

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Note: This meeting will be live-streamed online at coquitlam.ca/webcasts

DATE: Wednesday, May 25, 2022

TIME: 7:00 p.m. to 9:00 p.m.

PLACE: **Council Chambers via Zoom**

CALL TO ORDER

ADOPTION OF MINUTES

1. **Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, March 30, 2022**

NEW BUSINESS

2. **Economic Development Strategy Workshop**
Andre Isakov, Manager Economic Development
3. **Emerging Issues (20 min)**

OTHER BUSINESS

NEXT MEETING DATE – Wednesday, July 27, 2022

ADJOURNMENT

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
Wednesday, March 30, 2022

A Regular Meeting of the Economic Development Advisory Committee convened on Wednesday, March 30, 2022 at 7:02 p.m. in the Council Chambers, City Hall, 3000 Guildford Way, Coquitlam, BC with the following persons present:

COMMITTEE MEMBERS: Councillor Trish Mandewo, Chair
Councillor Steve Kim, Vice Chair
Leslie Courchesne, Tri-Cities Chamber of Commerce
Marko Dekovic
Emma Friess
Lilian Kan
JJ Lee
Marcelo Machado
Mathew Sebastiani
Catherine Williams, Douglas College Coquitlam Campus

REGRETS: Mohammad Darwish

ABSENT: Zorica Andjelic
Paul Carter
Paul Choi
Alice Hale

STAFF: Andre Isakov, Manager Economic Development
Julie Hunter, Committee Clerk

CALL TO ORDER

Councillor Kim assumed the role of Chair.

ADOPTION OF MINUTES

1. Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, February 23, 2022

The Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, February 23, 2022 were approved.

NEW BUSINESS**3. Economic Development Strategy Workshop**

The Manager Economic Development noted that due to illnesses the Economic Development Strategy Workshop would be deferred to the next meeting.

The Manager Economic Development utilized an on-screen presentation entitled “Economic Development Strategy: Community Engagement” and referred to slides titled as follows:

- Presentation Objectives
- Background
- Planning Principles
- Strategy Deliverables
- Project Timeline
- Community Engagement
- Engagement Tools
- Next Steps
- Questions?

The Manager Economic Development also shared a series of short videos related to place-making, the visitor economy, and Tourism Coquitlam.

Discussion ensued relative to the following:

- The public engagement process
- The desire that those consulted during the engagement process have an opportunity to see where or how their input is taken into account
- The use of the City’s “letstalkcoquitlam.ca” public engagement portal on the City website
- The desire to consider the regional perspective as well as the feedback from local groups
- Further engagement opportunities once the survey is closed
- The desire to consider initiatives that worked and ones that didn’t from the 2009 Economic Development Action Plan
- The importance of diversity and the desire for input from large businesses and small businesses across the City
- The desire to learn the needs of post-secondary students in order to make it attractive for them to stay in Coquitlam once they have graduated
- The infrastructure needs of the business community
- The principles of diversity, equity and inclusion
- The desire to solicit input from home-based businesses
- The desire to attract businesses located in other municipalities that are owned by Coquitlam residents
- The intent to maximize the relationship with the BC Chamber of Commerce and the Tri-Cities Chamber of Commerce

- Tri-Cities Chamber of Commerce membership trends
- The impact of the COVID-19 pandemic on local businesses
- Trends for young professionals
- The desire to see how Coquitlam compares to other municipalities in terms of business “friendliness” and business supports
- The importance of identifying and building on the City’s strengths
- The demand for office space in Coquitlam
- Trends in the technology sector and the desire to attract this sector
- The importance of creating the right “ecosystem”, which would include outdoor recreation opportunities, childcare, cycling infrastructure, and other amenities, to attract and retain businesses and employees
- Opportunities in the City for commissary kitchens
- The understanding that the City has distinct business districts with unique strategic development opportunities
- The importance of maintaining a safe community
- Links between economic development and the City’s Neighbourhood Plans and planning for how areas of the City will change
- The desire to preserve the history and cultural heritage of the Maillardville neighbourhood and to use it as a unique opportunity for the area
- The desire to make information regarding local businesses available to residents
- The desire to attract those visitors attending Coquitlam festivals or using outdoor recreation amenities to patronize local businesses while they are visiting the City

Marko Dekovic and Lilian Kan left the meeting at an unknown time.

Marcelo Machado left the meeting at this time (8:24 p.m.).

The Chair noted that the Committee no longer had quorum and the meeting would continue as an informal meeting.

NEXT MEETING DATE – Wednesday, May 25, 2022

ADJOURNMENT

The meeting adjourned at 8:24 p.m.

MINUTES CERTIFIED CORRECT

CHAIR

Julie Hunter
Committee Clerk

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
Wednesday, March 30, 2022

In the absence of quorum, an Informal Meeting of the Economic Development Advisory Committee convened on Wednesday, March 30, 2022 at 8:25 p.m. in the Council Chambers, City Hall, 3000 Guildford Way, Coquitlam, BC with the following persons present:

COMMITTEE MEMBERS:	Councillor Trish Mandewo, Vice Chair Councillor Steve Kim, Chair Leslie Courchesne, Tri-Cities Chamber of Commerce Emma Friess JJ Lee Mathew Sebastiani
REGRETS:	Mohammad Darwish Marcelo Machado
ABSENT:	Zorica Andjelic Paul Carter Paul Choi Marko Dekovic Alice Hale Lilian Kan
STAFF:	Andre Isakov, Manager Economic Development Julie Hunter, Committee Clerk

CALL TO ORDER

Councillor Kim continued in the role of Chair and noted that in the absence of quorum, the meeting would continue as an informal meeting.

NEW BUSINESS (CONTINUED)

3. Economic Development Strategy (continued)

Discussion ensued relative to the following:

- Opportunities related to the upcoming festivals and events season
- Local campaigns such as the “Shop Local” campaign and “Taste of the Tri-Cities”
- The specific branding of Tourism Coquitlam versus the City’s brand
- The scarcity of office space in the City and across the region
- The desire to support more office space development

Informal Meeting Notes – Economic Development Advisory Committee Meeting
Wednesday, March 30, 2022

- The use of strategies to incentivize commercial developments
- Opportunities to use the data from the upcoming housing needs assessment
- The trend towards remote work
- The next steps

4. Emerging Issues

The Chair highlighted the following:

- Festival du Bois, April 1-3, 2022
- BC Business Improvement Association Conference, May 1-4, 2022
- Tri-Cities Chamber of Commerce Economic Summit, May 11, 2022

OTHER BUSINESS

NEXT MEETING DATE – Wednesday, May 25, 2022

ADJOURNMENT

The informal meeting adjourned at 8:43 p.m.

INFORMAL MEETING NOTES CERTIFIED CORRECT

_____ CHAIR

Julie Hunter
Committee Clerk

Economic Development Strategy Workshop

Economic Development
Advisory Committee

May 2022



Agenda

1. Background
2. Introductions/Workshop Objectives
3. Project Framework: Values & Themes
4. Coquitlam Context
5. Vision for Strong Foundation
6. Examples of Innovation
7. Discussion
8. Next Steps



Introductions

Consulting Team Led By:



In Association with:



Background

- **Economic Action Plan is 13 years old**
- **Pandemic recovery continues to present uncertainty / provides potential to reassess strategic directions**
- **Economic Development Strategy (EDS) is a catalytic process to engage the community in developing the vision for community economic success**
- **EDS will become the roadmap forward**
- **Team has commenced the data gathering and analysis for Employment Lands & Economy Review**

Workshop Objectives:

- Review, refine, and confirm key values for economic development
- Continue dialogue about strategic vision, mission, and goals for economic development
- Review emerging strategic themes



Planning Principles

community participation in developing the strategic vision, mission, goals

**MEANINGFUL
COMMUNITY
ENGAGEMENT**

**DATA
FOCUSED**

local economy and employment lands review to support economic positioning

clear 5-year implementation plan with key performance indicators

**OUTLINE
TANGIBLE
ACTION**

**TO BE
ASPIRATIONAL**

actions based on clear values, vision and mission, and focused on the development of key community assets

Framework: What is the Recipe for Success?



Think of the framework for the Economic Development Strategy like preparing a meal

Who is at the table? What do they want?

Participants

What are we cooking?

Vision

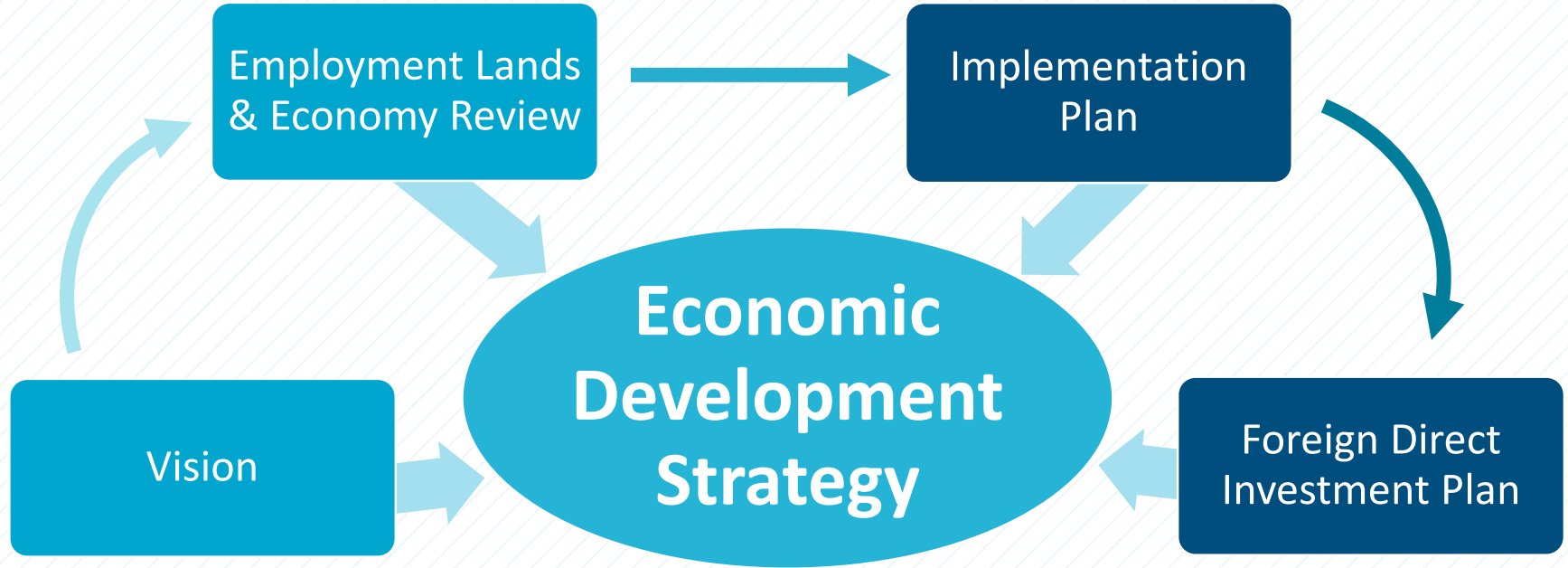
What ingredients are in the pantry?

Data & Market
Analysis

How do we put it all together?

Implementation
Plan

Components:



Previously Identified Values:

- Motivational, Ambitious, Leading
- Innovative, Unique, Vibrant, Possibilities
- Strategic, Focused, Deliberate, Meaningful
- Resilient, Livable, Sustainable
- Welcoming, Diversity, Inclusive, Reconciliation
- Engaging, Open, Capacity Building, Collaborative
- Quality Employment Opportunities



Emerging Vision:

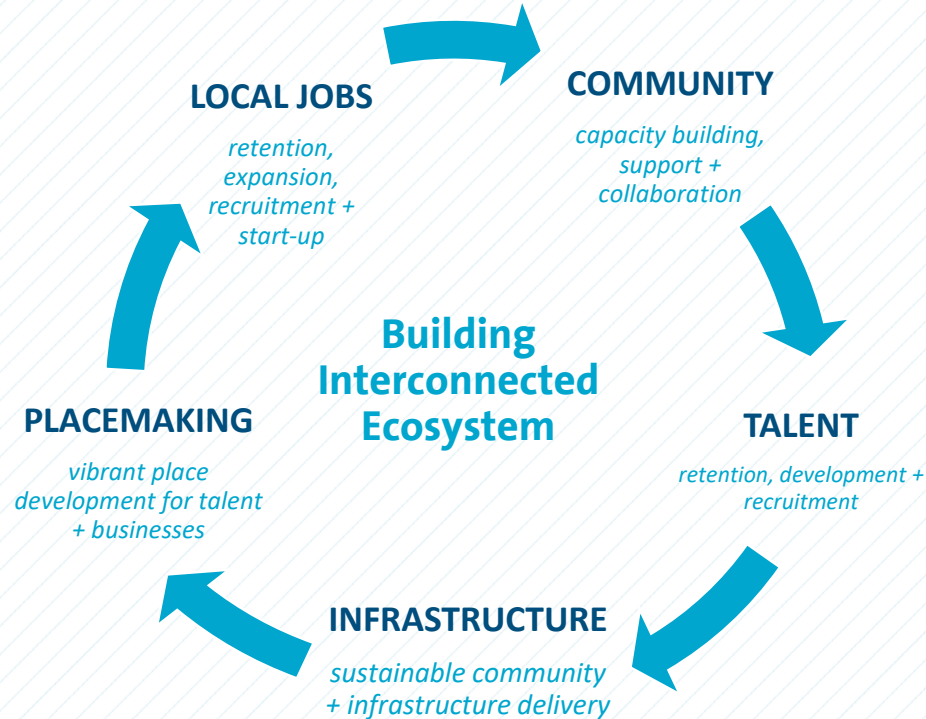
- Motivational, Ambitious, Leading
- Innovative, Unique, Vibrant, Possibilities
- Strategic, Focused, Deliberate, Meaningful
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- Engaging, Open, Capacity Building, Collaborative
- Quality Employment Opportunities

Core Values

Responsible Future

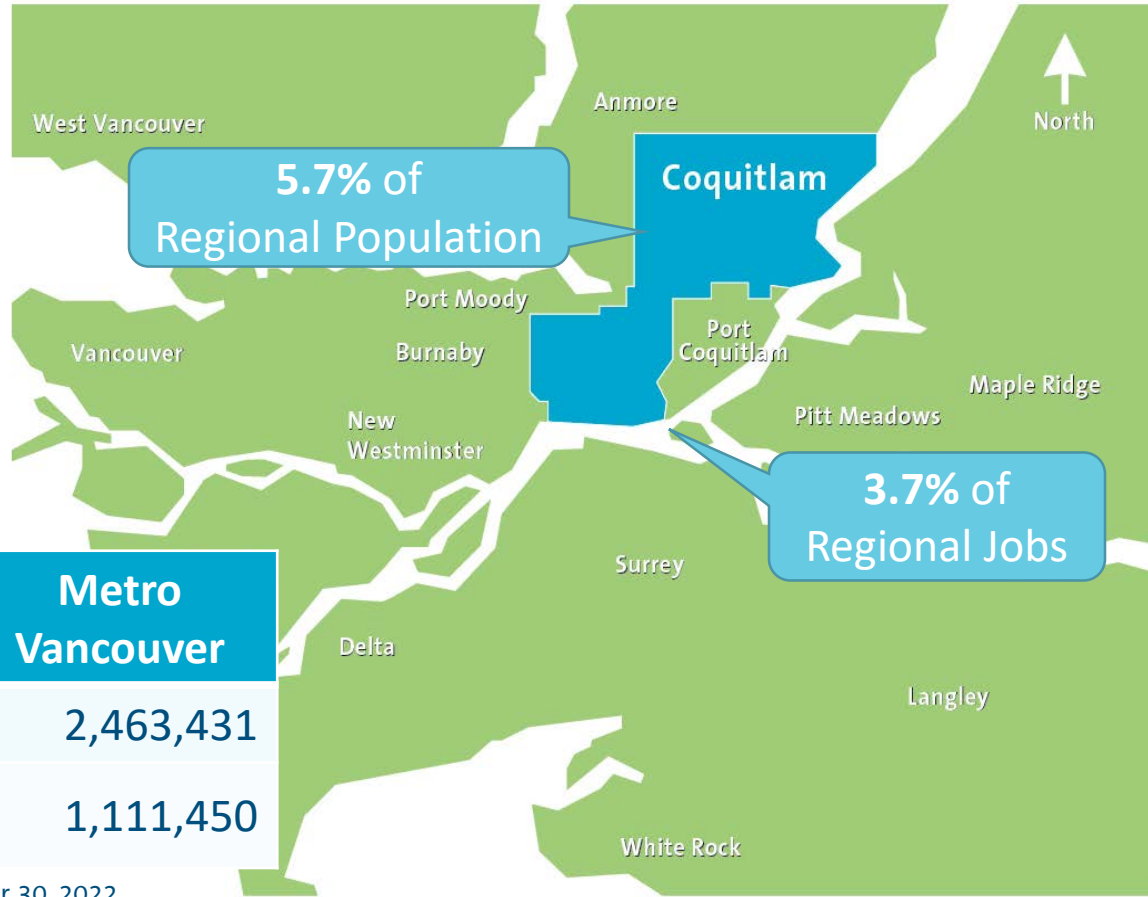
Shared Prosperity

Emerging Themes/ Areas of Focus



Coquitlam in Context

Economic planning cannot be done in a bubble – we are part of a broader regional ecosystem and our economy is influenced by all orders of government



2016 Census*	City of Coquitlam	Metro Vancouver
Population	139,284	2,463,431
Employment <i>(by place of work)</i>	41,660	1,111,450

*2021 employment data scheduled for release November 30, 2022

Vision for Strong Foundation



Potential Goals/Strategies to Explore



Talent

- Opportunities for young residents to stay in community
- Growing local education and training pipeline
- Housing choices and affordability
- Childcare and social infrastructure



Infrastructure

- Industrial densification
- Transit oriented mixed uses
- Comprehensive streetscape guidelines
- Robust land use policies (zoning by-law and OCP)
- Digital infrastructure and the Internet of Things



Placemaking

- Developing Coquitlam as a Visitor Economy destination
- Social, economic + cultural clustering
- Natural amenities + parks as destinations
- Street animation, public art + culture



Community

- Local civic identity
- Partnerships with First Nations partners
- DMO /Hotel Tax Establishment
- BIA support
- Chamber

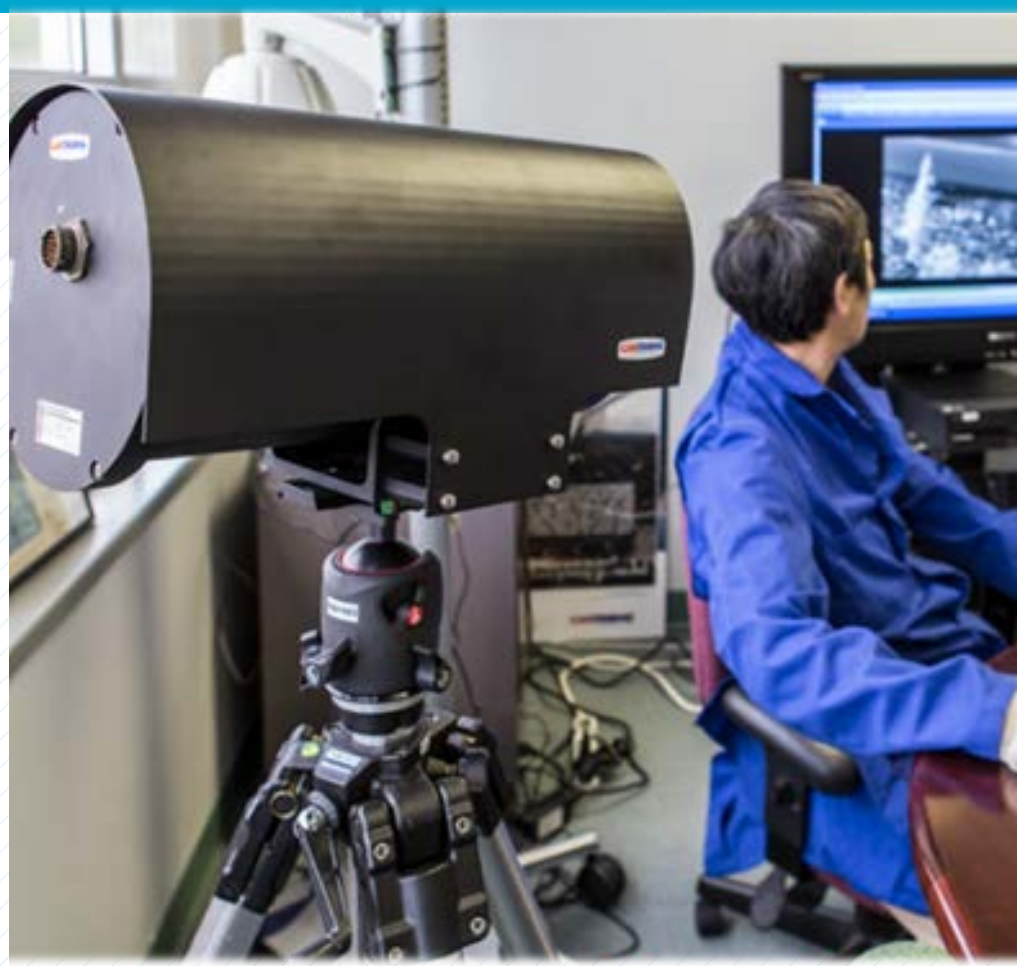


Local Jobs

- Options across the economic spectrum
- Suburban office opportunities
- Need for logistics and fulfilment
- Self-storage as flexible incubators
- Adapting to work from home

Lessons to Spark Inspiration

Examples of Innovation



When Considering Examples...



- Examples are intended to spur discussion of what we might want, and what we might need to do to achieve similar results
- One size does not fit all - What worked in one municipality may not work in another
 - Local and regional context
 - Timing of investment / development / market
 - Tools / assets available at the time
- What can we adapt to meet Coquitlam's unique context and economic needs?

The Evolution of Industrial

Example: Burnaby's Riverbend District

- One of Canada's first major multi-level industrial distribution warehouse projects
- Growth of e-commerce leading to increasing need for 'last mile' distribution hubs
- Strong demand and limited supply are enabling new forms of industrial investment / redevelopment



The Evolution of Industrial

Key Lessons:

- Possible for strategically located sites – if policies and sites permit
- Large sites and proximity to highways critical
- Land use policies need to be permissive enough to enable, while still protecting for employment uses
- Range of users from large warehouse to smaller strata



Establishing a Suburban Office Node

Example: Vaughan Metropolitan Centre

- Suburb of Toronto sought to create thriving employment centre with arrival of subway
- Strategy identified options to attract investment, overcome challenges, create momentum
- Combination of land use plans, amenity strategies, and incentives to encourage establishment of cluster



Establishing a Suburban Office Node

Key Lessons:

- Challenge to compete with regional Central Office Districts
 - Access to rapid transit and land use policy may not be enough to create market momentum
- Combination of incentives and placemaking to overcome
 - Development charge reductions
 - Tax Increment Equivalent Grants
 - Expedited approvals
 - Cultural framework, public realm plans
 - Ongoing marketing



Growing Local Commercial Identity

Keys to Enhanced Commercial Identity:

- Retention and enhancement of existing character areas (e.g. Maillardville, Austin Heights)
- Responding to shifting demographics (e.g. Koreatown/North Road)
- Retaining and attracting businesses that can actively leverage local context (e.g. recreation, nature, and culture opportunities)
- Focus on active street-fronts
 - Right-sizing retail-commercial supply and concentration
 - Consideration for regulating at-grade uses
 - Focusing public realm improvements, pocket parks in locations that will support attraction of high-activity business types (e.g. restaurants with patios)



Growing Local Commercial Identity

Examples:

- Representative mix of local shopping areas (e.g. City of Vancouver Retail-Commercial District Small Business Study – 6 BIAs sample)
- Supporting event programming in community shopping street districts (e.g. Festival du Bois – Maillardville, Uptown Live – 6th Street, New Westminster)
- Development guidelines encouraging pedestrian-friendly streetscape elements (e.g. Vancouver C-2 districts with maximum 25-50 foot storefronts)
- Placemaking / public realm improvements supporting business vibrancy (e.g. patio programs, street tree planting, pocket parks, etc.)
- Multi-modal accessibility – amenities supporting walking, cycling, public transit

Growing Local Commercial Identity

Other Means of Supporting Stronger Commercial Identity:

- Flexible zoning and land use regulations to allow a wider range of temporary and permanent businesses to occupy vacant space
- Local shopping area health and vitality dashboards – tracking of key indicators (can be done in cooperation with local BIAs)
- Celebrating local history and culture through support of event programming which can grow and change with an increasingly diverse population
- Progressive signage guidelines – a key facet of effective design guidelines
- Public art programs, both temporary and permanent – focus on local artists



Establishing a Cultural & Economic Hub

Example: City of North Vancouver Central Waterfront Revitalization

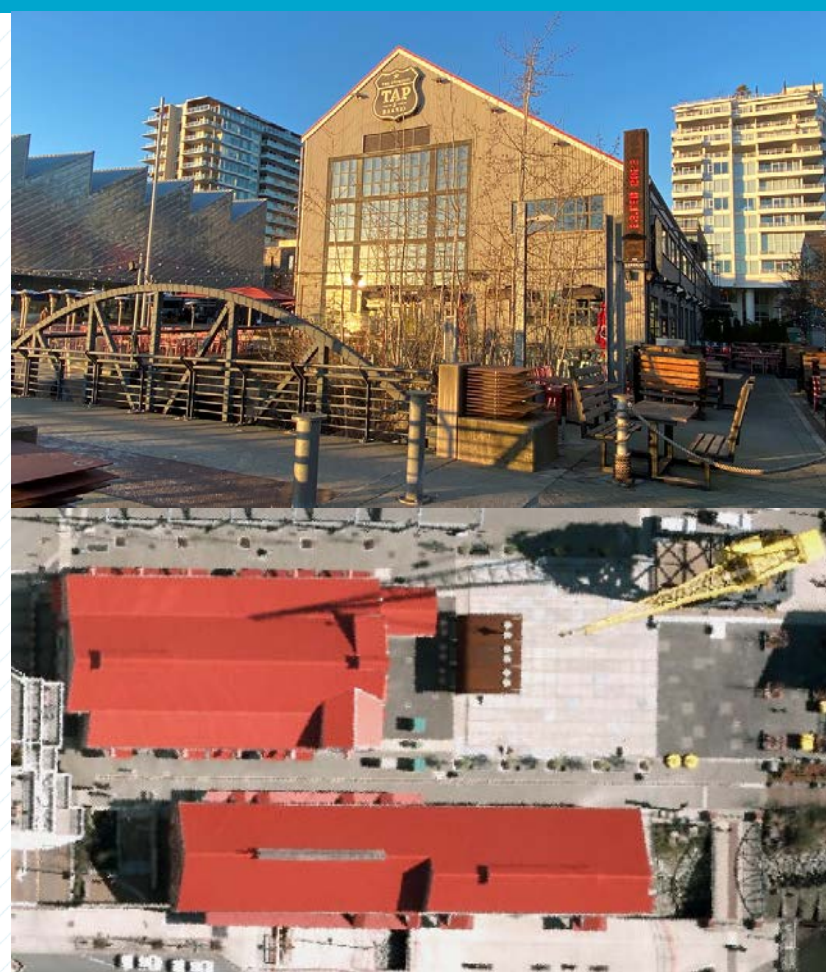
- Redevelopment of former industrial waterfront into mixed-use node
- Building on existing transit linkages (e.g. SeaBus) to generate multi-modal hub
- Enhance existing commercial mix with complementary businesses and supporting activity
- New build + adaptive re-use



Establishing a Cultural & Economic Hub

Key Lessons – Commercial Mix:

- Institutional use as activity anchor (e.g. Capilano College)
- Cultural use as activity and identity focal point (e.g. The Polygon Gallery)
- Adaptive re-use of heritage buildings with strong commercial anchors (e.g. Tap & Barrel, Joey's)
- Enhance existing commercial mix with right-sized infill (new-build) commercial



Establishing a Cultural & Economic Hub

Key Lessons – Activity Generation:

- Leveraging recreational context (e.g. Spirit Trail)
- Importance of live arts and cultural programming (e.g. Shipyards Live)
- Importance of overnight accommodation (e.g. Seaside Hotel) for business visitors, tourists, regional residents)
- ‘Staycation’ marketing campaign



Setting the Table

Workshop Discussion



Questions to Discuss

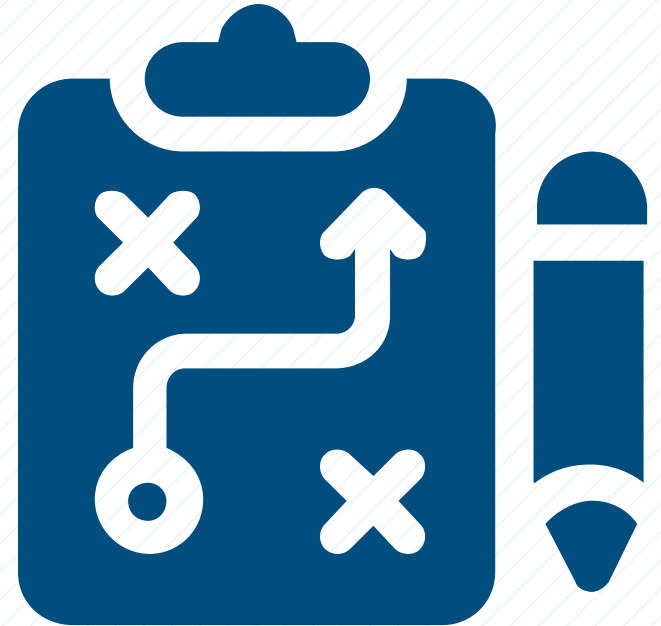
What kind of recipe do you have in mind for Coquitlam? What ingredients are key?

What is the story of Coquitlam we want to tell? Who works here? What do they do? How do people experience Coquitlam?

What does a responsible future look like? How can we share the prosperity?

Next Steps

- **Continue Employment Lands / Economy Review (data gathering and review) in tandem with Community Engagement**
- **Community Engagement Findings Report (Summer)**
- **Draft Vision Document & Employment Lands and Economy Review**



Thank you

