

Memo



Date: July 20, 2010
File: 1200-40
To: City Manager
From: Signe Bagh, Policy and Planning Director
Subject: Downtown Plan Next Steps

Recommendations:

THAT Council receive, for information, the July 20, 2010 report from the Policy and Planning Director regarding an update to the Downtown Plan;

AND THAT Council direct staff to report back on whether any changes should be considered to City bylaws, practices, or policies to ensure that all of the downtown is considered 'livable'. Specific issues to address would be traffic volumes, noise, social issues, revitalization, access to amenities, and safety concerns;

AND THAT Council direct staff to determine what changes to the road network (e.g. Leon and Lawrence one-waying, truck route on Ellis Street, Mill Street connection, role of Bernard/Abbott intersection) and transportation system (e.g. Bus Rapid Transit system, street-car/trolley service etc.) are possible to improve the Downtown pedestrian environment, livability, and economic development opportunities, noting that the City has signed an agreement with the Province for movement of vehicles to/from the new bridge that may impact on the range of options available;

AND THAT Council direct staff to report back on whether streetscape investments along Leon and Lawrence Avenues would assist in stimulating development;

AND THAT Council direct staff to identify additional pedestrian linkages needed through and to the Downtown area to improve access to Mill Creek and the Cultural District;

AND THAT Council direct staff to develop a building height plan for the downtown, based on that which is included in the 2000 Downtown Plan, but which identifies select locations where, instead of the current limit of 12 stories, up to 19 storeys would be permitted;

AND THAT Council direct staff to identify which amenities (e.g. contributions to housing reserve fund, streetscaping, public pier fund, or protection of off-site heritage assets) should be required in cases where additional height is permitted;

AND THAT Council direct staff to identify the extent to which amenity contributions from anticipated development would be able to fund affordable housing, streetscaping, pier construction and heritage protection;

AND THAT Council direct staff to report on the cost implications (land acquisitions etc.) of incorporating concepts from the CD21 zone (i.e. the Market Green, The Crossing and Sails Plaza) in future planning for the Downtown;

AND THAT Council direct staff to draft revisions to Zoning Bylaw 8000 (C7 zone) that would:

- o Set out amenity bonussing provisions;

- Reduce parking requirements;
- Set out floor area ratios more representative of what is realistically buildable given C7 zoning height and setback requirements; and
- Provide greater clarity on how future developments will relate to each other (form and character), to existing neighbours and to the street.

AND THAT Council direct staff to identify buildings, facilities, and services the City could locate in the Leon/Lawrence area to stimulate development and report back on the associated costs and benefits;

AND THAT Council direct staff to review the provisions of Revitalization Tax Exemption Bylaw 9561 to determine whether the program boundaries should be expanded, whether the program needs more aggressive marketing, whether incentives should be offered for sustainability features, or whether other refinements would be beneficial;

AND THAT Council direct staff to report back on whether Development Cost Charges are discouraging development in the Downtown;

AND THAT Council direct staff to package information detailing what the City has to offer with respect to incentives to Downtown development and city policies/services supportive of downtown development / investment and to communicate this information and make it available to the Downtown Kelowna Association for marketing purposes;

AND THAT Council direct the City Manager to identify a staff person to champion the Downtown;

AND THAT Council direct staff to draft a “Downtown First” policy for possible inclusion in the revised Official Community Plan. The purpose of the policy would be to highlight the actions the City will take to support a unique, attractive, thriving, sustainable and livable downtown;

AND THAT Council direct staff to, in consultation with the Kelowna Gospel Mission and other stakeholders, develop a strategy to address provision of services for the homeless and needy in a fashion that will be supportive of redevelopment in the Leon and Lawrence areas.

AND THAT Council direct staff to use up to \$30,000 from the 2010 budget to initiate work on the above-noted directives;

AND FURTHER THAT Council direct staff to identify in 2011 budget submissions any additional funding that will be required to support completion of the initiatives recommended in the July 20, 2010 report from the Policy and Planning Director.

Purpose:

The purpose of this report is to respond to Council’s June 7, 2010 request that staff identify a funding source to review and update the Downtown Plan and to respond, in part, to related Council requests stemming from a July 12, 2010 Council meeting.

On June 7, 2010, Council passed the following resolution:

THAT first reading of Bylaw No. 10019 and Bylaw Nos. 10020 be rescinded; AND THAT first, second and third readings of Bylaw No. 10101 be rescinded; AND THAT staff be directed to close the files for Official Community Plan Bylaw Amendment Application No. OCP08-0016, Rezoning Application No. Z08-0044 and Text Amendment No. TA08-0004; **AND FURTHER THAT staff be directed to identify a funding source to review and update the Downtown Plan in order to include the following principles:**

- (1) Enhance Kelowna’s identity nationally and internationally and enhance the identity of downtown as Kelowna’s Principle Centre;

- (2) Develop a viable mixed use community that supports live, work and play opportunities for both residents and visitors;
- (3) Develop safe streets by providing more eyes and ears on the streets to reduce demand for law enforcement in the area;
- (4) Incorporate sustainable design principles by making efficient use of existing infrastructure, provide a stronger tax base, create an urban environment that facilitates pedestrian movement, incorporate a mixture of uses at densities that are economically viable and that will support public transit and incorporate green building technologies;
- (5) Expand community amenities by enhancing public use of City, Kerry and Stuart Parks, developing a major pier and enhanced short term public moorage, ensuring continuous public access along the lake, preserving identified view corridors, developing streetscape improvements consistent with a world class urban centre, increasing public open space and providing for a range of other amenities including eventual daycare facilities and school facilities in appropriate locations in the downtown;
- (6) Create a community feel that integrates well with adjoining areas including the identified parks and Culture District;
- (7) Incorporate housing diversity in the downtown by providing a range of housing types and tenures including affordable and special needs housing;
- (8) Respect the areas Heritage assets;
- (9) Provide for downtown amenity contributions as a condition of development shared by all benefiting lands, including future downtown redevelopment where appropriate and where possible (i.e. daycare facilities, schools, offsite affordable housing); and
- (10) Honour the City's agreement with the Province for movement of vehicles into and out of Kelowna for the new Bill Bennett Bridge.

At the July 12, 2010 Council meeting, Council requested staff to report back with the following information:

- (a) an update with respect to the implementation progress of the current Downtown Plan;
- (b) a review of the boundaries of the downtown as identified in the current Downtown Plan so that Council can identify the boundaries of the downtown in the new OCP;
- (c) an update with respect to the Revitalization Tax Incentive Program;
- (d) budget considerations for completing a new Downtown Plan in 2011;
- (e) previous study/information regarding the one-way to two-way costs and implications with respect to Leon and Lawrence Avenues;
- (f) a listing of City-owned land in the downtown, and in particularly, in the Leon/Lawrence Avenue area;
- (g) reconsideration of the amenity package that was proposed for the CD21 Zone in order to determine what amenities could be considered for the new Downtown Plan;
- (h) identify the needs of the Kelowna Gospel Mission in order to improve the facade of their facility;
- (i) identify the needs of the property owners in the Leon Avenue area in order to obtain their input regarding the possibility of revitalizing the Leon Avenue area; and
- (j) the impact on traffic flows required by the Bridge Agreement.

This report is intended to provide responses to above items a,b,d,f. (Appendix A provides the Council-requested listing of city owned land in the Downtown area and a related map). This report is also intended to provide direction for how items c,g,h,i will be accomplished. The City's Infrastructure Planning Department will be reporting back on items e and j through separate reports.

Background:

Downtown is a symbol of our community's historic development, economic health, quality of life and community pride. Why is downtown important?

- Downtown is important to industrial and commercial developers and to citizens and tourists as an indicator of the local business climate and the quality of the public/private partnership in the community.
- Downtown is a major employment base.
- Downtown is the home of largely independent, family-owned businesses. Independent businesses support local schools, charities and community projects and typically reinvest profits locally.
- Downtown is an important incubator for new small businesses.
- Downtown infrastructure is a major public investment. Healthy businesses in buildings assessed at full value help reduce the tax burden on homeowners.
- Downtown has an impact on the property values of surrounding residential neighbourhoods.
- Downtown helps reduce sprawl. By building density in the heart of the community, we make cities more liveable and also protect the countryside.
- Downtown is the heart of the community for a mix of goods and services: government, professional, and technical.
- Downtown is an important community space where all members of the community can meet and interact. Downtown is where monuments are located, speeches are made and parades are held.

(Source: National Trust for Historic Preservation)

It is for the above-noted reasons, that Kelowna has historically invested heavily in the Downtown and that there continues to be widespread and passionate interest in future directions for the Downtown.

In 2000, the City of Kelowna adopted a Downtown Plan which examined the area's history, its assets, its issues, and its challenges. The plan identified what needed to be done to support the area's economic health and long-term prosperity. In essence, it provided a road map that suggested how the City could get from where it was then to where it wanted to be in the future.

Of the action items identified in the Downtown Plan, 73% of the 77 items assigned to the City of Kelowna for follow-up, have been acted upon or completed. The City has also undertaken numerous initiatives supporting Downtown, which were not specifically recommended in the Downtown Plan. These additional initiatives have included:

- developing and operating the program for seasonal extension of sidewalk cafes;
- preparing benchmarks for downtown;
- setting up the Entertainment District Task Force;
- setting up and supporting the Mayor's Task Force which recommended downtown road network changes;
- developing a Design Awards program;
- putting together a Downtown Tax Incentive Program;
- setting up a program for parking credits;
- assessing the impacts of turning Leon and Lawrence into two-way streets;
- undertaking a study to identify opportunities for adding more public washrooms downtown;
- commissioning a scale model of the downtown core;
- undertaking alley improvements;
- reviewing the Downtown Plan (Spaxman report);
- initiating infrastructure improvements related to the WR Bennett bridge;
- commissioning renderings showing downtown redevelopment potential;
- developing plans for the Yacht Club and Senior's Centre relocations;
- redeveloping portions of City Park; and
- constructing Stuart Park.

Appendix B lists Downtown initiatives undertaken since adoption of the Downtown Plan and notes how these relate to Downtown Plan's recommendations. Appendix C lists those initiatives noted in the Downtown Plan which have not yet been completed.

Since 2000, there have been 1867 apartment units, townhouse units and suites added in the greater downtown area. This is not very far off the 2161 units projected in the OCP. There is a strong financial case to be made for attracting development to the Downtown. Downtown development often mixes commercial and residential uses and makes very efficient use of the land. Those realities translate into a scenario in which the tax revenue generated per acre of land is significantly greater in the downtown than it is for lower density land uses in suburban or highway commercial contexts. For example, a recently constructed mixed-use residential/commercial project located downtown is generating tax revenue over \$300,000 per acre and a 2-storey office/retail building downtown is generating revenue over \$100,000/acre. Those are very favourable revenues compared to the \$16,000 per acre tax being generated by several highway commercial businesses and \$10,000 per acre for suburban single family development. Despite all that has been achieved in the downtown over the past ten years, and despite all the very positive reasons for maximizing downtown's potential, it is generally agreed that portions of the Downtown could be far more than they are today and that Kelowna residents' vision for Downtown has not yet been fully realized in those areas.

Council has asked that staff report back on a funding source for creation of a new/updated Downtown Plan that responds to the 10 principles set out for the CD21 discussions. The simple answer to that request is that, at present, Council has allocated \$30,000 towards updating of the C7 Zoning Bylaw. Updating of the Downtown Plan in a very basic fashion would cost approximately \$200,000. Addressing all of the issues that have been raised by Council in a comprehensive and detailed fashion, relying primarily on consultant resources could, based on the experience of other communities, easily cost 3-5 times that amount.

Given Council's desire to quickly proceed with action and generate results, and given that staff anticipate that there will be a desire to address issues as cost-effectively as possible, staff are putting forward another option. As an alternative to immediately undertaking a new Downtown Plan, Council could direct staff to take action on key issues identified through recent planning processes. This could be done primarily with existing staff resources, supplemented in some cases by external expertise.

After reviewing the existing Downtown Plan (2000), the Spaxman Report on the Downtown Plan (2007), related correspondence from stakeholders, public comments relating to CD21 discussions and Council comments on CD21 and Council's desires re: next steps, staff have identified the following issues as needing to be addressed:

- Provide certainty regarding the role of key streets (specifically the function of Leon and Lawrence Ave., the truck route status of Ellis St., the desirability of the Mill Street connection, and the potential for limited-time closures of the Bernard/Abbott intersection) and the future of the Queensway Transit Station;
- Improve pedestrian linkages from Downtown to the Cultural District and Mill Creek;
- Land on appropriate building heights;
- Determine which amenities should be provided (affordable housing, streetscape, public pier etc.) and establish how these will be funded;
- Revise the C7 zone to provide clear direction on bonussing options, to set parking requirements that do not deter development, and to realistically reflect achievable densities;
- Determine how the Downtown's heritage can best be honoured;
- Assess what changes are required to support a more sustainable future;
- Determine what civic investments in the Downtown are possible and desirable;
- Determine what incentives may be necessary to encourage development;
- Assess whether changes are required to City bylaws, practices, or policies to ensure all downtown would be considered livable;
- Create material that concisely and appealingly spells out what the City has to offer in terms of incentives to Downtown development; and
- Identify a staff person to champion the Downtown.

Staff suggest that the ten principles that Council embraced through the CD21 process could be addressed by taking action on the above. The recommendations contained in this report are, therefore, intended to address those points.

Once all the above-noted initiatives are completed and endorsed by Council, staff could then be directed to package the material into an update of the Downtown Plan.

Whereas the boundaries of the existing Downtown Plan are as noted in Appendix D, it is suggested that the recommendations in this report be considered in the context of a slightly different and broader area bounded by Harvey Avenue, Clement Avenue, Richter Street and the lake (see attached map in Appendix D).

Taking the approach noted in this report would allow the city to:

- Build on the work that has already been completed;
- Respond to specific concerns and suggestions that have been raised;
- Make efficient and effective use of limited resources;
- Take immediate action; and
- Reduce the risk of 'consultation fatigue.

Provided that Council approves the necessary budgets as part of the 2011 budget process, and provided the OCP and 20 Year Servicing Plan/Financing Strategy are substantially complete by year end, staff anticipate that substantial progress could be made on the recommended actions by the fall of 2011.

Existing Policy:

Official Community Plan
Downtown Plan (2000)
Zoning Bylaw 8000
Revitalization Tax Exemption Bylaw 9561

Financial/Budgetary Considerations:

Council has previously allocated \$30,000 towards updating of the C7 Zoning Bylaw as part of the 2010 budget process. That budgeted amount could be used to commence action on the recommended initiatives, but will not be enough to fund all. It is suggested that the following initiatives be started this year using 2010 budget allocations:

- Commence review of C7 Zone
- Develop promotional material
- Appoint staff champion and begin stakeholder dialogue
- Include "Downtown First" policy in OCP

Should Council endorse the recommended actions, the departmental staff assigned the task of reporting back on the various items, would submit budget requests to Council as part of the 2011 budget submissions.

Personnel Implications:

It is anticipated that action on all of the above issues can be initiated within the next twelve months. Matters requiring leadership or significant support from the Infrastructure Planning and Policy and Planning Departments could be initiated upon adoption of the revised Official Community Plan.

The recommendations noted in this report are related but not wholly inter-dependent. Individual items can be assigned to specific departments, for follow-up and discussion/consultation with specific stakeholders and ultimately for consideration by Council. This approach will allow some portions of the work to commence immediately, while other portions of the work can start upon completion of the OCP Review.

Should Council endorse the recommendations noted in this report, staff would form an interdepartmental Downtown Planning liaison team to ensure that work on assigned action items is appropriately coordinated.

External Agency/Public Comments:

The Chamber of Commerce, Downtown Kelowna Association and Urban Development Institute have submitted a joint letter (see Appendix E) to communicate their thoughts regarding next steps for Downtown.

In implementing Council-endorsed action items, staff will actively solicit stakeholder, external agency, and public comments / input. To facilitate a transparent and responsive planning process, staff are considering the potential for opening up a store-front planning office on Leon or Lawrence Avenue for 3-4 months during the spring of 2011. This would allow for an on-going design charette process. Staff will further investigate the potential for this and will, if the concept proves promising, bring forward related budget submissions as part of the 2011 budget discussions.

Legal/Statutory Procedural Requirements:

There is a legal agreement signed by the Province and the City relating to the traffic flow to the W.R. Bennett bridge. The impact of this legal agreement would have to be considered as part of any discussions on changes to the road network.

Internal Circulation:

Director, Land Use Management
Director, Real Estate and Building Services
Director, Infrastructure Planning
Director, Regional Services
Director, Financial Services

Considerations not applicable to this report:

Legal/Statutory Authority:

Community & Media Relations Comments:

Alternate Recommendation:

Submitted by:



S. Bagh, Policy and Planning Director

Approved for inclusion:



J. Paterson, General Manager, Community Sustainability

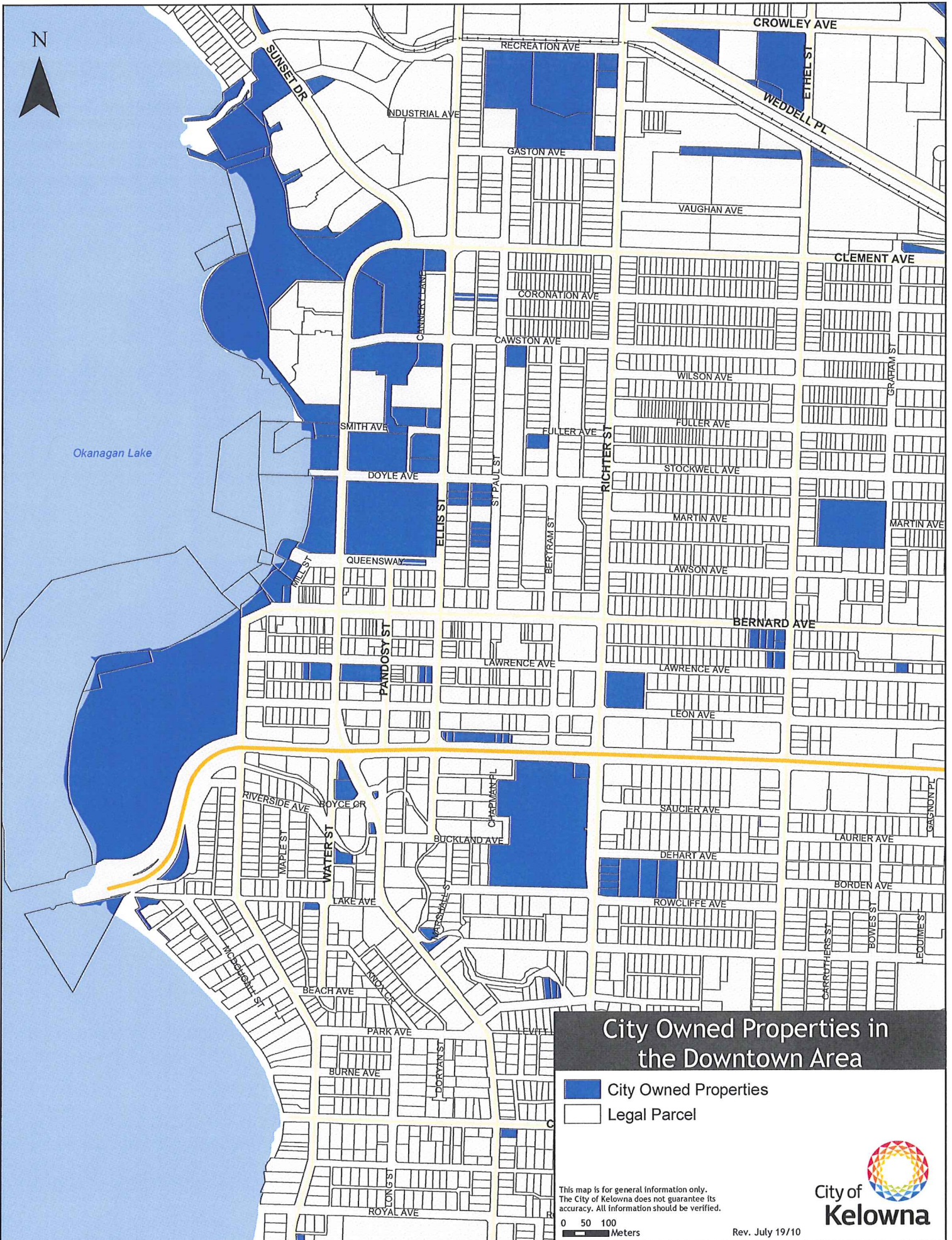
Attachments:

Appendix A -- City-Owned Land Downtown
Appendix B -- Downtown Initiatives Undertaken Since Adoption of Downtown Plan
Appendix C -- Downtown Plan (2000) Follow-Up Initiatives Not Yet Completed
Appendix D -- Map of Downtown Planning Areas
Appendix E -- Letter from Kelowna Chamber of Commerce, Downtown Kelowna Association and Urban Development Institute

APPENDIX A - City-Owned Land Downtown

Civic Address	Legal Lot / Plan	Current Use	Zoning	Future Use
1600 Abbott St	Lot Z, Plan DL 14	Park	P3	PARK
1610 Abbott St	Lot A, Plan 5352	Park	P3	PARK
200 Bernard Ave	Lot 1, Plan 2732	Park	P3	PARK
202 Bernard Ave	Lot 2, Plan 2732	Park	P3	PARK
248 Bernard Ave	Lot 3, Plan 2207	Park	C7	PARK
350 Doyle	Lot C, Plan 56114	RCMP	P1	EDINST
460 Doyle	Lot 4, Plan 57837	Holding property (grass)	C7	COMM
1232 Ellis St	Lot 3, Plan 60698	Prospera Place & Parking	CD5	COMM
1251 Ellis St	Lot 7, Plan 1303	Road	I4	COMM
1352 Ellis St	Lot 2, Plan 57837	Future Parkade	C7	COMM
1360 Ellis St	Lot 1, Plan 57837	Parkade	C7	EDINST
1380 Ellis St	Lot 3, Plan 57837	Library	C7	EDINST
1415 Ellis St	Lot 3, Plan 432	Holding property (parking)	C7	COMM
1415 Ellis St	Lot 2, Plan 432	Holding property (parking)	C7	COMM
1415 Ellis St	Lot 4, Plan 432	Holding property (parking)	C7	COMM
1460 Ellis St	Lot A, Plan 63629	Bus Terminal	P1	EDINST
1691 Ellis St	Lot 21, Plan 272	Park	C7	COMM
1691 Ellis St	Lot 22, Plan 272	Park	C7	COMM
555 Fuller Ave	Lot A, Plan 86241	Kelowna & District Council Living	RM5	S2RES
311 Harvey Ave	Lot B, Plan 33086	Holding property (development)	C4	COMM
544 Harvey Ave	Lot A, Plan 34897	Current Lease to Kelowna Tourism Association	C7	COMM
554 Harvey Ave	Lot 14, Plan 272	Parking (Kelowna Tourism)	C7	COMM
560 Harvey Ave	Lot 13, Plan 272	Parking (Kelowna Tourism)	C7	COMM
560 Harvey Ave	Lot 12, Plan 272	Parking (Kelowna Tourism)	C7	COMM
575-599 Harvey Ave	Lot A, Plan 52333	Holding property (development)	P2	EDINST/PARK
265 Lawrence Ave	Lot 13, Plan 462	Holding property (rental)	C7	COMM
315-375 Lawrence Ave	Lot A, Plan 39412	Parkade	C7	COMM
483 Lawrence Ave	Lot 8, Plan 462	Parking Lot	C7	COMM
483 Lawrence Ave	Lot 7, Plan 462	Parking Lot	C7	COMM
1466 Mill St	Lot 1, Plan 2207	Park	P3	PARK
1480 Mill St	Lot 1, Plan 40519	Park	P3	PARK
238 Queensway	DL 1527	Park	P3 / P1	PARK
1254 St Paul St	Lot 18, Plan 1303	Road	I2	COMM
1311 St Paul St	Lot D, Plan 56315	Park	C7	PARK
1402 St Paul St	Lot 17, Plan 432	Holding property (parking)	C4	COMM

Civic Address	Legal Lot / Plan	Current Use	Zoning	Future Use
1408 St Paul St	Lot 18, Plan 432	Holding property (parking)	C4	COMM
1414 St Paul St	Lot 19, Plan 432	Holding property (parking)	C4	COMM
1428 St Paul St	Lot 18, Plan 800	Holding property (vacant)	C4	COMM
1428 St Paul St	Lot 19, Plan 800	Holding property (vacant)	C4	COMM
1436 St Paul St	Lot 17, Plan 800	Supportive Housing	C4	COMM
1440 St Paul St	Lot 16, Plan 800	Supportive Housing	C4	COMM
1200 Water St	Lot 3, Plan 42174	Park	P3	PARK
1220 Water St	DL 3454	Park	P3	PARK
1223 Water St	Lot 1, Plan 60698	Prospera Place & Parking	CD5LP	COMM
1241 Water St	Lot 2, Plan 60698	Prospera Place & Parking	CD5	COMM
1315 Water St	Lot A, Plan 67454	Rotary Centre - Art Gallery	C7 / C7LP	COMM
1354 Water St	Lot 1, Plan 46717	Park	P3	PARK
1360 Water St	Lot 1, Plan 8654	Park	P1	PARK
1364 Water St	Lot 2, Plan 8654	Park	P1	PARK
1414 - 1430 Water St	Lot 1, Plan 83363	Park	P1	PARK
1435 Water St	Lot A, Plan 5438	City Hall	P1	EDINST
1616 Water St	Lot 1, Plan 44674	Firehall	C7	EDINST



N

Okanagan Lake

SUNSET DR

INDUSTRIAL AVE

RECREATION AVE

CROWLEY AVE

WEDDELL PL

GASTON AVE

VAUGHAN AVE

CLEMENT AVE

CORONATION AVE

CAWSTON AVE

WILSON AVE

SMITH AVE

FULLER AVE

FULLER AVE

DOYLE AVE

STOCKWELL AVE

QUEENSWAY

MARTIN AVE

MARTIN AVE

PANDOSY ST

LAWRENCE AVE

LAWRENCE AVE

BERNARD AVE

LEON AVE

RIVERSIDE AVE

ROYCE CR

BUCKLAND AVE

SAUCIER AVE

LAURIER AVE

WATER ST

LAKE AVE

DEHART AVE

BORDEN AVE

BEACH AVE

PARK AVE

ROWCLIFFE AVE

CARRUTHERS ST

BURNE AVE

DORIAN ST

LEWIS ST

ROYAL AVE

This map is for general information only. The City of Kelowna does not guarantee its accuracy. All information should be verified.

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Rev. July 19/10



APPENDIX B -

DOWNTOWN INITIATIVES UNDERTAKEN SINCE ADOPTION OF THE DOWNTOWN PLAN (2000 to 2010)

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
Kelowna Downtown Plan, Downtown: A “People Place”	2000	N/A	<p>The Kelowna Downtown Plan looks at Downtown’s history, its assets, its issues, and its challenges. It sets out things that need to be done to support Downtown’s economic health and long-term prosperity. In essence, it’s a road map that tells us how to get from where we are today, to where we want to be in the future.</p> <p>The Plan was prepared by the City of Kelowna in conjunction with organizations that have a keen interest in Downtown. The Downtown Kelowna Association was among these organizations and the Plan identifies the DKA as a major player in the implementation of the Plan.</p> <p>The Downtown Plan was endorsed by City Council in January, 2000 and can be found on the City of Kelowna website at www.city.kelowna.bc.ca.</p>	This document remains the most current Council-endorsed plan for the Downtown.
Downtown Plan Committee	2000	Downtown (DT) Plan Action Item 1	<p>The Downtown Plan Committee was formed with a mandate to oversee implementation of the <i>Kelowna Downtown Plan, Downtown: A “People Place”</i>. The Committee had nine voting members, including two City Councillors. Two non-voting members acted as resource personnel to the Committee. These were the Executive Director of the Downtown Kelowna Association (DKA), and the City’s Urban Design Planner from Planning and Development Services.</p> <p>The Committee met monthly. The Committee served as a sounding board for City staff by critiquing ideas and proposals that affected Downtown, and worked to provide feedback from a cross-section of professions and experience, all with an interest in Kelowna’s Downtown and its development.</p>	This committee no longer exists.

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
The Program for Seasonal Extension for Sidewalk Cafes	2000		Sidewalk cafes contribute visual interest to, and help diversify activity on Downtown streets. The program, which allows seasonal use of on-street parking spots, was devised to help attract greater numbers of visitors to the Downtown and contribute to a greater sense of safety and surveillance in the city's central business district. The program allows downtown restaurateurs to take advantage of Kelowna's exceptional climate and to accommodate patrons who would like the option of sitting outdoors.	Ongoing
Mill Creek Linear Park Master Plan	2000	Action Item #74	The Mill Creek Linear Park Master Plan proposes a trail system along Mill Creek. The plan provides for connections from the Mill Creek Linear Park to local and regional bicycle routes.	Complete
Heritage Plaque Program	2000(?) -2006	Action Item #56	In previous years, a heritage plaque program was part of the heritage grants program. Properties that received a heritage grant from the City would be given a plaque that recognized the work done to the house. The homeowner had the opportunity to display the plaque on the exterior of their building if they chose.	Complete
Heritage Grants Program	2000- 2010		The City of Kelowna's Heritage Grants Program promotes the conservation of residential, commercial, industrial, institutional and agricultural heritage buildings by assisting owners with grants for a portion of the costs incurred in conservation work. The program is limited to exterior and building foundation work. The conservation work should recognize the importance of 'Character-defining Elements' as documented in the Heritage Register Record for the property.	On-going
Enforce Parking Regulations	2000- 2010	Action Item #20	Downtown parking is enforced both through contract and by Bylaw Enforcement Officers.	Ongoing
Air Quality Committee	2000- 2010	Action Item #73	The Air Quality Committee was disbanded with the incorporation of the West Kelowna District Municipality in December 2007. Air quality issues are now being discussed by the Regional Governance and Services Committee.	Complete and Ongoing
Enforce municipal	2000- 2010	Action Item	"Public conduct bylaws" are enforced by Bylaw Enforcement Officers and RCMP members.	Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
public conduct bylaws		#60		
DCC Structure	2000- 2010		Development Cost Charges have been structured in such a way as to acknowledge the lower costs associated with servicing higher density development and more centrally located development. In this fashion, the DCCs are supportive of downtown development.	Ongoing
Utility Infrastructure Growth Plans	2000- 2010	Action Item #76	Growth plans are addressed through updates to the 20 Year Servicing Plan, which are typically addressed through OCP reviews.	Complete and Ongoing
Limit size of branches of financial establishments outside the Plan area	2001	Action Item #7	The City's Zoning Bylaw states that Financial Services in the C2 / C3 / C4 & C6 zones are limited to a maximum total gross floor area of 500m ² unless a larger branch of the Financial Services establishment is located within the Downtown Urban Centre.	Complete
Review OCP with consideration for direction set out in Downtown Plan	2001- 2004	Action Item #6	The directions of the Downtown Plan were considered in the development of OCP policies, growth projections, land use designations, transportation network and design guidelines.	Complete
CPTED Review of Applications	2001- 2010	Action Item # 65	Staff review development proposals and provide advice to prevent crime through appropriate design.	Ongoing
Add bicycle lock-up and storage facilities	2001- 2010	Action Item #24	The Zoning Bylaw requires that new construction provide short term parking (e.g. bicycle rack) for visitors and long-term parking (e.g. storage lockers) for staff and residents. The City has added secure bicycle storage facilities at the Chapman Parkade, at the Library Parkade, at Queensway Transit Terminal and on Bernard Avenue. The City also has a program whereby it cost-shares retrofitting of bicycle racks.	Ongoing
Graffiti Removal	2001- 2010	Action Item #61 and #68	The City of Kelowna operates a telephone and email Graffiti Hotline that allows Kelowna residents to report graffiti vandalism on private and public properties. Kelowna residents are encouraged to contact the hotline and leave a detailed message regarding the location of graffiti vandalism. Reports to the hotline may be made by phone at 469-8600 or by email at graffiti@kelowna.ca . The City of Kelowna's Unsightly Premises and Visual Nuisance bylaw prohibits graffiti on or adjacent to a public place. The bylaw facilitates city staff to enter a property	Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			and remove graffiti at the expense of the property owner if the property owner fails to remove graffiti in response to a formal notification from the city.	
Sidewalk Master Plan	2001	Action Item #25	The Sidewalk Master Plan recommends how future investments can be allocated to most cost-effectively increase walking trips by improving the quality of the pedestrian environment and increasing pedestrian safety.	Complete
C7 Zoning Changes	2001	Action Items #5, #31	Changes were implemented to align zoning with directions set out in the <i>Kelowna Downtown Plan</i> . The changes increased allowable building height to 12 storeys within prescribed areas of the Downtown, as well as influenced the massing of future buildings to achieve desired urban design parameters. In support of this work, a consultant was hired to provide expertise related to real estate development and urban economics to assess the impact of the proposed provisions on the decision by private and public sector interests to develop land.	Complete
Downtown Promotional CD-ROM	2001	Action Item #11	This CD highlighted the amenities offered Downtown and provided contact information for the City, EDC, Chamber of Commerce and DKA. Copies were distributed to potential investors and business interests.	Complete
Chapman Parkade Redevelopment	2001	Action Item #17	The redevelopment of the Chapman parkade doubled the capacity of the parking structure and also incorporated street-level commercial outlets to enhance this block from what existed with the old parkade.	Complete
Benchmarks for Downtown	2001		To provide a measuring stick to gauge progress towards the Downtown Plan, City staff worked with the Downtown Plan Committee and the DKA to establish benchmarks for on-going reference. These included an inventory of Downtown commercial storefront vacancies and a list of business licenses within the Downtown Plan area, as of June, 2001. Panoramic photographs of each street within the Plan area were taken and compared to photos taken from the same vantage points in August, 1997.	Has not been updated recently
Cultural District Implementation and Marketing	2001	Action Item		Complete

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
Plan		#35		
Maintenance issues related to Downtown streets	2001		37 new garbage containers were placed Downtown.	Ongoing
Downtown Plan Newsletter	2001	Action Item #11	A newsletter was developed to promote awareness of the <i>Kelowna Downtown Plan</i> and build positive relationships among the stakeholders and a commitment to goals. The newsletter highlighted the status of the Plan. Funding was provided by Long Range Planning.	Complete
TDM Initiatives	2001-2010	Action Item #71	The City of Kelowna's Official Community Plan and Transportation Plan stress adherence to land use policies that are supportive of transit, cycling and walking. These policies emphasize development in the core of the City (including the Downtown) in which higher densities and a mix of complementary land uses are encouraged. The City's Transportation Plan also stresses the development of other modes of travel and emphasizes TDM. The City of Kelowna dedicates staff to planning and implementation of TDM initiatives.	Ongoing
Parks Alive Programs		Action Item #40	Live concerts and other arts-based activities are presented throughout July and August at several downtown locations. Entertainment is family-friendly and suitable for people of all ages and tastes. Performers range from local artists to world-class professionals, performing in a variety of musical genres and styles. In 2010, 28 (out of approx. 40) of these events will be held downtown.	Ongoing
Urban Centre Development Incentives	2002	Action Item #8	Economic Development and Planning consultants were brought in to investigate incentives being offered in other communities and to recommend actions to be undertaken to promote redevelopment in the Downtown. Following several Council workshops, Council directed that staff: <ul style="list-style-type: none"> undertake pro forma analyses of representative properties to determine the extent of grants that would be necessary to initiate Urban Centre development of affordable market housing; prepare a plan for an Urban Centre tax incentive program for the rehabilitation 	Largely complete Proforma analyses were undertaken, a tax incentive program was put in place, re-development sites were investigated. The process of strategic land

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			<p>and/or restoration of commercial buildings on the Heritage Register to promote upgrading of commercial retail space and/or the conversion of upper floors to residential occupancies;</p> <ul style="list-style-type: none"> • examine the impact of reducing or eliminating Urban Centre parking requirements triggered by conversion of upper floors, or construction of additional floors of residential occupancy to older buildings, in conjunction with possible grant and/or tax incentive programs for such types of development; • identify and review with Council, Urban Centre sites suitable for City acquisition to foster development consistent with OCP objectives where the redevelopment of such sites is critical and unlikely to happen without a City role in land assembly; • identify and forward for Council's consideration, Urban Centre sites that could benefit from being more pro-actively marketed to implement the OCP vision. 	<p>acquisitions ultimately triggered the CD21 planning process.</p>
Kelowna Downtown Streetscape Study	2003	Action Items #3, #29, #36 and #75	This document advanced a vision for the physical character of streets within Downtown. Consistent with the Downtown Plan, it identified Bernard Avenue as Downtown's principal street and as such, set forth direction for a high level of aesthetic treatment.	Complete
Signage and Wayfinding Strategy	2003	Action Items #49, #54, #63	The Sign Plan employed visual elements and techniques to portray Kelowna's Downtown as a festive, vibrant, and exciting city centre, while at the same time impressing upon visitors that Kelowna is a pedestrian-friendly urban community with a contemporary outlook; a friendly, welcoming community proud of its many amenities. Prior to the Sign Plan, the City did not have a comprehensive plan for public wayfinding signage. Signage was erected on an as-needs basis. The result was a mixture of sign types, styles, and locations such that pedestrians were provided with less than clear guidance and direction to the many significant destinations and public services within Downtown. The signs did not leave an identifiable image in the minds of	Complete

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			visitors to the area.	
New Wayfinding Signs for Downtown	2004-2009	Action Items #49, #54, #63	New Signage and kiosks were added downtown to implement the recommendations of the Signage and Wayfinding Strategy	Complete
Entertainment District Task Force	2003		Council endorsed recommendations relating to hours of operation, good-neighbour agreements, and limiting additional capacity (through expansion of existing operations or creation of new facilities) within an area defined as the "yellow zone" (roughly the area between Water Street and Abbott Street on Leon and Lawrence)	Complete
Awards program	2003		<p>The Downtown Design Awards was a program initially implemented by city staff to recognize and reward businesses that set an example of exemplary building design in the Downtown. The design awards promoted designs that did a good job of making pedestrians feel welcome and comfortable. Awards were presented for:</p> <ul style="list-style-type: none"> ▪ Best new building ▪ Best redevelopment/restoration ▪ Best heritage renovation/redevelopment. <p>In 2006, the DKA took over this program, with support from planning staff.</p>	DKA continues to run this program.
Downtown Tax Incentive Program	2004		OCP-consistent projects located within the City Centre Tax Incentive Area (parts of Leon and Lawrence Avenues between Water St. and Abbott St.) and not involving buildings listed on the Kelowna Heritage Register, and which add floor space and have a BP value greater than \$250,000.00 are eligible for a five year reduction in the municipal portion of taxes assessed on the property improvements, with the possibility of a subsequent five year extension of the tax relief. The first developer to apply and complete a project and projects where at residential units are included and where 10% of those units meet affordability criteria, will be eligible for a 100% exemption. Other projects are eligible for a 75% exemption. Properties currently receiving a municipal tax exemption will not be eligible.	Complete No one has yet taken advantage of this program.
Heritage Building Tax Incentive Program Policy	2004	Action Item #47	Properties, other than single or two unit residential and institutional buildings receiving municipal tax exemption, that are listed on the City of Kelowna	Complete

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			Heritage Register and designated as heritage properties/buildings are eligible to receive tax incentives towards assisting with up to 75% of the costs of conservation, repair and reconstruction of significant original architectural elements (see Council Policy 318 for details).	
Parking credits	2004		Council endorsed a policy that provides up to 25 parking stall credits within the Downtown Urban Centre that can be applied to the commercial component of mixed use projects (where the commercial component is less than 50% of the GFA) located within the Downtown Urban Centre. An additional 25 parking credits will be available specifically to projects within the City Centre Tax Incentive Area (parts of Leon and Lawrence Avenues between Water St. and Abbott St.). Development within this area will therefore potentially have access to 50 parking stall credits. The additional 25 credits will be available to any development where in addition to the criteria outlined above, the commercial component does not exceed an FAR of 1.0.	Complete
Free December Parking	2004		Each year, Council discusses whether to offer free downtown parking on December Saturdays. The program is operated in partnership with DKA.	Ongoing
Public Washroom Study	2005		<p>The provision of public washrooms Downtown is considered critical to creating an inviting and pedestrian-friendly Downtown. It was generally recognized by Downtown stakeholders that there was a shortage of conveniently-located public washrooms. The study recommended that the City:</p> <ul style="list-style-type: none"> • Provide better information on locations and hours of operation of facilities currently available for public use • Determine appropriate locations for on-site directional signage to help visitors find washroom locations within the respective buildings and subsequently develop a work plan and fund implementation. • Amend Zoning Bylaw 8000 to provide a density bonus to developers providing public washrooms. • Provide universally-accessible portable toilets in designated public spaces until such time as the need to provide such facilities is no longer considered urgent and include enclosures to house these portable toilets that are aesthetically pleasing. • Work towards a pilot project to provide vandal-proof containers for disposal of hypodermic 	Complete

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			<p>needles.</p> <ul style="list-style-type: none"> • Instruct all security personnel working within the study area to, when in the vicinity in the summer, visit the public washrooms along the waterfront. • Maintain levels of service for City-owned public washrooms in the study area and enhance maintenance and security around special events and long weekends. • Provide a public washroom at Queensway Transit Station. • Provide public washrooms in conjunction with any development of Stuart Park, and/or Kerry Park, and/or the Seniors' Centre site, as well as at least one of the City-owned sites adjacent to the Downtown library. • Provide welcoming, and aesthetically-pleasing washrooms as per the City Park concept plan. • Provide public washrooms in conjunction with future construction of any City-owned parkade in the eastern portion of the study area. Give consideration to the provision of free-standing, coin-operated, self-cleaning public washroom facilities, as part of any future streetscape improvements. Provide building design, fixtures, and finishes that maximize service and durability. • Where portable toilets are provided in conjunction with special events, ensure that an adequate number of those toilets serve the needs of wheelchair users. 	
Study Assessing Impacts of Turning Leon and Lawrence into Two-Way Streets	2006	Re- lated to Action Item #28	The two-way operation of Leon and Lawrence Avenues results in increased levels of difficulty (manifested as delay and congestion) in gaining access to and from Hwy 97 during peak periods. To compensate, other East-West corridors downtown would have to be strengthened, including Stockwell/Doyle and Cawston, as well as extending the service function of Leon and Lawrence east of Richter to Ethel St. Bernard Ave. would also have to be expanded from Richter to Burtch. There would be a loss of 247 on-street parking spots.	Complete
Downtown Model	2006		The City commissioned a 1:500 scale model of the downtown area (bound by the centre lines of Harvey Avenue/Chapman Place/Rowcliffe Ave, Richter St., Doyle Avenue, and the waterfront). The model has been placed in the Council Chambers foyer.	Complete
C7 Design Guidelines	2006	Action Item #4	The C7 Design Guidelines address the form and character of new development and re-development within areas zoned C7 Central Business Commercial.	Complete

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
Richter St. and Water St. enhancements	2006	Action Item #72	These two streets were provided with enhancements to sidewalks, streetlights and landscaping in conjunction with road widening initiatives.	Complete
Queensway Transit Station	2006	Action Item #27	The existing Queensway exchange was planned and constructed to facilitate a building in the centre of the island. This facility could house a number of different uses that both optimize the land available and the co-use with the transit exchange for support services. The Transportation Department submitted a federal grant application for funding of a building at the transit station Until BC Transit's direction re: the future role of the Transit Station has been finalized, the City cannot proceed with completing this structure.	Ongoing
Upgrading of Parking Lot at Doyle and Ellis	2006	Action Item #14	A conceptual design was prepared in 2006. The parking lot and surface is in decent condition. No upgrades have been planned or budgeted at this time.	Ongoing
Ellis Street Concept and Implementation	2006-2009	Action Item #30	With the recent development along the Ellis Street corridor between Doyle and Cawston Avenues, Council endorsed a plan to develop a streetscaping concept plan in anticipation of increased pedestrian traffic and further development in this area. The concept aims to create a more pedestrian-friendly environment by adding left turn lanes along Ellis Street, installing curb bulbs for street trees and other vegetation as a traffic calming measure, and adding other public amenities including bicycle parking, seating and public art. The plan also desires to maintain the character of the Cultural District by utilizing tree grates and pedestrian-orientated lighting.	Ongoing
Gospel Mission	2006-2010		The City worked as a partner with the Kelowna Gospel Mission (KGM) for more than three years to relocate the services at the KGM Leon Ave. location. This was in response to business pressures and the lack of development activity in the Leon and Lawrence Ave. area. During that timeframe the City contributed consulting costs of more than \$30,000 to the KGM, staff time, \$150,000 to the KGM capital campaign and commitments of first land, then money to the cost of a new site.	ongoing
Farmers' Market	2006-2010	Action Item #13	Discussed opportunities for attracting a Farmers' Market to the area. There are two groups working to bring a Farmer's Market to the Downtown -- The Farmers and Crafters Market which currently operates twice a week near Orchard Park Mall and	Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			the Central Okanagan Public Market Society which is proposing a permanent facility.	
Alley Improvements	2007- 2010		Several lanes between Bernard Avenue and Harvey Avenue have been repaved in part with a higher level of finish in conjunction with utility upgrades	Ongoing
Central Green	2007 - 2010	Action Item #34b	Council has endorsed a concept plan for the Central Green Development. The City is now preparing to rezone the property and then seek development partners. The timing of redevelopment will be market driven and will be largely made up of residential housing with some commercial use components. The City is exploring the opportunity of having the park developed early in the redevelopment phasing. The aim is to create manageable parcels in which a number of development companies can share in the process of building sustainably.	In progress
CD21 Discussions	2007- 2010	Action Item #9	Council reviewed the proposed CD21 zone, and decided not to adopt it in its entirety. The ideas and feedback received through the process can provide inspiration for future planning and development in the downtown.	Complete
Kelowna Downtown Plan Review	2007		The Spaxman Consulting Group was commissioned by the City of Kelowna to undertake a review of the Downtown Plan. The objective was to provide an independent and impartial review of the plan, to identify its strengths and weaknesses and to suggest where changes would be valuable. The review has consisted of an examination of the plan, a review of supporting documentation, a "walkabout" Downtown and meetings with a number of people who affect and are affected by downtown.	Complete
Renderings re: Redevelopment Potential	2007		An artist was commissioned to draw up conceptual renderings of what Leon and Lawrence Avenues could look like once redeveloped. These renderings have been framed and are hanging in the City Hall Veendam meeting room.	Complete
Cardington Apartments	2008	Action Plan Item #32 and #34a	The City partnered with the Province by contributing a City-owned pre-zoned parking lot at 1436 St. Paul Street to the creation of housing for the homeless. The City also lowered DCCs on the project and waiving municipal property taxes to make the project happen. The Provincial funding was the direct result of municipal lobbying on behalf of downtown businesses for funding to address homelessness and its associated social concerns. The building has won a CHBA award and is LEED gold design. Since it reached full occupancy nearly two years ago, there have been no issues regarding its effect on the neighbourhood despite the unprecedented concern prior to its	Completed and Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			<p>construction from residents and businesses that it would be harmful to the community.</p> <p>City staff participate in two committees; one to resolve any neighbourhood issues; another to establish a business in the commercial space that will serve as a work training site for the residents.</p>	
Upgrading of Parking Lot at Ellis and Lawrence	2008	Action Item #14	The Ellis/Lawrence parking lot was upgraded in 2008. The upgrades included interlocking brick, green space, wider sidewalks, etc.	Complete
Bernard Avenue Streetscape	2008-2010	Action Items #15 and 77	The conceptual design phase of the project to rejuvenate Kelowna's main street has started and is expected to continue through the summer of 2010. Preparation of construction documents would take place in the fall, 2010. Ultimately, it is hoped that a package of improvements can be agreed upon and the City can initiate a successful local improvement that will allow construction in 2012.	In progress
Parking Lot at City Park	2009	Action Item #19	38 additional stalls were added to City Park in 2009 as part of the bridge realignment.	Complete and Ongoing
Pontoons Discussion	2009		The City explored the potential for pontoons left over from the decommissioning of the old Lake Okanagan bridge to be used for the construction of a public pier. The City was not able to complete the alternate approval process in time to take delivery of the pontoons as per the contract and that eliminated any opportunity to further pursue the matter.	Complete
Stuart Park	2010		<p>This urban park on the downtown waterfront, across from City Hall, is being developed (at a cost of approx. \$4 million) with a civic plaza, an events venue, an ice skating rink, public art, landscaping, an upgraded pedestrian promenade along the waterfront and environmental enhancements.</p> <p>Fronting on 300 metres of prime waterfront in downtown Kelowna, Stuart Park promises to attract locals and visitors alike. The new park is designed to showcase quality urban waterfront park development, create a focal point for the City's civic and cultural districts and provide environmental and fisheries benefits for the site.</p>	Complete
Housing Strategy	2010	Action Item #33	The Housing Strategy will assess how effective existing actions and strategies have been in satisfying Kelowna residents' housing needs and will provide recommendations for how City resources can best be deployed towards meeting anticipated future needs. The intent is to go beyond affordability into new areas that will	In progress

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			position the City correctly in terms of housing need, healthy communities and climate action from the housing supply side.	
Downtown Parking Plan	2010	Action Items #16 and #71	<p>The study will :</p> <ul style="list-style-type: none"> • Ensure adequate supply of short-term and long-term parking. • Develop strategies that encourage effective use of public parking facilities. • Ensure appropriate budgetary consideration for upkeep of existing facilities and planning for new facilities. • Outline design considerations for the retrofit of existing and future parking facilities. • Recommend policies and regulations to ensure appropriate parking in future development. • Ensure coordination of parking management, transportation demand management and land use planning. 	In progress
Heritage Statements of Significance	2010	Action Item #45 and pre- cursor to Action Item #45b	City staff is currently working with the Community Heritage Commission and UBC-O's history department to create a heritage statement of significance for the former Chinatown (located downtown). This work is being done as a precursor to exploring how heritage interpretation and recognition can be done for these sites. Heritage plaques may be considered in this process.	Ongoing
Maintain Queensway Transit Station as regional hub	2010	Action Item #26	<p>BC Transit has expressed a desire for the new RapidBus service to not use the Queensway exchange and instead only stop along the highway somewhere between Abbott St and Richter St. This will then warrant a reconsideration of Queensway as a long-term regional transportation hub.</p> <p>There are a number of potential issues with placing the RapidBus station on the highway including:</p> <ul style="list-style-type: none"> • Inconvenience to transit users access the core of the downtown including employees and shoppers. • Interconnection between buses. • Increased volumes of pedestrians along or crossing highway. • Impact on operations of highway and side-streets. <p>Plans for a downtown 'people mover' shuttle in the downtown and surrounding residential</p>	Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			neighbourhoods could either reinforce the current location for the Queensway hub or support relocation of some or all of the transit exchange to a new location. Relocation of the transit exchange would result in a significant loss of an existing investment and requirement for new funding for another facility so a significant business case would need to be made to support this change. Regional Services staff are, in consultation with BC Transit, evaluating the implications of the various transit strategies for servicing the downtown.	
Allocate utility upgrade costs to recipients of upgraded service	2010	Action Item #79	Utility upgrade costs are allocated to benefiting property owners through as part of Development Cost Charge Bylaw updates.	Complete and Ongoing
Firefighter's Museum	2010	Action Item #47b	The Kelowna Fire Museum and Education Centre is operated by The Friends of the Kelowna Fire Museum Society. It is comprised of current and retired volunteer and career firefighters, as well as interested members of the public. The education centre will focus on the prevention of unintentional childhood injuries. Not only will the Kelowna Fire Museum and Education Centre be an exciting tourist destination, it will also become a unique community resource for daycares, schools, families and the public at large.	Complete
Liquor Licensing Review	2010		A public consultation process has recently been completed. Staff are currently conducting additional research and industry consultation, with the intention of presenting a draft document to Council in September.	On-going
Parking Requirements			Only one parking spot is required per dwelling unit in the C4 and C7 zones (most common zone in the Downtown). By comparison, the requirement in other zones is 1.5 stalls/2 bedroom dwelling unit.	Complete
Cash-in-lieu parking	On-going	Action Item #22	Payment-in-lieu of required parking spots is available at the rate of \$22,500.00 per off-street parking space in the Downtown. (Actual cost of constructing a structured parking stall is closer to \$50,000).	On-going
Provision of hostel and SRO accommodation		Action Item #34a	The Same Sun hostel has opened as well as two other buildings (Cardington Apartments and Boyce St). The definition of SRO has expanded to include supportive and transitional housing. Since 2004 the focus has shifted to dealing with the homeless population.	Complete and ongoing
Develop plans		Action	Parking revenues go into a parking reserve fund.	Complete

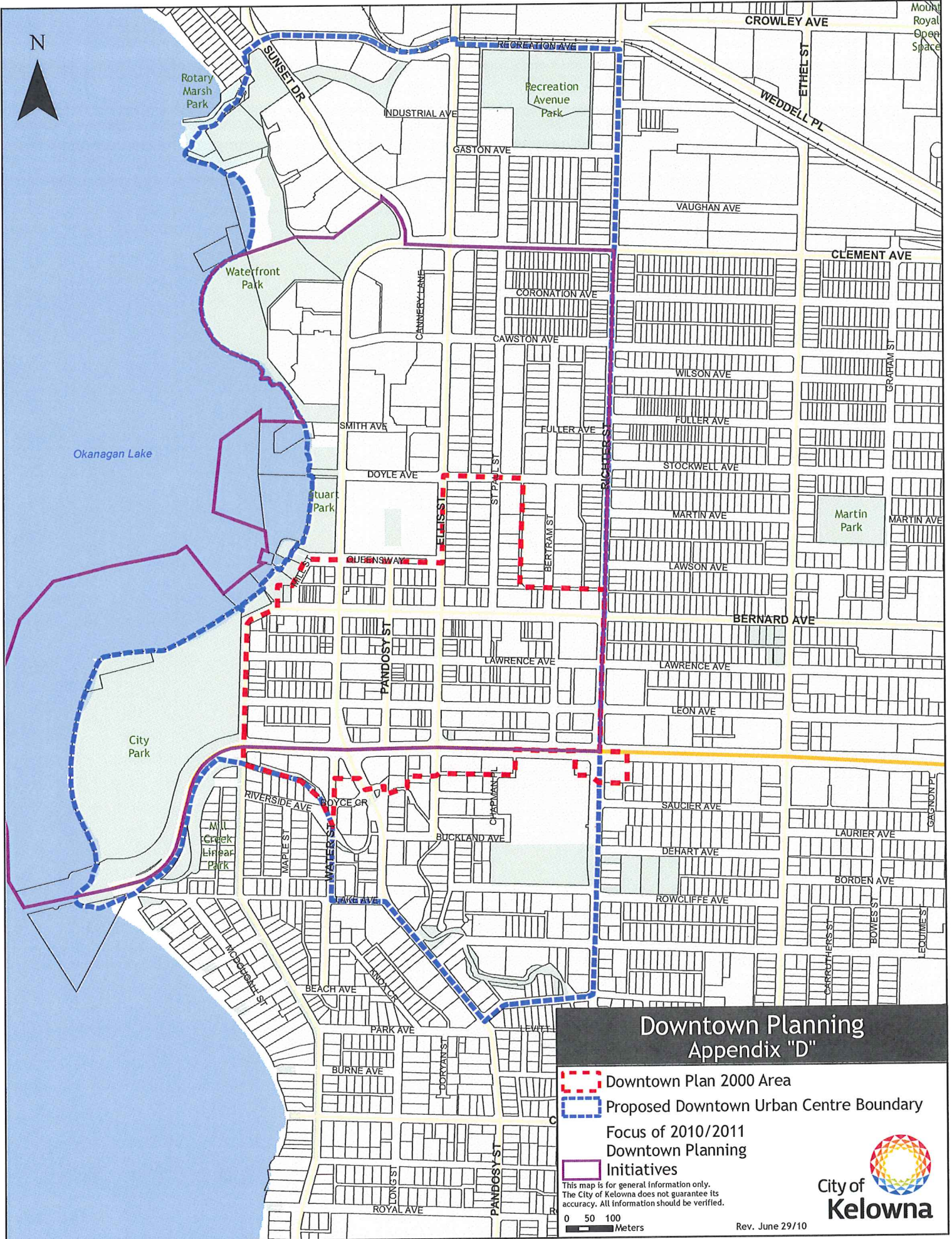
Project/ Initiative	Year	DT Plan Action Item?	Description	Status
to operate municipal parking on cost-recovery basis		Item #23	Parking does not draw any money from general taxation and is self-sufficient. The parking reserve fund is used to service debt for parking structures. Future additional infrastructure can potentially be funded by increasing parking fees.	
Heritage Register		Action Item 45a	<p>The heritage register is a list of buildings & structures identified as having heritage value. There are just over 220 buildings listed on the heritage register. The heritage register does not provide significant protection of heritage properties, but is an initial step in recognizing the community's heritage.</p> <p>In 2009, City staff worked with the Community Heritage Commission, the broader Kelowna community, and a consultant to complete an update to the heritage register. The work completed at this time included the addition of 15 properties to the heritage register, an update of 3 existing statements of significance (the documents that detail the heritage value of properties), and the removal of 4 heritage register properties that had been, or were slated to be demolished.</p> <p>In 2010, the Community Heritage Commission completed a review of all the statements of significance for buildings and structures listed on the heritage register. Following this review, 3 properties were recommended for removal from the register, which Council supported. At this time, it is felt the heritage register is up-to-date and not needing any further review. However, residents are able to have their properties considered for addition to the heritage register if they are prepared to create a statement of significance for the property.</p>	Ongoing
Off-street parking facility standards		Action Item #21	A new standard for off-street parking facilities was developed in conjunction with the redevelopment of the surface parking lot at the corner of Lawrence Avenue and Ellis Street. The standard was used again with the development of a new surface parking lot at the corner of Cawston Avenue and St. Paul Street.	Complete
Downtown Lighting Review		Action Items #62 and #68	The DKA undertook a lighting review. Following on that review, the City mounted pedestrian-scale lighting to the existing light standards along Bernard Avenue.	Complete
Public Art	1997-2010	Action Item #37	Thirty out of the City's total inventory of 46 public art installations have been placed downtown. Kelowna City Council established the Public Art	Ongoing

Project/ Initiative	Year	DT Plan Action Item?	Description	Status
			<p>Reserve Fund and the Public Art Committee in 1997. The Committee advises Council on the expenditure of the Fund. The Committee is guided by its mandate to work with the community to humanize and animate the urban environment, increase the livability and artistic richness of the community, and stimulate the growth of arts and arts-related businesses through the provision of public art.</p>	




APPENDIX C - DOWNTOWN PLAN (2000) FOLLOW-UP INITIATIVES NOT YET COMPLETED

As of the July 2010, the following initiatives recommended in the Downtown Plan (2000) had not yet been initiated or completed:

- Establish Downtown Assistance Team. (Action Item #2)
- Complete discussions regarding and agency to facilitate new investment. (Action Item #10)
- Complete new parkade east of Ellis Street. (Action Item #18)
- Give consideration to the establishment of a Street Art Program. (Action Item #38)
- Recognize owners who incorporate art into developments. (Action Item #39)
- Redevelop Kerry Park as a suitable location for public art and culture related activities. (Action Item #41)
- Develop and implement a program to embellish building surfaces with visual art. (Action Item #42)
- Create a Heritage Character Area (Action Item #43)
- Establish parameters for the design of streets within the Heritage Character Area (to be completed as part of Initiative 3 above). (Action Item #44)
- Implement promotional programs incorporating historic themes and images. (Action Item #46)
- Develop Kerry Park as a focal point of the Heritage Character Area (Action Item #46b)
- Assign a staff position to act as a resource with respect to development in the Heritage Character area. (Action Item #48)
- Establish a list of funding programs and incentives available to property owners (Action Item #48b)
- Initiate a community forum to examine issues related to the provisions of higher levels of policing within the Plan and surrounding area. (Action Item #58)
- Review existing levels of physical maintenance. (Action Item #59)
- Review landscaping of existing public spaces. (Action Item #64)
- Identify alleys appropriate for conversion to retail frontages (to be undertaken as part of Initiative 3 above). (Action Item #66)
- Give consideration in the design of alleys to the perception of security and safety in these areas. (Action Item #67)
- Initiate a public relations program to promote the Downtown as a safe urban environment. (Action Item #69)
- Implement a Citizens Patrol and Business Block Watch Program. (Action Item #70)
- Initiate a community forum to capitalize on new information technologies. (Action Item #78)



Downtown Planning Appendix "D"

-  Downtown Plan 2000 Area
-  Proposed Downtown Urban Centre Boundary
-  Focus of 2010/2011 Downtown Planning Initiatives

This map is for general information only. The City of Kelowna does not guarantee its accuracy. All information should be verified.

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Rev. June 29/10



July 7, 2010

Mayor Shepherd and Kelowna City Council
City of Kelowna
1435 Water Street,
Kelowna, BC
V1Y 1J4

Dear Mayor Shepherd and City Council:

The **Kelowna Chamber of Commerce**, **Downtown Kelowna Association**, and **Urban Development Institute – Okanagan Chapter** urge Kelowna City Council to move forward now to create a long-term development plan for the four block area of the downtown core bounded by Harvey Avenue, Water Street, Abbott Street, and Mill Street.

We believe that strong leadership is needed by City Council to bring the community together to build on the opportunities that exist, to address the challenges that exist, and to implement a solid vision for this area.

We urge City Council not to delay in preparing this development plan; rather we should move forward immediately to build on the momentum of the previous planning process for this area. As a community, a great deal of resources, time and effort has already been invested in planning for this area which negates the need to start the process from the beginning.

It is crucial that this area not be developed in a piecemeal approach. Developing the area block-by-block, or by addressing individual development proposals one-by-one, will result in ad-hoc development. Using solid urban design principles will create building densities and avoid urban sprawl; provide the community with amenities such as public space, housing, waterfront development; and, create buildings of which the community will be proud. To accomplish this, the City will need to provide incentives for developers and plan for public amenities.

It is widely recognized that much has changed in our downtown since our current Downtown Plan was prepared in 1999. For a number of years, our organizations have requested that the City create a new Downtown Plan to address the changing environment; unfortunately funding was not available. We believe this new Downtown Plan will provide a long-term vision for future development of our downtown.

However, it is important to note that while the new Downtown Plan will provide a vision for the future of our downtown, it will not provide the necessary focus on special areas such as the four block area bounded by Harvey Avenue, Water Street, Abbott Street, and Mill Street. Special challenges exist in developing this area which requires special treatment to deal with the complexities of this area.

We urge Kelowna City Council to undertake the following:

- 1.) Create a long-term development plan for the four block area of the downtown core bounded by Harvey Avenue, Water Street, Abbott Street, and Mill Street.
- 2.) While developing the long-term development plan for the four block area, adhere to the Organizing Principles endorsed by Kelowna City Council:
 - a. Enhance Kelowna's identity nationally and internationally and enhance the identity of Downtown as Kelowna's principal Urban Centre.
 - b. Develop a viable mixed-use community that supports live, work and play opportunities for both residents and visitors.
 - c. Develop safe streets by providing more eyes and ears on the streets to reduce demand for law enforcement in the area.
 - d. Incorporate sustainable design principles by making efficient use of existing infrastructure, provide a stronger tax base, create an urban environment that facilitates pedestrian movement, incorporate a mixture of uses at densities that are economically viable and that will support public transit, and incorporate green building technologies.
 - e. Expand community amenities by enhancing public use of City, Kerry, and Stuart Parks, developing a major pier and enhanced short term public moorage, ensuring continuous public access along the lake, preserving identified view corridors, developing streetscape improvements consistent with a world class urban centre, increasing public open space and providing for a range of other amenities including eventual daycare facilities and school facilities in appropriate locations in the Downtown.
 - f. Create a concept plan that integrates well with adjoining areas including the identified Parks and Culture District.

- g. Incorporate housing diversity in the Downtown by providing a range of housing types and tenures including affordable and special needs housing.
- h. Respect Downtown's heritage assets.
- i. Provide for Downtown amenity contributions as a condition of development shared equally by all benefiting lands, including future Downtown redevelopment where appropriate and where possible (ie: daycare facilities, schools, offsite affordable housing).
- j. Honour the City's agreement with the Province for the movement of vehicles into and out of Kelowna for the new Bill Bennett Bridge.
- k. Act as a catalyst for redevelopment for the remainder of Downtown.

3.) Develop a downtown strategy that includes the following key areas:

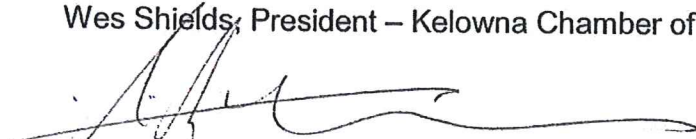
- a. Streetscape improvements for Bernard Avenue
- b. Assess the impact of changing Lawrence and Leon from one-way to two-way streets
- c. Continue the process to develop a liquor licensing strategy for the downtown
- d. Develop a new downtown plan
- e. Develop a strategy to address the provision of services for the homeless and needy in the downtown

We look forward to working with Kelowna City Council, City staff, and other stakeholders to plan for a vibrant and safe downtown for Kelowna. We look forward to your response on the items addressed in this letter.

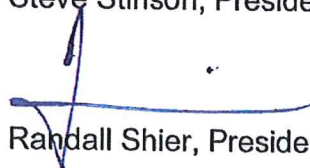
Sincerely,




Wes Shields, President – Kelowna Chamber of Commerce



Steve Stinson, President – Downtown Kelowna Association

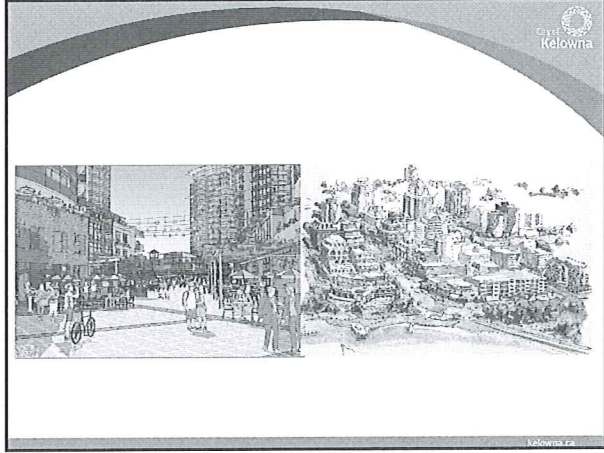



Randall Shier, President – Urban Development Institute – Okanagan Chapter





DOWNTOWN PLANNING

Signe Bagh
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Thoughts from the street

Paul (Kelowna): "We need more things for youth and families to do in this town."


Amanda (Kelowna): "Make it a great place for artists to be."

Jacquelyn (Kelowna): "Make it easier to get down here if you don't have a car."



Trish (Kelowna): "Make it cheaper to live down here, and I'll move!"

John (Kelowna): "More people living downtown might help fix the problem."

Mandy (Kelowna): "There should be more entertainment options." Live music, events, gatherings, etc.



Thoughts from the street

Alyssa (Fort Nelson): "A very nice place."

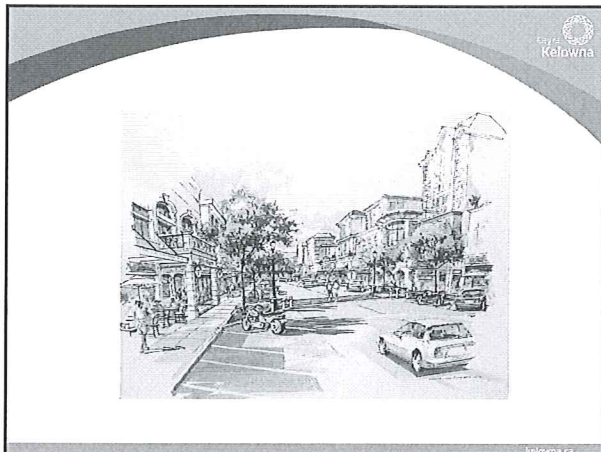
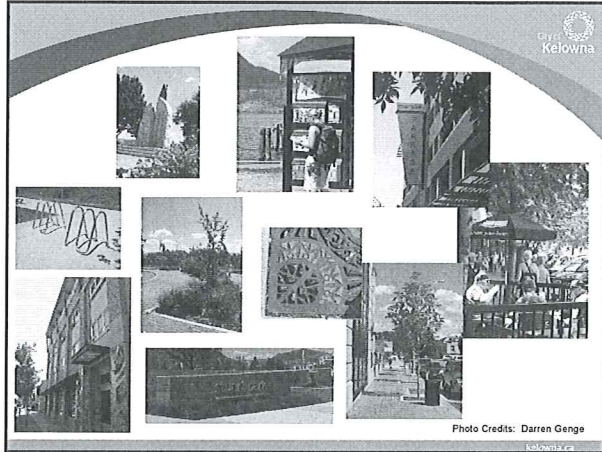
Joseph (Calgary): "Great community-feel to this place."

Larry (Kelowna): "There is always room for improvement, but generally, things are good here."

Edwina (Kelowna): "Things have definitely improved down here in the past decade."

Steve (Kelowna): "I love being downtown."

Jeremy (Kelowna): "I remember what is used to be like down here, and things are way better than five years ago. Now we just need to convince tourists [downtown] is a good place."



Missing Pieces

- What are appropriate building heights?
- What role will various streets play?
- Which amenities should be provided and how will they be funded?
- How can heritage best be honoured?
- What incentives might be necessary to encourage development?

City of Kelowna

kelowna.ca

Why this approach?

- Prompt action
- Reduced costs
- Active engagement
- Building capacity



After fifty years of careful research and planning, Ernest, Leonard, and Victor were ecstatic about finishing their strategy for winning triathlon competitions.

www.NonprofitStrategyRevolution.org