

Draft Actions

1.0 Homelessness in Kelowna is Rare, Brief, and One-Time		
Description of Actions: Systems planning, collaboration, and coordination to prevent homelessness and support people experiencing homelessness to access housing and support services.		
Actions		Wheelhouse Segment
1.1	<p>Oversee the roll out of rapid safety-net to bridge people from shelters to permanent housing.</p> <p>In 2023, the Ministry of Housing announced the introduction of HEARTH (Homeless Encampment Action Response Temporary Housing) model in Kelowna. HEARTH funding supports communities to develop and operate new emergency housing and shelter options identified in encampment response plans. 120 units are now operational—STEP Place (759 Crowley Avenue) & Trailside (2740 Hwy 97). The 3rd site, with an additional 60 units is currently under development.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing
1.2	<p>Increase the diversity of shelter options.</p> <p>The number of people experiencing homelessness has increased faster than shelter capacity in Kelowna over the last three years. As well, there is a significant shortage of supportive housing in the community, and because housing takes years to build and there is a large existing housing deficit today, there is ongoing need for emergency shelter and rapid safety net housing, particularly in the short term.¹</p> <p>Engagement with service providers and people with lived experience of homelessness reveals gaps in Kelowna’s shelter system related to choice, including:</p> <ul style="list-style-type: none"> • Shelters without substance use • Smaller shelters with private spaces and programming • Shelter models that reflect sub-demographic populations (e.g., seniors, people with disabilities). 	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing

<p>1.3</p>	<p>BIG MOVE: Improve access to services for those experiencing or at risk of homelessness by enhancing communication and collaboration among service providers.</p> <p>The City is delivering a 'Coordinated Access System' to simplify how individuals and families experiencing homelessness to access housing and supports Supported by the Federal Reaching Home program, this standardized process will enhance communication and coordination among service providers. This will lead to greater equity and transparency and allow people to receive supports without repeating their story to multiple service providers.</p> <p>The City's coordinated approach also includes partnership with the Ministry of Housing and BC Housing to implement a new integrated team of frontline partners to enhance encampment response, with the goal of preventing homelessness and helping people transition into housing.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing
<p>1.4</p>	<p>Use a unified information management system to better understand how people flow in and out of homelessness.</p> <p>Unified data collection across the safety net and housing with supports systems is an integral part of the delivery of the City's Coordinated Access System. Key aspects of this work include:</p> <ul style="list-style-type: none"> • Improving the collection and use of data within a unified information management system • Establishing consistent and broad data sharing agreements across the sector. 	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing
<p>1.5</p>	<p>Undertake advance planning for annual extreme weather, climate-related, and large-scale operational events (e.g. fires, floods).</p> <p>Recent extreme weather events and disaster responses have revealed opportunities for advance planning that helps the sector move away from crisis response during emergencies.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing
<p>1.6</p>	<p>Explore and implement opportunities to support prevention of housing insecurity and homelessness.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter

	<p>Preventative and upstream efforts to address housing insecurity and homelessness will include:</p> <ul style="list-style-type: none"> • Efforts to address the pressures individuals and families face to meet their basic needs. • Diversion programming and targeted prevention through the early identification of risk factors. • Advocacy to improve transitions from discharge systems such as child protection, health and corrections. 	<ul style="list-style-type: none"> • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing
1.7	<p>BIG MOVE: Support tenants who are being evicted due to redevelopment.</p> <p>As Kelowna continues to grow, existing rental buildings may be redeveloped. Redevelopment processes can break-up existing tenant communities and force tenants into an unaffordable rental market, increasing housing insecurity and precarity.</p> <p>The <i>Residential Tenancy Act</i> provides supports and protects the rights of both landlords and tenants. Bill 16, passed in April 2024, gives municipalities new authority to establish stronger tenant protections. Kelowna will introduce measures requiring developers to create tenant relocation plans when redevelopment removes 5 or more rental units. A bylaw and guidelines will be implemented to protect and support tenants without unreasonably limiting redevelopment projects that help achieve the community’s housing objectives.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing

<p>2.0 Kelowna Has a Diversity of Housing Types, Tenures, and Affordability Levels to Meet the Needs of All Community Members</p> <p>Description of Actions: Incentives, investments and protections that support housing choice across the Housing Wheelhouse, with a focus on protecting the existing supply of and building more affordable and market rental housing.</p>		
Actions		Wheelhouse Segment
2.1	Accelerate approvals for affordable housing.	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing

	<p>The City is working to significantly accelerate approvals for affordable housing projects, building on its success with secondary suites and infill housing. Measures under consideration include internal timeline adjustments, addressing bottlenecks through pre-zoning and expedited approvals, and exploring the delegation of approvals from Council to staff.</p>	<ul style="list-style-type: none"> • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
<p>2.2</p>	<p>BIG MOVE: Strengthen the City's incentives for affordable housing.</p> <p>The City is aiming to increase the use of its density bonusing program to secure more community benefits, including affordable housing units or contributions to the Housing Opportunities Reserve Fund (HORF), in alignment with new provincial requirements. This effort includes a review of the program to ensure it delivers meaningful benefits and is supported by an analysis of the City's development incentives, which will assess the impact of changes to the density bonusing program.</p> <p><i>In alignment with HAF Initiative 2: Incentives.</i></p>	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
<p>2.3</p>	<p>BIG MOVE: Reduce municipal charges for affordable housing projects.</p> <p>Kelowna's Rental Housing Grant Program offsets Development Cost Charges (DCCs) for affordable rental projects, but the grant amounts vary based on the number of applications each year. The City is considering redesigning the program to use a sliding scale grant based on a project's affordability level, providing more certainty for housing projects. This effort is supported by an analysis of the City's development incentives, including the impact of changes to the grant program.</p> <p><i>In alignment with HAF Initiative 2: Incentives.</i></p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing
<p>2.4</p>	<p>Review rental housing tax exemptions to support for other forms of tenure, including cooperative rental housing.</p> <p>The City of Kelowna provides a 100 percent municipal tax exemption on the "revitalization amount" for ten years for new purpose-built rental housing. This exemption is part of a larger revitalization tax exemption program.</p>	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing

	<p>The City is looking to expand this exemption to include other forms of tenures that support long-term affordability, including co-operative rental housing and forms of affordable ownership that secure affordability over the long-term.</p>	
2.5	<p>Expand opportunities for secondary suites in townhomes in alignment with BC Building Code.</p> <p>Secondary suites are a useful tool to provide gentle density to established neighbourhoods. The City has taken several steps to support the development of secondary suites including a simplified online web portal and materials for homeowners.</p> <p>The City is looking to increase the development of secondary suites by permitting them in MF2 – Townhouse Housing zoning.</p> <p><i>In alignment with HAF Initiative 1: Infill.</i></p>	<p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
2.6	<p>Increase density as-of-right along select Transit Supportive Corridors.</p> <p>The City is seeking to permit higher-density residential and mixed-use development along several Transit Supportive Corridors (TSCs) in the City's Core Area. The City is piloting allowing higher density development along five of the 12 TSCs identified in the Official Community Plan. This work will take place over the next two years. The primary focus is to allow up to six-storey development as-of-right along these corridors.</p> <p><i>In alignment with HAF Initiative 3: Transit Supportive Corridors.</i></p>	<p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
2.7	<p>Invest in infrastructure that supports housing.</p> <p>The City is focused on unlocking housing supply by researching, planning, and investing in infrastructure. Through this work, the City will invest in infrastructure improvements that address infrastructure capacity limits that limit housing development.</p> <p>The City is also exploring how to partner with developers to expand the impact of required infrastructure improvement projects. Example projects include water system upgrades, stormwater</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing

	management planning, disaster mitigation, and sewer system upgrades. <i>In alignment with HAF Initiative 6: Infrastructure.</i>	
2.8	<p>BIG MOVE: Ensure parking regulations don't reduce housing affordability by driving up development costs.</p> <p>Parking is the single largest cost factor in new development, second only to the construction of the home itself. Parking requirements for new development can have major impacts on the viability and affordability of new housing. If set too high, parking requirements can reduce the supply of new homes and exacerbate affordability challenges.</p> <p><i>This action is currently being examined by staff as part of a larger review of the parking-related impacts of new development.</i></p>	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing

<p>3.0 Kelowna Continues to Provide Innovative Leadership on Housing Issues</p> <p>Description of Actions: Exploring ways to make use of new policy tools, supporting innovative construction and development approaches, and continuing research on innovations that will strengthen the City's approach to housing issues.</p>		
	Actions	Wheelhouse Segment
3.1	<p>Work with community partners to prepare systems and policies to support new single-stair building forms being permitted by the Province.</p> <p>The Province has made a significant change to the Building Code, allowing for the construction of single-staircase residential buildings up to 6 storeys tall, with a maximum of 4 units per floor. This will make it more viable to build this housing form in Kelowna. The City is reviewing its systems and policies to ensure there are no unnecessary barriers to building this form of development.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
3.2	<p>Work with community partners to prepare systems and processes to support the implementation of recent changes to Provincial accessibility legislation.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing

	<p>The Province has updated the BC Building Code to enhance accessibility and mandated the City of Kelowna to establish an accessibility committee and strategy. In response, the City has formed an Accessibility Advisory Committee and is developing an Accessibility Plan to identify and address barriers, with the plan expected to go before Council by the end of 2024. The City is also reviewing housing incentives in light of the new Building Code changes and will implement any relevant actions from the Accessibility Plan.</p>	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
3-3	<p>Explore affordable ownership through a feasibility study for a shared equity project.</p> <p>Shared equity housing is an innovative homeownership model where property equity is shared between the homebuyer and another entity, making housing more affordable and maintaining long-term affordability through resale restrictions. The City will explore this and other affordable homeownership models, focusing on understanding the necessary governance and administrative requirements before implementing any program.</p>	<p>Market Housing</p> <ul style="list-style-type: none"> • Ownership Housing
3-4	<p>Invest in technological solutions, including data management, related to housing.</p> <p>The City is using technology to speed up housing approvals, improve certainty in the process, and support evidence-based decisions. This includes developing an online building permit application system, exploring the use of Artificial Intelligence for reviewing housing applications, and optimizing the collection and management of housing-related data.</p> <p><i>In alignment with HAF Initiative 7: Data & Technology.</i></p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing

<p>4.0 The Community’s Housing Objectives are Advanced Through Collaboration</p> <p>Description of Actions: Developing communications and advocacy strategies to complement the other actions identified in this Action Plan.</p>	
<p>Actions</p>	<p>Wheelhouse Segment</p>

<p>4.1</p>	<p>Advocate for and support the development of integrated healthcare and housing options.</p> <p>Advancing integrated healthcare and housing options is crucial for addressing the interconnected needs of vulnerable populations. This approach acknowledges that housing is a fundamental base for stability, but housing alone cannot provide stability for vulnerable populations. Integrating healthcare and housing options can be more cost-effective, produce better health outcomes, improve housing stability, and promote overall well-being (e.g. Complex Care).</p> <p>Integrating healthcare and housing options will be led by social and health sectors. The City’s role is to advocate to senior governments to ensure local organizations have the capacity and resources to advance this work.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing
<p>4.2</p>	<p>Continue to advocate for senior government to help address local housing needs.</p> <p>As housing needs grow, the City faces key barriers requiring senior government support. Immediate challenges include a \$388 million infrastructure deficit over the next 10 years, as identified in the 2030 Infrastructure Plan, and limitations in internal and local industry capacity for delivering new housing and infrastructure. The City will continue to advocate for provincial and federal support to address these issues and build capacity for housing development.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
<p>4.3</p>	<p>Review policies and procedures to ensure they support the use of innovative construction approaches (e.g. modular housing).</p> <p>The City is regularly reviewing new and innovative solutions to address the community’s housing needs. Modular housing is one solution that could help produce housing faster, cheaper, and with a lower environmental footprint. As this innovation becomes more feasible in the market, the City is committed to regularly reviewing its policies to ensure there are no undue barriers to supporting modular housing and other innovative construction methods.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
<p>4.4</p>	<p>Coordinate with regional partners to align housing policies, regulations and procedures.</p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter

	<p>Alignment among senior governments and regional partners reduces complexity for housing developers. As the City implements new actions, it will need to ensure its new direction will not add unnecessary complications for partners trying to align their projects with senior government funding programs and build projects in other parts of the region.</p> <p>The City will continually review its policies to ensure they are aligned with senior-level government supports and regulations and meet regularly with regional partners to discuss the alignment of policies, regulations, and procedures.</p>	<ul style="list-style-type: none"> • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing
<p>4.5</p>	<p>Leverage City-owned land to support affordable housing.</p> <p>The City aims to expand and accelerate affordable housing by using City-owned land and forming new partnerships. This includes acquiring land for affordable projects, implementing the Middle-Income Partnership with three initial sites, supporting BC Builds Projects, and continuing support for BC Housing’s Community Housing Fund projects.</p> <p><i>In alignment with HAF Initiatives 4 & 5: Land Acquisition and Partnerships.</i></p>	<p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing

<p>5.0 The City and Its Partners Have Clear Governance Roles for Decision-Making on Complex Housing-Related Issues</p> <p>Description of Actions: Working with partners to define clear roles for collective action, with a specific focus on addressing health and social service issues, developing affordable and missing middle income housing, and supporting alternative forms of housing tenure.</p>	
	<p style="text-align: center;">Actions</p>
<p>5.1</p>	<p style="text-align: center;">Wheelhouse Segment</p> <p>Safety Net</p> <ul style="list-style-type: none"> • Emergency Shelter • Short-Term Supportive Housing <p>Housing with Supports</p> <ul style="list-style-type: none"> • Long-Term Supportive Housing

	<p>sector, and senior leadership and Council at the City. This engagement will be used to determine the direction of the governance structure.</p> <p>Early discussions with the social sector have highlighted opportunities such as a collaboration table that would bring together leaders from across the community to focus of social development. Before a structure can be determined, the City will undertake engagement with key interested and affected parties to determine shared objectives and identify potential structures.</p>	<ul style="list-style-type: none"> • Subsidized Rental Housing
<p>5.2</p>	<p>Determine Kelowna’s governance role in promoting a range of alternative forms of tenure (e.g. co-op, affordable ownership, etc.).</p> <p>The City of Kelowna is exploring its role in promoting alternative housing models, such as co-ops and shared-equity housing, which could address local housing challenges. To develop successful initiatives, the City will first assess its capacity to support these models and engage with relevant stakeholders to ensure effective implementation.</p>	<p>Housing with Supports</p> <ul style="list-style-type: none"> • Subsidized Rental Housing <p>Market Housing</p> <ul style="list-style-type: none"> • Rental Housing • Ownership Housing