



INFORMATION REPORT
Development Services
For the May 21, 2019 COW Meeting

DATE: May 17, 2019 File No. 6480-01
TO: Jim Zaffino, CAO
FROM: Nancy Henderson, GM of Development Services
RE: Community Visioning Workshop

PURPOSE:

The purpose of this report is to provide Council with an overview of the proposed community visioning process that will constitute Phase 1 of the Official Community Plan (OCP) Review. This report provides information regarding the intent and scope of the process, how the visioning phase will link to the future phases of the development of a revised OCP, and the proposed methodology and deliverables associated with the community visioning exercise. This report will be supplemented by a comprehensive presentation that is intended to encourage questions and discussion as well as provide additional information including:

- the benefits and common pitfalls of community visioning processes,
- beginning with the end in mind - implementing the vision,
- a review of examples of existing vision statements
- establishing a strategic framework for public engagement,
- the characteristics of effective engagement,
- considerations when selecting online engagement tools,
- the proposed methodology, financial and staffing implications,
- the draft Request for Proposals (RFP) scope and deliverables.

The Visioning presentation will be presented to Council in a workshop format and staff will incorporate Council's feedback into the scope, methodology and evaluation criteria of the RFP. The presentation will include examples and reference to similar processes.

STRATEGIC PRIORITY OBJECTIVE:

Community Visioning and Involvement is identified as a 2019 Council Priority with the goal of increasing engagement with the community and developing long-range plans that meet the needs of residents and visitors alike. The establishment of a long-range community vision is intended to guide future strategic priority considerations, master planning, and policy development and forms Phase 1 of the Official Community Plan (OCP) Review as identified in the 2019 Operational Plan. The visioning process is anticipated to involve in-depth and comprehensive community engagement to discover what the citizens of West Kelowna would like their community to be now and into the future. The estimated completion date for the visioning phase is December 2019. Phases 2-4 of the OCP review will involve policy development, additional community consultation focusing on more specific policy direction and land use planning, mapping, agency referral and the final round of consultation, with an estimated completion date of December 2020.

LEGISLATIVE REQUIREMENTS:

There are no legislative requirements to establish a community vision, however, vision statements are typically included in an Official Community Plan. Legislative requirements for OCPs are authorized by Division 4 of the *Local Government Act* and function to describe the long-term vision of a community.

The development of the City's Vision will set the foundation for the new OCP and will involve extensive engagement with the community to set the framework for the remainder of the plan development. Phases 2-4 of the OCP development will ensure that the new vision is integrated into the legislated content as per the *Local Government Act*.

BACKGROUND:

The City's existing Official Community Plan Bylaw No. 100 was adopted in July 2011, and was the result of a three year planning process that began in late 2008.

Despite several minor amendments, the OCP has not been reviewed comprehensively since its initial adoption in 2011. OCP's are typically reviewed every five to ten years.

Purpose of the Community Visioning Exercise

The purpose of the community visioning exercise is to engage with the citizens of West Kelowna to reflect on the community's current state and to help shape a shared direction for the community's future.

Community visions tend to focus 20 or more years in the future to provide enough time to implement the numerous tasks required to achieve an aspirational future reality. The vision is intended to provide focus and clarity to the organization and should be a key consideration when determining strategic priorities, organization values, financial planning and the development of bylaws, policies and master plans.

To establish a meaningful vision that provides a clear picture of the desired future state of the community, a strategic framework must be applied. Many factors such as: parks and open space, transportation, community amenities, growth and development, climate change resilience, technology and innovation, etc., can provide community context that need to be understood to establish a meaningful vision. A significant component of the engagement process must seek a greater understanding of these components and establish their comparative importance to formulate community values.

Proposed Methodology for the Community Visioning Exercise

Establishing a long-term community vision will be collaborative and based on input obtained through extensive community engagement. The process will include both active and passive forms of involvement ensuring diverse and extensive community participation.

It is intended that a digital media platform will be selected (such as MetroQuest, PlaceSpeak, Social PinPoint, Hive, etc.) for use in community engagement to ensure greater online participation in this initiative than has occurred during past community online surveys. One of the benefits to online engagement tools is that convenient participation amplifies discussions to include residents that do not typically participate in traditional methods of in-person engagement. Many of the online platforms provide numerous tools to include material to ensure informed

responses, including “gamification” and the use of interactive tools that demonstrate constraints and trade-offs, and provide real-time results.

In addition to the use of an online digital media platform, it is proposed that in-person consultation events such as “pop-up events” at community gatherings, public meetings, focus-group sessions and open houses will occur to ensure the participation of a broad cross-section of the community. As a means to ensure the community engagement represents the entire community, relevant demographic questions will be asked and results compared to census data to ensure population representation. Engagement events and targeted digital ads will be adjusted as necessary throughout the course of the project to seek participation from under-represented groups.

The proposed community engagement will be based off the spectrum of public participation developed by the International Association for Public Participation (IAP2). The spectrum of public participation helps define the community’s role in the public engagement process and is becoming the international standard for community engagement. This spectrum will be discussed further as part of the visioning workshop.

It is proposed that a consultant specializing in inclusive community engagement will be retained to ensure that a broad cross-section of the community is involved throughout the visioning process. The RFP will clearly specify that the success of the visioning will rely on the consultant’s ability to effectively engage the community in meaningful dialogue to better understand existing conditions and options for the community’s future. The consultant will be required to provide an engagement strategy that will attract truly representative demographics of West Kelowna residents to provide:

- A better understanding of what matters to the community.
- A shared long-term vision that will guide the community over the next 20-30 years.
- Establishment of clear community values, principles, and priority policy areas to focus the Official Community Plan review process to incorporate this newly established vision.

Proposed Deliverables

In terms of deliverables, it is anticipated that the community visioning exercise and associated in-depth public engagement will result in:

- A public engagement strategy that uses innovative and technical considerations to explore the community and to shape its future through a meaningful public participation process.
- A communications plan that will include innovative ways to engage a wide cross-section of the community and stakeholders during the course of the exercise, including both active and passive forms of participation.
- Recommendations regarding the purchase and use of a digital media platform to ensure informed community input and maximum participation by a representative cross-section of the community. The digital media platform will be user-friendly and work to build and reinforce the West Kelowna commitment to increasing engagement with the community.
- A long-term vision that is memorable, aspirational and unique to West Kelowna. The vision will set the stage for the subsequent phases of the OCP (Phases 2-4) to form clear objectives and policies for landowners, developers, Council and Staff that is aligned with Council priorities and other City Master Plans and complies with all legislative requirements.
- A firm understanding of the community values and priorities to achieve the desired future vision of the community.
- The development of community surveys and data analysis to ensure the submitted feedback is representative of the entire community, adjusting the survey questions and community engagement processes as necessary.

- Summarizing the data received from the public engagement process and reporting back to the community, staff and Council to ensure an understanding of the feedback received ("What We Heard").
- The provision of graphic design ('community branded') for use in the City's public consultation (for both this project and subsequent City projects), including for the use in online engagement, in-person consultation events, community meetings and publications to display, gather and summarize data.

Proposed Timeline

The proposed timeline for the community visioning exercise and the larger OCP review is identified in Table 1 below.

Table 1. Proposed Timeline for Community Visioning Exercise

Task/Deliverable	Proposed Timeline
Develop Request for Proposal and advertise for consultants	May/June 2019
Selection of Consultants, Initiation of Project and review of Background Materials (Council's Strategic Priorities, existing Official Community Plan, Master Plans, etc)	July 2019
Selection of Digital Media Platform with assistance from Consultant that will be suitable to engage the entire community	July 2019
Preliminary community engagement, graphic design, community surveys, data collection, development of draft vision	August-October 2019
Check in with community re: Draft Vision	November 2019
Refinement of Draft Vision	November 2019
Council review and consideration of endorsement of Draft Community Vision	December 2019
Phases 2-4 OCP Review (additional community consultation, policy development, land use planning, mapping, agency referral)	January 2020-December 2020

Phase 2 to 4 Public Consultation

In addition to the visioning engagement, additional public consultation will be required for the future phases of the OCP development. At a minimum, the *Local Government Act* requires consultation with persons, organizations and authorities that may be affected by the OCP, including the Regional District Board, Westbank First Nation, adjacent municipalities, the School Board, senior levels of Government and the Agricultural Land Commission. Should Council move forward with future readings of an Official Community Plan bylaw, a public hearing will also be required as per the *Local Government Act*, which requires that advertisements be placed in the local newspaper. Further information on the legislative requirements for consultation will form part of future reports to Council.

COUNCIL REPORT/RESOLUTION HISTORY:

Date	Report Topic/Resolution	Resolution No.
February 26, 2019	THAT Council adopt the 2019-2022 Strategic Plan as presented.	C118/10

FINANCIAL IMPLICATIONS:

The 2019 capital budget includes \$100,000 to undertake the community engagement and visioning exercise (Phase 1 of the OCP review). The funds will be used to obtain a digital media platform and retain a specialized consultant to develop and coordinate the community engagement process, preparation of community strategic survey questions, data collection, analysis of data, preparation of reports to share the findings, vision development and recommendations for Phases 2-4 of the OCP review. Phases 2-4 of the OCP review will require additional funds, to be considered as part of the 2020 budget deliberations process.


The proposed visioning process engagement will require a significant amount of staff involvement and coordination. Development Services will be taking the lead on the project with the assistance of Communications. Other staff will be involved in the facilitation of in-person engagement as needed.

Additional funds may be required to promote participation in the engagement process over and above the City's typical media channels to facilitate an adaptable media strategy to ensure high participation rates and to ensure that a broad cross-section of the community is involved throughout the process. Should additional funds be required they will be sourced from the Development Services operating budget.

Next Steps

1. Staff will refine the Request for Proposal (RFP) to seek consultant services to undertake the community visioning exercise.
2. Staff will purchase an appropriate digital media platform based on additional research, fit for intended results, and consultant input.
3. Staff will present a detailed work plan and project update to Council in August 2019.

Respectfully submitted,



Dallas Clowes
Senior Planner



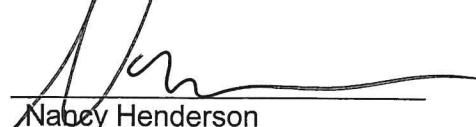
Kirsten Jones
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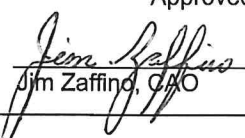
Warren Everton
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Brent Magran
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Nancy Henderson
GM Development Services

Approved for Agenda	
 Jim Zaffino, CAO	May 17, 2019 Date

Powerpoint: ☒ Yes ☐ No