

Report to Council



Date: December 4, 2017

File: 0610-50

To: City Manager

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

Subject: Imagine Kelowna draft vision, values, principles and goals

Report Prepared by: Imagine Kelowna Team

Recommendation:

THAT Council receives for information, the report from the Manager for Strategic Visioning Project dated December 4, 2017 regarding the Image Kelowna Draft vision, values, principles and goals.

Purpose:

To update Council on the City's Strategic Community Vision and Imagine Kelowna process, and introduce Council to the draft vision, values, principles and goals along with the next steps.

Background:

Introduction:

The 1992 Strategic Vision laid out the foundations for the thriving Kelowna that we experience today. It was primarily focused on managing growth through land-use planning – for example adopting the concept of “urban centres” where development should be concentrated, along with strategies to protect agricultural land. Twenty-five years later, Kelowna is recognized for its high degree of livability. It boasts amazing natural beauty, a thriving economy, an entrepreneurial spirit, and has demonstrated an ability to change and reinvent itself over time. However, Kelowna is also a community in transition, with an emerging complex multi-faceted identity. It is experiencing significant growth and change, and will change even more over the next 25 years. Our community is grappling with growing pains that are manifesting in the areas of transportation systems, housing affordability, community cohesion and social inequity. Global trends will have profound impacts on our community as well. By 2040, the roles of governments and citizens will evolve, enabled by technology and changes in demographics, and these changes will impact the way services are delivered. We are already experiencing some structural changes in our economic and social landscape and day to day activities with digitalization (the integration of digital technologies into everyday life), shared economy (services like car sharing, co-working and online vacation home rentals), emerging automatization (i.e. driverless cars, robot caregivers and cashier-less grocery checkouts) and the knowledge economy (consisting of sectors that

are reliant on the production and use of knowledge such as high-tech, education, communications, research and development). The pace of change brings greater uncertainty and unpredictability. It is forcing Kelowna to become a more socially, economically and environmentally balanced community that is rethinking its community philosophy and embracing new ways to meet future challenges.

The Imagine Kelowna Journey

Kelowna is a community in transition and Imagine Kelowna is our response to the forces of change. It is a strategic vision developed by the community and it is a vision that will be owned and delivered by the community as a whole, with government only one of the many players.

Imagine Kelowna represents the voices of the people who live here including but not limited to: expert academic advisors, community thought leaders, students, youth, elders, members of local First Nations. If we have learned anything about Kelowna on this journey, it is that our community is not homogenous. We are facing a complex, growing city, with diverse perspectives, people from all over the world, and a community identity more complex than we previously thought. The built form in Kelowna is changing as well. A skyline is emerging and an increasing number of transportation options are available. Kelowna is at a pivotal time in its evolution, one full of great opportunities, but also one full of great risks.

Through our dialog with the community and the City's partnership with the Alliance for Innovation, we identified some key structural challenges – both global and local – that will have direct impacts on our community's future:

- **Pace of change, uncertainty & unpredictability:** Change is occurring at a rate never seen before in human history, bringing increasing unpredictability with it.
- **Stuck in the middle:** Kelowna is at an awkward point in its growth. It is neither a major urban centre, nor a small one. While this is scary for some people and others see it as an opportunity, the reality is that Kelowna is not a small town anymore. Kelowna is experiencing the challenges of growth but also its benefits. We have world class post-secondary institutions, a thriving airport that connects us with the world, emerging innovation companies, and a more diversified economy. Growth is happening, and as a community we need to embrace it in order to shape it to our lasting advantage.
- **Danger of resting on our laurels:** Kelowna is a successful community. It has natural beauty, an entrepreneurial spirit and has successfully adapted to past change. However, Kelowna has entered in a new phase in its existence, with new challenges at a time when constant change is a reality. What worked before for a small community will not necessarily work in the future. We are experiencing this today with our challenges in transportation, housing, and social inclusion and equity. The community will have to re-think how to do business and approach problems from a new perspective.

This strategic visioning process, unlike the more prescriptive plan of 1992, was a quest for a philosophical direction and innovative concepts to help make the city more resilient and prepare it for the future. The Community Strategic Vision will help the city be more agile and better adapt to the fluid

nature of the world by identifying the community's core values, principles, and goals. It will also provide a framework to align the City's comprehensive plans, strategies, and partnerships to deliver on those goals.

The draft vision, values, principles and goals presented in the accompanying document are the voice of the community, developed from the most comprehensive community engagement and comprehensive market research ever embarked on in our city. The vision is an answer to the emerging complex identity of Kelowna and is a step towards becoming a more balanced and complete community. By embracing these values, in 2040, Kelowna is a community with the capacity to respond, learn, adapt and grow with change.

The principles and their related goals will help the community achieve its vision and ensure a vibrant future for Kelowna.

Next Steps

Phase 3 – Affirm (December 2017 to February 2018)

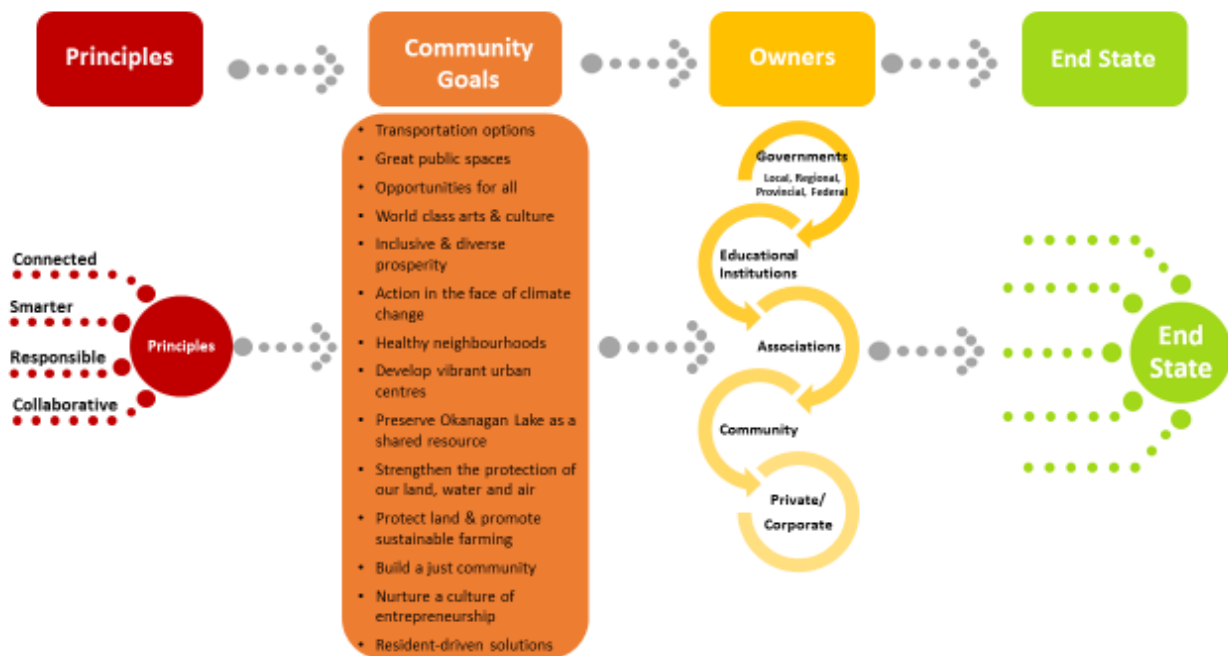
The draft vision, values, principles and goals will be presented to the community through the City's existing communications channels, online, and through partnerships and presentations/workshops with community groups, as well as three information sessions to be held in Rutland, Mission and Central areas.

The community will provide comments online and through face-to-face interactions prior to a final version being presented for Council's consideration with a final report later in January or early in February.

Phase 4 – Integrate (March 2018 - 2040)

This phase will aim to conclude the project and deliver a final version of Imagine Kelowna including a complete document and supporting materials (videos, animations, booklets and photos), as well as engagement summaries and full reports. This phase will also deliver a long-term strategic framework that will help clarify, organize and align the City's short and long-term planning priorities, help shape policies and direct priorities in comprehensive strategies and planning projects (e.g.: term strategic council priorities, OCP, Healthy City Strategies, Transportation Master Plan, Corporate Plan, Economic Development Plan) and identify opportunities for the community to participate in the delivery on their vision.

Planning and partnership framework:



The Draft Imagine Kelowna Framework represents an integrated vision for our community. It provides direction for the City, other levels of Government, and our other partners to change the way we work together, how we make decisions, and how we engage with Kelowna residents. There are four components to the Framework:

- 4 Integrated Principles → these principles represent the fundamental themes guiding the community through learning, growth, and change.
- Goals → Thirteen goals summarize the behaviours we heard were important to Kelowna residents in order to achieve our vision. These are the foundation of Imagine Kelowna.
- Implementation/Ownership → The implementation of Imagine Kelowna supports greater alignment and collective action between various levels of Government (local, regional, provincial and federal), residents, community organizations, and businesses.
- Realizing Our Vision (End State) → Outlines what the successful implementation of Imagine Kelowna means for our everyday lives in Kelowna.

Internal Circulation

Community Engagement Manager, Corporate Strategic Services

Communications Advisor, Corporate Strategic Services

Communications Coordinator, Corporate Strategic Services

Corporate Strategy & Performance Consultant, Corporate Strategic Services

Director, Business and Entrepreneurial Development, Community Planning & Strategic

Policy and Planning Department Manager, Community Planning & Strategic Investments

Long Range Planning Manager, Community Planning & Strategic Investments

Senior Project Manager, Infrastructure

Divisional Director, 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 (Manager, Strategic Visioning Project)

Approved for inclusion:



A. Newcombe, Divisional Director Infrastructure

Attachment 1: Imagine Kelowna Draft Vision, Principles and Goals

Attachment 2: Imagine Kelowna Engagement brief so far

Attachment 3: Imagine Kelowna 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