

City of Kelowna

Regular Council Meeting

AGENDA



Monday, April 25, 2016

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1. Call to Order
2. Confirmation of Minutes 2 - 3
Regular AM Meeting - April 18, 2016
3. Reports
 - 3.1 Strategic Community Visioning 90 m 4 - 39
To introduce the Kelowna Strategic Community Visioning Project to Council, and the Engagement Strategy 'Imagine Kelowna'.
4. Resolution Closing the Meeting to the Public
THAT this meeting be closed to the public pursuant to Section 90(1) (k) of the Community Charter for Council to deal with matters relating to the following:
 - Provision of a Municipal Service
5. Adjourn to Closed Session
6. Reconvene to Open Session
7. Issues Arising from Correspondence & Community Concerns
 - 7.1 City Clerk, Verbal Report re: Proposed Meeting 5 m
Date with School District No. 23
To obtain Council's direction on a proposed meeting date the Board of Trustees for School District No. 23.
 - 7.2 Mayor Basran, re: Issues Arising from Correspondence 30 m
8. Termination



City of Kelowna Regular Council Meeting Minutes

Date: Monday, April 18, 2016
Location: Knox Mountain Meeting Room (#4A)
City Hall, 1435 Water Street

Council Members Present: Mayor Colin Basran and Councillors Maxine DeHart, Ryan Donn, Gail Given, Tracy Gray, Charlie Hodge, Brad Sieben, Mohini Singh and Luke Stack

Staff Present: City Manager, Ron Mattiussi; City Clerk, Stephen Fleming; Divisional Director, Community Planning & Real Estate, Doug Gilchrist*; Divisional Director, Corporate & Protective Services, Rob Mayne*; Acting Policy & Planning Department Manager, James Moore*; Planner, Laura Bentley*; and Legislative Systems Coordinator, Sandi Horning*

(* denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 9:02 a.m.

2. Confirmation of Minutes

Moved By Councillor Hodge/Seconded By Councillor Gray

R281/16/04/18 THAT the Minutes of the AM Meeting of April 11, 2016 be confirmed as circulated.

Carried

3. Reports

3.1 Downtown Plan - Sense of Safety

Staff:

- Displayed a PowerPoint presentation summarizing the strategies to monitor the public's sense of safety in Kelowna's downtown core and responded to questions from Council.

Moved By Councillor Sieben/Seconded By Councillor Singh

R282/16/04/18 THAT Council receives for information the report from the Acting Policy & Planning Department Manager, dated April 18, 2016, with respect to monitoring sense of safety downtown;

AND THAT Council directs staff to add one or more questions, as necessary, to the Citizen Survey to assess the public's sense of safety in the downtown core.

Carried

4. Resolution Closing the Meeting to the Public

Moved By Councillor Stack/Seconded By Councillor Hodge

R283/16/04/18 THAT this meeting be closed to the public pursuant to Section 90(1) (e), (f), (i) and 90(2) (b) of the *Community Charter* for Council to deal with matters relating to the following:

- Acquisition, Disposition, or Expropriation, of Land or Improvements;
- Law Enforcement;
- Legal Advice;
- Negotiations with another level of Government (Westbank First Nation).

Carried

5. Adjourn to Closed Session

The meeting adjourned to a closed session at 9:16 a.m.

6. Reconvene to Open Session

The meeting reconvened to an open session at 12:35 p.m.

7. Issues Arising from Correspondence & Community Concerns

7.1 Mayor Basran, re: Issues Arising from Correspondence

Mayor Basran:

- Advised that he did not have anything to raise with Council.

8. Termination

The meeting was declared terminated at 12:35 p.m.

Mayor

/slh

City Clerk

Report to Council



Date: April 25, 2016

File: 0610-50

To: City Manager

From: Rafael Villarreal, Regional Planning Manager (Project Manager for Strategic Visioning Project)
Kari O' Rourke, Community Engagement Consultant
James Moore, Acting Department Manager, Policy & Planning
Eric Carr, Department Manager, Corporate Strategy & Performance

Subject: Strategic Community Visioning

Recommendation:

THAT Council receives, for information, the report from the Strategic Community Visioning Team, dated April 25, 2016, regarding the Kelowna Strategic Community Visioning and the attached Engagement Strategy 'Imagine Kelowna';

AND THAT Council endorses the Engagement Strategy 'Imagine Kelowna' as attached to the report of the Strategic Community Visioning Team dated April 25, 2016.

Purpose:

To introduce the Kelowna Strategic Community Visioning Project to Council, and the Engagement Strategy 'Imagine Kelowna'.

Background:

Try to imagine Kelowna 25 years in the future... What kind of community do we aspire to be? What are our core values? What are our strengths as a community? How can Kelowna address resiliency and the ability to adapt to future challenges?

Over the next 25 years, the world will change in ways we can't entirely anticipate (remember, the iPhone isn't even 10 years old yet) and Kelowna needs to be ready. These changes will be driven by shifts in technology, resources, demographics and governance, urban patterns, economic factors, among other global, local and behavioural influences. A

Community Vision, along with associated values and strategic directions, will focus City of Kelowna and community efforts to build resiliency and position the City to succeed in a constantly shifting world.

Traditionally, long-term strategic planning process involves two main components: Visioning, which is done every 20 or 25 years; and comprehensive plans which are the master plans (e.g., OCP, Corporate Plans, Transportation Plan, etc.) which have more regular updates.

Community visioning in Kelowna, from the past to the future:

The last time the City of Kelowna did a comprehensive Visioning Exercise was for the 1992 City of Kelowna Strategic Plan: *Choosing our Future*. Today, residents are living in a city that has benefited greatly from the outcomes of the 1992 Strategic Plan. Core elements of the plan (many of which are taken for granted today) included:

- building a healthy and sustainable local economy;
- protecting the natural environment even as growth occurs;
- protecting agricultural land from urban encroachment;
- focusing urban growth to take advantage of existing services and infrastructure; and
- providing a range of transportation options for residents.

These core elements and others from the 1992 plan have been incorporated into key City policy, including the most recent Official Community Plan (OCP).

The new approach:

The 1992 Strategic Vision laid out the foundations for the thriving Kelowna that we experience today. It was primarily focused on managing growth based on direction for land-use planning - for example adopting the concept of “urban centres” or strategies to protect of agricultural operations. Twenty-five years later, the world, the City and its needs have changed dramatically. This means that today’s strategic visioning processes and outcomes also need to evolve.

This strategic visioning process, unlike the more prescriptive plan of ‘92, is a quest for concepts of innovation and resiliency to help prepare the city for the future. The Kelowna Strategic Vision will help the city adapt with agility to the fluid nature of the world by identifying the community core values, principles for adaptability, and strategic directions. It will also provide a framework to align the comprehensive plans, strategies, and partnerships to deliver on those directions.

Expected outcomes:

The outcomes of the 2016-2017 community visioning will be different than the ones in 1992. The outcomes of this project will be:

Planning and Strategy outcomes:

1. **Strategic vision:** Establish the foundational Community Vision, informed by core community values and future scenarios based on factors we can and cannot control. The Vision should present a succinct and clear image of Kelowna's future and its identity.
2. **Community Values and Principles:** Values are understood as the guiding principles on which the community makes decisions. These Values will be represented by Community Principles for adaptability, which are key areas of focus that will need to be pursued in order to achieve the Vision.
3. **Strategic planning and partnerships framework:** A framework that will help clarify, organize, and align the City's short- and long-term planning priorities, including defining the relationships between plans, strategies, and partnerships.

***Imagine Kelowna* (see the Engagement Strategy report):**

Comprehensive community engagement is critical to arrive at the final outcomes listed above. An engagement program called *Imagine Kelowna* is at the core of this Strategic Community Visioning process.

This comprehensive community engagement and education program will include various educational messages, and a number of methods to receive input which may include a mix of roundtables, café conversations, workshops, experts' panels, online feedback, capstone projects, community trade-off analysis, interviews and open houses. This campaign will provide citizens and community stakeholders with the opportunity to be involved at various degrees (i.e. Kelowna "*Imagineers*"). The program will be delivered in three phases:

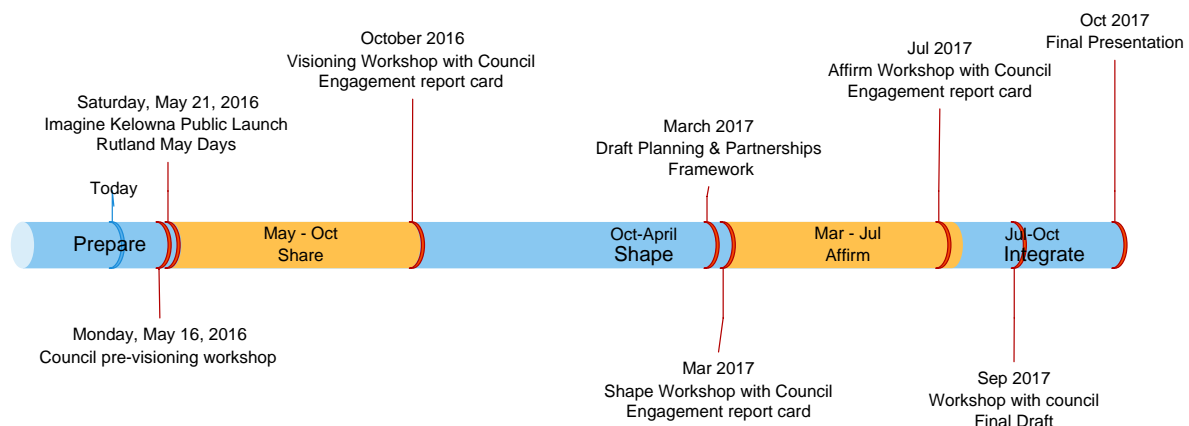
Phase 1 - Share: Summer - Fall 2016

Phase 2 - Shape: Fall 2016 - Spring 2017

Phase 3 - Affirm: Spring - Summer 2017

Phase 4 - Integrate: Summer - Beginning of Fall 2017

Overall Project Milestones & Timeline



Summary: *Imagine Kelowna*, towards a Strategic Community Vision

This project will develop a **core Community Vision**, with **clear Values (Principles)**, and **strategic directions** by using existing work (e.g., OCP, Healthy City Strategy, City Priorities, Citizen Survey, etc.) and complementing it with future scenarios and a comprehensive community engagement process (*Imagine Kelowna*). From this, a **strategic alignment and partnership framework** will be developed to guide the successful implementation of the project over the long term.

Conclusion:

Kelowna has been recognized as a progressive city that attracts people, investment and delivers top services. However, in an increasingly globalized world there is increasing competition between cities for people, investments, jobs, business and especially talent to drive economic, environmental, social and technological success. Having the capacity to attract success is a virtuous cycle that starts with a refreshed Strategic Community Vision.

A modern Strategic Community Vision goes beyond the built environment. While the look and physical feel of the city is extremely important, today we also need to consider the 'digital' feel, the technological quotient and how 'smart' a city is. To visualize Kelowna's traditional and emerging strengths, the key to a competitive Kelowna in the future is also to visualize how the City uses information technology to enhance livability, sustainability, integration, citizens' participation and performance management.

2016 Resources:

Staff time from all divisions
Approved budget: \$150,000

Internal Circulation:

Divisional Director, Infrastructure
Divisional Director, Community Planning & Real Estate
Divisional Director, Divisional Director, Communications & Information Services

Considerations not applicable to this report:

Legal/Statutory Authority
Legal/Statutory Procedural Requirements
Existing Policy
Financial/Budgetary Considerations
Personnel Implications
External Agency/Public Comments
Communications Comments
Alternate Recommendation

Submitted by:

R. Villarreal, Regional Planning Manager (Project Manager for Strategic Visioning Project)
K. O' Rourke, Community Engagement Consultant
James Moore, Acting Department Manager, Policy & Planning
Eric Carr, Department Manager, Corporate Strategy & Performance

Approved for inclusion:



A. Newcombe, Divisional Director, Infrastructure

Attachments:

Imagine Kelowna - Engagement Strategy
Presentation

cc: Divisional Director, Community Planning & Real Estate
Divisional Director, Divisional Director, Communications & Information Services
Divisional Director, Human Resources & Corporate Performance
Divisional Director, Civic Operations
Divisional Director, Active Living & Culture
Divisional Director, Corporate & Protective Services
Director, Business and Entrepreneurial Development

Imagine Kelowna Goal



The overarching goal for community engagement in this project is to ensure there is community ownership, cooperation and participation to develop a long-term vision for the community. This process will also establish/confirm core community values and priorities to guide future planning, partnership and initiatives towards this vision.

Communications objectives

Throughout the past few months, City staff have been developing a timeline and a proposed engagement strategy based on the City's Engage Policy and guiding principles to meet the following communications objectives:

- Create awareness about the four phases: *share, shape, affirm* and *integrate*
- Inspire residents to become a part of the new Community Vision by making it easy to participate through a combination of traditional channels, tactics and varying degrees of involvement
- Identify opportunities and tactics to allow community leaders, youth and staff to take a role as Imagine Kelowna ambassadors or "Kelowna *Imagineers*"
- Achieve satisfactory participation of citizens involved in the community engagement activities through online and face-to-face events and statistically valid techniques

A draft of the engagement strategy and initial identification of stakeholders have been outlined for input from Council prior to formalizing the communications approach.

Proposed engagement strategy

Building on the momentum of *Open for Opportunity* (Council Priorities 2014-2018), the outcomes from the community and stakeholder engagement will help set the course for the next generation as the city continues to experience growth.

The engagement outcomes informing the vision, values and strategic direction, combined with technical analysis, will develop a strategic planning and partnership framework to align and integrate future planning activities. Some of those planning activities include, Council Priorities, Official Community Plan, Healthy City Strategy, multiple partnerships, Transportation Master Plan, Agricultural Master Plan, technology and innovation strategy, economic development strategy, Asset Management Plan, Infrastructure Plan, etc.

The following is a high-level look at the activities proposed to occur throughout the process:

- Delivery of four phases: *share, shape, affirm* and *integrate*
- Ongoing reporting to Council at each phase
- Using multi-channels and methods for engagement
- Deploying statistically significant methodology throughout each phase

- Creating awareness and opportunities to engage
- Closing the loop on what we heard and how input informed the Vision

May - September



Share Phase (Listen & Learn)

The launch of Imagine Kelowna includes kicking off with a facilitation session with Council, scheduled for May 16 with community engagement to follow.

Identifying strengths, challenges and opportunities:

- What do residents value about living, working and playing in Kelowna?
- What are the challenges that conflict with these values?
- What are the solutions to overcome these challenges? (Or ways to reduce the challenges reasonably)
- How do residents perceive Kelowna's preparedness for the future?

Multi-channels and methods to share and receive input:

Mix of face-to-face and online engagement:

- Kelowna *Imagineers* Campaign
 - Community leaders
 - Youth leadership program
 - City staff
- Community outreach at events: City-led and community-led (Strong Neighbourhood, Park 'N Play, Parks Alive and other City-led engagement activities)
- One-on-one interviews with community leaders
- Online platform "Get Involved Kelowna"
- Vision toolkit
- Online and face-to-face surveys

October - February



Shape Phase (Involve & Collaborate)

This phase will consist of a follow up with Council reporting on a summary of the first Phase results and ensuring the direction is supported. A more targeted engagement approach will occur from October to December which will include a statistically significant scenario that identifies pillars.

- Community workshops, focus groups, roundtables
- Youth leadership initiative
- Online platform

- Statistically significant methods for scenario planning and to weigh values and principles

March - August



Affirm Phase (Consult & Inform)

This phase will see the first draft of a “Made in Kelowna” Vision and supporting draft principles presented to Council, stakeholders and community-at-large for consideration. The following deliverables will result:

- Draft vision
- Draft values and principles
- Statistically valid survey to test draft direction (Citizen Survey)

Fall 2017

Integrate Phase (Inform & Celebrate!)

This phase will highlight the endorsement of the Vision by Council and finalization of documentation and recognition of community involvement. Activities will include:

- Council endorsement
- Finalize documents
- Report out to community
- *Celebrate* - e.g., time capsule event

Methods to create awareness

Under the brand “Imagine Kelowna” a promotional strategy will guide the most effective outreach to the broadest audience possible through the City’s communication channels and will enable involvement of citizens and community stakeholders. These channels include: Social media campaigns (Facebook, Twitter and Instagram)

- Media relations
- Advertising, print and online
- City eScribe (subscribe)
- Kelowna Imagineers street teams (City staff and volunteers)
- Community events
- Videos
- Marketing collateral
- Speaker’s toolkit



Draft Stakeholders Groups

Presented below is a list of stakeholders grouped by categories for discussion purposes. This initial review of proposed stakeholders will aid in the further development of the communications plan.

Category	Stakeholder
Business Enhancement, Economic Development, Innovation	Business Associations: DKA, URBA, Pandosy
	Chamber of Commerce
	Urban Development Institute
	Okanagan Young Professionals
	Accelerate Okanagan
	Aviation
	Economic Development Commission
Tourism, Arts & Culture	Kelowna Tourism
	Festivals Kelowna
	Cultural District Representatives
Multicultural	Intercultural Society of the Central Okanagan
	Kasugai Sister City Association
Churches, Temples	
Heritage	Kelowna Museum
	Heritage Council representatives
Academic	UBC Okanagan
	Okanagan College & Enactus
	Kelowna Jaycees
	School District No. 23
	Independent Schools
Intergovernmental and other agencies	WFN, OKIB, Okanagan Native Alliance
	Interior Health
	Canadian Mental Health Association
	BC Ministry of Technology, Innovation and Citizens' Services
	Ministry of Municipal Affairs
	MLAs & MP
Housing & Social Organizations	Partners for a Healthy Downtown
	Community Policing
	Housing/CMHC
	CHBA
	Kelowna Community Resource Centre
Environmental, Agricultural & Community NGOs	Central OK Naturalist Club
	COLT

	Friends of Mission Creek
	Friends of South Slope
	Agricultural community
	Rotary Club
	Lions Club
	Pathways Abilities Society
	Okanagan Boys and Girls Club
	YM/YWCA
	Central Okanagan Foundation
	United Way
	Residents Associations
	Community Action Toward Children's Health
	Okanagan Changemakers
	Okanagan Pride
	Kelowna Cycling Coalition
Seniors Societies	Rutland Seniors Society
	Parkinson Seniors Society
	Okanagan Mission Seniors Society
Other	Strong Neighbourhoods participants
	Community-at-large

**For discussion purposes*

COMMUNITY STRATEGIC VISIONING



Strategy: Kelowna Strategic Vision, a guide to the future



THE PLANNING PROCESS

Community visioning: Vision, values and principles

“Community aspirations: what the residents want the community to be in the future”

The blueprint

Comprehensive Plans

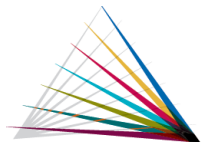


Source: Haus-Plan. Vector Blaupause

WHAT IS COMMUNITY VISIONING?

“Community Visioning is a planning process that encourages visionary, yet strategic thinking about the future direction of the City.”

IMAGINE Boston



TRANSFORMING | **EDMONTON**
BRINGING OUR CITY VISION TO LIFE



our future
mississauga

- ▶ Long-term ambitions, aspirations & community values
- ▶ System approach to integrate comprehensive plans
- ▶ Consider future trends

VISION2030
A GUIDE TO THE FUTURE
Stockholm



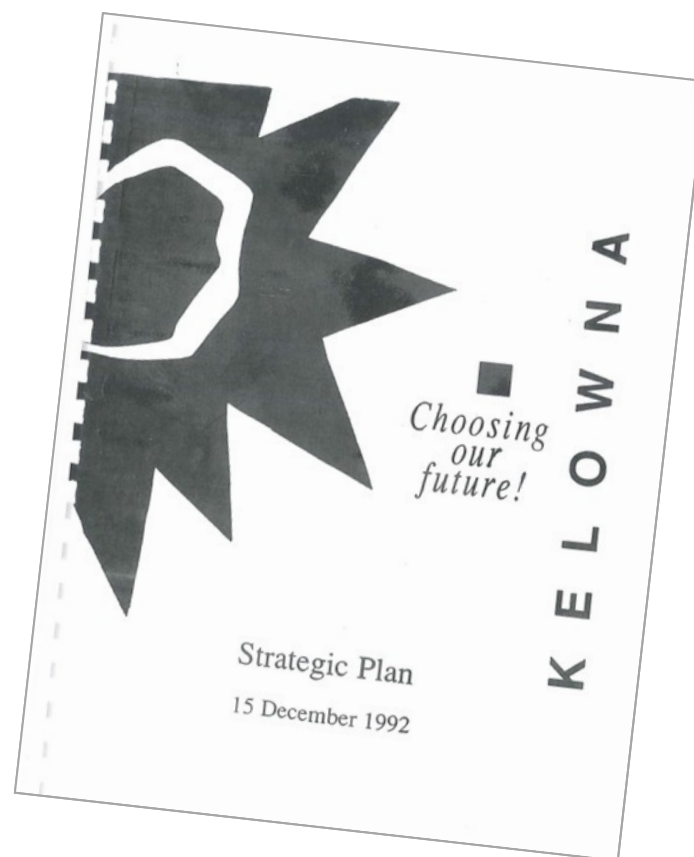
SA2020®



1992 STRATEGIC PLAN

► 18 goals

- building a healthy and sustainable local economy;
- protecting the natural environment even as growth occurs;
- protecting agricultural land from urban encroachment;
- focusing urban growth to take advantage of existing services and infrastructure; and
- providing a range of transportation options for residents.



2017 STRATEGIC VISION

(beyond traditional planning)

Future trends in:

- ▶ Technology
- ▶ Demographics
- ▶ Governance
- ▶ Resources
- ▶ Global & Local Factors

Examples...

BEYOND BUILT ENVIRONMENT

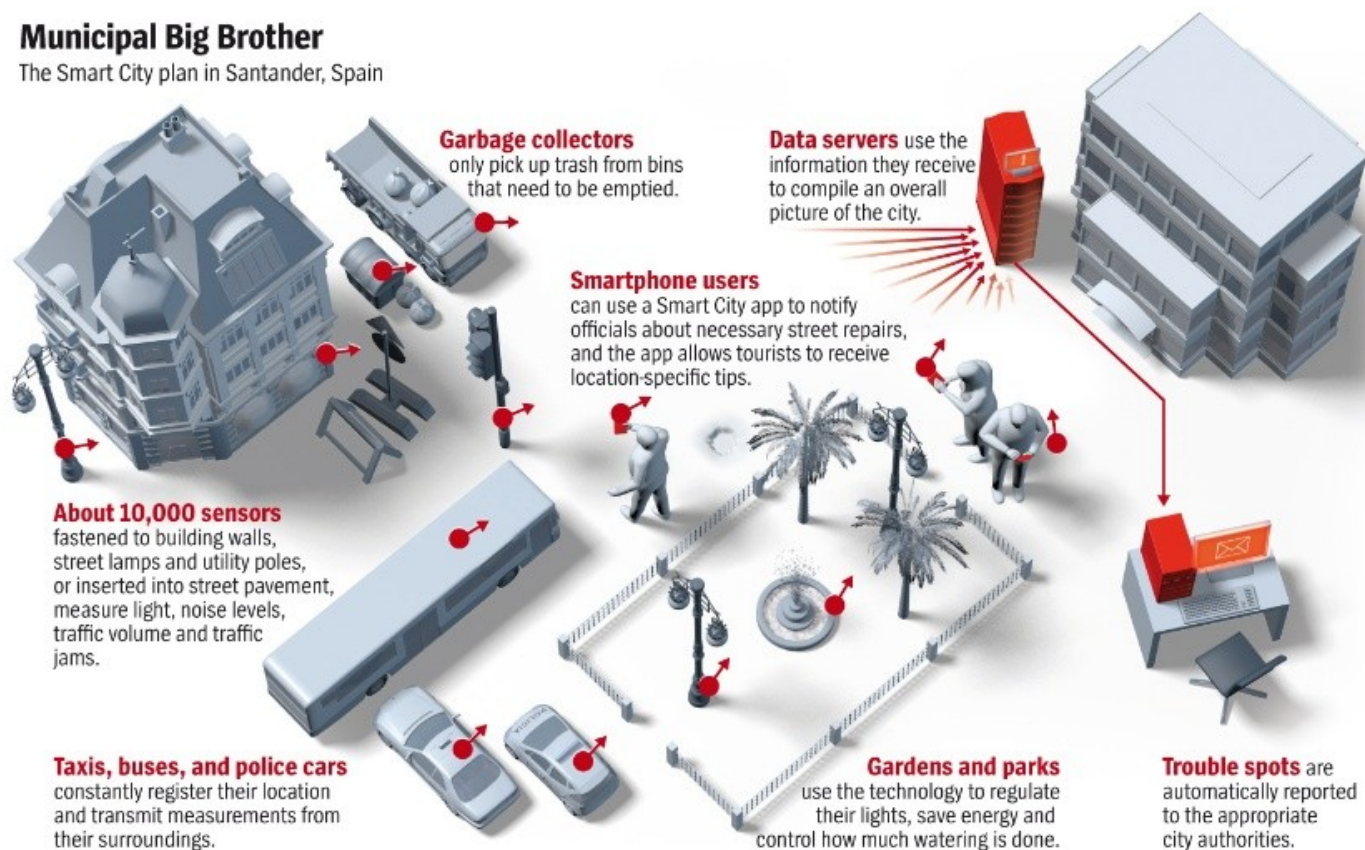
Smart Cities: it's all about sensors & performance management

Santander in Spain

EU Grant for 10 M Euros)

Municipal Big Brother

The Smart City plan in Santander, Spain



Source: <http://www.spiegel.de/international/world/bild-888480-473193.html>

FUNCTIONAL INFRASTRUCTURE & VEHICLES

Solar panel bike lanes
Krommenie in the Netherlands



Source: <http://www.citylab.com/tech/2015/11/netherlands-dutch-solar-powered-bike-lane-cycling-solaroad/416601/>

Pilot Electric re-charging lanes in England



Source: <http://www.citylab.com/commute/2015/08/the-uk-is-testing-roads-that-recharge-your-electric-car-as-you-drive/401276/>

Driverless cars



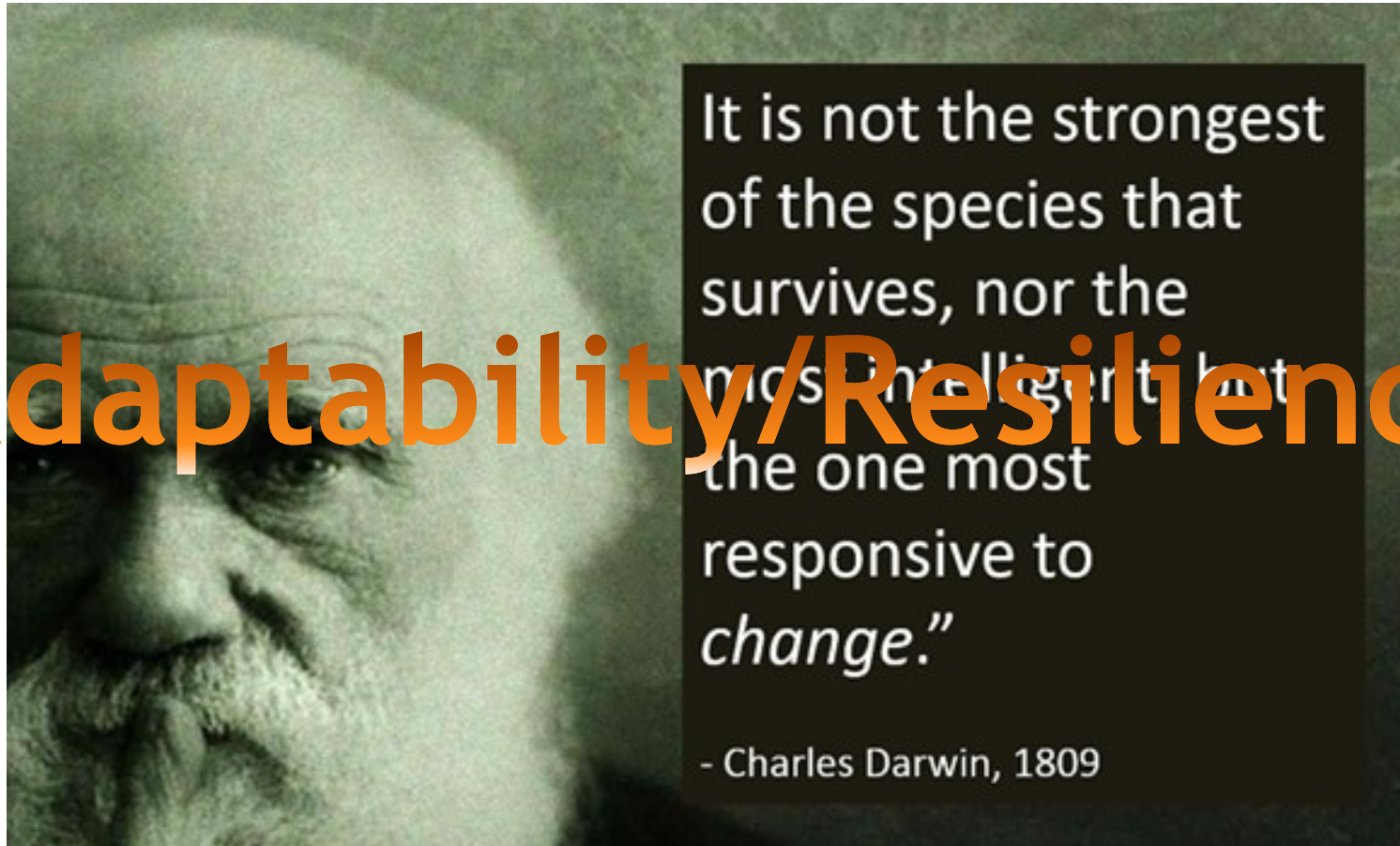
Source: <http://www.autoevolution.com/news/california-to-impose-more-stringent-rules-for-driverless-cars-103027.html>

OTHER EXAMPLES

- ▶ Waste water technologies
- ▶ Data, data, data
 - ▶ Moving data not people
 - ▶ Data driven management systems
 - ▶ Performance monitoring
 - ▶ CityStat (e.g. Baltimore)
- ▶ E- Governance
- ▶ New construction technologies

Change

Adaptability/Resiliency



STRATEGY

*“Valuable position, trade-offs, integration
& consistency.”*

- Michael Porter (Harvard Business Review, 1996)

COMMUNITY VALUES

public value?

VISION

Without vision & values, there is no direction,
no strategy, no plan.

EXPECTED OUTCOMES

Principles for adaptability

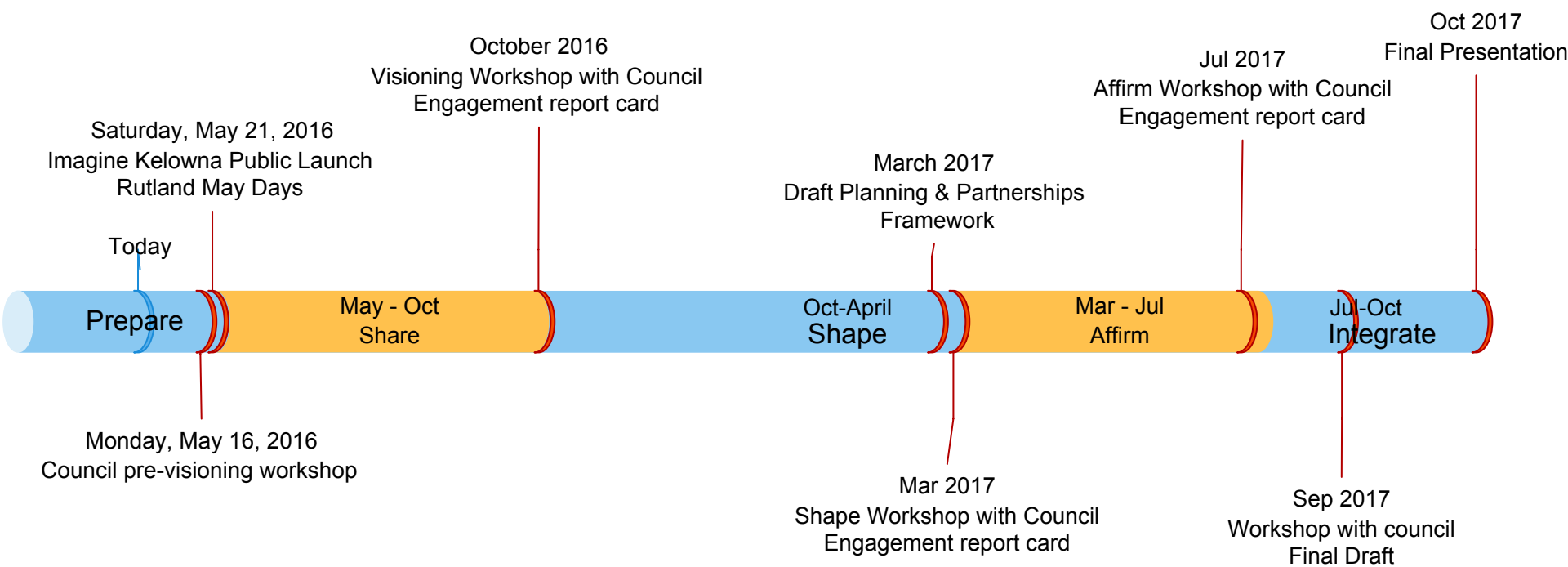
Strategic Directions

Strategic planning & partnerships framework

Systems approach

Integration and alignment of plans,
partnerships & strategies

PROJECT MILESTONES



OVERALL PROJECT FEEDBACK

► Thoughts?

*Imagine*Kelowna



SHARE YOUR VISION, SHAPE THE FUTURE



GOAL

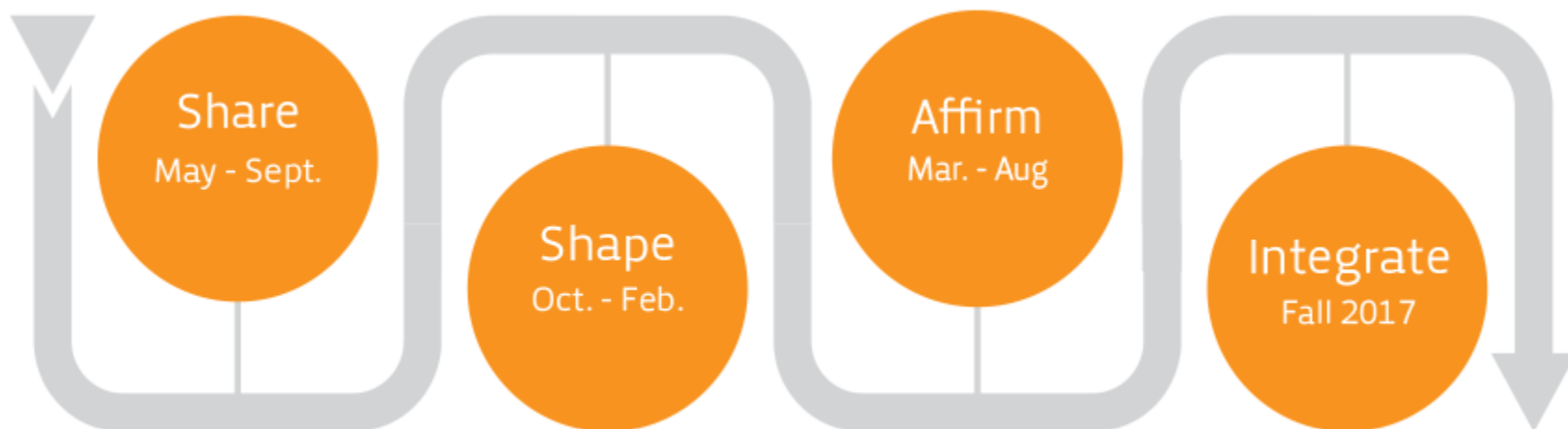
*Imagine*Kelowna

*“The overarching goal for community engagement in this project is to ensure there is **community ownership, cooperation and participation** to develop a long-term **vision** for the community.*”

PROPOSED ENGAGEMENT DELIVERABLES

- ▶ Four phases: share, shape, affirm and integrate
- ▶ Ongoing reporting to Council
- ▶ Using multi-channels and methods
- ▶ Deploying statistically significant methodology
- ▶ Creating awareness and opportunities to engage
- ▶ Reporting back to the community

ENGAGEMENT TIMELINE





SHARE PHASE ENGAGEMENT METHODS

- ▶ Mix of face-to-face and online engagement:
- ▶ *Kelowna Imagineers* Campaign
 - ▶ Community leaders
 - ▶ Youth leadership program development
 - ▶ City staff
- ▶ Community outreach at City-led events
- ▶ One-on-one interviews with community leaders
- ▶ Online platform “Get Involved Kelowna”
- ▶ Vision toolkit
- ▶ Online and face-to-face surveys



SHAPE PHASE ENGAGEMENT METHODS

- ▶ Community workshops, focus groups, roundtables
- ▶ Youth leadership initiative
- ▶ Online platform
- ▶ Statistically significant methods for scenario planning and to weigh values and principles

STAKEHOLDERS



ENGAGEMENT FEEDBACK

► Thoughts?

NEXT STEPS

1. May 16, pre-visioning workshop

