

# Report to Council



**Date:** November 27, 2017

**To:** City Manager

**From:** Doug Gilchrist, Director of Community Planning & Strategic Investment

**Subject:** Enterprise Kelowna Principles

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## **Recommendation:**

THAT Council receives, for information, the report from Director of Community Planning & Strategic Investment regarding the Principles and Strategies Framework for Enterprise Kelowna;

AND THAT Council affirm the Enterprise Kelowna salary budget as ongoing effective 2018;

AND FURTHER THAT Council endorse the continued direction of the Enterprise Kelowna program as presented in the November 27, 2017 report from the Director of Community Planning & Strategic Investment.

## **Purpose:**

The purpose of this report is to inform Council of the new principles and strategies under which Enterprise Kelowna is proposed to operate and to obtain Council's support to continue with the program.

## **Background:**

Since 2008 City of Kelowna Senior Administration have sought to adapt to a changing municipal environment and lead the development of a safe, vibrant and sustainable City in new and different ways. This culture of adaptability and forward thinking is reflected in the corporate structure, strategic initiatives undertaken and the general support for entrepreneurialism in delivery of projects, programs and services.

The creation of a dedicated function and resource in the City of Kelowna to further develop this vision took place in December of 2014 under the guise of "Enterprise Kelowna". At that time the efforts of Enterprise Kelowna were geared towards; entrepreneurship & innovation, project risk assessment, consultation with other levels of government and cross-departmental collaboration.

During 2015-2016 numerous projects and activities were undertaken however the focus remained largely dedicated towards business development as opposed to strategic or business investments – the more entrepreneurial function.

In 2017 the sole resource (1 fte) and the portfolio responsibility for the “Enterprise Kelowna” function was relocated to the Community Planning & Real Estate Division (now Community Planning & Strategic Investment) in order to align the resources, skills and talent necessary to generate success of the evolving Enterprise Kelowna function.

To this end, a *Vision Statement* and a set of *Principles* and *Strategies* have been developed to guide this important work.

The renewed Vision of Enterprise Kelowna is:

**“Enterprise Kelowna is the business arm of the City that seeks innovative opportunities to achieve community goals.”**

In addition, the following principles have been developed and will serve as the basis against which strategies can be developed, tested, reviewed and updated as needed.

**Enterprise Kelowna Principles:**

***Business Focused*** - Programs, services, partnerships and projects will be considered through a business focused lens.

In part, the role of Enterprise Kelowna will be to ensure the City of Kelowna and thereby its citizens are receiving the best value for their tax dollars. This principle will ensure that new agreements, contracts, partnerships and services that Enterprise Kelowna is engaged in, are achieving the highest multiple-bottom line benefit possible (not leaving anything on the table).

***Entrepreneurial/Risk*** - Enterprise Kelowna, alongside Departments throughout the City, will seek to address municipal challenges and opportunities through innovative means.

There are opportunities to deliver municipal programs, services, partnerships and projects through new, innovative approaches. As the city continuously progress and local governments evolve, citizen expectations will continue to change. For the city to meet this challenge and our citizen’s expectations, there is a need to continuously innovate. A view to creativity is a primary tenet of Enterprise Kelowna – to see and evaluate unique alternatives, not only to service delivery but also to revenue generation. In doing so, some calculated risk taking will be necessary, as is the nature of entrepreneurialism.

***Flexible*** - Be adaptable to a changing environment and responsive to opportunities and challenges.

Enterprise Kelowna will exercise flexibility in order to respond to; an ever changing environment, varying corporate needs and priorities and to take advantage of opportunities as they arise. Resources need to be dynamic and the talent well-rounded, in order to operate in this flexible environment. Enterprise Kelowna will, at times, need to operate at a quick pace and be nimble in order to advance defined strategies, but will do so without ignoring due diligence, consultation and appropriate risk management.

**Transparent** - Strategies and initiatives will be accessible and visible to all.

Council, citizens and staff are all potential stakeholders and beneficiaries of the Enterprise Kelowna Strategies. Information to these stakeholders and beneficiaries must be easily available and understood. The strategies and activities of Enterprise Kelowna shall be open, transparent and regularly reviewed. Being transparent ultimately builds trust and benefits the community overall.

**Balance** - The work of Enterprise Kelowna will aim to achieve multiple bottom line objectives.

While a function of Enterprise Kelowna is revenue generation and investment, the developed Strategies and activities of Enterprise Kelowna will reflect a balance between financial objectives and other objectives of Council and the corporation (Multiple Bottom Line - MBL).

### **Enterprise Kelowna Strategies**

There are 4 short-term and 2 long-term strategies identified in the Principles and Strategies Framework that are intended to guide the creation and early functioning of Enterprise Kelowna.

The 4 short-term (2017-2018+) strategy categories are:

- **Business Development -**
  - Business Outreach
  - Agency Liaison
  - Information Sharing
  - Knowledge Economy Support
- **Business Investment Evaluation**
  - Investment Evaluation Toolkit
  - Business Innovation
  - Partnership Evaluation
  - Capacity Development
  - Proactive Opportunities
- **Financial Investment**
  - Intergenerational Investments  
(Legacy investment funds, Land and building Holdings, Utilities)
  - Income generation to support key goals of the corporation and Council
- **Strategic Negotiations**
  - Negotiation Preparation
  - Ongoing Capacity Analysis
  - Advisory Services
  - Fairness and Equity (Win/Win)

The 2 long-term (2019+) strategy categories are:

- **Governance Advisory**
  - Governance Evaluation, Governance Modelling
- **Business Unit Operations**

**Internal Circulation:**

Divisional Director, Human Resources  
Divisional Director, Financial Services  
Divisional Director, Corporate and Protective Services

**Financial/Budgetary Considerations:**

In 2014 Council approved the creation of the Enterprise Kelowna business model and ongoing budget. The salary component of the budget was approved for a several year term in order to ensure that the business outputs were reviewed and affirmed by Council.

This request asks that Council affirm the Enterprise Kelowna salary budget as ongoing effective 2018.

**Personnel Implications:**

Resourcing for Enterprise Kelowna will continue on with the existing budget allocations upon Council's support of the proposed resolutions in this report. Other existing resources within the Division will be allocated to deliver on the strategies as necessary and available.

**Considerations not applicable to this report:**

Legal/Statutory Authority:  
Legal/Statutory Procedural Requirements:  
Existing Policy:  
Communications Comments:  
Alternate Recommendation:  
External Agency/Public Comments:

**Submitted by:** D. Gilchrist, Divisional Director, Community Planning & Strategic Investments

**Attachments:** 1. Schedule A – Enterprise Kelowna Principles and Strategies Framework  
2. Schedule B – PowerPoint