

City of Kelowna

Regular Council Meeting

AGENDA



Monday, November 6, 2017

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1. **Call to Order**

2. **Confirmation of Minutes**

3 - 5

Regular AM Meeting - October 30, 2017

3. **Reports**

3.1 **Parks Development – Parkland Acquisition and Development Funding Strategy, Workshop 3**

120 m

6 - 42

To provide Council with the final workshop in a series of three. This workshop is aimed at having Council participate in aligning financing tools with specific public policy objectives and funding needs associated with parkland acquisition and development.

3.2 **STPCO Update Draft Governance Review and STPCO 2018-2020 Work Plan**

45 m

43 - 65

To present the draft outcomes of the Governance Review of the Strategic Partnership of the Central Okanagan and the draft 2018-2020 STPCO Work Plan.

4. **Resolution Closing the Meeting to the Public**

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

- Position Appointment

5. **Adjourn to Closed Session**

6. **Reconvene to Open Session**

7. Issues Arising from Correspondence & Community Concerns

7.1 Mayor Basran, re: Issues Arising from Correspondence

30 m

8. Termination



City of Kelowna Regular Council Meeting Minutes

Date: Monday, October 30, 2017
 Location: Knox Mountain Meeting Room (#4A)
 City Hall, 1435 Water Street

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

Members Absent Councillor Charlie Hodge

Staff Present City Manager, Ron Mattiussi; City Clerk, Stephen Fleming, Divisional Director, Corporate & Protective Services, Rob Mayne*; Bylaw Services Manager, David Gazley*; Community Planning Department Manager, Ryan Smith*; Integrated Transportation Department Manager, Rafael Villarreal*; Divisional Director, Infrastructure, Alan Newcombe*; Parks & Buildings Planning Manager, Robert Parlane*; Integrated Transportation Dept., Christina O'Reilly*; Planner Specialist, David James*; Director Strategic Investments, Derek Edstrom*; Legislative Coordinator (Confidential), Arlene McClelland

(* denotes partial attendance)

1. **Call to Order**

Mayor Basran called the meeting to order at 9:03 a.m.

2. **Confirmation of Minutes**

Moved By Councillor DeHart/Seconded By Councillor Donn

R871/17/10/30 THAT the Minutes of the Regular AM Meeting of October 23, 2017 be confirmed as circulated.

Carried

3. **Reports**

3.1 **Feedback to the Province of BC on the Legalization of Marijuana**

Staff:

- Displayed a PowerPoint Presentation summarizing the recommended feedback to the Province.
- Provided recommended responses to a series of policy questions raised by the Province's discussion paper.
- Responded to questions from Council.

Councillor Sieben joined the meeting at 9:15 a.m.

Council:

- Raised issues with revenue sharing.
- Raised questions regarding the lack of an education and guidance component.
- Provided individual comment on the policy questions raised by the Province.

Moved By Councillor Given/Seconded By Councillor Donn

R872/17/10/30 THAT Council receives, for information, the report from the Community Planning Division/Corporate and Protective Services Division dated October 30, 2017 with respect to local government feedback on Provincial Government Marijuana Regulations and Policies;

AND THAT Council direct staff to provide the feedback contained in "Appendix B" related to the Provincial Governments Discussion paper – Cannabis Legalization and Regulation in BC to the Provincial Government Task Force prior to 4pm, November 1, 2017.

Carried

The meeting recessed at 9:46 a.m.

The meeting reconvened at 9:54 a.m.

3.2 Downtown Streetscape Guidelines and Lawrence and Leon Mobility Study

Staff:

- Displayed a PowerPoint Presentation summarizing the Downtown Streetscape Guidelines.
- Provided comment on the survey results for different areas of the downtown.
- Provided details of the Leon and Lawrence Avenue cross-section exercise held with Downtown Kelowna Association.
- Made comment on the streetscape inventory and assessment.
- Provided comments on the recommended public engagement process.
- Confirmed that the Downtown Kelowna Association is paying for 50% of the Leon-Lawrence Avenue study portion.
- Made comment on next steps and recommendations to Council in early 2018.
- Responded to questions from Council.

Council:

- Raised concerns regarding linking the Streetscape Guidelines with future vehicular, bicycle and pedestrian mobility on Leon and Lawrence Avenues and the public expectations this may raise.

Moved By Councillor Given/Seconded By Councillor Gray

R873/17/10/30 THAT Council receives for information, the report from the Integrated Transportation Project Manager dated October 30, 2017, with respect to the Downtown Streetscape Guidelines and Lawrence and Leon Mobility Study;

AND THAT Council receives the update on the development of Downtown Streetscape Guidelines and the next phase proposed for the Lawrence and Leon Mobility Study as outlined in the report.

Carried

The meeting recessed at 11:20 a.m.

The meeting reconvened at 11:28 a.m.

4. Issues Arising from Correspondence & Community Concerns

4.1 Mayor Basran, re: Rail Trail Elected Official Workshop

Mayor Basran:

- Provided an update on the upcoming Rail Trail Workshop.
- A detailed agenda has not been circulated to date.
- Recommended that he and one Councillor attend rather than all of Council.
- Our role would be to attend the workshop and receive information.

City Manager:

- Provided background information to the reasons for the requested meeting and what may be appropriate for discussion.
- Communication back to each government partner regarding the Rail Trail may not have been consistent.

Staff:

- Advised that a fence was erected by City staff at the City's northern boundary near the Bennett property.
- The City's position is to keep the trail closed until it is brought up to a safe standard.
- Advised that other local governments have let the public on their portion of the trail.

4.2 Councillor Gray, re: Chamber of Commerce Response to Province

Councillor Gray:

- Made comment that the Chamber of Commerce Policy Advisory Committee wants to coordinate the Chamber of Commerce response with the City's response.
- Will forward the Chamber of Commerce contact information to the City Manager for city staff.

5. Termination

The meeting was declared terminated at 11:53 a.m.

Mayor

/acm

City Clerk



Date: November 6, 2017
File: 1840-01
To: City Manager
From: Parks & Buildings Planning Manager
Subject: Parks Development – Parkland Acquisition and Development Funding Strategy, Workshop 3

Recommendation:

THAT Council receives for information, the report from the Parks & Buildings Planning Manager dated November 6, 2017, with respect to Parks development – Parkland Acquisition and Development Funding Strategy Workshop 3.

Purpose:

To provide Council with the final workshop in a series of three. This workshop is aimed at having Council participate in aligning financing tools with specific public policy objectives and funding needs associated with parkland acquisition and development.

Background:

As noted in earlier reports, the City of Kelowna is committed to providing parkland for public enjoyment and well-being, creating sports amenities to promote active living, preserving natural open space for wild flora and fauna, and developing linear greenways that create strong pedestrian and cycling connections throughout the City.

In May 2017, City Council received the Parks Development Report – A study of underdeveloped, undeveloped and future park sites. The report notes that while the City acquires parkland in accordance with the Parkland Acquisition Guidelines, it has become apparent the rate of park development has not kept pace with the rate of parkland acquisition. This raises some fundamental questions of public policy which lead naturally into discussions about potential strategies and appropriate financing tools to ensure the City's parkland acquisition and development keep pace with community desires and the City's ability to fund these initiatives. Council engaged in the first workshop on October 2, 2017, where members provided direction on broader policy issues related to parks such as the proportion of resources that goes towards parks acquisition vs parks development, and considerations on the level of parks acquisition and development provided in the City. During the second workshop on October 16, 2017, Council refined the direction in the first workshop and built an evaluation and priority setting matrix for parks expenditures, setting the stage for the third workshop.

Council Engagement Process

The City has retained Urban Systems to assist in a three-workshop series with Council (in October and November 2017):

October 2, 2017 - Workshop 1 (completed): Engaging Council in shaping the key public policy questions to be addressed in the City's overall approach to parkland acquisition and development moving forward;

October 16, 2017 – Workshop 2 (completed): Building an evaluation and priority setting tool;

November 6, 2017 - Workshop 3: Having Council participate in aligning financing tools with specific public policy objectives and funding needs associated with parkland acquisition and development.

More specifically, the forthcoming workshop will address the following items:

- Summarizing the direction from the previous two workshops;
- Reviewing specific funding options, identified based partly on work in the previous workshops;
- Discussing criteria for evaluating funding tools, based partly on the earlier workshops;
- Reviewing and evaluating each of the funding tools with the goal of determining the approach for each tool including:
 - Proceed* - tools that line up well with goals and direction. While more work is likely required, Council would like to proceed with further steps toward implementation;
 - Consider/explore further* - tools where it is not clear at this point and more work is required to explore;
 - No additional effort* - tools where no extra effort is put into exploring or building more revenue from these methods.

The results of Workshop 3 will provide direction for the next steps in revising the City's approach towards parks funding, and developing a clear parks funding and financing strategy.

Internal circulation:

Deputy City Manager
Divisional Director, Infrastructure
Divisional Director, Community Planning & Strategic Investments
Divisional Director, Financial Services
Divisional Director, Corporate Strategic Services
Divisional Director, Active Living & Culture
Divisional Director, Corporate & Protective Services
Divisional Director, Human Resources & Corporate Performance

Considerations not applicable to this report:

Personnel implications:

Existing Policy:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

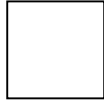
External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by: R. Parlane, Manager, Parks and Buildings Planning

Approved for inclusion:



Alan Newcombe, Infrastructure Divisional Director

cc: Deputy City Manager
Divisional Director, Infrastructure
Divisional Director, Community Planning & Strategic Investments
Divisional Director, Financial Services
Divisional Director, Corporate Strategic Services
Divisional Director, Active Living & Culture
Divisional Director, Corporate & Protective Services
Divisional Director, Human Resources & Corporate Performance
City Clerk

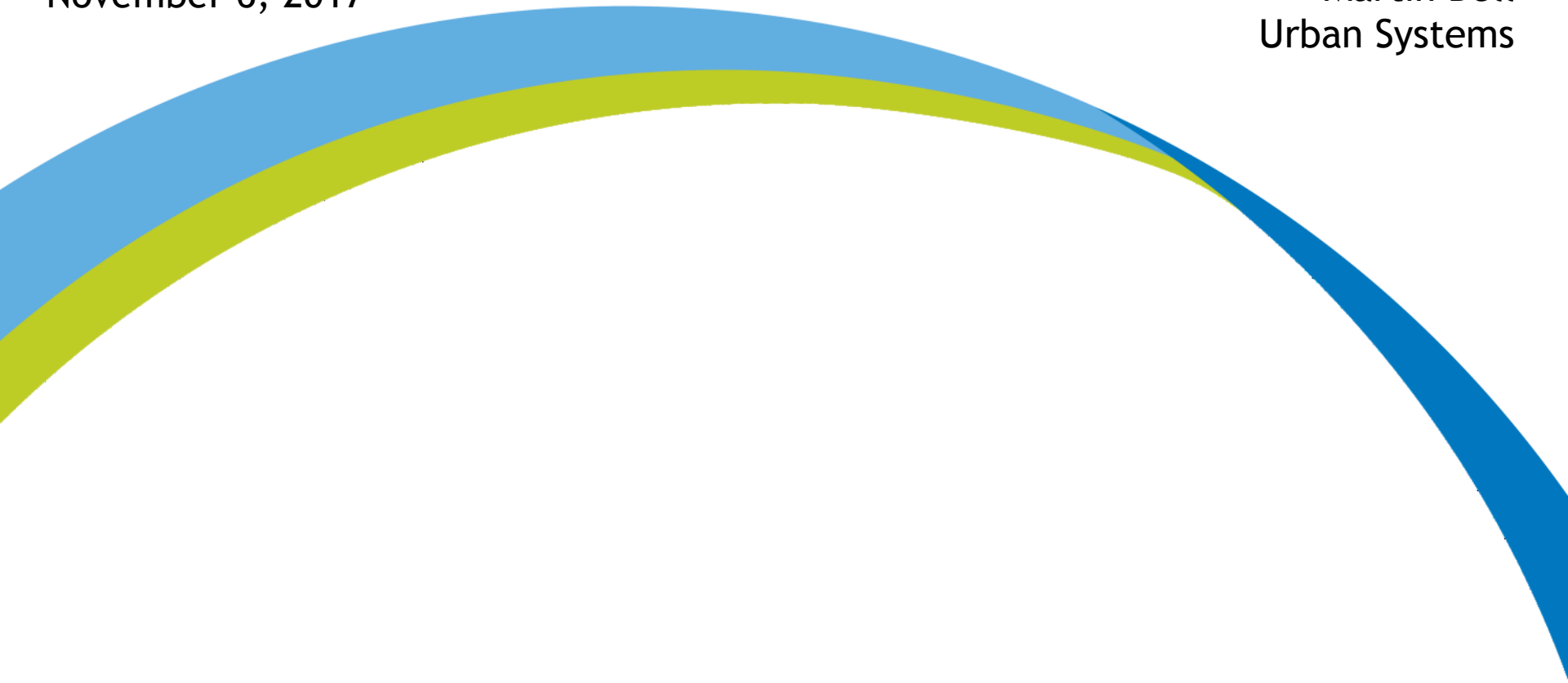
PARKS DEVELOPMENT

PARKLAND ACQUISITION & DEVELOPMENT FUNDING STRATEGY
COUNCIL WORKSHOP 3



November 6, 2017

Martin Bell
Urban Systems



Parks Funding – Workshop Series Overview

- ▶ Workshop #1 - Context and public policy discussions
- ▶ Workshop #2 - Building an evaluation and priority setting tool
- ▶ Workshop #3 - Developing our funding and financing strategy

Overview of Workshop #3

- Summary of direction from the previous 2 workshops
- Criteria matrix of key items for setting parks acquisition and development priorities
- Available financing tools
- Evaluation matrix for financing tools
- Evaluation tools with Council, based on specific criteria
- Place tools into three categories:
 - Proceed
 - Consider/explore further
 - No further effort

Summary of Workshop #2 – October 16th



What we heard:

- Explore opportunity for upward movement in Parks DCCs
- Consider making the parks partnership requirements firmer and more consistent
- Establish standards for Neighbourhood parks for developers to meet
- Ensure the we have flexibility to allocate resources to acquisition or development as required
- Explore potential to open up and allow interim access to parks that are not 100% developed

Criteria Matrix – Key Items

Other important items:

- Rehabilitating existing facilities
- Considering maintenance costs
- Considering anticipated user level
- Addressing economic inequalities
- Attracting new visitors (e.g. sports tourism)



Funding Options

- Development Cost Charges
 - Residential DCC for parks development
 - Commercial DCC for park development and land acquisition
 - Parks DCC for Linear parks acquisition
 - Reducing assist factor
- Community Amenity Contributions
- Requirement for developers to build parks in new residential developments
- Partnerships
 - Developer partnerships
 - Community group partnerships



Funding Options






- Park revenues
- Sponsorships
- Lease or land sale
- Grants
- General taxation
- Tourism taxation
 - Airport fees
 - Hotel tax
- Parcel taxation













Criteria for Evaluation of Finance Tools

- More 'standard' criteria for evaluating financial tools
 - Revenue potential and length of time required to generate funds - how fast the tool works
 - Level of Council control
 - Flexibility of use
 - Administrative efficiency and related items:
 - Costs in staff time
 - Legal implications
 - Ease of implementation
 - Speed of implementation
 - Equity and transparency
 - Risk associated with use of tools and undertaking a project (in regards to revenue generation potential)

Criteria for Evaluation of Finance Tools

-  Positive
-  Somewhat positive
-  Neutral
-  Somewhat negative
-  Negative

Plan alignment	
Serves growth nodes	
Addresses deficiencies	
Addresses needs of user groups	
Revenue potential	
Council control	
Flexibility of use	
Administrative efficiency	
Equity & transparency	
Financial risk	

Who Pays for What



User groups

- Parks revenues
- Sponsorships
- Partnerships
- Tourism taxation
- Lease or land sale

Commercial development

- Commercial DCCs
- Tourism taxation
- Parcel taxation
- General taxation

Revenue Potential

High

- Parks Improvement DCCs
- Linear Parks acquisition DCCs
- Parcel taxation
- General taxation

Medium

- Parks DCCs on Commercial
- Tourism taxation
- Community amenity contributions
- Sponsorships
- Shift in assist factors
- Requirement for developers to build parks in new residential developments

Low

- Lease or land sale
- Partnerships
- Parks revenues
- Grants

Review of Tools

While discussing tools, determine if the City should:

- **1. Proceed** - Tools that line up with goals and direction. These fit well and Council will proceed with direction.
- **2. Consider/explore** - Tools where it is not clear at this point and more work is required to explore.
- **3. No additional effort** - Tools where no extra effort is put into exploring or building more revenue from these methods. Status quo for these tools.

High Revenue Potential

Explore charging DCCs for Parks improvements:

➤ Parks Improvement DCCs can pay for:

- Fencing
- Landscaping
- Drainage
- Irrigation
- Trails
- Restrooms
- Changing rooms
- Playground equipment
- Playing field equipment



High Revenue Potential

Explore charging DCCs for Parks improvements

- Landscaping includes leveling, grass and plants, but does **not** include
 - parking lots or access roads
- Playground and Playing field equipment includes playground structures like swings and slides, but does **not** include:
 - Dugouts and bleachers
 - Field houses
 - Tennis or basketball courts
 - Baseball diamonds
 - Artificial turf fields
 - Picnic Shelters
 - Tracks
 - Lighting systems

High Revenue Potential

Explore charging DCCs for Parks improvements

- DCC credits for parks improvements
- Developers get credit for the lesser of:
 - The City cost estimate for the work in the DCC report;
 - The actual cost of the work; or
 - The Parks Improvement DCC owed by the developer.

High Revenue Potential

Explore charging DCCs for Parks improvements:

- Will need to refine Standards for Neighbourhood parks (for developer build and DCC credits)
- Review against matrix
- Implications of change
- Set out steps to move forward:
 - Quantify
 - Discussions with development community?

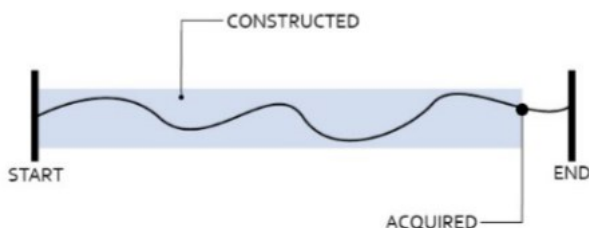
	DCCs
Plan alignment	✓
Serves growth nodes	✓
Addresses deficiencies	✗
Addresses needs of user groups	—
Revenue potential	✓
Council control	✓
Flexibility of use	—
Administrative efficiency	✓
Equity & transparency	✓
Financial risk	—

High Revenue Potential



Acquisition of Linear Parks

- Consider adding Linear parks to the Parkland acquisition list
- Will allow expenditures from the DCC reserve fund to acquire linear parks
- Set out steps to move forward:
 - Quantify
 - Discussions with development community



Mission Creek
Greenway

High Revenue Potential

Parcel taxation

- Create a portfolio of parks projects throughout the city
- Referendum
- For example:
 - City Park walkway \$3.0m
 - Glenmore Rec Phase 3 \$4.9m
 - Rutland Centennial \$2.8m
 - South Padosy Waterfront \$3.0m
 - Black Mountain \$5.94m
 - **Total \$19.64m**
- Revenue generation potential

High Revenue Potential

Parcel taxation

- Review against matrix
- Direction to explore further?
- Why a Parcel tax just for parks?
 - No other revenue stream unlike other infrastructure
 - Parks benefit all areas of the community

	Parcel Taxation
Plan alignment	✓
Serves growth nodes	✓
Addresses deficiencies	✓
Addresses needs of user groups	✓
Revenue potential	✓
Council control	✓
Flexibility of use	—
Administrative efficiency	✗
Equity & transparency	✓
Financial risk	✓

High Revenue Potential

General taxation

- Review against matrix
- Increase in property taxes to pay for parks improvements, or shift in allocation of general taxation revenue to parks
- Strong revenue generation
- Confirm the results of Workshops 1&2 indicate this should not be considered further

	General Taxation
Plan alignment	✓
Serves growth nodes	✓
Addresses deficiencies	✓
Addresses needs of user groups	✓
Revenue potential	✓
Council control	✓
Flexibility of use	✓
Administrative efficiency	✓
Equity & transparency	✓
Financial risk	✓

Medium Revenue Potential

Charge a Parks DCC on commercial development

- Impact of commercial development on parks by employees and visitors
- Only on net NEW commercial floor space
- Just for improvement OR both improvement and acquisition?
- Review evaluation against matrix
- Set out steps to move forward:
 - Background work
 - Quantify
 - Discussions with Commercial Development Community

Medium Revenue Potential

Reduce the DCC assist factor

- Currently the DCC assist factor is 8% , plus and extra 3.4% assist for secondary suites
- Could reduce the 8% assist to 1% assist, which is common in many communities
- Parks DCC would increase to compensate for the 7% difference - currently this is paid by general revenues
- Similar evaluation as DCCs
- Steps to move forward

Medium Revenue Potential

Property taxation and DCCs

Shift budget allocation from Parks Acquisition to Parks Development

- Related to generating more revenue for Parks Improvements
- Connection with DCC change to allow funds to be spent on improvements as well as acquisition
- Magnitude of shift
- Implications of change











Medium Revenue Potential

Tourism taxation: Hotel Tax

- Discussed previously with Council
- Confirm that we will not be pursuing increase in Hotel Tax



Medium Revenue Potential

	CACs
Plan alignment	
Serves growth nodes	
Addresses deficiencies	
Addresses needs of user groups	
Revenue potential	
Council control	
Flexibility of use	
Administrative efficiency	
Equity & transparency	
Financial risk	

Community Amenity Contributions

- Community Amenity Contributions
 - Through density bonus
 - Through rezoning
- Paid upon rezoning based on extra density
- Note that these can be difficult to administer equitably and they consume significant staff time
- Review against matrix

Medium Revenue Potential

Sponsorship

- New sponsorship strategy with respect to Parks
- Review against matrix



	Sponsorship
Plan alignment	✓
Serves growth nodes	✗
Addresses deficiencies	—
Addresses needs of user groups	✓
Revenue potential	✓
Council control	—
Flexibility of use	—
Administrative efficiency	—
Equity & transparency	—
Financial risk	—
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Medium Revenue Potential

Requiring developers to build parks

- Require developers to construct parks and parks improvements as part of greenfield developments in growth areas.
- Review evaluation against matrix
- Will need to review legal tools available to implement



	Developer Build
Plan alignment	✗
Serves growth nodes	✓
Addresses deficiencies	✗
Addresses needs of user groups	✗
Revenue potential	✓
Council control	✗
Flexibility of use	✗
Administrative efficiency	✗
Equity & transparency	—
Financial risk	—

Lower Revenue Potential

	Lease or land sale
Plan alignment	—
Serves growth nodes	—
Addresses deficiencies	—
Addresses needs of user groups	—
Revenue potential	✗
Council control	✓
Flexibility of use	✓
Administrative efficiency	✗
Equity & transparency	—
Financial risk	—

Commercial lease and sale of surplus land

- Commercial lease of portions of parkland e.g food and beverage
- Sale of surplus parkland e.g. land adjacent to Boyce-Gyro Park
- Revenue potential
- Review against matrix

Lower Revenue Potential

	Partnerships
Plan alignment	✗
Serves growth nodes	✓
Addresses deficiencies	—
Addresses needs of user groups	✓
Revenue potential	✗
Council control	—
Flexibility of use	✗
Administrative efficiency	✗
Equity & transparency	—
Financial risk	✓

Developer partnerships

- Consider making the parks partnership requirements firmer and more consistent with developers
- Review evaluation against matrix



Lower Revenue Potential

Community group partnerships











- Explore opportunities for partnerships with
 - Sports organizations
 - Non-profit organizations
 - Neighbourhood groups
- Need to review existing policies and framework
- Review against matrix



Lower Revenue Potential

Parks revenues

- Review against matrix

	Parks Revenues
Plan alignment	
Serves growth nodes	
Addresses deficiencies	
Addresses needs of user groups	
Revenue potential	
Council control	
Flexibility of use	
Administrative efficiency	
Equity & transparency	
Financial risk	

Initial Evaluation

	Grants	General Taxation	Tourism Taxation	Parcel Taxation	Developer Build
Plan alignment	✓	✓	✓	✓	—
Serves growth nodes	—	✓	—	✓	✓
Addresses deficiencies	✓	✓	✓	✓	✗
Addresses needs of user groups	✓	✓	✓	✓	✗
Revenue potential	✗	✓	✓	✓	✓
Council control	✗	✓	✓	✓	✗
Flexibility of use	✗	✓	✓	—	✗
Administrative efficiency	✗	✓	✓	✗	✗
Equity & transparency	—	✓	✓	✓	—
Financial risk	✓	✓			—

Results of Evaluation

3. No Additional Effort: Tools where no extra effort is put into exploring or building more revenue from these methods. Status quo for these tools.



Summary

- What was heard today
- Council direction
- Next steps

Report to Council



Date: November 6, 2017
File: 0705-25
To: City Manager
From: Rafael Villarreal, Integrated Transportation Department Manager
Subject: STPCO Update Draft Governance Review and STPCO 2018-2020 Work Plan

Recommendation:

THAT Council receives for information, the report from the Integrated Transportation Department Manager, dated November 6, 2017 regarding the Strategic Transportation Partnership of the Central Okanagan (STPCO) Update Draft Governance Review and STPCO 2018-2020 Work Plan;

AND THAT Council supports the City of West Kelowna, who has given notice to withdraw from the partnership, to have the ability to rescind this notice by December 22, 2017.

Purpose:

Following up on the memo shared with Council "STPCO Draft Governance Review and Draft STPCO 2018-2020 work plan" this report and presentation provides: a verbal update of the evolution of the STPCO; presents the draft outcomes of the Governance Review of the Strategic Partnership of the Central Okanagan; and presents the draft 2018-2020 STPCO work plan.

In addition, Council's support is sought for a one-time request from the City of West Kelowna to allow their Council extra time to consider their participation in the partnership.

Background:

Governance Review and 2018-2020 Work Plan

Established formally in 2013, the Sustainable Transportation Partnership of the Central Okanagan (STPCO) was formed as the result of the evolution of decades of regional cooperation. After four years, the Executive Committee felt it prudent to do a review of the organization and mandate to ensure it remains relevant in an ever changing environment. In spring of 2017, Urban Systems was engaged to perform a comprehensive review of the partnership. The review aimed to achieve the following objectives:

- Document the factors leading to the establishment of the STPCO
- Clarify the current STPCO mandate
- Understand how the STPCO is serving member municipalities and achieving its mandate – what are the successes and where is the partnership falling short

- Engage directly with both staff and elected officials to understand opportunities for regional transportation collaboration

Suggest renewed mandate for the Partnership (if applicable), along with specific opportunities for collaboration. The report recommends a move from highly operational delivery to strategic collaboration and advocacy, however, the shift from operations and project delivery to strategic collaboration will occur over the course of several years. Initially, it is important to undertake simple changes that can elevate the partnership to discussion and collaboration around strategic items related to the recommended focus areas. The actions are intended to be completed within the existing framework and agreements that govern the STPCO. More substantial shifts may be appropriate once momentum around the focus areas has been established.

Some highlighted recommendations from the report:

- Invite Provincial collaboration into the STPCO to support the region in thinking strategically about moving each of the focus areas forward.
- Revise roles and responsibilities of STPCO members and staff to help support a shift from operations and delivery to strategic collaboration.
- Schedule presentations by the STPCO Director to each of the six member Councils in 2018.
- Establish the Executive Team and host an inaugural meeting. Use the initial meeting to establish a high level work plan and strategic actions to move ahead in 2018. (LGA Board Meeting, December 6th)
- Establish STPCO staff responsibilities and duties related to the 2018 work plan (related to communications, administration, measurement/tracking, and operations.)
- Develop an STPCO newsletter to be shared with Councils and the public.
- Create a highlight reel of activities and decisions following from each Executive and Board meeting.
- Establish protocols for quick communication between the Executive Team in between formal meetings (i.e., email; conference call; individual meetings with Director, etc.)
- Establish key indicators for the STPCO related to operations and strategy in 2018. Measurement should be closely related to the 2018 work plan.

2018-2020 Work plan

The STPCO three-year draft work plan (2018-2020), prepares the STPCO for the next evolution of the Regional Partnership, while delivering on key initiatives that have the potential change the face of transportation in our region. Following the recommendations of the review conducted by Urban Systems, the three areas of focus for the next 3-year term of the partnership (2018 – 2020) will be Transit and Programs Delivery, Regional Transportation Planning and Partnerships.

Overall, this review of the STPCO and the 2018-2020 Work Plan are a further step in the evolution of regional cooperation. One of the key objectives of the 2018-2020 work plan will also be to establish the reformation of the partnership and preparing the transition for a future model for regional collaboration in 2021-2024.

West Kelowna notice to withdraw extension

Membership in the STPCO is voluntary for all local government partners. The partnership is structured in 3 year terms with partners given the opportunity to express their desire to leave the

partnership before November 1st in the 2nd year of any 3-year term, which currently occurs this year.

The results of the Governance Review will be discussed at the STPCO Local Government Advisory Board meeting on December 6. As such, the City of West Kelowna requested the November 1 notice deadline extended to allow them to consider the discussions around the review. While extending the deadline is not possible within the current timelines, the CAO committee recommends each Council support the ability for the City of West Kelowna to rescind their notice to withdraw from the partnership by December 22nd, 2017.

Kelowna City Council support of this one-time request from West Kelowna, is respectfully requested to allow their Council the extra time they require.

Internal Circulation:

Divisional Director, Infrastructure
Communications Consultant, Corporate Strategic Services
Strategic Transportation Planning Manager, Infrastructure
Transit and Programs Manager, Infrastructure
Active Transportation Coordinator, Infrastructure

Considerations not applicable to this report:

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

Submitted by:

R. Villarreal, Integrated Transportation Department Manager

Approved for inclusion:



A. Newcombe, Divisional Director, Infrastructure

Attachments: STPCO Update Council Presentation City of Kelowna November 2017

cc: Divisional Director, Infrastructure
Communications Consultant, Corporate Strategic Services
Strategic Transportation Planning Manager, Infrastructure
Transit and Programs Manager, Infrastructure
Active Transportation Coordinator, Infrastructure



Sustainable Transportation Partnership of the Central Okanagan (STPCO) City of Kelowna Update

November 6, 2017





Objective

- Update council on STPCO activities





Part 1

Governance Review

Context

Fall 2017



City of **West Kelowna**

District of **Peachland**

City of **Kelowna**

District of **Lake Country**

RDCO

Westbank First Nation

STPCO Review team

LGA Board

STPCO's Executive Committee

Rafael Villarreal
Christina O'Reilly
Jerry Dombowsky
Karen Needham (Deputy City Clerk)

Urban Systems
Martin Bell
Erin Welk

**CONTEXT
SETTING**

**MODEL
ASSESSMENT**

**WAYFINDING
WITH
STAKEHOLDERS**

**FINAL
REPORT**

Review of Existing
Mandate & operation

Evaluation

Workshop with LGA
Board

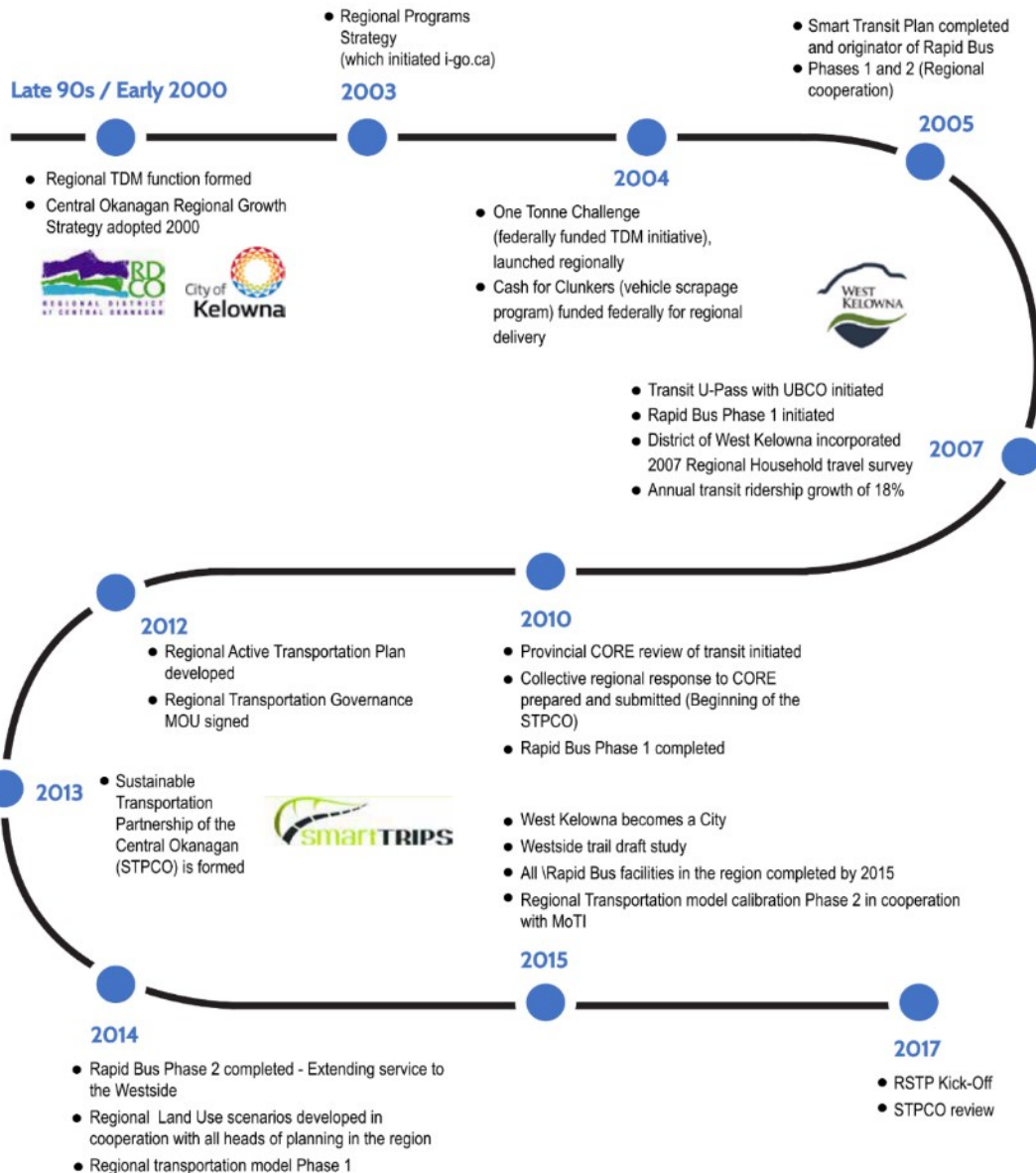
Recommendations

Steps

1. Review mandate
2. Conduct interviews (CAOs & CFO)
3. Summarize key findings
4. Visioning workshop with the STPCO Board
5. Suggestions

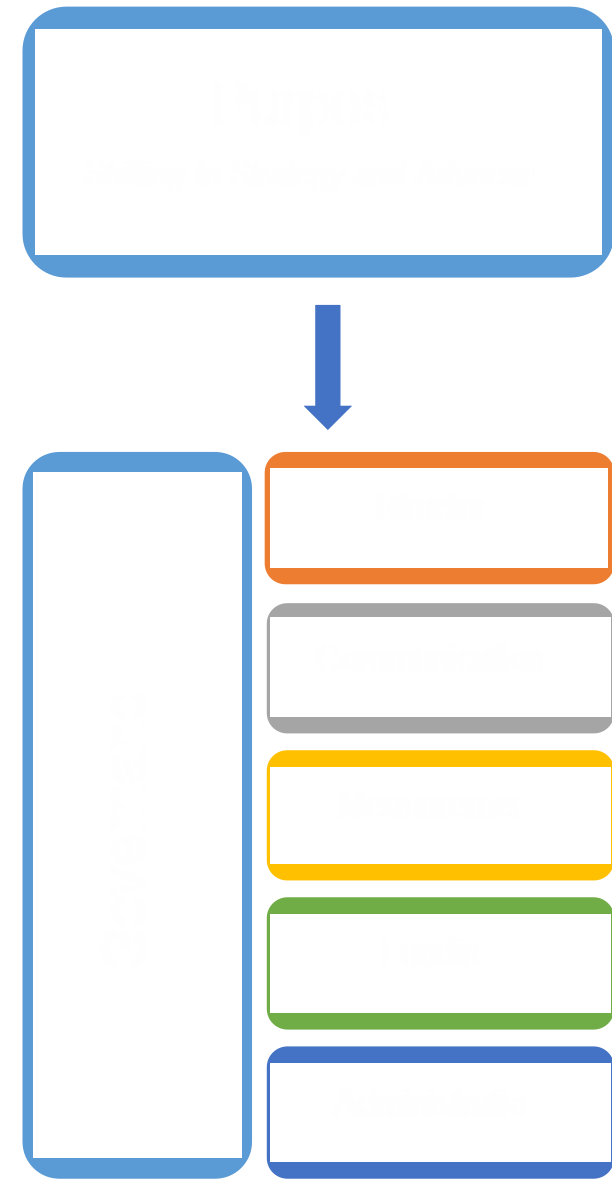
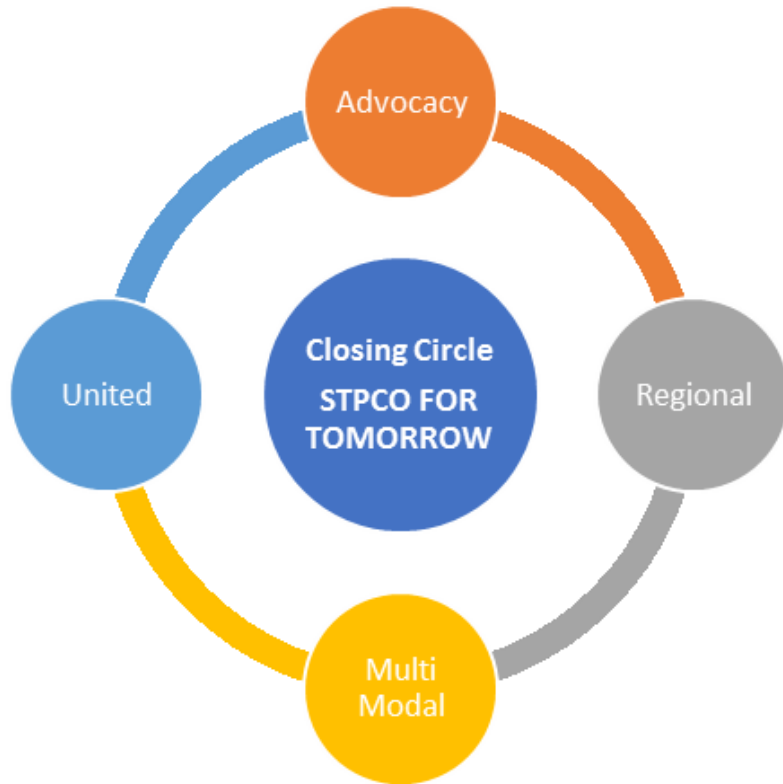
The Evolution of Regional Cooperation

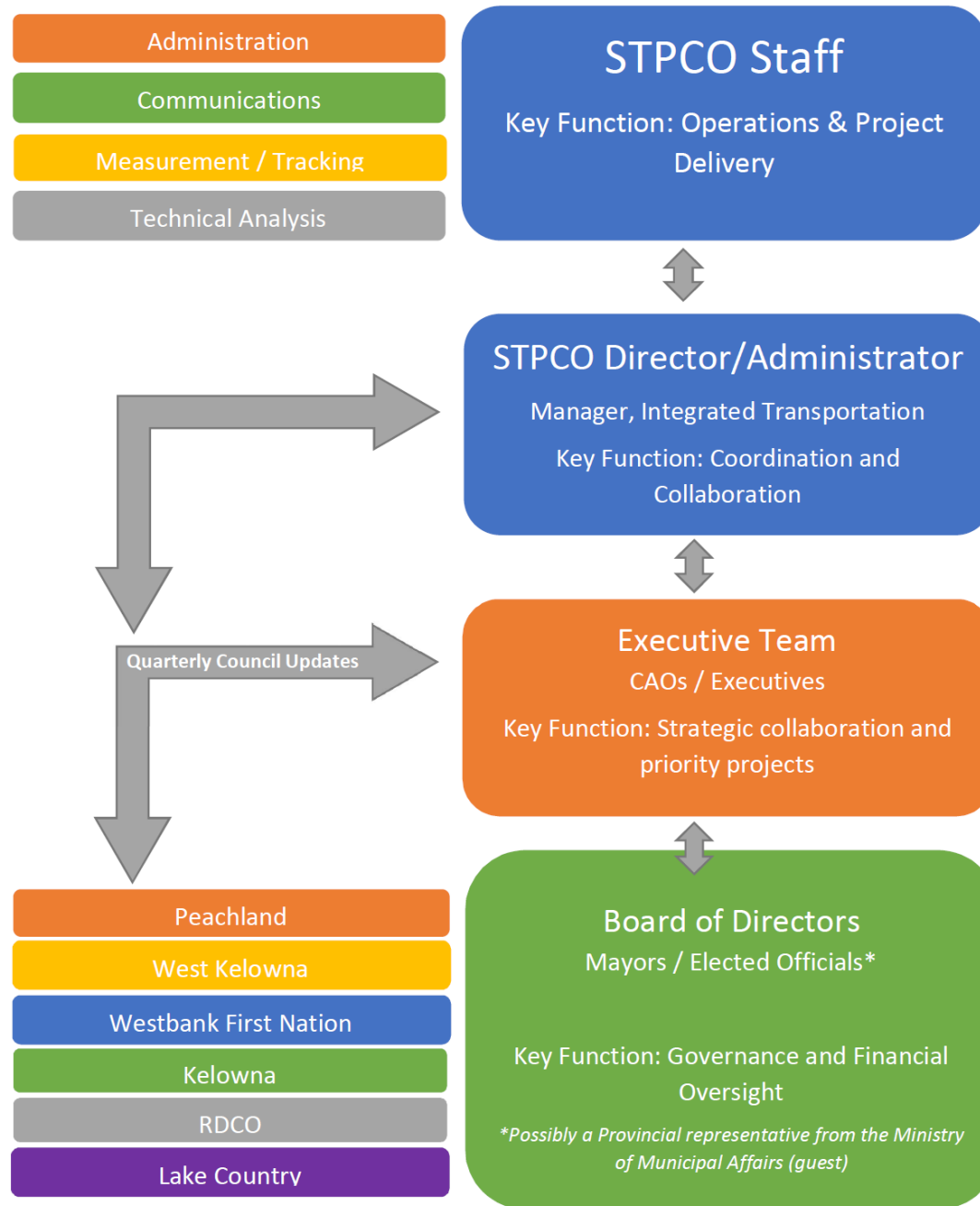
"The Sustainable Transportation Partnership of the Central Okanagan (STPCO) was the result of the evolution of decades of regional cooperation and continues to evolve."



Year	Funding Received
Late 90s, Early 2000s	Rails with Trails Feasibility Study initiated via provincial funding grant
2003	\$200K - Funding for Smart Transit Plan (FCM)
2005	Provincial funding approved for inaugural Bike to Work Week
2007	\$10.5M grant received through Regionally Significant and Strategic Priorities funding for Rapid Bus Phase 1: <ul style="list-style-type: none"> Bus Rapid Transit Stations Lake Country Transit Exchange Mission Aquatic Center Exchange Stevens Exchange Orchard Park Transit Exchange
2010	\$40+M funding announced for Phase 2 and 3 Rapid bus <ul style="list-style-type: none"> Upgrade Queensway Exchange Westbank Centre Exchange Westside Stations Boucherie Exchange Okanagan College BRT stations in Kelowna, West Kelowna, WFN.
2013	\$150K Gas Tax funding and delivery of the 2013 Regional Household Travel Survey \$2.25M Pooled funds gas tax for a number of regionally significant active transportation projects: <ul style="list-style-type: none"> Rails with Trails Phase 2 (CoK) Gellately Rd. Pathway (West Kelowna) Beach Ave. Pathway (Peachland) Bottom Wood Lake Rd AT improvements (LC) Goat's Peaks park pathway improvements (RDCO) Old Okanagan Hwy bike lanes (WFN) \$4.4M Regionally Significant projects grant received for Regional Transit system use (new buses, facility upgrade, ITS)
2016	\$600K funding for Regional Strategic Transportation Plan development received \$5M funding announced for UBCO Transit Exchange

Recommended future:





Next steps

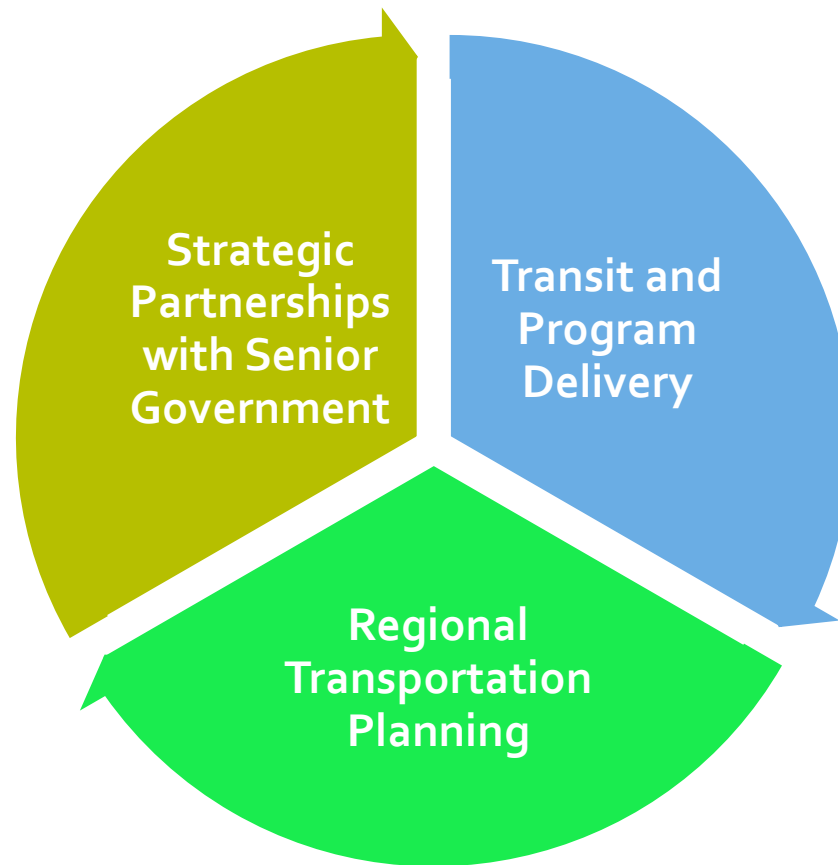
- ▶ Transition from operations heavy to strategic collaboration over the course of several years.
- ▶ It is important to undertake simple changes
- ▶ 3 year STPCO Work Plan

"As stated at the start of this review, the STPCO is step in the evolution of regional cooperation. One of the key objectives of the 2018-2020 work plan will be also to establish the next step in evolution of the partnership and prepare the transition for the 2021-2024 model for regional collaboration."



Part 2: Draft 2018-2020 STPCO Work Plan

STPCO areas of work



Project/Program and
accountable Manager

Description

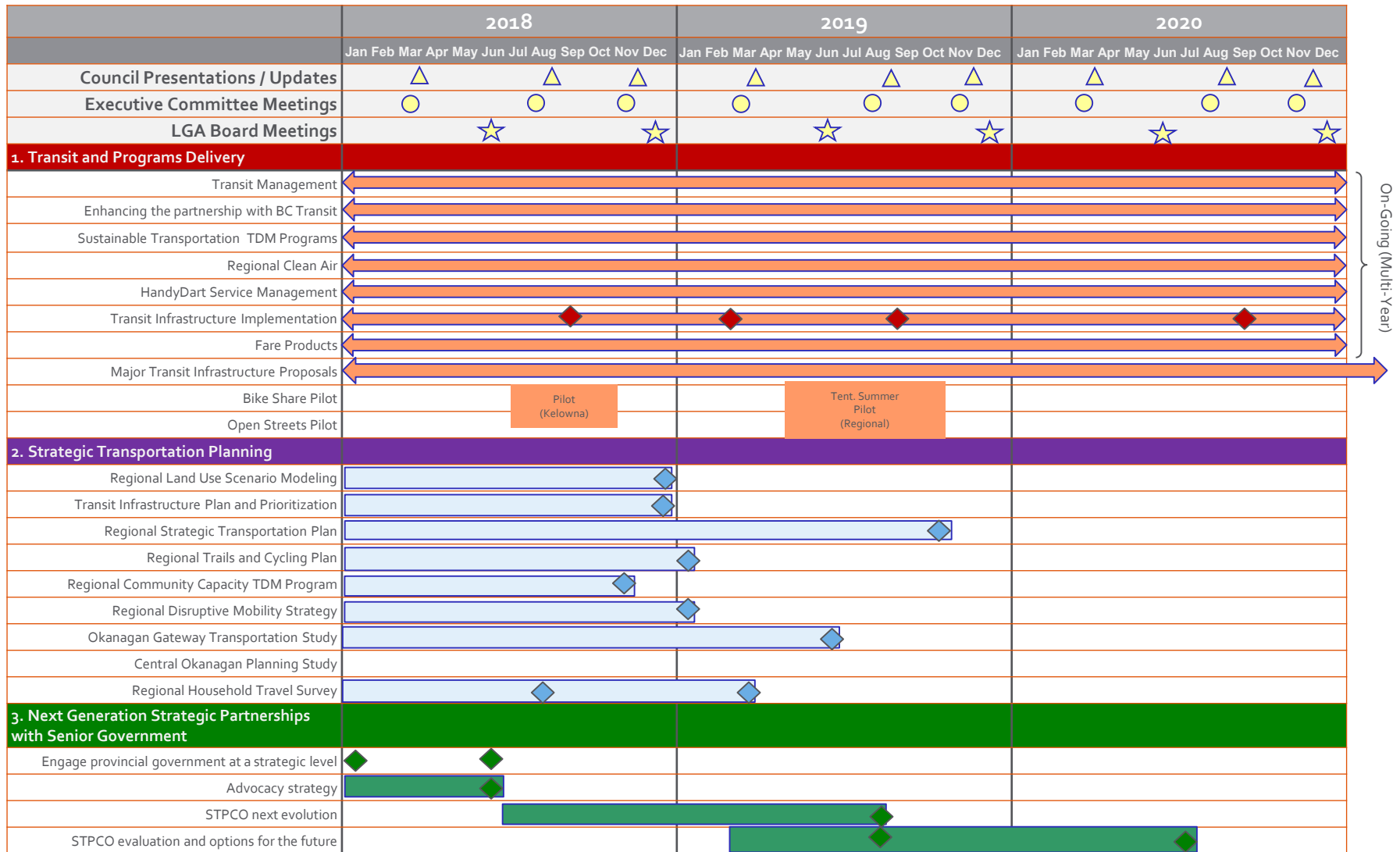
Funding
source

Year

Deliverable

No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
1	Transit and Program Delivery				
1.1	Transit Management Accountable Manager: Jerry Dombowsky	Customer service Safety and security Revenue generation Operations Operational Planning Special events Development review Communications and Marketing Asset management	Operating- Ongoing	On-going Multi-year unless specific delivery is specified	<ul style="list-style-type: none"> • Advertising contract management: on-bus • U-Pass administration (update contract-revisions/additions) • Bus stop/shelter management: location, maintenance, signage • Customer feedback/complaint management • Special event/ construction impact mgmt. • Community events: customer appreciation events, community fundraisers – ‘Stuff a Bus’, ‘Santa Bus’, etc. • Security management at exchanges (contractors) • Bylaw enforcement management: graffiti, no-smoking legislation, panhandling, etc. • Transit satisfaction and utilization survey (2018, 2020)

Draft STPCO Work Plan Reporting and Schedule 2018-2020



City of **West Kelowna**

City of **Kelowna**

RDCO

District of **Peachland**

District of **Lake Country**

Westbank First Nation

Overall accountability

Strategic Direction: STPCO LGA Board

Mayors of: City of Kelowna, City of West Kelowna, District of Peachland,
District of Lake Country

Chair of the Regional District of the Central Okanagan

Chief of Westbank First Nation

STPCO Executive Committee

CAO or representatives from all partners

STPCO Administration and Supervision: Rafael Villarreal

Programs and Transit: Jerry Dombowsky

Regional Transportation Planning: Mariah VanZerr



Part 3: City of West Kelowna Request

Part 4: Next Steps

- ▶ RSTP underway
- ▶ LGA Board meeting, December 6th, 2017
 - ▶ Possibilities:
 - ▶ Letter to Ministry of Municipal Affairs introducing the STPCO
 - ▶ Invite the Provincial government (Ministry of Municipal affairs) to the December 6th or June 2018 meeting.

Questions?



City of **West Kelowna**
District of **Peachland**



City of **Kelowna**
District of **Lake Country**

RDCO
Westbank First Nation