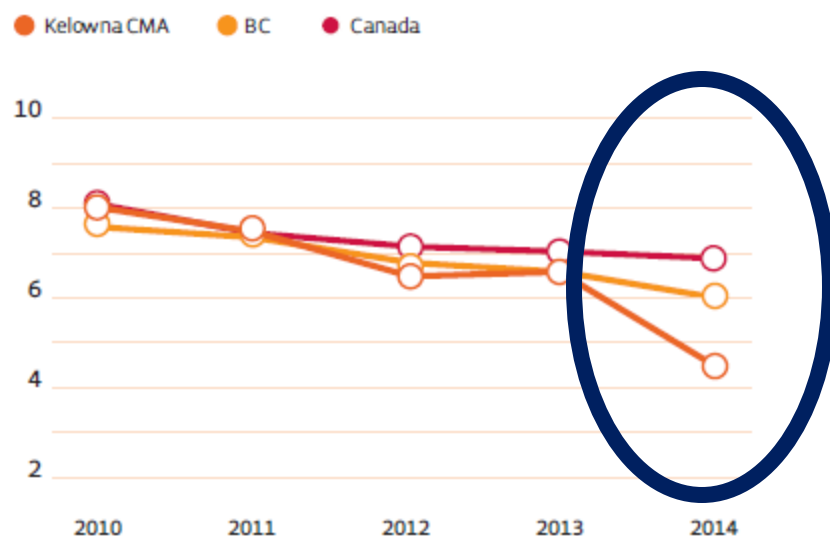
- ▶ Feeling congested:
 - ▶ Transportation is top of mind
 - ▶ Congestion is a challenge
 - ▶ Solution is counter-intuitive
 - ▶ Great examples



OUR ECONOMY HIGHLIGHTS

- ▶ Declining unemployment
- ▶ More business licenses
- ▶ Passengers at YLW continue to increase
- ▶ Value and number of building permits up

Unemployment rate

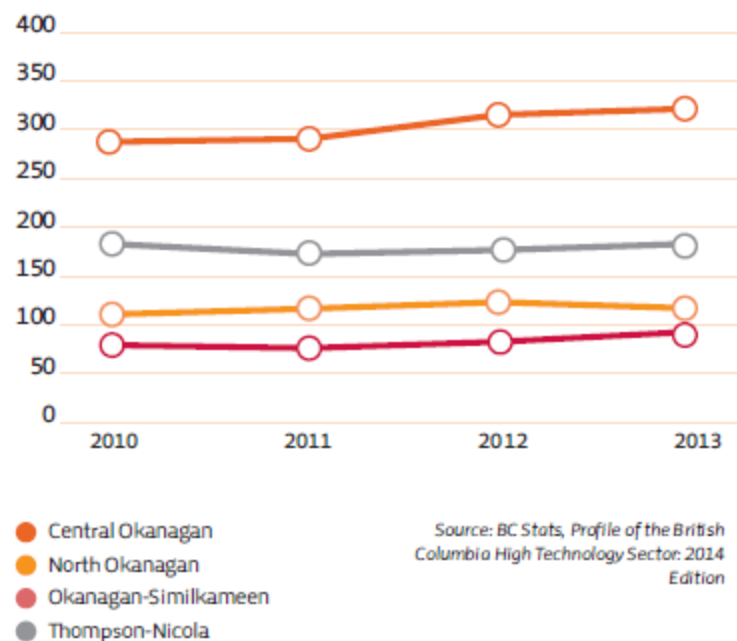


Source: Statistics Canada, Labour Force Survey Estimates, Consim Table 282-0110

OUR ECONOMY TREND

- ▶ The tech sector:
 - ▶ Rapid growth recently
 - ▶ A major player (\$1.2B)
 - ▶ International competition
 - ▶ Collaboration & innovation

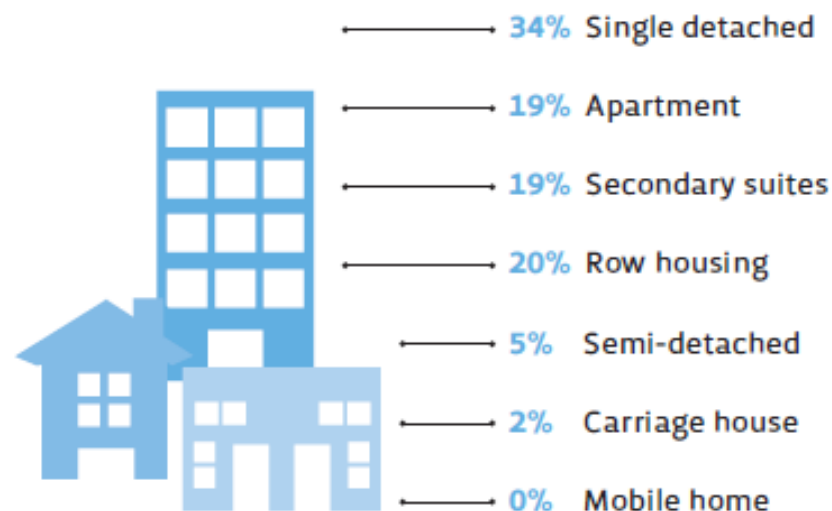
Thompson/Okanagan Tech Business Growth



OUR HOMES HIGHLIGHTS

- ▶ Strong ownership housing market
 - ▶ new & resale
- ▶ Highly constrained rental market
 - ▶ Forecast to improve

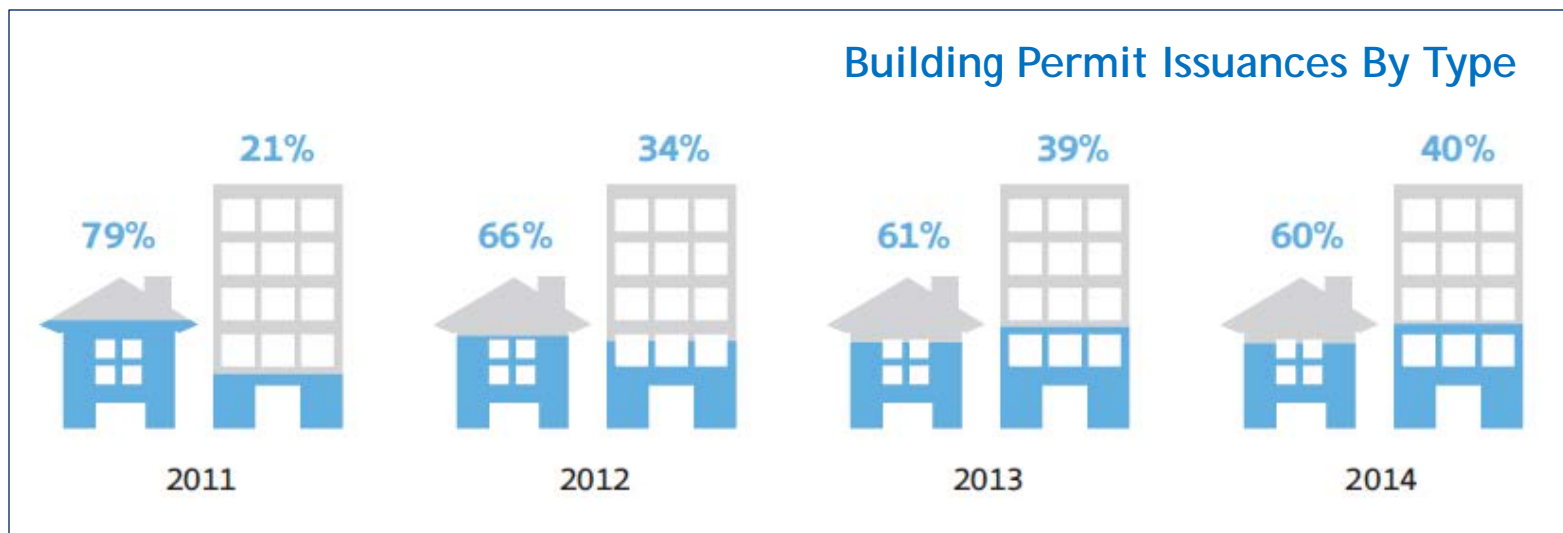
2014 Kelowna development by unit type



Source: City of Kelowna Annual Developments Stats Report

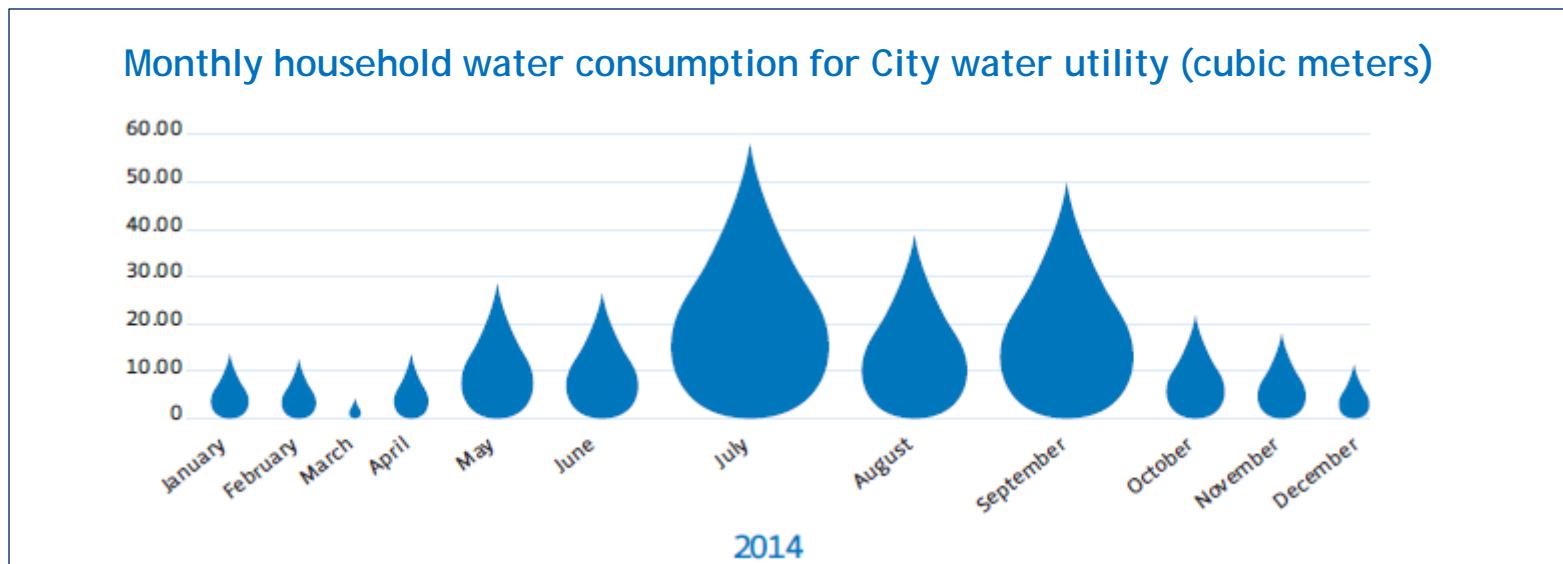
OUR HOMES TREND

- ▶ Growing up:
 - ▶ Recent resurgence in multi-unit housing
 - ▶ Convergence of demand
 - ▶ Focus on Urban Centres



OUR ENVIRONMENT TREND

- ▶ Changing climate:
 - ▶ Hotter and drier summers
 - ▶ GHG emissions reduction



NEXT STEPS

- ▶ Tracking annual data
- ▶ Continue to take action
 - ▶ Plans
 - ▶ Infrastructure
 - ▶ Partnerships
- ▶ Looking for new trends



CITY OF KELOWNA

BYLAW NO. 11171

Road Closure and Removal of Highway Dedication Bylaw
(Portion of lane adjacent to 1123, 1131, 1135-1139, & 1155 Ellis Street and 1110, 1118, 1128, 1138, 1146 and 1166 St. Paul Street)

A bylaw pursuant to Section 40 of the Community Charter to authorize the City to permanently close and remove the highway dedication of a portion of highway on Ellis and St. Paul Street

NOW THEREFORE, the Municipal Council of the City of Kelowna, in open meeting assembled, hereby enacts as follows:

1. That portion of highway attached as Schedule "A" comprising 818.5 m² shown in bold black as closed road on the Reference Plan prepared by Douglas A. Goddard, B.C.L.S., is hereby stopped up and closed to traffic and the highway dedication removed.
2. The Mayor and City Clerk of the City of Kelowna are hereby authorized to execute such conveyances, titles, survey plans, forms and other documents on behalf of the said City as may be necessary for the purposes aforesaid.

Read a first, second and third time by the Municipal Council this 23rd day of November, 2015.

Adopted by the Municipal Council of the City of Kelowna this

Mayor

City Clerk

Schedule "A"

