



COUNCIL REPORT
Development Services
For the September 19, 2017 Council Meeting

DATE: September 12, 2017 File No. 6750 - 30
TO: Jim Zaffino, CAO
FROM: John Perrott, Economic Development Officer
RE: West Kelowna Economic Development Plan

RECOMMENDED MOTION:

THAT Council approve the West Kelowna Economic Development Plan dated September 27.

RATIONALE:

This update to the West Kelowna Economic Development Plan proposes a refocused framework of desired economic development programs and activities since the original plan was adopted by Council in the summer of 2010. This Economic Development Plan update was identified as a significant project for Council's Economic Development Committee to be completed before the end of their first term in September 2017.

STRATEGIC PRIORITY OBJECTIVE:

2. Economic and Financial Environment – Continue to support a diverse economy.

BACKGROUND:

A West Kelowna Economic Development Strategy was developed by Lions Gate Consulting in August 2010 in anticipation of adding a Business Development Officer Service within the municipality. The 2010 Economic Development Strategy included a review of the existing regional program, consultation with the community, and recommended nine focus areas for the new service. Those nine areas outlined in the strategy included:

1. Business development guide
2. Building and land inventory
3. Employment land
4. Cooperation with WFN
5. Tourism Services
6. Service Improvements
7. Town Centre Development
8. Public Services
9. Gateway Visitor and Cultural Centre

These areas served as the basis for establishing the Business Development Office in December 2010 on a 24 month term trial. The position became a permanent function in the fall of 2012 under the Development Services Division.

Starting in the spring of 2012, annual work plans were developed by the EDO and presented to Council for their consideration which outlined activities, programs, and outcomes for both Economic Development and Tourism (Visit Westside) program areas. The development of

those work plans were a result of reviewing the original nine focus areas plus identifying opportunities through engaging with the West Kelowna business community, collaborating with the Central Okanagan Economic Development Commission and Greater Westside Board of Trade, and reviewing Council's Strategic Priorities. However, these work plans were generally developed with a view that the identified activities would be completed within a twelve month period.

In the spring of 2015, terms of reference were developed to establish an Economic Development Committee (EDC). Following the appointment of members by Council in late summer 2015, members of the EDC in conjunction with staff, initiated the development of a 36 to 48 month strategic plan (Attachment A) which was to be completed before the end of their first term in the fall of 2017. Staff set out to develop this document in-house with input and support from the committee members in the following areas:

- Identification of internal community trends shaping West Kelowna
- External / global influences shaping West Kelowna
- Review the 2010 focus areas and provide recommendations on 2017 program areas

Committee members were utilized over a series of meetings between the summer of 2016 and summer 2017 to identify community trends, economic opportunities, collaboration prospects, and potential areas of focus. Committee members representing community partners (Greater Westside Board of Trade and COEDC) and a variety of industries (technology, development, real estate, professional services, etc) brought forward a variety of concepts and views based on their experiences which are reflected in the final version of the Plan. The Committee recommended adoption of the final version of the Plan in principle at the August 1st, 2017 Economic Development Committee meeting. It should be noted that Staff suggested the use of the phrase "in principle" as part of the Committee's recommendation so Senior Management could make changes the Strategy without needing to send it back to the committee for reconsideration.

This new Economic Development Plan focuses on five key areas to support the EDC's recommended economic vision of "a high performing economy that successfully builds on and support's the Okanagan's profile and entrepreneurial momentum". The five areas of focus which are recommended by the committee are:

1. Create Economic Development specific communication channels;
2. Assist Businesses and Investors with accessing City services and navigating processes;
3. Ensuring City projects consider Business impacts and opportunities;
4. Focus on Business retention and expansion program;
5. Strengthen the City's role as tourism destination manager and developer.

If approved by Council, this Economic Development Plan would become the foundation for developing annual Economic Development and Tourism work plans over the next three to four years. During this period, annual work plans will be developed based on available resources (human and financial), community trends, emerging opportunities, and direction identified within Council's Strategic Plans before being presented to Council for consideration each spring. Should there be significant shifts in the economy or new opportunities or challenges faced by the community, this plan could be updated accordingly and re-presented to Council.

Next Steps:

If the strategy is adopted by Council, the following next steps are anticipated:

- Prepare the 2018 Annual Work Plan based on this Economic Development Plan;
- Prepare 2018 Annual Economic Development & Tourism Budget for Council's consideration;

- Share the new plan with community partners (i.e. Greater Westside Board of Trade, Central Okanagan Economic Development Commission, etc) as part of community outreach activities;
- Report back to Council in the fall of 2018 with an update on activity progress.

FINANCIAL IMPLICATIONS:

This plan was developed with consideration of existing and historic Economic Development and Tourism resources and service levels. The plan does not contemplate or request any significant changes in resources in an effort to achieve its outlined goals over the next 36 to 48 months. However, should additional resources be sought for specific projects, those would be presented as supplemental requests for Council’s consideration as part of the annual budget process.

ALTERNATE MOTIONS(S):

- **THAT** Council direct staff to revise the West Kelowna Economic Development Plan based on the feedback provided by Council.

Respectfully submitted,

John Perrott
Economic Development Officer

Nancy Henderson
General Manager of Development Services

Powerpoint: Y Yes No

Approved for Agenda	
<hr style="border: none; border-top: 1px solid black;"/> Jim Zaffino, CAO	<hr style="border: none; border-top: 1px solid black;"/> Date

Attachments: Attachment A: West Kelowna Economic Development Focus Plan

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