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## STRATEGIC PLAN 2001

### VISION AND MISSION

#### *VISION*

*“A prosperous region, where smart growth complements its natural resources and amenities embracing new global economic and social change”*

#### *MISSION*

*“Working in partnership to facilitate and encourage the development of a healthy and dynamic sustainable economic community”*

The Economic Development Commission fulfills its mission through the on-going analysis of economic dynamics, development and dissemination of reliable, current and relevant information, proactive relationship building and the matching of ideas, people and resources.

#### VALUES

The EDC takes an objective and informed approach to research and evaluation while recognizing the relationship between economy, society, culture and environment. The Commission strives to work in the public interest and with all levels of government regardless of political affiliation.

The Board of Directors and the Staff of the EDC are committed to the following values:

- Integrity
- Fairness
- Co-Operation
- Leadership by Example
- Dignity
- Professionalism

## **PRIMARY FOCUS AREAS**

### **A. Business Attraction:**

The continued success of a region is in part dependent on its ability to attract new businesses to the region. A successful business attraction focus requires a significant up-front investment in time and resources to create a favorable image of the region and ensure that the “right” type of business is pursued. It is essential that the business attraction focus be targeted at businesses that complement the overall vision for the area and relate to achievable targets.

### **B. Business Retention:**

Research shows that the majority of wealth is generated from the existing business base. It is therefore vitally important to the ongoing success of a region that it has a strong and viable business retention focus. This ensures that the EDC has a good level of interaction with the business community, has accurate data and a mechanism for quick and effective follow up to facilitate the resolution of problems or concerns thus ensuring that the existing businesses continue to survive and thrive. The Central Okanagan Regional District (CORD) has in excess of 10,000 businesses within its boundaries. Most businesses can be classified as small with 88.8% having less than 20 employees and only 19 firms having more than 200 employees. An example is a company like Western Star, a truck and specialty vehicle manufacturer, which directly and indirectly employs over 2,200 people in the region. A strong and well-managed business retention focus is the best possible advertisement to encourage and attract new businesses to the region.

### **C. Business Facilitation:**

Effective business facilitation is also a key focus area for success in regional economic development. This deals with what are often mundane but critical issues of ensuring that both local government and the economic development commission’s policies and procedures are aligned and supportive of economic development. It includes the need to ensure a business focus on decisions of local government as well as being aware of all financial resources that could be available for business retention or growth as well as working with groups outside our specific region on growth management strategies that would have regional benefits. The ongoing need to develop information infrastructure and tools to assist decision makers is also an integral part of business development.

### **D. Awareness and Value of EDC:**

The Economic Development Commission is best characterized as a catalyst or enabler for business success and growth in the region. It is important that the business and community are very aware of its role and how it adds value to the overall community.

A key value of the EDC is as facilitators and coordinators of Business Ideas from concept to reality. The EDC works through and promotes key issues striking a balance between business and overall community issues. As well, it fulfills an important role and adds significant value by being a powerful and effective regional unifying voice.

## GOALS

### **A. Business Attraction:**

- Grow the economic base of the Region by 20% over the next 5 years by attracting environmentally compatible, diverse and higher yielding businesses to the Region.

### **B. Business Retention:**

- To ensure a business retention of 90% or better of existing businesses annually for firms with 5 or more employees within three years.

### **C. Business Facilitation:**

- Work in concert with the other communities and groups inside and outside the Central Okanagan on issues and areas of opportunity that will lead to future economic growth and directly support CORD's Business Attraction and Retention Goals

### **D. Awareness and Value of EDC:**

- Increase awareness of EDC among business community from today's 30% to 60% within 2 years and 80% within 5 years (as measured in the business retention survey process)
- Effective advocate for the communities in our region on business related issues, ensuring there is a healthy and vibrant business environment that is in balance with the overall priorities and values of our communities.

## STRATEGY AND TACTICS

### **A. BUSINESS ATTRACTION**

#### **Objectives**

1. Create Investment Awareness Within and External to the Region
2. Seek Proactive Partnerships with Existing High Tech Firms to Market the Advantages of a Central Okanagan Location
3. Expand Upon The Central Okanagan's Manufacturing Base By Focusing Upon Firms That Are External To the Central Okanagan By Analyzing Supplier Chains
4. Encourage and Support the Development of Call Centre Industry in the Central Okanagan

#### **Background and Rationale**

With a potential change in government in British Columbia and the weakest performance in the Canadian economy over the past five years, now is the time to begin to move forward with a specific attraction policy that will achieve the outlined strategic goals and objectives. The Commission is now in the midst of a successful call centre attraction program – it is envisaged that such a program will continue for the next year at which time we will have been successful in attracting a significant call centre. To this end there is a need to continue to build on the recruitment effort.

The additional benefits of such a program is the exposure that it has created with the site location industry. We are beginning to be known, and our attraction efforts will be further enhanced by this exposure.

In addition, the implementation of a high technology program, initiated last year will begin in earnest in the first quarter of 2001, targeting information and publicity on the high tech opportunity in the Central Okanagan.

#### **1) Create Investment Awareness Within and External to the Region**

##### **a) Calgary and Seattle Investment Opportunities**

The EDC will work with private sector partners to host a two-day investment opportunities evening in Calgary and Seattle. The program objective is to raise awareness of what is happening in the Central Okanagan and filter some key investors for a future trip to the Region. The event will be a highly professional and invitation only event, utilizing key business leaders in Alberta and Washington and appraising them of the Central Okanagan opportunity. Those seeking a return visit will do so and we will match them with those seeking investment from both a business and real estate perspective.

As well, the EDC will participate in the International Development and Research Council (IDRC) meeting in Seattle, the largest gathering of land developers from around the world.

## **Actions for Implementation**

- Form a sub-committee to oversee program and activities Jan '01
- Seek out key private sector sponsors to participate in event Jan '01
- Identify and hire firm in Calgary and Seattle to bring key contacts to meetings and co-ordinate Feb '01
- Develop high end presentation and pre-test Feb' 01
- Send invitations out to perspective attendees Mar '01
- Generate ongoing media attention in Calgary and Seattle prior to the event Mar '01
- Event held in April and May Apr '01
- Attend IDRC event and co-sponsor BC community dinner and reception May'01
- Follow-up with interested participants for future opportunity to Central Okanagan June '01
- Host visitation and arrange partner meetings May '01

## **Partnerships and Financial Implications**

It is estimated that the EDC will need to spend approximately \$5,000 with a significant input coming from the private sector – those partners who wish to attend and speak with the elite group, EDC will bring together. A financial institution and a brokerage service are the most likely partners and we will seek support from other Chambers of Commerce in the Central Okanagan. The cost for participation in IDRC is approximately \$4,000.

### **b) Spokane Canada Celebration**

For the past two years, in conjunction with the Canadian Consulate in Seattle, we have sought out strategic alliance opportunities. An effort is now under way with the Consulate to create Canada/US days with the Spokane Trade Alliance. With strong ties to the Spokane airport, this is a great opportunity to further promote the region and use this as a lead up for a similar program to the Calgary/Seattle initiative. The premise behind the promotion focuses on celebrating our two countries and over a two-day period we will celebrate with local Okanagan products, services and people.



## Actions for Implementation

- Involve EDC in event planning group through the Canadian Consulate Seattle Feb '01
- Speak with OCME regarding opportunity for mini-supplier trade show in Spokane Feb '01
- Contact local Chambers of Commerce, OHTC, other agencies to define role Feb '01
- Begin work on promotional piece for the event Mar '01
- Liaise with Canada –US Committee re planning event Ongoing
- Seek PEMD-I funding to assist in the event Apr '01
- Event held - Jul '01
- Follow –up Ongoing

## Partnership and Financial Implications

We anticipate that this will become a Valley-wide event, one with buy in from other communities and economic development commissions. The scope of the program is limitless and therefore it is difficult to assess the financial implications. The EDC proposes a budget of \$2,000 for this initiative.

### c) German Investment Opportunity

Previous initiatives undertaken with the Business Retention Team (BRT) – a partnership with the City of Kelowna, Downtown Kelowna Association (DKA) and Chamber of Commerce – focused on the need to act as a team ready to identify opportunities. One of these, yet to be acted upon, involves working with Big White and marketing this Region to the high number of German visitors who vacation and ski here. The EDC has been successful in securing Federal PEMDI funding based on the development of a recruitment piece for the German market.

## Actions for Implementation

- Meet with BRT to finalize development of the piece Jan '01
- Contract with design/marketing firm to work on German recruitment piece Jan '01
- Meet with Big White to seek assistance in strategy for implementation of program Feb '01
- Complete piece and begin first phase of program Mar '01
- Implementation in both Spring and Fall of the program Ongoing

## Partnerships and Financial Implications

The BRT will be the partnership group to ensure the completion of this project. The EDC has secured \$7,000 in Federal matching funds for this marketing initiative. The DKA and Chamber of Commerce will provide \$1,500 with the EDC providing the same amount.

### 2) Seek Proactive Partnerships with Existing High Tech Firms to Market the Advantages of a Central Okanagan Location

In the summer and fall of 2000, the EDC purchased a high-level database, that identifies companies that could be potential relocation targets from California, Oregon and Washington. With the completion of the Silicon Vineyard piece and some technical issues dealt with, the development of at least two new high tech parks and the Kelowna Gateway project, it is now time to push this initiative forward.

## Actions for Implementation

- Prepare and update the electronic promotion piece for distribution to companies Mar '01
- Review selected list of companies to assess validity of approach Mar '01
- Add listings from Silicon Valley Mar '01
- Actively solicit a team of high-tech ambassadors to follow up with interested firms Feb '01
- Begin E-mail campaign Apr '01
- Complete E-mail campaign Jun '01
- Follow-up using high tech companies contact Jun '01
- Begin discussion with other EDC's in Valley regarding larger future participation June '01
- Monitor the program and continue to build in new partners Ongoing
- Participate in COMDEX as a reverse trade show Nov '01
- Continue to work on Gateway Initiative (see policy section) Ongoing

## Partnership and Financial Implications

The Okanagan High Tech Council will play a major role in the promotion and attraction activities. Cost to finalize the email campaign will be kept to a minimum and participation in COMDEX (the largest high tech show in North America. will be as an active participant rather than an exhibitor. Partnerships and cost sharing will continue with other economic development agencies and the Okanagan High Tech Council. Budget amount is estimated at \$5000

### 3) Expand Upon The Central Okanagan's Manufacturing Base By Focusing On Firms External To the Central Okanagan and Analyzing Supplier Chains

Building on our successful attraction of two firms supplying Western Star, there is now significant opportunity to look at other manufacturers and see what opportunities exist to move those providing input closer to their larger suppliers. The aviation sector is a likely target. Additionally, the completion of the manufacturing sector analysis and our partnership with the Okanagan Centre for Manufacturing Excellence presents an opportunity for additional partnerships.

#### Actions for Implementation

- |   |         |
|---|---------|
| • Work with OCME to update and publish Manufacturers Directory manufacturing Database to continue target assessment | May '01 |
| • Lobby for the re-establishment of the KPMG Comparative analysis and ensure CORD participation                     | Ongoing |
| • Work with new firms recruited to Central Okanagan to seek new market opportunities                                | May '01 |
| • Review potential partnerships with existing industries, focusing on the forest sector                             | June'00 |
| • Make approach to firms and continue to monitor new opportunities  | Ongoing |

#### Partnership and Financial Implications

Partnerships and cost sharing will be continue with other economic development agencies. Budget amount is estimated at \$2,000.

### 4) Encourage and Support the Development of Call Centre Industry in the Central Okanagan

During the past year the LINX BC Team, a partnership between Telus, the Ministry of Employment and Investment and the communities of Kelowna, Kamloops, Nanaimo, Victoria, Penticton and Chilliwack has been successful in landing two large (500+) call centres to the Province. Six delegations from across North America visit the Central Okanagan Region and we believe a significant facility is close to happening.

The EDC strategy will change somewhat from actively recruiting larger facilities to focusing on specific high tech based call centres, which pay higher salaries and are more consistent with the activities outlined in activity #2. This will take place after the successful attraction of a larger facility.

## **Actions for Implementation**

- |   |           |
|---|-----------|
| • Update web site to reflect new call centres now located in the Central Okanagan | Jan '01   |
| • Work with development community to identify potential Opportunities             | Ongoing   |
| • Continue to work with site location firms for potential locates                 | Ongoing   |
| • Work with other Call Centre organizations to work with Federal government       | Ongoing   |
| • Participate in LINX BC meetings and events                                      | Quarterly |

## **Partnership and Financial Implications**

Our commitment to the LINX BC program is \$10,000. Cost associated with visiting delegations and participation in LINX meetings will result in an additional \$1,000 expenditure.

## **B. BUSINESS RETENTION**

### **Objectives**

1. Encourage and Support the Growth of Existing Central Okanagan Businesses and Institutions Through Identification and Implementation of Relevant Programs and Activities.
2. Continue to Assist Central Okanagan Businesses by Maintaining a Comprehensive Database of Business-Related Information and Promoting the Interest of the Central Okanagan's Business Community both Locally and Elsewhere
3. Focus Energy and Attention on Kelowna International Airport, a Fundamental Building Block for both Existing and New Businesses
4. Support the Ongoing Viability and Well-Being of the Okanagan High Tech Council (OHTC)
5. Assist in the Launch of the Okanagan Center for Manufacturing Excellence (OCME) and Ensure its Ongoing Relevance to the Manufacturing Sector in our Region
6. Assist Existing Businesses in Remaining Competitive both in and out of the Central Okanagan by Acting as a Facilitator to Resolve Roadblocks and Issues Faced by Business

## **Background and Rationale**

In the fall of 2000, the Economic Development Commission initiated an intensive Business Retention Program. Excellence in business retention is a key element of a successful EDC program as research shows that existing firms create 80% of all new jobs.

With the launch of the Okanagan Business Retention and Expansion Program, (OBRE) the Commission touched base with 600 businesses in seven different sectors of the economy. Immediate benefits were realized; a total of 231 firms were re-contacted after being surveyed and provided a range of information from assistance with Provincial regulatory bodies to specific exports assistance through the International Trade Centre in Vancouver.

This program has raised the profile of the EDC and we are now seen as proactive in building relationships with local companies. A number of partnership opportunities between private and public service providers and local business have resulted.

The program is now in a maturing stage – where specific activities are clearly needed to consistently meet the overall strategic objectives of the Commission.

### **1) Encourage and Support the Growth of Existing Central Okanagan Businesses and Institutions Through Identification and Implementation of Relevant Programs and Activities**

This involves reaching out to the business community to determine what issues are impacting them, checking on the performance and relevancy of the EDC and seeking new opportunities for those businesses currently operating in the Central Okanagan.

#### **Actions for Implementation**

- |   |          |
|---|----------|
| • Seek proposal call to survey upwards of 500 businesses in the Central Okanagan  | Apr '01  |
| • Establish questionnaire and firm categories to select firms for participation   | May '01  |
| • Initiate survey work and liaise with staff and other organizations to provide immediate assistance  | Jun '01  |
| • Complete interviews and survey 500 businesses to continue to accurately assess their needs issues, opportunities and seek input from business community on success of EDC and its program | July '01 |

- Implement Corporate Visitation Program – each Board member to visit two businesses with staff Oct '01
- Compile results and determine next steps and programming for 2002 Oct '01
- As follow up to 2000 program, initiate e-commerce/Internet seminar for businesses Nov '01

## **Partnership and Financial Implications**

The program will involve a commitment from the EDC Board of Directors to assist in the visitation program. As well, the partnership base involved in the Business Retention and Expansion Team in 1999-2000 will be utilized in the implementation steps. It is estimated that the survey cost will be approximately \$8,000.

## **2) Continue to Assist Central Okanagan Businesses by Maintaining a Comprehensive Database of Business-Related Information and Promoting the Interest of the Central Okanagan's Business Community both Locally and Elsewhere**

The EDC will continue to provide extensive research resources to make information available so that businesses have access to key information both within the office and on the web.

### **Actions for Implementation**

- Continue to operate and update the EDC library, website, and promote its use Ongoing
- Initiate GIS based information data system for local and external businesses May '01
- Continue participation in ACCRA Cost of Living Analysis Ongoing
- Update economic profiles for each community in the Central Okanagan to include statistical and demographic information and mirror the data on our website July '01
- Update Central Okanagan Economic profile May/Nov '01
- Update data business directory Ongoing
- Continue to meet with local businesses to assist in market development, access to Government programs, funding sources and strategic alliance opportunities Ongoing

## Partnership and Financial Implications

The main financial resources required here will be needed to allocate funds toward the development of a Geographical Information System (GIS) and the continued updating of the [EDC?] library.

It is expected that \$3,000 will be needed to accomplish both, with the lions share required on the GIS system consistent with census and EDC data. There is potential for revenue generation in this area as well. Last year \$2,000 was generated by sales of publications and services. The Central Okanagan Regional District's GIS department has committed to assisting the EDC in the implementation of a program.

### 3) Focus Energy and Attention of Kelowna International Airport, a Fundamental Building Block for both Existing and New Businesses

The growth that Kelowna and Central Okanagan has seen in the past five years is due in good part to the continued development of the Kelowna International Airport. Successful airports need to keep their larger client base, i.e. airlines, content and aware of future opportunities.

## Actions for Implementation

- Work with Roger Sellick and the Airport Advisory Committee to plan for retention Jan '01
- Develop high end presentation suited for Air Canada, Horizon and West Jet Feb '01
- Recruit in partnership, key business leaders to be part of the team Feb' 01
- Visit respective airlines Mar'01
- Work to promote Toronto-Kelowna route in surrounding communities Ongoing
- Identify potential industrial land opportunities at the airport to ensure like businesses Ongoing
- Ensure strong EDC presence on the Airport Advisory Committee Ongoing

## Partnership and Financial Implications

Kelowna International Airport will take the lead on this project with the EDC playing a key role in selling the future opportunities and painting an accurate and effective picture of overall activities and opportunities in the Central Okanagan Valley .



## 4) Support the Ongoing Viability and Well-Being of the Okanagan High Tech Council (OHTC)

The next steps in the development of a viable high technology community will largely be dependant upon the ability of the industry to organize itself and move forward with necessary changes and programs to ensure success. A strong supportive partnership between the EDC and HTC is important for overall economic development of the Region.

### Actions for Implementation

- |  |         |
|--|---------|
| • Provide office space and administrative assistance to work with the Council  | Ongoing |
| • Assist in co-ordination of efforts to seek amalgamation of OHTC with other providers   | Ongoing |
| • Secure position with Board or working committees   | Jan '01 |
| • Seek input from OHTC regarding the development of Technology Sector Analysis   | Jan '01 |
| • Work with OHTC to assist in recruitment program and ensure tech companies are part of any recruitment/retention effort (See section A) | Mar '01 |

### Partnerships and Financial Implications

Financial implications are identified in other areas of the Strategy and Tactics. It is estimated that the EDC's contribution in-kind is in excess of \$20,000 with the OHTC providing input to the promotional programs that the EDC has proposed. [What is this?]A potential partnership may also exist with the sector analysis that has been suggested.

## 5) Assist in the Launch of the Okanagan Center for Manufacturing Excellence (OCME) and Ensure its Ongoing Relevance to the Manufacturing Sector in our Region

Manufacturing industries offer tremendous potential for economic growth in our valley. Manufacturing is key to the Okanagan Region economy and the Okanagan Valley can serve as a major manufacturing centre for the province outside greater Vancouver. There are a number of opportunities to enhance this area of our economy well being.

Manufacturing industries represent a highly attractive group from a community economic development perspective. Employment generated from growth in these industries is typically quality, full-time employment with salaries above the average.



In contrast, a significant proportion of current employment in this community is seasonal and part time in nature. While there is significant competition among urban centres to attract manufacturing companies, this area offers tremendous potential for interested manufacturing companies. As indicated earlier the best strategy is to help existing manufacturing companies to grow.

The Okanagan Business Retention and Expansion survey clearly identified a need to focus attention on established Okanagan businesses. This survey revealed much valued information and issues facing many local manufactures. The report identified potential opportunities for improvement in the following areas: Supply chain, lack of skilled labour force, education the EDC under the leadership of APICS plans to address the issues by initiating the 'Okanagan Centre for Manufacturing Excellence'. This Centre will be the vehicle through which manufacturing community can address the barriers it faces – items such as growth in sales, employment and process efficiencies. World Class manufacturing will be achieved here in the Okanagan through these initiatives.

The ability of our local manufacturing companies to be competitive in a Global market place is directly related to their ability to supply product at a competitive price. This demand will require companies to form business partnerships with others to provide process, capabilities or services they currently do not have. Cataloguing company processes and capabilities will provide a bank of information that manufacturing companies can access. This knowledge will keep the production and employment, both direct and indirect, in the community. The establishment of an Okanagan presence at sales shows on behalf of manufacturers, seeking new customers will also be a significant aspect of the program along with training and product development.

## **Actions for Implementation**

These activities will be completed under the auspices of APICS, as they are the support organization promoting the OCME.

- Provide assistance to APICS in hiring and ongoing organizational development of OCME Feb '01
- Co-ordinate sharing of information on organization with other Valley EDC's Ongoing
- Establish group to work on Manufacturing Week in conjunction with OCME Feb '01
- Secure manufacturing insert in Business in Vancouver in conjunction with OCME Feb '01
- Identify tour locations throughout Valley for week events in May Mar'01
- Provide database information on the Central Okanagan manufacturers Ongoing

## **Partnerships and Financial Implications**

The EDC has identified a contribution of \$2,000 to assist the OCME and has budgeted up to an additional \$2,000 to assist in Manufacturing Week activities.

The OCME is designed as a Valley-wide partnership oriented organization and we expect that all EDC's, Chambers of Commerce and Community Futures groups will participate with the –manufacturers

### **6) Assist Existing Businesses in Remaining Competitive both in and out of the Central Okanagan by Acting as a Facilitator to Resolve Roadblocks and Issues Faced by Business**

See Item B (1) – The purpose of business retention is to encourage and support growth of existing Central Okanagan businesses and Institutions through identification and implementation of relevant programs and activities. In addition to the previously mentioned initiatives the focus here will be on dealing in a timely manner with issues, either company or industry-specific, that arise from the Retention Survey.

## **C. BUSINESS FACILITATION**

### **Objectives**

1. Support the Development of the Highway 97 Inland Corridor Border Coalition
2. Develop Necessary Sectoral Research to Assist in both Business Attraction and Retention
3. Ensure an Economic Component is Part of any Growth Management Strategy
4. Assist and Support Local Chambers of Commerce in their Activities and Act as the “Glue” to get Groups to Work Together
5. Continue support and development of the Young Entrepreneurs Awards through School District #23
6. Ensure high-speed broadband telecommunications network connectivity is readily available and accessible – to Okanagan Valley businesses.

### **Background and Rationale**

The Economic Development Commission needs to focus energy and attention on areas that help inform local governments and communities of the opportunities that exist for economic development. This involves new initiatives and the need to put a business like focus on decisions made by local government. Policy work not only should deal with infrastructure but individuals as well.

This area of the Strategic Plan requires a need to be fairly fluid and able to react quickly, while at the same time being proactive in providing competitive advantage for those businesses that operate in the Valley and those who might think to move to the Okanagan.

In the past, the development of railroad infrastructure and later, the development of inter-Provincial and Federal highways determined the relative economic success of cities, towns and regions. Today, a new infrastructure organized around the Information Highway – a high-speed broadband connectivity network – is critical for successful economic development. It allows business to be carried out successfully, without geographic boundaries. Regions that have high-speed broadbandwidth connectivity are prospering – Grant County in the State of Washington is an example of this. A local initiative between the County and the Public Utility District to install fiber cable to all businesses and residents in the County has resulted in two Silicon Valley businesses relocating there.

## **1) Support the Development of the Highway 97 Inland Corridor Border Coalition**

The EDC has invested significant time and effort on a long-term project to create a tourism and trade corridor on Highway 97 from Kamloops to Wenatchee. The cross border initiative is now starting to mature, with emphasis placed upon five working groups and the creation of an organizational committee. The EDC will continue its involvement on this initiative which will lead to long-term success in this area.

### **Actions for Implementation**

- |   |         |
|---|---------|
| • Provide input to branding, signage, safety and tourism development committees       | Jan '01 |
| • Develop strategic plan for infrastructure committee                                 | Feb '01 |
| • Create a governing body between Washington and BC to allow for efficient input      | Feb' 01 |
| • Attend quarterly program meetings and assist in implementation of specific projects | Ongoing |
| • Co-ordinate sharing of information on organization with other Valley EDC's          | Ongoing |

### **Partnerships and Financial Implications**

To be determined. Costs for attending meetings will be handled through the EDC travel budget and some discussion has taken place regarding a membership fee. Participation in specific related activities will result in some small expenditures.

## 2) Develop Necessary Sectoral Research to Assist in both Business Attraction and Retention – Manufacturing and High Technology

As with successful corporations, good economic development commissions need to do research to ensure that the work they are completing is relevant and that a significant level of awareness of the competitive advantages of being in or the Central Okanagan is known. Back in 1997 research was undertaken to establish the scope and size of the high technology industry in the Okanagan and to determine what steps were needed to grow this sector. The research played an integral role in the development of the high technology sector and the OHTC. Studies will be undertaken, (partially paid for by Federal funds) , in both the manufacturing and high tech sectors.

Specifically we will identify investment opportunities; however, currently we , are lacking specifics in accurately quantifying the sectors “value”, the typical employee profiles , the required experience and educational skills; the required salary ranges and the long-term value of the sectors’ for the economic well-being of the Region

### Actions for Implementation

- |   |          |
|---|----------|
| • Meet with partners, OHTC and Science Council re development of Terms of Reference | Jan ‘01  |
| • Complete RFP to select and hire firm  | Jan ‘01  |
| • Hire firm and guide workplan  | Feb ‘01  |
| • Complete draft report   | Mar ‘01  |
| • Seek industry input regarding results   | Apr ‘01  |
| • Hold public meetings to disseminate the results and implement media strategy      | May ‘01  |
| • Communicate results via web and targeted piece to client base                     | Jun ‘01  |
| • Utilize results in strategic planning process                                     | Fall ‘01 |

### Partnerships and Financial Implications

The Commission will partner with the OHTC and the Science Council on the studies. The cost is estimated at \$10,000 for each study, with the Science Council providing \$5,000 in total and the PEMDI [what?] program providing \$10,000 counting on a contribution of \$5,000 from the EDC.

### 3) Ensure an Economic Component is Part of any Growth Management Strategy

The Central Okanagan region will face many growth management challenges in the near future. Government restructuring and downloading, lack of funding, and increasing demands for services, will require our communities to do more with less. Government agencies and service providers will need to work together to find innovative and cost-effective ways to deliver services to the public. Many of the growth management issues, such as environmental protection, resource management, economic development and transportation, involve many differing interests and levels of government.

While local governments do not directly create jobs, they can significantly influence the investment climate and economic viability of the region. Infrastructure investments such as roads, sewer and water services, energy corridors, and the new world high-speed telecommunications requirements are important EDC items.

The objective of the economic development component of the Growth Management Strategy is to increase opportunities for sustainable, relevant local economic development. At the same time, there is a need to link the Central Okanagan by creating a promotional vehicle to ensure the successful growth and development of the various Town Centres.

#### Action for Implementation

- |  |          |
|--|----------|
| • Assist in determining the key issues of the Regional Growth Management Strategy  | Ongoing  |
| • Work with members of the intergovernmental advisory committee  | Ongoing  |
| • Continue efforts with the Kelowna Gateway Project, looking at improving the short term and long term prospects for growth in the area of the airport | Ongoing  |
| • Act to co-ordinate local economic development agencies, Chambers, etc in GMS   | Ongoing  |
| • Meet with regional planning departments to seek direction on investment piece  | Sept '01 |
| • Develop a Town Centre promotional program to encourage investment  | Sept '01 |
| • Complete and circulate promotional material  | Dec '01  |
| • Co-host Lake Country Leadership Breakfast  | Oct '01  |

## Partnerships and Financial Implications

There are little or no financial implications, as the EDC will play a supportive role in the growth management strategy. The initiative will benefit from the other activities that the EDC has planned for the year. There will be specific costs to create the promotional piece estimated at \$6,000. The leadership breakfast will be a partnership between Lake Country Community Development Commission and EDC with an estimated cost of \$1,000.

### 4) Assist and Support Local Chambers of Commerce in their Activities and Act as the “Glue” to get Groups to Work Together

The EDC has a role to play in continuing to bring a range of agencies and groups together so that there is no overlap, confusion or lack of efficiency when providing economic development services and the creation of opportunity to work on larger initiatives. The very successful Manufacturing Week in the Central Okanagan in 2000 is a prime example of the opportunities that can be created with regional co-operation.

## Actions for Implementation

- |   |         |
|---|---------|
| • Meet twice yearly with all key players to share experiences and identify projects | Twice   |
| • Work on Tourism Opportunities Workshop for Central Okanagan                       | Apr '01 |
| • Keep groups aware of and bring together for focus on GMS as in A.3                | Feb '01 |
| • Meet with executives of business improvement areas, Chambers, etc.,               | Ongoing |
| • Assist the Westbank Chamber of Commerce in the implementation of a BIA            | Ongoing |
| • Work with District of Peachland and Chamber in economic development strategy      | Ongoing |

## Partnerships and Financial Implications

Financial implications vary throughout this primary focus area. The EDC has committed \$2,000 to both Peachland and the Westbank Chamber for their various activities. These initiatives are strongly focused on partnerships and should involve a great number of participants throughout the year.

## 5) Continue support and development of the Young Entrepreneurs Awards through School District #23

One of the greatest investments any community can make is in its youth. The EDC for a number of years has worked with its partners to develop and implement Awards for Entrepreneurship with high school assistants. The program was upgraded last year, with great success and there are further opportunities for improvements in this program. A working group be put together to focus on this program.

### Action for Implementation

- |  |         |
|--|---------|
| • Form Committee including greater representation from business community              | Jan '01 |
| • Examine award categories, scholarships and level of promotion both in school and out | Mar '01 |
| • Judging and awards presentation  | May '01 |
| • Awards luncheon  | Jun '01 |
| Conduct an Inventions Development Seminar  | Jun '01 |

### Partnerships and Financial Implications

The program will only be successful with a range of partners including Community Futures, Credit Unions, School District, local businesses and individuals to act as judges. The total budget for the program is estimated to be in the range of \$ 8,000. The EDC will partner with the private sector to assist in the costs and operation of the program.

## 6) Ensure High-Speed Broadband Telecommunications Network Connectivity is Readily Available and Accessible in the Okanagan Valley

There is a significant amount of existing fibre-network infrastructure in the Region, mostly in the business areas and owned by the incumbent Telco and Cableco companies. The “last mile” connectivity network to homes and businesses today is primarily co-axial cable or twisted pair copper, except in the central business areas. This “last mile” network supports limited high-speed connectivity today and may be inadequate to support future needs.



## Action for Implementation

- Work in cooperation with the City of Kelowna who is currently evaluating this issue Apr '01
- Evaluate the value of carrying out the impending City of Kelowna Survey on telecommunications requirements across the Region Jun '01
- Based on the results of the City of Kelowna work and the survey develop a strategy and action plan as required Aug '01

## Partnerships and Financial Implications

Primarily working with the City of Kelowna staff at this stage and including questions in the planned Business Retention Survey. No incremental costs identified at this stage.

## E. AWARENESS AND VALUE OF THE EDC

### Objectives

- 1) All Municipalities in CORD are Knowledgeable and Supportive of the EDC Strategy and its Goals
- 2) Increase in the General Public Awareness of the Activities and Benefits of the EDC

### Background and Rationale

The EDC needs to continue to develop an image to attract new industry while continuing to assist businesses by providing timely and accurate information. We need to be recognized as a key component to business success in the Central Okanagan. Our success will only be realized by raising awareness of what we can do and show our level of relevance by letting the Councils and communities know of our successes and struggles. To this end, we must endeavour to take the EDC to the community at a greater level than we have in the past.

- 1) **All Municipalities in CORD are Knowledgeable and Supportive of the EDC Strategy and its Goals**

The Commission needs to provide an opportunity for input on its strategic plan and ensure that those who fund the activities provide feedback.



## **Actions for Implementation**

- Take strategic plan to Districts of Peachland, Lake Country, CORD and Kelowna Feb '01
- Hold semi-annual meetings with same groups above to report on status Semi-Annual
- Meet with planning departments, municipal administrators Ongoing

## **Partnerships and Financial Implications**

No real implication – as above

## **2) Increase in the General Public Awareness of the Activities and Benefits of the EDC**

The level of awareness generated by the EDC is crucial in terms of both its role and long term funding. This is an opportunity for its stakeholders to better understand its role and the results it achieves, thereby ensuring ongoing funding to continue its good work.

## **Actions for Implementation**

- Establish regular radio presence in the Kelowna market with regular weekly appearance Jan '01
- Seek local media firm to provide on-going press release and marketing of EDC Mar'01
- Develop PowerPoint presentation for Board members and book throughout CORD Apr'01
- Publication of high gloss EDC magazine for distribution to all businesses and households Twice
- Sponsorship of key events – Chamber of Commerce luncheons, awards, etc Ongoing
- Continue involvement on community boards, business after hours, and other events Ongoing
- Electronic EDC one-sheet newsletter Ongoing

## **Partnership and Financial Implications**

The magazine is expected to cost \$11,000 with revenue available for other activities and sponsorships. The media presence is expected to cost \$5,000.

## 3. Develop a Media Strategy

### Action for Implementation

- Evaluate need and benefit for a formal media strategy Feb '01
- Develop a resultant plan based on the needs analysis Mar '01

### Partnerships and Financial Implications

No incremental cost anticipated for this activity in 2001.

### EVALUATION:

**A key component of successful strategic planning is the need to monitor and evaluate performance versus goals and objectives.**

### Actions for Implementation

- The EDC will assess its success with an audit of activities in June of each year and ongoing dialogue with the communities, councils, and business organizations Jun '01
- Monthly activity reports on the strategy and tactics will be Presented to the Board of Directors
- A quarterly scorecard of performance versus key objectives will be developed Mar '01
- Scorecards will be presented to Board of Directors on a Quarterly Basis Jun '01

### Partnerships and Financial Implications

No incremental cost anticipated for this activity in 2001.