



# OCP POLICIES

The British Columbia Local Government Act allows Municipalities to set out policies for a variety of items within their Official Community Plans (OCPs) to guide the decisions and operations of the local government. While these policies do not commit the local government to proceed with any works or projects mentioned in the OCP, all other bylaws and works undertaken by the local government must be consistent with the content in the OCP.

The policies in this OCP seek to achieve the #OURWK Vision as West Kelowna approaches the year 2040. They cover topics ranging from land use and planning, to the environment and sustainability, culture and recreation, and the economy.

In addition to policies, this section of the OCP contains action items which identify actions that the City may undertake in order to accomplish the objectives and policies of the OCP.

These policies also reflect the #OURWK Community Vision, which is summarized by its Foundations and Key Actions in the graphic below. Each policy section contains icons relating to the Key Actions represented in the Community Vision.



Figure 15. #OurWK Key Directions

# BUILT FORM AND COMMUNITY CHARACTER



As West Kelowna grows, developing a city that is attractive, livable and sustainable is essential to achieving our community vision. The directions in this section are used to encourage development that supports successful and healthy communities. The objectives and policies in this section are set out to establish a high-quality standard of development, and assist in expressing our unique **sense of place**.

The Land Use Designations section provides direction on future location, scale and type of growth in West Kelowna, shaping a broad pattern of (re)development envisioned for the City's future. In the Built Form and Community Character, the focus is more so on individual buildings, blocks, public spaces and the overall character of communities. Growth and development have a role in creating and reinforcing a community's **sense of place**, including through thoughtful, human-scaled urban design. The architectural form and character of private development is implemented specifically through the Development Permit Guidelines (See Section 4).



## 3.1 URBAN DESIGN AND THE PUBLIC REALM



The **public realm**—areas that are accessible to the general public—includes the spaces between privately-owned buildings or properties as well as plazas, the municipal network of streets and boulevards, sidewalks, parks and trails, natural areas and scenic vistas, civic buildings and community facilities. West Kelowna will focus on creating streets for people, expressing our unique **sense of place**, and protecting and connecting green and blue spaces for generations to come.

Urban design addresses the form and character of the **built environment**, development sites and their context within the **public realm** across a variety of districts and neighbourhoods. Successful urban design creates places that are beautiful, functional and accessible to all, contributing to the “look and feel” of an area, and which may incorporate elements of both the natural and **built environment**.

High quality, contextual built form and **public realm** design is important to developing a distinct character and vibrancy in the Boucherie and Westbank Urban Centres, and across the five Neighbourhood Centres of West Kelowna. As redevelopment occurs in these areas, the Objectives and Policies of this section will serve to define the quality and character of new buildings and spaces, promoting successful integration with existing communities.



### 3.1.1 Urban Design and the Public Realm Objectives

1. To promote a vibrant, mixed-use character in the Westbank and Boucherie Urban Centres, including development which supports a broad range of housing, commercial and employment options.
2. To facilitate development in the Neighbourhood Centres that contributes to diverse nodes of housing and retail/service opportunities at a lower scale than the Urban Centres.
3. To provide well-integrated parks, open spaces and natural areas throughout the community which are safe and accessible for all residents and visitors.
4. To encourage opportunities for privately-owned publicly accessible spaces (POPS) and a wide variety of amenities as part of new development.
5. To ensure high quality urban design and built form that considers the natural landscape, drawing on the attributes of regional architecture and context.
6. To promote animation of the **public realm** through a mix of active, grade-related uses that support walkability and an engaging pedestrian experience.
7. Enhance the character of neighbourhoods through high-quality, visually appealing **infill** design.
8. To encourage high-density development that respects nearby agricultural uses, by limiting impacts to existing or future agricultural operations.
9. To encourage design that promotes universal accessibility and to strive to remove and prevent barriers to access of buildings and services within the **public realm**.



### 3.1.2 Built Form Policies

1. Where appropriate, more creative, innovative, and diverse forms of development will be considered to achieve specific goals including mixed-use intensification, **affordable housing**, sustainable building standards and new community facilities.
2. The design of all new buildings and the **public realm** will be attentive to the **pedestrian scale** and street-level experience, including through architectural treatment of street walls and consideration of building massing impacts.
3. In support of urban agriculture, biodiversity and pollinator species, new buildings will be encouraged to incorporate the use of edible landscaping and/or vertical and rooftop gardens.
4. The design of the public realm must consider long-term operation and maintenance, and agreements put in place where these areas are to be maintained by private development.
5. Continue to support **infill** housing through existing or new regulatory controls related to built form and neighbourhood character, such as:
  - a. Ensuring all secondary suite conversions should maintain the appearance of the principal dwelling as a single-detached house;
  - b. Requiring all **infill** projects to demonstrate the ability to accommodate appropriate parking for the development;
  - c. Encouraging the sensitive integration of **infill** projects, which may include utilizing design elements found within the neighbourhood to support the existing character of the area; and
  - d. Encouraging design that incorporates FireSmart Principles.

### 3.1.3 Urban Design Policies

1. Where possible, design of new development should integrate visible links to the community's natural setting and cultural heritage.
2. New development should enhance the safety and security of community members by preventing and reducing opportunities for criminal activity through informed urban design, such as **Crime Prevention Through Environmental Design (CPTED)** principles.
3. New development should incorporate principles of universal accessibility.

### 3.1.4 Land Use along Major Roads Policies

1. Site design will generally orient primary building frontage to Major Roads, with parking and 'back-of-house' or servicing functions located to the rear.
2. Land uses adjacent to roads will be encouraged to enhance the visual character of the street through architecture, and urban design, including landscaping.
3. **Buffering** between Major Roads and other land uses will be required, where appropriate, such as through landscaping, plantings and open space.
4. Coordination with the Ministry of Transportation and Infrastructure is encouraged, where appropriate, to improve the pedestrian environment along Highway 97 within the Westbank and Boucherie Urban Centres and at all major intersections and crossings.
5. Encourage the coordination of land use planning with WFN along all shared roads and transportation connections.
6. Encourage the development of community gateways to include appropriate community signage, cultural and art displays within landscaped features, where possible through adjacent development application processes, or through City initiatives.
7. A Neighbourhood Identification Strategy and Signage Plan will be considered for implementation, where appropriate, across West Kelowna.



### 3.1.5 Landscaping City Streets Policies

1. New development will contribute to the enhancement of the **streetscape**, especially in the Urban and Neighbourhood Centres, including through the installation of street trees, landscaped boulevards and centre medians with consideration for ongoing operation and maintenance. Where possible, **xeriscaping** and drought resistant native plant species should be incorporated and the use of extensive retaining walls along street frontage should be avoided.
2. Existing trees will be protected and maintained on public property, and on private lands where possible, including rights-of-way and highways, and through road improvements and upgrading.
3. New development will engage with the Ministry of Transportation and Infrastructure, where appropriate, regarding increased funding for **streetscape** improvements in the Boucherie and Westbank Urban Centres and to provide boulevard maintenance on tourist routes such as Highway 97.
4. New development will work with the Province and utility agencies, as needed, to develop and implement programs for the removal and relocation of existing overhead wiring in the Urban and Neighbourhood Centres.

### 3.1.6 Urban Design and Public Realm Action Items:

1. Update the Westbank Centre Revitalization Plan to reflect the new goals and priorities established in the OCP. This may include an updated set of Urban Design Guidelines for the Westbank Urban Centre to address specific **public realm** elements, energy and water efficiency standards to an adequate level of detail within the Development Permit Area guidelines. New guidelines may also include the Boucherie Urban Centre and Neighbourhood Centres to reflect a consistent implementation of the Community Vision between all the identified Centres. Detailed design standards may also be developed to address the specifics of the expanded Urban Design Guidelines for inclusion in the Works and Services Bylaw.
2. Develop and implement a Boucherie Centre Plan, which follows the guidance provided in this OCP's Land Use Designations, if not already addressed through design guideline review associated with the Urban Centre review with the Westbank Centre Revitalization Plan update.
3. Existing roads and locations in the Urban and Neighbourhood Centres will be identified for improvements to promote increased active transportation and universal accessibility to implement new road and walkway design standards as outlined in the TMP. These will be implemented through new street-related development, including City infrastructure projects.
4. Development of City requirements for boulevard street tree and planting programs will be considered through review of the Works and Services Bylaw, consistent with applicable Development Permit Guidelines in Section 4.
5. Continue to explore incentives for public participation in tree planting programs in new and existing developed areas with a shortage of street trees.
6. A review of fencing and street interface policies within the Development Permit Guidelines will be conducted to ensure they reflect best practices and the proposed Urban Forest Strategy, once developed.

## 3.2 TRANSPORTATION



Transportation and land use are fundamentally connected. The way we grow as a city will significantly impact the way we move. Cities which are made up of communities that have a mix of densities, including centres with residential, business and recreational opportunities, result in shorter trips for residents more likely to be taken through walking, cycling or transit, resulting in less traffic volume and vehicle emissions. Additionally, areas that have denser and more concentrated residential and commercial land uses tend to be more successful in supporting frequent and reliable transit service, as well as a wider range of businesses.

As West Kelowna grows, we are committed towards shifting to sustainable transportation options. While the Transportation Master Plan outlines the path forward for our transportation infrastructure, the OCP outlines land use and development strategies that can promote a shift towards more trips being taken through active modes or public transit. Shifting to more sustainable transportation options is not only an effective way to reduce our carbon emissions, but it results in cleaner air for residents, healthier lifestyles, and oftentimes a tighter-knit community.

Policies and objectives that help to address transportation issues including traffic calming, transit priority, improved cycling and pedestrian infrastructure, and parking management will also help to achieve a more efficient and safer transportation system.

This OCP was developed alongside with the latest Transportation Master Plan, and both share a consistent vision for West Kelowna. The Transportation Master Plan includes detail on how the transportation network in the City will evolve, and additional policies to support the OCP and overall vision of the City.



### 3.2.1 Transportation Objectives

1. Make it easier for everyone to choose sustainable and affordable options for traveling to, from and within West Kelowna.
2. Improve the overall experience, convenience, and safety for all modes and residents through the design of streets and neighbourhoods.
3. Promote development in the Urban and Neighbourhood Centres that contributes to a critical mass of population to make walking, cycling and public transit viable.
4. Improve the safety and reliability for people and goods to move around West Kelowna.
5. Reduce greenhouse gas emissions through the design and operation of the transportation network, in coordination with provincial mandates.
6. Design and adapt transportation infrastructure to be resilient to climate changes and natural disasters.

### 3.2.2 General Transportation Policies

1. All development must consider the Transportation Policies within the OCP, as well as applicable policies within the Transportation Master Plan.
2. Develop and maintain a traffic model of the City's transportation network.

3. Collaborate with WFN to create a coordinated and connected trail and greenway network that benefits the entire westside from a community and regional perspective.
4. Implement a Transportation Master Plan (TMP) that addresses current and future needs for all transportation modes, including pedestrian, bicycle, public transportation and automobile while continuing to improve transportation safety through the implementation of infrastructure, design, traffic calming and construction best practices. See Schedules 5 - 8 for additional detail regarding the City's road, transit, bicycle and pedestrian networks.
5. Promote a higher degree and intensity of mixed land uses within identified growth centres to reduce the need for vehicular travel and longer trips, and support frequent public transit service, and encourage high density and affordable housing near the transit network, particularly the Route 97 transit exchanges.
6. Create enabling conditions to make active transportation and public transit competitive with driving, especially within the Urban and Neighbourhood Centres, including locating higher and medium density residential uses near jobs and services.
7. In Westbank Urban Centre, the Brown Road corridor will serve as a focal point for urban design through new developments and traffic calming, ensuring this area is walkable, accessible, and attractive.
8. Promote recreation and active transportation through the development of greenway trails.
9. At subdivision and zoning amendment stages of development, ensure that walking and cycling paths and lanes for all users link to adjacent major natural areas, parks, schools, other public institutions, employment nodes, transit stops, and community activity areas, and within and between new and established neighbourhoods. Streets created by subdivision will be integrated with existing roads and planned out in ways that are conducive to walking and cycling.
10. Support regulations that require pedestrian and cycling facilities as part of new developments, including bicycle parking, lockers and shower/change rooms, as appropriate.
11. New development will introduce new or enhance existing pedestrian connections, including through financial contributions to off-site pedestrian network improvements, where appropriate.
12. Promote the creation of a car-share policy, zero-emission vehicles, EV charging stations, and measures aimed at maximizing transportation options in new development, including through reductions to minimum parking requirements.
13. Explore shared public-private parking facilities and other efficiency strategies such as car-share spaces.
14. Leverage proposed development in Urban and Neighbourhood Centres to improve the active transportation network.
15. Development applications need to consider emergency access/egress, where appropriate.
16. Encourage an enhanced investment in pedestrian, cycling, and transit connections to and around schools and other locations with vulnerable users.
17. Continue work to reduce active transportation crossing barriers at key locations, such as intersections, creeks, and highways to increase options for people's movement in an effort to enhance community and regional connectivity.

### 3.2.3 Greenways and Linear Trails Policies:

**Greenbelts** and **Greenways** have been identified as part of a concept for an interconnected network of existing and proposed community-wide linear trails, parks, greenspaces and/or protected areas (see Schedule 2 - Greenbelts and Greenways Concept map). The goal is to preserve natural areas and significant landscape features, **buffer** development edges, strengthen recreation opportunities and support **multi-modal transportation** alternatives. **Greenbelts** and **Greenways** consisting of trees and climate-appropriate vegetation serve to improve community health and livability. Additional linear trails may also be identified as part of the Transportation Plan, or at time of application review. Linear trails, and lands within proposed **Greenbelts** and **Greenways** may be protected, preserved, dedicated, or acquired at the time of zoning amendment and/or subdivision.

1. Linear trails and **Greenways** should significantly contribute to the City's goal for 20% of land area within West Kelowna to be in the form of protected natural areas and/or publicly accessible parks, trails, and greenspaces

to ensure sufficient open space is provided to offset increased densities.

2. As a key component of the City's transportation network, support the protection and acquisition of linear trails and **Greenways** at the zoning amendment and subdivision stage, where:
  - a. Protection and acquisition may include some form of right of way dedication, registration of a Section 219 covenant, or zoning the area as park, as applicable; and may even include parkland dedication subject to the City's Park Land Acceptance Policy; and
  - b. Where a linear trail or **Greenway** has been identified as a key component of the overall transportation network within the City's master plans, it is not eligible as credit towards *Local Government Act* parkland dedication requirements at time of development, except at the City's discretion.
3. While not directly connected to transportation goals, consideration of any linear trails and **Greenways** should also consider connectivity to potential lands identified as **Greenbelts** in Schedule 2, which is further noted in Section 3.5.2.
4. Support the development of pathways and rest areas within **Greenbelts** and **Greenways**.
5. Ensure the linkage of natural areas with parks, **watercourses**, and **Greenbelts** in adjacent neighbourhoods to provide connectivity for recreation, active transportation, and wildlife and habitat features.
6. Work with WFN, supporting agencies and interest community groups to promote and develop community **Greenways** that consider coordinated and connected community and regional networks.

### *What are Greenways?*

*Greenways are publicly accessible corridors over protected open space or linear parks that are maintained for conservation, recreation and non-motorized transportation to connect other parks and destinations, where the common element is that the area includes some form of preserved greenspace. You may note that a "linear trail" is not always a Greenway, as it could be a fully urbanized trail with no greenspace components.*

### *How is a Greenbelt different from a Greenway?*

*Greenbelts are defined open natural spaces protected from urban development by covenant, development permit areas, or other mechanisms, and maintained for conservation or passive recreation which may either private or public space. Greenbelts are not typically a linear configuration.*



### 3.2.4 Transportation Action Items

1. Explore new and expanded initiatives through BC Transit - Kelowna Regional Transit System which respond to the OCP Growth Concept, supporting **transit-oriented** development and potential for regional connections in conjunction with the recommendations of the Transportation Master Plan.
2. Create and sustain a network of parks, linear corridors and green spaces within West Kelowna through designation of Greenbelts and Greenways, including the designation of Greenways identified in the OCP on Schedule 2, Community Greenbelt and Greenway Concept, or as integrated within the City's Transportation Master Plan, as well as the Parks Master Plan and Rec Trails Master Plan which may also identify additional Greenbelts.
3. Prioritize and develop the active transportation network as outlined in the Transportation Master Plan.
4. Work with the Ministry to shift Highway 97 in Westbank Urban Centre to advocate to transition Dobbin Road to a two-way highway to allow Main Street to convert to a two-way town centre street with a community / commercial focus.
5. Develop mobility hubs at Westbank and Boucherie Mountain transit exchanges to increase transportation options and transit ridership.
6. Develop guidelines or a process to accommodate shared parking in Urban and Neighbourhood Centres.



## 3.3 COMMUNITY INFRASTRUCTURE AND SERVICING



Our infrastructure: the water, sewer, stormwater, communications, and energy networks form the backbone of the City. As West Kelowna grows into the vibrant city of the future, strategic investment and long-term planning for infrastructure and its operation and maintenance is required to support this evolution. Future growth and development are integrally linked to infrastructure capacity as well as to the environmental resiliency of our community.

### 3.3.1 General Infrastructure Objectives

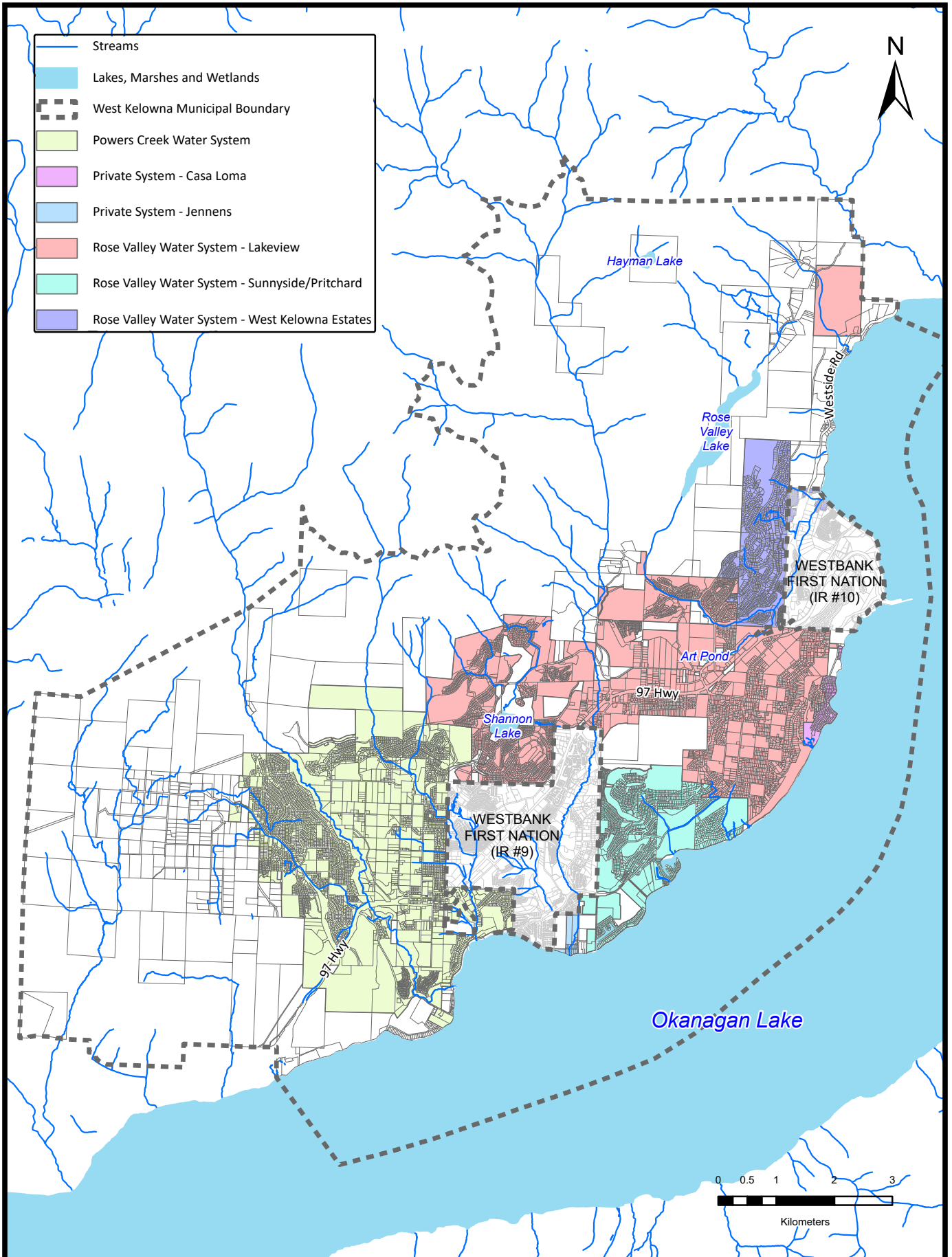
1. Create and maintain infrastructure and services that are resilient to the impacts and risks of climate change.
2. Prioritize infrastructure and operation and maintenance investment decisions that align with community growth priorities, focusing on efficient and strategic development.
3. Align and partner with WFN and other surrounding municipalities in the development and implementation of infrastructure, including third party providers where appropriate.
4. Ensure development supplies infrastructure that contributes towards the goals of this OCP.

### 3.3.2 General Infrastructure Policies

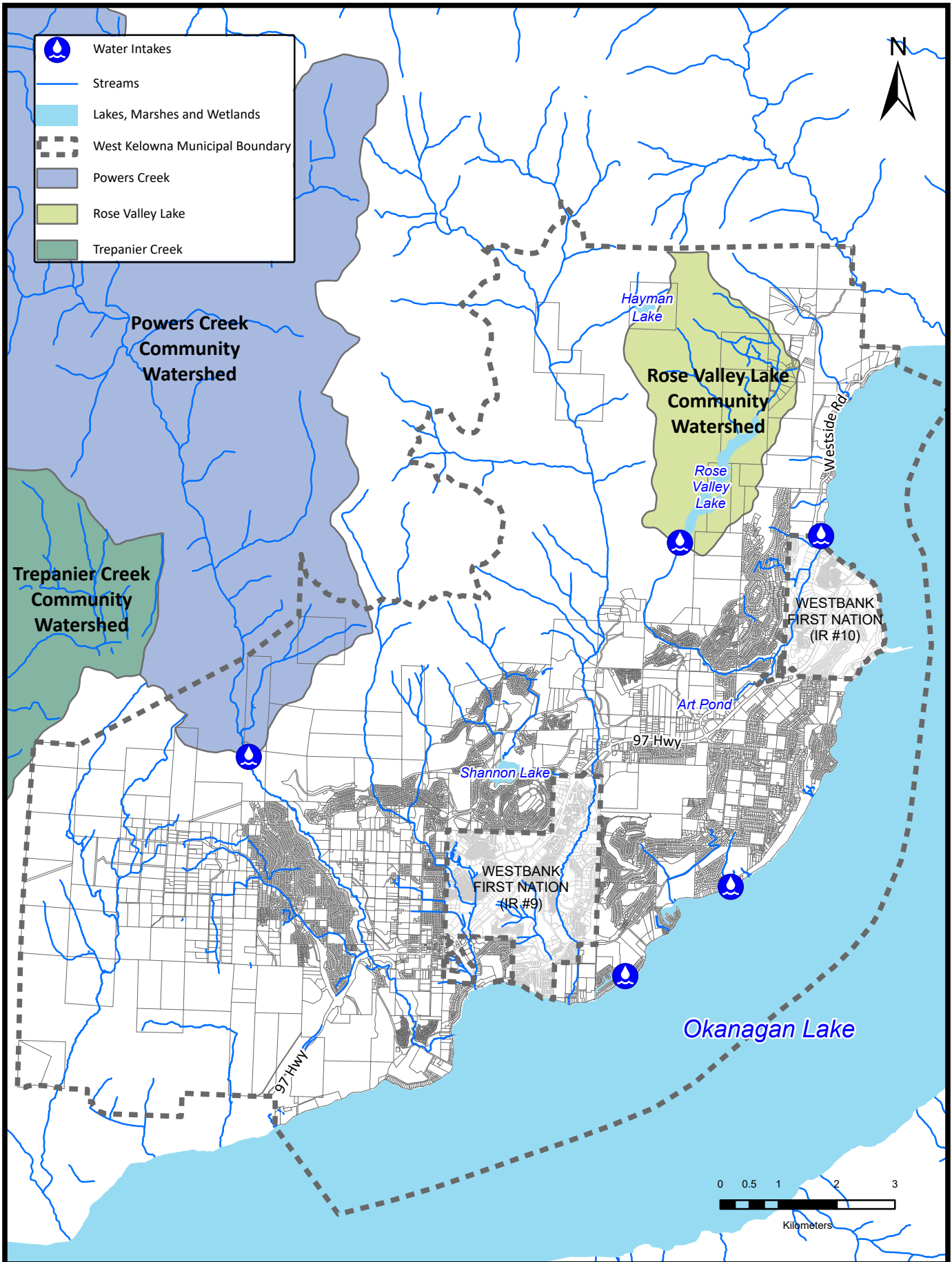
1. Support alternative development standards to permit green infrastructure, public amenity or active transportation infrastructure on public land where such opportunities are technically feasible, where operations and maintenance considerations have been identified and are supported, and where such infrastructure is in accordance with the vision and goals of the OCP.
2. Make infrastructure planning, investment, operations and maintenance decisions from an asset management perspective that considers long-term life-cycle full cost accounting. This includes the design, maintenance and renewal of infrastructure and utilities, including natural assets.
3. Design infrastructure to serve multiple purposes, wherever appropriate. This includes coordinating between City divisions, other levels of government and utility service providers to ensure all infrastructure expansion and renewal projects consider multiple community objectives and agency needs.
4. Explore cost-sharing opportunities and other funding sources to provide the required infrastructure in Urban and Neighbourhood Centres to encourage redevelopment and intensification. These can include:
  - a. Grants from other levels of government,
  - b. Public-private partnership agreements,
  - c. City-as-developer schemes, or
  - d. Other innovative financing mechanisms.
5. Explore opportunities to provide interim servicing capacity for initial developments in the Westbank and Boucherie Urban Centres to potentially defer full-system upgrades.
6. Collaborate with utility companies to coordinate the development and delivery of reliable, safe, and efficient electricity, natural gas, and other energy and communications infrastructure (e.g. solar, geothermal, etc.) to leverage efficiency, minimize costs, and mitigate negative impact to the community and to the environment.

### 3.3.3 Water

Water is a precious resource in the Okanagan Valley; the lifeblood that supports the agricultural, economic, and environmental vitality of the region. The vision for Our Adaptability speaks to the need for proactive management and protection of the City's water supply and associated natural habitats. The Water Utility Master Plan adopted in 2014, and the Water Conservation Plan adopted in 2012, focused efforts on simplification of the water systems under the City's jurisdiction, meeting water demands and applicable water quality regulations within a reliable system that considered the economic sustainability of providing the service, as well as conservation efforts aimed at both reduced financial and environmental impacts. Existing water service areas and their watershed are shown on Map 3 and Map 4.



Map 3. Water Service Areas



Map 4. Community Watersheds

An update to the Water Utility Master Plan is proposed for the near term and is necessary to address capacity and servicing levels associated with existing and projected water demands within the community. Key elements to be reviewed including timing for increased treatment capacity at the Powers Creek Plant, watershed yield, asset management, and capital planning.

### 3.3.3.1 Water Objectives

1. Supply high quality, protected drinking water to all residents.
2. Protect natural water courses, watersheds, wetlands, and shorelines.
3. Continue to implement the Water Conservation Plan, and consider updates as necessary, to support water conservation and water quality objectives through educational tools and programs, water restriction policies, water loss management, rate and billing analysis, and others methods.
4. Reduce water and energy consumption by the City, residents, and businesses.
5. Continue to provide a cost-effective, safe, and sustainable supply of drinking water.

### 3.3.3.2 Water Policies

1. Ensure a safe supply of drinking water, including collaboration with WFN regarding water service connections to the City's water system.
2. Balance the needs of a growing city with water availability for agriculture.
3. Explore the implementation of a range of measures to reduce community water consumption including outdoor water use restrictions, development and building bylaws, universal water metering, rainwater harvesting and conservation-oriented water rates.

## 3.3.4 Stormwater

The City owns, operates, and maintains the stormwater collection system within its boundary. As part of the vision for Our Adaptability to address the impacts of climate change and planning ahead for infrastructure needs, an increased emphasis on sustainable stormwater management is needed. This includes the proactive design of stormwater systems to protect natural habitats and water quality and mitigate flooding and other damage to public or private assets. The community seeks to manage stormwater through capture and ecological treatment, mimicking natural systems and demonstrating the City's leadership in sustainable design and asset management.

The City's Master Drainage Plan (MDP) completed in 2011 holistically reviewed local hydrology, hydraulics, environmental and hydrogeological issues within the City to assist planning and funding storm water infrastructure needs. The underlying goal is to manage an effective municipal drainage network that provides protection for public safety, property and the environment from loss, injury or degradation caused by flooding, erosion or other hazards associated with stormwater. The MDP was augmented by the Storm Water Best Management Practices Manual in 2012 that provided additional guidance for the design and implementation for stormwater management, as well as an internal review of the master plan in 2017. Updates to the master plan are recommended in the 10-year capital plan for 2025.

### 3.3.4.1 Stormwater Objectives

1. Proactively reduce the impact of stormwater runoff to downstream terrain, infrastructure and **watercourses** through planning and design.
2. Promote the benefits of **low impact design** and stormwater infiltration through educational initiatives and programs.
3. Consider watershed health and sustainability objectives at the beginning of all land use planning processes, to ensure policies support resiliency and water quality improvement.

### 3.3.4.2 Stormwater Policies

1. Ensure the design and management of storm water will avoid impact to downstream properties, and coordinate with WFN where stormwater, creeks and streams cross jurisdictional boundaries.
2. Support the integration of rainwater detention, infiltration and conveyance systems with community or natural amenity space where possible. Promote park and **streetscape** designs that serve as temporary rainwater detention and encourage rain gardens and other forms of low-impact development. Where a surface drainage system has been approved and designed to function within a park area or natural open space, it is not eligible as credit towards *Local Government Act* parkland dedication requirements at time of development, except at the City's discretion; and must include appropriate maintenance access and landscaping of the feature.
3. Reduce runoff through promoting permeable surfaces and discouraging impermeable surfaces.
4. Design new rainwater infrastructure to manage flows to pre-development rates including future climate change projections. This includes preventing frequently occurring small rainfall events from becoming surface run-off and ensuring the maintenance of minimum base flows, and in some instances augmented base flows, in water bodies.
5. Mimic natural ecosystem processes in rainwater system design and construction as much as possible. This includes minimizing runoff, maximizing infiltration, preserving and protecting the water absorbing capabilities of soil, vegetation and trees particularly along riparian corridors and minimizing impervious surfaces on both private and public lands.
6. Ensure stormwater meets applicable BC surface water objectives at the time it is discharged into receiving water bodies.
7. Apply best practices to land use management to prevent erosion and sedimentation during construction and for agricultural practices.

### 3.3.5 Wastewater

The City owns, operates, and maintains the wastewater collection system within its boundary, with the exception of Regional District of Central Okanagan (RD CO) trunk mains. The system consists of a pipe network and associated lift stations, force mains, and appurtenances. This system has been under the direct control and management of the City since 2010.

Wastewater that is collected from the City system is conveyed to the Westside Regional Wastewater Treatment Plant (WRWTP), which also treats wastewater from the Peachland and WFN areas. The RD CO operates and maintains the WRWTP and the regional trunk mains, and related forcemains and lift stations. The cost of the shared services are assessed and collected by the RD CO on a flow monitoring basis.

The Sanitary Sewer Utility Master Plan completed in 2014 assessed the sanitary sewer utility system to determine the capacity of the system to service the existing and future development of the City. The plan established the basis for setting priorities for improvements to the utility based on the projected growth within the 2010 OCP and construction standards current at that time. While the existing sanitary sewer system currently meets the capacity needs of the residents in West Kelowna, an update of the master plan is recommended in 2024 to align with the anticipated growth in the OCP.

#### 3.3.5.1 Wastewater Objectives

1. Protect potable water and natural **watercourses** from contamination from wastewater.
2. Encourage the strategic expansion of community sewer systems within growth areas in support of the removal of septic systems.
3. Encourage efficient wastewater practices.



### 3.3.5.2 Wastewater Policies

1. Restrict septic system development, especially within growth boundaries.
2. Collaborate with private industry and other levels of government to retrofit and replace existing septic with new connections to waste water systems.
3. Restrict expansion of the wastewater system into rural or agricultural lands unless required for the protection of the natural environment or public health.

### 3.3.6 Solid Waste

Solid waste management refers to the collection and disposal of garbage, and the promotion of recycling, composting, and landfill diversion. Waste Management is presently coordinated and managed by the RDCO under the Solid Waste Management Plan, with an overarching goal of reducing landfill bound waste below 600kg/capita/year.

The Westside Residential Waste Disposal and Recycling Centre also known as the Westside Transfer Station (formerly the Westside Landfill) is owned and operated by the RDCO. All garbage and green waste from the City is disposed of at the Glenmore Landfill in Kelowna, which is a regional facility, owned and operated by the City of Kelowna.

As part of solid waste service, the City of West Kelowna pays into the RDCO who provides residents with weekly curbside garbage pickup and biweekly curbside collection for a variety of recyclables. Green waste is also collected on a biweekly basis between March and December.

#### 3.3.6.1 Solid Waste Objectives

1. Reduce the generation of solid waste, and increase waste diversion from the landfill, with:
  - a. Enhanced focus on reducing food, agricultural, and construction waste; and
  - b. Support education to reduce cross contamination in the collection system.
2. Reduce littering and illegal dumping on public and private land.
3. Support and educate on a circular economy that values the reuse of materials and resources.

### 3.3.6.2 Solid Waste Policies

1. Continue to implement and participate in the RDCO Solid Waste Management Plan in cooperation with other regional stakeholders to ensure a regionally consistent approach to reduce waste in alignment with the goals, principles and strategies outlined in the plan.
2. Support the continued review and expansion of garbage, yard waste, recycling, and kitchen organic waste collection services to all land uses.
3. Support local and regional programs to significantly decrease the amount of waste generation and increase the amount of landfill diversion and recycling.
4. Work with regional stakeholders on a long term strategy for the waste management and reduction.

### 3.3.7 Communication Infrastructure

The City owns, operates, and maintains a communications system to support the City's internal operations and infrastructure. The City also works to support reliable communications systems provided to residents and local businesses.

#### 3.3.7.1 Communication Infrastructure Objectives

1. Support third party communication providers that are reliable, safe, and efficient.
2. Embrace and support the establishment of new technologies in support of enhanced and new approaches to public engagement, information sharing and consultation.

#### 3.3.7.2 Communication Infrastructure Policies

1. Support the creation and maintenance of high quality and assured communications links, including dark fiber infrastructure to support the development of a Smart Cities approach and to provide City facilities with enhanced communication reliability and security, as well as reduced costs.
2. An enhanced fiber network may also provide opportunities to support economic development within our commercial, business park and industrial areas, and potential revenue generation may be possible where excess network capacity can support advanced technology agreements or partnerships with other government agencies or institutions.
3. Support the development of enhanced standards for telecommunications towers where the infrastructure is designed to blend with the natural landscape, and includes the consideration of coordination between operators to reduce the proliferation/duplication of communication infrastructure.

### 3.3.8 Community Infrastructure and Servicing Action Items:

1. Regularly review the **Development Cost Charges** Bylaw to ensure new development fairly funds growth related infrastructure.
2. Explore options to support low density residential **infill** development to increase housing availability with subsidized or reduced utility and development charge expense for water, stormwater, and sewer upgrades.
3. Investigate infrastructure systems and technologies to improve energy efficiency and resource reuse. Look for opportunities for capturing waste heat, heat exchange, energy generation, and rainwater reuse.
4. Evaluate opportunity for green infrastructure specifications and best management practices for incorporation into regulatory tools such as zoning and subdivision and development servicing bylaws.
5. Update the Stormwater Master Plan in support of the proposed growth concept in the OCP.
6. Update the Sanitary Sewer Master Plan in support of the proposed growth concept in the OCP and in consideration of unserviced areas within the growth boundary.

## 3.4 CLIMATE AND ENVIRONMENTAL RESILIENCY



West Kelowna is a community of choice; a place where quality of life and quality of the environment intersect in a unique way. The vision for the West Kelowna of the future acknowledges the role and contribution that each citizen has to play, and identifies the need to take bold action to address the impacts of climate change. The increasing frequency and intensity of climate events, such as more dramatic flooding in spring and longer fire seasons, highlights the City's vulnerability and the need to address the related impacts.

Actions taken by the community to address climate change support community wellbeing and the local economy; protecting the long term vibrancy of the City.

### 3.4.1 Climate Change

Climate Change has the potential to significantly impact the quality of life envisioned in #OURWK, and the community recognizes that and expects continued movement towards a more robust and resilient future.

#### 3.4.1.1 Climate Change Objectives

1. Fulfill the requirements of the British Columbia **Climate Action Charter**.
2. Promote, demonstrate, and adopt a shift to clean energy sources.
3. Commit to a target for greenhouse gas emissions that meets or exceeds the requirements of the British Columbia **Climate Action Charter**.
4. Prioritize climate resiliency in City decision making regarding policy, maintenance, and operations.
5. Support building a corporate and community culture with an emphasis on climate action.

#### 3.4.1.2 Climate Change Policies

1. Ensure long range planning processes, as well as the review of current development applications, considers specific climate change risks such as increased intensity of wildfire, flood, drought, and extreme heat and cold events.
2. Ensure risk assessments include analysis of changes expected due to climate change, such as forecasting of rainfall intensity-duration-frequency curves, lake level rise to assess the magnitude of climate change effects, wildfire, drought and quantify that change over time.
3. Consider developing policies related to mitigating the impact of extreme climate events that result in immediate health hazards to City residents associated within risks such as extreme heat, air quality, etc.





## 3.4.2 Building Performance, Energy, and Emissions

Buildings contribute significantly to the energy consumption and greenhouse gas emissions of the City. As part of the vision to take bold action on climate change, promoting, designing, and retrofitting buildings is an integral part of creating a more resilient West Kelowna.

### 3.4.2.1 Building Performance Objectives

1. Support building performance objectives toward net-zero emissions standards by setting an example through the design and construction standards of new municipal buildings.
2. Upgrade and retrofit existing municipal buildings to higher standards of building performance and energy consumption.
3. Promote, encourage, and incentivize private developments to adhere to the same standards of **green building** design with either new construction or retrofitting during major renovations.
4. Support radon awareness and construction practices to help mitigate its negative health impacts.

### 3.4.2.2 Building Performance Policies

1. Implement the BC Energy Step Code for all new non-City buildings as per Provincial targets:
  - a. Part 9 buildings to achieve Step 4 by 2027 and Step 5 by 2032; and
  - b. Part 3 buildings to achieve Step 3 by 2027 and Step 4 by 2032.
2. Encourage life-cycle tracking for carbon.
3. Public buildings should demonstrate leadership in environmental design to a similar or equivalent standard such as net-zero emission or **Leadership in Energy and Environmental Design (LEED) Silver**.
4. Encourage residents to test homes for radon exposure and to take appropriate mitigation measures as necessary, where the City will provide supporting information on radon and radon mitigation opportunities.

## 3.4.3 Energy and Emissions Management

The Government of BC continues to advance legislative and policy actions in support of increased energy efficiency and the reduction of **greenhouse gas emissions (GHG)**. The City's community emissions stem largely from buildings (commercial, residential, industrial), transport, and solid waste, and the corporate emission are related more specifically to buildings, infrastructure and fleet that the City has direct influence over. The City of West Kelowna vision for the future supports these actions, as our community knows and understands the essential and time sensitive action that climate change requires. As a participant in the British Columbia **Climate Action Charter**, the City committed to:

- Becoming **carbon neutral** in our corporate operations;
- Measuring and reporting on the community's **GHG** emissions; and
- Creating complete, compact, and energy-efficient rural and urban- communities.

These core commitments form the basis for the City's energy emissions objectives and policies.

### 3.4.3.1 Energy and Emissions Management Objectives

1. Promote compact, walkable, energy efficient and higher density new development in alignment with the Growth Concept.
2. Reduce municipal **GHG** emissions, and support, educate, and promote the reduction of privately contributed **GHG** emissions.
3. Encourage alternative forms of energy that reduce **GHG** emissions and energy costs and support job creation and the vitality of the local economy.

### 3.4.3.2 Energy and Emissions Management Policies

1. Overall targets for community **GHG** emission reduction should reflect provincial targets, and achieve:
  - a. Target a 40% reduction in **GHG** emission by 2030 from 2007 levels;
  - b. Target a 60% reduction in **GHG** emissions by 2040 from 2007 levels; and
  - c. Target an 80% reduction in **GHG** emissions by 2050 from 2007 levels.
2. Support and participate in a regional air quality program.
3. Incorporate greenhouse gas reduction evaluation and pricing criteria in both modeling and procurement for all municipal infrastructure.
4. Encourage the investigation and development of renewable energy supply options, such as City energy, ground source heat pumps, solar and heat recovery systems.
5. Where an energy system is planned, implement a Service Area Bylaw to ensure new buildings in the service area are required to connect to the City energy system.
6. Consider Clean BC targets for reduced emissions, such as EV charging stations and EV ready buildings in new construction, when reviewing development applications, and considering infrastructure planning.

### 3.4.4 Climate Change and Environmental Resiliency Action Items

1. Develop and implement a Community Climate Action Plan that addresses the unique needs, opportunities and challenges of the City of West Kelowna, which may consider potential collaboration with RDCO climate action planning initiatives that contribute to the City's goals.
2. Complete the Corporate Climate Action Plan to explore opportunities to reduce **GHG** emissions in an effort to become corporately carbon neutral, and implement the Plan once finalized.
3. Develop, support and maintain an active staff-based Climate Action Committee, with consideration for future Climate Action Coordinator position.
4. Conduct a City-wide risk and vulnerability analysis of municipally owned and operated infrastructure at the asset class and system level to determine the climate change impact vulnerability of municipal infrastructure and identify priority assets for adaptation interventions, incorporating existing analyses conducted to date.
5. Establish a program of climate change adaptation measures to implement on local and regional infrastructure, according to the priority established in the risk assessments. Ensure that the program includes inspections for high risk infrastructure, and green infrastructure interventions including urban forest strategy recommendations wherever appropriate.
6. Develop or update design standards for new municipal infrastructure that reflect anticipated results of the risk and vulnerability analysis.
7. Implement a retrofit plan for municipal buildings based on the Corporate Climate Action Plan, or update Energy Audits, as applicable.

## 3.5 NATURAL ENVIRONMENT AND HAZARDS



The Okanagan is recognized and revered as one of Canada's most ecologically rich and diverse areas of Canada. **Sensitive ecosystems** such as the open grasslands, rocky outcroppings, pine savannas, and dry benchlands are nourished by **watercourses** and are critical arteries for the health and wellbeing of the land and the lake.

The Okanagan has more threatened endangered and rare species than any other area of the Province. Both scenic and fragile, the natural environment is sensitive to the pressures associated with community development and the City of West Kelowna has such a wide diversity of affected landscapes ranging from aquatic to hillside. The health of the natural environment - ecosystems, biodiversity, and water and air quality - is a shared responsibility. The choices we make in managing the environment, such as the amount of water we use, the type of plants we landscape with, how we manage attractants to avoid conflicts with wildlife, how and when we burn debris, the types of buildings we build and how we heat them and the way we design our community will directly affect the quality of our lives in the future.

### 3.5.1 Biodiversity and Environmentally Sensitive Areas

The biodiversity and unique and special habitats of the West Kelowna landscape are critical aspects of its intrinsic value to the community.

#### 3.5.1.1 Biodiversity and Environmentally Sensitive Areas Objectives

1. Integrate measures to identify, protect, enhance and restore environmentally significant areas and local biodiversity in all land use decisions.
2. Encourage development and land uses that respond to the natural context of West Kelowna and are sensitive to existing environmental features.
3. Protect the natural look and appeal of West Kelowna's prominent natural features.

#### 3.5.1.2 Biodiversity and Environmentally Sensitive Areas Policies

1. Protect sensitive natural areas, while focusing growth in strategic areas.
2. Protect the natural look and appeal of West Kelowna's prominent natural features.
3. Protect the shoreline of Lake Okanagan, and maintain functional and visual access to the waterfront for the community.
4. New development along the shoreline, **riparian areas**, or other ecologically sensitive areas will require the protection of sufficient land needed to maintain protection and conservation of the area.
5. Require by way of development, restoration of already degraded ecosystems or sites and ensure ecological restoration work occurs on already disturbed sites.
6. Require that development plans consider and complement the natural topography of West Kelowna, while also considering universal accessibility and the retention of existing topographic features.
7. Encourage the preservation of culturally significant indigenous vegetation. Work with WFN and other traditional knowledge holders to seek opportunities to identify, preserve, and celebrate culturally significant places, plants and ecology.
8. Encourage private stewardship of significant ecosystems through private property conservation tools such as conservation covenants, land trusts, and eco-gifting.

## 3.5.2 Greenbelts, Urban Forest, Parks and Natural Assets

Our Places celebrate the special areas that define the character and sense of community for West Kelowna and acknowledges that the green and blue spaces of the City must be protected and connected for future generations. The blue spaces consist of the City's watercourses (lakes, creeks, etc), and the spaces that connect to them. The green spaces consist of the City's natural areas, protected areas, as well as parks and linear trails.

**Greenbelts** and **Greenways** (also noted in Section 3.2.4 and shown on Schedule 2 - Greenbelts and Greenways Concept map) identify much of these green spaces as part of a concept for an interconnected network of existing and proposed community-wide linear trails, parks, greenspaces and/or protected areas. Beyond the transportation goals tied to **Greenways**, **Greenbelts** form an integral part of the City's goal to preserve natural areas and/or provide recreational opportunities to mitigate increased density and anticipated population increases within the City and region. Protection of trees and climate- appropriate vegetation serve to improve community health and livability. Lands within proposed **Greenbelts** and **Greenways** may be protected, preserved, dedicated, or acquired at the time of zoning amendment and/or subdivision.

### 3.5.2.1 Greenbelts, Urban Forest, Parks and Natural Assets Objectives

1. Strive for 20% of land area within West Kelowna to be in the form of protected natural areas and/or publicly accessible parks, trails, and greenspaces to ensure sufficient open space is provided to offset increased densities and anticipated population growth within the City.
2. Connect existing and planned blue and green spaces to help establish a sustainable and significant natural asset network, including collaboration with other agencies to ensure completion of existing and future **Greenbelts** and **Greenways** within West Kelowna and to the region as a whole.
3. Work with community partners in protecting natural areas and waterways, including the Regional District of Central Okanagan, WFN, and the Provincial Government.
4. Manage trees and forested areas within City owned or City controlled lands for the safety of residents.

### 3.5.2.2 Greenbelts, Urban Forest, Parks and Natural Assets Policies

1. Implement Parks Master Plan priorities and policies, including any updates to the plan and related amendments affecting the OCP, such as the Greenbelts and Greenways Concept Schedule 2.
2. As a key component of the City's green space goals, support the protection and potential acquisition of lands identified as **Greenbelts**, at the zoning amendment and subdivision stage, where:
  - a. Protection and acquisition may include some form of right of way dedication, registration of a Section 219 covenant, or zoning the area as park, as applicable; and may even include parkland dedication subject to the City's Park Land Acceptance Policy; and
  - b. Where consideration of any **Greenbelts** should also consider connectivity goals identified within the Transportation Section 3.2.4 Greenways and Linear Trails for additional related transportation network policies, as well as the Parks Master Plan update.
3. Designate publicly owned land, or support the acquisition of land to create a centrally located park and plaza space within the Westbank Urban Centre. The centrally located park/plaza space should be coordinated with policies and objectives of the Parks Master Plan, and/or updates to the Greenbelts and Greenways Concept Schedule 2 and related Greenways and Linear Trails policies, or Greenbelts, Urban Forests and Natural Assets policies.
4. Maintain existing vegetated areas in **Greenbelts** and **Greenways**, and restore vegetative cover to naturally forested hillside areas for the purposes of controlling erosion, providing habitat, and enhancing the natural beauty of the City utilizing wildfire best management practices.
5. Provide habitat and linkages within **Greenbelts** and **Greenways** for rare and native plants associated with the Okanagan Valley.
6. Encourage the use of native plant and tree species in landscaping and restoration on public and private lands, where appropriate.

7. Incorporate natural assets as part of the City's Asset Management Planning.
8. Collaborate with WFN and the Okanagan Basin Water Board to develop strategies to preserve and enhance the supply and quality of water and lands surrounding water bodies in West Kelowna.
9. Protect the natural appearance and ecological function of Mount Boucherie, with the exception of essential public infrastructure, where any visible components must be sufficiently screened using landscaping or printed wraps.
10. Encourage the development of **Greenbelts** and **Greenways** that assist in the retention of natural areas, and enhance views of natural areas when viewed from Okanagan Lake and various neighbourhoods within the City.
11. Where the City proposes improvements to greenspace, ensure that the improvements consider and incorporate the natural asset value of the site, wherever possible.
12. City projects must look for opportunities to preserve and enhance West Kelowna's urban tree canopy and sustainable stormwater management systems.
13. Support the development of zoning options that encourage residential cluster development so units or parcels are concentrated within a portion of a development site and the remainder of the site is left in its natural state.
14. Consider developing a Waterfront Acquisition Strategy to complement the Parks Master Plan, and the Waterfront Plan.

### What are Greenbelts?

*Greenbelts are defined open natural spaces protected from urban development by covenant, development permit areas, or other mechanisms, and maintained for conservation or passive recreation which may either private or public space. Greenbelts are not typically a linear configuration.*

### How is a Greenway different from a Greenbelt?

*Greenways are publicly accessible corridors over protected open space or linear parks that are maintained for conservation, recreation and non-motorized transportation to connect other parks and destinations, where the common element is that the area includes some form of preserved greenspace. You may note that a "linear trail" is not always a Greenway, as it could be a fully urbanized trail with no greenspace components.*

## 3.5.3 Natural Hazards and Wildlife Conflicts

When development is proposed, a variety of natural hazards must be assessed, such as fire, flooding, steep slopes or rock slide. Development should be sensitive to the risk context of the site, and strategies for risk mitigation and impact integrated into the proposed design. Additionally, as the City is surrounded by natural spaces and includes many parks and natural wildlife corridors, it is expected that wildlife will be passing through our community and actions taken to prevent human-wildlife conflicts will lead to a more sustainable and respectful relationship with wildlife for the benefit of all.

### 3.5.3.1 Natural Hazard and Wildlife Conflict Objectives

1. Identify potential and existing natural hazards and avoid or mitigate the impacts on people, property, and the environment.
2. Raise awareness of wildlife-human conflicts, and wildfire, flooding, unstable slopes, and other natural hazards through public education.

### 3.5.3.2 Natural Hazard and Wildlife Conflict Policies

1. Require **FireSmart** landscape design principles for all new developments within Development Permit areas, and encourage property owners to apply them to existing private properties.
2. Restrict new public development to areas above the floodplain and retrofit critical civic infrastructure to withstand increased risk of flooding.
3. Work with provincial partners and community stakeholders to monitor human-wildlife conflicts and develop management strategies.



### 3.5.4 Natural Environment and Hazards Action Items

1. Develop an Urban Forest Strategy for public lands that:
  - a. Establishes an urban tree canopy target;
  - b. Includes an annual and long-term implementation and maintenance plan, including an inventory of existing trees;
  - c. Prioritizes areas for tree planting, replacement, or enhancement;
  - d. Includes preferred species, planting and maintenance standards and schedule, including irrigation specifications; and
  - e. Includes criteria for the identification of significant urban trees for protection.
2. Consider developing a Tree Management Bylaw for private lands that requires the protection of significant urban trees, trees in environmentally sensitive areas, and culturally significant trees, and requires replacement trees for new development.
3. Integrate mitigation and response to natural hazards from the City's perspective into the Regional Emergency Plan and/or individual operational plans (i.e. Flood and Environmental Emergencies).
4. Complete a risk and vulnerability analysis of municipally owned and operated infrastructure at the asset class and system level to determine the climate change impact vulnerability of municipal infrastructure and identify priority assets for adaptation interventions.
5. Consider the acquisition of parks and natural assets in accordance with applicable master plans and policy goals, including the update to the Parks Master Plan and any applicable recommendations.
6. Continue an analysis of community egress routes throughout all of West Kelowna to identify deficiencies and areas where additional egress routes can be provided. Acquire the land required for these access routes through new development wherever possible.
7. Inventory, identify, and protect **sensitive ecosystems** and environmentally sensitive areas (ESAs), including wildlife corridors, natural shoreline, **riparian areas**, pine savannas, grasslands, and steep or unstable slopes, including consideration of the 2022-2024 Central Okanagan Sensitive Ecosystem Inventory update.
8. Review the Works and Services Bylaw for opportunities to include new standards and options to maintain and enhance the tree canopy and storm water performance in urban areas.
9. Update the 2018 Community Wildfire Protection Plan with a new Community Wildfire Resiliency Plan, including risk assessments that may be used to update the Wildfire Development Permit Area mapping, and continue to pursue priority wildfire mitigation measures as outlined in the plan.

## 3.6 SOCIAL SUSTAINABILITY



A socially sustainable city is one that promotes the physical and mental wellbeing of its residents, encourages healthy relationships between neighbours, and provides an accessible environment for all ages and abilities. The City of West Kelowna recognizes the importance of promoting a socially sustainable community. The #OURWK vision highlights several Key Actions which contribute to our City's social sustainability, as we strive to focus on Our People, Our Connectivity and Our Adaptability. While the responsibility for financing health and social programs rests with senior levels of government, The City of West Kelowna will support initiatives designed to meet the needs of all residents in the community for a range of social considerations, such as arts, culture, recreation and community services, heritage, public health and safety, food security, schools and housing attainability.

As West Kelowna grows, creating an equitable distribution of services in facilities throughout the City is essential to its social sustainability. Social, recreational and cultural opportunities should be widely available in family, child, youth and elderly-friendly settings. There should be no barriers to access – physical, social or economic – including access to effective public transportation.

### 3.6.1 Arts, Culture, Community Services and Recreation

Arts, cultural and recreational development are key elements that add to the quality of community life. The City of West Kelowna recognizes the integral community contributions generated by these activities to local social and economic progress, as well as the value of artistic expression and enjoyment by its residents.

Cultural organizations are instrumental in further developing the aesthetic environment and rich diversity of ideas, activities and backgrounds that make communities interesting and thrive. The City of West Kelowna is committed to growing our cultural scene to connect us with one another and our community, including partnerships with organizations that promote and provide cultural programs and development. As we grow, we are committed to the provision of a range of recreational opportunities for residents through community programs and facilities and will consider investment in the arts and culture of our community.

#### 3.6.1.1 Arts, Culture, Community Services and Recreation Objectives

1. Foster community interaction and bring together people of diverse backgrounds, lifestyles, generations, abilities, and interests through a variety of inclusive leisure, arts, cultural and recreational opportunities, including the arts and culture of Indigenous Peoples.
2. Create a network of community and recreational facilities which are conveniently accessible to all neighbourhoods, adaptable to changing needs, and with no barriers to entry (age, ability, religion, gender, etc.).
3. Encourage investments and partnerships in arts and culture for the purposes of strengthening the economic base, improving quality of life and enhancing community identity and pride.
4. Develop partnerships with government and non-government organizations to maximize the use and value of facilities through cooperative use arrangements.
5. Supply educational, recreational and cultural programming throughout the City that provides a full range of opportunities that encourages barrier-free access at all stages of a person's life, regardless of socio-economic status.
6. Pursue other, innovative opportunities that supply, encourage and fund additional arts and recreational facilities and services that contribute to or augment the public system.
7. Generate new opportunities for creativity and vibrancy in the **public realm**, including through public art, cultural programming, festivals and other events.
8. Strengthen the role of Urban Centres and Neighbourhood Centres as hubs for cultural and communal activity.



### 3.6.1.2 Arts and Culture Policies

1. In the Westbank and Boucherie Urban Centres, new development will support diverse community-oriented amenities including public art, cultural space and activities programming.
2. Development in Neighbourhood Centres, which are intended as nodes of local services and amenities, should consider facilitating opportunities for diverse businesses and spaces conducive to the arts and cultural sector.
3. Development will seek to integrate public art and culture opportunities with new and upgraded infrastructure or other improvements related to the project.
4. Where possible, locally sourced public art reflective of the region should be integrated with civic infrastructure, public spaces, plazas and in private development.
5. Where possible, design of new development will integrate links to the community's natural and cultural heritage, especially its Indigenous history, to expand cultural, educational and recreational opportunities.
6. Support the efforts of volunteers and organizations that operate community facilities and services which strengthen West Kelowna's arts, cultural and historical character.
7. Pursue and continue to support public, community and private partnerships in facilities and services that maximize community benefit and promote artistic, cultural and recreational initiatives in West Kelowna.

### 3.6.1.3 Community Services and Recreation Policies

1. Support the expansion of a community facilities precinct, either in the Boucherie Urban Centre or Westbank Centre, while supporting smaller services within Neighbourhood Centres.
2. Support efforts to redesign the open space surrounding and between the Johnson Bentley Memorial Aquatic Center and City Hall as a public plaza and gathering space.
3. Continue to work with RDCO, BC Parks and other community partners to foster the preservation and enhancements of West Kelowna's parks and open spaces.
4. Provide public recreation and community facilities, including neighbourhood halls, in convenient locations, particularly within Urban and Neighbourhood Centres.
5. Encourage new development to contribute to or deliver, where appropriate, universally accessible community spaces and facilities including for childcare, recreation, and youth programming.
6. Continue the partnership with Central Okanagan Public Schools (School District No. 23) for the joint use of school and West Kelowna facilities to maximize their value in the community.
7. Encourage government services and civic facilities, including schools, to remain and/or locate within identified Urban and Neighbourhood Centres, or in other areas within close proximity to transit.
8. Support the RDCO's Crime Stoppers Program, Crime Prevention Program, and Victim Witness Services Program.





### 3.6.2 Heritage and Archaeology

West Kelowna’s heritage resources include historical and architecturally significant places, buildings, structures, trees, natural landscapes and archaeological features. These resources significantly contribute to the expression of our unique **sense of place**. West Kelowna recognizes the importance of identifying and protecting its natural and cultural heritage resources.

As West Kelowna grows, identifying and protecting our heritage will become more important. Heritage and conservation efforts cannot happen without our neighbours, WFN, who are a valuable source of history.

#### 3.6.2.1 Heritage and Archaeology Objectives

1. Foster a sense of our past and a vision for our future through recognition of, and appreciation for, our natural and built heritage, including the City’s rich agricultural history and contribution to its development.
2. Create a deeper understanding of the history Indigenous Peoples and respect archaeological features.
3. Identify and protect significant cultural and natural heritage resources.
4. Explore innovative and collaborative heritage conservation techniques that balance conservation with adaptability and growth.

#### 3.6.2.2 Heritage and Archaeology Policies

1. Continue to support and encourage the continued growth and development of the Westbank Museum.
2. Celebrate West Kelowna’s agricultural heritage by supporting agricultural festivals and events.
3. Increase public awareness, understanding and appreciation of West Kelowna’s history through promotional and educational materials such as interpretive signage and brochures.
4. Continue to protect our heritage resources using applicable land use tools.
5. Identify and advise of conflicts with protected archaeological sites during the development approvals process to avoid contraventions of the Heritage Conservation Act, development delays, and negative impacts to heritage resources.

### 3.6.3 Attainable Housing

As West Kelowna grows, fostering a city where housing is attainable is key to providing opportunities for each of us to feel at home. Attainable housing is a supply that is affordable, has diverse types and tenures, including emergency shelters, **social housing**, and **affordable housing**, and works to remove barriers people face when seeking to attain housing. Beyond housing supply and diversity goals for market housing, the City of West Kelowna supports a full housing continuum with the goal to provide attainable housing for all in our community, including:

Emergency Shelters - play a key role in aiding people's transition to reaching housing. Supplying shelters that accommodate a range of needs allows unhoused people to have shelter until a more permanent accommodation can be provided.

**Social housing** (Transitional, Supportive, Community) - refers to housing that is designed to accommodate those with different abilities and is sometimes operated by or in partnership with social and medical service providers. This could include seniors specific housing, ranging from independent housing through assisted living to long term care and hospice, housing for those struggling with or at risk of homelessness, low-income seniors, and families, those displaced by domestic violence, individuals with diverse abilities, and countless other members of our community who need help to sustain a safe and secure home.

**Affordable housing** - according to the Canada Housing and Mortgage Corporation can be defined as housing that costs a household less than 30% of its after-tax income per year, including basic utilities. **Affordable housing** can take a variety of forms, and may include subsidies from government and non-government organizations.

Housing diversity - refers to supplying housing of different forms (e.g. single-detached, duplexes, townhouses, multi-unit buildings, etc.) and tenures (e.g. ownership, rental, cooperative). Providing a wide variety of housing options allows our City to support people with various lifestyles, social and financial status, and at all stages of life.

In combination, these four aspects of housing supply are critical to providing attainable housing for all residents. Working together with other levels of government, and community-based organizations, West Kelowna will strive to create and maintain a community with housing types and tenures suitable for residents from a range of incomes, ages and abilities.



#### 3.6.3.1 Attainable Housing Objectives

1. Actively encourage a greater range of housing choice and attainability through a diversity of form and tenure, and by removing barriers to new supply and consideration of potential displacement.
2. Following completion of the 2023 Housing Strategy, consider any OCP, Zoning, or other regulatory amendments necessary to implement the strategy's recommendations in an effort to align housing with the key directions outlined in the Community Vision.

3. Promote denser forms of housing in Urban and Neighbourhood Centres to contribute to more complete and compact neighbourhoods.
4. Actively support the provision of a full spectrum of housing, from emergency and transitional housing to affordable home ownership, inclusive of all income levels to help end the cycle of homelessness in an effort to address the results of the 2022 West Kelowna Housing Needs Assessment.
5. Encourage the private market to increase the supply of attainable housing, including through development incentives and more permissive controls.
6. Explore new opportunities to partner with various government and non-governmental organizations to supply emergency shelters, **social housing**, **affordable housing**, including the pursuit of innovative funding and financing mechanisms.
7. Promote **complete neighbourhoods** that enable people to remain in their neighbourhood and community through all life stages, even as their housing needs or economic circumstances shift, such as seniors housing that supports “aging in place”.

### 3.6.3.2 Attainable Housing Policies

1. Support the inclusion of secondary suites or other forms of **infill** development to increase housing supply and provide more attainable options in accordance with an Infill Strategy that is responsive to our unique neighbourhoods.
2. Continue and extend the practice of permissive tax exemptions for housing which is governed by a non-profit society in accordance with the Community Charter.
3. Continue to build relationships and foster and support partnerships with the WFN, community partners, service providers, the Interior Health Authority, the development community, non-profit housing organizations and BC Housing that assist in the development of attainable housing within the community.
4. Work with government and non-government partners to communicate and distribute information about grants, tax programs, and other incentives that aid in the development of attainable housing.
5. Encourage and support the development of attainable seniors housing.
6. Encourage and support the development of rental housing within and near identified Urban and Neighbourhood Centres, where a higher level of priority may be placed on the provision of the following types of rental units:
  - a. Below-market rental units;
  - b. Non-market rental units;
  - c. Accessible rental units; and
  - d. A mix of unit types, including three-plus bedroom rental units.
7. Explore various incentives to provide increased affordable and special needs housing, including but not limited to **density bonusing** and development controls such as inclusionary zoning.
8. Encourage the development of creative and innovative models to promote **affordable housing**, such as mixed-income developments or co-operative housing targeted to household income levels.
9. Explore opportunities to expedite **infill** development in West Kelowna that contributes to a greater diversity and supply of housing in the City where in alignment with the policies in this OCP, such as an expedited approvals process or delegated authority to City staff.
10. Explore opportunities for the City to purchase properties, buildings or units for the purpose of securing affordable or special needs housing.
11. Where large-scale redevelopment requires a zoning amendment and has the potential for displacing residents within existing rental developments, the City may require additional consideration of potential housing alternatives for the displaced residents, and/or in accordance with the City’s Housing Strategy as developed.

### 3.6.4 Education and Childcare

West Kelowna recognizes the importance of engaging children who will become future leaders and creating a healthy community that supports healthy individuals. Schools, early learning, and childcare settings are critical as the central places for our younger population to grow, learn, and engage with their community.

As West Kelowna grows, we will continue to partner with Central Okanagan Public Schools (School District (SD) No. 23) in order to supply an accessible and successful education system, that fosters partnerships and participation in joint initiatives to foster the best possible use of land and facilities. The City of West Kelowna will work together with Central Okanagan Public Schools (SD No. 23) and early learning and childcare community partners to determine the need and location of future schools, addressing trends in school enrollments, wait lists, and integrating the use of school lands and facilities into the recreational and cultural fabric of the community.

#### 3.6.4.1 Education and Childcare Objectives

1. Work with Central Okanagan Public Schools (SD No. 23), early learning and childcare community partners to create an education system that is accessible throughout the community and maximizes the use of school sites for the benefit of the community.
2. Work collaboratively with Central Okanagan Public Schools (SD No. 23), early learning and childcare community partner regarding the planning and provision of new and expanded schools.
3. Form partnerships and joint-use agreements to recognize and support the role of schools as neighbourhood focal points and social centres.
4. Work collaboratively with early years community partners, childcare service and program providers, and the Central Okanagan Public Schools (SD No. 23) to support the development and creation of additional childcare spaces.

#### 3.6.4.1 Education and Childcare Policies

1. Maintain a close, collaborative relationship with Central Okanagan Public Schools (SD No. 23), early learning and childcare community partners to maximize the use of school facilities and services for the benefit of the community, including childcare.
2. Consider the following when selecting a location for new school facilities:
  - a. Location near as practical to the centre of the area being served near or on a collector road, but not on a major road such as an arterial road;
  - b. Joint use for neighbourhood park or athletic facility;
  - c. Connection to pedestrian walkways, sidewalks or local roads providing safe pedestrian access and access to public transit;
  - d. Service boundaries that do not require primary age students to cross Highway 97;
  - e. Avoid sites immediately adjacent to **ALR** lands where agricultural operations may include spray drift or operation of machinery that impedes pedestrian access; and
  - f. Preference for relatively flat sites (less than 5% slope) with adequate soils for building foundations and rectangular in shape, approximately 2.4 hectares (6 acres) in size for primary, 4.0 to 4.8 hectares (10 to 12 acres) for middle schools and 5.7 hectares (14 acres) for secondary schools, or as guided by the City in collaboration with the School District to ensure the space meets the needs for the community.
3. The planning and development of sidewalks, crosswalks, cycle routes and trails shall take into account the need to provide safe routes to and from schools, early learning and childcare facilities.
4. Lobby the Province and School District to maintain an effective portfolio of school sites and encourage Central Okanagan Public Schools (SD No. 23) to engage in meaningful consultation with the City when considering selling or leasing sites that are no longer optimal for schools, or

- converting them to a more suited community use.
5. Promote community partnerships and joint-use arrangements for schools and community facilities.
  6. Work on streamlining regulatory processes (business licensing and zoning) and work with Interior Health Authority Community Care Licensing to improve childcare applications and referral steps.
  7. Promote and consider developing incentives for childcare providers.
  8. Align policy documents that are inclusive of childcare.
  9. Look at joint-use agreements between public institutions to help facilitate the creation of additional childcare space.
  10. Work to identify, review and assess underutilized physical space within the community suitable for childcare through community partnerships.



### 3.6.5 Public Health and Safety

Creating a healthy community that supports healthy individuals is a Key Action that West Kelowna is taking as it looks to the future. Safe and healthy communities are diverse, convenient and sustainable. They have a **sense of place** and neighbourliness, a clean, accessible, attractive and stable **built environment**, and good access to health services, housing, education, employment, and various mobility options. They offer a wide variety of community-based services that are intergenerational, accessible, prevention-oriented, supportive, coordinated, responsive to change and effective. They provide protection and enhancement of the natural environment.

As West Kelowna grows, it will continue to provide all the services of a healthy community and continue working towards being prepared to face future emergencies. This requires close collaboration with the community and service providers, and strategic investment to protect the public health and safety of residents today and tomorrow.

### 3.6.5.1 Public Health and Safety Objectives

1. Support emergency service providers in the provision of emergency services, and help anticipate and plan for expansion of those services to the City as necessary, including participation in regional emergency response and planning.
2. Strengthen the role of Urban Centres and Neighbourhood Centres as convenient hubs for the provision of public health and medical facilities.
3. Encourage a built form conducive to healthy and active lifestyles, by connecting residents to recreation and other destinations that are easily accessible through active transportation.
4. Foster the development of a city that is healthy, safe, diverse and inclusive and where social interaction, physical activity, **sense of place** and neighbourliness are actively promoted and supported.

### 3.6.5.2 Public Health Policies

1. Support the expansion of public health and medical facilities to support a community facilities precinct, either in the Westbank or Boucherie Urban Centres, while supporting smaller medical and health services within Neighbourhood Centres to provide local support for the City's expanding population, and to reduce the need for residents to travel to other communities to receive care.
2. Explore options to work with development applications to address missing links and promote the active transportation network to support healthy mobility options.
3. Support developments that are in line with the BC Centre for Disease Control's Healthy Built Environment Linkages Toolkit.
4. Encourage park design that provides opportunities for residents of all ages and abilities to relax, play, and exercise.

### 3.6.5.3 Public Safety Policies

1. Support the capital, operational, and maintenance requirements of the City's emergency response services necessary to accommodate the potential increase in density and heights associated with the Urban and Neighbourhood Centres identified in the Growth Concept, as well as overall related population increases.
2. Support the ongoing training and development of the City of West Kelowna's staff and emergency services personnel in support of the Regional District of Central Okanagan's Emergency Response Plan and Program.
3. Work with residents, neighbourhood associations, emergency response services, and the Interior Health Authority to address public health and safety, and crime prevention.
4. Increase community disaster preparedness through public awareness and education, including advocating for increased awareness of FireSmart Principles.
5. Aim to reduce new development on the peripheries of the West Kelowna boundary that are at the highest risk to wildfires, and set development standards for waterfront development to increase flood readiness.
6. Work with Central Okanagan Public Schools (SD No. 23) to provide safe routes to school, including walking and cycling options.
7. Continue to prioritize enhanced public safety in the design and construction of City servicing and transportation infrastructure.
8. Consider the Fire Underwriters Survey implications and potential to limit or minimize impacts to insurance grading when considering development applications for multiple family residential, commercial, industrial and low density residential development.

### 3.6.6 Food Security and Agriculture

As a city, West Kelowna is committed to maintaining and celebrating our agricultural roots. These roots are present in the agricultural lands integrated within our community. Growing food and non-food crops in and near our City contribute to healthy communities by engaging residents in work and recreation that improves individual and public well-being.

As West Kelowna grows and begins to take bold action to address the impacts of climate change, producing food locally – both within farm scale operations and garden scale urban agriculture, is becoming increasingly important.

#### 3.6.6.1 Food Security and Agriculture Objectives

1. Protect and enhance the existing agricultural land and character of West Kelowna as the City continues to grow.
2. Foster opportunities to provide local food production and consider food security as part of community emergency response planning.
3. Engage residents in the local agricultural process, connecting them to the agricultural lands, people and products.
4. Support economic development opportunities for local food production.

#### 3.6.6.2 Food Security and Agriculture Policies

1. Continue to implement the Agricultural Plan, including support for the protection of **ALR** lands. **ALR** exclusion applications will generally not be supported, except at the discretion of the City consideration may be given to specific circumstances where there is significant community benefit consistent with the objectives and policies of the OCP and Community Vision. This may include the consideration of the City's key transportation and infrastructure corridors with noted significant deficiencies affected by lands within the **ALR**, and existing City owned lands historically and currently operated as parks within the **ALR**.
2. Minimize negative impacts of urban land uses on neighbouring agricultural land, including shade, wind tunnels, pollution, and consideration of buffering. As a resource, the Ministry of Agriculture and Food's Guide to Edge Planning is intended to promote urban/rural compatibility.
3. Support secondary and tertiary agricultural activities that contribute to diversification of farming income (farmers markets, agri-tourism, secondary processing and others), which are ancillary to primary farming activities and do not impact the agricultural capability of farmland.
4. Support efforts of farm operators and other agencies to enhance farmland and increase crop yield by improving water supply, undertaking drainage improvements and improving soil capabilities, while considering environmental impact.
5. Continue to support backyard farming and opportunities for small-scale hobby farming within non-**ALR** or non-agriculturally zoned land.
6. Continue to encourage community food access opportunities, introduce new techniques for assimilating agriculture into the urban experience, the wholesaling and retailing of horticultural plants and related gardening items, agri-tourism and on-farm product sale.
7. Encourage the development of agricultural market locations as part of ongoing planning and development.
8. New institutional buildings and uses such as schools, hospitals, residential care facilities, cultural facilities and fire or police services should not be located within the **ALR**.
9. Encourage opportunities for community gardens in all commercial and residential zones and in public places that are highly accessible to all ages and abilities regardless of social or financial status.

10. Area Plans shall include consideration of infrastructure for food preparation, outdoor eating and special event areas that enable people to build community and celebrate food.
11. Support consultation with the Ministry of Agriculture and Food to ensure the City's bylaws support agriculture in the community.
12. Continue to support an Agricultural Advisory Committee to advise Council on land use and economic development matters relating to agriculture and agri-business, and to act as a liaison between Council and the agri-business community.
13. Support innovative farming and local marketing techniques such as vacant residential lot non-intensive farming and pocket farm markets, which help improve the economic viability of food production in the community.

### 3.6.7 Social Sustainability Action Items

1. Create a public art program that supports and implements art throughout West Kelowna funded by the City and through other funding sources, as appropriate.
2. Review and update the Cultural Master Plan, including engagement with community cultural stakeholders to ensure the plan enhances **sense of place** within the City and supports evolving community needs.
3. Allocate resources to respond to the recommendations from the 2020 Central Okanagan Community Childcare Planning report and create a Community Childcare Action Plan.
4. Expand existing and provide new community facilities and recreation services to meet the needs of a growing and changing population, in a manner that distributes services equally to neighbourhoods throughout the City, including consideration of a review and study of the current recreational facilities.
5. Review accessibility options for barrier-free access to recreation, arts and culture programs.
6. In consultation with community stakeholders, continue to identify heritage sites that warrant inclusion on the heritage register, if aligned with stated community values.
7. Explore funding opportunities for heritage planning initiatives.
8. Create an Attainable Housing Strategy, and consider creation of an Attainable Housing Committee, that outlines policies, incentives and controls to guide provision of a full spectrum of housing options in West Kelowna.
9. Review and amend/repeal any policies that reduce housing attainability or diversity in West Kelowna, where appropriate.
10. Consider the development of a program to fast-track the approval of low-rise, **infill** housing forms that contribute to the affordability and diversity of supply in neighbourhoods.
11. Explore a program of incentives for providing below-market rate housing in growth areas, including the Urban and Neighbourhood Centres, where developers can leverage increased density permissions to financially offset the below-market component.
12. Work regionally to implement a Comprehensive Emergency Preparedness Strategy involving emergency services, municipal staff, business and neighbourhood associations, including evacuation planning.



## 3.7 ECONOMIC SUSTAINABILITY



A robust, sustainable local economy that provides good, rewarding employment, attracts investment, and contributes to a fiscally strong local government is essential to quality of life in West Kelowna. Economic sustainability in this OCP means the growth and diversification of our local economic tax base that provides resiliency to changing market conditions, provides new opportunities for our community, and generates a sustainable infrastructure budget that contributes to a high quality of life for all.

As West Kelowna grows, it is essential to recognize that our environment, community and economy are linked to each other. All three should be taken into account in land use planning, infrastructure design and planning for the provision of public amenities.

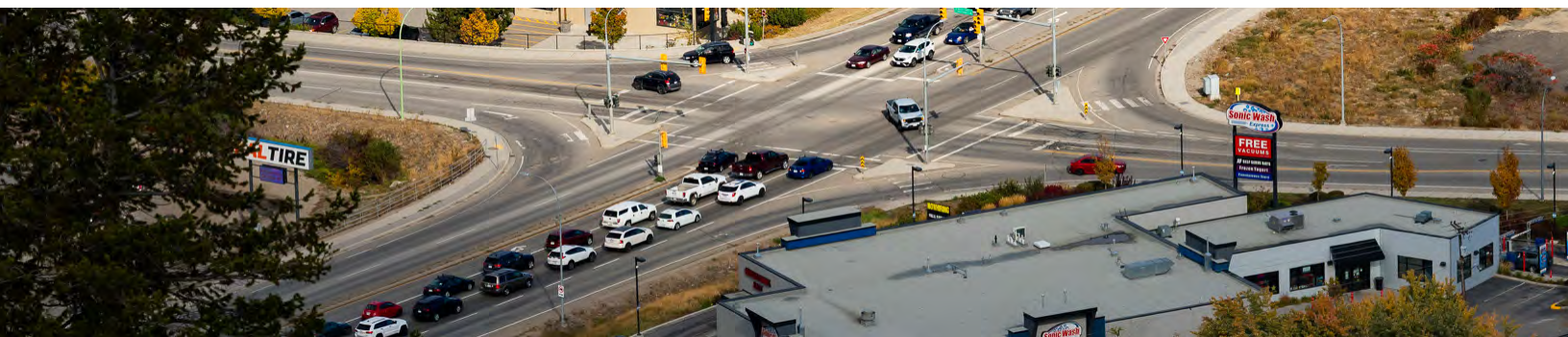
The Westbank and Boucherie Urban Centres, Industrial lands, and the Business Park will continue on as West Kelowna's economic centres. West Kelowna will continue its work in attracting, retaining, and expanding businesses that create meaningful jobs close to home, integrating our industrial economy, and embracing change and technology, to build a strong, diversified and resilient local economy.

### 3.7.1 Economic Sustainability Objectives

1. Increase the diversity of the local economy in order to be economically resilient, to contribute to social diversity and to create employment opportunities in a wide variety of sectors and occupations, while building stability during differing market conditions.
2. Encourage employment generating land uses that provide a balanced mix of jobs and housing in the community.
3. Encourage a tourism economy that encourages all- season opportunities and business success.
4. Encourage more service and goods providers near residential communities, particularly in Urban and Neighbourhood Centres, to connect neighbourhoods to businesses.
5. Support growth and new development in industrial businesses by expanding and optimizing the use of industrial lands to meet future demands, including consideration of long term aggregate resources to meet the community's future needs.
6. Support growth and change in the local economy so that it contributes positively to the quality of life and the quality of the natural environment.
7. Encourage development with a diverse tax base that supports a long-term sustainable infrastructure budget.
8. Create business-friendly permitting and approval processes that focus on positive customer service and efficiency.
9. Promote opportunities for business and meaningful employment in West Kelowna to audiences outside of the City.

### 3.7.2 Economic Sustainability Policies

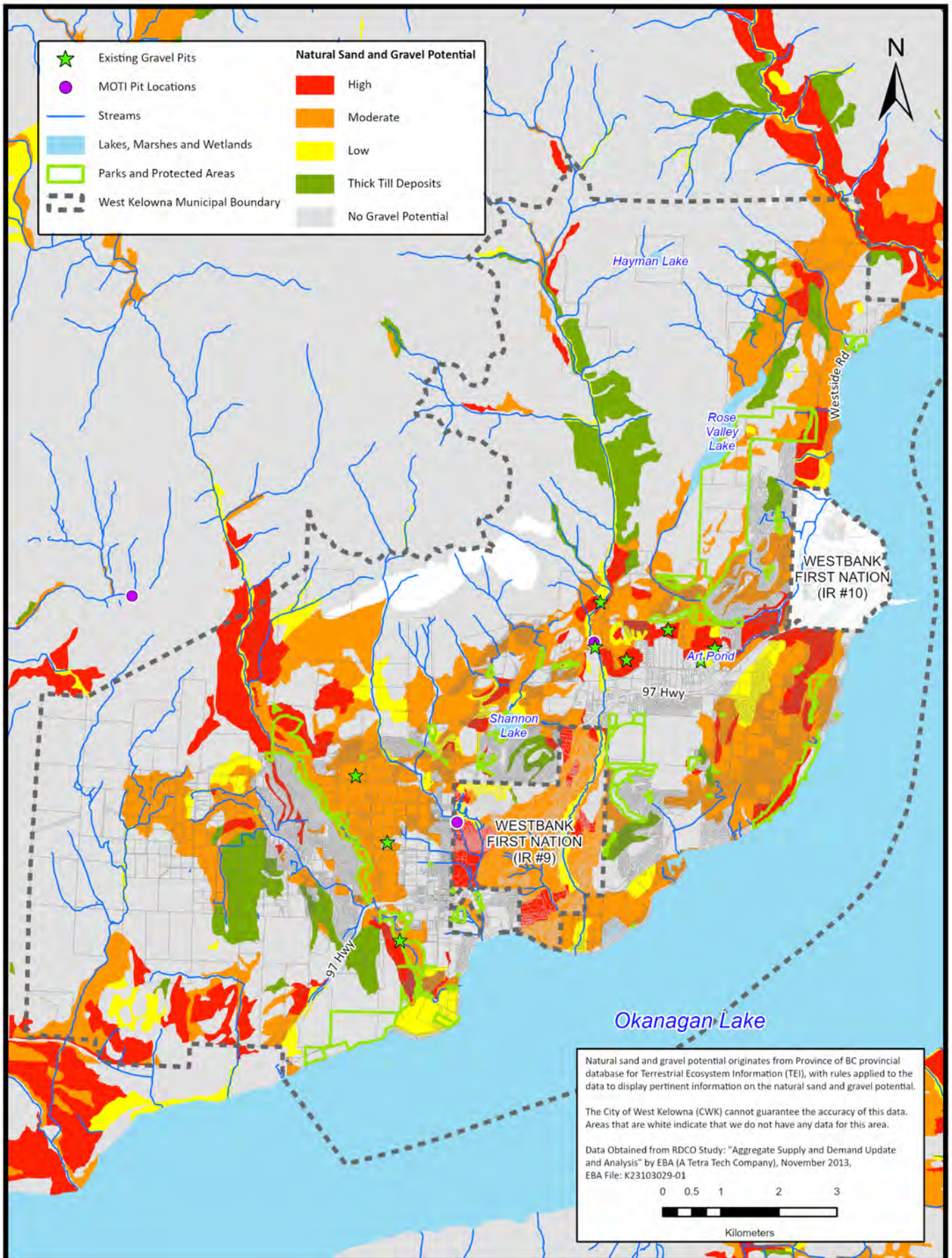
1. Encourage new commercial and residential development specifically in the Neighbourhood and Urban Centres to create vibrant, pedestrian-friendly centres that encourage economic vitality.
2. Limit business park uses to areas closest to Highway 97 and along the major road network, leaving the majority of the Business Park and Industrial lands for primary industrial purposes, and explore



- opportunities to accommodate new and emerging employment types in the Business Park which may include research and technology, light manufacturing and production, commercial offices, studios, and laboratories.
3. Support the Chamber of Commerce, Business Improvement Area Societies and Tourism Functions in local community and business development, improvement projects, implementation of local initiatives and the promotion of community identity as they align with Economic Development plans.
  4. Encourage improved efficiency for all modes of transportation and servicing within the community, including the continued upgrading of electronic communications infrastructure that supports high-technology businesses and industry.
  5. Ensure that all new development contributes to the necessary upgrading of municipal services, including, but not limited to, roads, bicycle paths, pedestrian sidewalks and trails and utilities.
  6. Support **affordable housing** initiatives that facilitate worker relocation and retention.
  7. Support the development and operation of diverse agricultural businesses as a key economic driver within the City, which supports tourism and maintains the agricultural characteristics of the community.
  8. Support economic development that recognizes, promotes and protects West Kelowna's natural assets.
  9. As sand and gravel is a non-renewable resource essential to the economic sustainability of the City (housing, infrastructure, etc.), continue to participate in the development of a comprehensive management strategy for the aggregate industry regionally which will inform designated aggregate supply areas for West Kelowna. This may include updates to the RDCO's Aggregate Supply and Demand Analysis (see Map 5 - Community Natural Sand and Gravel Potential).
  10. Approach infrastructure projects through a sustainability lens that seeks to maximize local economic development.
  11. Support the development of festivals and community events that will build West Kelowna as a tourist destination for a broad range of visitors.
  12. Actively seek innovative funding approaches and sources to create **public realm** enhancements and spur economic development.
  13. Work with WFN toward a comprehensive approach for economic development, the sharing of relevant information and clarification and pursuit of common interests. This may include potential collaboration with RDCO as they complete a Regional Employment Lands Inventory Project.

### 3.7.3 Economic Sustainability Action Items

1. Support the strategic planning for the establishment of a City-owned Economic Development Corporation (EDC), as well as an economic development strategy led by the corporation, once established.
2. Evaluate West Kelowna's existing Industrial lands and identify opportunities to intensify or optimize to allow for more use within the same footprints.
3. Evaluate the existing road network in Industrial and Business Park lands to identify long-term changes that would result in a more efficient land organization.
4. Evaluate non-industrial lands (lands being used for uses such as commercial, resource extraction, and agricultural purposes) within Industrial areas and support the industrial redesignation of areas that would be better suited as industrial.
5. Review Development Permit fee structure and/or consider other incentive mechanisms so that minor façade improvements are encouraged within Urban and Neighbourhood Centres, where consistent with guidelines and Area Plans.
6. Review business licensing and commercial/industrial development application processes and find ways to improve user experience and lessen approval timelines, including consideration of event licensing for festivals, markets, and community events.



**Map 5. Community Natural Sand and Gravel Potential**

## 3.8 COLLABORATION AND PUBLIC INTERFACE



The City of West Kelowna values collaboration and partnership with its residents, neighbours, and other organizations that contribute to our community. We value engaging to make important decisions together and collaborating with our Central Okanagan Neighbours. As we continue to grow, we will utilize technology, best practices, and a transparent approach when working with others.

### 3.8.1 Collaboration and Public Interface Objectives

1. Continue dialogue and action that further develop respectful and trusting relationships with all Indigenous Peoples as we work to advance reconciliation.
2. Continue to build upon and expand partnership and consultation opportunities with WFN.
3. Support educational and socially oriented partnerships in the community, particularly across young and older generations.
4. Engage with the community on decisions and projects that are significant and where public input can influence outcomes.
5. Improve and streamline application processes and other workflows at City Hall.

### 3.8.2 Collaboration and Public Interface Policies

1. Before the initiation of a City project or initiative that may have a direct or indirect impact to WFN's land, operation, or the overall environment, the City will consult with WFN to discuss partnership and collaboration opportunities.
2. Support the involvement of Youth Ambassadors in policy/program development processes.
3. Explore integrating new allowances provided by the *Local Government Act*, including:
  - a. Processing zoning amendment applications that are consistent with policies in this OCP without a Public Hearing.
  - b. Consider permitting relevant City Administration staff to approve minor development variance applications that are consistent with the goals and objectives of this OCP.
4. Continue to utilize online and other innovative methods to engage and communicate with the public and stakeholders on City projects and initiatives.
5. Explore the use of digital notifications for zoning amendment and development processes.
6. Utilize digital technologies to communicate with and listen to the public.

### 3.8.3 Collaboration and Public Interface Action Items

1. Create a centralized online service portal for payments and other services, such as property taxes, permit submissions, complaints, and other activities, that is in addition to and does not replace the ability to perform activities at City Hall.

## 3.9 FINANCIAL FRAMEWORK

The City's financial planning framework is anchored upon the five-year financial plan which is prepared, debated and updated annually. That process is guided by provincial regulations and involves multiple opportunities for public input with consultation sessions ( typically scheduled for the January/March time frame). The initial community visioning process as well as ongoing consultation with the public indicate that residents place a high value on an affordable community, which balances the need for new and improved facilities and services with fiscal prudence. Achieving this balance involves a variety of strategies designed to create a realistic and long-term financial planning framework while seeking ongoing opportunities to use alternative to traditional forms of revenue generation and expense containment.

Traditional funding sources for municipal services, facilities and programs centre on property taxation and a wide range of permit, license and user fees. While it is recognized that, in the municipal environment, not all programs and services can realistically involve full cost recovery, subsidies from other sources such as property taxation ought to be fully evaluated and justified. Balancing economic and fiscal realities with service expectations and growth needs requires partnerships, alternate sources of funding from other levels of government as well as the private sector, new or increased fees and charges as well as existing levels of cost recovery.

Ultimately, the annual results achieved by the City of West Kelowna are reported in the provincially- mandated Annual Report which is required to include the annual audited financial statements. The Annual Report is presented to Mayor and Council in the spring of each year and made available to the public for review and comment culminating in adoption by Council.

### 3.9.1 Financial Framework Objectives

1. Manage public funds to effectively balance available resources and community priorities.
2. Diversify revenue sources and look at innovative funding techniques to reduce dependency on revenue from other levels of government while maintaining a well-served, safe and livable community.
3. Maximize the cost-effectiveness of City services, while maintaining a level of taxation and other revenue that supports a financially sustainable and resilient future.
4. Encourage a built-form that provides positive tax returns and contributes to a surplus infrastructure budget such as through focused growth at higher density within serviced areas.
5. Offer excellent customer service, and provide many avenues for obtaining municipal information and flexibility in how payments to the municipality can be made.



### 3.9.2 Financial Framework Policies

1. Provide for public involvement in ongoing financial planning and budgeting, including the development of capital and business plans as follows:
  - a. Conduct a comprehensive annual budget, which includes a five year operating and ten year capital planning process culminating in a public consultation component;
  - b. Annually review and update all current and long-term financial plans based on current conditions;
  - c. Provide meaningful documentation of all financial plans, budgets and long-term tax policies; and
  - d. Ensure that the policies and priorities identified in the OCP are consistent with municipal financial planning.
2. Provide funding for effective infrastructure renewal and replacement that occurs on an appropriate basis by reviewing and amending five- and ten-year infrastructure maintenance plans as part of the annual budget process.
3. Factor in the full life cycle cost of infrastructure when accessing the necessary funding and project budgets.
4. Monitor and participate in decision-making at a regional level by continuing to be involved at both the staff and political levels in regional forums and organizations, and to assume leadership roles on regional issues that affect the City.
5. Set standards and processes that require new developments to pay for their on-site and off-site impacts, including transportation upgrades (roadway, sidewalks, bike paths, transit) and utility services, these can include:
  - a. **Development Cost Charges** that should be reviewed on an annual basis, and amended as necessary to position them to be equitable and adequate to cover the associated costs of development; and
  - b. Reviewing OCP and zoning amendment proposals for financial impact, especially as they relate to expanding the tax base and provision of new community amenities.
6. Ensure service levels, fees, and charges respond to changing community demographics and needs through an annual review.
7. Actively pursue alternative revenue sources such as grants, levies, and user-pay schemes to minimize reliance on property tax for revenue generation.
8. Update and implement the City of West Kelowna's Surplus Funds, Debt and Reserve Fund Policies in respect of capital expenditures, potential borrowing, debt repayment, stabilization of property tax and utility rates and other financial matters as these policies are set in place for the protection of the taxpayer and community values.

### 3.9.3 Financial Framework Action Items

1. In respect of transportation, prepare separate capital programs for pedestrian, bicycle, transit and road infrastructure, and consider priority funding to support active transportation goals as outlined in the Transportation Master Plan.
2. Continue to review cost recovery policies for services provided to other levels of government.
3. As part of the annual financial review, consider the OCP Action Items in an effort to support OCP implementation outcomes related to goals specific to the Community Vision.
4. Complete the Asset Management Plan including infrastructure and natural assets, and implement and maintain to inform the City's financial planning, once completed.

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