



Council Priority Review: Workshop Outcomes

**Kelowna City Council
Council Priorities Update
2023-2026
May 9, 2025**



EXECUTIVE SUMMARY

On May 9, 2025, Kelowna City Council participated in a full-day facilitated workshop to reflect on their seven Council Priorities and 30 associated action items. With 16 months remaining in the current term, the session provided a valuable opportunity to check in on progress and collectively identify areas for added attention.

The day began with context-setting to highlight the breadth of work underway across the City. In addition to the Council Priority Actions, the City delivers many projects, programs and services across 19 service areas—with approximately 110 projects that directly support Council priorities, and another 136 existing projects impacted by these priorities.

Council also took time to reflect on key milestones and meaningful wins since the last check-in in April 2024. These are highlighted in the report to Council dated [March 17, 2025](#).

Working together, staff and Council have a goal of achieving or significantly advancing all their stated priorities by the end of the term of office, giving a new Council the opportunity to assess the current state of the City and set forth a new set of priorities. As such, the number of new or existing priorities shall be reduced as time progresses.

Council members reviewed each of the seven priority areas, reflected on achievements, and considered where acceleration or added emphasis could support meaningful progress.

These updated priority actions reflect current realities, clarify intent and better align with ongoing work. Updates include rewording existing actions for clarity and relevance, regrouping for consistency, new actions, and approaches to measurement and monitoring.

As a result of these discussions, this report provides an update on Council's Priority Actions, including:

- The previous Council Priority Actions, along with the intended results and measures of success.
- The current status of each action—what's complete and what's still ongoing.
- A revised list of the six updated Council Priority Actions, with completed items removed to reflect the current focus.

The revised Council priorities and actions are listed below.

Overall, the workshop reaffirmed Council's commitment to community impact and responsive leadership, with the outcomes helping guide the final phase of the 2023–2026 term.

At a Glance: Updated Council Priority Actions 2025-2026

1. CRIME AND SAFETY

Current Status: Continue to advance this priority.

Council Priority Actions:

- Advocate for more crown prosecutors and bail reform to address repeat property offenders.
- Advocate for the activation of a regional secure, compassionate care facility.
- Support sustainable funding model for Business Improvement Areas to enhance public safety programs.
- Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.
- Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis).

2. AFFORDABLE HOUSING

Current Status: Continue to advance this priority.

Council Priority Actions:

- Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).
- Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- Implement the Council-approved Housing Action Plan initiatives.

3. HOMELESSNESS

Current Status: Continue to advance and accelerate this priority.

Council Priority Actions:

- Facilitate delivery of a purpose-built permanent shelter with “wrap-around” supports, in partnership with BC Housing.
- Continue to implement the outdoor sheltering strategy.
- Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model).

4. TRANSPORTATION

Current Status: Continue to advance this priority.

Council Priority Actions:

- Complete the functional design of the Clement Avenue multi-modal extension corridor and propose a partnership delivery model to the Province.
- Advance and secure funding for a new transit operations centre.
- Enhance traffic safety infrastructure improvements (e.g., traffic calming and pedestrian infrastructure).
- Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail).
- Improve transit service including expanding the transit pass program and weekend transit.
- Improve traffic flow and capacity on major road networks (e.g., roads bundle).
- Advance “quick build” model for cycling infrastructure and seek design consistency throughout the City.

5. ECONOMY

Current Status: Continue to advance this priority.

Council Priority Actions:

- Establish a Community Task Force on Economic Prosperity.
- Support accelerated development of major employment lands.
- Review the City’s current investments into economic development programs.
- Enhance sports tourism and recreation development.

6. AGRICULTURE AND ENVIRONMENT

Current Status: Merge Climate and Environment with Agriculture and rename as Agriculture and Environment. Continue to advance this priority.

Council Priority Actions:

- Implement the Climate Resilient Kelowna Strategy.
- Continue to include “Climate Lens” in decision making to assess mitigation and adaptation.
- Ensure reliable agricultural water supply (previously under Agriculture).

Purpose

The session purpose was for Council to check-in on current priorities and identify any key actions or outcomes they would like to accelerate or highlight over the next 16 months, with one goal being to align Council priorities with the administrative capability to deliver within the term of office.

Process

This report is grounded in a full-day facilitated workshop held on May 9, 2025, designed to support Council in reviewing progress on their seven priorities and 30 associated action items. The session followed a March 17 Council Priority update and was intended to provide a structured opportunity to assess momentum, identify areas for added focus, and reconfirm direction for the remainder of the 2023–2026 term.

Council received a high-level overview of the breadth of work underway across the organization. In addition to the Council Priority Actions, the City is delivering many projects, programs and services across 19 lines of business. Of these, more than 100 are directly linked to Council priorities, with an additional 136 influenced by them.

Council Priorities & City Operations



The structured agenda included brief presentations and full-Council discussions, with senior staff available for background and clarification. Four core focus areas framed the day:

- How Council Priorities continue to guide the City's strategic and operational work.
- The scope of projects underway and the resourcing to support them.
- Review of each priority area to determine where added visibility or acceleration might be warranted.
- Discussion of which actions Council collectively wished to emphasize through the remainder of the term.

As actions were discussed, individual Council members proposed additions or areas of emphasis. Once these actions were identified, a show-of-hands approach was used to surface shared priorities and gauge where there was collective support for areas of common interest across all priorities.

In addition to identifying areas for emphasis, Council supported refining the wording of the priority actions to better reflect current realities and ongoing work. This included adjustments for clarity, alignment with existing initiatives, and to ensure the language used remains relevant and action oriented.

The revised Council Priority Actions also reflect updates in how priorities are grouped and named. For example:

- Reworded priorities to reflect the current context and improve clarity (e.g., bail reform to address repeat, prolific offenders).
- Increased service levels (e.g., enhanced traffic enforcement, BIA funding).
- Newly identified initiatives (e.g., investment in sport tourism and recreation).

This report has been prepared with input from staff to further refine the priority actions and related tracking, measurements, and the desired results.

COUNCIL PRIORITY ACTIONS: UPDATED MAY 2025



This overview of each Council Priority Area is provided with the following notes in mind:

- There are now six priority areas, each continuing to move forward as planned.
- Agriculture has been merged with Climate and Environment, as most agriculture-related actions are now complete.
- The renamed priority area, *Agriculture and Environment*, reflects the integration of climate-related initiatives—such as the Kelowna Climate Resilience Strategy—into broader environmental efforts. The remaining water supply action, previously under Agriculture, now falls within this new category.
- As some of the listed actions may already be underway, this is considered a living document and may evolve over time.

2024 COUNCIL PRIORITY ACTIONS: CRIME AND SAFETY

Current Status: Crime and Safety	Status
<ul style="list-style-type: none"> Strategy to address property crime; including break and enters and theft 	✓
<ul style="list-style-type: none"> Provide local Business Improvement Areas support for urban center safety issues (e.g., "Red Shirts" program) 	✓
<ul style="list-style-type: none"> Establish a safety task force with stakeholders 	✓
<ul style="list-style-type: none"> Advance implementation of Mayor's Task Force on Crime Reduction recommendations, including Business Improvement Area support 	✓
<ul style="list-style-type: none"> Reduce property crime; including break and enters and theft 	✓
<ul style="list-style-type: none"> Demonstrate effectiveness of visibility on high-risk traffic behaviour (e.g., speeding, texting) and crime 	In progress
<ul style="list-style-type: none"> Support retention of current policy restricting use of drugs in public spaces 	✓
<ul style="list-style-type: none"> Partner with ministries responsible for mental health and addictions on initiatives (i.e., Community Safety Plan) that improve local conditions, including alternative response models and advocacy 	In progress

How we measure progress on the priority

- Business break and enters and thefts are decreasing (reported # of property crime)
- Resident sense of safety in our community is increasing (% residents that feels safe)
- Public safety resources are increasing (e.g., police, bylaw and fire)

The results we want to see

- # or % of residents who feel safe in Kelowna increases
- Decrease in business break and enters and thefts
- Public safety resources keep pace with community growth (e.g., police, bylaw and fire)

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED CRIME AND SAFETY ACTIONS

Action: Continue to advance this priority.

Council Priority Actions:

- Advocate for more crown prosecutors and bail reform to address repeat property offenders.
- Advocate for the activation of a regional secure, compassionate care facility.
- Support sustainable funding model for Business Improvement Areas to enhance public safety programs.
- Enhance traffic safety enforcement through RCMP visibility and greater enforcement of traffic violations.
- Advance alternate call response and flexible deployment models (e.g., civilian-based response to people experiencing crisis).



How we measure progress on the priority

- # reported property crime by type
- % residents that feels safe
- Public safety resources are increasing (Total safety and security positions)
- # police traffic enforcement interactions
- Alternative response model (to be confirmed)

The results we want to see

- # or % of residents who feel safe in Kelowna increases.
- Decrease in business break and enters and thefts.
- Public safety resources keep pace with community growth (e.g., police, bylaw and fire).
- Traffic law enforcement is increasing.
- Alternate call response and flexible deployment models are increasing.

2024 COUNCIL PRIORITY ACTIONS: AFFORDABLE HOUSING

Current Status: Affordable Housing	Status
<ul style="list-style-type: none"> Acquire city owned land to build affordable housing 	✓
<ul style="list-style-type: none"> Meet provincial/local affordable housing targets with support from the Province 	✓
<ul style="list-style-type: none"> Complete Housing Action Plan including incentive options 	✓
<ul style="list-style-type: none"> Partner on the creation of a low-cost affordable housing pilot project 	✓
<ul style="list-style-type: none"> Investigate options to protect renters impacted by redevelopment projects and protect existing rental stock 	✓

How we measure progress on the priority

- The City has a sufficient supply of each housing type (# new housing units by type such as affordable housing).
- Market rental is more affordable (the proportion spending more than 30% to go down compared to previous term).
- Home ownership is more affordable (ratio of median income and median sale price, potentially by housing type).

The results we want to see

- Residents have improved access to affordable housing whether they rent or own.
- The City has an improved housing supply that meets the social and economic needs of the community.
- An increase in the supply of affordable housing options for people with low to moderate incomes.

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED AFFORDABLE HOUSING ACTIONS

Action: Continue to advance this priority.

Council Priority Actions:

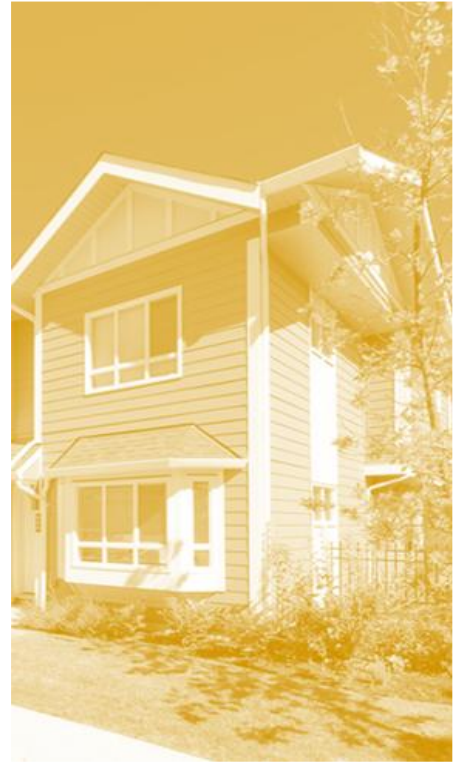
- Construct in-progress supportive and affordable housing (e.g., Bertram project) in partnership with BC Housing and through the Housing Accelerator Fund (5 projects).
- Advocate for accelerated implementation of electrical distribution infrastructure to support growth.
- Implement the Council-approved Housing Action Plan initiatives.

How we measure progress on the priority

- Total residential building permits and housing type split
- % vacancy rate and % renters in core housing need
- Median household income and house prices
- Electrical distribution infrastructure measure (to be confirmed)

The results we want to see

- Residents have improved access to affordable housing whether they rent or own.
- The city has an improved housing supply that meets the social and economic needs of the community.
- An increase in the supply of affordable housing options for people with low to moderate incomes.
- Electrical infrastructure is sufficient to support community growth, including housing.



2024 COUNCIL PRIORITY ACTIONS: HOMELESSNESS

Current Status: Homelessness	Status
<ul style="list-style-type: none"> Explore partnership opportunities for alternative forms of sheltering 	✓
<ul style="list-style-type: none"> Develop an emergency winter shelter program 	✓
<ul style="list-style-type: none"> Advocate for a regional care facility (e.g., Red Fish Healing Center model) 	In progress
<ul style="list-style-type: none"> Complete the delivery of tiny home units committed to by the Province 	✓
<ul style="list-style-type: none"> Facilitate a purpose-built permanent shelter with “wrap-around” supports and graduated housing options 	In progress
<ul style="list-style-type: none"> Assess feasibility of care and delivery models such as a multi-care site 	In progress

How we measure progress on the priority

- # of complex care units Interior Health adds to our community
- Progress towards Housing Needs Assessment (HNA) non-market housing targets (measured to be developed through HNA)
- # of people experiencing homelessness

The results we want to see

- A decrease in the number of people living on our streets who have mental health and/or addictions from the previous term.
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community.

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED HOMELESSNESS ACTIONS

Action: Continue to advance this priority.

Council Priority Actions:

- Facilitate delivery of a purpose-built permanent shelter with “wrap-around” supports, in partnership with BC Housing.
- Continue to implement the outdoor sheltering strategy.
- Advocate for an Indigenous-led regional care facility (e.g., Red Fish Healing Center model).

How we measure progress on the priority

- # of Interior Health complex care units
- Progress towards Housing Needs Assessment (HNA) non-market housing targets
- # people experiencing homelessness (Point in time count)

The results we want to see

- Decrease in the number of people living on our streets who have mental health and/or addictions from the previous term.
- Reduce the impacts of social issues stemming from lack of support for people experiencing poverty, problematic substance use and untreated mental health conditions on the community.



2024 COUNCIL PRIORITY ACTIONS: TRANSPORTATION

Current Status: Transportation	Status
<ul style="list-style-type: none"> Complete the functional design of the Hwy 33 multi-modal traffic corridor and propose a partnership delivery model to the Province 	In progress
<ul style="list-style-type: none"> Secure funding for a new transit operations centre 	In progress
<ul style="list-style-type: none"> Enhance traffic safety (e.g., traffic calming and pedestrian infrastructure) 	In progress
<ul style="list-style-type: none"> Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail) 	In progress
<ul style="list-style-type: none"> Improve transit service including expanding the transit pass program (e.g., Community Upass) 	In progress
<ul style="list-style-type: none"> Improve traffic flow and capacity on major road networks (e.g., roads bundle) 	In progress

How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region's Transit Service Guidelines (frequency, service span targets and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita)

The results we want to see

- Capacity and traffic flow are enhanced on major road corridors.
- More trips by alternative transportation modes (e.g., transit, rideshare, biking, walking).
- Traffic safety management is increasing (e.g., speed control).

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED TRANSPORTATION ACTIONS

Action: Continue to advance this priority

Council Priority Actions:

- Complete the functional design of the Clement Avenue multi-modal extension corridor and propose a partnership delivery model to the Province.
- Advance and secure funding for a new transit operations centre.
- Enhance traffic safety infrastructure improvements (e.g., traffic calming and pedestrian infrastructure).
- Explore alternative modes of transportation between UBCO/YLW and downtown (e.g., light rail).
- Improve transit service including expanding the transit pass program and weekend transit.
- Improve traffic flow and capacity on major road networks (e.g., roads bundle).
- Advance “quick build” model for cycling infrastructure and seek design consistency throughout the City.




How we measure progress on the priority

- Transit ridership (Transportation Master Plan target)
- Mode Share (Transportation Master Plan target)
- Improved travel choices (Number of trips by walking, biking, transit, rideshare)
- Optimize travel times (Reliable travel times between the five urban hubs)
- Monitor goods movement times (Average goods movement time)
- Promote inclusive transportation (% of low-income residents close to frequent transit and active transportation corridors)
- Central Okanagan Region’s Transit Service Guidelines (frequency, service span targets and performance by route)
- Traffic safety is increasing (Traffic related injuries and fatalities per capita) (e.g., speed control)

The results we want to see

- Capacity and traffic flow is enhanced on major road corridors.
- More trips by alternative transportation modes (e.g., transit, rideshare, biking, walking).
- Traffic safety management is increasing.

2024 COUNCIL PRIORITY ACTIONS: ECONOMY

Current Status: Economy	Status
<ul style="list-style-type: none">• Seek opportunities to enhance economic diversification	In progress
<ul style="list-style-type: none">• Attract new employment and support existing business growth	In progress
<ul style="list-style-type: none">• Assess the City's supply of employment lands	
<ul style="list-style-type: none">• Consider the City's investment into economic development	In progress

How we measure progress on the priority

- Business and/or employment growth (e.g., business counts, business licenses)
- Employment lands supply (measure to be confirmed based on employment lands assessment projects underway)

The results we want to see

- Priority sectors for economic diversification are supported.
- The number of businesses is increasing.
- The city has a sufficient supply of suitably located and serviced employment lands.
- Economic development service delivery models and level of investment are evaluated.

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED ECONOMY ACTIONS

Current Status: Continue to advance this priority.

Council Priority Actions:

- Establish a Community Task Force on Economic Prosperity.
- Support accelerated development of major employment lands.
- Review the City's current investments into economic development programs.
- Enhance sports tourism and recreation development.

How we measure progress on the priority




- # of business licenses
- Employment lands supply (to be confirmed)
- # of events by category or economic impact (to be confirmed)



The results we want to see

- Priority sectors for economic diversification are supported, including the sport and recreation tourism sector through event attraction and facility development.
- The number of businesses is increasing.
- The City has a sufficient supply of suitably located and serviced employment lands.
- Economic development service delivery models and level of investment are evaluated.

2024 COUNCIL PRIORITY ACTIONS: CLIMATE AND ENVIRONMENT

Current Status: Climate and Environment	Status
1. Complete the Climate Resilient Kelowna Strategy	
2. Continue to include "Climate Lens" in decision making to assess mitigation and adaptation	In progress
3. Increase urban tree canopy (e.g., tree-lined medians, expand neighbourwoods)	
4. Pilot energy concierge program to enable retrofits in buildings	

How we measure progress on the priority

- Community and corporate GHG emissions are decreasing (e.g., GHG emissions by theme such as buildings, transportation, residential energy use per capita, fuel use data, corporate energy intensity)
- Protect tree canopy (progress on tree canopy cover targets established for each Growth district through the Urban Forest Strategy update)
- Protection of environmentally sensitive land (measure to be confirmed)

The results we want to see

- Reduce corporate and community greenhouse gas (GHG) emissions (e.g., energy efficient buildings, zero-emission vehicles and charging infrastructure, urban focused growth, alternative transportation modes, renewable energy).
- Protect and restore natural areas (e.g., Okanagan Lake, urban forest, wetlands).
- Include a Climate Lens in City decision making, ensuring we always consider climate impacts.
- Enhanced climate emergency planning and response programs (e.g., flooding, wildfires, extreme heat and a changing water supply).

2024 COUNCIL PRIORITY ACTIONS: AGRICULTURE

Current Status: Agriculture	Status
1. Facilitate the creation of a permanent home for the farmer's market	✓
2. Review the Agriculture Plan with respect to secondary uses	✓
3. Expand Enforcement/Bylaw Officers	✓
4. Protect agricultural lands	✓
5. Continue to ensure farmland is used for permitted uses	✓
6. Ensure sufficient and high-quality agricultural water supply	In progress – Moved to Agriculture and Environment

How we measure progress on the priority

- Farmland is used for permitted farm uses (Number of non-farm use contraventions closed off during Council term)
- Protect agricultural land (# acres excluded from Agricultural Land Reserve, with the exception of those that are planned in OCP 2040; # properties rezoned from agricultural to a non-agricultural zone outside of OCP future land use)
- % of farmland that is being actively farmed in being maintained or is increasing (% of agriculture land that is actively farmed)
- #of days of agricultural water service interruption

The results we want to see

- Increased engagement and support for the agricultural industry as an integral part of our healthy food system, economy and culture.

2025-2026 UPDATED COUNCIL PRIORITY ACTIONS

UPDATED **AGRICULTURE** AND ENVIRONMENT ACTIONS

Current Status: Merge Climate and Environment with Agriculture and rename as Agriculture and Environment. Continue to advance this priority.

Council Priority Actions:

- Implement the Climate Resilient Kelowna Strategy.
- Continue to include “Climate Lens” in decision making to assess mitigation and adaptation.
- Ensure reliable agricultural water supply (was previously under Agriculture).



How we measure progress on the priority

- # water main breaks in non-potable system
- Community and corporate GHG emissions
- Tree canopy cover compared to OCP targets Ecosystem changes (hectares)
- Climate emergency planning and response measure (to be confirmed)

The results we want to see

- The quality and availability of the agricultural water supply is sufficient.
- Reduce corporate and community greenhouse gas (GHG) emissions.
- Protect and restore natural areas.
- Include a Climate Lens in City decision making, ensuring we always consider climate impacts.
- Enhanced climate emergency planning and response programs (e.g., flooding, wildfires, extreme heat and a changing water supply).

Crime & Safety



Affordable Housing



Homelessness



Transportation



Agriculture & Environment



Economy

