



westbank urban centre plan

SEPTEMBER 2026

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LAND ACKNOWLEDGEMENT

The City of West Kelowna is located on the traditional territory of the syilx/ Okanagan people.

TEAM

Created for the City of West Kelowna by MODUS Planning, Design & Engagement Inc. in collaboration with MAD Studio, WATT Consulting Group, Mulholland & Parker Land Economists.



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Executive Summary

The Westbank Urban Centre Plan (updates the 2011 Plan and) acts as a guide to growth and investment in West Kelowna’s historic commercial core. **The Urban Centre is blessed with “good bones” — a walkable block pattern and laneway network, civic and cultural amenities, and proximity to agricultural and waterfront landscapes — that position it for renewed vibrancy** given alignment of supportive policy, ongoing investment, and community partnerships.

Developed through a four-phase process including a two-day design workshop and public survey, **the Plan provides a clear, practical and concise framework for guiding growth and revitalizing the Urban Centre** that builds on the successes of the 2011 Revitalization Plan adopted by the District of West Kelowna.

The Plan is organized around a vision for the Urban Centre as a thriving, walkable, transit-oriented place where Main Street functions as a true high street and Dobbin Road accommodates through-traffic.

Furthermore, the **vision and implementation strategy** acknowledge: short-term, catalyzing actions that can be achieved prior to highway decoupling; and interim opportunities that staff, Council and implementation partners can work towards in achieving the longer-term vision.

Foundational elements include:

- **Reclaiming Main Street** as a destination and pedestrian-friendly retail hub, including activating laneways and public realm enhancements;
- **Reinforcing Brown Road** as the priority north-south neighbourhood connector with emphasis on key intersections for wayfinding and signage;
- **Improving pedestrian safety** within the Urban Centre and across the highway via priority pedestrian crossings;
- **Enhancing local connections** between civic amenities, parks, plazas and community destinations; and,
- **Strengthening the identity** and “brand” of the Westbank Urban Centre in light of its agricultural tourism and heritage, landscape character and prominent gateway location.

Strategies and actions for implementing the vision are organized under three themes:

1. **Transportation and Mobility** — including decoupling Highway 97, defining street typologies (Main Street, Dobbin arterial, secondary/tertiary high streets, greenways), undertaking parking management, and working in partnership with BC Transit and Ministry of Transportation and Transit (MoTT).
2. **Public Realm, Civic Spaces and Placemaking** — including creating wayfinding and branding, protecting heritage, enhancing civic/park investments, designing for safety (CPTED) measures, and proposing formation of a Business Improvement Association.
3. **Land Use and Built Form** — including defining a Retail Priority Zone anchoring Main Street, allowing flexible ground-floor uses and density, and incentivizing redevelopment using fee waivers, expedited permitting, financial incentives and more — to catalyze development during the current market inviability for higher-density projects.

The **Implementation Plan** acknowledges that revitalization will be incremental and market-driven, requiring sustained City leadership (and senior government partnerships), multi-source funding (grants, DCC adjustments, financial incentive programs), and phased delivery across short-, medium-, and long-term horizons.

Success will be tracked through periodic monitoring of housing growth, transportation mode share, and public amenity performance.

1 Background & Planning Context

Plan Introduction

Westbank Urban Centre

As the western gateway to the Okanagan, and West Kelowna's historic social and economic core, Westbank Urban Centre (Urban Centre) is one of West Kelowna's two major urban centres.

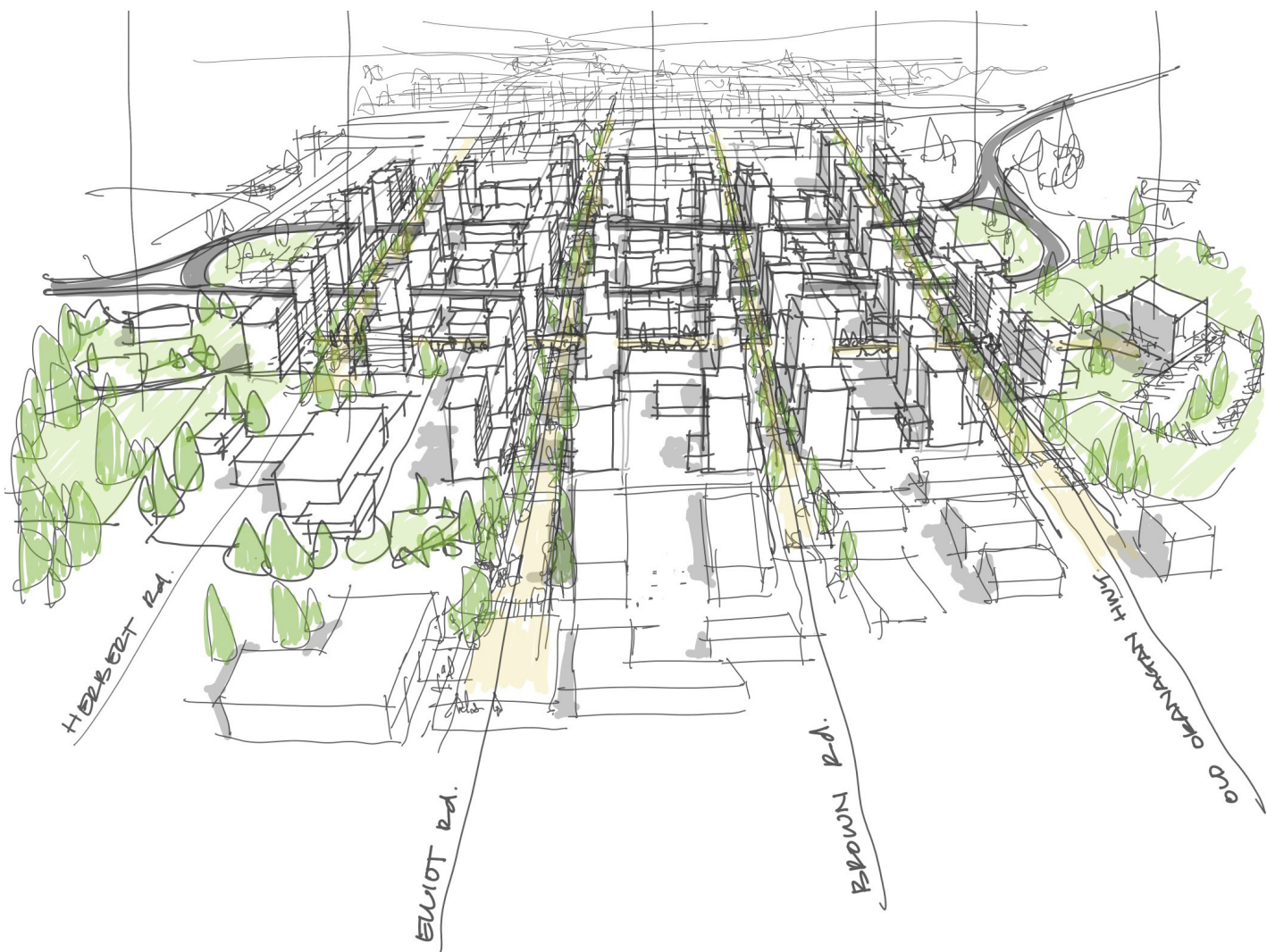
Historically, the heart of the Urban Centre was situated along the two-way Main Street, which served the commercial needs of the local community.

Today, Main Street functions less as a community destination and instead—with its role as a Provincial Highway—it is experienced primarily as a place to move through.

The Urban Centre, however, has 'good bones':

- a compact and walkable urban structure with a small block pattern and laneway network;
- visual and physical connections to beautiful surrounding mountain, lakeshore and agricultural landscapes;
- community amenities and cultural facilities including schools, churches, city hall, library, parks, community centre; and,
- retail and service destinations that offer restaurants, cafes, boutiques, salons, etc.

Combined with the right policies, investments, and partnerships there is opportunity to build on what is working now towards an Urban Centre that once again acts as a vibrant place to visit and call home.



Plan Purpose and Objectives

This Plan provides a clear, practical and concise framework for guiding growth and revitalizing the Urban Centre. It builds on the successes of the Revitalization Plan adopted by the District of West Kelowna in 2011 to guide public and private actions and investments towards re-establishing the vibrancy of the neighbourhood.

The Plan's broad objectives are to direct those efforts over the next 25 years so that they:

1. **Align with community planning initiatives:** providing concise guidance for growth in the Urban Centre that aligns with the City's more recent community planning initiatives, including goals and priorities in the Official Community Plan, Zoning Bylaw, Transportation Master Plan, Parking Management Study, the Parks Master Plan, and Westbank Centre Agriculture Plan, and others.
2. **Establish a vision:** defining and illustrating an exciting and realistic vision for the future of Westbank Urban Centre as a desirable place to live, work, and play for residents and visitors of all ages and abilities.
3. **Provide clear guidance:** articulating a plan for citizens, developers, City Council and Staff, providing greater certainty around how growth and development is expected to occur in Westbank Centre over the next 25 years.

4. **Recognize current conditions and harness opportunities:** responding to the demand for housing in Westbank Urban Centre while recognizing the current market limitations—that is, establish realistic actions and strategies that can be implemented today (under current market conditions), while identifying additional actions to be considered (once the market returns to more normal conditions).
5. **Build a roadmap:** identifying clear and detailed priority actions in the short, medium and long term, highlighting easier "quick wins" to create momentum and catalyze implementation.
6. **Empower action and assign responsibility:** empowering community interest-holders to take action towards revitalization by ensuring clarity around the distinct roles and responsibilities, including: the City, the public sector, and the private sector - with an emphasis on incentives more than regulation, emphasizing public sector-led improvements and critical infrastructure investments to support broad implementation.
7. **Foster partnerships:** revitalization cannot be achieved by the City alone. It will require the City to partner with other public agencies and governments, neighbouring First Nations and local governments, private land owners, business owners, developers, service clubs, other key stakeholders, and the West Kelowna community at large.

Plan Update Process

Planning Process

The planning process for this Westbank Urban Centre Plan update began early in 2026 and was completed over four broad phases:

1. Background review and analysis,
2. Community and interest-holder engagement,
3. Draft development, and
4. Final Plan refinement.

Engagement Overview

Community and interest-holder engagement included a two-day design workshop and a public online survey, City-led interest-holder engagement, as well as a check-in meeting and workshop with City Council. Several broad themes emerged through engagement:

- The importance of reinforcing the Urban Centre's unique identity, reinforced through branding and wayfinding, improved navigation and sense-of-place;
- Safety and feelings of safety, and the need to provide local amenities and destinations;
- The importance of multi-modal mobility and connection; and
- Specific actions to support revitalization and implementation strategies.

Engagement themes have shaped the objectives and actions in this Plan. Additional detail on the engagement process and feedback that was received is documented in Appendix A - Engagement Summary.

PROJECT KICK OFF

BACKGROUND
REVIEW & ANALYSIS,
ENGAGEMENT STRATEGY

COUNCIL UPDATE

DESIGN WORKSHOP
PREPARATION

COUNCIL WORKSHOP

PUBLIC SURVEY &
ENGAGEMENT SUMMARY

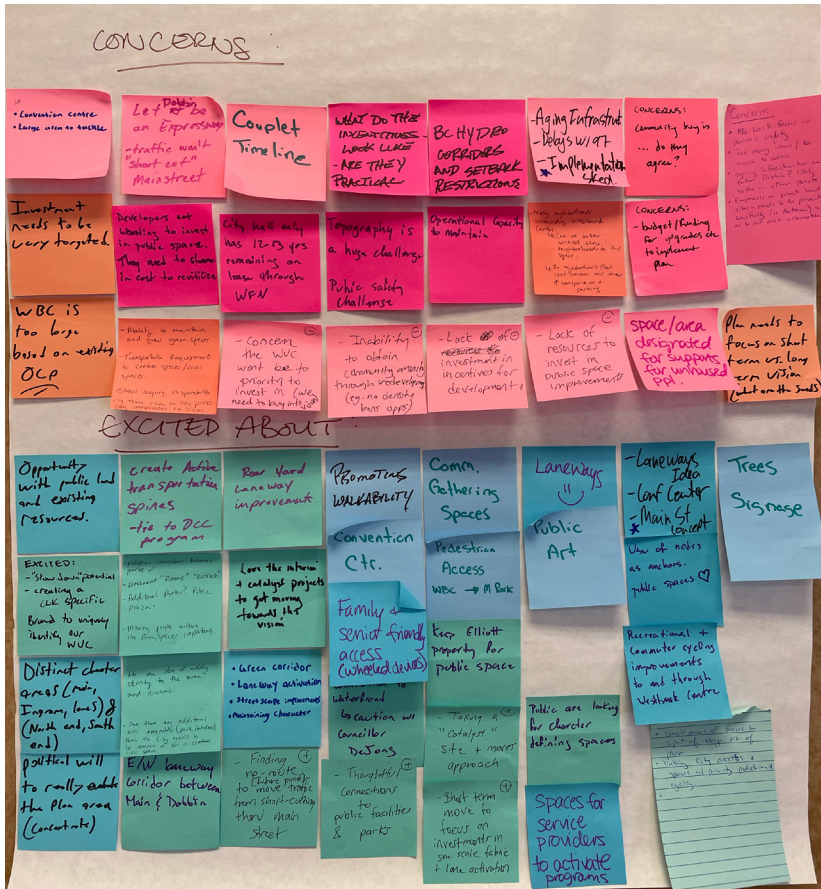
DRAFT WESTBANK URBAN
CENTRE PLAN PREPARATION

COUNCIL PRESENTATION: DRAFT PLAN

WESTBANK URBAN CENTRE
PLAN FINALIZATION

COUNCIL PRESENTATION: FINAL PLAN

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Vision & Plan for Westbank Urban Centre

Vision Statement

Updated from the 2011 Plan and developed with consideration for Council, interest-holder and community input, the following statement provides a unifying vision for the future Westbank Urban Centre, and underpins conceptual designs, planning objectives, policies, and actions contained within this document:

By 2050, Westbank Urban Centre is recognized as a thriving, unique, walkable, transit-oriented and highly-attractive place to live, work and visit. It's friendly. And it's funky.

The City has collaborated with local businesses to transform the character of Main Street as a favourite place for the community to gather, host seasonal events, shop and dine together.

Incremental development along Dobbin Road offers improved wayfinding and public art at the intersection with Brown Road, announcing an invitation to come enjoy the high street.

A Mobility Hub at Elliott Road welcomes your arrival, connecting to a network of activated laneways that offer an ephemeral and eclectic mix of retail and social space.

Diverse housing welcomes residents of all ages, lifestyles, abilities, and income levels.

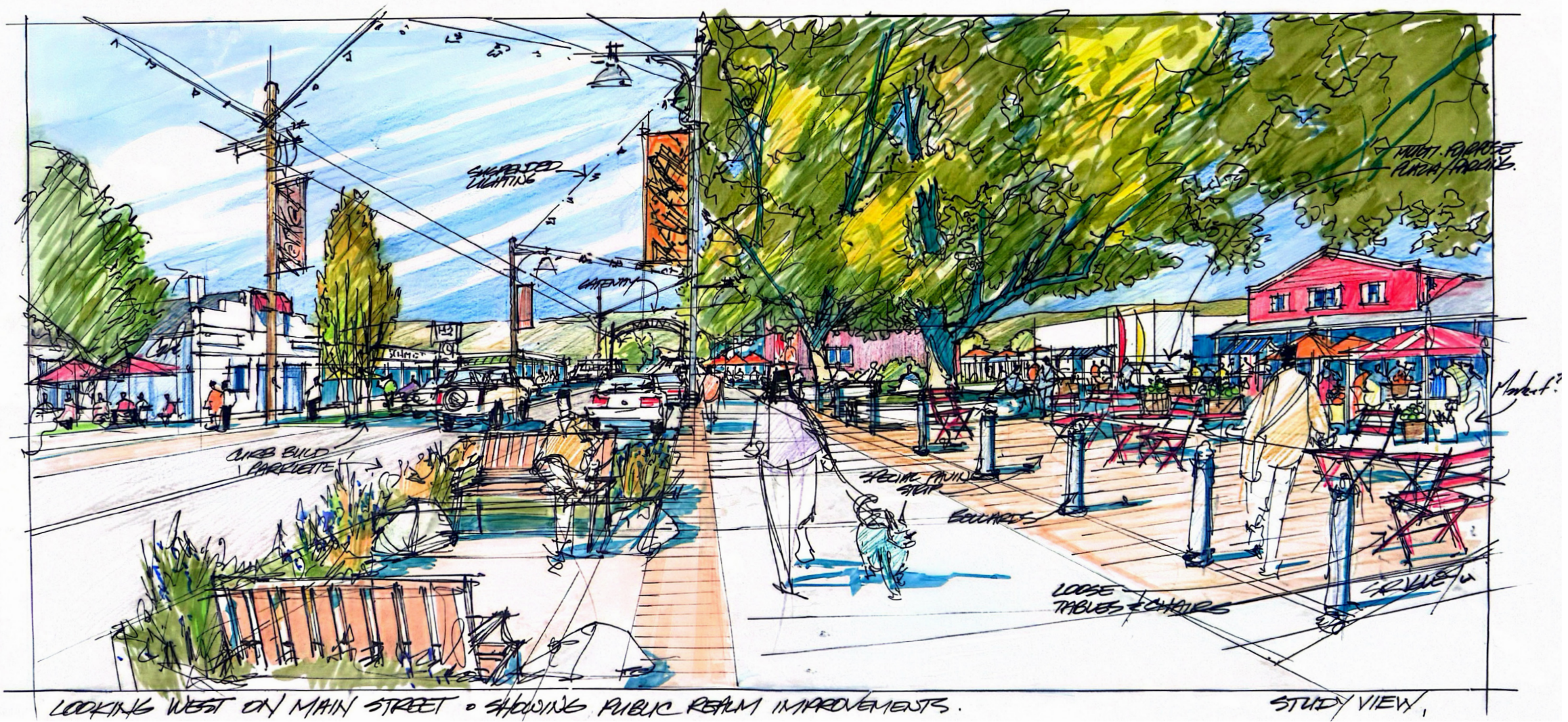
The community feels a sense of connection and identity here, and the Urban Centre holds a special place in the hearts of surrounding neighbourhood residents: rooted in an agricultural history and defined by its embrace of the Okanagan landscape, its quality of life, and culture.

Guiding Principles

The guiding principles align with, and support the vision for a revitalized Westbank Urban Centre. These principles are intended to establish priorities and guide decision-making in the Urban Centre.

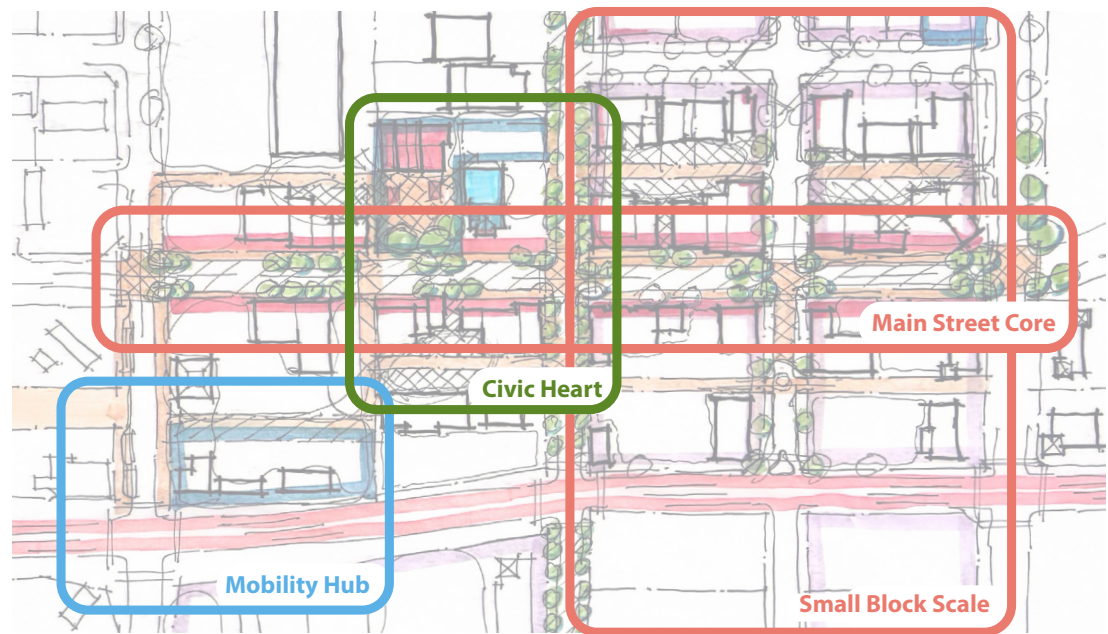
GUIDING PRINCIPLES ARE:

- Celebrate Westbank Urban Centre's unique identity, culture, heritage, and sense-of-place;
- Re-establish Westbank Urban Centre as West Kelowna's social, cultural, and civic hub;
- Plan for cohesive, sustainable growth in the Urban Centre as one of West Kelowna's primary growth centres;
- Establish land use and mobility patterns that support economic development and prioritize pedestrians, cyclists, and transit use;
- Apply an equity lens to all planning decisions in the Urban Centre, including ensuring accessibility and inclusivity for all community members;
- Reinforce physical and visual connections throughout Westbank, linking destinations, parks, and amenities; and
- Recognize the collaborative partnership with senior levels of government and neighbouring jurisdictions, including Westbank First Nation (WFN) and the Regional District of Central Okanagan (RDCO), recognizing the fluidity of peoples' work, homes, investments, and daily needs across boundaries, and the importance of a coordinated and collaborative planning approach founded upon a shared vision.



Key Directions for the Westbank Urban Centre Plan

Focusing on the blocks surrounding the Main Street Core, the zoomed-in illustration of the Westbank Urban Centre core (below) diagrams key directions for revitalization, highlighting:



Incremental Transformation. Encourage tangible interventions to build local interest, capacity and momentum as the key to (incremental) transformation. Establish and empower a local Business Improvement Area as a catalyst for change in the Urban Centre. Accommodate and celebrate small wins and remember ‘Rome wasn’t built in a day.’



Prioritize Comfort and Safety for People. Continue public and private investment in streetscape improvements to ensure the comfort, safety, quality, and connection of pedestrian spaces and neighbourhood destinations. Prioritize Elliott Road, Brown Road and Old Okanagan Highway intersections with Main Street and Dobbin Road.



Catalyse the Downtown ‘Heart.’ Stimulate revitalization through the priority redevelopment of core civic lands, specifically considering: expansion of a multi-modal mobility hub as a commuter destination with covered waiting areas, bicycle parking, washrooms, drinking water, and pedestrian safety features; enhancement and activation of the Westbank Lions Community Centre; and development of a public parkade to facilitate centrally-located and secure retail and special event parking.



Reclaim Our Main Street. Focus on pedestrian-oriented uses (i.e. small-scale retail) and incremental quality improvements – including laneway activation – to further support the ongoing / long-term transition of Highway 97 (and streetscape design for Main as an “urban arterial”).



Celebrate this Unique and Beautiful Place. “Make a moment” upon arrival in the Westbank Urban Centre. Incorporate placemaking – with an emphasis on local landscapes and views – within strategies and actions including considerations for improved wayfinding, branding, and connections to local history, heritage, community events, and programming.

Where the Plan Fits

Redevelopment and revitalization of the Westbank Urban Centre is guided by a series of municipal documents that work together to shape growth and change. Understanding how this Plan fits within the local government frameworks will help implementation partners navigate planning and development processes more efficiently.

The **Official Community Plan (OCP)** is the City’s primary visioning document. It sets our long-term vision and establishes City-wide policies related to land use, growth, housing, transportation, sustainability, and community character. All development in the Westbank Urban Centre must align with the direction and intent of the OCP.

The **Westbank Urban Centre Plan** interprets the community-wide policy of the OCP within the context of neighbourhood-specific constraints and opportunities. Specific places, neighbourhood features and as-built assets offer insights and help shape locally-adapted strategies and actions to support growth and development within the Westbank Urban Centre.

The **Zoning Bylaw** translates this vision into regulations that determine what can be built on a specific site. Zoning identifies and clarifies the details of permitted uses, density, height, setbacks, and other quantitative standards.

Form and Character Design Guidelines build on both the OCP and zoning by providing direction for future development related to built quality, character and physical context, including guidelines that address: site planning, building and landscape design, and other considerations.

Together, these documents are intended to support a coordinated and predictable development process, helping invite implementation of the City’s vision – with flexibility to accommodate a range of forms and means as to how that vision is achieved – while contributing to the vitality and prosperity of our community as a whole.

How to Use It

The Westbank Urban Centre Plan is organized simply, according to three (3) interdependent **Themes** of mobility, public realm, and built form that define our urban spaces. **Strategies** are further organized and defined within each section according to sub-theme; and **Actions** are further defined by area of responsibility, clearly linking actions with key interest-holders empowered to undertake the action.

1

Transportation and Mobility within the Westbank Urban Centre – including the central direction to transition from a couplet configuration for Hwy 97 to a consolidated, bi-direction highway corridor along Dobbin Rd – forms the foundation of urban planning and design direction. Conceptual street standards are included to illustrate the opportunity. Strategies and actions in this section emphasize safety and accessible connectivity as a priority for people, living in and visiting the Westbank Urban Centre.

2

Shaped by our transportation and mobility needs, the network of publicly-dedicated spaces – including streets, laneways, plazas, parks, and City-owned lands – hold our City’s most valuable assets and opportunities for improvements to **Public Realm, Civic Space and Placemaking**. Strategies and actions in this section emphasize tangible, incremental improvements to public realm within the downtown core, including development on City-owned lands to build investment and revitalization momentum.

3

Land Use and Built Form within the Westbank Urban Centre is where the city takes shape, and where the incremental development of a mix of uses – including more compact, diverse and affordable forms of housing, supported by local retail and commercial services – brings a certain quality and ‘stickiness’ that will continue to attract and capture interest, attention and investment. Strategies and actions in this section emphasize a focus on flexibility of development form to stimulate investment.

Transportation & Mobility

OVERVIEW

Supporting implementation of the Westbank Urban Centre vision, transportation and mobility objectives – and related policies – reflect a translation of Official Community Plan direction in light of constraints and opportunities observed within the Westbank Urban Centre.

The vision to foster urban vitality and mobility is defined by a safe, comfortable and cohesive network of pedestrian-oriented streets, connected bike routes, and robust and convenient transit service.

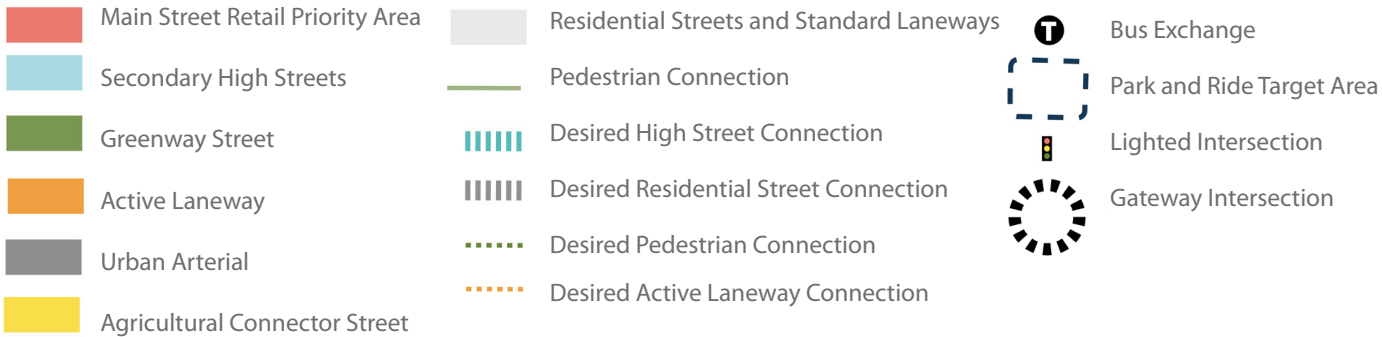
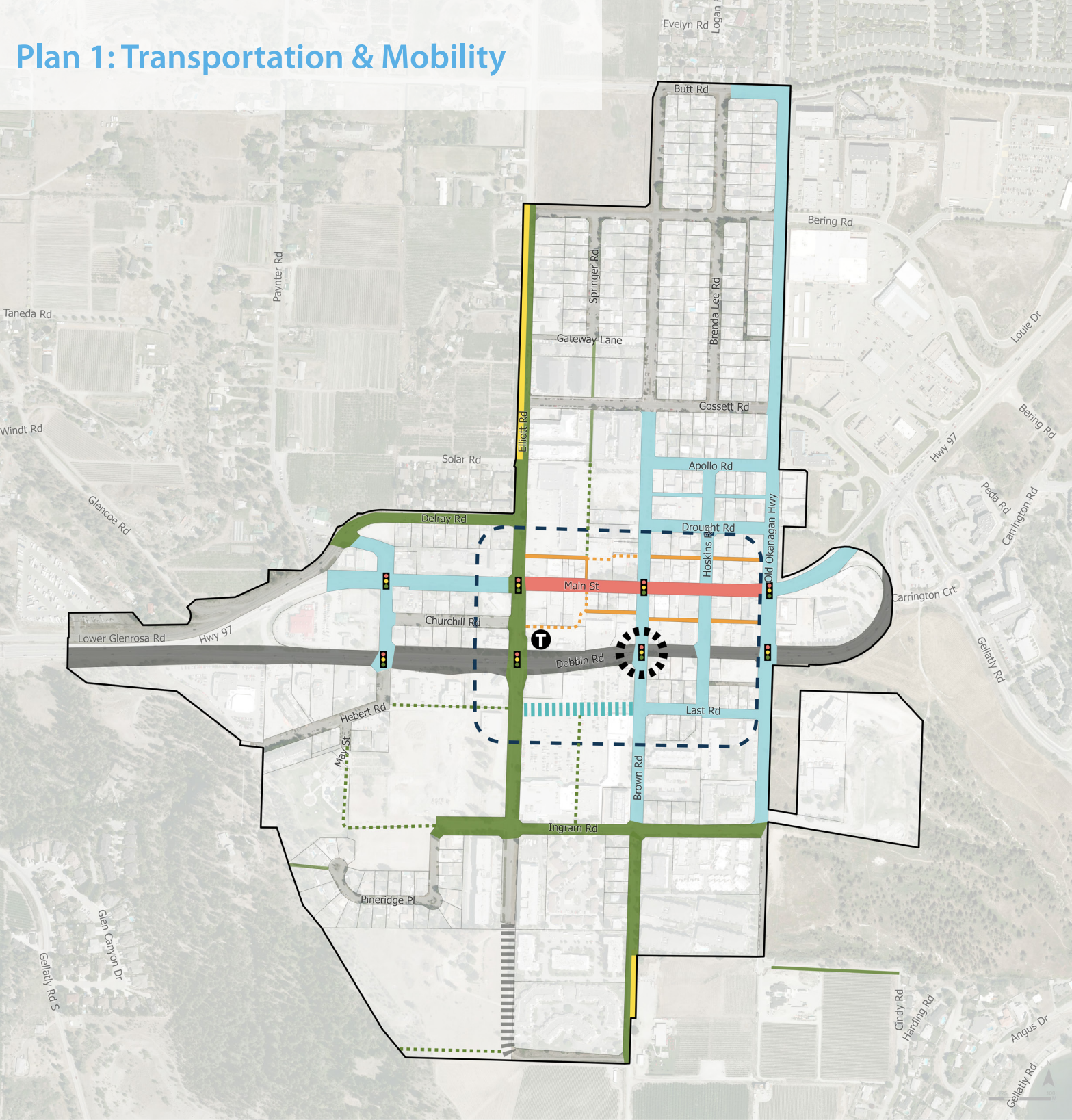
Central to long-term transformation of the Westbank Urban Centre is the City's desire to convert the one-way "couplet" configuration of the highway into a consolidated, bi-directional highway corridor along Dobbin Road, enabling Main Street to have characteristics more typical of urban/pedestrian-friendly streetscapes.

In practical terms, the timelines associated with this change are distant and undetermined. More importantly, however, the existing street network – including location of signalized, at-grade pedestrian crossings is largely well-established and secured within public rights-of-way and many street improvements – above the curb – can occur in advance of highway de-coupling.

Conceptual design of street cross-sections illustrate the shared goal of future highway decoupling, highlight opportunities throughout the street network – and Main Street in particular – to fully achieve the vision for Westbank Urban Centre.

Objectives

1. **Reinforce the identity of Westbank Urban Centre** as a retail destination including priority transformation of Main Street from a highway into a two-way, walkable, thriving high street for business investment, community gathering and special event programming.
2. **Support the transportation and mobility needs of all residents and visitors** – including seniors, families and people with disabilities – through the provision of safe, comfortable and connected mobility networks for walking, biking, transit, and driving.
3. **Encourage the transformation of Highway 97** including establishing an urban arterial on Dobbin through cross-section and intersections designed for cycling, walking and vehicles, while continuing to invest in the streetscape experience prior to re-alignment of the highway.
4. **Establish a strong "moment of arrival" experience in the Urban Centre** through the creation of distinct, high-quality gateway elements – including iconic built forms and framed views – at key entry points, supported by place branding, public art, and wayfinding that welcome visitors and signal entry and exit into and out of the Westbank Urban Centre and the City West Kelowna.



Street Typologies

After Highway 97 is decoupled, the street section for **Main Street between Old Okanagan Highway and Elliott Road (Figure 1)** includes:

- Two travel lanes (bi-directional), for vehicles and bicycles;
- A minimum sidewalk clear zone of 2.25 metres;
- A minimum furnishing strip of 1.0 metre with space for lights, furniture, trees, landscaping, and signage;
- Parking lanes with variable uses (e.g. parking / furnishing / tree); and
- High-quality streetscape finishes.

This cross-section recognizes the importance of providing parallel parking as a way of slowing traffic, providing convenient access to retail, and increasing the comfort of the pedestrian realm (e.g. physical separation from travel lanes, sound buffer to travel lanes, spaces for additional tree canopy within existing overhead areas, and furnishing areas).

After Highway 97 is decoupled, the street section for **Dobbin Road (Figure 2)** becomes an Urban 4 Lane Arterial comprised of:

- Four vehicular travel lanes (bi-directional);
- A minimum sidewalk clear zone of 2.0 metres; and
- A minimum furnishing strip of 1.0 metre with space for lights, furniture, trees, landscaping, and signage.

This cross-section recognizes that the primary role of Dobbin Road is to facilitate movement of people driving through Westbank Urban Centre. Space for pedestrians and trees is balanced, recognizing that there will be fewer pedestrian generators along Dobbin Road and that pedestrian comfort will need to be supported through tree canopy for shade and separation from travel lanes.

Figure 1: Main Street from Old Okanagan to Elliott Road

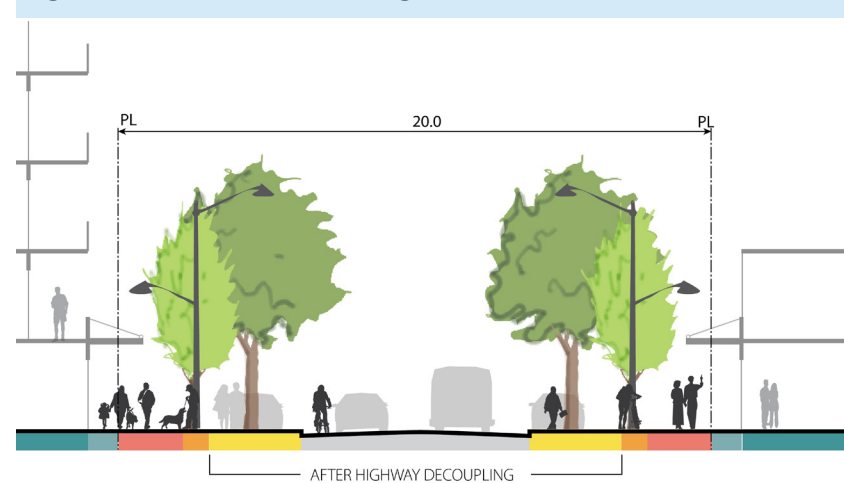
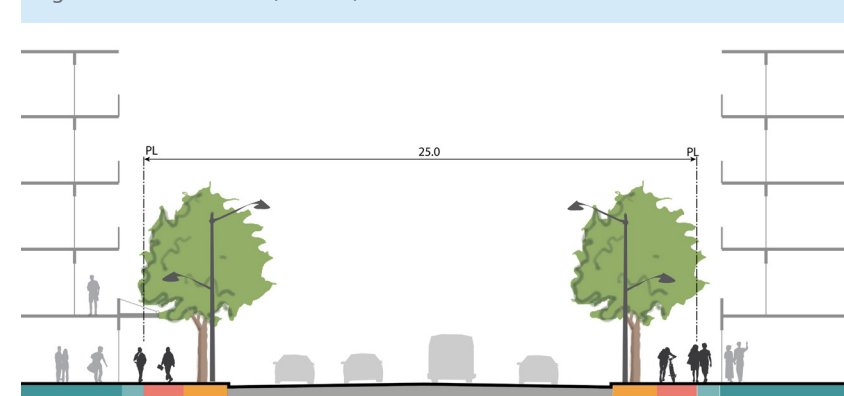


Figure 2: Urban Arterial (Dobbin)



Secondary high-streets (Figure 3) maintain a high-quality pedestrian experience through a cross-section that includes:

- Two travel lanes (bi-directional), for vehicles and bicycles;
- Parking lanes;
- A minimum sidewalk clear zone of 3.0 metres; and,
- A minimum furnishing strip of 1.0 metres with space for lights, furniture, trees, landscaping, and signage.

Greenway Streets (Figure 4) are important connectors through Westbank Urban Centre for people walking and cycling. They include:

- Two travel lanes (bi-directional), for vehicles (where one-way travel is possible, the street can alternatively accommodate one way travel and one lane of parking, OR one way travel and a rain garden);
- A minimum 3.5 metre multi-use path;
- A minimum 2.5 metre furnishing strip with space for lights, furniture, trees, landscaping, and signage;
- In retail areas, a min. 1.0 metre setback for spill out space; and
- In residential areas, a minimum 3.0 metre setback to transition between public and private spaces.

Rural streets in agricultural areas (Figures 5 and 6) are used to support access for people walking and cycling to visit local farms, wineries and cideries. Two approaches for the cross section have been identified:

Option 1: Bi-Directional Shoulder with Vehicle Barrier

- Transformation of the shoulder into a bi-directional bicycle lane, using bollards or materials to provide vehicle separation.

Option 2: Separated Bicycle Lanes

- Establishing bicycle lanes along the property line and separated from traffic using swales / natural barriers.

Figure 3: Secondary High Streets

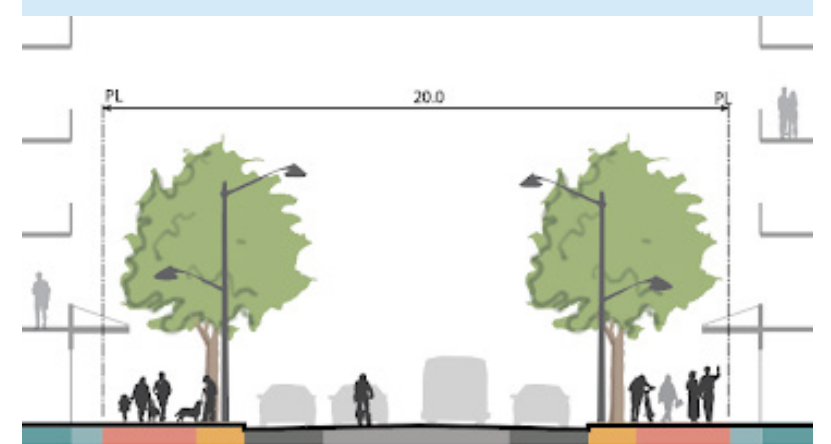


Figure 4: Greenway Streets

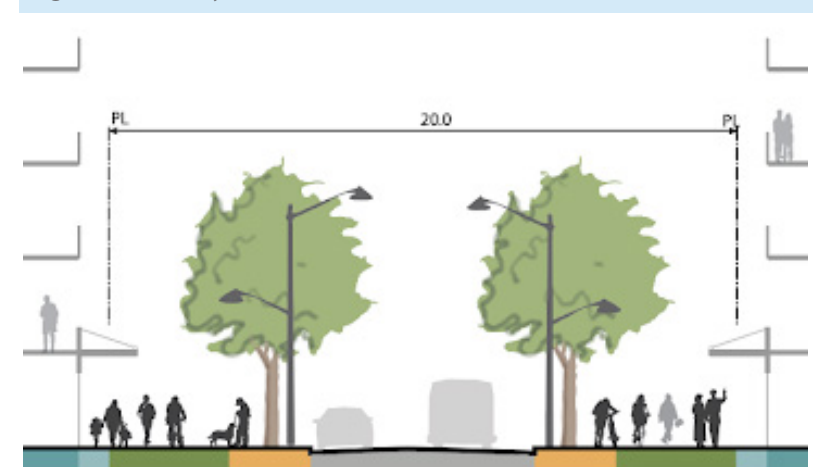
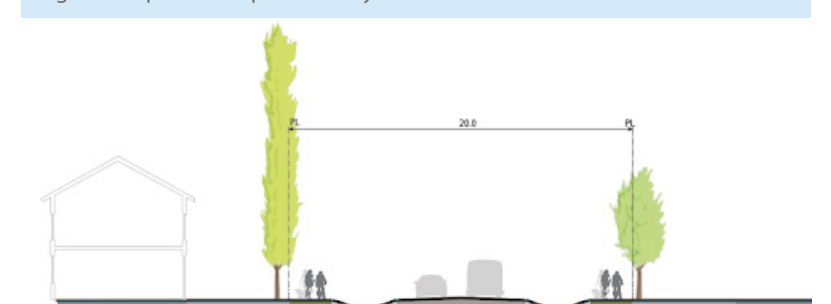


Figure 5: Option 1: Bi-Directional Shoulder with Vehicle Barrier



Figure 6: Option 2: Separated Bicycle Lanes



Strategies & Actions

City Actions

MOBILITY NETWORK

1. Complete the mobility network in Plan 1: Transportation and Mobility and ensure all pedestrian, cycling, street and lane connections, and streetscape improvements, as identified in the street sections and typologies in this plan, are completed through future road upgrades and frontage improvements in the Westbank Urban Centre. Where 'gaps' in the network are being completed, identify alignments and secure road and lane dedications through future development or acquisition. In addition to those identified in this plan, continue to identify opportunities to create pedestrian linkages as a part of redevelopment that are not yet identified.
2. Improve and animate a core network of Active Lanes as "shared streets" that continue to support service vehicles and waste collection but also provide flexible patio "spillover" space for adjacent businesses. This is particularly valuable on the laneways adjacent to Dobbin Road and Main Street, where (until highway decoupling is realized) the noise, volume and speed of traffic on the street frontage limits the desirability of patio space. The Active Lane network identified in this plan includes one east-west route north of Main Street, and one east-west route south of Main Street, both stretching from Elliott Road to Old Okanagan Highway. One north-south connection, between Main Street and the laneway to the south of Main, further connects the Active Laneway network to the key public space destination of the Westbank Lions Community Centre. Strategies for loading, deliveries, shared waste collection areas in these lanes, as well as the relocating of BC Hydro servicing, is needed to support this strategy, as a way of improving the appearance of lanes and opening up space for patios and other uses.

3. Explore the potential to locate an expanded transit exchange within Westbank Urban Centre within City right-of-ways or on City property. As a centrally located site in proximity to the existing bus exchange, the former City works-yard could be considered.



STREETSCAPE DESIGN AND TRAFFIC MANAGEMENT

1. Building off of the street typologies identified in this plan, develop and adopt street standards for all streets in the Urban Centre.
2. Prioritize City-led improvements to Main Street between Old Okanagan Highway and Elliott Road as the Urban Centre's primary pedestrian destination. In the short-term, focus on low-cost programming, activation, beautification and wayfinding projects on these blocks.
3. Upgrade key intersections to meet current standards of pedestrian, cyclist and vehicle safety (e.g. Transportation Association of Canada (TAC), Ministry of Transportation and Transit (MOTT) British Columbia Active Transportation Design Guide).
4. Differentiate the intersection of Brown Road at Dobbin Road as a key intersection and arrival point in the Urban Centre. Provide wayfinding to highlight key destinations and the location of public parking.
5. Regularly monitor and evaluate the need for additional traffic calming measures, particularly as the community grows.
6. Investigate and encourage Transportation Demand Management strategies in the Urban Centre through City bylaws, programs and plans.
7. Undertake a street tree strategy to guide the expansion of a cohesive and climate-adapted street tree network as a defining element of Westbank Urban Centre's character.
8. To support people of all abilities ensure intersections and mobility infrastructure is designed in consideration of:
 - The Accessible Design for the Built Environment, by Accessibility Standards Canada and the CSA Group, current edition; and
 - Best practices in universal design that extends beyond mobility, including visual and hearing impairment, cognitive impairment, and literacy.



PARKING

1. As land uses develop out and density increases, transit access is improved, and active transportation infrastructure is at a point where residents are enticed to use sustainable modes of transportation over driving, implement the parking management recommendations identified in the 2024 Parking Management Study, including:
 - Reducing the supply of off-street vehicle parking;
 - Increasing the proportion of small car parking;
 - Increasing the supply of bicycle parking;
 - Increasing the supply of electric vehicle parking;
 - Increasing transportation demand management-based reductions; and
 - Adjusting cash-in-lieu provisions where appropriate densities and mixes of land use are achieved.
2. Undertake a feasibility study to locate a public parking area in a central location that allows visitors to park once. The target area is identified on the Transportation and Mobility Plan.

Expectations from Development

1. Upon redevelopment of the adjacent parcel, provide street frontage upgrades to meet street standards and dedicate land where required to complete the mobility network, or where this is infeasible, contribute towards future upgrades.

Partnerships

1. Work with BC Transit to expand transit service for the Urban Centre as the population grows, including exploring opportunities to locate an expanded transit exchange - with services including washroom facilities - in Westbank Urban Centre, and expanding the frequency of service within and outside of the Urban Centre.
2. Work with BC Transit to evaluate the feasibility of a Park and Ride facility within the Urban Centre—with the potential to co-locate it with a City-owned structured parking facility—to optimize regional transit integration, improving passenger convenience and ridership, while providing seamless, multimodal connections between surrounding neighbourhoods and the urban core.
3. Continue to work with the Ministry of Transportation and Transit (MoTT) to coordinate technical inputs and communications around the highway couplet, including prioritizing the decoupling and consolidation of Highway 97 along Dobbin Road as an urban arterial, transit routing, and planning for remnant lands.
4. Work with the MoTT to ensure pedestrian highway crossing areas are clearly demarcated, waiting areas are buffered from vehicle traffic, signal timings permit sufficient pedestrian crossing time, interruptions on the main thoroughfare are frequent enough to dissuade jaywalking, and crossings are supplied at all major intersections to increase connectivity.
5. Work with MOTT on the realization of safe cycling and pedestrian crossings at Highway 97.
6. Work with BC Hydro to coordinate opportunities for underground infrastructure installations or relocating services to the lane network in support of proposed streetscape improvements, paving, and laneway activations.
7. Work with the School District 23 and the new George Pringle High School to encourage student mobility through the proposed “greenway” street along Ingram Road, connecting high school students and staff with the City Hall library, ICBC services, and JBMAC, as well as the transit exchange, highlighting the need for sidewalks and safety enhancements in the area.
8. Work with the West Kelowna Economic Development Corporation and local business owners to develop and implement a business support strategy that mitigates the impacts of highway decoupling and other revitalization-related construction activities within the Westbank Urban Centre. The strategy may include business communications, wayfinding, business promotion initiatives, and other measures to support business continuity and help local businesses benefit from long-term revitalization outcomes.



Public Realm, Civic Spaces & Placemaking

OVERVIEW

Supporting implementation of the Westbank Urban Centre vision, the objectives and strategies for public realm, civic spaces and placemaking – translate Official Community Plan policy direction in light of specific physical resources and community assets: this vision of urban vitality is rooted in Westbank’s enduring sense of place, connected to the vast landscape of the Okanagan Valley and historically developed as an agricultural centre.

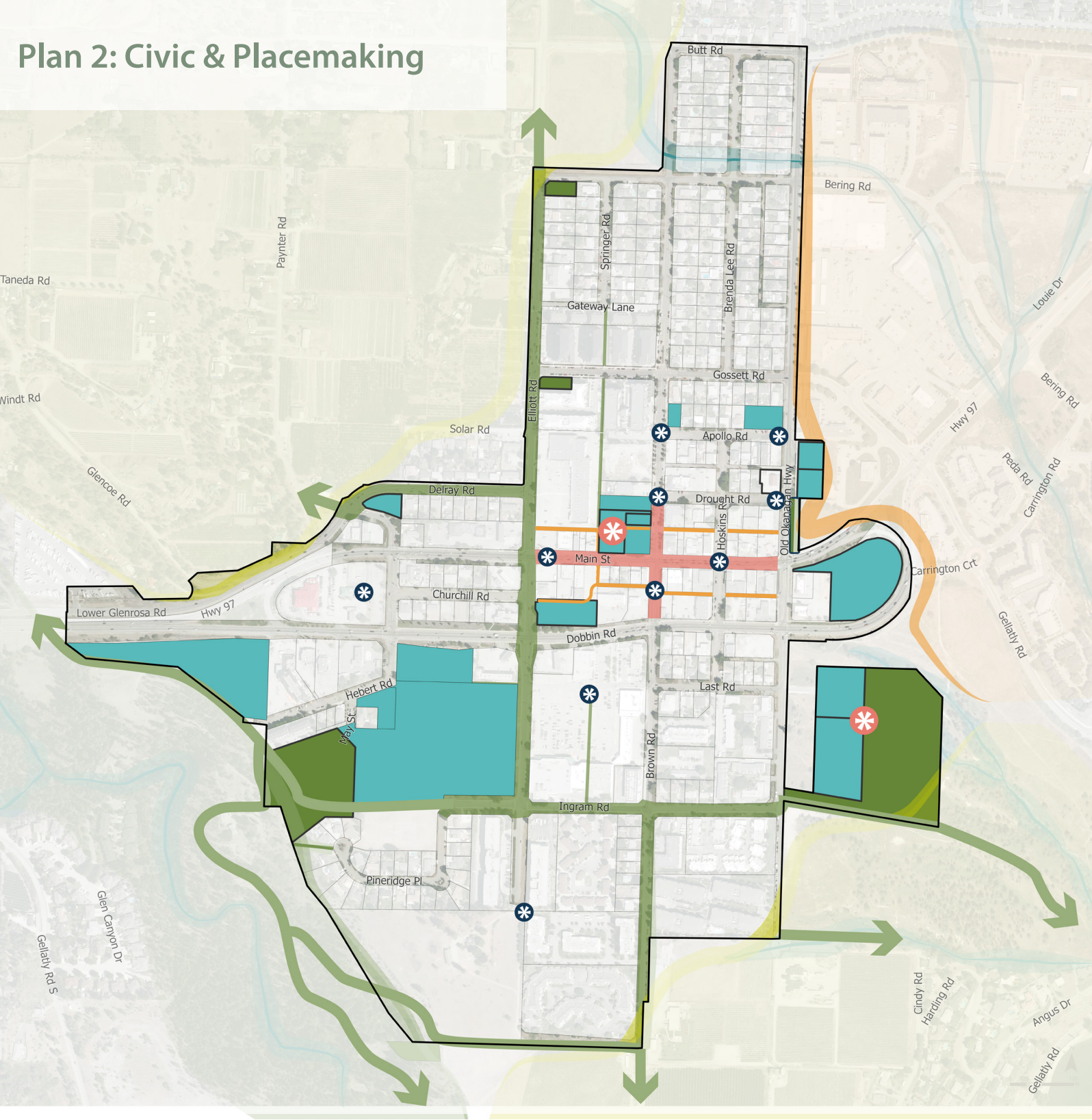
Framed by lands within the Agricultural Land Reserve, the Westbank Urban Centre is situated across a broad plateau: Glenrosa terraces step down to flatten out before falling further to the outwash of Powers Creek and Gellatly Bay. The Glen Canyon greenway holds the western boundary and the eastern edge is formed by WFN (IR9) boundary extending south along the Smith Creek drainage to the lakeshore.

Uniquely defined by its adjacency to these powerful and defining landscape features, the Westbank Urban Centre is uniquely positioned to define programming and design of public realm, and civic spaces that extend, enhance and find enjoyment in the unique qualities of this place. From civic plazas and cultural centres, to retail high streets and urban greenways, to agricultural connectors – linking the farm loop and wine trail – the Westbank Urban Centre occupies a compact footprint interwoven by an interconnected urban street grid enmeshed with opportunities for natural and built amenity in all directions.

Wayfinding forms a central strategy in identifying local amenities, revealing context of place, and facilitating ease of movement and choice throughout the Westbank Urban Centre.

Objectives

1. **Differentiate Westbank Urban Centre as a unique regional civic, cultural, recreational and boutique retail destination and economic heart of West Kelowna; and, as an urban centre** that is deeply connected to its agricultural identity and place of significance to local Indigenous people and the first settlers on the western shores of Okanagan Lake.
2. Equitably distribute **safe, comfortable, welcoming and accessible** parks, public realm, and civic facilities throughout the Westbank Urban Centre – to accommodate all season comfort for all ages and abilities, residents and visitors, workers and retirees – with designs that invite an interest to linger through enjoyable gathering and interaction.
3. **Recognize parks, public realm and civic facilities** as critical to the quality of life and the experience people have when living in and visiting Westbank Centre, and **as fundamental places for social engagement, public participation and economic development.**



“Party in the Back” | Laneways Activation

Overview

The following case studies highlight a range of approaches to laneway activation implemented by municipalities and community organizations. While each project responds to its unique local context, they demonstrate common strategies for improving safety, supporting local businesses, enhancing the public realm, and creating vibrant pedestrian spaces. The examples also identify key implementation factors that may inform future laneway activation initiatives.



Kamloops

Kamloops focuses on safety and year-round public art integration through its Back Alley Art Gallery initiative. Spearheaded by the Kamloops Central Business Improvement Association (KCBIA), the program transforms alleyways into outdoor art corridors using large-scale murals and lit installations, such as Electric Alley. By deterring graffiti, enhancing night lighting, and expanding pedestrian routes, Kamloops converts dark service cuts into cultural walking tours that link Victoria Street retail hubs.

Key factors for successful implementation include:

Strategic Crime Prevention Through Environmental Design (CPTED): The KCBIA explicitly paired public art with physical safety upgrades. By coupling large-scale wall murals with overhead light installations (“Electric Alley”), dark alcoves are eliminated, unwanted dumping and graffiti tagging is reduced, and neglected service areas are transformed into welcoming pedestrian thoroughfares.

Crowdsourced Community Ownership & Block Parties: To build long-term stewardship, murals weren’t just commissioned behind closed doors—they were painted live during annual “Back Alley Block Parties”. Involving residents, local artists, and property owners directly in the creative process reduces vandalism and gave merchants a stake in maintaining the alleys.

Digital & Guided Self-Sustaining Wayfinding: To prevent the alleyway murals from remaining isolated visual spots, the BIA and Tourism Kamloops created year-round guided walking tours alongside an interactive digital map. This actively guides tourists off the main drag (Victoria Street) and distributes foot traffic across secondary commercial streets.

Penticton

Penticton utilizes high-impact, event-driven activations to transform lanes into economic generators for small business. Led by the Downtown Penticton BIA, the city launched Slack Alley—a seasonal program converting service lanes between Main and Martin Streets into pedestrian plazas featuring pop-up beverage gardens, live music, and local vendor stalls. This tactical approach reclaims back-of-house space, driving foot traffic into adjacent storefronts without requiring permanent capital construction.

Key factors for successful implementation include:

Low-Barrier Intermunicipal Event Permitting: Rather than forcing adjacent businesses to navigate complex individual right-of-way, liquor, and occupancy permits, the Downtown Penticton BIA (DPBIA) worked with the City to establish a single, streamlined event permit. This allows the BIA to host the event(s) with minimal administrative friction.

Small But Mighty: The targeted alley sits directly between two primary commercial arteries (200 Main Street and Martin Street). By activating a short, mid-block segment of laneway that connects parallel retail streets, a continuous pedestrian loop funnels foot traffic straight into the back doors and side entrances of adjacent businesses.

Zero-Permanent-Capital Event Kits: The DPBIA avoided costly structural modifications by assembling a reusable “event kit”—portable fencing, string-lighting rigs, mobile seating, and pop-up staging. This temporary management solution allows the service lane to operate normally for weekday deliveries while transforming into a public venue in just a few hours. Event kits can also include portable vehicle barricades to ensure access for emergency vehicles.

Nelson

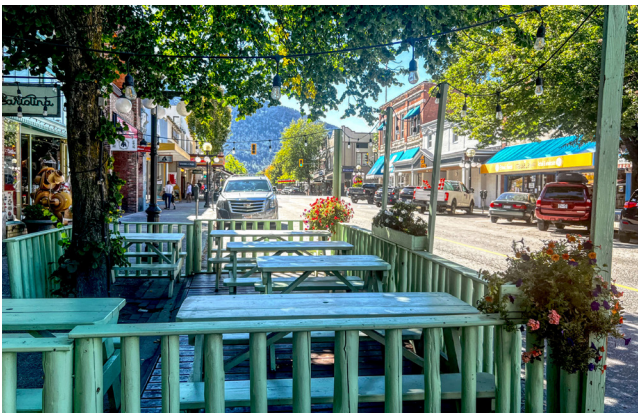
Nelson integrates laneway activation into both its commercial and residential urban strategies. Through its Downtown Urban Design Strategy, the City targets back lanes behind historic Baker Street for greening, artistic paving, and rear-storefront access to ease main-street pedestrian congestion. Concurrently, Nelson’s proactive Laneway House Design Competition encourages gentle infill density in adjacent residential alleys, creating compact, walkable urban connections throughout the core.

Key factors for successful implementation include:

Coordinated Infrastructure-to-Public Realm Upgrades: Nelson’s Downtown Urban Design Strategy intentionally aligns public space enhancements directly with subterranean utility works. When the City opens up streets or service lanes to replace aging water and sewer lines, it uses that exact window to install high-quality pedestrian paving, underground power feeds for patio lighting, and decorative streetscape elements.

Pre-Approved Pre-Designed Density Frameworks: Through its Pre-Reviewed Laneway House Plans initiative, the City removed time-consuming architectural review hurdles for property owners in the core. Providing standardized, municipal-approved blueprints accelerated gentle infill development, introducing year-round residents directly into downtown alleyways.

Main Street-to-Laneway Permeability: Urban design guidelines in the historic core incentivize building owners on Baker Street to establish dual-frontage retail. Allowing rear alley-facing cafes, micro-patios, and boutique entrances relieves pedestrian bottlenecks on the main street while turning back lanes into secondary, character-filled shopping corridors.



City Actions

WAYFINDING, BRANDING AND COMMUNICATIONS

1. Develop a place brand that differentiates Westbank Urban Centre from adjacent auto-oriented and strip commercial areas (WFN lands and other commercial areas in the city and region). Branding should build off of unique features and defining elements in the Urban Centre, such as:
 - Connections with the Westside Farm Loop and Westside Wine Trail;
 - syilx naming, storytelling and education; and
 - Heritage buildings and sites that contribute to local character and identity.
2. Develop a communications strategy in collaboration with “Visit Westside” to promote events and businesses in Westbank Urban Centre. This could include a dedicated page on the City website to inform the community on Westbank Urban Centre initiatives and projects such as community festivals and events.
3. Establish a wayfinding program to help people navigate between landmarks and key destinations in Westbank Urban Centre and beyond (e.g. connecting to the waterfront and Wine Trail). The wayfinding system should reflect the identity and the Urban Centre “brand”.

SENSE OF PLACE AND PLACE MAKING

1. Identify, through analysis and inventory, heritage buildings, sites and features near the Urban Center and seek protection under the Heritage Conservation Act. Heritage sites and placemaking are important to maintaining local character and strengthening community identity. This may include securing a location to house the old fire truck, ideally near Fire Station #31, to recognize our history of firefighting and could include a memorial to fallen firefighters.

2. Consider opportunities for interpretive signage about West Kelowna, syilx, and Okanagan heritage, agricultural history and current farm operations; and, for a public art strategy that celebrates and uplifts local talent.
3. Develop a policy and procedure for encouraging and enabling the use and leasing of public property for temporary events, business ‘spill out’ and community uses. Examples include sidewalks for use as patio cafes and store displays; streets, lanes and plazas - including City Hall Plaza - for seasonal or year-round events (e.g. fairgrounds, agricultural events, markets and fitness classes); and parks and rights-of-way used for community gardens. Ensure the mobility network plans for and can accommodate street closures; and, open spaces provide the infrastructure and space needed to accommodate programming (e.g. electrical connections, washrooms, equipment storage, etc).



ECONOMIC DEVELOPMENT

1. Consider financial incentive programs or start-up tax holidays for businesses, non-profit and/or community organizations that the City is aiming to attract to help to revitalize Westbank Urban Centre (e.g. locally owned boutiques and services, galleries or studios, food and beverage establishments that connect to local agriculture, etc).
2. Explore opportunities for a Westbank Community Vibrancy grant for local artists, business owners, residents, non-profits and community groups to support the delivery of public art.
3. Support the formation of a Downtown Activation and Improvement Fund focused on highly visible, low-cost projects including but not limited to: storefront improvements; lighting and beautification; outdoor seating and patios; bicycle amenities; murals and public art; wayfinding; food truck infrastructure; and pop-up retail and placemaking initiatives. These types of investments often deliver immediate results, generate momentum, and encourage private-sector participation.
4. Support ongoing growth and success of local agricultural initiatives by planning for a local food hub and partnering with regional agencies, agricultural land trusts, and local producers to create a centralized, year-round facility for food production, processing, wholesaling, retail, and agritourism that celebrates Westbank's agricultural roots while strengthening regional food security and local economic resilience.
5. Seek opportunities to expand public, multi-use market plaza and/or permanent vendor infrastructure into the downtown core—through strategic land dedication, acquisition and/or utilization of City-owned or leased lands—to serve as a vibrant community gathering place for local farmers, food entrepreneurs, residents, and visitors.

CIVIC FACILITIES, PARKS & GATHERING SPACES

1. Undertake a needs assessment to identify new, additional or enhanced civic facilities in the Urban Centre, including an expanded seniors' facility; arts centre; privately-owned theater space; publicly accessible commercial destinations, and other gathering spaces, along with accessory food and beverage services and/or a gift shop associated with new facilities including within the new civic centre. Seek opportunities to decentralize civic destinations to improve accessibility for residents and visitors.
2. Explore opportunities to build upon the park and open space assets within the Urban Centre, including identifying and developing at least one major, centrally-located park and urban plaza, and at least one tot lot, and working with developers to enhance a network of Privately-Owned, Publicly Accessible Open Spaces (POPS). New parks, open spaces and POPS should be connected by pedestrian linkages, distributed throughout Westbank Urban Centre and offer a range of amenities to serve different needs in the community.



3. Utilize the Westbank Lions Community Centre parking lot as both a venue for hosting temporary public events and festivals, including improving the parking lot as a multi-use plaza, while also accommodating parking outside of event periods.
4. Continue to raise the profile of key park and open space destinations in and around the Urban Centre by reviewing and implementing the recommendations of the Parks Master Plan.
5. Continue to invest in Memorial Park as a community hub and site for outdoor recreation facilities that are not available elsewhere in West Kelowna.
6. Promote recreational uses and enjoyment of the natural environment by connecting with and enhancing the Glen Canyon trail network while protecting its most sensitive natural features.

SAFETY, COMFORT AND INCLUSION

1. Support safety and comfort for people visiting the public spaces and civic facilities in Westbank Urban Centre, including:
 - Implement the recommendations of the Community Safety and Wellbeing Plan.
 - Include design measures to support comfort, particularly within micro-climates during periods of heat (cooling/misting stations; shade canopies, awnings and tree canopy; potable water, public washrooms, and areas to rest). Tree species should be fire smart, climate resilient, and suitable to the character of the Urban Centre.
 - Design and construct all public spaces and civic facilities in accordance with Crime Prevention Through Environmental Design (CPTED) principles, including designing spaces that are well lit, offer natural surveillance, and encourage activity in public spaces at all times of day. Civic places and plazas should be adequately protected to ensure that vehicles cannot be driven on to them during gatherings, yet access must be maintained for emergency vehicles. Where CPTED principles cannot be met, consider the use of technology to monitor and support

community safety and the perception of safety in the Urban Centre.

- Design civic buildings and public spaces to accommodate community members with disabilities so that they are inclusive to all.
2. Undertake community clean-ups and address vandalism promptly in public spaces and civic facilities.
 3. Work with the Bylaw Community Support Officer to:
 - provide support for specialized populations to join local efforts,
 - seek those who are at risk and bridge positive dialogue,
 - ensure appropriate resource allocation and,
 - create a safe environment for all in our community.
 4. Prioritize interconnectivity of streets for emergency response and in case of evacuations, and, where possible, utilization of emergency access routes for pedestrian connectivity (e.g. at the ends of Brown Road and Old Okanagan Highway).



Expectations from Development

1. At the time of development:
 - Establish Privately-Owned Publicly Accessible Open Space (POPS) in priority locations (see Plan 2) and ensure these provide accessible, 'welcoming to all' transitions between public and private realms (e.g. sidewalks into stores, steps, signage, etc); and
 - Provide trail and/or frontage dedications to facilitate establishment of Green Connections.
2. Maintain private property in good condition, including addressing vandalism and graffiti in a timely manner.
3. Where market conditions allow, contribute towards the recreational and cultural amenities that support growth, including towards the potential acquisition of land for parks and plazas in Westbank Urban Centre.

Partnerships

1. Partner with local landowners and WFN to build out 'green connections' to the broader landscape and destinations beyond the Urban Centre such as Glen Canyon and the waterfront.
2. Partner with local landowners to activate laneway areas, or in the case of unsecured connections, build out laneways at time of redevelopment.
3. Partner with local businesses to establish a Business Improvement Association to promote and connect Westbank Urban Centre businesses, bring customers and stimulate the economy.
4. Establish a Public Events Committee to identify, support and help coordinate festivals and events, including building relationships with activity groups or other organizations to encourage events in Westbank Urban Centre. Through the program, support: events, festivals and temporary uses such as musicians and buskers, food trucks, street markets, and more.

5. Establish a Public Arts Committee to identify, support and help coordinate public art in the Urban Centre, including building relationships with activity groups or other organizations to encourage public art in Westbank Urban Centre. Through the program, support murals and more.
6. Work with regional partners to establish a food hub system for food production, processing, wholesale, retail, restaurants, food education and food security as a powerful attractor for residents, businesses and tourism. Seek guidance and expertise, along with partnership and funding opportunities with Central Okanagan Economic Development Commission, UBCO, Okanagan College, and agricultural land trusts.
7. Work with regional partners, including the Regional District of Central Okanagan and WFN, to acquire, preserve or dedicate areas that could secure missing connections in the Glen Canyon trail network, including connections to Gellatly Bay. This may include possible alignments from the end of Old Okanagan Highway or through IR #9.
8. Collaborate with the RCMP to address vandalism, community clean-ups and provide support to people at risk.
9. Work with the Museum, the Visitor Information Centre and Visit Westside to conduct a needs assessment.
10. Continue to collaborate with WFN to align plans and priorities for programming Memorial Park.
11. Work with Visit Westside and Destination BC on interpretive signage and wayfinding - with website links for more information and storytelling.
12. Work with the West Kelowna Economic Development Corporation, Visit Westside, local landowners, and businesses to take a leading role in marketing, promotion, events, tenant recruitment/retention and beautification for Westbank Urban Centre. Some programs and activities that a BIA may consider include:
 - Tree planting, street furniture, improved parking, flower boxes and baskets, street banners and public art;

- Acting as a merchant association, initiating revitalization projects, coordinating civic planning processes, contributing to economic development teams, and addressing street issues;
- Funding projects and plans such as organizational priorities and projects, marketing and promotional plans to support economic growth, public awareness campaigns, or any number of other projects that are designated as priorities for the improvement area;
- Implementation of programs that deal specifically with crime prevention, safety and maintenance of the public realm;
- Hosting of events and programming, such as Westbank Urban Centre Car-free Days, and agriculture-related events (e.g. farmers markets, agricultural fair, food truck festivals), and more.



Land Use & Built Form

OVERVIEW

Supporting implementation of the Westbank Urban Centre vision, land use and built form objectives – and related policies – reflect a translation of Official Community Plan direction in light of constraints and opportunities observed within the Westbank Urban Centre. The vision for development – in both use and form – is intended to foster urban vitality and walkability, defined by compact and diverse forms of housing and commercial services, active retail frontages and high quality pedestrian realm.

Central to this vision is a focus on practical intervention and incremental improvement, recognizing the variable pace of redevelopment and acknowledging our collective efforts can build momentum prior to and concurrent with the Ministry’s long-term plans to designate Highway 97 as an urban arterial.

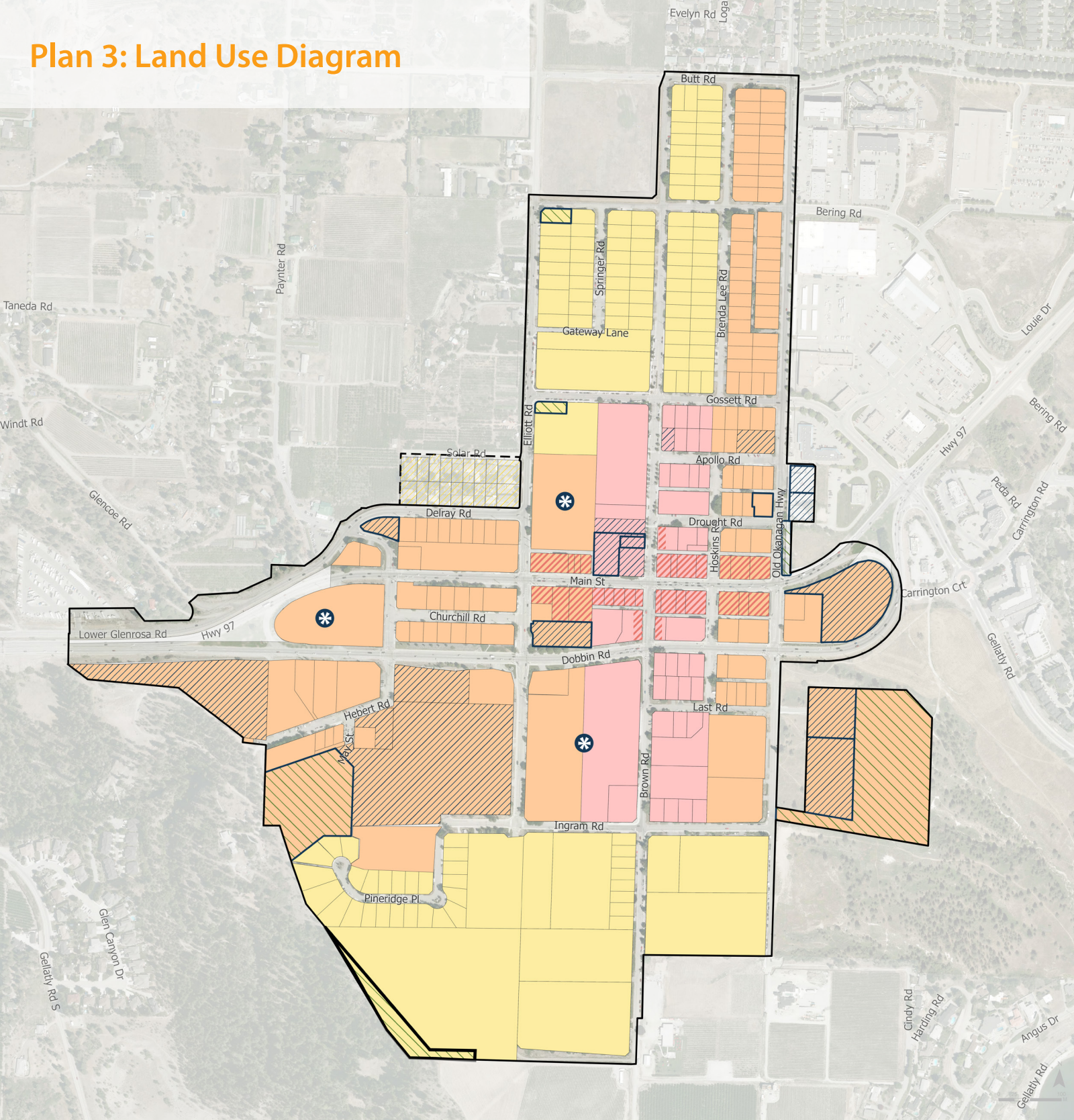
Population growth and housing demand in West Kelowna continue to drive opportunity for redevelopment, where 28% of new housing development is planned in the form of townhouses and apartments located in the Urban Centre*. Summarized in Table 1, West Kelowna’s OCP and Zoning Bylaw (0320) offer generous density / height permissions to accommodate growth.

Notwithstanding cyclical market constraints (i.e. affordability crisis, cost-to-deliver-housing crisis), the Westbank Urban Centre Plan is intended to support clear and reasonable objectives, strategies and actions – across sectors and including market- and non-market development opportunities – to further shape land use and built form in service of community vibrancy.

*West Kelowna’s population grew by over 10% between the 2016 and 2021 census, and between 2008 and 2016, population growth was over 32%. The City’s 2023 OCP estimates population growth will continue with a high growth trend at a rate of approximately 1.5% per year until 2050. To meet growth demand, it is estimated that West Kelowna will need approximately 299 new housing units per year through 2040. The OCP anticipates 28% of new housing development to be townhouses and apartments located in the Urban Centre, and establishes three supportive land use designations.

Objectives

- 1. **Recognize and reinforce the 2-block “Main Street” core** as a special collection of “places for people” – forming a distinct ‘heart’ in the Urban Centre – that should be prioritized for pedestrian-oriented retail over other areas.
- 2. **Enable immediate, incremental investment and growth** in Westbank Urban Centre (including new homes and businesses) by providing greater flexibility to land uses, building heights and densities outside the Retail Priority Zone.
- 3. **Catalyse development and investment in the Westbank Urban Centre** through development on City-owned lands – including pedestrian spaces, facilities and homes – through partnerships, incentives and collaboration with others.



Civic, Institutional & Cultural

Park

City Owned

Commercial Core

Mixed-Use Corridor

Retail Priority Zone

Residential Shoulder

Boundary Expansion Area

Large Site Redevelopment Opportunity

URBAN CENTRE LAND USE DESIGNATIONS			URBAN CENTRE ZONING		
Area	Designation	Land Use	Zone	Density	Height
A	Westbank Urban Centre - Mixed Use Corridor	a mix of residential, commercial/retail and office uses, with integrated open space and public amenities	WUC1	Base density: 2.6 FAR Maximum: 6.5 FAR	70 m/19 storeys
B	Westbank Urban Centre - Commercial Core	a high concentration of commercial and office uses, while allowing for some mixed-use residential and public and private amenities	WUC2	Base density: 2.6 FAR Maximum: 5.1 FAR	56 m /15 storeys
C	Westbank Urban Centre - Residential Shoulder	a medium-density residential area that transitions the downtown Westbank Centre to the surrounding neighbourhoods. The primary focus is on residential uses, while allowing for some retail/services, public or private amenities and some community uses	WUC3	Base density, residential: 2.3 FAR Base density, mixed-use: 2.6 Maximum: 4.1 FAR	44 m/12 storeys

Table 1: Land Use Designations and Urban Centre Zoning

The real estate development industry today is experiencing high land and construction costs, and low revenues. The type of development envisioned by the OCP for Westbank Urban Centre (i.e. high density residential and mixed-use development) is considered generally unviable throughout West Kelowna and most other regions in the province, including within Westbank Urban Centre. Delays in development are expected for many years.

Some exceptions exist at this time, including purpose-built rental projects, unique projects such as affordable housing projects that qualify for public funding and waivers, and projects where the land cost has already been paid. Lower density development, including ground-oriented residential, is still viable in West Kelowna. While the uses in this Plan are aligned with the OCP policies for Westbank Urban Centre, the envisioned densities are unlikely to be viable for some time.

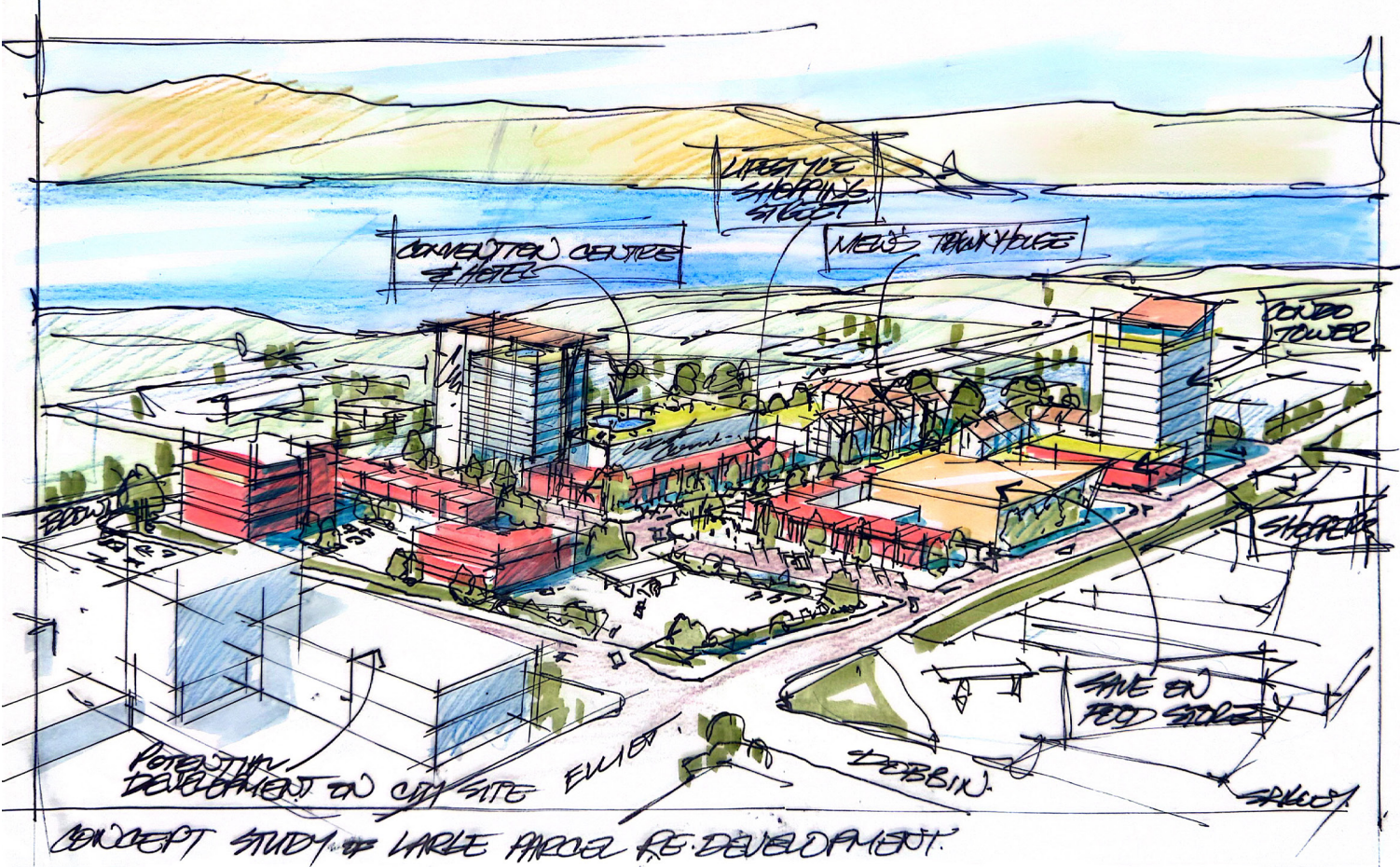
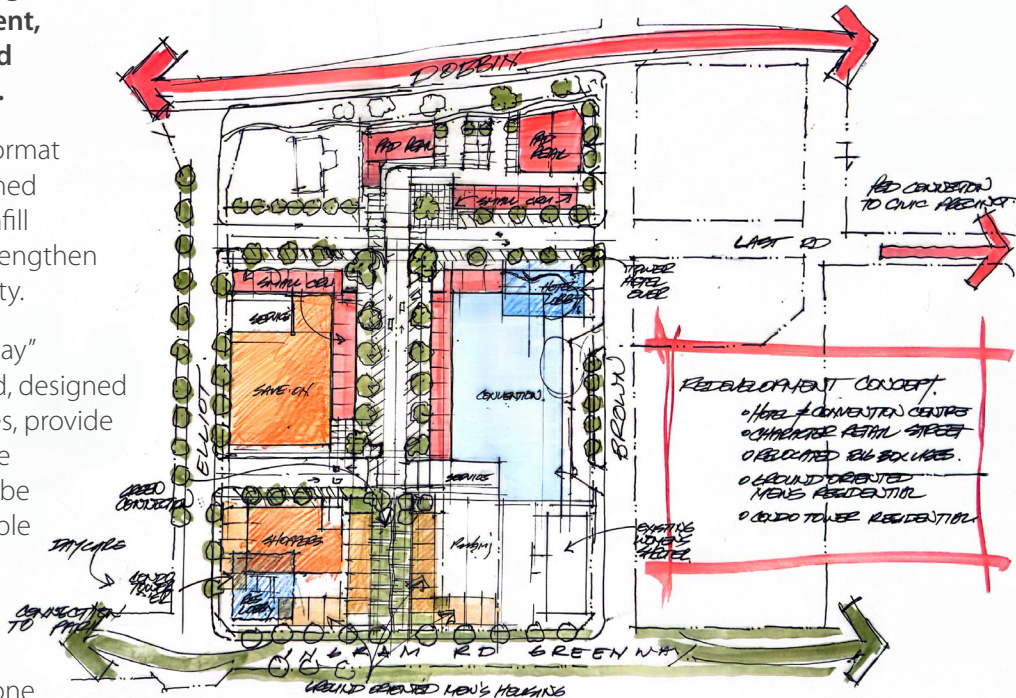
Large Site Redevelopment

Within the Westbank Urban Centre, a number of large (commercial) parcels hold significant opportunity for future redevelopment, accommodating mixed-use infill and extending quality pedestrian realm.

Conceptual illustrations depict large-format (i.e. “big box”) retail sites are often defined by expansive surface parking, where infill opportunities can be configured to strengthen edges and enhance public realm quality.

Surface parking is infilled with “greenway” corridors and pedestrian pathways and, designed with soil volumes to support large trees, provide shade and reduce heat gain. With more intensive redevelopment, parking can be structured underground – where feasible – to reduce surface parking.

Where residential densities support, shared parking strategies should be considered to accommodate stand-alone commercial retail units (“CRUs”).



Context of Place

Set within a unique and varied landscape context, the “urban fabric” of the Westbank Urban Centre is more regular: defined by a gridded network of streets and lanes and interrupted only where steep slopes constrain vehicular connectivity.

In addition to strategies to continue “grid repair” and pedestrian connectivity through the extension and connection of public rights of way through redevelopment (i.e. streets and lanes), additional strategies that support Westbank Urban Centre’s unique “fine grained” built form - including its small blocks, intact street network and above average ratio of public- to private-realm space - will stimulate urban diversity and vitality.

The blocks bounded by Apollo Road (in the north), Last Road (in the south), Brown Road (to the west) and Old Okanagan Highway (to the east) are distinct in their size and permeability, offering unique features and strategies for placemaking.

Features & Strategy

1. **Intersection Frequency / Pedestrian Porosity** serves as a natural traffic calmer: keeping vehicle speeds low and pedestrian safety high; maximizing route choices for walkers; and diffusing local traffic across parallel pathways.
2. **Commercial Corners** multiply premium retail storefront opportunities, and keep streets highly visible and vibrant.
3. **Small Scale Affordability** is baked-in as small blocks are further subdivided into “bite-sized” parcels where small-scale local builders, non-profit affordable housing developers can more easily acquire a single corner parcel without massive amounts of equity.



Implementation & Administration

The City may wish to employ a combination of municipal financing mechanisms to provide funding to catalyse specific and strategic improvements within the downtown:

A Local Area Service can fund capital improvements, including material upgrades to public plazas and sidewalks, catenary lighting, street trees and furniture, and underground utility upgrades.

A Business Improvement Area (a specific type of local area) can fund marketing campaigns, award business grants (to support business improvements), pop-up events, or staff salaries for a business association to support specific efforts related to revitalization.

Downtown Vernon

Vernon’s 46-block BIA represents over 500 businesses, balancing a high volume of seasonal summer tourism against winter slowdowns, while managing traffic along 30th Avenue (Main Street). The Downtown Vernon Association (DVA) exemplifies a “Main Street Stewardship” model for mid-sized Okanagan towns:

1. **Outdoor Patio & Sidewalk Activation:** The DVA spearheaded “Places & Spaces”-style parklet and patio programs, converting curbside parking stalls into expanded outdoor seating for local eateries along 30th Avenue.
2. **Security & Hardware Micro-Grants:** the DVA created a 50% matching grant (capped at \$1,500) for commercial property owners and handles all merchant intake and administration, saving city staff from managing micro-grants.
3. **Aggregated Business Voice on Capital Projects:** When the City plans major utility or streetscape works, the DVA acts as a single, unified point of negotiation for 500+ businesses, coordinating construction schedules, staging areas, and temporary access to minimize lost retail revenue.

Downtown Penticton

The Downtown Penticton BIA (DPBIA) focused on high-impact public space interventions and structured municipal partnerships:

1. **Micro-Placemaking & Alley Activations:** Rather than focusing only on large streetscapes, DPBIA targeted underutilized service corridors. Programs like the Slack Alley activation transformed alleyways into pedestrian gathering nodes featuring local artwork, overhead string lighting, micro-venues, and acoustic music spaces.
2. **Joint Public Safety Model:** DPBIA co-designed a tri-party safety framework alongside the City of Penticton and local emergency services. This included funding community safety ambassadors, business crime-prevention grants, and direct street cleanup teams.
3. **Main Street Pedestrianization:** Supported a phased municipal redesign of Main Street that narrowed vehicle travel lanes to expand sidewalk dining, add street trees, and install permanent festival infrastructure.



Strategies & Actions

City Actions

1. Recognize the Retail Priority Zone as the heart of the Urban Centre and focus pedestrian-oriented retail energy where it matters most, using the zone as the catalyst area (shown as 'Retail Only' on Plan 3):
 - Require high-quality small-scale commercial retail units within the Retail Priority Zone to support a pedestrian-oriented high street along Main Street;
 - Limit the amount of floor area that can be built for offices, health and social services, and other institutional uses on the ground-floor within the Retail Priority Zone; and
 - Encourage the integration of small-scale commercial corner retail units in the areas designated for Mixed Use Corridor and Commercial Cores.
2. Despite OCP Policies 2.3.2.1 and 2.4.2.1, allow flexible ground floor uses throughout the majority of Westbank Urban Centre (except in the Retail Priority Zone). Allowing for flexible uses recognizes that offices and commercial retail units may not be financially viable in all areas of Westbank Urban Centre today, and that other uses, such as community meeting spaces, community services, and residential uses are needed as well. In lieu of requiring 100% ground-floor commercial uses along most frontages, the City could allow street-oriented residential uses (ie townhouses or townhouse-style podiums) or permit a minimum of 50% of commercial uses at the ground floor level within the Commercial Core or Mixed-Use Corridor.
3. Provide greater flexibility to building heights and densities in Westbank Urban Centre by:
 - Considering new townhouse and mid-rises within the Urban Centre;
 - Permitting but not requiring a variety of housing layouts, types and tenures; and
 - Relaxing stepback requirements for buildings that are six stories and lower in the Urban Centre.

4. Consult with the owners of properties within the Boundary Expansion Area to seek feedback on being included in the Westbank Urban Centre plan area boundary (Plan 3) to support additional housing density in Westbank Urban Centre.
5. Ensure water, sewer and stormwater infrastructure in the Urban Centre is readily available to support implementation of this Plan. Maintain an up-to-date capacity model to understand development proposals in context; and consider strategic investment and/or Latecomer Agreements to fund strategic infrastructure upgrades to support priority actions ahead of market-based initiatives.



6. Incentivize development that achieves: compact, diverse housing; pedestrian-oriented ground floor retail and/or privately owned public spaces, by considering various incentives:
 - Consider opportunities to re-evaluate discretionary cost elements, including fees, charges, and development contributions, to ensure they reflect current market realities and support a balanced approach to community building, infrastructure delivery, housing affordability, and development feasibility;
 - Prioritize permitting review and approvals in the Westbank Urban Centre and considering a guaranteed review period;
 - Implement fee waivers, reductions or holidays for development applications;
 - Consider pre-zoning all parcels in the Retail Priority Zone to a maximum of 6 storeys; and,
 - Reduce barriers to, and incentivize the development of, purpose-built market rental, including affordable rental housing, such as reducing parking rates for secured purpose-built rental housing.
7. Co-locate affordable or supportive housing wherever feasible, as part of all new civic and institutional uses.

Expectations from Development

1. Design spaces to attract small-scale local businesses that support a vibrant commercial district and animate the street.
2. Seek opportunities to integrate pedestrian-oriented retail in the mixed use and commercial areas, as well as supportive plaza spill out spaces. Consider designs that better incorporate:
 - Publicly-accessible private open space (i.e. plazas and parklets);
 - Seasonal activation of laneways and/or streetscapes; and,
 - All season and climate-resilient retail design considerations that can extend seasonal use and improve pedestrian comfort.



Partnerships

1. Coordinate land use and infrastructure planning and development with WFN to ensure alignment across planning areas, including planning for infrastructure improvements. Seek funding from senior levels of government towards the funding of essential infrastructure in the Urban Centre.
2. Share information on adjacent planning projects with Westbank First Nation to support coordination and inform their planning processes.
3. Explore the potential to work with land owners to develop a convention centre as a part of large site redevelopment within a central location at Westbank Urban Centre to support economic development and tourism.
4. Include ongoing real estate and development industry consultation and performance monitoring.
5. Encourage residents, landowners and business owners to maintain, upgrade and redevelop residences and businesses in the Urban Centre
6. Engage with BC Hydro early in future planning and redevelopment initiatives to better understand long-term electrical load growth and associated infrastructure requirements. As redevelopment (including laneway activation and streetscape enhancement) progresses, electrical load forecasting and servicing reviews may be required to identify potential distribution system upgrades and future capacity requirements. Also find opportunities to underground power lines where feasible.

3 Implementation Plan

Overview

Westbank Urban Centre revitalization will be an incremental and gradual process involving many different interest-holders and agencies, and influenced by a range of evolving and often unpredictable forces. These include local and regional growth, demographic trends, market trends, and technological changes. As emphasized throughout this plan, while Westbank Centre revitalization will be primarily market driven, it will require long-term commitment and leadership from the City. This commitment includes strategic, phased public investments that will require on-going monitoring, maintenance and upgrades, and consistency with and adherence to policies affecting Westbank Urban Centre as they are updated and strengthened over time.

Revitalization will also require commitment and investment from, and collaboration between:

- The various agencies who have jurisdiction within Westbank Urban Centre and adjacent areas include the Ministry of Transportation and Transit, BC Transit, and the Agricultural Land Commission;
- WFN;
- Business owners, land owners, developers, and their supporting organizations;
- Community groups and organizations; and
- Residents of Westbank Urban Centre and greater West Kelowna as a whole.

This section provides the implementation framework for the plan, including the key strategic partnerships needed, the identification of capital investments and the phasing of the recommendations and investments over the 25 year time horizon of this Plan.

Funding

The City of West Kelowna has numerous budget priorities that must be balanced; the City cannot fund all the recommended actions on its own. Some recommended elements of this Plan can be achieved relatively quickly and at modest cost. Other elements will require substantial funding and partnerships with other agencies or governments. It will be important for the City to seek innovative ways to fund the various actions recommended. This means:

- Sourcing funding from multiple sources, including grants, senior government infrastructure programs, federal and provincial Crown corporations, the non-profit sector, and local business and property owners; and
- Optimizing the limited funding sources over which the City currently has control.

Specific funding opportunities for actions identified through this Plan include:

- Careful prioritization of capital and operational projects, and optimization of the limited funding sources directly within the City’s control, including exploring the use of development cost charges (DCC’s) waivers and exemptions, capital reserves and municipal revenues, local service areas, and the property tax base. Key public investments should be phased with private investments as it occurs.
- Consider an Amenity Cost Charge Bylaw to secure contributions towards cultural and recreational facilities as growth occurs, or other community amenity contributions at the time of re-zoning for any unique or large developments in the Urban Centre. However, as identified by the market and financial study that occurred as part of this planning process, the financial viability of development projects within Westbank Urban Centre over the short to medium term is expected to be limited and as such, contributions from development are not expected to be feasible at this time.

- Consider the Municipal and Regional District Tax Fund (MRDT) as a source of revenue to fund several of the projects identified in the Plan (e.g. wayfinding/ branding, events, public art).
- Continue to pursue other grant opportunities from senior levels of government and other funding agencies (e.g. Provincial Ministries, Union of British Columbia Municipalities etc.) for the range of projects and actions recommended in this plan.
- Pursue strategic partnerships with neighbours, other levels of government, NGOs, community organizations and other stakeholders to support completion of cooperative projects. This may include working with a future potential BIA to fund projects.
- Seek private-public partnerships to ease pressure on local government spending, while ensuring a service is provided to the community.

Priority Actions & Phasing

Acknowledging the scale and scope of the recommendations in this plan and the staff and financial resources needed to implement the Plan, a priority action and phasing strategy has been developed.

As the Westbank Urban Centre Vision is a 25-year outlook, it is not feasible to create detailed implementation budgets for this long-term time frame. This strategy focuses on implementing the short- to medium-term (immediate and 5 to 10-year) steps that will act as a catalyst to revitalize the Westbank Urban Centre. Priority actions to be undertaken in the immediate future are essential to catalyzing revitalization. It is recognized that the West Kelowna community will grow and evolve as the plan is implemented and so it is necessary to be flexible and adapt to new opportunities and challenges that arise.

The following table identifies proposed actions that will need to be undertaken to successfully implement this Plan. It should be noted that some recommendations fall into multiple timeframes – these recommendations

are included in the timeframe they are anticipated to start (e.g., if a project is expected to occur between the short- and medium-term, it is included in the short term recommendations and highlighted as ongoing).

Actions were developed in response to the planning and analysis process, including Council, interest-holder and public input. Implementation of the actions are organized into 12 categories with corresponding priority level (on-going, short, medium or long term):

1. Bylaw Amendments
2. Policy, Plan and Strategy Development
3. Highway Decoupling and Main Street Transformation
4. Mobility Network Improvements
5. Traffic and Parking Management
6. Servicing Infrastructure Improvements
7. Communication
8. City Operations
9. Economic Development
10. Programming, Activation and Events
11. Parks, Public Open Spaces and Trails
12. Partnerships

All recommended actions in the Westbank Urban Centre Plan Update are reflected in this implementation Plan for the purpose of prioritization and budget planning, and may be adapted to respond to changes in community structure and public desire.

It is important to note that the recommendations and estimates are intended for planning purposes only. In all cases, more detailed design and planning will be required to prioritize actions, scope and complete projects. Many of the recommendations in this Plan will require staff time for completion. Senior staff and department heads will be required to determine and allocate staff time as needed to complete the priority recommendations.

Implementation Plan

Cost Ranges

\$= less than \$100,000

\$\$= \$100,000 to \$500,000

\$\$\$= \$500,000 to \$1.5M

\$\$\$\$= over \$1.5M

Type of Recommendation	Item/Action	Description	Time Frame				Order of Magnitude Cost	Department Lead
			Immediate or Ongoing	Short term (1-5 years)	Medium term (5 - 10 years)	Long term (10+ years)		
Bylaw Amendment	Establish a Financial Incentives Program	Create a bylaw to consider tax incentives to support revitalization.		X			Staff time	Corporate Services/ Finance/ Planning
	Amend the Official Community Plan	Consider identifying the Retail Priority Zone within the OCP and identifying specific policies related to providing 100% fine grained retail commercial at grade within the zone.	X				Staff time	Planning
		Adjust policies in the OCP to allow more flexible programming of ground-floor uses outside of pedestrian-oriented retail priority areas (ie policy 2.3.2.1, 2.4.2.1).		X			Staff time	Planning
		Amend the OCP land use designations, as needed, to reflect any boundary adjustments for Westbank Urban Centre.		X			Staff time	Planning
		Consider amendments to better consider transitions between private and public space, particularly as it relates to Privately-Owned, Publicly Accessible Open Spaces.		X			Staff time	Planning
	Review Development Application Fees	Review fees and charges for applications within the Urban Centre.		X			Staff time	Planning
	Amend the Zoning Bylaw	Consider amendments to require retail commercial at street level within the Retail Priority Zone with flexibility in other areas. This could include: minimizing requirements for commercial uses at grade (ie no less than 50%) or not requiring commercial or retail spaces on the ground floor where ground-oriented residential uses are at grade (ie townhouse style podium), allowing institutional and office uses on the ground-floor subject to at least 50% retail commercial on the ground floor or locating these uses only in the floors above grade.		X			Staff time	Planning
		Consider amendments to relax podium plan setbacks and podium height setbacks.		X			Staff time	Planning
		Consider amendments to allow residential-only low rise apartments with no commercial component outside of the Retail Priority Zone in the short term pending changes in the real estate market.		X			Staff time	Planning
		Consider amendments to increase setbacks specifically within the consolidated highway corridor along Dobbin Road to ensure that the City can secure the needed road dedications when future development occurs.		X			Staff time	Planning
		Update parking rates, including allowances for shared-use and cash-in-lieu, as Westbank Urban Centre grows .			X		\$, Staff time	Planning /Engineering
		Confirm and incorporate street standards from this Plan into the Subdivision, Development and Servicing Bylaw.		X			\$\$\$\$	Development Engineering
	Update Works and Services Bylaw	Consider amending the Bylaw to include criteria and design detail for emergency vehicle traffic signal light pre-emptive activation systems (Opti-Com).		X			Staff time	Development Engineering
	Develop an Amenity Cost Charge Bylaw	When real estate market conditions improve, undertake a market and financial analysis to identify opportunities for an Amenity Cost Charge Bylaw to secure recreation and cultural facilities highlighted in this Plan.			X		Staff time (underway)	Planning
Plan, Policy and Strategy Development	Pop-Up & Parklet Pilot Policy	Adopt a formal policy allowing businesses to convert curbside parking stalls into temporary parklets/seasonal outdoor dining, buffering pedestrians from highway traffic while expanding restaurant capacity.	X				Staff time	Planning
	Business Support Strategy	Develop a business support strategy, in consultation with local business owners, to mitigate impacts of highway decoupling and revitalization-related construction activities on businesses within the Urban Centre.		X			Staff time	WKEDC
	Heritage Plan	Develop a Heritage Inventory and assess options for heritage retention and preservation of heritage structures, places of significance, and viewscales.		X			\$-\$\$, Staff time	Planning
	Wayfinding and Interpretation Strategy	Develop a wayfinding strategy for the urban centre including parks.		X			\$\$	Tourism/Rec/ Culture , WKEDC/Visit Westside/Destination BC/Engineerin
	Civic Space Assessment	Undertake a Needs Assessment for new, additional or enhanced civic facilities .		X			\$-\$\$, staff time	Planning
	Place Branding Strategy	Undertake a Place Branding Strategy for the Urban Centre.		X			\$\$, staff time	West Kelowna Economic Development Corporation (WKEDC) with Rec & Tourism team
	Refine an Economic Development Plan	Refine a Plan to establish incentives within the Plan area that stimulate and support economic development.		X			\$-\$\$, Staff time	West Kelowna Economic Development Corporation (WKEDC)
	Develop an Art in Public Places Policy (including murals)	Identify locations and procurement of public art/murals.	X	X			Staff time	Recreation & Cultural Services
	Develop a Sidewalk Café Policy	Encourage and enable sidewalk cafes and displays.		X			Staff time	Planning
	Update Westbank Centre Agriculture Plan (2016)	Undertake an update to the 2016 Plan.	X				Staff time	Planning
	Develop a Street Tree Policy	Reflect the Westbank Centre Design Guidelines and follow FireSmart Landscaping Guidelines in a Street Tree Policy for the Urban Centre.		X			Staff time	Parks Planning, Long Range Planning, Operations
	Communications	Promote Westbank Urban Centre		X			\$-\$\$, Staff time	Communications / WKEDC/ Culture & Tourism
		Maintain a dedicated page on the City website to inform the community on Westbank Urban Centre initiatives and projects		X			Staff time	Communications/Planning

Type of Recommendation	Item/Action	Description	Time Frame				Order of Magnitude Cost	Department Lead
			Immediate or Ongoing	Short term (1-5 years)	Medium term (5 - 10 years)	Long term (10+ years)		
Highway / Main Street	Continue to partner with MOTT to develop design for implementation	Highway Decoupling and Main Street Transformation	X				\$\$-\$\$\$	Engineering
	Implement the preferred concept	Highway Decoupling and Main Street Transformation			X	X	\$\$\$\$	Engineering
Mobility Network Improvements	Consult with BC Hydro	Engage with BC Hydro on realignment of Hydro servicing to rear lanes and plan for street trees at time of Main Street upgrades, and on plans for a proposed mobility hub, park-and-ride facilities, increased EV parking provisions, and anticipated growth in electric vehicle adoption within the Urban Centre.		X	X	X	Staff time	Planning
	Park and Ride	Work with BC Transit to explore a potential Park and Ride site.		X			Staff time	Planning
	Transit Exchange	Explore feasibility of a transit exchange within City SRWs or property.		X			\$-\$\$, Staff time	Planning
	Catenary Lighting & Murals	Install overhead string lighting ("Electric Alley" style) and commission local wall murals through CPTED-aligned micro-grants to eliminate dark alcoves and build pedestrian comfort. Consult with Fire Department to ensure emergency services access.	X				\$, Staff time	Planning, Recreation & Cultural Services
	Street improvements	Develop Implementation Strategy to identify priority streets (or portions of streets) for City capital improvement vs. through frontage improvement vs. through highway decoupling program.			X	X	Staff time	Engineering
		Ensure new development achieves frontage improvements on streets identified for improvement through development.	X				Staff time	Planning
		Undertake City-led detailed design and capital improvements to meet new standards on streets identified for Capital Improvements.		X			\$\$\$\$	Engineering
		Undertake actions in the wayfinding strategy, including installing signage, pavement markings, surface textures, public art, resting spaces (benches), and lighting.		X			\$\$\$\$	Operations
		Work with local businesses to develop a plan and design for shared waste collection facilities to consolidate waste areas and improve the appearance of lanes and to develop active laneway design guidelines to influence future development.		X			\$	Planning/Operations
	Underground services upgrades	Undertake an analysis to determine requirements for upgrades to underground critical infrastructure at the time of streetscape improvements under a "dig once" philosophy.		X	X		\$	Public Works/Operations
	Mobility network expansion	Analyze cost/benefit of and confirm proposed new streets or street extensions.			X		\$, CoWK Capital	Engineering
		Identify property acquisition/ easement requirements.		X	X		Staff time	Land Agent/ Legislative Services
Parking and Traffic Management	Centrally located public parking	Assess opportunities for a centrally located public parkade.			X		\$\$\$\$	Engineering/ Planning
Servicing Infrastructure Improvements	Complete Water, Sewer and Stormwater Infrastructure Improvements in accordance with City Master Plans	Refer to Servicing Master Plans for capital improvements.	X		X		TBD	Engineering
Communications	Promote Westbank Urban Centre	Develop a communications and promotion strategy for Westbank Urban Centre in collaboration with stakeholders.		X			\$-\$\$, Staff time	Communications / WKEDC/ Culture & Tourism
		Maintain a dedicated page on the City website to inform the community on Westbank Urban Centre initiatives and projects		X			Staff time	Communications/Planning
City Operations	Consider enforcement of unsightly premises	Coordinate community clean ups.	X				\$, Staff time	Bylaw / Building Services
Economic Development	Downtown Activation and Improvement Fund	Establish a Fund to deliver immediate results, generate momentum, and encourage private-sector participation		X			Staff time	WKEDC
	Support a WUC BIA	Encourage business owners to establish a BIA and Association for Westbank Centre			X		Staff time	WKEDC
	Conduct a property tax review	Evaluate feasibility of tax exemptions or start-up tax holidays for businesses, non-profit and/or community organizations.		X			Staff time	Planning/ Finance
	Food Hub	Work with regional partners to establish a food hub as a shared-use food and beverage processing facilities that offer food and agriculture businesses access to commercial processing space, equipment, expertise and resources to support business development and growth.			X		Staff time	WKEDC
Programming, Activation and Events	Grants and Funding	Establish a grant/funding committee to secure funding opportunities for programming and events.		X			Staff time	Recreation & Culture
	Low-Barrier Permitting & Event Kits	Adopt a streamlined, single-event permitting process (modeled after Penticton's Slack Alley) and deploy reusable "event kits" (string lighting, portable bollards, planters, mobile seating and portable vehicle barriers) that allow service lanes to operate normally for daytime deliveries while transforming into night/weekend pedestrian plazas.	X				\$, Staff time	Recreation & Culture
	Establish a Program for Public Art	Establish a committee to oversee and implement a public arts program, or work with the BIA.		X			\$, Staff time	Recreation & Culture
	Establish a Program for Public Events	Establish a committee to oversee and implement the events program, or work with the BIA.		X			\$, Staff time	Recreation & Culture

Type of Recommendation	Item/Action	Description	Time Frame				Order of Magnitude Cost	Department Lead
			Immediate or Ongoing	Short term (1-5 years)	Medium term (5 - 10 years)	Long term (10+ years)		
Parks, Public Open Spaces and Trails	Memorial Park Development	Continue to develop Memorial Park as a key public park.	X				TBD	Parks Planning/ Engineering
		Consult with WFN to determine if any opportunities exist to expand park space or programming.		X	X		TBD with WFN	Parks
	Build and Program Public Plazas	Continue to support temporary events and activities at the Civic Centre public plaza					Staff time	Recreation & Culture
		Develop a public plaza in front of the Westbank Lions Community Centre		X			Staff time	Recreation & Culture
	Privately-Owned Public Spaces, Sidewalk Patios, Laneway Patios	Develop a policy and procedure for the use and leasing of public property for temporary events, 'spill out' space, patios and community use.		X			Staff time	Planning
		Work with development industry to seek opportunities for POPS at the time of redevelopment.	X				Staff time	Planning
	Secure Future Parks and Trails	Implement the vision of the Parks Master Plan and the Recreational Trails Master Plan.	X				TBD	Parks
	Secure Trail Connections	Consult with WFN to determine if any opportunities exist to establish a trail to the waterfront.		X			TBD	Parks
		Secure trail connections throughout the urban centre, including working with regional partners to secure missing connections in the Glen Canyon network.	X				Staff time	Parks
Partnerships	Industry Consultation	Establish a working group made up of development industry and business representatives. This group could provide ongoing input and feedback as the Plan is implemented and its outcomes are monitored over time.		X			Staff time	Planning
	Assess Housing Opportunities	Consult with WFN to determine if any opportunities exist to establish a new housing development.		X			\$, Staff time	TBD

Monitoring & Reporting

Successful implementation of this plan will be facilitated by ongoing monitoring and reporting on how well various aspects of the plan have been realized. Monitoring and reporting will help to alert the need for ‘mid course’ policy adjustments that arise from issues that are a result of, or are unforeseen by, the Plan.

Monitoring and reporting may include, but are not limited to the following:

- Ongoing status updates to Council as part of new development permit and re-zoning applications submitted;
- Establish baseline metrics, and every three to five years measure:
 - Increases in new residential/commercial units/floor space and population;
 - Increases in new non-market and rental residential units;
 - Demographic and household characteristics including core housing need;
 - The provision and performance of public amenities, such as parks, plazas, wayfinding and streetscape improvements;
 - Transportation patterns and choices ('modal split');
 - Changes in the tree canopy coverage and distribution; and
 - Parking volumes and impacts from new growth and development.

Appendix A: What We Heard: Engagement Summary

Appendices