

# Civic Precinct Plan

## Community Engagement Final Report

February 22, 2015



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*The City of Kelowna is committed to engaging citizens in the decisions that affect them. Community involvement makes the decisions richer and the solutions more sustainable, effective and easier to implement.*

## Introduction

The Civic Precinct is one of the most unique areas included in Kelowna's downtown. It is home to some of the most iconic buildings and spaces, is the hub of our vibrant cultural district and is the center for many important government services.

The Civic Precinct is also an area in transition. New developments like the Okanagan Centre for Innovation and the Queensway Transit Exchange, aging civic amenities like the Memorial Arena and the Kelowna Community Theatre, and new locations for Police Services and the Community Health and Services Centre, are changing the area and creating opportunities to implement the vision of the Downtown Plan.

Through careful planning, the Civic Precinct can become the 'civic heart' - an area that will enhance community life, drive economic development and continue the revitalization of downtown while making the best use of limited resources.

With Council's direction, the City embarked on a planning exercise for the Civic Precinct to involve stakeholders and citizens in the creation of a land use plan for the area. The following report describes the process followed, the results of the engagement activities, and how the community's input helped shape the final plan.



*The relocation of Police Services is one of the big changes in the Civic Precinct that led to the need for the Plan.*

## Executive Summary

The Civic Precinct Plan engagement program was designed to make the best use of resources by building on the foundation provided by the Downtown Plan, concentrating on involving representatives from a diverse group of key organizations and providing opportunities for interested citizens to participate.

Twenty-six organizations representing the areas of Arts and Culture, Downtown Service Providers, Business Enhancement & Economic Development and Institutional Groups & Landowners were involved in the design process. Representatives from these organizations, as well as interested members of the community, attended meetings and participated in workshops that created the design principles for the area and contributed to final concepts for the plan.

Members of the community also had the opportunity to share their ideas and feedback at drop-in sessions, open houses as well as online. They were kept informed throughout the process through the media and the City's e-Subscribe service as well as through regular reporting on the website.

Communication tools such as videos, reports, and display materials helped build the understanding of the need and the direction of the plan. All citizens had a variety of opportunities to stay informed and get involved throughout the project.

The ideas and opinions shared through the engagement activities significantly influenced the direction of the plan. Participants set the tone early in the process with their views on the design principles, expressing strong support for active streets for walking and cycling, iconic buildings for arts and culture, and dynamic civic space for gathering and celebrating. This direction led to recommendations for many of the improvements including extending the Art Walk, reserving the community theatre site for a future performing arts centre, and providing a central public plaza adjacent to the current RCMP site.

The engagement activities also provided a forum to discuss some of the compromises that may be required to achieve the



*Thirty-two citizens representing 26 organizations and the public-at-large attended workshops to help set the design principles for the area and provide input on the direction of the plan.*

vision for the area. Participants expressed concern about parking, green space, safety, transportation, building heights, commercial and residential activity as well as noise levels. As a result of these discussions, the City looked for creative ways to provide parking, encourage pedestrian traffic, animate areas, locate commercial activity and stagger proposed building heights away from the waterfront.

One of the most significant recommendations in the plan is to incorporate residential and commercial uses and relax building heights at key locations in order to offset the costs of the plan and accelerate the timeline for development. The majority of participants consistently supported this recommendation but some indicated their support was dependent on location and proposed heights.

As a result of the engagement activities and the data collected in surveys, the City is confident the recommended plan reflects the interests of the majority of citizens and will significantly advance the vision of the Downtown Plan.

## PUBLIC ENGAGEMENT PROCESS

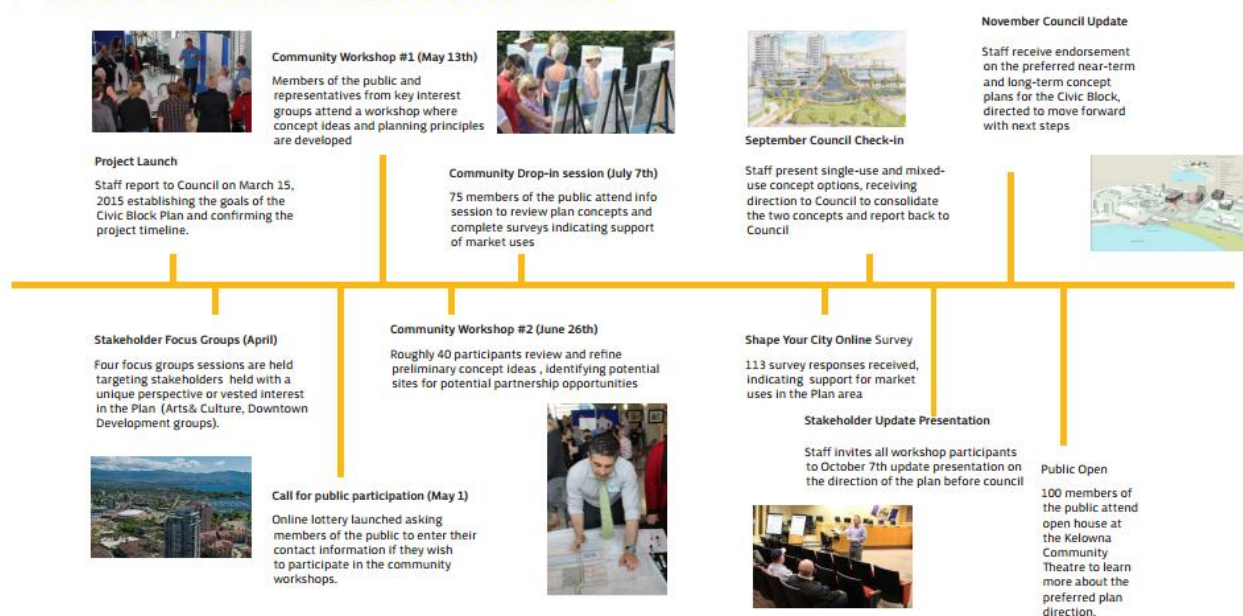


Figure 1 - This diagram shows a timeline of the key engagement activities that were completed over a period of several months.

## Our Approach

The City of Kelowna developed the approach for engagement in accordance with the terms and guiding principles defined in Council's Engage Policy. Key features of the approach are described below.

- **Inclusiveness**

Kelowna's downtown is envisioned to be a dynamic and vibrant area for everyone. With this in mind, the City identified a diverse and inclusive list of organizations to be involved in the Civic Precinct Plan engagement program based on the My Downtown engagement strategy. Representatives from approximately 26 organizations in the areas of Arts and Culture, Downtown Service Providers, Business Enhancement & Economic Development and Institutional Groups & Landowners directly contributed to the creation of the plan. A variety of opportunities to be involved were also provided for those citizens who were not able to participate directly in the process. Online engagement activities as well as public drop-in sessions and open houses were offered to enable a wide ranging group of citizens to share their feedback.

- **Fiscally Sustainable**

Much of the groundwork for the direction of the Civic Precinct was determined through the engagement program implemented for the *My Downtown Plan*. In order to get the most value from the engagement activities for the Civic Precinct Plan, efforts concentrated heavily on involving representatives from key organizations within the area while providing opportunities for interested citizens to also participate. At every stage, extensive communication activities ensured information was shared with the community-at-large. With this approach, the City was able to achieve meaningful involvement in the creation of the plan while keeping within the set budget.

- **Transparency**

Decisions on the direction of the plan were based primarily on the input received from the stakeholders and validated by the data gathered through surveys conducted at the various



*The City conducted an extensive engagement program to develop a 25-year vision for the downtown area including the Civic Precinct. The Downtown Plan was published in 2012 and set the direction for the Civic Precinct Plan which provides another level of detail for development in this unique area.*



engagement activities. This approach ensured that the direction of the plan remained aligned with the interests of the majority of participants. The original guiding principles, initial concepts, and the recommended plan were all tested with the participants and the community. The City also tested some of the controversial recommendations in the plan to ensure alignment. Ideas such as adding higher density developments and incorporating market use as a way to increase vibrancy and offset costs of some of the public improvements were tested with stakeholders and the community before being included in the plan.

- **Early Involvement**

Stakeholders and the community were involved in the development of the plan early in the process beginning with meetings to review the approach to engagement and initial design principles for the plan. This was followed by workshops and public events to validate the design principles, review initial concepts and share recommendations. The course for engagement began in April of 2015 and continued through to December of 2015.

- **Timely Communications**

As the project progressed, information was shared with participants, as well as the community-at-large, in a timely manner. The website [www.kelowna.ca/mydowntown](http://www.kelowna.ca/mydowntown) was kept current as a central resource for all information about the project and included notes from the stakeholder meetings, videos and reports from the workshops, display materials and presentations from the drop in sessions and open houses, and copies of the concepts as they developed. The City's e-Subscribe service was used heavily to inform interested citizens about the engagement activities and outcomes. Information was also shared with the community at large through traditional media and the City's social media channels.

- **Clear and accessible information**

A mix of face-to-face, email, online, print and video communications was used to reach the broadest audience possible. Communications activities incorporated plain language to help with understanding.



*A video was developed at the start of the engagement program to help explain the vision for the Civic Block and the job of the plan. The video was used at the workshops and was available to the public at [www.kelowna.ca](http://www.kelowna.ca).*

## Who was involved?

A list of the groups with the most interest in the development of the Civic Precinct was prepared at the start of the project. This list included a wide variety of organizations representing local businesses, landowners, government services, downtown service providers, and arts and culture groups.

Representatives from these organizations were invited to meet with the City and participate in the workshops along with local residents and members of the community. These groups were a focus of the communication activities and received regular updates on the work and opportunities to share feedback.

## STAKEHOLDER GROUPS INVOLVED



### **Institutional Groups & Landowners**

- Interior Health
- Shared Services BC
- Okanagan Regional Library
- Provincial Courthouse



### **Arts & Culture Groups**

- Festivals Kelowna
- Kelowna Art Gallery
- Rotary Centre for the Arts
- Kelowna Community Theatre
- Kelowna Actors Studio
- Opera Kelowna
- Ballet Kelowna
- Kasugai Gardens
- Okanagan Symphony
- Okanagan Heritage Museum



### **Business & Economic Development**

- Downtown Kelowna Association
- Chamber of Commerce
- Urban Development Institute
- Okanagan Centre for Innovation
- Accelerate Okanagan
- Economic Development Commission
- Tourism Kelowna
- Delta Grand Resort



### **Downtown Service Providers**

- Partners for a healthy downtown
- Community Police Food Bank
- Gospel Mission
- Metro

*Figure 2 - Twenty-six organizations with interests in the Civic Precinct Plan were invited to participate in the development of the plan.*



## Our Plan

The City of Kelowna developed the approach for engagement in accordance with the terms and guiding principles defined in Council's Engage Policy. The engagement activities were organized in four phases as shown in the illustration below. This section of the report provides an overview of the key activities performed, a summary of the outcomes and feedback received, and explains how the feedback influenced the direction of the plan.

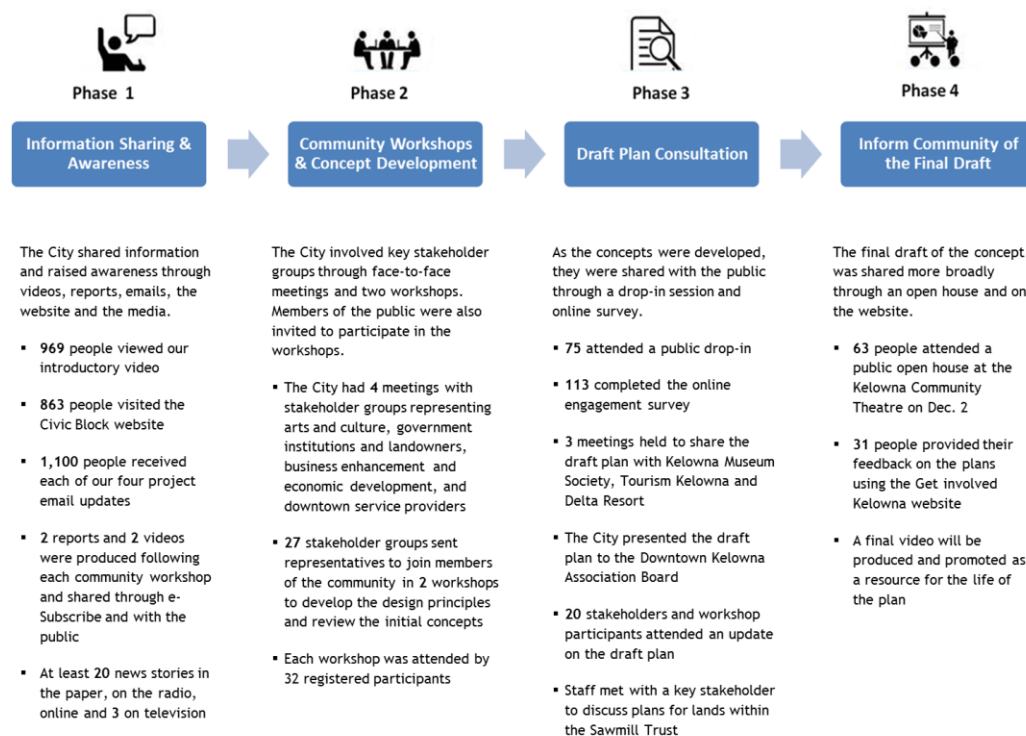


Figure 3 - The engagement program was conducted in four phases. The level of participation or involvement achievement in the key activities is shown in the table.

## Phase 1: Information Sharing and Building Awareness

The main focus of Phase 1 was to inform key stakeholders and the community about the project, the needs and opportunities, and the approach to developing the plan. City staff held a series of face-to-face meetings to inform key stakeholder groups about the work and invite their feedback and involvement. Information was also shared broadly about the project through established City of Kelowna channels including websites, videos, press releases and the e-Subscribe service.

### Stakeholder Meetings

Four separate meetings were held with representatives from institutional groups, arts and culture, business enhancement and development and downtown service providers. At these meetings, attendees reviewed a presentation about the project, were asked questions about the issues and opportunities for the area, provided input on the design principles and confirmed the approach to engagement. Notes from the meetings were shared with the public at [www.kelowna.ca/mydowntown](http://www.kelowna.ca/mydowntown).

### What we heard

Participants at the stakeholder meetings had many great suggestions that led to the creation of the draft design principles reviewed at the first workshop. Some of the themes from these meetings that were reflected in the final design principles and considered in the plan include:

- Increase population to support more amenities and activity.
- Add amenities to serve families in the area.
- Incorporate good walking and bike paths and connections.
- Enhance Art Walk by animating it with public art and programming.
- Introduce a public plaza to increase the outdoor presence.
- Broaden the vision and plans to stand the test of time for the next 100 years.



*The preliminary meetings with stakeholder groups were used to generate ideas on how to make public spaces such as the Queensway Transit Exchange more dynamic.*

- Push market opportunities to the fringe edges where private development will seize them.
- Focus efforts in the civic block on uses tougher for private developers.
- Take advantage of museum footprint to create right experience.
- Use design to enhance interest in the area.

Participants also cautioned City staff about potential issues with development in the area including:

- Downtown is a hub for essential services. Parking and access must be convenient and affordable.
- Safety is paramount. More activity contributes to greater safety. Development should include appropriate light and good sightlines to encourage safety.

## Phase 2: Community Workshops and Concept Development

The main focus of Phase 2 was to provide an opportunity for the City, consultants, key stakeholders and members of the community to *collaborate* on the development of the plan. Two workshops were held to gather the input of key stakeholders and interested members of the community and a drop-in session was held to inform and gather the input of the public.

### Workshop Participant Selection

In order to allow for effective dialogue and participation, attendance at the workshops was limited to 40 guests. Representatives from the key stakeholder groups were invited to participate first. City staff then invited the public to register their interest in participating on the website and a lottery was held to fill remaining spots with members of the public. City staff received 58 registrations through the website. At the end of each engagement activity, participants were asked to complete a survey to measure the effectiveness of the engagement activity and to formally collect input on the development of the plan.

### Workshop No. 1

The first of two community workshops was held on May 13 between 3 p.m. and 7 p.m. at the Rotary Centre for the Arts. The workshop was attended by about 32 participants including a mix of invited stakeholders and interested members of the public. City staff kicked off the workshop with a presentation about the project and the purpose and goals of the workshop. Participants were then divided into three groups to talk about the vision for the area. The discussions were lively and filled with big ideas to make the area more dynamic. At the end of the workshop, each group shared highlights of their discussions. Participants were also asked to complete a written survey to formalize their feedback. The consultants consolidated the feedback, revised the design principles and developed two draft concepts based on the input gathered.



## What we heard

One of the interesting observations from several of the participants at the workshop was the fact that even though participants come from very diverse backgrounds, they had many similar ideas and priorities. One of the strongest themes to emerge was to look for mixed uses that would increase activity and vibrancy in the area outside of business hours. Other themes that surfaced include the desire for a central public plaza, a strong pedestrian network, and to create a distinct cultural character area.

- The input of workshop participants was used to set the design principles for the area. Participants also provided ideas on how they would like to see the area developed including:
  - Encourage pedestrian and cycling mobility and connectivity
  - Create a central public plaza
  - Convert RCMP site to public space
  - Convert arena to future civic or cultural use
  - Maintain theatre site and broaden services
  - Bundle museums in one location
  - Enhance the Art Walk and pedestrian connections
  - Integrate Kasugai Gardens
  - Support downtown living
  - Explore mixed uses for Interior Health
  - Minimize and disguise parking
  - Look at options to fund development
- Participants also shared their opinions on the types of development that should be avoided in the Civic Precinct including:
  - Big, single-use facilities
  - Buildings with large floor plates
  - Surface parking lots
  - Poor wayfinding and lighting
  - High-density residential
  - Tall buildings near the waterfront



*Participants recommended developing a mixed use building on the current Police Services site as a way to generate funds to support development of a Civic Plaza.*

- Consultants consolidated this input and created the preliminary draft concepts for the area that were reviewed at the second workshop.

## **Survey Results**

A survey was conducted at the end of the workshop to evaluate the effectiveness of the workshop and identify additional design principles and prioritize the draft design principles. We received 17 surveys of a possible 32 participants.

- Participants were asked to score the importance of the draft principles. Over 80% of participants identified “define and enhance the role of culture in the area”, “create a pedestrian-oriented, human-scaled community” and “create landmark public spaces to define the cultural district and civic block” as the most important themes scoring these draft principles as a 5 on a scale of 1 to 5).
- 92% of participants agreed or strongly agreed they were able to participate in the workshop in a meaningful way and that the workshop format was effective. The written comments showed that participants felt it was “a very good start.”

Please see the Appendix for complete results and comments provided.



## Workshop No. 2

Thirty-two local stakeholders and members of the community met on June 24 at the Rotary Center for the Arts for the second workshop where they reviewed draft concepts developed with their input. The second workshop was also attended by 32 participants including a mix of invited stakeholders and interested members of the public. At this second workshop, participants were asked to consider how well the concepts reflect the design principles set in the first workshop and the goals of the Downtown Plan. Participants also started to look at the realities of developing public spaces and some of the tradeoffs that may be needed to realize the vision for the area. Following the workshop, a report and video was prepared and published on the web page to share the outcomes of this work with members of the public.



### What we heard

- Participants were very supportive of many of the ideas shown in the concepts including extending the Art Walk, creating a Centre for the Performing Arts, reserving a site for a consolidated museum and adding a central plaza.
- Participants also discussed building heights and expressed interest in respecting the profile by staggering heights from lower at the water to higher at Ellis Street. Potential locations for mixed use sites such as the RCMP site and the Cawston Avenue parking lot were also explored as was the addition of commercial space adjacent to the Kelowna Art Gallery. Options for redevelopment of the City Hall parking lot and Memorial Arena site were also discussed. Participants also discussed options for incorporating mixed use on the RCMP site as well as on the Cawston Avenue parking lot.
- Some participants also wanted to learn more about the options to fund the civic and cultural development. As a result, the City is also working on a financial analysis to understand the amount of revenue that could be generated with the addition of residential or commercial uses and higher building heights on key sites.

## Survey results

- At the end of the second workshop, attendees were asked to complete a survey to evaluate the effectiveness of the workshop, confirm support for the direction of the plans, test support for key topics and surface any issues or concerns. Twenty of a possible 32 responses were received.
- The survey showed 95% of respondents agree or strongly agree that the direction of the plans supports the goal of the project and most design principles and that they were able to participate in the process in a meaningful way.
- The survey validated the ideas that people strongly support. Over 70% of respondents indicated their preference or support for the following ideas:
  - Extending the Art Walk from Cawston Avenue to Queensway
  - Convert a portion of the Prospera Place parking lot into a future mixed-use retail/residential area
  - Allow for a commercial space adjacent to the art gallery
  - Provide for a central civic plaza at the intersection of Smith Avenue and the Art Walk
  - Provide an area for mixed use and commercial north of Queensway
  - Convert Kelowna Community Theatre space into a Performing Arts Centre
  - Incorporate market uses to offset costs and support public improvements
  - Allow for the long-term redevelopment of the Memorial Arena for future cultural or civic use



*The Kelowna Community Theatre site will become home to a new Performing Arts Centre. A residential tower was proposed for the redevelopment as a way to offset costs but was not supported by the community and was removed from the final plan.*

The survey also tested support for a few key ideas\*.

- 9 / 19 participants support allowing market and social housing on select sites
- 18 / 20 participants support incorporating market uses (residential and commercial) as a way to support civic and cultural development
- 17 / 20 support allowing the long-term redevelopment of the Memorial Arena site for future civic or cultural uses

\*The totals reflect the number of participants who scored their support for the idea as a 4 or 5 on a scale of 1 to 5 where 1 = Not at all supportive and 5 = Fully supportive.

- Although not reflective of the majority of comments received, some participants did express concern in the written feedback about changing the use of the Memorial Arena, adding social housing and relaxing building heights.
- Results from the survey were shared with the consultant to incorporate, as appropriate, in the refined version of the concept.

Please see the Appendix for complete results and comments provided.

## Phase 3: Draft Plan Consultation

The focus of the third phase of the engagement program was to begin testing the concepts with the public. This was achieved through a public drop-in session and an online engagement activity.

### Public Drop-In Session

A drop in session for the public was held on July 7 from 3 to 6 p.m. in Stuart Park. The purpose of the session was to inform downtown residents, workers and patrons about the project and share the design principles and draft concepts for feedback. The session was promoted through a City In Action ad, digital street sign, e-Subscribe, on-site signage and on the website. Several display panels were prepared to explain the project and share the draft concepts. Three representatives from the City were on hand to answer questions about the project. All attendees were invited to complete a survey and formally share their feedback about the ideas and the work. The survey was also used to test support for ideas to generate revenue to help fund the proposed civic and cultural development in the plan.



### What we heard

- Seventy-five members of the public attended the session and discussed aspects of the project with City representatives.
- The results showed the general public is very supportive of the direction of the concepts and is generally aligned with the opinions expressed by the workshop participants.
- The discussions and survey results surfaced a number of issues and questions that will be addressed in future communication activities. Some of the comments of note include:
  - Why are we increasing density? Traffic entering the area is terrible.
  - How can we increase density without improving public transit?

- We're already short on parking. Why are we removing parking?
- What are we proposing for families and children?
- Does redevelop have to mean demolish?
- We cannot be without theatre service for any period of time.
- How will we keep the public spaces vibrant so they do not become drug hangouts?
- Avoid allowing tall buildings near the water.
- Maintain a strong civic cultural centre.
- Recent improvements are great. Keep it up.
- Density, walkability, bike ability, mixed use. Vibrant.
- Revitalization has had positive influence.



*Citizens who completed a survey at the drop-in strongly support the addition of adding residential and commercial uses in the Civic Precinct. Support for relaxing building heights was split.*

### Survey Results

- Forty of the 75 attendees completed a survey before leaving Stuart Park.
- More than 94% agree or strongly agree that the direction of the concepts supports the goal for the Civic Precinct Plan.
- More than 88% support or fully support the suggestions to extend the Art Walk, add a central plaza, change the Memorial Arena to other civic or cultural uses and redevelop the theatre as a performing arts centre.
- More than 73% scored their support for adding residential and commercial uses at a 7 or higher out of 10. Comments indicated that for some, support may be location dependent and height-dependent.
- Support for relaxing building heights was split evenly amongst attendees (18 scored their support for relaxed building heights at 5 or less while 19 scored their support at 6 or more on a scale of 1 to 10.) Comments suggest that support may be dependent on staggering heights (shorter closer to water). Anecdotally, others commented an increase to 10 storeys for the Performing Arts Centre is acceptable.

Please see the Appendix for complete results and comments provided.

## Phase 4: Inform Community of the Final Draft

The purpose of the final phase of the engagement program is to share the plan with the community that will be reviewed by Council. The recommended plan was shared with the workshop participants and then with the public through an open house and an online engagement activity.

### Open House

All citizens were invited to an open house on December 2, 2015 at the Rotary Centre for the Arts. Attendees viewed the short and long term plans for development and learned more about the engagement process. Representatives from the City were on hand to answer questions.

The open house was promoted through the standard channels including City In Action advertisements in the newspaper, a media release and reminder, and targeted email invitations using e-Subscribe. Sixty-three citizens attended the open house which is comparable to other engagement activities.

### What we heard

- People are excited about the improvements that will enhance the cultural character of the area and continue to be concerned about availability of parking and green space.
- Citizens suggested looking for ways to incorporate green infrastructure and use it to add to landscaping and create water features to cool public spaces.

### Survey Results

- Thirty-nine of the guests provided feedback through an exit survey.
- Nearly  $\frac{3}{4}$  of respondents agreed or strongly agreed that the plan supports the goal and the principles of the project.
- Some felt they were not familiar enough with the principles to comment on whether or not the plan met the goal.



*Some citizens expressed concern about limited parking in the area. The final plan maintains current levels of parking on key sites such as Prospera Place but looks for ways to minimize and disguise parking facilities as redevelopment occurs.*



- In the comments section, citizens reiterated concerns about density and parking.
- A common theme was a desire to see more green space and to ensure the Sawmill Trust (Simpson Covenant) is honored and recognized.

Please see the Appendix for complete results and comments provided.

## **Get Involved Online Engagement**

For those citizens not able to attend the open house, an online engagement was offered on the City's Get Involved website ([getinvolved.kelowna.ca](http://getinvolved.kelowna.ca)) from Nov. 30 through to Dec. 13. Participants were invited to "imagine the Civic Block over the next 25 years" and view the concepts and provide comments. Thirty-one people provided feedback through the engagement tool.

### **What we heard**

- Feedback about the direction of the plan was positive and consistent with other engagement activities.

### **Survey Results**

- The results were consistent with the open house and prior engagement activities with over  $\frac{3}{4}$  of participants agreeing or strongly agreeing the plan delivers on the goal and the principles.

Please see the Appendix for complete results and comments provided.

## Information Sharing and Communication

Information is shared regularly with the public throughout the project. Background on the needs and opportunities, facts about the area, feedback, outcomes from the workshops, and copies of the design principles and draft concepts have all been made available to interested members of the public through the City's web, email, print and face-to-face channels as well as through social and traditional media.

### Website

Communication activities started early in the project with the creation of the Civic Block Plan web page in the My Downtown section of the City of Kelowna website. The page is the central location for all materials produced in support of the project and has been kept current with all new information and developments.

- [www.kelowna.ca/mydowntown](http://www.kelowna.ca/mydowntown)

### Civic Block Video

A video overview of the project was produced and published on the web page to provide members of the public with the background on the project and the needs and opportunities in the area. The video was an important tool for the stakeholder meetings and workshops to create a common understanding of the work among participants. Since the video was published, it has been viewed 1,003 times (as of Feb. 22, 2016.)

- [Civic Block Plan Video](#)

### Stakeholder Meeting Notes

Following each stakeholder meeting, summaries were posted on the Civic Block web page for the information of interested members of the community. The availability of these notes was promoted as part of the e-Subscribe emails to:

- [Institutional Groups and Landowner](#)
- [Arts & Culture Groups](#)



*The City used the e-Subscribe service to keep interested stakeholders informed about the project. Fifteen updates and invitations were sent to the 69 citizens registered for the Civic Block updates and another nine sent to the 1,221 citizens subscribed to the My Downtown service.*

- [Business Enhancement/Economic Development](#)
- [Downtown Service Providers](#)

### **e-Subscribe**

e-Subscribe is the electronic email service that invites members of the public to register to receive information directly about City initiatives. There are more than 1,100 members registered to receive information about the downtown area and almost 80 registered to receive information about the Civic Block project. This tool was the primary tool for sharing information with interested stakeholders and members of the public. Information was shared with Civic Block stakeholders first and then shared more broadly with the downtown stakeholder list.

### **Workshop Reports and Videos**

Outcomes of each workshop were shared with the public through a written report and video. The report shared highlights from the session and data from the survey. The video featured an overview of the purpose of the session and interview clips with participants.

- [Workshop No. 1 Community Report](#)
- [Workshop No. 1 Community Video](#)
- [Workshop No. 2 Community Report](#)
- [Workshop No. 2 Community Video](#)

### **Public Drop-In Session**

The drop-in session was both a communication and engagement activity. At the session, attendees viewed a series of panels describing the purpose of the project and sharing key project materials such as the design principles and the draft concepts.

- [Information Session Display Panels](#)

## Open House

The open house was primarily intended as an information session to share with the public the evolution of the plan built with the involvement of key stakeholders and members of the community. At the open house, attendees viewed a series of display panels showcasing the short and long term plans for development. These panels were published on the website and linked to communication materials promoting the open house.

- [Open House Display Panels](#)

## Media

Traditional media is an important channel for sharing information with the public and a measure of how that information is being received. At key points in the project, press releases were issued to inform the public about the start of the project, the workshop participant selection draw, the first workshop outcomes, and the public open house. Below is a summary and brief analysis of the message and tone of the coverage. Media coverage generally reported on the engagement activities and opportunities to get involved and shared the direction of the plan.

Date	Media	Headline	Description
March 16, 2015	Global News	<i>What will happen to Kelowna's 'Civic Block'?</i>	Announced the project Described the need and emphasized the community theatre and other buildings in need of an upgrade
March 16, 2015	Castanet	<i>Future of civic block eyed</i>	Announced the project Emphasized the need for the study and the intent to involve the public
April 24, 2015	Castanet	<i>Civic Block workshop</i>	Promoted the workshop and the opportunity to register to participate
April 25, 2015	Kelowna Now	<i>Tell the City what you want for Kelowna's civic block</i>	Promoted the workshop and the opportunity to register to participate
June 3, 2015	Kelowna Capital News	<i>Great ideas come up in Civic Block workshop</i>	Reported the workshop outcomes and emphasized ideas in the plan
July 2, 2015	Kelowna Capital News	<i>Get involved with the Civic Block Plan</i>	Promoted the drop-in session
July 5, 2015	Castanet	<i>Civic Block concepts ready</i>	Promoted the drop-in session
July 7, 2015	Kelowna Daily Courier	<i>Civic Block concept plans on display</i>	Photo and brief summary describing the drop-in session
July 8, 2015	Castanet	<i>Civic Block plan unveiled</i>	Reported on the drop-in session Highlighted key features of the plan, emphasized the plan was based on public input and flagged the plan is long term
July 8, 2015	AM1150	<i>City shows off initial plans for Civic Block</i>	Announced the open house and emphasized the need to have a plan because of buildings in transition downtown
July 8, 2015	The Daily Courier	<i>Editorial: Time for Kelowna downtown to grow up</i>	Title is a play on words emphasizing the need for Kelowna to allow taller structures in order to avoid sprawl and commending the City on taking the right approach
Oct. 31, 2015	Castanet	<i>Downtown vision unveiled</i>	Story highlights some of the key features of the plan and the opportunity to attend the open house
Nov. 3, 2015	Global News	<i>A glimpse into Kelowna's downtown civic block</i>	Story reports on Council's support for the draft concept, the cost associated and opportunities for the private sector to help fund the improvements
Nov. 3, 2015	The Daily Courier	<i>Simpson Covenant now 'Sawmill Agreement'</i>	The article concentrated on the legacy of the land included in the Simpson Covenant and questions about whether or not the proposal conforms to the covenant
Nov. 27, 2015	Kelowna Capital News	<i>Kelowna holds open house for preferred civic block plan</i>	Article promotes opportunity to view the concept at an upcoming open house
Nov. 29, 2015	Castanet	<i>Speak out on Civic Block</i>	Story promotes the open house as an opportunity for residents to provide input

## Conclusions

The engagement program for the Civic Precinct accomplished its goal to ensure meaningful public participation in establishing the priorities for redevelopment and investment in the Civic Precinct. Engagement activities were well attended by representatives of the organizations with a significant interest in development in the area. While better participation by the public in the various engagement opportunities was desirable, feedback from those in attendance showed support for the direction of the plan and validated the input provided by the organizations that were represented.

Feedback gathered through the engagement activities was valuable to the City and significantly influenced the direction of the design. The following table summarizes the main conclusions drawn from the engagement activities and describes how they are reflected in the design principles for the area and the final plan.



*Kelowna's Pianos in the Park program was an often cited example of how the Civic Precinct could be animated to become the cultural hub of Kelowna's downtown.*

Public Direction	Planning & Design Principles	Integration of Principles in Preferred Concepts
Bring more people and activity to the area.	Encourage vibrancy through a broad mix of land uses and public spaces.	Increased mix of land uses and opportunities for living and working in area to animate public spaces and attract private investment.
Celebrate the Cultural District, limit heights by the waterfront.	Make the area a distinct and diverse cultural precinct.	Protect several sites for future cultural facility planning; introduce more fluid relationship between Cultural District and other parts of Downtown. Assume long-term consolidation of museums on one of the future civic use sites.
Don't compete with the private sector on Ellis.	Restrict market residential developments.	Add additional residential opportunities at edges of study area along Cawston, Queensway and Ellis while introducing residential on Doyle at RCMP and Kelowna Community Theatre sites.
Look at creative re-use or expansion.	Build on existing facilities and patterns of infrastructure wherever possible.	Extend the Art Walk; assume a consolidation of the Museums. Consider possible expansion of Art Gallery at back of site.
Create a central public plaza.	Create landmark public spaces that define future development	Proposal of a Civic Plaza to define back edge of Kelowna Community Theatre and Police Services sites. Other public spaces include Laurel Courtyard and re-creation of Bennett Plaza.
Stimulate private development through public improvements.	Use public land for community amenities.	Create opportunities for long-term leases of select parcels to support market and affordable housing (RCMP, Cawston, Queensway).
Consider market uses to support public improvements.	Look for partnerships with the private sector to benefit the community.	Propose partnerships for near-term and long-term development of key sites (RCMP, Cawston, and Queensway).
Finance creatively to support plan implementation.	Consider the economic and financial impact of all proposals.	Create opportunities for market uses on several sites in the long-term to generate revenue and reduce reliance on Capital Plan.
Make sure there is a mix of housing in downtown.	Enhance opportunities for a healthy and complete community.	Encourage more active transportation, public space and opportunity for affordable housing.
Minimize and disguise parking facilities.	Examine parking strategies holistically.	Anticipate an increased demand for parking in the area, but examine optimization/utilization of existing facilities and examine alternative requirements for off-street surface parking.
Make the area desirable for walking and cycling.	Be pedestrian-oriented while still accommodating vehicles.	Include the provision for a pedestrian-oriented design for Doyle Avenue, encourage multi-modal transportation and reduced parking requirements.



## Appendix

The following content is available in the Appendix.

- Workshop 1 Evaluation Results
- Workshop 2 Evaluation Results
- Stuart Park Drop In Evaluation Results
- Get Involved Kelowna - Help Shape the Civic Block
- Get Involved Kelowna - Imagine the Civic Block over the next 25 years
- Open House Evaluation Results