

# Report to Council



**Date:** March 8, 2017  
**File:** 0610-50  
**To:** City Manager  
**From:** Rafael Villarreal, Manager, Integrated Transportation (Project Manager for Strategic Visioning Project)  
**Subject:** Forces shaping the future - Imagine Kelowna Council Workshop

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## **Recommendation:**

THAT Council receives, for information, the report from the Project Manager for Strategic Visioning Project dated March 13, 2017 with respect to Imagine Kelowna Council Workshop.

## **Purpose:**

To introduce Council to the forces and trends shaping the future in local governments and discuss Kelowna future readiness with our guest expert Nijah Fudge, West Regional Director for the Alliance for Innovation.

## **Background:**

As part of the Phase Two (Shape) process, a more structured and targeted engagement process has commenced around incorporating the data and results from our community engagement & external market research through stakeholder workshops.

On February 17, 2017, the first of our *Imagine Kelowna* workshop series brought together community thought leaders representing business, the social sector, healthcare, academia, the cultural community, the City of Kelowna's Senior Leadership Team, and a select group of other City staff. The workshop aimed to strengthen some draft principles identified by the community. The workshop included the exploration of four future scenarios for Kelowna – stories of our community 20 years out, challenged by global trends and forces of mega-change. Participants' work throughout the morning considered whether Kelowna would be ready to face the forces of mega-change and what measures would be required to build Kelowna's "future-readiness." Afternoon activities introduced participants to a high-level view of the draft principles and asked participants to provide direction to strengthen the principles, based on what was learned through the future scenarios discussions.

## ***Council Workshop on forces shaping the future***

This workshop will be delivered by Nijah Fudge, Western Regional Director for Alliance for Innovation (AFI) 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 future-proof Kelowna in the face of these changes.

The City of Kelowna recently became a member of the Alliance for Innovation (AFI), a non-profit organization that helps local governments transform and inspire innovation to advance communities through research, real-world experience and key partnerships.

The Alliance for Innovation Board of Directors set out on a journey to discover the “Next Big Things” facing local governments. Through research and scenarios, they looked beyond the horizon and imagined what cities and countries might look like one generation from now.

In this workshop, AFI will explore what has changed over the last twenty years and challenge Council to think ahead in order to be a future ready community. This will include an overview of the four forces, trends, barriers and risks that should be on our radar.

### ***Next Steps***

The next major milestone for the Imagine Kelowna initiative includes a deliberative community forum inviting 180 citizens to take part in shaping the vision and test principles. This community forum has been scheduled to take place on Saturday, April 8 at the Kelowna Yacht Club from 8 a.m. to 4 p.m. A call for public participation was officially announced on Thursday, March 8. Citizens are encouraged to complete an expression of interest which closes on Monday, March 27 at noon.

Outreach strategy includes:

- Telephone/mobile phone random recruitment by NRG Research
- Online expression of interest through [imagine.kelowna.ca](http://imagine.kelowna.ca) website
- Direct notification to 30+ stakeholder and community organizations
- News releases/Public Service Announcements (3)
- Advertising in newspaper, online and through the City’s eScribe and social media channels

In addition, outreach will occur to those more challenging to reach to ensure a broad mix of representation throughout this full-day forum.

A children’s day camp at Parkinson Recreation Centre has been offered to reduce barriers for families to attend at no charge.

As part of the recruitment process, citizens will be randomly select from the expression of interest submissions that is reflective of the community as much as possible.

### ***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 a final version is presented for Council’s 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.

**Internal Circulation:**


- Divisional Director, Infrastructure
- Communications Coordinator, Communications & Information Services
- Community Engagement Consultant, Communications & Information Services
- Corporate Strategy & Performance Manager, Communications & Information Services
- Director, Business and Entrepreneurial Development, Community Planning & Strategic
- Long Range Planning Manager, Community Planning & Strategic Investments
- Senior Project Manager, Infrastructure

**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

Attachments: Imagine Kelowna – Forces & scenarios shaping the future  
Alliance for Innovation presentation

- cc:
- Divisional Director, Community Planning & Strategic Investments
  - 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