

1. January 19, 2016 EDC Agenda

Documents: [JANUARY 19, 2016 EDC AGENDA.PDF](#)



ECONOMIC DEVELOPMENT COMMITTEE AGENDA

CITY OF WEST KELOWNA
CITY HALL
2760 CAMERON ROAD, WEST KELOWNA, BC
TUESDAY, JANUARY 19, 2016, AT 7:30 A.M.

1. **CALL THE REGULAR ECONOMIC DEVELOPMENT COMMITTEE MEETING TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
3. **ADOPTION OF AGENDA:**
4. **ADOPTION OF MINUTES:**
 - 4.1 Minutes from the Economic Development Committee held on December 15, 2015 in Council Chambers. Pg. 3
5. **PRESENTATIONS:**
 - 5.1 2016 Economic Development Operational Plan Pg. 7
6. **DELEGATIONS:**
7. **DIVISION REPORTS:**
8. **CORRESPONDENCE AND INFORMATION ITEMS:**
9. **NOTICE OF MOTION:**
10. **OTHER BUSINESS:**
 - 10.1 UPDATED 2016 Meeting Schedule Pg. 17
11. **ADJOURNMENT OF THE REGULAR MEETING:**

The next Regular Economic Development Committee is scheduled for March 22, 2016 at 7:30 a.m. at the City of West Kelowna Council Chambers.

CITY OF WEST KELOWNA

**MINUTES OF THE ECONOMIC DEVELOPMENT COMMITTEE
HELD AT THE CITY OF WEST KELOWNA COUNCIL CHAMBERS
DECEMBER 15, 2015**

PRESENT:

Members: Gord Milsom, Chair
Robert Ryan
Dan LaCasse
Cheryl Doll
Norm LeCavalier

Absent: Stephen Johnston, Vice Chair
Steve Wandler
Corie Griffiths
Tony Mise

Staff: John Perrott, Economic Development Officer
Darin Schaal, Planner

1. CALL TO ORDER:

The meeting was called to order at 12:01 pm

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

It was moved and seconded:

THAT the agenda be adopted.

The motion was carried.

4. ADOPTION OF MINUTES:

It was moved and seconded:

That the November 17, 2015 Economic Development Committee minutes be adopted as amended.

The motion carried.

5. **PRESENTATIONS:**

6. **DELEGATIONS:**

7. **REFERRALS:**

8. **CORRESPONDENCE AND INFORMATION ITEMS:**

9. **NOTICE OF MOTION:**

10. **OTHER BUSINESS:**

10.1 Dan LaCasse

Dark Houses and Geographical Location

Highlights of the discussion include:

- Dark houses are homes that are seasonally used, so not in the traditional rental inventory;
- How to determine the number of dark houses and in turn, the effect on seasonal use and build out of facilities;
- Are there infrastructure standards and requirements for areas with a higher number of dark houses;
- Is it possible for the DCC assist factor to be higher for these areas?

Geographical Location Opportunities

Highlights of the discussion include:

- Ideas presented to capitalize on the City of West Kelowna as a four hour drive from Vancouver and the Lower Mainland;
- There is a need for RV parks and the location at the end of Highway 97C is ideal;
- Keep tourist dollars in the city, perhaps consider buying land in and around Westbank Centre to develop as RV parks, part of the Westbank Centre Agricultural Plan;
- Mountain biking is becoming very popular and the City is undertaking trail development with a biking group in Rose Valley, this includes mapping improvements and collaboration with bike shop owners.

Additional items included:

- 2016 EDC meetings will be re-scheduled to avoid conflict with Greater Westside Board of Trade meetings;
- Contact list of EDC members to be provided to the EDC board members;
- List of items for future meetings will be developed;
- The UBCO School of Business's international program is growing with a good profile and reputation;
- Would like some of the red tape to be eased, timelines are too long, staff needs to be providing options to developers;
- Has there been any consideration in making a presentation to bankers on the development process.

11. **ADJOURNMENT OF MEETING:**

The meeting adjourned at 1:25 pm. with the next Economic Development Committee meeting to be held **January 2016**. Exact date to be determined.

CERTIFIED CORRECT

Chair

Planner



2016 Economic Development Operational Plan



West Kelowna Economic Outlook Snapshot

Economic Development remains a top priority

- Through the 2015/2016 Strategic Planning process, Council continued to rate Economic Development as a priority area for the municipality.

West Kelowna Business License Numbers are growing

- In 2015, the number of business licenses expanded to nearly 1,900 licenses - up about 20% over 2014!

West Kelowna is a part of a larger regional economy

- The West Kelowna / Westbank First Nation community is the second largest community, by population (approx. 42,000), within the Okanagan Valley.
- Approximately 25% of West Kelowna business license holders hold an Inter-Community Business License.

The West Kelowna business base continues to diversify

- Three new wineries opened in 2015, with an additional scheduled to open in the Spring of 2016 - plus continued interest in additional winery development.
- Aviation Industry continued to expand with the opening of Tempest Aviation Group (Helicopter Parts) to support the existing cluster.

West Kelowna building activity remains steady, but...

- Total Building Permit activity remains steady with 505 permits in 2015 when compared to 507 in 2014.
- The total value of Construction in 2015 was \$63.41 million (down just \$2.71 over 2014).

2016 is poised to be a busy year for development

- Work will continue on the development of Anders Road Shopping Centre including
- Westbank Centre will see a number of projects initiated (Otter Co-Op, Medical Building, etc)
- Further developments in the West Kelowna Business Park.
- Multi-family construction will begin in Gellatley Bay.

Businesses continue to search for qualified people

- During business visits, owners and managers regularly identified finding and attracting qualified employees a challenge.
- Returning Energy-sector workers have provided some relief for development and manufacturing industry sectors, but skilled workers are continued to be sought by all sectors.

The local Baby Boomer generation-shift kicks into high gear

- Nearly 30% of Canadians are aged between 46 and 65 (2011 Census)
- West Kelowna mirrors the Canadian average with 30% of its population aged between 46 and 65 (2011 Census)
- Over 4,000 residents will fall into the age range of 60 to 69 (i.e. retirement) in 2016. (2011 Census)

Investments in West Kelowna are affected by a number of external factors...

- Low Canadian Dollar will help local manufacturers who export and aid tourism.
- Bank of Canada Interest Rates will likely remain consistent, internally supporting real estate purchases and new development.
- Rental Vacancy rates are expected to remain under 2.5% in 2016 which place pressure on those looking to relocate to Central Okanagan while possibly stimulating purpose-built rental.

West Kelowna Economic Development Vision

“That West Kelowna Economic Development and Tourism activities will encourage community growth and investment through active partnerships, collaboration, and program delivery while serving the taxpayers of West Kelowna in an efficient manner.”

Economic Development Goals (2015 – 2019)

1. Encourage population growth in West Kelowna
2. Encourage Development / Investment activity in West Kelowna
3. Support West Kelowna businesses to grow and flourish
4. Continuous communication improvement with internal and external stakeholders
5. Continuous improvement and collaboration with regional Economic Development agencies



Economic Development Committee

In 2015, Council adopted the terms of reference to form an Economic Development Committee (EDC) to assist City of West Kelowna staff and Council in supporting, enhancing, and promoting business and economic activity within West Kelowna. Members were appointed to review, advise, and support Council on matters relating to the local economy and the business community, and to act as a liaison between Council and the business community.

2016 EDC Voting Members:

Gord Milsom, Chair	Investment Planning Counsel
Cheryl Doll	Quail's Gate Estate Winery
Stephen Johnson	Corwest Builders
Dan LaCasse	Realtor
Norm LaCavalier	Greater Westside Board of Trade (Appointee)
Anthony (Tony) Mise	A.G. Mise & Associates Inc.
Robert Ryan	Okanagan College
Steve Wandler	FreshGrade

Ex-Officio (non-voting member):

Corie Griffiths	Central Okanagan Economic Development Commission
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City of West Kelowna Staff:

Nancy Henderson	General Manager of Development Services
John Perrott	Economic Development Officer
Darin Schaal	Planner III

Economic Development Office Structure

The Economic Development Office manages municipal Economic Development and Tourism programs and initiatives as part of the Development Services department. It is comprised of the following human resources:

1. **Economic Development Officer (1 FTE):** This position manages Economic Development and Tourism activities and is often the first point of contact for businesses or investors looking to grow, expand or relocate to West Kelowna.
2. **Economic Development Summer Student (.33 FTE):** Student position which supports the Economic Development Officer on projects, client follow up, and research assignments.
3. **Tourism Coordinator (Contract 0.5 FTE):** This contracted position oversees tourism activities, meets with stakeholders, and manages marketing and promotional initiatives.
4. **Visitor Centre (Seasonal Contract):** The operation and management of the Visitor Centre is contracted to the Westbank Museum and Arts and Crafts Society.

External Engagement

West Kelowna Economic Development success relies on participating as a member of a number of regional and provincial organizations in an effort to identify best practices, trends, and partnership opportunities. In 2016, the Economic Development Officer will be engage with the following organizations:

- City of West Kelowna Economic Development Committee Staff Liaison
- British Columbia Economic Development Association Board Member
- Okanagan Valley Economic Development Society Board Member
- Central Okanagan Economic Development Committee Board Member
- Okanagan College Regional Advisory Committee Member
- Greater Westside Board of Trade: Transportation & Tourism Committee Member

Active Partnerships

The West Kelowna Economic Development Office actively seeks out partnerships with regional organizations, neighbouring local governments, and groups to maximize synergies and reduce duplications. In 2016, the Economic Development Office will partner with the following organizations and groups:

- Central Okanagan Economic Development Commission
- Okanagan Valley Economic Development Society
- Westbank First Nation Economic Development
- Peachland Economic Development

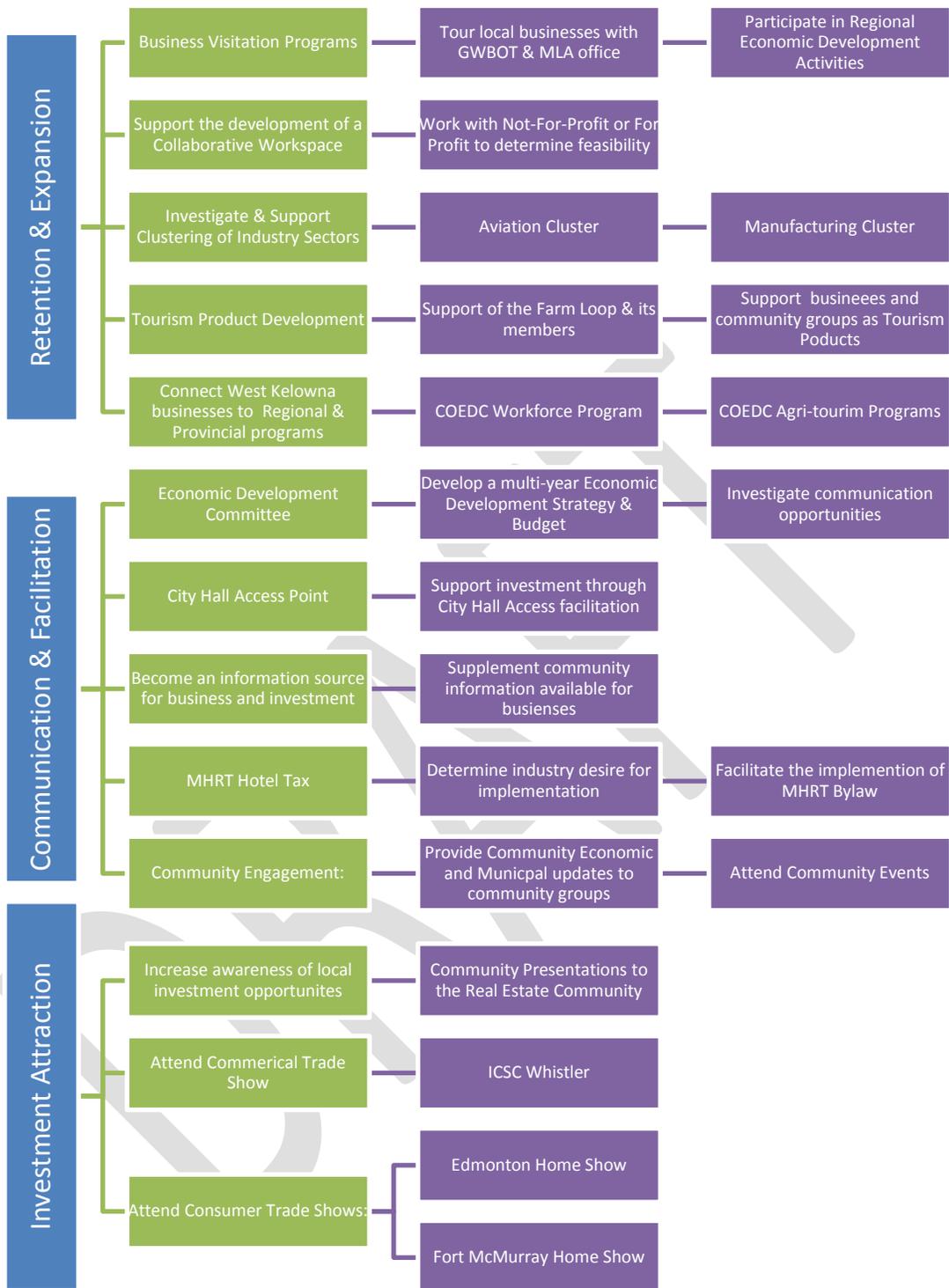


- Westside Wine Trail Society
- Westside Farmloop Okanagan Young Professionals Cooperative
- Destination British Columbia
- Ministry of Jobs, Tourism, and Skills Training
- Thompson Okanagan Tourism Association (TOTA)

2016 at a Glance...

The activities outlined within this plan have been drawn from feedback received from City Council, West Kelowna Economic Development Committee, and West Kelowna business community plus input from the Central Okanagan Economic Development Commission to minimize duplication of services and activities. Activities have been organized within three industry best practice streams: Retention & Expansion, Investment Attraction, and Communication & Facilitation.

DRAFT



Retention & Expansion

The primary role of the West Kelowna Economic Development is to provide programs and services which assist in retaining and expanding the local business base. The importance of gaining first-hand knowledge of the opportunities, challenges, and current situations of local businesses ensures that the municipality can remain responsive to their needs and allow them to do what they do best: create job opportunities, invest in the community, and foster economic activity.

Opportunity: To gain a broader understanding of the West Kelowna business community, to better understand their challenges and opportunity, and to identify their experiences with local government.

Programs & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Hold monthly business visitations to new and existing West Kelowna businesses with GWBOT & MLA's Office. 2. Participate in COEDC sector-focused business walks program 	<ul style="list-style-type: none"> • Gain a broader understanding of the West Kelowna business community & what products and services it provides • Understand the challenges facing local businesses • Solicit feedback from businesses on interactions with local government 	<ul style="list-style-type: none"> • Number of businesses visited • Create follow up steps (as required) following visits to address service or program needs

Opportunity: Support the development and growth of creative-type (i.e. Technology, Professional Services, Commercial Artists, etc) industry sector in West Kelowna while supporting the growth Westbank Centre.

Program & Tactics	Outcomes	Measurement Guidelines
Working with members of the creative-business community, identify the need and partners interested in establishing a collaborative workspace within Westbank Centre.	<ul style="list-style-type: none"> • Identifying the number of creative-type businesses currently within West Kelowna • Foster the development and growth of an additional industry sector cluster • Support additional business growth in Westbank Centre 	<ul style="list-style-type: none"> • Establishing a list of creative-type businesses • Identify industry sector leaders • Create an action plan with next steps, challenges, and needs towards establishing a collaborative workspace

Opportunity: Support further growth and expansion of two key West Kelowna industrial sectors (Aviation & Manufacturing) which have an established cluster within the Business Park

Program & Tactics	Outcomes	Measurement Guidelines
Host industry specific meetings with existing businesses to identify suppliers and other businesses which may help the sector to expand.	<ul style="list-style-type: none"> • Provide networking opportunities for industry sector. • Support the expansion of existing industry cluster • Attract investment to West Kelowna Business Park 	<ul style="list-style-type: none"> • Number of industry specific meetings • Development of actionable steps

Opportunity: As the preference of visitors continues to evolve to participate in more experiences when travelling, businesses and local governments are seeking new ways to meet those needs and expectations of travellers.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Work with local Farms and agricultural businesses to assist in making changes towards being more “tourist ready” 2. Work with local businesses and community groups to identify ways to be “tourist ready” 3. Support ongoing development of tourism product clusters 	<ul style="list-style-type: none"> • Increased tourism activity in West Kelowna • Support local businesses to evolve and expand 	<ul style="list-style-type: none"> • Number of business and groups worked with • Sector year-end surveying

Opportunity: Ensure that West Kelowna located businesses are aware and have the opportunity to participate in programs and services offered by the COEDC and Province of British Columbia.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Maintain ongoing connection / dialogue with Regional and Provincial Economic Development staff 2. Communicate program participation opportunities 	<ul style="list-style-type: none"> • Improved business participation numbers • Improved connection between EDO Office and business community 	<ul style="list-style-type: none"> • Number of opportunities communicated to local businesses.

Communication & Facilitation

The secondary role of the West Kelowna Economic Development office is to facilitate services, complete business-supporting projects, and communicate with the business community.

Opportunity: With the formation of the Economic Development Committee in the fall of 2015 and the last multi-year Economic Development strategic plan completed in 2009/2010, opportunity exists to develop a multi-year strategy, budget, and communications strategy.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Develop a multi-year Economic Development strategy with corresponding budget 2. Develop a multi-year Economic Development communication strategy with corresponding budget 	<ul style="list-style-type: none"> • Identify longer term community economic trends and opportunities • Identify best-practice for Economic Development and Communication • Determine required budgets to fulfill the strategy 	<ul style="list-style-type: none"> • Completion of a multi-year Economic Development and Communication Strategy and corresponding budget

Opportunity: Businesses, individuals, and investors are often seeking information and services from City Hall but aren't always sure how best to access or approach.

Program & Tactics	Outcomes	Measurement Guidelines
<p>Work as a conduit between the business and investment community and City Hall</p>	<ul style="list-style-type: none"> • Increased awareness of how City Hall can support businesses, individuals, and investors • Improved customer service perceptions 	<ul style="list-style-type: none"> • Number of inquiries

Opportunity: Businesses, individuals, and investors are regularly contacting the Economic Development Office looking for up-to-date community information in an accessible format to use as part of their decision making process.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Use online data sources to develop community information data-sets and information. 2. Publish data-sets and information in consumer accessible online formats. 	<ul style="list-style-type: none"> • Provide value added services to new and potential businesses, individuals, and investors. 	<ul style="list-style-type: none"> • Number of published data sets, information updates, and briefings • Update West Kelowna Economic Development webpages

Opportunity: Hotels and qualifying Accommodation providers in West Kelowna have been voluntarily collecting the equivalent amount of the 2% Hotel Room Marketing Fee and submitting it to Tourism Kelowna. There is growing interest by those providers to formalize a municipal Bylaw.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Survey qualifying accommodation providers to determine interest in establishing a bylaw 2. If interest is show, facilitate the implementation of a Hotel Room Marketing Fee Bylaw in West Kelowna which would direct funds to Tourism Kelowna. 	<ul style="list-style-type: none"> • Providing a requested service to local businesses • Annual measurement of hotel occupancy & revenues in West Kelowna 	<ul style="list-style-type: none"> • Number of accommodation providers interested in participating • Completion of Bylaw

Opportunity: Increase community awareness of programs and services offered by the City of West Kelowna which benefit it's businesses.

Program & Tactics	Outcomes	Measurement Guidelines
<ol style="list-style-type: none"> 1. Offer to be a keynote speaker to local community groups, associations, and business groups. 2. Attend community and business networking events throughout the Central Okanagan. 	<ul style="list-style-type: none"> • Increased awareness of programs and services offered in West Kelowna 	<ul style="list-style-type: none"> • Number of presentations given in 2016 • Number of events attended in 2016

Investment Attraction

The tertiary role of the West Kelowna Economic Development office is promoting investment opportunities within BC and Alberta. Investment opportunities range from business and development opportunities to families interested in relocating which in turn provides West Kelowna employers with an additional support for recruiting qualified staff.

Opportunity: Often times Realtors are the first point of contact for inbound investment inquires, but aren't always aware of what supports are available to them.

Program & Tactics	Outcomes	Measurement Guidelines
Make presentations to Residential and Commercial Realtors regarding available West Kelowna investment opportunities, community information and trends, and Municipal services available	<ul style="list-style-type: none"> Increased awareness of available Municipal Services available including GIS Mapping and online development software. Provide up-to-date community information Solicit feedback on Realtor interaction with local government. 	<ul style="list-style-type: none"> Number of presentations to Realtors.

Opportunity: Connect with out-of-town business and land owners, developers, and potential investors to provide up-to-date information regarding West Kelowna trends, opportunities, and needs.

Program & Tactics	Outcomes	Measurement Guidelines
In partnership with the Okanagan Valley Economic Development Society, attend International Council of Shopping Centre's Canadian Convention in Whistler (Trade Show)	<ul style="list-style-type: none"> Connect with out-of-town business and property owners (retention) Meet with potential community investors to highlight opportunities 	<ul style="list-style-type: none"> Number of connections made at the trade show Number of follow up activities generated from the show.

Opportunity: In 2015, the Okanagan Mainline Real Estate Board reported that nearly 18% of real estate sales transactions were from Alberta-based buyers (second largest source of buyers). Local businesses continue report that they are actively seeking skilled workers with experience and have seen workers relocate from Northern Alberta and British Columbia's Energy Sector.

Program & Tactics	Outcomes	Measurement Guidelines
In partnership with the COEDC & City of Vernon: <ol style="list-style-type: none"> Attend the Edmonton Home Show Attend the Fort McMurray Spring Home & Garden Show 	<ul style="list-style-type: none"> Increase awareness of lifestyle and real estate opportunities in West Kelowna Increase awareness of job opportunities and industry sectors in West Kelowna Connect with out-of-town business and property owners (retention) 	<ul style="list-style-type: none"> Number of connections made at the trade show Number of follow up activities generated from the show.



Economic Development Committee

2016 Meeting Schedule

7:30 am – 9:00 am in Council Chambers unless otherwise notified.

January 19, 2016	Committee Meeting
March 22, 2016	Committee Meeting
May 24, 2016	Committee Meeting
July 26, 2016	Committee Meeting
September 27, 2016	Committee Meeting
November 22, 2016	Committee Meeting
December 13, 2016	Committee Holiday Lunch