

Report to Council



Date: 1/16/2017

File: 0610-50

To: City Manager

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

Subject: Imagine Kelowna Engagement Theme Outcomes and Engagement Strategy for Phase 2 (Shape)

Recommendation:

THAT Council receives, for information, the report from the Project Manager for Strategic Visioning Project dated January 16, 2017 with respect to Imagine Kelowna Engagement Theme Outcomes & Engagement Strategy for Phase 2;

AND THAT Council endorses the community engagement strategy for Phase Two (Shape) of Imagine Kelowna as identified in the report from the Project Manager for Strategic Visioning Project dated January 16, 2017.

Purpose:

As part of the Imagine Kelowna initiative, this update will inform Council of the emerging themes heard from citizens and stakeholders from the first phase (Share) of community engagement. The report will also introduce the proposed community engagement approach for the second phase (Shape).

Background:

Staff presented the highlights of the community engagement activities for Phase One and next steps in the Strategic Community Visioning process during the December 12 Council meeting. This report provides more detailed data analysis of community input and market research, the engagement plan for Phase Two (Shape), as well as the timeline for the completion and endorsement of the guiding principles, the final long-term vision and the strategic framework.

What we heard

The first phase of engagement occurred from May to December 2016. Data was collected from two major streams: citizens and from market research. Data analysis will be formalized over the next month and integrated to inform Phase Two of community engagement.

Citizen engagement:

Analysis of the datasets (one-on-one interviews, postcards, sounding board, community conversation toolkits, and youth leadership initiative) were synthesized and coded to understand key common themes from the input of over 2,000 citizens.

As part of the research design of the engagement questions, it was vital to ensure consistency of question types to aid in reporting. Further amalgamation of results is required from all input areas; however, early indicators reveal the top three themes across all inputs.

What citizens love about their community:

- The natural beauty of the area and the what it offers (mountains, lake, beaches)
- Recreation activities
- Sense of community

Current challenges facing the community:

- Affordability and housing
- Employment opportunities and wages
- Transportation
- Regional context and sometimes conflicting priorities

Hopes and aspirations which are important building blocks for the future of their city:

- A healthy density
- Affordability and housing
- A continued sense of community

Opportunities and Strengths:

- City of experiences thanks to the climate and four seasons
- Okanagan Lake and recreational opportunities
- Access to local colleges and world-class university
- Entrepreneurial city
- A community of collaborators

Community Threats:

- Strengths are highly reliant on natural resources under pressure (water, air, land)
- Diversity: cultural and economy
- Labour gaps: skill match in the workforce as jobs and industry evolves/changes to the knowledge economy

The caveat is in managing population growth, transportation planning, and economic opportunities and to ensure we do not lose the feeling of community that citizens value. Environment and traffic safety were also important themes.

Young Professional Market Research (external):

The vision of the City is developed with input from existing citizens, but also takes into consideration the needs of the future population the region will attract. In the framework of Imagine Kelowna, a market research study was co-funded by the City of Kelowna and the Central Okanagan Economic Development Commission and carried out by a market research firm (NRG Research) in November and December 2016. The survey was conducted among a younger population (20-45 year olds) using online data collection with a panel sample provided by Research Now comprising of 1,750 respondents from Vancouver, Toronto, Edmonton and Calgary. Below is a brief summary of the results:

Potential Re-location:

There is a segment of young professionals that are likely to move in the next ten years. In fact, 35% of respondents say it is likely that they may move to a different city or town within the next 10 years. Those between the ages of 20-34 are more likely to move than 35-44 year olds (40% vs. 31% respectively).

Sources of Information:

The information sources this group would use to find out more about a potential new city/town are the City's website, a search engine and word of mouth. When asked what they would search for if they were using an online search engine to learn more about possible cities or towns to relocate to, the leading search strings relate to *affordable housing, name of city, town or province and career/job opportunities.*

Factors Influencing Potential Re-location:

Career opportunity is the most likely motivator for a relocation, although quality of life and cost of living are also large potential influences. Motivators for a relocation – what would influence them to relocate:

- Career opportunity (72%)
- Better quality of life (70%)
- Lower cost of living (65%)

When assessing possible cities to relocate to, the top three most important factors are *career opportunities, safety of city and housing costs* which were all rated as important by about four out of five respondents.

Proposed Community Engagement Approach for Phase Two

Phase 2 – Shape (January 2017 to April 2017)

Targeted and structured engagement will occur from January to April 2017. This will include Council and stakeholder workshops to create scenarios and present the draft guiding principles, as well as test the resiliency of principles under various scenarios.

Alliance for Innovation:

The City of Kelowna has recently become a member of the Alliance for Innovation, a non-profit organization that helps local governments transform and inspire innovation to advance communities

through research, real-world experience and key partnerships. Research and scenarios developed by the Alliance for Innovation futurists in their *Next Big Things* publication will be modified and tailored to the Kelowna context and then used as a framework to facilitate the structured engagement sessions.

Workshops on trends and scenario planning:

Two workshops on trends and scenario planning will be delivered in the first quarter of 2017. The purpose of these workshops is to help illustrate how significant changes could impact Kelowna (e.g.: climate change, demographics, technological change, labour market changes). Using this information, the workshops will also help establish key directions to ensure that Kelowna remains resilient in the face of these changes.

The first workshop will be facilitated by a consultant and will include senior City staff, thought leaders and representatives from business, social, health and academic institutions. In this workshop, attendees will examine how potential future trends could impact Kelowna. This will be accomplished by building scenarios composed of key trends and results of the first phase (Share) of community input. Following this, attendees will consider what directions can be taken to ensure that the community is prepared to thrive in the face of these scenarios.

The second workshop will be with Council and facilitated by the Alliance for Innovation experts. In this workshop, Council will be exposed to the concept of using trends as the basis for scenario planning for Kelowna. Best practices from around North America will be shared and Council will be asked to relate this information to the Kelowna context.

Deliberative Forum:

The Deliberative Forum will be a key deliverable of the visioning exercise. A deliberative process will help shape the vision and test principles and scenarios. A deliberative forum is scheduled for April 8, 2017. In this facilitated mini-conference, randomly selected citizens will identify community priorities and go through an iterative process of education and debate. This process will be informed by Council recommendations, guiding principles, subject matter experts and citizen input.

Documenting community involvement:

Imagine Kelowna Trends will be a publication compiling the research, blog posts and outcomes from the events of Phases One and Two (Share and Shape) and released to the public after phase Two is completed.

Summary:

A summary of the structured events and targeted dates is presented below.

Proposed date	Activity	Who	Purpose
Feb 17	Workshop on scenario planning and testing	Consultants, Senior City staff, thought leaders, representatives from agencies, organizations and	Develop and test scenarios. Assess the resiliency of the principles against a set of future scenarios in

		subject matter experts	order to determine our "future ready" state
Mar 13	Council Workshop on global forces and scenarios	Council, City staff and facilitated by representatives from Alliance for Innovation	Overview of the global forces & local trends and a discussion on the future readiness of Kelowna
Apr 8	Deliberative Forum	Randomly selected residents from the community, City staff and subject matter experts	Review emerging themes and identify community priorities through an iterative process of education and debate to develop a set of draft principles
May	Imagine Kelowna Trends (publication) A written document that compiles blog posts, research and outcomes	Various authors	Compile future trends and summarize the collection of knowledge and ideas from various perspectives of what will influence the future of Kelowna

Next Steps

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, online as well as an open house.

The community will provide comments via different channels prior to a final version being presented to Council for consideration.

Phase 4 – Integrate (October 2017 to November 2017)

Long-term strategic planning processes involve two main components: strategic visioning, which is done every 20 or 25 years; and comprehensive master plans (e.g. OCP, 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, shape policies and direct priorities in comprehensive planning projects (e.g.: OCP, Healthy City Strategies, Transportation Master Plan, Corporate Plan, Economic Development Plan) and define relationships between plans, strategies and partnerships.

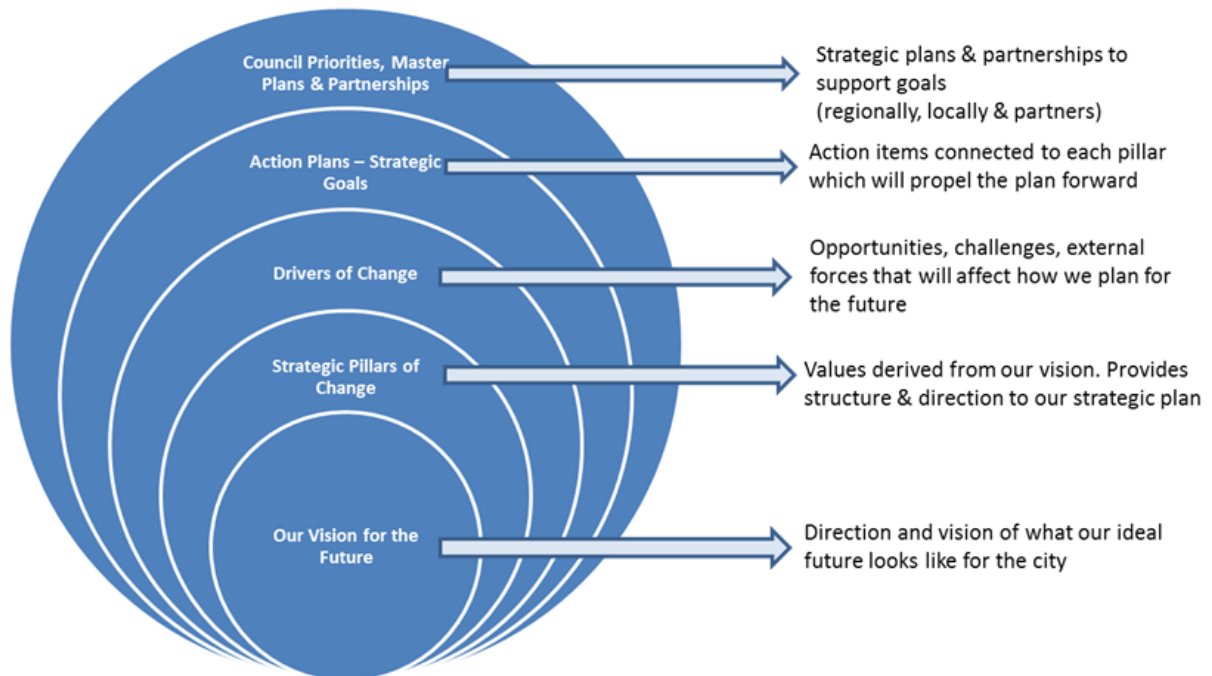


Figure 1 Strategic community vision - Conceptual strategic framework (in process)

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:

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Approved for inclusion:



A. Newcombe, Divisional Director Infrastructure

Attachments: Community Strategic Visioning Presentation

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