



# HOUSING STRATEGY

WHAT WE HEARD SUMMARY



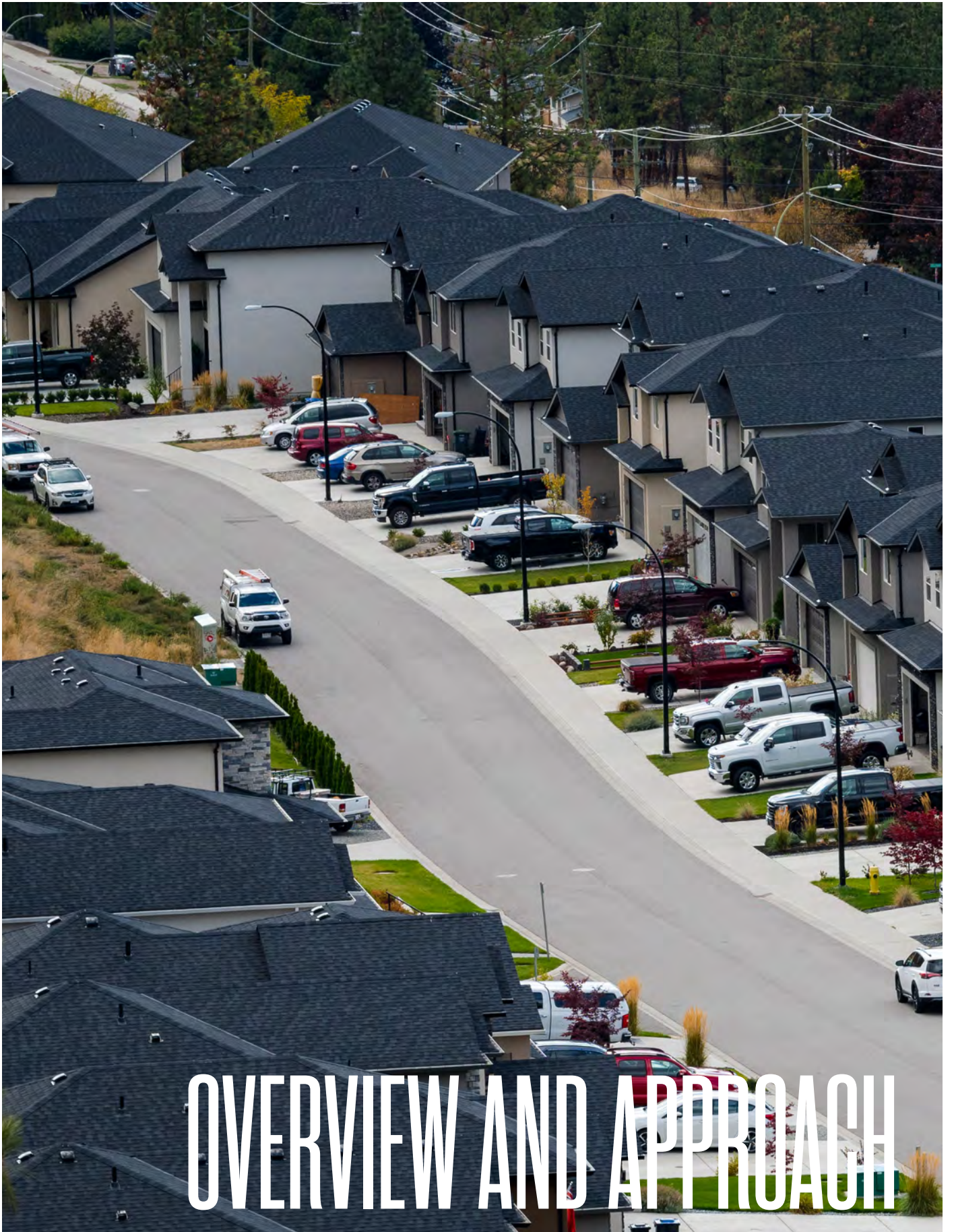
WE RESPECTFULLY ACKNOWLEDGE THAT THE  
CITY OF WEST KELOWNA IS SITUATED WITHIN  
THE TRADITIONAL TERRITORY OF THE  
SYILX OKANAGAN PEOPLE.

# TABLE OF CONTENTS

Overview and Approach	1
Partner & Stakeholder Workshop Feedback	2
Neighbouring Local Governments	2
Real Estate and Development Partners	4
Community and Non-Profit Service Providers	6
Official Community Plan Feedback	9
Community Survey	10
Participant Demographics	13

Appendix A: Public Survey Content

Appendix B: Public Survey Consultation Snapshot



# OVERVIEW AND APPROACH

**THREE ENGAGEMENT MECHANISMS WERE USED TO INFORM WEST KELOWNA'S HOUSING STRATEGY: PARTNER AND STAKEHOLDER WORKSHOPS, INCORPORATION OF OFFICIAL COMMUNITY PLAN FEEDBACK, AND A PUBLIC COMMUNITY SURVEY. THIS REPORT SUMMARIZES AND SYNTHESIZES THE LEARNINGS FROM ENGAGEMENT.**

In January 2023, the City of West Kelowna hosted a series of workshops with partners and stakeholders to collect feedback to inform the City's Housing Strategy. Engagement consisted of four workshops, with attendance detailed in the table below.

Workshop Date	Partner/Stakeholder Group	Attendees
January 30, 2023	Real Estate and Development Partners	Venture Commercial, Highstreet Ventures, Willow Development, Emil Anderson, KPMG Enterprise, Chamber of Commerce, Acres Enterprises, Canadian Home Builders Association, Central Okanagan Economic Development Commission, New Town Architecture and Engineering
January 30, 2023	Neighbouring Local Governments	City of Kelowna, Westbank First Nation, Regional District of Central Okanagan, District of Peachland
February 1, 2023	Community and Non-Profit Service Providers	NOW Canada, BC Housing, Kelowna's Gospel Mission, Interior Health Healthy Communities Program, Kelowna Women's Shelter, Seniors Outreach and Resources Centre
February 2, 2023	Community and Non-Profit Service Providers	Peachland Seniors Support Society, Habitat for Humanity, CMHA Kelowna, Society of Hope, People in Motion, Ki-Low-Na Friendship Society, School District 23, Turning Points Collaborative Society, Pathways Abilities Society

As part of the West Kelowna Official Community Plan Update and development of the Draft OCP, the City held the following engagement opportunities:

- **In-Person Engagement** through a public information session attended by 87 residents on February 1, 2023
- **Online Feedback Activity** which was open for two weeks with an email Q&A and feedback survey to which 163 contributions were received

The OCP solicited feedback through social media posts, emails, print ads, and web notices including targeted and open-ended engagement. A full summary of the OCP Feedback is provided in the West Kelowna Official Community Plan Public Information Session Summary Report: What We Heard – Spring 2023.

As part of the Housing Strategy's development, a public survey was used to gain feedback on the directions and strategies of the draft Strategy. Participants were provided with background information on the purpose,

process and scope of the Housing Strategy, its relationship with the Official Community Plan as well as descriptions of housing concepts discussed in the survey (i.e., non-market vs. market housing). The survey was open from August 3rd to 23rd and received 147 responses. The survey was shared through the City's communications channels (website and social media), a newspaper ad, and direct communications from the City. Records of public outreach are included in Appendix B.

# PARTNER & STAKEHOLDER WORKSHOP FEEDBACK

FOLLOWING THE WORKSHOPS, STAKEHOLDER FEEDBACK WAS ANALYZED WITHIN TOPIC AREAS TO ASSIST WITH CLEAR AND DIRECT INTEGRATION INTO THE CITY'S HOUSING STRATEGY.

## Neighbouring Local Governments

### CHALLENGES AND BARRIERS

#### Levels of Requirements for Denser Housing Forms

Single-family homes have typically been incentivized by planning policy, facing less requirements and complex processes (e.g., building code requirements and bylaw requirements) in comparison to denser forms of housing. Remnants of these historical preferences such as requirements for servicing, subdivisions, and rights of way continue to enforce these barriers. Steps are needed in order to remove these barriers to diverse housing forms that will require internal capacity and dedication.

#### Secondary Suites & Limited Affordability

The level of affordability offered by secondary suites was recognized to be relatively low. Some participants viewed allowing secondary suites, rather than greater levels of densification, as a mechanism that would promote the continuation of suburban neighbourhoods rather than a transition to complete communities.

#### Level of Impact from Government Incentives

Neighbouring local governments recognized that the impact of current municipal, Canadian Mortgage and Housing Corporation, and BC Housing incentives are quite marginal in their effect on overall

affordability. The cost to municipalities of offering these incentives is a large commitment and the relatively minor impact, especially to deep affordability, needs to be considered.

#### Decreased Success Levels in Accessing Funding

The decreased level of success of local governments, partnered with community service providers, in accessing funding was recognized as an emerging challenge. Local governments recognized that significant time goes into submitting proposals and that the success rate has significantly decreased.

### **Administrative Requirements of Affordable Units**

Local governments recognized that the administrative burden of taking on housing agreements to secure affordable units are high. In one case, a number of units that were incentivized by a local government due to their affordability re-entered the market as they were not secured by a housing agreement.

### **Impact of Short-Term Rentals**

The local governments in attendance shared concerns about the impact of short-term rentals on the housing stock. The approaches to addressing the issue varied from banning short-term rentals altogether or in certain types of housing (e.g., secondary suites), investing in monitoring and enforcement, or promoting other short-term accommodations (e.g., hotels).

## **IDEAS AND OPPORTUNITIES**

### **Increasing Rental Stock in Westbank First Nation**

New purpose-built rental stock is expected to continue in Westbank First Nation. This is expected to continue to increase the amount of purpose-built rental stock available for households in the City of West Kelowna area due to the proximity of these areas.

### **Infrastructure Requirements and Upgrades**

In order to support widespread and significant infill housing, an approach to infrastructure requirements and upgrades could be of benefit.

Neighbouring governments highlighted the importance of developing an approach to frontage requirements and road width requirements to remove barriers to small housing developments and ensure upgraded infrastructure can be delivered by the City.

### **DCC Relief for Affordable Housing Projects**

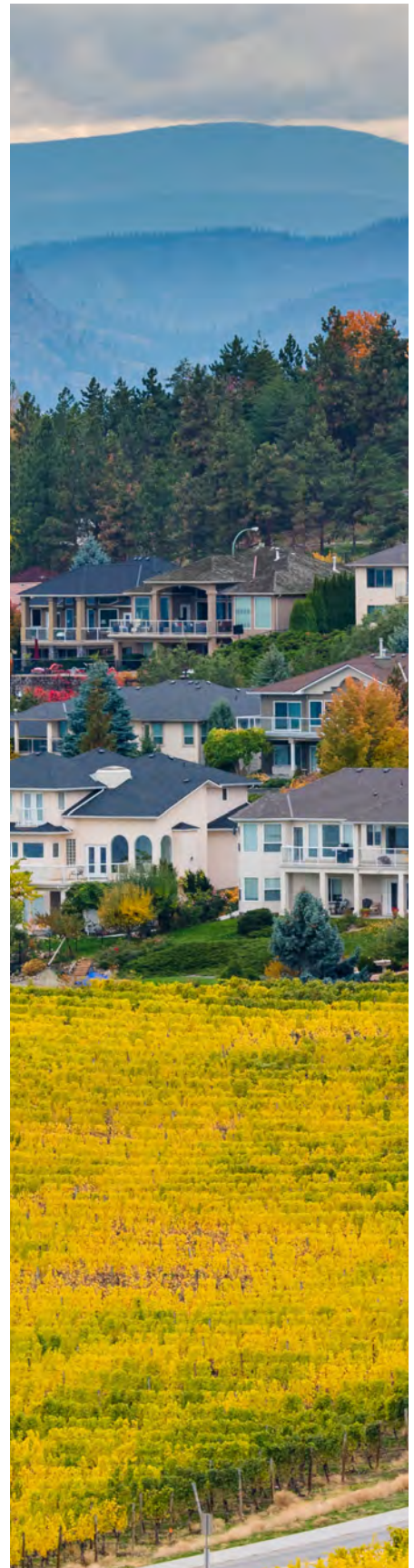
Some local governments noted that they had not yet implemented a program to provide DCC relief to affordable housing projects, but that it was a potential tool. They did, however, recognize that this tool will need to be balanced with the financial burden it will put on the local government which will be directly contributing waived fees.

### **Stratification of Secondary Suites**

Local governments identified the stratification of secondary suites as an emerging opportunity to support attainable homeownership opportunities. Promoting stratification could occur alongside promoting secondary suites in the community.

### **Partnerships to Develop Affordable Housing**

Limited land availability could make partnering with land-holding organizations, such as churches, to develop affordable housing an opportunity to explore.



# Real Estate and Development Partners



## Emerging & Key Housing Issues

Real estate and development partners were presented with the list of core demographics in housing need identified by the City of West Kelowna's Housing Needs Assessment as well as identification of key issues. Stakeholders emphasized and identified emerging trends including:

- A peak in the number of short-term rental properties in the community
- High demand for small units (bachelor and one-bedroom units, and those with a compact layout)

### STRENGTHS

The following primary successes were identified across different stakeholders. Context on the City's current strengths identifies promising work to be continued or built upon.

#### Development Process, Timeline, and Costs

Stakeholders noted that the process and timeline of rezonings in the City of West Kelowna is a benefit to working in the area. The City's customer-service-like approach was recognized as being beneficial to development, particularly City staff's engagement with proponents during the pre-application dialogue. The City of West Kelowna is seen by some housing development as having favourable development costs based on square metre, in comparison to proximate communities.

#### Densification of Core Urban Centres

The City's work, to date, around densifying urban centres, particularly Boucherie Centre was recognized as a step in the right direction. Development and real estate partners noted that this is creating positive opportunities for new developments.

### BARRIERS

#### Perceived Risks to Renting

Current provincial tenant protections are perceived to favour tenants and can disincentivize owners from renting units in the secondary rental market and disincentivize new rental developments. They identified that is compounded by slow resolution and evictions processes at the Residential Tenancy Branch.

#### Rising Building and Operating Costs

Stakeholders noted the impacts of rapidly rising and volatile costs related to housing such as materials, interest rates and insurance for daily operations for community providers are decreasing the viability of projects. Real estate and development stakeholders identified increased capitalization rates as a factor disincentivizing purpose-build rental development due to impacts on the reduced valuation of rental housing. These factors also affect the cost of upkeep of housing by individual homeowners.



### **Property Taxes**

Stakeholders raised concerns that property taxes are relatively low across BC and costs are passed on to new development through Development Cost Charges (DCCs). This is perceived to disincentivize small-scale development projects in neighbourhoods requiring infrastructure upgrades. This would affect building a diversity of housing options including gentle density. Stakeholders noted the need for significant increases in property taxes, recognizing this change likely needs to occur outside of local governments.

## **OPPORTUNITY AREAS**

### **Municipal Fee Reductions**

The reduction or waiving of DCCs and other planning fees was identified as a potential opportunity for the City to support priority non-market housing projects including for landlords offering below-market rent. Long-term maintenance of reductions for tax exemptions as well as separate utility rates were also identified as beneficial supports.

As a mechanism to fund such supports, stakeholders identified the potential to develop requirements for non-market developments to contribute to affordable housing either through the dedication of units or financial contributions.

### **Priority in Processing Rezoning and Permits**

Stakeholders identified a fast-tracked application stream for small projects and developments that include community non-market housing providers as an opportunity for the City. Stakeholders noted this would encourage developers to partner with non-market housing and service providers.

### **Increasing Allowable Density in Core Areas**

There was support for the City's changes to encourage greater density in core neighbourhoods – on transit corridors and within commercial centres. Greater increases to density in these neighbourhoods could help further incentivize supply generation. The development community noted that in general, at least 12 stories

are needed to incentivize development within their profit margins.

### **Redevelopment of Underutilized Lands**

Stakeholders were interested in seeing redevelopment of underutilized lands such as strip malls and parking lots into dense mixed-use neighbourhoods. There was also support for identifying underutilized municipal lands and utilizing future industrial and infrastructure projects to create housing opportunities on City land.

### **Prezoning of Key Areas**

An opportunity was identified for the City to prezone key areas in line with the Official Community Plan as a mechanism to decrease approval timelines and thus the cost of the project. Stakeholders were interested in allowing more than one secondary suite in residential neighbourhoods.

### **Update the Development Cost Charge System to Support Infill**

Members of the development community noted that the current DCC system does not incentivize having multiple dwellings on one lot. There is an opportunity for the City to support infill through reducing DCCs on infill units.

### **Development of Workforce Housing for Non-Traditional Industries**

A number of large-capacity seasonal businesses in the region (e.g., outdoor recreation) have developed workforce housing to meet their staffing needs. The development community reports growing interest in workforce housing from non-typical employers who are facing staffing needs. There may be opportunity for the City to facilitate additional workforce housing development.

### **Seniors Housing Incentives**

Stakeholders identified a need for a strategy to move the aging population through the housing continuum. Interest was raised in a municipal program to incentivize seniors in downsizing.

### **Reviewing Zoning to Allow Diverse Housing Options**

In addition to infill, modular and pre-fabricated, co-operative, and shared housing models were identified as having the potential to serve diverse housing needs. These housing types can offer natural affordability to meet diverse housing needs. The City of West Kelowna could explore opportunities to allow these housing types in appropriate neighbourhoods.

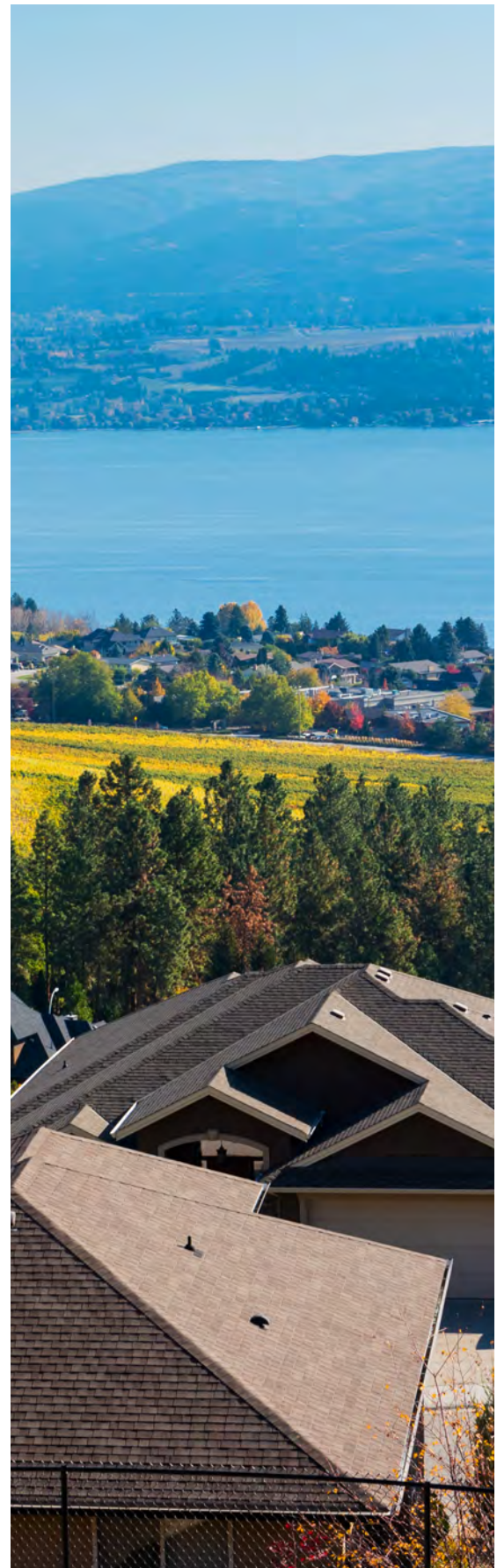
## **ROLES FOR CWK**

### **Public Communication and Awareness**

Stakeholders noted that the lack of public acceptance of needed projects and its impact on political will is a significant barrier to addressing the current housing need. There is an opportunity for decision-makers to take steps to help consider a wide and diverse scope of people and present a range of diverse options. There may also be an opportunity to collect feedback and leverage projects that initially had a lack of community support but are now successful and appreciated in the community.

### **Ongoing Communication with the Sector**

The development community reported they would benefit from a point-of-contact at the City and a bulletin for regular updates. Stakeholders also recognized the positive impact of contact with City staff and emphasized the importance of continuing and growing this relationship.



# Community and Non-Profit Service Providers



## **EMERGING & KEY HOUSING ISSUE**

Stakeholders were presented with the list of core demographics in housing need identified by the City of West Kelowna's Housing Needs Assessment. While there was general agreement about who was most affected by a lack of housing supply and affordability, stakeholders emphasized and identified several areas of key need.

### **Seniors-Specific Support Services and Non-Market Housing**

The community and non-profit service providers reported that seniors' housing insecurity is increasing rapidly in the region. Seniors are renting in the secondary market on fixed incomes. This pressure can rapidly force seniors into homelessness. Shelters largely do not meet the needs of seniors and the demographic has accessibility requirements of affordable housing. Seniors are living in affordable housing that does not meet their needs and creates increased health risks (e.g., evacuation for fires). There is a need for affordable housing stock that is geared towards seniors. Housing geared at seniors could be purpose-built to serve unique needs such as supporting social connectedness.

### **Accessible Affordable Housing for Individuals with Disabilities**

The provincial requirements for rental restrictions related for age were noted to have the unintended consequence of the units being inaccessible by individuals with disabilities. These units would have had potential affordability for purchase or tenure. Stakeholders also recognized that the current amount of disability benefits provided are a significant challenge in keeping people out of shelters.

Stakeholders noted that requirements from BC Housing and CMHC around accessibility standards often leave accessible units unused as they are not convertible or preferred by households not requiring accessibility supports.

### **Complex Care and Permanent Supportive Housing for Individuals Experiencing Addiction and Homelessness**

Community stakeholders identified that due to the increase in the toxicity of drugs, the need for supportive, complex-care housing is expected to drastically increase beyond forecasted projections. Due to the nature of the increasing need, there is a need for complex care housing targeted at a younger demographic. Complex care services are generally geared at individuals of ages 65+ but serving individuals across a broad age demographic can lead to challenges for both younger and older populations. The need for housing with supports in recovery programs was also identified.



**STRENGTHS**

The following primary successes were identified across different stakeholders. Context on the City’s current strengths identifies promising work to be continued or built upon.

**Development Process, Timeline, and Costs**

Community housing and service providers noted that the process and timeline of rezonings in the City of West Kelowna is a strength that is promoting interest in housing projects in the City.

**Densification of Core Urban Centres**

Stakeholders recognized steps to densify urban centres as a benefit to building greater affordability, walkability and diversity of housing stock. Dense neighbourhoods with access to transit and core services will be particularly important for the growing population of seniors.

**Private and Community Housing Provider Partnerships**

Partnerships have taken place to build scattered-site rental across West Kelowna. In these partnerships, community service staff provide support and mediation to tenants and property managers. The community partner will co-sign a lease and will often assist with linking the lease to subsidies. Partnerships between private developers and community services were noted as an area for continued support.

**Presence of Dedicated High-Quality Housing Providers**

Stakeholders noted that there are a number of dedicated community non-market housing providers operating in or around West Kelowna that have capacity to expand within the City. The contributions, to date, of housing providers including the Turning Points Rapid Re-Housing Program were recognized as important progress to meeting housing needs in West Kelowna.

**BARRIERS**

**Homeowners and Developers Perceive Risks to Renting**

Some community stakeholders mirrored feedback provided by the real estate and development partners that current tenant protections can disincentivize owners from renting units in the secondary rental market. This may have an effect on the uptake of the installation and rental of secondary units in the

neighbourhoods where the City of West Kelowna permits them.

**Administrative Requirements of Affordable Units**

While it was recognized that housing agreements are important to secure affordable units, stakeholders acknowledged that the high administrative burden of this to cities and non-profits can be a barrier to long-term success. Stakeholders noted that local governments assisting with the administrative role can be impactful for non-profit providers who may have little capacity and high turn-over.

**Capacity of Non-Profit Housing Providers**

Some stakeholders noted that there is widespread exhaustion amongst staff of non-profit housing and services related to navigating the pandemic, opioid crisis, and ongoing housing crisis. This limits the capacity of stakeholders to advance projects and address housing needs and gaps.

**Land Availability**

Access to available and financially feasible land for projects was a significant barrier identified across community groups. Connection to a point-person within the City who can provide insights on potential available properties would benefit non-profit providers.

## OPPORTUNITY AREAS

### Municipal Fee Reductions

Stakeholders identified the reduction or waiving of DCCs and other planning fees as an opportunity to support priority non-market housing and housing to serve areas of significant need (e.g., seniors housing).

As a mechanism to fund such supports, stakeholders identified the potential to develop requirements for market developments to contribute to affordable housing either through the dedication of units or financial contributions.

### Partnering to Deliver Affordable Housing

Stakeholder focus groups found high levels of support for dense housing development on civic properties. Community housing providers could partner with the City to deliver affordable units to these properties geared at core demographics in need.

There is also the opportunity for the City to partner with community providers to identify existing rental properties to utilize upcoming rental protection funding and to partner with land-holding organizations (e.g., churches) to support affordable housing development.

### Alignment with Provincial and Federal Requirements

Non-profit housing and service providers noted that when undergoing various funding and development applications, the conflicts or differences between requirements and definitions of governments can increase the administrative burden of a project. The City can support community providers by aligning their requirements with provincial and federal requirements wherever possible.

### Redevelopment of Underutilized Lands

Community service providers were interested in seeing redevelopment of underutilized lands such as strip malls and parking lots into dense mixed-use neighbourhoods. There was interest in identifying underutilized municipal lands to create housing (e.g., fire halls, recreation centres).



### **Seniors-Geared Developments**

The need for market developments that are purpose-built for seniors housing was identified. Developing sufficient seniors housing could also support opening up additional ownership opportunities.

### **Protection of Mobile Homes**

Stakeholders identified mobile homes as housing stock with some levels of natural affordability. Concerns were voiced about the City's ability to maintain and expand mobile home parks under current policies.

### **Short-Term Rentals**

Community housing and service providers noted the impacts of the relatively large short-term rental market on the local supply. Current short-term rental units are a potential inventory of diverse rental units. Stakeholders also noted that applying subsidies to some of this stock could create affordable units. Interest was noted in the development of a short-term rental policy.

## **ROLES FOR CWK**

### **Ongoing Communication with Community Partners**

Community service providers identified that having a point-of-contact at the City would assist with collaborating and utilizing opportunities. Stakeholders were interested in the City's partnership to identify available lands for development and underutilized municipal lands. The City could also play a role in facilitating partnerships between developers and community service providers.

### **Developing Transit, Parks, and Complete Communities for all Incomes**

Stakeholders emphasized that complete communities are critical to providing quality housing. Improving housing outcomes includes access to transit options, access to green space and recreational amenities, walkability, and proximity to grocery stores and other services. Walkability and access to transit can also support

increased lifestyle affordability and livability of neighbourhoods. These features can be especially important to demographics experiencing particular housing need such as seniors.

In other communities, affordable housing has sometimes been prioritized in undesirable areas that are close to busy roadways or far from recreational amenities. As West Kelowna continues to grow, there is an opportunity to prioritize the integration of affordable housing into neighbourhoods that support social and economic inclusion and improve long-term housing outcomes.

Stakeholders also identified that if housing need and homelessness continue to grow, there will be a need to engage with the Parks department directly for organization around encampments.

### **Public Communication and Awareness**

Stakeholders from the non-profit and community sector also noted that lack of public acceptance of projects creates barriers to meeting the community's housing needs. There is an opportunity for decision-makers to consider a wide and diverse scope of people and present a range of diverse options. The City's positioning to communicate about health and safety related to housing was identified as an opportunity (e.g., Radon awareness and crime prevention).

### **Provincial and Federal Advocacy**

Throughout workshops, regional or provincial conditions such as funding conditions, social supports, and regulations were identified by stakeholders that limit their ability to meet the community's housing needs. While the City does not have the ability to directly address these issues, it can utilize access to senior levels of government alongside regional partners to advocate on behalf of community housing providers.

# OFFICIAL COMMUNITY PLAN FEEDBACK

HOUSING WAS AN IMPORTANT ASPECT OF PARTICIPANTS' FEEDBACK DURING ENGAGEMENT ON THE DRAFT OCP. THE FOLLOWING SUMMARIZES KEY THEMES THAT EMERGED FROM THIS ENGAGEMENT.

1

## THEME 1: BUILDING A DIVERSITY OF HIGH-QUALITY HOUSING OPTION

Participants voiced the importance of the provision of quality housing across a broad spectrum of type, tenure, size, location and cost as an essential part of the City of West Kelowna's future. Concerns were raised regarding the need to develop housing that supports all residents in terms of housing type, variety, and cost.



2

## THEME 2: ENSURING INCREASED DENSITY ADDRESSES HOUSING NEEDS

The majority of participants voiced some level of support for using growth boundaries to focus growth and allowing additional height and density in Westbank Urban Centre, Boucherie Urban Centre and neighbourhood centres. Concerns around increasing heights and densities included concerns that increased residential heights will not address affordability or housing variety issues. Participants also had concerns about the impacts of redevelopment pressure on the existing lower-cost rental and mobile home stock in the areas. variety, and cost.



# COMMUNITY SURVEY



## THE COMMUNITY SURVEY ENGAGED RESIDENTS, PARTNERS AND STAKEHOLDERS FOR FEEDBACK ON THE PROPOSED DIRECTION AND STRATEGIES OF THE STRATEGY.

The background information provided to respondents and questions posed are included in Appendix A. Across questions, common themes arose. The responses from these themes have been grouped to allow for integration across directions, strategies, and actions.

### SELECTIVE INCREASE IN DENSITY

While some respondents acknowledge that there is a need for increased density in West Kelowna, there was great emphasis on being selective about where these areas are developed. Respondents wanted to ensure that there is a balance between densification and preserving established areas within West Kelowna, rather than infill in all residential areas.

Respondents saw the need for infill as a part of downtown revitalization. Respondents also identified favoured housing types to increase housing stock. Condominiums and apartment buildings that make efficient use of space were favoured for future development alongside laneway homes and mixed-use buildings. Respondents wanted to see a range of housing options for single people, couples and larger families. A number of respondents wanted to see the development of rental housing focused in core areas rather than encouraging homeowners to develop housing through secondary suites as a primary strategy.

### **UPGRADING INFRASTRUCTURE AND AMENITIES TO SUPPORT GROWTH**

One of the concerns identified by a large portion of respondents was the current and expected demand placed on infrastructure and amenities. Residents felt that infrastructure and amenities were already underserved in the community and worried that an increase in population would increase the strain. Concerns were predominantly around traffic congestion and transportation areas but also included parking as a main concern for future developments. The need to ensure that infrastructure (e.g., water, services and utilities) are fit for development and are in place before development occurs was echoed throughout responses.

Throughout the questions, there was a reiteration of the need for sidewalks, and other active, public, and automobile transportation infrastructure. With the increase in development, respondents are concerned that the increase in use will cause further strain on existing infrastructure and amenities. The need for more bike lanes and diverse transit options for community members was also mentioned.

### **REDUCING BARRIERS TO HOUSING SUPPLY**

Some respondents were interested in the City pursuing a range of mechanisms to reduce barriers to market development.

This included reducing development application processing times, easing zoning regulations, and reducing development cost charges (DCCs). Some respondents had the perspective that these actions would allow more housing to be built and allow young people to enter the housing market in West Kelowna.

### **REGULATING IMPACTS OF SHORT TERM ACCOMMODATIONS**

Respondents raised concerns about short term rentals (STRs) in West Kelowna, and their effect on affordability. Concerns extended to allowing carriage housing, secondary suites in owner-occupied homes. A fair number of respondents wanted to see short term rentals prohibited across the City or in residential areas, while others wanted to see evaluation of the impacts of STRs. Some respondents favoured reduced regulations across the board, including for STRs.

### **INCREASE IN COMMUNITY SERVICES & SUPPORTS**

Through increased development, respondents want to see an increase in community services. Respondents wanted to ensure that new and densified communities provide a quality of life aspect for access to community areas (sports fields, athletic areas, community centres) as well as commercial areas.

### **DIVERSITY OF HOUSING TENURE AND FORM**

The need for diverse housing types was reiterated throughout survey responses. This includes both the balance of rental and ownership of homes, as well as mixed-use development, preservation of established communities and allowances of multi-plexes to accommodate for the diverse range of needs.

Respondents were interested in mandating a mix of housing tenures in future housing developments. For future developments, there is desire to see opportunities for tenants and ownership with a diverse mix of housing forms, not solely comprised of high-rises. A need was identified for rules and regulations to change to allow diversity to occur within housing, in both future development and preexisting dwellings, that may be able to offer housing (laneways, duplex) if zoning regulations changed.

Some respondents had concerns about integrating rental housing into existing residential neighbourhoods. These concerns largely related to the upkeep of properties, differing lifestyles, and increased demand placed on infrastructure.



## **INCENTIVES FOR BUSINESSES AND LOCAL EMPLOYMENT OPPORTUNITIES**

Some respondents identified the need to incentivize local businesses, tourism and industry. This included a desire to incentivize mixed-use developments as a mechanism to bring businesses into West Kelowna. Other respondents suggested opportunities to provide training to support the growth of the local construction industry or to provide housing directed at certain industries (e.g., for agricultural workers).

## **CONSIDERATION FOR THE NEEDS OF SENIORS**

Respondents emphasized that future development must consider the needs of seniors. Consideration for seniors included affordable seniors housing, low-income housing and infrastructure that is safe and accessible for the aging community.

## **SUPPORTS FOR VULNERABLE POPULATIONS & COMMUNITY SAFETY**

A number of respondents recognized a need for an increase in supportive housing available to serve the community. A gap was identified in both supportive housing and various forms of affordable housing in the market of West Kelowna.

Respondents voiced worries about community safety related to individuals experiencing and recovering from addictions. There is a need for increased healthcare services for under-served communities, as well as those needing support with successful transition into housing. Strategies to ensure community safety were raised, such as increased policing.

## **APPROPRIATE SITING OF SUPPORTIVE AND AFFORDABLE HOUSING**

Survey respondents reiterated the need for supportive housing and affordable housing throughout West Kelowna. It is important to site affordable housing options in locations that accommodate the services and amenities needed by residents. For example, siting housing near schools for single parents. Respondents noted that a range of affordable housing types are needed for individuals and families at different stages of life.

### QUANTIFYING AND PLANNING FOR HOUSING NEED

Some respondents had concerns that housing need was being underreported by the Housing Strategy (and Housing Needs Report, from which the Strategy builds upon). There is a need to identify and plan for additional forces leading to levels of housing need being higher than represented.

### PROTECTION AND CREATION OF NATURAL AND GREEN SPACES

There was emphasis from respondents of the importance of introducing measures to protect the natural environment and incorporate new green spaces into development. The need to preserve lakefronts, mountains and preexisting natural assets was identified.

There were concerns around the amount of development that has already been allowed on the mountains, that there will continue to be development on areas that are natural landscapes in West Kelowna. Some responses were concerned that development in the Region was unsustainable in relation to climate change, and that further growth should be discouraged.

### ADDITIONAL RESPONSES

- Some respondents identified a need for increased consultation with developers. Respondents were interested in City acquisitions of lands for development.
- It was noted that Westbank First Nation is creating a diverse mix of rental houses and that there is a need to collaborate to ensure a coordinated approach.
- Some respondents were concerned about tax increases, accessibility requirements for future developments, and ensuring development is in the downtown core and takes regard to the environment.
- Some residents were not supportive of the City's growth and did not want to see the City adopt strategies to serve additional residents.



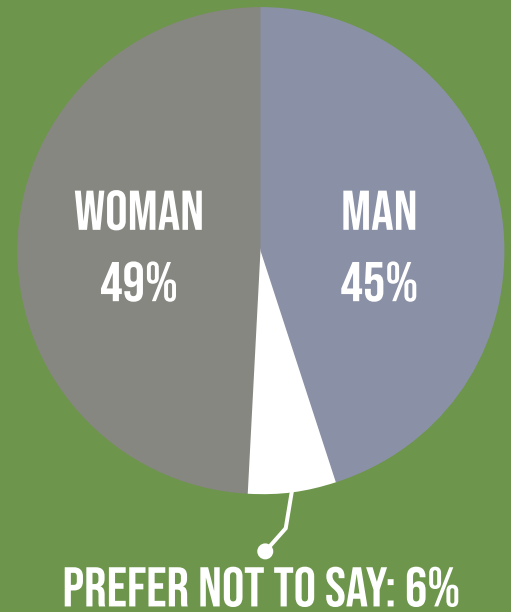
# PARTICIPANT DEMOGRAPHICS

Demographic and background questions were asked of survey respondents. There were 147 respondents to the survey in total. In some cases, respondents did not provide answers to survey questions and the total number of responses on the question does not equal the total number of respondents.

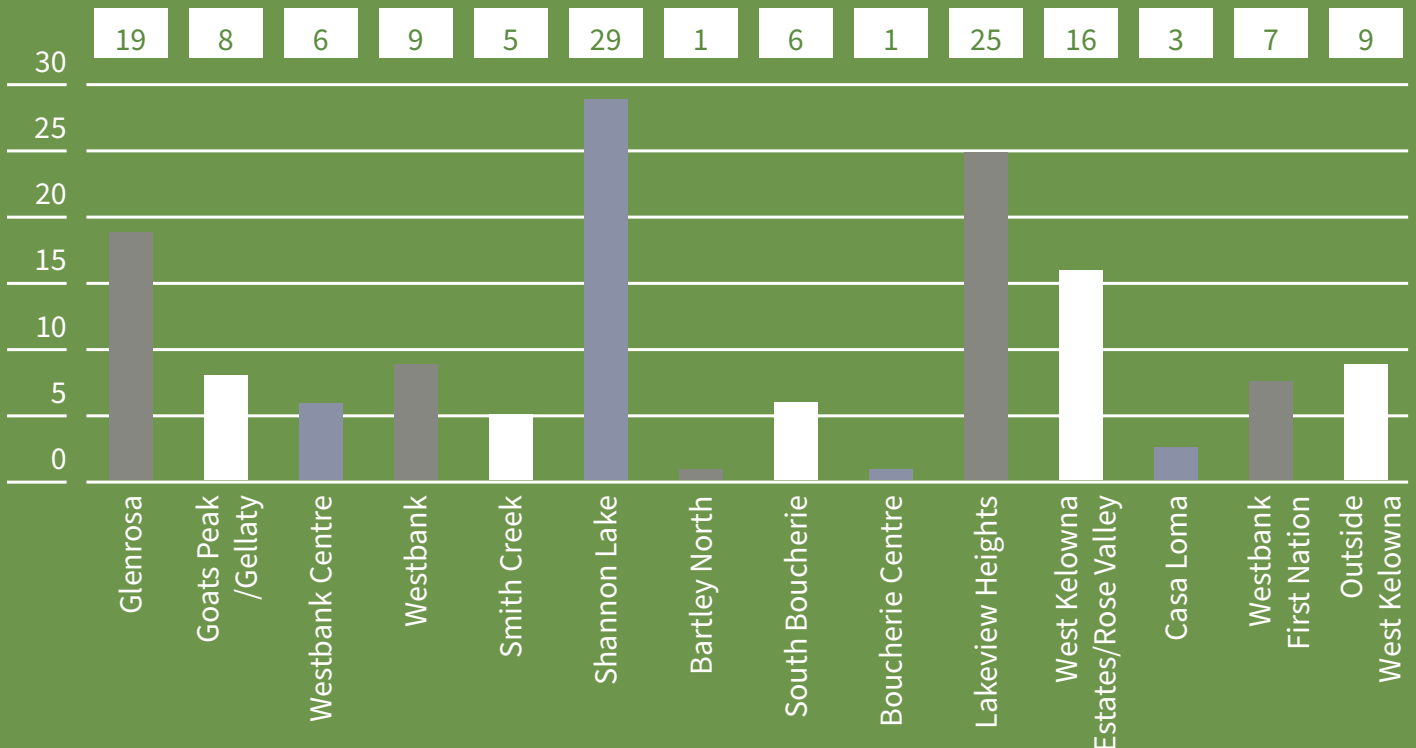
Shannon Lake, Lakeview Heights, and Glenrosa were the most represented neighbourhoods among survey respondents. 16 respondents were residents of Westbank First Nation or another community outside of West Kelowna. 17% of survey respondents identified their membership in a stakeholder group (community group or business).

The survey received a fairly representative mix of women (49% of respondents) and men (45%) and tenures relative to West Kelowna’s overall demographics. Renters were somewhat underrepresented in survey respondents (13% of respondents, in comparison to their make-up of 16% of the population in 2016 reported by the City’s Housing Needs Assessment). The majority of respondents were age 55 and older and no responses were received from individuals under age 25.

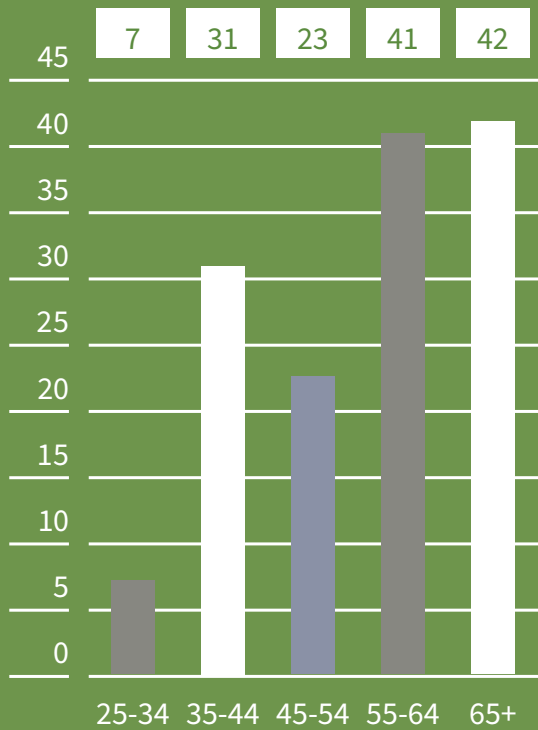
## GENDER



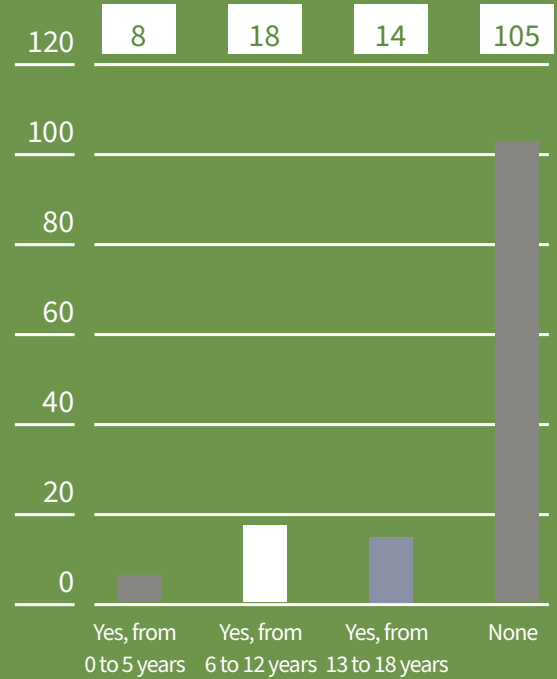
## NEIGHBOURHOOD OF RESIDENCE



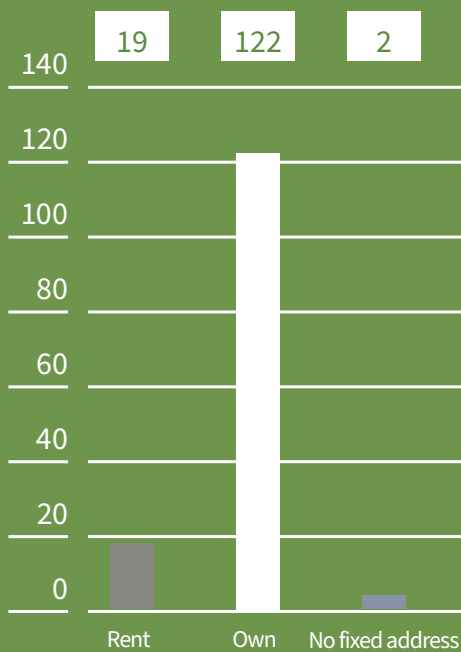
### AGE



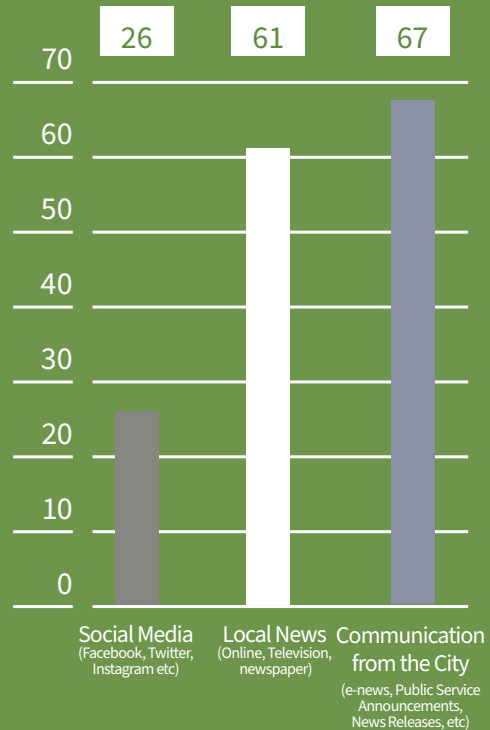
### AGE GROUP(S) OF CHILDREN UNDER 18 LIVING AT HOME



### TENURE OF CURRENT HOME



### REFERRAL MECHANISM TO SURVEY



# APPENDIX A: PUBLIC SURVEY CONTENT

## ABOUT THE HOUSING STRATEGY

The City of West Kelowna is preparing a Housing Strategy to address local housing needs through achievable and collaborative policy and actions. The Housing Strategy identifies a set of strategies and actions to improve housing throughout the community.

While this Housing Strategy outlines a roadmap for City action on housing, it acknowledges that improving housing outcomes in the community requires commitment and collaboration from the entire housing sector, including provincial and federal government, non-profit housing providers, and private developers. Successful outcomes also require the ongoing support and engagement of the broader community.

The City is inviting residents, stakeholders, and partners to provide feedback on the draft directions and strategies of the Housing Strategy. **The survey will be open from August 3rd to 23rd, 2023.**

We thank you for taking the time to provide your feedback on this important project.

### [Linking the Housing Strategy to the Official Community Plan](#)

The City of West Kelowna’s Official Community Plan (OCP) 2020-2040 is a document intended to describe the City’s long-term vision and include objectives and policies to help direct growth within the community. The Housing Strategy intends to complement the direction set out in the OCP by providing high level guidance towards future policy and bylaw development to accommodate growth that meets our community’s diverse housing needs.

## NON-MARKET VS MARKET HOUSING

Non-market housing includes types of housing subsidized through various operators, including governments and the non-profit sector. Non-market housing can range from supportive housing for those experiencing homelessness to below-market home ownership. Market housing is housing that exists for rent or sale at or near market rates in which no subsidies or restrictions exist.

## PROJECT TIMELINE



## BACKGROUND

Please select the option which best applies:

- I am responding to this survey as a resident of the City of West Kelowna or a neighbouring community
- I am responding to this survey on behalf of a community group, business or stakeholder body operating in West Kelowna or the Okanagan Region

## STAKEHOLDERS

1. Please select the option that best describes the nature of your organization:
  - a. Development and real estate business
  - b. Community service or housing provider
  - c. Other
2. Organization/business name (optional)
3. Organization/business email (optional)

## RESIDENTS

### DEMOGRAPHICS AND LOCATION

1. Please select your age category
  - Under 18
  - 18-24
  - 25-34
  - 35-44
  - 45-54
  - 55-64
  - 65+

2. Gender: How do you identify?

- Woman
- Man
- Non-binary/gender diverse
- Prefer not to say

3. What neighbourhood do you live in?



- Glenrosa
- Goats Peak/Gellatly
- Westbank Centre
- Westbank
- Smith Creek
- Shannon Lake
- Bartley North
- West Kelowna Business Park
- South Boucherie
- Boucherie Centre
- Lakeview Heights
- West Kelowna Estates/Rose Valley
- Casa Loma
- Westside Road/Bear Creek Road
- Westbank First Nation
- Outside West Kelowna

4. Do you have children under the age of 18 living at home? Check all that apply.

- Yes, from 0 to 5 years
- Yes, from 6 to 12 years

- Yes, from 13 to 18 years
- No

5. Do you currently rent or own your home?

- Rent
- Own
- Neither rent or own (e.g., live rent free with parents or adult children)
- No fixed address

**HOUSING STRATEGY KEY DIRECTIONS**

The Draft Housing Strategy has identified the following key directions:

1. Create more opportunities for non-market housing.
2. Protect and increase market rental housing.
3. Support under-served demographic needs.
4. Create more options for housing throughout the community through more diverse forms and densities.

The key directions are high-level focuses for the City and are not intended to act as detailed actions or approaches. Each direction is accompanied by a series of strategies and actions.



**KEY DIRECTION #1: CREATE MORE OPPORTUNITIES FOR NON-MARKET HOUSING.**

The rising cost of housing has created significant pressure for households earning low to moderate incomes, and many households are now priced out of the rental and homeownership markets. For these households, non-market housing options are needed that provide rental at a lower cost and in line with local incomes.

This type of housing requires government subsidy, especially from the provincial and federal governments, and is typically operated by non-profit housing providers. Local governments can have a critical role in creating an enabling policy environment for this type of housing and reducing local costs where possible to increase the feasibility of these projects.

The strategies under Key Direction #1 focus on removing barriers to and creating incentives for the development of non-market housing.

- Strategy 1.1 Create incentives for non-market housing development. This includes density bonusing, parking reductions, grants, and fast-tracked development approvals.
- Strategy 1.2 Assess, use and acquire underutilized land for non-market housing. This includes the creation of a land acquisition strategy, pursuing external funding opportunities to acquire land for non-market housing, conducting a city-wide assessment to determine opportunities to engage landowners in key locations and any city-owned lands with capacity to accommodate housing.
- Strategy 1.3 Dedicate staff resources to support building relationships and facilitating partnerships with non-profit housing organizations, provincial and federal government agencies.

- Are there any additional strategies you would like to see the City adopt to create more opportunities for non-market housing?
- Do you have any other comments about the key direction and strategies above?

**KEY DIRECTION #2: PROTECT AND INCREASE MARKET RENTAL HOUSING.**

West Kelowna has a limited supply of purpose-built rental housing. Development of this housing type has increased in recent years but remains a challenge. Rental housing is also affected by demand for short-term rental accommodation,

impacting the overall supply of long-term rental housing. As existing housing stock ages and faces redevelopment pressures, the City can put proactive policy in place to encourage that any redevelopment does not lead to a net loss of rental units.

The strategies for Key Direction #2 work to both increase the supply of market rental housing and create stronger protections for existing rental units.

- Strategy 2.1 Create incentives for market rental housing. This includes density similar incentives to Strategy 1.1 but focused on attainable market rental housing.
- Strategy 2.2 Introduce policies and regulations to protect purpose-built rentals.
- Strategy 2.3 Evaluate the impact of short term accommodations on rental supply.

- Are there any additional strategies you would like to see the City adopt to protect and increase the availability of attainable market rental housing in the community?
- Do you have any other comments about the key direction and strategies above?

**KEY DIRECTION #3: SUPPORT UNDER-SERVED DEMOGRAPHIC NEEDS.**

The City’s Housing Needs Assessment (2022) identified that some households face greater challenges finding and maintaining housing. These include seniors, households with disabilities, and people experiencing homelessness, and households with lower incomes. Greater diversity of unit sizes was also identified as a need to support households at different stages of their lives.

The strategies below complement Key Directions #1 and #2 by identifying additional actions that can be taken by local government to support specific demographics.

- Strategy 3.1. Identify priority housing types in the OCP to support the allocation of

incentives and decision-making on proposed developments.

- Strategy 3.2. Increase the supply of accessible and adaptable housing units.
- Strategy 3.3. Increase shelter and housing options for people experiencing or at risk of homelessness.
- Strategy 3.4. Increase community awareness of available housing supports through partnership with community and government service providers.

- Are there any additional strategies you would like to see the City adopt to support under-served demographics?
- Do you have any other comments about the key direction and strategies above?

**KEY DIRECTION #4: CREATE MORE OPTIONS FOR HOUSING THROUGHOUT THE COMMUNITY THROUGH MORE DIVERSE FORMS AND DENSITIES.**

In order to meet the diverse housing needs of City residents, a range of housing options need to be supplied. The City has a role to play in enabling diverse market housing options such as a range of densities, unit sizes, tenures, and levels of affordability.

The strategies in Key Direction #4 support a range of additional housing forms to meet the community’s diverse needs.

- Strategy 4.1. Create an infill strategy to identify how to sensitively implement gentle density in low density residential areas. Infill refers to the rededication of land to new construction for additional housing units. Gentle density refers to an approach to infill focusing on slightly increasing the number of housing units in low-density residential neighbourhoods.
- Strategy 4.2. Increase awareness of existing infill options for homeowners through an information campaign.
- Strategy 4.3. Encourage appropriate moderate

and higher density forms where developments achieve City’s housing priorities.

- Strategy 4.4. Create opportunities for new manufactured home development through the OCP and Zoning Bylaw.

- Are there any additional strategies you would like to see the City adopt to create a diverse range of housing options?
- Do you have any other comments about the key direction and strategies above?

- Are there any solutions, innovations, or strategies that you would like to see considered in West Kelowna’s Housing Strategy?

**COMMUNICATIONS**

1. Please rank the following statements (completely agree, somewhat agree, somewhat disagree, completely disagree)
  - The information provided was clear and easy to understand
  - I had an opportunity to share my views accurately
  - I understand how my input will be used
  - I felt that participating was a valuable experience
  - I learned something new
2. How did you hear about public consultation for the Draft Housing Strategy? (select all that apply)
  - Social media (Facebook, Twitter, Instagram etc.)
  - Local news (online, television, newspaper)
  - Communications from the City (e-news, Public Service Announcements, News Releases etc.)
  - In person – Information Session

# APPENDIX B: PUBLIC SURVEY CONSULTATION SNAPSHOT

## ELECTRONIC PSA/E-NEWS UPDATE

### PSA – SHARE YOUR INPUT ON WEST KELOWNA’S HOUSING STRATEGY

- Thursday, Aug. 3, 2023
  - 3,582 sent
  - 62% open rate
- Information included:
  - Survey launch
  - Ways to provide input and ask questions

## ELECTRONIC & COMMUNITY RELATIONS

### PRINT ADS:

- West K News – Aug. 9 edition

## OURWK ANALYTICS

### OURWK.CA/HOUSING

- OurWK visitor summary
  - Total visits: 967
  - Engaged visitors: 148
    - Every visitor that contributes to a tool (for example - asks a question) is considered to be 'engaged'
  - Aware visitors: 745
    - Has made at least one single visit to the project site
  - Informed visitors: 413
    - Is 'aware' and has clicked on something
- Find more OurWK analytics in the OurWK Summary Report

## SOCIAL MEDIA ANALYTICS

- Impressions: The number of times your post was on screen.
- Post reach: The number of people who saw any of your posts at least once. Reach is different from impressions, which may include multiple views of your posts by the same people. This metric is estimated.
- Post Engagement: The number of times people engaged with your post through reactions, comments, shares, views and clicks.

- Facebook, Twitter and Instagram post – Aug. 3
  - Facebook post:
    - Impressions: 451
    - Reach: 412
    - Engagement: 56
  - Tweet:
    - Impressions: 193
    - Engagements: 7
  - Instagram post:
    - Reach: 1,787
    - Impressions: 1,953
    - Likes: 25

### FACEBOOK POST:



**INSTAGRAM POST:**



View insights

Boost post



25 likes

westkelownacity Share your input on West Kelowna's Housing Strategy! 🏠

We want to hear your thoughts to help inform the future of housing in West Kelowna. Your feedback will help guide the draft key directions and action items in the Housing Strategy.

Get involved today! Take a look online at the link in our bio anytime from Aug. 3 to 23:

- Review the draft Housing Strategy
- Complete the online survey

#HousingStrategy #Survey #Input #WestKelowna

**TWEET:**



City of West Kelowna  
@WestKelownaCity

Promote



Share your input on West Kelowna's Housing Strategy! We want to hear your thoughts to help inform the future of housing in West Kelowna. Your feedback will help guide the draft key directions and action items in the Housing Strategy.

Visit [OurWK.ca/housing](https://OurWK.ca/housing) to learn more.



