



CORPORATION OF THE CITY OF VERNON

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

THURSDAY, DECEMBER 5, 2024, AT 3:30 PM

OKANAGAN LAKE ROOM (COUNCIL CHAMBER)

A G E N D A

1) **CALL TO ORDER**

2) **LAND ACKNOWLEDGEMENT**

As chair of the City of Vernon's Economic Development Advisory Committee, and in the spirit of this gathering, I recognize the City of Vernon is located in the traditional territory of the Syilx people of the Okanagan nation.

3) **ADOPTION OF AGENDA**

4) **ADOPTION OF MINUTES**

a) October 17, 2024 (attached)

5) **UNFINISHED BUSINESS**

6) **NEW BUSINESS**

- **Economic Development Strategy Consultation and Workshop - Moderated by Daniel Penner of Urban Systems**

7) **INFORMATION ITEMS**

8) **DATE OF NEXT MEETING**

The next meeting is scheduled for Thursday, February 20, 2025 at 3:30 p.m.

9) **ADJOURNMENT**



THE CORPORATION OF THE CITY OF VERNON

MINUTES OF THE ECONOMIC DEVELOPMENT ADVISORY COMMITTEE HELD OCTOBER 17, 2024 AT 3:30 PM OKANAGAN LAKE ROOM (COUNCIL CHAMBER)

PRESENT: Jessica Wicks, Accelerate Okanagan Rep.
Larry Olson, Province of BC Rep.
Colin Wilson, UBCO Rep.
Keelan Murtagh, Downtown Vernon Association Rep.
Angie Lof, Okanagan College Rep.
Laura Frank, RDNO Rep.
Mayor Cumming
Leigha Horsfield, Community Futures North Okanagan Rep.
Dan Proulx, Greater Vernon Chamber of Commerce Rep.

GUEST: Alex Goodhew, Accelerate Okanagan

ABSENT: Annette Sharkey, Social Planning Council of North Okanagan Rep.

STAFF: John Perrott, Manager, Economic Development and Partnerships
Gemma Patterson, Administrative Assistant
Jennifer Pounder, Records/Committee Clerk

ORDER The meeting was called to order at 3:30 p.m.

**LAND
ACKNOWLEDGEMENT** *As Chair of the City of Vernon's Economic Development Advisory Committee, and in the spirit of this gathering, I recognize the City of Vernon is located in the traditional territory of the Syilx people of the Okanagan Nation.*

**ADOPTION OF THE
AGENDA** Moved by C. Wilson, seconded by K. Murtagh:

THAT the agenda of the October 17, 2024 Economic Development Advisory Committee meeting be adopted:

CARRIED

**ADOPTION OF THE
MINUTES** Moved by L. Frank, seconded by D. Proulx:

THAT the minutes of the May 30, 2024 Economic Development Advisory Committee meeting be adopted:

CARRIED

UNFINISHED BUSINESS:

NEW BUSINESS:

**2024 ECONOMIC
IMPACT STUDY**

Alex Goodhew, Accelerate Okanagan, provided the Committee with a 2024 Economic Impact Study presentation.

PROJECT UPDATES

J. Perrott, Manager, Economic Development and Partnerships, provided the Committee with an update on recent projects.

INFORMATION ITEMS:

NEXT MEETING

The next meeting for the Economic Development Advisory Committee is set for December 5, 2024 at 3:30 p.m.

ADJOURNMENT

The meeting of the Economic Development Advisory Committee adjourned at 5:05 p.m.

CERTIFIED CORRECT:

_____ Chair

CITY OF VERNON

ECONOMIC DEVELOPMENT STRATEGY

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
PRESENTATION**

DECEMBER 5, 2024



PROJECT TEAM **INTRODUCTION**

Team Members

PROJECT TEAM



Dan Penner

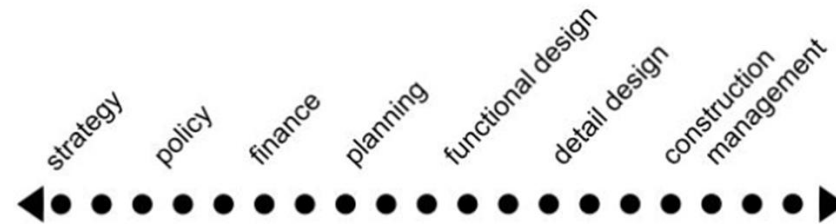
Senior Land Use and
Strategic Planner,
Partner
Project Lead

Experience working with local governments, first nations, and private developers across Canada in:

- **Land Use, Community, and Strategic Planning**
- **Master Planning and Land Development**
- **Economic and Business Development**
- **First Nations Land Acquisition and Development**
- **Municipal – First Nations Development Facilitation**

ABOUT URBAN SYSTEMS

How we Contribute



A grid of service icons and logos overlaid on a map background. The icons are arranged in three columns. The first column contains: Asset Management, Economic Development, Governance & Finance, Land Survey & Geomatics, Water and Wastewater, Homelessness, Inclusion, and Meaningful Local Economies. The second column contains: Community Energy Solutions, Environment, Land Development, Landscape Architecture, Community Infrastructure, Housing, and Climate Change. The third column contains: Community Planning, GIS, Land Economics, Transportation, First Nations Advisory, Food & Water Security, and Financial & Environmental Sustainability. The 'URBAN systems' logo is in red and the 'urban matters' logo is in blue.

MEETING PURPOSE

THE PURPOSE OF THIS MEETING IS TO:

- **Introduce ourselves and our team!**
- **Give you an overview of the Economic Development Strategy project!**
- **Review project tasks, timelines, and other project details!**
- **Discuss your perspectives, experiences, and thoughts on:**
 - Broader economic trends/opportunities/gaps (macro level)
 - Municipal roles, functions, and service delivery models for economic development
 - Where the City of Vernon may be best positioned / most effective

AGENDA

TOPICS FOR TODAY

- 1. Economic Development Strategy Project Overview**
- 2. Project Planning Conditions and Context (internal and external)**
- 3. Municipal Roles / Service Delivery Models**
- 4. Next Steps and Closing**



ECONOMIC DEVELOPMENT **STRATEGY**

Project Objectives, Process, and Deliverables

PROJECT OVERVIEW

PROJECT OBJECTIVES

The purpose is to understand the current and future role/function of the Economic Development Department:

- Review current levels of service/service delivery model for the Department
- Understand current model versus economic goals and service needs (gaps)
- Determine where the Department is most effective (internal vs external serving)
- Create a 3-Year Strategy and Implementation Plan to guide Department efforts
- Integrate the 5 Core Functions and Economic Principles

Economic Principles

- Community Wellbeing
- Economic Resiliency
- Diversity, Equity, and Inclusion
- Sustainability
- Placemaking
- BRE
- Land Use Efficiency
- Collaboration

5 Core Functions

1. Retention and Expansion of Local Business
2. Entrepreneurial Development
3. Community Cash Flow Development
4. Business Investment and Attraction
5. Workforce Development



PROJECT OVERVIEW

THE STRATEGY IS BEING DEVELOPED THROUGH 3 BROADER PHASES THAT ASK/SEEK TO UNDERSTAND THE FOLLOWING QUESTIONS:

1. Understanding the Vernon Economic Development Context.

Key Questions to Answer:

- What is the current role and function of the Economic Development Department?
- How do current roles/function align with existing City goals/objectives for economic development?
- What is the broader economic context (conditions, trends, and factors) of note in Vernon?
- What opportunities may exist to evolve the service delivery model to align with community needs?

What Are We Doing?

- Completing a Situational/Technical Analysis
- Facilitating Meetings with Departments
- Summarize findings in a Background Memo

2. Engage Economic Stakeholders and Community.

Key Questions to Answer:

- What gaps/needs for programs/services exist for local businesses seeking to start, operate and grow their businesses?
- How do external investors/developers perceive Vernon as a place to invest in?
- What role do stakeholders feel the City can play in addressing gaps/needs and promoting economic development?

What Are We Doing?

- Business and Investor Survey (local focus)
- Developer/Investor Survey (external focus)
- Stakeholder Meetings/Workshops
- Economic Development Advisory Committee Workshop

3. Develop and Finalize an Economic Development Strategy.

Key Questions to Answer :

- What actions can the Economic Development Department undertake?
- What service delivery model is required to implement identified economic actions?
- How can implementation be supported by other departments/partners?

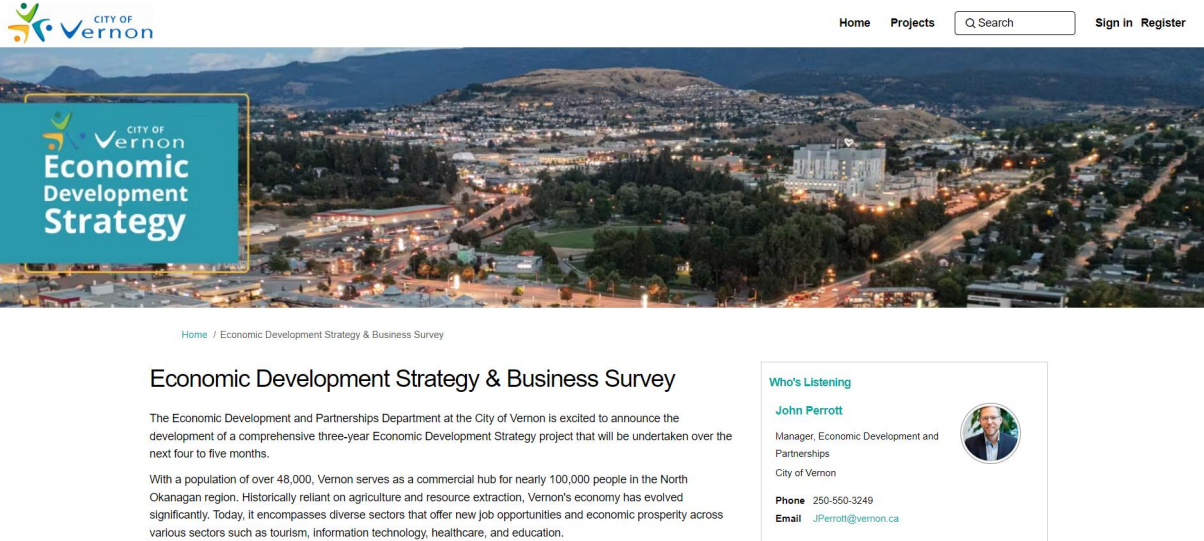
What Are We Doing?

- Develop and Review Draft Strategy
- Develop Implementation Plan
- Council Presentation

ENGAGEMENT APPROACH

COMMUNICATIONS

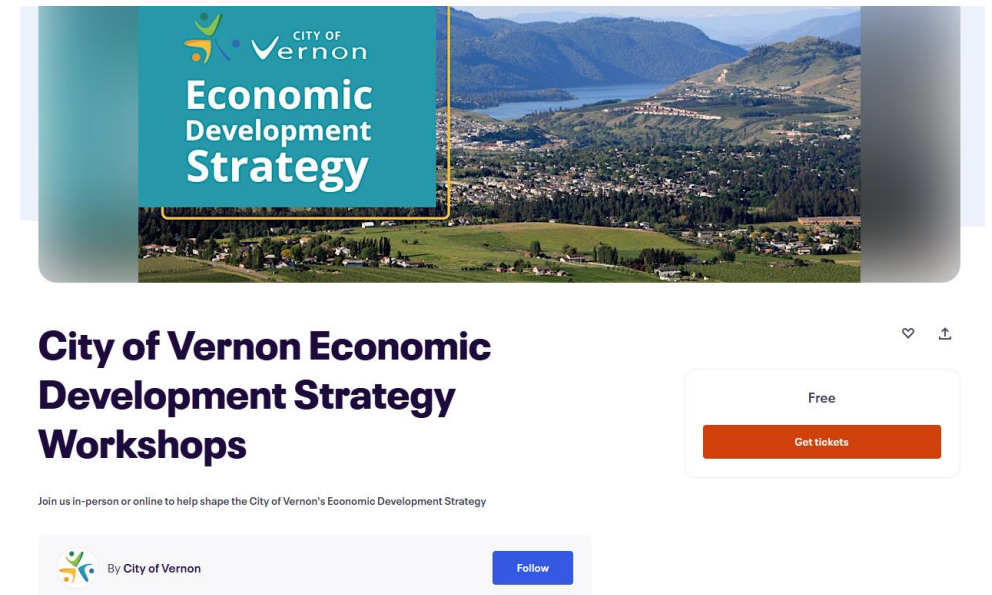
- EngageVernon project page
- Business Licence Renewal Mailout
- Social media / website updates as project progresses



ENGAGEMENT APPROACH

PROJECT ENGAGEMENT ACTIVITIES

- Internal Department/Manager Meetings
- Business Survey (local business audience)
- Developer Survey-Engagement (external audience)
- Three Stakeholder Workshops
- One Virtual Stakeholder Workshop
- Committee Presentations (today and with draft)



What should we be asking the local business community?



ECONOMIC DEVELOPMENT **STRATEGY**

Planning Context/Conditions

LINKAGES TO CITY STRATEGIC GOALS – OBJECTIVES

The Strategic Plan includes priorities that each contain multiple linkages to economic development and the existing/potential role and function of the department:

STRATEGIC PRIORITIES

LIVABILITY



VIBRANCY

- Economic development functions:**
- Partnering with Tourism to support visitor attraction
 - Leveraging quality of life to draw economic growth

RECREATION, PARKS AND NATURAL AREAS



- Economic development functions:**
- Promote sustainable business/development approaches
 - Supporting arts and cultural development

ENVIRONMENTAL LEADERSHIP



GOVERNANCE AND ORGANIZATIONAL EXCELLENCE

- Economic development functions:**
- Promoting housing development / investment
 - Supporting equitable access to employment
 - Bringing economic lens into City planning

- Economic development functions:**
- Promoting development / investment in the downtown
 - Supporting arts and cultural development
 - Being a champion for “Economic Prosperity”

- Economic development functions:**
- Supporting economic reconciliation with indigenous communities
 - Enhance internal systems and processes
 - External relationship building



LINKAGES TO OCP UPDATE – 5 BIG IDEAS

Five Big Ideas for Vernon

1) Housing and Community Planning

Diversity and choice in housing is key, so that everyone who wants to, can call Vernon home. No one should be stressed about being able to find and afford housing, whether they are families or singles, young people or seniors. The City is called on to support this by making it easier and cheaper to build a variety of homes, by implementing strategies to reduce homelessness, and by planning to create a cohesive, sustainable, and inclusive urban environment with well-connected and safe neighbourhoods that really work for people.

2) Economic Development

Embracing growth within a small-town environment includes enhancing employment opportunities and supporting businesses so that the community can thrive. Increasing the City's visibility as a tourist destination, providing support for events and entertainment, and fostering vibrant neighbourhoods with local businesses are a part of this theme.

3) Community Connection, Wellness and Social Services

For sustainable growth to happen, it is important to ensure that everyone in Vernon feels connected and engaged, and no one is left behind. This means continuing and improving support for vulnerable people who are not well connected to services, including health care and mental health services, social services, and housing.

4) Climate and Environment

Preserving the natural beauty of Vernon as the community grows is key to its residents. This means investing in parks, trails and recreation, addressing climate change, and protecting the environment, including agricultural land. All future plans should take into account climate resilience, including slope stability, floodplain and wildfire prevention and management.

5) Transportation

Having options for moving freely and safely through the City will be an important focus as Vernon grows. Whether for recreation or to get to school or work, and no matter whether the preference is for walking, cycling, driving or taking the bus, getting around town should be easy and safe. This means emphasizing well-connected and more affordable public transit, more cycling and walking infrastructure (sidewalks, dedicated lanes and more wayfinding), increased safety for those using mobility devices, and improved road maintenance.



LINKAGES ACROSS CITY DEPARTMENTS

CITY DEPARTMENT COLLABORATION / ROLES IN ECONOMIC DEVELOPMENT

| Current Planning | Long Range Planning | Development Engineering | Transportation |
|---|--|---|---|
| Supporting development and investment and engaging with staff to communicate community needs. | Better sell and align long-term vision to ensure policies that support and lift the business community. | Increase engagement and collaboration to enhance development timelines/processes. | Help inform and shape transportation policies and decisions to support economic needs and priorities. |
| Permits and Licensing | Tourism Vernon | Parks and Community Initiatives | Other |
| Roles Economic Development can play in supporting managing business and other licences. | Partner opportunities in tourism and destination marketing and other efforts as Tourism Vernon establishes its role. | Collaboration with Tourism Vernon on destination development activities. | Real Estate and Land? Finance? Others? |



VERNON ECONOMIC THEMES / CONSIDERATIONS

BROADER THEMES TO CONSIDER

Key considerations/themes with Vernon's current economic context include:

- Addressing labour needs across business sectors
- Supporting growth of existing sectors/clusters
- Diversification/growth of targeted sectors that better sustain families
- Improving financial viability of certain land uses/developments
- Positioning/perceptions of Vernon as a place for development/investment
- Filling service delivery gaps from existing economic eco-system (see map)

Future engagement will explore these themes and help identify roles the City can play in addressing them!

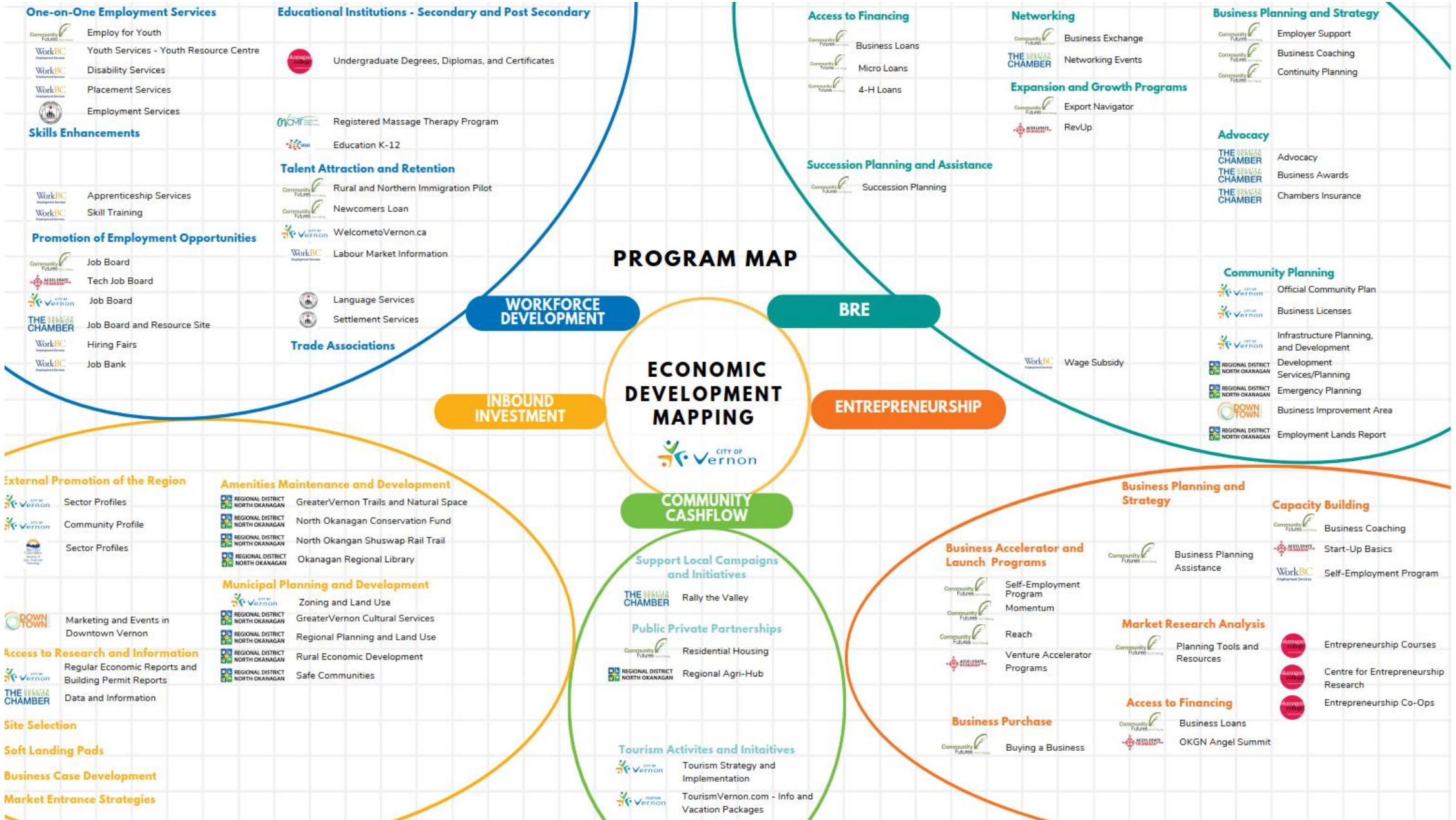


VERNON SERVICE PROVIDERS

LOCAL SERVICE PROVIDER ECOSYSTEM

- Economic development mapping prepared by the City shows all existing service providers
- Organized by 5 functions of economic development
- Important to ensure City efforts in the future don't overlap with existing service providers





TEMPERATURE CHECK

DISCUSSION QUESTIONS

- **What are Vernon's Advantages, Gaps, Past Perceptions, and Emerging Trends with respect to Economic Development?**



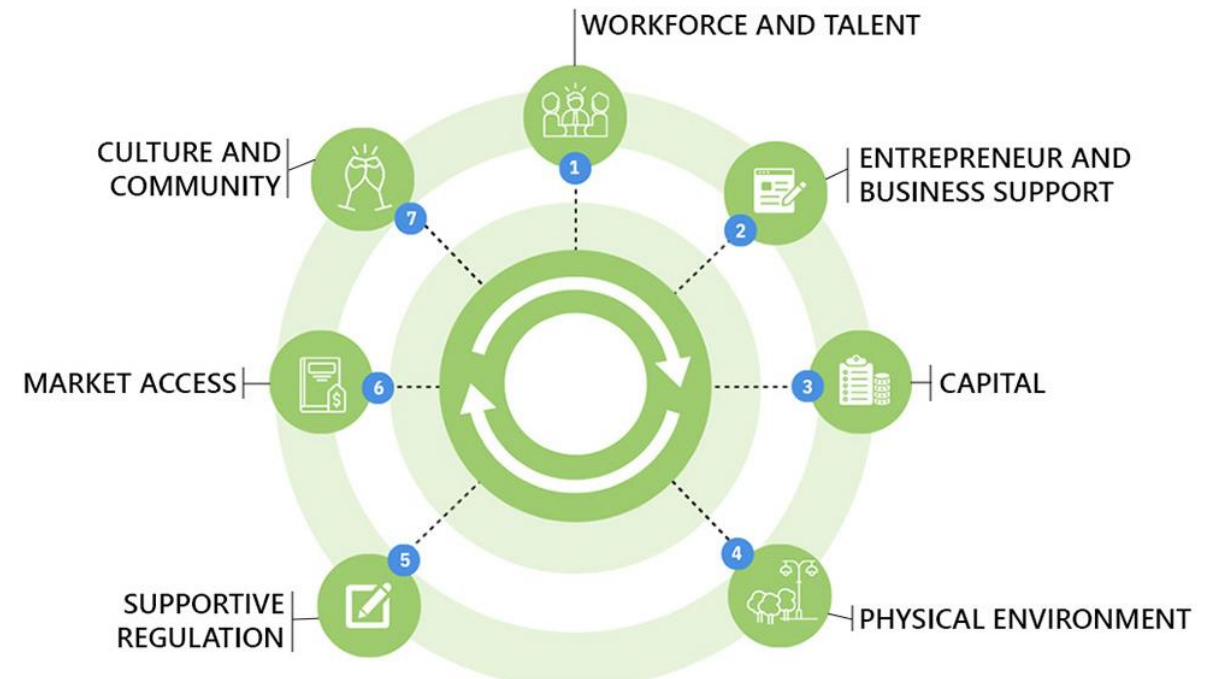
SERVICE DELIVERY MODELS

Municipal Economic Development

SERVICE DELIVERY MODELS

LOCAL ECONOMIC DEVELOPMENT (LED)

- Brings together partners in the local area to work together to harness resources for economic growth
- Community driven process with a long-term outlook (acting over time)
- Focused on building upon comparative advantages and unique characteristics locally
- Seeks to create an environment with elements (image) that supports businesses and entrepreneurs



SERVICE DELIVERY MODELS

LOCAL ECONOMIC DEVELOPMENT (LED)

Municipalities typically assume supportive roles that include:

- Planning and planning support (strategic and long-range)
- Serving as a local champion and first point of contact for businesses, entrepreneurs, investors
- Acting as a liaison in the investment process by bringing stakeholders together
- Supporting fast-tracked development/permitting processes
- Investment attraction and business promotion (marketing) and
- Entrepreneurial and business supports (data/research/planning)
- Local and regional partnerships/projects
- Other roles specific to the local context/municipality

The Municipality can take an internal, external, and separate entity approach to supporting economic development.



SERVICE DELIVERY MODELS

GENERAL MODELS OF LOCAL ECONOMIC DEVELOPMENT SERVICE DELIVERY

| Internal Approach/Focus | External Approach/Focus |
|--|--|
| <p>Client – City Council and corporation Goal – Support Council/corporate priorities Roles and Functions:</p> <ul style="list-style-type: none"> • Supporting internal processes/systems • Implementing activities managed by local government • Limited decision-making authority • External groups may play an advisory role | <p>Client – Business Community Goal – Support Business Needs Roles and Functions:</p> <ul style="list-style-type: none"> • Providing direct programs and supports externally (to businesses) • Engaging with local business, groups, and partners • Partnering with external groups to deliver services/programs • Varying levels of decision-making authority based on service provided |



SERVICE DELIVERY MODELS

EXAMPLE ACTIVITIES

| Internal Approach/Focus | External Approach/Focus |
|---|---|
| <ul style="list-style-type: none"> • Business and data analysis (internal) • Shared economic resource to support activities of other departments • Support streamlined and efficient development approval process • Integration of business licensing and permitting functions • Incentive and Grant Program Assessment and Administration • Facilitate Local and Regional Collaboration (Internal Focus) • Manage City real estate assets, strategic acquisitions, and major community development initiatives • Promotions and Communications | <ul style="list-style-type: none"> • Local business engagement, coordination, and partnership facilitation • Local business advocacy and operational supports • Business and data analysis (external) • External Collaboration and Partnerships (external) • Sector specific engagement, attraction, and supports (examples provided) • Address economic exclusion and inequality |

Where do you think the City is best positioned/suited to support?



NEXT STEPS

DECEMBER – JANUARY

1. Coordinate Stakeholder Engagement (ongoing)
2. Complete Stakeholder Meetings (January)
3. Develop Engagement Summary Report (January)
4. Develop Draft Strategy (January)



CLOSING

THANK YOU