

CIVIC PRECINCT PLAN

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INTRODUCTION

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Civic Block - in the heart of downtown and gateway to the Cultural District

The Civic Precinct is in the heart of Downtown home to important civic and community spaces, which serve as a gateway to the Cultural District and the waterfront parks. Since the adoption of the My Downtown Plan, this area is in transition with approved projects under construction and other sites that will be redeveloped in the future.

As the Civic Precinct continues to evolve, several challenges and opportunities must be addressed to ensure that its vibrancy continues to enrich the quality of life for Kelowna. The vitality of the Cultural District, increased housing affordability challenges, aging City facilities, and a goal to shift to more active transportation options all require strategic responses. The Civic Precinct Plan provides direction to address these issues, while acknowledging the unique and distinct character that this area of the Downtown provides to the community as a whole. Developed with the community, this Plan maximizes opportunities to ensure that this area will continue to grow into a destination to live, work, shop, learn and play.

The Civic Precinct Plan sets a long-term (~25 year) vision for the study area that builds on the My Downtown Plan's goal of enhancing activity and attracting private investment, while protecting sites for future civic use to support a dynamic Cultural District. The Plan establishes the City's goals for the redevelopment of sites such as the RCMP site on Doyle Ave by defining the future land

uses, urban design goals, public realm enhancements and partnership opportunities that will position the study area to become a vibrant mixed-use district over the next 25 years. As Kelowna continues to grow, this Plan will be a roadmap to guide growth that meets the needs of this distinct community and Kelowna as a whole.

The document is organized around five sections that tell the story of how the Plan was developed and the recommendations. First, the Vision and the Planning and Design principles are defined, highlighting the broad goals for the Civic Precinct Plan that came out of the public engagement process. Next, a short profile describes the function and character of the study area. The community engagement process is described to underscore the role the community had in the shaping the Plan. The key policy directions and goals are described in the Concept Plan Chapter with supporting Design Guidelines in Appendix A. The Implementation Chapter outlines the key steps needed to move from plan to action.

“It is important for Kelowna to have a vibrant downtown to draw visitors and young people.”

Vision & Principles

Realizing the Vision for the Civic Precinct Plan will require short-term actions and investments with a view to the long-term goals. Accordingly, the Civic Precinct Land Use Plan identifies a long-term vision (25 year) as well as a priority actions for the next 5-10 years (near-term). Public improvements and private redevelopments in the near-term will set the foundation for the long-term development of the area. The Plan provides a level of flexibility in terms of how redevelopment could occur, but incremental action will be required to achieve the long-term Vision.

The following principles were established with community input and inform the Civic Precinct Vision, responding to local needs and aspirations. These principles provide overall direction for the Civic Precinct Land Use Plan:

Principle #1

- Encourage vibrancy through a broad mix of land uses and public spaces

Principle #2

- Make the area a distinct and diverse cultural precinct

Principle #3

- Restrict market residential developments

Principle #4

- Build on existing facilities and patterns of infrastructure wherever possible

Principle #5

- Create landmark public spaces that define future development

Principle #6

- Use public land for community amenities

Principle #7

- Look for partnerships with the private sector to benefit the community

Principle #8

- Consider the economic and financial impact of all proposals

Principle #9

- Enhance opportunities for a healthy and complete community

Principle #10

- Be pedestrian oriented while still accommodating vehicles

Principle #11

- Examine parking strategies holistically

Current character and function of the study area

The Civic Precinct Profile describes the current character, demographics, land uses and activities that define the study area. This background analysis informed the identification of strengths and challenges of the area, providing insight as to how the study area is functioning and performing today, highlighting important trends and considerations that will contribute to the long-term vision for the area.

Current Character

The Civic Precinct study area links the Cultural District and the core of Downtown, while serving as a gateway to the waterfront and its various parks. The area is currently defined by the concentration of cultural and civic institutions on City lands from Queensway Avenue to Clement Avenue. Although there is a concentration of cultural facilities, their presence is not always visible within the Civic Precinct. The study area also includes Ellis St, a corridor that is home to several mixed-use residential towers with commercial/retail on the ground floor. Although buildings in the area between Ellis Street and Water Street have high levels of visitation for events, much of the activity occurs indoors and public spaces and streets around the facilities lack animation outside of traditional business hours (9-5) and events. Within the three blocks between Water Street and the west side of Ellis Street, there is no residential activity, highlighting the limited number of local residents animating this large area (19 ha) of the Downtown during evenings and weekends. In summary, even though this area is within the heart of Downtown, the area is dependent on events for activity and animation.



Land Ownership

- City of Kelowna
- Provincial Government
- Community Trust Area
- Civic Precinct Plan Area

Cultural District

The Cultural District was established in the 1990s and contains the majority of the City’s cultural facilities. Notably, the Kelowna Community Theatre, Kelowna Art Gallery, Rotary Centre for the Arts, the main branch of the Kelowna Library (Okanagan Regional Library system), and all four Kelowna Museums and other facilities are all situated within the District. The area also houses an assortment of public art, private galleries, restau-



Rotary Centre for the Arts is one of several cultural facilities in the Civic Precinct that draws people to the area

rants and unique shops that contribute to the vibrancy of Downtown Kelowna (see adjacent table). In addition, the Cultural District includes the network of waterfront parks that are becoming destinations for residents and visitors to gather and celebrate major events and engage in public life. The City of Kelowna has supported this trend through investments in public spaces, transit improvements and community events and celebrations (Canada Day, Parks Alive, Public Skating etc.).

Activity in the Cultural District is generated by events taking place within the individual cultural facilities as

well the major citywide celebrations. While these events attract many visitors each year, this approach to programming has not translated into active street life or cultural presence on a day-to-day basis. Additionally, the existing building forms and their relationship to the streets, sidewalks, and public spaces do not elevate the visibility of culture in the Civic Precinct. As a result, the street presence of culture in the Cultural District is not noticeably different from the rest of the Downtown. For example, many of the cultural facilities are along the Art Walk, but the majority of the buildings have blank walls fronting the Art Walk. The Cultural Plan identifies the importance of enhancing the visibility of culture within the area through a street presence, encouraging more people to explore the area.

Population & Demographics

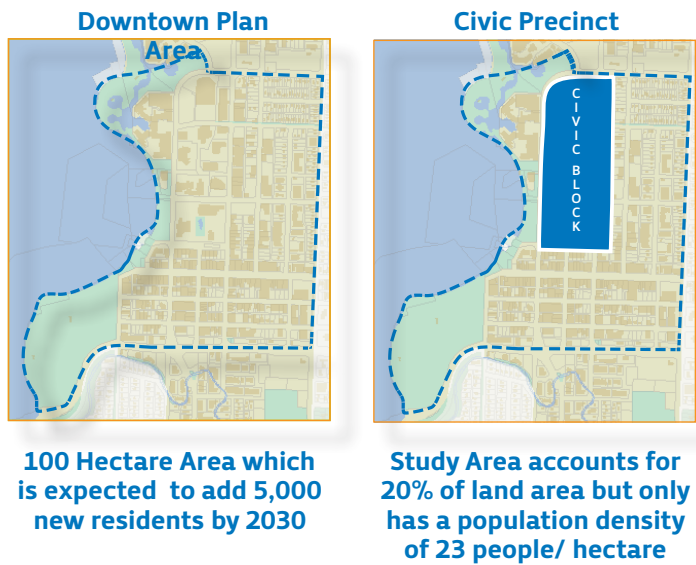
The Civic Precinct represents approximately 20% of the 100 hectare Downtown Plan Boundary Area. Over the next 15 years, the greater Downtown Plan Boundary Area is projected to add another 5,000 residents. Nonetheless, the Civic Precinct and Downtown Kelowna are both still in the early stages of their development

A Destination for Culture in Kelowna

- Kelowna Community Theatre: Over 400 bookings and 90,000 visitors.
- Rotary Centre for the Arts: 2,500 bookings and events with 250,000 people visits for a range of activities.
- Kelowna Art Gallery: 308 programs, events and exhibitions with 17,000 visitors.
- Kelowna Museums: 648 different events and programs with roughly 68,000 visitors.
- Downtown Kelowna Branch Library: approximately 1038 programs with 246,500 visits.
- Prospera Place: Approximately 60 games and concerts attracting 320,000 guests.

Statistics provided by Cultural Services from 2014 operations

as mixed-use districts. The Downtown Plan and Civic Precinct area have a comparatively low residential population densities (20 and 23 people/ha). In contrast, employment densities are quite high with roughly 94 jobs/ hectare within the Civic Precinct and 61 jobs / hectare in the Downtown. This low residential population density relates to the challenges of activating this area in evenings and weekends outside of the tourist season and major events.



Currently, the demographic composition of the residents is noticeably distinct in comparison to the Citywide population. The Civic Precinct area has a lower proportion of residents in the 0-24 age cohort compared with the Citywide age distribution, indicating fewer children. Additionally, the Civic Precinct has a higher proportion of residents between the ages of 25-39 (26%) and a higher proportion of 65+ (25%) residents. This indicates that there are a higher number of young adults / millennials living in the area as well as the higher number of retirees who have potentially downsized and moved into multi-family towers. Furthermore, the household size information shows a higher number of 1 person households and fewer number of children per family. Overall, the demographic information highlights the current trend of young adults and retirees living Downtown and

the decreasing household size, providing an opportunity to include a range of housing options to support a diverse population.

Demographic Comparison	Civic Precinct	Citywide
Median Household Income	\$48,753	\$60,360
Proportion of residents with post-secondary education	46%	44%
Proportion of 1-person households	55%	29%
Proportion of retirees / over 65	25%	19%
Proportion of Young adults (25-39)	26%	20%
Proportion of residents renting	50%	27%
Proportion of housing as apartment and multi-family housing	92%	35%

Key Points from Demographics Scan

- A general trend of smaller households in the Civic Precinct with a higher proportion of renters and apartments.
- Importance of affordable housing options for young residents who are entering the workforce and want to live in the Downtown.
- Importance of affordable housing options for seniors, singles and families who are looking to live in apartment housing in close proximity to services and amenities.

Local Employment Trends

Currently, three categories of business licenses (retail, legal/professional, and tech/culture) account for approximately 76% of the business licenses (as shown in adjacent chart). The majority of the uses in the legal/professional and culture/tech recreation are related to knowledge-based services. These types of businesses are flexible in where they choose to locate due to limited space needs or technical requirements. Both the *My Downtown Plan* and the *Cultural Plan* encourage professional office space and creative industries in the Downtown. Additional efforts are made to encourage the tech industry.

Civic Precinct Business License %

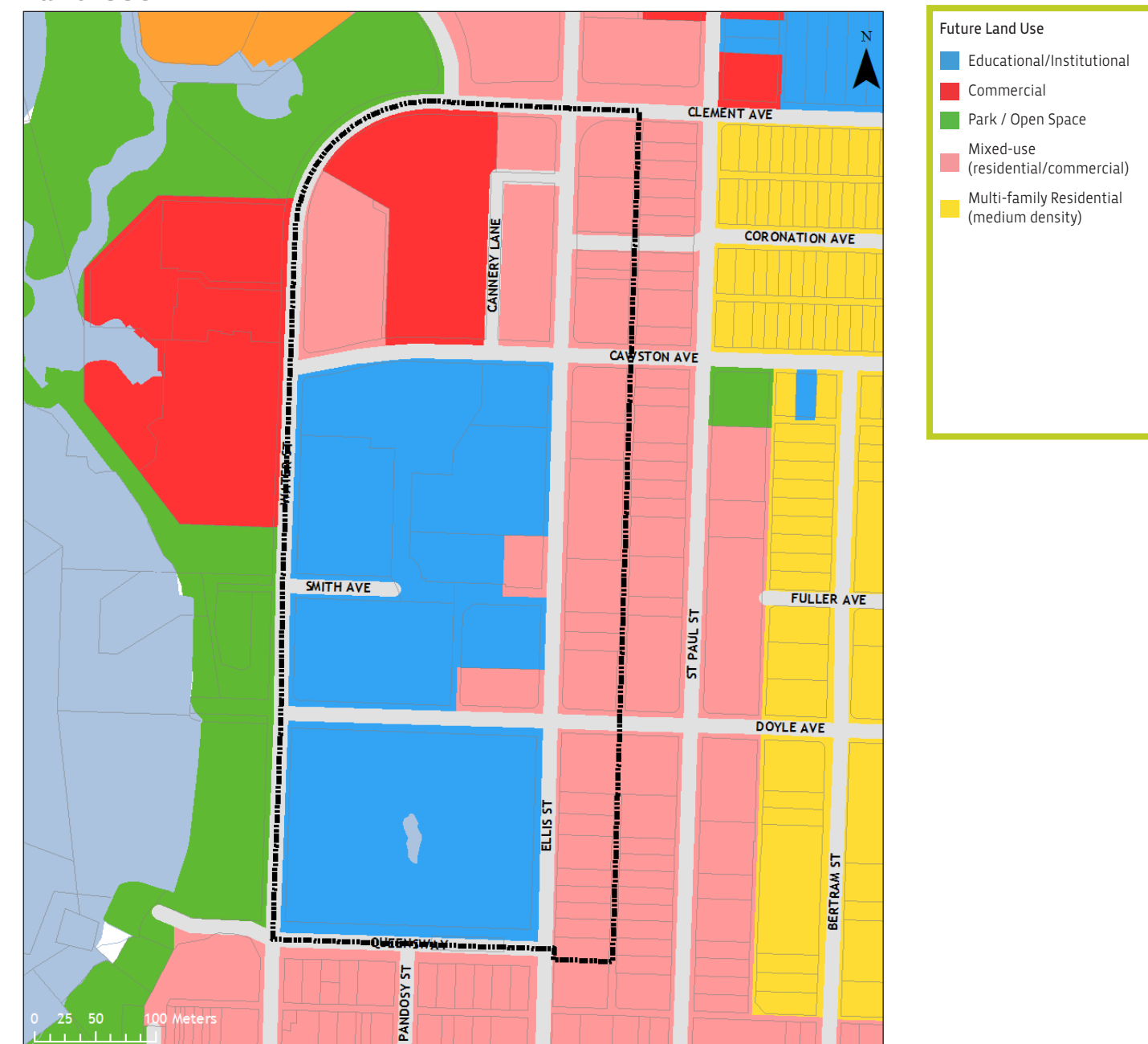


Okanagan Centre for Innovation Rendering



Okanagan Centre for Innovation will be an incubator for the tech and startup sector.

Land Use



This future land use map illustrates the high concentration of lands that are currently designated for institutional uses (53% of all lands). These lands currently support civic and cultural facilities such as City Hall, Kelowna Art Gallery and the Provincial Courts. Mixed-use opportunities (to include residential) are signaled at the periphery of the study area accounting for 36% of the land area. Commercial land use is designated north of Cawston Avenue, accounting for 11% of the study area. Also, the area has great access to the spectacular waterfront parks and green space (i.e. City Park, Kerry Park, Stuart Park and Waterfront Park). Overall, the high concentration of land designated for civic and institutional uses present a challenge to the animation of the area outside of business hours.

Transportation Network

The transportation patterns on the adjacent map reflect the on-going revitalization of the Downtown as an area that supports alternative modes of transportation, as the area serves as an important destination for events and employment. The Major Road Network Plan assigns the primary role of streets to support local trips as opposed to being traffic thoroughfares. The short blocks, high number of intersections and low-speed single-lane streets in the area contribute to a more pedestrian friendly environment which is reinforced by all streets in the Civic Precinct having dedicated sidewalks while off-street walkways (i.e. Art Walk and Waterfront boardwalk) function as key north-south active transportation routes. The presence of the Queensway Transit Exchange provides additional access to the Rapid Bus corridor and other major bus routes. The two Active Transportation Corridors (ATCs) on Cawston Avenue and the Waterfront promenade enable cycling as a viable option, with Water and Ellis Streets and Doyle Avenue as secondary cycling routes with existing or planned on-street cycle lanes.

Parking

A substantial amount of space within the study area is dedicated to parking in the form of parkades, off-street parking lots and on-street pay parking. Currently, there are approximately 1,869 public parking spaces. Based on a parking services analysis conducted in May 2015, on-street parking occupancy were 50-70% in the study area, reflecting adequate parking supply for short-term visits to the Downtown.¹ An additional 763 parking spaces will be added via the Library parkade expansion and Memorial Parkade, supplying daily parking for the new Interior Health Services building in the day and public parking in the evenings. Peak demand for parking in the study area occurs when events at Prospera Place, KCT,

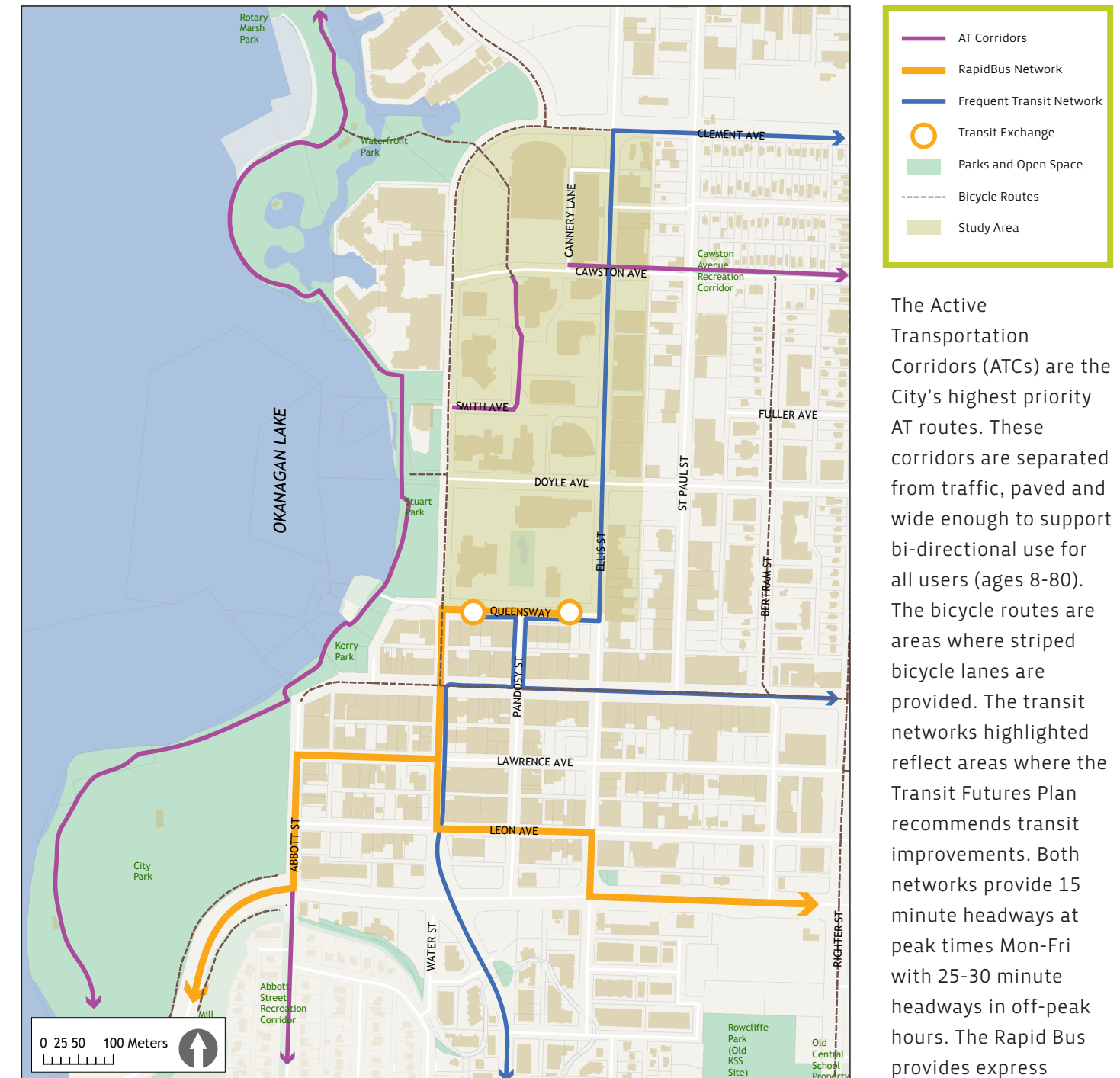
1. As of May 2015

Art Gallery and RCA align. The additional parkade supply will address peak demand associated with major events during evenings and weekends. Overall, the area has a sufficient short-term parking supply for evenings and weekends, and will require on-going parking management to optimize usage and shared opportunities.

Civic Precinct Parking Availability

Type	On-street Pay*	Parkades	Pay Lots
Existing	609	471	789
Future	609	1234	605
Future Total	2,448 within close proximity of area		

*On-street includes pay parking north of Bernard.



The Active Transportation Corridors (ATCs) are the City's highest priority AT routes. These corridors are separated from traffic, paved and wide enough to support bi-directional use for all users (ages 8-80). The bicycle routes are areas where striped bicycle lanes are provided. The transit networks highlighted reflect areas where the Transit Futures Plan recommends transit improvements. Both networks provide 15 minute headways at peak times Mon-Fri with 25-30 minute headways in off-peak hours. The Rapid Bus provides express service between UBCO and the Queensway Exchange.

Profile Summary

The Civic Precinct study area is within the Cultural District and the heart of Downtown, but its land use and character are in some ways distinct from the rest of Downtown. For example, the large amount of land owned by local and senior levels of government and corresponding institutional uses have resulted in a number of buildings and facilities (City Hall, Provincial Courts, RCMP Doyle, Interior Health-IH on Ellis etc) that are inactive during evenings and weekends. This is reinforced by the low residential population density (<23 people/ha), highlighting the need for more housing to catalyze activity in the heart of the Civic Precinct , specifically during evenings and weekends. Other considerations include the importance of strengthening the Cultural District and improving the access to and visibility of the arts and cultural institutions, enhancing the impact of cultrual events in the area. The Civic Precinct is well positioned for further active transportation investments in both walking and cycling to enhance infrastructure already in place to support the on-going shift to a people-oriented Downtown. Further, development in the area should ensure parking does not exacerbate the parking demand, exploring opportunities for on-site and shared parking facilities. Future development in the Civic Precinct will determine the character of Downtown and the Cultural District, highlighting the importance of encouraging development and actions that enhance cultural vitality and increase vibrancy and activity Downtown.

“An urban environment with a high quality of life and sense of place for residents to attract the best and brightest.”

Quote from 2012-2017 Cultural Plan



Strengths

- Comparatively high employment density
- Major civic investments completed
- Good access to Public Transit (Queensway Transit Exchange)
- Exceptional lake and waterfront views for mixed-use buildings to benefit from
- Strong public access to waterfront park spaces
- Cultural and civic facilities that are well established
- City controlled lands to support My Downtown vision & the Cultural Plan
- Adequate parking supply
- Active Transportation routes to build on (Waterfront, Art Walk, Cawston)

Challenges

- Cultural institutions lack strong street presence
- Low residential population base
- Lack of public activity during evenings and weekends
- Aging City facilities
- Need strong linkages to connect people from waterfront/park space and Bernard Avenue into the Civic Precinct area
- Community Trust Lands restrict a range of future land uses
- Perception of area as being ‘unsafe’ outside of traditional daytime business hours
- Significant amount of land allocated for off-street surface parking; not achieving the highest and best land use



Google Earth Imagery

COMMUNITY ENGAGEMENT

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Shaping the Civic Precinct: a community-driven process

A broad cross-section of the community was engaged through face-to-face meetings, community workshops, drop-in sessions and online tools to capture the community's values in relation to the long-term development of the study area. The engagement plan followed the International Association of Public Participation (IAP2) best practices, ensuring the community was engaged in a meaningful and transparent process that built on the *My Downtown Plan*. The public engagement activities were organized around four phases (illustrated below).

The main focus of Phase 1 was to engage local stakeholders and the general public to raise awareness of the project. Phase two focused on key stakeholders and members of the community to contribute to the development of a Vision and concept plan for the Civic Precinct. Phase 3 focused on the refinement of the concept plan and ensured that the Planning and Design Principles had been integrated into the Concept Plan. The final phase shared the preferred Plan with the public, to highlight the goals of the Plan and the rationale for the key recommendations.

At each stage of the process, the stakeholders and members of the public had a significant role in shaping the direction of the Plan. At the outset, stakeholder sessions and Community Workshop 1 established the Planning and Design Principles. Community Workshop 1 also engaged participants in the development of preliminary

concept plan options. Community Workshop 2 focused on refining the preliminary ideas toward a preferred concept. Subsequent open houses, online surveys and drop-in sessions provided further opportunity for the public to influence the draft concept plan. Importantly, the Planning and Design Principles established at the outset continued to shape the refinement of the preferred concept, serving as evaluation criteria for the final concept Plan.

PHASE 1
Information
Sharing &
Awareness



PHASE 3
Draft
Plan
Consultation



PHASE 2
Community
Workshops & Concept
Development



PHASE 4
Inform
Community of
Final Plan



Engagement Process



Community Workshop #1 (May 13)

Members of the public and representatives from key interest groups attended a workshop where the concept ideas and planning principles were developed

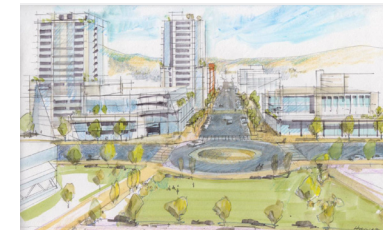


Project Launch

Staff reported to Council on March 15, 2015 establishing the goals of the Civic Precinct Plan and confirmed the project timeline.

Community Drop-in session (July 7th)

75 members of the public attended info session to review plan concepts and complete surveys to share their support of market uses in the area

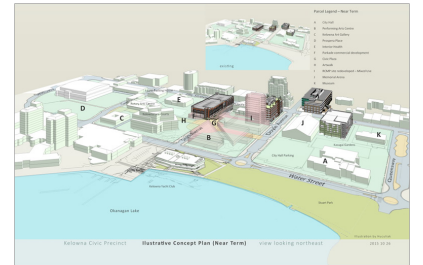


September Council Report (Sept 14)

Staff presented the single-use and mixed-use concept options, receiving direction from Council to consolidate the two concepts and report back

Council Report (Nov 2)

Staff received endorsement on the preferred near-term and long-term concept plans for the Civic Precinct and were directed to move forward with next steps



Stakeholder Focus Groups (April)

Four focus groups sessions were held targeting stakeholders with a unique perspective or vested interest in the Plan (Arts & Culture, Downtown development groups, landowners).



Call for public participation (May 1)

Online lottery was launched providing members of the public a chance to enter their contact information if they wanted to participate in the community workshops.

Community Workshop #2 (June 26)

Roughly 40 participants reviewed and refined preliminary concept ideas, identified potential sites for partnership opportunities



Shape Your City Online Survey (Aug 18- Sept 6)

113 survey responses were received, indicating support for market uses in the area

Stakeholder Presentation (Oct 7)

Staff invited all workshop participants to a presentation on the direction of the Concept Plan



Online Survey (Nov 30-Dec 13)

40 members of the public review the Plan online. Approximately 80% of responses indicated strong support for the preferred Plan.

Public Open House (Dec 2)

70 members of the public attended open house at the Kelowna Community Theatre to learn more about the preferred plan direction.

Engaging the Community

A list of stakeholders with an expertise and interest in the development of the Civic Precinct Plan was compiled. The image below illustrates the broad range of organizations, representing Downtown development, landowners, government services, Downtown service providers, and various arts and culture groups alongside local residents. These participants were the focus of the communication activities and received regular updates with respect to the Plan development.



Institutional Groups & Landowners

- Interior Health
- Shared Services BC
- Okanagan Regional Library
- Provincial Courthouse



Arts & Culture Groups

- Festivals Kelowna
- Kelowna Art Gallery
- Rotary Centre for the Arts
- Kelowna Community Theatre
- Kelowna Actors Studio
- Opera Kelowna
- Ballet Kelowna
- Kasugai Gardens
- Okanagan Symphony
- Okanagan Heritage Museum



Business & Economic Development

- Downtown Kelowna Association
- Chamber of Commerce
- Urban Development Institute
- Okanagan Centre for Innovation
- Accelerate Okanagan
- Economic Development Commission
- Tourism Kelowna
- Delta Grand Resort



Downtown Service Providers

- Partners for a healthy downtown
- Community Police
- Food Bank
- Gospel Mission
- Metro Community

Stakeholders who participated in the Civic Precinct planning process, attended workshops and focus groups sessions.

Key Themes from Community Engagement Process

Over the course of the public engagement process, key themes emerged that guided the long-term vision.

Support Downtown living - Encourage housing in the area and amenities (i.e. Community Centre) should be provided in the Downtown for residents. Participants also identified the need for affordable housing and encouraged a mix of housing forms.

Bring more activity to the area - Increase the amount of activity outside of traditional business hours to enhance safety and make the area vibrant at all times of day throughout the year.

Minimize and disguise parking - Incorporate parking above ground levels by screening or limiting the visual impact of parking; avoid prime real estate and find ways for parking to be shared in non-peak hours.

Encourage pedestrian and cycling mobility and connectivity - Improve the safety and comfort for people to walk and cycle in the Precinct to encourage less reliance on the automobile and create a more pedestrian first Downtown.

Enhance the Artwalk - Extend the Artwalk to make it a cohesive pedestrian spine that would connect to the Cultural District while providing access to buildings and public spaces along the route.

Tracking Engagement for the Plan

- 1,300 views of the introductory video and workshop report videos
- 1,500 people visited the Civic Block website
- 1,100 people received four project email updates
- 25 different stories covered by local media
- 27 stakeholder groups participated in the public engagement process
- 80 participants at the two community workshops
- 150 participants at two public open house events
- 145 citizens participated online

Citizens and stakeholders were given many opportunities in-person and online to learn about the project and shape the direction of the plan.

Maintain cultural facilities and enhance presence - Ensure all of the cultural facilities are able to remain within the Precinct, while enhancing their profile and impact of arts and culture in Kelowna. (For example, the Kelowna Community Theatre site could be redeveloped as a Performing Arts Centre).

Create a central public plaza - Provide a central public space as an amenity for residents, employees and visitors. The design should be inspired by art, green-space, outdoor performance functionality and local area history.

Finance creatively - Explore opportunities to generate revenue through the build out of the Plan to implement the public realm improvements (i.e. development approval process, public-private partnerships, and other funding tools such as Community Amenity Contributions or Downtown Reserve Funds).

TECHNICAL ANALYSIS

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The technical analysis refines the plan direction to identify key constraints or considerations that are balanced with the community values. The technical information when combined with the Planning and Design Principles informed the preferred concept plan recommendations.

- ▶ *The Planning and Design Principles: guide the broad direction, reflecting stakeholder input and community values for the Civic Precinct.*
- ▶ *Technical feasibility review: ensures the concept Plan and its associated recommendations respect key constraints and technical information ensuring viability of Plan implementation.*
- ▶ *Key technical constraints that informed the Plan: civic facility condition assessment, financial analysis of market uses, Community Trust review, and the comprehensive parking analysis.*

Planning & Design Principles	Integration of Principles in Final Plan
1. Encourage vibrancy through a broad mix of land uses and public spaces	Increase mix of land uses and opportunities for living and working in area to animate public spaces and attract private investment.
2. Make the area a distinct and diverse cultural precinct	Protect several sites for future cultural facility planning; introduce more integration between the Cultural District and other parts of Downtown.
3. Restrict market residential developments	Add additional residential opportunities at edges of study area along Cawston Ave., Queensway and Ellis Street, while introducing residential components on Doyle Avenue at existing RCMP and KCT sites.
4. Build on existing facilities and patterns of infrastructure wherever possible	Extend Art Walk; assume a consolidation of the Museums. Consider expansion of Art Gallery at back of site to face Cawston Avenue and animate Art Walk.
5. Create landmark public spaces that define future development	Inclusion of a Civic Plaza to define back edge of KCT and RCMP sites. Other public spaces include Laurel Packinghouse Courtyard and re-design of existing Bennett Plaza.
6. Use public land for community amenities	Create opportunities for long-term leases of select parcels to support market and affordable housing (RCMP, Cawston, Queensway).
7. Look for partnerships with the private sector to benefit the community	Propose public/private partnerships for short-term and long-term development of key sites (RCMP, Cawston Avenue infill, and Queensway Ave. redevelopment)
8. Consider the economic and financial impact of all proposals	Create opportunities for market uses on several sites in the long-term to generate revenue and reduce reliance on the City's Capital Plan.
9. Enhance opportunities for a healthy and complete community	Encourage more active transportation facilities, public realm improvements and opportunity for affordable housing.
10. Examine parking strategies holistically	Anticipate an increased demand for parking in the area, but examine optimization of existing facilities and consider alternative requirements for off-street surface parking.
11. Be pedestrian oriented while still accommodating vehicles	Assign Doyle Avenue a pedestrian-oriented design via street cross-section improvements; encourage multi-modal transportation options and reduced parking requirements.

Building Condition Assessment

To determine redevelopment opportunities in the Civic Precinct, an analysis of building conditions for City facilities was a prerequisite. A Facility Condition Index (FCI) was used to indicate the condition of civic facilities at a specific point in time, taking into consideration building repair needs and replacement costs. BC Housing scores buildings where FCI’s are between 0-5% as in good condition, 5-10% fair condition and 10-30% in poor condition. The buildings with greater repair costs in relation to the replacement value of a building have a higher FCI%. The Kelowna Community Theatre and Memorial Arena are buildings with the highest FCI’s and renewal needs that require significant capital investments. Analysis indicates that both facilities will be in the 20% range within the next 10 years, requiring major upgrades to ensure facilities are safe and functional. Due to the limitations (e.g. patron space and operational limitations) of these facilities, it is difficult to justify significant capital investments as renovations. Analysis has determined that both sites are better served by long-term redevelopment as opposed to major renovations and upgrades. Other facilities in the Civic Precinct that may have space limitations are the Art Gallery, Kelowna Museum, and City Hall but do not have significant repair or renewal needs within the forecasted timeline. Therefore, the Plan assumes that the Kelowna Community Theatre and Memorial Arena sites will be up for redevelopment as the top priorities in the long-term planning horizon (10-25 years).

Facility Condition Index Rating

0-5%	Asset is in good condition
5-10%	Asset is in fair condition
10-30%	Asset is in poor condition

City Facility Assessment

Civic Facility	Facility Condition Index %
City Hall	3.59
Art Gallery	3.23
Kelowna Museum	4.48
Rotary Centre for the Arts	1.39
Kelowna Library	5.99
Kelowna Community Theatre	12.49
Memorial Arena	11.36
Parkinson Recreation Centre*	18.36

*Reference as the civic facility with the highest FCI as of 2016

Building Condition Analysis Outcomes

Principle # 7. Look for partnerships with private sector to benefit the community:

- ▶ The redevelopment of the KCT and Memorial Site will consider opportunities for public/private partnership opportunities (e.g. Innovation Centre, Yacht Club, H2O Centre) to expedite the redevelopment of these sites and reduce the financial burden on the community.

Principle # 8. Consider economic and financial impact:

- ▶ This principle is achieved by identifying sites where repair upgrades represent a higher proportion of the total replacement costs. KCT and Memorial Arena are sites where major capital improvements will be needed in the long-term, presenting an opportunity to explore redevelopment as opposed to a costly renovation on a facility that will not meet the needs of the community in the long-term.

Land Development Analysis

To determine the viability of introducing market uses (residential and commercial) to the study area, a third party land economist developed a pro-forma for City-owned sites.² The financial analysis was one input used to consider where market uses should be introduced in the Civic Precinct. The pro-forma used project costs, projected sales and lease revenue from each site to determine developer investment for a long-term lease (assuming a return of 15% for a site to be viable).

Through the pro-forma analysis, the RCMP site on Doyle Ave was determined to be the site with the greatest potential for the development community, providing a reasonable market return to the City if developed as a mixed-use (residential/commercial) project. Analysis of the site used two construction scenarios: i) six storey wood-frame, and ii) 13 storey concrete construction. The pro-forma determined the more affordable wood-frame construction scenario is viable in the current market conditions, while the 13 storey scenario would require a modest increase in market demand for multi-family units. The other sites (Cawston Avenue infill parcels, Queensway redevelopment site, and rear of Art Gallery parcel) were analyzed and determined to be viable in the long-term, but not the short-term due to lack of demand for multi-family units and abundance of commercial space. Technical analysis reveals that a 10% increase in market pricing of multi-family units would push projects toward viability in the next 3-5 years.³ This analysis indicates that the majority of mixed-use sites will be well positioned for redevelopment when they are mobilized in the long-term, providing a reasonable market return for the City that could offset the costs of public improvements and amenities in the Civic Precinct.

2. Pro-forma analyses were conducted for the Queensway Avenue site, KCT, existing RCMP site, Art Gallery site, and the vacant Cawston Avenue site. For further details, refer to Appendix D containing the GPRA summary report.

3. As of 2015 market conditions.



RCMP site on Doyle Avenue that will be demolished upon completion of new Police Services Building on Clement.

Land Development Analysis Outcomes

Principle #5. Create landmark public spaces that define development:

- ▶ RCMP site as a viable development opportunity in the near-term will reinforce potential to implement adjacent public improvements (Art Walk extension and Civic Plaza).

Principle #7. Look for partnerships with private sector to benefit the community:

- ▶ This principle is achieved by ensuring the sites that are identified for partnership / market uses are viable, providing a reasonable market return for the City.

Principle #2. Make the area a distinct and diverse cultural precinct:

- ▶ Securing the KCT site as a future Performing Arts Centre was identified as one of the most valuable sites to showcase the distinctive character of the Cultural District.

Community Trust
Lands Analysis

The ‘Community Trust’ is an important consideration for the redevelopment opportunities in the Civic Precinct. The Community Trust lands (identified in adjacent map) have the following conditions:

- ▶ Must be used for municipal purposes [circa 1944] only;
- ▶ No industrial uses;
- ▶ No commercial uses, including those uses that would generate revenue; (i.e. restaurant, gift shop, venue rentals, etc)
- ▶ No re-sale of the lands by the City.

This information was used to review the viability of locating a future Performing Arts Centre (PAC) inside the Community Trust lands to allow for the KCT to remain open as a new PAC was constructed (in the long-term horizon). Technical review of the Community Trust conditions established that many activities of a contemporary Performing Arts Centre (3rd party commercial operator, commercial activities, facility rentals, and restaurant) would be prohibited. For this reason, the PAC would not be feasible on a site (such as the City Hall Parking Lot, Memorial Arena site) within the Trust boundary. As a result, the long-term development of a visionary Performing Arts Centre is best accommodated on the existing KCT site.

Community Trust Lands in Civic Precinct



Community Trust Analysis Outcomes

Principle #2. Make the area a distinct and diverse cultural precinct

- ▶ By respecting the conditions of the Community Trust, the southern block of the Civic Precinct will remain civic and cultural in its function and character.

Principle #8. Consider economic and financial impact

- ▶ This principle is achieved by recommending the KCT site for a future Performing Arts Centre, ensuring a range of revenue generating opportunities can be incorporated in the future building design to enhance programming flexibility and financial viability.

Parking Analysis

Currently a substantial area is dedicated to parking in the form of parkades, off-street parking lots and on-street metered parking. As of May 2015, the on-street metered parking had occupancy rates of roughly 50-70%, highlighting the available parking supply that exists. In addition, two more parkades are under construction that will increase the number of stalls to 2,448.

Civic Precinct Parking Inventory

City Parking Type	On-street Pay Parking	Parkades	Pay Lots
Existing	609	471	789
To be added	N/A	763	N/A
Future Total	609	1234	605
Overall Parking Total for Civic Precinct = 2,448			

The Civic Precinct parking analysis reveals that peak supply will largely coincide with peak parking demand in evenings and weekends when major entertainment events take place. This demand cycle reduces the need for an additional parkade in the Civic Precinct and reinforces the importance of parking management and shared parking facilities to optimize the use of existing facilities. Each of the sites that are controlled by the City (RCMP, Queensway, Cawston, KCT) were analyzed to ensure the proposed future development could support on-site cost-effective parking layouts. The parking analysis illustrates that the RCMP, Queensway and Cawston sites could support functional parking layouts, assuming approximately 1 stall per unit for future residential projects (see Appendix B for parking layouts). The high water table conditions of the study area will require parking to be screened from the street and integrated as part of a podium on the first two stories of sites designated for mixed-use. Overall, the parking analysis

underscores the importance of managing parking in the long-term to reduce the amount of space dedicated to parking and encourage alternative forms of transportation.



Parking Analysis Outcomes

Principle #11. Be pedestrian oriented while still accommodating vehicles.

- ▶ Redevelopment of the Prospera and City Hall parking lots will enhance the pedestrian character of the area and optimize land use and value back to the Civic Precinct planning objectives. Further, on-site and shared parking will be available but cycling, walking and transit will be prioritized moving forward.

Principle #10. Examine parking strategies holistically

- ▶ Mixed-use sites are envisioned to have one space per unit, while future civic uses will be developed with less on-site parking and rely on shared parking options.

Key Outcomes of Technical Feasibility Analysis

The key points of the technical analysis have been identified in the table below to guide the development of the Civic Precinct Plan.

Summary of Analysis	Impact on Concept Plan
Increase activity in the area beyond traditional business hours	Introduce housing and complementary uses to the Cultural District to ensure activity outside daytime business hours
Reduce reliance on Capital Plan	Create opportunities for market uses on City-owned sites to offset costs of future public improvements
Promote & enhance the Cultural District	Ensure placeholder sites for future civic uses that will support the implementation of the Cultural Plan update
KCT and Memorial Arena will have renewal needs within next 10 years	These sites will be redeveloped within the long-term lifespan of plan (~20-25 years)
Maintain flexibility at key sites to be responsive to market needs and supportive of creative proposals	Establish design guidelines for RCMP and other key sites, support complimentary uses, and ensure developments contribute to Art Walk extension and Civic facilities Plaza investments
RCMP site is a viable development site now, while other sites are viable when a 10-15% price increase in multi-family product occurs	Establish strategic timing to coincide with market conditions to leverage the development opportunity at RCMP site to ensure the Art Walk extension and Civic Plaza is incorporated & contributed to through these site re-developments
Due to costs, the existing Interior Health site on Ellis St is not a priority for City acquisition	This site will be signaled for mixed-use redevelopment potential through the Civic Precinct Land Use Plan & OCP amendments
Community Trust conditions will not be amended, limiting the commercial/revenue-generating uses on the City Hall block	Future Performing Arts Centre would be severely limited on a site within the Community Trust Lands. Existing KCT to be secured as a long-term placeholder for a future Performing Arts Centre
Adequate parking supply; minimize and disguise parking in the Civic Precinct	Ensure mixed-use sites have on-site parking; develop a parking management strategy for the Downtown, reduce parking requirements and optimize shared use agreements for all parkades

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CONCEPT PLAN

04

INTRODUCTION

COMMUNITY ENGAGEMENT

TECHNICAL ANALYSIS

CONCEPT PLAN

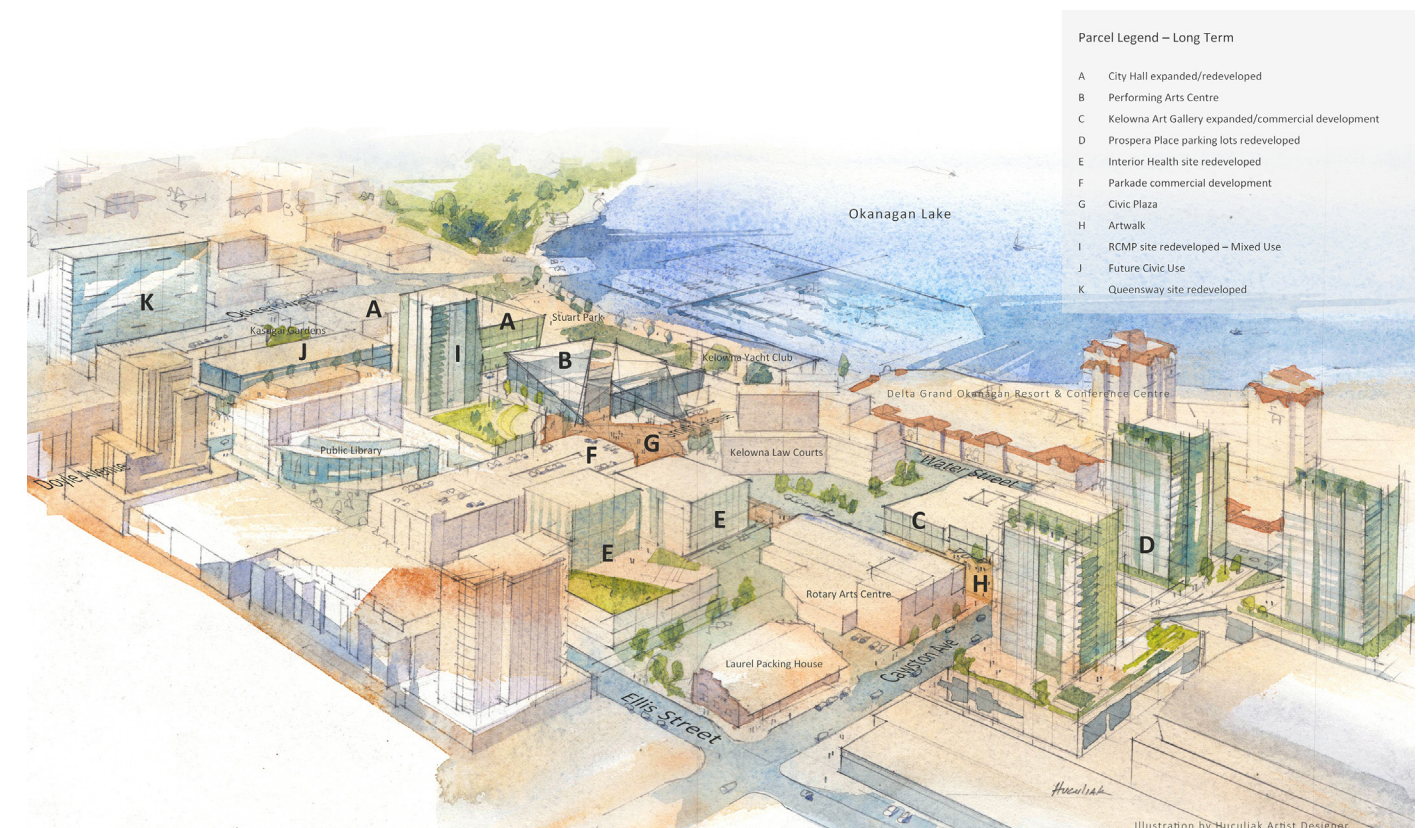
IMPLEMENTATION

APPENDIX

The Vision for the Civic Precinct Plan is to create a vibrant live-work-play downtown, while strengthening the City's Cultural District. Over the course of the Plan horizon, new cultural and civic facilities will be developed to create iconic landmarks for the Cultural District, while establishing the Civic Precinct as an area with the highest standards for design and environmental sustainability. This level of design excellence will also extend to the public realm where new public spaces and streetscape improvements will enhance the comfort and safety of pedestrians in the area and provide amenities for residents and visitors. Increased residential and commercial uses at strategic sites will transform the Civic Precinct into a more complete community, adding activity and vitality.

Both the near (5-10 year) and long term (10-25 year) horizons integrate a vision that provides direction on land use, housing options, transportation facility improvements, public realm enhancements, and heightening the visibility of the Cultural District activities. These all will require strategic approaches to accomplish the public benefits that are critical to serving a growing population. The Plan complements other City initiatives that aim to deliver on supplying a range of housing options, livability, inclusivity, economic opportunity, and vibrant/complete urban centre life.

“A distinctive Cultural District in the heart of Kelowna's diverse and vital downtown”



Near-term Plan

The near-term Plan illustrates the key improvements that are envisaged to take place over the next five to ten years. The outcomes will increase activity and provide a foundation of amenities to support the long-term transformation of the area. The near-term Plan encourages a more complete community within the Civic Precinct, proposing the redevelopment of the RCMP site as mixed-use development (introducing residential activity to this area). This site will be a catalyst to enhance public space improvements such as the Art Walk extension and Civic Plaza that will be foundational public realm improvements.

The existing RCMP site is in the primary focus area, anticipating demolition of the existing building by approximately 2019. The Plan proposes a mixed-use re-

development of 6-13 stories, encouraging the inclusion of residential units. The range of height intentionally provides design flexibility to encourage a tower with limited shadowing and view impacts, while integrating a strong design response to the Civic Plaza and Art Walk. The Design Guidelines provide further design direction (Appendix A), and underscores the expectation for this new building to have an active use on the ground floor fronting the Civic Plaza to animate the public realm. Vehicle access and utilities will be located on the east façade and utilize the existing vehicle lane that serves the library. Overall, redevelopment of this parcel will be a critical step in the implementation of the Plan, underscoring the importance of high quality design that will set the standard for future projects in the Civic Precinct.



Illustrative Near Term Plan

LEGEND

FUTURE CIVIC USE

- New/Expanded City Hall
- Museum (consolidated)
- Community Centre
- Art Gallery Expansion
- Other Arts + Cultural

FUTURE MIXED USE

- Commercial (office/retail)
- Residential
- Cultural/Civic



Objectives of Near-term Plan

- ▶ Redevelopment of RCMP site on Doyle Ave as a mixed-use development (6-13 storeys)
- ▶ Extension of Art Walk to Doyle Ave Phase 1
- ▶ 'Bennett Plaza' re-design including the addition of the Transit Security Pavilion
- ▶ Streetscape improvements on Doyle Ave
- ▶ Extension of Art Walk from Doyle Ave to Queensway Ave (Phase 2)
- ▶ Laurel Packinghouse Public Courtyard construction

Long-term Plan

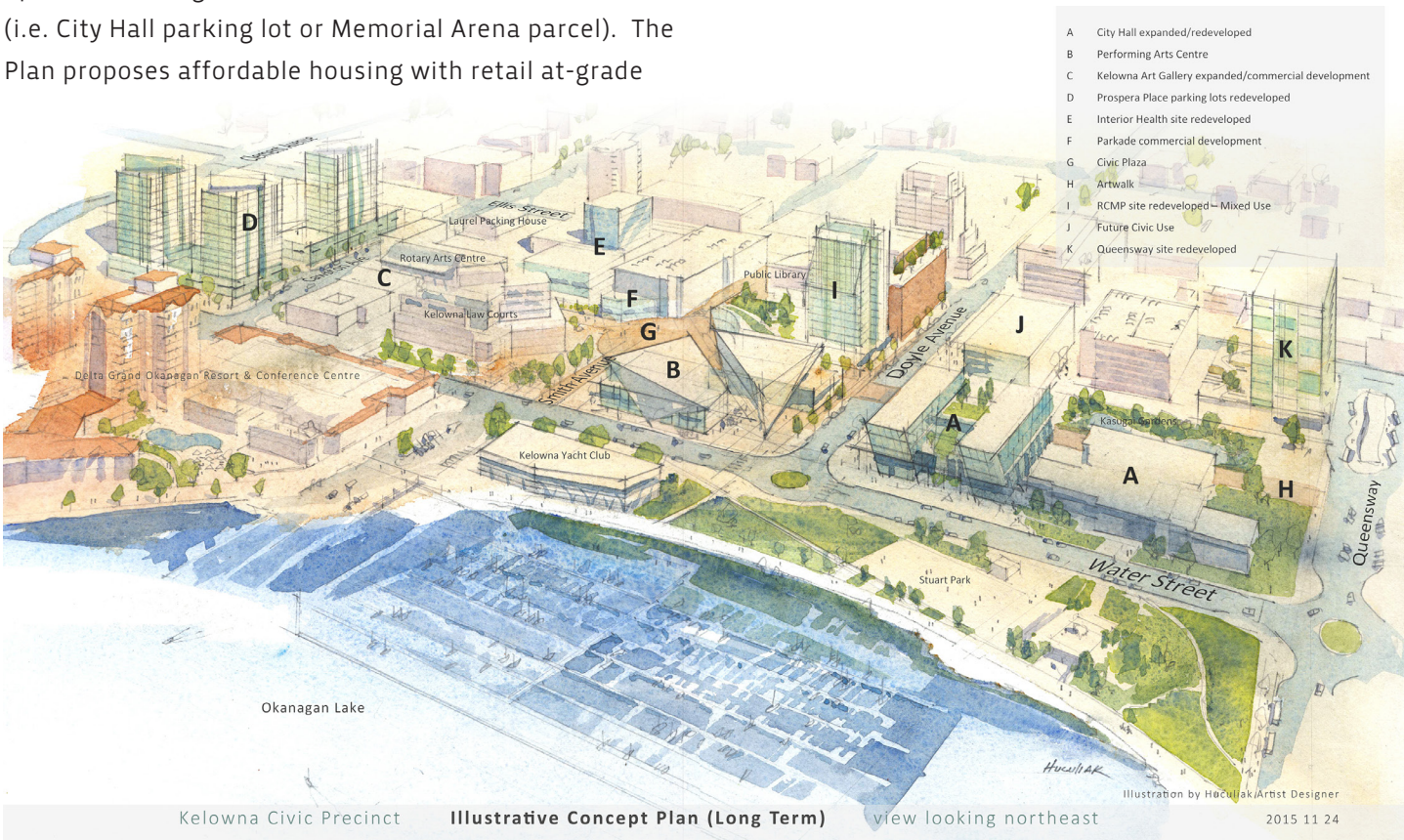
The long-term Plan proposes several mixed-use development sites to increase activity in the Civic Precinct and support the goal of a more ‘complete’ Downtown community. The lots on the north side of Cawston Avenue (Prospera parking lots) are proposed for mixed-use development with commercial retail on the ground floor, incorporating the Art Walk extending north through the site. The Cawston redevelopment sites have the potential to add a significant number of residents to the area while re-purposing the existing surface parking. The existing IH building on Ellis Street is also proposed for a mixed-use redevelopment that would provide on-site parking via a new under-building design. As part of the redevelopment, a separate parcel could be created at the rear of the lot (fronting the Art Walk) to support a live/work commercial space that could showcase cultural production in the area.

Mixed-use residential is proposed for the north side of Queensway Avenue, which is dependent on the museum operations being consolidated into one alternative site (i.e. City Hall parking lot or Memorial Arena parcel). The Plan proposes affordable housing with retail at-grade

to provide transit-oriented activity to complement the Transit Exchange (in addition to providing a wider range of housing options).⁴

The long-term Plan anticipates the future growth of the Cultural District by identifying placeholder sites for future civic facilities. A 65,000 sq. ft. parcel is protected at the Kelowna Community Theatre site for an iconic Performing Arts Centre (PAC), and to be an anchor landmark for the Cultural District. Accordingly, the Performing Arts Centre is proposed to be a standalone facility with the primary entrance remaining at the corner of Doyle Ave and Water St. The primary façade will be on Water Street to enhance the connection to Stuart Park, while loading and access for the PAC will be from Smith Ave. The redevelopment will enhance the architectural profile of the Cultural District from the waterfront and strengthen the ground floor relationship between the Art Walk and Civic Plaza.

4. The commercial component that is proposed is outside of the Community Trust boundary area, whereas the affordable housing component would be designed to meet the spirit of the Community Trust conditions.

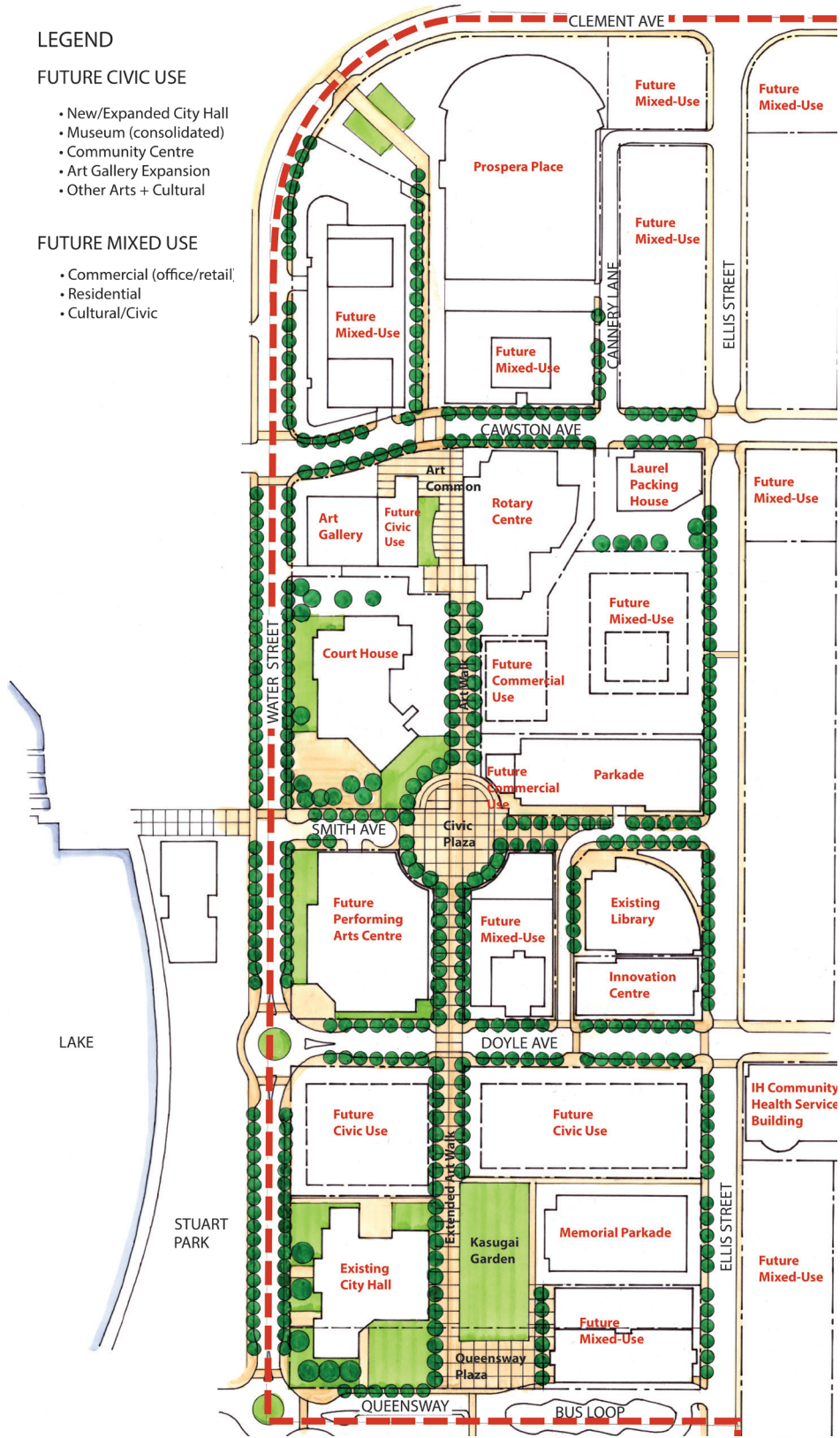


The City Hall parking lot is also identified as a placeholder site for future civic uses that may include a consolidated museum, City Hall expansion, Downtown community centre, or other arts and cultural uses. The Memorial Arena parcel is identified for future civic use with the potential of accommodating shared parking through future redevelopment. The rear of the existing Art Gallery is identified for future expansion to provide additional exhibition space and strengthen the connection to the Art Walk. Overall, the growth of the Cultural District is critical to the future success of Downtown Kelowna, requiring future civic investments that will strengthen the identity and impact of the arts and culture.

Objectives of Long-term Plan

- ▶ Redevelopment of KCT site as PAC
- ▶ Develop Civic Plaza as KCT redevelops
- ▶ Infill of Cawston Ave sites (ie. Prospera parcel) as future mixed-use potential
- ▶ Redevelopment of Memorial Arena site for future civic use
- ▶ Consolidation of Museum facilities to City Hall Parking Lot or Memorial Arena site
- ▶ Redevelopment of existing Museum site (at Queensway/Ellis) as affordable housing
- ▶ Redevelopment of lands adjacent to current Art Gallery (expansion of KAG)
- ▶ Redevelopment of IH site on Ellis St for mixed-use building, including live/work

Illustrative Long- Term Plan



Public Realm Plan

The public realm improvements are an important ingredient for the Civic Precinct to function as a cohesive and vibrant district within the Downtown. Public spaces will be amenities for the growing resident population and Downtown workforce that can be programmed to elevate the visibility of culture and entertainment. The Art Walk will be the north-south spine to facilitate pedestrian connectivity from Clement to Queensway and link public spaces and civic facilities. The Art Walk will extend from Queensway to Clement Avenue, where it will connect with the Waterfront Park reinforcing the importance of establishing a high standard of materials, signage, wayfinding and technology.

At the southern edge of the Civic Precinct, a refreshed Bennett Plaza will serve as a gateway to the Cultural District. This space will be redesigned to eliminate the grade change between Kasugai Gardens and Bennett Plaza. The addition of the Civic Plaza will serve as a hub for the Civic

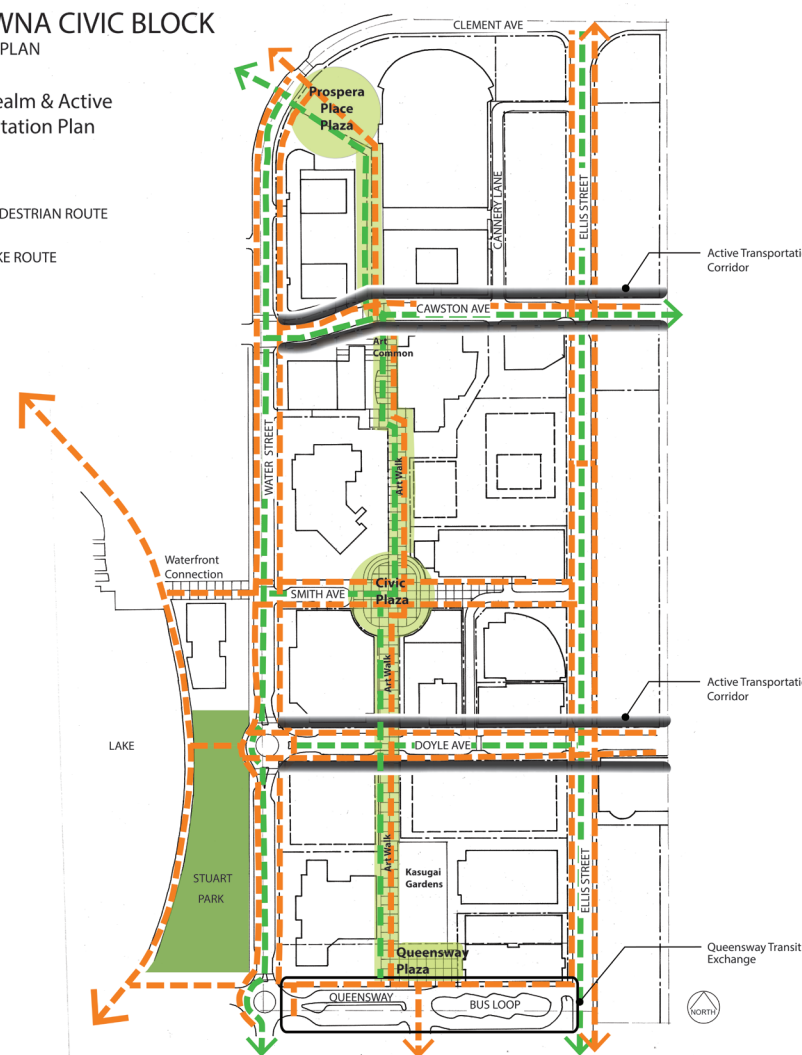
Objectives of Public Realm Plan

- ▶ Art Walk will serve as pedestrian spine linking buildings and public spaces in the Civic Precinct
- ▶ Bennett Plaza will be redesigned to serve as gateway to Cultural District
- ▶ Addition of a Civic Plaza will be a landmark public space that provides programming opportunities and celebrates culture

KELOWNA CIVIC BLOCK
CONCEPT PLAN

Public Realm & Active
Transportation Plan
LEGEND

- PEDESTRIAN ROUTE
- BIKE ROUTE



Precinct, providing opportunities for residents and employees to congregate and participate in public life. Additionally, the Civic Plaza could accommodate outdoor performances related to the future Performing Arts Centre and facilitate outdoor market space and other temporary programming (i.e. food trucks, public art, seating, interactive art). Complementary enhanced public space is anticipated at the rear of the Laurel Packinghouse to showcase the history of the area. Overall, the Public Realm Plan highlights the opportunity to orient developments to enrich public realm activity and enhance walkability.

Land Use Plan

Future land use designations in the Civic Precinct boundary area have been refined to ensure they deliver on the long-term vision for the area. To increase activity and animation in the Civic Precinct, several sites are re-designated from Institutional to Mixed-Use designation (such as the existing RCMP site, Queensway Site, Cawston sites and Ellis Street/IH site). These shifts in land use will promote residential and commercial activity to support occupancies that encourage activity in the evenings and weekends, promoting safety and vitality in the Civic Precinct. Several of the sites designated for mixed-use are owned by the City of Kelowna, providing an opportunity for partnerships with the private or non-profit sectors to achieve this vision. For example, a partnership opportunity will be sought to encourage the redevelopment of the existing RCMP site.

To ensure lands designated for mixed-use and civic use deliver on the Vision for the Plan, several policy tools are introduced. A suite of Design Guidelines (Appendix A) provide direction as to the form and char-

Objectives of Land Use Plan

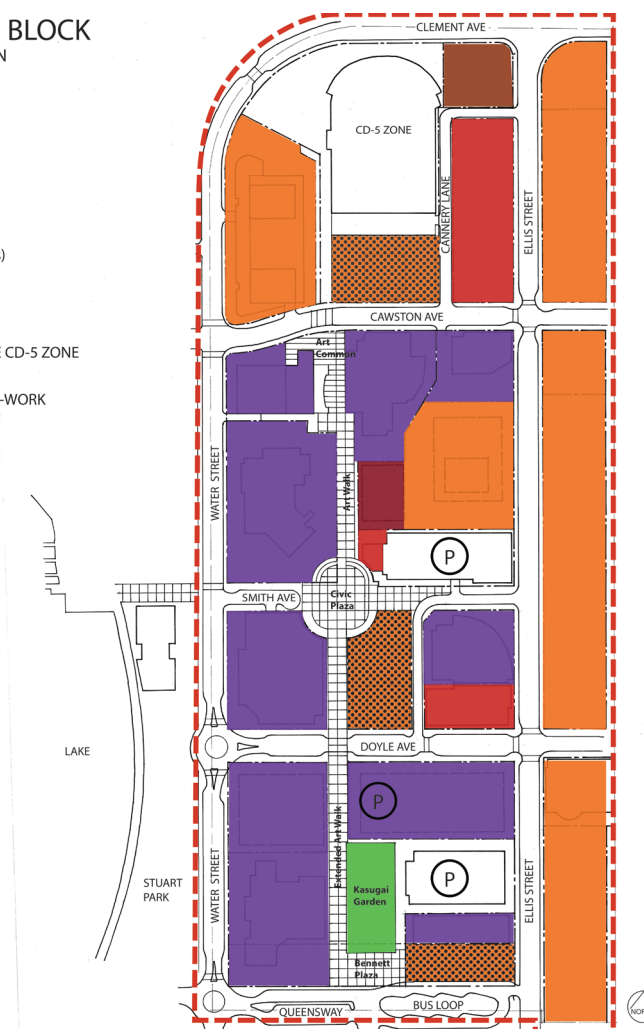
- ▶ New mixed-use sites to provide opportunities for additional housing units in the Civic Precinct
- ▶ Create opportunities for partnerships with the private sector or non-profits
- ▶ Maintain 5 hectares of land for civic and cultural uses
- ▶ Refine the Zoning Bylaw regulations that will encourage new tower design to complement the vision of the Civic Precinct

KELOWNA CIVIC BLOCK
PREFERRED CONCEPT PLAN

Land Use Plan

LEGEND

- CIVIC
- MIXED USE (P3 sites)
- MIXED USE
- FUTURE MIXED-USE CD-5 ZONE
- COMMERCIAL/ LIVE-WORK
- COMMERCIAL
- PARK
- PARKADE



Although several sites are amended to the mixed-use designation (5.5 hectares) is maintained for civic and institutional uses

acter of development within the Civic Precinct. Further, the Plan proposes an update to the C7 zone regulations within Zoning Bylaw No. 8000 to ensure congruence with the Plan objectives and Design Guidelines. Generally, the Design Guidelines and C7 zone updates will introduce a more responsive built form to guide future developments that will add tower development to the area, and respond to the waterfront proximity and public realm improvements.

Building Heights Plan

The Building Heights Plan reflects the *My Downtown Plan* objective of limiting building heights close to the Lake and stepping up building heights as they move eastward from the Lake toward Ellis Street. However, community input in addition to technical analysis refined the maximum building heights for select parcels within the study area. The Building Heights Plan review also incorporated the goal of minimizing impacts of shadowing and protecting views to the lake, while also incorporating on-site parking via the inclusion of parking podiums. The Plan proposes a maximum height profile for the study area that a development project could achieve if it demonstrates a meaningful benefit to the community and able to meet all site-specific development regulations. The Building Heights Plan also complements the Design Guidelines, establishing goals for form and massing, maximum floorplate, and optimal building separation.

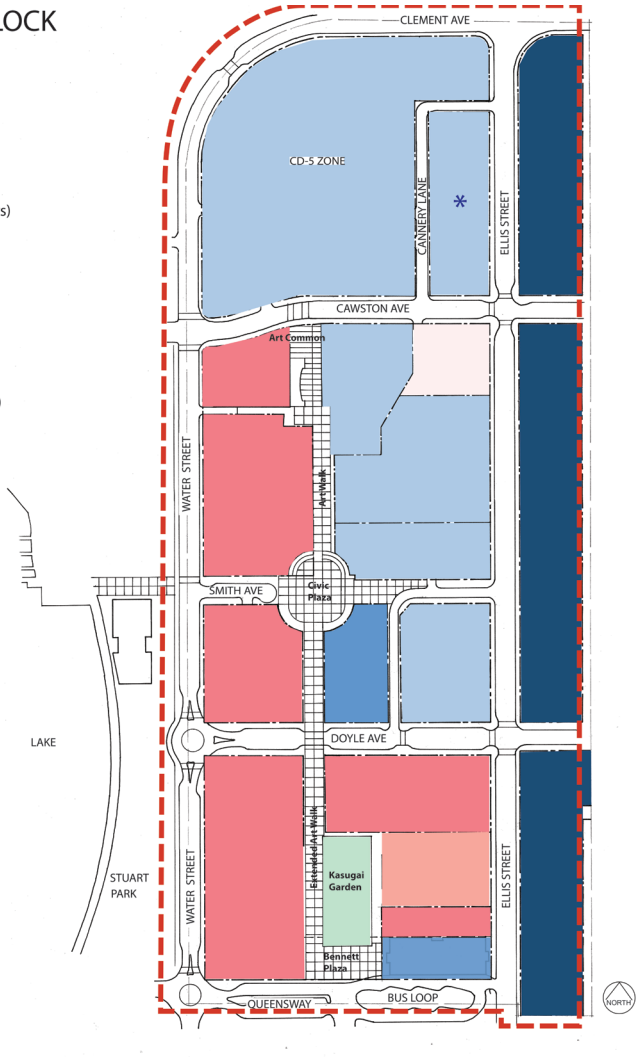
KELOWNA CIVIC BLOCK
PREFERRED CONCEPT PLAN

Building Heights Plan

LEGEND

- 76.5m (approx. 26 storeys)
- 40m (approx. 13 storeys)
- 37m (approx. 12 storeys)
- 22m (approx. 6 storeys)
- 18.5m (approx. 5 storeys)
- 13m (approx. 3 storeys)
- PARK

* Heritage register status, subject to additional redevelopment considerations to encourage adaptive reuse.



Active Transportation Plan

The transportation goals for the area respond to the objectives of the *My Downtown Plan* to promote a more people-oriented Civic Precinct. Fundamental to this goal is the expansion of the Art Walk as a north-south pedestrian spine within the Civic Precinct. Notably, Cawston Avenue will remain a key active transportation corridor with a multi-use path for pedestrian and cyclists terminating at Water Street. To complete the pattern of movement in all directions, Doyle Avenue will be redesigned to incorporate active transportation modes in the form of sidewalks and bike lanes. Cycling will also be integrated on Ellis and Water Streets in the form of buffered bicycle lanes to support connections to other areas of the Downtown.

There are a range of other transportation improvements that will be needed to support the increased traffic and activity that is associated with the growing number of people living and working in the area. For example, a roundabout is planned for the intersection of Doyle Avenue and Water Street, with a second roundabout option at Cawston Avenue and Sunset Drive. Doyle Avenue should be prioritized to receive enhancements via streetscaping as redevelopment occurs, to transform this street remove angled parking and introduce wider sidewalks, a bicycle lane, improved pedestrian crossings

Objectives of AT Plan

- Establish north-south and east-west active transportation linkages that provide a high level of comfort and safety for all users
- Alternative modes of transportation will be prioritized through street design and parking management
- Doyle Avenue will redesigned to enhance opportunities for cycling and walking

and inclusion of street trees. Transportation enhancements proposed for Doyle Avenue will enhance the desirability of the street serving as a gateway to Stuart Park and the Cultural District. Other improvements relate to walkability and pedestrian bulb-outs at the corner of Cawston Avenue and Water Street to reduce crossing distances for pedestrians and calm the traffic of the area in coordination with an all-way stop. Overall, transportation improvements will be phased as redevelopment occurs in the Downtown.



A conceptual rendering of Doyle Avenue with bike lanes, street trees and an enhanced pedestrian crossings and sidewalks.



A typical Downtown streetscape as per the City's new road standards, integrating street trees, bicycle lanes, parallel parking, crosswalks and narrow travel lanes

Objectives of Building Height Plan

- Reinforce My Downtown Plan height profile, stepping up height as buildings move away from the Lake (west to east)
- Maintain low rise (6 storeys) character along Water St to protect views
- Additional height is strategically assigned at several key sites (RCMP, Prospera Place infill, IH on Ellis St and Queensway Ave site) to encourage mixed-use occupancies that can be parked on-site and achieve feasible footprints to conform to the updated Zoning Bylaw regulations

Parking Plan

The Parking Plan builds upon both the Planning and Design Principles and the My Downtown Plan vision of a pedestrian-friendly area. Based on the supply of parking available (2,315 spaces) in the form of public parkades, surface parking lots and on-street parking, there is an opportunity to holistically manage parking as opposed to a site-by-site basis, as supported by the City of Kelowna’s Parking Principles. The Parking Plan proposes limiting the amount of parking in recognition of the high levels of alternative transportation modes. Accordingly, relaxed parking requirements at key development sites are recommended in addition to shared parking facilities as new civic and cultural sites are re-developed.

Off-site

The Plan seeks to limit and reduce the amount of off-street surface parking provided. Accordingly, a key strategy will be to maximize the usage of 1,101 spaces in the existing parkades. These spaces can serve the parking needs of visitors attending the Cultural District for events during evenings and weekends, while reducing costs for new civic and cultural facilities. As the redevelopment of surface parking lots occurs in areas where significant event parking is needed (e.g. the Prospera Place parking lots), new developments will be required to provide a comparable number of spaces through a building design that integrates screened parking on the first 2-3 storeys. Also, on-street metered parking will be maintained

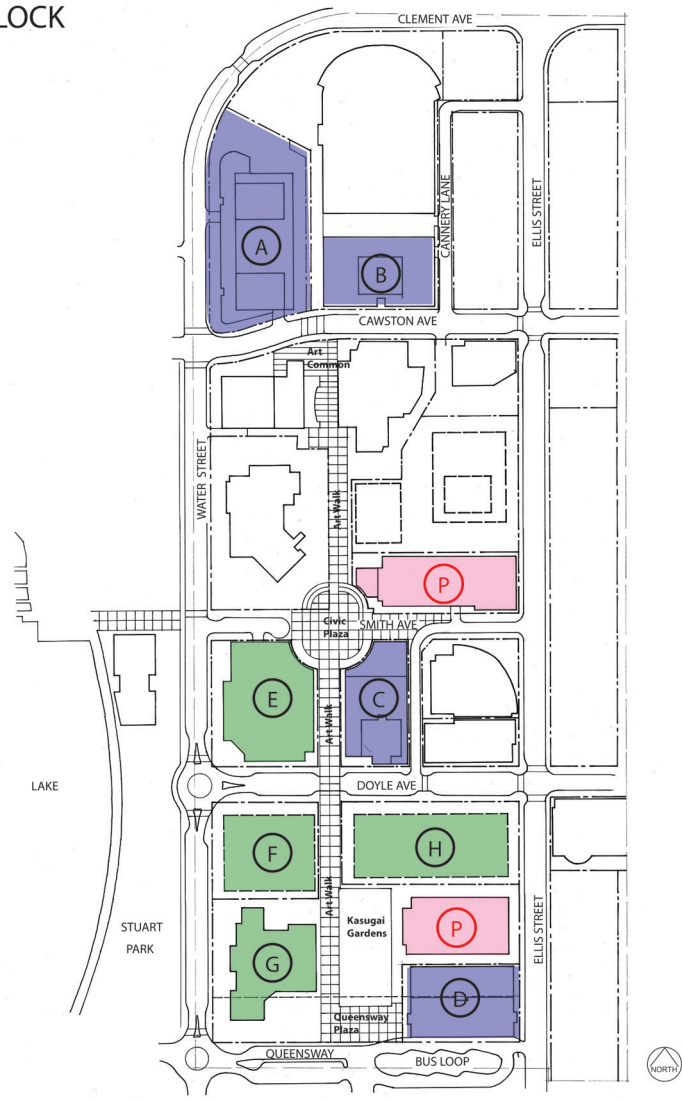
KELOWNA CIVIC BLOCK
CONCEPT PLAN

Parking Plan

LEGEND

- (P) EXISTING PARKADES*
- (A, B, C, D) ON-SITE PARKING
- (E, F, G, H) SHARED CIVIC PARKING

* Includes new Ellis Street Parkade currently under construction and expanded Smith Avenue parkade



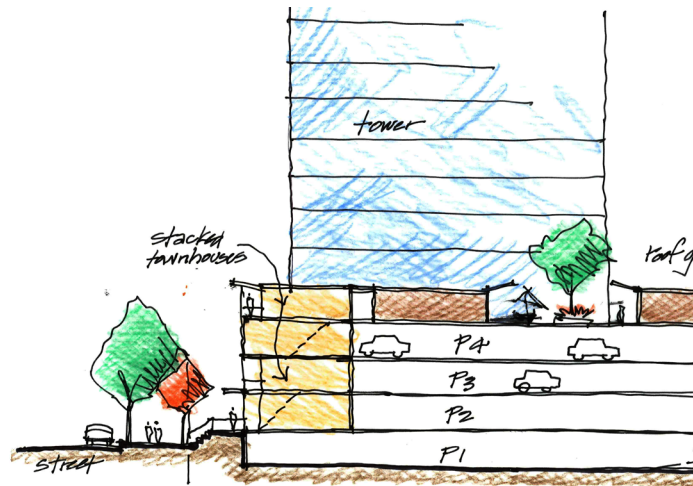
and priced at market rates to ensure short-term visitor parking is available.

On-site

The Plan emphasizes a long-term reduction in the amount of parking, however there are a number of development sites that will incorporate a substantial amount of on-site parking. For example, sites that are designated as mixed-use (RCMP site, Cawston infill sites, Queensway parcel, IH site on Ellis Street) are anticipated to have .8 stalls per residential unit. Each of the development parcels were reviewed to ensure a cost-effective parking layout can be accommodated within the anticipated building envelopes. Sites that incorporate affordable housing or are within close proximity

to the Queensway Transit Exchange are recommended for relaxed parking requirements to encourage alternative modes of transportation. On-site parking will be required as part of the podium design for mixed-use developments, ensuring it is screened from adjacent public spaces and streets. The Design Guidelines (Appendix A) anticipate a two to three storey podium for parking to be integrated as part of the building design. On-site parking policies will impact the form and viability of development and influence transportation choices of people living, working and visiting the area.

Many cities are seeing that excessive parking is linked to higher driving rates, increased traffic congestion and higher development costs.⁵ Instead of merely servicing



Building base where parking is screened by townhomes

Objectives of Parking Plan

- ▶ No additional parkade is anticipated in the long-term
- ▶ Reduced parking requirements are proposed for sites within close proximity to Queensway Transit Exchange (400m)
- ▶ Future civic facilities will have reduced on-site parking requirements and look to a comprehensive parking strategy to utilize facilities via shared parking agreements and optimize use throughout all user times (daytime and evenings)
- ▶ Balance off-site and on-site parking needs

the public’s demand, recent studies have shown that cities with higher levels of parking per capita are actually causing higher rates of driving. For this reason, parking policies will impact the ability of the Civic Precinct to become a pedestrian-friendly environment that encourages active transportation alternatives (i.e. walking, cycling, and public transit) over the automobile. It is anticipated that parking demand and transportation behaviour will shift dramatically over the next 25 years, requiring parking management and policies that support a Downtown where the single occupancy vehicle is only one of various practical transportation options.



Many key development sites are within 300m of the Queensway Transit Exchange the city’s premier transit hub.

5. Citylab. 2015. Jaffe, Eric. The Strongest Case Yet that Excessive Parking Causes More Driving. Retrieved from: <http://www.citylab.com/commute/2016/01/the-strongest-case-yet-that-excessive-parking-causes-more-driving/423663/>

IMPLEMENTATION

05

INTRODUCTION

COMMUNITY ENGAGEMENT

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IMPLEMENTATION

APPENDIX

From Plan to Action

The Civic Precinct is one of the most important areas within the City's premier urban centre. It is an area that warrants high urban design standards, architecturally distinct buildings and an inviting public realm to create a distinctive and people-oriented Downtown. This vision and associated policies outlined in the Plan provides clear direction on the goals for public and private development in the area, strategic public improvements and anticipated transportation upgrades that will support this shift. The Plan will be advanced as redevelopment, civic investment, programming, and other improvements take place.

Redevelopment

The greatest opportunity for Plan implementation will be the redevelopment of key sites in the Civic Precinct over the next 25 years. The Plan proposes a series of sites for future mixed-use development, permitting housing and commercial use that will be regulated through the Zoning Bylaw. The bylaw amendments proposed for the C7 Zone will enhance the controls for future residential and commercial buildings in the Civic Precinct (Downtown), emphasizing the importance of human scaled urban design that contributes to a pedestrian friendly environment. The Zoning bylaw is supplemented by the Civic Precinct Plan Design Guidelines (Appendix A). Sites where rezoning will be needed to support a mixed-use project represent the greatest opportunity to utilize servicing agreements or other tools to ensure new private development contributes to identified public improvements in the Civic Precinct. For example, sites such as the former RCMP parcel, IH building on Ellis Street, Queensway Avenue site and the Cawston Avenue parcels anticipate a rezoning process that present an opportunity to ensure identified public improvements are secured.

Public Improvements

Another component of Civic Precinct Plan implementation will be the ongoing improvements to the public realm and transportation network. Public

improvements will require investment from both the City and private sector. For example, projects such as the Art Walk and frontage improvements where the City is the landowner will require leadership from the City. The on-going transportation improvements to enhance multi-modal transportation facilities will be largely led by the City. However, other opportunities may arise where partnerships can leverage the acceleration of the Plan via the redevelopment process.

Strategic Partnerships

The redevelopment of all sites that are controlled by the City of Kelowna will be significantly challenged without strategic partnerships that reduce costs and enhance impact of new facilities. The development of sites designated for mixed-use and/or civic use represent strong potential for creative partnerships. For example, mixed-use sites where at-grade market uses are desired such as the existing RCMP site will require a long-term lease agreement with a prospective developer to deliver on the goals of increasing residential activity. Similarly, redevelopment of civic sites will also be considered for partnerships with non-profit, cultural and/or educational organizations should the outcome: i) deliver on the goals of the Civic Precinct Plan, ii) align with community priorities, and iii) reduce the financial burden on taxpayers.

Programming

As public realm improvements are implemented and public space is increased, the programming, animation, and public event/activity planning to enhance use of these spaces will be critical. Greater levels of programming and activity will improve safety of public spaces, elevate the visibility of the arts and further establish the area as a unique destination in the Downtown as the residential population increases. In the long-term, the increased residential population and employment densities will significantly contribute to the animation of public spaces.

Near-term Implementation Strategy

Over the coming years, a number of key actions are required to advance key projects identified in realizing the vision of the Civic Precinct Plan. This table shall be reviewed every 5 years (i.e. 2020, 2025) to ensure it remains an effective tool for plan implementation in the long-term.

Near-term Implementation Activities	Group Responsible	Timeline
Policy and Regulatory Amendments		
Adopt Design Guidelines for Civic Precinct boundary area as addendum to the My Downtown Plan & the 2030 Official Community Plan (OCP)	Policy & Planning (P&P)	2016
Amend 2030 OCP Land Use designations to reflect Civic Precinct Land Use Plan	P&P	2016
Amend C7 zone regulations of Zoning Bylaw No. 8000 to reflect the Civic Precinct Plan recommendations	P & P / Community Planning (CP)	2016
Complete a Downtown Parking Strategy and update Section 8 of Zoning Bylaw No. 8000 to align Near-Term Illustrative Land Use Plan	Parking Services, CP & Infrastructure Planning	2016/17
Update the Subdivision and Servicing Bylaw 7900 to reflect key public improvements for the Civic Precinct (Ellis & Doyle Street x-sections)	Dev Engineering & Infrastructure Planning	2016/17
Strategic Redevelopment Partnerships		
Establish a process for Expressions of Interest for partnerships (long-term land lease) to redevelop the RCMP site in accordance with Civic Precinct Design Guidelines and Illustrative Near-Term Concept Plan	Real Estate Department, P&P, & CP	2016-17
Develop indicative design for RCMP site based on new parcel configuration	IPlan	2017
Coordinate the demolition of Doyle Ave RCMP building	Infrastructure Delivery	2017-18
Re-establish the final parcel configuration through subdivision approval of the RCMP and KCT sites as per the Civic Precinct Land Use Plan	Real Estate Department & IPlan (support)	2017/18
Public Realm Improvements		
Develop schematic design for the Civic Plaza and Art Walk Phase 1 extension to Doyle Avenue in advance of the RCMP site redevelopment	IPlan	2017
Develop detailed design and phasing for Art Walk Phase 1 extension to Doyle Avenue in advance of the RCMP site redevelopment	IPlan	2017
Develop schematic design for Art Walk Phase 2 extension to Queensway and Bennett Plaza to function as gateway to Cultural District.	IPlan	2018-19
Develop schematic design for Laurel Packinghouse Courtyard	Kelowna Museum Society	2020
Develop detailed design for Doyle Avenue between Water St. and Ellis St. to align with Design Guidelines of Civic Precinct Plan in tandem with RCMP redevelopment	IPlan	2017
Financial Strategies		
Review potential funding mechanisms (Parking revenue, Amenity Contribution, Downtown Reserve) to support public amenities as described in Civic Precinct Plan	Policy & Planning, IPlan, Financial Services	2017
Establish annual or 5 year review where Civic Precinct Plan projects are considered for priority 1 projects in the 2030 Capital Plan	IPlan	2017
Identify potential funding sources or grants for priority community and cultural facilities and public space improvements	Grants & Partnerships / Cultural Services	2017-19
Cultural Facility Planning		
Gather information about creative production space needs in community	Cultural Services	2016
Establish functional program for future PAC, and review the condition assessment and temporary remedial works to the existing KCT	IPlan & Cultural Services	2017
Through a Cultural Plan update, identify and prioritize cultural production space needs	Cultural Services	2018-19

Class C General Costing Estimates for Public Improvements

The following cost estimates for the proposed public improvements are intended only for high level costing discussions. The costs include a 10% allocation for design fees as well as a 25% contingency. More detailed costing will be completed at the detailed design stage.

Category	Cost Estimate	Funding Source	Expected Timing
Public Space & Parks			
Art Walk Phase 1	\$1.65M	Infrastructure 2030 Plan / Priority 1 (2017-18)	2018
Art Walk Phase 2	\$1.95M	Infrastructure 2030 Plan / Priority 2 (2019-20)	2019-20
Art Walk Phase 3	\$3.0M	Not in Infrastructure 2030 Plan	2028
Civic Plaza	\$1.32M	Not in Infrastructure 2030 Plan	2020-2021
Bennett Plaza	\$1.7M	Infrastructure 2030 Plan / Priority 2 (2020)	2020
Laurel Packinghouse Courtyard	\$.5M	Museum Association is Securing Funding	2026
Total Cost Estimate	\$10.2m		

**As per 2030 Infrastructure Plan & Capital Projects Map and based on per linear metre or per m² costing from other similar projects with 25% contingency. These costs should only be used as a broad cost projection and not used to estimate construction costs; future detailed design will determine final budget values.*

Class C General Costing Estimates for Transportation Upgrades

Key Transportation Upgrades	Cost Estimate	Funding Source	Expected Timing
Doyle Ave. Streetscaping	\$1.0M	Funding Source Required	2019-2020
Ellis St. & Smith Ave. Pedestrian Crossing	\$40,000	Funding Source Required	2016-17
Bulb-outs Water St. & Cawston Ave	\$65,000	Funding Source Required	2017
Bike Lanes: Water, Ellis St. & Doyle Ave.	\$60,000	Funding Source Required	2017-18
Roundabout Sunset Dr. & Clement Ave.	\$750,000	Major Developments and Local Area Service Bylaw	TIA will trigger
Sidewalk enhancements Water St (Ellis St. to Sunset Dr.)	\$150,000	Major Developments and Local Area Service Bylaw	TIA will trigger
Smith Ave. shared use AT pathway from Water to Art Walk/Civic Plaza	\$180,000	Funding Source Required	2020-2021
Total Transportation Upgrades	\$2.25M		

(Cultural & Community Buildings Estimates in Appendix C)

Revenue Options

The implementation of the Plan over the next 25 years will require a number of significant investments in the public realm, transportation network and the Cultural District. To reduce the financial burden on taxpayers, the City could explore tools to ensure that all re-development within the Civic Precinct contributes to the long-term public improvements envisaged through the following options:

- *Real estate reserve funding from land sales:* Revenue from land-leases could be redirected into a reserve fund that would directly implement public realm improvements.
- *Cash-in lieu parking funding:* Provincial legislation allows for cash-in lieu funding provided via development approval to be used for alternative transportation (i.e. walking, cycling, transit upgrades).
- *Parking Benefit Districts:* Establish a parking benefit district where future increases in parking revenue in a defined area or district are reinvested in public realm improvements in the area where parking revenue is collected. For example, parking revenue from future rate increases could go into a reserve for downtown public improvements (public space, sidewalk, lighting, public art, street furniture etc).
- *Grant funding:* Provincial and federal funding may come available through the Infrastructure Stimulus Fund to support future community building investments (i.e. Performing Arts Centre, Kelowna Museum, Downtown Community Centre) and the associated public realm upgrades. Other funding

programs such as the Bike BC program could support portions of the streetscape improvement costs for Smith and Doyle Avenues by developing a design that prioritizes cyclists. Other examples include the Gas Tax Strategic Priorities Fund that provides capital funding for cultural and community infrastructure of regional importance.

- *Community Amenity Contributions:* Establish amenity contributions as part of the development approval process for the Civic Precinct boundary area. This would capture an accurate reflection of the actual funds that are sequentially collected to implement the prescribed infrastructure improvements for the Civic Precinct Plan area.
- *Local Improvement Charges:* Public improvements that are deemed to benefit a specific group of landowners can be cost-shared through a local improvement charge on their property taxes. (Approximately 25% of the Bernard Avenue revitalization was financed through contributions from landowners).
- *Servicing Agreements:* As part of a rezoning or Building Permit approval process, the City will evaluate the off-site infrastructure improvements (road frontage improvements, water/sewer upgrades) that a developer must pay.

Plan Summary

The Civic Precinct Plan embraces the vision of a dynamic community that aspires to have people live, work, play and learn in this community. It responds to local needs and aspirations as well as serving as a part of the City's premier urban centre. The Plan aspires to foster an inclusive community that celebrates culture and entertainment, showcases connections to the waterfront park spaces, encourages the community to gather in public spaces, invites additional residents into the area to animate it outside of traditional business hours, and creates strong transportation connections through a variety of active transportation modes.

The Civic Precinct Plan provides direction on future land uses, maximum building heights, parking strategies, transportation network improvements, public realm enhancements, and placeholder sites for cultural facilities in anticipation of the City of Kelowna's Cultural Plan update. Throughout this process, the community provided meaningful and valuable input to establish the Planning Principles. These community priorities were translated into the Plan outcomes to balance feasible outcomes for both the near-term and long-term planning horizons. Moving forward it will be the cumulative impact of the proposed actions that will position the Civic Precinct to become an active and dynamic area within the Downtown, requiring action and leadership from the public sector and private industry to ensure the long-term vision of the Plan is realized.



Doyle Avenue looking east from Water Street

Illustration by Huculiak Artist Designer

Appendix A

Design Guidelines

1.0 Introduction

1.1 Intent

The Design Guidelines support a plan for the Civic Precinct that will result in a vibrant, active, well-designed district that provides a high level of amenity, comfort and safety for pedestrians.

The primary objective of the Design Guidelines is to create, through careful and deliberate design of both built form and the public realm, a physical Civic Precinct environment that is dynamic, vibrant, attractive, safe and people-friendly.

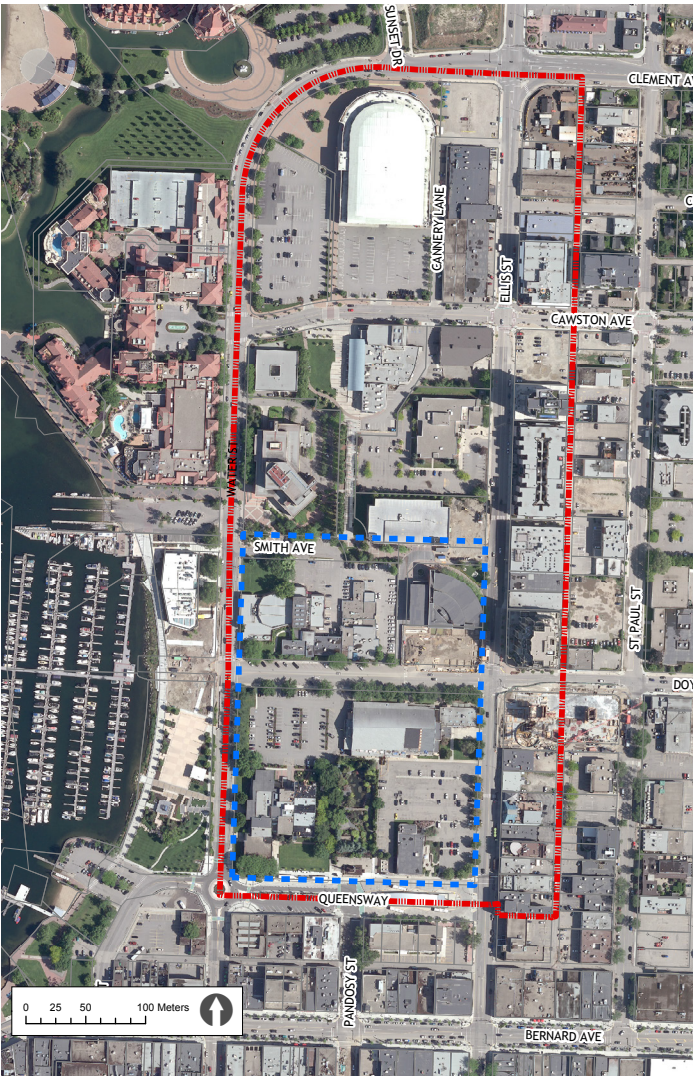
1.2 Users

These Design Guidelines are intended for the use of private landowners, developers and their design consultants, as well as City staff reviewing all development applications. They are also intended to be referred to by the City itself when designing civic, cultural and public realm improvements, including all future streetscape enhancements in the Civic Precinct.

1.3 Design Guidelines Area Scope

These Design Guidelines shall apply to the area identified in the adjacent map, which corresponds to the Civic Precinct. The area is bound by Water Street to the west, Clement Street to the north, the rear property line of parcels fronting onto the east side of Ellis Street to the east, and Queensway to the south.

Civic Precinct Boundary Area



----- Civic Precinct Boundary

----- Primary Plan Area

2.0 General Design Guidelines

This section of the Design Guidelines describes the general design considerations that shall apply to the entire Civic Precinct.

2.1 Civic Precinct Character

2.1.1 Concept Plan

The Civic Precinct structure plan is illustrated in the Long-Term Illustrative Concept Plan. This plan identifies a number of key planning and urban design moves:

- the proposed block structure
- a central pedestrian spine extending the full length of the Precinct (Art Walk)
- a central civic plaza at the heart of the Civic Precinct (Civic Plaza)
- a Precinct that is pedestrian focused and provides an enhanced public realm on all streets
- multiple connections to the lakefront and Stuart Park
- an overall building form/height strategy that steps up from the lakefront (west), transitioning to taller buildings on Ellis Street (east)
- a range of land uses, while protecting a number of key sites for future civic/cultural uses
- optimizing select City-owned sites for future revenue-producing mixed-use developments
- optimizing parking holistically with shared parking facilities, and the phased elimination/replacement of existing surface parking lots
- active transportation corridors on select streets through the Precinct
- requiring the highest standards of urban design and green building technology for all civic buildings to establish landmark architecture in the Precinct

2.1.2 Building Heights, Articulation and Design Quality

The Civic Precinct shall be characterized by a range of building heights, materials, streetwall⁶ heights and building setbacks, depending on site locations. The following guidelines address building heights, materials, streetwall, setbacks, alignment and tower articulation:

Building Heights

- Taller buildings should generally be located towards the east part of the Civic Precinct, with building

heights stepping down towards the west part of the Civic Precinct facing the lake, in order to integrate with the surrounding lower urban scale along the lakefront, and to optimize views towards the lake from all east-west street ends and from taller buildings further to the east.

- Maximum building heights shall be consistent with the Building Heights Plan (pg. 38 of Civic Precinct Plan)

Materials

- Finish buildings with exterior building materials that are natural, indigenous, durable and appropriate to the character of the development. Recommended building materials include brick, stone, wood and heavy timber, clear glass, metal, composite cement board, and finished in-situ concrete and modular concrete.
- Stucco and stucco-like finishes shall not be used as a principal exterior wall material.
- Prohibited building materials include vinyl siding, plastic, unpainted or unstained wood, including pressure treated wood, and concrete block.

Streetwall

- Buildings fronting onto Ellis Street should incorporate a streetwall podium height of at least one (1) floor (max. 20 ft.) at or near the property line, to emphasize the pedestrian-oriented retail character of this street. The streetwall podium may extend to up to three (3) floors. Any additional height should be stepped back above the third floor.
- Buildings may require a setback from the property line to accommodate a minimum 3.6 m (12 ft.) wide public sidewalk on both sides of Ellis Street.

6. The term 'streetwall' refers to that portion of a building elevation that faces an adjacent street at the lower levels, and helps define and frame the public realm of the street



An example of a streetwall

- Buildings fronting onto other streets (besides Ellis Street) within the Civic Precinct may incorporate a streetwall height of up to four (4) floors (max. 50 ft.) provided they are set back from the property line by at least 3.6 m (12 ft.). Any additional height should be stepped back above the fourth floor.

Grade Levels

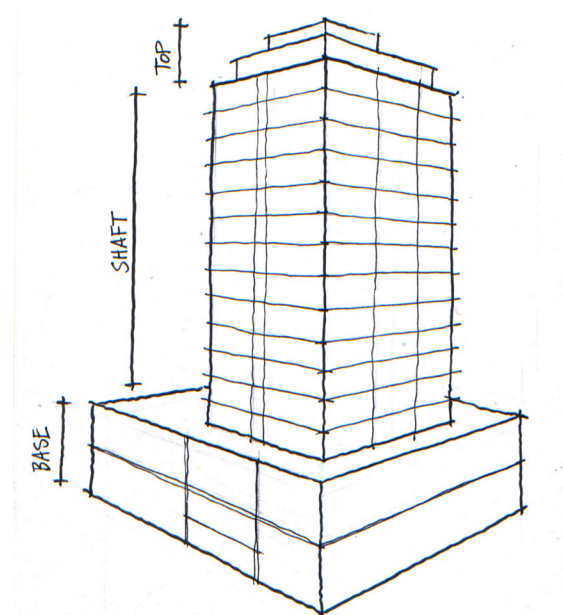
- Where buildings include ground floor residential units (e.g. townhouses) fronting directly onto public streets, the ground floor grade level should be raised above the adjacent sidewalk elevation by at least 0.6 m (2 ft.) to create a clear separation between public and private space.
- Where buildings include ground floor retail uses fronting directly onto public streets, the ground floor grade level should be located at the same elevation as the adjacent sidewalk elevation to facilitate easy movement between the public sidewalk and private retail space. For sites where this is not practical (e.g. sloping grades), the adjacent ground floor elevation should be set as close as possible to the adjacent average sidewalk elevation.

Building Alignment

- Buildings should be carefully sited and aligned along any given street such that the aggregate of such adjacent buildings contributes towards a consistent streetwall and built form alignment.

Tower Articulation

- Taller towers should clearly express, through architectural articulation, step backs and/or changes in materials, a 'base, middle and top' architectural expression, in which the building base (or podium) is defined separately from the building shaft above, and the top portion of the building is again defined separately from the building shaft below.



Tower structure

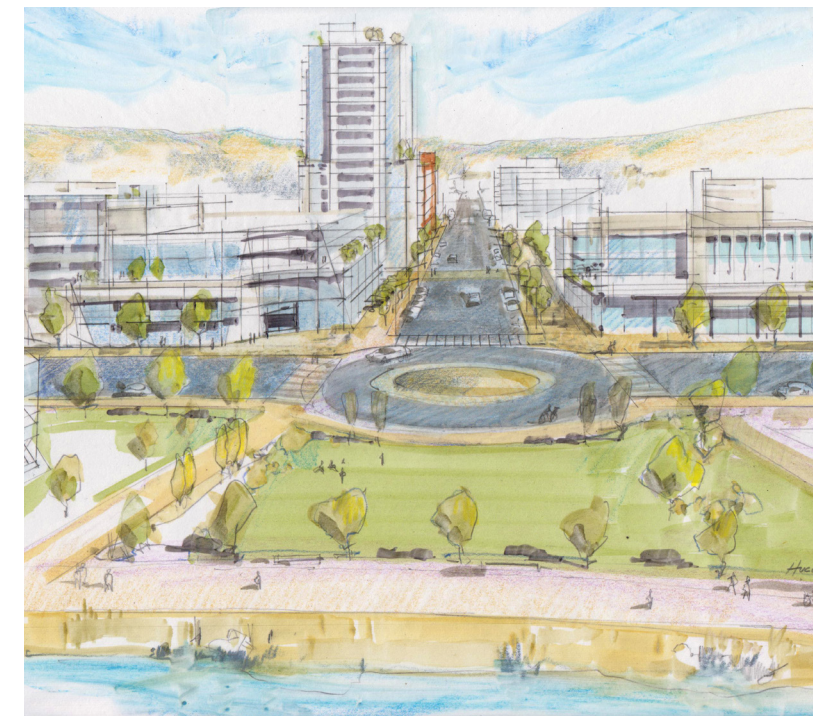
- The upper portion of taller tower buildings (above six (6) stories) should be reduced in floorplate area and step back from the front and rear property lines. Limit the floorplate area of upper storeys (above six (6) stories) of taller residential tower buildings to a maximum of 676 m².
- Upper floor windows should have vertical proportions where the height is at a minimum, 1.5 times the width.

2.1.3 Street Grain and Permeability

- Create a rich network of pedestrian routes throughout the Civic Precinct.
- Require smaller development blocks with permeable pedestrian routes through larger blocks.
- Require breaks or gaps in building streetwalls to facilitate views to/from adjacent public spaces.
- Ensure buildings help to positively define the public realm with strong streetwall edges that either come out to the property line or form a consistent setback along the street.
- The maximum uninterrupted horizontal dimension of a primary (street-fronting) wall of any single building base shall be no more than 30m.
- If the primary (street-fronting) wall is longer than this, it shall be interrupted with an entry setback, courtyard or patio, to break up the overall length of the streetwall.



Mid-block courtyard at the "Capers Building", Vancouver



Design new public facilities to act as civic landmarks

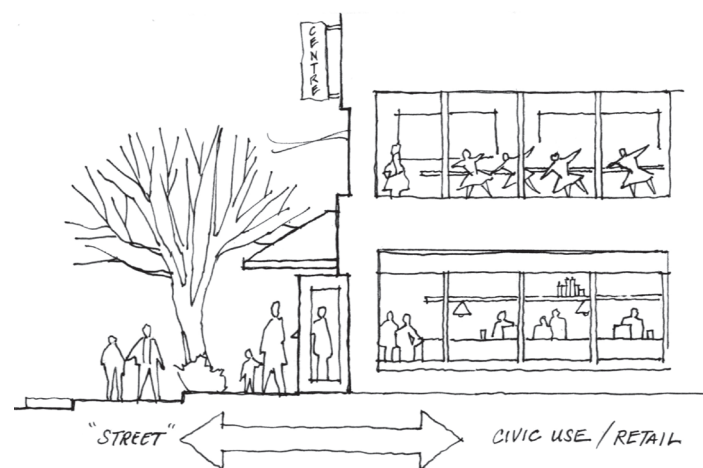
2.2 Building Orientation, Siting, Setbacks, Separation, Views

2.2.1 Building Orientation

- Buildings should be oriented and sited to capture and optimize both public and private views of the lake.
- Buildings (and particularly upper tower levels) shall be oriented with the longer dimension east-west (not north-south), to maintain maximum distance between adjacent buildings/towers.
- Buildings shall be oriented to encourage passive solar heat gain and improve energy performance to maximize passive solar winter heat gain.
- Buildings should be orientated and designed to maximize the potential for natural ventilation.

2.2.2 Street/Building Interface

- Buildings should create a positive, permeable interface between the adjacent public street and the ground floor. This interface should facilitate pedestrian visibility and movement between the public realm and the adjacent building.
- Design active facades that incorporate windows and doors on at least 75% of a building's frontage.
- Incorporate a high level of transparency (non reflective and non-tinted on a minimum of 75% of the first floor elevation).



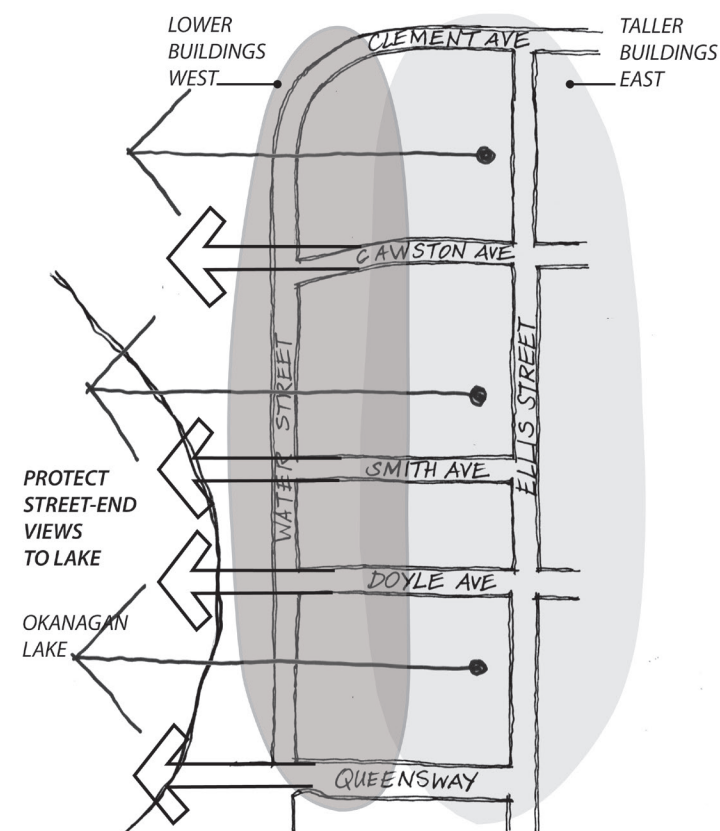
A "permeable" building interface



A fine-grained pedestrian network

2.2.3 Views

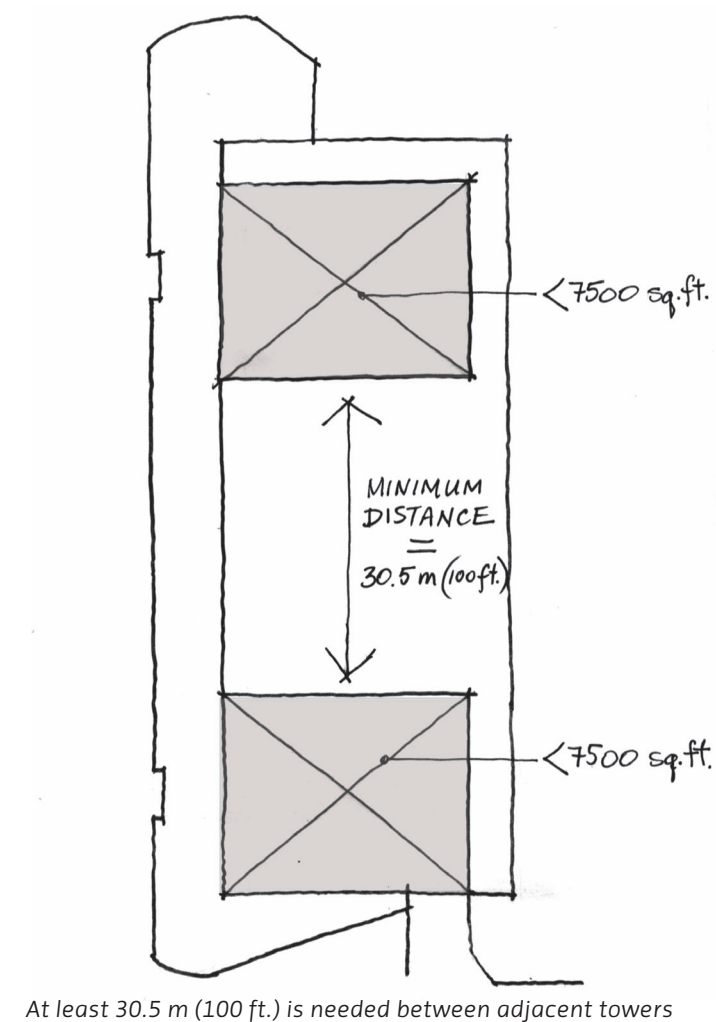
- Protect all street-end views towards the lake.
- Enhance street-end views, by setting buildings back from the property line to widen the view angles at key intersections.
- Protect views towards the lake over adjacent buildings by locating lower buildings towards the west part of the Precinct and higher buildings towards the east part of the Precinct, allowing for views over the top of the lower buildings.
- Protect views towards the lake between adjacent taller buildings by maintaining optimum separation distance between such adjacent buildings and by siting buildings further to the east so as to optimize views between such adjacent buildings (see 2.2.4 below).



Lower buildings towards the west to optimize views toward the lake

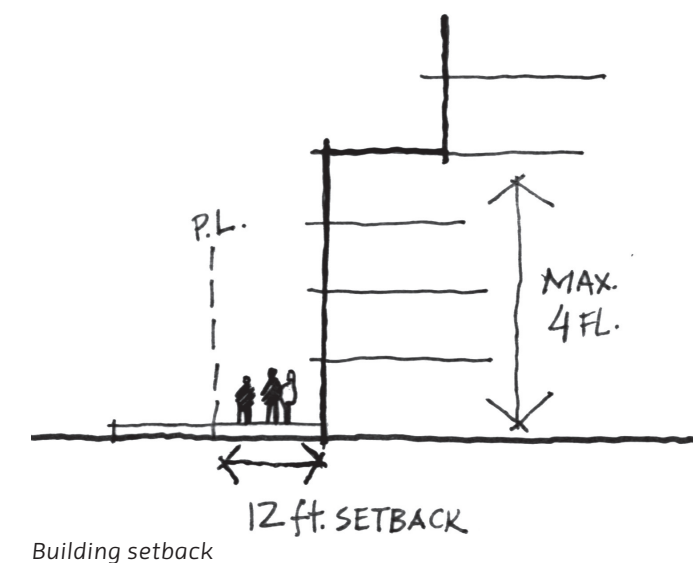
2.2.4 Tower Separation

- A minimum separation distance of 36.5 m (120 ft.) shall be provided between adjacent towers on the same block where typical floor plates exceed 697 sq. m (7,500 sq. ft.).
- A minimum separation distance of 30.5 m (100 ft.) shall be provided between adjacent towers on the same block where typical floor plates are less than 697 sq. m (7,500 sq. ft.).

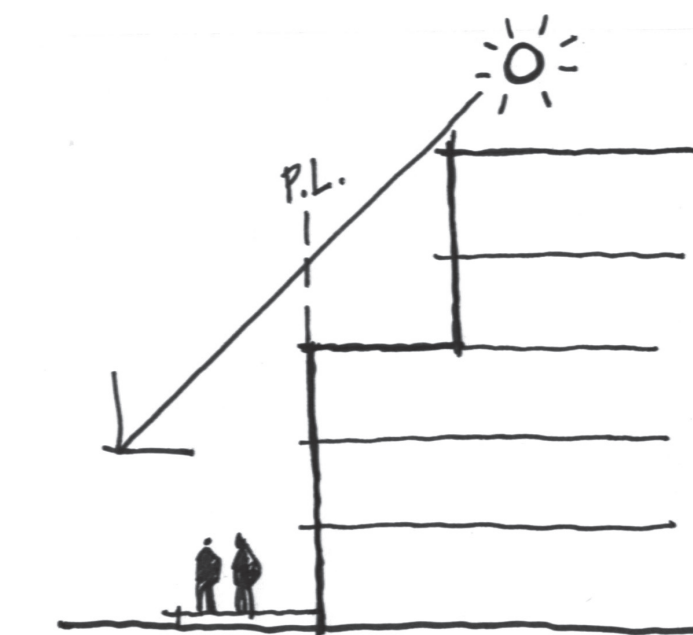


2.2.5 Setbacks

- Buildings should be set back from property lines to accommodate street trees and landscaping (e.g. Water Street), where such street trees cannot be accommodated within the street right of way due to use conflicts or lack of available space.
- Buildings fronting public streets should typically be set back above the second or third floor to optimize sunlight penetration onto the adjacent and opposite sidewalks.

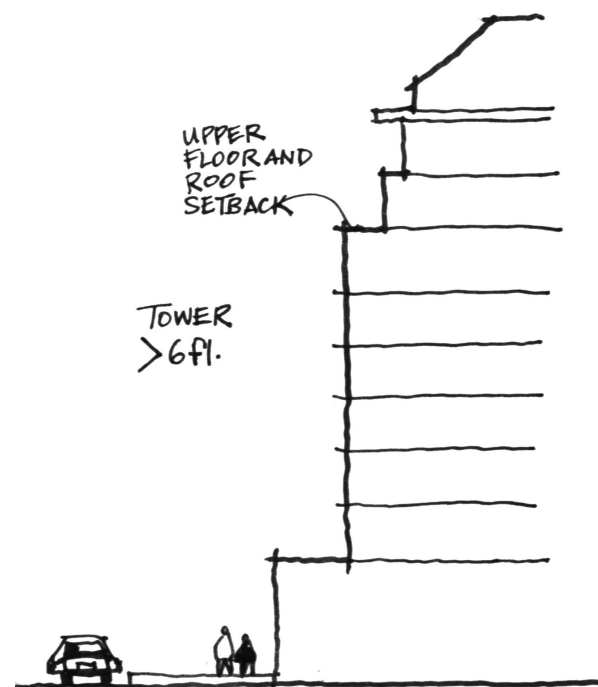


Building setback



Upper floors of building step back to optimize sunlight expo-

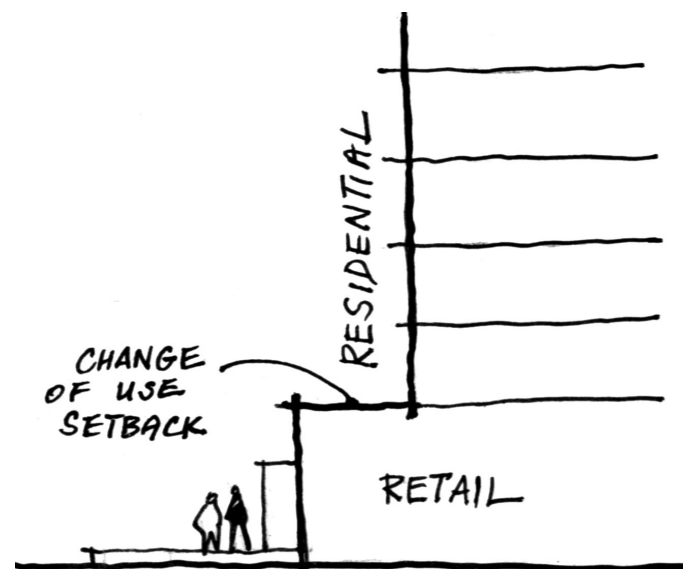
- Wherever possible, building design should step back to provide vertical separation between different stacked uses (such as upper floor residential over retail)



Upper floor setback

2.2.6 Signage

- Design signage that is high quality, imaginative, and innovative;
- Design signage with consideration of the size of any individual sign as part of the overall building signage and the appearance of the building's facade. Scale and architectural expression should not be compromised by size and number of facades.
- Box signs are strongly discouraged.
- Incorporate concise messaging and simple graphics into signage. Corporate and store logos are appropriate only if they form part of an overall sign design, and are suitably scaled to the facade composition.
- Light lettering on a dark background is preferred over dark lettering on a light background and consideration should be given to those with visual impairment



Setbacks help differentiate uses within a building

2.3 Vehicle Access, Circulation and Parking

2.3.1 Vehicular Access & Circulation

- Access to on-site (above grade) parking, loading docks and garbage/recycling services shall be from rear/side lanes or driveways wherever feasible. Access to on-site parking and/or loading shall only be permitted directly from a street where no rear/side lane or driveway access is possible.

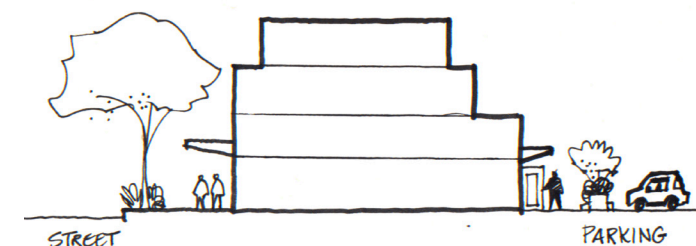
2.3.2 Parking and Loading Access

- Prioritize access to off-street parking from rear/side lanes or private driveways.
- Where parking and/or loading access must be from streets it shall be unobtrusive and deeply recessed, screened, or incorporated into the building in a manner that contributes to the attractiveness of the streetscape.
- Parking garage entrances or ramps shall be recessed and/or screened from the street to minimize the visual impact.
- No off-street parking garage access shall be permitted directly from Water Street (except for the existing access driveway into the Prospera Place parking lot north of Cawston Avenue).

2.3.3 Parking Screening

The Civic Precinct lies within the City's high water table area, thus requiring most on-site parking to be located at or above grade. The following guidelines are provided to address parking screening:

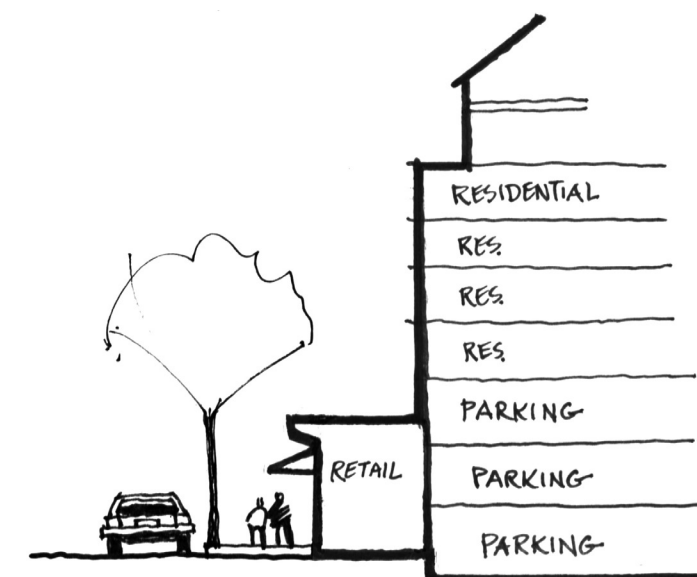
- All above grade parking structures shall be screened from the adjacent street and sidewalk.
- The first two to three floors of parking structures shall be screened from the adjacent public street by being set back from the property line and the insertion of compatible uses such as retail, residential or civic/cultural space between any such parking and the adjacent street. In no case shall a ground level parking structure be completely exposed to the adjacent public street/sidewalk/public space.
- Encourage screening of upper parking levels (above ground floor) with similar compatible uses as retail, residential or civic/cultural spaces, or through the use of vertical landscape screening devices (e.g. living green walls, etc.)
- Site planning should not program any on-site surface parking in front of a building between the front façade and the street. Any on-site surface parking shall be located at the rear or side of the building, and appropriately screened.



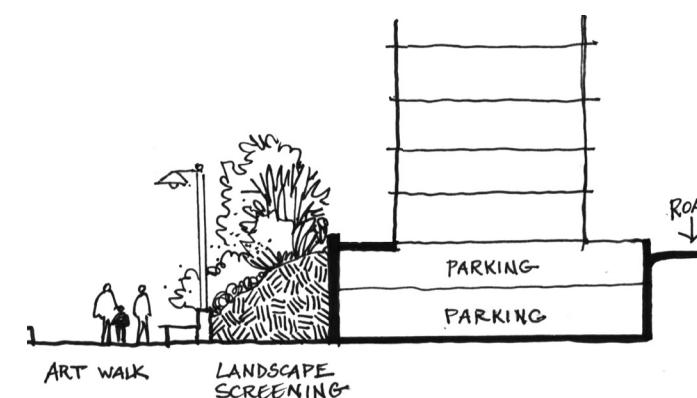
Surface parking at rear of building



Underground parking access



Ground floor parking screened by retail



Ground floor parking screened by planted berm

2.4 Weather Protection

- Require continuous weather protection for pedestrians on all commercial street frontages in the Civic Precinct (e.g. Ellis Street, Clement Avenue, Queensway, etc.).

2.5 Landscaping/Street Trees

- Street trees shall be required on all streets within the Civic Precinct.
- Street trees shall be regularly spaced on all streets, with an optimum maximum spacing of 25 ft. (7.6m). Where other site conditions (e.g. driveways, bus stops, poles, utility infrastructure, etc.) do not permit this spacing, trees shall be planted as closely as possible to this spacing standard.
- Street trees shall typically be planted in the service zone of the sidewalk immediately behind the adjacent curb to provide solar shading.
- Where there is insufficient width within the existing street right-of-way and sidewalk to accommodate street trees, new developments should be set back from the property line to accommodate street trees and landscaping (for example along Water and Ellis Streets) (see Section 2.2.5).

- Public pathways, outdoor public spaces and gathering areas shall include a robust level of tree canopy at strategic locations to enhance the public realm experience and provide seasonal weather protection/relief
- Landscaping plans shall reflect climate-appropriate species that are most likely to thrive in a highly urbanized, dry and hot environment.



Street trees shape space, provide protection from the elements, and create habitat and beauty



Continuous weather protection



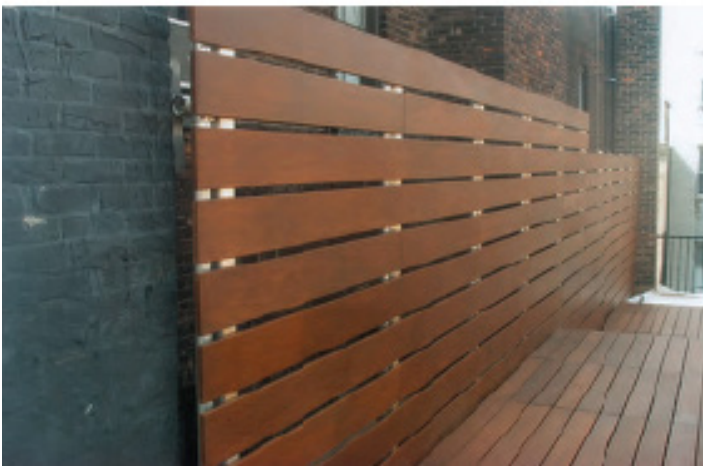
Street trees and landscaping for rainwater infiltration

2.6 Privacy

- Encourage the separation and screening of all outdoor private spaces, stoops, porches, patios, balconies, yards, etc. through the use of evergreen hedges and/or walls/screens constructed of materials such as brick masonry, stone, concrete, glass block, frosted glass or stainless steel.
- Design adjacent infill tower residential units with windows that avoid looking directly into an adjacent tower's residential units. Offset opposing unit windows.
- Where a residential tower is proposed to be stepped back with private terraces, minimize overlooking from one unit to another below, through the use of screen walls, setbacks from terrace edges, landscaping, etc.

2.7 Safety

- All new developments shall take into careful consideration the principles of CPTED.⁷



Examples of well designed fences

7. CPTED Crime Prevention Through Environmental Design (CPTED) is defined as a multi-disciplinary approach to deterring criminal behaviour through environmental design.

3.0 Site Specific Design Guidelines

The following design guidelines apply to public realm streetscapes and specific development sites within the Civic Precinct.

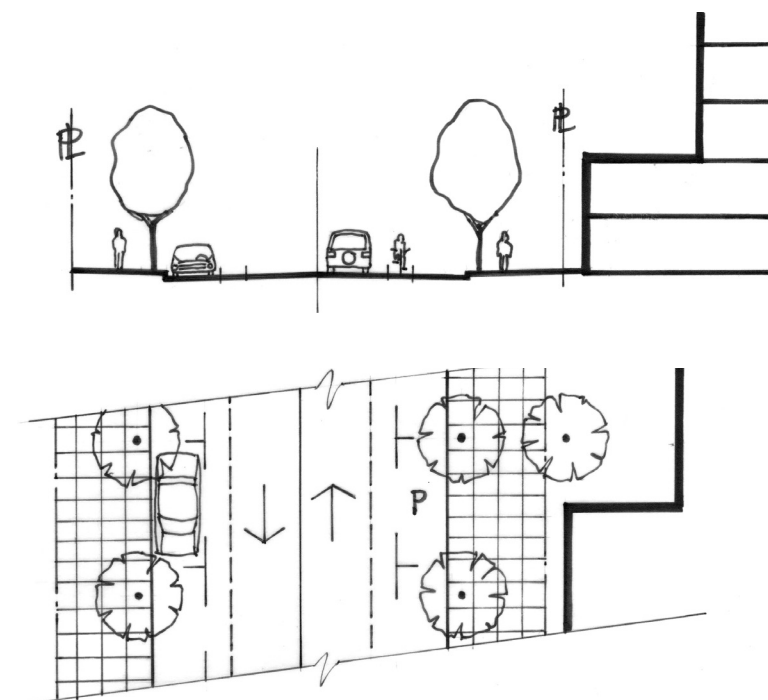
3.1 Streetscape & Public Realm

3.1.1 Doyle Avenue

Doyle Avenue is a key east-west route through the heart of the Civic Precinct. The City of Kelowna has designated it as an Active Transportation Corridor, which targets it with enhanced infrastructure for multiple travel modes including walking, cycling and driving.

It is envisaged in the Civic Precinct Plan as linking and providing access to a number of key civic/cultural facilities, (both existing and proposed) as well as to the lakefront. As such, it is assumed that it will be redesigned over time to accommodate a wide range of travel modes safely and more comfortably. This could include the removal of the angled parking on both sides to allocate more space for improvements for walking and cycling.

The following proposed street design (plan and section) illustrates the proposed streetscape and public realm enhancements that will help achieve this.



Doyle Ave: cross-section and plan



Doyle Avenue looking east from Water Street

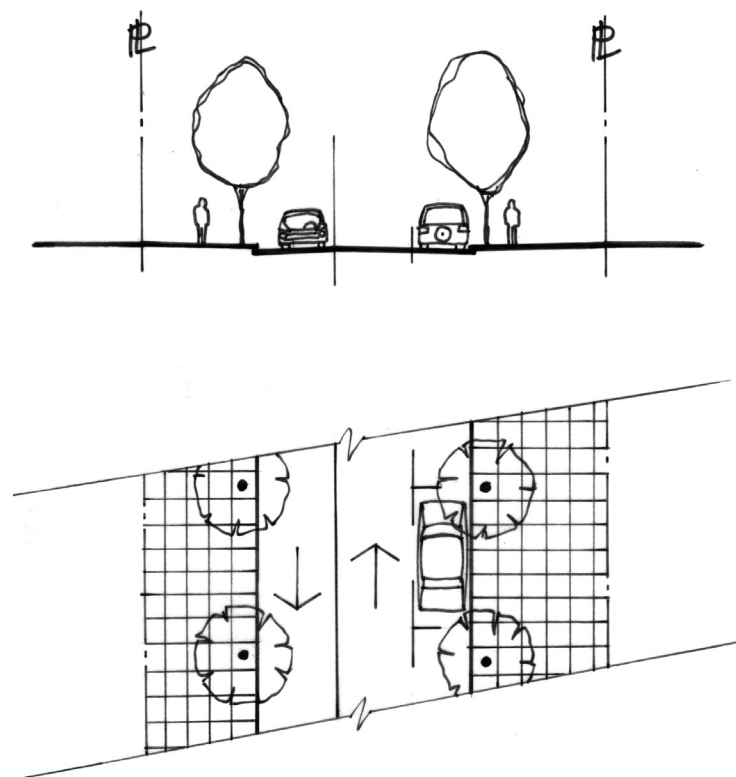
Illustration by Huculiak Artist Designer

3.1.2 Smith Avenue

Smith Avenue is a secondary east-west route through the Civic Precinct. It is not continuous, currently extending from Water Street and terminating just east of the existing Kelowna Community Theatre, to which it provides vehicle access. It then reappears as a service/ access roadway further east, providing access to the existing Library parkade, and connecting to Ellis Street to the east.

It is envisaged in the Civic Precinct Plan as providing vehicular access (parking, loading, servicing, deliveries, etc.) to key civic/cultural facilities, both existing and proposed, including the future Performing Arts Centre, future mixed-use development on the former RCMP site, the existing library parkade and the library building. As such, it is assumed that Smith Avenue will be a discontinuous connection and eventually integrate with the proposed pedestrian Civic Plaza.

The following proposed street design (plan and section) illustrates the proposed streetscape enhancements on the western portion of the street.

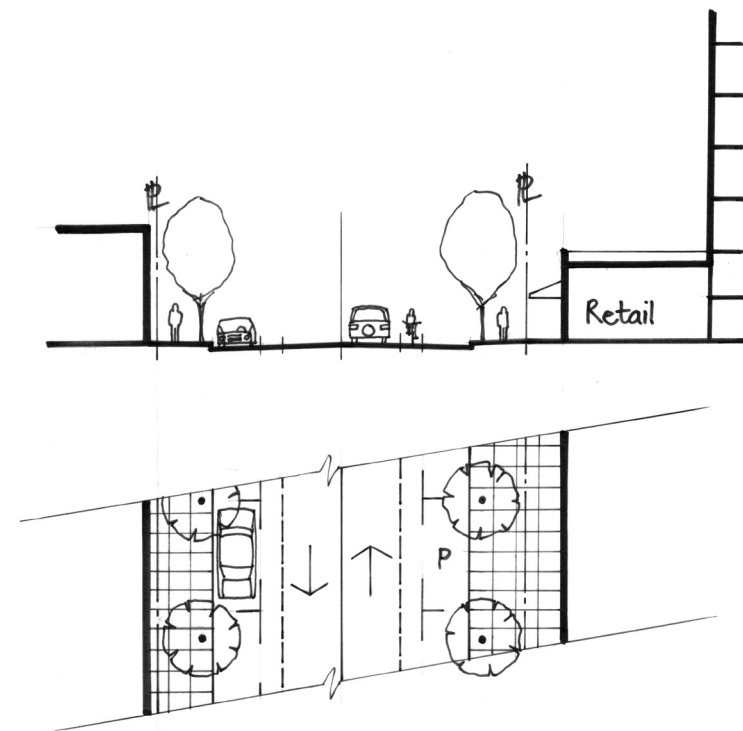


Smith Ave: cross section and plan

3.1.3 Cawston Avenue

Cawston Ave is another east-west route through the northern part of the Civic Precinct. The City of Kelowna has designated it as an Active Transportation Corridor with enhanced infrastructure for walking and cycling. It provides vehicle access to a number of different uses including Prospera Place, Cannery Lane, Rotary Centre for the Arts, Laurel Packinghouse, the Arts Common and the Art Gallery. It also serves an important access route to the Waterfront Delta Grand Hotel. These access requirements will remain and if anything, will increase with future redevelopment of sites along this street, as envisaged in the Civic Precinct Plan..

The proposed street design (plan and section below) illustrates streetscape enhancements for this portion of Cawston Ave.



Cawston Ave: cross section and plan

3.1.4 Civic Plaza

The Civic Precinct Plan proposes a new Civic Plaza where Smith Avenue intersects with the extended Art Walk. A detailed design will be required for this space.

The following general Design guidelines are provided to guide detailed design of the Civic Plaza:

- The Civic Plaza should have active edges defined by new buildings with public or commercial retail uses. Specifically, the proposed new Performing Arts Centre (on the Kelowna Community Theatre site) and new mixed-use building (on the former RCMP site) should both be oriented and designed to open onto the plaza.
- The footprints of new buildings on the Kelowna Theatre site (southwest), the former RCMP site (southeast), and the site adjacent to the existing parkade (northeast), should follow the schematic design for the Civic Plaza.
- The Civic Plaza should be designed as a primarily hard-surfaced space that can be programed to accommodate a multitude of uses and events.
- The Civic Plaza should be designed to work with, and accommodate, the grade change between its (lower) western edge and its (higher) eastern edge in a seamless way that permits easy and universal pedestrian access.
- The Civic Plaza should be designed to work as an integrated expansion of the Art Walk, linking the existing Art Walk in the north to the proposed extension of the Art Walk in the south using common surface materials, lighting, landscaping, furniture and signage, etc.
- The Civic Plaza should be designed as a well-lit, safe, high quality, flexible-use space with durable, long-lasting materials.

The following artist's rendering illustrate some of the general design ideas outlined above for this new public pedestrian-oriented space.



Civic Plaza looking east on Smith Avenue

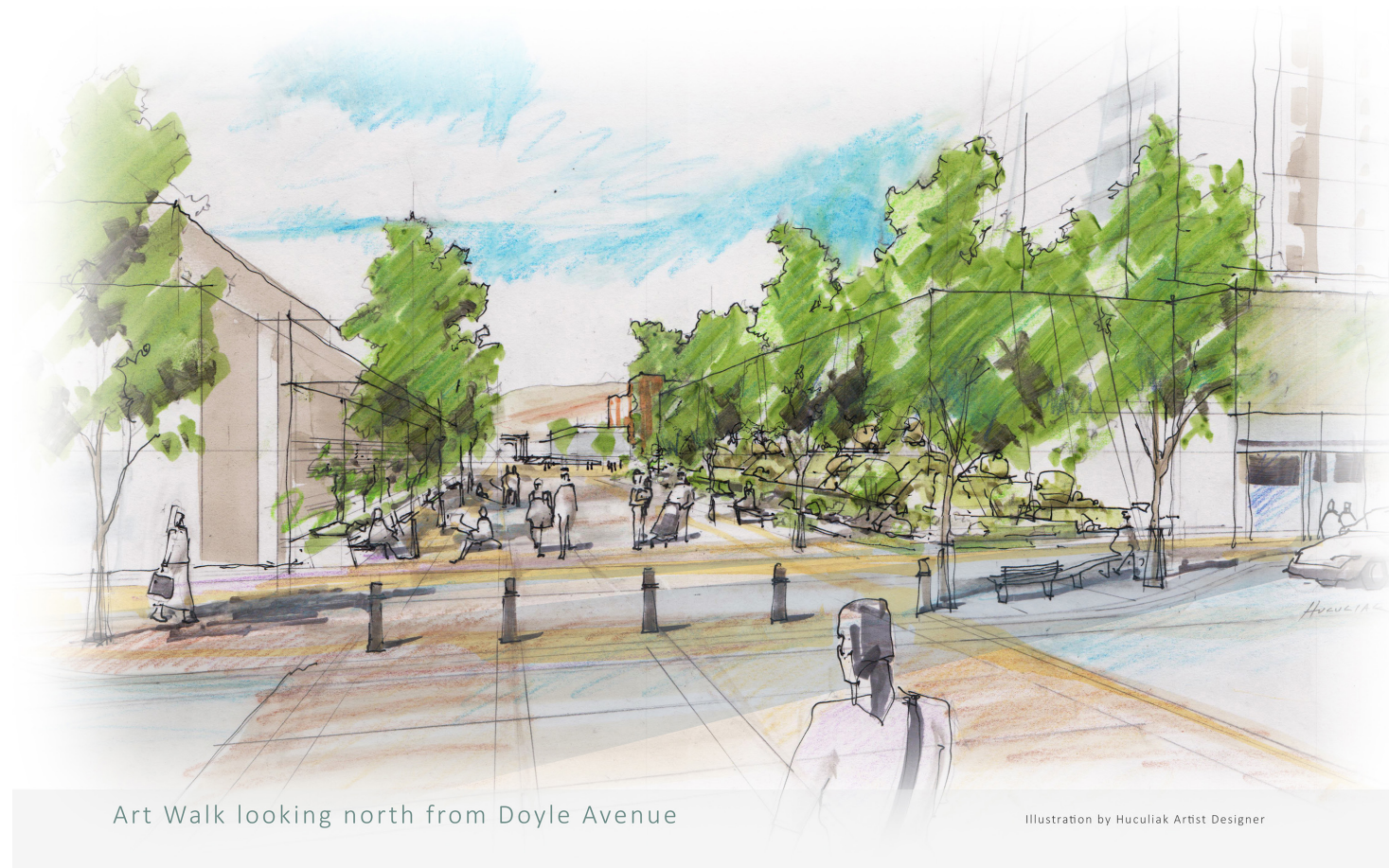
Illustration by Huculiak Artist Designer

3.1.5 Art Walk

The Art Walk shall extend southward to Doyle Avenue (Phase 1) and Queensway (Phase 2), and be upgraded northward to Water Street/Clement Avenue (Phase 3), forming a pedestrian spine for the Civic Precinct following a schematic design.

- The schematic design of the Art Walk extension should relate to and be generally consistent with the existing Art Walk, in terms of its minimum width, materials, lighting, furniture, colour scheme, and other features.
- The Art Walk extension should include trees along its full length, as indicated in the Illustrative Concept Plan.

- Where the Art Walk crosses intersection streets (e.g. Cawston and Doyle Avenues), the crosswalks should be upgraded/designed to signal the priority of north-south pedestrian traffic over east-west vehicular traffic.
- The edges of new developments on either side of the Art Walk should, wherever possible, be aligned to create a strong, consistent built form edge that is complementary to the Art Walk.
- New developments fronting onto the Art Walk should have active uses facing the Art Walk such as residential, cultural production, community uses or commercial)



Art Walk looking north from Doyle Avenue

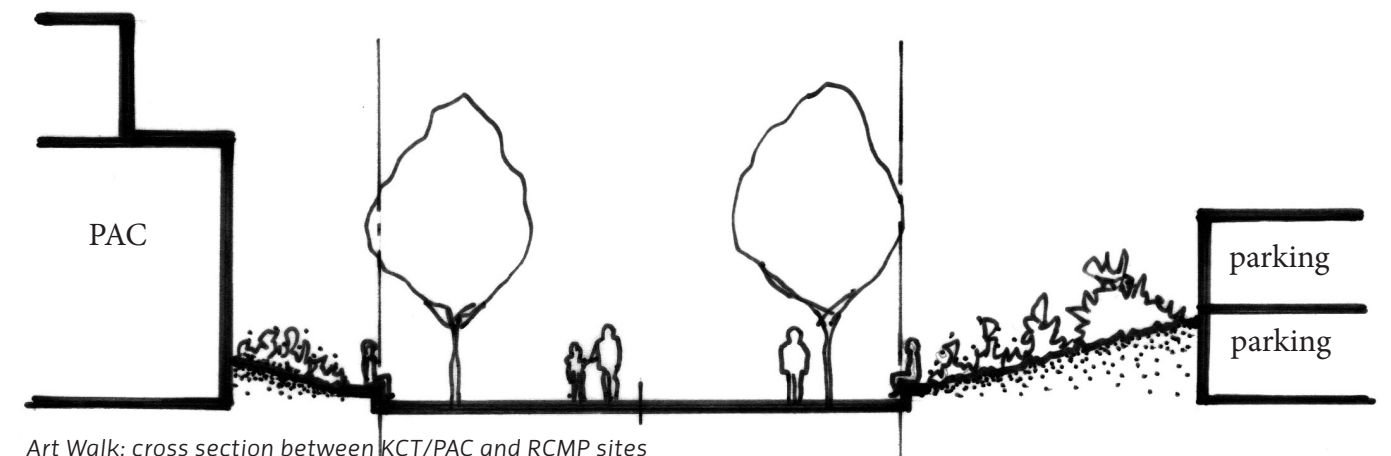
Illustration by Huculiak Artist Designer

- If active uses are not able to be accommodate well-designed landscape screening is to be provided.
- The Art Walk should be designed as a pedestrian space, with no vehicular access (other than for emergency vehicles).

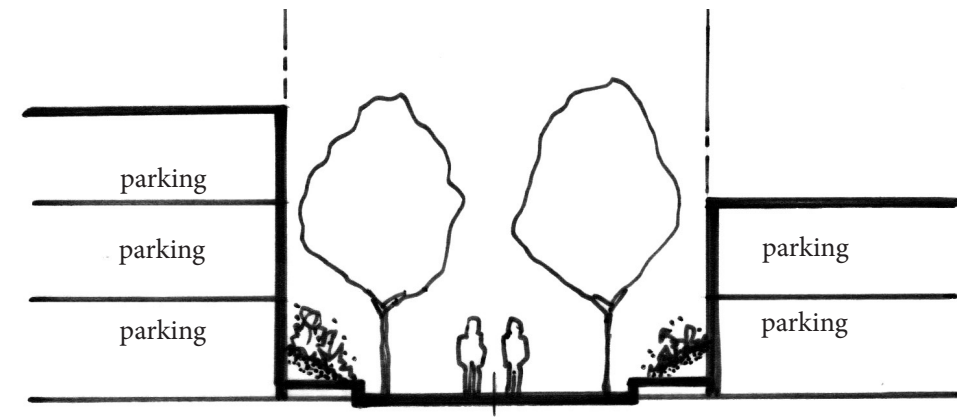
The following conceptual cross-sections through the Art Walk illustrate some of the general design ideas outlined above for this new pedestrian corridor.



An active pedestrian walkway



Art Walk: cross section between KCT/PAC and RCMP sites



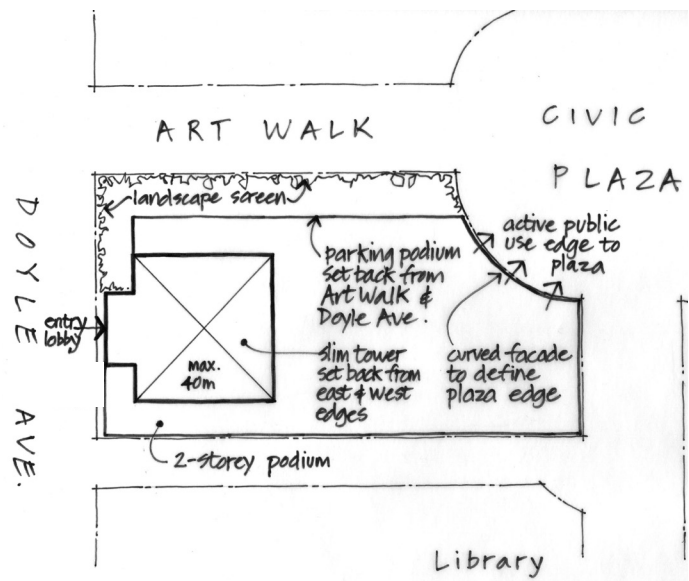
Art Walk: cross section, north at Prospera site

3.2 Specific Development Sites

3.2.1 Former RCMP Site on Doyle Avenue

The Civic Precinct Plan envisages this site being developed with a mixed-use project that may include both public (civic) and private (residential) uses. The public use may include an approximately 6,000 sq. ft. community/recreation centre, subject to further planning by the City of Kelowna. The following design guidelines shall guide the redevelopment of this site.

- Parking shall be provided on site within a two-level parking podium structure, which shall be accessed from the lane off of Doyle Ave.
- The first (lower) level of parking shall be at or below the elevation of Doyle Ave, and thus be below the adjacent grade at the northern perimeter of the site, as the surrounding grade slopes upward towards the north.
- The parking podium shall be set back from the edge of the Art Walk and appropriately screened with landscaping along this edge.
- The parking podium shall also be either set back from Doyle Avenue and/or appropriately screened



Conceptual site plan guidelines for RCMP site

with landscaping along this edge if a setback across the entire façade is not practical.

- The building's podium shall include an active public use edge defining the new Civic Plaza at the north end. This use could be either civic or commercial/retail use, including the entrance to a possible new Community Centre on site. (see Section 3.1.4)
- The footprint of the proposed building should follow the Schematic Design for the Civic Plaza.
- The principal entrance to the building shall be located on Doyle Avenue, with the lobby and vertical circulation also being located on this (south) side of the building.
- The upper levels of the building (above the podium) shall be a slim tower form and shall step back from the east and west edges of the podium.
- The maximum building height for this site shall be 40.0 m or 15 storeys (including a 2-storey parking podium (i.e. a 2-storey podium plus 13 storeys).

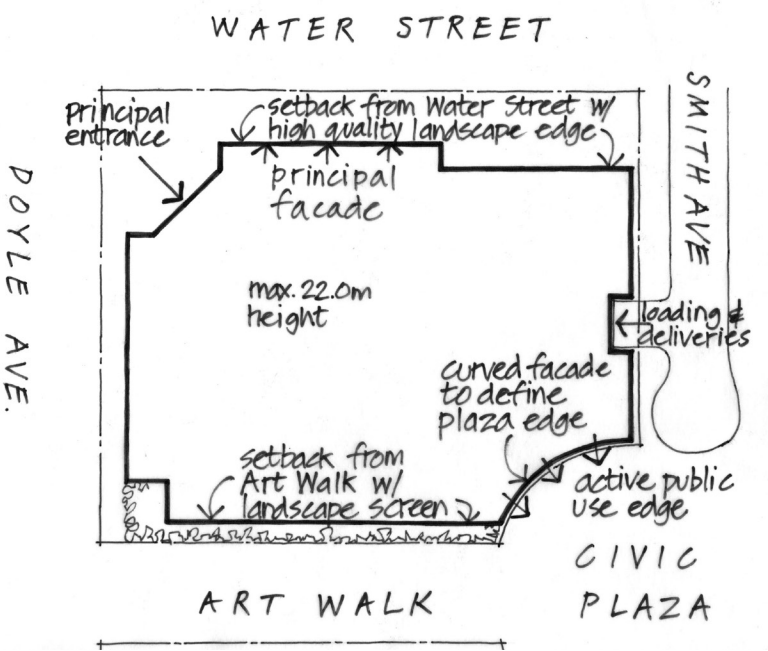


Rendering illustrating how the RCMP site could be developed to establish a more pedestrian friendly Doyle Ave

3.2.2 KCT/PAC Site

The Civic Precinct Plan envisages this site being developed with a new Performing Arts Centre (PAC). The following design guidelines shall guide the redevelopment of this site.

- Majority of parking shall be provided off-site in a shared civic parking facility, with a modest amount of parking to be provided on-site.
- Loading and deliveries shall be accessed from Smith Avenue.
- The principal public entrance to the PAC shall be at or near the corner of Water Street and Doyle Avenue, with the principal façade of the facility facing Water Street.
- The PAC shall be set back from the Water Street property line, to allow for a high quality landscaped edge along this street.
- The PAC shall be set back from the edge of the Art Walk and appropriately screened with an active use along this edge.
- The building shall include an active public use edge defining the new Civic Plaza at the northeast corner of the site. This use could be either a secondary public entrance to the PAC or perhaps a restaurant/lobby bar/amenity. (see Section 3.1.4)
- The footprint of the proposed new building should follow the Schematic Design for the Civic Plaza.
- The maximum building height for this site shall be 22.0 m.



Conceptual site plan guidelines for KCT/PAC site

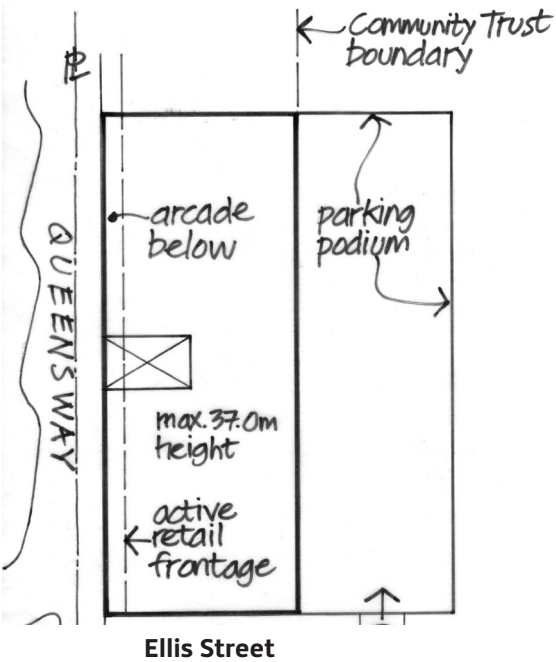
3.2.3 Queensway Site

The Civic Precinct Plan envisages this site being developed with a mixed-use project that could include retail and residential uses.

- Parking shall be provided on-site within a two-level parking podium structure, which shall be accessed from Ellis Street and screened from Queensway Ave with other uses.
- The ground floor facing Queensway shall include active retail uses.
- The upper floors should include residential uses (i.e. affordable housing).
- The ground floor facing Queensway shall incorporate a recessed arcade that allows the building above to come out to the existing street edge (curb), while also permitting the sidewalk to continue across the site between the bus loop and the adjacent retail uses. The ability to extend the building out to the Queensway Ave edge curb is critical to

ensure that the proposed residential building above the ground floor has sufficient depth, while not extending northwards into the Community Trust lands

- The maximum building height for this site shall be 37.0 m.

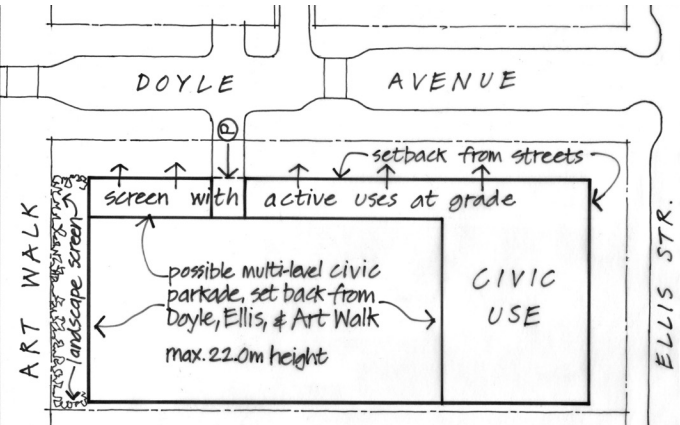


Conceptual site plan for Queensway site

3.2.4 Memorial Arena Site

The Civic Precinct Plan envisages this site being reserved for future civic uses. The following design guidelines shall guide the redevelopment of this site.

- This site could be the preferred location for a multi-level civic parking structure that serves a number of adjacent sites reserved for civic uses, including the PAC site, City Hall site, City Hall parking lot site.
- Any such parking structure could occupy a portion of the site, but should be set back from both Ellis St and Doyle Ave property lines.
- Any above-grade parking structure shall be screened from both Ellis Street and Doyle Ave, either with other uses (e.g. civic / institutional as per 'Community Trust' conditions.) or landscaping, or a combination of both.
- New development on this site shall be set back from the edge of the Art Walk and appropriately screened with an active use.
- New development on this site shall be designed to present active uses at grade along Doyle Avenue and to help define this street as an active, vibrant, safe pedestrian corridor.
- The maximum building height for this site shall be 22.0 m.



Conceptual site plan guidelines for the Memorial Arena site

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Appendix B Parking

The overall goal of the parking strategy is to deliver on the vision for the Civic Precinct as a pedestrian-friendly area with the legitimate parking needs of employees, clients, customers and visitors. The following information provides further rationale on the final plan recommendations to manage on-site and off-site parking holistically.

Policy Context

City of Kelowna Parking Strategy Principles:

Based on public feedback, a series of guiding principles have been developed to set the tone and general direction for the City’s parking strategy:

- 1. The City will focus on excellent short-term parking management to support higher turn-over while maintaining a governing role in long-term parking solutions.
- 2. The parking system will continue to pay for itself (will operate under a user-pay cost recovery model).
- 3. Focus on customer service and fairness in parking practices by providing options, technologies and information.
- 4. The City will work with institutions, businesses and developers to plan solutions for parking management.
- 5. Parking will be used to support a balanced transportation system. Parking is part of the larger transportation picture. Inexpensive and plentiful parking will not encourage people to use transit, walk or cycle.

My Downtown Plan:

The following is an extract of relevant policies from the Council-adopted My Downtown Plan (February 2012):

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 developments, with direct links between the parking and the developments.

67 Parallel Parking. Retain on-street parallel parking wherever possible on streets where ground floor retail uses are required (for example Ellis Street and Bernard Avenue).

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.

City of Kelowna Consolidated Zoning Bylaw No. 8000

Section 8 – Parking and Loading:

8.1.10 For non-residential use classes:

(a) some or all required off-street parking spaces may be provided on a site located remotely, but no further than 200.0

m (for C4 and C7 zones) or 120.0 m (for all other zones) measured along the shortest public pedestrian route from the nearest point of the parking to the nearest point of the site of the development served by the parking;

Civic Precinct Plan Planning & Design Principles:

The following relevant Planning & Design Principles were developed and endorsed during the Civic Precinct Plan process:

Be pedestrian oriented while still accommodating vehicles :

Impact: Anticipate an increased demand for parking in the area, but examine optimization of existing facilities and consider alternative requirements for off-street surface parking.

Examine parking strategies holistically:

Impact: Assign Doyle Avenue a pedestrian-oriented design via street cross-section improvements; encourage multi-modal transportation options and reduced parking requirements for both civic and mixed-use buildings.

Consider the economic and financial impact of all proposals:

Impact: Relax on-site parking requirements for future civic use buildings to reduce cost associated with delivering new landmark Cultural and Civic buildings. Encourage shared use of parking between civic and cultural uses in the Civic Precinct.

Parking Strategy

- ▶ Based on this policy context and the Civic Precinct Plan planning principles, the following overall parking strategy is proposed for the Civic Precinct:
- ▶ Treat the provision of parking holistically, not exclusively on a site-by-site basis.
- ▶ Generally seek to limit and reduce the amount of parking provided, in recognition of the high levels of alternative travel mode provision in the precinct, and the goals of the Plan.
- ▶ Encourage shared parking facilities: Prioritize development of a shared civic parking garage on the Memorial Arena site that would serve the future Performing Arts Centre, City Hall, and future development on the Memorial Arena site itself, in addition to replacing the current City Hall surface parking lot. This proposed parkade is within 200 m of the sites that it is proposed to serve.
- ▶ Encourage time-sharing existing parking facilities where this is practical (e.g. Performing Arts Centre use of the Library Plaza parkade after business hours, etc.).
- ▶ As part of the proposed redesign of Doyle Avenue to become a more pedestrian- and cyclist-friendly Active Transportation Corridor, convert the current angled parking to parallel parking on both sides of the street. This will create space within the existing street ROW to widen the sidewalks and introduce separated bike lanes on both sides of the street. It will also narrow the curb-to-curb carriageway, thus making it easier and safer for pedestrians to cross the street.
- ▶ Retain existing on-street parallel parking on all streets in the Civic Precinct, wherever practicable. This includes retaining on-street parallel parking wherever possible on streets where ground floor retail uses are required (e.g. Ellis Street).
- ▶ Reduce the parking requirements for residential developments within 400 m of the Queensway transit exchange,

from 1 stall per dwelling unit to 0.8 stalls per dwelling unit (for 1 bedroom and 2 bedroom units).

- ▶ Reduce the parking requirements for all affordable housing developments anywhere in the Civic Precinct. The definition of affordable housing shall be determined by the City. The specific parking reduction shall be determined by the City and the applicant on a project-specific basis, taking into account the level of affordability and distance from alternative travel mode options.
- ▶ Reduce the parking requirements for commercial developments within 400 m of the Queensway transit exchange, from 1.3 stalls per 100 m2 (GFA), to 1 stall per 100 m2 (GFA).
- ▶ When redevelopment of existing surface parking lots happens (e.g. the Prospera Place parking lots), this parking shall be replaced on a one-for-one basis if the use for which that parking still remains in place after redevelopment (e.g. Prospera Place arena, City Hall, etc.).
- ▶ Strongly discourage all surface parking in any new developments in the Civic Precinct. If surface parking is demonstrated as essential, no surface parking shall be allowed in the front or side yards between the building and any street: all such surface parking shall be located at the rear of the building, and screened from adjacent public spaces and streets.
- ▶ No vehicle parking shall be permitted on the Art Walk or Art Common, or in the Civic Plaza.
- ▶ All above-grade parking structures shall be screened from adjacent public streets and public spaces by means of other building uses such as street-fronting retail or residential, or landscaping, or a combination of both.

For civic and cultural facilities, the following parking requirements shall apply (per the Parking bylaw):

Community Recreation Services

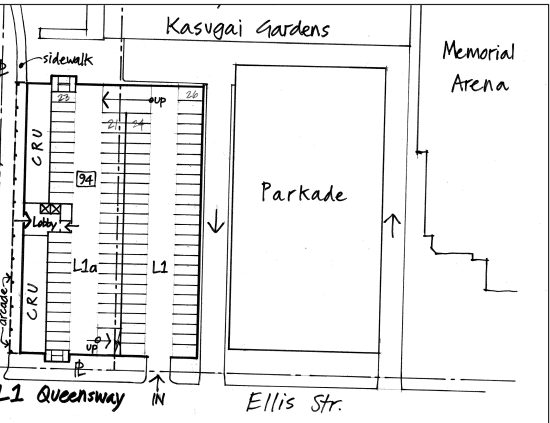
Exhibition and Convention Facilities 1 per 5 seating spaces, or 20 per 100 m2 of floor area used by patrons, whichever is the greater

Cultural Facility (e.g. Museum, Art Gallery, etc.) 2.5 per 100m2 Gross Floor Area (GFA) / Library 10 per 100 m2 GFA

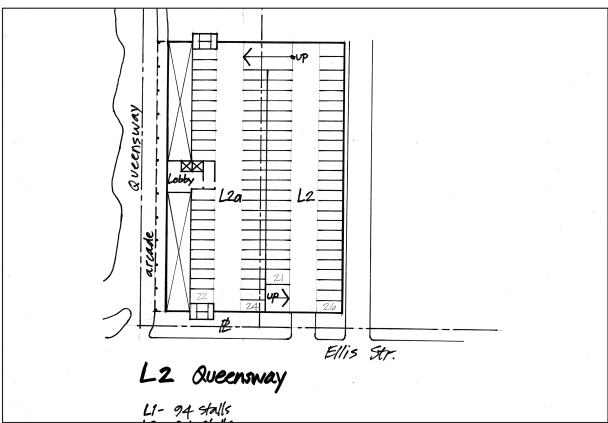
Parking Plans for Key Development Sites

To ensure the city-owned sites that are designated for mixed-use (former RCMP Site on Doyle) are viable the project team analyzed the development parcels from an on-site parking perspective. The following parking plans reflect functional parking layouts for key city-owned development sites.

Queensway Avenue Site

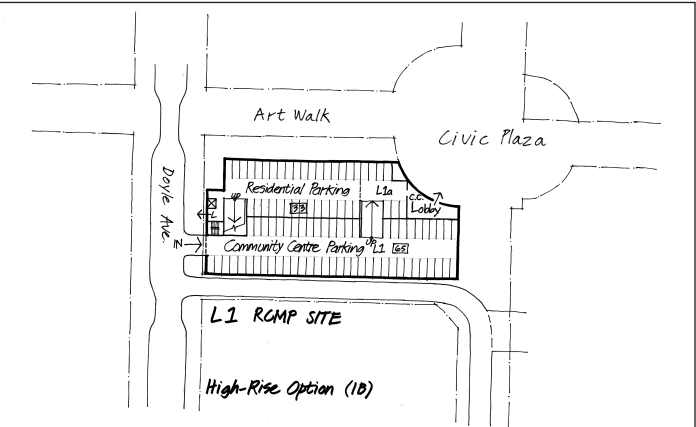


First floor of Parking Podium

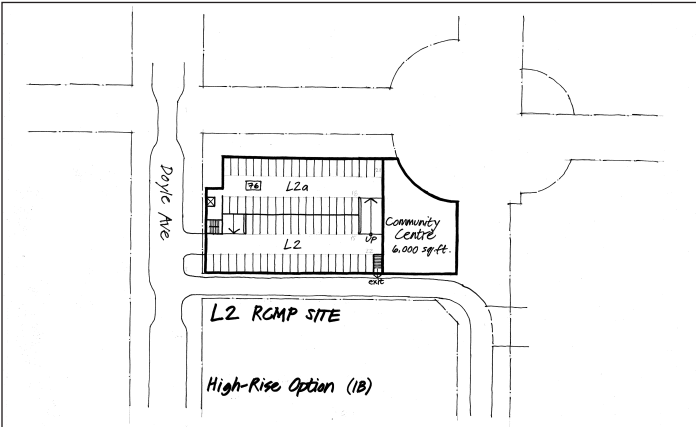


Second floor of Parking Podium

Former RCMP site on Doyle Avenue

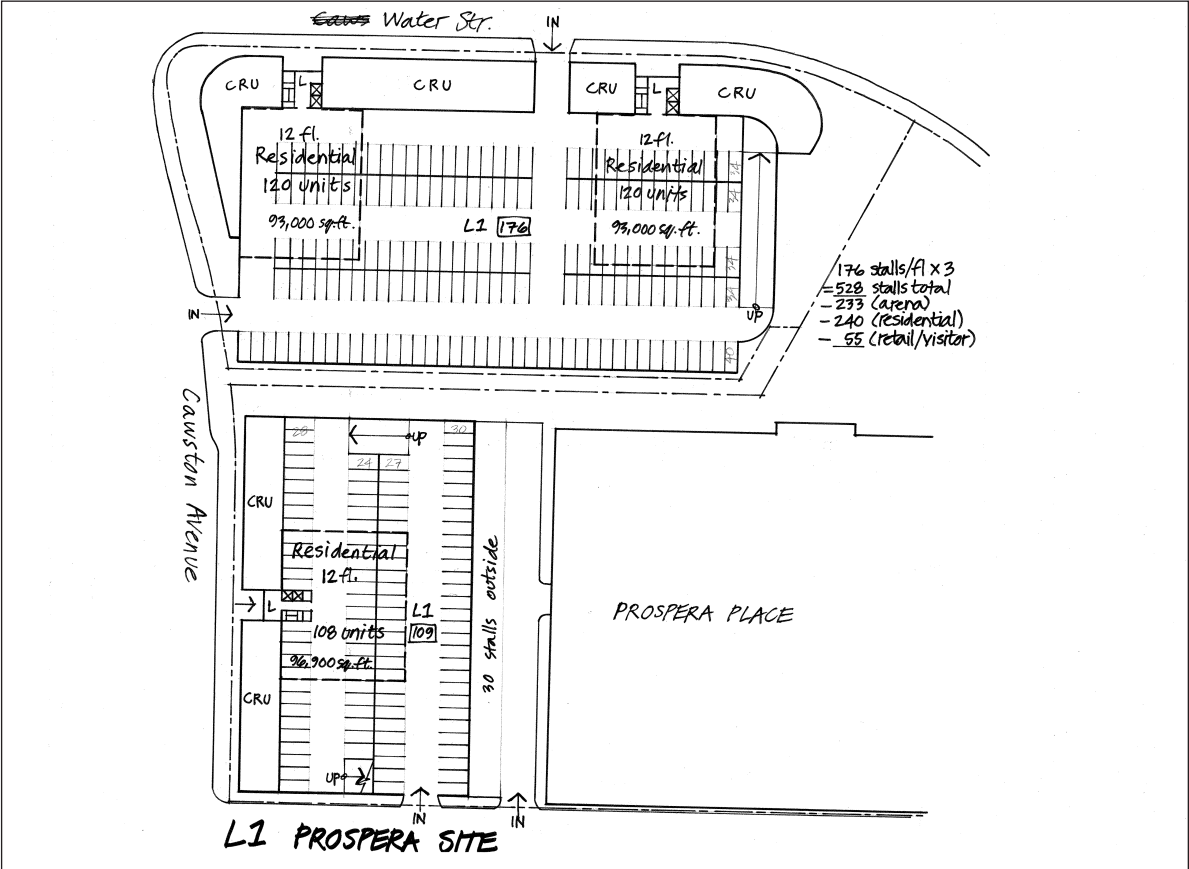


First floor of Parking Podium



Second floor of Parking Podium

Prospera Sites on Cawston Avenue



Parking Podium for Cawston Sites

Appendix C Civic Facility Assumptions

The Cultural Plan update that will start in 2017 will set the stage for future cultural facility planning, informing priorities for future arts and culture facilities. The assumptions below are intended to guide the development of placeholder sites for future civic and cultural land uses.

KCT Site / Performing Arts Centre

- ▶ To support long-term development of a comprehensive Kelowna Community Theatre (KCT) site a building footprint of approximately 65,000 sq ft. should be protected.
- ▶ A parcel of this size could accommodate a performing arts centre of 1200 seats with a secondary performance space, multiple rehearsal spaces, and adequate patron space on multiple floors.
- ▶ Assumption based on some preliminary research and recent study by City of Kamloops where a floor area of 53,000sq ft was needed for the programming of a similar performing arts centre.
- ▶ Private market uses could be included as part of the upper levels of the building, but this would need to be done without impacting the technical needs of any performing arts space (acoustics, floor to ceiling height etc).
- ▶ Image above shows footprint on the KCT site.

Memorial Site

- ▶ In long-term (i.e. >10 years) if Memorial Arena site was demolished a new arena space could be built and accommodated in either Rutland Park or Mission Park, reducing operations costs and providing greater opportunities for larger tournaments and mens hockey.
- ▶ At this stage it is challenging to anticipate what opportunities exist for any re-use of the Arena, as recent investments will provide the facility with extended lifespan in short-term (5-8 years).
- ▶ It is assumed the Community Trust will remain on the site for foreseeable future.

Museum

- ▶ The Okanagan Heritage museum has a gross floor area of approximately 15,000 square feet (including offices, archives and storage), and the Military Museum is approximately 6,000 square feet.
- ▶ Future museum planning would likely include increased exhibition space, consolidated office space, increased storage and incorporate City archives.
- ▶ Future consolidation would require a minimum footprint of 20,000-30,000 sq ft.
- ▶ Some early discussion around a children’s or discovery museum has taken place and it is undetermined if this is part of a consolidated museum or it is a standalone facility (other examples range from 25,000-50,000 sq ft).

City Hall Expansion

- ▶ Future city office space needs were investigated in 2013 by City Staff.
- ▶ City Staff estimates that by 2024-2025 there will be a need for an additional 40,000-50,000 sq ft of expansion space and could be accommodated in a multi-story building.
- ▶ City hall office expansion could be integrated either on parking lot adjacent to City Hall south of the existing building fronting Queensway.
- ▶ Renovating existing City Hall is not practical due to previous renovations that limit building structural options.

Downtown Community Centre

- ▶ Space that could support downtown residents community, flexible space to support gathering and community development, newcomers, child care and community programming etc
- ▶ Given the future likelihood of PRC improvements that would be on a community-wide scale, a smaller space is more likely to be in the range of 6000 sq ft footprint that could be done in coordination with future civic development in the area (for e.g. city hall expansion)

North Side Of Queensway

- ▶ Important to consider uses or occupancies that support the Queensway terminal, opportunity for Transit-Oriented Development and reduced parking as per the My Downtown Plan
- ▶ Southern edge of the City Hall parcel and Museum parcel is outside of Community Trust, affordable housing was scoped in My Downtown Plan.
- ▶ Depth of remaining buildable area outside of Community Trust is challenging to accommodate a functional floorplate with the option to include structured parking. Therefore, more effective use of this land would be to integrate some component of private development (retail or housing) outside of the Trust as part of a larger mixed-use development parcel.

Although the cultural and community buildings are not a direct recommendation of the Plan it is worth understanding the significant capital investment associated with future civic and cultural facilities. Cultural facility prioritization will be reviewed further as part of the Cultural Plan update in 2017-18.

Class C General Costing Estimates for Community and Cultural Buildings

Category	Cost Estimate	Capital Plan Timeline
Community / Cultural Buildings		
KCT / PAC Renewal	\$52.5M	2025-2027 (Priority 2*)
Museum Renewal	\$38.5M	2029-2030 (Priority 2*)
Memorial Renewal	\$5.5M	2022-2023 (Priority 2*)
Downtown Community Centre	\$5.6M	2021-2022 (Priority 2*)
City Hall Renewal	\$13.2M	2024 -2025 (Priority 1*)
Rotary Centre Expansion	\$3.4M	2027 -2028 (Priority 2*)
Downtown Parkade	\$7.8M	2028 -2030 (Priority 1*)
Queensway Transit Pavilion	\$.9M	2016-2017 (Priority 1*)
Total Cost Estimates	\$127.4M	

**Note: Priority 2 projects do not have funding secured and are not expected to proceed with the 2030 Planning horizon unless projects are deferred or additional funding or revenue becomes available.*

Appendix D Land Development Analysis



February 22, 2016

Graham Hood
Strategic Land Development Manager
City of Kelowna
1435 Water Street
Kelowna, BC, V1Y 1J4

Re: Kelowna Civic Precinct Land Development Economic Analysis

G.P. Rollo & Associates (GPRA) has been retained by the City of Kelowna to complete an Economic Analysis of new development on City-owned properties in the Kelowna Civic Precinct (the Site). Specifically, GPRA was to prepare proforma analysis of test properties based on design concepts prepared by Urban Forum Associates (UFA) to determine the economic feasibility of development as indicated in the designs. As well, GPRA was to comment on market conditions and their impact on development viability and the potential for viable development over the next 20 years.

The analysis consisted of preparation of residual land value analyses which determines the maximum value that a developer could afford to pay for the properties if developed as indicated in the UFA concept plans. GPRA used standard developer proformas for each case to model the economics of typical development as proposed. Viability is determined through a comparison of the supported land value to both assessed values in the area and recent market sales values.

METHODOLOGY & ASSUMPTIONS

The Civic Precinct study area is bounded by Clement Avenue to the north, Queensway to the south, Ellis Street to the east, and Water Street to the west. This analysis is solely concerned with City-owned parcels, and tests only the concepts prepared by UFA.

The analyses are created using a standard developer proforma wherein estimates of revenues and costs are inputs and the remaining variable is the desired output. In typical proformas this output is usually profit, following a revenues minus costs equals profit formula.

For a residual land valuation, however, an assumption on developer’s return needs to be included in order to leave the land value as the variable to solve for. For the residential analyses GPRA has determined the residual value based on the developer achieving an acceptable profit of 15% on total project costs (calculated as a representative portion of overall project costs for the proposed development). The residual values are the maximum supported land value a developer could pay for the property (under the conditions tested) while achieving an acceptable return for their project.



It is often the case that a developer cannot achieve a profit on the sale of a commercial project immediately after completion and instead takes a long term perspective looking at value as an ongoing income stream with a potential disposition at some point in the future. This is true for two parcels tested in this analysis. As such, for the residual value of the buildings entirely utilized for commercial uses GPRA has instead looked at the developer achieving an acceptable return on their investment measured as an Internal Rate of Return (IRR) and the maximum supported land value that would allow a developer to achieve a target IRR.

GPRA have not made any allowances for streetscape and public realm improvements that would typically be incurred through development at the request of the City. A subsequent exercise for the City would be to cost out the required improvements to infrastructure and public realm that would be required by these concepts that has not already been included in the City’s DCC program.

GPRA determined strata revenues used in the analyses from a review of recent sales and offerings for sale of recently developed apartments of concrete and of wood frame construction within roughly 10 km of the Site, with a focus on projects that were deemed comparable to that which has been proposed for the Site. Commercial rental rates were derived from a similar search within 10 km of the Site and from conversations with local real estate professionals, while non-market rents were derived from discussions with the City. Project costs were derived from sources deemed reliable, including information readily available from quantity surveyors on average hard construction costs in the City. Development or soft costs have been drawn from industry standards, and from the City’s sources. All other assumptions have been derived from a review of the market and from other sources deemed reliable by GPRA.

DEVELOPMENT CONCEPT PLANS

Urban Forum Associates has prepared two preferred concept plans after consultation with the City and with stakeholders:

Concept Plan 1A (Moderate) – would see development of a mix of six storey wood frame apartments and at grade townhouses on the old RCMP property, as well as a small 3,000 square foot commercial building on the plaza at the west end of the parkade on Smith Avenue.

Concept Plan 1B (Aggressive) – would see development of a 12 storey mixed use building on Queensway, a 10 storey apartment building on top of the future Performing Arts Centre, a 13 storey apartment building on the old RCMP property, a small 3,000 square foot commercial building on the plaza at the west end of the parkade on Smith Avenue, a 16,000 square foot 2 storey commercial building on the west side of the art gallery, and a 12 storey mixed use building on the Prospera Place parking lot on Cawston Avenue.

CURRENT MARKET CONDITIONS

GPRA has reviewed the current market for residential condominiums in and around the Civic Precinct in both wood frame and concrete construction. We have also discussed the market with local real estate experts to provide some insight into the market. While the multi-family residential market has rebounded in the last 2-3 years from the lows of 2008 and 2009, the majority of sales have been in wood frame projects and from unsold inventory. Buyers in Kelowna seem to be quite conscious of price points and this makes concrete apartments less economically viable due to higher costs for materials than for wood frame construction. In 2015 the region has continued a trend toward more sustainable listing to sale ratios (roughly 3 to 5 months' worth of inventory on the market as opposed to 1+ years), but there is still a lack of confidence in the development community in the viability of concrete apartments at this time. These issues, along with the high water table and associated costs for construction of parking likely limits the potential for concrete residential apartments for the next 3-5 years.

Commercial uses are also experiencing moderate growth, but there are ample opportunities for commercial offices to locate at the Landmark development rather than in the core or the Civic Precinct. However, there is not significant commercial space in either design concept and there should be a market as these spaces are developed. The at grade space in Concept Plan 1B located on Queensway has excellent potential for rents in the mid \$20s once the hotel planned across the street is developed. The commercial at grade fronting onto Cawston should have similar potential. The market for most of the Site is for smaller boutique type CRUs as well as some restaurant/bistro spaces that will complement the activity of people visiting the civic uses in the Precinct.

CONCLUSIONS

Summary of Concept Plans for Economic Modelling						Art Gallery Commercial		Prospera
Sites	Queensway	Perf Arts	RCMP	Plaza	CRU	Market	Non-Market	
Concept Plan 1A	Uses	N/A	N/A	Townhouse + 6 Storey Apartments	Retail	N/A	N/A	N/A
	Sizes			76,600	3,000			
	Units			9 Thse+80 Apts	0			
	Parking			95 + 62	0			
	Land Value			\$2,644,122	\$44,000			
Concept Plan 1B	Uses	12 Storey Mixed Use	10 Storey Apartment	13 Storey Apartments	Retail	2 Storey Commercial	2 Storey Commercial	12 Storey Mixed Use
	Sizes	228,000 + 3,900	67,000	87,000	3,000	16,000	16,000	96,900 + 5,850
	Units	230	80	104		0	0	108
	Parking	184 + 4	80	109 + 65		0	0	218
	Land Value	\$131,101	\$416,371	\$1,779,177	\$44,000	\$235,000	\$0	\$565,136

Residential Analysis

GPRA has prepared proforma analysis of each of the properties identified in each of the two concept plans and has found that for residential uses only the wood frame residential project in Concept Plan 1A would be viable at this time. The concrete buildings in Concept Plan 1B are unable to generate revenues sufficient to support a land value even close to assessed or market value for these properties. As indicated above, this is largely due to sticky price points in the current market that are economic for wood frame, but not for concrete units. This combined with long absorption period for a higher number of units in towers as opposed to low rise developments results in low supported land values from the economic analysis.

The 6 storey wood frame apartment and townhouse project on the RCMP Site supports a value of roughly \$2.6 million, which is close to market value, although this would likely need to be discounted to reflect the as yet unidentified costs for off-site improvements. This value for the property does not reflect an estimated cost of approximately \$2 million for a 6,000 square foot community centre and associated parking that could be required from development on this site (fit-out of the centre would be the responsibility of the City).

With regard to the concrete construction residential towers in Concept Plan 1B, sensitivity analysis indicates that a 10% increase in pricing over the current high of \$500 per square foot would be sufficient to push these projects into viability. However, it could be at least 3-5 years before the market is willing to pay these sorts of prices for an entire building. In addition, there may be better development opportunities for developers in the interim to purchase than those in the Civic Precinct. This can be offset by the City offering properties at a discount, perhaps through sale of air-space rights instead of fee simple land, or through pre-paid long term leases. Ultimately, GPRA sees the development potential for wood frame as being viable today and going forward. Concrete construction will likely be more viable in 5+ years, with developer interest in the Civic Precinct materializing as other sites are purchased and developed in the next 5 to 10 years.

GPRA sees Concept Plan 1A as being feasible for development within the next 5 years, whereas Concept Plan 1B is likely feasible over the next 5 to 15 years.

Commercial Analysis

The commercial included as part of mixed use buildings have been included in the analysis of those buildings. The two stand-alone commercial buildings would generate only a nominal land value, but neither would appear to require a significant amount of land area for development. The 3,000 square feet of commercial in Concept Plan 1A and 1B would support a value of \$40,000 to \$50,000 for a developer to achieve an IRR of 8.5%.

In Concept Plan 1B the 2 storey building adjacent to the art gallery supports a value of roughly \$235,000 for a 16,000 square foot building for market uses, such as a brew pub, a restaurant, or a combination of other uses that would be able to pay rents in the \$30 per square foot range. Any non-market uses in this 2 storey building would likely necessitate the City acting as developer, or partnering with a developer in order to subsidize the cost of development. For non-market uses the supported value for this property is zero, and even with no cost for the land the yield is only 6.61% IRR – likely insufficient for a private developer to pursue. However, the City might consider this return sufficient given lower costs for borrowing than the private sector is able to secure and lower expectations of return.

Conclusions

Concept Plan 1A sees a modest amount of residential (76,600 square feet) and commercial (3,000 square feet) development on the site in a low-rise form, which would be economically viable in the short term. The viability is due to both the lower costs of wood frame construction and the relation of these costs to current selling prices observed in the market along with the small amount of space to be sold.

- As stated previously, it is likely that the development on the old RCMP site could be attractive to developers in the next 3-5 years.

Alternatively, Concept Plan B has over 6 times the amount of residential space as Plan A, and all residential buildings in the plan are over 10 storeys. The height requires concrete construction, which, as noted, carries higher costs which may not be economically viable given observed market prices at this time. As well, the amount of space proposed in Plan B will take significantly longer to market and sell than that in Plan A even ignoring differences in price point.

- As such, GPRA believes that Plan B would likely take between 10 to 15 years to be developed, with little interest in the first 5 years in doing high rise in the precinct.
- However, as other key sites in the surrounding area are developed interest will be drawn to these sites in 5 to 10 years, most likely beginning to the south once the proposed hotel to the south of the site is developed.
- The remaining 3 buildings in Plan B will likely be developed in 10-15 years from now, but certainly could generate interest earlier should the market for concrete product take off sooner.

At this time there is little opportunity for the City to leverage funding for public projects and amenities from developments in the Civic Precinct in the opinion of GPRA, due largely to what we construe as marginal project viability and modest density potential in the short term. However, as the residential market improves there should be potential to seek amenity contributions from developers as part of the development of these and other parcels. Funding for public goods can take the form of:

- negotiated amenity contributions where the City and developers work out a cash contribution or in-kind contribution as part of development. This allows for an accurate reflection of the actual monies that are available from a developer for public amenities, but is time consuming and adds costs to development projects. It also is not overly transparent and doesn't allow developers to anticipate their contribution prior to negotiation;
- flat fees based on land lift calculations, wherein an analysis of the change in land value from a change in land use and/or density is utilized to determine a fee for bonus density being sought. This is fairly straight forward and transparent, and is generally preferred by developers. However, this generally requires a City to leave money on the table so that more marginal developments are not penalized and pushed into being unviable. It also is a snapshot in time and requires periodic review to update the fees;
- or a DCC like approach to costing the basket of goods that the City wants to be funded through development in the Civic Precinct and applying a levy or fee to development in the area. This approach has very similar benefits and drawbacks to the flat fee system described above, with good transparency, but need to have periodic reviews to ensure the fee remains reflective of current market conditions.

GPRA does significant amenity contribution work throughout B.C. and generally recommends some sort of a flat fee system or DCC like approach for standard applications with the City reserving the right to enter into a negotiated contribution for atypical developments or rezonings.

Also it must be noted that it is GPRA's understanding that the City is considering a change to its parking cash-in-lieu policies, which currently has high uptake in the downtown area. If developers are required to either pay significantly more for a cash-in-lieu, or to provide more parking than currently anticipated this could have a negative impact on the viability of residential developments in the downtown and in the Civic Precinct, the exact extent of which cannot be anticipated by GPRA in the scope of our work. This could also impact the ability of development to contribute to public amenities as discussed above.

It is also worth noting that with the City's C7 Zone which allows for development up to 9 FAR there is limited potential to leverage funding from development in the areas with this zoning. Land lift can be utilized to identify the change in land value from current zoning to what is proposed, but it is highly unlikely that development up to 9 FAR will occur any time soon. Options utilized by some jurisdictions include:

- Down-zoning parcels already zoned C7. This can be very undesirable from a political standpoint and can result in a backlash from property owners and developers. It can also adversely affect investors who have purchased property under the assumption of the 9 FAR development rights and could impact their mortgage;
- Reducing the maximum FAR in the C7 Zone from 9 to a lower density. This would have similar negative effects as down-zoning to properties already zoned C7;

- Instituting a special development levy to cover the cost of public amenities in the Civic Precinct and leaving the maximum of 9 FAR in place. This would impact property owners to some degree, as there would still be a diminishment of property value as compared to the value prior to the introduction of the levy. However, in the opinion of GPRA this would be less impactful than either down-zoning or reducing the maximum FAR.
- Regardless, the City will need some mechanism in place to collect monies to assist in funding public realm improvements that will be required from a substantial increase in population in the Downtown.
- As the market continues to improve there will be the opportunity to institute one of the policies described above to collect these monies without a detrimental effect on development potential.
- It is, however, important to begin discussions with stakeholders in the development community as early as possible so as to set expectations that this will be coming.

In conclusion, GPRA sees Concept Plan 1A as being economically viable in the next 3-5 years with the potential to generate up to \$1 million in value for the City to use toward future projects in the Civic Precinct. If the City is willing to wait, there is significantly more potential for the Civic Precinct in the coming decade. As concrete apartment prices rise the form will become more economically viable and there will be significant potential to generate revenue from City owned parcels in the Civic Precinct.

I trust that our work will be of use in the City's planning of the Civic Precinct. I am available to discuss this further at your convenience.



Gerry Mulholland | Vice President
G.P. Rollo & Associates Ltd., Land Economists
T 604 275 4848 | M 778 772 8872 |
E gerry@rolloassociates.com | W www.rolloassociates.com

Civic Precinct Plan

Community Engagement Final Report

February 22, 2015



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This report was prepared by JoAnne Kleb of Valhalla Communication Corporation (www.valhallacorp.com).

The City of Kelowna is committed to engaging citizens in the decisions that affect them. Community involvement makes the decisions richer and the solutions more sustainable, effective and easier to implement.

Introduction

The Civic Precinct is one of the most unique areas included in Kelowna’s downtown. It is home to some of the most iconic buildings and spaces, is the hub of our vibrant cultural district and is the center for many important government services.

The Civic Precinct is also an area in transition. New developments like the Okanagan Centre for Innovation and the Queensway Transit Exchange, aging civic amenities like the Memorial Arena and the Kelowna Community Theatre, and new locations for Police Services and the Community Health and Services Centre, are changing the area and creating opportunities to implement the vision of the Downtown Plan.

Through careful planning, the Civic Precinct can become the ‘civic heart’ - an area that will enhance community life, drive economic development and continue the revitalization of downtown while making the best use of limited resources.

With Council’s direction, the City embarked on a planning exercise for the Civic Precinct to involve stakeholders and citizens in the creation of a land use plan for the area. The following report describes the process followed, the results of the engagement activities, and how the community’s input helped shape the final plan.



The relocation of Police Services is one of the big changes in the Civic Precinct that led to the need for the Plan.

Executive Summary

The Civic Precinct Plan engagement program was designed to make the best use of resources by building on the foundation provided by the Downtown Plan, concentrating on involving representatives from a diverse group of key organizations and providing opportunities for interested citizens to participate.

Twenty-six organizations representing the areas of Arts and Culture, Downtown Service Providers, Business Enhancement & Economic Development and Institutional Groups & Landowners were involved in the design process. Representatives from these organizations, as well as interested members of the community, attended meetings and participated in workshops that created the design principles for the area and contributed to final concepts for the plan.

Members of the community also had the opportunity to share their ideas and feedback at drop-in sessions, open houses as well as online. They were kept informed throughout the process through the media and the City’s e-Subscribe service as well as through regular reporting on the website. Communication tools such as videos, reports, and display materials helped build the understanding of the need and the direction of the plan. All citizens had a variety of opportunities to stay informed and get involved throughout the project.

The ideas and opinions shared through the engagement activities significantly influenced the direction of the plan. Participants set the tone early in the process with their views on the design principles, expressing strong support for active streets for walking and cycling, iconic buildings for arts and culture, and dynamic civic space for gathering and celebrating. This direction led to recommendations for many of the improvements including extending the Art Walk, reserving the community theatre site for a future performing arts centre, and providing a central public plaza adjacent to the current RCMP site.

The engagement activities also provided a forum to discuss some of the compromises that may be required to achieve the



Thirty-two citizens representing 26 organizations and the public-at-large attended workshops to help set the design principles for the area and provide input on the direction of the plan.

vision for the area. Participants expressed concern about parking, green space, safety, transportation, building heights, commercial and residential activity as well as noise levels. As a result of these discussions, the City looked for creative ways to provide parking, encourage pedestrian traffic, animate areas, locate commercial activity and stagger proposed building heights away from the waterfront.

One of the most significant recommendations in the plan is to incorporate residential and commercial uses and relax building heights at key locations in order to offset the costs of the plan and accelerate the timeline for development. The majority of participants consistently supported this recommendation but some indicated their support was dependent on location and proposed heights.

As a result of the engagement activities and the data collected in surveys, the City is confident the recommended plan reflects the interests of the majority of citizens and will significantly advance the vision of the Downtown Plan.

PUBLIC ENGAGEMENT PROCESS

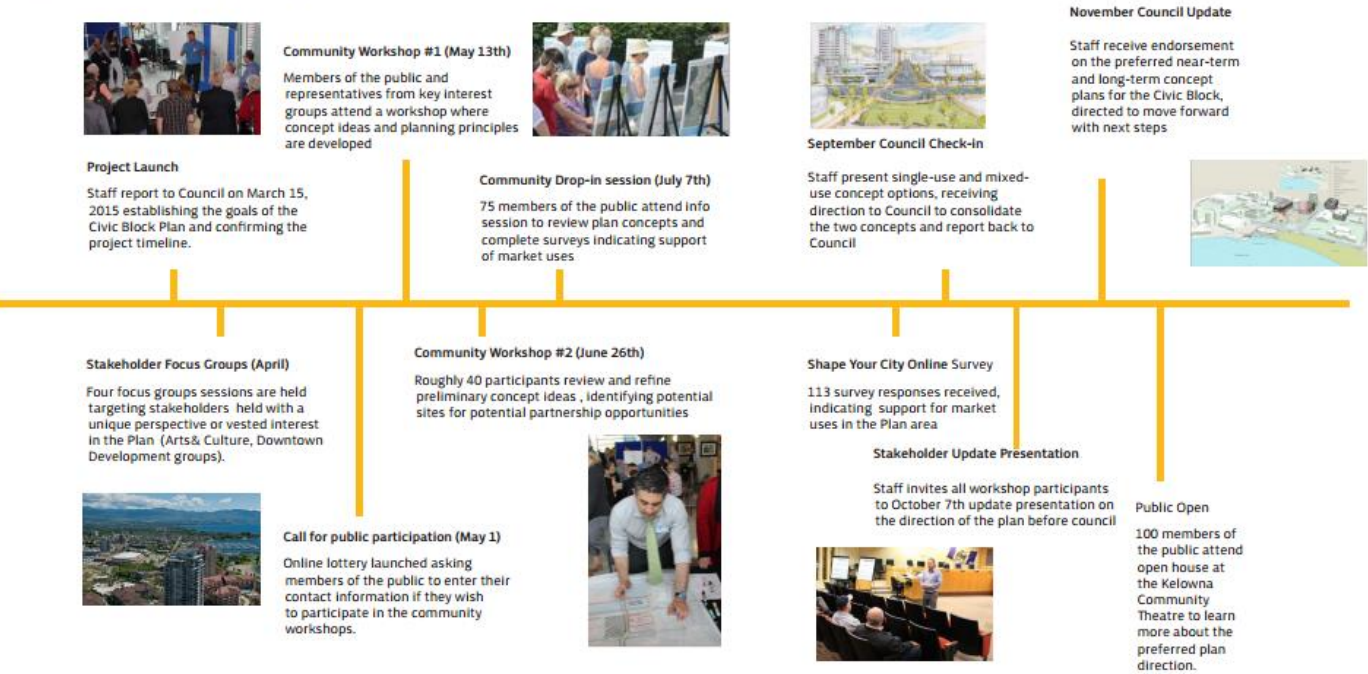


Figure 1 - This diagram shows a timeline of the key engagement activities that were completed over a period of several months.

Our Approach

The City of Kelowna developed the approach for engagement in accordance with the terms and guiding principles defined in Council’s Engage Policy. Key features of the approach are described below.

- **Inclusiveness**

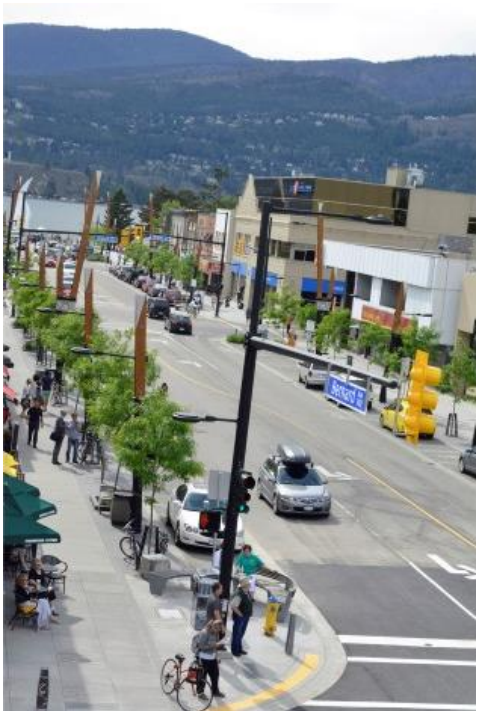
Kelowna’s downtown is envisioned to be a dynamic and vibrant area for everyone. With this in mind, the City identified a diverse and inclusive list of organizations to be involved in the Civic Precinct Plan engagement program based on the My Downtown engagement strategy. Representatives from approximately 26 organizations in the areas of Arts and Culture, Downtown Service Providers, Business Enhancement & Economic Development and Institutional Groups & Landowners directly contributed to the creation of the plan. A variety of opportunities to be involved were also provided for those citizens who were not able to participate directly in the process. Online engagement activities as well as public drop-in sessions and open houses were offered to enable a wide ranging group of citizens to share their feedback.

- **Fiscally Sustainable**

Much of the groundwork for the direction of the Civic Precinct was determined through the engagement program implemented for the *My Downtown Plan*. In order to get the most value from the engagement activities for the Civic Precinct Plan, efforts concentrated heavily on involving representatives from key organizations within the area while providing opportunities for interested citizens to also participate. At every stage, extensive communication activities ensured information was shared with the community-at-large. With this approach, the City was able to achieve meaningful involvement in the creation of the plan while keeping within the set budget.

- **Transparency**

Decisions on the direction of the plan were based primarily on the input received from the stakeholders and validated by the data gathered through surveys conducted at the various



The City conducted an extensive engagement program to develop a 25-year vision for the downtown area including the Civic Precinct. The Downtown Plan was published in 2012 and set the direction for the Civic Precinct Plan which provides another level of detail for development in this unique area.

engagement activities. This approach ensured that the direction of the plan remained aligned with the interests of the majority of participants. The original guiding principles, initial concepts, and the recommended plan were all tested with the participants and the community. The City also tested some of the controversial recommendations in the plan to ensure alignment. Ideas such as adding higher density developments and incorporating market use as a way to increase vibrancy and offset costs of some of the public improvements were tested with stakeholders and the community before being included in the plan.

- **Early Involvement**

Stakeholders and the community were involved in the development of the plan early in the process beginning with meetings to review the approach to engagement and initial design principles for the plan. This was followed by workshops and public events to validate the design principles, review initial concepts and share recommendations. The course for engagement began in April of 2015 and continued through to December of 2015.

- **Timely Communications**

As the project progressed, information was shared with participants, as well as the community-at-large, in a timely manner. The website www.kelowna.ca/mydowntown was kept current as a central resource for all information about the project and included notes from the stakeholder meetings, videos and reports from the workshops, display materials and presentations from the drop in sessions and open houses, and copies of the concepts as they developed. The City’s e-Subscribe service was used heavily to inform interested citizens about the engagement activities and outcomes. Information was also shared with the community at large through traditional media and the City’s social media channels.

- **Clear and accessible information**

A mix of face-to-face, email, online, print and video communications was used to reach the broadest audience possible. Communications activities incorporated plain language to help with understanding.




A video was developed at the start of the engagement program to help explain the vision for the Civic Block and the job of the plan. The video was used at the workshops and was available to the public at www.kelowna.ca.

Who was involved?

A list of the groups with the most interest in the development of the Civic Precinct was prepared at the start of the project. This list included a wide variety of organizations representing local businesses, landowners, government services, downtown service providers, and arts and culture groups.

Representatives from these organizations were invited to meet with the City and participate in the workshops along with local residents and members of the community. These groups were a focus of the communication activities and received regular updates on the work and opportunities to share feedback.

STAKEHOLDER GROUPS INVOLVED




Institutional Groups & Landowners

- Interior Health
- Shared Services BC
- Okanagan Regional Library
- Provincial Courthouse




Arts & Culture Groups

- Festivals Kelowna
- Kelowna Art Gallery
- Rotary Centre for the Arts
- Kelowna Community Theatre
- Kelowna Actors Studio
- Opera Kelowna
- Ballet Kelowna
- Kasugai Gardens
- Okanagan Symphony
- Okanagan Heritage Museum



Business & Economic Development

- Downtown Kelowna Association
- Chamber of Commerce
- Urban Development Institute
- Okanagan Centre for Innovation
- Accelerate Okanagan
- Economic Development Commission
- Tourism Kelowna
- Delta Grand Resort



Downtown Service Providers

- Partners for a healthy downtown
- Community Police Food Bank
- Gospel Mission
- Metro

Figure 2 - Twenty-six organizations with interests in the Civic Precinct Plan were invited to participate in the development of the plan.

Our Plan

The City of Kelowna developed the approach for engagement in accordance with the terms and guiding principles defined in Council’s Engage Policy. The engagement activities were organized in four phases as shown in the illustration below. This section of the report provides an overview of the key activities performed, a summary of the outcomes and feedback received, and explains how the feedback influenced the direction of the plan.

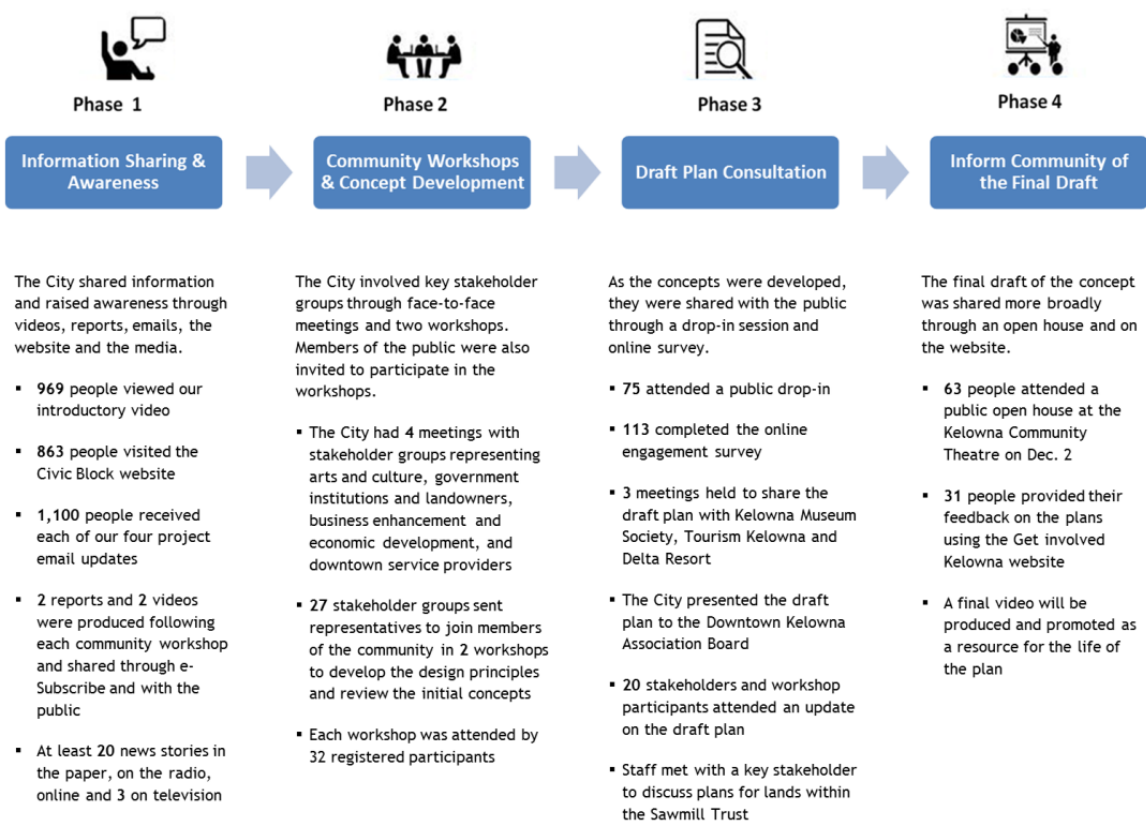


Figure 3 - The engagement program was conducted in four phases. The level of participation or involvement achievement in the key activities is shown in the table.

Phase 1: Information Sharing and Building Awareness

The main focus of Phase 1 was to inform key stakeholders and the community about the project, the needs and opportunities, and the approach to developing the plan. City staff held a series of face-to-face meetings to inform key stakeholder groups about the work and invite their feedback and involvement. Information was also shared broadly about the project through established City of Kelowna channels including websites, videos, press releases and the e-Subscribe service.

Stakeholder Meetings

Four separate meetings were held with representatives from institutional groups, arts and culture, business enhancement and development and downtown service providers. At these meetings, attendees reviewed a presentation about the project, were asked questions about the issues and opportunities for the area, provided input on the design principles and confirmed the approach to engagement. Notes from the meetings were shared with the public at www.kelowna.ca/mydowntown.

What we heard

Participants at the stakeholder meetings had many great suggestions that led to the creation of the draft design principles reviewed at the first workshop. Some of the themes from these meetings that were reflected in the final design principles and considered in the plan include:

- Increase population to support more amenities and activity.
- Add amenities to serve families in the area.
- Incorporate good walking and bike paths and connections.
- Enhance Art Walk by animating it with public art and programming.
- Introduce a public plaza to increase the outdoor presence.
- Broaden the vision and plans to stand the test of time for the next 100 years.



The preliminary meetings with stakeholder groups were used to generate ideas on how to make public spaces such as the Queensway Transit Exchange more dynamic.

- Push market opportunities to the fringe edges where private development will seize them.
- Focus efforts in the civic block on uses tougher for private developers.
- Take advantage of museum footprint to create right experience.
- Use design to enhance interest in the area.

Participants also cautioned City staff about potential issues with development in the area including:

- Downtown is a hub for essential services. Parking and access must be convenient and affordable.
- Safety is paramount. More activity contributes to greater safety. Development should include appropriate light and good sightlines to encourage safety.

Phase 2: Community Workshops and Concept Development

The main focus of Phase 2 was to provide an opportunity for the City, consultants, key stakeholders and members of the community to *collaborate* on the development of the plan. Two workshops were held to gather the input of key stakeholders and interested members of the community and a drop-in session was held to inform and gather the input of the public.

Workshop Participant Selection

In order to allow for effective dialogue and participation, attendance at the workshops was limited to 40 guests. Representatives from the key stakeholder groups were invited to participate first. City staff then invited the public to register their interest in participating on the website and a lottery was held to fill remaining spots with members of the public. City staff received 58 registrations through the website. At the end of each engagement activity, participants were asked to complete a survey to measure the effectiveness of the engagement activity and to formally collect input on the development of the plan.

Workshop No. 1

The first of two community workshops was held on May 13 between 3 p.m. and 7 p.m. at the Rotary Centre for the Arts. The workshop was attended by about 32 participants including a mix of invited stakeholders and interested members of the public. City staff kicked off the workshop with a presentation about the project and the purpose and goals of the workshop. Participants were then divided into three groups to talk about the vision for the area. The discussions were lively and filled with big ideas to make the area more dynamic. At the end of the workshop, each group shared highlights of their discussions. Participants were also asked to complete a written survey to formalize their feedback. The consultants consolidated the feedback, revised the design principles and developed two draft concepts based on the input gathered.



What we heard

One of the interesting observations from several of the participants at the workshop was the fact that even though participants come from very diverse backgrounds, they had many similar ideas and priorities. One of the strongest themes to emerge was to look for mixed uses that would increase activity and vibrancy in the area outside of business hours. Other themes that surfaced include the desire for a central public plaza, a strong pedestrian network, and to create a distinct cultural character area.

- The input of workshop participants was used to set the design principles for the area. Participants also provided ideas on how they would like to see the area developed including:
 - Encourage pedestrian and cycling mobility and connectivity
 - Create a central public plaza
 - Convert RCMP site to public space
 - Convert arena to future civic or cultural use
 - Maintain theatre site and broaden services
 - Bundle museums in one location
 - Enhance the Art Walk and pedestrian connections
 - Integrate Kasugai Gardens
 - Support downtown living
 - Explore mixed uses for Interior Health
 - Minimize and disguise parking
 - Look at options to fund development
- Participants also shared their opinions on the types of development that should be avoided in the Civic Precinct including:
 - Big, single-use facilities
 - Buildings with large floor plates
 - Surface parking lots
 - Poor wayfinding and lighting
 - High-density residential
 - Tall buildings near the waterfront



Participants recommended developing a mixed use building on the current Police Services site as a way to generate funds to support development of a Civic Plaza.

- Consultants consolidated this input and created the preliminary draft concepts for the area that were reviewed at the second workshop.

Survey Results

A survey was conducted at the end of the workshop to evaluate the effectiveness of the workshop and identify additional design principles and prioritize the draft design principles. We received 17 surveys of a possible 32 participants.

- Participants were asked to score the importance of the draft principles. Over 80% of participants identified “define and enhance the role of culture in the area”, “create a pedestrian-oriented, human-scaled community” and “create landmark public spaces to define the cultural district and civic block” as the most important themes scoring these draft principles as a 5 on a scale of 1 to 5).
- 92% of participants agreed or strongly agreed they were able to participate in the workshop in a meaningful way and that the workshop format was effective. The written comments showed that participants felt it was “a very good start.”

Please see the Appendix for complete results and comments provided.

Workshop No. 2

Thirty-two local stakeholders and members of the community met on June 24 at the Rotary Center for the Arts for the second workshop where they reviewed draft concepts developed with their input. The second workshop was also attended by 32 participants including a mix of invited stakeholders and interested members of the public. At this second workshop, participants were asked to consider how well the concepts reflect the design principles set in the first workshop and the goals of the Downtown Plan. Participants also started to look at the realities of developing public spaces and some of the tradeoffs that may be needed to realize the vision for the area. Following the workshop, a report and video was prepared and published on the web page to share the outcomes of this work with members of the public.



What we heard

- Participants were very supportive of many of the ideas shown in the concepts including extending the Art Walk, creating a Centre for the Performing Arts, reserving a site for a consolidated museum and adding a central plaza.
- Participants also discussed building heights and expressed interest in respecting the profile by staggering heights from lower at the water to higher at Ellis Street. Potential locations for mixed use sites such as the RCMP site and the Cawston Avenue parking lot were also explored as was the addition of commercial space adjacent to the Kelowna Art Gallery. Options for redevelopment of the City Hall parking lot and Memorial Arena site were also discussed. Participants also discussed options for incorporating mixed use on the RCMP site as well as on the Cawston Avenue parking lot.
- Some participants also wanted to learn more about the options to fund the civic and cultural development. As a result, the City is also working on a financial analysis to understand the amount of revenue that could be generated with the addition of residential or commercial uses and higher building heights on key sites.

Survey results

- At the end of the second workshop, attendees were asked to complete a survey to evaluate the effectiveness of the workshop, confirm support for the direction of the plans, test support for key topics and surface any issues or concerns. Twenty of a possible 32 responses were received.
- The survey showed 95% of respondents agree or strongly agree that the direction of the plans supports the goal of the project and most design principles and that they were able to participate in the process in a meaningful way.
- The survey validated the ideas that people strongly support. Over 70% of respondents indicated their preference or support for the following ideas:
 - Extending the Art Walk from Cawston Avenue to Queensway
 - Convert a portion of the Prospera Place parking lot into a future mixed-use retail/residential area
 - Allow for a commercial space adjacent to the art gallery
 - Provide for a central civic plaza at the intersection of Smith Avenue and the Art Walk
 - Provide an area for mixed use and commercial north of Queensway
 - Convert Kelowna Community Theatre space into a Performing Arts Centre
 - Incorporate market uses to offset costs and support public improvements
 - Allow for the long-term redevelopment of the Memorial Arena for future cultural or civic use



The Kelowna Community Theatre site will become home to a new Performing Arts Centre. A residential tower was proposed for the redevelopment as a way to offset costs but was not supported by the community and was removed from the final plan.

The survey also tested support for a few key ideas*.

- 9 / 19 participants support allowing market and social housing on select sites
- 18 / 20 participants support incorporating market uses (residential and commercial) as a way to support civic and cultural development
- 17 / 20 support allowing the long-term redevelopment of the Memorial Arena site for future civic or cultural uses

*The totals reflect the number of participants who scored their support for the idea as a 4 or 5 on a scale of 1 to 5 where 1 = Not at all supportive and 5 = Fully supportive.

- Although not reflective of the majority of comments received, some participants did express concern in the written feedback about changing the use of the Memorial Arena, adding social housing and relaxing building heights.
- Results from the survey were shared with the consultant to incorporate, as appropriate, in the refined version of the concept.

Please see the Appendix for complete results and comments provided.

Phase 3: Draft Plan Consultation

The focus of the third phase of the engagement program was to begin testing the concepts with the public. This was achieved through a public drop-in session and an online engagement activity.

Public Drop-In Session

A drop in session for the public was held on July 7 from 3 to 6 p.m. in Stuart Park. The purpose of the session was to inform downtown residents, workers and patrons about the project and share the design principles and draft concepts for feedback. The session was promoted through a City In Action ad, digital street sign, e-Subscribe, on-site signage and on the website. Several display panels were prepared to explain the project and share the draft concepts. Three representatives from the City were on hand to answer questions about the project. All attendees were invited to complete a survey and formally share their feedback about the ideas and the work. The survey was also used to test support for ideas to generate revenue to help fund the proposed civic and cultural development in the plan.

What we heard

- Seventy-five members of the public attended the session and discussed aspects of the project with City representatives.
- The results showed the general public is very supportive of the direction of the concepts and is generally aligned with the opinions expressed by the workshop participants.
- The discussions and survey results surfaced a number of issues and questions that will be addressed in future communication activities. Some of the comments of note include:
 - Why are we increasing density? Traffic entering the area is terrible.
 - How can we increase density without improving public transit?



- We're already short on parking. Why are we removing parking?
- What are we proposing for families and children?
- Does redevelop have to mean demolish?
- We cannot be without theatre service for any period of time.
- How will we keep the public spaces vibrant so they do not become drug hangouts?
- Avoid allowing tall buildings near the water.
- Maintain a strong civic cultural centre.
- Recent improvements are great. Keep it up.
- Density, walkability, bike ability, mixed use. Vibrant.
- Revitalization has had positive influence.

Survey Results

- Forty of the 75 attendees completed a survey before leaving Stuart Park.
- More than 94% agree or strongly agree that the direction of the concepts supports the goal for the Civic Precinct Plan.
- More than 88% support or fully support the suggestions to extend the Art Walk, add a central plaza, change the Memorial Arena to other civic or cultural uses and redevelop the theatre as a performing arts centre.
- More than 73% scored their support for adding residential and commercial uses at a 7 or higher out of 10. Comments indicated that for some, support may be location dependent and height-dependent.
- Support for relaxing building heights was split evenly amongst attendees (18 scored their support for relaxed building heights at 5 or less while 19 scored their support at 6 or more on a scale of 1 to 10.) Comments suggest that support may be dependent on staggering heights (shorter closer to water). Anecdotally, others commented an increase to 10 storeys for the Performing Arts Centre is acceptable.

Please see the Appendix for complete results and comments provided.



Citizens who completed a survey at the drop-in strongly support the addition of adding residential and commercial uses in the Civic Precinct. Support for relaxing building heights was split.

Phase 4: Inform Community of the Final Draft

The purpose of the final phase of the engagement program is to share the plan with the community that will be reviewed by Council. The recommended plan was shared with the workshop participants and then with the public through an open house and an online engagement activity.

Open House

All citizens were invited to an open house on December 2, 2015 at the Rotary Centre for the Arts. Attendees viewed the short and long term plans for development and learned more about the engagement process. Representatives from the City were on hand to answer questions.

The open house was promoted through the standard channels including City In Action advertisements in the newspaper, a media release and reminder, and targeted email invitations using e-Subscribe. Sixty-three citizens attended the open house which is comparable to other engagement activities.

What we heard

- People are excited about the improvements that will enhance the cultural character of the area and continue to be concerned about availability of parking and green space.
- Citizens suggested looking for ways to incorporate green infrastructure and use it to add to landscaping and create water features to cool public spaces.

Survey Results

- Thirty-nine of the guests provided feedback through an exit survey.
- Nearly ¾ of respondents agreed or strongly agreed that the plan supports the goal and the principles of the project.
- Some felt they were not familiar enough with the principles to comment on whether or not the plan met the goal.



Some citizens expressed concern about limited parking in the area. The final plan maintains current levels of parking on key sites such as Prospera Place but looks for ways to minimize and disguise parking facilities as redevelopment occurs.

- In the comments section, citizens reiterated concerns about density and parking.
- A common theme was a desire to see more green space and to ensure the Sawmill Trust (Simpson Covenant) is honored and recognized.

Please see the Appendix for complete results and comments provided.

Get Involved Online Engagement

For those citizens not able to attend the open house, an online engagement was offered on the City’s Get Involved website (getinvolved.kelowna.ca) from Nov. 30 through to Dec. 13. Participants were invited to “imagine the Civic Block over the next 25 years” and view the concepts and provide comments. Thirty-one people provided feedback through the engagement tool.

What we heard

- Feedback about the direction of the plan was positive and consistent with other engagement activities.

Survey Results

- The results were consistent with the open house and prior engagement activities with over ¾ of participants agreeing or strongly agreeing the plan delivers on the goal and the principles.

Please see the Appendix for complete results and comments provided.

Information Sharing and Communication

Information is shared regularly with the public throughout the project. Background on the needs and opportunities, facts about the area, feedback, outcomes from the workshops, and copies of the design principles and draft concepts have all been made available to interested members of the public through the City’s web, email, print and face-to-face channels as well as through social and traditional media.

Website

Communication activities started early in the project with the creation of the Civic Block Plan web page in the My Downtown section of the City of Kelowna website. The page is the central location for all materials produced in support of the project and has been kept current with all new information and developments.

- www.kelowna.ca/mydowntown

Civic Block Video

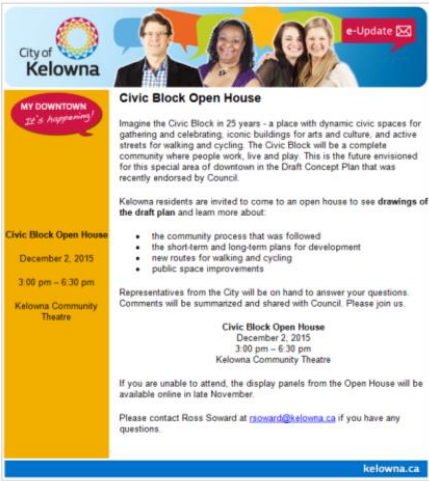
A video overview of the project was produced and published on the web page to provide members of the public with the background on the project and the needs and opportunities in the area. The video was an important tool for the stakeholder meetings and workshops to create a common understanding of the work among participants. Since the video was published, it has been viewed 1,003 times (as of Feb. 22, 2016.)

- [Civic Block Plan Video](#)

Stakeholder Meeting Notes

Following each stakeholder meeting, summaries were posted on the Civic Block web page for the information of interested members of the community. The availability of these notes was promoted as part of the e-Subscribe emails to:

- [Institutional Groups and Landowner](#)
- [Arts & Culture Groups](#)



The City used the e-Subscribe service to keep interested stakeholders informed about the project. Fifteen updates and invitations were sent to the 69 citizens registered for the Civic Block updates and another nine sent to the 1,221 citizens subscribed to the My Downtown service.

- [Business Enhancement/Economic Development](#)
- [Downtown Service Providers](#)

e-Subscribe

e-Subscribe is the electronic email service that invites members of the public to register to receive information directly about City initiatives. There are more than 1,100 members registered to receive information about the downtown area and almost 80 registered to receive information about the Civic Block project. This tool was the primary tool for sharing information with interested stakeholders and members of the public. Information was shared with Civic Block stakeholders first and then shared more broadly with the downtown stakeholder list.

Workshop Reports and Videos

Outcomes of each workshop were shared with the public through a written report and video. The report shared highlights from the session and data from the survey. The video featured an overview of the purpose of the session and interview clips with participants.

- [Workshop No. 1 Community Report](#)
- [Workshop No. 1 Community Video](#)
- [Workshop No. 2 Community Report](#)
- [Workshop No. 2 Community Video](#)

Public Drop-In Session

The drop-in session was both a communication and engagement activity. At the session, attendees viewed a series of panels describing the purpose of the project and sharing key project materials such as the design principles and the draft concepts.

- [Information Session Display Panels](#)

Open House

The open house was primarily intended as an information session to share with the public the evolution of the plan built with the involvement of key stakeholders and members of the community. At the open house, attendees viewed a series of display panels showcasing the short and long term plans for development. These panels were published on the website and linked to communication materials promoting the open house.

- [Open House Display Panels](#)

Media

Traditional media is an important channel for sharing information with the public and a measure of how that information is being received. At key points in the project, press releases were issued to inform the public about the start of the project, the workshop participant selection draw, the first workshop outcomes, and the public open house. Below is a summary and brief analysis of the message and tone of the coverage. Media coverage generally reported on the engagement activities and opportunities to get involved and shared the direction of the plan.

Date	Media	Headline	Description
March 16, 2015	Global News	<i>What will happen to Kelowna's 'Civic Block'?</i>	Announced the project Described the need and emphasized the community theatre and other buildings in need of an upgrade
March 16, 2015	Castanet	<i>Future of civic block eyed</i>	Announced the project Emphasized the need for the study and the intent to involve the public
April 24, 2015	Castanet	<i>Civic Block workshop</i>	Promoted the workshop and the opportunity to register to participate
April 25, 2015	Kelowna Now	<i>Tell the City what you want for Kelowna's civic block</i>	Promoted the workshop and the opportunity to register to participate
June 3, 2015	Kelowna Capital News	<i>Great ideas come up in Civic Block workshop</i>	Reported the workshop outcomes and emphasized ideas in the plan
July 2, 2015	Kelowna Capital News	<i>Get involved with the Civic Block Plan</i>	Promoted the drop-in session
July 5, 2015	Castanet	<i>Civic Block concepts ready</i>	Promoted the drop-in session
July 7, 2015	Kelowna Daily Courier	<i>Civic Block concept plans on display</i>	Photo and brief summary describing the drop-in session
July 8, 2015	Castanet	<i>Civic Block plan unveiled</i>	Reported on the drop-in session Highlighted key features of the plan, emphasized the plan was based on public input and flagged the plan is long term
July 8, 2015	AM1150	<i>City shows off initial plans for Civic Block</i>	Announced the open house and emphasized the need to have a plan because of buildings in transition downtown
July 8, 2015	The Daily Courier	<i>Editorial: Time for Kelowna downtown to grow up</i>	Title is a play on words emphasizing the need for Kelowna to allow taller structures in order to avoid sprawl and commending the City on taking the right approach
Oct. 31, 2015	Castanet	<i>Downtown vision unveiled</i>	Story highlights some of the key features of the plan and the opportunity to attend the open house
Nov. 3, 2015	Global News	<i>A glimpse into Kelowna's downtown civic block</i>	Story reports on Council's support for the draft concept, the cost associated and opportunities for the private sector to help fund the improvements
Nov. 3, 2015	The Daily Courier	<i>Simpson Covenant now 'Sawmill Agreement'</i>	The article concentrated on the legacy of the land included in the Simpson Covenant and questions about whether or not the proposal conforms to the covenant
Nov. 27, 2015	Kelowna Capital News	<i>Kelowna holds open house for preferred civic block plan</i>	Article promotes opportunity to view the concept at an upcoming open house
Nov. 29, 2015	Castanet	<i>Speak out on Civic Block</i>	Story promotes the open house as an opportunity for residents to provide input

Conclusions

The engagement program for the Civic Precinct accomplished its goal to ensure meaningful public participation in establishing the priorities for redevelopment and investment in the Civic Precinct. Engagement activities were well attended by representatives of the organizations with a significant interest in development in the area. While better participation by the public in the various engagement opportunities was desirable, feedback from those in attendance showed support for the direction of the plan and validated the input provided by the organizations that were represented.

Feedback gathered through the engagement activities was valuable to the City and significantly influenced the direction of the design. The following table summarizes the main conclusions drawn from the engagement activities and describes how they are reflected in the design principles for the area and the final plan.

Public Direction	Planning & Design Principles	Integration of Principles in Preferred Concepts
Bring more people and activity to the area.	Encourage vibrancy through a broad mix of land uses and public spaces.	Increased mix of land uses and opportunities for living and working in area to animate public spaces and attract private investment.
Celebrate the Cultural District, limit heights by the waterfront.	Make the area a distinct and diverse cultural precinct.	Protect several sites for future cultural facility planning; introduce more fluid relationship between Cultural District and other parts of Downtown. Assume long-term consolidation of museums on one of the future civic use sites.
Don't compete with the private sector on Ellis.	Restrict market residential developments.	Add additional residential opportunities at edges of study area along Cawston, Queensway and Ellis while introducing residential on Doyle at RCMP and Kelowna Community Theatre sites.
Look at creative re-use or expansion.	Build on existing facilities and patterns of infrastructure wherever possible.	Extend the Art Walk; assume a consolidation of the Museums. Consider possible expansion of Art Gallery at back of site.
Create a central public plaza.	Create landmark public spaces that define future development	Proposal of a Civic Plaza to define back edge of Kelowna Community Theatre and Police Services sites. Other public spaces include Laurel Courtyard and re-creation of Bennett Plaza.
Stimulate private development through public improvements.	Use public land for community amenities.	Create opportunities for long-term leases of select parcels to support market and affordable housing (RCMP, Cawston, Queensway).
Consider market uses to support public improvements.	Look for partnerships with the private sector to benefit the community.	Propose partnerships for near-term and long-term development of key sites (RCMP, Cawston, and Queensway).
Finance creatively to support plan implementation.	Consider the economic and financial impact of all proposals.	Create opportunities for market uses on several sites in the long-term to generate revenue and reduce reliance on Capital Plan.
Make sure there is a mix of housing in downtown.	Enhance opportunities for a healthy and complete community.	Encourage more active transportation, public space and opportunity for affordable housing.
Minimize and disguise parking facilities.	Examine parking strategies holistically.	Anticipate an increased demand for parking in the area, but examine optimization/utilization of existing facilities and examine alternative requirements for off-street surface parking.
Make the area desirable for walking and cycling.	Be pedestrian-oriented while still accommodating vehicles.	Include the provision for a pedestrian-oriented design for Doyle Avenue, encourage multi-modal transportation and reduced parking requirements.



Kelowna’s Pianos in the Park program was an often cited example of how the Civic Precinct could be animated to become the cultural hub of Kelowna’s downtown.

Appendix

The following content is available in the Appendix.

- Workshop 1 Evaluation Results
- Workshop 2 Evaluation Results
- Stuart Park Drop In Evaluation Results
- Get Involved Kelowna - Help Shape the Civic Block
- Get Involved Kelowna - Imagine the Civic Block over the next 25 years
- Open House Evaluation Results

Civic Block Plan



Community Workshop #1
Participant Evaluation Results

Total Participants: 32 Surveys received: 17

The Civic Block plan should...	1	2	3	4	5	
	Not Important				Very Important	Comments
A. define and enhance the role of culture in the area			1		16	• culture needs to be celebrated to an even greater extent in the city
B. build on existing assets and patterns of use			2	4	10	• celebrate what is unique to Kelowna
C. encourage vibrancy through a mix of land uses and activities	1		1	4	11	
D. utilize city land for community amenities			2	1	14	• other amenities (not community) could add vibrancy
E. create a pedestrian-oriented, human-scaled community					17	• we have a climate that is set up well for pedestrians • create opportunities for multi-directional pedestrian movement
F. examine parking strategies holistically			5	1	11	• bicycle parking is very important
G. create landmark public spaces to define the cultural district and civic block			1	1	15	• create spaces that are colourful, human scale and useable in all weather • include recognition of history
H. Other: - Greenspace / public space - invest in public programming in public spaces - Add activity for downtown residents - recognize history - incorporate lighting for aesthetics and security - consider daytime and nighttime						

1

	1	2	3	4	5	
The Civic Block plan should...	Not Important				Very Important	Comments
- avoid large floor plates uses						

2. On a scale of 1 to 5, rate your level of agreement with the following statement. “I was able to participate in the workshop in a meaningful way.” (Circle the number.)

1	2	3	4	5
#		1	4	9
Strongly disagree				Strongly agree

Comments:

- very creative discussion

3. On a scale of 1 to 5, please rate the effectiveness of the workshop format. Please consider location, presentation materials, layout, agenda etc.

1	2	3	4	5
#		1	7	6
Not effective				Very effective

Comments:

- noisy/hard to hear
- noisy
- venue was noisy, hard to hear
- less background noise would be nice

4. Do you have any other feedback about the workshop that you would like to share?

- This is a very good start.
- Great job! Very interesting to see such commonality in the resulting thoughts/plans. Looking forward to seeing the outcome.
- It was great - look forward to the next one.
- Good workshop. Clear consensus at our table. Civic Block is the City’s living room and an amenity for the entire city.
- Avoid large floor plates that create dead zones
- City parking structure - memorial (not a happy location - works against pedestrian street)

Civic Block Plan



Community Workshop No. 2 Participant Evaluation RESULTS (20 COMPLETED SURVEYS)

Thank you for participating in our second workshop. Please take a few minutes to complete this important survey. Your feedback will be used to confirm workshop findings, direct next steps for engagement, and update City Council on the community's priorities for the area.

1. Some of the key ideas proposed for the Civic Block are reflected in both draft plans. Please rate your level of support for incorporating these ideas in the next draft of the plan.

Key Concepts	1 Not at all	2	3 Some what	4	5 Fully	Comments
A. Artwalk Extend the Artwalk from Cawston to Queensway			2	2	16	<ul style="list-style-type: none"> A critical component Does not need to be a straight line (this allows building footprint to be expanded and Artwalk to meander) Less passive, more interactive, user friendly installations
B. Performing Arts Centre Convert Kelowna Community Theatre space into a Performing Arts	1	2	2	4	11	<ul style="list-style-type: none"> Not needed for 10 years Prefer this site be developed with a private sector developer Locate on City Hall Bigger and better theatre needed esp. since Prospera so underused Rebuild and expand This is the key element, could fit in 2 or 3 locations within the block Make it a feature for the whole province. Money comes to Kelowna from outside.
C. Museum Centre Reserve a site to accommodate a future consolidated museum	3	4	2	7	4	<ul style="list-style-type: none"> Relocate museum to be in building Co-located civic cultural resources (museum, gallery theatre) Desperately needs updating Real encouragement for consolidated museums. Separate makes no sense.
D. City Hall Expansion Retain City Hall parking lot for future expansion	3	1	5	2	7	2 <ul style="list-style-type: none"> Doesn't apply, we switched use Locate Performing Arts Centre here Expansion or totally different use Staging for theatre Possibly new site for community theatre Plans to move theatre to City Hall parking lot Rethink how staff office space is distributed.

1

Key Concepts	1 Not at all	2	3 Some what	4	5 Fully	Comments
						<ul style="list-style-type: none"> Maybe several locations could be used. Park in the parkade behind Kasegai. Change city hall location. Change location of chambers so that Queensway can be used to bring in money.

2. For the ideas that are different in each plan, please indicate the option you would prefer to see in the next draft of the plan. **If your preference is for a variation on one of the plans as discussed at your table or in the wrap up session, please identify it in the Other/ Comments section.**

Site	Plan 1	✓	Plan 2	✓	Other / Comments
A. Prospera Place	<ul style="list-style-type: none"> Convert a portion of the parking lot into a future mixed use retail / residential area 	17	<ul style="list-style-type: none"> No change to the parking area at Prospera Place 	3	<ul style="list-style-type: none"> Make sure there is room for semi to loads at to Prospera for concerts Use part along water Large portion Surface parking is a waste of their space Keep theatre in the same place
B. Art Gallery / Art Commons	<ul style="list-style-type: none"> Allow for a commercial space adjacent to the art gallery 	15	<ul style="list-style-type: none"> Enhance the art common area with more public and green space 	3	<ul style="list-style-type: none"> Combine museum and art gallery Expand gallery Redevelop full property = art gallery at bottom and revenue generator in space above Would be sorry to see trees go
C. Public Plaza / RCMP Site	<ul style="list-style-type: none"> Widen the section of the Artwalk on the RCMP site and configure the orientation of a future cultural and civic use building to create a dynamic public space and access to the Artwalk. 	5	<ul style="list-style-type: none"> Allow for a central civic plaza at the intersection of Smith Ave and the Artwalk 	14	<ul style="list-style-type: none"> Make new entrance to new theatre accessible from here But the theatre footprint could be moved to free up the RCMP site and vice versa Narrow space does not work for events
D. North side Queensway (outside of Trust)	<ul style="list-style-type: none"> Do not provide an area for mixed use i.e. residential (social or market) and commercial 	2	<ul style="list-style-type: none"> Provide an area for mixed use i.e. residential (social or market) and commercial 	18	<ul style="list-style-type: none"> Mixed affordable to market price Boo!!! To Plan 1 option Office space Renovate museum to tie into new development Need money

3. Other ideas currently being explored for inclusion in the draft plan are listed below. Please rate your level of comfort with these ideas.

	1	2	3	4	5	
	Not at all		Some what		Very	Comments
A. Allow for market and social housing on select sites (i.e. RCMP and Kelowna Community Theatre)	4	3	3	2	7	<ul style="list-style-type: none">• But not these locations• No social housing• Market only, no social• No market and limited non-market• Flexibility in use is very important in order to offset costs to bring more people into the area• Would rather make it business/commercial
B. Incorporate market uses (i.e. housing or office) to offset costs and support civic and cultural investment	2			6	12	<ul style="list-style-type: none">• Necessary!!• But not residential• Important to have residents living in cultural district• Need money - housing office depends on which brings in more money
C. Allow for the long-term redevelopment of the Memorial Arena site for future cultural or civic uses	3			5	12	<ul style="list-style-type: none">• Change use, retain “Memorial Building”• Yes, this current use is completely inappropriate to high value property• Tear it down, rebuild new mixed use, perhaps collocate civic cultural resources• Community Centre• The building must stay as the name states “memorial”• Not concerned about retaining the building• Use it for community centre

4. Please consider the direction of the overall plan and rate how well it reflects the design principles.

	1	2	3	4	5	
Do the plans...	Not at all		Some what		Fully	Comments
A. Make the area a distinct and diverse cultural precinct				5	15	
B. Build on existing facilities and patterns of use			5	11	5	<ul style="list-style-type: none">• Expand and renovate existing buildings.
C. Create landmark public spaces that engage and define the various civic precinct uses			3	6	11	
D. Use public land for community amenities			3	7	10	<ul style="list-style-type: none">• Negotiate with each other for win/win• Balance• Also get through private partnerships
E. Encourage vibrancy through a mix of land uses and public spaces			2	6	12	
F. Restrict market residential developments	3	1	4	6	5	<ul style="list-style-type: none">• Business / commercial to bring revenue• Should not restrict market residential
G. Examine parking strategies holistically		3	4	4	10	<ul style="list-style-type: none">• Reduce or move parking surface• Have to!
H. Be pedestrian-oriented while still accommodating vehicles	1		3	10	6	<ul style="list-style-type: none">• This whole area should be no cars, walking, bikes and busses only• Try to make it as walkable as possible• Fewer vehicles is better
I. Consider the economic and financial impacts of all proposals	1		2	8	8	<ul style="list-style-type: none">• Not yet!• Need more emphasis on financial
J. Look for partnerships with the private sector to benefit the community			2	7	11	<ul style="list-style-type: none">• More needed
K. Enhance opportunities for a healthy and complete community			2	5	13	<ul style="list-style-type: none">• For whole family• For whom?• Crucial mix of old and young folks

5. Are there features of the direction of the plan that concern you or may concern others?

- Don't move community theatre. Make sure it is designed to enable view of the lake from the lobby. Make it a provincial icon for all BC residents to visit.
- Crowding of the library on all sides. Hope the redevelopment of RCMP site considers connection to library. These buildings need to work together.
- Do not keep memorial arena unless it is totally renovated.
- Height of the middle of the city block
- No water features (drought, health)
- Theatre / performing arts centre is important but should not drive the whole plan
- No public housing, market only, townhouses
- Rebuild of theatre on current footprint is not viable if there can't be a phasing in of space - not having a working theatre space for an extended period would be disastrous
- No - seems unrealistic to keep fixing memorial arena.
- Future of Memorial Arena - may need to be demolished and rebuilt
- Very concerned about location and funding for theatre arts centre. They are notorious for costing a fortune to build and to operate
- Do not move entrance to Kasegai garden
- Not in favor of developing at the north end of park and would support a green wall on future parkade on east side of garden
- To some extent, it felt as though staff was interested in pushing a specific agenda
- Retain memorial arena as a memorial to the veterans it was built for, and by the veterans that still support it! Go Navy!

6. We would like to know how well the direction of the plan supports the goal of the Civic Block Plan. On a scale of 1 to 5, rate your level of agreement with the following statement: "The Civic Block Plan will create a high-density area with cultural and civic uses and other complementary uses that support a more complete downtown community." Circle your answer.

1	2	3	4	5
Disagree				Agree
		1	11	8

Comment:

- The high density population will come from close by. Not the civic block.

7. On a scale of 1 to 5, please rate the effectiveness of the workshop format. Please consider location, presentation materials, layout, agenda etc. Circle your answer.

1	2	3	4	5
Not effective				Very effective
		1	17	2

Comments:

- Location was not that good as two large groups that close together made it hard to hear.
- Still noisy in here - difficult acoustics
- Not enough food today
- Great job keeping on time.
- If the feedback is considered.
- Facilitators did great job but lacked background info / contextual info to make definitive decisions on some issues.
- Could have used more time at second meeting or perhaps a third meeting with a smaller group.
- Too much preamble. Groups too big.
- Venue poor - hot at first then glacial.
- Maybe three to four groups instead of two.
- I wish everyone introduced each other and why they were here. And what they represented as citizens.

8. On a scale of 1 to 5, rate your level of agreement with the following statement. "I was able to participate in the workshop in a meaningful way." Circle your answer.

1	2	3	4	5
Strongly disagree				Strongly agree
		1	7	12

Comments:

- Second half of second session was better than first half. There were a few too many people at the beginning.
- Great facilitation. Sometimes jumping back and forth between different projects that made a discussion more difficult.

9. Did you participate in the first workshop?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
9	11

If you answered 'No' to 1, please rate how prepared you felt to participate in the workshop. Circle your answer. If you answered 'yes', please go to 10.

1	2	3	4	5
---	---	---	---	---

Not at all				Very prepared
		3	4	4

Comment:

10. Do you have any other feedback about the workshop that you would like to share?
- Do not have Kasegai gain entrance on S side
 - We were asked to provide input for major decisions without being given very many relevant details to go on, for instance: how many people attend the various facilities that are in the district already? How many people live within walking distance? How many people visit the district annually? How many tourists? What is the current economic impact of the district to Kelowna? What is the occupancy rate of existing business etc. Is every existing business at capacity?
 - Thank you for gluten free option.
 - Well done.
 - Hard to incorporate diverse opinions. On right track. Good effort.
 - Very important issues. Affects Kelowna for the long term. Must be done right.
 - Great job thanks!
 - Well thought out. Good facilitation.

Civic Block Plan



Community Drop-in Evaluation

Thank you for dropping in to learn more about the work to develop the Civic Block Plan. We would like your feedback on the ideas presented. Please take a few moments to complete this survey.

1. We would like to know how well the direction of the plan supports the goal for the Civic Block area. On a scale of 1 to 4, rate your level of agreement with the following statement: "The Civic Block Plan will create a high-density area with cultural and civic uses and other complementary uses that support a more complete downtown community." Circle your answer.

1	2	3	4
1	1	9	23

Disagree Agree

Comments:

- More residential / retail (with the exception of restaurants)
- More people = best for everyone
- Very well detailed and questions answered
- Hope it does. Yes to shops and restaurants to offset costs
- We need world class public art (see Chicago and Vancouver)
- Love the current upgrades and support more change
- Ampitheatre is an amazing idea
- Does it need to be a high density area?
- I'm unsure of how relevant this question is. Seems like a plan is already predetermined and this opportunity for public input will have little impact on what has already been decided. This process just seems like a check box to say there was community input when in fact there was none

2. The City is also exploring options to fund the development of the plan including introducing residential and commercial uses at key locations in the area.

A. To what extent would you like to see residential and commercial uses introduced as a way to offset costs of cultural and civic development?

1	2	3	4	5	6	7	8	9	10
		4	5		1	7	7	7	6
No mixed use.									Extensive mixed use.

Comments:

- Yes but not in front of city hall
- Limited commercial/retail to complement arts/civic/parks facilities/no market residential
- Go for it

1

- Need some control over commercial, encourage uses that will create a draw for pedestrians

B. How open are you to relaxing building height restrictions in order to increase revenue potential?

1	2	3	4	5	6	7	8	9	10
6	4	2	2	4	3	3	6	4	3
No relaxation of building heights.									Complete relaxation of building heights.

Comments:

- Need to understand shading (winter) and view consideration
- 10 stories max for performing arts
- I vote for option 2
- Ok with staggered heights (lower at the water and higher further back)
- Idea of revenue through building is great. Ideally six to 12 stories higher.
- We don't wish to see high rises over 6 storeys in front of Ellis street
- 2 to 3 storeys buildings will work fine with walking area
- Yes but a definite limit and terracing back from the lake
- Relaxed building heights make sense when the developer is brining revenue as well as creative architectural ideas that add to the experience and panorama of Kelowna

3. Please rate your level of support for incorporating the following ideas in the plan.

	1	2	3	4
Key Concepts	Not at all			Fully
1. Artwalk				
Extend the Artwalk from Cawston to Queensway		3	7	28
2. Central Plaza				
Create a central civic plaza where Smith intersects with the Artwalk.	1	2	15	19
3. Memorial Arena				
Change to other community uses in the long term (i.e. consolidated museum or community centre)		4	17	17
4. Kelowna Community Theatre				
Redevelop Kelowna Community Theatre space into a Performing Arts Centre.	2	2	11	21

4. Do you have any other feedback that you would like to share?

- This is the cultural civic district. Activities here are the attraction that gives value to residential on Ellis, Sunset and lands beyond
- Not enough parking
- The 26 storey building to be built in front of Carrie Park will split the waterfront in half and kill the view for the rest of the city. In Hawaii, they now have restricted these buildings to 300 ft from the water.
- I have lived and owned businesses downtown for 15 years. I am 100% opposed to 26 storey hotel in downtown core. This is not a mini-Vancouver. It will destroy the entire downtown revitalization?
- Will the central plaza be a vibrant community congregation or scary drug hangout?
- Density, walkability, bike ability, mixed use. Vibrant. Please tear down Memorial Arena and RCMP building
- Does redevelop mean demolish? I would not support any plan that leaves the community without dedicated theatre space larger than the Mary Irwin Theatre for any extended period of time. The average number of legitimate theatre seats in Canadian cities is 15 seats / 1000 residents. The RDOC has pop of 179,839 meaning there should be 2698 legitimate theatre seats. Existing inventory KCT is 853 and TCA is 326, Creekside is 266 for a total of 1445 seat deficiency. We need to keep all existing seats and build a new 1500 seat facility just to meet the average let alone be the best mid size city in North America. A similar facility to the one being proposed in the City of Kamloops would meet the unmet need and provide room for future growth.
- Create lots of activity year round in the civic plaza area.
- Great ideas!
- Why not relocate KCT to somewhere like the Parkinson Rec Centre at the old Dr. Knox school site or to the provincial health building on Ellis? A theatre is a dark building once inside and does not need to be to in prime location across the lake.
- Green space is vital to the area/community. Ensure spaces are family friendly. Height should be one block east. Question of the viability of residential and commercial in the short term. Open the museum up through its design. We know that additional height doesn't always lead to increased marketability.
- For once do what the voter/taxpayer wants over a developer wants and no \$800,000 outhouses.
- People play hockey in Memorial at lunch time.
- Did not support a reduction of parking south of Prospera Place on existing parking lot.
- My friends and I are in the performing arts and would love a free or cheap stage for performances and busking.
- ... and possible live in artist in KCT. Security look at not spreading negative issues casing more costly plan
- Take out stop sign on water at doyle until traffic circle is built
- Please create lots cycling routes. Focus on maximizing access to the lakefront. Support more commercial mixed use spaces. As an aside, may I please request bike racks at Knox Mountains base? It would be inexpensive and I'm convinced well used.
- Maintain a strong civic cultural centre.
- Arena is not really an arena that draws. Can develop into a square?
- 50 year old buildings are to be destroyed? How can you have any history? Already too much destruction. Too much housing already. Mass congestion. Traffic is insane. No parking?

- Should we plan for children’s needs? Playgrounds etc?
- Relaxation of height - some areas would be acceptable to go higher. I think those areas should be on the periphery. One of the draws of this area is the existing heights of the existing buildings. It has an urban feel but doesn’t feel like downtown Vancouver. 10 storey plus buildings will have a negative impact on the feel as most of the new common areas would be in shade most of the day. Transportation - I support the densification of our downtown and cultural areas. We need more people living and working in those areas. The plans show n don’t take transportation into account in fact, it looks like the opposite. Some of the parking is being removed. Densification means more people which means more cars, bikes and busses. Overall I am really excited about the future of the area when my kids move out of the house, my wife and I are moving into the area.
- Parking?
- Revitalization has had positive influence in bringing people downtown, as well as ice rink and pianos. More residential integration needed.

Thank you for completing the survey.



Survey: Help shape the Civic Block

Question: Which statement best describes your support for adding market use and increasing density to help fund public improvements in the Civic Block?

I support a lower level of market use and density to preserve the civic character of the area. : 31

I support a higher level of market use and density to advance the timeline for the improvements and lessen the cost to taxpayers. : 82

Question: Which do you prefer more for the Police Services (RCMP) site?

1A - A mixed-use building with a low-rise residential tower (approx. 4-6 storeys.) This option encourages development of this soon-to-be-vacant site in the short term and is within the permissible building height. : 47

1B - A mixed-use building with a mid-rise residential tower (approx. 8-13 storeys.) This option provides greater revenue potential but exceeds the permissible building height. : 66

Question: Which do you prefer more for the Kelowna Community Theatre site?

1A - A single-use building used exclusively as a performing arts centre. This option preserves the civic character of the site but has a longer implementation timeline and increases the cost to tax payers. : 55

1B - A mixed-use building with a performing arts centre and a mid-rise residential tower (approx. 6-10 storeys.) This option accelerates the potential timeline and lessens the cost to taxpayers but exceeds the permissible building height. : 58

Question: Which do you prefer more for the Okanagan Heritage Museum site?

1A - Maintain the existing site as a museum or future civic use. This option preserves the civic character of the area but does not provide a source of revenue. : 33

1B - Consolidate museums at a new location to allow for mixed-use and a residential tower (approx. 12 storeys.) This long-term option provides affordable housing with connections to transit but requires a reduction in parking requirements. : 80

Question: Do you have any other thoughts to share on the integration of market

housing in the Civic Block Plan concepts shown?

1.The first question requires one to agree with two propositions. The first proposition is about market use and second is about density. This question is invalid from a survey methodology perspective. I agree with higher density but not with higher level of market use.

2.Public land should not be used to benefit those who can afford market housing. The City must respect the design principles in its Report to Community #1. To not do so would be to make a farce of community input.

13 storeys in the area is reasonable as long as these highly visible buildings are well designed. Also Kelowna should allow to build only sustainable buildings within the area as a sign of leader ship; such as LEED gold, living building challenge, etc. Public transit and health services should increases its services prior to densifying downtown core.

A Performance Centre will need more room. It makes sense to integrate the Performance Centre with the other close-by public buildings like the parkade - but also with the library and the Innovation centre. All of these buildings could share a common foyer space - such as a year-round indoor plaza linking all the buildings and continuing the Artwalk too. If housing towers are really needed on the same site they too can be integrated as part of the performance centre. Think SFU / Woodward's.

Although I support higher density, I lean to mid rise building size, not high rise towers

Any residential component must provide more than one parking spot per unit. There must be ample guest parking, go underground if need be. Parking can be miserable downtown, and now the proposal is for more density. Add density, but ADD PARKING along with it.

Build performing arts facility on current city parking lot, and move city hall to current community theatre site.

Concerned about lack of parking in high density option. If more people live downtown, perhaps less need for parking. But must think of people who don't live downtown. (Limit number of "vacation apartments" that are empty most of the year? These don't contribute to community, esp in winter. Affordable housing a priority though.) Can have slightly lower density (lower building heights), but still bring people downtown if we improve BIKE INFRASTRUCTURE, then will have less pressure on parking too.

Consider a partnership with UBCO/OC where one (or both) of those institutions would build a student residence with in City owned land within the civic block. Proximity to the transit exchange provides easy bus access to both campuses via the #97 and #1 buses. As well, it would introduce a livelihood to the downtown in the winter time as there would be a continuous younger population.

Cost recovery is imperative

City must avoid downloading costs on the taxpayer

Projects should be unique in operations and cost recovery- perhaps some new 'innovations' from other jurisdictions, in Canada and other Countries.

Thanks

Len

Density is excellent, and it's wonderful to see Kelowna grow, but not at a loss to cultural spaces. Density without cultural vibrancy will not create a healthy community. At key sites like theatres and museums the focus should be on culture, not developer endorsements. A desirable area will create developer demand all its own.

Don't forget parking! all new development seems to forget to add enough parking.

For the Community Theatre site, I would prefer a lower rise building (4-6 storeys), since it's right near the water. Go with higher rise buildings farther back from the lake.

Forget density and market use, there is enough of this in the downtown core. Market housing involving private business doesn't belong in the civic centre. More land is needed in the Community Trust to preserve civic character. Southern edge of City Hall and Museum parcels and Police Services site etc should be added to the Community Trust.

High end rental properties are needed. Not low income in that area!

I am against anything over 4-6 stories in the downtown area. Spread out the highrises - get them away from the lake. The new IH building looks like it is way to big for the site. We do not need thousands of people down town. We need more and affordable if not free parking - that is what will bring folks downtown. The cost of parking is quickly becoming prohibitive to families.

I am concerned that the planners are placing too much density in the civic block. With the current and planned projects, the civic block has too much density and is becoming less people friendly. It would be fine if you were part of the 1% who can afford to live in the downtown area, however, the other 99% of taxpayers are being disadvantaged. It is already difficult to get downtown and the increase in density and traffic congestion is discouraging citizens from going downtown.

I am convinced that lower levels next to the street and higher levels away from the street create a more people friendly city. If this can happen in the space for the development I would support higher structures. I don't mind mixed use as that creates vibrancy in the city and I feel that we are doing well so far over the last 15 years in the downtown core. I also want to see lots of public plazas and walkable space where no cars are allowed. This increases foot traffic to local businesses.

I am highly concerned that there is a lot of new apartments and townhomes being built without adequate parking. Kelowna is a beautiful city and I fear it will become urbanized without careful planning to maintain its current beauty and charm. I do not want to see anymore high rises! We do not want our views blocked by greedy land developers. Please consider the already busy traffic patterns before more new housing is built.

I believe residences creates a more economically self-sufficient downtown core and the increase in residences may also help deter some of our migratory homeless community.

I believe that 4-6 stories is the maximum height we should allow in downtown Kelowna. I would prefer the consolidated options but the height is too high of the area. The taller buildings should be away from the water to improve every one's view. Likely these units will be tourist occupied anyway so it will not increase the vibrancy of the area year round. The current high rises do not add beauty to the horizon they punctuate the vista. That vista is an increasing rare commodity.

I believe that the millennials will want to live downtown as opposed to other areas in Kelowna. We need to put appropriate housing in place to attract them to the heart of our city.

I don't object to some integration of market housing in the civic block. However, it must not privatise the public spaces. The stated purpose of the

market housing, to accelerate the pace at which the public space can be developed, needs to be adhered to. I suggest some clear contractual wording to that effect, including bonding or other such measures, to ensure that the market housing and like activities don't proceed, while the public space ends up chopped in the end because of its cost.

I feel the residential towers should not be attached to the civic buildings. Build the towers near or next to the civic building if you want them to help offset the cost to citizens.

I have no problem with the idea of market housing in this area as long as the heights are low. Having attended the workshops, I'm surprised this is now on the table as even the development community present felt that there was ample opportunity for market housing in adjacent areas and that putting it in the Civic Block was no big advantage to them.

I like Plan 1A as it allows for me parking access downtown and room for temporary events set-up (eg. around Prospera Place). Pleased to see the RCMP building and access in this area for both plans. Hopefully helping to keep downtown safer and therefore more user friendly for all. I am a relative new-comer to Kelowna. I love the parks, the trails and all of the beach accesses. I am happy to see a revitalization of the downtown area and park. Would like to see a clean up of the Lawrence St area.

I like the high density and mixed use plan, however we still need more parking close to the water front such as the site by city hall but a nicer looking parkade. We now have many wonderful downtown activities but not nearly enough parking even with the parkade expansion.

I love the idea of mixed use buildings, light-commercial on the ground, offices on the second floor and residential above is great!! The more people we can bring into the downtown core the better, also possibly reducing our vehicle footprint in the process - as much as I love my car, Kelowna is so car dependant. I try to bike as often as possible, but there aren't enough stores downtown. If more people live there, perhaps that would be more appealing to new businesses and retailers. Great work!

I support adding density to the downtown core, both to create a vibrant public space and to partially subsidize the cost of the civic improvements.

I support market housing but I don't believe that this neighborhood requires it. The former KSS site should provide market housing and will allow those

resident easy access to the arts & entertainment district.

I support the integration of housing throughout downtown as it allows these spaces to be in constant use, providing greater vibrancy to the area. This will also encourage a good variety of businesses in downtown as it transitions from more of a destination area to a continuously vibrant area with more consistent people flow due to the proximity of their living spaces.

I support the extension of the art walk to Queensway as it provides a more natural flow through vs the current abrupt ending.

I support the integration of market housing within the Civic Block - but highly object to the construction of tall towers adjacent to Water Street and west of the Artwalk. It is important to maintain a low profile adjacent to the waterfront to create a sense of open space and relaxation along the lakeshore, not one of being compressed.

I think a town centre with an abundance of condo/apartment housing anchored by a mix of commercial and cultural enterprises promotes vibrancy, safety and economic stability.

I think it is very important to have mixed use in the cultural district. I think it would also be very important to aim those commercial units towards the arts. For example, glass blowing studio, pottery studios, music school/classes, etc. By providing the arts with commercial spaces, the feel of the cultural district will be better than it ever was. Is it even possible to put use restrictions on the commercial units to gear them towards arts?

I think it would be a good idea to move the Community Theatre to a new site further from Water Street. It doesn't need to be on prime lake front property. And, a new site would allow for a faster and more seamless transition to a new building.

I think that market housing in this area is a mistake. None of your options above recognize civic uses only.. The City should be planning for civic needs over the longer term. The place for market housing is adjacent to the civic block not in the civic block. This takes away valuable space for the longer term. This is prime real estate that the City will not get back in the future, so should not sell it out now.

I think we need to stick to our city plan - our vision for the future of the city. The building heights should remain low close to the lake, increasing in

height only when further away from the lake.

I think working to keep the Civic and Community spirit/use of the area should be a priority. However, as has proven successful in other cities and municipalities, creating areas that are used around the clock rather than sitting empty for large periods of time, creates vibrant and diversified areas that people want to be. They define a place.

I think you are on the wrong track in trying to mix civic with residential. I concur that residential-over-commercial/office can work fine provided that you sort out the parking and things like noise/smell. But I think residential-over-civic is something quite different and you haven't proven the business case by showing us successful/not-so-successful residential-over-civic projects elsewhere. So I think you need to open up the options wider and/or the viability of residential-over-civic.

I would also like to see the addition of more trees and shade structures as well as market housing in the civic block.

I would like to see the Finery Queen raised and restored. Integrated with the museums.

I would prefer CofK respect the intention behind the land gift long ago. Civic use only.

I'm in favor of increasing commercial and residential use in the civic center area, but want everything around there to be low-profile builds to not obstruct views nor crowd the appearance of the area toward the lake -- maximum 4 floors.

Increase LOW-PROFILE residential & commercial.

I'm very much in support of integrating market products (residential, retail, etc.) with civic buildings to lessen the costs to implement & accelerate the development of downtown. We need more density residential housing in the downtown along with commercial services to continue with the community's vision of creating an active and vibrant downtown. I generally support Option 1B over 1A; however, higher buildings should meet applicable setbacks from the roadway for visual aesthetics.

I'm worried about parking during big events and the spill out. It's difficult during the high tourist season for people to enjoy the downtown area when

resident easy access to the arts & entertainment district.

I support the integration of housing throughout downtown as it allows these spaces to be in constant use, providing greater vibrancy to the area. This will also encourage a good variety of businesses in downtown as it transitions from more of a destination area to a continuously vibrant area with more consistent people flow due to the proximity of their living spaces.

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I think we need to stick to our city plan - our vision for the future of the city. The building heights should remain low close to the lake, increasing in

That we look at best practices from other cities with features as unique as Kelowna's (on the lake, ltd. area, beauty vistas). Ultimately a balanced approach to mixed used, density and mix heights, to make best use of ltd space while creating appealing spaces, designs.

The city should pursue the highest possible development in the down town core in order to establish the area as the focal point of the community. By adding density the city will increase the vibrancy of the area and provide a better work/live environment that will require less vehicles and more pedestrian access.

The downtown core already has enough tall buildings. The idea of residential towers & such mixed use concepts is good, but should be developed away from the waterfront. The entire waterfront & the views from all over the city should be protected for the public. Stop the highrises in the downtown that only benefit developers & those that are rich enough to buy the view, blocking it for everyone else.

The 'future civic use' of the Memorial Arena Site is not correct as it is already used for civic use . memorial Arena has reached it best before date - perhaps this should be the museum site . plus we need more art!

The way to revitalize the downtown area is to get more people in the area and the best way I can see to do that is to have more housing available. I believe that mixed-use is the way of the future if we want to make Kelowna attractive to potential future residents. We also need to find ways to make housing more affordable to make Kelowna a more inclusive community.

There should be more creative options available such as a mixed use theatre and covered market/artisan building(s) with a mid rise residential above such that there would be activities 16 hours per day to attract residents and visitors alike throughout the whole year. Providing facilities for people who only work 8 hours per day, congesting roads and requiring significant parking facilities.makes little or no sense and does not introduce additional benefit for downtown store owners.

Think "Kelowna Village", a "pedestrian friendly / cycling friendly" neighbourhood and destination point downtown. Find the right balance of civic space and residential buildings with densification. DO NOT build to maximum height/stories if this balance is threatened. Accept the lower end of the suggested building height range in each case.

This area should be kept LOW rise and HUMAN SCALE - not pander to developer's bottom-line shamelessly veiled in excuses about affordable housing & 'mixed-use'. 13 storeys is NOT mid-rise. Only in Canada and America are such environmentally wasteful continuations of urban sprawl upwards considered acceptable. There is no justification for this level / scale of over-development. Paris population = <3.5million. Number of buildings over 7 storeys? Zero. We need to be more PRECIOUS with space.

We have a significant problem with itinerants congregating downtown...also youths with skateboards. Parking is a significant problem. We need to design out these problems! I believe that this Council is so desperate for investment downtown that, even though this consultation may recommend a low low rise strategy, that the Council will sell out to any developer willing to invest downtown. We will therefore probably end up with sky rises instead of the community theatre!

We need that FLAGSHIP building that will draw the discretionary demographic. Let's create a high-end theatre with orchestra pit for our Opera, Ballet and Orchestra.

Why cannot the height of the mixed use bldgs. be stepped down towards the lake. Higher at Ellis and only 3-4 stories where the community theatre is now.

I agree with consolidating the museums but would like to know where before I agree to make that site something else. You did not allow an option for this.

Why not more stories in residential?

Comments

Number of Comments 3

Comment 1: I totally agree with Bob C. | By Nadine D

Comment 2: The tourist Facility at the end of Queensway is a bad idea. It would Block the public's precious views of the Lake. Put the big tourist building on the Police Services site or elsewhere on the Civic Block.

To complement, enhance and beautify the Civic block it would have been better for the public and future generations to have City Park with sandy beach, green space, open views extended all the way to Brand'ts Creek.

This why the city should have included all that land along Water St and Sunset Dr into the Community Trust or Simpson Covenant.

If the City had some common sense it would done this instead of wasting money by challenging Simpson Covenant in court and losing

Years ago another big blunder the City did was selling off the public's waterfront land from the yacht club over to Brand'ts Creek along Water St and Sunset Dr. also, they had about 8acres of fill dumped into the lake. Now the waterfront land and most of the sandy beach is destroyed and the panoramic views and open space wrecked by walls of tall buildings.

Why can't Kelowna's councils and city management follow Penticton's world class beautiful Okanagan Lake waterfront with open views, green space and parking along the sandy beach for everyone ?

The fundamental problem at Kelowna City Hall is that council and city management are obsessed with" Vancouverizing" every inch of land near the waterfront and throughout the downtown core with tall buildings.

Another problem is the Chamber of Commerce and developers have too much influence and control of council and management. And the fundamental problem with these groups is that they reduce everything to a level of a commodity and measure everything in terms of profit. The result is everything is sacrificed and sold off to the highest bidder.

Is it any wonder most of the natural beauty of the waterfront along Water St. and Sunset Dr. is lost and the civic block compromised and undermined ?

| By Bob C

Comment 3: It's vital to develop the downtown area as pedestrian and cyclist friendly, to encourage health, clean air, relaxation, and street life - meaning walking traffic and outdoor cafes and activities. A more European style city would make for a great change, rather than a car-centric design. Citizens should be able to converge from all over Kelowna using public transit, bicycles, and walking, and not have to be fearful of being struck by a vehicle or made to feel unwelcome. Once there, it should be possible to stroll and relax with friends, look at the views, take in greenery and trees, and so on. There's a public art installation in a city park in Chicago which projects images of passersby on large pixellated screens. Maybe we could have some type of a projection screen that could project a continually changing array of artwork, by kids or adults, incl. invited artists, and photography on varying themes, by amateurs and professionals. Would be nice to incorporate renewable energy installations,

maybe including activities people could engage in to power a miniature city or similar. Have seen this type of thing in a large Volkswagen display room in Berlin, and people lined up for a chance to ride a bicycle and power vehicles around a course, and learn about their energy generation, etc.

Similarly, a large roped off kids play area in the middle of a civic area would be great, like the playgrounds in Paris' parks, where parents can sit and watch kids play and also buy a coffee and relax with friends. Emphasis should be on liveability and celebration, not commerce. All citizens have a personal stake in a city we can be proud of and enjoy ourselves, and one we can share with tourists and visitors. There should be an effort to incorporate access to the Rails Trails initiative, with opportunity to ride to it safely from within downtown, and/or rent a bicycle or skateboard or roller skates there. Get CBC to locate in the area, and be viewable and listenable. | By Susan E

Civic Block Plan

December 2, 2015

Open House Results

General

- 63 attended
- 39 completed surveys

1. Do you agree the plan supports the design principles?
 - 5 disagreed or strongly disagreed
 - 24 agreed or strongly agreed
2. Do you agree the plan achieves the goal “to create a high-density area with cultural and civic uses and other complementary uses that support a more complete downtown community?”
 - 8 disagree or strongly disagree
 - 23 agree or strongly agree
3. Do you have any other feedback that you would like to share?
 - Question that it may be too high density. Concerned with lack of green space. Think it’s a mistake to take away the space in front of the Rotary Centre. The space is used a great deal. With the Innovation Building and the new parkade, greenspace has been lost. They could have been creative ways to have used that space. Once buildings have been built, the greenspace is lost. The art gallery could go up other than out.
 - The principles are ok but don’t violate them. Keep the space green. Open house poorly attended. Revert back to and call it Simpson Covenant. Stop calling it the Sawmill Agreement. It is an insult!!! Parking structures do not detract from this area. Parking is needed. Keep all housing out of this area. Housing can be built 2 blocks away. This public area will have to be greenspace for several hundred thousand people in the future.
 - The principles are fine but it depends on how they are implemented. First, the Simpson Covenant should be honored by the City. Green space will become ever more important as the City grows. Also, this open house was very poorly advertised.
 - Thank you for keeping us informed!
 - Please incorporate usable green space. I see very little green space in the plan. Extended art walk is great, but it does not constitute green space to me.
 - Please retain lots of green.
 - Future building should include adequate parking underneath. We need more green space including trees for cooling. Pedestrian greenways throughout the centre. Need visually appealing buildings. Look to Europe for design inclu. Roof gardens, modern yet attractive. Solar Green Buildings.

- Knock down something on City land to provide parking for Interior Health workers. Honor the Simpson Covenant. More greenspace and pedestrian friendly orientation. It's already congested for parking downtown and more high rises will probably make it worse.
- A 3-d rendering would provide the observer with a better sense of how the final development could function.
- I feel too much of the Prospera Parking will be lost and events will suffer due to lack of adequate parking. Keep the small area off Cawston. Love the expansion of artwalk and civic plaza.
- Hope there is enough parking for events!
- Great to see concerted planning for downtown core... FINALLY!
- These design principles look excellent! Please keep up the good work!
- Please replace the theatre in a more timely fashion.
- A convention centre would be nice. Instead of low income housing on the museum site, some green space would be nice. Perhaps a "Simpson Park".
- I was disappointed that there was no mention of this Open House for the past two days in the Kelowna Courier. It was only because I clipped out Ron Seymour's column about a month ago that I was aware that it was scheduled today. I don't think that low income housing belongs in this area. It is important to have more green spaces, especially because so many more office workers will soon be in the area. The property beside the current museum would be ideal. There is no recognition of the contribution of the land that Mr. Simpson sold to the city at well below market value. The above mentioned park would be a very fitting acknowledgement of his contribution to Kelowna.
- Notification of this open house was very poor, nothing in the Courier after Seymour's column that indicated location and time. Only notice I saw was Capital News which I am lucky to have delivered to my house. No housing in the Civic Block. What about social impacts?
- The whole area from Queensway to Cawston should be the Civic Block including the strip along Queensway not in the Simpson Covenant area. No low-income or any other residential in the area. Put it in the current residential areas. And near schools, grocery stores affordable shopping. Need way more green space than what is proposed, especially with the population density created by IH, Innovation Centre etc. on land north of Prospera arena, across Clement Ave. Need some recognition of Simpson's donation and foresight in designating land for civic use. Maybe a plaque, statue or small park?
- Need to indicate Stuart Park with green and space on land use plan and building heights plan. Short term Comments - don't turn green space beside art gallery into future civic use, please it's really nice, I use it for school activities (I'm 11), I like the green space around city hall. Long term comments - There's lots of green space loss, not ideal, please consider changing, I like the added green space around Prospera place. Transportation plan comments - love the bike paths and walking paths, nice work. I like all the trees because they soak up sound, the streets are loud and global warming. Love children play space use around but still keep art gallery space.

- Park space needs to be indicated with colour or the impression is that there is none nearby. Green space by the Rotary - please do not expand art gallery into the green space. This space is used by school groups for active play at lunch time. When visiting the Rotary Centre, there is no equivalent open, non-hardspace for physical play. Physical domain in early childhood development has been shown by the Early Development Instrument to be needing support in our community (see www.ubc.ca/EDI) Love inclusion of trees in the plan. Love the emphasis on walkability with the walking plaza and connection to the multiuse pathway. Thank you.
- Would like to see a convention centre as part of plan. (Multi-purpose space)
- I suggest extending the pedestrian art walk to Bernard (remove vehicle traffic on Pandosy) to the cultural district to the historic downtown. In general, entry into this zone needs to be more pedestrian friendly and avoid dodging traffic on the perimeter (water, clement, ellis and bus station)
- I don't think you have provided enough info to all an answer to this question. No detail on facilities. Parking lot in Simpson Covenant land! Civic Square seems inadequate. I hope you'll have another information session when you have more specific detail - including building design. Could the criteria of "innovative and visually interesting" be applied to new buildings?
- I agree but timeframe for Performing Arts Centre is too far out for a vibrant and growing City as Kelowna.
- We need more green space i.e a quiet park area. Please use the Simpson Covenant. That is what it is called.
- I think the plan in a long term way is subtly attempting to skirt the Simpson Covenant i.e. the vagueness associated with the 25-year horizon for the museum - which I think was originally based upon a foundation design to support more stories, which might help consolidate other museums. The plan does not envisage enough green space. All there is is Kasugai Gardens which is not an open green space in the character of passive areas we have experienced in other downtown cores. Also question affordable housing in civic complex.
- The site of the present Police Station should be kept for use of the general public - not for commercial use.
- Slight concern about residential, affordable at the Queensway bus interchange.
- Memorial Parkade (private parking) - not civic plan use. No green space except existing Kasugai Gardens. We need more green activity areas i.e. pickle ball court, bocce ball area, picnic tables, BBQ areas, gathering places for all the people downtown, think Paris, Rome, Budapest.\
- Would strongly agree on 1 but need a little ore depth in preliminary cultural mix and public spaces.
- Pleased with direction of downtown core and excited to see momentum.
- Plant lots of trees for shade and beauty.
- Covered sidewalks - heated sidewalks (natural gas), covered art cubicles.

- The parkade on the Simpson Covenant Block should be for general public use, not primarily for the sole use of Interior Health employees during the day. Other parking is not on the Simpson property should be found for such commercial use. The site of the present Police Stations kept for public use.
- There should be more focus on cultural use and less on density in this area.
- I would like to see more green space on the Eastern and Northern side of the site.



Survey: Imagine the Civic Block over the next 25 years

Question: Do you agree the plan supports the design principles listed in the description?

Strongly disagree : 4

Disagree : 0

Agree : 21

Strongly agree : 3

Question: Do you agree the plan supports the goal to "create a high-density area with cultural and civic uses and other complementary uses that support a more complete downtown community?"

Strongly disagree : 5

Disagree : 0

Agree : 12

Strongly agree : 14

Question: Do you have any other comments you would like to share?

no(2)

Please leave the area behind the Art Gallery available for future Art Gallery expansion.

Please think about exposure to the sun in creating public outdoor spaces. Shade trees or structures to provide shade are important. Create residential above civic buildings - perhaps vo-operative housing with the city. Consider a pedestrian only street

The area behind the existing Kelowna Art Gallery should be retained only for the future expansion of the Kelowna Art Gallery. It should not be allowed to be used for "general commercial use". If not used for future art gallery expansion the Gallery may have to relocate. This would be very expensive



more than just adding on more space see VAG. The Art Gallery should be the focal point of the Culture District, and the City should ensure it never has to relocate because of lack of space.

The plan should be strictly civic oriented & honour the land covenant that is in place. Stop trying to work around it & just accept it.

There are more areas than just downtown. South Pandosy is one of the fastest growing areas and needs something nice there too. How about a new park at the foot of Cedar as a start? It has been almost 20 years in the making

We have the chance to plan our city's future and the most important item for most of us is traffic congestion. Lets plan a simple light rail transit system that can move many people all over town efficiently and cost effectively. From downtown to UBC and the airport, also up to Rutland. Hey why not even make the second crossing a light rail transit crossing. Let's really be proactive with our transportation problems while we can. Then our city will really grow!

Where will all the parking for events at Prospera be once the mixed use development is put into place on their parking lot?

Why is there two "strongly disagree" options under design principles, and no strongly agree?

Your plans are postage stamp size. There is no "click on image to enlarge" Cannot make any informed decision looking at these images.

A Convention Centre incorporated into the Arts/Theatre building would be an economic driver as currently there are many branch office businesses in town that can never host their annual events here as we don't have any facility to accommodate them.

A few things I would like to see is more high rise apartment buildings (25+ stories) in that area in order to increase density, save space, and provide low income housing. Also, I believe that we desperately need a new modern museum that will be bigger and better than the current one. Finally, a new community theatre is needed ASAP. I would suggest building it significantly larger (3500-4500 seat capacity) and have a classy contemporary style (like the Queen Anne) but also very modern.



As an artist and an active volunteer with the Art a Gallery, I am concerned about the potential use of the green space east of the gallery. The gallery is at (or beyond) it's physical space now. As a key piece of the cultural district, we need to ensure the gallery can expand. If that property is not retained for future expansion if the gallery, the gallery may have to move. As I read your principles for development, it seems clear we should maintain space behind the gallery for its expansion.

Be BOLD....create a pedestrian friendly downtown....turn Bernard downtown streets into an outdoor mall...like Pearl Street in Boulder CO...crowded and fun in all times and seasons. Be creative and innovative. Be radical...put kelowna on the map as a "you gotta see it to believe it" place to be.....

Don't want to see the place occupied by homeless/drugged/alcoholic people.

Excellent plan. Looking forward to 2030 is not sufficient, however. We should be looking to 2050 or more. More public art down here and make it 'quirky'! Could we do, as Vancouver does, and add a requirement for public art to development charges? What about the Chamber Office? I hope it will not be built on the waterfront! They just need a bigger board room!

First question has an error. Last choice should read Strongly agree and that is what I would have chosen.

Good so far

I attended the presentation yesterday, very well done. Am concerned about parking, but it was explained that there will be more stalls in the future. Am concerned about the affordable housing, I already find queensway sketchy and am not sure that affordable housing will help this are, I think opening up the art walk will help and having stores there, more people being involved in the area.

I believe the Memorial Arena (ice rink in winter, lacrosse/indoor sport court in summer) is an amazing asset for the downtown core. Prospera is a key venue for larger events and Memorial allows for the smaller scale groups to afford the ice time or court time while being able to enjoy all that downtown has to offer. I believe protecting & enhancing this property and its history is key.

I hope that as facilities like the memorial arena are removed to make way for

new uses that their replacement and expansion elsewhere in the city are included in the plan (e.g. we will need two memorial ice surfaces by then). It is not clear to me where the Museum has gone but I understand it's in there somewhere. It certainly belongs in this part of the city. Be sure to include nearby residential and commercial spaces so that people actually live and work in the space year round.

I like the designs! A fresh new look to Downtown Kelowna.

I love how the city is focusing on the future and developing the downtown. It benefits everyone to live in a beautiful city. We attract more tourists, more businesses and become a better place to live.

I really like the central plaza on the art walk.

Incorporate the Visitors Center with the City Hall Addition on the NE corner of Ellis & Doyle. Some rooms can be used by both groups & when the Visitors Center no longer needs the rooms the City Hall can use them

Is there any thought into the future of how a second crossing will impact traffic flow into that area, assuming that bridge will enter somewhere near Manhattan Point or the Mill. Parking for Prospera under the future multi-use zones?

It would total disrespectful of we demolished Memorial Arena

Our father's and grandfather's fought and died for freedom and we remembered them by building an arena let's fix the outside move the sports hall of fame there

It was not built to demolish it was built as a legacy

This is truly a heritage building

I would like to make a presentation to council on this matter

Lots of walking space, good open concept.

More architectural spaces

Need licensed daycare centre downtown for employees of downtown.

Comments

Number of Comments 4

Comment 1: I also agree with Paul. The area behind the Art Gallery needs to be reserved for future Gallery Expansion and not for future commercial use. This is very important as the KAG is a significant part of the Cultural District. Preserving room for future expansion of the Gallery not only ensures that it will remain in the Cultural District, but this will also provide the Gallery with the ability to continue to hold art classes, student tours, Family Sundays and bigger exhibitions. Currently the Gallery is struggling with space. The Gallery has a wonderful permanent collection of art, and expansion may give the Gallery the ability to put this permanent collection on display for all to see. Like Paul mentions, if this space isn't reserved for Gallery expansion the costs of relocation would be extensive compared to expansion. | By Clayton G

Comment 2: The City is up to their old tricks. Word the questions to skip around what the real question is. If you read the questions carefully they are only asking if the drawings support what the city's plans are. Of course they do. The real question is Do You Like What The City Is Planning? Absolutely not!. It's a concrete jungle! If you agree with the questions watch the City say everyone agrees with the plan. Nice try City Hall. Honesty and common sense? Absent. | By Bruce B

Comment 3: I believe Paul is absolutely right. | By Bruce B

Comment 4: The area behind the existing Kelowna Art Gallery should be retained only for the future expansion of the Kelowna Art Gallery. It should not be allowed to be used for "general commercial use". If this space was used for something other than future art gallery expansion, and the Gallery needed to expand in the future, it may have to relocate. Relocation would be very much more expensive than just adding on more space (see the Vancouver Art Gallery costly debacle going on right now). There also may not be suitable space in the area to construct a new Art Gallery in the future. The Art Gallery should be the focal point of the Culture District, and the City should ensure it never has to relocate out of the Cultural area because of lack of space.

There should be planned room for expansion, whether it be 10, 25, or 50 years from now. | By Paul M