

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							
1. Remove truck traffic from Ellis St.	<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	Complete	

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		1b)	Assemble information on truck trip counts.	Infrastructure Planning	None	Complete	No funding identified in 2030 Infrastructure Plan. This initiative may be considered as part of the Transportation Master Plan review.
		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	Complete	
		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	Complete	
2. One way to two-way conversion to Leon/Lawrence	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.	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- Integrated Transportation and Infrastructure Delivery	Cost estimate \$2.8 million	Beyond 2020 Beyond 2030	
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.	Complete	

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		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 Integrated Transportation and Parks & Buildings	\$20,000	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
		3c)	Require those 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.	Beyond 2020 Beyond 2030	To be implemented following development of Downtown Streetscape Plan and road cross-sections.
		3d)	Implement a full-fledged streetscape for Leon and Lawrence Avenue.	Infrastructure-Planning and Design- and Construction- Integrated Transportation, Parks & Buildings and Infrastructure Delivery	\$2-\$3 million	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
4. Plant more street trees	<p>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.</p> <p>It can be challenging to find locations that are suitable for planting trees.</p> <p>Addition of street trees would require increased budgets or and/or increased requirements on developers.</p>	4a)	Consider modern technology to increase soil volume and survival. Example: Silva Cells and structural soil.	Civic Operations	Variable	Ongoing	

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		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)	Ensure that trees are appropriately budgeted for as part of future civic investments (streetscaping, pedestrian/cyclist connections, park additions etc.)	Infrastructure-Planning Integrated Transportation and Parks & Buildings	\$3,500/tree (costs become expensive when tree guards, Silva Cells and irrigation are required.)	Ongoing	
5i. Extend Art Walk	<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 the Library Parkade to the Bennett Clock (Queensway),</p>	5ia)	Preliminary design of Art Walk extension - connecting the existing Art Walk at Smith across Doyle in front of Kasugai Garden, to the Bennett Clock.	Infrastructure-Planning Parks & Buildings	TBD n/a	2016	Conceptual design for the Art Walk extension from Smith Avenue to Queensway Avenue included in the Civic Precinct Plan.
		5ib)	Detailed design of Art Walk extension Phase 1	Infrastructure-Planning Parks & Buildings	TBD \$165,000	2017	Partial funding identified for 2017 in 2030 Infrastructure Plan.
		5ic)	Construction of Art Walk extension Phase 1	Infrastructure-Planning Infrastructure Delivery	TBD \$1.5 million	2018	Funding identified for 2018 in 2030 Infrastructure Plan.
		5id)	Detailed design of Art Walk extension Phase 2	Parks & Buildings	\$195,000	2019	No funding identified in 2030 Infrastructure Plan.
		5ie)	Construction of Art Walk extension Phase 2	Infrastructure Delivery	\$1.8 million	2020	No funding identified in 2030 Infrastructure Plan.
5ii. Streetscaping Pandosy Street	Streetscaping project along Pandosy Street from the Bennett Clock (Queensway) to Harvey Ave to connect to Art Walk.	5iia)	Preliminary design streetscaping project along Pandosy Street from the Bennett Clock to Harvey Avenue.	Infrastructure-Planning Integrated Transportation and Parks & Buildings	TBD	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
		5iib)	Detailed design of streetscaping project	Infrastructure-Planning Integrated Transportation and Parks & Buildings	TBD	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.

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		5iic)	Construction of streetscaping project	Infrastructure-Planning- Infrastructure Delivery	TBD	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
6. Improve pedestrian/cyclist connections across highway	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. 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.	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).	Infrastructure-Planning- Transportation & Mobility Branch- Integrated Transportation	\$10,000	Beyond 2020	
		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 Integrated Transportation	TBD	Beyond 2020	
		6c)	Construct Overpass at Central Green.	Design and-Construction- Infrastructure Delivery	\$4 million (\$3 million for the bridge structure and an additional \$1 million for the pathway connections)	Beyond 2020 2030	
		6d)	Improve at-grade pedestrian crossing opportunities or build an overpass at either Abbott or Water Street intersection.	Design and-Construction- Infrastructure Delivery	Approximately \$3 million. This is not likely to be built without significant contributions from either senior governments or the private sector.	Beyond 2020 Beyond 2030	
							Funding identified for 2030 in 2030 Infrastructure Plan.
							No funding identified in 2030 Infrastructure Plan.

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7. Expand and Improve Queens-way 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)	Complete	C7 zone being amended as part of the Civic Block Plan implementation.
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 n/a	TBD 2016	
9. Rebuild Kerry Park	The current design of Kerry Park does not function optimally.	9a)	Design updated Kerry Park.	Infrastructure Planning	\$75,000	Complete	Detailed design to be completed in 2016. Construction timing depends on available funding and timing of hotel construction.
		9b)	Reconstruct Kerry Park.	Design and Construction Infrastructure Delivery	\$3.7 million	2016 2017	
10. Stuart Park (Phase 2)		10a)	Add Promenade and add turf once building is removed.	Design and Construction	\$2 million	Complete	

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		10b)	Detail Design of Stuart Park (Phase 2.)	Design and Construction	\$200,000	Complete	
		10c)	Construction of Stuart Park (Phase 2.)	Design & Construction / Infrastructure Planning	\$2.0m	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	
12. Build technology hub		12a)	Assess some potential sites within the Downtown; both city-owned and / or privately owned sites of interest.	REBS/GM Community Sustainability	TBD	Complete	
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.	13a)	Politically engage in discussions with MLAs, MPs and key CEOs.	City Manager	n/a	Ongoing	
	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.	13b)	Consider the role the City can play in providing incentives to the location of key office buildings (land, parking etc.)	REBS Real Estate and Policy & Planning	TBD	Ongoing	

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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 Parks & Buildings	\$10,000	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
		14b)	Build entrance signage at Anchor Park.	Design and- Construction- Infrastructure Delivery	\$150,000	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
		14c)	Design Highway signage for Downtown.	Infrastructure- Planning Parks & Buildings	TBD	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
		14d)	Install Highway signage.	Traffic Operations	TBD	Beyond 2020 Beyond 2030	No funding identified in 2030 Infrastructure Plan.
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 & Planning	Foregone property tax revenue. Amount will be dependent on extent of development.	Ongoing	
		15b)	Continue offering Rental Housing Grants.	Policy & 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-Policy & Planning and Community Planning	No cost, provided that parking requirements are only lowered where there is no need for the parking.	Ongoing	

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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 Real Estate	Would depend on the properties identified.	Ongoing	
		16b)	Promote the availability of land for the provision of affordable housing.	REBS Real Estate	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							
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	Complete	New design with new project scope and requirements are under review. Construction date and budget to be determined.
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- Corporate & Protective Services	None	2012 and ongoing	
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- Integrated Transportation and Parks & Buildings	\$0.5-M TBD	2015-2016 TBD	
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 Corporate & Protective Services and ICBC	TBD	2012 and ongoing	
Make it easier to park							

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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)	Complete	Funding identified for 2020 in 2030 Infrastructure Plan.
		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	Complete	
		21c)	Buy land for a parkade.	REBS Real Estate	\$3-5 million \$2.5 million	Beyond 2020	
		21d)	Construct a parkade.	Design and Construction Infrastructure Delivery	\$12 million minimum for a 300 stall lot (variances in this number depending on design criteria)	Beyond 2020 Beyond 2030	
22. Expand parking opportunities for the Cultural District area	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.	22a)	Create additional structured parking to meet parking needs in the Cultural District (expansion to Library parkade)	Design and Construction Infrastructure Delivery	\$6.4 million	2015-2016	Expansion of Library Parkade and construction of Memorial Parkade underway with completion scheduled for 2016.
23. Increase supply of parking for people with disabilities	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.	23a)	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.	Infrastructure Planning Real Estate	n/a	2015 2018	Downtown Area Parking Plan to start in 2016, building on the overall Parking Management Strategy.
	There is currently generally 1 parking stall for people with disabilities per block face.	23b)	Designate additional spaces, as identified in Parking Management Study.	REBS Real Estate	TBD	TBD 2018	Downtown Area Parking Plan to start in 2016, building on the overall Parking Management Strategy.