

REPORT TO COUNCIL



Date: January 16, 2012
File: 1200-40
To: City Manager
From: Director, Policy and Planning
Subject: Draft Downtown Plan

Recommendation:

THAT Council receives, for information, the draft Downtown Plan as attached to the Report of the Director, Policy and Planning, dated January 16, 2012;

AND THAT Council directs staff to make the draft Downtown Plan available for stakeholder and public review.

Purpose:

The purpose of this report is to provide Council with a copy of the draft Downtown Plan and to obtain direction to make the document available for stakeholder and public review. Once feedback has been received, staff will prepare a final document for Council's consideration.

Background:

In 2010, Council directed that staff prepare to update the Downtown Plan (1999). Work on the update began in early 2011 once necessary resources had been procured.

During 2011, staff worked with stakeholders and the public to identify a vision and goals for downtown, to draft appropriate policies, and to develop an action plan.

Over the past year, there has been extensive public and stakeholder consultation, including:

- Urban Design Charrette (June 7-11, 2011)
- Ongoing updates and feedback via blogs/tweets etc.
- Public Open House (June 11, 2011)
- Meeting with Chamber of Commerce (October 25, 2011)
- Meeting with Downtown Kelowna Association (DKA) (October 28, 2011)
- Meeting with other stakeholders, including Charrette participants (November 2, 2011)
- Meeting with Urban Development Institute (November 3, 2011)
- Public Open House (November 3, 2011)
- On-line Survey (October/November)

A handwritten signature in black ink, appearing to be a stylized 'N' or similar character.

Appendix A of the draft Downtown Plan provides further detail on the above consultation.

There has also been extensive discussion with Council:

- Charrette findings (June 27, 2011)
- Options for integrating Charrette recommendations (July 25, 2011)
- Charrette-related OCP amendments (August 8, 2011)
- Charrette-related Zoning Bylaw amendments (September 19, 2011)
- OCP and Zoning Bylaw amendments Public Hearing (October 18, 2011)
- Adoption of OCP and Zoning Bylaw amendments (November 14, 2011)

Consultation activity has, up to this point, focused on the vision, goals, potential actions, and draft policy. To date, no external group has been provided with a copy of the entire draft. It is recommended that Council now authorize staff to publicly disseminate the document and discuss the proposed Downtown Plan strategy/draft text with stakeholders. It is suggested that external input be invited until February 10th, after which point staff would make necessary revisions to the document. The objective would be for staff to report to Council by late February/early March with a Plan for Council's potential endorsement.

Internal Circulation:

The following were invited to comment on the draft as it evolved to its current content:

City Manager
General Manager, Community Sustainability
General Manager, Corporate Services
General Manager, Community Services
Director, Real Estate and Building Services
Director, Civic Operations
Director, Land Use Management
Director, Recreation and Cultural Services
Director, Design and Construction Services
Director, Development Services
Director, Communications
Director, Corporate Services
Director, Regional Services
Director, Infrastructure Planning
Community Police Program Coordinator
Land Use Planner
Planner Specialist, Urban Design
Senior Communications Consultant

Existing Policy:

Direction for Downtown is currently provided primarily by the Downtown Plan (1999) and more generally speaking by the Official Community Plan, which includes policy and design guidelines applicable to the Downtown.

Financial/Budgetary Considerations:

The financial impacts associated with the Downtown Plan are as spelled out in the attached document (see specifically pages 21 to 34). Decisions on whether to pursue specific actions not already budgeted for would be assessed in the context of future annual budget considerations.

External Agency/Public Comments:

External agency and public comments on the draft will be sought through an opportunity for feedback that will extend from January 23rd to February 10th, 2012. Within this time period, city staff will offer to meet with staff and/or board members at the Downtown Kelowna Association, Urban Development Institute and the Chamber of Commerce and will make the full document available on-line.

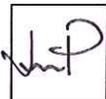
Considerations not applicable to this report:

- Communications Comments
- Alternate Recommendation
- Personnel Implications
- Legal/Statutory Authority
- Legal/Statutory Procedural Requirements

Submitted by:


S. Bagh, Director
Policy and Planning

Approved for inclusion:



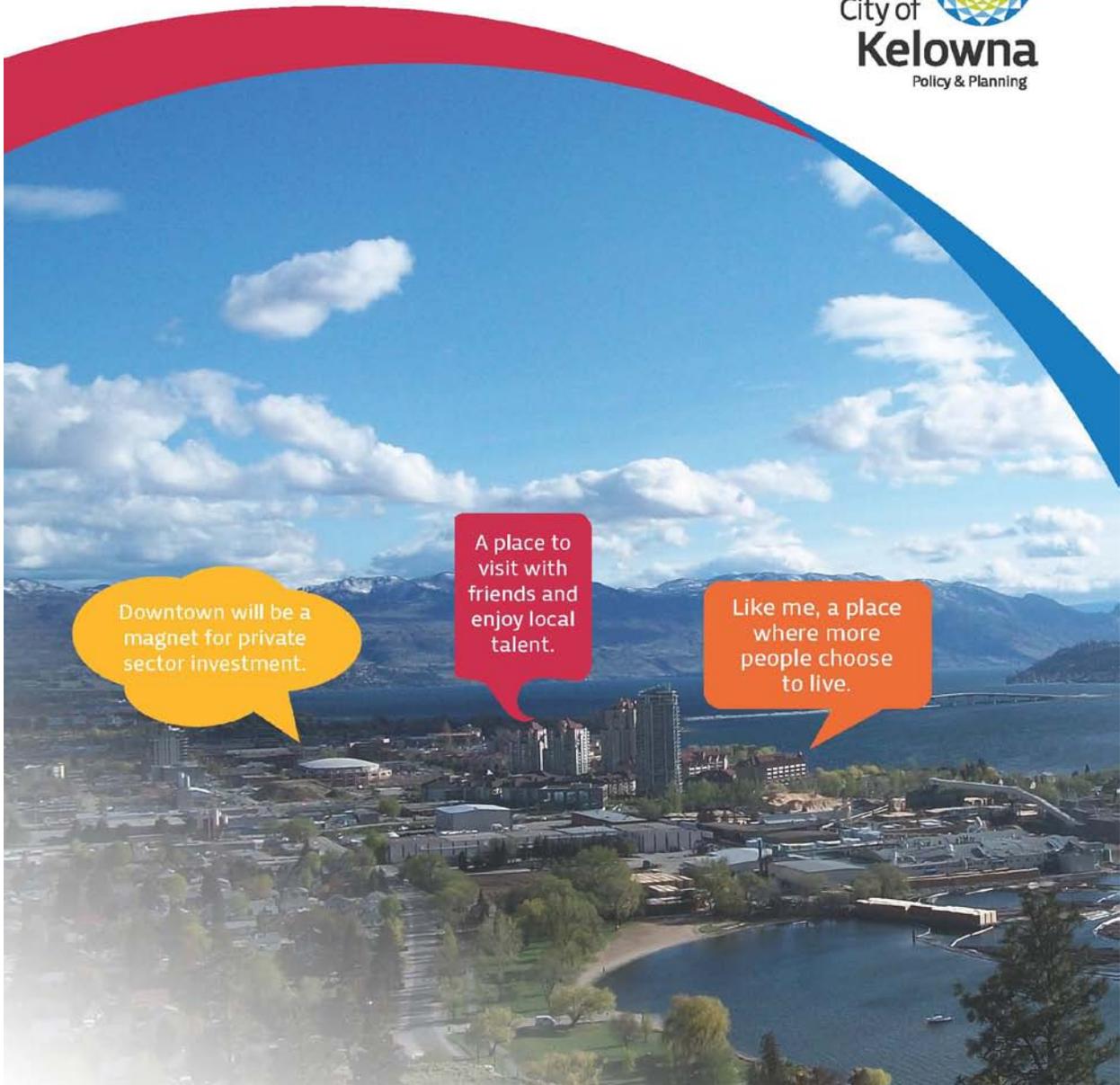
Jim Paterson, GM
Community Sustainability

cc:

General Manager, Corporate Services
General Manager, Community Services

my Downtown Draft Report

January 2012



Downtown will be a magnet for private sector investment.

A place to visit with friends and enjoy local talent.

Like me, a place where more people choose to live.

TABLE OF CONTENTS

CONTENTS

Introduction 3

 The Case for Investing in Downtown 3

 Previous Downtown Plans 4

 Council Direction 4

Project Scope 5

Vision 6

 Downtown Strengths 7

Projections 8

Goals 9

Strategy 10

Action Plan 13

 Incentives 13

 Capital Investments 16

 Future Action 19

 Financing the Plan 34

 Communications 34

Policies 35

Monitoring 50

- Appendix A: Downtown Plan Process
- Appendix B: Survey Summary
- Appendix C: Downtown Kelowna Profile



INTRODUCTION

For Kelowna residents, the downtown is the heart and hub of the city. It is key to Kelowna's unique and authentic identity and to attracting residents, tourists and investment.

The Case for Investing in Downtown

There are strong emotional, social, environmental and financial cases to be made for downtown.

The emotional and social cases are alluded to in the perspectives shared by residents (see side bar). A great downtown encourages community engagement and boosts civic pride. A dynamic downtown provides a "go-to" place for young and old alike. The hub of activity attracts 'eyes and ears', and fosters a sense of ownership that results in increased safety.

Our environment also benefits. Downtowns are typically home to multi-unit dwellings that contain modest sized units and which share walls. These characteristics help reduce the environmental footprint associated with housing. The many services and shops available in close proximity encourage people to get around without their car. This further reduces environmental impacts and also provides benefits in the way of enhanced health and lighter loads on the wallet.

Experience in other communities has shown that there is also a financial case to be made for investing in downtown. Successful downtown revitalizations have triggered \$10 to \$15 of private investment for every \$1 of public investment. These

"Downtown . . . is like making a first impression - you only get once chance"

Downtown is "the heart of the city, it has to beat!"

Downtown "Attracts business, attracts the creative class which reinforces community and business opportunities, provides a cultural touchstone for the community. It's the anchor for the city and attracts people. It forms the reputation of the city and as such should be the best it could possibly be."

"It is important for Kelowna to have a vibrant downtown to draw visitors and young people. Downtown has so much potential to be a busy happening area that would appeal to 20 to 40 year olds. It would bring in so much more money if it was developed, more businesses, more housing and hotels. It is the perfect location to develop being on the water."

"When all citizens come downtown from various parts of the city, congregating downtown creates a sense of community and togetherness."

Downtown is "a gathering point for locals to participate in and be proud of a unique mix of natural and cultural amenities -- a place that capitalizes on our lake front flaunting openness for all and opportunity to interact with nature."

"Downtown is the common area of the city. We may live elsewhere but that is the one place we all go. It is in the broadest sense the cultural heart of the city. It is also what visitors see and how they judge the city."

"Vibrant downtowns are social hubs that breathe energy and ideas into a place."

"A healthy, vibrant downtown conveys to all -- residents and visitors alike -- that the community cares . . ."



investments create ongoing benefits. On a per-acre basis, the types of development located downtown typically generate higher tax revenues than suburban comparisons. For example, a recently constructed mixed-use residential/commercial project located downtown is generating tax revenue of 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.

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. The City's recently adopted Official Community Plan acknowledges the role of Downtown with Policy 8.9.2 which states that

"The City of Kelowna recognizes that a unique, thriving and livable downtown is strategically important to Kelowna's overall prosperity and success. Towards this end, the City will plan and manage the Downtown as a single and special entity and will take a proactive, comprehensive, integrated and collaborative approach towards providing services and infrastructure, delivering programs, and developing a supportive regulatory and financial environment."

Previous Downtown Plans

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, by 2010, 73% of the 77 items assigned to the City of Kelowna for follow-up, had been acted upon or completed. The City had also undertaken numerous initiatives supporting Downtown, which were not specifically recommended in the Downtown Plan.

Council Direction

Despite all that had been achieved in the downtown over the previous ten years, by 2010, it was acknowledged that portions of the Downtown could be far more than they are today and that, for those areas, Kelowna residents' vision for Downtown had not yet been fully realized. As such, Council directed preparation of an updated Downtown Plan.



PROJECT SCOPE

The Downtown Plan (2012) contains a strategy and 10 year action plan towards achievement of a long term (25 year) vision.

The implementation strategy relates primarily to the area shown on Map 1 below within the Downtown Plan boundaries (purple line), but the downtown market is considered to be broader and includes those areas shown within the market boundaries (yellow line).

Map 1: Downtown Plan Boundary



VISION

The vision for downtown is as follows:

“My Downtown will include areas where citizens choose to live, shop, play and congregate and where businesses choose to do business and where developers choose to develop.”

The vision was developed by a group of 41 Downtown Plan Charrette participants in early June 2011 and endorsed by Council later that month. The group developing the vision included a broad range of stakeholders including residents, business leaders, developers and individuals involved with a variety of non-profit and community groups.



Downtown Strengths

Even in the face of challenges, it is important to remember that downtown has a unique set of strengths, which when built upon can quickly and effectively result in revitalization that honours local context and best responds to available opportunities. Recognizing Kelowna's strengths and aligning action items to build on those strengths will position the City well for achieving the vision for downtown.

Key strengths include the following:

- Central location in a growing city and region
- City Park
- Lakefront location
- Bernard Avenue
- Cultural District
- Views to surrounding mountains
- Views to lake
- Grid system of roads
- Heritage structures
- Mill Creek
- Adjoining character neighbourhoods
- Well served by public transit
- Direct access from highway
- Potential for increased densities



PROJECTIONS

Within the context of Kelowna's 2030 Official Community Plan, it is anticipated that the Downtown area will attract just over 4800 new residents by 2030. That would represent 12% of the City's total growth. This estimate is based on an expectation that in coming years demographic changes and consumer preferences for urban style living in compact, mixed use, pedestrian oriented developments will increase demand for downtown living. Externalities such as peak oil and the need to reduce green house gases will also enhance Downtown's competitive position.

Year	New Population	Total Population at end of period
2010-2014	1297	12,272
2015-2019	1239	13,519
2020-2024	1188	14,721
2025-2029	1085	15,826

Population growth is anticipated to trigger the need for approximately 2800 new housing units. Overwhelmingly, new housing will be in multi-unit buildings.

Year	Apartment Units (in buildings six storeys and under)	Apartment Units (in buildings over six storeys height)	Total New Units
2010-2014	557	206	763
2015-2019	532	197	729
2020-2024	510	189	699
2025-2029	466	172	638
Total	2065	764	2829

The projected housing unit mix has been based on what was built in Kelowna between 2000 and 2010.

Existing Downtown high rise buildings have an average of 130 units per tower, with individual unit counts ranging from 46 to 262. Applying the average unit count to anticipated demand for new units suggests that Kelowna can expect to see the addition of approximately three high rise towers per decade. The actual number may be higher or lower depending on market conditions and project size.



GOALS

To build on Kelowna's existing strengths and achieve the *My Downtown* vision, Kelowna residents and stakeholders have identified a need to develop a strategy that will deliver on the following three principle goals:

1. Attract people to downtown
2. Increase sense of safety
3. Attract private sector investment



STRATEGY

Before deciding on next steps, it is important to consider potential actions in the context of an overall strategy.

The actions contained in this report are based on a strategy which aims to build on existing strengths to create more activity so that more people will be attracted to come downtown. As people are attracted to downtown, some will want to live and work downtown. Greater numbers of tourists, residents and office workers will trigger a demand for more stores and services. That in turn, will attract more activity. The greater activity will increase the sense of safety. The demand for residential, office and retail space will attract private sector investment. This 'virtuous cycle' is reflected in the Downtown Plan's three goals.



The strategy for downtown is to have the area reach a 'critical mass' whereat the redevelopment process is unstoppable and cannot be reversed.

Downtown Kelowna is fortunate in that it is located immediately adjacent to Okanagan Lake. The lake and associated beaches, parks and pathways are major attractions. Emphasizing these positive features and building on them should be a key part of the Downtown Plan strategy.



Creating more activity downtown starts with a focus on urban entertainment. Entertainment provides attractions that make people want to live downtown. Kelowna is fortunate in that downtown already has a very strong core of entertainment facilities, including: a performing arts centre, arenas, a movie theatre, restaurants, specialty retail, festivals, art galleries, and night clubs.

Survey responses received as part of the Downtown Plan process indicated that the top three reasons people come downtown are to: visit restaurants, attend cultural events, and to shop. Public input has confirmed that entertainment facilities are a strong initial draw not just in other cities, but also in Kelowna.

Typically, following the establishment of a strong entertainment base, the next stage in a Downtown's

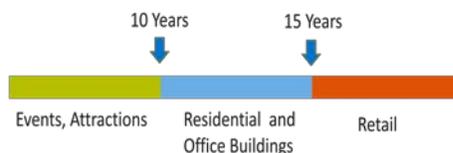


evolution will be the growth in demand for rental units. Rental housing is typically sought by young urban “pioneers” who seek a unique lifestyle not available in the suburbs. In 2006, 9% of Kelowna’s downtown population was aged 20-24, compared to 7% in all of Kelowna. Kelowna has recently experienced growth in the supply of downtown rental units. Between 2000 and 2010, 1867 apartment units, townhouse units and suites were added in the greater downtown area. Most of those units were built to be sold rather than rented. Sixty percent of the downtown units were picked up by investors, many of whom subsequently rented out the units. As of 2011, 51% of the total downtown housing stock was rented, compared to 28% for the city as a whole.

Demonstrated success within the rental housing market helps create more of a demand for for-sale housing that will be occupied by the owners. Kelowna has seen some of that. Of the units constructed in the core of downtown over the past ten years, 40% were, in 2011, occupied by owners.

With growing activity and a good base of restaurants and other attractions, demand for office space will increase. There has, to date, been limited growth in this area, but it is expected that as the residential market grows, and as office space at Landmark is absorbed, there will be an uptick in demand for downtown office space. Given Landmark’s focus on Class A office space, until that space is absorbed, there is, in the interim, an opportunity for Downtown to meet demand for Class B and C office space.

As the number of downtown residential and office buildings increases, the need for local-serving retail becomes obvious and new commercial space is constructed to meet this need. Probably the best local example of this is the recent growth in retail activity along Ellis Street.



The timeline from a relatively complete entertainment base, to the appearance of the first speculative office buildings typically takes up to 20 years (Leinberger, 2005). Prospera Place was completed in 1999 and the Rotary Centre for the Arts in 2003. With the subsequent emergence of housing, office and retail activity, it is anticipated that within another few years, the Cultural District part of Downtown should be well on its way to having achieved the goals set out within this plan.





Within the 305 acre area covered by the Downtown Plan, there are significant differences. Some areas are thriving, some are doing 'ok'; others are struggling. Not all areas of the Downtown are at the same point in their evolution. For areas that already have a lot of activity (e.g. the Cultural District), action items can reasonably revolve around attracting residential and office development. For areas where the desirable daytime street activity is low and where the nighttime environment can be intimidating and loud (e.g. the western end of Leon and Lawrence Avenues), it is unlikely that residential development can be attracted, even in the context of significant financial incentives, so other tactics will need to be employed. It is recommended that those other tactics include a push to attract non-residential development and activity to the periphery of the challenged area, with the expectation that over time the 'periphery' will move closer to the core of the challenged area and the entire area will be transformed.

Given the strong performance of the Cultural District, this area can now provide tremendous 'core strength' to boost the performance of the rest of the Downtown.

While the Cultural District area should not be ignored in the coming years, the focus of implementation initiatives needs to shift to the portion of Downtown between Bernard Avenue and Harvey Avenue.

The purpose of the following section will be to, within the context of the above-noted strategy, detail the actions that are being recommended to achieve those goals.



ACTION PLAN

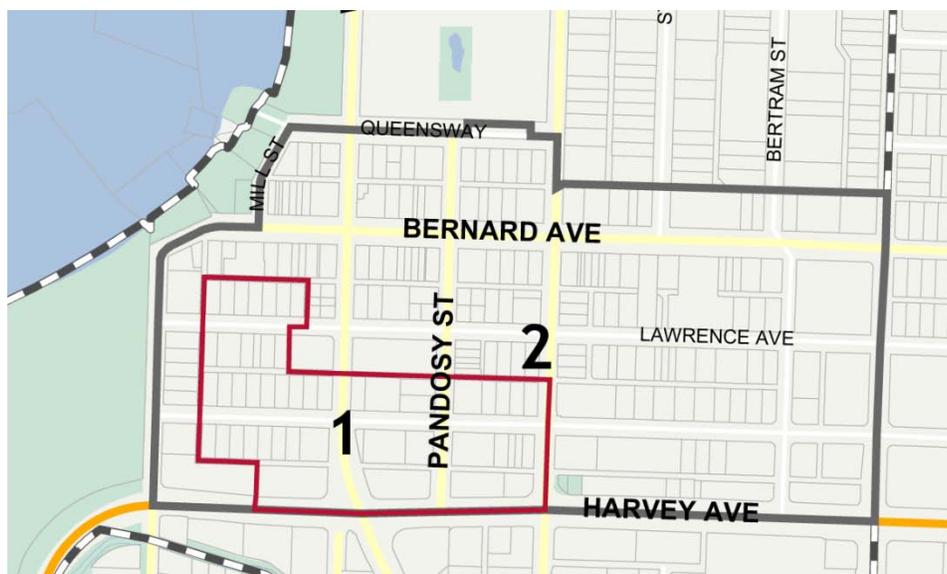
Incentives

The following initiatives are in place to support and stimulate downtown development:

Revitalization Tax Exemption Program (see Bylaw No. 9561)

The Revitalization Tax Exemption Program provides tax incremental tax exemptions for new construction which adds floor space and which is valued at over \$50,000. The project must be consistent with applicable future land use designations, zoning, and development permit guidelines.

- For "Tax Incentive Area 1," 100% of the municipal share of the property tax due annually in relation to the improvements of the Parcel,
- For "Tax Incentive Area 2," 75% of the municipal share of the property tax due annually in relation to the improvements on the Parcel which can be attributed to a residential land use, and/or 50% of the municipal share of the property tax due annually in relation to the improvements on the Parcel which can be attributed to a commercial land use. For mixed-use buildings the above tax exemptions shall be pro-rated across the building to arrive at a combined exemption (e.g. half the building is residential [$0.5 \times 75\% = 37.5\%$] and half the building is commercial [$0.5 \times 50\% = 25\%$] for a combined exemption of 62.5%);



Lower Development Cost Charges (see Bylaw No. 10515)

- Development in the City Centre has much lower Development Cost Charges (DCCs) in comparison to the Development Cost Charges in the suburban areas.
- Example: City Centre DCCs vs. South Mission DCCs :



	City Centre	South Mission	City Average ¹
Residential 1 - (generally single family, secondary suite, duplex)	\$7,530	\$21,540	\$10,623
Residential 2 - (generally small lot single family , row housing)	\$7,079	\$20,247	\$9,986
Residential 3 - (generally row housing and up to four storey apartment buildings)	\$5,045	\$14,432	\$7,118
Residential 4 - (generally apartments greater than four storeys)	\$4,744	\$13,570	\$6,693
Residential 5 - (generally multi-family residential units of 600 square feet or less) *(rate per square metre)	\$66.2	\$189.5	\$93.4
Commercial - (commercial development in a zone listed in Section 14 of Zoning Bylaw) (rate per square metre)	\$24.8	\$70.9	\$35.0

¹ City Average was calculated using the 10 growth area DCC rates from 2011. City Average does not include the City Centre growth area DCC rate.



Lower Parking Requirements

The C7 zone (dominant downtown zoning) requires one parking stall per dwelling unit, regardless of size. In most other zones, a two bedroom unit would require 1.5 parking stalls. As such, there is a 50% discount in parking costs for building residential units downtown. Assuming a cost of at least \$25,000 per structured parking stall, the lower parking requirements would be equivalent to a \$12,500 cost savings per two bedroom unit.

Cash in Lieu of Parking Provisions (Bylaw No. 8125)

- An owner or occupier of a parcel of land within an Urban Town Centre, may, in lieu of providing the required off-street parking spaces, pay to the City a sum as set out in Schedule "A" of this bylaw for all or any portion of the required number of off-street parking spaces.
- City cost of a parking space in the Downtown Urban Centre is much lower than the market cost of a parking stall in the Downtown Urban Centre.
- Example: Downtown Urban Town Centre City Cost vs. Downtown Urban Centre Market Cost:

Downtown Urban Town Centre City Cost	Downtown Urban Centre Market Cost
\$22,500.00 per off-street parking space (Schedule A - Bylaw No. 8125)	Approximately \$35,000

In addition, the following programs, although not specific to the downtown, do have particular applicability to downtown development:

Rental Housing Grants

- The City of Kelowna offers \$200,000 in grants to encourage the construction of affordable rental housing units. Funds are distributed based on the number of dwellings that qualify (up to \$5,000 per unit of non-profit affordable rental housing and up to \$2,500 per unit of affordable rental housing that does not involve a non-profit society). In addition, \$120,000 has been budgeted annually for waiving a portion of the applicable DCCs for eligible units of non-profit rental housing.



Heritage Tax Incentive Program Policy (Council Policy 318)

- The tax incentive program allows for tax exemptions for owners of a heritage property. The incentive encourages the restoration and rehabilitation of agricultural, commercial, industrial and institutional buildings listed on the City's Heritage Register.
- Many heritage properties listed on the City of Kelowna Heritage Register in the Downtown Area are eligible for the Heritage Tax Incentive Program.
 1. If the property is not designated, the applicant must indicate on the application form that Heritage Designation is being sought as well as a Heritage Alteration Permit;
 2. If the property is already designated, then the applicant only needs to indicate a Heritage Alteration Permit is being sought.

Heritage Grants Program (City of Kelowna funded, managed by the Central Okanagan Heritage Society)

- The program provides financial support to property owners of heritage properties to assist with costs associated with heritage conservation.
- The program is limited to exterior and building foundation (stabilization work).
- Any property listed on the Kelowna Heritage Register is eligible for this grant program.
- Designated heritage buildings are eligible for grants to a maximum of \$10,000 per three year period.
- Buildings listed on the Kelowna Heritage Register are eligible for grants to a maximum of \$5,000 per three year period.



Capital Investments

The capital investments made by the City in past years will, in coming years, continue to help attract private investment. Recently completed projects include the following:



Recently Completed Projects				
Capital Projects	Date Completed	City	Cost (\$)	
			Other gov.	Private
Relocating Utilities Underground/ Alley way enhancements	2000-2010	2,500,000		
Art Gallery	1995	600,000	1,200,000	
Art Walk	2001	700,000		
Bernard Avenue	Ongoing	300,000		
Cardington Apartments	2009	500,000	6,250,000	
Cawston Multi Use Pathway	2011	1,500,000	2,700,000	
Chapman Parkade	2004	4,000,000		
City Hall Renovations	2010	3,500,000		
City Park Cenotaph	2007	200,000		30,000
City Park Oval & S. promenade	2008		3,000,000	
KCT Renovations	Ongoing	500,000		
Kelowna Passenger Ship Marina	2008	200,000		
Laurel Building Renovations	2010	1,500,000	1,100,000	
Library & Library Parkade	1998	6,000,000		
Marine Sewage Pump Out	2008	10,000		
Memorial Arena	2005-2006	1,500,000		
Parking Lots - Cawston & St. Paul	2008	500,000		
Parking Lots - Lawrence & Ellis	2006	500,000		
Prospera Place (City is buying this back over 30 years)	1999	30,000,000		
Public Art - (Bear & others)	2010	160,000		
Rotary Centre for the Arts	2003	4,000,000	3,100,000	
Signage / Wayfinding System	2007	200,000		
Streetscapes / Cultural District - Water Street	2002	500,000		
Streetscaping - Ellis Street	2009	30,000		70,000
Richter Street - Bernard to Harvey	2007	3,150,000		
Water Street - Pandosy realignment	2008	5,900,000	2,443,700	
Ellis Street at Highway 97	2007	300,000		
Stuart Park - Phase 1	2011	3,700,000	500,000	
Underground utility replacements (Ellis, St. Paul and others)	2000-2010	7,500,000		
Waterpark (fixtures, water treatment)	2009	250,000		
		80,800,000	20,293,700	100,000
Sub Total			\$101,193,700	

Ongoing programs include the following:



Ongoing Programs

Programming Initiatives	Annual Expenses
Canada Day at Prospera	\$13,400
Downtown Kelowna Association	\$45,000
Festivals Kelowna	\$235,100
Kelowna Community Theatre	\$159,373
Operating Grants	
Art Gallery	\$457,193
Museum	\$614,598
Prospera Place	\$1,215,570
Rotary Centre for the Arts	\$276,760
Water Park (City Park)	\$34,087
Other	
Hanging Baskets	
Security @ Queensway	\$95,000
Police Services (specific to Downtown)	\$930,000
Park Services	
Extra Security in Parks	\$190,000
Flower Barrels (shared cost with DKA)	\$3,000
Hanging Baskets	\$50,000
Christmas Displays and Lighting	\$50,000
Kasugai Gardens	\$60,000
Support for Downtown Park Events	\$70,000
Extra Cleaning (street sweeping, washrooms, goose mgmt)	\$25,000
Ice Rink	\$10,000
Dedicated Gardener	\$60,000
Transportation Services	
Street Sweeping (frequency)	\$10,000
Snow Removal (storage)	\$25,000
DKA Annual Contract for Sidewalk and Parkade Maintenance	\$8,000
Litter Removal (frequency)	\$5,000
Brick Paver Maintenance	\$20,000
Graffiti (City infrastructure)	\$5,000
Audible Signal Maintenance	\$3,000
Line Marking (frequency)	\$3,000
Signal Maintenance (includes vandalism)	\$5,000
Sign Maintenance (includes vandalism)	\$5,000
Total	\$4,683,081



The above commitments represent an average (2000-2011) annual \$5 million capital and asset management investment in downtown and an annual \$4 ½ million programming investment.

Heading into the future, it is expected that costs of ensuring maintenance and replacement of existing facilities will present a heavy financial load. It is anticipated that at least \$8 million will be required over the next decade just to manage existing downtown assets. In addition to that, there are a number of facilities (for example the Kelowna Community Theatre and the Memorial Arena) that will reach the end of their economic life, and will need to be replaced, just outside the time frame of this plan.

In short, the financial capacity to take on new projects, especially in the absence of non-taxation funding sources will be very limited. As such, it is critical that investments are strategically chosen so as deliver the greatest impact.

Future Action

To maximize results, it is critical that recently completed projects, projects under imminent construction, and the planning of new projects be coordinated.

A commonly heard plea as *My Downtown* was discussed was one of “just DO something”. In the context of the support for Downtown noted in the previous section, it is apparent that it is not as if *nothing* has been done to date. It is, however, possible that efforts are not being directed at the issues that matter most to those who have a stake in Downtown.

Going through a planning process allows for community deliberation and discussion as to whether efforts are being targeted in a way that will help deliver on the community’s vision.

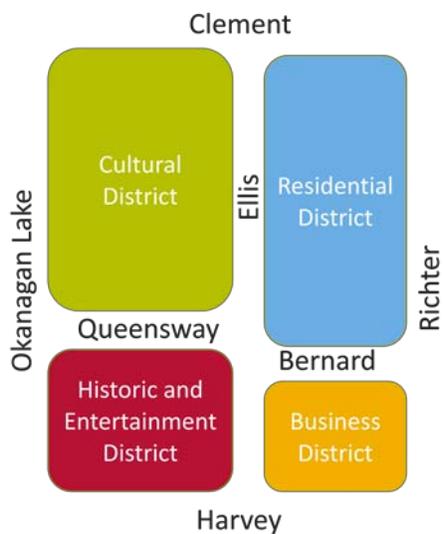
What was heard through the consultation process was that, given an invitation to choose one thing to improve downtown, the following emerged as the collective top focus area priorities:

1. Making downtown more pedestrian friendly
2. Increasing activity downtown
3. Increasing the number of people living downtown
4. Reducing crime/increasing safety
5. Making it easier to park

The *My Downtown* action plan focuses on assessing what more can be done to support the above-noted priorities.



The strategy for My Downtown includes an acknowledgement that different areas of downtown are at different stages of the revitalization process. For the purposes of this action plan, Downtown has been divided into four subareas as noted on the map below:



Given where each subarea is now at, it is recommended that the most effective use of limited resources would be achieved by focusing actions as noted below.

Priority Focus	Cultural District	Residential District	Historic and Entertainment District	Business District
1. Make downtown more pedestrian friendly	x	x	x	x
2. Increase activity downtown			x	x
3. Increase the number of people living downtown		x		
4. Reduce crime/increase safety			x	x
5. Make it easier to park	x			x



Upcoming projects being recommended include those listed in the table below.² It is important to note that not all of these are currently in the City’s 10 Year Capital Plan. The cost of the projects vastly exceed the City’s currently-anticipated ability to fund. Funding for some projects is highly dependent on external funding sources. Timing may depart from that noted based on budget available from development cost charges, revenue (e.g. from parking), taxation, and senior government grant programs. Construction timing may also shift based on development timelines.

This Plan recommends that priority be assigned to those projects which most directly and effectively deliver on the Downtown Plan focus area priorities and which complement major initiatives already underway (investments in waterfront parks, RCMP relocation, Bernard Avenue Streetscape). In the context of future 10 Year Capital Planning exercises and future annual budget considerations, it is recommended that the following initiatives be given priority consideration:

Action Plan Details	Background / Challenges	What needs to be done?	Who is going to do it?	What budget is required? <small>(*included in Capital Plan)</small>	By when?
Make downtown more pedestrian friendly					
1. Remove truck traffic from Ellis St.	<p>The noise and exhaust associated with truck traffic contribute to an environment that is not very pedestrian friendly. Providing for the turning movements required by large trucks leads to narrower sidewalks at intersections and can contribute to a more dangerous environment for pedestrians.</p> <p>Currently Ellis Street has truck traffic on it only during the day. At night, the truck traffic is diverted to Gordon Drive. As such, the load of the truck traffic is shared between two areas. Directing day time truck traffic to Gordon will</p>	1a) Gather public and stakeholder feedback received on the Ellis/Gordon truck route arrangement.	Infra-structure Planning	None	2012

² Note that some of the projects will require advance completion of supporting studies or designs. These have not always been noted in the project list.



	likely not be favourably received by those who live along Gordon Drive. Providing for greater truck traffic on alternative roads could trigger further intersection changes, with associated costs. Diverting truck traffic to Gordon will increase length of truck trips. This will increase business costs for some significant local employers (e.g. Tolko, Kelowna Ready Mix, Calona Wines, BC Tree Fruits etc.) On the flip side, having truck traffic come down a core downtown street makes the immediately surrounding area less friendly to pedestrians and cyclists. The truck traffic is likely also limiting the potential for outdoor seating areas and other economic activity along Ellis. The Ellis Street area is densifying and more people are now living in housing immediately along Ellis Street and are being affected by truck noise. In short, the challenge is that there is no simple solution. No matter what is done, there will be some who will be unhappy.	1b)	Assemble information on truck trip counts.	Infra-structure Planning	None	2012
		1c)	Bring report to Council with information on the impacts of the current arrangements, the feedback received, and the impacts that would be associated with removing truck traffic from Ellis St.	Infra-structure Planning	None	2012
		1d)	Should Council direct that Ellis Street remain as a truck route, revisit the issue should Tolko in the future no longer be attracting logging trucks.	Infra-structure Planning	None	TBD
2. One way to two-way conversion to Leon/Lawrence	Conversion would mean a loss of 180 parking stalls. Replacement of these stalls would trigger the need for an additional parkade - something which is not currently in the City's Capital Plan. Parking is a sensitive matter to downtown merchants and the public. The Bernard Avenue Revitalization project will be undertaken from 2012 to 2014. During this time, those coming downtown will likely be looking for parking along Leon and Lawrence when they can't park on Bernard. With traffic	2a)	Convert Leon/Lawrence to 2-way traffic after a parkade has been constructed somewhere between Ellis and Richter St., south of Bernard Avenue.	Design and Construction	Cost estimate \$2.8 million	After 2015



	patterns already disrupted by Bernard Avenue construction, this would likely not be a good time to convert Leon and Lawrence to 2-way traffic.					
3. Add street-scaping to Leon and Lawrence	<p>A streetscape plan has not yet been developed for Leon and Lawrence. Until the street is converted to two-way operation, or the angle parking is converted to parallel parking, there is not enough right-of-way to allow for widened sidewalk. In the meantime, parts of Leon and Lawrence Avenues are looking very 'tired' and are in need of a lift. Utility upgrades will need to be considered in association with any comprehensive streetscape work. Some hanging baskets are in place on Lawrence (16) and Leon Avenues (17). Hanging baskets close to night clubs have previously been vandalized. Placement at some locations is challenging because of conflict with required vehicle sight lines. The Communities in Bloom Committee has recommended the addition of six baskets along the 200 block of Leon Avenue.</p>	3a)	<p>Add banners and flower baskets, and improve lighting along Leon/Lawrence. Undertake improvements in such a way that they will not later be 'throw-aways' when the full Streetscape Plan is implemented. Budget item here is for banners, flower baskets etc. Amount for lighting is covered in Action Item #18.</p>	Civic Operations	<p>Approx. \$2,000/year for an additional 6 hanging baskets.</p>	2013
		3b)	<p>Prepare a Downtown Streetscape Plan. Determine priorities and scope for streetscaping projects over the next 20 years in conjunction with the City's underground utility replacement program and anticipated private development.</p>	Infrastructure Planning - Parks & Public Places Branch	\$20,000	2015-16
		3c)	<p>Require those redeveloping along Leon and Lawrence to undertake street front improvements consistent with Streetscape Plan. (In order to prevent these improvements from being throw-ways, this should only be done once a Streetscape Plan has been completed AND the curb to curb width has been finalized - either after conversion to 2-way traffic, or conversion to parallel parking.)</p>	LUM	Private sector cost.	2016 Once Street-scape Plan is complete, new parkade has been built and street has been converted to two-way operation.



		3d)	Implement a full-fledged streetscape for Leon and Lawrence Avenue.	Infrastructure Planning and Design and Construction	\$2-\$3 million	Beyond 2020
4. Plant more street trees	<p>Planting trees in highly urbanized environments requires extra measures to ensure adequate soil volumes that will allow for long-term tree health. Special measures are also needed to protect against vandalism.</p> <p>It can be challenging to find locations that are suitable for planting trees.</p> <p>Addition of street trees would require increased budgets or and/or increased requirements on developers.</p>	4a)	Consider modern technology to increase soil volume and survival. Example: Silva Cells and structural soil.	Civic Operations (Parks)	Variable	Ongoing
		4b)	Offer advice on tree location to ensure tree success (soil volume is very important for long term survival.)	Parks and Urban Forestry staff	n/a	Ongoing
		4c)	Initiate bylaw changes to require more trees to be planted when properties are redeveloped (see recommendations in Urban Forest Strategy).	Policy and Planning	n/a	2013
		4d)	Ensure that trees are appropriately budgeted for as part of future civic investments (streetscaping, pedestrian/cyclist connections, park additions etc.)	Infrastructure Planning	\$3,500/tree (costs become expensive when tree guards, Silva Cells and irrigation are required.)	Ongoing
5. Extend Art Walk	The Art Walk can only be extended once the RCMP are relocated, the existing building is demolished and new property subdivisions are completed to isolate development parcels for resale to developers.	5a)	Construction of Art Walk - connecting the existing art walk at Smith across Doyle in front of Kasugai Garden, to the Bennett Clock, across Queensway	Infrastructure Planning	A \$2 million minimum budget is assumed. <i>Gas tax revenue may be a</i>	2018



	Planned changes to the transit exchange and transit operations would need to take the extension into consideration.	and down Pandosy to Bernard.		<i>potential revenue source.</i>	
		5b) Plan/design extension of Art Walk down Pandosy to Harvey where another 'gateway' event could be created. Phase 1 - Library Parkade to Bennett Clock Phase 2 - Pandosy St from Queensway to Harvey Ave (streetscaping project)	Infrastructure Planning - Parks & Public Places Branch	Phase 1 - \$250,000 Phase 2 - \$300,000 Note: based on 10% engineering and design fees	Phase 1 - 2014 Phase 2 - 2020-25
		5c) Construction of Art Walk Phase 1 Construction of Art Walk Phase 2 (streetscaping project)	Infrastructure Planning - Parks & Public Places Branch	Phase 1 - \$2.5 million Phase 2 - \$3.0 million	Phase 1 - 2016-17 (to be coordinated as part of the RCMP re-location project) Phase 2 - 2020-25
6. Improve pedestrian /cyclist connections across highway	Adding overpasses will be costly, both as a result of construction costs and land acquisition costs. Improving at-grade opportunities will run up against opposition from the Ministry of Transportation whose mandate focuses primarily on ensuring certain capacities for vehicle traffic. Any improved connections also offer the opportunity to enhance branding, signage and promotion of the downtown. Ideally, any overpass would be	6a) Opportunity Analysis (to improve pedestrian/cyclist connections across the highway) Identify which intersections will become the focus for pedestrian and cyclist connections. An overpass is planned at Central Green, but it is also suggested that improved pedestrian crossing (could be	Infrastructure Planning - Transportation & Mobility Branch	\$10,000	2013-14



	<p>a functional as well as distinctive and visually appealing structure that would announce that those driving by are passing an area of the City with some significance.</p> <p>It is important to identify opportunities early on so that developments approved in the vicinity do not remove future potential to add an overpass at an appropriate location.</p>		at-grade?) be provided somewhere roughly halfway between Central Green and the underpass at City Park. (between Abbott Street and Water Street).			
		6b)	Conceptual Design Study for Central Green Overpass (Note that this overpass will also support the Rapidbus Stations which will be constructed on Hwy 97 near Richter Street, in 2012/13)	Infrastructure Planning	TBD	2013
		6c)	Construct Overpass at Central Green	Design and Construction	\$4 million (\$3 million for the bridge structure and an additional \$1 million for the pathway connections)	2017
		6d)	Improve at-grade pedestrian crossing opportunities or build an overpass at either Abbott or Water Street intersection.	Design and Construction	Approximately \$3 million. This is not likely to be built without significant contributions from either senior governments or the private sector.	Beyond 2020
7. Expand and Improve Queensway	The transit exchange is not large enough to accommodate all the buses that come to this location. The transit exchange is very stark, attracts some undesirable	7a)	Expand Queensway Transit Exchange to the West. Improve the area to make it more pedestrian friendly. Add street	Regional Services	*\$4.1 million (with \$1.6 million of that coming	2015



Transit Exchange	activity, and does not provide sufficient support facilities.		trees.		from senior government)	
8. Create easy to use zoning and building codes to enable more pedestrian friendly construction	The C7 Zone is not currently very user friendly and is not contributing to a pedestrian friendly street level environment. Floor Area Ratio provisions are very high but cannot be achieved without height variances. Parking requirements may need to be revisited.	8a)	Revise C7 Zone	Land Use Management	*\$100,000	2013
Increase Activity Downtown						
9. Rebuild Kerry Park	The current design of Kerry Park does not function optimally.	9a)	Design updated Kerry Park	Infrastructure Planning	*\$75,000	2012
		9b)	Reconstruct Kerry Park	Design and Construction	\$2 million	2015
10. Stuart Park (Phase 2)		10a)	Add Promenade and add turf once building is removed	Design and Construction	*\$2 million (half of this is in Capital Plan)	2013
		10b)	Detail Design of Stuart Park (Phase 2)	Design & Construction / Infrastructure Planning - Parks & Public Places Branch	*\$200,000	2012
		10c)	Construction of Stuart Park (Phase 2)	Design & Construction / Infrastructure Planning - Parks & Public Places Branch	\$2.0m - cost estimate will be updated in Spring 2012.	2013



11. Add public pier	There could be public pressure for a more extensive pier than is being planned. This would add to the costs.	11a)	RFP for the public pier	REBS/ Design and Construct- ion	n/a	Feb. 2013
		11b)	Build pier	REBS/ Design and Construct- ion	\$100,000 from Rotary Club \$1 million from a private investment	2013
12. Build conference centre	There are some who question whether there are enough hotel rooms in the downtown to support more extensive conference or convention facilities. Without adequate 'beds', the potential for a conference centre to draw activity will be limited. At present, feasibility studies have not proved out the viability of such a facility. The Chamber wishes to pursue a second phase of feasibility study. Some in the hotel/motel and conference and convention centre business have suggested that their conference facilities are currently underutilized.	12a)	Encourage private sector preparation of a feasibility study.	GM, Comm- unity Sustainabil- ity	The Chamber has estimated at \$60,000 - \$100,000 and will likely be asking the City for a further contribution. The City has previously provided the Chamber with \$ 5,000.	2012
		12b)	Should a feasibility study support the viability of a conference centre, consider the role that City owned land could play in locating such a facility on a strategic downtown property.	REBS	TBD	TBD



13. Build technology hub	Details have not yet been worked out. There is no shared vision as to what it is or how it will operate. As of yet, there is no funding identified to proceed. One model/concept for consideration is the Waterloo Accelerator Centre that was funded through an extensive partnership of public and private funders. - http://www.acceleratorcentre.com/	13a)	Continue meetings between Accelerate Okanagan, UBCO, the Federal Government the Central Okanagan Economic Development Commission, as well as the City to discuss the concept	GM Community Sustainability	n/a	Ongoing
		13b)	Consider partner funding a Feasibility Study	GM Community Sustainability	Accelerate Okanagan is pursuing funding from the BC Innovation Council	TBD
		13c)	Assess some potential sites within the Downtown; both city-owned and / or privately owned sites of interest.	REBS/GM Community Sustainability	TBD	TBD
		13d)	Prepare a package of potential high profile Downtown sites and market estimates of value for consideration as a part of the Feasibility assessment	REBS/GM Community Sustainability	TBD	TBD
14. Attract government and utility company office buildings	Other organizations are not driven by the same agendas as the City of Kelowna. Some may not even be aware of the City's desire to locate major new offices downtown. Some may be deterred by the expense of providing parking downtown. Major cities throughout North America have established a policy and a desire to ensure	14a)	Politically engage in discussions with MLAs, MPs and key CEOs.	City Manager	n/a	Ongoing
		14b)	Consider the role the City can play in providing incentives to the location of key office buildings (land, parking etc.)	REBS and Policy and Planning	TBD	Ongoing



	that large public and private employers firstly consider the downtown for any expansions or office consolidations.					
15. Improve Signage	Many motorists (including tourists) driving along Harvey Avenue pass by downtown with no knowledge that they are doing so. If more people knew about Downtown, this would bring more people to the area, and therefore help increase activity levels.	15a)	Design unique, authentic and visually appealing entrance signage for Downtown at Ellis St. and Harvey Avenue (Anchor Park).	Infra-structure Planning	\$10,000	2012
		15b)	Build entrance signage.	Design and Construct-ion	\$150,000	2013

Increase number of people living downtown

16. Provide financial incentives for affordable housing	The high cost of land and high cost of providing structured parking inhibit the provision of affordable housing downtown. The private sector is not able to provide housing at a cost that is considered affordable to those making even median incomes.	16a)	Continue to provide 10 year incremental tax exemptions for affordable housing located downtown.	Policy and Planning	Foregone property tax revenue. Amount will be dependent on extent of development.	2012 and ongoing.
		16b)	Continue offering Rental Housing Grants.	Policy and Planning	*\$200,000 / year for Rental Housing Grants. An additional \$120,000 / year that is budgeted for helping to top up grants to the maximum amount of the equivalent DCC.	Ongoing.



		16c)	Reduce minimum parking requirements for new multi-unit housing Downtown (consistent with recommendations of Housing Strategy)	Policy and Planning and Land Use Management	No cost, provided that parking requirements are only lowered where there is no need for the parking.	2013
17. Provide land for affordable housing	The land dedicated to affordable housing cannot then typically be used for other civic purposes.	17a)	Identify which downtown city-owned land could be made available for affordable housing.	REBS	Would depend on the properties identified.	2012 and ongoing.
		17b)	Promote the availability of land for the provision of affordable housing.	REBS	Opportunity cost of the land and potential need to acquire other land to replace the land dedicated towards affordable housing.	2012 and ongoing.

Reduce Crime and Increase Safety

	The perception of crime is worse than the reality. The concerns about safety are particularly acute at night and in the early morning - especially in the summer when transient populations increase					
18. Improve lighting		18a)	Add more pedestrian lighting along the western portions of Leon and Lawrence Avenues and at Queensway Transit Terminal. Ensure that the type of lighting provided is consistent with the aim of reducing criminal activity.	Civic Operations	\$250,000 to \$500,000	2013



19. Provide indoor queuing space		19a) Encourage businesses serving marginalized populations to provide sufficient space for indoor queuing for services.	Partners for a Healthy Downtown	None	2012 and ongoing
20. Increase police visibility		20a) Encourage very visible deployment of existing police resources, particularly during summer months (5 RCMP officers are assigned to downtown).	GM, Corporate Sustainability	None	2012 and ongoing
21. Add a security office and convenience retail space at the Queensway Transit Terminal	Adding retail space to the Queensway Transit station will increase pedestrian activity and provide more "eyes on the street", which will in turn increase safety.	21a) Provide for a building to be constructed on the island at the Queensway Transit Station. Require that any building constructed at the site include a security office and convenience retail space.	Regional Services	\$1 million	2014
22. Reduce thefts from vehicles		22a) Explore ICBC partnership to reducing vehicle theft in the Downtown core	GM, Community Sustainability (re: Police Services) and ICBC	TBD	2012 and ongoing
Make it easier to park					
2423. Build parkade at the east end of downtown	No land has been acquired for a parkade. There are insufficient funds in the Parking Reserve to allow for construction of a parkade or even for the borrowing of funds to construct a parkade.	23a) Complete a Parking Management Study to identify whether there is a need for an additional parkade.	Infrastructure Planning	*\$100,000 (requested in 2012 budget)	2012



		23b)	Increase parking rates, as to be identified in Parking Management Study, to build up enough funds to allow for borrowing that would in turn allow for construction to commence.	REBS	n/a	2013
		23c)	Buy land for a parkade.	REBS	\$3-5 million	2014
		23d)	Construct a parkade.	Design and Construction	\$7 million minimum for a 300 stall lot (variances in this number depending on design criteria)	2015
24. Expand parking opportunities for the Cultural District area	Significant parking has been lost along the waterfront and further parking losses will occur as Stuart Park is expanded. Given the demand for parking in this area, it is anticipated that at least some of the lost parking will need to be replaced.	24a)	Create additional structured parking to meet parking needs in the Cultural District (expansion to Library parkade?).	Design and Construction	\$3 million (City) plus \$3 million (private)	2019
25. Increase supply of parking for people with disabilities	As Kelowna's population ages and the numbers suffering from chronic disease increases, there will be more demand for parking close to front entrances.	25a)	Include assessment of supply and demand for parking for those with disabilities in the Terms of Reference for the Parking Management Study referenced elsewhere in this Action Plan.	Infrastructure Planning	n/a	2012



		25b) Designate additional spaces, as identified in Parking Management Study.	REBS	Lost opportunity to get revenue - those with disabilities do not have to pay for parking (1 parking stall for people with disabilities per block face - block face dependent on what type of parking and the length of the block)	2012
--	--	--	------	---	------

Financing the Plan

Of the previously-noted potential actions, only six and a half have been provided for in current capital plans. A total of over \$29 million (\$2.9 million per year over a ten year period) is unfunded. Funding those projects exclusively with local taxpayer resources would translate into a one-time tax increase of 30%. Alternatively, the increase could be spread over a number of years to lessen the impact. Such an increase is unlikely to be considered acceptable. The “wish list” noted in the previous section will realistically have to be carefully balanced against taxpayer ability to fund, not to mention competing demands, potential for private and senior government co-investment and other considerations.

Communications

Once *My Downtown* has been endorsed by Council, it is recommended that the City devote resources to communicating the strategy to downtown residents and businesses as well as to the development, investment and banking sectors, so as to facilitate implementation.

It is also recommended that the City regularly acknowledge those individuals and businesses most instrumental in helping realize the downtown vision.



“My Downtown will include areas where citizens choose to live, shop, play and congregate and where businesses choose to do business and where developers choose to develop.”

POLICIES

My Downtown is of value to the whole city

- 1 **Economic Development.** Acknowledge that a vital Downtown is a strong marketing tool and can support economic development by attracting more residents, businesses and visitors from the local, regional, provincial, national and international markets. A high quality-public realm is a major contributor to a positive visitor experience. Therefore, investment in the public realm is not only an investment for local residents and businesses, but should also be seen as an investment in the tourism industry.
- 2 **Specialness of Downtown.** Recognize that a unique, thriving and livable downtown is strategically important to Kelowna’s overall prosperity and success. Towards this end, the City will plan and manage the Downtown as a single and special entity and will take a proactive, comprehensive, integrated and collaborative approach towards providing services and infrastructure, delivering programs, and developing a supportive regulatory and financial environment.

My Downtown is a hub of activity

- 3 **Visitor Information Centre.** Support relocation of the Downtown visitor information center to a more strategic site that will maximize opportunity for visitors to become aware of and participate in downtown offerings.
- 4 **Amenities for Activity.** Encourage commercial and civic amenities that would provide for more active year-round use of the waterfront.



- 5 **Design for Activity.** Design parks and open spaces for a variety of users, including youth, families and seniors, to promote activity in those spaces at different times of the day, all days of the week and throughout the year. A downtown that is welcoming to children will attract residents of all ages.
- 6 **Options.** Bring vitality, art, music and people to the downtown by encouraging: arts, cultural, live music and sport venues; street vending; sidewalk cafes; performance and busking; and other non-traditional commercial uses near or in parks/open spaces or on sidewalks (where such uses can be accommodated) to ensure a wide variety of options are available and to strengthen the area as an event and recreation hub.
- 7 **Mixed Use.** Encourage mixed use projects, especially in areas closest to the waterfront and cultural district.
- 8 **Abbott St.** Encourage a high quality, pedestrian-oriented sidewalk environment and mixed use development along Abbott Street to improve the image and attraction of this part of downtown and attract developers to adjacent areas. Encourage all new development along Abbott Street to have a raised ground floor and street-fronting terrace overlooking the park and lake, with active service uses such as restaurant, coffee shop, juice bar, brewpub, bar, take-out food service etc.

My Downtown is growing

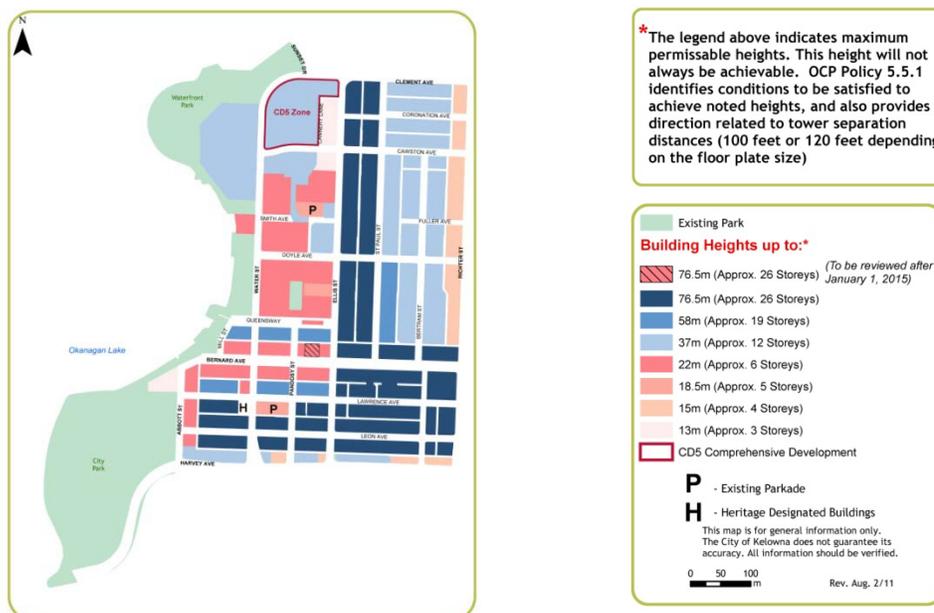
- 9 **Incentives.** Support the development and redevelopment of mixed use retail, office, entertainment, residential, hotel and other urban uses by removing barriers to development and by providing financial support towards future streetscaping and other projects where there is a unique opportunity to advance the goals and objectives of the Downtown Plan.
- 10 **Land Consolidation.** Facilitate land parcel consolidation along Abbott Street by permitting lane closures behind Abbott. This may require underground utility services relocation.
- 11 **Civic Buildings and Services.** Locate, in the downtown those new civic buildings and services that would attract visitors from the city as whole.
- 12 **Building Heights.** Allow building heights to reach a maximum of the heights noted on Map 3 (unless existing zoning provides for greater heights). To achieve those heights, Council may consider variances from the heights set out in the Zoning Bylaw, provided that the additional height (beyond that provided in the Zoning Bylaw) results in the creation of affordable housing or yields other significant community benefits and is



appropriate from the perspective of the following considerations:

- Contextual fit into the surrounding urban fabric
- Shadowing of the public realm
- View impacts
- Overlook and privacy impacts on neighbouring buildings
- Impacts on the overall skyline
- Distance between adjacent tall buildings
- Impacts on adjacent or nearby heritage structures
- Building form and massing to mitigate negative impacts of tall buildings

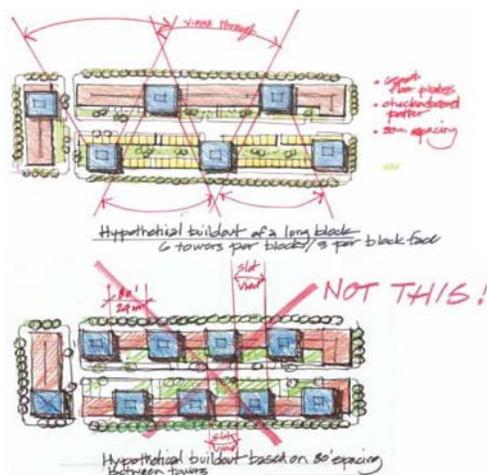
Map 3: Downtown Building Heights



13 **Tower Separation.** Require, where height variances are sought, that a minimum separation distance of 36.5 m (120 ft.) be provided between adjacent towers where there are floor plates larger than 697 sq. m (7,500 sq. ft.) and a minimum separation distance of 30.5 m (100 ft) will be sought between towers where floor plates are less than 697 sq. m. (7500 sq. ft.).



- 14 **Tall Buildings/Block.** Limit the number of taller buildings on any long blocks (typ. 270 m long) to 5 towers per block.



- 15 **Height Variances/Amenity Contributions.** Once all development considerations listed in the Official Community Plan height policy have been addressed and Council is comfortable that increased height associated with a particular building design is appropriate at a particular location, then Council will seek a community amenity contribution in relation to requested height variances. In relation to development which requires a variance above the current height specified in the Zoning Bylaw, the City will, prior to approval, seek a contribution to the Downtown Community Amenities Reserve Fund, or the provision of equivalent value of community amenity, based on \$70,000 for each additional storey above Zoning Bylaw height provisions. The Reserve Fund will be used towards the following projects: Leon/Lawrence Avenue streetscaping; extension of the Art Walk; improved pedestrian and cyclist connections across Harvey Avenue; gateway entrance to Downtown; reconstruction of Kerry Park; adding street trees; and improved lighting along Leon and Lawrence. Where floor plate variances are sought in addition to height variances, the community amenity contributions to be sought will be higher - in proportion to the increased developable space accrued by virtue of the variances.
- 16 **Willow Inn Site.** Allow up to 19 storeys on the former Willow Inn site at the corner of Queensway Avenue and Mill Street upon demonstration that the proposed development gives careful consideration to view impacts from other parts of downtown, is a signature landmark building and that it meets a high standard of design excellence.
- 17 **Parking Requirements on Bernard.** Eliminate parking requirements for buildings along Bernard Avenue (between Abbott Street and Ellis Street) and the western side of Water Street (between Bernard Avenue and Lawrence Avenue) for development that does not exceed four storeys.



My Downtown is a wonderful place to live

- 18 **Housing Diversity.** Structure development policy, regulations and city initiatives so as to encourage housing that accommodates population diversity in all its dimensions including household type and size, age, socioeconomic status, and tenure preference.
- Encourage student and artist live/work housing to be provided in order to add vitality to the area.
 - Support the creation of family oriented housing by: encouraging townhouse development on streets that are pedestrian-friendly, with relatively low traffic volumes and high quality streetscapes; and providing recreational open spaces that appeal to families with children.
 - Integrate non-market (subsidized) housing for individuals, families with children, and seniors. This may be in purpose built, non-market housing or integrated within market housing developments.
 - Seek to preserve and ideally increase the rental housing stock. This may include measures such as the limiting of condominium conversions during periods of low rental vacancy rates.
- 19 **Incentives for Affordable Housing.** Structure development incentives to encourage provision of affordable housing as defined by Kelowna's Housing Strategy. Continue to allow Zoning Bylaw density bonuses in return for the provision of affordable and non-market housing, while recognizing that the level of bonus may need to be adjusted in order for this to be an effective tool. Consider lowering parking requirements for affordable housing units where transportation options such as formalized car and bike sharing programs and discounted transit passes are available.
- 20 **Non-Market Housing.** Secure non-market housing on large city-owned redevelopment sites within the Downtown.
- 21 **Year-round Housing.** Encourage the development of housing that attracts year-round residents who will support a full complement of retail and restaurant uses and contribute to a livelier downtown.
- 22 **Daycare.** Encourage new opportunities for daycare centers as part of residential, commercial or institutional developments.
- 23 **Walking Distance Access to Services.** Work towards ensuring that downtown residents have walking distance access to: transit, open space, grocery stores, health facilities, community meeting space, children and seniors' amenities.



- 24 **Noise.** Recognize the impact of noise and conflicting land uses/services on residential livability and consider measures to minimize the impact.

My Downtown is a stimulating place to work

- 25 **Office Buildings.** Support the continued location of professional and commercial office developments in the Downtown Plan area. Support the expansion of the Downtown office core north of Clement Avenue to meet future office demand *when* land supply in the Downtown becomes constrained.

- 26 **Institutional Offices.** Encourage major institutions (IHA, UBC, OC, SD23 etc.) to locate administrative offices, education facilities and/or satellite functions in the Downtown.

- 27 **Supportive Amenities.** Enhance the Downtown as a primary office location through the provision of a quality public realm and supportive amenities and services.



- 28 **Home Based Businesses.** Encourage home-based businesses in the Downtown area with a supportive regulatory environment.

My Downtown is a great place to shop & eat

- 29 **Bernard Main Shopping Street.** Support Bernard Avenue as the focus of the Downtown's shopping area.

- 30 **Single Day Closures of Bernard.** Support occasional single-day closures of Bernard Avenue to motor vehicles to enhance vibrancy and alternative public festivals or markets.



- 31 **Retail Corridors.** Encourage retail uses to locate on designated Retail Corridors as noted in red on Map ___. Discourage new financial institutions and offices on the *ground* floor of buildings within the retail area show on Map __ (ATMs are not included in this policy). Financial institutions and offices are better situated as ground floor uses outside of the retail area or on floors above-grade within the retail area.

Map __: Retail Areas



- 32 **Build to Property Line.** Encourage street fronting retail to be built out to the property line to create a strong streetwall definition.
- 33 **Public Market.** Facilitate a Public Market in the Downtown area.
- 34 **Local Businesses.** Encourage the development and growth of *local* businesses, both large and small to support the retention of Downtown’s local character.
- 35 **Bertram Street.** Encourage café and restaurant uses along the southern section of Bertram Street.
- 36 **Below-Grade Retail.** Discourage below grade street-fronting retail storefronts.

My Downtown is a perfect place to learn

- 37 **Educational Institutions.** Support the location, enhancement and expansion of educational institutions and related uses throughout the Downtown. Advantages of this



policy include: making efficient use of transit service, more vitality /active uses day and night, and opportunities for student housing which would animate all areas of the Downtown day and night.

- 38 **Library.** Encourage and support the Library's role in ensuring that all citizens in the Downtown have access to information and communication tools.
- 39 **Early Learning/Elementary.** Retain the option to use the Martin Centre site as park and an educational facility. In the near-term, uses may include early learning and before/after school care facilities. In the longer-term, as the school aged population downtown increases, uses may expand to include elementary education.

My Downtown is a place I can get to

Connectivity

- 40 **Neighbourhoods.** Ensure Downtown is well-connected and integrated with each of the surrounding neighbourhoods such that movements between the Downtown and nearby residential/mixed-use neighbourhoods are convenient and safe, especially for pedestrians and cyclists. Provision for safe and convenient non-vehicular movement across Harvey Avenue (between Abbott Street and Richter Street) is of particular concern, as are connections from Downtown to the Cultural District and Mill Creek.
- 41 **Between Destinations.** Establish and develop pedestrian and bicycle connections linking key downtown destinations (including parks). Such connections should complement neighborhood activities and create places for localized civic celebrations and events. The connections should provide recreational, aesthetic and environmental benefits to downtown residents.
- 42 **Tourist Attractions.** Ensure efficient and direct transportation connections from the Downtown to other tourist attractions and destinations.
- 43 **Waterfront.** Retain physical access to and along the waterfront.

Roads

- 44 **Abbott Street.** Retain two-way traffic lanes along Abbott Street.
- 45 **Ellis Street.** Minimize negative impacts of truck traffic.



- 46 **Leon and Lawrence Avenues.** Support conversion of one-way streets to two-way operation where there is an economic rationale for doing so (i.e. conversion would trigger private investment resulting in an increased tax base that will compensate for the cost associated with the conversion).
- 47 **Non-local Traffic.** Reduce non-local through traffic travelling on residential streets.
- 48 **Street Grid.** Maintain and extend the traditional street grid.

Intersection Design

- 49 **Universal Design.** Incorporate universal design elements into all intersections to ensure they are fully accessible to all modes of transportation and demographic groups.
- 50 **Right of Ways.** Support innovative intersection designs that reduce right-of-way needs.
- 51 **All modes.** Avoid the elimination of any travel modes in intersection design. Intersection widening for additional turn lanes to relieve congestion is acceptable provided it does not inconvenience or decrease the safety of pedestrian and bicycle movement.

Vehicle Travel Alternatives

- 52 **Trip Reduction.** Reduce the number of vehicle trips that both originate AND have their destination in the Downtown by encouraging the redirection of these short trips to walking, cycling, transit or carpools.
- 53 **Complete Streets.** Work towards "complete streets" that consider all users, as per the following priority: pedestrians, cyclists, transit users and motorists, with the aim of building a comprehensive network that enhances the Downtown and helps to create a sense of place.



Bicycle Network

- 54 **Infrastructure.** Create a safe, convenient and supportive bicycling environment with appropriate infrastructure design and facility investments.



Pedestrians

- 55 **Design.** Ensure pedestrian connections are well-designed and use high quality materials and sustainable construction standards.
- 56 **Intersections.** Promote intersection design that includes striped crossings or special paving treatment (brick, paving stone, alternative colours, etc.) in crosswalks and ensure such are placed at all intersections near major origin and destination points and ensure adequate illumination exists to light all four corners of intersections with crosswalks.
- 57 **Walkways.** Encourage open mid-block pedestrian walkways on full block new/redevelopment projects where the blocks are longer than 200 m.
- 58 **Mid-Block Crossings.** Provide for mid block crossings in areas with high volumes of pedestrians or where the frequency of intersections is reduced.
- 59 **Multi-functional.** Promote the pedestrian zone as a multi-functional space where people walk, do business, sit and watch.
- 60 **Unobstructed.** Ensure that sidewalks accommodate an unobstructed pedestrian path clear of signage (including merchant sandwich boards), utility elements, landscaping or street furniture. It is important to maintain even walking surfaces and remove materials on the surface (such as snow, gravel, etc.) in a timely fashion.

Transit

- 61 **Priority.** Assign high priority to transit service for the Downtown. *Background: The Queensway Transit Exchange will continue to be one of the long-term strategic hubs of the Kelowna Regional Transit system. As part of the Rapid Bus project (Phase 3) which will extend from the Westbank Centre to UBC Okanagan, Queensway is planned for major improvements between Water St and Ellis St. This includes improved pedestrian infrastructure such as wider sidewalks, streetscaping and improved lighting. The Hwy 97 Rapid Bus will be provided with transit priority between the Hwy 97 route and the exchange on Queensway. Finally, a new frequent transit route proposed to run along Gordon Dr between the H2O/Capital News Centre and the Downtown, will be incorporated into the stops at the Queensway Exchange.)*



- 62 **Exchange.** Retain the Downtown transit exchange at the present Queensway location and continue to work with BC Transit to implement design improvements to the Queensway Transit Exchange to improve pedestrian comfort and enhance appearance and functionality.
- 63 **Transit Stops.** Design accessible transit stops that provide a safe and comfortable waiting area for all users.
- 64 **Downtown Service.** Investigate the possibility of implementing a 'specially branded' transit service that will provide convenient connections between major residential, commercial and parking areas within the downtown area.

Parking

- 65 **Reduce Need.** Support mixed use development, encourage shared use parking, and promote alternative modes of transportation to reduce the need for new parking infrastructure.
- 66 **Shared Parking Structures.** Encourage shared parking structures between adjacent residential towers, with direct links between the parking and all towers.
- 67 **Parallel Parking.** Retain on-street parallel parking wherever possible on streets where ground floor retail uses are required.
- 68 **Disabilities.** Ensure that the supply of parking for those with disabilities meets needs as identified through a Parking Management Study.
- 69 **Reduced Parking.** Support the implementation of reduced parking requirements for developments within 400 metres of the Queensway transit exchange and for affordable housing units.
- 70 **Surface Parking.** Resist allowing new developments to provide surface parking in excess of bylaw requirements.

My Downtown is fun and creative

- 71 **Cultural Sustainability.** Foster long term sustainability and growth of major cultural institutions, entertainment facilities, festivals and arts/cultural/community events.



- 72 **Primary Centre for Entertainment.** Encourage the continued development of the Downtown as the primary Urban Centre for entertainment uses.
- 73 **Variety.** Encourage a variety of entertainment venues and uses to promote a vibrant destination, while limiting impacts on existing and future development/land uses (see Liquor Policy Review and Council Policy #359).
- 74 **Industry Collaboration.** Encourage and facilitate on-going collaboration with entertainment industry stakeholders and regulators, including the local licensed establishment operators' association to continue the proactive planning and management of Downtown as an "entertainment district" with discussions including policing & enforcement models, public safety & security, and late-night transportation & parking options.
- 75 **Culture of Design.** Foster the culture of design and a greater appreciation of its importance through the encouragement of public/professional dialogue and engagement around design issues; create public excitement around the possibilities for improving the quality of the Downtown environment, stress the benefits of more creative and innovative approaches and allow the professional design community to show how they can champion these ideas in their work.

My Downtown is sustainable

- 76 **Sustainability.** Accept responsibility, through City operations, programs and services, to: *Economy* -- Maintain a healthy, thriving and well-balanced economy comprising a blend of large and small business, which encourages the development of independent businesses and is resilient to economic changes; *Social Equity* -- Continuously improve the quality of life for the Downtown community without adversely affecting others; *Environment* -- Enhance the quality of the air, water, land and other natural resources by minimizing human impacts on ecosystems through greater conservancy, reduced pollution, increased efficiency, and protection of native vegetation, fish, wildlife habitat and other ecosystems. In working towards sustainability, the City will, when appropriate, align and partner with community groups, businesses, non-profits, neighboring communities and other levels of government.
- 77 **District Energy.** Work towards a District Energy system for downtown.



My Downtown is caring

- 78 **Accessibility.** Encourage the development of recreation, arts and culture programs and community events and services that are accessible to people with all levels of physical ability and ability to pay and that are appealing to a broad and culturally diverse demographic.

My Downtown is safe

- 79 **Multi-Pronged Approach.** Address crime with a sustained and long-term approach that uses a variety of enforcement and prevention measures including:
- Appropriate policing levels
 - New methods of community policing
 - Municipal bylaw education and enforcement
 - Community development approaches to crime prevention and control
 - Land use and programming approaches that put eyes on the street and encourages people to use the public realm
 - Greater support of services and programs dealing with addictions and substance abuse

My Downtown honours the past

- 80 **Heritage Asset Management.** Implement Heritage Asset Management protocols to serve as a role model for the creative use and adaptive re-use of City-owned heritage buildings and excellence in operations, maintenance, and restoration.
- 81 **Opportunities to Celebrate.** Reinforce the presence, value and opportunities that heritage resources (buildings and landscaping) contribute to each of the neighbourhoods by ensuring that heritage resources are considered as a part of the evolution and development of Downtown. Opportunities to celebrate heritage resources shall be considered a priority in reinforcing a sense of place and identity and can be achieved with initiatives such as resource preservation, kiosks, plaques, signs by the sidewalk, incorporation of historic pavement that has stamped dates and street names, etc.), public art, concrete etchings or other media.
- 82 **Use of Tools.** Strive to be a City that preserves and enlivens heritage resources using the following tools:



- a) land use policies and bylaws
- b) tax relief or incentives
- c) advocacy, stewardship and promotion
- d) partnerships and collaborative relationships
- e) interdepartmental collaboration regarding opportunities
- f) any other innovative approaches

My Downtown is green

- 83 **Sunlight Access.** Select future open space within the Downtown with consideration to the amount of sunlight the site receives. At the time a park site is formally secured, consideration should be given to the level of sunlight protection required to serve the functions of the park. Preserve sunlight access for all existing and new open spaces.
- 84 **Tree Coverage.** Increase tree coverage with the planting of trees along streets, in parks, and other public places. Increased tree coverage will assist with stormwater management, mitigate pollution, provide shade and help beautify the Downtown.
- 85 **Supportive Land Uses.** Plan for land uses that are supportive and enhance the vitality of both existing and new open spaces.

My Downtown is beautiful

- 86 **Lake Views.** Maintain and create views of the lake. Enhance views of Lake Okanagan from public waterfront walkways by making more efficient use of water lots so that there is a less 'cluttered' appearance.
- 87 **Mountain Views.** Maintain street end views of the surrounding mountains.
- 88 **Public Facilities as Landmarks.** Consider all public facilities (libraries, museums, galleries, firehalls, recreation centres, etc.) important landmarks and require a corner or view terminus location and highest standards of urban design for new facilities.
- 89 **Transportation Corridor Design.** Encourage high-quality and consistent design treatments on all streets. Designs shall consider elements such as landscaping, trees,



street lighting, curb extensions, wider sidewalks, wheelchair ramps, transit stops, Urban Braille system, postering locations, wayfinding, bannering, public art, decorative paving surfaces and traffic calming treatments. Special emphasis shall be placed on the aesthetics, durability, safety and the effective long-term maintenance of the designs. Streetscapes should be designed in the context of providing for all modes of transportation.

- 90 **Lighting.** Support and encourage the development and use of creative lighting effects, signage and lightscaping -- both permanent and temporary in nature, to accentuate civic buildings, cultural institutions, and heritage buildings. Particular emphasis should be placed on the Cultural District and on areas frequented by tourists and visitors. Lighting considerations will include encouragement towards exterior lighting of buildings and structures so as to improve the night time aesthetics and animation of the Downtown. In so doing, consideration shall also be given to the impacts of any lighting strategy on residential uses.
- 91 **Cleanliness.** Support initiatives led by the private sector or other community organizations such as the DKA and community associations to keep private property, and the public space around private property well-maintained and clean.

Please note that in addition to the above-noted policies, there are design guidelines in the Official Community Plan which pertain to the Downtown.



MONITORING

The action items pursued over the life of this plan may change in response to evolving opportunities, so the success of this plan will not be determined purely on the number of action plan initiatives ultimately pursued. A better indicator will be the degree to which the goals have been achieved. To monitor progress towards goals, it is recommended that the following indicators be monitored and reported annually.

Goals	Indicators (tracked for Jan-Dec with exception of items marked with *, which will be tracked from Apr-Sept)	Desired Trend	Proposed Data Source
1. Attract people to downtown	# events held downtown	Increase	City of Kelowna
	People attending major outdoor events	Increase	City of Kelowna
	People attending indoor cultural performances	Increase	City of Kelowna
	People attending indoor sporting events	Increase	City of Kelowna
2. Increase Sense of Safety	# of crimes against persons(s)* (<i>this category includes offences related to murder, robbery, assault and sexual assault</i>)	Decrease	RCMP
	# of offences against property* (<i>this category includes offences related to break and enter, theft, possession of stolen property and fraud</i>)	Decrease	RCMP
	# of other criminal code violations* (<i>this category includes offences related to prostitution, mischief, trespassing, weapons and breach/bail violations</i>)	Decrease	RCMP
	# of controlled drugs and substance act violations*	Decrease	RCMP
	# of liquor violations* (<i>this category includes intoxication in a public place</i>)	Decrease	RCMP
	# of pedestrian injuries	Decrease	ICBC
	# of cyclist injuries	Decrease	ICBC
	Do downtown business owners feel safe?	Increase	DKA (survey)
3. Attract private sector investment	Value of private sector residential building permits for new construction issued within plan boundaries (as a percentage of City total)	Increase	City of Kelowna
	Value of private sector commercial building permits for new construction issued within plan boundaries (as a percentage of City total)	Increase	City of Kelowna
	Value of private sector building permits issued for commercial and residential renovations within plan boundaries (as % of City total)	Increase	City of Kelowna
	% of owner occupied housing units	Increase	City of Kelowna (through BC Assessment data)



Appendix A: Downtown Plan Process

Review Process

The review of the Downtown Plan began in earnest in early 2011.

The Downtown Plan update process, included a review of the following:

- the previous Downtown Plan (2000)
- the Spaxman Report on the Downtown Plan (2007)
- correspondence from stakeholders
- public comments relating to CD21 discussions
- Council feedback on CD21
- Urban Design Charrette (June 2011)(see below for details)
- Stakeholder consultation (October and November 2011)
- Public consultation (November 2011)

Urban Design Charrette

From June 7-11, 2011, the City hosted an Urban Design Charrette. The charrette was led by Urban Forum Associates and included a consultant team with specialists in the areas of urban design, planning, architecture, landscape architecture, sustainability planning, transportation planning, civil engineering, urban land economics and design workshop facilitation.

A key focus of the charrette was to obtain community consensus on urban design principles - in particular settling on appropriate building heights.

To work towards more definitive direction on building heights and to identify projects that would support a more vibrant and livable downtown, a charrette (footnote: A charrette is an intensive, interactive planning and design workshop where professional planning and design consultants work with stakeholders and other interest groups to develop a conceptual level plan for a defined study area; in this case downtown Kelowna) was hosted in June 2011.

The planning and design work conducted during the charrette was based on the Downtown Plan Principles passed by Council resolution June 7, 2010:

- (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.

In addition to being guided by the above principles, the Charrette was also informed by the concerns and aspirations for the downtown that came out of the community outreach efforts conducted in the three months leading up to the charrette.

The first two evenings of the charrette involved the consultants working with participants to identify issues and collectively discuss and decide on the principles upon which the vision for the downtown plan would be based. These discussions led to the development of the vision now embedded in the Downtown Plan.

Forty-one stakeholders participated in the charrette evenings. Stakeholders included:

- public at large (13)
- Urban Development Institute (5)
- downtown landowners (5)
- young adults (3)
- Downtown Kelowna Association (3)
- residents associations (3)
- Partners for a Healthy Downtown & RCMP (1)
- Advisory Planning Commission (1)

- Accessibility Advisory Committee (1)
- Cultural District (1)
- Community Heritage Commission (1)
- Interior Health Authority (1)
- University of BC (1)
- BC Transit (1)
- Chamber of Commerce (1)

During the third and fourth days of the charrette, the consultants met with representatives and/or the boards of stakeholder groups to have one-on-one discussions regarding the plan as the plan was being prepared.

In addition to relying on the input and feedback of charrette participants and stakeholder groups the project website was updated daily with information generated during the charrette. Public response to this material (e.g. email, tweets, blogs) was passed on to the consultant team during the charrette week for consideration and use.

Throughout the charrette week, and particularly after most of the work with stakeholders was completed, the consultant team spent their time in intensive design of the downtown. The direction for their design work was based on those issues and principles identified by the charrette participants as being most common to all of them. There was a high degree of consensus among charrette participants regarding the issues and principles that should drive the Downtown Plan. Not unexpectedly, the issue of building height saw the largest divergence of opinion among charrette participants. However, despite the divergence of opinion, there was still general agreement among the majority of participants that a) more people living, working and playing downtown was important, b) building height and densification was an appropriate way to achieve that goal, c) that building heights should step back from the lake, City Park and Bernard Avenue, and d) that building heights should be distributed to preserve view corridors and provide solar access at street level.

The final day of the charrette featured a public open house in Kerry Park, where the results of the consultants' and stakeholders' efforts were put on display for public information and feedback. The display panels from the open house were posted on the project website. Three hundred and thirty-five people attended the open house. One hundred and one completed exit surveys were received from attendees, and responses generally indicated support for the Urban Design Concept displayed at the open house.

Survey respondents indicated significant positive feedback for the following key recommendations presented at the open house:

- focusing activity on the waterfront
- improving the pedestrian realm downtown
- providing a greenway and buffer along Harvey Avenue

Like charrette participants, open house survey respondents had some concerns regarding building height, though more respondents were in favour of the height scheme proposed at the open house than were opposed to it.

Council Discussions

Two weeks after the Charrette was finished, the vision and recommendations emerging from the event were presented to Council. On June 27th, Council directed staff to initiate building height-related OCP policy and Zoning Bylaw amendments and to prepare an updated Downtown Plan based on the input received.

Over the course of summer 2011, Council provided staff with additional input to allow for refinement of the building height recommendations that emerged from the Charrette. On July 25th, staff presented information on options for integrating recommendations into the OCP and Zoning Bylaw. This presentation resulted in some further refinements which were then packaged for Council's consideration on August 8, 2011. At that time, Council gave initial consideration to the OCP amendments and directed that related Zoning Bylaw amendments be prepared and that the public hearing for the OCP amendments be scheduled concurrently with anticipated Zoning Bylaw amendments. The Zoning Bylaw amendments were given initial consideration on September 19th. The Public Hearing for both the OCP amendments and Zoning Bylaw amendments was held on October 18th. Council gave final reading to both the OCP amendments and Zoning Bylaw amendments on November 14th once the City received input from the legislatively mandated Zoning Bylaw amendments referral to the Ministry of Transportation.

Stakeholder Consultation (October and November 2011)

During the months of October and November, City staff held four stakeholder consultation sessions for the Downtown Plan. The stakeholder groups included the Urban Development Institute (UDI), the Downtown Kelowna Association (DKA), the Chamber of Commerce and the Charrette participants. Each consultation session included a Downtown Plan presentation from the General Manager of the Community Sustainability Division and a group discussion regarding the Downtown Plan priority projects.

Using a 'points' exercise, stakeholders groups were asked to prioritize the 41 potential downtown projects, according to which they felt would best deliver on the vision developed for the downtown. Participants could distribute their 20 points however they wanted between the projects. For example: they could place 10 points on each of two projects that they consider particularly critical, or they could pick their top twenty projects and place one point next to each of those projects. They did not have to use all the dots.

Chamber of Commerce

On Tuesday, October 25, 2011, the General Manager of the Community Sustainability Division met with members of the Chamber of Commerce.

On November 22, 2011, City staff received a letter from the Chamber of Commerce in response to the stakeholder consultation on October 25, 2011 and the projects that were discussed during this session.

Using the “points” exercise, the Chamber of Commerce indicated affordable housing (including student housing) as the top priority project.

Downtown Kelowna Association (DKA)

On Friday, October 28, 2011, the General Manager of the Community Sustainability Division met with members of the Downtown Kelowna Association.

On November 3, 2011, City staff received a letter from the DKA in response to the stakeholder consultation on October 28, 2011 and the projects that were discussed during this session.

Using the “points” exercise, DKA indicated that the top 5 short term (2 to 5 years) priority projects as:

1. Redesign Leon and Lawrence Avenues
2. Remove truck traffic from Ellis Street
3. Install more appealing Downtown entrance and signage
4. Develop Kerry Park Plaza
5. Add parkades

In addition to the top 5 short term priority projects, the DKA also indicated the secondary priorities, the low priorities and the low “big moves” priorities.

Secondary priorities:

- Waterfront building (the development of a mixed use building in City Park)
- UBCO City Task force (student housing project with development relief)
- Pedestrian links (once the RCMP detachment is relocated, the extension of the Art Walk should become a priority)
- Bertram Greenway (create a public market place in the Downtown area)
- City Park Master Plan

Low priorities:

- Pedestrian underpass beneath Harvey Avenue
- Abbott streetscape

- Naturalized shorelines
- Public lookout

Low “big moves” priorities:

- Harvey Greenway (beautification of Harvey/Highway 97 and create a prominent entrance to Ellis / Anchor Park - investigate lower cost alternatives)

Charrette Workshop

Residents who had participated in the Downtown Plan Urban Design Charrette in June, 2011, were invited to join City staff for a Downtown Plan Workshop on Wednesday, November 2, 2011. This workshop was held at the Prestige Inn, which is located at 1675 Abbott Street, from 5:00 p.m. to 6:30 p.m. The purpose of the workshop was for City staff to report on the activities that had happened since the Urban Design Charrette and to obtain input and feedback on the Downtown Plan project priorities. The Director of Policy and Planning and General Manager of the Community Sustainability Division gave a short presentation on the Downtown Plan.

Of the original group of Charrette participants, 14 participants attended the Downtown Plan Workshop. The workshop format on November 2nd was identical to that used for the UDI, Chamber of Commerce and DKA sessions. As such, some of those who had attended the original Charrette and who had affiliations with these groups chose not to attend the November 2nd sessions. The attendance at this session was therefore lower than at the original Charrette.

The top 5 priority projects that were indicated by the Charrette participants in the ‘points’ exercise are:

1. Remove truck traffic from Ellis Street (25 dots or 11%)
2. Redesign Leon and Lawrence Avenues (18 dots or 8%)
3. Develop a commercial and public boat dock (pier) at the foot of Queensway (13 dots or 6%)
4. Make a pedestrian access across highway safer and more convenient (11 dots or 5%)
5. Develop Kerry Park Plaza (9 dots or 4%)
 - Extend Art Walk (9 dots or 4%)
 - Affordable housing (including student housing) (9 dots or 4%)

Urban Development Institute

On Thursday, November 3, 2011, the General Manager of the Community Sustainability Division met with members of the Urban Development Institute.

On November 14, 2011, City staff received a letter from UDI in response to the stakeholder consultation on November 3, 2011 and the projects that were discussed during this session.

Using the “points” exercise, UDI indicated the top 5 priority projects as:

1. Add Parkades (57 dots or 26%)
2. Build a technology hub in the Downtown Area (40 dots or 18%)
3. Redesign Leon and Lawrence Avenues (34 dots or 15%)
4. Build a convention centre in the Downtown Area (32 dots or 15%)
5. Develop a commercial and public boat dock (pier) at the foot of Queensway (27 dots or 12%)

In addition to the 41 projects from the “points” exercise, UDI also suggested four new priority projects:

- A multi-dimensional downtown utility (heat, water, wastewater, power, etc.) which can provide lots of “economic” energy to new developments
- A significant re-think of the waterfront to focus on economic opportunity (food, events, boats, etc.)
- A significant visitor information center (similar to Penticton) that offers an “Okanagan experience.”
- Downtown UBCO Campus
 - Create a downtown campus on the old KSS site
 - Incorporate student housing into the campus

Public Consultation (November 2011)

Residents had the chance to provide City staff with input to help finalize the Kelowna's Downtown Plan at an open house on Thursday, November 3, 2011. The open house was held from 4 p.m. to 7 p.m. at the Okanagan Regional Library downtown, 1380 Ellis Street.

Members of the public were invited to provide feedback on the potential Downtown Plan and learn more about the policies being proposed to support the 10-year plan. Using a “dotmocracy” exercise, residents were also asked to prioritize the 41 potential downtown projects listed on the display panels using the 20 dots they were given when they first arrived. By placing a dot on a specific project, attendees indicated that they felt that project would best help deliver on the vision developed for the downtown. Residents could distribute the dots however they wanted between the projects. For example: they could place 10 dots on each of two projects that they consider particularly critical, or they could pick their top twenty projects and place one dot next to each of those projects. They did not have to use all the dots.

A total of 108 residents attended the open house and provided input on projects for the Downtown Plan. This was considered a good level of interest given that there were many competing events on offer that evening.

The top 5 priority projects that were indicated in the dotmocracy exercise were as follows:

1. Affordable housing (including student housing) (106 dots or 6%)
 - a. The Charrette consultants recommended a UBC/City joint venture student housing development in Downtown.
 - b. Affordable housing is also addressed in the Housing Strategy
2. Remove truck traffic from Ellis Street (104 dots or 6%)
 - a. Review the success of the City's Truck Route Plan to determine any viable alternatives to Ellis Street
 - b. Remove truck traffic (cost estimate \$10k) which will allow for an improved pedestrian environment and streetscaping
3. Build a convention centre in the Downtown area (79 dots or 4%)
 - a. The Chamber, COEDC, and Tourism Kelowna are currently discussing the terms of reference for the phase of feasibility analysis
4. Build a technology hub in the Downtown area (74 dots or 4%)
 - a. Discussions have begun with Accelerate Okanagan, COEDC, UBCO and the City with regard to a new Technology Centre of Excellence
5. Improve cycling connections (72 dots or 4%)
 - a. Improve cycling connections throughout downtown

Residents also had the opportunity to give feedback and provide input through a short online Downtown Plan Survey. Residents were asked to take 10 minutes to answer 10 questions for the 10-year plan. A total of 667 fully or partially completed surveys were submitted. Detailed results from this survey can be seen in Appendix 3.

Appendix B: Survey Summary



DOWNTOWN PLAN NOVEMBER 2011 SURVEY Results Summary

Survey Purpose and Methodology

As one part of the research and public input component of the Downtown Plan 2011, the City set up an online survey using Survey Monkey. The survey ran for approximately 4 weeks, starting on October 18, 2011 and ending on November 17, 2011. On November 11th, the web page link automatically closed in error, obligating us to extend the survey until November 17, 2011. The two page survey consisted of ten questions, two of which were open ended.

By the deadline date, 667 surveys were returned, and of this number, 653 surveys (or 97.9%) had been fully completed.

Highlights

RESPONDENT PROFILE

The age of those responding to the survey was, with the exception of the lower responses from those over the age of 70, quite close to the age profile of the community as a whole (see table below for comparisons). The greatest number (23%) of respondents were between the age of 30-39. However, close behind this were respondents aged 18-29 (22%) and respondents aged 50-59 (21%).

Demographics

Age Range (2011 Survey)	Respondents (2011 Survey)	Age Range (2006 Census)	City of Kelowna (2006 Census)
18-29	22%	20-29	16%
30-39	23%	30-39	15%
40-49	18%	40-49	20%
50-59	21%	50-59	18%
60-69	13%	60-69	13%
70 +	4%	70 +	19%

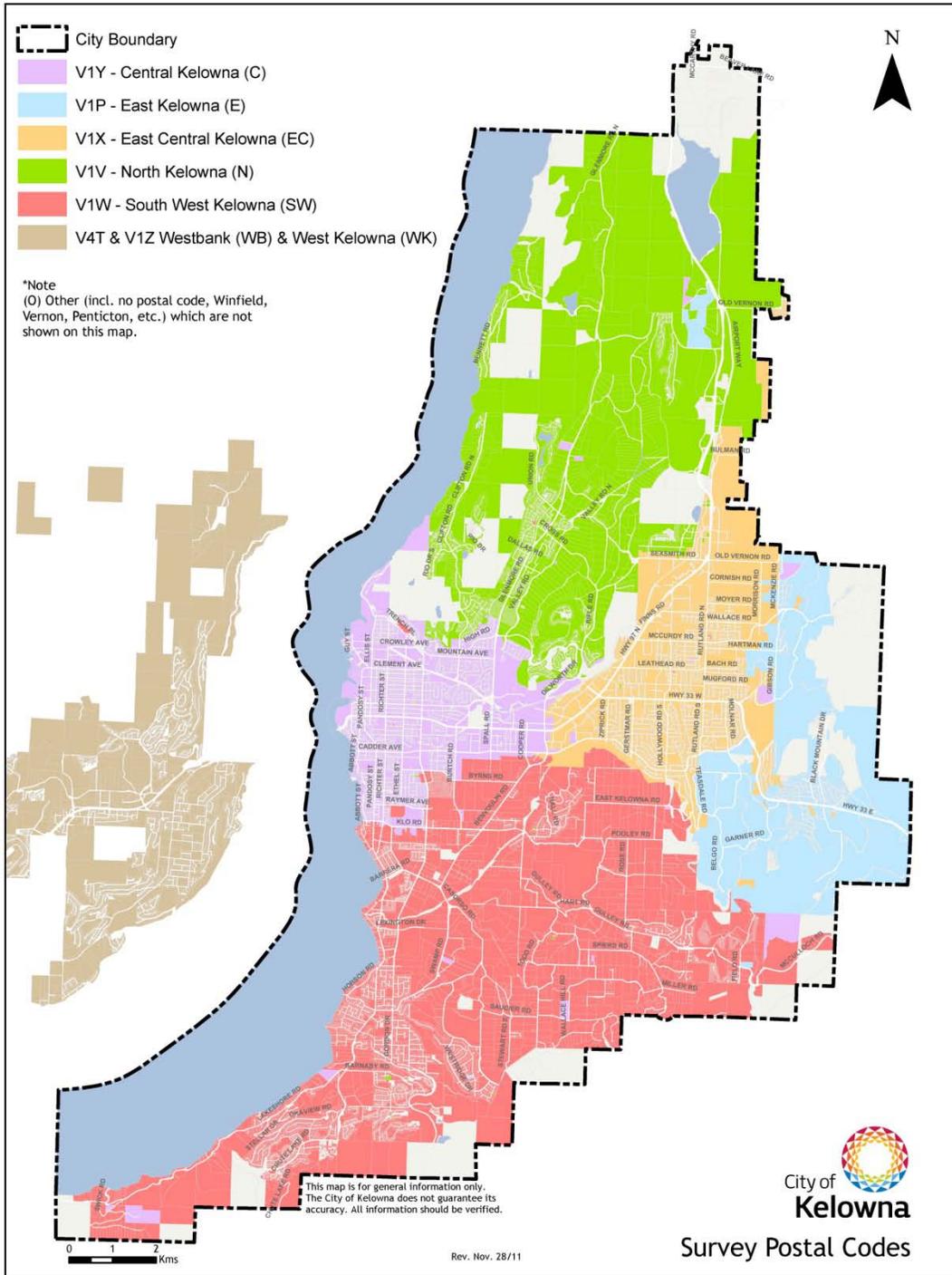
*These results slightly differ from those found in the 2011 Survey as the survey also includes the 'under 18' age category.

Of the 667 respondents, 613 (or 92 %) live in Kelowna. Of those living in Kelowna, most live in Central Kelowna - not surprising given the focus of the survey. 54 survey respondents (8%) either live outside of Kelowna or did not provide their postal code.

Area of Residence	Number of Respondents (2011 Survey)
Central Kelowna (C)(incl. Downtown area)	262
East Kelowna (E)(incl. Black Mountain area)	14
East Central Kelowna (EC)(incl. Rutland area)	80
North Kelowna (N)(incl. Glenmore area)	100
South West Kelowna (SW)(incl. Lower & Upper Mission area)	120
Westbank (WB) & West Kelowna (WK)	30
Other (O) (incl. no postal code, Winfield, Vernon, etc.)	54

*The areas of residence can be seen Map # ____ (next page).

Map # _____



IMPORTANCE OF DOWNTOWN

When respondents were asked how important it is for the City to have a healthy, vibrant downtown, 528 respondents (79%) said it was important or very important. The response to this question was very consistent across age groups. The top reasons given for the importance of downtown included:

- It attracts business, tourists, local residents, etc.
- It is the hub of the City
- It creates an identity for the City
- It is the heart of the City
- It is the core of community activities
- It promotes a local economy and monetary growth in the City

GO DOWNTOWN

The number one reason to go downtown, according to the respondents, is to visit restaurants (576 respondents or 88%). This is closely followed by “attend cultural events” (which includes concerts, theatre, movies, etc.) (556 respondents or 85%), “shop” (511 respondents or 78%) and “socialize” (471 respondents or 72%).

Additional reasons to go downtown were indicated in the respondents’ comments:

- 48 respondents indicated they go downtown to exercise (which includes yoga classes, walking dogs, skating, etc.)
- 29 respondents indicated they go downtown for other types of activities not listed in the survey (which includes going to the library, attending meetings, etc.)
- 8 respondents indicated they go downtown to volunteer

GOALS FOR DOWNTOWN

61.7% of respondents (401) indicated that the top goal for downtown over the next ten years is to attract people to come downtown. 43.2% of respondents (280) indicated that the goal to increase the number and diversity of people living downtown was very important and 42.5% of respondents (276) indicated that the goal to increase all Kelowna residents’ attachment to downtown was very important.

Additional goals for downtown over the next 10 years were indicated in the respondents’ comments:

- Increase or decrease building height in the downtown core
- Create more mixed use space in the downtown core (including a mix between residential and business and a mix between heritage and new development)
- Improve safety in the downtown core (especially on or near Leon Avenue and Lawrence Avenue)
- Improve or build more parking

ISSUES IN DOWNTOWN

Respondents indicated the top 5 serious issues in Downtown are:

1. Lack of certainty regarding vision for downtown (49% or 311 respondents)
 - The 18-29 age category had the highest number of respondents who felt that this was important or a very important (17%)
2. Crime (40% or 258 respondents)
 - The 18-29 age category had the highest number of respondents who felt that this was an important or a very important issue (16%)
3. Homelessness (35% or 227 respondents)
 - The 40-49 age category had the highest number of respondents who felt that this was an important or a very important issue (14%)
4. Personal safety (34% or 221 respondents)
 - The 18-29 age category had the highest number of respondents who felt that this was an important or a very important issue (13%)
5. Vacant or underdeveloped sites (34% or 218 respondents)
 - The 18-29 age category had the highest number of respondents who felt that this was an important or a very important issue (17%)

Respondents who live in the Central Kelowna area found these 5 serious issues to be a greater concern than those who lived in other areas of Kelowna. As noted in Map ____, the downtown area is included in the Central Kelowna area.

The top issues as indicated in the respondents' comments include:

- Safety (26)
- Development and building height (23)
- Traffic and transportation (17)
- Activities and amenities in the downtown (16)
- Parking (13)

PROJECTS FOR DOWNTOWN

Survey respondents were asked to score a number of projects proposed for the downtown on a scale of 1-5 (1=very unimportant to 5=very important). The score indicates how important each project is to ensuring a vibrant future in Kelowna. The top 5 projects which have been indicated as being important or very important are:

1. Bernard Avenue streetscape (wider sidewalks, more trees, more benches, etc.) (79%)
 - a. Of this percentage, 18% live downtown
 - b. Of this percentage, 29% work downtown
 - c. Of this percentage, 63% shop downtown
 - d. Of this percentage, 70% visit restaurants downtown
 - e. Of this percentage, 69% attend cultural events downtown

2. Improve pedestrian connections within downtown (complete sidewalk network, create more pedestrian connections through long blocks) (75%)
 - a. Of this percentage, 17% live downtown
 - b. Of this percentage, 27% work downtown
 - c. Of this percentage, 60% shop downtown
 - d. Of this percentage, 67% visit restaurants downtown
 - e. Of this percentage, 66% attend cultural events downtown

3. Extend the naturalized shoreline and curved waterfront walkway/bikeway to the north and south from James Stuart Park (74%)
 - a. Of this percentage, 16% live downtown
 - b. Of this percentage, 27% work downtown
 - c. Of this percentage, 59% shop downtown
 - d. Of this percentage, 66% visit restaurants downtown
 - e. Of this percentage, 64% attend cultural events downtown

4. Extend the walkway from the Cultural District (it now ends by the Library parkade) to the Queensway Transit Terminal (68%)
 - a. Of this percentage, 15% live downtown
 - b. Of this percentage, 25% work downtown
 - c. Of this percentage, 54% shop downtown
 - d. Of this percentage, 61% visit restaurants downtown
 - e. Of this percentage, 60% attend cultural events downtown

5. Make it easier to cross the highway as a pedestrian or cyclist (67%)
 - a. Of this percentage, 15% live downtown
 - b. Of this percentage, 25% work downtown
 - c. Of this percentage, 55% shop downtown
 - d. Of this percentage, 60% visit restaurants downtown
 - e. Of this percentage, 59% attend cultural events downtown

NEXT STEPS FOR DOWNTOWN

Survey respondents were asked to distribute 100 points between 7 categories to indicate how they think efforts should be directed with respect to 'next steps' for downtown. Of the possible 100 points total, 543 respondents felt that the category that "the City should invest taxpayer money in streetscape projects, parks, trees, public squares, piers, etc." was the most important effort, receiving a response total of 10,638 points and an average of 19.59 points.

523 respondents indicated that the category "ask developers to contribute money to help build new facilities (piers, squares, parks, etc.)" was the second most important "next step" for downtown. This category received a response total of 9,859 points and an average of 18.85 points.

542 respondents indicated that the category "partner with business interests to promote the downtown as the place to live, work, shop, play, etc." was the third most important "next step" for downtown. This category received a response total of 9,333 points and an average of 17.22 points.

The four remaining categories are:

- Change regulations so that new buildings, parking lots etc. are better designed - response total of 8,660 points and an average of 16.46 points (526 respondents)
- Provide incentives for developers to construct new buildings - response total of 8,203 points and an average of 15.96 points (514 respondents)
- Change regulations to make development more economically viable - response total of 7,283 points and an average of 14.34 points (508 respondents)
- Seek contributions from property owners and businesses to help fund new facilities - response total of 5,024 points and an average of 10.23 points (491 respondents)

IMPROVE DOWNTOWN

In an open-ended question, survey respondents were asked to indicate what they suggest be done to improve downtown.

1. 63 respondents indicated that the top thing to do to improve downtown would be to make it more pedestrian friendly. More specifically suggestions included: less car-traffic (or in some areas, for example Bernard Avenue, making roadways for pedestrian access only), more walkways, more plazas, wider, more attractive sidewalks, etc.
2. 37 respondents indicated that more activities in the downtown would improve the downtown area. More specifically suggestions included: more boutiques, a greater diversity of shops, more nightclubs and more restaurants as well as increased hours of operation for the businesses downtown. Respondents also indicated that more

community programs, affordable entertainment, cultural events, festivals and public markets would help to improve the atmosphere of the downtown.

3. 30 respondents indicated that increased density in the downtown would improve the downtown area. More specifically suggestions included: increasing building height of new developments and creating more mixed-use buildings. Respondents indicated that high rise buildings that include a mix of office, commercial and residential spaces will help create a safe community feel in the downtown area and would help to minimize Kelowna's urban sprawl.
4. 28 respondents indicated that decreasing crime and increasing safety in the downtown would improve the downtown area. More specifically suggestions included: increasing the number of street lights to create safer parks, building safe pedestrian crossing areas (especially along busy streets and between major intersections), encouraging new business along Leon and Lawrence and increase policing patrols in the downtown area.
5. 27 respondents indicated that increasing and improving parking in the downtown would improve the downtown area. Respondents indicated that more parking (including parking for those with disabilities, street parking, and parkades) would bring more people downtown thus making it a much more vibrant part of the City.

COMMUNICATIONS

97% (648) of respondents filled out the survey online. Only a small fraction of the respondents, 3% (19), chose to fill out the survey by hand and drop it off at City Hall.

The online survey was promoted using numerous communication methods:

- Facebook
- Twitter
- E-bulletin updates (6)
- Downtown Plan Blog
- City Webpage Highlight
- News Release (2)
- Capital News Ads (October 28, 2011 and November 3, 2011)
- Workshop invitations to Charrette participants
- Open House invitations
- Open House survey information cards

Appendix C: Downtown Kelowna Profile



DOWNTOWN

Kelowna Profile

The City of Kelowna is the largest city in British Columbia's Okanagan and is recognized as one of the most livable cities in Canada. With an average of 2,000 hours of sunshine every year, Kelowna offers all the amenities of a major city, such as fine dining, unique shops, and vibrant culture, in the context of vast mountain ranges, of parkland, numerous sandy beaches and historic orchards. Well known for its hot summers and mild winters, Kelowna presents limitless activity options for all ages. Kelowna is easily accessible by bus, car and air, with Kelowna's International Airport identified as the 10th busiest in Canada. Since its establishment in May 1905, Kelowna continues to be a gateway for business, industry and education.

Kelowna is a prospering community that balances growth with support of the City's heritage. Kelowna has 207 properties listed on the Heritage Register, 19 of which have been designated heritage sites, with the majority of these heritage properties located Downtown. Downtown boasts a number of character areas and historic sites including Abbott Street and Marshall Street Heritage Conservation Areas, Ethel Street Residential Area, the North End, and the former Chinatown.

Downtown attracts residents and visitors alike. Downtown Kelowna is a hub of activity and serves as the focal point for the City. Many are attracted to the wide variety of shops, restaurants, recreational and cultural facilities. Downtown offers a lakefront location, nearly 60 acres of park and green space, and a pedestrian friendly boardwalk that stretches from City Park to Tug boat beach.

Downtown is undergoing an exciting revitalization with investment in Bernard Avenue, Phase 2 of Stuart Park, the Queensway Bus Exchange Expansion as well as the restoration of downtown's heritage buildings.

Profile Contents

GeographyC-3

Population..... C-4

Growth

Age

Gender

Home Language

Ethnicity

Aboriginal Population

Marital Status

Family Size

Household Size and Types

Population & Density

Income.....C-7

Median Household Income

Population & Income

Housing.....C-8

Private Dwellings

Residential Growth

Character Areas.....C-9

Employment.....C-11

Occupations

Leading Employers

Development.....C-12

Commercial Growth

Industrial Growth

Institutional Growth

Major Development Projects

Transportation.....C-14

Transit/Walking/Cycling

Bicycle and Vehicle Parking

Lifestyle.....C-16

Venues & Major Events

Accommodations

Facilities

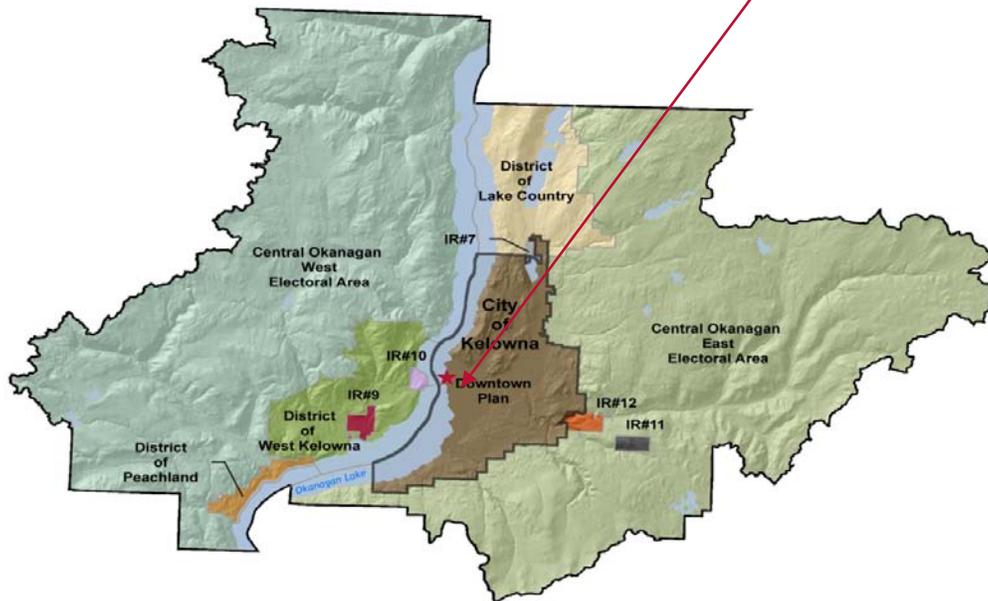
Geography

- Geography
- Population
- Income
- Housing
- Character Areas
- Employment
- Development
- Transportation
- Lifestyle

The City of Kelowna is one of four municipalities that make up the Central Okanagan Regional District (CORD). Kelowna, the largest city in the Okanagan Valley, is situated in the southern interior of British Columbia. Located on the eastern shore of the 110km (68 miles) Okanagan Lake, Kelowna is positioned mid-way between Vernon to the north and Penticton to the south. Bounded by Okanagan Lake to the west, Richter Street to the east, Clement Avenue to the north and Harvey Avenue/Hwy 97 to the south, Downtown Kelowna is a dynamic place to live, learn, work, and play. Situated on a picturesque waterfront with almost 60 acres of park and green space, Downtown Kelowna is the heart of the City.



Downtown Area



Population

- Geography
- Population
- Income
- Housing
- Character Areas
- Employment
- Development
- Transportation
- Lifestyle

Growth

The population of the Central Okanagan Regional District (CORD) (including Kelowna) was 162,276 in 2006 and is forecast to increase by 42 % by 2020, bringing the total population of the district to 230,000. Kelowna is the largest city in the Regional District and the total population of the City is anticipated to increase by 51 % by 2030. By that time, it is estimated that the total population of Kelowna will be approximately 162,000.

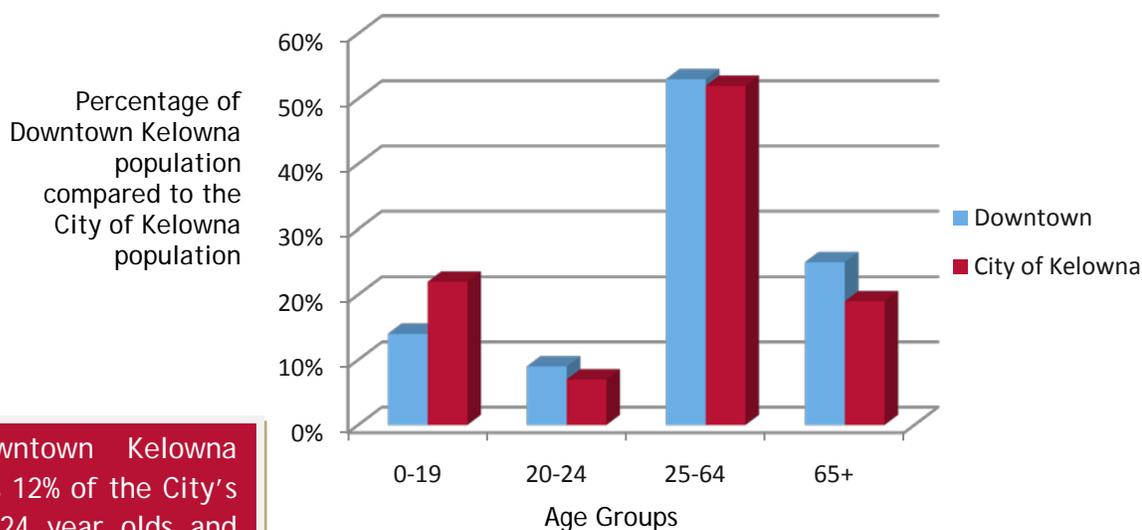
In 2006, there were 9961 people living in Downtown Kelowna, representing 9 % of the entire city's population. By 2030, the Downtown population is forecast to increase by 4800 new residents (48 %), representing 12 % of the City's total growth.

Between 2001 and 2006, Downtown Kelowna's population grew 1.9 % compared to 10.9 % for Kelowna, 9.8 % for the Regional District and 5.3 % for the province as a whole.

POPULATION PERCENTAGE COMPARISON								
Year	Downtown Kelowna		Kelowna		CORD		British Columbia	
	Population	% Change	Population	%Change	Population	%Change	Population	% Change
2001	9770		96235		147739		3,907,738	
2006	9961	2.0	106707	10.9	162276	9.8	4,113,487	5.3

Source: Statistics Canada Data Set 2006
 Statistics Canada Data Set 2001

Population Profile



Downtown Kelowna has 12% of the City's 20-24 year olds and 12% of those 65 year olds or older.

Source: Statistics Canada Data Set 2006

TOTAL POPULATION BY AGE GROUP				
	Downtown Kelowna		Kelowna	
0-19	1355	14%	23335	22%
20-24	900	9%	7564	7%
25-64	5275	53%	55170	52%
65+	2500	25%	20730	19%

Source: Statistics Canada Data Set 2006

Age

Of the 9961 people living downtown, 52% are between the ages of 25-64. There are few children and youth with only 14% of the population under the age of 19. Young adults between the ages of 20-24 make up even less of the population, with a total of 9%. Seniors over the age of 65 make up one quarter of the total population downtown.

Gender

Similar to Kelowna as a whole, females make up a slightly higher percentage of the population in Downtown Kelowna (54%). Interestingly, the female dominance Downtown is only evident among those older than 40.

Home Language

97% of residents living in Downtown Kelowna spoke English as their home language. The next most common home language was German at .7%, followed by Italian (.5%) and Polish (.4%).

Ethnicity

53% of the Downtown population have British Isles origins. Those with Western European origins represent 31% of the Downtown population.

Aboriginal Population

Aboriginals formed 5% of Downtown's Kelowna population in 2006. Métis make up 69% of the total aboriginal population, followed by 25% North American Indian.

	AGE & GENDER		AGE & GENDER	
	Male		Female	
	Downtown Kelowna	Kelowna	Downtown Kelowna	Kelowna
0 to 4 years	175	2345	170	2355
5 to 9 years	150	2725	130	2710
10 to 14 years	145	3190	140	3065
15 to 19 years	230	3615	215	3330
20 to 24 years	455	3800	445	3665
25 to 29 years	475	3065	430	3045
30 to 34 years	340	2850	335	2915
35 to 39 years	335	3225	300	3295
40 to 44 years	295	3815	305	4210
45 to 49 years	360	3970	365	4445
50 to 54 years	285	3590	380	4035
55 to 59 years	270	3405	305	3695
60 to 64 years	205	2620	290	2990
65 to 69 years	180	2380	230	2670
70 to 74 years	195	2175	235	2525
75 to 79 years	205	1885	375	2460
80 to 84 years	160	1525	360	2095
85 years and over	180	1050	380	1965
Total	4545	51225	5395	55485

Source: Statistics Canada Data Set 2006



Marital Status

31% of Downtown Kelowna's population 15 years and over were legally married in 2006 whereas, 38% of Downtown Kelowna's population 15 years and over were single in 2006 (never legally married).

TOTAL POPULATION 15 YEARS AND OVER BY LEGAL MARITAL STATUS		
Marital Status	Downtown Kelowna	
Never legally married (single)	3470	38%
Legally married (and not separated)	2770	31%
Separated, but still legally married	445	5%
Divorced	1250	14%
Widowed	1105	12%
Total Population	9040	

Source: Statistics Canada Data Set 2006

Of the legally married couples living Downtown, only 28% have children at home.

Family Size

69% of the families living in private households Downtown are 2 person families.

FAMILY SIZE	
Census Family Size	2006
2 Persons	1615
3 Persons	420
4 Persons	235
5 Persons	50

Source: Statistics Canada Data Set 2006

Household

57% of the private households downtown are non-family households. Moreover, the majority of households in the downtown are 1 person households.

DOWNTOWN HOUSEHOLDS			
Household types	2001	2006	% Change
One-family	2395	2280	- 5 %
Multiple-family	20	25	+ 25 %
Non-family	2920	3080	+ 6 %
Household size	2001	2006	% Change
1 person	2535	2595	+ 2 %
2 persons	1875	1930	+ 3 %
3 persons	520	515	- 1 %
4 to 5 persons	335	335	0 %

Source: Statistics Canada Data Set 2006

POPULATION AND DENSITY

	Downtown Kelowna	Kelowna	CORD	BC
Population density people per square kilometer	9,770	504	56	4
Land area (square km)	1.0	212	2,904	924,815

Source: Statistics Canada Data Set 2006
Statistics Canada Data Set 2001

Income

In 2005 the average income of population 15 years and over in Kelowna was \$33,647, 19.2% higher than in 2000. The average income for Downtown Kelowna was \$26,484 in 2005, 10.5% higher than in 2000.

Geography
Population
Income
Housing
Character Areas
Employment
Development
Transportation
Lifestyle

MEDIAN HOUSEHOLD INCOME				
Type	Downtown Kelowna	Kelowna	CORD	BC
All Private Households (\$)	\$40,048	\$48,859	\$50,308	\$52,709
Couple Households with Children (\$)	n/a	\$82,266	\$81,066	\$79,509
Couple Households without Children (\$)	n/a	\$58,898	\$58,214	\$63,969
One-Person Households	\$19,999	\$26,176	\$26,430	\$27,773

Source: Statistics Canada Data Set 2006

Income

In 2005, 8470 downtown residents were with income whereas 335 people were without income. As indicated in the table below, over 1300 people (15%) of the downtown population had an income of \$15,000 to \$19,999 in 2005.



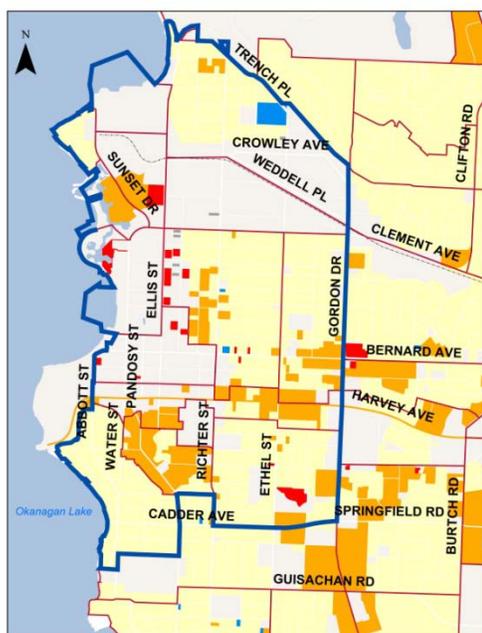
POPULATION		
Income	Downtown Kelowna	
Under \$1,000	385	5%
\$1,000 to \$2,999	170	2%
\$3,000 to \$4,999	205	2%
\$5,000 to \$6,999	285	3%
\$7,000 to \$9,999	475	6%
\$10,000 to \$11,999	510	6%
\$12,000 to \$14,999	645	8%
\$15,000 to \$19,999	1300	15%
\$20,000 to \$24,999	830	10%
\$25,000 to \$29,999	705	8%
\$30,000 to \$34,999	655	8%
\$35,000 to \$39,999	595	7%
\$40,000 to \$44,999	345	4%
\$45,000 to \$49,999	360	4%
\$50,000 to \$59,999	380	4%
\$60,000 and over	535	6%
TOTAL Downtown population with income	8470	
TOTAL Downtown population without income	335	

Source: Statistics Canada Data Set 2006

Housing

Kelowna currently has more than 6500 residential units in the greater Downtown area (as illustrated in the map below). The percentage of owned private dwellings (49%) is almost equivalent to the number of rental private dwellings (51%) in Downtown Kelowna.

- Geography
- Population
- Income
- Housing
- Character Areas
- Employment
- Development
- Transportation
- Lifestyle



- Multi Unit Dwellings
- Single Unit Dwellings
- Multi Unit in Commercial
- Multi Unit in Education and Minor Institutional
- Other Zoning

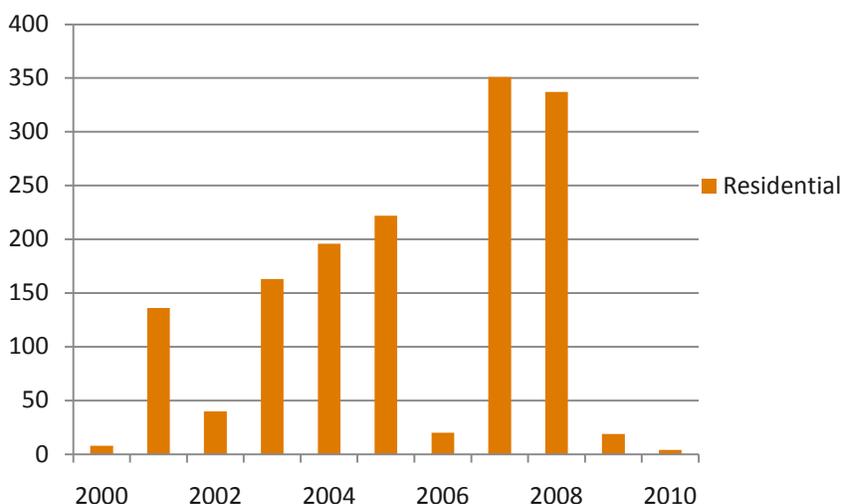
TOTAL NUMBER OF OCCUPIED PRIVATE DWELLINGS BY HOUSING TENURE				
	Downtown		Kelowna	
Owned	2655	49%	32385	72%
Rented	2745	51%	12600	28%
TOTAL	5405		44985	

Source: Statistics Canada Data Set 2006

Residential Growth

From 2000-2007, the greater Downtown had a steady increase in residential growth, with only a couple of years in between with minimal growth (2002 and 2006). After 2008, reflective of the housing trends in Kelowna as a whole, as well as provincially and even nationally, there were much fewer new residential units.

Residential growth (number of new units) in the Greater Downtown (2000-2010)



Source: Kelowna Residential Building Permits 2000-2010
www.kelowna.ca/CityPage/Docs/PDFs//Maps/CitySubSectors.pdf

Character Areas

Kelowna is a strong and viable community that balances growth with support for the protection of distinctive and authentic natural, cultural and built heritage assets. Downtown's heritage and neighbouring character areas, such as the Abbott Street and Marshall Street Heritage Conservation Areas, Chinatown, the North End and the Ethel Street Residential Area have become Kelowna's main historic enclaves. Moreover, opportunities to renovate the heritage buildings in the Downtown area have given the area a unique appeal and have added to the vibrancy and character of Kelowna as a whole. As the Downtown area faces population and development growth over the next 20 years, the City recognizes the importance of protecting and managing Kelowna's heritage resources.

Geography
Population
Income
Housing
Character Areas
Employment
Development
Transportation
Lifestyle

Abbott Street & Marshall Street Heritage Conservation Areas

Properties located in Kelowna's Abbott Street and Marshall Street Heritage Conservation Areas are protected by conservation guidelines that help maintain the historical character of the existing single or two family residential homes. As identified by City Council in 1993, the Abbott Street Heritage Conservation Area consists of properties located north of the hospital, south of Mill Creek, west of Pandosy Street and east of Okanagan Lake. The area was laid out as a subdivision in 1904 and by the 1920's it had become a prestigious residential area. The area currently consists of 325 homes, 52 of which are listed in the 1983 Kelowna Heritage Resource Inventory. Also identified by City Council in 1993, the Marshall Street Heritage Conservation Area consists of 25 properties located along Marshall Street and Buckland Avenue. Victorian Revival, Mediterranean Revival, early Vernacular Cottage and late Vernacular Cottage are the four architectural styles of the buildings in this area.



Chinatown

Kelowna's former "Chinatown" area is bounded by Leon Avenue (north), Harvey Avenue/Hwy 97 (south), Abbott Street (west) and Water Street (east). Valued for its historic association with the Chinese-Canadian community, "Chinatown" was where the majority of Kelowna's Chinese population (approximately 15% of Kelowna's total population in 1909) lived and worked for nearly a century. Kelowna's "Chinatown" began in the late 1800s and was a hub of economic, social and cultural activity, until the last business closed in 1978.

North End Neighbourhood

Kelowna's historic North End borders Broadway Avenue (north), Bay Avenue (south), Ellis Street (west) and Richter Street (east). This single family residential area, located at the foot of Knox Mountain, is predominantly made up of houses built immediately after the Second World War and in the two decades following. The federal government built the non-profit subsidized rental housing, now known as the "wartime houses", to address the unemployment and housing issues that followed many veterans after the Second World War.



Ethel Street Residential Area

The area bounded by Bernard Avenue, Gordon Drive, Richter Street and Mill Creek is a mature single family residential district, having been subdivided shortly after the original Kelowna Townsite was developed (Kelowna Heritage Resource Inventory, 1983). This area includes the only remaining examples of Late Victorian and Edwardian brick houses in Kelowna. This area is associated with many of the community's important civic officials and community leaders during the formative years of incorporation and civic development and contains a large number of houses from the First Civic Phase (1904 to 1914). 14 homes located along Ethel Street and Richter Street are listed in the Kelowna Heritage Register.

Bernard Avenue

Bernard Avenue was the original main street for Kelowna, containing nearly all of the city's First Civic Phase commercial buildings (1904-1914) and the Second Civic Phase (1914-1940). Fumertons Retail Store, Kelowna's Stationers Building, Dusty's Night Club, Bennetts Furniture and Hardware Store and Willits Taylor Drug Store are a few of the earliest civic and commercial enterprises along Bernard Avenue. There are 29 commercial and residential buildings on Bernard Avenue listed on the Kelowna Heritage Register.



Employment

Downtown Kelowna is home to many major City employers. Major employers include the Interior Health Authority, the City of Kelowna, and numerous legal firms, accounting firms and banks. Other occupations in the Downtown area tend to fall under the umbrellas of hospitality, media, retail, food and cultural services.

Geography
Population
Income
Housing
Character Areas
Employment
Development
Transportation
Lifestyle

The City of Kelowna has more than 7240 businesses (2011), of which 633 (8.7%) are located downtown.

The top three occupations for those living downtown include; sales and service occupations (31% or 1610 occupations), trades, transport and equipment operated and related occupations (17% or 860 occupations) and business, finance and administration occupations (14% or 715 occupations).

DOWNTOWN KELOWNA TOTAL LABOUR FORCE 15 YEARS AND OVER BY OCCUPATION		
All occupations	Downtown	
A Management occupations	595	11%
B Business, finance and administration occupations	715	14%
C Natural and applied sciences and related occupations	265	5%
D Health occupations	260	5%
E Occupations in social science, education, government service and religion	375	7%
F Occupations in art, culture, recreation and sport	195	4%
G Sales and service occupations	1610	31%
H Trades, transport and equipment operators and related occupations	860	17%
I Occupations unique to primary industry	95	2%
J Occupations unique to processing, manufacturing and utilities	145	3%
TOTAL OCCUPATIONS	5180	

Source: Statistics Canada Data Set 2006

LEADING EMPLOYERS - DOWNTOWN KELOWNA (2010)		
Company	Total Employees	Description Type
Sun-Rype Products Ltd.	372	Service
City of Kelowna	267 ¹	Government
Tolko Industries Ltd.	249	Service
The Grand Okanagan Resort	246 ²	Resort
Interior Health Authority	3,459 total - DT n/a	Health

Source: Central Okanagan, Economic Development Commission, Regional District of the Central Okanagan 2010

(1) City of Kelowna - Human Resources 2011

(2) Central Okanagan, Economic Development Commission, Regional District of the Central Okanagan 2009

8.7% of all business in Kelowna are located Downtown.

Development

- Geography
- Population
- Income
- Housing
- Character Areas
- Employment
- Development
- Transportation
- Lifestyle

Kelowna’s population is projected to grow at an annual rate of 1.51% through 2030, increasing the total population by 45,485 new residents. In order to accommodate such growth in population, Kelowna will be required to develop new residential, commercial, industrial and institutional buildings.

Over the past 10 years the greater Downtown area has seen the addition of space and the conversion of uses (eg. industrial & commercial).

There is over 1 million square feet of office space in the downtown area.

Commercial Growth

As of 2001, the total square footage of commercial floor space in the Downtown area was 2,050,600 square feet. Since then, the commercial growth in the greater downtown has remained relatively steady. From 2002-2010 approximately 256,081 new square footage was added to the downtown area.



DOWNTOWN KELOWNA	
Approx. Commercial Floor Space (2001) ¹	Square Feet
Retail Pers. Serv.	465,806 sq. ft.
Office 1 st Floor	452,705 sq. ft.
Office 2 nd Floor	463,438 sq. ft.
Office 3 rd Floor	114,589 sq. ft.
Office 4+ Floors	23,556 sq. ft.
Restaurant	352,827 sq. ft.
Fast Food	9,691 sq. ft.
Bank	65,949 sq. ft.
Shopping Centre	67,027 sq. ft.
Storage	35,012 sq. ft.
TOTAL (as of 2001)	2,050,600 sq. ft.
TOTAL new square footage from 2002-2010²	256,081 sq. ft.
Estimation of TOTAL square footage (as of 2010)	2,306,681 sq. ft.

Source: (1) Based on BC Assessment 2001
 (2) Kelowna Commercial Building Permits 2002-2010

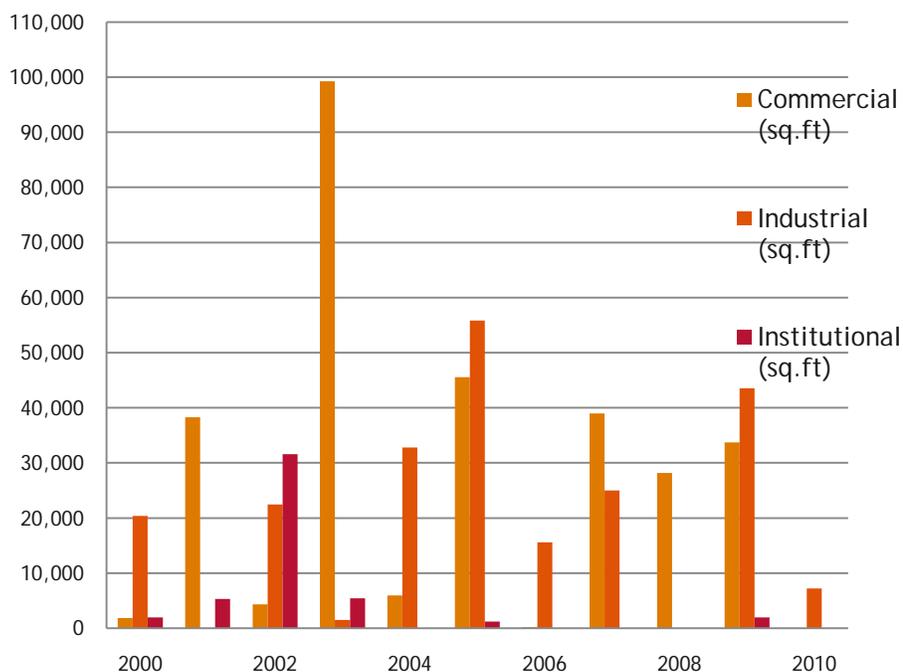
Commercial, Industrial and Institutional growth (sq. ft.) in the Greater Downtown (2000-2010)

Industrial Growth

Industrial growth in the greater downtown remained steady over the past 10 years. Industrial growth had the greatest increase in square footage in 2005, with a total of 55,844 new square feet.

Institutional Growth

In the past 10 years, institutional growth in the greater downtown occurred largely from 2000-2003. In 2002, 29,817 new square feet of institutional space was added for the Chapman Parkade on Lawrence Avenue.



Source: Kelowna Commercial, Industrial and Institutional Building Permits 2000-2010 www.kelowna.ca/CityPage/Docs/PDFs//Maps/CitySubSectors.pdf

MAJOR DEVELOPMENT PROJECTS 2000-2010

Project	Address	Use	Year
Chapman Parkade	Ellis Street	Commercial	2000
Rotary Centre for the Arts	421 Cawston Avenue	Commercial	2002
Delta Grand Hotel	1310 Water Street	Commercial (expansion)	2003
The Cannery Lofts	1289 Ellis Street	Residential (multi-use)	2005
The Downtown Lofts	1329 Ellis Street	Residential (multi-use)	2006
Ellis Court	1331 Ellis Street	Residential (multi-use)	2007
Cardington Apartments (John Howard Society)	1436 St Paul Street	Residential (multi-use)	2007
Waterscapes	1075-1099 Sunset Drive	Residential	2007
Delta Grand Casino	1300-1306 Water St	Commercial (Parkade and Addition)	2008
Martin Lofts	700 Martin Avenue	Residential	2008
Sunplex Sports Arena	1155 Ellis Street	Commercial	2009
The Madison	1395 Ellis Street	Residential (multi-use)	2009
Skye Tower	1075 Sunset Drive	Residential	2010

Source: Kelowna Residential Building Permits 2000-2010
www.kelowna.ca/CityPage/Docs/PDFs//Maps/CitySubSectors.pdf

Transportation

- Geography
- Population
- Income
- Housing
- Character Areas
- Employment
- Development
- Transportation
- Lifestyle

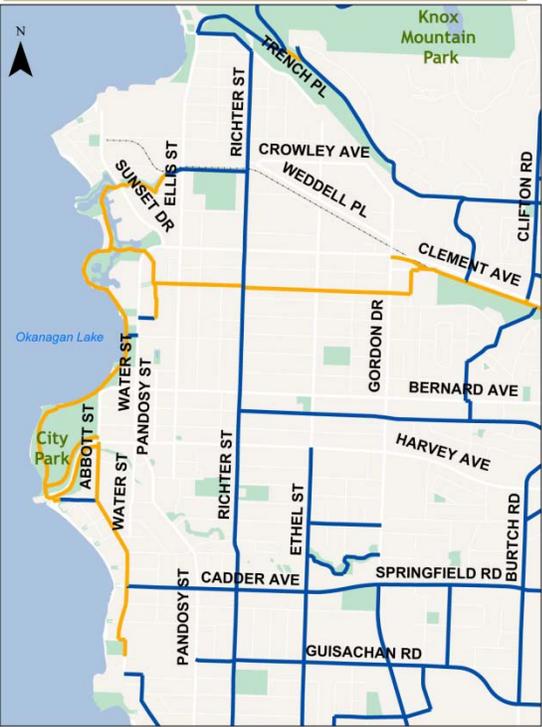
Downtown Kelowna is accessible to all; whether it is by boat, car, public transit, bicycle, foot or other methods of transportation. Of those living downtown, 14% walk to work and 6% bike to work. With the pedestrian friendly sidewalks, grid pattern streets and expansion of bike and pedestrian lanes along Cawston Avenue, active transportation Downtown is increasing.

14% of downtown residents walk to work.

Transit

Queensway transit terminal, the hub of public transit in Kelowna, is located the centre of Downtown. Kelowna operates 1029 weekday trips, with 319 trips originating at Queensway and 324 trips terminating there.

Multi-use Paths and Cycling Routes
- 5km Distance of Downtown



Mode of Transportation		
	Downtown Kelowna	Kelowna
Driver	66%	79%
Passenger	7%	8%
Public Transit	4%	3%
Walked	14%	6%
Bicycled	6%	3%
Motorcycle	0%	0%
Taxicab	0%	0%
Other Method	2%	1%

Source: Statistics Canada 20% Data Set 2006

Walking/ Cycling

There are approximately 50,000 people living within a 5km cycling distance of Downtown Kelowna.



- Multi-use Paths
- Cycling Routes

Bicycle Parking

The City of Kelowna promotes and encourages sustainability and active modes of transportation in the community. At this time, the downtown area has a total of 165 bike parking spaces.

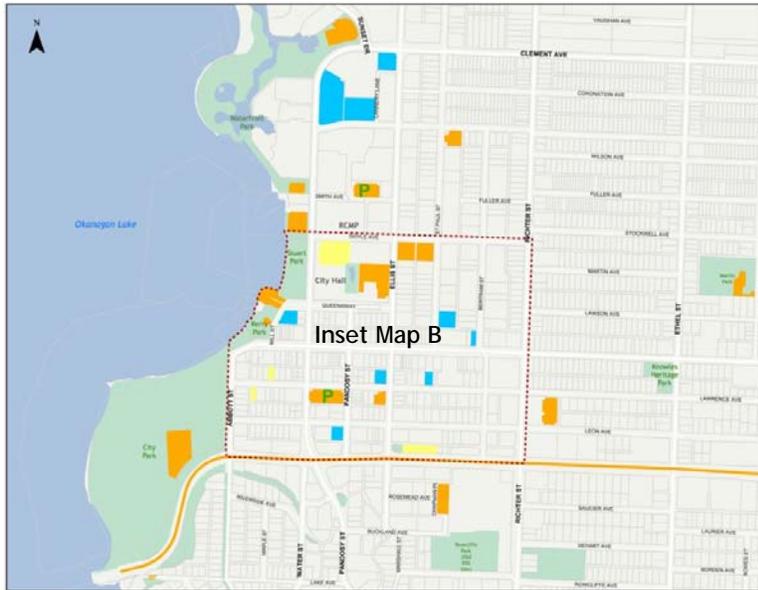
The downtown area currently has 5 "street lockers" and by the end of 2012, 4-5 additional on street individual lockers will be installed throughout downtown. In addition, there are 12 single space bike lockers within the two downtown parking structures, 5 of which are located at the Library parkade and 7 of which are located at the Chapman parkade. By February 2012, the downtown area will have a total of 70 bicycle parking racks.

Vehicle Parking

As highlighted in the Off Street Vehicle Parking Map (Map A), the greater downtown area has a mix of City owned and privately owned parking. The red outline in both Map A and Map B (the inset map of Map A) between Abbott Street and Richter Street and Doyle Avenue and Harvey Avenue highlights the available parking within a 5 minute walk from Bernard Avenue. Within this boundary, there are 2230 available parking stalls.

Map A)

Off Street Vehicle Parking - Downtown Area



- Legal Parcel
- City Owned
- City Owned Evenings & or Weekends Parking Only
- Private Parking
- 5 Minute Walk from Bernard Avenue
- P Parkade

Map B) Inset Map

Parking - 5 minute walk from Bernard



- On Street
- City Operated
- Privately Operated
- Total (available M-F, daytime)
- Available Weekends & Evenings

There are 375 parking stalls available at the Library parkade.

Lifestyle

Downtown Kelowna is the heart of the city and is known for its culture, entertainment, festivals, art and multitude of indoor and outdoor activities.

Geography
Population
Income
Housing
Character Areas
Employment
Development
Transportation
Lifestyle

Venues:
Okanagan Regional Library
Kasugai Gardens
Prospera Place
Performing Arts:
Rotary Centre for the Arts
Kelowna Actors Studio
Museums and Galleries:
Kelowna Art Gallery
Okanagan Heritage Museum
BC Wine Museum & VQA Wine Shop
BC Orchard Industry Museum
Okanagan Military Museum
Kelowna Fire Museum
Theatres/Concert Halls:
Kelowna Community Theatre
The Mary Irwin Theatre
Paramount Theatre

Accommodation	Number of Beds
Prestige Hotel Kelowna	105 beds
Royal Anne Hotel	95 beds
SameSun Backpackers Lodge	76 dorm beds and 14 private rooms
The Delta Grand Okanagan Lakefront Resort	396 beds in the hotel section and 315 beds in the condo section
Travelodge	63 beds

In July 2011 Kelowna's City Park was home to the largest Sport and Music Festival in Western Canada, Center of Gravity.

262,002 visits were made to the Kelowna Regional Downtown Library in 2010 (approximately 5,137 visits/week).



Major Downtown Events	
Kiwanis Music Festival	www.kelownakiwanisfestival.com
Knox Mountain Hill Climb	www.knoxmtnhillclimb.ca
Fat Cat Children's Festival	www.fatcatfestival.ca
Parks Alive	www.parksalive.com
Canada Day Celebrations	www.festivalskelowna.com
Okanagan International Film Festival	www.okanaganfilmfestival.com
Annual Across the Lake Swim	www.acrossthelakeswim.com
Okanagan Jazz and Blues Festival	www.okanaganjazzblues.org
Centre of Gravity	www.centerofgravity.ca
Mardi Gras Summer Festival	www.downtownkelowna.com
Annual Apple Triathlon	www.appletriathlon.com
Cirque du Soleil	prosperaplace.com
Dragonboat Festival	www.kelownadragonboatfestival.com
Okanagan Wine Festivals	www.owfs.com
Arts Alive	www.festivalskelowna.com
Downtown Kelowna Lightup	www.downtownkelowna.com/lightup

