

IMPLEMENTATION 5



5.1 IMPLEMENTATION OVERVIEW

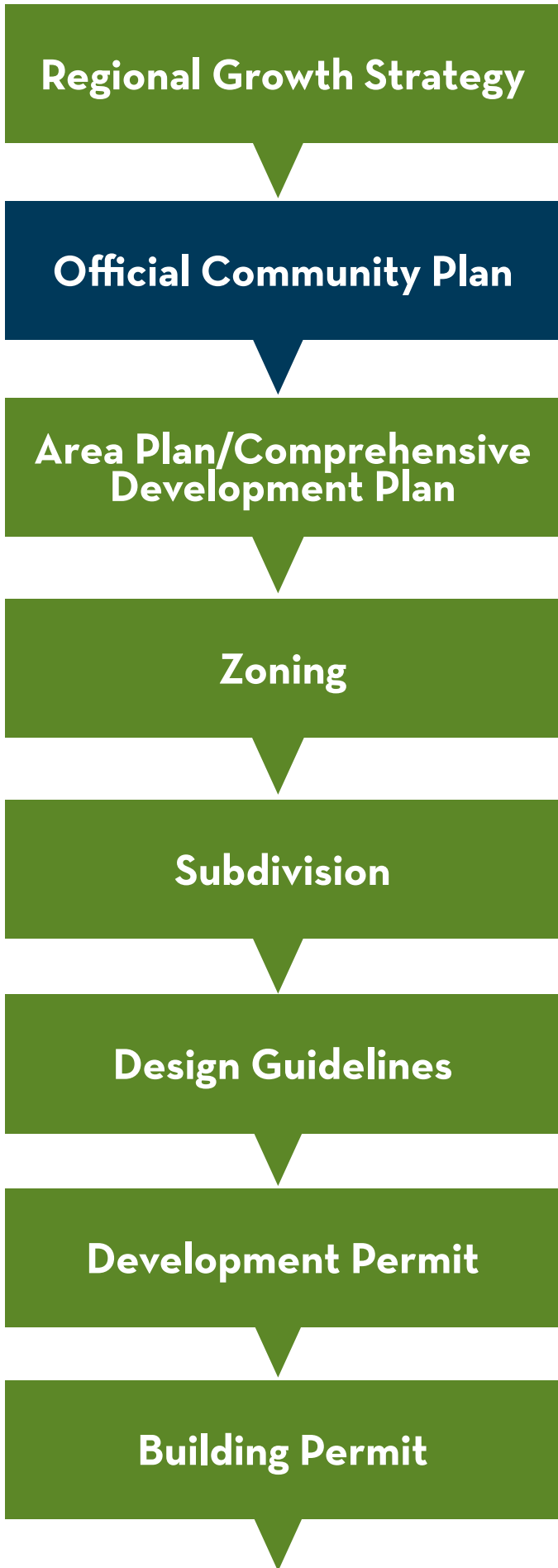
This Official Community Plan (OCP) establishes objectives and policies related to growth management, objectives and policies to regulate land use and servicing, and outlines the relationship between the plans and bylaws that govern development (see Figure 55). The implementation of this OCP requires a comprehensive application of the interconnected policies at increasing levels of specific detail.

The following section provides an overview of the steps necessary to implement the OCP following adoption and details how this comprehensive hierarchy of policies and regulations will be executed within the larger regulatory planning framework. It also includes recommendations for monitoring and outlines future steps to ensure that the plan will stay current with community interests. A summary of action items identified throughout the Plan and a glossary of terms has been provided for convenience.

5.2 REGULATORY PLANNING & DEVELOPMENT APPROVALS FRAMEWORK

As described in Section 1 Introduction, an Official Community Plan (OCP) establishes objectives and policies that direct future land use and servicing decisions, and guide the plans, bylaws and processes that govern land development. While respecting the larger regional context, the OCP fits within the City's established hierarchy of policies and regulations for land use and development proposals. Figure 55 Regulatory Planning and Development Approvals Framework outlines this hierarchy.





The Regional District of Central Okanagan (RDCO) **Growth Management Strategy Bylaw No. 1336** sets the direction for growth in the region, managing change over the long term.

The **Official Community Plan (OCP)** articulates the community’s vision and policies of the OCP for implementation within a specific “neighbourhood” area.

Area Plans/Comprehensive Development Plans further refine the vision and policies of the OCP for implementation within a specific “neighbourhood” area.

The **Zoning Bylaw** regulates the specific land use, density and development permitted on properties.

The **Subdivision** process regulates the legal subdivision of land and sets the standards for road alignments and civic infrastructure servicing.

Design Guidelines for public and private realm can maintain quality standards for neighbourhood form and character in architecture and landscape design.

Development Permits regulate development in terms of environmental, geotechnical hazard, commercial, multiple family residential and intensive residential form and character.

Building Permits may be issued subject to compliance with all of the above requirements.

Figure 55. **Regulatory Planning and Development Approvals Framework**

5.3 IMPLEMENTATION POLICIES

5.3.1 General Implementation Policies

1. The City will ensure consistency with the policies of the West Kelowna Official Community Plan when considering land use, servicing and development decisions.
2. Prior to the consideration of amendments to OCP Land Use Designations or to the City's Zoning Bylaw, the City may require preparation of an Area Plan or Comprehensive Development Plan (See Section 5.4 for a general overview of an Area Plan or a Comprehensive Development Plan).
3. In order to evaluate development applications such as Subdivision, Zoning Amendment, Development Permit, Area Plans and Comprehensive Development Plans, and pursuant to the *Local Government Act*, the City may require an applicant to provide reports and impact studies prepared by qualified professionals, and in accordance with the City's Terms of Reference for Professional Reporting. These may include but are not limited to studies such as the following:
 - a. Environmental Report or Environmental Impact Assessment;
 - b. Biophysical constraints;
 - c. Geotechnical Assessment;
 - d. Traffic Impact Assessment;
 - e. Traffic and Circulation Analysis;
 - f. Site access and servicing (including sensitive habitat and natural hazards, accessibility, energy and water conservation);
 - g. Visual Impact Assessment;
 - h. Stormwater Management Study;
 - i. Wildfire Hazard Assessment;
 - j. Local Infrastructure Assessment;
 - k. Municipal Infrastructure Impacts;
 - l. Tree Assessment Study
 - m. Servicing Report; and
 - n. Other studies as deemed necessary.
4. On Schedule 1 Land Use Plan, where a map boundary between Land Uses does not follow a legally defined line such as a road right-of-way or property line, the location of the boundary is outlined on Schedule 1 and can only be precisely determined by West Kelowna staff through the City's Geographic Information System, as applicable.
5. Where a survey plan approved by the Surveyor General indicates the adjustment of a parcel boundary due to consolidation of an adjacent road closure, the land use designation applicable to the land parcel is deemed to extend to the new parcel boundary despite the lack of land use of the previous dedicated road area on Schedule 1.
6. Where a survey plan approved by the Surveyor General indicates the adjustment of a parcel boundary due to accretion, the land use designation applicable to the land parcel is deemed to extend to the new parcel boundary despite the land use designation of the accreted area on Schedule 1.
7. Public utilities, public parks and the use of Comprehensive Development Zones (zones written specifically for a particular site in consideration of OCP policies) may be considered in any Land Use Designation.
8. The entire City of West Kelowna municipality is designated as an area where Temporary Use Permits may be considered based upon the following guidelines:
 - a. The use must be clearly temporary or seasonal in nature;
 - b. The use should not create an unacceptable level of negative impact on surrounding permanent uses;
 - c. An applicant must submit an outline detailing when and how the use in that location will be ended, the buildings to be used, the area of use, the hours of use, appearance, landscaping and **buffering**, and site rehabilitation. The City may require security to ensure compliance;
 - d. Temporary use permits for industrial uses will be discouraged for sites located within any of the Urban Centre, Neighbourhood Centre, Residential or Natural Areas and Public Parks Land Use Designations.

- e. A temporary use permit may not exceed three years and may only be renewed as per the *Local Government Act*.

5.3.2 Community Amenity and Infrastructure Implementation Policies

1. It is recognized that growth imposes a financial burden on the community by creating a need or demand for new or upgraded public facilities or amenities, especially where West Kelowna has known historical servicing and infrastructure deficiencies. Applicants who are applying for a zoning amendment may be requested to address this unique financial burden by making contributions to the appropriate City amenity reserve fund to assist in the funding of new or upgraded public facilities or amenities. This process may take the form of a structured **density bonusing** program within Urban Centres established through the Zoning Bylaw, or community amenity contributions negotiated during the zoning amendment application process which are rationally connected to and proportional to the proposed development with a focus outside Urban Centres.
2. Where Development Cost Charges or a **density bonus** program has not addressed a particular deficient community need, community amenity contributions may be established:
 - a. During the consideration of a new zone that includes options for amenity contributions as per Section 482 of the *Local Government Act*;
 - b. As part of a Phased Development Agreement as per Section 483.1 of the *Local Government Act*; or
 - c. As a condition of zoning amendment.

Community Amenities could take the form of an in-kind amenity, for example a child care facility or park space, as a cash contribution toward an off-site amenity, or as an off-site improvement such as the construction of key infrastructure or transportation linkage.

3. In recognition of the need for the provision of public amenities to keep pace with development, the provision of priority amenities will be encouraged through the development of a **density bonusing** program and/or contributions through the zoning amendment process as applicable, and will include items such as:
 - a. Community, cultural, school, library, recreation, or emergency services facility or facility improvements;
 - b. Child care, youth, children or family facility or facility improvements;
 - c. Provision of cultural and event amenities, such as an outdoor stage or venue, art gallery, wayfinding signage, community information kiosks or public art;
 - d. Acquisition and/or public access to waterfront land; and
 - e. Affordable, rental, or special needs housing or land for the housing.
4. Where a community amenity contribution is utilized, preferred amenities for each project will be determined on a case by case basis. Criteria for determining the priority among amenity contribution options may include, but are not limited to (not in order of priority):
 - a. Site characteristics such as natural features that are environmentally, historically or archaeologically sensitive and needing protection, **viewscales**, and outdoor recreational opportunities;
 - b. Development type (such as for seniors or family), size, physical context and/or potential impacts of the proposed development;
 - c. Needs of the surrounding neighbourhood(s); and
 - d. Other priorities as identified in the OCP, Master Plans, Area Plans, and other West Kelowna Plans.

5.3.3 Implementation Action Items

1. Consider the development of a Community Amenity and Benefits list, categorized by neighbourhood or for the benefit of the entire City, to aid in the development of a **Density Bonusing** Program or Development Cost Charge bylaw, as applicable, or to aid in the utilization of funds contributed through Community Amenity Contributions at zoning, as applicable.



5.4 REGIONAL CONTEXT STATEMENT

The Regional District of Central Okanagan adopted Regional Growth Strategy Bylaw No. 1336 on June 23, 2014. In accordance with s.446 of the Local Government Act, as the Regional Growth Strategy applies to the same area as the Official Community Plan, the Plan must include a Regional Context Statement. The Regional Context Statement identifies the relationship between the Official Community Plan and the Regional Growth Strategy. The City of West Kelowna's Regional Context Statement, and the rest of the Official Community Plan, are consistent with the Regional District of Central Okanagan's Regional Growth Strategy.

Table 5. Regional Context Statement Concordance Table

Regional Growth Strategy Issue Areas and Goals	Related Official Community Plan Sections
<p>Our Land</p> <p>To manage the land base effectively to protect natural resources and limit urban sprawl</p>	<p>1.6 Land as a Framework for Growth</p> <p>2 Land Use Designations</p>
<p>Our Economy</p> <p>To develop and enhance a positive business environment in the region to achieve a dynamic, resilient and sustainable economy</p>	<p>3.7 Economic Sustainability</p>
<p>Our Water Resources</p> <p>To manage and protect water resources</p>	<p>3.3 Community Infrastructure and Servicing</p> <p>4.10 Aquatic Ecosystem DPA</p>
<p>Our Health</p> <p>To contribute to the improvement of community health, safety and social well-being</p>	<p>3.6.5 Public Health and Safety</p>
<p>Our Food</p> <p>To support a regional food system that is healthy, resilient and sustainable</p>	<p>3.6.6 Food Security and Agriculture</p>
<p>Our Housing</p> <p>To improve the range of housing types and tenures to meet the social and economic needs of the region</p>	<p>3.6.3 Attainable Housing</p>
<p>Our Climate</p> <p>To minimize regional greenhouse gas emissions and respond to the impacts of climate change</p>	<p>3.4 Climate and Environmental Resiliency</p>
<p>Our Ecosystems</p> <p>Be responsible stewards of natural ecosystems to protect, enhance and restore biodiversity in the region</p>	<p>3.5 Natural Environment and Hazards</p> <p>4.9 Hillside DPA</p> <p>4.10 Aquatic Ecosystem DPA</p> <p>4.11 Sensitive Terrestrial Ecosystem DPA</p>
<p>Our Transportation</p> <p>To enhance the regional transportation system to ensure that it is accessible, affordable, and efficient</p>	<p>3.2 Transportation</p>
<p>Our Governance</p> <p>To respond to the needs of the region with an effective and efficient governance service model</p>	<p>3.8 Collaboration and Public Interface</p> <p>3.9 Financial Framework</p>

5.5 AREA PLANS AND COMPREHENSIVE DEVELOPMENT PLANS

As part of the regulatory approvals framework, Area Plans and Comprehensive Development Plans, as defined below, shall be prepared for areas where either Council has been requested to review development potential within a specified area or a proponent is contemplating a proposal which:

- Does not conform to the purpose and intent of the Official Community Plan, including development lying outside the **Growth Boundary**;
- Has implications for population, number of units, servicing, social impact or economic burden for the City sufficient enough to warrant a comprehensive analysis;
- Has been identified by Council as a Comprehensive Development Area;
- In Council's view may affect adjacent properties, land use or the natural environment;
- In Council's view may be affected by hazardous conditions;
- In Council's view may affect heritage sites, or a revitalization area; or
- Includes other matters unique to the plan area under consideration that raise potential implications for quality of life in the community.

5.5.1 Area Plans

Area Plans are plans, prepared by the City, that address land use, design, environmental, servicing and transportation issues for specified large areas of land at a finer level of detail than that provided in this OCP, and provide the link between the OCP and an actual development proposal and potential zoning amendment application. An Area Plan may be undertaken at the direction of Council, where there are multiple land owners in areas of West Kelowna experiencing pressure for development or re-development. Area Plans will address the subject lands as well as the interface with adjacent areas, including surrounding Land Use Designations to ensure appropriate transition in scale, form and character. Area plans should also specifically consider building height and maximum density, site coverage, setbacks and parking requirements to ensure that efficient development, access to amenities and viable business operations can be achieved.

Area Plans are non-statutory documents that must be endorsed by Council to become valid, and only specific OCP related policy changes, Land Use Designation changes or development permit areas and guidelines will be brought forward as an OCP amendment. Other regulatory amendments may also be required in order to fully enact the Area Plan, such as zoning amendments at the discretion of Council.

5.5.2 Comprehensive Development Plans

Comprehensive Development Plans (CDPs) are plans prepared for one or more parcels of land by a single applicant as a private landowner or group of adjoining land owners that address land use, design, environmental, servicing and transportation issues. Where applicable, the City may require land owners to work collaboratively and prepare a joint application between adjoining landowners to ensure comprehensive development planning for a specific area. Comprehensive Development Plans must be completed by a Registered Professional Planner (RPP), and are non-statutory documents that must be endorsed by Council to become valid, and only specific OCP related policy changes and Land Use Designation changes will be brought forward as an OCP amendment.

5.5.3 Area Plan and Comprehensive Development Plan Process and Policies

1. Consideration of land for development as an Area Plan or Comprehensive Development Plan may only occur as authorized through resolution of Council.
2. Prior to furthering development concepts and timelines for these areas, a study must be completed that includes a detailed evaluation of the site specific constraints in consideration of the City of West Kelowna's anticipated growth and the results of City's land use inventory. Although development of these lands may not be anticipated within the life of this OCP, there has been some expressed desire to more adequately assess these lands for feasibility of future development.
3. Prior to commencement of a Comprehensive Development Plan, terms of reference will be prepared by the Director of Development, and brought forward to Council for consideration. The Terms of Reference will outline the general and specific requirements for the Comprehensive Development Plan including, but not limited to the following requirements:
 - a. Community input and consultation;
 - b. Evaluation of the current and future potential land uses in the surrounding areas, and recommended **buffers**, where necessary, including consideration of **buffering** and setbacks between urban uses and **ALR** lands as applicable;
 - c. Evaluation of future transportation requirements including road, pedestrian, transit and cycling networks with detailed analysis of future collector and arterial roads, truck and transit routes, access to lands beyond, corridors and connections between new neighbourhoods, town centres and amenity areas such as Okanagan Lake to support the proposed development, as well as any off-site impacts or improvements necessitated by the development;
 - d. Evaluation of infrastructure requirements such as community water supply and water quality protection, community sewer including wastewater collection, treatment and disposal, and stormwater management;
 - e. Evaluation of the requirements and needs for community services, amenities and parks in new residential neighbourhoods as well as surrounding area (the approximate location of community amenities and services such as fire stations, police services, schools, parks, community centres and daycares, extended care facilities and commercial centres in the plan area);
 - f. Phasing plans for new neighbourhoods that will occur in phases that match the availability of full urban services - connection to established community run systems will be preferred;
 - g. Evaluation of natural drainage patterns, downstream impacts and geotechnical constraints, significant environmental features, and ecosystem connectivity on and offsite;
 - h. Identification of historical, archaeological and landscape features with an adequate response to those features through the design of the plan;
 - i. Evaluation of natural hazards (such as wildfire, geotechnical, flooding, or other hazard);
 - j. Indication of the areas to remain undeveloped, the areas to be retained as agriculture or resource use, and the proposed land uses within the future settlement areas;
 - k. Indication of the areas for housing and the mix of housing to be included within those areas;
 - l. Evaluation of the proposed development in accordance with the requirements of any development permit objectives and guidelines that apply to the area;
 - m. Evaluation of the opportunities to design for water conservation and reduce rates of water use on a neighbourhood level;
 - n. Analysis and incorporation of amenity zones and density transfer, which will be considered and encouraged for purposes such as environmental protection, obtaining or preserving open space and public areas, and rental or special needs accommodation, as per discretionary zoning principles;

- o. Plans showing concentration and clustering of development on lands that are not environmentally or visually sensitive, or identified as needed for additional community open space;
 - p. Where possible, endeavour to achieve a minimum of:
 - i. 20% of hillside to remain as natural landscape in areas that are designated for development; and
 - ii. 20% of the settlement land base as dedicated parkland; and
 - q. Where appropriate and where consistent with the City's Park Land Acceptance Policy, endeavor to protect natural areas for its conservation values through park dedication.
4. All Area Plans will be developed with community input and will include as a minimum the following general components:
- a. Assessment of the plan area with respect to historical/archaeological features, significant landforms, hydrological function and downstream impacts, geotechnical constraints, environmentally sensitive areas, significant habitat and wildlife corridors including opportunities for off-site corridor connections;
 - b. Identification of areas proposed for dedication as park land or to be protected as natural open space through public dedication and/or restrictive covenants;
 - c. Evaluation of the current and potential future land uses in the surrounding areas to address any requirements for connectivity, **buffering** and/or transitional land uses;
 - d. Specification of areas for each land use type, identification of their associated density, form and character;
 - e. Assessment of the servicing requirements, availability, and future upgrades required to support the plan area;
 - f. Identification of possible community linkages, including a hierarchy of interconnected trails, pathways, emergency connectors and streets;
 - g. Evaluation of local needs for community services, amenities, schools and parks;
 - h. Evaluation of opportunities to design for water conservation and reduced rates of water use on a neighbourhood level; and
 - i. Identification of phasing for new neighbourhoods, including proposed phasing for services and connections to established servicing infrastructure.
5. Given that additional development lands may not be required within the life of this OCP, and the expressed desire to ensure the feasibility of adequate lands for the long-term future development potential of the City, development of an Area Plan or a CDP for lands located outside the **Growth Boundary** should only be considered where:
- a. The proposed development area lies immediately adjacent to the existing **Growth Boundary**, municipal services and transportation infrastructure can be extended in a contiguous and sequential fashion to the area by the developer, and the **Growth Boundary** is being considered for adjustment as part of the application process; or
 - b. Detailed studies have been completed regarding the City's anticipated growth in relation to land use inventories indicating the need for further community development based on absorption rates within the City, and where:
 - i. An evaluation of the site specific constraints for the proposed development area indicates feasibility of the site to meet the growth projection; and
 - ii. The proposed urban expansion is based on a coordinated, phased approach in conjunction with the timely or phased extension of services in a sequential and cost effective manner.

5.6 MONITORING AND PERFORMANCE INDICATORS

5.6.1 Monitoring and Performance Indicators

Successful implementation of the OCP requires action beyond the date of adoption. This includes monitoring of key performance indicators to evaluate progress towards #OurWK Community Vision. While conditions may change over the coming decades, awareness of key indicators ensures steady progress towards overarching goals. As such, we recommend monitoring in the following areas on an annual basis, or as directed by Council.

1. Our Places

West Kelowna is a vibrant community with unique neighborhoods, waterfronts, and public spaces. To protect these spaces for the enjoyment of current and future generations, the City will monitor natural assets, agricultural, and development opportunities including:

- a. Maintaining the parks asset inventory to reflect public space availability;
- b. Number and area of conservation covenants registered for the protection of sensitive areas; and
- c. Amount of land included and excluded from the Agricultural Land Reserve.

2. Our People

West Kelowna is home to a diverse population with residents of various ages, backgrounds, and lifestyles who have chosen to make the City home. To accommodate these varied needs, the City will monitor housing and cultural opportunities including:

- a. New residential units by types and tenure, and other relevant housing data;
- b. Local food access including community gardens and plots; and
- c. Amount and type of services provided by new community facilities.

3. Our Connectivity

West Kelowna is a growing community intertwined with others across the Okanagan. To ensure residents feel connected with each other and the greater community, the City will monitor infrastructure and active transportation opportunities including:

- a. Transit trips and service hours per capita; and
- b. Kilometers of sidewalks, cycle routes and trails constructed annually.

4. Our Adaptability

West Kelowna is susceptible to ever changing economic, social, and environmental contexts in the broader region. To remain adaptable and prepared for change, the City will monitor energy outputs and servicing opportunities including:

- a. Capacity of water treatment facilities across the City;
- b. Water, electricity, and natural gas consumption per capita; and
- c. Kilometers of upgrades to sewer, storm, and road infrastructure annually.

5. Our Prosperity

West Kelowna is home to a lively economy characterized with industrial, agricultural, and commercial opportunities. To attract and retain businesses that create meaningful jobs in the community, the City will monitor public health and economic opportunities including:

- a. Emergency response and crime rates throughout the community;
- b. Local businesses and job availability; and
- c. Amount of grants applied for and awarded.

5.6.2 Monitoring and Performance Indicator Action Items

1. Endeavour to complete a regular review of key performance indicators in order to monitor OCP implementation outcomes and the effectiveness of specific policy alignment to the Community Vision.
2. Consider implementing a regular Land Use Inventory to review the status of vacant and developed land compared to population projection as it relates to planning for infrastructure, servicing, and community services and amenities.

5.7 REVIEW TIMELINE AND PROCESS

The Plan is not a static document and the City may amend the Plan in accordance with the Local Government Act to adapt to new trends and changing conditions in the community at the discretion of Council.

Changes to the OCP may be required in response to significant changes in trends or shifting community priorities. Where such changes are consistent with the community vision and guiding principles of the OCP, Council may wish to approve an amendment to the OCP. Where the changes are substantial or are inconsistent with the community vision and identified policies and objectives of the Plan, Council may wish to conduct a comprehensive review and update of the Official Community Plan. The OCP will act as a key guide to consider and to evaluate applications for OCP amendments.

A comprehensive review and update of the Official Community Plan is intended to be initiated every five years, and with the direction of Council. Community participation and consultation will be sought during the update process, as well as a review of the effectiveness of the growth concept model and impacts to the community.



5.8 SUMMARY OF IDENTIFIED OCP ACTIONS

The following table is a summary of action items identified throughout the OCP reflecting recommended future projects, plans and research or analytical initiatives to support the implementation of the Plan. Although, the action items have been categorized into short, medium and long term ranks, their priority and operational status is subject to future Council consideration through the annual strategic planning and budgetary process. These identified actions do not necessarily commit the City to future timelines or priority statements about the actions.

Table 6. OCP Action Item Summary

Action Item	Section Number	Potential Department Responsible	Potential Supporting Departments	Short Term (up to 2 yrs)	Medium Term (2-10 yrs)	Long Term (10+ yrs)
Urban Design and the Public Realm Action Items						
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.	3.1.6.1	• Planning	• Engineering • Development Engineering • Parks • Public Works			
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.	3.1.6.2	• Planning	• Development Engineering			
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.	3.1.6.3	• Engineering • Planning	• Public Works			
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.	3.1.6.4	• Development Engineering • Planning	• Engineering • Public Works • Parks			
Continue to explore incentives for public participation in tree planting programs in new and existing developed areas with a shortage of street trees.	3.1.6.5	• Parks • Communications	• Public Works			
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.	3.1.6.6	• Planning	• Parks • Development Engineering			
Transportation Action Items						
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.	3.2.4.1	• Engineering • Planning				
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.	3.2.4.2	• Parks • Planning • Engineering	• Other Dept's as Necessary			

Table 6. Continued - OCP Action Item Summary

Action Item	Section Number	Potential Department Responsible	Potential Supporting Departments	Short Term (up to 2 yrs)	Medium Term (2-10 yrs)	Long Term (10+ yrs)
Prioritize and develop the active transportation network as outlined in the Transportation Master Plan.	3.2.4.3	• Engineering	• Planning			
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.	3.2.4.4	• Engineering	• Planning			
Develop mobility hubs at Westbank and Boucherie Mountain transit exchanges to increase transportation options and transit ridership.	3.2.4.5	• Engineering • Planning				
Develop guidelines or a process to accommodate shared parking in Urban and Neighbourhood Centres.	3.2.4.6	• Planning	• Engineering			
Community Infrastructure and Servicing Action Items						
Regularly review the Development Cost Charges Bylaw to ensure new development fairly funds growth related infrastructure.	3.3.8.1	• Development Engineering				
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.	3.3.8.2	• Planning • Engineering				
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.	3.3.8.3	• Engineering • Public Works • Facilities				
Evaluate opportunity for green infrastructure specifications and best management practices for incorporation into regulatory tools such as zoning and subdivision and development servicing bylaws	3.3.8.4	• Planning • Development Engineering				
Update the Stormwater master plan in support of proposed growth concept in OCP.	3.3.8.5	• Engineering	• Public Works • Planning			
Update the Sanitary Sewer Master Plan in support of the proposed growth concept in the OCP and in consideration of unserved areas within the growth boundary.	3.3.8.6	• Engineering	• Public Works • Planning			
Climate and Environmental Resiliency Action items						
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.	3.4.4.1	• Planning	• All Dept's			
Complete the Corporate Climate Action Plan to explore opportunities to become corporately carbon neutral and reduce emissions, and implement the Plan once finalized.	3.4.4.2	• Planning	• All Dept's			
Develop, support and maintain an active staff-based Climate Action Committee, with consideration for future Climate Action Coordinator position.	3.4.4.3	• All Dept's				
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.	3.4.4.4	• Engineering • Parks • Public Works • Facilities				
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.	3.4.4.5	• Engineering • Parks • Public Works • Planning				

Table 6. Continued - OCP Action Item Summary

Action Item	Section Number	Potential Department Responsible	Potential Supporting Departments	Short Term (up to 2 yrs)	Medium Term (2-10 yrs)	Long Term (10+ yrs)
Develop or update design standards for new municipal infrastructure that reflect anticipated results of the risk and vulnerability analysis.	3.4.4.6	• Engineering • Public Works				
Implement a retrofit plan for municipal buildings based on the Corporate Climate Action Plan, or update Energy Audits, as applicable.	3.4.4.7	• Facilities				
Natural Environment and Hazards Action Items						
Prepare an Urban Forest Strategy for public lands that: -Establishes an urban tree canopy target; -Includes an annual and long-term implementation and maintenance plan, including an inventory of existing trees; Prioritizes areas for tree planting, replacement, or enhancement; - Includes preferred species, planting and maintenance standards and schedule, including irrigation specifications; and -Includes criteria for the identification of significant urban trees for protection.	3.5.4.1	• Parks • Planning	• Engineering • Public Works			
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.	3.5.4.2	• Planning	• Engineering/Dev Engineering • Parks			
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).	3.5.4.3	• Fire Rescue	• Planning • Engineering			
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	3.5.4.4	• Facilities • Engineering	• Fire Rescue • Parks • Public Works			
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.	3.5.4.5	• Parks • Planning				
Continue ongoing 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.	3.5.4.6	• Engineering • Fire Rescue	• Planning			
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.	3.5.4.7	• Planning	• Parks			
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.	3.5.4.8	• Engineering • Public Works	• Development Engineering • Parks • Planning			
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.	3.5.4.9	• Fire Rescue	• Other Dept's as Necessary			
Social Sustainability Action Items						
Create a public art program that supports and implements art throughout West Kelowna funded by the City and through other funding sources, as appropriate	3.6.7.1	• Recreation & Culture	• Communications • Planning			

Table 6. Continued - OCP Action Item Summary

Action Item	Section Number	Potential Department Responsible	Potential Supporting Departments	Short Term (up to 2 yrs)	Medium Term (2-10 yrs)	Long Term (10+ yrs)
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.	3.6.7.2	• Recreation & Culture	• Communications • Planning			
Allocate resources to respond to the recommendations from the 2020 Central Okanagan Community Childcare Planning report and create a Community Childcare Action Plan.	3.6.7.3	• Community & Social Development	• Planning • Recreation & Culture • Facilities			
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.	3.6.7.4	• Facilities • Recreation & Culture	• Parks			
Review accessibility options for barrier-free access to recreation, arts and culture programs.	3.6.7.5	• Recreation & Culture	• Finance • Other Dept's as Necessary			
In consultation with community stakeholders, continue to identify heritage sites that warrant inclusion on the heritage register, if aligned with stated community values.	3.6.7.6	• Planning	• Communications			
Explore funding opportunities for heritage planning initiatives.	3.6.7.7	• Planning				
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.	3.6.7.8	• Planning				
Review and amend/ repeal any policies that reduce housing attainability or diversity in West Kelowna, where appropriate.	3.6.7.9	• Planning				
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.	3.6.7.10	• Planning • Building				
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.	3.6.7.11	• Planning				
Work regionally to implement a Comprehensive Emergency Preparedness Strategy involving emergency services, municipal staff, business and neighbourhood associations, including evacuation planning.	3.6.7.12	• Fire Rescue	• Engineering • Planning			
Economic Sustainability Action Items						
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.	3.7.3.1	• Finance • CAO's Office				
Evaluate West Kelowna's existing Industrial lands and identify opportunities to intensify or optimize to allow for more use within the same footprints.	3.7.3.2	• Planning				
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.	3.7.3.3	• Engineering • Planning				
Evaluate non-industrial lands (lands being used for uses such as commercial, resource extraction, and agricultural purposes) within Industrial areas and support the industrial re-designation of areas that would be better suited as industrial.	3.7.3.4	• Planning				

Table 6. Continued - OCP Action Item Summary

Action Item	Section Number	Potential Department Responsible	Potential Supporting Departments	Short Term (up to 2 yrs)	Medium Term (2-10 yrs)	Long Term (10+ yrs)
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.	3.7.3.5	• Planning				
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.	3.7.3.6	• Building • Business Licensing • Planning		(event licensing)		
Collaboration and Public Interface Action Items						
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.	3.8.3.1	• Information Services	• All Departments Affected			
Financial Framework Action Items						
In respect of transportation, prepare separate capital programs for pedestrian, bicycle, transit and road infrastructure, and consider the provision of funding proportionate to achieving any transportation mode split targets.	3.9.3.1	• Finance • Engineering • Planning				
Continue to review cost recovery policies for services provided to other levels of government.	3.9.3.2	• Finance • Corporate Services	• Finance • Corporate Services			
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.	3.9.3.3	• Finance	• Other Dept's as Necessary			
Complete the Asset Management Plan including infrastructure and natural assets, and implement and maintain to inform the City's financial planning, once completed.	3.9.3.4	• Engineering	• Finance • Other Dept's as Necessary		(natural assets components)	
Implementation Action Items						
Consider the development of a Community Amenity and Benefits list, categorized by neighbourhood or for the benefit of the entire City, to aid in the development of a Density Bonusing Program or Development Cost Charge bylaw, as applicable, or to aid in the utilization of funds contributed through Community Amenity Contributions at zoning, as applicable.	5.3.3.1	• Planning	• Other Dept's as Necessary			
Monitoring and Performance Indicator Action Items						
Endeavour to complete a regular review of key performance indicators in order to monitor OCP implementation outcomes and the effectiveness of specific policy alignment to the Community Vision.	5.5.2.1	• Information Services	• All Departments Affected			
Consider implementing a regular Land Use Inventory to review the status of vacant and developed land compared to population projection as it relates to planning for infrastructure, servicing, and community.	5.5.2.2	• Planning	• Information Services • Other Dept's as Necessary			

5.8 GLOSSARY

Affordable Housing - is a function of cost and household income; and is defined by the Canada Mortgage and Housing Corporation as housing that sells or rents at a rate that costs less than 30% of the household income after tax per year. **Affordable housing** includes a variety of tenure forms including home ownership, co-housing, cooperative and rental housing.

Agricultural Land Reserve (ALR) - means lands designated pursuant to the Agricultural Land Commission Act to be preserved for agricultural uses or uses compatible with agricultural purposes. The Land Commission decides on requests for exclusion, inclusion, subdivision and non-farm use of land in the ALR.

Buffer - means an area typically within a lot, adjacent to and parallel with a property line, consisting of either existing vegetation or created by use of planted trees, shrubs, berms and fencing, and designed to obscure views from adjacent lots or public roads. **Buffer** may also refer more generally to an area or zone that creates a physical or perceptual separation and is thought to reduce the impact between potentially conflicting uses, entities, or areas.

Built Environment - Refers to the aspects of a city that were developed by people, including buildings, roads and other infrastructure.

Carbon Neutral - means no net change in atmospheric carbon levels. A plant is said to be **carbon neutral** if the carbon dioxide (CO₂) that it absorbs while alive is the same as the CO₂ it emits when it decays or is burned. For society, becoming **carbon neutral** is usually achieved by reducing human inputs of carbon to the atmosphere or by removing carbon from the atmosphere.

Climate Action Charter - refers to a voluntary agreement to which a number of local governments from across B.C., the Province and the Union of BC Municipalities, have signed onto pledging to find ways to tackle the challenges posed by climate change, and committing to significantly cut **greenhouse gas** emissions by 2012.

Complete Neighbourhoods - refers to neighbourhoods with a variety of land uses, housing types and densities that are supportive of residents daily needs within a convenient walking distance.

Crime Prevention Through Environmental Design (CPTED) - means a proactive crime prevention strategy utilized by planners, architects, police services, security professionals and everyday users of space. CPTED infers that proper design and effective use of the **built environment** can lead to a reduction in crime and improve the quality of life.

Development Cost Charge (DCC) - are the most common means of financing growth-related infrastructure. They are one time charges that local governments can levy on all new subdivision and building at the time of approval. DCCs shift financial responsibility for providing capital costs for off-site infrastructure, including sewer, water, storm drainage, roads, and parkland, from the general tax base to the developers of new growth requiring the infrastructure. However, DCCs cannot be used to pay for ongoing maintenance and operating costs for new infrastructure. Local governments are authorized to collect under the Local Government Act.

Density Bonus - means an increase in the allowable number of units or floor area on a parcel of land in exchange for an amenity/ies provided by the developer for the community. This is typically implemented through **density bonusing** provisions in the City's Zoning Bylaw based on the premise of discretionary zoning.

Environmental Report - is an umbrella term that may refer to an Environmental Impact Assessment, Biological Assessment, or other environmental study prepared by a qualified professional. These reports support planning and decision-making by identifying potential adverse environmental effects and associated mitigation measures. Where mitigation is not feasible, restitution measures such as replacement, restoration, or compensation may be identified.

Farm-Gate Marketing - refers to the retail sale of agricultural products from either the agricultural parcel where the products were produced or from a consolidated farm location.

FireSmart - refers to a set of principles established by FireSmart Canada to help increase neighbourhood resilience to wildfire and minimize its negative impacts, although it is noted that Fire Smart is also a term used generically as well. Measures to reduce the potential impact of wildfire may include the use of non-combustible building materials, thinning and spacing vegetation around buildings, increasing setbacks to large treed areas, etc.

Floor Area Ratio (FAR) - refers to a calculation of density that measures the ratio between a building's total usable floor area and the total area of the lot on which the building stands.

Form and Detailing - refers to the architectural mass, shape, features and materials on a building.

Green Building - is the practice of increasing the efficiency of buildings and their use of energy, water and materials, and reducing impacts on human health and the environment, through better siting, design construction, operation, maintenance and removal - the complete building life cycle. **Green building** design considers energy efficiency, water conservation, waste minimization, recycling, pollution prevention, material resource efficiency, and indoor air quality in all phases of the building's life cycle.

Greenbelt - means areas protected by covenant, development permit areas, and/or other mechanisms that remain in a natural state.

Greenhouse Gas(es) (GHG) means any gas that absorbs infrared radiation in the atmosphere contributing to problems such as climate change. Some **greenhouse gases** occur naturally, while others come from activities such as the burning of fossil fuel and coal. Greenhouse gases include water vapour, carbon dioxide (CO₂), nitrous oxide (N₂O), halogenated fluorocarbons (HCFC's), ozone (O₃), perfluorinated carbons (PFC's) and hydrofluorocarbons (HFC's).

Greenways - mean an interconnected system of linear routes or corridors in the City that consist of greenspace areas that benefit both people and the environment for various purposes, including recreation, habitat and others. You may note that a linear trail is not always considered a Greenway, as it could be a fully urbanized trail with no greenspace components.

Growth Boundary - refers to the boundary established by the City's Growth Strategy which is intended to focus future growth and increased density in strategic areas within the **growth boundary** to enable the City to manage development sustainability while bringing life to the Community Vision for a vibrant, walkable and connected West Kelowna.

High Street - a street that is intended to support business activity while creating emphasis on pedestrian connectivity and comfort, and multiple modes of transportation, where the standards within the public realm may shift between land use designations where **high streets** have been identified.

Human Scale - is a building design term used to indicate a scale that creates an appropriate relationship between human beings and the size and function of surrounding buildings.

Infill - refers to a type of development occurring in established areas of the community. **Infill** can occur on long-time vacant lots or on pieces of land with dilapidated buildings, or can involve changing the land use of a property from a less to a more intensive one but in the context of the City's Growth Concept is focused on residential development.

ISA Certified Arborist - means an individual who is trained in the art and science of planting and maintaining individual trees and who is certified by the International Society of Arboriculture.

Leadership in Energy and Environmental Design (LEED) - is an ecology-oriented building certification program run under the auspices of the U.S. Green Building Council (USGBC). **LEED** concentrates its efforts on improving performance across five key areas of environmental and human health: energy efficiency, indoor environmental quality, materials selection, sustainable site development and water savings. The program is designed to inform and guide professionals including architects, real estate professionals, facility managers, engineers, interior designers, landscape architects, construction managers, private sector executives and government officials who work with structures to create or convert spaces to be environmentally sustainable.

Leavestrip - means an area adjacent to a water feature intended to preserve the biodiversity of the riparian ecosystem, protect and buffer that ecosystem from surrounding activities, maintain and enhance biodiversity by protecting the diverse riparian ecosystems, and maintain and enhance corridors between ecosystems thus supporting the diverse needs of various species. This area of land and vegetation should remain undisturbed throughout and after the development process.

Low Impact Development (LID) - refers to systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration or use of stormwater in order to protect water quality and associated aquatic habitat.

Mode Split Targets - is a traffic / transport term that refers to setting goals for the number of trips or (more common) percentage of travelers using a particular type of transportation. Mode split is also commonly referred to as modal share or modal split and refers to vehicle, transit, bicycle, walking and other modes of transportation. The term is often used when analyzing the sustainability of transport within a city or region. In recent years, many cities have set modal share targets for sustainable transport modes, particularly cycling and public transport. The percentage of modal split is often seen as an indicator for the performance of a traffic network.

Multi-Modal Transportation - means a system of transportation that includes multiple modes of transport, including but not limited to walking, cycling, transit, and vehicular based travel as mainstream options.

Pedestrian Scale - means the relationship between the dimensions of a building, street, outdoor space or **streetscape** element to the average dimensions of the human body.

Pop-Up: Refers to land uses that are not permanent, and are typically mobile - for example, festival set-ups and food trucks.

Publicly Accessible Open Space - includes CWK parks, RDCO parks, road right of way managed as park, lease or joint-use land for park use, linear statutory right of way managed as trails.

Privately Owned Publicly-accessible Open Space (POPS)- includes privately owned areas that are accessible to the public.

Public Realm - means any of a variety of spaces that are accessible and usable by the general public, including but not limited to: the spaces between privately-owned buildings, plazas, the civic structure of streets and boulevards, sidewalks, parks and trails, natural areas, and scenic vistas, civic buildings and community facilities.

Qualified Environmental Professional (QEP) - means an applied scientist or technologist, acting alone or together with another **qualified environmental professional**, if the individual:

- a. Is registered and in good standing in British Columbia with an appropriate professional organization constituted under an Act, acting under that association's code of ethics and subject to disciplinary action by that association,
- b. Has an area of expertise is recognized in the assessment methods as one that is acceptable for the purpose of providing all or part of an assessment report in respect of that development proposal, and
- c. Is acting within that individual's area of expertise.

Ravine - means a narrow, steep-sided valley that is commonly eroded by running water and has a slope grade greater than 3:1.

Riparian Area - are the areas bordering on **streams**, lakes, and wetlands that link water to land.

Sense of Place - pertains to the essential character and spirit of an area and is generally associated with one's neighbourhood, community, city or region and may be expressed in cultural forms such as gathering places, common names or local identity.

Sensitive Ecosystem - pertains to those remaining natural terrestrial ecosystems, which are considered, fragile or rare in the Sensitive Ecosystem Study (SEI) area: wetlands, riparian, old forest, grassland, broadleaf woodland, coniferous woodland, and sparsely vegetated ecosystems.

Stream includes any of the following:

- a. a natural **watercourse** or source of water supply, whether it usually contains water or not;
- b. a pond, lake, river, creek, brook; and
- c. a ditch, seep, spring or wetland.

Streamside Protection and Enhancement Area (SPEA) means an area:

- a. Determined by a **QEP** under provincial RAPR methodology, or equivalent, for conducting riparian assessments;
- b. Located adjacent to a **stream** that links aquatic to terrestrial ecosystems and includes both existing and potential riparian vegetation and existing and potential adjacent upland vegetation that exerts an influence on the **stream and associated ecosystem components**; and,
- c. The size of which is determined according to this regulation on the basis of an assessment report provided by a **QEP** in respect of a development proposal.

Steep Slope - or hillside, or hillside conservation area is defined as land that has a natural slope angle of 20% or greater for a minimum horizontal distance of 10 metres.

Streetscape - pertains to the functional and decorative elements that are placed, laid, erected, planted or suspended within a public or communal urban space or street. It relates to the interrelationship of development, landscape and open space in a street. **Streetscapes** are an important component of the **public realm** (public spaces where people often interact), which help define a community's transport conditions, activities, aesthetic quality and identity.

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.

Transit-oriented - communities, development or designs that create places that, by their design, allow people to drive less and walk, cycle, and take transit more. This means concentrating higher-density, mixed-use, pedestrian-friendly development within walking distance of frequent transit stops and stations, in tandem with measures to discourage unnecessary driving.

Viewscape - means a physiographic area composed of land, water, biotic, and cultural elements which may be viewed and mapped from one or more viewpoints and which has inherent scenic qualities and/or aesthetic values.

Watercourse - includes any natural depression with visible banks, or wetland with or without visible banks, which contains water at some time; and includes any lake, river, **stream**, creek, spring, swamp, gulch or surface source of water whether containing fish or not; and includes intermittent **streams**; and includes surface drainage works which are inhabited by or provide habitat for fish.

Xeriscape/Xeriscaping means landscaping in ways that do not require supplemental irrigation. It is promoted in areas that do not have easily accessible supplies of fresh water. Plants whose natural requirements are appropriate to the local climate are emphasized, and care is taken to avoid losing water to evaporation and run off.



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