



# Regional Board Report

## Information

**To:** Regional Board  
**From:** Director of Communication and Information Services  
**Date:** February 20, 2025  
**Subject:** Roadmap to Resiliency: COEDC Strategy 2025-2030 – Final Report

**Voting Entitlement:** *All Directors - Unweighted Corporate Vote - Simple Majority (LGA s.208)*

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**Purpose:** To receive for information the final report for the Regional District of Central Okanagan's Economic Development Commission's Roadmap to Resiliency: COEDC Strategy 2025-2030.

### Executive Summary:

The Regional District of Central Okanagan's Economic Development Commission (COEDC) works to foster the development of a healthy, dynamic and resilient community economy by supporting existing businesses and encouraging new business investment in the Central Okanagan.

The COEDC has been operating in alignment with the Moving Forward to 2025 strategy as received by the Regional Board on October 10, 2019. As the Moving Forward to 2025 strategy comes to an end, the EDC has completed a strategic planning process to guide its activities over the next five years.

Roadmap to Resiliency: COEDC Strategy 2025-2030 builds on previous work and was completed through comprehensive economic analysis and community engagement. The strategic directions identified in the strategy position the region for economic growth and resilience in the face of changing economic conditions. The overall strategy and its associated actions have been developed in alignment with the projected resources outlined in the COEDC's 5-year financial plan, as well as anticipated grant and partnership funding opportunities. The scope and breadth of these initiatives will be adjusted based on regional needs and available COEDC resources.

The directions and associated actions are designed to be adaptable, allowing for responses to economic uncertainties and opportunities that may arise over the next five years. While specific economic disruptors, such as pandemics, tariffs, or trade agreements, cannot be predicted, actions can be developed under each of the strategic directions to address regional needs consistent with the latest economic conditions.

### Recommendation(s):

**THAT** the Regional Board receive for information the Regional District of Central Okanagan's Economic Development Commission's Roadmap to Resiliency: COEDC Strategy 2025-2030, as provided in the report by the Director of Communication and Information Services, dated February 20, 2025.

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Respectfully submitted by: Krista Mallory, Manager of Economic Development

Report Approved by: Jodie Foster, Director of Communication and Information Services

Approved for Agenda: Sally Ginter, Chief Administrative Officer

### Strategic Plan Alignment:

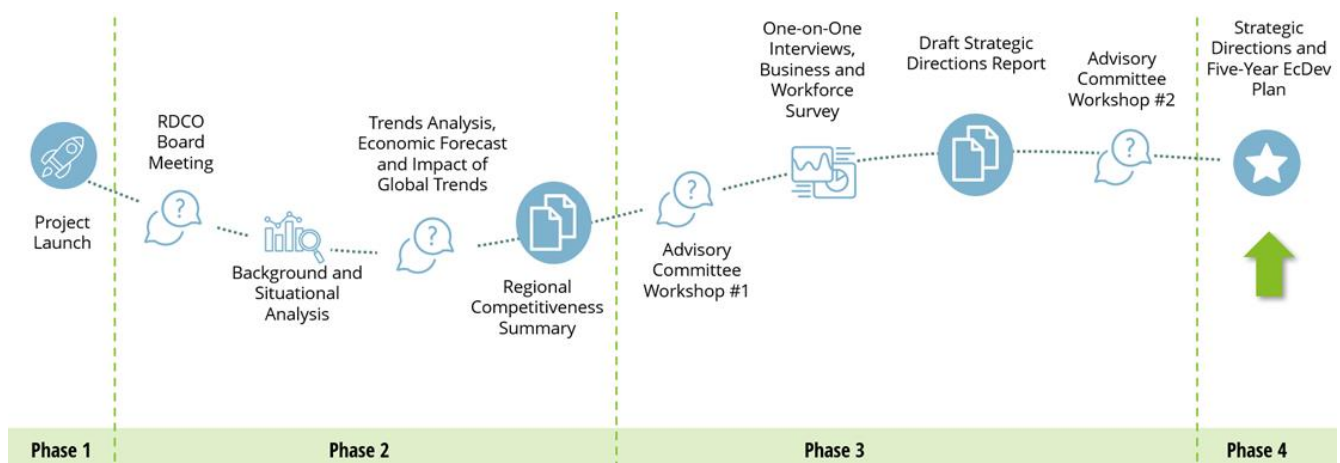
- |                           |   |
|---------------------------|---|
| √ Emergency preparedness  | √ Truth and reconciliation                              |
| □ Health and wellness     | √ Environment and climate – Regional priority only      |
| √ Regional transportation | √ Growth and development – Electoral Area priority only |

### Background:

Roadmap to Resiliency: COEDC Strategy 2025 to 2030 builds on regional strengths, addresses current challenges, and pursues the top opportunities for enhancing investment and supporting a thriving business environment. It provides a roadmap that builds on the current foundation of regional assets and existing economic development programming. Comprehensive community engagement and economic analysis established a regional vision, guiding the development of renewed strategic directions.

### Strategic Planning Process

A consulting contract was awarded to Deloitte in May 2024 to lead the strategic planning process. Below is an overview of the project timeline.



The final report from Deloitte includes the following elements:

- Strategic Directions
- Competitiveness Assessment including situational analysis, economic forecast and local impacts of global trends, and the economic and community profile
- Community Engagement and Survey Results

COEDC staff have translated the final report into an easy-to-read, EDC Strategy 2025-2030 overview pdf, webpage and reporting template to communicate the plan to the public and track progress.

**Strategic Directions**

Roadmap to Resiliency: COEDC Strategy 2025-2030 recognizes and builds on the extensive work and communication efforts of the COEDC. Research covered a variety of previous studies and reference material from local government, community partners as well as the federal and provincial governments. A comprehensive list of all documents and resources reviewed is available in the Background Review section of the Competitive Assessment Report.

Alongside extensive background analysis, the strategy was shaped through comprehensive engagements, including workshops, one-on-one interviews, and business and workforce surveys. This approach ensured that input from businesses, community partners, the regional workforce and other interested parties in the region was fully integrated into the strategy development.

The results are captured in several background reports – the Competitive Assessment and the Community Engagement and Survey Summary Reports – that inform the strategic directions of Roadmap to Resiliency: COEDC Strategy 2025 to 2030.

The new strategic directions are:

- 1. Drive Economic Resilience**  
Support businesses in adapting to a changing landscape.
- 2. Build a Skilled Workforce**  
Foster a skilled regional workforce by focusing on talent development, attraction, and retention.
- 3. Promote Innovation**  
Promote innovation to boost labour productivity and resource efficiency.
- 4. Grow Export-Focused Industries**  
Strengthen export base by attracting high-value companies, supporting market expansion and building regional supply chains.

The report includes actions associated with each strategic direction. COEDC staff will undertake these actions to deliver the strategy over five years. A table summarizing the actions under each strategic direction is provided below. These actions are further detailed in the Strategic Directions section of the report (pages 18-30), including the COEDC’s role, potential partners, and key performance indicators.

Drive Economic Resilience	Build a Skilled Workforce	Promote Innovation	Grow Export-Focused Industries
<p><b>Action 1:</b> Focus investment initiatives on attracting innovative businesses to bolster existing sectors and address local challenges.</p> <p><b>Action 2:</b> Develop educational resources and tailored adaptation strategies to address challenges and promote resilience.</p>	<p><b>Action 1:</b> Conduct a labour market study to gather critical intelligence on workforce gaps.</p> <p><b>Action 2:</b> Develop targeted talent attraction initiatives based on identified needs.</p> <p><b>Action 3:</b> Continue to partner with post-secondary</p>	<p><b>Action 1:</b> Enhance existing business outreach programming by providing technology adoption tools and resources.</p> <p><b>Action 2:</b> Showcase regional innovations through storytelling.</p> <p><b>Action 3:</b> Facilitate industry and cross-industry roundtables to share innovation best</p>	<p><b>Action 1:</b> Concentrate investment attraction initiatives on export-oriented sectors with growth potential that align with federal/provincial targets.</p> <p><b>Action 2:</b> Conduct a regional supply chain study to enhance export industry integration with the regional economy.</p>

<p><b>Action 3:</b> Establish a network of resilience champions to mentor businesses in enhancing their resilience.</p> <p><b>Action 4:</b> Support resiliency and diversification initiatives by engaging with the innovation ecosystem.</p>	<p>institutions to support program development that aligns with regional industry needs.</p> <p><b>Action 4:</b> Support regional and municipal housing initiatives by providing a link to regional workforce intelligence and associated housing needs.</p>	<p>practices.</p> <p><b>Action 4:</b> Support post-secondary in connecting faculties with industry to foster research and innovation addressing community needs.</p>	<p><b>Action 3:</b> Maintain high level of regional business intelligence by actively engaging with export-oriented industries.</p> <p><b>Action 4:</b> Support businesses with export development by connecting to Federal and Provincial resources.</p>
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**Considerations:**

Organizational/External:

The COEDC Advisory Committee is a 45-member advisory committee of the Regional Board made up of elected officials, community partners and industry representatives- has provided input to the project through two workshop sessions. The COEDC would like to thank members for their contributions to the project.

The COEDC would like to extend their appreciation to the regional community organizations that provided 1:1 interviews during the community engagement phase. Their input will enhance the EDC’s ability to work in partnership to drive economic growth in the region.

Financial:

The RDCO received funding to develop this strategy through a CanExport Community Initiatives grant in the amount of \$25,000.

The overall strategy and its associated actions have been developed in alignment with the projected resources outlined in COEDC’s 5-year financial plan, as well as anticipated grant and partnership funding opportunities. The scope and breadth of these initiatives will be adjusted based on regional needs and available COEDC resources.

Considerations not applicable:

- Legal/Statutory Authority:
- Alternate Recommendation:

Attachment(s):     1. Final Report: Roadmap to Resiliency: COEDC Strategy 2025 – 2030  
                               2. Powerpoint Presentation  
                               3. Overview: Roadmap to Resiliency: COEDC Strategy 2025-2030