



ECONOMIC DEVELOPMENT REPORT AND WORKPLAN 2013-2014



EXECUTIVE SUMMARY

The Council of the District of Lake Country has identified community Economic Development as a key organizational priority. To direct organizational priorities, Council engaged the Local Government Leadership Institute to lead a two day stakeholder workshop on December 4th and 5th, 2012. Approximately 30 local businesspeople, Chamber of Commerce Representatives, Economic Planning and Development Committee members, District Councillors and District staff convened to plan for community economic development.

The development of the Strategy was undertaken in 4 steps:

- Defining the Future
- Assessing the Present
- Identifying Realistic Opportunities
- Action Plan

Participants identified the role of the District as a potential catalyst for economic development, but recognized its resource and legislative restrictions.

Workshop participants collaborated on an Economic Development Scorecard, identifying what aspects of the community's economy worked well, and where improvement was needed. The Economic Development Scorecard identified several strengths for the community, including its central location, access to larger markets, and high quality of life, while also identifying areas needing attention such as the availability of industrial lands, the shortage of professional office space and the need for more tourist activities.

A comprehensive list of the Top 64 significant issues and opportunities facing the local economy was developed. The list was distilled into the Top 11 core strategic areas for attention, identifying whether immediate attention was needed. The Top 11 items were:

<u>Immediate Attention</u>	<u>Non-Immediate Attention</u>	<u>Chamber of Commerce Item</u>
Tourism Strategy	Integrated Health Services	Existing Business Needs
Employment Lands and Land Marketing	Business Incubators	
Attainable Housing		
Pelmewash Parkway		
Main Street		
Business Perception		
New Business Needs		

Based on the Top 11 List, the District will now prepare a Strategic Work Program for the items needing immediate attention. The Work Program will lay out who is responsible for what item, what the desired outcomes are, what needs to be done to achieve those outcomes, timing, and required resources.

The Work Program will be the implementation tool for the Economic Development Plan, and will guide Economic Development activities over the next 18 months.

Lake Country Economic Development Report

December, 2012



Introduction

In 2012 Council identified economic development as one of their top priorities. Community economic development requires the effective mobilization of resources towards strategic targets. Successful efforts require the development of strategies with action plans that can be realistically implemented within available resources. Well defined, action-oriented strategies will enable the District of Lake County and its local and regional partners to make decisions regarding resource allocations, governance structure and accountability mechanisms for community economic development efforts.

On December 4 and 5, 2012 interested stakeholders and members of the community met with Council in a workshop setting to assess the present state and expectations of Lake County's economy. The group developed an **Economic Score Card** (Appendix 1) by listing expectations of what a vibrant and sustainable Lake County economy would look like.

Participants identified areas that are working well in the community relating to economic development and those that need attention.

From a long list of **issues and opportunities** (Appendix 2), the group identified nine strategic topics to examine further during the workshop as **strategic possibilities**.

The group developed and applied reality criteria to each strategic possibility defining strategic priorities for implementation NOW in 2013, and NEXT items as priorities are completed. These 12 items are noted in the **Economic Development Priorities List** (Appendix 3).

Finally, an **Action Item Inventory** (Appendix 4) was created to guide the development of a comprehensive work program and budget and, monitor the implementation of the District's Economic Development strategies.

Process

The development of the economic development strategy involved four stages:

DEFINING THE FUTURE - describing expectations to assess current economic conditions and guide future economic development efforts (Appendix 1).

ASSESSING THE PRESENT - identifying current issues and opportunities to establish a short list of key topics for attention (Appendices 2 & 3).

IDENTIFYING REALISTIC POSSIBILITIES - determining strategic options to respond to the economic development topics and to establish potential strategic priorities for action (Appendix 3).

ACTION PLAN - determining tasks and target dates to implement strategic priorities. (Appendix 4).

Definitions

For the purposes of this strategy, economic development is defined as:

BUSINESS RETENTION - helping 'existing' businesses to be **sustainable** through networking, training, reliable infrastructure, skilled labour, reduced red tape, marketing and favourable taxes.

BUSINESS EXPANSION - assisting 'existing' businesses to **grow** through skilled labour, networking, innovation support, training, access to capital, favourable taxes, product marketing, business opportunity matchmaking, positive climate and public support.

BUSINESS ATTRACTION - facilitating 'new' business **development** in the region through information access, favourable taxes, business friendly climate, quality of life, educated labour, promotional efforts, positive climate, needed infrastructure and strategic marketing.

Defining the Future

Community economic development is more than a process. It is a focused effort to build a sustainable community recognizing that economic, environmental and social challenges are interdependent. It is an ongoing necessity since local needs and possibilities shift and evolve as the community grows and demographics change.

Three fundamental roles for local government in economic development include:

LASISSEZ FAIRE - local government inherently impacts businesses through land use planning, infrastructure, municipal services, purchasing, partnerships, amenities, tax rates, regulations, and public communication.

CATALYST - coordination of community efforts among multiple players through regulations, land use zoning, senior government liaison, communication systems, networking opportunities, strategic planning, grants in aid, and taxation levels.

DIRECT - active development and provision of economic development activities such as industrial park ownership, tax incentives, community marketing, business support services, information systems, inventories and business opportunity matchmaking.

To address this priority, Council, staff and 15 members of the community began the process by envisioning what a successful economic future would like for the District of Lake County. Defining the future or “beginning with the end in mind” is a lens which begins to focus strategies and priorities.

Economic Development Score Card

The local economy is comprised of numerous **sectors**. By analyzing and monitoring the competitive situation of various sectors and

looking at their specific needs, Council is better informed when preparing legislation that affects these sectors. In addition to current and potential economic engines in the community, there are community **factors** that will impact Lake County’s economic development opportunities. Community economic development is based on the relationship between **economic sectors** and **community factors** creating employment, building community, stabilizing the local economy and creating a District where people will want to live and work.

Participants developed an Economic Development Score Card for the District of Lake County (Appendix 1). The idea of an Economic Development Score Card is to define expectations to describe a preferred economic future. The Score Card may include measurable and tangible criteria such as the value of building permits, increased employment and number of vacant stores. Observations or sentiments about the community, level of partnerships and the community’s external brand recognition are also valid indicators.

The Score Card can help to evaluate and choose the best strategies for the community. A shared view of success ensures that Council and staff are on the same page to meet economic development goals. These expectations guide both the assessment of present conditions as well as guiding efforts to achieve a sustainable economic future for the community.

Participants identified a list of expectations (success indicators) and measures / observations in each of the economic sectors and community factors listed on the next page.

FACTORS

- Amenities
- Residential development
- Education
- Resource Industry
- Knowledge and Technology
- Government Action

SECTORS

- Retail / Service Industry
- Healthcare
- Market Access
- Transportation
- Labour
- Agriculture
- Land and Location
- Tourism

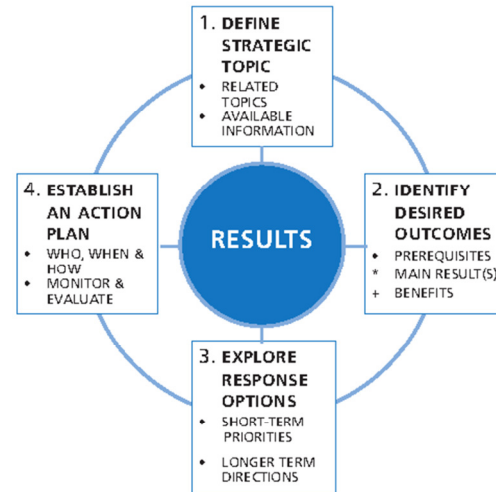
Workshop participants used the Economic Score Card to assess what is working well and areas for attention within each of the economic factors and economic sectors (Appendix 1). Participants identified a long list of 64 items (Appendix 2) in response to the question "What do you think are some of the significant economic issues and opportunities facing Lake Country?"

Each item identified was reviewed before participants were asked to short-list ten items they felt required Council's short-term attention. The short list was reviewed to establish eleven strategic topics for further exploration.

1. Integrated Health Services
2. Employment Land
3. Land Marketing
4. Incubators
5. Pelmeash Parkway
6. Tourism Strategy
7. Main Street
8. Agricultural Plan
9. Attainable Housing
10. Existing Business needs
11. New Business Needs

Solution Seeking Process

To move from Strategic Topics to Strategic Possibilities, a four-step process, the **Solution Seeking Model**, was utilized.



Participants discussed current known facts before defining the strategic topic in the form of a key question. Then they identified desired outcomes if the topic was successfully addressed to arrive at a key result. Next, options or ways to achieve the desired outcome were explored (see Appendix 3).

Determining Strategic Priorities

The solution seeking discussion generated enough information to establish the strategic priorities. Using reality and immediacy criteria, the group evaluated the practicality and relevant significance of each item for action and follow-up.

- **Reality** - the organizational and/or community human and resource capacity to implement the potential priority
- **Immediacy** - the relevant significance of pursuing the potential priority in the short-term

The possible actions were discussed to determine whether the item is achievable NOW (within the next six to twelve months) or NEXT (as an item to be considered in the 2014 budget and beyond). The results are captured in *Strategic Possibilities Discussion Chart* (next page) .

Economic Development Assessment Criteria

REALITY CHECK	IMMEDIACY
Leverage other resources	Near term job creation
Likely to garner political will to act	Immediate community visibility & promotion
Current legislative and policy ease	Business friendly environment
Reasonable timeframe for results	Impact on customer service
Success likelihood	Diversification of economy
Minimal risk	Results in community growth
Fiscal resources available	Increased tourism
Pending partnership potential	Improve community amenities
Available time & expertise	Increase tax base
Ongoing Sustainability	Enhance available labour

Strategic Possibility Discussion Chart

STRATEGIC TOPIC DISPOSITION	ACTION
TOURISM STRATEGY (Recommended as a NOW Priority)	Inventory current assets. Develop terms of reference and request for proposal funding for a comprehensive strategy.
EMPLOYMENT LANDS & LAND MARKETING (Recommended as a NOW Priority)	Conduct needs assessment to determine commercial industry development needs.
ATTAINABLE HOUSING (Recommended as a NOW Priority)	Review zoning to ensure it supports a diverse range of housing with a focus on entry level/rental opportunities.
PELMAWASH PARKWAY (Recommended as a NOW Priority)	Develop Request for Proposals for the Pelmewash Parkway design concept.
MAIN STREET (Recommended as a NOW Priority)	Work with Chamber of Commerce to host events downtown. Revisit the vision and determine alternate strategies to attract businesses to Main Street.
INTEGRATED HEALTH SERVICES (Recommended as a NEXT Item)	Investigate support and partners for integrated healthcare services facility. Inventory current services and assess future need.
BUSINESS PERCEPTION (Recommended as a NOW Priority)	Work with Chamber of Commerce to determine and analyze business needs and ways to promote the District's "Can Do" attitude.
INCUBATORS (Recommended as a NEXT Item)	Research best to determine feasibility of a public/private sector facility.
AGRICULTURE (Recommended as a NEXT Item)	Review agricultural plan to ensure District policies support agriculture land preservation and product diversity.
EXISTING BUSINESS NEEDS (Recommended for Chamber of Commerce attention)	The Chamber is best suited to identify and address or advocate local business needs.
NEW BUSINESS NEEDS (Recommended as a NOW Priority)	Develop a prospectus to respond to enquiries and promote business opportunities.

Strategic Priorities Work Program

The Strategic Possibility Discussion Notes (Appendix 3) captures the recommendations of the stakeholders at the time of the December workshop. Once the District has determined its follow-up to the workshop recommendations, the development of a work program is required. The **Strategic Priorities Work Program** should lay out what is necessary from staff and/or partners to implement NOW priorities. The Work Program should clearly itemize implementation requirements in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

A work program keeps everyone on the 'same page' as the District of Lake County moves forward on economic development initiatives. It also helps to guide:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the District will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council and management will be able to perform its oversight role better if there are timeframes to monitor progress and results.

Next Steps

The Lake Country Economic Development workshop is the first step in the District carving out a leadership role in economic development.

The District has limited resource capacity. The development of a comprehensive economic development strategy must be pursued over the course of future budgets. Priorities may also be achieved by leveraging regional and private sector partnerships.

The District's current capacity shapes its role in Economic Development. The District should ensure its policies, activities and services are supportive of community and economic growth while remaining a catalyst for community economic development initiatives and strategies.

Recommendations

- **That Council accepts the Community Economic Development Strategy Report as a working document and circulate it to workshop participants. *It is important for participants to see the outcome of their work, have an opportunity for added input.***
- **That Council direct administration to develop work programs for the recommended NOW priorities. *Implementation details will help Council and management to determine which recommendations can be acted upon in 2013 within the District's priority setting and budget process. balanced realistically with other District priorities.***
- **That Council request Administration to prepare and distribute an executive summary to the public. *It is important to keep citizens informed of Council's progress on the strategic priority of Economic Development.***

Appendices

1. STRATEGIC PRIORITIES CHART
2. VISION CHECK-UP
3. ISSUES / OPPORTUNITIES LONG LIST
4. STRATEGIC POSSIBILITIES DISCUSSION NOTES

Dr. Gordon A. McIntosh, CGLM
Local Government Leadership Institute



*"Never doubt that a small group of thoughtful, committed citizens
can change the world. Indeed, it is the only thing that ever has."*

—Margaret Mead

Appendix 1

ECONOMIC DEVELOPMENT SCORE CARD

DEFINITION OF SUCCESS Expectations	WHAT WORKS WELL AREAS FOR ATTENTION
<p>AMENITIES</p> <ul style="list-style-type: none"> Parks Greenspace Recreational activities Cultural activities Shopping diversity Medical facility Attainable housing Clean air and water Infrastructure Safety and security Bumping places Access to lakes 	<p>What Works Well</p> <ul style="list-style-type: none"> • Parks and greenspace • Natural space and lakes • Safety and security • Clean air • Education services • Cultural activities • Housing diversity <p>Areas for Attention</p> <ul style="list-style-type: none"> • Community engagement • Clean water • Access to lakes • Availability of healthcare services • Age in place • Shopping diversity • Housing cost/attainability • Rental housing • Expansion of sewer servicing area • Recreational facilities • Short-term accommodation • Gangs/ drugs/ organized crime
<p>RESIDENTIAL</p> <ul style="list-style-type: none"> Diverse housing Reasonable sales turnover Increased values Appropriate supply Retain quality development 	<p>What Works Well</p> <ul style="list-style-type: none"> • Diverse options • Sales turnover • Stable / increasing values • Reasonable / appropriate supply • Quality housing <p>Areas for Attention</p> <ul style="list-style-type: none"> • ALR challenge • Increase year-round residency • Rental availability • Quality housing • Housing affordability / mobiles • Compact development / smart growth • Community buy-in regarding growth • Infill and redevelopment • Available infrastructure • Regulatory processes • Define and support green development

DEFINITION OF SUCCESS Expectations	WHAT WORKS WELL AREAS FOR ATTENTION
<p>EDUCATION</p> <p>Maximum facility use Amount of skilled workers Enrollment / drop out rates Training for available jobs Full schools Continuing education Cross-cultural learning Research and development</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Expansion of post-secondary / UBC-O • Collaborative use of GESS and Creekside Theatre • School enrollment is expanding • Continuing education - UBC - O/DLC/OC • Location and proximity • Graduate students • Art gallery <p>Areas for Attention</p> <ul style="list-style-type: none"> • Off-campus housing • Increase collaboration with UBC-O • Additional education facilities • Increase student engagement and participation • Retain graduates • Busing kids to Kelowna for French Immersion
<p>RESOURCES</p> <p>Limitations to urban mining Forestry company relationships Reforestation program in watershed Urban forestry improvements Community forestry operations Co-generation success Wetland protection Range improvements Watershed / Kelowna boundary expansion Resource company partnerships</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Partnership with Crown • Source water protection • Hydro generation plant • Soil removal and deposit revenue • Fuel mitigation • Timber sales with beetle kill • Recreation area • Wildlife / resource • Silviculture <p>Areas for Attention</p> <ul style="list-style-type: none"> • Spion Kop Park (regional or provincial) • Regulated areas for ATV/off-road vehicles/horses • Mountain bike trails • Timely rehabilitation of gravel pits • Gravel pit fee compliance • Value-added industries • Resource / tourism interface
<p>KNOWLEDGE & TECHNOLOGY</p> <p>Jobs Number of businesses Educated labour Innovative industries New blood Incubators Youth opportunities</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Broadband • School / colleges / university • Brand message • Access to educated employees • Youngest community in CMA <p>Areas for Attention</p> <ul style="list-style-type: none"> • Improved broadband access • Educate / promote broadband access • Mentorship • Flexible business support • Match employees with businesses • Investment capital • Professional space

DEFINITION OF SUCCESS Expectations	WHAT WORKS WELL AREAS FOR ATTENTION
<p>GOVERNMENT ACTION</p> <p>Seasonal agricultural workers Approachability Streamlined processes Consistent message for developers Community involvement Senior government grant programs Inter-community / regional transit Highway improvements Recreation corridor planning</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Seasonal worker program • Streamlined approval process • Council commitment to "Can Do" • Community group outreach • Urban Development Institute liaison <p>Areas for Attention</p> <ul style="list-style-type: none"> • Seasonal agricultural program • Lake Country branding improvements • Tourism / investor exposure • Seasonal worker transit • Intergovernmental communication / participation
<p>RETAIL / SERVICE</p> <p>Town centre development Enhanced shopping opportunities Chamber of Commerce relationship First Nations relationship Shopping local Destination shopping No big box Employing people Ample labour supply UBC-O doing business locally Diverse professional services Business / non-profit incubators</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Home based businesses with low taxes • Home based business zoning • Family lifestyle • Proximity to UBC training programs • Proximity to airport • Access to skilled workers • Seniors bus • SwalwellPark / trails / Farmers' Market <p>Areas for Attention</p> <ul style="list-style-type: none"> • Farmers' Market promotion • Shopping mix • One-stop shopping • Hotel • Town centre density • Swimming pool • Movie theatre / pubs / bowling / restaurants • Film studio • Affordable rent for small businesses
<p>HEALTHCARE</p> <p>Availability / access Specialists Range of services Spin-off technologies Seniors Youth access Community health Integrated services</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Red Cross cupboard • Level of care in seniors' centre • First responders • Support services • Proximity to Kelowna and Vernon hospitals • Brain injury clinic <p>Areas for Attention</p> <ul style="list-style-type: none"> • Family doctors / clinic • Professional support lease space • Non-institutional care options • Space/ beds in seniors' centres • Support jobs for disabled • Mental health • Out-patient services

DEFINITION OF SUCCESS Expectations	WHAT WORKS WELL AREAS FOR ATTENTION
<p>MARKET ACCESS</p> <p>Ease and affordability Product availability Large market presence Resident friendly Broad customer base Increased sales Business retention</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Central location • Airport • Access to Vernon and Kelowna • Local support • Broadband availability <p>Areas for Attention</p> <ul style="list-style-type: none"> • Local support • Awareness • Buy-in • Incubators • Internal transportation • Understanding customer base • Business locations • High quality internet access
<p>TRANSPORTATION</p> <p>Multi-modal options Affordable and efficient Convenient access / services Sustainable infrastructure Safe and reliable Community-wide high speed wifi</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Highway 97 - hub access • Airport • Passenger / cargo transportation • Rail linkage • New highway / alternate route • Data access <p>Areas for Attention</p> <ul style="list-style-type: none"> • Kelowna and Vernon congestion • Multi-modal options • Safety • Sustainability • Walkways / paths • Bike lanes • Accessibility • Increased demands
<p>LABOUR</p> <p>Skilled workforce Available workforce Liveable wages Attainable housing Access to training programs Professional services</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Professional recruitment • Employee involvement in community • Diverse skill base • Employers using co-op workers • Seasonal labour program • Diverse housing options <p>Areas for Attention</p> <ul style="list-style-type: none"> • Skills match • Employee resource centre • To and from transportation • Graduates returning home / multi generational • Affordable housing • Foreign worker regulations

DEFINITION OF SUCCESS Expectations	WHAT WORKS WELL AREAS FOR ATTENTION
<p>AGRICULTURE</p> <p>Public Farmers' Market Industry Investment Diverse farming Organic farming Profitability / return on investment Farm retention Increase in number of farms / production Agricultural Plan implementation</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Packing house / BC brand • 100 mile diet • Increased demand for local product • Vertical integration • Growing conditions • Proximity to wide population base • Wine industry • Proximity to airport <p>Areas for Attention</p> <ul style="list-style-type: none"> • Capital return on investment • Local support • Production costs • Regulation effectiveness • Clarity re: organic certification • Seasonal worker issues / accommodation • Labour costs • Promotional support
<p>LOCATION / LAND</p> <p>Diverse options Availability Servicing Realistically affordable Regional connectivity Positive regulatory environment Supportive land use policies</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Residential land parcels • Bedroom communities • Roo, for growth • Blank slate • Recreational opportunities <p>Areas for Attention</p> <ul style="list-style-type: none"> • Servicing capacity • Road access • Diverse land uses • Industrial land • Regulations / policies • ALR • Blank slate • NIMBY development attitude (Not In My Backyard)
<p>TOURISM</p> <p>Increased occupancy rates Increased investment Hotels/ motels Growth of visitor support industry New amenities Brand recognition Strong agri-tourism support Pelmewash Parkway development Campgrounds Airport Road infrastructure</p>	<p>What Works Well</p> <ul style="list-style-type: none"> • Diverse, quality amenities • Arts and culture • Partner collaboration - TK, COEDC, TOTA • Natural amenities • Greenspace / open lands / orchards • RV and campgrounds <p>Areas for Attention</p> <ul style="list-style-type: none"> • Visitor centre / marketing / branding • Short-term accommodation inventory • Entertainment and attractions • OKIB partnership • Development of Pelmewash Parkway • Sani-dump • Provincial Park

Appendix 2

ISSUES AND OPPORTUNITIES LONG LIST

ISSUE /OPPORTUNITIES	
Access to provincial/federal funding	Lake access/public marina
Aging in place	Land zoning
Agri-tourism	Little brother syndrome
Airport	Livability/green
ALR	Live/work in Lake Country
Amenities – recreation/restaurants/pubs	Local business development and facilitation
Arts community	Location asset – airport/highway/lakes
Attraction/retention of diverse populations	Main Street
Backbone	Market community
Boat storage/dry dock	Marketing strategy
Brand awareness	Multimodal transportation
Campground	NIMBY/BANANA
Clean industry	Open for business/communication
Community engagement	Parking at parks
Compact development	Parks development
Cost of living	Pelmewash Parkway
Destination shopping	Places to stay and play
Developer public relations	Promotional materials for agri-tourism
Downloading to municipalities	Public relations
ED website improvements	Public/private partnerships
First Nations relations	Regional partnerships
Flexibility/be open to ideas	Regional transportation
Food security issues	Services inventory

ISSUE /OPPORTUNITIES	
Healthcare/healthcare jobs	Servicing for industrial lands
Increased options for housing	Short-term accommodations
Incubators	Silos
Infrastructure for large developments	Sport tourism opportunities
Intra-community relations	Tourism accommodation
Jobs/available labour force	Tourism opportunities and attractions
Lack of available serviced land	Town centre infill
Lack of entrepreneurial opportunities	University collaboration
Lack of tourist services e.g. sani-dump	Wireless access

“Obstacles are those frightful things you see when you take your eyes off your goals.”

Henry Ford

Appendix 4

ACTION PLAN DISCUSSION

ISSUES	SUCCESS	GAPS	ACTIONS
BUSINESS SUPPORT			
District approval process Promotion Shop local Education Connection to markets	Thriving businesses Business start-ups Available information Knowledge transfer	Red tape Critical mass	Business inventory Needs assessment Marketing strategy
HEALTHCARE			
Professional office space Outpatient facility / triage Doctor attraction	Expansion of services Ease of access Medical spin-off business		Service inventory Integrated service building
AGRICULTURE			
Production costs Land costs Water supply Struggling farms Return on investment	Reinvestment Success planning Well marketed Buying local Available housing Packing house expansion Farmers market expansion		Marketing / brochures Senior government support Agriculture festival Farm tours Farmer/Neighbour forum Pacific Agriculture Research meeting Review Agriculture Plan
ACCOMMODATION			
Rental stock Cost of servicing Adaptable housing	Aging in place Flexible housing options 95% residential		Housing plan Needs assessment Fix regulatory burdens Work with UOI
INCUBATORS			
	Employment Small business start-up		Market research Get partners Build/redevelop facility
EMPLOYMENT LANDS			
Shortage of land NIMBY syndrome Servicing capacity Boundary issues ALR Competition / marketing	Diverse economic base Local jobs Room to grow	Inventory / land model Needs assessment Parcel size	Land inventory Needs assessment Land strategy Marketing plan

ISSUES	SUCCESS	GAPS	ACTIONS
PELMEWASH PARKWAY			
	Community process Highly used Natural beauty E&A Multi-modal traffic Revenue generation		Request for proposals Terms of reference Public input Draft concept - April Public feedback - May Final plan - June
MARKETING and PROMOTION			
Lack of brand awareness No focus / plan What are we selling? Who is the competition? Move here / stop here	"On the map" Business attraction Business expansion Tourist attraction Honour history of wards Web utilization Partner collaboration		Communicate events Expand events Web promotion Partnerships - TOTA, OKB Work with art / eg. groups Cross market with partners Newsletter Nurture media relations Increase budget
MAIN STREET			
Vacancy rate Lack of pedestrians Traffic congestion Lack of garbage cans Business attraction	Vibrant and active Diverse businesses Community support Pedestrian friendly Eclectic design mix Density		Investigate incentives Purchase more land Public/private development Seniors housing Stimulate development Re-visit vision/branding
TOURISM			
EXPECTATIONS		ACTIONS	
Resource allocation Increased growth Increased spending Community buy-in Business involvement Business input / support Tourist stays Accommodation Agri-tourism	Tangible results / metrics Cultural tourism Tourism promotion Visit, play and stay Diverse events Visitor Centre Promote Aboriginal culture Water access Natural area amenities	Inventory assets Inventory liabilities Define vision Articulate goals	Set priorities Develop action plans (EPDC) Submit for budget approval (2014 budget)

Economic Development Strategy Work Plan

Tourism Strategy

Terms of Reference: The District will have the Thompson Okanagan Tourism Association come in to facilitate a session with Tourism Stakeholders on March 7th.

Stakeholder Engagement Session: To be held March 7th, will include Chamber, Tourism Committee, District Council, Tourism Kelowna, TOTA and local tourism operators.

Stakeholder Report: To be provided by TOTA

Workplan and Strategy: To be developed by DLC Staff and EPDC.

Adoption: Followed by implementation

Asset Inventory: Staff will work with TOTA to assess Tourism Assets

Product Development Support: Will follow Employment Lands Inventory and Asset Inventory

Employment Lands and Land Marketing

Land Inventory: Staff will assess availability, servicing and developability of commercial land industrial land in District.

Needs Assessment: Based on inventory, assess shortages of land in Lake Country

Policy Review: Assess development and servicing policies to determine if obstacles exist

Recommendations to Council: Based on inventory and needs, make recommendations (if needed) to Council. Recommendations might include changes to Zoning Bylaw, OCP or Servicing Bylaw

Community Marketing: Based on needs and assets determined earlier

Attainable Housing

Define 'Attainable': Work with stakeholders to determine what constitutes 'attainable' housing for target demographics

Housing Inventory: Assess current levels of housing, costs and mix of housing in community to determine if need exists

Land Review: In conjunction with Land Inventory above

Policy Review: Assess development and servicing policies to determine if obstacles exist

Municipal Cost Review: Assess costs to develop in Lake Country

Recommendations to Council: As required

Pelmewash Parkway

Planning and Development Department Initiative, Community Services Initiative

Main Street

Vision Revist: Discussed by Council in Dec. 2012

Incentives: Council to consider and adopt over February and March

Marketing: Development of short term Main Street Marketing Strategy

Implementation: Ongoing, will include advertising, events, promotions, direct developer outreach

Community Events: Community events to promote Town Centre and Main Street such as Small business Saturday, Meet You Neighbor or Farmers Market

Business Perception

UDI & Homebuilders Event: Hold joint event with UDI Kelowna to promote Lake Country

Continuing Media Releases: Targets include BIV, Okanagan Business, local media

Policy Review: Continue to determine level of business friendliness in Lake Country

Business Retention and Expansion: Coordinate with COEDC on BRE programming

Business Walks: Continue to work with COEDC and Chamber of Commerce on annual or twice annual Business Walks

Business License Cost Review: Council request out of budget hearings

New Business Needs

Product Development: Enhanced brochures, promotional material

Grant Assistance Package: Assemble Federal, Provincial and non-Profit grant information for businesses in one packaged

Website Enhancements: Ongoing. Enhancements to 'Work' Section starting immediately

WORK PLAN TIMING		January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Tourism Strategy	Terms of Reference	X																	
	Stakeholder Engagement Session			X															
	Report (TOTA)				X	X													
	Workplan and Strategy					X	X												
	Adoption						X	X											
	Asset Inventory								X	X									
	Product Development Support											X	X	X	X	X	X		
Employment Lands & Land Marketing	Land Inventory	X	X	X	X														
	Needs Assessment				X	X	X												
	Policy Review					X	X	X											
	Recommendations to Council								X										
	Identify Market Opportunities					X													
	Community Marketing						X	X	X	X	X	X	X	X	X	X	X	X	X
Attainable Housing	Terms of Reference					X													
	Housing Inventory						X												
	Land Inventory				X	X	X												
	Policy Review							X											
	Municipal Cost Review							X	X										
	Recommendations to Council									X									
	Pelmewash Parkway																		
Main Street	Vision Revisit																		
	Incentives - Council adoption		X	X															
	Marketing Plan				X	X													
	Community events (w/ Chamber)									X							X	X	X
Business Perception	UDI & Homebuildres Event					X													
	Media Blitz		X	X	X	X													
	Policy Review - More business friendly?									X	X	X	X						
	Business Retention and Expansion									X	X	X	X	X	X	X	X	X	X
	Business Walks									X									
	Business License Price Review										X	X							
	New Business Needs	Ongoing Product Development	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Grant Assistance Package							X	X	X	X									
Website Enhancements				X	X	X	X												

Appendix A

Balanced Scorecard

