

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:

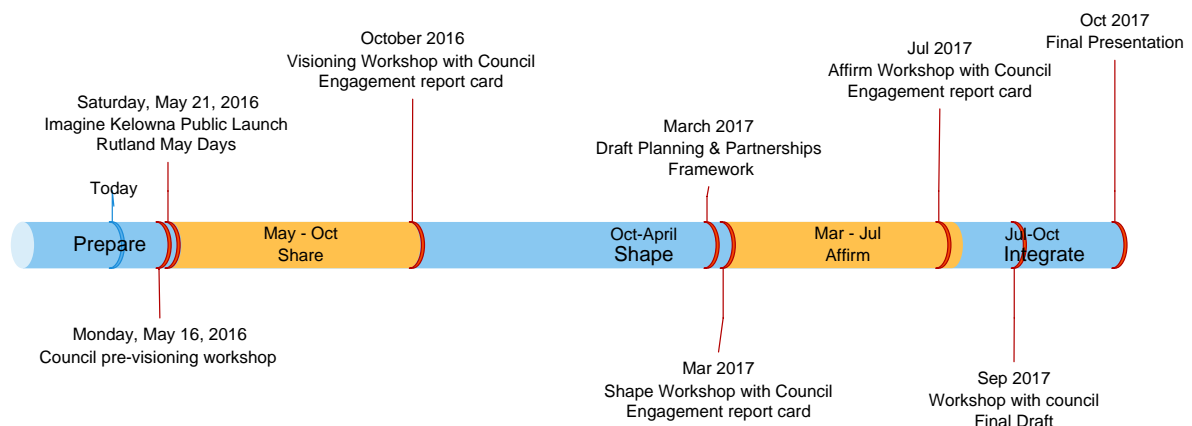
Phase 1 - Share: Summer - Fall 2016

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)
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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