

Report to Council



Date: December 12, 2016

File: 0610-50

To: City Manager

From: Rafael Villarreal, Manager, Integrated Transportation (Project Manager for Strategic Visioning Project)

Subject: Imagine Kelowna Phase One Wrap up and Next Steps

Recommendation:

THAT Council receives, for information, the update on the Imagine Kelowna Phase One Wrap up and Next Steps as outlined the report of the Manager, Integrated Transportation, dated December 12, 2016.

Purpose:

As part of the Imagine Kelowna initiative this update will inform Council of the outcomes of the first phase (Share phase) and outline next steps (Shape phase) leading towards the development of the principles and resiliency framework.

Background:

Over the next 25 years, the world will change in ways we can't entirely anticipate and our community needs to be ready. These changes will be driven by shifts in technology, resources, demographics, governance, urban patterns, economic factors, among other global, local and behavioural influences. The Strategic Community Vision will focus municipal, regional and community efforts to build resiliency and position the city and the region to succeed in a constantly shifting world.

The community engagement process for the long-term strategic community vision kicked-off officially during Rutland May Days on May 21, 2016. Since that time, the outreach and level of citizen involvement across the city has been through face-to-face conversations, community events and a robust online presence translating into thousands of interactions over the past six months.

We are
here!



ImagineKelowna



Share Phase Highlights:

- Online engagement portal for the project: imagine.kelowna.ca
 - Over 14,000 page views from July 13 to November 30, 2016
- 269 tweets in one hour during the City of Kelowna's first Twitter Town Hall
- Over 30 in-depth interviews with thought leaders in the community from a variety of disciplines
- Over 200 online submissions (values, principles, challenges and opportunities) through imagine.kelowna.ca
- 500 Imagine Kelowna postcards completed
- 400 sounding board comments & online topic wall comments
- 3 guest speakers for the Imagine Kelowna Speaker Series:
 - Facing Uncertainty by Professor Keith Culver
 - The Future of Health, Challenges and Opportunities by Interior Health's Board Chair Erwin Malzer and CEO Chris Mazurkewich
 - Affordable Housing by Michael Geller
- 14 Imagine Kelowna Special Blog Series contributors on various topics that will shape the future of the community at imagine.kelowna.ca/news:
 - The future of Kelowna's tech sector
 - Tech industry ripe for growth
 - Future skills and workforce needs in Kelowna
 - Mayor Basran's perspective on the future role of citizens
 - A youth perspective on the citizen's role
 - Renewed optimism in agriculture
 - The future of energy
 - Indigenous knowledge and cultural diversity
 - Shaping the future through conversation
 - A mentally healthy community
 - The evolution of self-driving cars
 - City lead infrastructure driving the local economy
 - Deliberating densification
 - The state of culture
- 533 completed submissions through the Youth leadership program (School District No. 23) and community conversations (self-guided)
- 25 presentations to organizations, agencies, institutions, classrooms, and City staff (presented to a total audience of over 300)
- 1 community workshop with WFN Elders
- 1 community workshop with WFN Youth Council
- 4 co-sponsored On-point Town Hall Events in partnership with Urban Systems
 - On Point # 1- Housing & Affordability (253 registered, 167 participants)
 - On-Point #2 - Economic Development (213 registered, 161 participants)
 - On-Point # 3- Climate Change (171 registered, 136 participants)
 - On-Point #4 - Transportation (TBA, TBA)

- 1 co-sponsored Okanagan Resiliency Forum event in partnership with UBCO (103 participants)
- Imagine Kelowna has participated in over 36 community events
- Market research study in partnership with COEDC to identify variables that would attract young professionals to the region. Study is in process across 4 major metro areas in Canada (Toronto, Vancouver, Calgary & Edmonton).

Key Partnerships/Resources

Throughout the past six months staff met with individuals, organizations, agencies and community groups to learn what they value and hear firsthand what they think will influence the future of Kelowna. These discussions generated referrals of other individuals and groups creating one of the most comprehensive community engagement initiatives undertaken in recent years.

Private sector

During the Share phase, key partnership opportunities were explored to create additional reach and citizen involvement. A partnership with Urban Systems Ltd. resulted in the planning and delivery of four unique community town hall events centering on affordable housing, the economy, climate change and transportation.

These events were delivered in a fresh and engaging format which included a diverse group of community panel speakers, local performers and an exchange of meaningful dialogue. Significant effort went into the organization and execution of the events without impacting City resources. The total added value received from these partnerships is being evaluated. However, initial community investment from Urban Systems Ltd and other partners has translated into approximately \$30,000, half of which was contributed by Imagine Kelowna.

Public sector

The Imagine Kelowna team has partnered with School District 23, the Central Okanagan Economic Development Commission (COEDC) and built on existing partnerships such as Healthy City Strategies with the Interior Health Authority (IHA).

The City of Kelowna partnered with COEDC on a project designed to help inform the Imagine Kelowna project with data from external stakeholders and help bolster two key planks of the COEDC's operations plan for 2016.

In addition to engaging and surveying local residents, engagement was expanded to take into account perspectives of potential future residents. Specifically, market research is being conducted to identify how to attract young professionals to relocate to Kelowna in the future. The study will seek to measure awareness of Kelowna in key urban centres in Canada (Toronto, Calgary, Edmonton and Vancouver) and understand motivating factors that lead to the decision to move to a city like Kelowna.

This data will help COEDC continue to build their boomerang campaign and gain further insights into how to retain and attract young professionals to the region. In addition, the data will be used to enhance some of the targeting activity of the "Make it Here Campaign." The total cost of this project is approximately \$15,000 and the Imagine Kelowna contribution is approximately half.

Subject Matter Experts

Starting in September 2016, the City became a member of the Alliance for Innovation., a non-profit organization helping local governments transform and inspire innovation to advance

communities through research, real-world experience and key partners. Leveraging their scenario framework playbook, they will guide us through a Foresight Workshop as we enter into Phase 2 of our project and provide strategic guidance as we build out scenarios.

Academic

The City is working closely with the University of British Columbia to develop the Imagine Kelowna initiative. In addition to one-to-one conversations with senior administration, Professors from the Faculties of Management, Engineering, Community, Culture and Global Studies are key advisors to the process.

Through the Imagine Kelowna initiative, the City recently partnered and participated in the Okanagan Research Forum: Building a Resilient Okanagan Landscape, hosted by the UBC Institute for Biodiversity, Resilience, and Ecosystem Services (BRAES) and the UBC Institute for Community Engaged Research (ICER). The Forum allowed for sharing knowledge and dialogue between UBC Okanagan Researchers and the broader community, including government and local organizations. This year's theme for the forum was developed with Imagine Kelowna in mind and discussed influences such as climate change, population growth and changes in land use.

The City is also taking advice and discussing ideas with Professors and students from Okanagan School of Business at Okanagan College and Enactus.

Youth Leadership Initiative

An important goal of Imagine Kelowna is to ensure the voice of Kelowna's youth are included in the process. The City partnered with School District No. 23 to deliver for the first time a youth leadership engagement inspired by Imagine Kelowna. This engagement initiative was led by the Director of Instruction and conducted by Teachers of the School District No. 23 from October through to early December reaching students from grade 9 through to grade 12. In a classroom setting, students were encouraged to discuss and reflect on the future of Kelowna. Over 500 individual youth submissions have been received. The success of this initiative was due to the commitment and enthusiasm by School District representatives.

In addition, Okanagan College students coordinated their input supported by a self-guided Community Conversation toolkit. Exact numbers are not known at this time.

Next steps

Phase 2 - Shape (January 2017 to April 2017)

Analyze Data

Through the Imagine Kelowna Initiative, the City collected a variety of qualitative and quantitative data and best practice research from different sources. Staff supported by a market research firm will synthesize and analyze data collected in the first phase. This data and research will serve as the quantitative foundations of a resiliency framework and guide staff in developing scenarios.

Structured engagement

A targeted and structured engagement approach will occur from January to April 2017 and will include Council and stakeholder workshops to test scenarios and present the draft guiding principles and the resiliency framework.

Deliberative Forum

For the first time, the City will be using a deliberative forum technique to shape the vision and test principles and scenarios. A deliberative forum is scheduled for mid-April 2017. The

deliberative forum will consist of a facilitated mini-conference in which randomly selected citizens identify community priorities through an iterative process of education and debate. This process of education and debate will be informed by Council recommendations, guiding principles and the resiliency framework, subject matter experts and citizens input.

Phase 3 - Affirm (May 2017 to September 2017)

Guiding principles and the preliminary vision will be presented to the community through the City's existing communications channels as well as an open house.

Phase 4 - Integrate (October 2017 to November 2017)

Traditionally, long-term strategic planning process involves two main components: Strategic Visioning, which is done every 20 or 25 years; and comprehensive master plans (e.g., OCP - land Use-, Corporate Plans, Transportation Plan, etc.) which have more regular updates. This phase will aim to finalize the project and deliver a long-term strategic framework (below) that will help clarify, organize and align the City's short and long-term planning priorities (e.g.: Corporate Plan, OCP, Transportation Plan, Economic Development Plan) and define relationships between plans, strategies and partnerships.

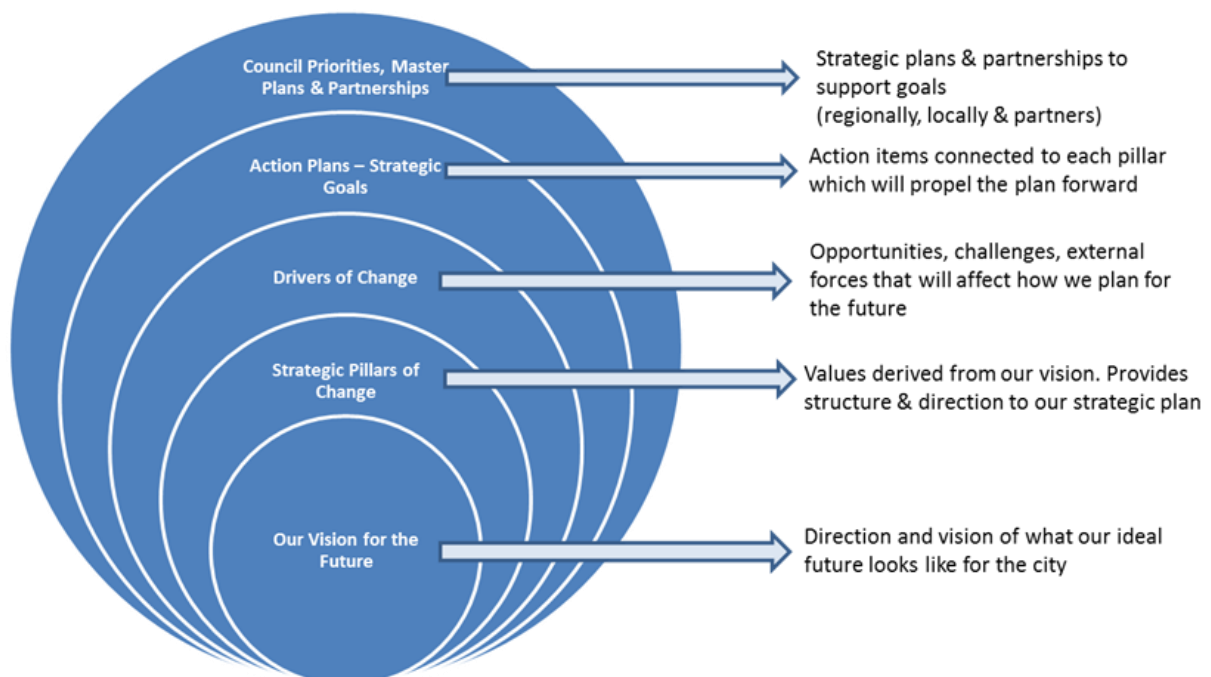


Figure 1 Strategic community vision - Conceptual strategic framework (in process)

Internal Circulation:

Divisional Director, Infrastructure

Divisional Director, Community Planning & Real Estate

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, Manager, Integrated Transportation (Project Manager for Strategic Visioning Project)

Approved for inclusion:



A. Newcombe, Divisional Director Infrastructure

Attachment 1 - Community Strategic Visioning council update Presentation

cc: Divisional Director, Community Planning & Real Estate
 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