

Initiatives	Background / Challenges	What needs to be done?	Who is going to do it?	What budget is required?	By when?	Rationale for change
Make downtown more pedestrian friendly						
<p>1. Remove truck traffic from Ellis St.</p>	<p>The noise and exhaust associated with truck traffic contribute to an environment that is not very pedestrian friendly. Providing for the turning movements required by large trucks leads to narrower sidewalks at intersections and can contribute to a more dangerous environment for pedestrians.</p> <p>Currently Ellis Street has truck traffic on it only during the day. At night, the truck traffic is diverted to Gordon Drive. As such, the load of the truck traffic is shared between two areas. Directing day time truck traffic to Gordon Drive will likely not be favourably received by those who live along that road.</p> <p>Providing for greater truck traffic on alternative roads could trigger further intersection changes, with associated costs.</p> <p>Diverting truck traffic to Gordon will lengthen truck trips. This will increase business costs for some significant local employers (e.g. Tolko, Kelowna Ready Mix, Calona Wines, BC Tree Fruits etc.)</p> <p>On the flip side, having truck traffic come down a core downtown street makes the immediately surrounding area less friendly to pedestrians and cyclists. The truck traffic is likely also limiting the potential for outdoor seating areas and other economic activity along Ellis. The Ellis Street area is densifying and more people are now living in housing immediately along Ellis Street and are being affected by truck noise.</p> <p>In short, the challenge is that there is no simple solution. No matter what is done, there will some who will be unhappy.</p>	1a) Gather public and stakeholder feedback received on the Ellis/Gordon truck route arrangement.	Infrastructure Planning	None	2012 Complete	City Council approved the closure of the Ellis Street truck route in the spring of 2013 to help reduce industrial traffic through the downtown core and cultural district.
		1b) Assemble information on truck trip counts.	Infrastructure Planning	None	2012 Complete	As above

		1c) Bring report to Council with information on the impacts of the current arrangements, the feedback received, and the impacts that would be associated with removing truck traffic from Ellis St.	Infrastructure Planning	None	2012 Complete	As above
		1d) Should Council direct that Ellis Street remain as a truck route, revisit the issue should Tolko in the future no longer be attracting logging trucks.	Infrastructure Planning	None	FBD Complete	As above
2. One way to two-way conversion to Leon/Lawrence	<p>Conversion would-potentially lead to a loss of up to 180 parking stalls. Replacement of these stalls would trigger the need for an additional parkade - something which is not currently in the City's Capital Plan. Parking is a sensitive matter to downtown merchants and the public.</p> <p>The Bernard Avenue Revitalization project will be undertaken from 2012 to 2014. During this time, those coming downtown will likely be looking for parking along Leon and Lawrence when they can't park on Bernard. With traffic patterns already disrupted by Bernard Avenue construction, this would not be a good time to convert Leon and Lawrence to 2-way traffic.</p>	2a) Convert Leon/Lawrence to 2-way traffic after a parkade has been constructed somewhere between Ellis and Richter St., south of Bernard Avenue.	Design and Construction	Cost estimate \$2.8 million	After 2015 Beyond 2020	This initiative was intended as a long term initiative.

3. Add streetscaping to Leon and Lawrence

A streetscape plan has not yet been developed for Leon and Lawrence. Until the street is converted to two-way operation, or the angle parking is converted to parallel parking, there is not enough right-of-way to allow for a widened sidewalk. In the meantime, parts of Leon and Lawrence Avenues are looking very 'tired' and are in need of a lift. Utility upgrades will need to be considered in association with any comprehensive streetscape work. Some hanging baskets are in place on Lawrence (16) and Leon Avenues (17). Hanging baskets close to night clubs have previously been vandalized. Placement at some locations is challenging because of conflict with required vehicle sight lines. The Communities in Bloom Committee has recommended the addition of six baskets along the 200 block of Leon Avenue.

3a) Add banners and flower baskets, and improve lighting along Leon/Lawrence. Undertake improvements in such a way that they will not later be 'throw-aways' when the full Streetscape Plan is implemented. Budget item here is for banners, flower baskets etc. Amount for lighting is covered in Action Item #18.

Civic Operations

Approx. \$2,000/ year for an additional 6 hanging baskets.

~~2013~~ Complete

This work was completed in 2013.

3b) Prepare a Downtown Streetscape Plan. Determine priorities and scope for streetscaping projects over the next 20 years in conjunction with the City's underground utility replacement program and anticipated private development.

Infrastructure Planning

\$20,000

~~2015-2016~~ Beyond 2020

This initiative was intended as a long term initiative.

		3c)	Require more redeveloping along Leon and Lawrence to undertake street front improvements consistent with Streetscape Plan. (In order to prevent these improvements from being throw-ways, this should only be done once a Streetscape Plan has been completed AND the curb to curb width has been finalized - either after conversion to 2-way traffic, or conversion to parallel parking.)	Community Planning	Private sector cost.	2016-Once Streetscape Plan is completed, new parkade has been built and street has been converted to two-way operations-Beyond 2020	As above.
		3d)	Implement a full-fledged streetscape for Leon and Lawrence Avenue.	Infrastructure Planning and Design and Construction	\$2-\$3 million	Beyond 2020	
4. Plant more street trees	Planting trees in highly urbanized environments requires extra measures to ensure adequate soil volumes that will allow for long-term tree health. Special measures are also needed to protect against vandalism. It can be challenging to find locations that are suitable for planting trees. Addition of street trees would require increased budgets or and/or increased requirements on developers.	4a)	Consider modern technology to increase soil volume and survival. Example: Silva Cells and structural soil.	Civic Operations	Variable	Ongoing	
		4b)	Offer advice on tree location to ensure tree success (soil volume is very important for long term survival.)	Parks Services	No additional costs	Ongoing	
		4c)	Initiate bylaw changes to require more trees to be planted when properties are redeveloped (see recommendations in Urban Forest Strategy).	Policy and Planning	No additional costs	2013	Removed - The provision of street trees has been included in the City's Subdivision Bylaw as a requirement for development.
		4dc)	Ensure that trees are appropriately budgeted for as part of future civic investments (streetscaping, pedestrian/cyclist connections, park additions etc.)	Infrastructure Planning	\$3,500/tree (costs become expensive when tree guards, Silva Cells and irrigation are required.)	Ongoing	Change from 4d) to 4c) to reflect deleted initiative noted above.

<p>5i. Extend Art Walk</p>	<p>The Art Walk can only be extended once the RCMP are relocated, the existing building is demolished and new property subdivisions are completed to isolate development parcels for resale to developers.</p> <p>Planned changes to the transit exchange and transit operations would need to take the extension into consideration. Art Walk extension from Smith Avenue to Queensway Avenue.</p>	<p>5ia) Preliminary design of Art Walk extension - Smith Avenue to Doyle Avenue</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>2016</p>	<p>Initiative has been broken down into three parts - 5i, 5ii and 5iii - to more accurately reflect timelines.</p>
		<p>5ib) Detailed design of Art Walk extension - Smith Avenue to Doyle Avenue</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>2017</p>	<p>As above.</p>
		<p>5ic) Construction of Art Walk extension - Smith Avenue to Doyle Avenue</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>2018</p>	<p>As above.</p>
		<p>5ii Design and Construction of Art Walk extension - Doyle Ave to Queensway Ave</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>Beyond 2020</p>	<p>As above.</p>
<p>5ii. Streetscaping Pandosy Street</p>	<p>Streetscaping project along Pandosy Street from the Bennett Clock (Queensway) to Harvey Ave to connect to Art Walk.</p>	<p>5iia) Preliminary design streetscaping project along Pandosy Street from the Bennett Clock to Harvey Avenue.</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>Beyond 2020</p>	<p>As above.</p>
		<p>5iib) Detailed design of streetscaping project</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>Beyond 2020</p>	<p>As above.</p>
		<p>5iic) Construction of streetscaping project</p>	<p>Infrastructure Planning</p>	<p>TBD</p>	<p>Beyond 2020</p>	<p>As above.</p>
<p>6. Improve pedestrian/cyclist connections across highway</p>	<p>Adding overpasses will be costly, both as a result of construction costs and land acquisition costs. Improving at-grade opportunities will run up against opposition from the Ministry of Transportation whose mandate focuses primarily on ensuring certain capacities for vehicle traffic. Any improved connections also offer the opportunity to enhance branding, signage and promotion of the downtown. Ideally, any overpass would be a functional as well as distinctive and visually appealing structure that would announce that those driving by are passing an area of the City with some significance.</p>	<p>6a) Opportunity Analysis (to improve pedestrian/cyclist connections across the highway). Identify which intersections will become the focus for pedestrian and cyclist connections. An overpass is planned at Central Green, but it is also suggested that an improved pedestrian crossing (could be at-grade?) be provided somewhere roughly halfway between Central Green and the underpass at City Park (between Abbott Street and Water Street).</p>	<p>Infrastructure Planning - Transportation & Mobility Branch</p>	<p>\$10,000</p>	<p>2013-14 Beyond 2020</p>	<p>The timeline and priority for this initiative is dependent on the results from the 10 year Capital Plan review.</p>

	It is important to identify opportunities early on so that developments approved in the vicinity do not remove future potential to add an overpass at an appropriate location.	6b)	Conceptual Design Study for Central Green Overpass (Note that this overpass will also support the Rapidbus Stations which will be constructed on Hwy 97 near Richter Street, in 2012/13.)	Infrastructure Planning	TBD	2013 Beyond 2020	As above.
		6c)	Construct Overpass at Central Green.	Design and Construction	\$4 million (\$3 million for the bridge structure and an additional \$1 million for the pathway connections)	2017 Beyond 2020	As above.
		6d)	Improve at-grade pedestrian crossing opportunities or build an overpass at either Abbott or Water Street intersection.	Design and Construction	Approximately \$3 million. This is not likely to be built without significant contributions from either senior governments or the private sector.	Beyond 2020	
7. Expand and Improve Queensway Transit Exchange	The transit exchange is not large enough to accommodate all the buses that come to this location. The transit exchange is very stark, attracts some undesirable activity, and does not provide sufficient support facilities.	7a)	Expand Queensway Transit Exchange to the West. Improve the area to make it more pedestrian friendly. Add street trees.	Regional Services	*\$4.1 million (with \$1.6 million of that coming from senior government)	2015 Complete	The entire block between Pandosy St and Water St was reconstructed to add two Rapid Bus stations and improve pedestrian facilities. As well, a roundabout was constructed at the intersection with Water St.
8. Create easy to use zoning and building codes to enable more pedestrian friendly construction	The C7 Zone is not currently very user friendly and is not contributing to a pedestrian friendly street level environment. Floor Area Ratio provisions are very high but cannot be achieved without height variances. Parking requirements may need to be revisited.	8a)	Revise C7 Zone.	Community Planning	\$100,000	2013 TBD	This initiative requires operational budget.
Increase Activity Downtown							
9. Rebuild Kerry Park	The current design of Kerry Park does not function optimally.	9a)	Design updated Kerry Park.	Infrastructure Planning	\$75,000	2012 Complete	Concept design for Kerry Park was completed in 2013, and will be updated in 2016.

		9b)	Detailed design for Kerry Park	Infrastructure Planning	\$350,000	2016	The detailed design provides a higher level of confidence in the total budget required, includes a phasing plan for implementation over several years and ensures the City is in a position to begin construction in 2017 in coordination with the Westcorp Hotel development and the Tourist Information Centre.
		9c)	Reconstruct Kerry Park.	Design and Construction	\$2 million \$3.7 million	2015-2017-Beyond 2020	
							As above.
10. Stuart Park (Phase 2)		10a)	Add Promenade and add turf once building is removed.	Design and Construction	\$2 million	2013 Complete	
		10b)	Detail Design of Stuart Park (Phase 2.)	Design & Construction	\$200,000	2012 Complete	
		10c)	Construction of Stuart Park (Phase 2.)	Design & Construction / Infrastructure Planning	\$2.0m	2013 Complete	
11. Add public pier	There could be public pressure for a more extensive pier than is being planned. This would add to the costs.	11a)	RFP for the public pier.	REBS/ Design and Construction	n/a	Complete	
		11b)	Build pier.	REBS/ Design and Construction	\$100,000 from Rotary Club \$1 Million from private investment,	Complete	

<p>12. Build conference centre</p>	<p>There are some who question whether there are enough hotel rooms in the downtown to support more extensive conference or convention facilities. Without adequate 'beds', the potential for a conference centre to draw activity will be limited. At present, feasibility studies have not proved out the viability of such a facility. The Chamber wishes to pursue a second phase of feasibility study. Some in the hotel/motel and conference and convention centre business have suggested that their conference facilities are</p>	<p>12a) Encourage private sector preparation of a feasibility study.</p>	<p>GM, Community-Sustainability</p>	<p>The Chamber has estimated at \$60,000-\$100,000 and have will likely be asking the City for a further contribution. The City has previously provided the Chamber with \$ 5,000.</p>	<p>2012</p>	<p>Initiative removed as the Chamber no longer has a policy to proceed with the Feasibility Study.</p>
		<p>12b) Should a feasibility study support the viability of a conference centre, consider the role that City-owned land could play in locating such a facility on a strategic downtown property.</p>	<p>REBS</p>	<p>TBD</p>	<p>TBD</p>	
<p>132. Build technology hub</p>	<p>Details have not yet been worked out. There is no shared vision as to what it is or how it will operate. As of yet, there is no funding identified to proceed. One model/concept for consideration is the Waterloo Accelerator Centre that was funded through an extensive partnership of public and private funders. — http://www.acceleratorcentre.com/</p>	<p>13a) Continue meetings between Accelerate Okanagan, UBCO, the Federal Government the Central Okanagan Economic Development Commission, as well as the City to discuss the concept.</p>	<p>GM Community-Sustainability</p>	<p>n/a</p>	<p>2014</p>	<p>Change from 13 to 12 to reflect deleted initiative noted above.</p>
		<p>13b) Consider partner funding a Feasibility Study.</p>	<p>GM Community-Sustainability</p>	<p>Accelerate Okanagan is pursuing funding from the BC Innovation Council</p>	<p>2014</p>	
		<p>13c) 12a) Assess some potential sites within the Downtown; both city-owned and / or privately owned sites of interest.</p>	<p>REBS/GM Community Sustainability</p>	<p>TBD</p>	<p>TBD Complete</p>	<p>The Innovation Centre is being built on the City owned land adjacent to the Library. This initiative is considered complete as the City has entered into a Land lease and the site is currently under construction.</p>

		13d) Prepare a package of potential high profile Downtown sites and prepare market estimates of value for consideration as a part of the Feasibility assessment.	REBS/GM Community Sustainability	TBD	2014		
13. Attract government and utility company office buildings	Other organizations are not driven by the same agendas as the City of Kelowna. Some may not even be aware of the City's desire to locate major new offices downtown. Some may be deterred by the expense of providing parking downtown. Major cities throughout North America have established a policy and a desire to ensure that large public and private employers firstly consider the downtown for any expansions or office consolidations.	13a)	Politically engage in discussions with MLAs, MPs and key CEOs.	City Manager	n/a	Ongoing	
		13b)	Consider the role the City can play in providing incentives to the location of key office buildings (land, parking etc.)	REBS and Policy and Planning	TBD	Ongoing	City has awarded construction of Memorial Parkade and Library Parkade, both of which will provide parking in support of the Innovation Centre and IHA office.
14. Improve Signage	Many motorists (including tourists) driving along Harvey Avenue pass by downtown with no knowledge that they are doing so. If more people knew about Downtown, this would bring more people to the area, and therefore help increase activity levels.	14a)	Design unique, authentic and visually appealing entrance signage for Downtown at Ellis St. and Harvey Avenue (Anchor Park.)	Infrastructure Planning	\$10,000	2012 Beyond 2020	The timeline and priority for this initiative is dependent on the results from the 10 year Capital Plan review.
		14b)	Build entrance signage at Anchor Park.	Design and Construction	\$150,000	2013 Beyond 2020	As above.
		14c)	Design Highway signage for Downtown.	Infrastructure Planning	TBD	Beyond 2020	As above. The Initiative has been broken down into four parts - 14a), 14b), 14c), and 14d) to more accurately reflect the action items in this initiative.
		14d)	Install Highway signage.	Traffic Operations	TBD	Beyond 2020	As above.
Increase number of people living downtown							
15. Provide financial incentives for affordable housing	The high cost of land and high cost of providing structured parking inhibit the provision of affordable housing downtown. The private sector is not able to provide housing at a cost that is considered affordable to those making even median incomes.	15a)	Continue to provide 10 year incremental tax exemptions for affordable housing located downtown.	Policy and Planning	Foregone property tax revenue. Amount will be dependent on extent of development.	Ongoing	

		15b)	Continue offering Rental Housing Grants.	Policy and Planning	*\$200,000 / year for Rental Housing Grants. An additional \$120,000 / year that is budgeted for helping to top up grants to the maximum amount of the equivalent DCC.	Ongoing	
		15c)	Reduce minimum parking requirements for new multi-unit housing Downtown (consistent with recommendations of Housing Strategy.)	Policy and Planning and Land Use Management	No cost, provided that parking requirements are only lowered where there is no need for the parking.	2013 Ongoing	This task will be ongoing and will be dependent on annual Council budget decisions.
16. Provide land for affordable housing	The land dedicated to affordable housing cannot then typically be used for other civic purposes.	16a)	Identify which downtown city-owned land could be made available for affordable housing.	REBS	Would depend on the properties identified.	Ongoing	
		16b)	Promote the availability of land for the provision of affordable housing.	REBS	Opportunity cost of the land and potential need to acquire other land to replace the land dedicated towards affordable housing.	Ongoing	
Reduce Crime and Increase Safety							
	The perception of crime is worse than the reality. The concerns about safety are particularly acute at night and in the early morning - especially in the summer when transient populations increase.						
17. Improve lighting		17a)	Assess the lighting along the western portions of Leon and Lawrence Avenue and the Queensway Transit Terminal and provide adequate lighting that will address overall safety and also reduce criminal activity.	Civic Operations	\$250,000 to \$500,000	2013 Complete	Civic Operations has completed lighting improvements on Lawrence (between Abbott and Pandosy) as per the Capital project in 2013.
19. Provide indoor queuing space		19a)	Encourage businesses serving marginalized populations to provide sufficient space for indoor queuing for services.	Partners for a Healthy Downtown	None	2012 and ongoing	Removal of this initiative is recommended as a regulation such as this would have to apply to all businesses that have its clientele line up on the side walk, such as the movie theatre, nightclubs, etc.

18. Increase police visibility		18a) Encourage very visible deployment of existing police resources, particularly during summer months (5 RCMP officers are assigned to downtown.)	GM, Corporate Sustainability	None	2012 and ongoing	Number change to reflect deleted initiative noted above.
19. Add a security office and convenience retail space at the Queensway Transit Terminal	Adding retail space to the Queensway Transit station will increase pedestrian activity and provide more “eyes on the street”, which will in turn increase safety.	19a) Provide for a building to be constructed on the island at the Queensway Transit Station. Require that any building constructed at the site include a security office and convenience retail space.	Regional Services	\$1M \$0.5 M	2014-2016	To be completed in 2016 following the conclusion of the Civic Block planning exercise.
20. Reduce thefts from vehicles		20a) Explore ICBC partnership to reduce vehicle theft in the Downtown core.	GM, Community Sustainability (re: Police Services) and ICBC	TBD	2012 and ongoing	
Make it easier to park						
21. Build parkade at the east end of downtown	No land has been acquired for a parkade. There are insufficient funds in the Parking Reserve to allow for construction of a parkade or even for the borrowing of funds to construct a parkade.	21a) Complete a Parking Management Study to identify whether there is a need for an additional parkade.	Infrastructure Planning	*\$100,000 (requested in 2012 budget)	2012 2016-2017	An updated Downtown Parking Management Plan will be completed in the fall of 2016 (following the construction of the Library Parkade expansion and the Memorial Parkade).
		21b) Increase parking rates, as to be identified in Parking Management Study, to build up enough funds to allow for borrowing that would in turn allow for construction to commence.	REBS	n/a	2013 Complete	
		21c) Buy land for a parkade.	REBS	\$3-5 million	2014 Beyond 2020	Focus has been on developing the Ellis Street Parkade to support IHA and expansion of the Library parkade. A parkade on the east end of downtown would have to be considered as part of the Transportation Master Plan. Partnerships with the private sector will be explored to make this a more viable project.
		21d) Construct a parkade.	Design and Construction	\$12 million minimum for a 300 stall lot (variances in this number depending on design criteria)	2015 Beyond 2020	As above.

<p>22. Expand parking opportunities for the Cultural District area</p>	<p>Significant parking has been lost along the waterfront and further parking losses will occur as Stuart Park is expanded. Given the demand for parking in this area, it is anticipated that at least some of the lost parking will need to be replaced.</p>	<p>22a)</p>	<p>Create additional structured parking to meet parking needs in the Cultural District (expansion to Library parkade)</p>	<p>Design and Construction</p>	<p>\$3 million (City) plus \$3 million (private) \$6.4 million</p>	<p>2019 2016</p>	<p>The Library Parkade expansion will be completed in 2016, having a total project budget of \$7M.</p>
<p>23. Increase supply of parking for people with disabilities</p>	<p>As Kelowna's population ages and the numbers suffering from chronic disease increases, there will be more demand for parking close to front entrances. Those with disabilities do not have to pay for parking.</p>	<p>23a)</p>	<p>Include assessment of supply and demand for parking for those with disabilities in the Terms of Reference for the Parking Management Study referenced elsewhere in this Action Plan.</p>	<p>Infrastructure Planning</p>	<p>n/a</p>	<p>2012 2016-17</p>	<p>This work will be completed as part of the Downtown Parking Management Plan.</p>
	<p>There is currently generally 1 parking stall for people with disabilities per block face.</p>	<p>23b)</p>	<p>Designate additional spaces, as identified in Parking Management Study.</p>	<p>REBS</p>	<p>Foregone revenue TBD</p>	<p>2012-TBD</p>	<p>To be determined following 25a).</p>