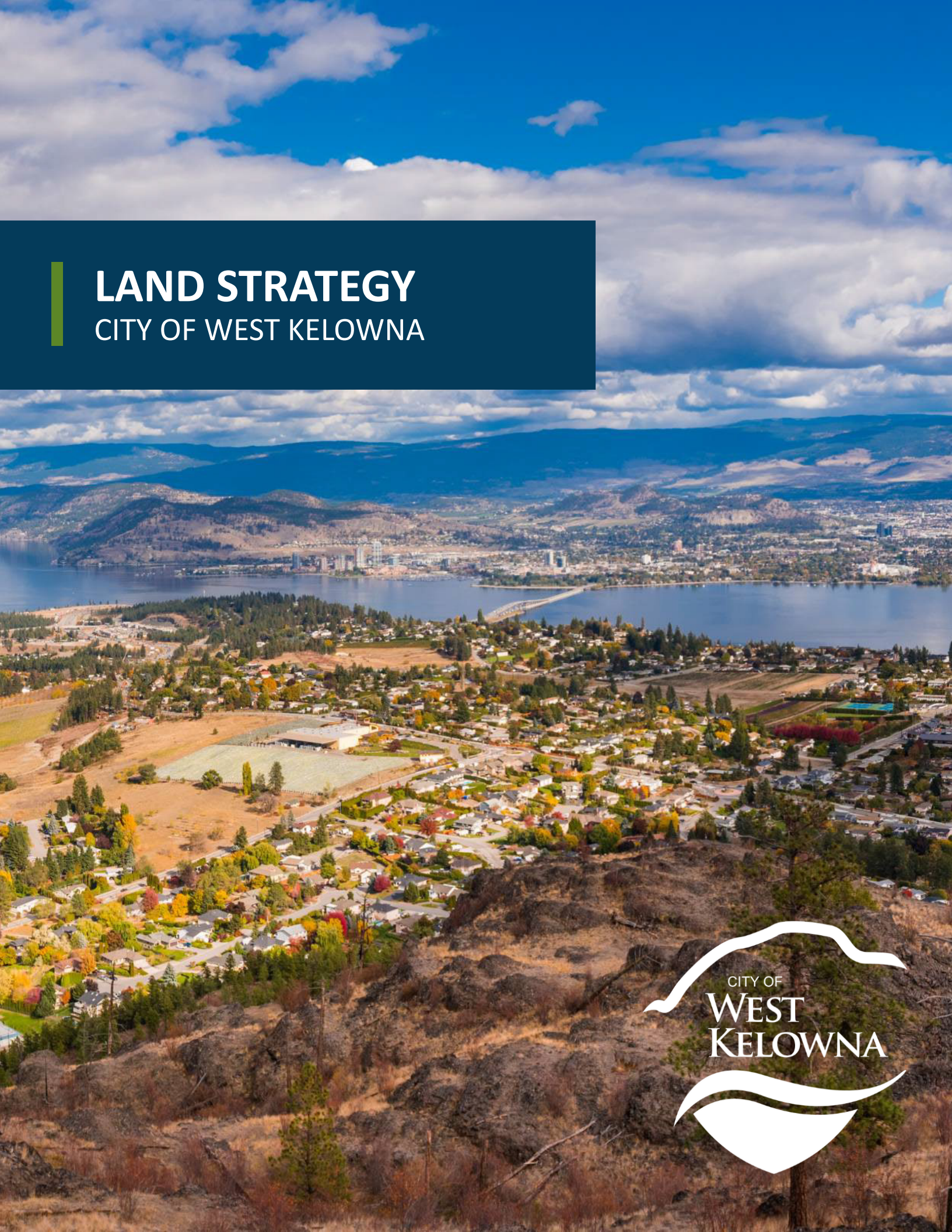




LAND STRATEGY

CITY OF WEST KELOWNA



The City of West Kelowna is situated on the traditional territory of the syilx Okanagan People. We recognize and honour these lands where we live, work, play and connect.



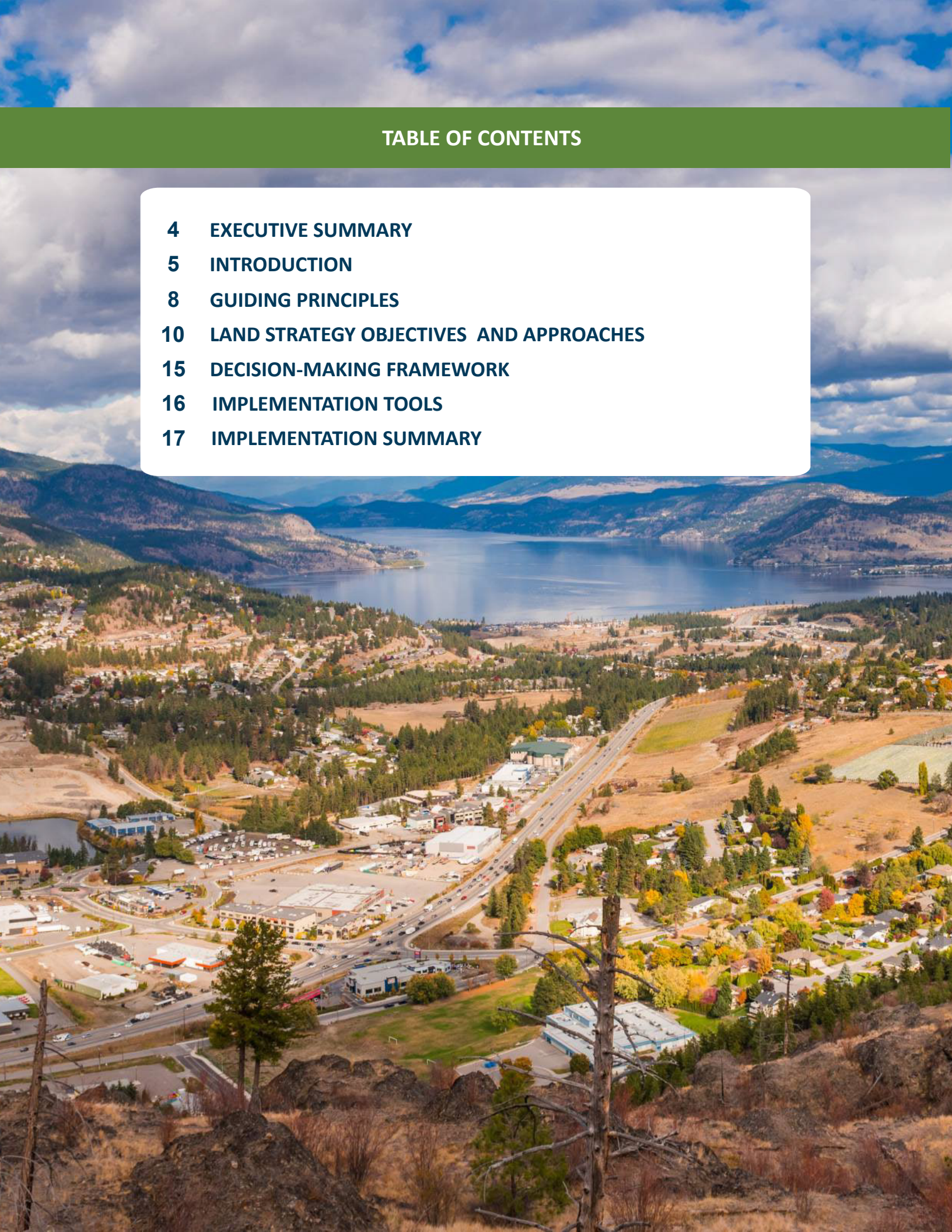
An aerial photograph of a town nestled in a valley, with a large lake in the background and mountains in the distance. The town features a mix of residential and commercial buildings, surrounded by greenery and some bare trees, suggesting an autumn or winter setting. The lake is calm, reflecting the sky, and the mountains are rugged and forested.

TABLE OF CONTENTS

4	EXECUTIVE SUMMARY
5	INTRODUCTION
8	GUIDING PRINCIPLES
10	LAND STRATEGY OBJECTIVES AND APPROACHES
15	DECISION-MAKING FRAMEWORK
16	IMPLEMENTATION TOOLS
17	IMPLEMENTATION SUMMARY

1. EXECUTIVE SUMMARY

City-owned land is one of West Kelowna's most valuable public assets. How the City acquires, disposes, redevelops, holds, and leases land will directly influence its ability to support increasing priority housing, economic growth, community amenities, infrastructure needs, and long-term financial sustainability.

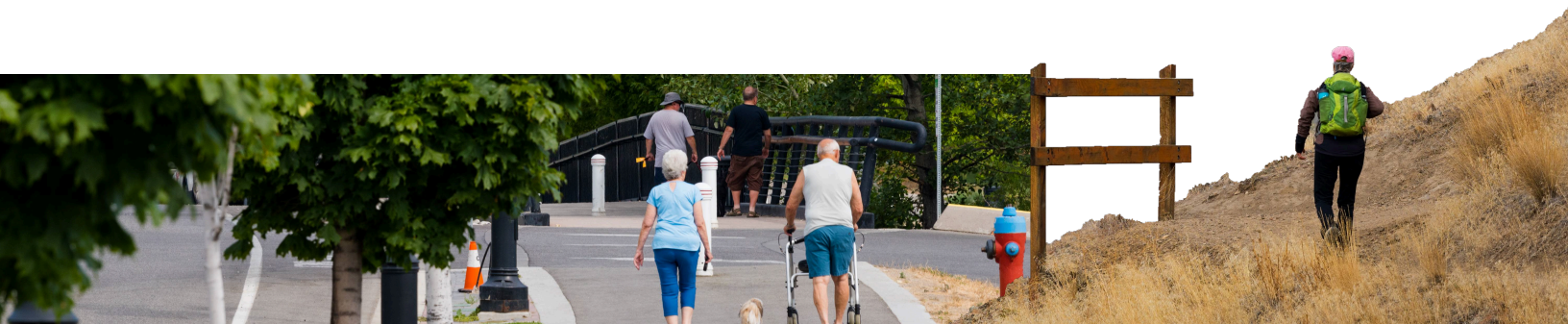
The Land Strategy will assist the City with making strategic land decisions and transactions through aligning with guiding principles, key objectives, and approaches. Specifically, the strategy provides direction on how the City will meet the following objectives:

- Support increasing priority housing;
- Create, expand and enhance parks, green spaces, waterfront access, and public amenities;
- Optimize underutilized or surplus lands;
- Enable co-location of housing and community facilities;
- Foster economic development and attract investment; and
- Acquire necessary lands for critical community infrastructure.

The strategy employs a decision-making framework, aimed at further ensuring each decision is purpose-driven, strategically aligned, and financially responsible.

Ultimately, following key decisions, ongoing implementation and monitoring is necessary to successfully achieve our objectives.

Through Council oversight, leveraging funding and financial tools, and ongoing monitoring of land and community outcomes, the City will manage its land holdings proactively and responsibly. This approach ensures West Kelowna's land resources continue to advance long-term City and Council priorities, while remaining adaptable to future change.



2. INTRODUCTION

Purpose Statement

The City of West Kelowna recognizes that land is a finite, strategic asset that must be managed thoughtfully to meet the community's long-term needs. This Land Strategy provides guidance for the acquisition, disposition, redevelopment, holding and leasing of City-owned land. The purpose of the strategy is to ensure land decisions support long-term community priorities, enable strategic growth, manage risk, and deliver clear measurable public benefit.

Vision

To guide growth with foresight, inclusivity, resilience, and innovation through proactive and forward-thinking strategic land acquisition and management strategies that benefit current and future generations, and the natural environment.



Policy Table

The following City policies are to be used in conjunction with the Lands Strategy, as they provide important background, context, and additional guidance. Other City policies not listed may also be applicable, and all policies are subject to update from time to time.

DOCUMENT	SUMMARY & PURPOSE
Official Community Plan	Provides a long-term roadmap for community growth and change, guiding land use, development, infrastructure, and services in alignment with the community vision.
Land Acquisition Policy	Establishes guidelines for purchasing or acquiring land in alignment with master plans, financial capacity, and Council evaluation.
Land Disposal Policy	Provides guidance for the disposal of municipal-owned land, and associated contributions to reserve funds.
Parkland Acceptance Policy	Provides clear criteria for accepting park land through subdivision, rezoning, or donation, ensuring alignment with community plans, safety, accessibility, and public benefit.



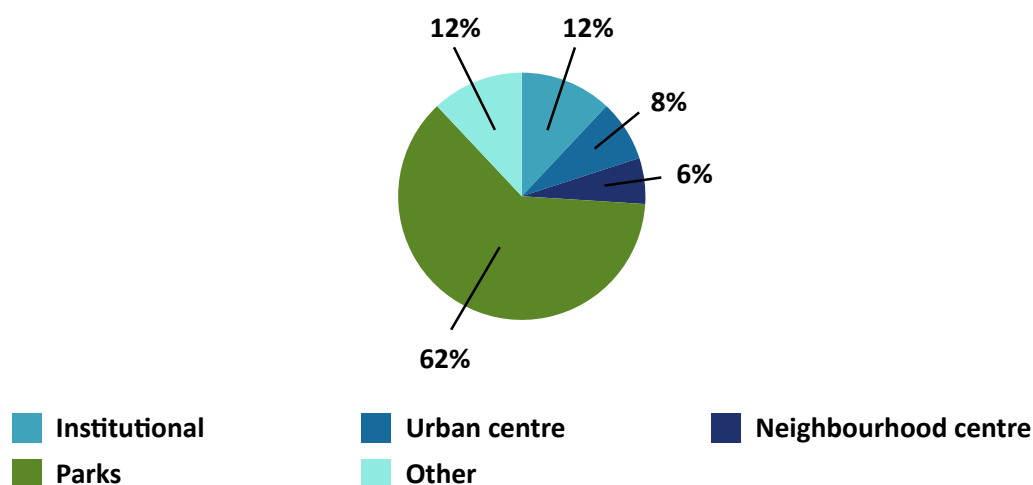
West Kelowna Land Holdings

The City of West Kelowna jurisdiction is approximately 123 square kilometers (30,525 acres) in size. Land owned or occupied by the City can be broken down into three categories: City-owned Titled Lands, City-Occupied Crown Lands, and Untitled Land Interests.

City-Owned Titled Lands

The City owns approximately 120 titled parcels, totaling ~197 hectares (487 acres), with an estimated 2025 BC Assessment value of over \$170 million. These holdings form the foundation of municipal land assets, and support core services and community amenities.

Notably, approximately 70 parcels of titled land are dedicated to natural areas and public parks, highlighting a strong emphasis on environmental stewardship and recreational access. Remaining parcels support a mix of civic, operational, commercial, and service-related uses. The following chart illustrates the range of City-owned lands, categorized by Official Community Plan land use designation.



City-Occupied Crown Lands

The City is the lawful occupier of approximately 24 Crown land parcels totaling an area of 10 hectares (25 acres), which are critical to delivering public-facing amenities such as boat launches, swimming areas, waterfront access points, parks, and utility services.

Untitled Land Interests

The City occupies/manages approximately 144 untitled land interests, used primarily for parkland, natural space, and access. These include park dedications, rights-of-way, leases, and aquatic licenses, collectively totaling approximately 5 hectares (13 acres). These lands are highly strategic in enabling connectivity, waterfront access, and community use.

3. GUIDING PRINCIPLES

The following Guiding Principles establish a consistent foundation for how the City approaches decisions and recommendations related to City land:



**Strategic Investment for
Community Benefit**



**Engagement and
Partnerships**



**Financial
Sustainability**



**Flexibility and
Responsiveness**

Together, these principles guide the evaluation of decisions to ensure they align with City values, and strategic priorities. Further, they support disciplined decision-making that balances opportunity with risk, and short-term needs with long-term public value.

Strategic Investment for Community Benefit

Public land is a finite asset, and every land decision must demonstrate a clear, measurable benefit to the residents of West Kelowna. The City has a responsibility to manage land strategically to ensure it delivers lasting public value.

Through strategic land investments, the City can proactively direct growth to appropriate areas, support coordinated infrastructure and service planning and preserve opportunities for future public use. Strategic land investments and development can also: strengthen social inclusion and community connection; improve access to health, wellness, and social supports; support Indigenous reconciliation and cultural vitality; enhance public safety; and contribute to overall community well-being.

Community amenities resulting from strategic land decisions may include:

- Priority housing;
- Parks, and trail networks;
- Transit and multi-modal corridors;
- Public access to waterfront areas;
- Recreation spaces, and community centres; and
- Local economic development opportunities.

Financial Sustainability

Land decisions must balance community priorities with the City's long-term fiscal health. Consideration will be given to costs, life cycle and operating impacts, timing, and long-term value.

Surplus revenue (land disposition, leasing, etc.) may be strategically reinvested to support higher priority needs such as housing, amenities, infrastructure, or future land acquisition.

Engagement and Partnerships

Achieving the City's strategic objectives requires strong collaboration across a wide range of partners. The City will pursue partnerships that are focused on maximizing long-term community benefit, and shared goals. These partnerships may involve other government agencies, non-for-profit organizations, the private sector, and community-based organizations.

Partnerships may take many forms, such as joint planning, co-location of uses, shared facilities, land exchanges, leasing arrangements, or coordinated investment. The nature and structure of partnerships will be shaped by project-specific opportunities, community needs, and Council priorities at the time decisions are made.

Early engagement with potential partners enables alignment of priorities, timelines, and resources.

Flexibility and Responsiveness

The Land Strategy must remain flexible and responsive as community needs, market conditions, and funding programs change. This adaptability ensures the City can act strategically when opportunities arise, while maintaining a strong foundation of principles, stewardship, and accountability.



4. LAND STRATEGY OBJECTIVES AND APPROACHES

Strategy Guiding Principles are translated into six outcome-focused objectives.

These objectives are not ranked and should be considered collectively, recognizing that priorities may shift depending on Council's strategic direction at the time of a land decision, as well as evolving community needs in the immediate, medium and long-term.

They guide the City in focusing efforts and investments while balancing competing demands for limited land resources, and provide a practical framework for identifying opportunities, setting priorities and evaluating proposed land actions. Each objective may be advanced through a range of approaches, depending on the intended outcome and the opportunities available.

1. Support Increasing Priority Housing

Strategic land decisions will focus on reducing development barriers, and creating the right partnerships.

Key approaches include:

- Use City-owned land to catalyze the delivery of secured housing options;
- Partner with non-profit housing providers, BC Housing, CMHC, Indigenous governments, and private developers;
- Utilize long-term lease agreements with housing providers who seek to develop and operate housing on city-owned land;
- Prioritize sites with access to transit, employment, schools, parks, and community services, as well as locations identified by non-profit partners based on service needs or client populations.

Together, these efforts position City land as a key tool for reducing development costs, accelerating project readiness, and expanding long-term priority housing types.



2. Create, Expand, and Enhance Parks, Green Space, Waterfront Access, and Public Amenities

The City will prioritize the protection, enhancement, and expansion of parks, public spaces, waterfront access, and public amenities to support an active and connected community. Land decisions will align with the Parks Master Plan, and incorporate environmental protection. The City will ensure coordinated planning across City Departments to advance a clear City vision for public spaces.

Key approaches include:

- Identify and preserve land for parks, natural areas, cultural venues, and recreation facilities;
- Strengthen alignment of decisions and investments (e.g. cash in lieu collected through the Parkland Acquisition Strategy) with the Parks Master Plan;
- Expand and protect public waterfront access;
- Coordinate across City departments to ensure land decisions reflect shared priorities and a unified City vision for public spaces; and
- Protect environmentally sensitive areas through strategies such as conservation covenants and targeted land acquisition.



Marjorie Pritchard Memorial Park- Strategic Land Acquisition

In 2011 the City purchased 1595 Pritchard Drive, a residential property that formerly separated the 0.49 hectare (ha) Marjorie Pritchard Memorial Park and the 0.13 ha Pritchard Road Utility Lot, to create a unified waterfront park space 0.70 ha in size.

In 2012, the City developed a Pritchard Park Plan in consultation with the community, which resulted in several community benefits that were constructed in 2014 and then further enhanced in 2022. Most recently, the park was upgraded with increased beach volleyball court space and playground areas, as well as an improved swim zone and dock. In addition to the park serving as an important community access to the West Kelowna waterfront, the shoreline naturalization and retainment efforts reduce beach erosion.

3. Optimize Underutilized or Surplus Lands

The City will proactively manage its land portfolio to ensure that underutilized or surplus properties are identified, evaluated, and strategically repositioned to deliver the greatest community benefit. This includes maximizing the value of City land while supporting long-term priorities such as housing, parks, economic development, and public amenities.

Key approaches include:

- Conduct regular reviews of City land holdings to identify properties that are underutilized, strategically located, or no longer required for operational needs;
- Pre-zone, and redevelop sites where appropriate to support higher-value community outcomes, such as housing, parks, economic development or community facilities; and
- Apply leasing or disposition strategies that retain long-term City control where beneficial, while securing financial returns and advancing broader City objectives.

Mar Fee Park- Strategic Land Acquisition & Partnerships

Mar Fee Park, a consolidated 7.89 hectares of parkland that includes the Mar Fee Sports Complex, athletic fields, linear parkland, and adjacent natural areas, is the largest land acquisition in the City of West Kelowna to date. Contributions include an original 1.07 hectare (ha) donation from Pentar Homes, acquisitions of 1.5 ha in 2013, and 3.64 ha in 2016, and a donation of 1.3 ha of land adjacent to the Mar Fee Sports Complex, from the Mar/Marr Family in 2016.

In addition to the strategic growth of public lands in this area, community partnerships play an important role in community development, such as a Joint Use Agreement between the City and School District #23 for the use of the athletic fields. The remaining undeveloped land also represents a significant opportunity to expand the City's field inventory and create a destination for an array of park users.



4. Enable Co-location of Housing and Community Facilities

Co-locating housing with community facilities creates efficient, inclusive, and vibrant neighbourhoods. This approach also maximizes land use, reduces development costs, and improves access to essential services, particularly for priority populations.

Key approaches include:

- Encourage and facilitate multi-purpose sites that combine housing with facilities such as childcare, mental health services, emergency services, recreation centers, or cultural spaces;
- Identify high-potential parcels where co-location can meet multiple community needs;
- Leverage shared infrastructure to enhance efficiency and reduce costs; and
- Foster relationships, and collaborate with potential partners such as non-profits, government agencies, and service providers.

5. Foster Economic Development and Attract Investment

The City will strategically use its land assets to strengthen the local economy by targeting opportunities that support business growth, attract investment, and stimulate economic diversification.

Key approaches include:

- Use City-owned land to create commercial, retail, and/or other economic-focused uses, where possible;
- Prioritize redevelopment or leasing strategies that strengthen the tax base, enhance employment, and support innovation; and
- Collaborate with partners including the West Kelowna Economic Development Corporation, developers, non-profits, faith-based organizations and other government agencies to maximize investment impact.



City Hall and Civic Precinct – Community Partnerships

Westbank Urban Centre is the heart of West Kelowna, and as part of the centre's revitalization, has become a key location for the City to invest in community services and facilities. Investment in facilities such as the construction of the new City Hall building, the re-imagining of Memorial Park, and the development of the West Kelowna Skate Park- have acted as a catalyst for attracting growth and investment to the area.

The partnerships that have been forged through these strategic investments, such as the co-location of City Hall, alongside the Library, ICBC, and our MLA offices, help build deeper relationships within our community.

6. Acquire Necessary Lands for Critical Community Infrastructure

The City will assess future land requirements and acquire associated lands to ensure City services, and infrastructure (e.g. servicing, transportation, etc.) can be delivered as the community grows. This forward-looking approach supports long-term planning, and reduces future acquisition challenges.

Key approaches include:

- Identify existing needs and gaps in City infrastructure in alignment with growth projections, the Official Community Plan, and departmental master plans;
- Use findings to guide future land acquisition and budgeting, ensuring resources are directed at the City's highest-impact needs;
- Align land acquisition and development in areas with infrastructure investment and readiness to catalyze sustainable economic growth; and
- Prioritize early acquisition where it reduces long-term cost or risk.



Rose Valley Water Treatment Plant – Strategic Land Acquisition

In 2019, the City of West Kelowna purchased the property at 1500 Rosewood Drive (9.6 hectares) to enable the development of the Rose Valley Water Treatment Plant. The acquisition secured a suitably sized and well located site for a critical municipal utility plant, allowing the City full control over planning, construction, and long term operation of the facility.

By purchasing the land outright, the City reduced future constraints and ensured the site could support essential water infrastructure serving the Rose Valley area. This strategic land acquisition laid the foundation for a long term municipal asset that supports community growth, service reliability, and public health

5. DECISION-MAKING FRAMEWORK

The City will use a flexible decision-making framework that aligns with the Guiding Principles to ensure decisions remain strategic and adaptable to emerging opportunities while reflecting community needs and Council direction.

Land decisions will be reviewed through the following lenses:

Strategic Alignment: Consistency with Council priorities, and City plans and policies.

Location and Market Context: Proximity, access, servicing, surrounding uses, environmental conditions, market/timing factors, etc.

Engagement and Partnerships: Opportunities for partnerships with the intent of reducing cost, while increasing community services and amenities.

Regulatory Considerations: Municipal and provincial regulatory requirements, and legal considerations.

Financial Sustainability: Cost, feasibility, lifecycle impacts, long-term sustainability, or other operational considerations.

Community Benefit and Flexibility: Priority community needs, and enhanced quality of life, service delivery, and equity.



6. IMPLEMENTATION TOOLS

To ensure the Land Strategy is applied in alignment with Council priorities, the City will leverage the following tools and processes:

Council Oversight

Council is the decision-maker on land acquisition and disposition decisions. Oversight supports:

- Alignment with strategic priorities and adopted plans;
- Creation of policies to further guide staff;
- Transparency and accountability in the use of public land; and
- Public trust in long-term land decisions.

Financial and Funding Tools

The City will develop a financial and investment strategy, and apply financial mechanisms, including:

- Dedicated reserves (e.g. Land Resale Fund Bylaw 0217, Property Acquisition Reserve Fund Bylaw 0209, etc.);
- Grants and senior government funding;
- Partnership contributions (e.g. West Kelowna Economic Development Corporation, not-for-profit, private sector, Indigenous and other government agencies);
- First Right of Refusal, Option to Purchase, and Option to Lease Agreements;
- Development contributions (e.g. density bonusing); and
- Strategic acquisition approaches (e.g. buy/sever/sell, land exchanges, phased payments, joint land agreements, tax sale acquisitions).

Land Review

Staff will provide updates to Council, as needed, including:

- An inventory of City land holdings;
- Analysis of strategic parcels, including alignment with key performance indicators;
- Identification of surplus, underutilized, or strategic parcels;
- Acquisitions under consideration; and
- Emerging redevelopment or partnership opportunities.

7. IMPLEMENTATION SUMMARY

The Land Strategy is intended to function as a long-term, principle-based framework rather than an operational work plan. Implementation will occur through existing City processes, Council decision-making, and ongoing coordination across departments, allowing the Strategy to remain relevant as priorities, market conditions, and community needs evolve.

The Strategy will be implemented through:

- **Integration with Council and City decision-making:** All major land acquisitions, dispositions, redevelopments, holdings, and leasing decisions will be evaluated using the Guiding Principles, Land Strategy Objectives and Approaches, and Decision-Making Framework set out in this Strategy.
- **Alignment with existing plans:** The Strategy will be applied alongside existing plans, infrastructure and servicing planning, financial plans, and other relevant City documents and site context to ensure coordinated and consistent land decisions.
- **Updating policies:** Relevant City policies will be reviewed and updated to ensure alignment with the Land Strategy, Council direction, and other associated City documents.
- **Cross-departmental coordination:** Land decisions will be informed through collaboration among relevant departments to support a corporate approach to land stewardship.
- **Partnership-based delivery:** Where appropriate, implementation will involve partnerships with government agencies, private sector, not-for-profit, and/or community-based organizations to maximize public benefit and leverage external funding and expertise.
- **Adaptive and risk-informed decision-making:** The Strategy allows for flexibility to use various approaches and tools, as well as in timing, sequencing, and delivery of land actions.
- **Monitoring and continuous improvement:** Through land reviews and Council reporting, the City will periodically assess land holdings, emerging opportunities, and outcomes to inform future decisions and adjustments over time.



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