

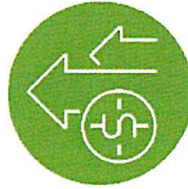


CITY OF WEST KELOWNA
2022 STRATEGIC PRIORITIES

April 2022



**INVEST IN
INFRASTRUCTURE**



**ECONOMIC GROWTH
AND PROSPERITY**



**STRENGTHEN
OUR COMMUNITY**



**FOSTER SAFETY
AND WELL-BEING**

MESSAGE FROM THE MAYOR

Once again, on behalf of West Kelowna City Council, it is my honour to present our annual *Strategic Priorities*, this time representing 2022 and the final year of our Council term. Over the past three years, our Council has successfully moved forward with unprecedented and long overdue investments that will benefit our community, and 2022 will be no different.

This document, which is an annual update to Council's strategic priorities, was drafted by Council with input from senior staff in the fall of 2021. Our Council sincerely thanks everyone who contributed to the success of our projects and initiatives over the past three years, especially those who provided their input to help shape our strategic priority initiatives. We very much welcome and look forward to the continued participation of our community in providing input into this year's draft document as we continue to move forward together.

This past year has seen a continuation of COVID-related challenges and uncertainties for many. We have also, however, witnessed not only a sense of renewed hope and optimism, but many tangible signs of true economic and community recovery. Our Council recognizes the challenges that continue to affect key sectors globally, including the impacts to the supply chain affecting goods, services and projects here at home. As we remain committed to doing what we can to help our community recover, Council has always emphasized the importance of remaining focused on West Kelowna's longer-term future. The priorities set out in this document, and in Council's previous strategic priority documents, continue to position West Kelowna for long-term success and prosperity.

In our strategic planning discussions this past fall, Council took time to reflect on the major projects and investments made in the community over the past year. Council highlighted several community accomplishments, including construction progress of the Rose Valley Water Treatment Plant, new sidewalks and active transportation initiatives, and ongoing major roadworks such as the Gellatly/Carrington Roundabout. During 2021, community consultation and site servicing phases for the first City Hall/Library building also took place as well as our ongoing priority for strong collaboration and relationship-building with our good neighbour the Westbank First Nation.

In September, the City was awarded the prestigious 2021 Community Excellence Award in Governance for the *OurWK* Community Visioning initiative from the Union of British Columbia Municipalities — a major honour for the whole community to be proud of. Council is grateful to our many residents who participated in the creation of our first-ever community Vision.

The priorities set out in this 2022 *Strategic Priorities* document build on these significant accomplishments and more. As I look toward a continued bright future, I remain grateful to West Kelowna's Council and staff, and to our community members who contribute in different ways to make West Kelowna truly the place to be.

Gord Milsom



Mayor

VISION

The City of West Kelowna is a proactive, solution-oriented local government that, on its own and in partnership with others, leads efforts aimed at creating opportunities for growth and prosperity.

KEY TERMS

Proactive

Council anticipates and takes action to address the needs of the community. Council does not simply respond to events after they have arisen.

Solution-Oriented

The City is a "can do" organization focused on making things work.

Leads

Council is the elected governing body put in place to lead the community. Council is not content to sit back and wait for others to act.

In Partnership

The City can achieve more for the community when it works with others.

Creating Opportunities

The City creates the foundation and environment for success.

Prosperity

Aiming for a high quality of life for everyone in the community.

MISSION

To plan for the future while taking care of today as the City develops and operates as a modern urban city that celebrates and supports its agricultural character and natural beauty.

KEY TERMS

Plan for the Future

Council sets a direction for the community and local government, puts in place what is needed to succeed, and exercises the discipline to stay focused.

Taking Care of Today

The City must address present needs and challenges while looking ahead.

Modern Urban City

The community expects urban service levels; the City exists to provide them.

Agricultural Character

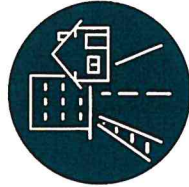
The community recognizes the importance of agriculture to West Kelowna's past, present and future.

Natural Beauty

West Kelowna cherishes the community's setting in nature.

PILLARS

The City of West Kelowna Municipal Council has identified four pillars to help guide the use of City resources, and to organize the City's strategic priorities. These four pillars, updated from earlier versions of Council's *Strategic Priorities*, are introduced in this section of the document. Council will remain flexible and accountable in adapting action plans to deliver these strategic priorities in ways that most benefit the community.



**Invest in
Infrastructure**

We will invest in building, improving and maintaining quality infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations.



**Strengthen Our
Community**

We will provide opportunities for the residents of West Kelowna to build connections, celebrate successes, embrace the community's strengths and diversity, address shared needs, and contribute to shaping the community's future.



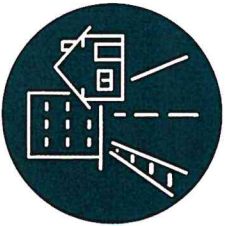
**Economic Growth
and Prosperity**

We will work with our partners on the Westside and throughout the region to advocate for and support efforts aimed at helping West Kelowna businesses prosper. With a focus on the future, we will advance opportunities to expand our economy, increase employment, and develop the community in ways that contribute towards prosperity for all.



**Foster Safety and
Well-being**

We will pursue through direct action, advocacy, and partnerships with Westbank First Nation and local service providers, investments in community health, needs-based housing, emergency preparedness, policing, and other services that foster safety and well-being in West Kelowna.



INVEST IN INFRASTRUCTURE

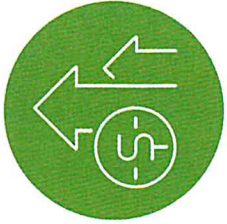
We will invest in building, improving and maintaining quality infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations.

COUNCIL PRIORITIES

We will invest in annual capital programs that maintain our core assets, further extend sidewalk and active transportation networks, improve roadways, provide parks and recreation opportunities, and support numerous other infrastructure needs.

In addition to these ongoing investments, we will direct resources to the following projects over the remainder of this term:

- Rose Valley Water Treatment Plant Construction — Oversight and Approvals
- City Hall/Library Building — Construction
- Active Transportation Projects – sidewalks on Stevens Road from Westlake Rd to McDougal Creek Bridge on Shannon Lake Rd; sidewalks on Westlake Rd from Rose Valley Elementary to Parkinson Rd; sidewalks on Shannon Ridge Drive from Shannon Lake Rd to Shannon Place
- Major Roadworks — Shannon Lake Rd/Stevens Rd/Bartley Rd roundabout; design of Shannon Lake Rd upgrades from IR#9 to Swite Rd; upgrades to the Old Okanagan/Butt Rd intersection; also includes initiatives such as the Road Rehabilitation Program and the Transportation Master Plan Update
- Operations Yard (Public Works Yard) — Design and begin building
- Fire Hall #32: Plan, design and advance - Identify the specific site to replace Hall #32, design the replacement of the Fire Hall #32 facility and prepare construction contracts; and advance the relocation of the Fire-Rescue administration component into the Westbank area
- Mt. Boucherie Community Centre — Community Engagement; Facility Plan



ECONOMIC GROWTH AND PROSPERITY

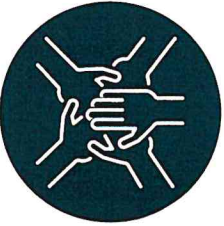
We will work with our partners on the Westside and throughout the region to advocate for and support efforts aimed at helping West Kelowna businesses prosper. With a focus on the future, we will advance opportunities to expand our economy, increase employment, and develop the community in ways that contribute towards prosperity for all.

COUNCIL PRIORITIES

We support initiatives that promote the community's livability, local business recovery and growth, agriculture, wineries, natural beauty, amenities, rich culture, and other attributes that position West Kelowna as a place to live, invest, work and play.

During the remainder of this term we will:

- Review and potentially design, in consultation with key economic development agencies and stakeholders, new service and governance model options for West Kelowna's Economic Development function
- Complete a review of the municipality's Development Cost Charges to generate sufficient funds for development's share of important infrastructure project costs
- Pursue, following the completion of the City's new *Official Community Plan*, efforts to revitalize the Westbank Town Centre to promote increased vitality and growth in the City's core



STRENGTHEN OUR COMMUNITY

We will provide opportunities for the residents of West Kelowna to build connections, celebrate successes, embrace the community's strengths and diversity, address shared needs, and contribute to shaping the community's future.

COUNCIL PRIORITIES

Council supports efforts to engage residents of all ages and backgrounds in community programs and long-term community planning.

During the remainder of this term, Council will focus resources on:

- Nurturing community-building partnerships with Westbank First Nation, local governments and organizations in the region; along with inter-governmental partnerships involving Federal and Provincial agencies
- Incorporating a celebration of culture and heritage into civic programs, events and festivals across the community, including in City's parks, Westbank Centre, neighbourhood centres and elsewhere
- Completing the City's *Official Community Plan* initiative
- Engaging the community in the design of a facility plan and programming use for the Mt. Boucherie Community Centre



FOSTER SAFETY AND WELL-BEING

We will pursue through direct action and advocacy with federal and provincial governments, and partnerships with Westbank First Nation and other local service providers, investments in community health, needs-based housing, emergency preparedness, increased policing, and other services that foster safety and well-being in West Kelowna.

COUNCIL PRIORITIES

Council supports efforts, taken by the City itself and in collaboration with federal and provincial ministries, Interior Health, BC Housing, Westbank First Nation, non-profit societies, and others, aimed at creating a safe and healthy community for all residents.

During the remainder of this term, Council will direct resources to support:

- Initiatives, guided by the results of the recent policing service review, aimed at increasing police resource levels, effectiveness and presence in West Kelowna
- Wildfire preparation, mitigation and adaptation measures
- Partnerships and initiatives aimed at meeting the supportive and other housing needs of West Kelowna's residents along the market housing spectrum
- Infrastructure investments in active transportation, including sidewalks and other types of pedestrian pathways
- Continued advocacy efforts aimed at securing a redundant power supply for West Kelowna and the greater Westside
- Advocacy for additional services connected to the West Kelowna Urgent and Primary Care Centre
- The development of a Climate Action Plan, with a Green Fleets Strategy, and a set of performance measures to track progress and bolster accountability

**CITY OF WEST KELOWNA ECONOMIC DEVELOPMENT CORPORATION PROJECT
SUMMARY OF CONSULTATIONS**

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
Economic Development Agencies		
Greater Westside Board of Trade Heather Robinson, Exec. Director	<ul style="list-style-type: none"> > Chamber of Commerce > 400 members > works through BC Chamber to advocate to governments > supports members with benefits plans, discounts on purchases, marketing & promotion > provides networking opportunities 	<p>The discussion with Heather Robinson focused on three questions:</p> <ul style="list-style-type: none"> > How does the Board of Trade interact with the City? > Is there a need for a City of West Kelowna economic development function? If so, what should it do? > Should the function be based in the City Administration, or exist at arm's-length? <p>The following points were made in response to these questions:</p> <ul style="list-style-type: none"> – City has appointee on the BoT Board (voice of local government at the table) – City and BoT exchange information and support one another – BoT advocates to City on a few matters (e.g., short-term rentals), but not many – City could be more proactive in supporting businesses — sense that too reactive – City could help to better make the case for investing in West Kelowna – there is a need for City function — West Kelowna / Westside Economic Development Strategy is needed, City should lead – arm's-length corporation would raise profile of West Kelowna economy and opportunities; could be effective at bringing together all players – excited about corporation model; would like to participate in stakeholder workshop
Central Okanagan Economic Development Commission Krista Mallory, Manager Corie Griffith, Director (RDCO)	<ul style="list-style-type: none"> > regional economic development agency > provides economic/industry data > supports existing businesses > attracts investment > addresses workforce needs 	<p>Separate discussions with held with Krista Mallory and Corie Griffith. Both discussions focused on role and mandate — specifically, is there a role for an enhanced City function; and if so, what would it do?</p> <p>The following points were made:</p> <ul style="list-style-type: none"> – the City's current economic development committee is not perceived as being effective; it lacks a clear purpose, and it has members who are not perceived to represent business community

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
		<ul style="list-style-type: none"> – important role for a City function is to help businesses and business groups navigate City Hall (i.e., understand requirements and processes; access the right people in the right departments; move through processes smoothly) – there is a role, as well, to develop a West Kelowna economic development strategy — a strategy that needs to be consistent with that of the COEDC – Krista and Corie support the idea of a local function, in addition to regional one – there is a need to set local goals and provide local focus – new, enhanced function needs to be proactive and strategic; set priorities that are consistent with those of Council – need to be supported financially by the City or will not be stable enough – important parts of mandate to consider include: <ul style="list-style-type: none"> • bring together (galvanize, coordinate) the various players in West Kelowna economy to identify and collaborate in pursuit of shared priorities • complete "assets map" for West Kelowna • help businesses (new and existing) navigate City Hall • lead development of West Kelowna Economic Strategy • continue with site visits (work with COEDC on them, as well) • provide input to City policies (economic/business lens) – intrigued with idea of arm's-length corporation; initially dismissive, then receptive – not sure if corporation would be better than in-house, but might be
<p>Community Futures Central Okanagan Larry Widmer, GM</p>	<ul style="list-style-type: none"> > provides advice to start-ups and small businesses throughout Central Okanagan > alternative source of loan financing for small businesses > makes investments through \$7 million investment fund in targeted businesses that meet community needs (e.g., jobs) 	<p>The discussion with Larry Widmer focused on the three questions that were explored with the Board of Trade:</p> <ul style="list-style-type: none"> > How does Community Futures interact with the City? > Is there a need for a City of West Kelowna economic development function? If so, what should it do? > Should the function be based in the City Administration, or exist at arm's-length? <p>The following points were made in response to these questions:</p> <ul style="list-style-type: none"> – Community Futures introduces businesses to City Hall (EDO) – City (EDO) sends businesses to Community Futures to access lending and start-up support programs

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
		<ul style="list-style-type: none"> - Community Futures follows closely the wine trail development (target businesses for Community Futures) - would be great value in having an enhanced economic development function at the City level — "boots on the ground", and focused attention on West Kelowna needs and priorities - very helpful to have a contact on City matters with whom to connect - need for a service with a business / economy mandate - Larry is supportive of the idea of a separate corporation, provided the entity has a secure source of revenue and does not need to spend its time finding money (cannot be strategic if chasing revenue sources) - significant need for a West Kelowna Economic Development Strategy — big gap at present - value in being part of COEDC <i>and</i> having a strong local function — a regional focus without a complementary local function has the potential to hurt economic development at the community level - regional focus important, but regional programs too high level to have huge value on the ground with local businesses - find a way, if possible, to give a local economic development corporation an endowment or capital base so that can function strategically, free of revenue concerns - corporation could be a player in driving the development of affordable housing and density — where the private market has failed - potential for tech community in West Kelowna — corporation could find a way to attract investment in tech to the community - corporation cannot be only about marketing and PR — needs to be involved in driving investment
<p>Women's Enterprise Centre Danielle Andrews, Outreach</p>	<ul style="list-style-type: none"> > provides support to women business owners > flexible loans, advice, skills training, mentoring, marketing & promotion, networking 	<p>Danielle Andrews lives in West Kelowna and knows the community well. She has spent considerable time thinking about the small business landscape in the City. Discussion with her focused on three questions:</p> <ul style="list-style-type: none"> > How does the Women's Enterprise Centre interact with the City? > Is there a need for a City of West Kelowna economic development function? If so, what should it do? > Should the function be based in the City Administration, or exist at arm's-length? <p>The following points were made in response to these questions:</p> <ul style="list-style-type: none"> - not directly involved with City Hall — involvement with local government is through COEDC - lack of direct involvement with the City characterized as a gap

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
		<ul style="list-style-type: none"> - a West Kelowna economic development corporation could play an important role as a catalyst to identify opportunities and bring groups such as WEC to the table - excited with idea of connecting with enhanced function - likes idea of a separate corporation; reasons not explored
<p>Westbank First Nation Economic Development Commission Mandi Carroll, Director</p>	<ul style="list-style-type: none"> > attract investment to WFN lands > increase awareness of opportunities > support existing business; help with expansion > collaborate with COEDC, Board to Trade and other economic development agencies 	<p>The discussion with Mandi Carroll focused on the three questions that were explored with others:</p> <ul style="list-style-type: none"> > How does the WFN Economic Development Commission interact with the City? > Is there a need for a City of West Kelowna economic development function? If so, what should it do? > Should the function be based in the City Administration, or exist at arm's-length? <p>The following points were made in response to these questions:</p> <ul style="list-style-type: none"> - have had some discussions with the existing West Kelowna Committee; some joint initiatives such as have business walks with West Kelowna EDO and BoT - WFN EDC and City's existing committee make presentations to one another; keep each other in the loop - interacts with BoT and COEDC - overall, not significant amount of interaction - would like to have more; efforts being made at elected official and senior staff levels to build strong relationship - want to find new ways to collaborate - sees BoT as very useful body to bring groups together - interested in idea of a City economic development corporation if it would provide new opportunities for collaboration, and another way to strengthen relationships - not sure if corporation would be more effective than in-house
<p>Westside Wine Trail Lindsay Kelm, Director</p>	<ul style="list-style-type: none"> > promote Greater Westside as wine destination > promote member wineries through collective marketing and profile 	<p>The discussion with Lindsay Kelm focused on the three questions that were explored with others:</p> <ul style="list-style-type: none"> > How does the Westside Wine Trail interact with the City? > Is there a need for a City of West Kelowna economic development function? If so, what should it do? > Should the function be based in the City Administration, or exist at arm's-length?

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
<p>Economic Trust Southern Interior Laurel Douglas, CEO</p>	<ul style="list-style-type: none"> > provides grants to local governments, first nations, post-secondary institutions, and not-for-profit business support organizations > grants support efforts to build economic development functions, support research, support entrepreneurial development, and advance key sectors in South Interior 	<p>The following points were made in response to these questions:</p> <ul style="list-style-type: none"> – interaction with City has been on improvement of Boucherie Rd., signage, routing, etc. – at times, City perceived in business community as being less than proactive – great value in having a West Kelowna economic development strategy developed — led by the City, created by and for the community – local economic development corporation would help to create unity among players in the Westside economy – business community needs a clear understanding of the City's goals; wants to move hand in hand with City – kudos to City on the visioning process — emulate the effort for economic development – Westside Wine Trail would be most willing to participate in a stakeholder workshop to help shape the corporation
<p>Urban Development Institute Okanagan Chapter Jennifer Dixon, Exec. Director</p>	<ul style="list-style-type: none"> > professional association for real estate development industry > advocates to local government on behalf of members > seeks to create favourable environment for development of housing, commercial and industrial development 	<p>The discussion with Jennifer Dixon was very brief.</p> <ul style="list-style-type: none"> – the UDI would be interested in participating in a process that helped to develop a new corporation – a greater focus on economic development would be beneficial
Academic / Consulting		
<p>University of Waterloo Economic Development Program Brock Dickinson, Asst. Director</p>	<ul style="list-style-type: none"> > provides professional development programming to economic development professionals > offers practical instruction on new approaches to economic development of communities 	<p>Brock Dickinson has worked in economic development as an instructor/academic, as a consultant in the development of economic development strategies and initiatives, and as a practitioner in both the in-house and arm's-length corporation service models. The discussion with Brock focused on his views of the two models.</p> <ul style="list-style-type: none"> – fan of the arm's-length model; prefers it to the in-house model – functions more effectively outside of City Hall — less constrained by processes and requirements that are in place (for good reason) inside the administration – also notes that the economic cycle that shapes economic development needs and priorities is different from the political cycle

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
		<ul style="list-style-type: none"> – mandate matters to the choice of model — if broad, less-focused mandate, better to bring in house; corporation model works best when mandate clear and limited – an in-house EDO tends to be viewed as "in City Hall, but not part of the team" – can be easier to influence from the outside than it is from the inside – arm's-length corporation better able to access provincial and federal funding programs – make sure to make it not-for-profit – arm's-length status more effective at bringing in broader group of stakeholders – funding model is important — find a way to ensure stable revenues – develop protocol with regional body to ensure that clear on who is doing what (avoid overlap, duplication and competition) – possible mandate topics — focus on downtown revitalization (Kitchener), investment attraction (Waterloo) – step one needs to be development of a West Kelowna economic development strategy — inclusive process, buy-in critical – develop strong performance measures; show value for money
West Kelowna Businesses		
<p>Mt. Boucherie Winery Craig McCulloch, VP & CEO</p>	<ul style="list-style-type: none"> > long-time winery in West Kelowna; began in 1968 > bought Rust Winery > opened Modest Butcher restaurant during pandemic 	<p>Most of the discussions with the businesses were brief (The Cove was the exception). Themes included:</p> <ul style="list-style-type: none"> > experience in dealing with the City > economic development needs in West Kelowna > views on an enhanced economic development City function <p>The following points were offered by Craig McCulloch:</p> <ul style="list-style-type: none"> – excellent interaction with the City; Council forward-looking, staff very good – definitely role for City to play in helping to grow local economy – particular value in setting out an economic development strategy (gap at present) — necessary for future generations – his son, 22, very keen to see the West Kelowna economy grow, provide more opportunities, invest in infrastructure — not interested in Kelowna; focus on West Kelowna

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
<p>The Cove Lakeside Resort Bobby Bissessar, Director Mktg</p>	<ul style="list-style-type: none"> > independent lakeside resort > full service property; high end 	<p>The following points were offered by Bobby Bissessar:</p> <ul style="list-style-type: none"> – very bullish on West Kelowna – City could be doing more to help key sectors — tourism and hospitality, in particular – West Kelowna has tremendous potential as a destination for tourists, and as a focus for investment – sites on BoT Board – need for a West Kelowna economic development strategy – lots of players in West Kelowna; considerable cross-over — need to have everyone moving in the same direction, complementing and supporting each other – City corporation could coordinate and align everyone; harness the considerable potential and energy that exists but that is now unharnessed – would help to raise profile of West Kelowna – value in focusing on our community and its economic growth; but be sure to work with the regional bodies as well — COEDC, Tourism Kelowna – still a strong need for the regional bodies and their initiatives — West Kelowna needs to stay involved at that level
<p>Smith Creek Cycle Brian McClelland, Owner</p>	<ul style="list-style-type: none"> > family-owned bike shop located on Main Street > community-based 	<p>The following points were offered by Brian McClelland:</p> <ul style="list-style-type: none"> – struggling with downtown crime and drug-related issues – not satisfied with interaction with City to date – need more action on development of "proper downtown core" – difficult to operate a business there – there is a need for a strong economic development function — need for a business lens in decision-making – Kamloops has done a great job growing the local business community — guided by a strategy that coordinates actions of City, business groups, post-secondary and others – need to attract investment into West Kelowna to generate growth, create jobs – function should be arm's-length; cannot be in-house — more ability to influence and more clout if arm's-length – businesses need help to navigate City Hall

ENTITY CONSULTED	PROFILE OF ENTITY	THEMES AND FEEDBACK
<p>Volcanic Hills Winery Bobby Gidda, President</p>	<ul style="list-style-type: none"> > family-owned winery (long-time West Kelowna family) > established in 2010 > includes Blu Saffron Bistro 	<p>The following points were offered by Bobby Gidda:</p> <ul style="list-style-type: none"> – very well-served by previous EDO — able to help businesses get to the right people (navigate City Hall) – meetings with elected officials and key City staff to hear about projects and priorities are very useful – need to have someone or some function in place to help access City Hall; and to make sure that the needs of business are "on the radar" – City doing very well — has come a long way – would help to have strategy to align interests and make sure businesses are supported – liked the in-house person; but could see value in corporation — provided could help businesses navigate City Hall and connect with decision-makers (elected and appointed)



IN-CAMERA COUNCIL REPORT

To: Mayor and Council

Date: March 31, 2021

From: Sandy Webster, Director of Corporate Initiatives

Subject: **Economic Development and Tourism Vision and Discussion with Neilson Strategies Inc.**

PURPOSE

The purpose of this report is to provide Council with the history and current structure of the City's Economic Development and Tourism Department, and to conduct an exploratory discussion led by Allan Neilson of Neilson Strategies Inc. to seek Council's vision that would best support the direction of Council's *2021 – 2022 Strategic Priorities*.

BACKGROUND

The City's Economic Development and Tourism Department has evolved from 2010 (District of West Kelowna) to present day as noted in the attached milestone timeline table. Further, organizations that are primarily involved with the Economic Development and Tourism Department are noted in the mapping charts attached to this report.

Staff are seeking Council's input into how the structure, responsibilities and budget over the past 11 years may inform Council's vision to achieve its strategic priorities in the years to come.

Departmental staff currently include a Manager and a Co-ordinator of Economic Development and Tourism. The total operating budgets, including staffing, includes the following breakdown:

2021 Budget

Ec Dev Budget	\$140,138	Of that, \$124,388 is for staffing with benefits
Tourism Budget	\$170,926	Of that, \$82,926 is for staffing with benefits
Total Ec Dev & Tourism	\$311,064	Of that, \$207,314 is for staffing with benefits

In 2021, The City of West Kelowna will also pay **\$192,911** into the Central Okanagan Economic Development Commission (COEDC) for its annual tax levy.

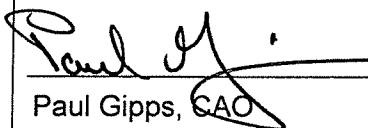
In addition to consider the existing departmental structure and services, staff would like to bring awareness to and obtain Council's input for the value for money invested in the local and regional economic development and tourism function based on existing conditions (notwithstanding our continued COVID-19 recovery phase).

Staff has retained Allan Neilson of Neilson Strategies Inc. to discuss with Council current and future considerations of the Economic Development and Tourism function. The intent of the session is to obtain Council's input into:

- The Role of Economic Development and Tourism with brief discussion of what's working, what's not working and Council's vision for the future;
- The Economic Development and Tourism services provided by the City versus other government/partner organizations who also lead and/or support these services;
- Alternative Delivery Models – awareness of the types of vehicles that could be considered in future;
- The timing of the City's OCP process, data collection and using community inputs that may inform the future structure, strategy, tactics, timing (etc); and
- Discussion regarding Council's preferred next steps and timing should Council wish a follow-up session that explores potential alternative service models, stakeholder consultations, strategic planning decisions, etc.

The 2021 draft Economic Development and Tourism Operational Plan will subsequently be completed and reviewed with Council based on next steps.

APPROVED FOR THE AGENDA BY

	MAR 31, 2021
Paul Gipps, CAO	Date

Attachments:

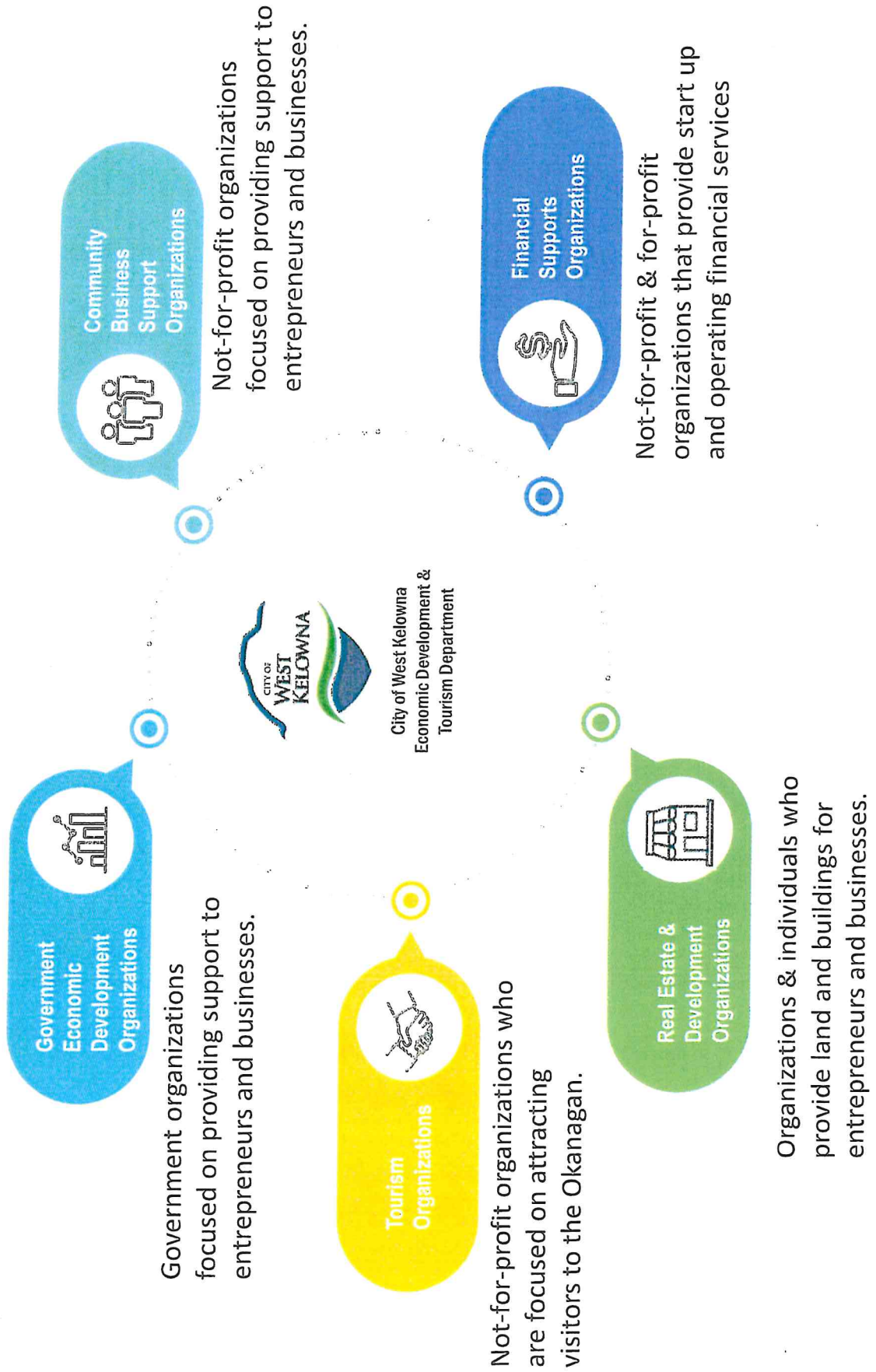
- 1) Milestone Timeline Table
- 2) Network Mapping Charts

<u>Date</u>	<u>Economic Development Milestones/Highlights</u>
Fall 2009	Tourism Westside (under the GWBOT) presented to the Councils' at West Kelowna, WFN, and RDCO a 3-year tourism plan focused on product development through a joint partnership.
August 2010	Council endorses a District of West Kelowna Economic Development Strategy , prepared by Lions Gate Consulting. One recommendation was for the CWK to hire a Business Development Officer position on a 24 month trial.
September 2010	Tourism planning workshop was held with TOTA, Destination BC, and representatives from the local government partnerships and area stakeholders regarding the long-term vision for tourism marketing on the Westside.
December 2010	<p>CWK's Business Development Officer (BDO) trial position begins (John Perrott's role) who reported to the CAO to focus on the following areas:</p> <ol style="list-style-type: none"> 1. Business development guide 2. Building and land inventory 3. Employment land 4. Cooperation with WFN 5. Tourism services 6. Service improvements 7. Town centre development 8. Public services 9. Gateway visitor and cultural centre
January 2011	The Greater Westside Board of Trade notified the City that it would no longer look after Tourism Marketing activities on behalf of the three funders (District of West Kelowna, Westbank First Nation, Westside Electoral Area). The Chamber indicated it would continue to operate the Visitor Information Centre.
February 2011	The City's BDO confirms continued funding support as a partnership with Westbank First Nation & Westside Electoral Area for tourism marketing under the newly created Visit Westside brand.
March 2011	The Greater Westside Board of Trade notified the City that it would not be providing Visitor Information Services going forward as it began its own service review.
April 2011	City of West Kelowna hires tourism contractor (Salina Curtis' role) to provide support for the development and implementation of new Visit Westside tourism marketing activities.
June 2011	Visitor Service Agreement is completed with the newly opened Westbank Museum to provide seasonal Visitor Services. This was seen as a benefit to the municipality and the Museum to help attract visitors to the Museum.
Fall 2011	City begins supporting the development of the Westside Wine Trail marketing and events effort with local wineries.
Fall 2011	The BDO role is reorganized to become part of the Development Services Department and reported to the General Manager. This move was anticipated in the 2010 Economic Development Strategy.
January 2012	First time attending the International Council of Shopping Centre Trade show in Whistler to market retail and investment opportunities in West Kelowna plus reach out to out-of-town property owners.

Spring 2012	Monthly Business Walk program with Mayor and members of Council introduced.
Summer 2012	City of West Kelowna receives grant from Destination BC to support operating the Visitor Services.
July 2012	First Progress Report Update provided to Council.
Fall 2012	BDO coordinated the first "Breakfast with Business Event," which brought together business license holders and members of Council to better understand their needs and challenges. Event report to Council provided in November.
Fall 2012	Business Development Officer position made permanent role within the City.
Spring 2013	After consulting with the City's Agricultural Advisory Committee, initiated outreach and the coordination of the Westside Farm Loop modeled after the success of the Westside Wine Trail effort. <ul style="list-style-type: none"> • Website and social media handles created under the management of the Visit Westside. • Brochure and signage developed to highlight farm locations.
Summer 2013	Economic Development Office was provided additional support with a summer student. Summer students were part of the office through to 2018.
October 2013	West Kelowna participates in the Regional Business Walks initiative lead by the COEDC.
January 2014	Council was presented with the 2014 Economic Development Strategy – Operational Plan which highlighted 2013 activity highlights and activities planned for 2014.
Early 2014	Supported the wineries to incorporate the Westside Wine Trail into a not-for-profit society with the purpose of marketing and promoting Westside wineries through events and promotions.
Mid 2014	Business Development Officer title changed to Economic Development Officer (EDO).
Spring 2014	In collaboration with other regional Economic Development offices, the EDO attended home shows in Ft. Murray and Edmonton to help attract new residents to the Okanagan – focus on the workforce who are working in camps in the energy sector.
October 2014	As part of 2014 Council Strategic Priorities, Council directed staff to consider the creation of an Economic Development Committee to strengthen the connection between Council and the West Kelowna Business Community.
March 2015	2015 Economic Development Strategy and operational details presented to Council for consideration & adoption. Multi-year goals stated in that document included: <ol style="list-style-type: none"> 1. Encourage population growth in West Kelowna 2. Encourage development/investment activity in West Kelowna 3. Support West Kelowna businesses to grow and flourish 4. Continuous communication improvement with internal and external stakeholders 5. Continuous improvement and collaboration with regional Economic Development agencies.
Summer 2015	EDO began presentations to Provincial Nominee Program Investor sessions in Vancouver to highlight opportunities for investment in West Kelowna.

February to May 2015	Economic Development Committee Terms of Reference was developed and reviewed by Council before being adopted in May. Council wanted this first term to be a trial to determine if there was benefits to having a new Council Committee.
August 2015	Council Appointed members to the first Economic Development Committee for the term of September 2015 to August 2017.
September 2015	First meeting of the Economic Development Committee was held.
February 2016	Council Report of the 2016 Economic Development and Tourism Operational Plan outlining activities to be undertaken for the year and to initiate the development of a new multi-year strategy.
2017	EDO works with the EDC members to develop a new multi-year Economic Development Strategy.
September 2017	Council presented with new multi-year Economic Development Strategy and adopted it. Areas of focus were: <ol style="list-style-type: none"> 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 programs 5. Strengthen the City's role as a tourism destination manager and developer.
October 2017	Council votes to continue with the Economic Development Committee and made several small updates the EDC's Terms of Reference. A call for new members was put out to the community for the term of 2018 to 2020.
Fall 2018	Business case developed for hiring a FTE Economic Development and Tourism Coordinator developed and presented as part of the 2019 Budget considerations.
Early 2019	Council appointed the Economic Development Officer to serve as a non-voting City representative to the GWBOT's Board of Directors to help strengthen the City's relationship with the Board of Trade
Spring 2019	Joint presentation to Council by COEDC, Tourism Kelowna, WFN and the EDO to provide high level overview of individual programs and services, areas of responsibility, and how we collaborate.
July 2019	Economic Development & Tourism Coordinator hired (Salina Curtis, FTE).
August 2019	EDO title changed to Economic Development & Tourism Manager.
August 2019	Economic Development & Tourism Office reorganized under the newly created Corporate Initiatives Department.
May 2020	Report to Council regarding the end of Term for the Economic Development Committee activity highlights. Members of the committee were reappointed through 2022 due to COVID.
June 2020	Council was provided with a COVID-19 Activity Update report.
September 2020	Council provided with a second COVID-19 Activity Update report.
November 2020	Draft 2021 Economic Development & Tourism Operational Plan.

Economic Development & Tourism Network Map



Central Okanagan Economic Development Commission (Regional District)

The Central Okanagan Economic Development Commission (COEDC) is a service of the Regional District of Central Okanagan providing economic development services to the communities of Lake Country, Kelowna, Westbank First Nation, West Kelowna, Peachland and Electoral Areas East and West. The COEDC leads a range of business attraction and retention services within the Central Okanagan – when business inquires need to progress to the local level, the COEDC hands off the client to the local municipality. The City of West Kelowna contributed \$176,878 funding to the COEDC in 2020.

Westbank First Nation

Westbank First Nation has its own Economic Development focused Staff member to provide business retention and attraction supports to entrepreneurs and businesses who are seeking open on WFN lands similar to the City's Economic Development staff. West Kelowna staff will refer clients who are considering to locate their business on WFN lands to WFN staff. West Kelowna staff have also worked in partnership to showcase the Greater Westside at trade shows in the past. The City of West Kelowna received \$6,500 in funding from WFN for tourism marketing in 2020.

Province of British Columbia – Various Ministries

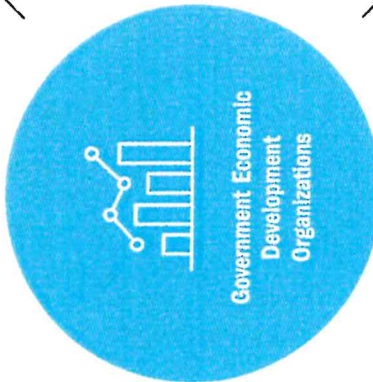
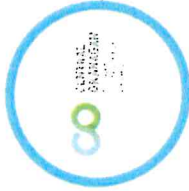
The Province of British Columbia's various ministries provide services to support economic development & tourism including educational resources, grant funding, statistics, international business and talent attraction, and policies and programs for entrepreneurs. City of West Kelowna staff interface with various Provincial Staff in a range of Ministries to maintain working relationships, access programs and funding, and provide local intelligence.

The City of West Kelowna does not pay for any of these services.

Federal Government of Canada

The Federal Government of Canada provides a range of financial supports, statistics, direct and indirectly provided programs and services (i.e. BDC, Western Diversification, etc) focused on helping and attracting businesses and talent to Canada.

The City of West Kelowna has limited direct engagement with the Government of Canada's staff/representatives, but does utilize data and other services provided by the Federal Government on a regular basis. The City of West Kelowna does not pay for any of these services.



Greater Westside Board of Trade

The Greater Westside Board of Trade is the voice of business that advocates to all levels of government, offering member to member trade discounts, networking and promotional opportunities to all sectors of business.

The GWBOT provides independent support services and promotion of local businesses that the City cannot. The GWBOT also provides advocacy to the City on issues facing businesses in the community.

The City of West Kelowna provide indirect financial support through a no cost land use for their building, sponsoring events, and attending events.

Women's Enterprise Centre

Women's Enterprise Centre is a non-profit organization devoted to helping BC women start, lead and grow their own business.

The City of West Kelowna's Economic Development staff will often refer female entrepreneurs to WEC for business assistance including financing, business coaching, and business plan development/refinement. During COVID, WEC administered some specific COVID business grants.

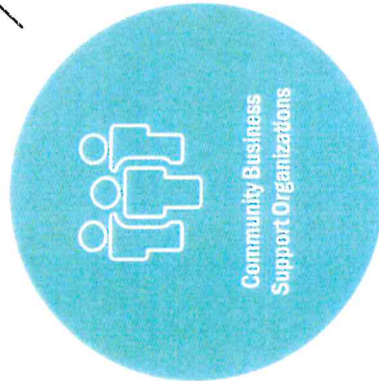
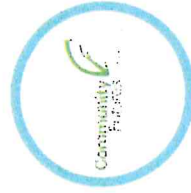
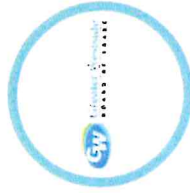
The City of West Kelowna does not provide any financial support to WEC.

Community Futures Development Corporation

Community Futures is a community based organization that contributes to the social and economic well being of the Central Okanagan by providing small business owners and aspiring entrepreneurs access to services tailored to individual needs. From financing to training programs, Community Futures is a full support centre for new and existing businesses.

The City of West Kelowna's Economic Development Staff will often refer clients interested in self employment to CFDC for their programs to develop business plans, entrepreneurs to access funding, or for COVID specific lending.

The City of West Kelowna does not provide any financial support to CFDC.



Westbank Museum

The Westbank Museum was established in 1978 to provide a repository for artifacts of the early days of the Westbank area, to generate community programs of historical and cultural worth, and to preserve Westbank heritage.

The City of West Kelowna contracts the Westbank Museum to provide static and mobile visitor services to visitors in the community year round.

The City of West Kelowna provides direct financial support to the museum for annual operating funding plus direct funding for providing visitor services.

Tourism Kelowna

Tourism Kelowna supports and markets the tourism destination of Kelowna in a sustainable manner that strengthens the economy and enriches the quality of life for Central Okanagan residents.

Some of the City of West Kelowna's tourism businesses are stakeholder with Tourism Kelowna and participate in many of their programs and services. Tourism Kelowna's service area includes all communities in the Central Okanagan – but only MRDT is collected in the City of Kelowna.

The City of West Kelowna does not provide any direct financial support, but does provide partner funding periodically on a project basis.

Thompson Okanagan Tourism Association (TOTA)

The Thompson Okanagan Tourism Association (TOTA) is a not-for-profit society governed by the BC Societies Act. They are an industry-led organization, governed by an elected Board of Directors, who represent and support business and community tourism interests throughout the Thompson Okanagan region.

Some of the City of West Kelowna's tourism businesses are stakeholders with TOTA. TOTA has featured some West Kelowna tourism businesses and experiences in their marketing activities. The City has used some of their tourism research services to better understand visitor coming to the community and purchased advertising with some of their initiatives. The City of West Kelowna provides no direct funding, but does purchase specific products and services.

Destination British Columbia (DBC)

Destination British Columbia (Destination BC) is a provincially funded, industry-led Crown corporation that supports a strong and competitive future for BC's tourism industry through a combination of global marketing, destination development, industry learning, cooperative community-based programs, and visitor servicing.

The City of West Kelowna benefits from DBC's international marketing and promotion to bring people to the province and then our region. Primarily, DBC sets the tone for tourism marketing that the City works to align with. DBC provides funding and training for Visitor Services to communities across BC.

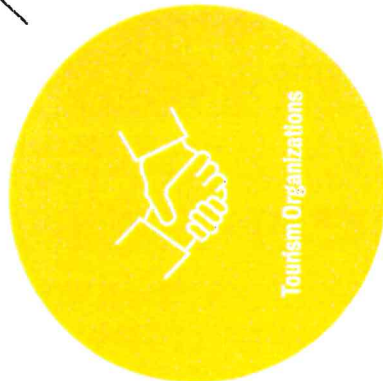
The City of West Kelowna receives direct funding from DBC for Visitor Services.

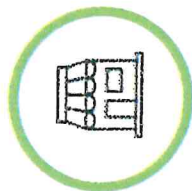
Westside Wine Trail Association

The Westside Wine Trail Association is an independent not-for-profit focused on marketing and promoting the wineries and complementary businesses as a destination for wine and food to the Okanagan, BC, and Alberta markets.

The WWT collaborates with City led tourism marketing efforts through direct financial contribution or indirect contributions of in-kind experiences or products.

The City does not provide any direct funding to the WWT but does partner with the Association for marketing and promotional activities.





Business Development Bank of Canada

The Business Development Bank of Canada provides lending to entrepreneurs in all stages of businesses with lower lending thresholds than traditional charter banks and credit unions. The BDC also provides a range of business consulting services to support entrepreneurs.

The City of West Kelowna's Economic Development staff often refer businesses in the community to the BDC when they are seeking financing or have indicated that they have challenges with their traditional banks.

The City of West Kelowna provides no direct funding and doesn't receive any funding from the BDC.

Charter Banks & Credit Unions (eg. CIBC, BMO, Interior Savings)

Traditional charter banks and credit unions provide day-to-day banking and lending to local businesses in West Kelowna. Additionally, local banks provide unique insights into the economic health of the local businesses.

The City of West Kelowna's Economic Development staff will refer business to various banks and credit unions for banking services and lending.

The City receives no direct support from any of these institutions.

Commercial Realtors/Leasing Representatives & Commercial Property Owners / Developers

Commercial Realtors and Leasing Agents help to find and represent properties for businesses to locate in, assist property owners with assessing development opportunities for properties, and help prospective tenants find space.

The City of West Kelowna staff work with these agents and property owners through various departments to help ensure that there are safe and adequate spaces for businesses to operate in within the community. Further, Economic Development Staff will work with these Agents and Owners to help businesses to find locations within the community to locate their businesses in.

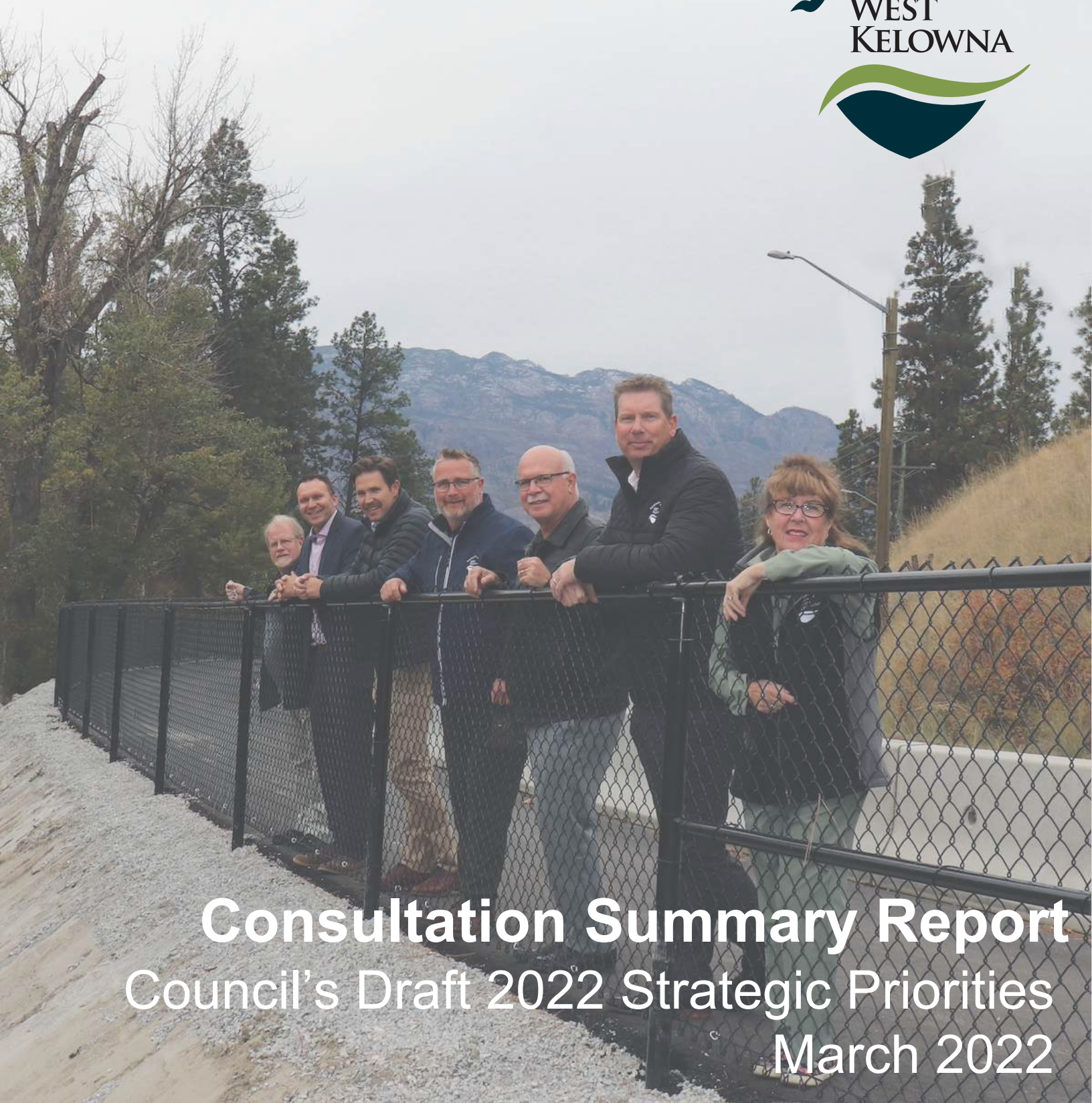
The City receives no direct financial support (outside of property taxes) from these organizations and individuals.

Urban Development Institute

The Urban Development Institute (UDI) is a non-profit association of the development industry and its related professions and is non-partisan in its activities.

The City of West Kelowna primarily engages with UDI and its membership through the Development Services Department. This group helps to advocate on issues important to development in the community and identify challenges to development investment activities.

The City receives no financial support from UDI, the City provides indirect support by attending events.



Consultation Summary Report
Council's Draft 2022 Strategic Priorities
March 2022

Background

Council's 2022 Strategic Priorities establish the framework to move forward with short-term and long-term key objectives. By establishing and implementing Council's priorities, the City positions itself for future community success as the Greater Westside grows and evolves.

On Nov. 13 Council directed staff to post the Council's 2022-Strategic Priorities for early public input prior to staff finalizing the document for Council's consideration, in conjunction with the 2022 Budget and Five-Year Financial Plan consultation program.

Summary

Two rounds of public consultation were held from Nov. 2021 to Feb. 2022. Notice of the public input opportunity was extended through the publishing of Council Highlights on Nov. 23 and further e-News updates to Community Neighbourhood Associations on Dec. 15. Additional consultation opportunities were promoted as part of the Draft 2022 Budget, open from Dec. 2021 to Feb. 2022. The community was invited to ask questions and comment on the document by completing a questionnaire on **OurWK.ca** and outcomes are highlighted below.

Round one: Early input

From **Nov. 23, 2021 to Jan. 19, 2022** the Draft 2022 Strategic Priorities document was made public through the City's website. On Dec. 13, the documents was posted on **OurWK.ca** for early feedback as part of the first round of consultation of the Draft 2022 Budget. Initial feedback was shared with Council at the Jan. 25 regular Council meeting.

See **Round One: Summary at-a-glance** at the end of this report or read the [full report online](#).

Round two

The last round of public input was held from **Jan. 31 to Feb. 13, 2022**. The consultation provided an opportunity for residents and stakeholders to share their priorities via a questionnaire, ask questions and learn more about *Council's 2022 Strategic Priorities*. Results of the final round of input are highlighted in this report.

In light of COVID-19 restrictions, both rounds of consultation took place virtually.

What we heard - highlights

The primary methods to provide input included:

- Online engagement platform **OurWK.ca/council** (link from the City's website **westkelownacity.ca**)
 - Online questionnaire
 - Ask us a question
- Invitation to attend a Question and Answer Session
 - Feb. 3 (12 p.m. – 1:30 p.m.)
 - Feb. 10 (6 p.m. – 8 p.m.)
- In person:
 - By visiting a pop-up display at the Westbank Library and Royal LePage Place Arena
 - Completing a printed questionnaire (available at pop-up displays and City Hall)
- Contacting the engagement team via email or telephone for additional information

During the engagement period, there were 94 visitors to the online engagement website (OurWK.ca/council):

- 13 people were informed (clicked through the content)
- 91 people were aware (visited at least one page)
- 39 people completed the questionnaire
- 4 people submitted comments

The following information was submitted through the questionnaire (hosted on Survey Monkey and via paper copies).

Of the 39 respondents:

- 58% said they do not work in West Kelowna (19 people)
- 29% have lived in West Kelowna for over 21 years (10 people)
- 21% live in Westbank Centre (7 people)

When asked to rank the following initiatives in order of importance from 1 (being the highest priority) to 4 (being the lowest priority), respondents said:

1. Major roadworks (Shannon Lake ATC, Road Rehab, TMP update)
2. Active Transportation Projects (sidewalk/bike lane projects)
3. Fire Hall #32 – plan, design and advance
4. Operations Yard (Public Works Yard) Design and begin building

Other outreach included:

- Emails to neighbourhood community groups to help spread the word
- Contacting the communications and engagement team via email or telephone for additional information
- Stakeholders and the community were notified about the public engagement opportunities using several notification methods – all of which included the link to the online engagement website (**OurWK.ca/council**) and the email address (info@westkelownacity.ca).

During the engagement period, we interacted with the community:



COUNCIL'S 2022 STRATEGIC PRIORITIES

Round Two: Summary at-a-glance
Jan. 31, 2022 - Feb. 13, 2022

Who we heard from



39

questionnaires received on
OurWK.ca



4

comments received

How we connected



94

visitors to online engagement
platform OurWK.ca

Aware: **91** (viewed the project page)
Informed: **13** (clicked through content)
Responses total: **43** (contributed to an online tool)



2,907

unique pageviews to
City's main webpage



2

e-News updates
issued



3,358

recipients of e-News

Social media interactions



7,602

social media
impressions



6,824 total views of our posts

345 post clicks, likes, shares, reactions and
comments



778 viewed our posts

14 link clicks from Tweet



1,228 total views of our posts

24 post likes and comments

Social media (combined with 2022 Budget)

Weekly posts were shared on the City's social media channels to create awareness of the engagement and how to participate, including: Facebook, Instagram and Twitter. During the engagement period, nine posts were shared across all channels, and two social media ads ran on Facebook and Instagram.

Highlights:

- 7,602 total social media impressions
- Facebook: 6,824 post views, 345 engaged with the post (likes, comments, shares, reactions)
- Twitter: 778 post views, 14 engaged with the post (likes, retweets, comments)
- Instagram: 1,228 post views, 24 likes

Print and electronic advertising (combined with 2022 Budget)

During the engagement period, we ran four print newspaper Feb. 2 and Feb. 9 ads in local West Kelowna weekly papers to promote the engagement period.

To help further inform residents, a leaderboard ad ran on the West Kelowna page on Castanet from Feb. 6-12. Total impressions or ad views was 471,810.

Pop-up displays (combined with 2022 Budget)

Two informal pop-up engagement displays were held at Westbank Library and Royal LePage Place Arena to provide information on the budget. Due to COVID-19 restrictions, no in-person events took place. Paper copies of the questionnaire and postcards advertising the engagement period were provided at the display.

What we heard - online engagement results

Strategic Priorities questionnaire was open from **Jan. 31 to Feb. 13, 2022**. During this time, the City's engagement platform gained 69 new subscribers.

The qualitative outcomes of the feedback reflect the opinions of those that participated in the process. Results of what we heard are summarized below.

The questionnaire was made available online at **OurWK.ca** and paper copies, along with engagement materials toolkits were also available at City Hall, Westbank Library, Royal LePage Place Arena or by request by email or phone.

A total of 43 submissions were received (includes four comments received). It is important to note that responses could be completed anonymously and participants were not required to answer all questions.

There were four methods that members of our community could provide feedback:

- completing a questionnaire (online or a paper copy)
- asking a question via the online Question and Answer portal
- attending an Online Interactive Question and Answer Session
- contacting the staff via email or telephone for additional information

The primary goal was to hear from members of our community to understand priorities, preferences for taxation and feedback into Council's Draft 2022 Strategic Priorities.

When asked to rank invest in infrastructure initiatives in order of importance from 1 (being the highest priority) to 4 (being the lowest priority), respondents said:

1. Major Projects
2. Active Transportation
3. Fire Hall #32 Plan: Plan, design and advance
4. Operations Yard (Public Works Yard)

When asked to rank economic growth and prosperity initiatives in order of importance from 1 (being the highest priority) to 3 (being the lowest priority), respondents said:

1. Pursue efforts to revitalize the Westbank Town Centre
2. Complete a review of the municipality's Development Cost Charges
3. Review/design new service and governance model options for Economic Development

When asked to rank community-related initiatives in order of importance from 1 (being the highest priority) to 4 (being the lowest priority), respondents said:

1. Completing the City's Official Community Plan initiative (a plan that guides our long term growth)
2. Nurturing community-building partnerships with Westbank First Nation, local governments and organizations in the region; along with inter-governmental partnerships involving Federal and Provincial agencies
3. Engaging the community in the design of a facility plan and programming use for the Mt. Boucherie Community Centre
4. Incorporating a celebration of culture and heritage into civic programs, events and festivals across the community, including in City's parks, Westbank Centre, neighbourhood centres and elsewhere

When asked to rank safety and well-being initiatives in order of importance from 1 (being the highest priority) to 7 (being the lowest priority), respondents said:

1. Infrastructure investments in active transportation, including sidewalks and other types of pedestrian pathways
2. Continued advocacy efforts aimed at securing a redundant power supply for West Kelowna and the Greater Westside
3. Wildfire preparation, mitigation and adaptation measures
4. Initiatives, guided by the results of the recent policing service review, aimed at increasing police resource levels, effectiveness and presence in West Kelowna
5. Advocacy for additional services connected to the West Kelowna Urgent and Primary Care Centre
6. Partnerships and initiatives aimed at meeting the supportive and other housing needs of West Kelowna's residents along the market housing spectrum
7. The development of a Climate Action Plan, with a Green Fleets Strategy, and a set of performance measures to track progress and bolster accountability

Age demographics:

- 65+: 18%
- 55-64: 24%
- 45-54: 26%
- 35-44: 24%
- 25-34: 9%
- 18-24: 0%
- Under 18: 0%

Neighbourhoods that provided the most feedback:

- Westbank Centre: 21%
- Lakeview Heights: 18%
- Shannon Lake: 18%
- Glenrosa: 15%
- West Kelowna Estates/Rose Valley: 9%

Comments

Participants had the option to provide feedback via 12 open comment boxes. Commenting was optional and not all respondents opted to provide input. There were a total of 232 comments from respondents.

Common themes included:

- Safety enhancements to roads
- Adding walkable areas in the city, including Westbank Centre
- Prioritizing the Fire Hall #32 project
- Indigenous relations and partnership opportunities
- Business development

When asked about the greatest challenge West Kelowna will face in 2022, the following themes were mentioned by respondents:

- Wildfires and fire response
- Cost of living and housing supply
- Crime and policing
- Older infrastructure and the cost of replacement

For a full list of comments, see **Attachment 5: Questionnaire Summary Report**.

Next steps

Results of both rounds of engagement for the Council's 2022 Draft *Strategic Priorities* were shared with Council for their consideration. Feedback from the public will be used to support Council's decision-making that balances taxation and demand for services prior to the second reading of the 2022-2026 Financial Plan Bylaw expected in the spring. To stay updated, subscribe for e-updates at westkelownacity.ca/subscribe.



2022 BUDGET CONSULTATION

Round One: Summary at-a-glance
Dec. 10, 2021 - Jan. 19, 2022

Who we heard from



7

questions/comments
made on **OurWK.ca**



2

emails received

How we connected



168

visitors to online
engagement platform
OurWK.ca

Aware: **108** (viewed the project page)
Informed: **59** (clicked through content)
Engaged: **7** (questions/comments made)



7,166

unique pageviews to
City's main webpage



3

e-News updates
issued



3,325

recipients of
e-News

Social media interactions



2,279

social media
impressions



2,172 viewed our posts

69 post clicks, likes, shares, reactions
and comments



757 viewed our posts

6 link clicks from Tweet

Questionnaire Summary Report

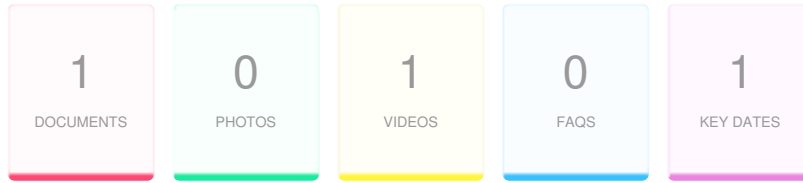
31 January 2022 - 15 February 2022

Draft 2022 Strategic Priorities

PARTICIPANT SUMMARY

ENGAGED	4 ENGAGED PARTICIPANTS			(%)
INFORMED	Registered	Unverified	Anonymous	
	Contributed on Forums	0	0	0
	Participated in Surveys	2	0	0
	Contributed to Newsfeeds	0	0	0
	Participated in Quick Polls	0	0	0
AWARE	Posted on Guestbooks	0	0	0
	Contributed to Stories	0	0	0
	Asked Questions	0	2	0
	Placed Pins on Places	0	0	0
	Contributed to Ideas	0	0	0
<i>* A single engaged participant can perform multiple actions</i>				<i>* Calculated as a percentage of total visits to the Project</i>
Council's 2022 Strategic Pri... 4 (4.3%)				
ENGAGED	13 INFORMED PARTICIPANTS			(%)
INFORMED	Participants			
	Viewed a video	1		
	Viewed a photo	0		
	Downloaded a document	7		
	Visited the Key Dates page	1		
AWARE	Visited an FAQ list Page	0		
	Visited Instagram Page	0		
	Visited Multiple Project Pages	8		
	Contributed to a tool (engaged)	4		
<i>* A single informed participant can perform multiple actions</i>				<i>* Calculated as a percentage of total visits to the Project</i>
Council's 2022 Strategic Prio... 13 (13.8%)				
ENGAGED	94 AWARE PARTICIPANTS			(%)
INFORMED	Participants			
	Visited at least one Page	94		
AWARE	<i>* Aware user could have also performed an Informed or Engaged Action</i>			<i>* Total list of unique visitors to the project</i>
	Council's 2022 Strategic Pri... 94			

INFORMATION WIDGET SUMMARY



DOCUMENTS	
1	Documents
7	Visitors
7	Downloads

TOP 3 DOCUMENTS BASED ON DOWNLOADS	
7	Downloads
Draft 2022 Strategic Priorities	

VIDEOS	
1	Videos
1	Visitors
1	Views

TOP 3 VIDEOS BASED ON VIEWS	
1	Views
2021 Year in Review	

KEY DATES	
1	Key Dates
1	Visitors
1	Views

TOP 3 KEY DATES BASED ON VIEWS	
1	Views
Council's 2022 Strategic Priorities	

TRAFFIC SOURCES OVERVIEW

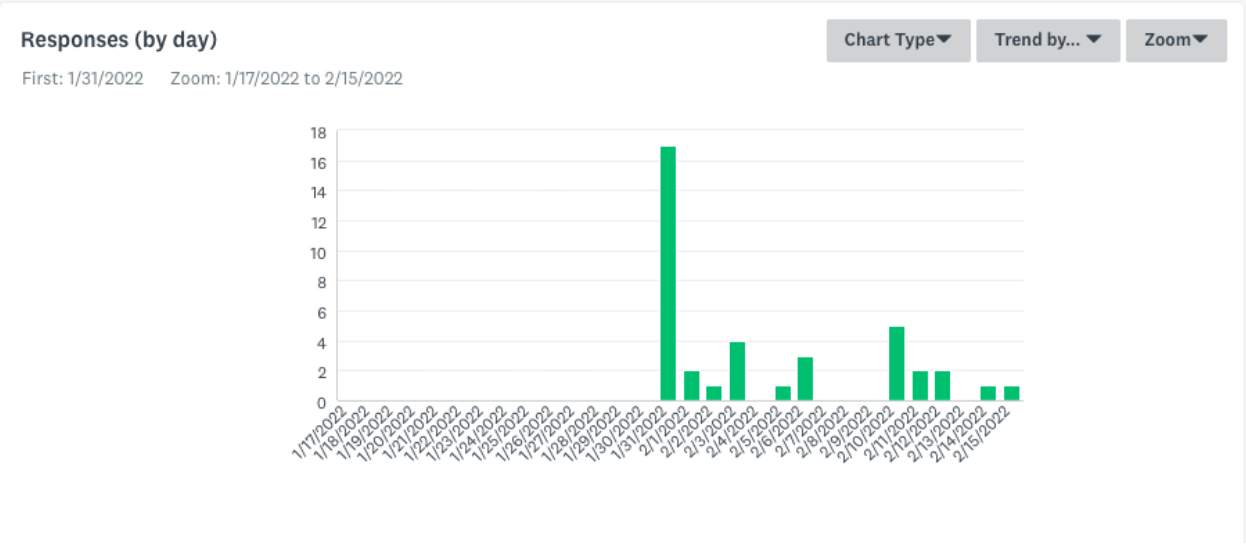
REFERRER URL	Visits
www.westkelownacity.ca	13
www.castanet.net	11
lm.facebook.com	3
t.co	3
linktr.ee	2
www.bing.com	1
www.google.com	1
www.kelownacapnews.com	1
www.kelownanow.com	1
android-app	1

QUESTIONNAIRE OVERVIEW

Insights

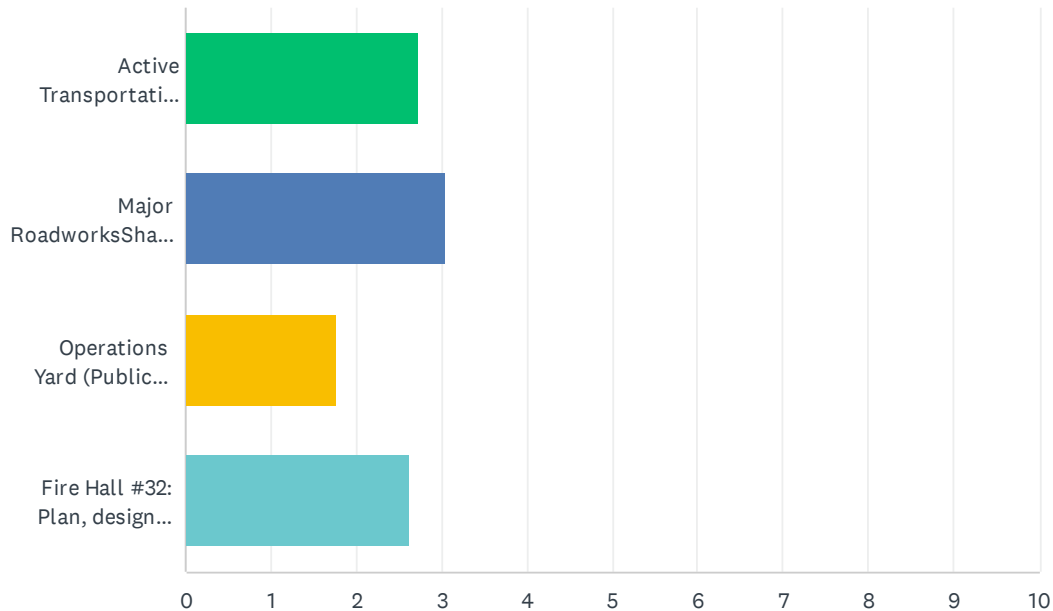
TOTAL RESPONSES 39	COMPLETION RATE ? 82%	TYPICAL TIME SPENT ? 14m:10s	MOST-SKIPPED QUESTION ? Q12-What other comments do you have related to the Foster Safety and Well-being pillar? Skipped:31	 What would you like to see here?
Is this useful?	Is this useful?	Is this useful?	Is this useful?	

Trends



Q1 Rank the following initiatives in order of importance to you, 1 meaning 'most important', to 4 meaning 'least important'. (Drag and drop each section or use the drop-down function.)

Answered: 39 Skipped: 0



	1	2	3	4	N/A	TOTAL	SCORE
Active Transportation Projects Sidewalks on Stevens Road from Westlake Rd to McDougall Creek Bridge on Shannon Lake Rd; sidewalks on Westlake Rd from Rose Valley Elementary to Parkinson Rd; sidewalks on Shannon Ridge Drive from Shannon Lake Rd to Shannon Place	33.33% 13	20.51% 8	23.08% 9	17.95% 7	5.13% 2	39	2.73
Major Roadworks Shannon Lake Rd/Stevens Rd/Bartley Rd roundabout; design of Shannon Lake Rd upgrades from IR#9 to Swite Rd; upgrades to the Old Okanagan/Butt Rd intersection; also includes initiatives such as the Road Rehabilitation Program and the Transportation Master Plan Update	33.33% 13	41.03% 16	12.82% 5	7.69% 3	5.13% 2	39	3.05
Operations Yard (Public Works Yard) Design and begin building	7.69% 3	7.69% 3	30.77% 12	43.59% 17	10.26% 4	39	1.77
Fire Hall #32: Plan, design and advance Identify the specific site to replace Hall #32, design the replacement of the Fire Hall #32 facility and prepare construction contracts; and advance the relocation of the Fire-Rescue administration component into the Westbank area	25.64% 10	28.21% 11	25.64% 10	17.95% 7	2.56% 1	39	2.63

Q2 Tell us which projects are most important to you and why.

Answered: 30 Skipped: 9

#	RESPONSES	DATE
1	The Fire Hall Plan as with climate change and increased fire hazards, we need to be prepared.	2/15/2022 1:09 PM
2	I am interested in additional sidewalks and bike lane projects as we move to a more "active citizen" model for our city.	2/14/2022 7:21 AM
3	Major Roadwork for better and safer accessibility to all West K has to offer.	2/12/2022 10:53 AM
4	Major roadwork upgrades due to increased congestion in WK negatively impacting economic growth, increasing commuter frustration, and a concern for public safety.	2/12/2022 10:30 AM
5	Roundabouts! The traffic is getting out of hand - no way to turn left from Shannon Place onto Old Okanagan. Sidewalks - would be nice not to fear being hit by a car for simply walking/riding bike	2/11/2022 4:07 PM
6	Okanagan and Butt road as well as Brown road MUST be addressed for walking safely!! As well Butt road is too traffic heavy and gets backed up. This is part of the westbank core and it still looks like the 1970s!! My kids are not safe walking to school even because of the lack of sidewalks on busy roads.	2/10/2022 4:57 PM
7	roads and sidewalks - safety	2/10/2022 4:34 PM
8	Ability to move about efficiently in West Kelowna is helpful for everyone.	2/10/2022 4:21 PM
9	SIDEWALKS: If West Kelowna wants to claim it is a family-oriented community, it must invest in sidewalks in residential neighborhoods, particularly near elementary schools and park (i.e., Rose Valley Elementary School).	2/10/2022 4:05 PM
10	In addition to "Active Transportation Projects" - add a roundabout at Shannon Lake Rd and Tallus Ridge Dr. (Branch of Shannon Lake Rd.)	2/10/2022 10:37 AM
11	N/A	2/6/2022 2:34 PM
12	Major Roadworks and Active Transportation Projects very important to me - but none of the projects listed affect me in Lakeview Heights.	2/6/2022 11:29 AM
13	Give access to public facilities regardless of vaccination status, end mandates on a local level, stop discrimination towards fellow community members	2/6/2022 10:17 AM
14	Sidewalks in the "downtown core". If you want to encourage people and business to the couplet area then make it accessible. Sidewalks on Brown Road to Gossett, but none the other direction? Anyone try walking at night on Elliott Rd north of Bering? Why build sidewalks in affluent neighbourhoods that rarely get used when there should be some in the areas where people actually do walk to catch a bus or get groceries.	2/5/2022 5:36 PM
15	I am mostly vested in the water infrastructure being that I am on water advisory for more than half the year.	2/3/2022 11:21 AM
16	Sidewalks that go somewhere, and do not just end.	2/3/2022 10:19 AM
17	The roadway and walkway from 97 to 97 on Shannon Lake Road is an embarrassment. The roads & walkways are in poor condition or none at all. With the current developments near Shannon Lake the current infrastructure is non existent. Further housing development should be reviewed and or halted before a solid infrastructure plan is approved	2/3/2022 10:18 AM
18	Replace the fire hall and expand the road network and sidewalks.	2/3/2022 8:37 AM
19	I think sidewalks on other roads are as important as some of the ones on this list. Elliot Road for example.	2/1/2022 8:33 PM
20	roads need work. difficult to get anywhere due to traffic	2/1/2022 8:56 AM

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21	Any initiative which increases community resilience to natural events, for example improved fire facilities, flood/drought (restoring & conserving natural infrastructure, demanding better green corridor buffers in development such as that around Shannon Lake and creeks); initiatives which keep traffic moving while incorporating sustainable transportation methods; and initiatives which look to WFN for guidance/collaboration; developing sustainable building structures for new and updating existing city buildings; incorporating wildlife passage at major roadways where possible (ie increase safety for people and wildlife of all sizes.. many of our SAR are small).	1/31/2022 8:37 PM
22	The lack of sidewalks is dangerous in this growing community as well as the inadequate roads. The city keeps approving development around Shannon lake so needs to upgrade the roads to suit.	1/31/2022 8:31 PM
23	Sidewalks to Hudson elementary school on Brentwood road	1/31/2022 8:08 PM
24	Safe walking. Fire preparedness.	1/31/2022 7:56 PM
25	I believe work environment has a direct relationship to production and a positive work ethics. It was not easy picking the Operations Yard as first.	1/31/2022 5:18 PM
26	I strongly feel that active transportation needs to be the number 1 priority. These pathways promote greener travel, SAFER travel and help connect the community.	1/31/2022 4:08 PM
27	Active Transportation projects are most important so residents can safely commute within the communities of West Kelowna. There is not enough protected cycling infrastructure in West Kelowna at this time.	1/31/2022 4:05 PM
28	fire hall essential services need priority	1/31/2022 1:24 PM
29	Safety and security. Parks, recreation.	1/31/2022 12:51 PM
30	Road upgrades and sidewalks on main arterial roads, namely Elliott. Huge and on going residential development has increased traffic and pedestrian use, but the City has not improved the roads. Where is the developer money to help with these costs?	1/31/2022 12:02 PM

Q3 What other comments do you have related to Invest in Infrastructure pillar?

Answered: 22 Skipped: 17

#	RESPONSES	DATE
1	The initiatives are excellent and much needed. However, Lower Glenrosa needs sidewalks as it is dangerous seeing teenagers and adults and elders walking along the smallest off-shoulder area. Perhaps this is an initiative to be considered by Council. Especially with the current developments along that corridor and its proximity to the Westbank Mall.	2/15/2022 1:09 PM
2	n/a	2/14/2022 7:21 AM
3	1) Snow removal service and effectiveness (based on this winter) needs significant improvement. Mt Boucherie area was not safe to drive. 2) line painting on roads and highways needs to be refreshed with reflective paint/ ore eyelets for improved safety of motorists - Hwy 97 and other main roads at night and in poor weather have extremely poor visibility 3) Hwy 97 has significant grooves in it that in poor weather create safety issues - needs re-paving and improved lighting - ROI on reduction in motor vehicle accidents 4) Prioritize investment in removing ALL graffiti immediately after it appears from Infrastructure (Buildings, Parks, Roadways, Mountain faces (Mt Boucherie) Trails etc) to live to the Natural Beauty highlighted in the city's mission. As the City of Kelowna has recognized Graffiti impacts our city's image, discourages support of commercial areas and negatively effects investment potential and maximum return on residential real estate. If not immediately removed, graffiti serves as an invitation to littering, loitering, additional graffiti and other forms of crime and acts of violence. Graffiti on public and private properties, without property owner permission, is vandalism. There is a substantial amount of graffiti in West Kelowna and Westbank.	2/12/2022 10:53 AM
4	What future projects are being considered? E.g. swimming pool and additional recreational facilities in the Rose Valley/Lakeview Heights area.	2/12/2022 10:30 AM
5	NOISE BYLAWS that are enforce! TRUCKS/MOTORCYCLES in the summer make this beautiful area not so beautiful to exist in	2/11/2022 4:07 PM
6	The core or downtown of westbank should be safe for walking as there are so many who live in central westbank and there are many children and older people who need to be safe as they enjoy this neighborhood. We live here and it's so unsafe walking with my kids. It's crazy that there are no crosswalks on old okanagan or Elliot road to cross from residential to commercial areas. There are more and more apartments going up and not much has been done to improve walk ability.	2/10/2022 4:57 PM
7	Build more sidewalks!	2/10/2022 4:05 PM
8	NB!!! Butt Road from Elliott to Old Okanagan Hwy is in terrible dispair, too narrow and extremely well used by people each day! Please act on this road soon.	2/10/2022 10:37 AM
9	Sidewalks on Boucherie down to Frind.	2/6/2022 2:34 PM
10	So important to Invest in Infrastructure, love that this is a pillar and primary focus of the Strategic Priorities.	2/6/2022 11:29 AM
11	Finish the sewer project that was started over a decade ago!!!!!!	2/5/2022 5:36 PM
12	I would like to see the trails and nature parks as part of our infrastructure. Many people move to West Kelowna to be closer to nature and watching the endless construction lay waste to the places people walk, hike, bike, and run is utterly depressing and undermines why I personally live here (and same for many of my friends). If you want a liveable city, we need to prioritize the wild space and stop paving it.	2/3/2022 11:21 AM
13	A safe walking or biking route from Glenrosa to down town.	2/3/2022 10:19 AM
14	Would be fantastic to see how city staff and consultants are looking to other places around the world which have dense populations in small spaces. Let's be ahead of the sustainability	1/31/2022 8:37 PM

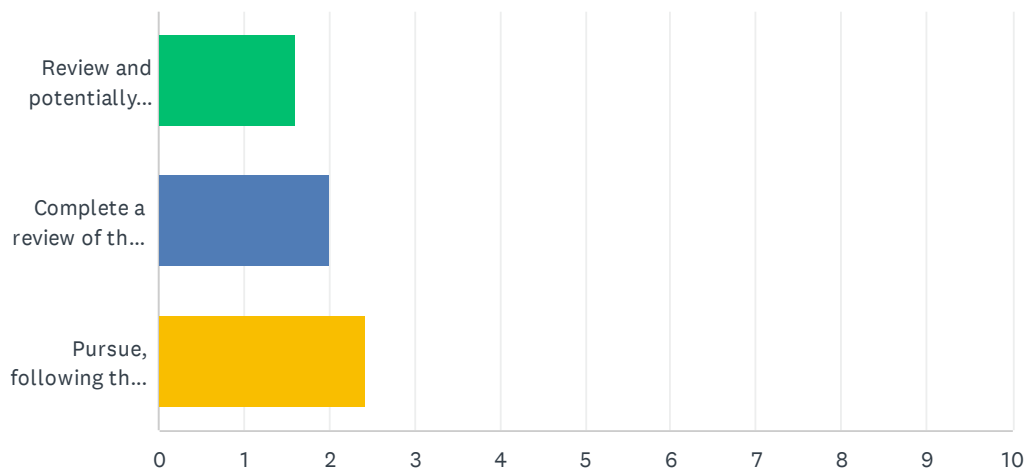
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game. We also have fantastic local research centers and collaboratives to look to, ex UBC, OBWB, ONA

15	An upgrade on the pool would be nice for the growing community. There are currently very few public swim times and not a very exciting facility for the younger crowd.	1/31/2022 8:31 PM
16	None	1/31/2022 8:08 PM
17	Let's keep in mind all the climate changes coming and how best to be prepared	1/31/2022 7:56 PM
18	Make sure infrastructure comes before development.	1/31/2022 5:18 PM
19	how can we not be planning and completing Boucherie road with sidewalks etc. much busier than any other with people walking in the ditches, wow???	1/31/2022 1:24 PM
20	With the new city hall and surrounding area. It is our 1 chance to shape our downtown into pedestrian and cafe/restaurants small business friendly way	1/31/2022 12:51 PM
21	We seem to have problems looking after what we have, eg gellatley walkway is under serviced	1/31/2022 12:49 PM
22	Green Space! The City needs to develop more green space within our City core. Where are the parks and safe walk ways for families? How are we as a community supporting green space and opposing global warming.	1/31/2022 12:02 PM

Q4 Rank the following initiatives in order of importance to you, 1 meaning 'most important', to 3 meaning 'least important'. (Drag and drop each section or use the drop-down function.)

Answered: 37 Skipped: 2



	1	2	3	N/A	TOTAL	SCORE
Review and potentially design, in consultation with key economic development agencies and stakeholders, new service and governance model options for West Kelowna's Economic Development function	13.51% 5	21.62% 8	45.95% 17	18.92% 7	37	1.60
Complete a review of the municipality's Development Cost Charges to generate sufficient funds for development's share of important infrastructure project costs	24.32% 9	37.84% 14	24.32% 9	13.51% 5	37	2.00
Pursue, following the completion of the City's new Official Community Plan, efforts to revitalize the Westbank Town Centre to promote increased vitality and growth in the City's core	48.65% 18	27.03% 10	10.81% 4	13.51% 5	37	2.44

Q5 Tell us which projects are most important to you and why.

Answered: 20 Skipped: 19

#	RESPONSES	DATE
1	Promotion and revitalization of Westbank Town Centre to increase growth, employment and profits.	2/15/2022 1:09 PM
2	Communication/PR: What are we doing well and what do we need to improve in order to tell THE WORLD West Kelowna is open for business /is pro-business and is one of the greatest places for companies to locate/invest.	2/12/2022 10:59 AM
3	Business development (and taxed) for WK to ensure that opportunities aren't being diverted to other municipalities and jurisdictions.	2/12/2022 10:31 AM
4	Revitalize town centre by encouraging a significant attraction. Costco would have really put west k on the map!	2/11/2022 3:39 PM
5	Make Westbank a place residents can be proud of. It would be lovely if it had a theme or 'look' such as Pandosy or Summerland. Create more of a connection to the lake as well with a place for a coffee shop such as in Bilss Bakery in Peachland	2/10/2022 5:01 PM
6	West Kelowna seems to sprawl somewhat and needs to be more compact in design with adequate parking combined.	2/10/2022 4:25 PM
7	Increase development costs to fund sidewalk construction. Not every lot should be developed. Open space is very important, particularly in low-density neighborhoods like West Kelowna Estates.	2/10/2022 4:13 PM
8	N/A	2/10/2022 10:38 AM
9	N/A	2/6/2022 2:35 PM
10	Important to develop a new OCP, but not focused on revitalizing the Westbank Town Centre. Would have marked the new OCP as 2 otherwise.	2/6/2022 11:31 AM
11	Forgive me but all of these seem more like fluff at this point. I think we need to decide what our community will be known for and then decide how to accomplish it. Personally I am here for nature, not a downtown core or governance.	2/3/2022 11:23 AM
12	It is hard to force vitality in an old city core	2/1/2022 8:35 PM
13	pay citizens a living wage	2/1/2022 8:57 AM
14	Developers have to pay for infrastructure and these costs have to be forecasted for the future as well. Include future costs.	1/31/2022 5:23 PM
15	Westbank Town Centre is a main focal point of town and deserves significant focus, resources and efforts. The tone and success of the Centre radiates outwards to other areas and will drive future success.	1/31/2022 5:09 PM
16	Revitalizing the Westbank Town Centre as a downtown hub with new, taller buildings (both commercial and residential accommodations). Start increasing density within Westbank Town Centre.	1/31/2022 4:14 PM
17	city core is number 1, the window into our community, run down, old no planning consideration, ad hoc etc	1/31/2022 1:27 PM
18	Roads and sidewalks and bike trails	1/31/2022 12:55 PM
19	Downtown city centre	1/31/2022 12:53 PM
20	Developers should contribute a larger share towards parks, green spaces, sidewalks and improved road infrastructure. We live here, they develop, make their money and move on. Land is valuable, once we lose it to development we can't afford to buy it in the future to	1/31/2022 12:09 PM

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create parks and green space. What vision is our City focused on for future generations? It appears to be cement.

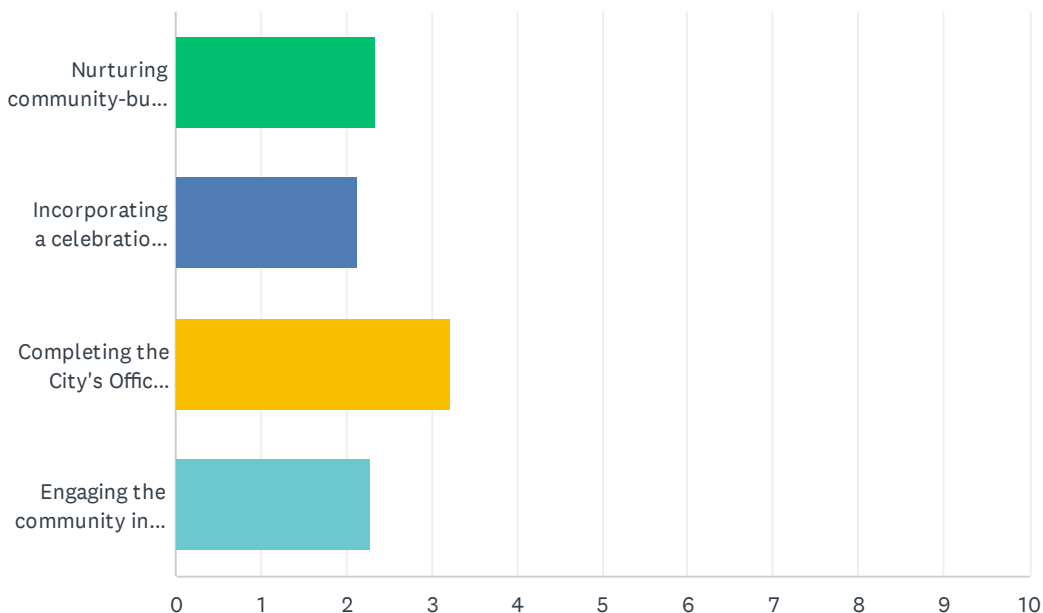
Q6 What other comments do you have related to the Economic Growth and Prosperity pillar?

Answered: 11 Skipped: 28

#	RESPONSES	DATE
1	N/A	2/15/2022 1:09 PM
2	WK needs to put additional emphasis on the attraction of primary industry for the promotion of jobs in the while balancing the advancement of our tourism industry	2/14/2022 7:23 AM
3	How do we attract world class companies ie) Tech to West Kelowna (based on great place to live) to diversify the business landscape and provide significant revenue growth to all businesses in the area along with increased tax revenue	2/12/2022 10:59 AM
4	N/A	2/12/2022 10:31 AM
5	City Council shouldn't sacrifice low-density neighborhoods like those along Bear Creek Road in exchange for the illusion that "growth" purports to offer the city budget. "Filling-in" low density neighborhoods negatively impacts long-term residents who have paid taxes for decades to live in a low-density neighborhood. Don't sell-out long-term residents merely because a new developer (who doesn't live here) promises to build new houses.	2/10/2022 4:13 PM
6	Econic growth happens when you end mandate inforcement and allow businesses to open at full capacity without medical restrictions	2/6/2022 10:21 AM
7	If you want to revitalize the Town Centre, make it more pedestrian friendly. Lay sidewalks, on at least one side of the roadways, within a 2 km area of the Town Centre.	2/5/2022 5:40 PM
8	Look to other municipalities around the globe for inspiration; incorporate local academic resources such as UBC	1/31/2022 8:38 PM
9	There is a lot of potential for growth in West Kelowna. We just need to focus on rebuilding our town centre to make it a desirable place for residents to live and frequent.	1/31/2022 4:14 PM
10	We have studied westbank town centre to death,even the rdco studied it before the city came into being, I don't know how much we have given to consultants but nothing has actually happened, the brown toad to nowhere is an example of money for nothin	1/31/2022 12:55 PM
11	The City says it is focused on less traffic, more walking to improve our impact on global warming. Where are the safe side walks, children's parks and green spaces to beautify our City?	1/31/2022 12:09 PM

Q7 Rank the following initiatives in order of importance to you, 1 meaning 'most important', to 4 meaning 'least important'. (Drag and drop each section or use the drop-down function.)

Answered: 35 Skipped: 4



	1	2	3	4	TOTAL	SCORE
Nurturing community-building partnerships with Westbank First Nation, local governments and organizations in the region; along with inter-governmental partnerships involving Federal and Provincial agencies	28.57% 10	17.14% 6	14.29% 5	40.00% 14	35	2.34
Incorporating a celebration of culture and heritage into civic programs, events and festivals across the community, including in City's parks, Westbank Centre, neighbourhood centres and elsewhere	11.43% 4	14.29% 5	51.43% 18	22.86% 8	35	2.14
Completing the City's Official Community Plan initiative (a plan that guides our long term growth)	45.71% 16	40.00% 14	5.71% 2	8.57% 3	35	3.23
Engaging the community in the design of a facility plan and programming use for the Mt. Boucherie Community Centre	14.29% 5	28.57% 10	28.57% 10	28.57% 10	35	2.29

Q8 Tell us which projects are most important to you and why.

Answered: 15 Skipped: 24

#	RESPONSES	DATE
1	Engaging in partnerships with out Westbank First Nations, local government and organizations in the region because without input of the locals, governments and First Nations there is no growth.	2/15/2022 1:13 PM
2	1) Maximize extraction of funds/grants from Provincial and Federal Government agencies to reduce tax impact on local residents and to increase funds for capital intense projects and community building initiatives.	2/12/2022 11:24 AM
3	I think focus should be given to the overarching strategic vision of this pillar. It would prioritize the initiatives falling under 2-4, or others that have not been considered.	2/12/2022 10:36 AM
4	Creating an appreciation for west Kelowna history and more opportunities for culture and the arts.	2/10/2022 5:04 PM
5	we need a plan to address to obvious problems with the downtown core and transportation bottlenecks	2/10/2022 4:37 PM
6	Having a long range plan that all can agree on is a most important first step.	2/10/2022 4:28 PM
7	Strong communities need safe sidewalks and open spaces to enjoy. Stop trying to grow low-density neighborhoods into higher-density areas by "filling-in" every last lot with houses or condos. Higher-density urban areas (like the downtown core) should be used for that purpose. Protect the low-density neighborhoods like those in West Kelowna Estates.	2/10/2022 4:20 PM
8	Where is this Community Centre?	2/10/2022 10:40 AM
9	increase awareness, equality.	2/1/2022 8:59 AM
10	Looking to neighbors and the syilx Nation for collaboration and insoirarion; engaging community in official community plan.	1/31/2022 8:40 PM
11	The OCP is the guide to our future. I think that trumps all.	1/31/2022 5:26 PM
12	Nurturing a partnership with WFN will help us build our community the way we intend to. Be as inclusive as possible and focus on projects that benefit our increasing demographic.	1/31/2022 4:19 PM
13	We must develop a partnership and reconciliatory relationship our West Bank Syilx Community. Many of us are here as uninvited settlers and should be looking to our indigenous communities and stewards for how we can create meaningful partnerships and projects.	1/31/2022 4:12 PM
14	Sidewalks an bike paths and a bunch more traffic circles	1/31/2022 1:00 PM
15	OCP If the City does not control residential and business development we will never have a City people want to visit and walk around. We are losing our opportunities to demand the development of walking & hiking trails, green spaces and parks if we do not demand the developers contribute to beautifying and providing a larger contribution towards these very important infrastructures.	1/31/2022 12:18 PM

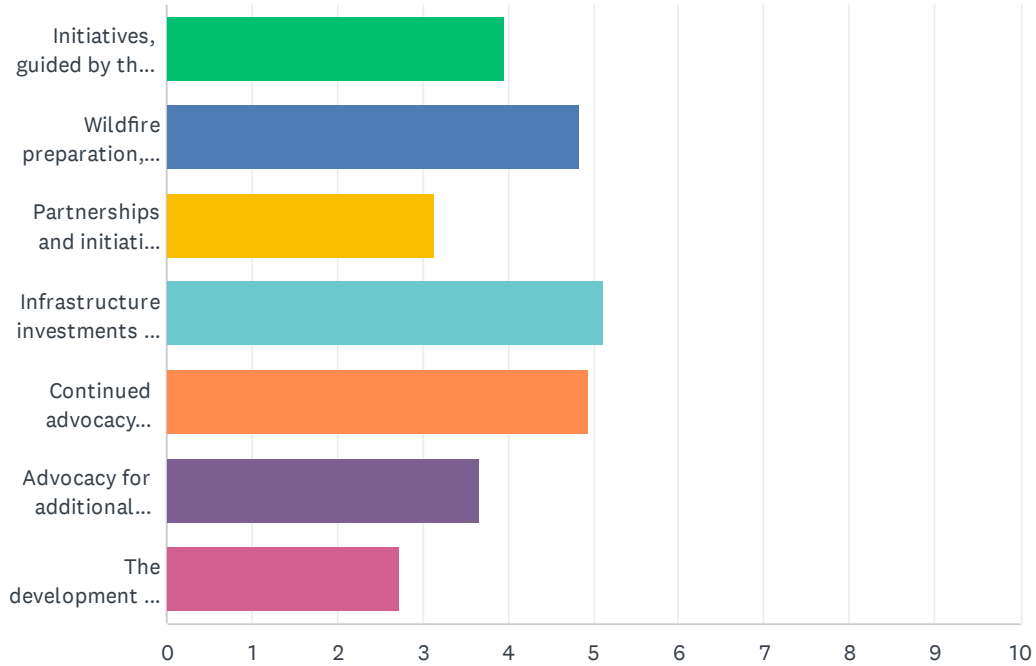
Q9 What other comments do you have related to the Strengthen Our Community pillar?

Answered: 9 Skipped: 30

#	RESPONSES	DATE
1	N/A	2/15/2022 1:13 PM
2	What is our success rate in securing grants and funding for key initiatives from the provincial and federal government? How does our success compare to other neighbouring cities and municipalities? What is required to over-index? How well are our local MP and MLA representing our city and area performing? What kind of visibility is the City providing to its residents on their performance vs asks to apply more pressure to these representatives?	2/12/2022 11:24 AM
3	With respect to #2, I believe that due to our shared geography there should be a focus on fostering partnerships with WFN. We need to start building a common, joint vision of the future for our communities rather than dividing us among different groups. It could be a model for the rest of the Province and Canada.	2/12/2022 10:36 AM
4	At the moment community centres etc are a bit null while there is a vax pass in place. Some of us pay for services that we are not allowed to us. And no. It's not a choice- it's coercion. Please make community opportunities available to all no matter their heritage or medical choices!	2/10/2022 5:04 PM
5	If you want to strengthen our community, the prioritize the rights and wishes of long-term, tax-paying residents (instead of prioritizing what developers and real estate speculators want) whenever it comes to decide whether the character of an older and more established low-density neighborhood should be irrevocably altered to "make way" for more housing. "Growth" for the sake of growth is the "business plan" of the cancer cell.	2/10/2022 4:20 PM
6	Create a facility for social activity, dining, meetings at the old Municipal Hall.	2/10/2022 10:40 AM
7	First Nations has to be involved at a higher level. They seem not to want to participate with the city. Disappointing!!	1/31/2022 5:26 PM
8	We seem to be consolidating public and social services in the westbank town centre, nothing permanent going in to boucherie, lakeview heights, or other designated town centres	1/31/2022 1:00 PM
9	Developing places to gather as families. The City of West Kelowna chose to build on the natural amphitheatre where families gathered for concerts and family activities. Did the City replace that green space with alternate green space? I don't see where.	1/31/2022 12:18 PM

Q10 Rank the following initiatives in order of importance to you, 1 meaning 'most important', to 7 meaning 'least important'. (Drag and drop each section or use the drop-down function.)

Answered: 34 Skipped: 5



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	1	2	3	4	5	6	7	N/A	TOTAL	SCORE
Initiatives, guided by the results of the recent policing service review, aimed at increasing police resource levels, effectiveness and presence in West Kelowna	8.82% 3	14.71% 5	20.59% 7	14.71% 5	11.76% 4	20.59% 7	8.82% 3	0.00% 0	34	3.97
Wildfire preparation, mitigation and adaptation measures	20.59% 7	20.59% 7	32.35% 11	0.00% 0	2.94% 1	11.76% 4	8.82% 3	2.94% 1	34	4.85
Partnerships and initiatives aimed at meeting the supportive and other housing needs of West Kelowna's residents along the market housing spectrum	2.94% 1	5.88% 2	2.94% 1	26.47% 9	20.59% 7	20.59% 7	14.71% 5	5.88% 2	34	3.13
Infrastructure investments in active transportation, including sidewalks and other types of pedestrian pathways	29.41% 10	17.65% 6	20.59% 7	2.94% 1	17.65% 6	8.82% 3	0.00% 0	2.94% 1	34	5.12
Continued advocacy efforts aimed at securing a redundant power supply for West Kelowna and the greater Westside	26.47% 9	26.47% 9	8.82% 3	8.82% 3	8.82% 3	11.76% 4	5.88% 2	2.94% 1	34	4.94
Advocacy for additional services connected to the West Kelowna Urgent and Primary Care Centre	8.82% 3	0.00% 0	11.76% 4	32.35% 11	23.53% 8	14.71% 5	5.88% 2	2.94% 1	34	3.67
The development of a Climate Action Plan, with a Green Fleets Strategy, and a set of performance measures to track progress and bolster accountability	2.94% 1	14.71% 5	2.94% 1	11.76% 4	8.82% 3	5.88% 2	47.06% 16	5.88% 2	34	2.72

Q11 Tell us which projects are most important to you and why.

Answered: 16 Skipped: 23

#	RESPONSES	DATE
1	Housing needs of West Kelowna residents along the market housing spectrum because housing needs to be affordable for all and pricing residents out of homes will lead to locals leaving for better affordability areas.	2/15/2022 1:15 PM
2	<p>1) Getting international ride sharing services (Uber/Lyft) activated in West K to provide safe and efficient transportation for local residents and the influx of seasonal tourists that visit and enjoy the wine/ale trail who expect it to already be here and continue to be surprised, disappointed and frankly embarrassed for us that its not here. With the importance of Tourism and the Food & Wine Industry to our city and the quantifiable safety benefits that reduce DUIs/ Car Accidents that come with these services it is a pretty easy decision to implement - I am sure the RCMP would be for it as well to allocate their resources to higher priorities. For example, researchers from University of Texas Health Science Center analyzed DUI arrests and serious motor vehicle traumas in Houston between 2007 and 2019. They found: - After Uber came to Houston, motor vehicle collision traumas decreased by 23.8% on Friday and Saturday nights for all ages, and 38.9% for individuals under 30 years old. - DUI arrests decreased across the board, with the greatest reduction on Fridays, Saturdays, and Sundays. - Impaired driving arrests declined overall in Houston's city center where there was higher Uber utilization compared to the suburbs. - 80% of riders with Uber say Uber has helped them personally avoid drinking and driving. Additionally, MADD conducted a survey in 2015 and found that 78% of respondents agree that their friends are less likely to drive drunk if rideshare is available, and 93% of respondents recommend ridesharing to friends instead of driving after drinking. I can't understand with these type of safety and health facts and benefits why the option for these types of services has not been a top priority for Council? Uber has been expanding internationally since 2011... that is now 11 years ago and it's still not here as a ride service? Uber is in over 30 markets in Canada (including Kamloops... and the Niagara Region ON, an area with a similar business profile to West K) Implementation would demonstrate both residents and tourists that the City is committed to lead for progress and safety that one would expect in a world class destination. In addition, how is it possible to achieve the City's mission of a "modern urban city" without Uber/Lyft available. The vision of the City clearly articulates being a "proactive solution oriented leadership local gov't that, on its own and in partnership with others leads efforts aimed at creating growth and prosperity" I challenge the City to demonstrate it lives to this vision by reaching out to these services with pre-approval vs waiting for an application. Doing so will apply significant pressure to the surrounding areas to follow. Lead vs Follow. We have a major intl airport 30min away from world class tourist areas (some of the best in West K) but an overpriced, antiquated, slow, and inconvenient taxi system. Not everyone wants to take a private tour bus/service to the great wineries and restaurants we have. The taxi service is second rate with ridiculous waiting times during peak times especially late evening. Stop waiting/talking about it and fix it. Not having this service makes the City's vision seem completely out of touch with the reality of what a modern city is and makes the vision hard to believe.</p>	2/12/2022 11:41 AM
3	<p>Most important are policing, wildfire and disaster mitigation and prevention, and health are resources. With respect to the first, I would want to see concrete action plans from the WK RCMP on how they are measuring effectiveness and how they would increase that. Specifically, what evidence-based policing solutions of proven "what works" rather than on subjective belief and solely on experience. With respect to wildfire/flood/disaster preparation, I would hope to see a very robust emergency plan, tabletop exercises, a dedicated coordinator, and emergency drills to plan for that event.</p>	2/12/2022 10:40 AM
4	SAFETY! I do not feel safe - the crime is through the roof. The fact that W. Kelowna RCMP covers Big White baffles me.	2/11/2022 4:10 PM
5	We need sidewalks!!!! Brown road is only half done! When I walk with my kids along Brown half way down the road my anxiety goes way up as the sidewalks end. People drive fast down Brown road and Butt road. Also Old okanagan and Elliot road NEED crosswalks!! Lots of traffic and no other safe crossings except at the lights. When we walk to Blendz or another business	2/10/2022 5:10 PM

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we wait and run across or eventually cars will stop to let us cross. So dangerous. There are children and elderly that need to be able to access their community safely.

6	infrastructure is the foundation	2/10/2022 4:44 PM
7	Reliable power and adequate policing is a high priority.	2/10/2022 4:33 PM
8	If West Kelowna is going to claim it is a vibrant and family-oriented community of responsible citizens, then actions must back-up those clever marketing slogans. Build more sidewalks; keep more space undeveloped (and wild), and care for that open space with effective and proactive wildfire mitigation efforts. Implement responsible climate change policies and smart water management policies based upon the evidence and peer-reviewed scientific literature.	2/10/2022 4:27 PM
9	Sidewalks important but don't need to be absolutely everywhere on all streets.	2/6/2022 11:34 AM
10	Sidewalks. See previous comments.	2/5/2022 5:49 PM
11	Climate action plan- if done well will increase resilience and community safety for fire/flood/drought. Active transportation and social service/health care advocacy- related initiatives- if done well people thrive better when they don't need to focus on struggling to simply survive day to day.	1/31/2022 8:45 PM
12	Side walks to and from Hudson road elementary school	1/31/2022 8:13 PM
13	Fire protection & power security! Why buy an electric car if we can't charge it?	1/31/2022 8:05 PM
14	Wildfire safety includes the public's ability to leave the emergency area in a safe and efficient manner. This means not overpopulating an egress system.	1/31/2022 5:32 PM
15	When is West Kelowna going to adopt the Step Code for residential construction? Most neighbouring communities have already done so.	1/31/2022 4:14 PM
16	Creating green spaces within our City to encourage walking/biking. Our responsibility to fight global warming.	1/31/2022 12:27 PM

Q12 What other comments do you have related to the Foster Safety and Well-being pillar?

Answered: 8 Skipped: 31

#	RESPONSES	DATE
1	N/A	2/15/2022 1:15 PM
2	Should be the highest pillar of government.	2/12/2022 10:40 AM
3	Stop with the bogus climate alarmist pseudo-science. Have the courage to support open and transparent debate. As an Earth Scientist (30 + years) it is absolutely shocking to see such complete and utter disregard for scientific methodology. Where is the empirical evidence that demonstrates GHG (Co2) is causing climate change. This has become a political/religious cult that is harming efforts to address important environmental issues so those promoting to virtue signal or achieve hidden political agendas.	2/10/2022 4:44 PM
4	Everyone could be encouraged to lean about and use the FireSmart program.	2/10/2022 10:43 AM
5	Investigate Tesla Energy. With our own power source we take control. If cities in Australia can do it, why can't we? It can start with power storage, to mitigate outages, and then grow from there.	2/5/2022 5:49 PM
6	Research initiatives in other countries, look to sylix nation for integration of human well being and environmental safety/resilience.	1/31/2022 8:45 PM
7	Smart development for the safety of residents already in West Kelowna.	1/31/2022 5:32 PM
8	The City has allowed residential development where natural wildfires occur. The City ought to demand the developers implement fire protection barriers to provide a layer of protection against wild fires. To encourage harmony in our community we should create opportunities to learn and support each others cultures.	1/31/2022 12:27 PM

Q13 What are the opportunities you see for West Kelowna in 2022?

Answered: 34 Skipped: 5

#	RESPONSES	DATE
1	Re-opening after planning, research, design, consultation of Crystal Mountain Ski Hill or an equal ski area in West Kelowna. Because commuting from Glenrosa to Big White is (insert hair pulling emoji).	2/15/2022 1:17 PM
2	Continued growth and stabilization as we begin to come out of the pandemic	2/14/2022 7:29 AM
3	1)Continue to lead vs follow. 2) Apply greater pressure and visibility to the performance of the MP and MLA on key asks of the City and its residents 3) Think BIG ie) world class destination and place to live with strategic initiatives, capital projects	2/12/2022 11:51 AM
4	Ideally geographically situated between major transportation routes between Calgary-Kelowna-Vancouver, and US. The weather and environment promote an active lifestyle. These make WK a desirable place to live and develop businesses thereby promoting economic development, immigration, and citizen happiness.	2/12/2022 10:45 AM
5	Please increase policing - I do not feel safe. Please see if you can influence the "catch and release" model.	2/11/2022 4:11 PM
6	Revitalization of the town centre, upgrading store fronts, give travelers a reason to stop!	2/11/2022 3:45 PM
7	More community events with no discrimination. The Christmas light up was amazingly unifying.	2/10/2022 5:14 PM
8	Become more self sustaining (i.e. less need to cross the bridge)	2/10/2022 4:46 PM
9	The "filling-in" neighborhoods plan should be abandoned. Once open space is lost it can never be regained. Once a low-density neighborhood has been opened up to higher-density development, it can't be undone. West Kelowna is unique in the lifestyle has offered to long-term tax-paying residents who enjoy living in low-density neighborhoods like those in the West Kelowna Estates area.	2/10/2022 4:39 PM
10	Development of a first class waterfront as we see in Peachland.	2/10/2022 4:35 PM
11	Entice more business, accounting and light manufacturing and high tech.	2/10/2022 10:46 AM
12	Developing the wine region better; making it a world class destination	2/6/2022 2:37 PM
13	Prioritizing infrastructure investments is setting us up for long term success as a community	2/6/2022 11:36 AM
14	To use the lakefront (and lake) to increase tourism. Use the tools so readily available. Expand beaches, encourage watersports, etc. Why can't we have our own "tech sector"? Build it, and they will come. (eg. see Landmark area in Kelowna)	2/5/2022 6:05 PM
15	Water security Fire protection Food security	2/3/2022 11:27 AM
16	Fire smart programs for residents	2/3/2022 10:36 AM
17	I would like to see more jobs on this side of the lake.	2/3/2022 10:25 AM
18	Growth and development that is connected and purpose-built to enhance Westbank centre.	2/3/2022 8:40 AM
19	Revitalizing downtown West Kelowna center	2/2/2022 8:10 AM
20	always opportunities depends on leadership	2/1/2022 9:57 AM
21	Learning from others for how to do better. we have the chance to get off the ground in a manner which incorporates human safety-well being with environmental safety and well-being.	1/31/2022 8:48 PM
22	Economic development to increase tax base. Enhance community services for growing community.	1/31/2022 8:38 PM

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23	More active policing	1/31/2022 8:14 PM
24	Promoting the positive! Good scenery, pleasant and positive residents. Hope we can make the best of it!	1/31/2022 8:11 PM
25	Let West Kelowna lead the way in public safety. Don't follow the unsafe practices of the past.	1/31/2022 5:38 PM
26	-attract development money in an expanding economy and hot real estate market, seize the opportunity to update the Core area	1/31/2022 5:12 PM
27	Start looking at improvements to the Westbank Town Centre. If we approve one new building that brings commercial and residential space, then that would be a success for the year. There is also plenty of opportunity to increase active transportation. Hope we can continue this trend into 2022.	1/31/2022 4:31 PM
28	I think we need to focus on building community connection and partnerships	1/31/2022 4:18 PM
29	partnerships	1/31/2022 2:25 PM
30	complete the wine trail for the full length of Boucherie	1/31/2022 1:31 PM
31	Develop city core	1/31/2022 1:19 PM
32	More ATC works and more emergency service upgrades (training/etc)	1/31/2022 1:11 PM
33	We need a lot more rental apartments in lakeview heights	1/31/2022 1:08 PM
34	We have an opportunity to create a City full of walk ways, green space, a place people want to walk around, which encourages supporting local businesses. The City owns land on the corner of Gossett & Elliott, which we are told would be developed as a park, given the amount of families/seniors who reside in the immediate 3 block radius. The City has an obligation to retain land for parks/green spaces, not cement.	1/31/2022 12:36 PM

Q14 What is the greatest challenge that you feel West Kelowna is facing in 2022?

Answered: 34 Skipped: 5

#	RESPONSES	DATE
1	Lower growth in business organizations and diversity.	2/15/2022 1:17 PM
2	Housing both inventory and pricing coupled with sustainable development within a limited taxpayer capacity	2/14/2022 7:29 AM
3	Residential tax base is relatively small so to make/speed up progress towards the City's vision, mission and strategic initiatives we need: 1) out of the box thinking to attract world class organizations to invest and relocate here to improve revenues and city tax base required 2) Get more than our fair share of provincial and federal funding/grants etc	2/12/2022 11:51 AM
4	Lower economic growth due to inflation, housing crash, and job losses; increased serious crimes and volume of crimes; and a major disaster(s) threatening multiple structures and people.	2/12/2022 10:45 AM
5	Crime	2/11/2022 4:11 PM
6	Extreme heat and fires. Better forestation fire prevention techniques need to be undertaken	2/11/2022 3:45 PM
7	There is a lack of beauty and safety in our town centre	2/10/2022 5:14 PM
8	traffic, short term greed based development	2/10/2022 4:46 PM
9	Learning how to reverse the false belief that higher-density "growth" is the best way to balance the budget and grow the tax base. West Kelowna should stop trying to be an "urban" center bedroom community full of short-term rentals and tiny houses and explore more creative ways to generate revenue to pay for services.	2/10/2022 4:39 PM
10	Keeping property taxes down (ie. controlling spending).	2/10/2022 4:35 PM
11	Look for progressive ideas to make our city clean, attractive to visitors, like Peachland has done. Also include more affordable accommodation for visitors.	2/10/2022 10:46 AM
12	Crime, run down areas	2/6/2022 2:37 PM
13	Skyrocketing costs for everyone. Inflation and supply chain problems for City purchases. Cost of living for residents rising.	2/6/2022 11:36 AM
14	Attracting younger workers. West Kelowna is becoming unaffordable, unless you are a senior with a private pension.	2/5/2022 6:05 PM
15	Same as above	2/3/2022 11:27 AM
16	Not to allow overbuilding of residential land	2/3/2022 10:36 AM
17	Traffic problems.	2/3/2022 10:25 AM
18	Facilities replacement and ongoing costs to replace and repair.	2/3/2022 8:40 AM
19	People from other cities buying homes for investment to rent	2/2/2022 8:10 AM
20	economy, equality	2/1/2022 9:57 AM
21	Rapid growth before appropriate infrastructure/roads prepared, and uniting the diversity of opinions and priorities from community members.	1/31/2022 8:48 PM
22	Attracting businesses to occupy the existing spaces.	1/31/2022 8:38 PM
23	More sidewalks to keep our youth safe	1/31/2022 8:14 PM
24	Outside forces! Not everything is under the cities control	1/31/2022 8:11 PM

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25	Not trying to be Kelowna. Keep our fingerprint our own.	1/31/2022 5:38 PM
26	-increased traffic and the couplet, with no additional infrastructure or transit	1/31/2022 5:12 PM
27	Housing supply is becoming an issue. We need more new multi-use builds. Particularly in Westbank Town Centre.	1/31/2022 4:31 PM
28	The community does not have a lot gathering places to bring folks together. Everything is incredibly spaced out, or on private properties like wineries. West Kelowna is in serious need of a local hub	1/31/2022 4:18 PM
29	housing	1/31/2022 2:25 PM
30	moving forward, actually completing things	1/31/2022 1:31 PM
31	Huge current cost of city hall area and water treatment.	1/31/2022 1:19 PM
32	Old infrastructure and limited budget to replace	1/31/2022 1:11 PM
33	We have no large commercial development sites available, and nothing has changed since I moved back here 27 years ago	1/31/2022 1:08 PM
34	The control of residential and business development in conjunction with improved arterial roads and sidewalks. The City has failed to demand new or the improvement of existing roads and transit systems accessing the major residential developments occurring within our City.	1/31/2022 12:36 PM

Q15 What other priorities should the City consider over the next several years that are important to you?

Answered: 23 Skipped: 16

#	RESPONSES	DATE
1	Building low-rise apartments to decrease city spread. Ensuring the ALR are kept as ALR, not converted to residential because eventually climate dictates we shall need the land for Agriculture.	2/15/2022 1:17 PM
2	Water treatment in Rose Valley on-time & on-budget, shedding the "drive through" image we have as people travel to Kelowna	2/14/2022 7:29 AM
3	Ride Sharing Graffiti Removal Road/Hwy visibility safety improvements (leveling, line painting, lighting, effective snow removal)	2/12/2022 11:51 AM
4	Recognition of community volunteers and leaders, advertising positive stories from the community, focusing on increasing population growth.	2/12/2022 10:45 AM
5	Property Crime	2/11/2022 4:11 PM
6	Improving the new walkway down gellatly with landscaping. More parking options for boaters so they don't take over the parking!! A green space in the town centre with park benches, flowers and walking paths.	2/10/2022 5:14 PM
7	Prioritize sidewalk construction, park and trail maintenance, PRESERVATION of open space.	2/10/2022 4:39 PM
8	Development of biking and hiking trail networks.	2/10/2022 4:35 PM
9	Tie together the different parts of the city with creative signage, planting trees and flowers. Too many "dead" spaces between section of town.	2/10/2022 10:46 AM
10	Making this a beautiful & cute spot	2/6/2022 2:37 PM
11	Watch your own budget. Run a lean business. Don't hire staff that truly isn't required, just because you have a new works yard. If something isn't working, get rid of it. Even if you've invested a lot of money in it. Don't throw good money after bad.	2/5/2022 6:05 PM
12	Focus on protecting the natural spaces by requiring developments to build trails and/or maintain the existing trails. Get residents around Shannon Lake and the Shannon Lake Golf Course to build a trail that wraps around the lake. There is no viable walking loop in west kelowna.	2/3/2022 11:27 AM
13	Walkways on roads	2/3/2022 10:36 AM
14	More parks	2/2/2022 8:10 AM
15	economy, fair wages, homelessness, mental health, equality	2/1/2022 9:57 AM
16	Partnerships and collaborations with WFN to share and leverage resources.	1/31/2022 8:38 PM
17	Better emergency health care	1/31/2022 8:14 PM
18	Grow gradually and smart. Don't eat the whole cake in one sitting.	1/31/2022 5:38 PM
19	Complex care housing for addiction/homelessness services.	1/31/2022 4:31 PM
20	Step Code implementation, Reconciliatory relations with the WBFN, community hub, more small retail industry-enough with the big box stores	1/31/2022 4:18 PM
21	City core. Parks and recreation	1/31/2022 1:19 PM
22	As more apartments are being built there is an excessive amount of street parking eg Elliott rd	1/31/2022 1:08 PM
23	Green spaces for families to gather and enjoy the outside, either walking or cycling. We need to develop and maintain a strategy to improve and beautify our communities.	1/31/2022 12:36 PM

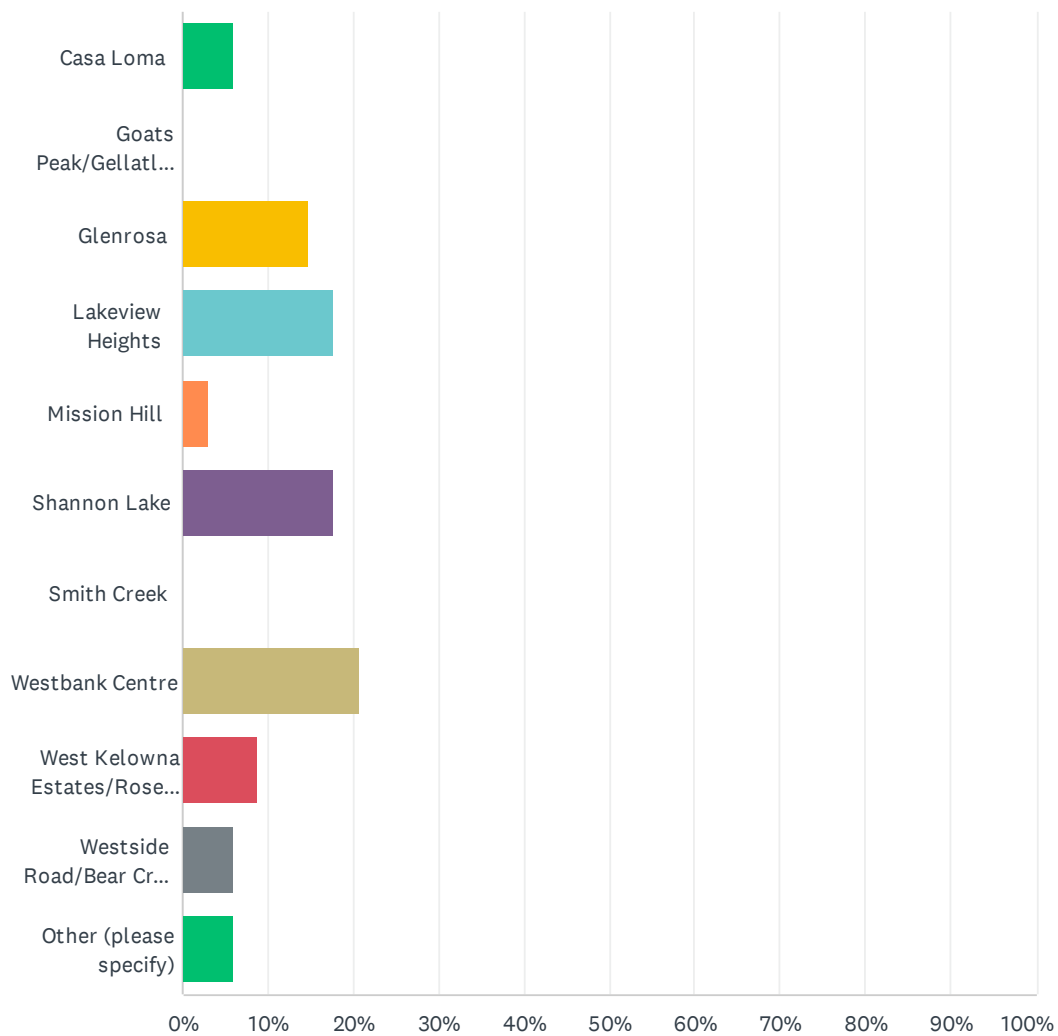
Q16 Any other comments you would like to share?

Answered: 10 Skipped: 29

#	RESPONSES	DATE
1	Paper copy.	2/15/2022 1:17 PM
2	Property Crime	2/11/2022 4:11 PM
3	I have been impressed with the City Employees I have met and interacted with over the years; very helpful, responsive, and courteous. Keep up the good work, but beware the false promises of higher-density "growth" made by real estate developers who don't live in our community. Raise developer fees to finance City services.	2/10/2022 4:39 PM
4	Lower the speed limit to 70 when entering Westbank from Peachland at Gorman;s Mill. The speed is too high when merging from a bumpy, potholed roadway. By that I mean entrance ramp to Hwy 97.	2/10/2022 10:46 AM
5	Thank you for this opportunity	2/6/2022 11:36 AM
6	Don't let politics override common sense.	2/5/2022 6:05 PM
7	It is difficult to answer questionnaires on your site as they all lock you out if you don't remember your password. As a busy working tax paying community member, I would prefer to be able to answer without having to password protect everything. Just ask for name and email instead of all the other rigamarole	2/3/2022 11:27 AM
8	Do not allow high-rises in this city. You are asking for an infrastructure nightmare. Your emergency services are not able to handle them at the present staffing. It costs a lot to do this.	1/31/2022 5:38 PM
9	My family has lived in West Kelowna for 2 years and we are looking forward to seeing our community reach it's potential. We seem to be a little behind the curve (likely due to budget constraints) but our potential is limitless.	1/31/2022 4:31 PM
10	I am very disappointed that we as a young City are not addressing global warming and not developing a plan to encourage walking/movement within our community.	1/31/2022 12:36 PM

Q17 Which neighbourhood do you live in?

Answered: 34 Skipped: 5



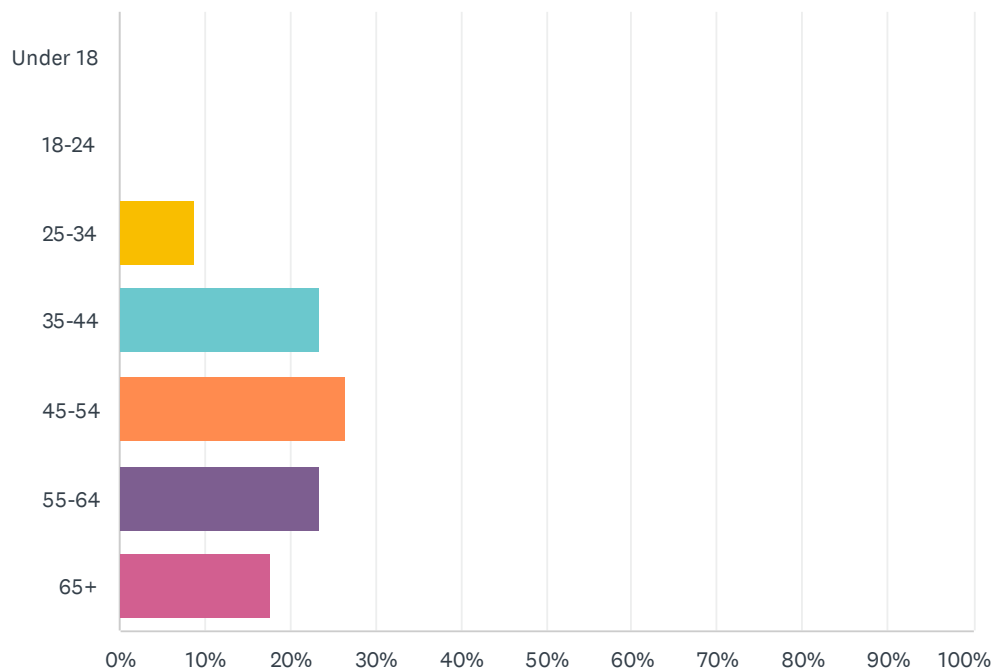
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ANSWER CHOICES	RESPONSES	
Casa Loma	5.88%	2
Goats Peak/Gellatly Bay	0.00%	0
Glenrosa	14.71%	5
Lakeview Heights	17.65%	6
Mission Hill	2.94%	1
Shannon Lake	17.65%	6
Smith Creek	0.00%	0
Westbank Centre	20.59%	7
West Kelowna Estates/Rose Valley	8.82%	3
Westside Road/Bear Creek Road	5.88%	2
Other (please specify)	5.88%	2
TOTAL		34

#	OTHER (PLEASE SPECIFY)	DATE
1	west harbour	2/1/2022 9:58 AM
2	Summerland	1/31/2022 1:12 PM

Q18 What is your age group?

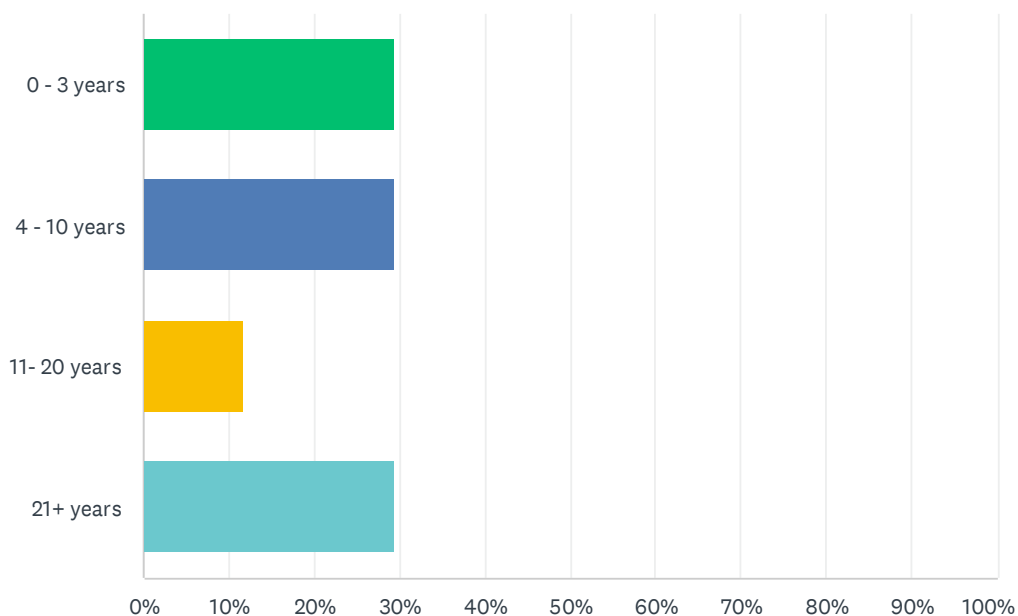
Answered: 34 Skipped: 5



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.00%	0
25-34	8.82%	3
35-44	23.53%	8
45-54	26.47%	9
55-64	23.53%	8
65+	17.65%	6
TOTAL		34

Q19 How many years have you lived in West Kelowna

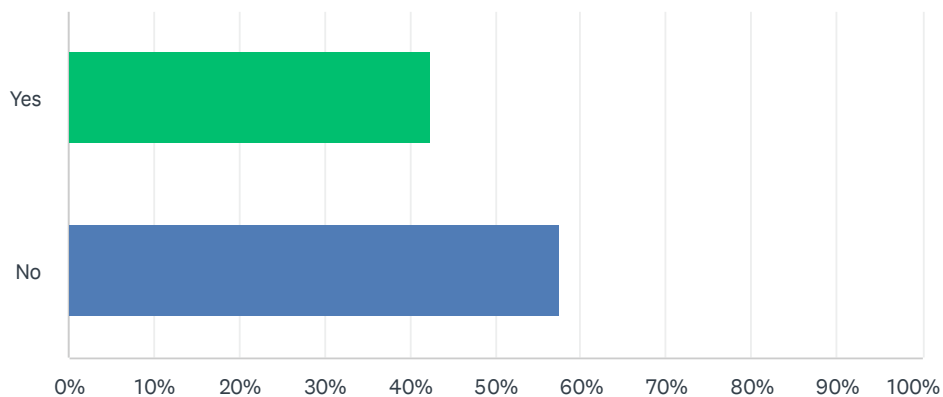
Answered: 34 Skipped: 5



ANSWER CHOICES	RESPONSES	
0 - 3 years	29.41%	10
4 - 10 years	29.41%	10
11- 20 years	11.76%	4
21+ years	29.41%	10
TOTAL		34

Q20 Do you work in West Kelowna?

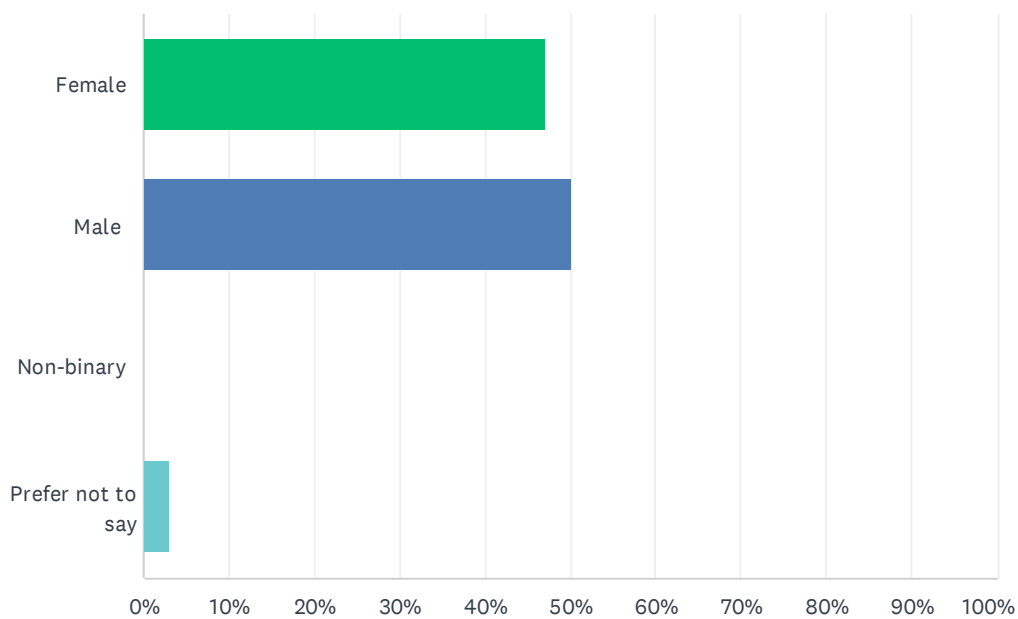
Answered: 33 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	42.42%	14
No	57.58%	19
TOTAL		33

Q21 I identify my gender as

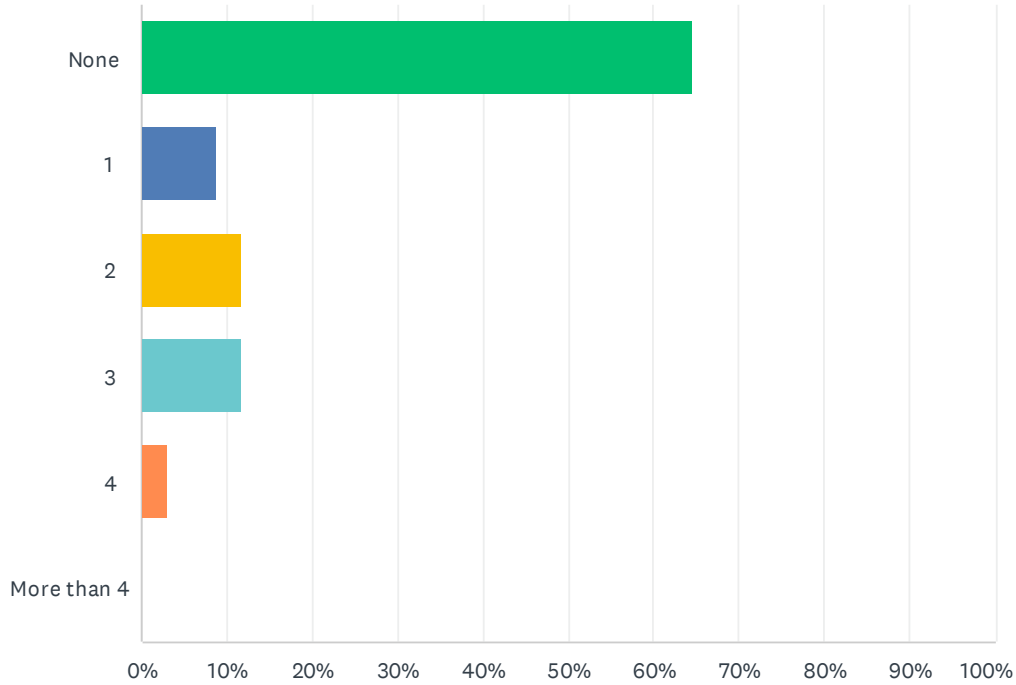
Answered: 34 Skipped: 5



ANSWER CHOICES	RESPONSES
Female	47.06% 16
Male	50.00% 17
Non-binary	0.00% 0
Prefer not to say	2.94% 1
TOTAL	34

Q22 How many children are you parent or guardian for and live in your household (aged 17 or younger only)?

Answered: 34 Skipped: 5



ANSWER CHOICES	RESPONSES	
None	64.71%	22
1	8.82%	3
2	11.76%	4
3	11.76%	4
4	2.94%	1
More than 4	0.00%	0
TOTAL		34



COUNCIL REPORT

To: Mayor and Council

Date: May 17, 2022

From: Sandy Webster, Director of Corporate Initiatives

Subject: **Economic Development Review**

RECOMMENDATION

THAT Council consider and resolve to direct staff to begin establishing an Economic Development Corporation for the City of West Kelowna, and report back to Council with progress updates regarding the development of a Corporation Charter, budget and legal documents under the Community Charter and Business Corporations Act.

STRATEGIC AREA(S) OF FOCUS

Economic Growth and Prosperity

PURPOSE

The purpose of this report is to:

- 1) Provide Council with the outcome of Council's direction to undertake a review of the City's economic development function;
- 2) Outline the recommended third-party Corporation model that would move the City's in-house economic (primarily administrative) function to meet Council's strategic priority for more robust economic development outcomes; and
- 3) Seek Council's approval to begin establishing an Economic Development Corporation under the direction of the CAO.

BACKGROUND

In August of 2010, the District of West Kelowna Council endorsed its first Economic Development Strategy, prepared by Lions Gate Consulting. Over the past twelve years, incorporation of the City occurred along with continued growth and changing economic conditions in West Kelowna. This resulted in the current City of West Kelowna Council directing staff to evaluate the scope and delivery model of the City's economic development function.

As part of Council's 2021 Strategic Priorities review and creation of its 2022 Strategic Priorities, Council directed staff to review its in-house economic development model and assess current and future considerations of its function. The City's existing in-house economic development role primarily resulted in administrative and liaison responsibilities as opposed to strategic growth and development of West Kelowna's economy.

As a 14-year old City with significant economic development opportunities ahead, Council directed staff to conduct a review of the scope of the City's economic development, and the model in which the City uses, for Council's consideration in achieving its vision for economic development. This included departmental human resource, legal and budget considerations that required workshops with Council, staff and its consultant prior to engaging external key stakeholders in preparation for this report.

A third-party economic development model, a strategic plan that truly reflects *development* of West Kelowna's economy, including an annual work plan, resources and budget, that supports Council's *Economic Growth and Prosperity* goals, and one that aligns with the Central Okanagan Economic Development Commission (COEDC) and other economic development partners, is recommended. This would also consider economic development strategies across the Greater Westside with our good neighbour Westbank First Nation and the District of Peachland, in conjunction with other levels of governments and agencies that lead and support economic development.

The expertise of Neilson Strategies Inc. was retained to guide Council and staff throughout the review process. This included examples of other successful third-party models such as in other BC municipalities and across Canada. Several workshops were held in stages to seek input into the best model that would advance Council's vision for economic development. Thus, a corporation model has been recommended with further information from Neilson Strategies attached to this report and will be presented by Mr. Neilson at the May 17 regular Council meeting.

It should be noted that based on the outcome of this review, the City's in-house tourism function would remain unchanged within the City as the Corporation becomes established. Should a future recommendation be to transition the City's in-house tourism function to the Corporation in the longer-term (to keep Economic Development and Tourism together), staff will provide a report for Council's consideration.

DISCUSSION

In the review of the economic development function at the City, staff retained Neilson Strategies Inc. to evaluate considerations such as:

- The role of economic development identifying what's working, what's not working and Council's vision for the future;

- The economic development services provided by the City versus other government/partner organizations who also lead and/or support these services;
- Consideration of in-house versus alternative delivery models;
- The timing of the City's Official Community Plan (OCP) process, data collection and using business/community inputs that may inform an enhanced service model, strategy, tactics, timing (etc) for further developing the City's economy;
- Maintaining the economic development and tourism function during Council's review process; and
- Discussion regarding next steps and timing based on the outcome of the review.

Based on the outcome of the analysis, Council directed staff to provide a proposal for Council's consideration in establishing a mandate for a third-party economic development model in West Kelowna (a Corporation). Several workshops with Council and staff were facilitated by Neilson Strategies followed by two rounds of key economic development stakeholder meetings that would help inform the recommendation in this report and next steps.

Throughout the review process, staff also ensured the appropriate modifications were made to the City's administrative functions as highlighted below.

City's Economic Development Budget

The City's 2022 economic development budget remains unchanged. The existing Economic Development Officer position has remained vacant. Staff will have surplus budget estimates in the budget forecast report anticipated this summer.

Council's Economic Development Committee (EDC)

In early 2022 and while the review was underway, staff sought Council's direction whether to continue with EDC meetings until the Committee's term expired this fall, or to discontinue the committee pending the outcome of the review. In April 2022, the Committee was discontinued and members were sincerely thanked by the Mayor for their contribution.

City Non-voting Member of the Greater Westside Board of Trade (GWBOT), Board of Director's

City staff was a non-voting member on the GWBOT Board of Director's and, as the GWBOT is a key stakeholder in the City's economic development, staff removed its participation from the Board and transitioned to provide the GWBOT with monthly (or as-required) updates to the Board. This also allowed the Board to openly provide its input for Council's consideration of a potential new economic development model and mandate during the review process.

City's Participation with Regional COEDC Meetings/Initiatives

During the pandemic, most of the COEDC meetings were held virtually that City staff and members of Council participated in. Should Council proceed with an

Economic Development Corporation, Council's participation in COEDC meetings and initiatives are envisioned to remain unchanged. This includes advertising campaigns that the City already contributes funding to the COEDC for, business walks and other regional initiatives. For staff participation with COEDC meetings/initiatives, the CAO would become the designated representative.

FINANCIAL IMPLICATIONS

Should Council proceed with the recommended motion, staff will develop a Corporation Charter that will inform a draft budget for Council's consideration. The draft budget would also form part of the 2023 budgeting process, and annually thereafter, which is also considered by Council.

The next staff report is anticipated over the summer months that would also include the Articles of Incorporation under the Business Corporations Act and other legal documents required under the Community Charter.

CONCLUSION

The City of West Kelowna plays an important economic development role in the delivery of its services and infrastructure, but it also creates strategies that provide our community with the benefits of developing our economy through service reviews and modifications such as this. The outcome of this review and the recommendation in this report focuses on the transition to a new and enhanced economic development model for Council's consideration. The corporation would report to the CAO and staff anticipate that the next update to Council would occur this summer.

REVIEWED BY

Brad Savoury, Director of Legal Services

Paul Gipps, CAO

APPROVED FOR THE AGENDA BY

Paul Gipps, CAO

Powerpoint: Yes No

Attachments:

- 1) Economic Development Corporation – Summary and Proposed Next Steps, Neilson Strategies Inc. May 2022

MEMORANDUM

TO: Sandy Webster
Director of Corporate Initiatives
City of West Kelowna

CC: Paul Gipps
Chief Administrative Officer
City of West Kelowna

FROM: Allan Neilson
Principal, Neilson Strategies Inc.

DATE: May 12, 2022

SUBJECT: ECONOMIC DEVELOPMENT CORPORATION — SUMMARY AND PROPOSED NEXT STEPS

BACKGROUND

The City of West Kelowna today provides a municipal economic development service alongside a local tourism function through the City's Corporate Initiatives Department. The municipality is also a participant in the Central Okanagan Economic Development Commission (COEDC) which exists as an in-house service of the Regional District of Central Okanagan (RDCO).

Strong development coupled with new economic opportunities and challenges in West Kelowna prompted the City in 2021 to examine its local and regional economic development service efforts, as well as its role in the tourism promotion. Staff reports and briefings on the existing in-house service model were provided in the first half of the year, followed by two facilitated workshops with Council on alternative service models to consider. At the end of the second workshop Council made the following decisions:

- to separate the delivery of the City's local economic development service from the tourism function, and to focus the service review on economic development
- to confirm the City's participation in and support of the regional COEDC service
- to undertake a review aimed at exploring the establishment of an arm's-length, City of West Kelowna economic development corporation (EDC) as the vehicle through which to deliver West Kelowna's local economic development service

Council emphasized the importance of engaging economic development stakeholders in discussions on the establishment of a corporation, including business and industry associations, public and non-profit economic development bodies, significant West Kelowna-based businesses, post-secondary institutions, Westbank First Nation Economic Development Commission and others. To that end, the

City's consultant conducted fifteen interviews with stakeholder organizations in late 2021. The results of these interviews were presented to Council on January 25, 2022. The consultant then facilitated a workshop with representatives of stakeholder organizations on April 27, 2022.

STAKEHOLDERS' WORKSHOP

The purpose of the Workshop was threefold:

- to explore the merits and challenges of establishing a stand-alone, arm's-length City of West Kelowna EDC
- to help shape the mandate, scope of services, governance, funding model, staffing model and other elements of the corporation's structure
- to help position the corporation to complement the work of the Central Okanagan Economic Development Commission (COEDC) and other economic development agencies in which West Kelowna is an important stakeholder

Participants were advised that the City had examined various models and was now interested in establishing an arm's-length corporation. The Workshop was an opportunity to help participants understand the model and provide input on key elements of the corporation's structure.

Invitations to the Workshop were sent to representatives of a variety of organizations and stakeholder groups, including:

- Greater Westside Board of Trade
- Westside Wine Trail
- major employers and businesses from key industry sectors
- financial institutions
- Central Okanagan Economic Development Commission
- Accelerate Okanagan
- economic development organizations (e.g., Community Futures, Economic Trust Southern Interior)
- Kelowna International Airport
- Okanagan College
- other arm's-length economic development agencies in British Columbia — namely, Chilliwack Economic Partners (CEPCO) and Venture Kamloops

West Kelowna's Mayor introduced the event with the CAO in attendance; an economic development leader from Waterloo University's Economic Development Program participated (virtually) as a resource. In total, there were 20 attendees.

Workshop Findings

The discussions at the Stakeholders' Workshop confirmed earlier research findings and the feedback from the interviews conducted in late 2021: there is considerable value in and support for the proposal to establish a City-owned, arm's-length West Kelowna Economic Development Corporation.

Support for an EDC was based on a variety of points, including a corporation's:

- ability to act quickly without being encumbered by the process and other constraints that can constrain in-house departments
- governance model with an autonomous board of direct, populated by business leaders and others with key stakes in the local economy
- ability to ensure confidentiality to potential investors and new businesses interested in establishing or expanding operations in West Kelowna
- ability to interact effectively with City administration, despite being separate from the administration
- ability to take on mandates and initiatives that would be difficult, if not impossible, to pursue within City Hall

Important factors required for the success of an EDC were also identified, including some based on the experiences (successes and challenges) of existing arm's-length agencies. Factors emphasized the need for:

- a West Kelowna economic development strategy, led by the corporation but with strong Council and industry input, to help inform the mandate of the corporation, along with efforts of key partners
- strategic planning for the corporation to set out its mission, strategic directions and goals
- a clear understanding of the relationship between, roles and responsibilities of, and boundaries between the corporation and the City
- a strong level of collaboration with the region — there is both "space" and the need for efforts at the regional and local levels
- a board of directors with senior people from industry and business sectors, as well as other major stakeholder groups
- the value of formal protocols or MOUs to set out the relationship with the municipality, but also the relationship between a West Kelowna EDC and the COEDC
- stable, base funding (e.g., five-year agreements) from the City to enable the corporation to do its work (funding for key projects and initiatives can be raised from other sources)
- clear and reasonable performance measures to assess performance, and to report to the municipality

PROPOSED NEXT STEPS

The service review was designed to seek Council direction, following the stakeholder consultation, on the establishment of a West Kelowna Economic Development Corporation. If Council decides to proceed with establishment, staff and the City's consultant will develop a detailed *West Kelowna EDC Charter* to outline all proposed aspects of the corporation, including its mission (purpose) and mandate, legal structure, share structure, board of directors composition and powers, operating/staffing model, funding model, start-up costs, and all other elements. The contents of the *Charter* will be informed by the stakeholder feedback, but also by the research and discussions with Council undertaken earlier in the review process.

The *Charter* will set the stage for the corporation's *Articles of Incorporation*, as well as any other documents (e.g., bylaw, letter to Inspector of Municipalities) required by the City to establish the corporation, pursuant to the *Community Charter* and *Business Corporations Act*.

RECOMMENDATIONS

The recommendations are contained in the staff report for Council's consideration.

— END —



CITY OF WEST KELOWNA ECONOMIC DEVELOPMENT CORPORATION



PRESENTATION

- ▶ Economic development context
- ▶ Review of service models
- ▶ Stakeholder input
- ▶ Proposed next steps





ECONOMIC DEVELOPMENT

- ▶ Services provided, investments made and activities performed to increase prosperity
- ▶ Generating wealth; providing economic opportunities for whole of community
- ▶ Prosperity, participation, opportunity – determining factors in achieving quality of life and healthy community





ECONOMIC DEVELOPMENT

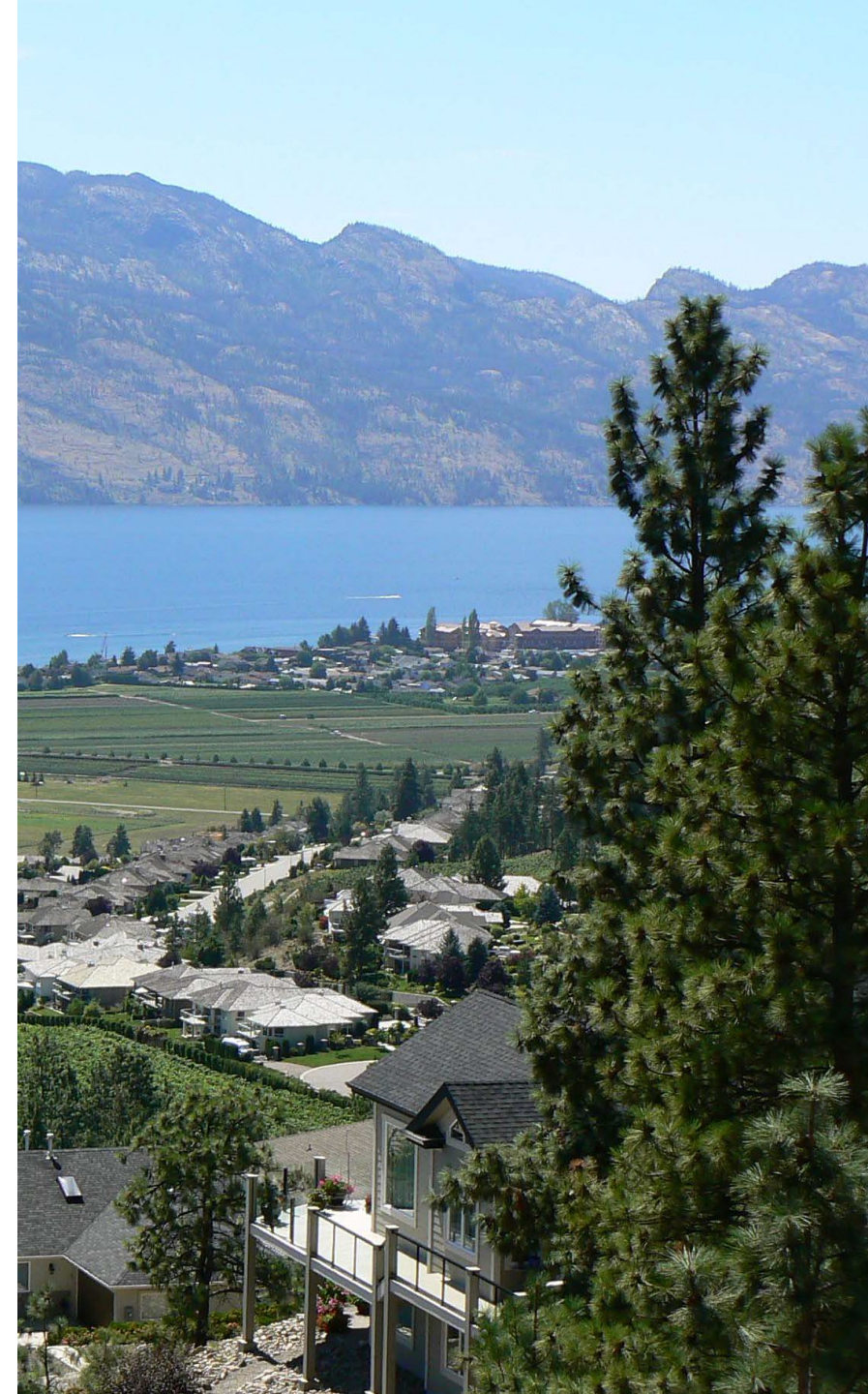
- ▶ Local governments contribute to economic development through regulations, processes, investments, choices
- ▶ Strong case as well for more direct role in supporting business sector growth





ECONOMIC DEVELOPMENT

- ▶ West Kelowna created economic development office in 2010; service still in place with tourism added
- ▶ West Kelowna is participant in regional economic service, COEDC
- ▶ West Kelowna strong supporter of GWBOT
- ▶ West Kelowna building close relationship with Westbank First Nation (Economic Development Commission)





ECONOMIC DEVELOPMENT

- ▶ West Kelowna experiencing strong development, with new economic opportunities and challenges
- ▶ Community in new phase of its evolution; epitomized by setting of long-term vision
- ▶ Council interested in proactive, strategic economic development service





SERVICE MODELS

- ▶ In-house Economic Development Office





SERVICE MODELS

- ▶ In-house Economic Development Office
- ▶ Economic Development Contractor





SERVICE MODELS

- ▶ In-house Economic Development Office
- ▶ Economic Development Contractor
- ▶ Economic Development Corporation



KINGSTON ECONOMIC
Development Corporation

CHILLIWACK

BETTER FOR BUSINESS. BETTER FOR LIFE.

BRITISH COLUMBIA CANADA



LONDON
ECONOMIC
DEVELOPMENT
CORPORATION





STAKEHOLDER INPUT

- ▶ Fifteen interviews conducted





STAKEHOLDER INPUT

- ▶ Stakeholders' Workshop





STAKEHOLDER INPUT

- ▶ Stakeholders' Workshop
 - ✓ economic development strategy to guide
 - ✓ strategic planning to refine mandate and scope
 - ✓ focus on initiatives that City cannot do through in-house model
 - ✓ stable, base funding to allow corporation to get to work





STAKEHOLDER INPUT

- ▶ Stakeholders' Workshop
 - ✓ Board of senior representatives from industry and business
 - ✓ clear understanding with COEDC of roles, spheres, relationship, collaboration
 - ✓ clear understanding with City of roles and responsibilities
 - ✓ reasonable and meaningful performance measures and reporting process





PROPOSED NEXT STEPS

- ▶ Recommended that Council endorse City of West Kelowna EDC
- ▶ Set out detailed Charter
- ▶ Proceed to incorporation





CITY OF WEST KELOWNA ECONOMIC DEVELOPMENT CORPORATION



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Council Highlights

Special Meeting Tuesday, May 17, 2022

Council thanks employees during National Public Works Week

National Public Works Week is May 15-21 and the 2022 theme is Ready and Resilient, highlighting the superhero-like qualities of crews that serve communities across Canada, making sure that equipment, facilities and infrastructure are operating at peak efficiency for our everyday use and in case of emergencies. Council thanked all West Kelowna Public Works staff who build, operate, maintain and repair facilities, parks, fleet, roads, sewers, waste management, water and other municipal services, systems and assets.

Central Okanagan Hospice Association celebrates 40 years of service

Council received a presentation from the Central Okanagan Hospice Association, which has been offering quality care, comfort and support for four decades to those who are dying or grieving in our community. See the presentation on webcast archives at westkelownacity.ca/webcasts.

Council receives update on future options for solid waste management

The Regional District of Central Okanagan gave a presentation on the urgent need to reduce the amount of materials that are misplaced in blue curbside carts and contaminating the recycling process. If not resolved, the contamination will lead to waste being diverted from recycling to the landfill, and will result in provincially enforced fines that the municipality would need to pass on to customers. View the presentation via webcast archives at www.westkelownacity.ca/webcast.

West Kelowna to explore municipal Economic Development corporation model

Council directed staff to create a City of West Kelowna Economic Development Corporation and report on progress including the creation of an annual work plan, budget, deliverables and operations. The City's existing in-house economic development service is administrative and supportive in nature, and Council wants to create an organization that proactively seeks opportunities and works closely with partners and business stakeholders throughout the region to grow West Kelowna's economy.

Council seeks amendments to winery dock proposal in South Boucherie neighbourhood

Following a public hearing, Council chose to postpone third reading of a Zoning Bylaw amendment that, if approved, would formalize commercial access to an existing dock at Frind Winery, at 3725 Boucherie Road. Council asked staff to work with the applicant to ensure that the bylaw amendments clearly limit the dock to six temporary moorage slips, the same number as is currently there.

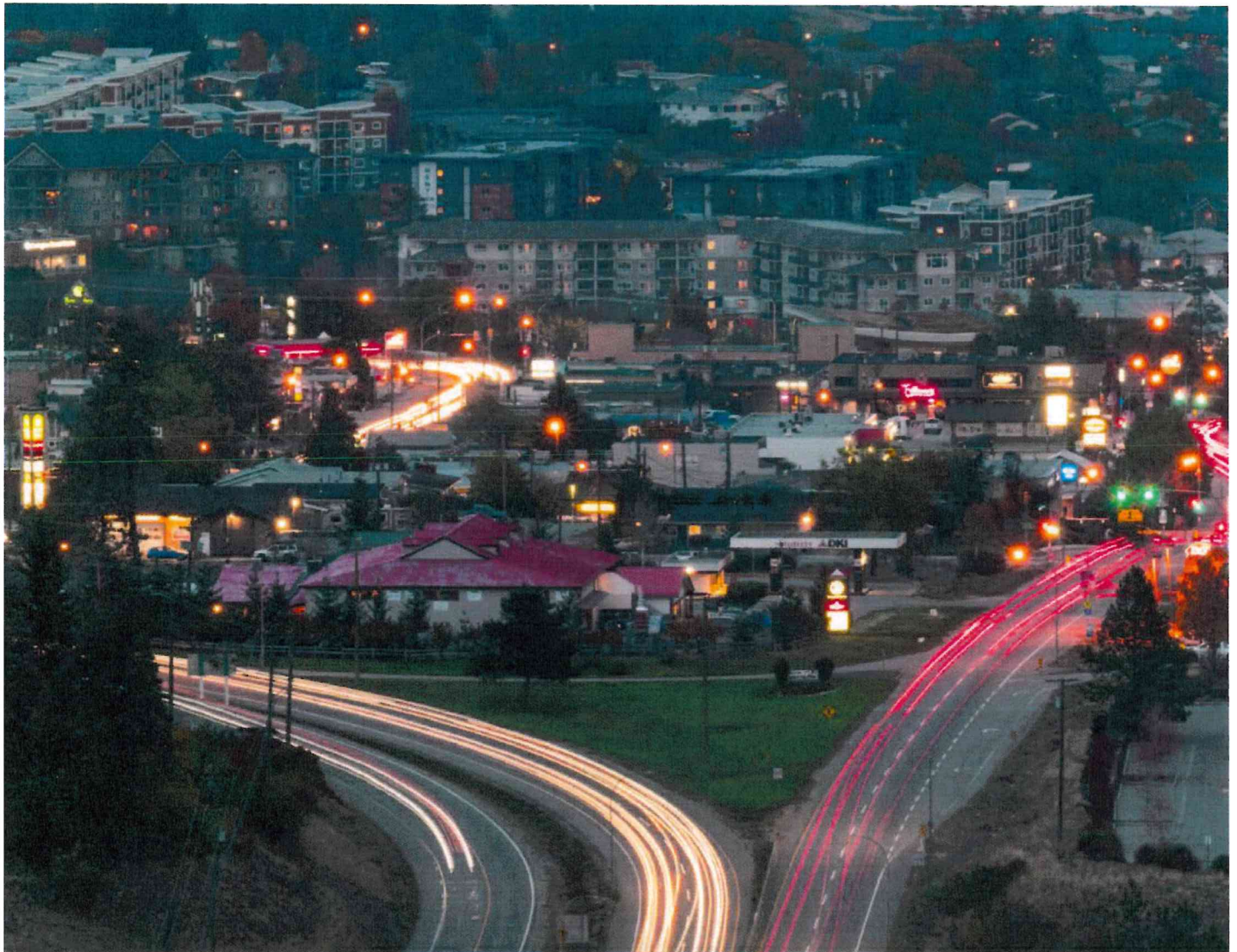
https://www.kelownadailycourier.ca/news/article_21d3be7c-d534-11ec-ac17-7fc9bb3e3e60.html

FEATURED

West Kelowna eyes its own economic development commission

RON SEYMOUR

May 16, 2022



Calls for police assistance in certain crime categories have steadily declined in West Kelowna in each of the past three summers, a new police report shows.

City of West Kelowna

West Kelowna needs its own economic development commission, city councillors will hear Tuesday.

The proposed agency would also work to support economic progress in neighbouring Westside communities, city officials say.

“This would also consider economic development strategies across the Greater Westside with our good neighbour Westbank First Nation and the District of Peachland, in conjunction with other levels of government and agencies that lead and support economic development,” reads part of a staff report to council from city manager Paul Gipps.

A consultant, Allan Neilson, was recently engaged by the city to examine the feasibility of creating a Westside economic development agency, separate from the long-established Central Okanagan Economic Development Commission, based in Kelowna.

Neilson says the idea is supported by many in the Westside business community, as evidenced by feedback from 15 interviews and two workshops, and that further study is warranted.

Reasons given for establishing a new city-owned but arm’s length economic development commission include its ability “act quickly” to pursue opportunities, ensure confidentiality of potential investors considering doing business in West Kelowna, and focusing on a strategy that “truly reflects” West Kelowna’s interests.

If council on Tuesday gives preliminary approval to the plan, a future report would contain more details, such as the commission’s potential budget and specific objectives.