

# **AGENDA**

## **PLANNING, TRANSPORTATION AND ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

Saanich Municipal Hall, Committee Room No. 2  
Thursday, July 12, 2018 from 4:30 p.m.

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1. **ADOPTION OF MINUTES** (attachment)
  - June 14, 2018
2. **DOING BUSINESS IN SAANICH** (attachment)
  - Review of previous discussion – Minutes excerpt February 15, 2018.
3. **REVIEW OF CURRENT ECONOMIC DEVELOPMENT PLANS** (attachments)
  - The Vancouver Economic Action Plan: An Economic Development Plan for the City
  - Economic Action Plan – City of Coquitlam
4. **ACTIVE TRANSPORTATION PLAN – COUNCIL UPDATE**
  - Correspondence from the Municipal Clerk
  - Minutes – Council, June 18, 2018

\* Adjournment \*

\* \* Next Meeting: September 13, 2018 \* \*

Please email [jeff.keays@saanich.ca](mailto:jeff.keays@saanich.ca) or call at 250-475-1775 ext. 3430 if you are not able to attend.

**GO GREEN! MEMBERS ARE ENCOURAGED TO  
BRING THEIR OWN MUG TO THE MEETING**

**MINUTES**  
**PLANNING, TRANSPORTATION AND ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
Held at Saanich Municipal Hall, Committee Room No. 2  
**June 14, 2018 at 4:30 p.m.**

Present: Councillor Judy Brownoff (Chair), Suzanne Bartel, Peter Rantucci, Bill Mumford, Travis Lee,

Staff: Harley Machielse, Director of Engineering; Troy McKay, (A) Mgr. Transportation and Development Services; David Williams, Engineering Supervisor and Jeff Keays, Committee Clerk

Regrets: Sophia Baker-French, Lois-Leah Goodwin, Andrea Mercer, Peter Pokorny

Guests: None

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**MINUTES**

**MOVED by S. Bartel and Seconded by B. Mumford: "That the Minutes of the Planning, Transportation and Economic Development Advisory Committee meeting held April 12, 2018, be adopted as circulated."**

**CARRIED**

**MOVED by J. Brownoff and Seconded by P. Rantucci "That the Minutes of the Planning, Transportation and Economic Development Advisory Committee meeting held May 16, 2018, be adopted as circulated."**

**CARRIED**

**ACTIVE TRANSPORTATION PLAN FINAL UPDATE**

Troy McKay, Manager - Transportation and Development Services provided the committee with a high-level overview of the final draft Active Transportation Plan (ATP). The following highlights are noted:

- The Active Transportation Plan will proceed to Council on June 18, 2018.
- The purpose of the plan is to guide the development, promotion and implementation of safe, attractive and convenient transportation in Saanich to the year 2050.
- The goals of the ATP are to:
  - Build a culture for active transportation
  - Observe a significant shift to active modes of transportation.
  - Improve safety of people using active transportation modes.
  - Create more connections and places walking and cycling.
- Targets of the ATP are:
  - Safety: Work towards zero traffic-related fatalities or serious injuries (vision zero).
  - Mode share: Double the proportion of trips made by sustainable transportation by 2036.

- Staff will employ the following strategies and actions to achieve these goals and targets:
  - Connections – establish a complete, connected and high-quality active transportation network throughout Saanich.
  - Convenience – make walking, cycling and taking transit convenient and viable forms of transportation.
  - Culture – make walking and cycling and taking transit a normal part of everyday life in the District of Saanich.
- Staff undertook considerable public consultation on the development of the plan including (but not limited to):
  - On-line surveys (2)
  - 10 pop-up engagements
  - 2800 conversations at 33 public events
  - 120 participants in stakeholder workshops
  - 4 Project Advisory Committee meetings
- A survey identified expanding the bicycle network and expanding the sidewalks network as the two highest spending priorities.
- In developing priorities and work plans staff will focus their work where they've heard it is needed and prioritize actions that have the greatest effect first.
- Projects under this plan will continue to be funded through a combination of Development Cost Charges, Gas Tax Revenues, and property taxes. Additionally, some components will be realized through the development process – new development frontages.
- Final report to Council will include rationale, network maps, and short/medium and long-term priorities.

Committee discussion ensued, the following highlights are noted:

- It is important that the proposed capital project funding be transparent. Clearly identify all sources of capital funding.
- Residents living outside the UCB have noted that their needs are different than those living inside. The plan has been developed accordingly.
- Staff will facilitate enhanced cooperation between non-profits (i.e. Bike to Work Week Society) and community organizations.
- In addition to the enhanced education opportunities for youth (safe cycling and walking), staff could facilitate more education opportunities for older adults.
- The source documents used in the development of the plan could be included in the documents appendix to demonstrate that this is more than a “nice to have” plan.
- Regarding the potential increase in bicycle traffic (within both dedicated facilities and amongst traffic) - mitigating road-user conflict is a matter of culture shifting, developing of the necessary and appropriate connections and enabling legislation. The Motor Vehicle Act will evolve as Active Transportation does.
- The plan has not determined the specific facilities yet, each proposed project area will be reviewed on a case-by-case basis, with facilities respecting the specific needs of the proposed project area.
- There is a role for the municipality's real estate division in this plan through the potential acquisition of land parcels and rights-of-way that could be used to develop new facilities, links and connectors.
- The Transit Future Plan will undergo a refresh in the next couple of years (currently 10 years old). The ATP will help inform the refresh of this plan.
- Historical regulations and policies limited many existing rights-of-way. This has had a downstream effect on today's policy environment.

## **MOTION**

**Moved by P. Rantucci and Seconded by B. Mumford “That the Planning, Transportation and Economic Development Advisory Committee endorse the Active Transportation Plan, Moving Saanich Forward as presented.”**

- The Plan as presented will help the District meet both the safety (Vision Zero) and modal split targets.
- Convenient and safe connections and facilities will help develop a culture wherein cycling, walking and transit will be a normal part of everyday life in Saanich.

**The motion was then Put and CARRIED**

## **COMMUNITIES ON THE MOVE DECLARATION**

The Chair introduced the BC Alliance for Healthy Living’s Communities on the Move Declaration. The committee reviewed the vision statement and the guiding values. Committee discussion ensued, the following highlights are noted:

- The declaration supports the intent of the Active Transportation Plan.
- Developing transportation options for a wide range of mobility needs is important to Saanich.
- With residents living both inside and outside of the Urban Containment Boundary, providing transportation options for all communities is vital.
- An investment of \$100M per year for 10 years to develop cycling and pedestrian infrastructure would help to implement the many projects identified in the draft Active Transportation Plan, Moving Saanich Forward.
- Vision Zero is a shared goal of the Active Transportation Plan.
- Developing a centralized data-hub of best practices developed under this initiative would be of great benefit to Saanich and other BC municipalities.

## **MOTION**

**Moved by S. Bartel and Seconded by T. Lee “That the Planning, Transportation and Economic Development Advisory Committee endorse the Communities on the Move Declaration; and further, recommend that the Province create a data hub of all best practices developed under this initiative.”**

## **MODERNIZING THE MOTOR VEHICLE ACT TO IMPROVE SAFETY**

The Chair provided the committee with an overview of the Director of Engineering’s comments - as noted in the approved minutes of the May 15, 2018 PTED meeting - on the correspondence from the City of Vancouver’s Active Transportation Policy Council, regarding modernizing the Motor Vehicle Act to improve safety. The following comments were highlighted:

- Staff generally support the concept.
- Lowering speed limits on residential streets is in accordance with the natural hierarchy of roads – local roads, lower speeds – this is a common practice
- As it has been well established that lower speeds reduce collision risk, and considering the policy environment, it is a logical recommendation to lower speed limits on those streets with no centre line.
- Current default speed limit is 50km.

- Broad changes to speed limits without changes to the Motor Vehicle Act would be onerous and would require that each street be signed and identified by Bylaw. Also, changes to speed limits will continue to be inconsistent across the region.

Committee discussion followed the Chairs remark's, the following notes are highlighted:

- What is the definition of a residential road?
  - Staff noted at the previous meeting that the reductions would be applied to roads without a centre line, which are generally categorized as residential.
- Victoria lowered their speed limits to 40km in the downtown area.
- New developments and infill will be concentrated in village centers and along corridors.
- The process to lower speed limits could be onerous and difficult to manage.

## MOTION

**Moved by T. Lee and Seconded by B. Mumford "That the Planning, Transportation and Economic Development Advisory Committee recommend that the District of Saanich support the City of Vancouver's Active Transportation Policy Council's request to review and update the Motor Vehicle Act with safety in mind, which is also recommended in the Moving Saanich Forward – Active Transportation Plan."**

**CARRIED**

## DEVELOPMENT REVIEW PROCESS

The Chair provided a brief overview of the Development Review Process Report, dated February 22, 2018 and noted that the item had been considered at the June 18<sup>th</sup> meeting of Council.

The committee reviewed the 12 recommendations, the following comments are noted:

- The Planning Department should treat transactional files, like re-zonings, as priorities.
- More Council meetings would be of benefit to the development review process.

The meeting adjourned at 6:33 p.m., and the next meeting is scheduled for Thursday, September 13, 2018.

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Councillor Brownoff, Chair

I hereby certify these Minutes are accurate.

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Committee Secretary

## **WHY IS IT SPECIAL TO DO BUSINESS IN SAANICH**

The Chair facilitated a committee discussion on why it is special to do business in Saanich, with a focus on both the District's opportunities and existing assets. The discussion was supported by the Chair's circulated memo, Economic Development Opportunities, of February 12, 2018.

The Chair provided an overview of the existing landscape highlighting the following:

- The District has an abundance of policies and programs that support Economic Development, but lacks a clear and concise focus.
- The tourism sector continues to experience significant growth both locally and nationally.
- The region saw a net loss of approximately 300 hotel beds in 2017.
- Greater Victoria Sports Tourism Commission to launch on April 1.

The committee highlighted the following economic development opportunities:

- Breweries/Distillery
- Entertainment/Hospitality
- Agri-tourism
- Sport and Eco-tourism.
- Commercial office space development
- Hotel development
- Sector clusters (high-tech, hospitality, offices etc.) in specific areas such as Centres, Corridors and Villages (Royal Oak, Shelbourne Valley, University Heights, Uptown-Douglas Corridor.)

After identifying the numerous opportunities, the committee discussed strategies, and action items that would help to support economic development, the following was highlighted:

- With the soon to launch Greater Victoria Sport Tourism Commission, locating in Commonwealth Place, enhanced cooperation with Tourism Victoria to support hotel development and promotion of Saanich's existing assets.
- Could an on-line vacant property database work.(ie Yellowknife)
- Invest in Saanich (ie Invest Kelowna) recognizing financial resources
- Hotel/Hospitality Development – How?
- Economic development opportunities – How?
- Attracting businesses (ie government offices, like Office Park Chatterton) – How?
  - Could an EOI Framework work
  - How to encourage more hospitality industry (i.e. sit down restaurants and gathering places like Browns at Uptown).
- Grants for an economic development report/study.
- Contractor to develop Economic Development blueprint?

## **MOTION**

**Moved by S. Bartel and Seconded by B. Mumford “That the Planning, Transportation and Economic Development Advisory Committee recommend that Council actively pursue hotel development; and further, that the District work collaboratively with the tourism industry, through Tourism Victoria, to highlight Saanich's numerous assets, and to support sustainable tourism growth throughout the region.”**

**CARRIED**



# **VANCOUVER**

ECONOMIC COMMISSION

THE VANCOUVER ECONOMIC ACTION STRATEGY:  
AN ECONOMIC DEVELOPMENT PLAN FOR THE CITY

# A MESSAGE FROM THE MAYOR

September 2011

On behalf of the City Council and the Board of the Vancouver Economic Commission (VEC), I am pleased to present Vancouver's Economic Action Strategy.

This focused plan provides the roadmap for the City as we work to enhance our economic performance over the coming years. Our global profile, our diverse economic base, and the tremendous momentum we have in our high-growth innovation sectors provide the ideal platform for implementing this strategy.

Our strategy takes into consideration relevant global and local influences, while focusing on three critical aspects of managing the economy:

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- ▶ **1. A Healthy Climate for Growth and Prosperity;**
  - ▶ **2. Support for Local Business, New Investment and Global Trade;**
  - ▶ **3. A Focus on People — Attracting and Retaining Human Capital.**
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Our vision is that this plan will result in a high performing economy with thriving growth sectors,

and strengthen our city as both a destination and producer of global investment and talent. The anticipated outcomes of the plan are simple: to create jobs, cultivate innovation and promote responsible prosperity in Vancouver — one business and one sector at a time. We will build on our core strengths to achieve these goals, while working with our many partners in Vancouver and throughout the region, knowing that our city's future will depend on a resilient economy that restores our environment and enhances community health.

The content and direction for this plan comes from an extensive engagement process with businesses, residents and local experts. Past and present members of the Vancouver Economic Commission's board helped shape the strategy, and I wish to thank all who gave their time and effort to contribute.

I look forward to working with all our partners to strengthen Vancouver's economy through the coming months and years.



Gregor Robertson  
Mayor of the City of Vancouver  
Chair, Vancouver Economic Commission





## **VANCOUVER'S ECONOMIC VISION —**

A high-performing economy that successfully levers the City's global profile and its momentum as a centre of innovation and entrepreneurship.

# HIGHLIGHTS

The Vancouver Economic Action Strategy has three major areas of focus, each containing a series of actions and outcomes that will be measured over the next three to five years. These areas of focus are:

1. **Create A Healthy Climate for Growth and Prosperity;**
2. **Provide Support for Local Business, New Investment and Global Trade;**
3. **Focus on People — Attracting and Retaining Human Capital.**

## THE STRATEGY'S MAJOR INITIATIVES

The highlights of Vancouver's plan include programs and projects that will support local prosperity, and the City's vision of a high performing economy. Examples of the plan's major initiatives include:

### 1. Climate for Growth

- An expedited review of the local regulatory framework on job spaces, taxes and regulatory burden;
- A global communications and events program that markets Vancouver to the world for investment and talent;
- Boosted support for Port Metro Vancouver, including preservation of job-lands in the city that support port activities; ongoing port/

neighbourhood interface planning; and port-related transportation needs planning;

- A Green Enterprise Zone that showcases and nurtures innovation in emerging sectors like clean tech and green buildings.

### 2. Supporting Business Investment and Trade

- Increase trade in new global markets targeting Asia and South America;
- Working with partners to advance development of a technology incubator/accelerator centre to help grow technology companies, increasing jobs and driving wealth creation;
- A creative industry data-centre that will boost cluster competitiveness and productivity.

### 3. Focus on People

- Competing for talent by working through Canadian Ex-pat organizations like C-100 in Silicon Valley to bring Canadians home, and work with partners like Immigrant Employment Council of BC (IECBC) to attract and support skilled immigrants;
- Double the jobs in the green economy and establish Vancouver as one of the top 5 global creative cities by 2020;
- Through the Campus-City Collaborative (C3), a City partnership with all six public sector post-secondary institutions in the city, create opportunities to develop and retain talented students.





## THE ACTION PLAN

This Economic Action Strategy is being launched by the City of Vancouver and executed by its economic development agency, the Vancouver Economic Commission (VEC).

The direction of this strategy emerges from the citizens and businesses of Vancouver, and the foundation of the plan is based on thousands of hours of research, consultation and direct input from business leaders and residents of all demographics.

This strategy is a result of the City's commitment to addressing, within its fiscal capacity, both the opportunities and the gaps in local economic development programs. The majority of the plan's activities focus on changes that will continually improve Vancouver's business climate, support existing local businesses and facilitate new investment, and attract the human capital essential to the future.

This document highlights a number of major commitments that will help transform how business growth is fostered. It also articulates how development of the programs were especially guided by opportunities to support and work closely with key partners who share varying degrees of responsibility in influencing economic prosperity.

These partners include (though are not limited to):

- BC Innovation Council (BCIC)
- BC Technology Industry Association (BCTIA)
- Business Council of BC (BCBC)
- Vancouver Board of Trade (VBOT)
- Life Sciences BC (LSBC)
- Tourism Vancouver (TVAN)
- BC Ministry of Jobs, Tourism and Innovation (MJTI)
- BC Hydro
- Wavefront Accelerator Centre
- Digi BC
- Vancouver's Business Improvement Associations
- Urban Development Institute
- Great Northern Way Campus
- Discovery Parks Holdings Ltd. and the Generator
- Port Metro Vancouver
- BC Bioenergy Network (BCBN)
- Cleantech CEO Alliance
- Export Development Canada
- Western Economic Diversification (WED)
- Department of Foreign Affairs and International Trade (DFAIT)
- Industry Canada
- Metro Vancouver Commerce (MVC)
- BC Film
- BC Film Commission
- International Financial Centre of BC (IFCBC)
- Sustainable Technology Development Canada (SDTC)
- National Research Council (NRC/IRAP)
- YVR-Vancouver's International Airport
- Local research, post-secondary education and training institutes
- Metro Vancouver
- Translink Transportation Authority
- First Nations Communities
- Ethnic Business Associations
- Hydrogen Fuel Cells Association
- Clean Energy BC
- Business Development Bank of Canada (BDC)
- Asia Pacific Foundation

# GLOBAL INFLUENCES AND LOCAL OPPORTUNITIES

Canada and the Vancouver region have been somewhat protected from current global tensions by a stable banking system, and a steady economy with enough trade diversity to maintain buoyancy. Vancouver in particular continues to experience development growth despite challenges in world markets. A series of major new building announcements in 2011 (described in Assets and Attributes section) led by local partners like Bentall Kennedy and Telus will see more than two billion in new commercial high rise investments in the City's downtown core over the next two years. New investments in telecommunications infrastructure will create city-wide super WiFi networks, and the City's commitment to affordability and liveability infrastructure is unprecedented.

Nevertheless, understanding global pressures and influences on the city will be key as Vancouver pursues the objectives of its economic action strategy to enhance the local business climate and support prosperity. The following global trends and local conditions are particularly important to the outcomes of this plan:

## **1. Economic growth is driven by city-regions.**

The economic health and prosperity of countries is more than ever dependent on the performance of their city-regions. Senior governments set many monetary, tax, incentive and regulatory policies that influence business decisions, competitiveness and success. But local government policies — taxation, business climate, regional collaboration, services, sustainability and liveability — are of increasing importance when it comes to influencing the local economy.

Vancouver is the largest city in the Metro Vancouver region and is the economic centre of the area. Metro Vancouver's transportation, business and geographic assets are fairly-well distributed throughout the 22 municipalities of the lower mainland, creating strong synergies and opportunities that all municipal partners in the city-region can leverage in a global marketplace.

## **2. The world economy is becoming larger, more integrated and internationally competitive, and the share of the global economy accounted for by developed nations is shrinking.**

The economies of countries such as China, India and Brazil are dramatically outperforming the traditionally dominant economies of North America, Europe and Japan. These rapidly growing regions provide a ready but competitive market for Canadian resources and business.

As Canada takes strong measures to maintain competitiveness, Vancouver businesses can lever their share of global trade and investment by capturing opportunities in new and emerging markets such as Asia and South America.

## **3. Environmental issues are inseparable from economic issues.**

Environmental responsibility makes good sense. Conserving energy and water, and reducing waste is good for business and good for the planet. From the business perspective, reducing energy consumption provides some protection against potential future shortages and price volatility, especially for small enterprise, while the ongoing development of renewables supports the economy and the environment.

Green products and services make up one of the fastest growing emerging sectors of the global economy. Vancouver has significant momentum in this area and is leveraging this as a strategic advantage to promote economic development objectives that will complement important mature industries.

## **4. Economic success is increasingly dependent on skilled and talented human capital, while talented individuals are increasingly mobile.**

The future of innovation in the global economy will rely on talented human capital, and competition for talent will increase as the global economy improves and population growth slows further. Vancouver relies on immigration for its population growth, and is well positioned to retain and attract talent. It has strong appeal as a livable, safe community with access to high quality education, health care and other social services, a stable and effective local government, and a diverse well-integrated population that supports a vibrant cultural sector — it is the most Asian city outside of Asia.



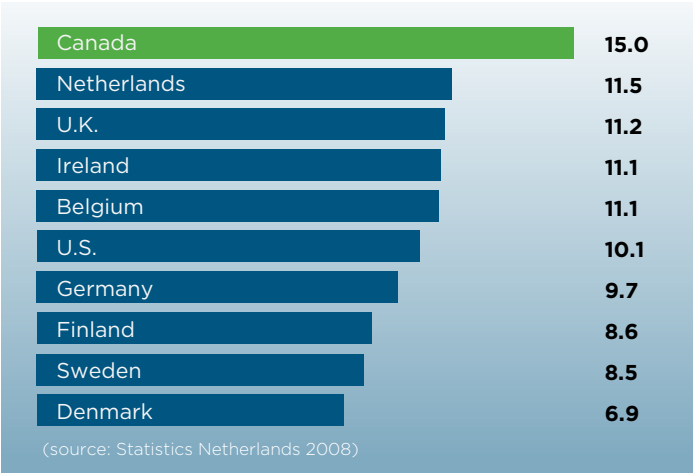
The small business economy must continue to grow however, for the city to maintain its position as an attractive destination for talent. Companies and industries must offer a greater range of opportunities for employment in appealing and innovative environments. Vancouver's efforts to provide support for businesses in all stages of growth will aid this significantly, and proactive efforts to address affordability and protect liveability will help meet the changing needs of workers and their families into the next decade.

**5. The regional economy consists mainly of small and very small businesses, operating in a diverse array of sectors.**

This in part reflects the above-average entrepreneurialism of the community, which is higher than the national average. While an economy of smaller businesses can be more nimble, larger companies are more resilient to changes in the economy, provide greater opportunity for the attraction and retention of innovative human capital, and support stronger trade and productivity.

Understanding how Vancouver can support the growth of smaller businesses and increase the opportunity for larger enterprise will boost the performance and resilience of the local economy, support important productivity gains, and improvements in individual income that will continue to attract investment and talent.

**Number of entrepreneurs working as percentage of the population**



**6. In order to attract and retain talent, it is increasingly important for business to be located in great neighbourhoods, where there is access to amenities and high connectivity.**

City and regional cores are where international business, finance, technology and cultural connections are made. Their vitality is a measure of the region's business and investment potential, and they are the areas most attractive to internationally mobile talent. Successful downtowns combine a dense mixture of activities and people, a vibrant walkable and bikable public realm, and high levels of investment in digital connectivity and high tech services. They are also environments where companies have appropriate spaces to grow into, and where start-up companies are supported through all stages of growth from ideation to globalization.

Cities like Vancouver which have vibrant, mixed-use neighbourhoods with modest commuting requirements that include a range of safe transportation options, are highly attractive to both businesses and talented employees. More investment into these assets will continue to improve the region's competitiveness.

**7. Investing in efforts to enhance the business environment will increase the community's success at supporting a stable, high performing economy.**

A strong economic development platform, supported by local government and community partners, is central to economic prosperity and good business health. Prosperous city-regions around the world have invested in foundations that provide supporting tools for entrepreneurs and innovators, including things like business incubators and accelerators that guide innovators through key stages of growth, while providing access to the capital and expertise required to make sound business decisions. Vancouver has good programs that offer these support services and amenities on an ad hoc or micro-scale, many of them associated with small private incubators, industry associations, or the region's dynamic universities.

Vancouver has a significant opportunity to fill a major gap. By establishing a central technology hub, or centre of innovation that can offer a complete package of support to entrepreneurs in the early and mid-stages of growth, the community will substantively improve business success and retention — helping enterprises grow into successful companies, and global offices, that create employment and prosperity.



## THE STRATEGY HAS THREE AREAS OF FOCUS

- 1 A Healthy Climate for Growth and Prosperity;
- 2 Support for Local Business, New Investment and Global Trade;
- 3 A Focus on People: Attracting and Retaining Human Capital.



### **A CLIMATE FOR GROWTH**

Expanding the City's global brand on liveability, by strengthening and promoting a prosperous business climate.



### **SUPPORTING BUSINESS INVESTMENT AND TRADE**

Promoting business growth and new investments that drive employment, exports and global trade.



### **A FOCUS ON PEOPLE**

Boosting efforts to attract and retain the human capital that powers the future.

## **A HIGH PERFORMING ECONOMY**

# 1

## A HEALTHY CLIMATE FOR GROWTH AND PROSPERITY

The effectiveness of business support programs relies on the quality of the local business environment. Vancouver has a stable business climate, and is indeed fortunate to offer a host of compelling and competitive advantages from almost every aspect of the community.

Over the last four years, the city of Vancouver has made ongoing efforts to improve the business climate. For example, the business share of property taxes has been reduced by one per cent each year, while initiatives such as the 311 service and open source data policies have made it easier for businesses to work with the City. Major investments are being made in the City's IT capability, that will significantly increase the speed and responsiveness of development, building and other regulatory processes, and in addition the city is pursuing business efficiencies internally as well as with other governments to reduce unnecessary pressures, costs and regulatory stresses on business.

Here are the tactics and objectives in the City's plan that will build a better business and economic climate:

### TARGET 1A: Leverage opportunities to promote local innovation and innovators.

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"><li>i. Develop strategic zones (eg. green enterprise zones and smart neighbourhoods) that engage citizens and business leaders in the incubation, acceleration and demonstration of local innovations.</li><li>ii. Explore strategies for early adoption of local technologies through promotion and pre-procurement, and other practices that showcase local innovators.</li><li>iii. Enhance and implement 'smart' practices in local government such as smart business regulation, supportive taxation policies, open source data structures and robust information exchange.</li><li>iv. Actively work with and engage key partners, particularly local agencies (public and private) to play a role in promoting local innovators.</li></ul>	<ul style="list-style-type: none"><li>• urban economic planning best practices</li><li>• increased opportunity for business success and globalization of local innovations</li><li>• strong partnerships with key organizations/agencies involved in enhancing the local economy</li><li>• stronger sector clusters</li><li>• culture of early adoption</li><li>• a more cohesive business climate</li></ul>	<ul style="list-style-type: none"><li>• external rankings</li><li>• local innovators showcased</li><li>• partners engaged</li><li>• events supporting the targets</li><li>• energy-use reductions &amp; efficiencies</li><li>• cost-savings</li></ul>

## TARGET 1B: Protect, enhance, increase and densify employment spaces.

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Work with local planners, business leaders, community organizations and citizens to refine employment space strategies that meet future growth needs, and align with local neighbourhoods.</li> <li>ii. Identify and target sectors that require unique spaces and locations to prosper, and work with partners to produce them.</li> <li>iii. Research and apply best practices that densify urban employment, especially in relation to local neighbourhoods.</li> <li>iv. Work with key economic stakeholders that drive the economy and partners like Port Metro Vancouver, to support Vancouver's role as the shipping gateway between North America and Asia.</li> </ul>	<ul style="list-style-type: none"> <li>• stronger business and job growth in key commercial zones</li> <li>• reduced business and employment leakage to other jurisdictions</li> <li>• better spaces that support new investment, and growing companies and their employees</li> <li>• more people who work in the neighbourhoods in which they live</li> <li>• higher and better use of employment space</li> <li>• less dependency on automobiles</li> <li>• increased employment density in key commercial neighbourhoods and along transportation routes</li> <li>• protection of employment and investment in key growth industries</li> </ul>	<ul style="list-style-type: none"> <li>• businesses engaged</li> <li>• % of increased density</li> <li>• planning/zoning changes</li> <li>• realtors and developers engaged</li> <li>• pilot projects</li> <li>• share of office space in region</li> <li>• changes in commercial assessment</li> </ul>

## TARGET 1C: Pursue and leverage local and global partnerships.

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Continue building formal and informal relationships with global companies that align with the local economy, as well as work with post-secondary institutions and their global networks.</li> <li>ii. Engage government partners who can help advance and promote economic development objectives, like working with Metro Vancouver Commerce (MVC) on a mobile business license.</li> <li>iii. Work with key organizations like MVC, VBOT and BCBC to streamline business regulations.</li> <li>iv. Develop a liaison team with local First Nations leaders on economic and business development.</li> </ul>	<ul style="list-style-type: none"> <li>• technology demonstrations and zones that showcase the use of sustainable technologies, such as those with BC Hydro and Cisco/Pulse</li> <li>• showcasing local companies promoting growth and globalization</li> <li>• broadened global outreach and champions</li> <li>• improved and streamlined business climate, locally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>• # of partnerships</li> <li>• level of new investment &amp; jobs</li> <li>• initiatives/projects</li> <li>• citizen engagement</li> </ul>



## TARGET 1D: Execute a Communications Strategy Promoting Vancouver's Business Message.

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Develop a strategic global communications campaign on Vancouver's competitive business advantages and support through:               <ul style="list-style-type: none"> <li>• a social media campaign;</li> <li>• redeveloped VEC newsletter;</li> <li>• redeveloped VEC website.</li> </ul> </li> <li>ii. Target key business communication vehicles and international partners that can help deliver the message to an expanded international profile of Vancouver as a destination for business and talent.</li> </ul>	<ul style="list-style-type: none"> <li>• better informed global business leaders — local, national and international — on the advantages of the Vancouver business climate</li> <li>• greater awareness of the City's work in supporting the local economy</li> <li>• a strong vehicle that promotes and celebrates Vancouver's business stories and partners</li> <li>• expansion of Vancouver's brand as a destination for business</li> </ul>	<ul style="list-style-type: none"> <li>• # of companies engaged/showcased</li> <li>• web and social media counts</li> <li>• volume of media coverage</li> <li>• opinion surveys</li> <li>• newsletter distribution</li> <li>• # inquiries</li> </ul>

## SUPPORTING BUSINESS INVESTMENT AND TRADE: SAFEGUARDING PROSPERITY AND THE ENVIRONMENT

The Vancouver Economic Commission's BusinessWORKS is the main platform for the City's focus on business health, cluster dynamics, and sector strengths. It is designed to provide comprehensive support to businesses in the city, as well as businesses seeking to come to the city, and involves a suite of integrated tools focused on retaining companies, supporting their growth, and helping to attract new investment. By gathering information metrics from hundreds of local and global businesses, the program will support enhancements to City policies, regulations and processes in support of

entrepreneurs and their ability to create jobs.

New initiatives that will form part of BusinessWORKS include support of technology and social enterprise, and the delineation of special enterprise zones in the city that support strategic business clusters. One of the key aspects of this is strengthening support mechanisms that help businesses start up and grow, by addressing gaps or weaknesses along the business growth continuum (see below), and ensure they have centralized access to capital and expertise.

Keeping innovators rooted in Vancouver more effectively will depend on how well the city and its partners can reinforce this business continuum. Pre-procurement programs will be introduced to enhance the ability of local firms to secure public

### The Business Growth Continuum



#### VEC IS WORKING WITH PARTNERS TO ESTABLISH A TECHNOLOGY INCUBATION CENTRE

This VEC will work with partners, including governments, business and academic institutions to advance development of an incubator/accelerator hub in Vancouver's city centre. The intention is to build a facility that focuses on growing small and medium sized businesses.

This facility would focus on growing innovative local companies in key sectors, including digital media, clean technologies, life sciences, information technology and renewable energy. The centre would assist entrepreneurs through facilitating access to education, expert mentoring from successful serial entrepreneurs, and through connecting businesses to investment resources. Furthermore, this centre would be first of its kind in Canada that will support both technology and social enterprise initiatives within one facility. The Centre would be a catalyst for innovation and entrepreneurship that will:

- Drive increased employment and wealth creation;

- Create new investment opportunities;
- Help small and medium sized businesses to grow;
- Facilitate innovation, commercialization and technology transfer;
- Significantly increase the success rates of technology business start-ups;
- Act as a hub for other technology incubators, leveraging existing resources to advance the objectives of existing facilities;
- Create a launching point and landing pad for international partnerships, facilitating technology transfer, collaborative R&D, and business to global business linkages; and,
- Increase the reach of Vancouver's innovative Social Enterprise sector.

sector business and to showcase local technologies — this leads to better success in foreign market access and globalization.

Other programs will help enhance local competitiveness and small business resilience by identifying opportunities to reduce dependency on volatile energy supplies, through strategies that reduce energy and water use, and that reduce or recycle waste.

Global trade and investment programs will be enhanced with additional sector-focused inbound and outbound missions that reinforce or forge new global trade opportunities. Building on earlier successes like the 2010 Olympic business programs, the Shanghai World Expo and SIGGRAPH maintain important momentum for companies and their trade relationships. Targeting major events already being held in Vancouver, like SIGGRAPH (the world's largest gathering of digital media and graphic

companies) in 2011, maximizes the city's opportunity to tell global business leaders why Vancouver is a compelling and competitive business destination. VEC targeted executives from foreign digital media studios and invited them to participate in a number of integrated business programs organized in conjunction with SIGGRAPH 2011. The result is the establishment of several new studios in Vancouver generating \$5.5 million in new investment and creating 400 new jobs into 2012.

Inbound and outbound programs that target Foreign Direct Investment (FDI) will continue to focus on the clean tech and creative media sectors, but will also include mature industries in forestry and shipping, tourism, ICT, wireless and science sectors, all of which will target markets in the US, Asia and key regions of the EU. New trade corridors with emerging nations like Brazil are being explored.

## TARGET 2A: Launch BusinessWORKS, Vancouver's new business-care program.

TACTICS	OUTCOMES	MEASURES
<p>i. Visit/interview 400-500 companies annually, prioritizing companies in emerging sectors, and industry subsectors like value-added forestry and mining:</p> <ul style="list-style-type: none"> <li>• use business interview data to improve other growth management strategies;</li> <li>• leverage opportunities for business matching and investment;</li> <li>• help businesses maximize programs available to them that support growth;</li> <li>• pursue supply chain opportunities associated with current businesses.</li> </ul> <p>ii. Produce primary and other research data and analysis that supports the City's objectives on the economy.</p> <p>iii. Develop a detailed benchmarking and output measure program for local economic performance and economic development management.</p>	<ul style="list-style-type: none"> <li>• stronger engagement with business leaders</li> <li>• detailed understanding of business or sector gaps and opportunities</li> <li>• real-time data to improve policies/programs for business support and prosperity</li> <li>• retention of business and jobs</li> <li>• increased business investment/performance</li> <li>• promote green business practices</li> <li>• ability to address barriers more quickly and facilitate tools for growth and expansion</li> <li>• early warning system for business leakage, opportunity for intervention</li> <li>• a strengthened role as a credible source of information on the local economy</li> <li>• better and more effective strategies that deliver measurable results</li> </ul>	<ul style="list-style-type: none"> <li>• # of interviews</li> <li>• % of sector</li> <li>• jobs impacted</li> <li>• employment gains</li> <li>• investment gains</li> <li>• sector growth</li> <li>• inquiries and response ratings</li> <li>• business matches</li> <li>• exports</li> <li>• productivity</li> </ul>

## **TARGET 2B: Target opportunities in the green and creative economies, to improve employment expansion and business performance.**

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Fully execute the 'Jobs and Economy' programs in the Greenest City Action Plan.</li> <li>ii. Implement an expanded creative economy strategy that targets media studio growth in pre-production, production and post-production.</li> <li>iii. Explore other creative subclusters such as eco-apparel, recreation-apparel and lever opportunities for sector collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>• double the green jobs by 2020</li> <li>• double the businesses engaged in green business practices (GBP) by 2020</li> <li>• expansion of the digital media, visual effects and animation industry clusters that are supported by a complete supply chain of production service providers</li> <li>• strengthened micro-clusters in apparel and fashion</li> </ul>	<ul style="list-style-type: none"> <li>• # jobs</li> <li>• # business engaged in GBP</li> <li>• # of studios, supply chain services</li> <li>• investment values</li> <li>• effectiveness of apparel events by sponsor value and participation rates</li> </ul>

## **TARGET 2C: Lever partners and major events to promote growth and investment.**

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Use strategic business events to generate investment, showcase technologies and champion innovators through demonstration, pre-procurement and market development.</li> <li>ii. Work with partners to close gaps in support services along the business continuum that are vital to healthy growth, including incubation, acceleration, and other key tools (capital, mentoring, ideation support, export readiness, etc).</li> <li>iii. Explore and address other gaps that are important to sector and cluster growth, like green data centres and media data centres or rendering farms.</li> </ul>	<ul style="list-style-type: none"> <li>• stronger growth in supported sectors</li> <li>• expanded opportunity for businesses to showcase products and develop their markets</li> <li>• economies of scale in program implementation by partnering and leveraging major event platforms</li> <li>• supported growth for start-ups, businesses and innovators</li> <li>• competitive advantages in key clusters</li> </ul>	<ul style="list-style-type: none"> <li>• # inbound events</li> <li>• # outbound events</li> <li>• # engaged businesses</li> <li>• # of demonstration initiatives</li> <li>• programs</li> <li>• # partners engaged</li> <li>• # improvements in business support</li> <li>• jobs and investment</li> <li>• exports</li> </ul>



## TARGET 2D: Support businesses in developing or strengthening global markets and trade.

### TACTICS

- Facilitate international trade opportunities, with government and partners, strengthen existing or open new trade corridors and markets (US, EU, Asia, South America).
- Focus on emerging sectors and markets (eg. green and creative).
- Focus on Asia and related opportunities to facilitate inbound investment into growth sectors, and outbound investment into developing markets.

### OUTCOMES

- increased trade relationships with key Asian regions, and increased trade and exports for local business
- increased capital for growth sectors
- a strengthened position as the transportation gateway between Asia and North America
- increase in exports and growth in exporting companies
- increased diversification in trade with export markets

### MEASURES

- # trade initiatives, programs and delegations
- # businesses engaged
- # inquiries
- # partners engaged
- # B2B matches
- # B2C matches
- # B2G matches
- exports
- jobs/investment

## A FOCUS ON PEOPLE: ATTRACTING AND RETAINING HUMAN TALENT

Economic success is increasingly dependent on human talent, and talented individuals are increasingly internationally mobile. There is a growing demand for human capital, particularly those with niche skills in innovative and emerging sectors, and this demand will only increase as economies around the world grow and populations mature. The total global developed countries workforce age peaked last year (2010), and will begin to decline as the baby boom generation retires, putting further pressure on labour markets.

Most developed countries, including Canada, rely on immigration for population growth. While senior governments control immigration, local government has the ability to build welcoming city regions that exert considerable influence on the choices of immigrants.

Talented people move in search of financial rewards and job opportunities, but lifestyle, public safety, strong and integrated transportation, access to education, and environmental considerations are becoming more important, particularly for families. People may move frequently earlier in their careers, but typically settle in a city-region for a longer period at the point they start families. An economically successful city therefore needs to be able to offer attractive family housing and easy access to amenities, such as childcare facilities, parks and recreation, and schools.

## The City's Commitments

Vancouver already has strong talent in most of its industries, especially in entrepreneurship, technology and the creative sectors. Given global trends and projected increases in demand for human capital however, the City will continue to strengthen its position as a compelling destination for talent. In its current Capital Plan, the City of Vancouver has committed \$60 million for housing programs, \$154 million into transportation, \$118 million in parks and community facilities — including \$11 million for childcare and \$13 million for culture, and \$13 million in public safety investments.

Other advantages include the city's green credentials which are particularly appealing to younger, more internationally oriented people. The educational system has an excellent international record and the region's post-secondary institutions are globally competitive.

All of these assets and commitments, as well as the city's extraordinary liveability, enhance Vancouver's position as a leading destination for talent.

Protecting the city's future will have much to do with the attraction and retention of talent to support growing technology sectors that seek smarter and more niche oriented skills. Vancouver's focus will be on retaining and attracting talented individuals, especially those under 40 who have young families. The City's action plan on talent is detailed below.

## TARGET 3A: Attract, retain, retrain and support talent.

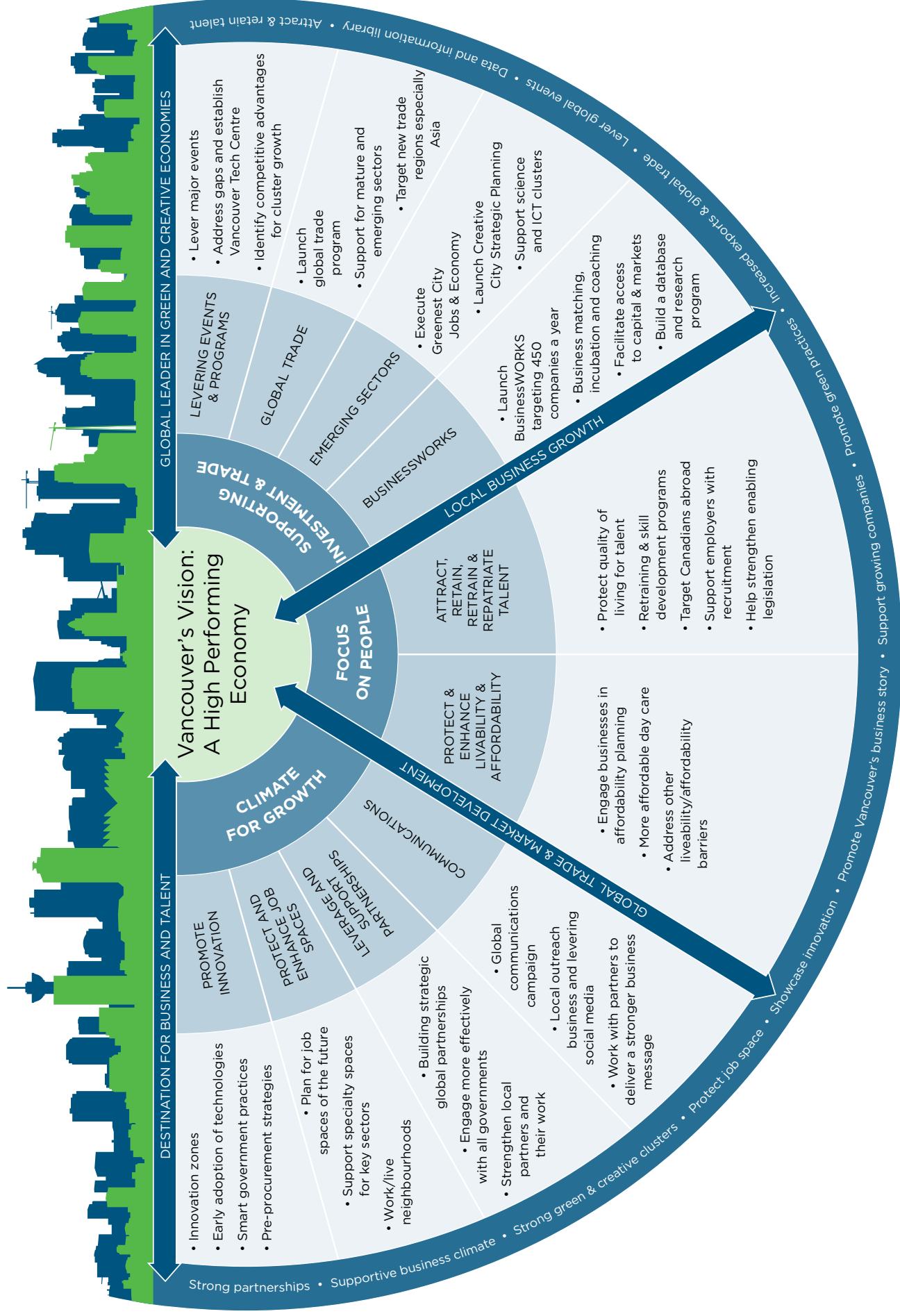
TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Engage business in the implementation of the City's 2011 - 2021 Housing Strategy, to improve affordability and family living spaces.</li> <li>ii. Enhance the affordability and availability of daycare for working families as identified in the 2011-2021 Capital Plan.</li> <li>iii. Work with businesses to understand and address other liveability or affordability barriers.</li> </ul>	<ul style="list-style-type: none"> <li>• engagement by business community in addressing affordability</li> <li>• an affordable environment for working entrepreneurs and families</li> <li>• increased market rental housing</li> <li>• increased daycare spaces</li> <li>• improved ability to attract and retain talent</li> </ul>	<ul style="list-style-type: none"> <li>• variations in price and availability</li> <li>• % of change in corporate retention/attraction</li> <li>• % daycare spaces</li> </ul>

## TARGET 3B: Actively attract, retain, retrain and repatriate talent.

TACTICS	OUTCOMES	MEASURES
<ul style="list-style-type: none"> <li>i. Work with universities and training institutions on programs to develop skills for growth sectors, eg. the Campus City Collaborative (C3) on the green economy.</li> <li>ii. With local partners, work with Canadian 'Ex-pat' associations to launch a repatriation campaign that reaches out to Canadian talent, using tools like a web site portal and tracking program.</li> <li>iii. With local employers, identify the top 3 to 5 best opportunities for talent recruitment, including major events like SIGGRAPH.</li> <li>iv. Work with governments to support legislation that facilitates easier in-migration of talent and skilled workers that will enhance workforce productivity and competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• improved ability to retain and attract talent</li> <li>• strengthened skills and talent production in key growth sectors</li> <li>• an increase in the number of Canadian Ex-pat relocating to Vancouver</li> <li>• improved support for local business in their efforts to attract and retain talent</li> <li>• protection and enhancement wherever feasible, of legislation (like the federal technology worker exemptions) that facilitates the ability of local companies to import talent</li> </ul>	<ul style="list-style-type: none"> <li>• track pricing and availability indexes on affordability</li> <li>• # talented entrepreneurs supported and retained</li> <li>• # low barrier and skilled jobs supported, by sector</li> <li>• # programs/missions</li> <li>• # hits and inquiries</li> <li>• # Ex-pat org's engaged</li> <li>• programs supported</li> </ul>



# THE VANCOUVER ECONOMIC ACTION STRATEGY AT A GLANCE







# VANCOUVER TODAY: ATTRIBUTES AND ASSETS

Vancouver is the largest city on Canada's west coast and is consistently ranked by leading global authorities as one of the top cities in the world to live in.

From an economic perspective, Vancouver's business costs are amongst the lowest of developed nations in a country that is a world leader in competitive advantages.

Vancouver's environmental goals and performance are well recognized; they are outlined in its Greenest City Action Plan which articulates how the community will work to be the greenest city in the world by 2020. It is already close to achieving that goal: it ranked this year as the Greenest City in Canada by Corporate Knights, and number two in North America (third in the world) by Siemens and the Economist Intelligence Unit.

Vancouver is more than green. Its economy is a balance of mature and emerging sectors including manufacturing, resource development, digital media and film, technologies, life science and biotech. Vancouver is home to major national and global companies like TELUS, Teck Resources, Westport and Goldcorp. It has emerging strength as a centre for entrepreneurs in the innovative and creative sectors - digital media companies like Disney's Pixar, Sony Imageworks, Rainmaker, Hootsuite and MPC are all part of the city's growing media clusters. Apparel is also strong, Lululemon Athletica and John Fluevog Shoes are Vancouver-based leaders in the global apparel industry and micro-clusters like eco and sports apparel have a solid footprint.

<b>1st Best Business Tax Environment (World)</b> KPMG	2010
<b>1st Cost Comparison Analysis (World)</b> MMK	2011
<b>1st Best City in the World: Liveability</b> Economist Intelligence Unit	2011
<b>1st [tie] Most Sustainable City (Canada)</b> Corporate Knights	2011
<b>1st Best Destination for Meetings (North America)</b> International Congress & Convention	2011
<b>1st Best Airport (North America)</b> SkyTrax World Airport Awards	2011
<b>2nd Green City rankings (North America)</b> Siemens/Economist Intelligence Unit	2011
<b>1st Most Walkable City (Canada)</b> Up! Magazine	2010
<b>1st Best Sports City (North America)</b> SportBusiness Group	2010
<b>1st Greenest City (Pacific North West)</b> Cascadia	2010
<b>10th Best Beach City (World)</b> National Geographic	2010
<b>11th Number of Patents per capita (World)</b> Conference Board of Canada	2010
<b>1st Best Destination (Canada)</b> Travel Weekly	2009
<b>1st Best City for Business Travel (World)</b> Economist Intelligence Unit	2008
<b>2nd Best Airport (World)</b> Conde Nast	2008



## VANCOUVER'S ECONOMIC ASSETS

Vancouver's diverse economy has globally competitive sectors built on its culture of entrepreneurship and in some cases its geographic advantages. The thriving inter-modal and multi-modal transportation sector is the foundation of Vancouver's position as a pivotal geographic hub between Asia and North America, while the city's large Asian population creates a rich connection to a multitude of trade regions across the Pacific. These advantages are key to positioning Vancouver in its role as a centre for global trade and commerce.

### A Mature and Stable Economic Base — Resources and Services

Resource industries like mining and forestry have been a mainstay of the economy since the city was founded, and Vancouver remains a major global hub of resource industry activity.

There are almost 1,200 mining companies in BC, over half of which are exploration companies. Most of BC's mining companies are headquartered in the city and manage global assets such as Teck, Goldcorp, Pan American Silver and Imperial Metals. A number of pivotal advantages help make British Columbia's mining industry one of the largest in the world. One is the access to a robust venture capital market in Canada which makes up close to 20 per cent of the world's exploration investment. Other advantages include accessible geological data, enabling legislation, a strategic global location, and support from mining-savvy professional service firms who are also clustered in Vancouver. The mining sector is forecasting continued growth due to high global commodity prices.

The forestry and wood product sector is one of the historical foundations of British Columbia's economy, and most of the province's forestry companies are headquartered in Vancouver. Forest-based employment accounts for almost five per cent of total jobs, and forestry is one of the largest exporting industries in the province — especially to the United States. Demand for British Columbia wood products in Asia is growing rapidly, with today's exports to China having tripled since 1995.

### COMPETITIVE TAXES INTERNATIONALLY

Rank	City	Total Tax Index
1	Vancouver, CA	50.5
2	Monterrey, MX	59.8
3	Mexico City, MX	60.0
4	Montreal, CA	60.3
5	Toronto, CA	67.6
6	The Hague, NL	76.1
7	Amsterdam, NL	76.7
8	Manchester, UK	77.4
9	Melbourne, AU	78.9
10	Baltimore, US	81.8

This 2010 report by KPMG assessed the general tax competitiveness of 95 cities in 10 countries. Vancouver was the most competitive. Source: [ftp://ftp.competitivealternatives.com/2010\\_compalt\\_report\\_tax\\_en.pdf](ftp://ftp.competitivealternatives.com/2010_compalt_report_tax_en.pdf)

According to the international 'Cities of Opportunity' analysis by Price Waterhouse Coopers, alpha cities like London, Paris and Hong Kong are being replaced as top performers by emerging cities that focus on innovation, sustainability and a strong balance between their social and economic objectives. Emerging cities like Vancouver.



Softwood lumber, pulp and paper, and value-added products like veneer, plywood, shingles and shakes make up the majority of products.

Although concentrated, the manufacturing sector is another important source of well-paid jobs in the city. Vancouver's main strengths in manufacturing are in apparel, food processing and furniture. Less well known is Vancouver's growing, innovative social enterprise sector which is expected to play a great role in the economy into the next decade.

## Global Shipping and Warehousing

Vancouver is North America's gateway to Asia. The Metro Vancouver ports are the most diversified in North America, with 28 deep-sea marine cargo terminals, two international cruise terminals and several domestic intermodal short sea shipping terminals. Its five business sectors are automobiles, break-bulk, bulk, containers and cruise.



The port is Canada's largest and busiest, trading more than \$75 billion in goods with more than 160 trading economies annually and generating an estimated \$10.5 billion in GDP. Port Metro Vancouver ranks first in North America in foreign export shipments, and second on the west coast of the Americas in total cargo volume, and is connected to an extensive network of roadways, three transcontinental railways, and border crossings. Vancouver's port is seamlessly integrated with the region's air, road and rail connections to all major North American economic centres. British Columbia is the only gateway on the west coast of the Americas served by three transcontinental railways, and the ports are Asia's closest point of entry on the west coast of North America, up to 58 hours closer than the ports of Los Angeles and Long Beach — it is the most direct route between Asia and North America.

## The Knowledge Economy

The knowledge economy includes the world's fastest growing sectors and is a leading source of high-paying jobs in the city, with emerging strengths in clean technologies and digital media.

About 100 companies employ 2,700 people putting Vancouver at the forefront of the growing international clean tech industry, and ranking the city as one of the top 10 largest clean technology clusters in the world (Global Cleantech Cluster Association). Vancouver has significant assets across six clean tech sectors: fuel cell and hydrogen supply technologies, gaseous storage, renewable energy, power electronics, advanced batteries & charging systems, and engine & automotive systems.

Other green sectors include green building and urban design, local food production and processing, waste management and recycling, and sustainability consulting.

Vancouver's green building cluster is one of the strongest in the Pacific North West. The City's green building sector comprises over 70 firms and about 1,600 employees. Companies range from construction and design to those involved in planning and development. There is also a small but growing manufacturing sector that produces lighting solutions, high performance windows, doors and wall assemblies, as well as other products and materials. The sector is anticipated to grow much faster than the rest of the construction industry, thanks to both consumer demand and government regulation.

The City's building code is among the greenest on the continent, and there are over 25 LEED certified buildings in the city. Vancouver's Olympic Village is the first LEED Platinum certified neighbourhood in North America.

The University of British Columbia (UBC), notably through its Centre for Interactive Research on Sustainability (CIRS) and associated research programs, is recognized as a North American leader in green buildings, while the BC Institute of Technology (BCIT) has a solid research program. Light House Sustainable Building Centre is an important resource that shares expertise on green buildings with developers, homeowners, consumers, and policy-makers.

Green sectors account for a growing number of jobs in the city. They are important not only for the jobs they create, but also for their contribution to local efforts to combat climate change. As part of its Greenest City initiatives, the City is launching programs to support green jobs at all levels — professionals and managers, trades people, skilled workers, and innovative social enterprise initiatives for those with less education or other barriers to performance. The City's objective is to double the number of green jobs, and the number of businesses engaged in green practices, by 2020.

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**More than 1,000 BC companies in the digital media and film sector alone employ 15,000 people, mostly in Vancouver, generating revenues of approximately \$2 billion annually.**

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Creative sectors are an extremely important part of the knowledge economy. They include both high tech sectors, such as digital media, and traditional activities, such as writers and performing arts. Recent studies suggest the creative sector provides over 85,000 jobs in BC, and over 30,000 within the city. The technology-based parts of the creative sector — which include film and digital media, games, animation and visual effects — are expanding rapidly, driven in part by Vancouver's geographic alignment with California and British Columbia's exceptional provincial media tax credit programs. More than 1,000 BC companies in the digital media and film sector alone employ 15,000 people, mostly in Vancouver, generating revenues of approximately \$2 billion annually.



### VANCOUVER'S CREATIVE ECONOMY

Vancouver's strategy on the Creative Economy includes business matching and attraction programs, global outreach to new investors, and a close working relationship with local industry and government partners. The combined results have seen many visual effects, animation and gaming companies setting up or expanding in Vancouver. The city's strong and growing digital media cluster attracted the annual SIGGRAPH conference — never before held outside of the US — to Vancouver in August 2011. It was attended by more than 20,000 artists, research scientists, gaming developers, filmmakers, students, and academics from 74 countries around the globe, and was the largest convention ever hosted by the city. Vancouver has levered major events like the 2010 Olympic Games and SIGGRAPH to capture millions in new studio commitments at an estimated capital investment of \$17.5M and over 700 new jobs with an estimated payroll of \$49M. SIGGRAPH results alone are estimated at \$5.5M, reaching 400 jobs with a \$28M annual payroll by 2012.

New and expanding studios in Vancouver include:

Pixar, Digital Domain, Sony Imageworks, Prime Focus, Motion Picture Company (MPC), Rhythm and Hues, Industrial Light and Magic (ILM) Rainmaker.

The creative economy encompasses other micro-sectors such as fashion design and apparel. Vancouver's industry has a significant focus on eco-apparel, profiled by events such as Vancouver Eco Fashion Week which attracts international buyers and writers twice a year.

Information Communications Technology (ICT) and wireless industries are critical to the health of numerous other high tech sectors, and constitute a thriving part of the business community in Vancouver. Thanks to Vancouver partners like Wavefront Accelerator Centre, a significant percentage of wireless companies that were in early growth stages only a few years ago are already emerging as a more mature cluster today. Centred mainly in Vancouver the BC industry is comprised of more than 6,500 companies, with more than 52,000 employees generating annual revenues of approximately \$9 billion. This includes 250 wireless technology companies that generate over \$1 billion in revenues annually in British Columbia.

## Health and Life Sciences

More than 250 biopharma and related health science companies are part of British Columbia's sciences cluster, including medical device manufacturing and distribution, bioproduct, and bioenergy companies. Vancouver's companies and health and life science research institutes are global leaders, and UBC leads the country in producing high-quality patentable research. The University has spun-off more than 100 life sciences companies in the past few years creating more than 2,500 jobs and raising more than \$2 billion in capital. Not far behind, Simon Fraser University has generated an additional 70 spin-offs, and both universities partner with Vancouver's top technology institutes, such as the BC Institute of Technology (BCIT) on degrees and graduate programs.

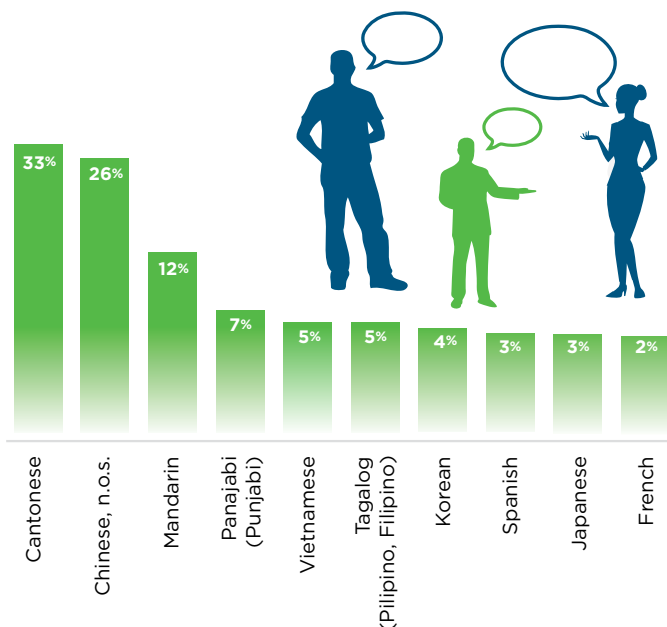
Recognizing the importance of health and life sciences research, the provincial government has invested \$1.6 billion since 2001. Recently, an additional \$60 million from the Government of Canada helped create four new Centres of Excellence for Commercialization and Research (CECR) that support and enable much of this commercialization activity across university campuses.

Leading companies and local research institutions work together in virtually all sub-sectors, including genomics and medicine, diagnostics and prognostics, as well as industrial, environmental, forest, marine and agricultural biotech.

## Education, Demographics, Training and Labour Force

Vancouver's labour force is highly skilled and well educated. Its workers are among the most entrepreneurial in North America, and there are more artists per capita than any other city in Canada — an important consideration in a world where creativity and innovation are increasingly vital assets. The multicultural diversity of the local workforce contributes to the city's competitive position in the global marketplace.

### Top 10 Non-English Languages Spoken at Home in Vancouver City 2006



The Metro Vancouver region is home to an array of world-class post-secondary institutions, conducting top-level research and producing job-ready talent that supports economic growth and specific clusters. As noted above, these institutions have produced hundreds of spin-off companies in key sectors, including creative digital media, green business, information and communication technology, cleantech and life sciences. The global outreach of the post-secondary institutions is



particularly extensive and provides access to a myriad of institutions and leaders internationally that Vancouver can lever to achieve collaborative goals.

In particular, Vancouver’s top institutions have established campuses in the downtown core, signaling their strong commitment to productive integration with the business sector. Other facilities are positioned in the region creating a strong and integrated education network, these include:

Universities	Technical and Colleges
University of British Columbia	British Columbia Institute of Technology
Simon Fraser University	Langara College
Kwantlen University	Vancouver Community College
Emily Carr University of Art and Design	Douglas College
Capilano University	Vancouver Film School
Great Northern Way Campus for Digital Media (SFU, UBC, BCIT, Emily Carr University partnership)	International Schools

Vancouver is also a centre for international education. Nearly 21,500 people work directly in the international education sector. These are roughly equivalent numbers to the broadcasting and telecom sector. In 2010, the international education sector generated \$1.8 billion in economic impacts making it a significant contributor to Vancouver’s prosperity, as well as the city’s dynamic multiculturalism. International education will continue to grow as an economic driver.

### Tourism and Hospitality

Vancouver is a world city and the tourism sector makes a significant contribution to the local and provincial economy.

Annual overnight visitation is 8.4 million, contributing \$3.9 billion in direct spending and

\$6.7 billion in industry output. This includes \$1.6 billion in taxes and 81,000 jobs in Metro Vancouver.

Primary international tourism markets include the US, the UK, Japan, Australia and China. On the supply side, there are 24,879 hotel rooms in Metro Vancouver, 177 cruise ship sailings, and a Convention Centre. The Greater Vancouver Visitors and Convention Bureau, operated as Tourism Vancouver, is responsible for generating demand for the destination through ongoing relationships with meeting planners, travel influencers, travel media and independent tourists in fifteen markets around the world. The 2010 Olympic and Paralympic Winter Games held in Vancouver generated 50,000 hours of international broadcast coverage for the destination, including 47 per cent more television coverage than any previous winter Olympics.

The meetings and convention industry plays a significant role in this. Vancouver’s Convention Centre is the greenest conference facility in the world. It was utilized as the Official Media Centre during the 2010 Olympics, and its spectacular design with green roof looking over the City’s harbour is a compelling destination for events. About \$5.5 million in direct spending is generated by meetings and conventions, supporting over 12,000 jobs in the city.

### DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS FOR CITY AND REGION

METRO VANCOUVER CHARACTERISTICS	CITY OF VANCOUVER	METRO VANCOUVER
Area (sq.km)	115	2877
Population (2011 estimate)	612,000	2,320,000
Projected population (2021)	701,000	2,808,000
Population density per sq.km (2011 estimate)	5322	806
Immigration share of population (2006)	46%	40%
Population 15+ with some post-secondary (2006)	59.7%	55.7%

## STRONG LOCAL GOVERNMENT

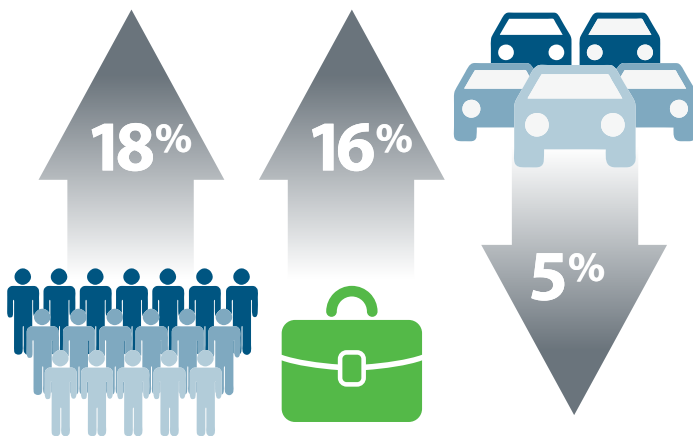
The City of Vancouver has a long history of responsive and progressive local government, strong fiscal management, well maintained civic infrastructure, and innovative transportation and land use planning, positioning it as one of the safest, most sustainable and most livable cities in the world.

### Protecting Job Spaces

This Metro Core area which includes the downtown core and the central Broadway corridor is the economic heart of the region and the province and accounts for about half of the City's total tax base.

The City of Vancouver Core Jobs Strategy aligns with the Regional Growth Strategy and creates a land use planning framework designed to enhance and protect job spaces and industrial land, while building strong connections between neighbourhood population and employment. Pressures on industrial land are increasing throughout the region, and commercial densification of industrial areas represents an important opportunity to create more jobs within the City.

#### CITY-WIDE



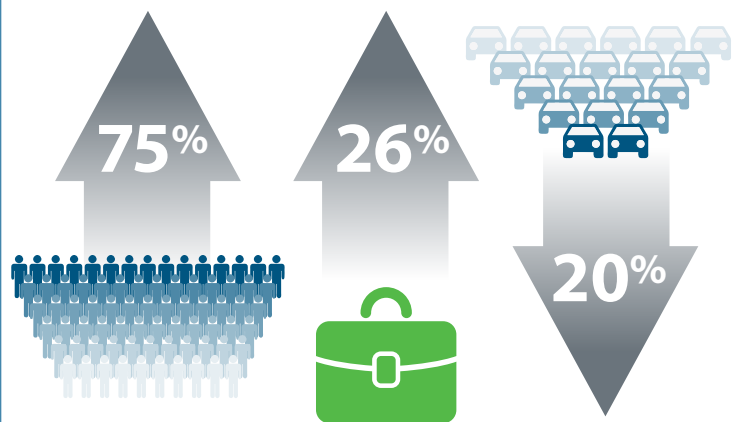
Between 1996 and 2011, the City's population increased 18%, the number of jobs increased 16% and the number of vehicles entering the city decreased 5%

## Strong Growth in Metro Core

Commercial building growth in Vancouver's core is strong. Telus Corporation, headquartered in Vancouver, is one of Canada's national telecommunications companies. Their new 44 storey, 500,000 square foot office tower, an investment of \$750 million, will see the redevelopment of an entire city block on Robson Street. With green roofs that generate produce for local restaurants, two elevated roof forests and a host of other green amenities, the LEED Gold Telus headquarters will be unique in North America. Global financial giant Credit Suisse announced their LEED Platinum commercial centre on Pender — a 30-storey, 400,000 square foot tower that will incorporate the city's heritage stock exchange building. These new projects were preceded recently by announcements from the British Columbia Investment Management Corp (BCIMC) in partnership with Bentall Kennedy, who will build a 24-storey office tower on Thurlow, as well as the Oxford Properties 25-storey tower on West Hastings.

On the city planning side, policy continues to evolve in support of greater density in Transit Oriented Development (TOD) areas, where appropriate, to allow greater commercial densities to reflect the evolving structure of the local economy. Planning for key industrial areas such as the False Creek Flats, the Fraser Industrial Lands and the commercial areas in the Downtown Eastside are a critical focus of the City's economic and sustainable growth strategy.

#### METRO CORE



Between 1996 and 2011, Vancouver's down-town core population increased 75%, the number of jobs increased 26% and the number of vehicles entering the city decreased 20%

Continual enhancements in the city's appeal as a global business centre are being made. For example, the City is working closely with both industry and community to enable flexible access to broad band and mobile internet throughout Metro Core. Networking giant Cisco Systems, one of the City's global corporate partners, has teamed up with Canada's Shaw Communications to create a super Wi-Fi network that will blanket Vancouver with internet access for mobile devices.

## Transportation

Long term sustainable transportation planning has long been a major focus for local government in Vancouver. In partnership with senior levels of government over the last 25 years, the Vancouver region has built a highly efficient transportation system. Within the city itself, the growth of the cycling network and support for pedestrians along with public transit expansion, has resulted in a reduction of vehicles traveling to the downtown core.

## Culture

Vancouver is the major cultural centre for British Columbia and in 2011 was designated as a Cultural Capital of Canada. The 10 year Cultural Plan lays out a roadmap for future work in supporting Arts and culture and the associated creative economy.

## Affordability

Accessibility and affordability of housing and home ownership remains a significant priority, and the 2011 Housing and Homelessness Strategy, recently produced by the City, commits the highest level of resources ever invested by the city to achieving key goals by 2020. Vancouver also has a long history of funding capital investment in child care and other social programs.

The City of Vancouver's commitment to its social and environmental values is matched by strong political leadership on economic development and global outreach. With approximately 10,000 employees, Vancouver can lever its position to showcase and adopt local technologies, often by partnering with national and multinational corporations who are working with local business. The City's agreement with global telecom leader

Cisco and Vancouver-based Pulse Energy, which will help demonstrate business innovation and energy reduction, is one of many partnerships that contribute to local prosperity.

Working with partners is an area of emphasis that underlies the success of the City's planning and development efforts. Vancouver is geographically located on what is historically recognized as Coast Salish lands, which are the territories of First Nations peoples along the western coast. The City has important relationships with the three host First Nations in Vancouver — the Musqueam, Squamish and Tsleil-Waututh. The economic development opportunities for First Nations partners are increasingly important to the City and there is a strong commitment to working with local First Nations governments to enhance their overall economic prosperity.

Other regional partners include Metro Vancouver Commerce, an informal collaboration of Metro Vancouver cities that have active economic development programs, and whose leaders see value in some level of collaboration around economic development and business support. The MVC collaborative has been very successful in the implementation of key programs, like the 2010 Olympic Business Program.

## Vancouver is already well on its way to achieving its objective of being the Greenest City in the World by 2020.



### Vancouver ranked joint 1st greenest city in Canada (2011 and 2010)

Source: corporate knights  
<http://www.corporateknights.ca/article/vancouver-observer-vancouver-and-victoria-recognized-green-st-cities-canad>



### Vancouver ranked Canada's leading climate change fighter (2011)

Source: WWF  
<http://www.ctvbc.ctv.ca/servlet/an/local/CTVNews/20110322/vancouver-climate-change-wwf-110322/20110322/?hub=BritishColumbiaHome>

### Vancouver ranked number two overall in US and Canada Green City Index (2011).

Source: Economist Intelligence Unit, sponsored by Siemens.  
<http://www.siemens.com/press/pool/de/events/2011/corporate/2011-06-northamerican/northamericac-gci-report-e.pdf>





## MEASURING OVERALL SUCCESS

While each of the City's action steps have measures attached to them, measuring the achievement of Vancouver's overall vision will require a different approach. Both macro and micro economic measures will be used, and localized as best as possible. **This will include:**

- 1. Number of jobs in the region**
  - Available monthly/annually
- 2. Regional personal income per capita**
  - Available twice annually
- 3. Number of companies in the city, by size**
  - Available annually
- 4. Number of green jobs in the city (Greenest City target 1)**
  - Available by VEC survey, every 2-3 years
- 5. Number of creative jobs in the city**
  - To be developed, availability same as green jobs
- 6. Total number of jobs in the city**
  - Annual, to be developed, ideally through business license system
- 7. Total value of commercial & industrial assessment in the city**
  - Available annually
- 8. Number of start-ups in the city**
  - Annual, to be developed by VEC through survey of incubators, etc
- 9. Number of companies/jobs/investment attracted to the city**
  - Available annually
- 10. Number of employment-related immigrants to the city**
  - Annual, to be developed by VEC through federal, provincial, VEC, other records
- 11. Number of companies engaged in greening their operations (Greenest City target 2)**
  - Available by VEC survey, every 2-3 years



## IN CONCLUSION

Vancouver has an extraordinary opportunity to expand on its global reputation and image as a beautiful friendly city, and tell the story of Vancouver as a business destination with impressive talent and a dynamic entrepreneurial culture.

This bold plan is strategically global, but it focuses intensely on local tactics and outcomes. It's a strategy that belongs to the city and its partners, and the execution is designed to support and accommodate the needs of those partners as they carry out their own good work.

The implementation of the strategy is already taking new approaches to supporting innovation in Vancouver, with an aim to influencing improvements in key economic performance measures like business retention and growth, productivity, and exports.

# THE PARTNERS SECTION

Vancouver's partnerships will define how well it can achieve the objectives identified in this action plan. VEC will continue to build on its strong record of collaboration with industry and business associations, other municipalities and governments, and will continue to work directly with individual businesses, venture capital companies and other financial service providers.

While this is not an exhaustive list of stakeholders, key existing partners include:

## Federal Government departments and agencies

Many federal government departments and agencies provide support to the local economy, especially in the area of promoting trade and investment linkages around the globe. VEC works closely with the Department of Foreign Affairs & International Trade (DFAIT), the Ministry for Western Economic Diversification (WED), Investment Canada, Sustainable Development Technologies Canada (SDTC), the National Research Council (NRC). In addition, federal programs provide invaluable support to individual businesses, post-secondary institutions, and other organizations such as Wavefront, Vancouver's National Centre of Excellence for Innovation in Wireless where commercialization is accelerated.

## British Columbia ministries and agencies

A variety of BC ministries and agencies are involved in advancing local economy. VEC works most closely with the Ministry of Jobs, Tourism and Innovation and important institutions like BC Hydro, British Columbia Film, the BC Film Commission, BC Innovation Council, and the International Financial Centre of BC. Another key program is Mathematics of Information Technology and Complex Systems (MITACS), a versatile federal-provincial partnership that provides unique research and training opportunities to build skills and capacity with graduate students. Like the federal government, the province provides vital support to the business community to ensure a vibrant economy.

## Municipal government organizations

Greater Vancouver's regional district (Metro Vancouver) plays an important economic role in activities such as land use planning, and regulatory responsibilities around regional growth, utilities, air quality, and parks. At this regional level, VEC is part of a flexible partnership, Metro Vancouver Commerce (MVC), that brings together most of the municipal economic development agencies in the region.

## Foreign Consulates

Many countries have a consular office in Vancouver to complement their embassy in Ottawa. VEC has worked with many of the consulates to facilitate meetings and events for trade missions that they have organized for their domestic companies wishing to develop business ties with the Vancouver business community.

## Business and industry associations

The city is fortunate to have a large number of private sector organizations actively involved in the growing the local economy. Some, such as the Business Council of BC and the Vancouver Board of Trade, work in multiple sectors of the economy, while others, such as BC Technology Industries Association, are more focused in their work, and many relate to just a single sector. Single sector entities include Tourism Vancouver, LifeSciences BC, DigiBC (the digital media and wireless association), Canadian Manufacturers and Exporters, Vancouver Regional Construction Association, Urban Development Institute, Greater Vancouver Gateway Council, Alliance for the Arts, Clean Tech CEO Alliance and more. There are also numerous bilateral business organizations, such as the Canada-Hong Kong Business Association (HKCBA). The HKCBA encourages two-way trade between Canada and Hong Kong by providing a forum on trade issues and to promote policies that will lead to expanded trade.

## Educational institutions

Post-secondary institutions play a vital role in the economy including providing the talent required to keep our industries vibrant in the long run. Furthermore, the University of BC (UBC), Simon Fraser University (SFU) and the BC Institute of Technology (BCIT) have university-industry liaison offices, which are critical parts of the city's innovation infrastructure. VEC is part of the Campus-City Collaboration (C-3), an important economic partnership of the City and the six public post-secondary institutions in the city: UBC, SFU, Vancouver Community College, Langara Community College, Emily Carr University of Art & Design, and BCIT.

## Financial organizations

A variety of financial organizations in the city supplement the traditional forms of financing available from banks. Vancouver's strong credit union sector is actively involved in many economic development projects, as are foundations, such as the Vancouver Foundation and the Real Estate Foundation of BC. The Venture Capital and Angel Investor communities are well-organized and meet on a regular basis.

## Social enterprise and not-for-profit organizations

Vancouver is host to a myriad of "social benefit" and social enterprise organizations of which many are creating new business models that contribute to a more inclusive society. A sampling of these organizations include David Suzuki Foundation, Asia Pacific Foundation, Vancouver Foundation, Renewal Partners and the Lighthouse Sustainable Building Centre.

## Business Improvement Associations (BIAs)

These are neighbourhood-focused organizations representing key retail and neighbourhood hubs across the city. There are 21 BIAs that provide support to the small business communities in each of their neighbourhoods.

## Transportation Organizations

Those that play an important roles in Vancouver include the international airport (YVR), the Port of Metro Vancouver, and the regional transportation authority known as Translink.

VEC will build stronger collaborative efforts with industry and business associations, consulates, as well as continue to work on specific initiatives with individual businesses, venture capital companies and other financial service providers.

It will also work with not-for-profits to advance job creation through support of social enterprises. A particularly important VEC partnership is the Campus-City Collaboration (C-3), an effort to bring together the resources of the six public sector post-secondary institutions to help advance the Greenest City initiative, especially the growth of green sectors of the economy and the greening of all businesses in the city.

# FOR MORE INFORMATION

## Contact:

Vancouver Economic Commission  
Communications  
e: [info@vancouvereconomic.com](mailto:info@vancouvereconomic.com)  
t: 604 632 9668

## Useful websites

### City of Vancouver

Business Improvement Areas (BIAs) <http://vancouver.ca/commsvcs/cityplans/bia/>  
City of Vancouver <http://www.vancouver.ca/>

### Provincial Ministries and Agencies

Invest BC <http://www.investbc.com/>  
Ministry of Advanced Education <http://www.gov.bc.ca/aved>  
Ministry of Economic Development <http://www.gov.bc.ca/ecdev>  
Ministry of Finance <http://www.gov.bc.ca/sbr>  
Small Business BC <http://www.smallbusinessbc.ca/>

### Federal Departments & Agencies

Industry Canada <http://www.ic.gc.ca/>  
International Trade Canada (DFAIT) <http://www.international.gc.ca/>  
Western Economic Diversification Canada <http://www.wd.gc.ca/>

### Other Public Sector Agencies

Metro Vancouver <http://www.gvrd.bc.ca/>  
Metro Vancouver Commerce <http://www.metrovancouvercommerce.com/>  
Port Metro Vancouver <http://www.portmetrovancover.com/>  
Tourism Vancouver <http://www.tourismvancouver.com/>  
Vancouver Airport Authority (YVR) <http://www.yvr.ca/>

### Business & Community Organizations

Alliance for the Arts [www.allianceforarts.com/](http://www.allianceforarts.com/)  
Asia Pacific Foundation Canada <http://www.asiapacific.ca/>  
BC Chamber of Commerce <http://www.bcchamber.org/>  
Building Opportunities with Business <http://www.bobics.org/>  
British Columbia Environment Industry Association (BCEIA) <http://www.bceia.com/>  
British Columbia Technology Industry Association (BCTIA) <http://www.bctia.org/>  
Business Council of British Columbia (BCBC) <http://www.bcbc.com/>  
Canadian Manufacturers and Exporters <http://www.cme-mec.ca/>  
DigiBC <http://digibc.org/>  
Ethno Business Council of British Columbia <http://www.ethno.org/>  
Hong Kong-Canada Business Association <http://national.hkcbac.com/>  
LifeSciences British Columbia <http://www.lifesciencesbc.ca/>  
S.U.C.C.E.S.S. <http://www.successbc.ca/>  
Urban Development Institute <http://udi.bc.ca/>  
Vancouver Board of Trade <http://www.boardoftrade.com/>





**VANCOUVER**  
ECONOMIC COMMISSION

# City of Coquitlam // Economic Action Plan

Coquitlam is a diverse and active city, connected through excellent transportation and communication networks. Our innovative and highly educated population contribute to our strength as a City in which to live, learn, work and play.



## Capitalize on Major Transportation Infrastructure to Create New Business Opportunities

Through its transportation investments (Port Mann Bridge/ Gateway Project, Evergreen ALRT Line), Coquitlam will leverage new opportunities for development that will attract private sector investments. To do this Coquitlam will:

- Create development and business opportunities for lands in the Port Mann/Hwy 1. Corridor.
- Intensify redevelopment of the Burquitlam neighbourhood and areas near other rapid transit line stations.
- Intensify development of a vibrant core in Coquitlam City Centre.

## Support Business Success

Coquitlam will be the best place in the Lower Mainland to start, or grow a business. To do this Coquitlam will:

- Streamline development and business application approval processes.
- Create a business retention and expansion program.
- Support business improvement areas and other community employment centres.
- Ensure zoning supports new business opportunities.

## Build on Our Cultural Diversity to Create Trade and Investment Opportunities

Coquitlam will harness the potential of our diverse communities and drive opportunities for increased trade and investment. To do this Coquitlam will:

- Seize 2010 Winter Olympics opportunities related to visiting delegations and tourism.
- Advance the Multiculturalism Strategy and engage Coquitlam's diversity to foster business relationships and economic development opportunities.
- Build on emerging twinning city relationships.

## Leverage Community Assets to Drive Investment and Job Creation

Coquitlam will generate business, tourism, community and economic benefits from our significant assets and strengths (Riverview Hospital lands, outdoor sports and recreation opportunities, culture, Q-net, position as largest city in Northeast Metro). To do this Coquitlam will:

- Continue to advocate for the establishment of a mental health and wellness centre on the Riverview lands.
- Market Coquitlam's cultural strengths and our active living, sports and outdoor recreation potential.
- Work with Q-net leaders to attract businesses that benefit from high speed connectivity.
- Play a key role in advancing collaborative economic development efforts in the Tri-Cities, Northeast Region and in Metro Vancouver.



# Economic Action Plan

July 22, 2009

*Coquitlam is a diverse and active city, connected through excellent transportation and communication networks.*

*Our innovative and highly educated population contribute to our strength as a City in which to live, learn, work and play.*



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## Supporting Documentation

- ❖ Economic Analysis of the City of Coquitlam - Kunin Report
- ❖ Internal Policy Review of the City of Coquitlam
- ❖ Coquitlam Community Business Survey
- ❖ Cost of Doing Business Survey
- ❖ Demographic Trends and Analysis
- ❖ Findings of the Community Business Roundtable

Copies of the extensive material supporting development of the Economic Action Plan are not attached to this document.

If you are interested in reviewing the supporting documentation, please contact the Economic Development Office.

## Mayor's Message

Late 2008 and 2009 may be remembered for the economic turmoil that beset the world economy. While credit markets have been constrained and businesses have faced deep challenges, there is a sense of optimism in the City of Coquitlam, which offers a counterpoint, a ray of hope that shines beyond the challenges we face today. In the City of Coquitlam, our citizens will remember this as a time on the cusp of transformative changes. In the coming years, enabling investments in transportation infrastructure will create a watershed of opportunities that will cascade through all corners of our community, generating exciting options for citizens and businesses. We will look back on this as the time when new opportunities led us to our next phase, our emergence as an economic powerhouse, driving the economy of the Northeast Metro Vancouver area.

Our Economic Action Plan (EAP) is based on careful consideration by a broad group of community stakeholders and is designed to seize these emerging opportunities. Our Council, working closely with business and community representatives, has engaged in a year-long process, which included broad research and significant consultation. The resulting Plan identifies specific economic development actions that move our community forward. Specifically the Economic Action Plan focuses on:

- ❖ Capitalizing on significant infrastructure investments in the community;
- ❖ Enabling business success;
- ❖ Building on economic links that result from our cultural diversity; and,
- ❖ Capitalizing on our unique assets.

Investments in the Evergreen Line and the Gateway Program (Hwy 1 corridor, new Port Mann Bridge) will create new opportunities to intensify development in the City. As our April 2007 Industrial Lands Strategy noted, the City of Coquitlam has a limited supply of industrial land compared to other communities in the region. It is incumbent on us to use our available employment generating lands to their full potential. Rapid transit and other transportation improvements will allow us to reach this potential. The City must intensify use on some lands, while creating opportunities on other lands to support transportation functions in the Lower Mainland that help to position us as Canada's Gateway to the Asia Pacific.

Our Council believes that Coquitlam must strive to be a place that enables the creativity, innovation and motivation of our business community. Cities have a responsibility to regulate business and development, but how that role is exercised contributes to the success of businesses and citizens. There is a clear link between the provision of efficient and reasonable regulation and business success. Coquitlam is an innovative and entrepreneurial community, and that innovation, creativity and entrepreneurial spirit, must permeate our business community and be promoted by our City.

Coquitlam has become an increasingly diverse community, with First Nations citizens, Francophones, Koreans and Chinese Canadians, along with many other ethnicities living together and working to improve our City. This diversity is a source of strength and stores huge potential to advance the economy of our City. Through our recent signing of a Friendship City Agreement with the City of Paju, South Korea, we continue to build bridges to stronger cultural and business relationships. As a City, we need to position ourselves to meet these opportunities and capitalize on our diversity.

Finally, there are a series of assets our City possesses that set us apart from our neighbours. Each of these assets requires unique and nuanced approaches to ensure that we maximize community benefits. These assets include: QNet, our city-owned fibre optic network that stretches across Coquitlam and creates opportunities for business and residents to receive more affordable and higher-capacity broadband access, and the Riverview Lands, a locale at which we must skilfully blend economic development opportunities with our community's aspirations for this unique location. As well, the quality of life Coquitlam residents enjoy is directly tied to our natural environment. We have large urban parks, rivers, ravines, trails, greenways and access to Pinecone Burke Provincial Park. Our City should be heralding our significant natural assets and building a community marketing brand that showcases these assets along with our other community strengths.

We all have a role to play. Our Council, our Land Use and Economic Development Standing Committee, our staff, our business community, and our citizens will all need to be engaged to advance this Plan. If we pull together and focus our energy, we will deliver on Coquitlam's enormous potential.



Richard Stewart,  
Mayor, City of Coquitlam

## Executive Summary

The City of Coquitlam's Economic Action Plan (EAP) is the result of extensive business and community engagement, research, analysis and strategizing. The EAP outlines the actions the Manager Economic Development and other City staff will take to support business retention and expansion in the City of Coquitlam, in partnership with other parties, agencies and the business community. The Plan is strategic, seeking to capitalize on the unique opportunities available in Coquitlam, outlining specific, focused actions to assist the City and its business partners in the next three to five years.

The City is indebted to the citizens and the business owners and operators who assisted by providing input that shaped this economic development plan. Participants provided hundreds of hours to the City's EAP development process. This process included significant research and engagement with the business community.

The Economic Action Plan development process was initiated during tumultuous economic times. Every effort has been made to consider the emerging economic context and tailor solutions to the new situations that businesses and our community face.

**The EAP identifies four goals for economic development action in the next three to five years:**

### 1. Capitalize on Major Transportation Infrastructure to Create New Business Opportunities

The first goal focuses on commitments to develop significant transportation infrastructure projects in and near Coquitlam. The two most significant projects are the Evergreen Line (Automated Light Rapid Transit) that will connect Lougheed Mall with the David Lam Campus of Douglas College and the Gateway Program that will result in a new Port Mann Bridge. While the construction of the Evergreen Line will result in jobs and investment, the most significant opportunities will emerge at, or near the proposed station locations once the line is constructed. Over the next twenty years, the investments in the Evergreen Line will catalyze significant development in the Northeast Metro Vancouver region and Coquitlam, as the designated City Centre of the Northeast region is poised to take on a leadership role. The Gateway Program will improve transportation access to industrial properties across South Coquitlam.

### 2. Support Business Success

The second thrust of the Economic Action Plan involves City efforts to simplify and improve regulatory processes. The City of Coquitlam acknowledges that business opportunities develop not just from the creation of the right kind of space, but also as a result of the creation of the right opportunities.

Local government must play a key role in facilitating opportunity and guiding implementation so that it meets with the expectations of citizens. To this end, the City is reviewing and updating a wide range of development

policies and processes and has identified and implemented a number of improvements. Further changes and process improvements are contemplated, including a review of industrial zoning regulations to identify the right mix of zones to facilitate the new industry opportunities that the City will pursue.

### 3. Build on Our Cultural Diversity to Create Trade and Investment Opportunities

Leading economic thinkers have noted the link between diversity and the economic success of communities. From the streets of Maillardville, to the businesses of North Road, to the high schools across the City, the cultural diversity of Coquitlam is a source of strength and opportunity. The City is keen to leverage the relationships of our diverse populations to create new economic development opportunities. The EAP identifies a number of options for advancing economic development by cultivating and building on Coquitlam's cultural diversity attributes.

### 4. Leverage Community Assets to Drive Investment and Job Creation

The EAP will leverage Coquitlam's positive attributes and assets to drive community and economic development. These assets include the City's fibre-optic network, QNet. Launched in 2008, this network will soon serve all corners of the City and will provide extensive broadband capabilities to businesses considering locating in Coquitlam. The City's natural environment is also a key asset. Whether it is salmon bearing streams, just blocks from City Hall, the City's immediate access to mountainous areas that include excellent hiking and mountain biking opportunities, Coquitlam has significant potential to market its recreation and eco-tourism potential. The EAP proposes making these assets central to our City marketing campaigns. As well, the City of Coquitlam has an opportunity to show leadership, as the City Centre of the Northeast Metro region and as one of the larger municipalities in Metro Vancouver. Coquitlam can play an important role in the evolving regional economy.

While the EAP identifies some of the steps that can lead to improved economic outcomes for the City of Coquitlam, each citizen has a role to play in ensuring that the City has an entrepreneurial, can-do spirit. To be a community which creates jobs and opportunities, going forward, the City needs to be open to supporting business, innovation and entrepreneurialism, while maintaining the significant quality of life attributes that make Coquitlam an attractive place to work, live, learn and play.

## **Acknowledgement of Participants**

In October, 2007, Coquitlam City Council instructed staff to initiate development of an economic development strategy. Staff worked with the City of Coquitlam Economic Development Committee, commissioned research and engaged the local business community to develop the Economic Action Plan. As such, the EAP is the culmination of significant involvement of many people. The EAP is informed by the assessments of leading economic thinkers who considered the unique attributes and challenges facing local businesses. Preparation of the EAP also closely involved Coquitlam's business community to better understand the challenges and opportunities the business community faces. Without this broad participation of business and community members, this plan could not adequately reflect the considerations of these various stakeholders and their contribution is gratefully acknowledged.

Participants in the Economic Action Plan development process included the:

### **2008 Economic Development Steering Committee**

Councillor Mae Reid, Chair  
Councillor Lou Sekora, Vice-Chair  
Brian Adams  
Wayne Beggs  
Stan Burt  
Ann Carlsen  
Edward Deng  
Jess Doyle  
Alan Flowers  
Abbas Khayam  
James Moller, Tri-Cities Chamber of Commerce Representative

## Economic Development Roundtable Participants

The City of Coquitlam hosted a roundtable on January 16th, 2009. At the roundtable, staff provided participants with information about the economic development strategy process to date and sought input regarding next steps in developing a strategy. The following table lists roundtable participants.

LARGE EMPLOYERS	
Laura Coueffin	The Oppenheimer Group
Edward Deng	Eurofins Scientific Group
Jimmy Ho	Boulevard Casino
Velvet Cates-Capell	Canstar Restorations
Hazel Postma	Douglas College
Lois Swanson	Tim Hortons
Mark Breier	Thrifty Foods
Jean Rothenberger	Rothenberger Recruitment Inc.
Kristen Stuber	RDK Career Services
HOME-BASED BUSINESSES	
JoAnne Emery	La Boheme Consulting
Barrie Seaton	Royal LePage
Sam Lee	Ablaze Heating
Darrell Denton	Pivotal Marketing
Susan Jarema	New Earth Marketing
Steve Lafond	All Tri-Cities Contracting & Landscaping
Brady Bevan	All Tri-Cities Contracting & Landscaping
RETAIL/COMMERCIAL BUSINESSES	
James Moller	Coquitlam Centre
Ann Carlsen	Ann Carlsen & Company
Erin Davidson	Austin Heights BIA
Jonas Hulten	IKEA - Coquitlam
Brad Liski	Gotham Alliance Corp.
Mr Kwon	H-Mart
Gerri Wallis	2nd Look Day Spa
Lancia Greenwood	Atkinson & Terry
Wayne McCartney	Kerrisdale Camera
Mark Withenshaw	
Hongil Lee	H-Mart
Ann Tanner	Pinetree Village



TOURISM, HOSPITALITY & ACCOMODATION	
Chris Swan	Go-West RV
Tereza McDermid	Best Western Coquitlam
Joan Roberts	Place Des Arts
Lesley Thomas-Cullen	Eagle Mountain Bed & Breakfast
Scott Masse	Westwood Plateau Golf & Country Club
Jean Fraser	Coquitlam Heritage Society
Gabriela Dagan	Societe Francophone de Maillardville
Lucille Riedle	Societe Francophone de Maillardville
Helen Daniels	ArtsConnect
LIGHT INDUSTRIAL/MANUFACTURING	
David Wallace	Consultant
Ross Jeboult	Northern International
Janet Tecklenborg	Catalyst Paper Corporation
David Rothenberger	Rothenberger Recruitment Inc.
Karen Lally	Speedpro Imaging
LIGHT INDUSTRIAL, MANUFACTURING AND HIGH TECHNOLOGY	
Tim Provenzuno	VP Business Development
Larry Parks	LCP Signal Management Inc.
Doug Stead	Tri-M Group of Companies
Roger Loubert	
NEW IMMIGRANT BUSINESS OWNERS	
Albert Koopman	AlbertKoopman.com
Veronica Park	First Data
Holly Kim	TD
Myung Kim	Korean Business Association
Dae June Han	North Rd Mall Owner

FINANCE, INSURANCE & REAL ESTATE	
Dan Paris	VanCity Enterprises
Tom Lewis	TD Canada Trust
Matthew O'Brien	TD Canada Trust
Jim Percy	Certified General Accountant
Michelle Khosravi	CIBC
Hadi Abrahimi	Shahrvand Newspaper
Dave Gormley	The Beedie Group
Diane Swintak	Real Estate Board Of Greater Vancouver Burnaby, New West Tri-City Division
Mary Saleh	Remax
Kevin Volz	Cushman & Wakefield Lepage Inc.
Rick Eastman	Cushman & Wakefield Lepage Inc.
Larrie Forbes	Remax All Points Realty Group
Jon Kingsbury	Comad Communications
NON-PROFIT ORGANIZATIONS, SOCIAL SERVICE AGENCIES AND EDUCATIONAL INSTITUTIONS	
Joanne Granek	Share Family & Community Services
John Wolff	Share Family & Community Services
Rhian Piprell	Coquitlam Public Library
Brad Watson	Act II Child & Family Services
Robert Buller	Douglas College
Barb Hobson	Place des Arts
Linda Delparte	Polaris Employment Services
Laurel Lawson	Coquitlam Foundation
Ebby Mohseni	MESO-Step Society (BC)
Bob Logelin	Douglas College
RW (Bob) Janzen	
GUESTS	
Diane Thorne, MLA	Coquitlam Maillardville
Mayor Richard Stewart	City of Coquitlam
Councillor Linda Reimer	City of Coquitlam
Jill Cook, CEO	Tri-Cities Chamber of Commerce
Barrie Seaton, Chair	Tri-Cities Chamber of Commerce
Fin Donnelly	Coquitlam Councillor
Brent Asmundson	Coquitlam Councillor

# I. City of Coquitlam Economic Development Strategy

Goal	Focus	Objective	Action
<b>Capitalize on Transportation Infrastructure to Create New Business Opportunities</b>  Transportation investments (Gateway Program/ Port Mann Bridge and Hwy 1 Improvements, Evergreen Line) will leverage new opportunities.	Corridor Investments	Capitalize on the employment generating potential of the Provincial Gateway Program (Port Mann Bridge and Hwy 1 Improvements)	Work with Planning and Development staff to identify emerging land development opportunities. Where appropriate, participate in planning processes to identify strategic opportunities to create new or expanded businesses and employment generation opportunities (eg. Fraser Gateway). This will include identifying key development sites and working with businesses, key industrial sectors, owners, real estate brokers and lenders. This action builds on the findings of the 2007 City of Coquitlam Industrial Lands Strategy.
			Create briefing material for Council that summarizes the importance of trade and trade corridors (Pacific Gateway) to the Tri-Cities economy.
	Evergreen Line	Work with Evergreen Line construction companies to assist them in locating and obtaining adequate space for various Evergreen related ancillary services.	Working with other City departments, create material which outlines the economic development potential created by the construction of the Evergreen Line, particularly in relation to development potential of employment centres including Burquitlam and the City Centre. This action builds on the findings of the 2007 City of Coquitlam Industrial Lands Strategy.
			Work with the Tri-Cities Chamber of Commerce and with local businesses to identify tendering opportunities that may be of interest to Coquitlam companies and to help facilitate connections between City companies and the project proponent to encourage the sourcing of local supplies and services.

Goal	Focus	Objective	Action
<b>Support Business Success</b>  Coquitlam will be the best place in the Lower Mainland to start or grow a business.	Competitiveness	Improving the competitiveness and productivity of existing small businesses.	Work with federal and provincial partners and the Tri-Cities Chamber of Commerce to identify opportunities to expand programming of the Canada-BC Business Service Centre to the Tri-Cities area.
			Work with the Chamber and with a group of select volunteers to implement a business retention and expansion program.
		Business retention and expansion.	Keep a database of businesses and work to identify options for service improvement.
			Connect businesses to marketing, procurement and business development opportunities.
	Entrepreneurial Culture	Working to develop an entrepreneurial culture.	Consider community and business clusters and opportunities for cooperation.
			Support school and recreation centre-based Junior Achievement programs.
			Build a strong community connection to the Canada Youth Business Foundation.

Goal	Focus	Objective	Action
<b>Support Business Success Continued</b>  Coquitlam will be the best place in the Lower Mainland to start or grow a business.	Best Regulation	Creating the best environment for business to succeed.	Continue efforts to streamline municipal regulatory processes including consideration of process improvements and development of simplified industrial zoning.
			Join Metro Vancouver Commerce mobile business licensing arrangement initiative.
	Trade Facilitation	Connecting businesses to external opportunities that enhance their growth potential, including supporting trade and export activities and the establishment of links to advanced education institutions.	Work with the Department of Foreign Affairs and International Trade, the Provincial Trade Commissioners and with other agencies to help connect local businesses with trade opportunities.
			Work with specific programs at post-secondary institutions to explore and develop expansion and trade opportunities for businesses.

Goal	Focus	Objective	Action
<b>Build on our Cultural Diversity to Create Trade and Investment Opportunities</b>  Coquitlam will harness the potential of our diverse communities and drive opportunities for increased trade and investment.	Cultural Linkages	Capitalizing on connection to French culture through the Maillardville neighbourhood.	Building linkages with key regional organizations and government organizations.
			Explore the feasibility of incentives as a way to attract businesses to specific locations in the Maillardville area.
		Build on economic and cultural opportunities related to our large Asian community.	Work with Provincial trade officials to explore options for additional twinning relationships and build on the opportunities presented by our present twinning relationships.
		Continue working with our substantial Korean community and Korean focused businesses in the community.	Work to connect the Korean business community to the City's efforts to engage with the Korean Consulate and Development Agency, especially in relation to receiving delegations relating to the 2010 Winter Olympic Games.
		Work with the Kwikwetlem First Nations.	Develop eco-tourism opportunities.
		Work with staff developing City's Multicultural Profile to identify options to improve knowledge and awareness regarding the City's diversity.	Multi-lingual business cards, and other communications material.
			Cross-cultural communications courses.

Goal	Focus	Objective	Action
	Trade Facilitation	Build Asia Pacific relationships and trade opportunities by focusing efforts on connecting Coquitlam businesses to broader trade networks and broadening knowledge of trade opportunities.	<p>Develop an action plan to maximize the benefits of a “friendship city” agreement with the City of Paju, South Korea.</p> <p>Participate in the Metro Vancouver Commerce 2010 Investment Attraction Initiative.</p> <p>Assist Mayor and Council in lobbying the federal government to achieve Free Trade and Open Skies Agreements with South Korea. Work will involve engaging with Provincial partners.</p> <p>Identify opportunities to use our significant parks and recreation facilities to build bridges to cultural understanding through exhibits, performances, events and festivals.</p>

Goal	Focus	Objective	Action
<b>Leverage Community Assets to Drive Investment and Job Creation</b>  Coquitlam will generate business, community and economic benefits from our significant assets and strengths (Riverview, outdoor opportunities, QNet, position as largest city in Northeast Metro Vancouver region).	Leadership	Support Mayor, Council and senior staff in efforts to promote Coquitlam and the Tri-Cities area.	Identify and pursue opportunities for Mayor and Council to present Coquitlam focused economic development information to broad audiences (eg. “Coquitlam is Open for Business” presentation to the Urban Development Institute).
		In partnership with the Tri-Cities Chamber of Commerce and Port Moody, Port Coquitlam, Anmore and Belcarra, advance a coordinated marketing program.	Participate in the development of a Tri-Cities economic development magazine.
		Explore the option of expanding marketing partnerships to include the entire Northeast Region of Metro Vancouver.	Participate in the joint actions and initiatives of Metro Vancouver Commerce.
		Participate in regional economic development efforts.	Participate in Metro Vancouver Commerce initiative.



Goal	Focus	Objective	Action
<b>Leverage Community Assets to Drive Investment and Job Creation Continued</b>  Coquitlam will generate business, community and economic benefits from our significant assets and strengths (Riverview, outdoor opportunities, QNet, position as largest city in Northeast Metro Vancouver region).	Marketing	Increase the profile and understanding of the City of Coquitlam.	Identify opportunities for the Mayor and Council to present information regarding the economic potential of the City of Coquitlam.
		Develop an annual economic development marketing plan.	Work with Corporate Communications staff to complete the marketing plan.
	QNet	Work with the QNet Board and Executive Director to identify opportunities to market QNet in various arenas with a focus on connecting the infrastructure resource to emerging development opportunities.	Focus on identifying key conferences and events that will promote QNet opportunities to potential customer organizations.
			Work with QNet and Corporate Communications staff to identify appropriate communications channels through which to promote QNet.
			Identify specific location-based opportunities to advance QNet, including possible uses in the Riverview Lands, in the Barnet Corridor and in commercial structures in and around the City Centre.
	Other	Advancing the employment generation potential of the Riverview Lands.	Liaise with the Riverview Committee, with an interest in promoting employment generating options on the Riverview Lands.
		Supporting Pinecone-Burke / Eagle Mountain Eco-tourism opportunities.	Work with community interests to explore opportunities for sensitive recreational use of mountainous areas to the north of Coquitlam.
		Improving the functions and impact of BIAs.	Support the Community Planning Division's work with Business Improvement Areas.
		Identify options and opportunities to support sports tourism and related uses at City of Coquitlam facilities.	Work with Leisure Services staff to identify opportunities to advance sports tourism in the City of Coquitlam.

## II. Process for the Development of the Economic Action Plan (EAP)

### Purpose of the Economic Action Plan (EAP)

The City of Coquitlam's goal is to be an employment, business and investment leader in the Metro Vancouver Region. This laudable goal must be measured against the tough economic realities that are currently facing our community and our businesses. Now, more than ever, the City must clearly target resources to maximize economic development potential. The EAP represents the City, business and community efforts to identify a series of key actions that will advance the Coquitlam economy. The City recognizes that it is one player in a larger economic picture that includes citizens, business, other levels of government and the broad provincial, national and world economies. There are aspects of our current economic situation that are beyond local control, yet there are many actions that the City can take to ensure that we are well positioned to take advantage of emerging opportunities.

### Process Details

In December 2007, Council endorsed the process to prepare an updated integrated economic development strategic plan to position Coquitlam more effectively as a vital component of the regional economy. Updating the strategy is consistent with Council's 2006 Strategic Plan and Citywide Official Community Plan (CWOCP) policies which are aimed at achieving job targets expressed in the City's Regional Context Statement. This project supports the City's corporate goals to expand local jobs and local prosperity by creating a vital economy well-positioned in the region. The EAP also supports healthy communities and neighbourhood objectives through sustained development of a vibrant local economy and job opportunities for a growing population.

The process to update the City's Economic Action Plan consisted of four phases:

1. Issue identification and trend analysis;
2. Vision formulation and identification of strategic goals and objectives;
3. Preparation of the EAP and directions; and,
4. Final review of the EAP and adoption by City Council followed by implementation, monitoring and progress reporting.

This four-phase work program was initiated and driven by Planning and Development (P&D) staff. Phase One, "Taking Stock", is now complete. This phase initiated a series of studies to review Coquitlam's current business and economic climate, identify long-term economic (global, national and regional) and demographic trends having an impact on Coquitlam. It also included a review of municipal and community policies and initiatives currently supporting Coquitlam's economy.

### Key components of this phase include:

Presentations to City Council by Andy Ramlo of Urban Futures Institute; and Dr. Roslyn Kunin of Kunin & Associates, Inc.; A Business Forum held on March 11, 2008 at City Hall;

- ❖ Completion of a series of consultants' reports including:
- ❖ Economic Analysis of the City of Coquitlam by Dr. Roslyn Kunin;
- ❖ Internal Policy Review for the City of Coquitlam by Eric Vance & Associates;
- ❖ Coquitlam Business Community Survey by Mustel Group;
- ❖ Cost of Doing Business Analysis for Coquitlam by MMK Consulting;
- ❖ Demographic Trends Analysis by Urban Futures Institute;
- ❖ Interviews of Business Site Selectors; and,
- ❖ Update of the City's Employment Area and Employment Sector Profiles.

To help inform and engage the business community, staff held discussions with the Tri-Cities Chamber of Commerce, representatives of Business Improvement Areas/Associations, local business leaders, the City's Economic Development and Tourism Advisory Committee (EDTAC) and City Council. This consultation process included visioning sessions, special events and regular attendance and participation at monthly meetings of these organizations.

The resulting Economic Action Plan is based on the foundation of research and community engagement.

### III. Synopsis of the Reports Supporting the Economic Action Plan

The following are summaries of the reports, surveys and planning sessions executed by the Planning and Development Department. This information forms the base for the strategic directions that are articulated in the EAP. Full versions of these reports can be obtained by contacting the Economic Development Office.

#### Economic Analysis of the City of Coquitlam

Dr. Roslyn Kunin, Senior Fellow and BC Director for the Canada West Foundation, provided a broad analysis outlining global national and regional economic and demographic trends. Although the City's engagement with Dr. Kunin pre-dated the economic upheaval that started in September 2008, subsequent conversations with Dr. Kunin indicate that she is confident that the position of Canada vis-à-vis other nations is strong. Dr. Kunin suggests that communities should take a cautious approach to increased expenditures. The Economic Analysis Report was completed in advance of a number of major infrastructure announcements that will create significant economic development opportunities for the City of Coquitlam, including the new Port Mann Bridge and the Evergreen SkyTrain Line. Despite the economic challenges of the world economy, Coquitlam is particularly well positioned, along with other northeast sector communities, to be an increasingly large player in the regional economy.

#### Internal Policy Review of the City of Coquitlam

Earlier in the EAP's preparation process, a review of a number of the City's policies, bylaws and strategic plans was undertaken to determine possible policy changes that may promote economic development. The report suggests that the City needs to:

- ❖ Find the Right Economic Base: Consider the employment generation capacity of lands and then match these jobs to the City's occupational profiles.
- ❖ Ensure that various City policies are integrated, so that land use and transportation policies are aligned with our efforts to create economic development opportunities.

The City needs to consider the establishment of a business retention and expansion program.

That the City needs an economic development implementation plan that sets priorities, timing, resource needs, lead roles and potential partners to support the City's goals.

#### Coquitlam Business Community Survey

Mustel Group was commissioned to conduct a random sample survey of the business community to assess the current business climate. The survey results outlined City strengths, including:

- ❖ The location of the community;
- ❖ Positive community feel - including quality of life, attractive neighbourhoods and low crime rates; and,
- ❖ Transportation accessibility.

Traffic congestion was cited as a key weakness, while some noted that increases associated with fuel costs and high taxation impacted their businesses. On balance, survey participants believed that Coquitlam was a positive business environment with a strong customer base.

#### Cost of Doing Business Survey

MMK Consulting was retained by the City to assess the differences in business costs between Coquitlam and other Metro Vancouver communities. On balance, Coquitlam business costs were aligned with other Metro Vancouver communities.

#### Demographic Trends and Analysis

The Urban Futures Institute outlined the need to focus on skills development, support of small and medium-sized enterprises and the importance of leadership and entrepreneurial skills development programs.

#### Economic Development Roundtable

On January 16th, 2009, the City co-hosted an Economic Development Roundtable with the Tri-Cities Chamber of Commerce. The Roundtable confirmed earlier research activities and provided additional details which will be utilized in the development of the final draft of the Economic Development Strategy.

## IV. Economic Action Plan – Tracking Progress

The EAP is supported by a separate implementation plan that identifies the various steps that must be undertaken to address each proposed action and indicates how progress will be measured. The Implementation Plan is premised on the idea that an effective plan does not just catalogue intended actions, but rather, is a comprehensive framework that outlines the overarching actions, the steps for achieving actions, formats for reporting and measures both outputs and outcomes.

It is intended that the Manager Economic Development will report back to Council on a twice-yearly basis regarding the progress towards achieving the objectives of the EAP.



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**Economic Development**

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# Memo

File: 2190-45

**To:** Councillor Judy Brownoff,  
Chair, Planning, Transportation and Economic Development Advisory Committee

**From:** Angila Bains, Manager, Legislative Services

**Date:** June 19, 2018

**Subject:** **Active Transportation Plan**

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This memorandum will confirm that Council, at their meeting on June 18, 2018, considered the recommendations from the Planning, Transportation and Economic Development Advisory Committee meeting held June 14, 2018 and resolved as follows:

*“That Council approve the Active Transportation Plan.” and;*

*“That Council endorse the Communities on the Move Declaration, and further, that Council recommends that the Province create a data hub of all best practices developed under this initiative.”*

Angila Bains, B.A., CMC  
Manager, Legislative Services

sl

cc: Harley Machielse, Director of Engineering  
Troy McKay, Manager Transportation & Development Services  
Jeff Keays, Secretary, Planning, Transportation and Economic Development Advisory Committee

1410-04  
Report –  
Engineering

## **ACTIVE TRANSPORTATION PLAN**

Report of the Director of Engineering dated June 8, 2018 recommending that Council approve the Active Transportation Plan.

xref: 2190-45  
Active  
Transportation  
Plan

\*\*\*\*\*  
The Directors of Finance and Planning exited the meeting at 10:22 p.m.  
\*\*\*\*\*

T. McKay, Acting Manager of Transportation and Development Services presented the Active Transportation Plan and in response to questions from Council stated:

- Vision Zero for traffic fatality rates could be considered.
- Public consultation was considered when prioritizing goals and targets.
- The development of a wayfinding policy is included in the plan.
- With the evolution of technology and the new crosswalk treatments that can be applied, mid-crossings can be executed in a safe manner.

In response to questions from Council, the Director of Engineering stated:

- Goals will be achieved through long term planning, coordination with infrastructure renewal programs, integration with land use planning, applying for grant funding, and partnering with regional agencies and local governments.
- An Active Transportation Advisory Committee could be considered.
- It will be important that success is measured to gauge safety improvements.

**MOVED by Councillor Brownoff and Seconded by Councillor Plant: “That Council approve the Active Transportation Plan.”**

Council discussion ensued with the following comments:

- The amount of public engagement is appreciated.
- Investing in infrastructure can make Vision Zero possible.
- The Active Transportation Plan supports healthy and active living.

**MOVED by Councillor Brownoff and Seconded by Councillor Harper: “That the meeting continue past 11:00 p.m.”**

**CARRIED**

**The Main Motion was then Put and CARRIED**

\*\*\*\*\*  
Councillor Murdock declared, pursuant to Section 91 of the Council Procedure Bylaw, that he is not entitled to participate in the discussions on the Communities on the Move Declaration which came forward from the BC Alliance for Healthy Living which receives funding from his employer. Councillor Murdock exited the meeting at 10:58 p.m.  
\*\*\*\*\*

**MOVED by Councillor Brownoff and Seconded by Councillor Haynes: “That**

**Council endorse the Communities on the Move Declaration, and further, that Council recommends that the Province create a data hub of all best practices developed under this initiative.”**

**CARRIED**

\*\*\*\*\*

Councillor Murdock returned to the meeting at 11:00 p.m.

The Director of Engineering, the Manager of Transportation and Development Services and the Engineering Supervisor exited the meeting at 11:00 p.m.

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