



COUNCIL REPORT
Development Services
For the May 22, 2018 Council Meeting

DATE: May 15, 2018 File: 6750 - 30
TO: Jim Zaffino, CAO
FROM: John Perrott, Economic Development Officer
RE: 2018 Economic Development & Tourism Operational Plan

RECOMMENDED MOTION:

THAT Council approve the 2018 Economic Development & Tourism Operational Plan.

RATIONALE:

The 2018 Economic Development & Tourism Operational Plan provides the framework for Economic Development and Tourism Promotion & Development related activities which will be carried out by the Economic Development Officer in 2018. These activities are focused on long-term economic development goals of encouraging development and investment activity and to support West Kelowna businesses to grow and flourish.

STRATEGIC PRIORITY OBJECTIVE:

Economic Development: 1. Continue support for West Kelowna's own Economic Development function and Tourism.

BACKGROUND:

The purpose of this report is to obtain Council's approval of the 2018 Economic Development & Tourism Operational Plan which outlines tactics and activities to be undertaken by the Economic Development Office in 2018 (Appendix A).

The 2018 Operational Plan was developed based on the goals identified within the Council adopted Economic Development Plan at the September 19th, 2017 Council Meeting (<https://calendar.westkelownacity.ca/councilcommittee/Detail/2017-09-19-1800-Regular-Council-Meeting/September%2019-%202017.pdf>). The Economic Development Plan identified five areas of focus (goals) to support the Economic Development Committee's economic vision of "a high performing economy that successfully builds on and support's the Okanagan's profile and entrepreneurial momentum". The five adopted areas of focus 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.

Using the Economic Development Plan's five focus areas, tactics and activities were identified for this year's Operational Plan based on available resources, community economic conditions, and feedback from Council's Economic Development Committee. This Operational Plan was presented to the EDC at the April 10th, 2018 meeting by staff where committee members provided input and gave their support to the Plan.

The 2018 Economic Development & Tourism Operational Plan relies on building and maintaining a number of internal department and external agency partnerships to see the stated Operational Plan goals achieved in 2018. Some of the external agency partnerships include:

- Greater Westside Board of Trade
- Central Okanagan Economic Development Commission (COEDC)
- Okanagan Valley Economic Development Society (OVEDS)
- Neighbouring Local Governments (Westbank First Nation, District of Peachland, etc)
- Tourism Kelowna
- Thompson Okanagan Tourism Association (TOTA)

Strategies and practices by other local economic development agencies have been reviewed to identify cooperative opportunities and avoid duplication of services.

This Operational Plan will encompass a degree of flexibility to accommodate additional tasks or opportunities as they present themselves. Staff will provide regular monthly updates to the Development Services General Manager, semi-monthly updates to the Economic Development Committee, and quarterly updates to Council.

Next Steps:

- Staff will continue to initiate the 2018 Economic Development & Tourism Operational Plan
- Staff will present updates to Council as part of the Quarterly Updates
- Staff will present semi-annual implementation update reports to Council

COUNCIL REPORT/RESOLUTION HISTORY:

Date	Report Topic/Resolution	Resolution No.
September 19, 2018	THAT Council approve the West Kelowna Economic Development Plan dated September, 2017.	C431/17

FINANCIAL IMPLICATIONS:

The costs to implement the activities and tactics outline in the 2018 Economic Development & Tourism Operational Plan will be funded through the Council approved 2018 Budget:

- 2018 City of West Kelowna Economic Development Program Budget: \$38,000
- 2018 City of West Kelowna Economic Development Committee Budget: \$4,000
- 2018 City of West Kelowna Tourism Program Budget: \$98,600
- Tourism Grants: Destination BC: \$10,000
- Tourism Partnership Grant: Westbank First Nation: \$6,500

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	
Jim Zaffino, CAO	Date

Attachments:

Appendix A: 2018 Economic Development & Tourism Operational Plan

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Operational Plan Council Report.doc



2018 Economic Development & Tourism Operational Plan

1. Create Economic Development specific communications channels.		
Program &Tactic	Outcomes	Measurement Guidelines
<ul style="list-style-type: none"> Website Improvements & information refinement as part of new City website project 	<ul style="list-style-type: none"> Provide more up-to-date information Information is easier to access 	<ul style="list-style-type: none"> Implementation
<ul style="list-style-type: none"> Utilize InvestWestKelowna.com Website Address as part of new City of West Kelowna website 	<ul style="list-style-type: none"> Initiate a more focused branding of the EDO and it's services in a manner that's consistent within the Region 	<ul style="list-style-type: none"> Completion
<ul style="list-style-type: none"> Post regular Economic Development related content to LinkedIn via EDO's account 	<ul style="list-style-type: none"> Increase awareness of business and investment specific activities, programs, and news happening in West Kelowna 	<ul style="list-style-type: none"> Number of Posts Post analytics

2. Assist businesses and investors with accessing City services and navigating processes.		
Program &Tactic	Outcomes	Measurement Guidelines
<ul style="list-style-type: none"> Update community statistical information & neighborhood profiles 	<ul style="list-style-type: none"> Support businesses to make investments in the community with relevant data. 	<ul style="list-style-type: none"> Complete the updates based on final release of census data Website analytics
<ul style="list-style-type: none"> Support the review of the Business License process 	<ul style="list-style-type: none"> Improve the client experience 	
<ul style="list-style-type: none"> Attend community & regional business events representing the City 	<ul style="list-style-type: none"> Establish a friendly face out in the community that businesses feel comfortable to call upon 	<ul style="list-style-type: none"> Number of events attended Number of inquiries and support provided Community feedback

	<ul style="list-style-type: none"> Encourage pre-application meetings to increase understanding of City processes and service available to support businesses 	
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3. Ensure City projects consider business impacts and opportunities.

Program &Tactic	Outcomes	Measurement Guidelines
<ul style="list-style-type: none"> Support the Engineering Department during the construction of Phase II of the Boucherie Road Wine Trail as a connection to affected businesses 	<ul style="list-style-type: none"> Liaise between the affected businesses to identify proactive communication strategies Advocate internally on behalf of the impacted businesses Coordinate solutions to issues raised by affected businesses 	<ul style="list-style-type: none"> Feedback received by businesses affected by construction Feedback from Engineering Department regarding level of support provided by the EDO
<ul style="list-style-type: none"> Implement Westside Wine Trail Wayfinding Signage Program 	<ul style="list-style-type: none"> Make it easier for visitors to navigate throughout the Westside Wine Trail Improve branding of the area 	<ul style="list-style-type: none"> Implementation Feedback received by businesses along the Wine Trail
<ul style="list-style-type: none"> Implement Farmloop Wayfinding Signage Program 	<ul style="list-style-type: none"> Make it easier for visitors to navigate throughout the Westside Farmloop Improve branding of the area 	<ul style="list-style-type: none"> Implementation Feedback received by businesses along the Farmloop

4. Focus on business retention and expansion programs.

Program &Tactic	Outcomes	Measurement Guidelines
<ul style="list-style-type: none"> Collaborate with the Westside Wine Trail Association to help members address visitation growth while maintaining authenticity 	<ul style="list-style-type: none"> Host professional workshop with Westside Wine Trail members Participant will make investments and improvements in subsequent years 	<ul style="list-style-type: none"> Number of participating businesses at the workshops Feedback received by participants
<ul style="list-style-type: none"> Monthly Business Walks program with Mayor, Council, GWBOT, & EDC Members 	<ul style="list-style-type: none"> Improve awareness of local business climate Identify opportunities or challenges of local businesses to operate in West Kelowna Identify opportunities 	<ul style="list-style-type: none"> Number of business visits made in 2018 Feedback received by businesses visited

	to support local businesses through programs, services, or network connections	
<ul style="list-style-type: none"> Host Westside EDC Chair & Staff meeting to identify partnership opportunities 	<ul style="list-style-type: none"> Develop a closer working relationship between each community Identify common areas of concern & opportunity Identify opportunities for collaboration 	<ul style="list-style-type: none"> Follow up activities as a result of the event Interest by participants to make the meeting an annual event
<ul style="list-style-type: none"> Support COEDC BR&E programs occurring in West Kelowna 	<ul style="list-style-type: none"> West Kelowna businesses can access additional support through programs and services offered by the COEDC 	<ul style="list-style-type: none"> Number of collaboration activities Number of referrals to COEDC programs

5. Strengthen the City's role as a tourism destination manager and developer.

Program &Tactic	Outcomes	Measurement Guidelines
<ul style="list-style-type: none"> Update key marketing and promotional materials 	<ul style="list-style-type: none"> Publishing of the 2018 Visit Westside Visitor Guide Launch of new mobile-friendly www.visitwestside.com website Publishing of 2018 tourism product brochures 	<ul style="list-style-type: none"> Number of guides and brochures printed and distributed Website analytics
<ul style="list-style-type: none"> Develop and post more tourism related content highlighting Westside activities, experiences, and attractions 	<ul style="list-style-type: none"> Develop blog-posts to post on website and promote across social media channels Utilize social media channels and their platforms to tell the Westside Story 	<ul style="list-style-type: none"> Season end summary of posts and analytics report
<ul style="list-style-type: none"> Continue to provide Visitor Services through the a management agreement for the Visitor Centre & mobile Visitor Centre Services 	<ul style="list-style-type: none"> Provide visitors with detailed and customized recommendations to experience the best of the Westside 	<ul style="list-style-type: none"> Season end summary of visitors served & analytics report

<ul style="list-style-type: none"> • Increase outreach to Westside Tourism businesses if natural disaster events occur 	<ul style="list-style-type: none"> • Identify opportunities to reduce the impacts to tourism businesses due to natural disaster events • Improve marketing and communication activities during events 	<ul style="list-style-type: none"> • Post season summary of support activities (if required)
<ul style="list-style-type: none"> • Identify Westside tourism experiences/ organizations/ businesses that need support (ie emerging businesses, societies, etc) 	<ul style="list-style-type: none"> • Increased number of Westside experiences available to visitors • Help support a community environment where businesses and groups feel supported 	<ul style="list-style-type: none"> • Number of businesses/groups assisted • Feedback received by participants
<ul style="list-style-type: none"> • Enhance partnerships with regional Destination marketing groups (TOTA & Tourism Kelowna) 	<ul style="list-style-type: none"> • Leverage marketing reach of partner organizations to increase awareness of Westside activities and experiences • Participate programs leveraging existing resources 	<ul style="list-style-type: none"> • Season end summary of partnership activities