

## ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

DATE: Wednesday, March 29, 2023  
TIME: 7:00 p.m. to 9:00 p.m.  
PLACE: Council Committee Room, Coquitlam City Hall

### CALL TO ORDER

- 1. Welcome and Roundtable of Introductions**  
7:00–7:15 p.m. (15 minutes)

### ADOPTION OF MINUTES

- 2. Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, September 28, 2022**  
*Recommendation:*  
That the Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, September 28, 2022 be approved.

### NEW BUSINESS

- 3. Committee Orientation (Presentation by the Legislative Services Coordinator)**  
7:15–7:30 p.m. (15 minutes)
- 4. Review and Adoption of the 2023 Economic Development Advisory Committee Work Plan**  
7:30–7:45 p.m. (15 minutes)  
*Recommendation:*  
That the Committee recommend to Council to approve the 2023 Economic Development Advisory Committee Work Plan.
- 5. Economic Development Strategy (Presentation by the Manager Economic Development)**  
7:45–8:45 p.m. (60 minutes)  
*\* Please review the projects background information, including the draft Economic Development Strategy, available on the project webpage: [www.coquitlam.ca/eds](http://www.coquitlam.ca/eds)*
- 6. Committee Members' Roundtable / Emerging Issues (Standing Agenda Item)**  
8:45–9:00 p.m. (15 minutes)

### OTHER BUSINESS

**NEXT MEETING DATE – Wednesday, June 28, 2023**

### ADJOURNMENT



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
**Wednesday, September 28, 2022**

A Regular Meeting of the Economic Development Advisory Committee convened on Wednesday, September 28, 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  
                                  Zorica Andjelic  
                                  Paul Choi  
                                  Mohammad Darwish  
                                  JJ Lee  
                                  Marcelo Machado  
                                  Mathew Sebastiani  
                                  Catherine Williams, Douglas College Coquitlam Campus

REGRETS:                    Leslie Courchesne, Tri-Cities Chamber of Commerce  
                                  Marko Dekovic  
                                  Emma Friess  
                                  Alice Hale  
                                  Lilian Kan

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

ALSO PRESENT:            Adam Mattinson, Hemson Consultant

**CALL TO ORDER**

**ADOPTION OF MINUTES**

**1. Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, July 27, 2022**

The Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, July 27, 2022 were approved.

**NEW BUSINESS****2. Economic Development Strategy – Workshop: Results of Community Engagement and Local Economic Analysis**

The Manager Economic Development and the Project Consultant utilized an on-screen presentation entitled “Responsible Future, Shared Prosperity: Investing in People, Place and Partnerships” and referred to slides titled as follows:

- Discussion objectives
- Agenda
- Introductions
- Economic Development Strategy Structure
- Components
- Project Timeline
- Engagement Process & Emerging Vision
- Community Engagement
- Council Workshop Feedback
- Community Advisory Committees
- Online Public Survey
- Community Interviews
- Community Interviews – Key Messages & Concepts
- Employment Lands & Economy Review
- Coquitlam in Context
- Coquitlam is a Net Out-Commuting Community
- Coquitlam’s Economic Profile
- Recent Job Growth Less Tied to Space
- Land Inventory
- Market Analysis: Industrial Uses
- Market Analysis: Commercial Office Uses
- Market Analysis: Commercial Retail Uses
- Market Analysis: Institutional Uses
- Forecasted Employment Land Demand
- Employment Land Demand Outlook
- Strengths
- Weaknesses
- Opportunities
- Challenges
- Conclusions / Key Takeaways
- Next Steps
- Questions for Discussion
- Thank You

Discussion ensued relative to the following:

Minutes – Economic Development Advisory Committee Meeting  
Wednesday, September 28, 2022

- Concern regarding current and future traffic congestion in the city
- The desire to improve the quality of life for Coquitlam residents and businesses
- The importance of planning and infrastructure to manage the increased volume of traffic
- The intention to develop complete communities
- The need for parking to support businesses, particularly in areas that are not served by Skytrain
- The understanding that the most current census data available is from 2016 and that the 2021 census data is expected to be released shortly
- The desire to understand the economic impact of international students in Coquitlam
- The desire that post-secondary students stay in Coquitlam to work, live and play upon graduation

Mohammad Darwish left the meeting at this time (8:00 p.m.).

- The impact of the COVID-19 pandemic on the 2021 Canada Census
- The desire to attract major employers such as ICBC or Fraser Health to the City
- The desire to attract more post-secondary schools and satellite campuses to the City
- The impact of the COVID-19 pandemic on foreign student enrollment
- The strong demand for nursing schools and health care training
- The high cost of living and housing affordability
- The desire to attract higher quality employment opportunities to Coquitlam
- The desire to minimize the impact of development
- The demand for affordable rental housing
- The understanding that jobs in the retail sector and in administration are not well paid and do not provide a living wage
- The desire to partner with BC Housing to create affordable rental housing
- The desire to house people close to where they work
- The desire to leverage the City's geographic location to be a destination hub north of the Fraser River
- The importance of accommodating industrial growth
- The desire to offer satellite office opportunities for large companies
- The need to improve the City's entertainment offerings in order to make it a more livable community
- The importance of retaining small, diverse, multicultural, and "mom and pop" businesses
- The desire to attract language schools, technology businesses and entrepreneurs to the City
- The "Start Up Surrey" network of innovative business entrepreneurs as a model that could be examined
- The importance of alleviating traffic congestion and creating connectivity from residential neighbourhoods to entertainment and shopping

- The desire to improve the pedestrian experience in the Austin Heights area
- The next steps

**3. 2022 Year-End Review / 2023 Work Plan Development**

The Manager Economic Development introduced discussion related to the 2022 Year-End Review and the 2023 Work Plan.

Discussion ensued relative to the following:

- The Economic Development Strategy
- Plans for the City Centre
- Economic development hubs throughout the City
- The future City Centre Entertainment District

**4. Emerging Issues**

The following emerging issues were identified:

- The lack of entertainment options in the City
- Appreciation for the recent successful events at Town Centre Park, including the Caribbean Days Festival and the Summer Concert Series
- Enthusiasm for the proposed food and beverage operation at the Innovation Centre

**NEXT MEETING DATE – TBC, 2023**

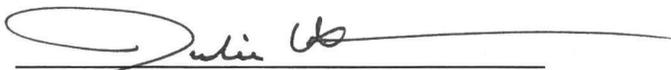
**ADJOURNMENT**

On behalf of Council, the Chair and the Vice Chair thanked committee members for their contributions to the Committee in 2022.

The meeting adjourned at 9:00 p.m.

MINUTES CERTIFIED CORRECT

\_\_\_\_\_ CHAIR

  
\_\_\_\_\_  
Julie Hunter  
Committee Clerk

# 2023 Committee Orientation Manual

An Overview of the Advisory Committee Process

City Clerk's Office – City of Coquitlam

Updated: March 2023

## Reference Contacts:

Rachel Cormack  
Legislative Services Coordinator

&

Caley Amundsen  
Committee Clerk

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### Contents

<b>Council and Committees .....</b>	<b>3</b>
Coquitlam City Council.....	3
Coquitlam Committee Structure.....	3
Coquitlam Advisory Committees .....	3
Statutory Committees.....	4
<b>Composition and Expectations of Advisory Committees .....</b>	<b>4</b>
The Role of the Committee Chair, Vice Chair, Members, and City Staff.....	4
Committee Terms of Appointment .....	6
Attendance of Committee Members .....	7
Conduct for Committee Members.....	7
Removal of a Member from a Committee .....	8
Resignation of a Member .....	8
Committee Vacancy Replacement Term.....	8
<b>At the Meetings.....</b>	<b>8</b>
Time and Location of Advisory Committee Meetings.....	8
Quorum .....	9
Rules of Procedure.....	9
Voting .....	10
Conflict of Interest .....	10
Remuneration.....	10
Sub-Committees and Working Groups.....	10
Meetings Open to the Public.....	11
Special Committee Meetings .....	12
Evacuating During a Meeting.....	12
<b>Additional Information .....</b>	<b>13</b>
Reporting to Council .....	13
Authority.....	13
Budget .....	13
Personal Liability.....	13
Further Information.....	13
<b>Appendix “A” .....</b>	<b>14</b>
Committee Meeting Guidelines .....	14
<b>Appendix “B” .....</b>	<b>18</b>
Additional Information on Sub-Committees and Working Groups.....	18

### Council and Committees

#### Coquitlam City Council

Coquitlam City Council is comprised of one Mayor and eight Councillors who are elected for a four-year term. The next General Local Election will be held in October 2026.

Members of the 2022-2026 term of Council include:

<b>Mayor:</b>	Richard Stewart
<b>Councillors:</b>	Brent Asmundson Matt Djonlic Craig Hodge Steve Kim Trish Mandewo Dennis Marsden Robert Mazzarolo Teri Towner

Council is a legislative (lawmaking) body with responsibility for exercising all legislative and administrative authority conveyed upon the City of Coquitlam (“the City”) by the Provincial Government, primarily through the *Local Government Act* and the *Community Charter*. The Mayor is the head of Council and, as per the *Community Charter*, is the Executive Officer of the City.

#### Coquitlam Committee Structure

There are a number of different committees that exist in the City of Coquitlam. Each one differs based on its function, the members appointed to the Committee, and its meeting schedule.

#### Coquitlam Advisory Committees

Section 142 (1) of the *Community Charter* authorizes Council to establish and appoint an advisory committee to consider or inquire into any matter and to report its findings and opinion to the Council.

Council adopts Terms of Reference for each advisory committee which include its mandate, term, composition and procedures.

For 2023 Council has established the following advisory committees:

- Community Safety Advisory Committee

- Culture Services Advisory Committee
- Economic Development Advisory Committee
- Multiculturalism Advisory Committee
- Sports and Recreation Advisory Committee
- Sustainability and Environmental Advisory Committee
- Universal Access-Ability Advisory Committee

Information regarding each of these committees, including meeting schedule, committee membership, mandates, Terms of Reference, and work plans, can be found on the City's website at [www.coquitlam.ca/committees](http://www.coquitlam.ca/committees).

### Statutory Committees

Statutory committees, also known as boards, commissions or committees are established pursuant to facilitating legislation and serve at an arms-length capacity to the Council on behalf of, or in cooperation with, the municipality. Examples of such committees are:

- The Library Board (established pursuant to the *Library Act*); and
- The Board of Variance (established pursuant to the *Local Government Act* (s. 536)).

## Composition and Expectations of Advisory Committees

### The Role of the Committee Chair, Vice Chair, Members, and City Staff

#### The Role of Chair and Vice Chair

Advisory committees are established by Council and are typically comprised of Council members and residents. The Chair and Vice Chair of an advisory committee are Council members.

The role of the Chair is to lead the meeting and to ensure that all committee members present have the opportunity to speak. The following identifies more specific duties of the Chair:

- Sets the agenda
- Ensures that a quorum is present and opens the meeting at the prescribed time
- Ensures the committee adheres to the agenda
- Prevents new issues from side tracking the agenda

- Maintains the meeting length to 2 hours
- Enforces the rules of decorum
- Respects members' views
- Seeks agreement and builds consensus
- Assists committee members to state motions clearly and succinctly and calls for vote on each motion
- Declares the meeting adjourned

The Vice Chair may attend any or all meetings and in the absence of the Chair, will chair the meetings.

### **The Role of Committees**

Committees are established to:

- Provide information and well considered advice to Council and staff on issues of concern to the public and the City
- Provide recommendations for consideration by Council and staff
- Undertake work referred by Council and work within the direction provided by Council

The Terms of Reference sets out the Committee's mandate and duties. Committees can only consider issues within those areas specified in the Terms of Reference.

Once a Committee has submitted its recommendation to Council via the meeting minutes, it is Council's decision on how to proceed with the recommendation i.e. receive, approve, amend, defer, refer or decline the recommendation.

Committees require approval from Council before initiating projects or requesting the use of staff resources. If a Committee requires staff to undertake work, the staff liaison is obligated to advise the Committee whether or not staff can undertake the work and if authority is required from Council or the City Manager.

### **The Role of the Staff Liaison**

A staff liaison is defined as the staff member assigned to assist a committee in a non-voting advisory and resource capacity.

The staff liaison:

- Provides information and professional advice

- Supports the Chair in developing agendas and supporting materials
- Coordinates and provides presentations and engagement activities to the committee
- Drafts committee reports
- Provides updates to the committee on committee work plan items

The staff liaison will advise the committee if a recommendation to Council is required prior to any staff activity on an issue. For example, committees will need to seek Council approval for new initiatives and projects requiring a significant amount of staff time or costs to determine if the resources can be allocated to the committee's request.

### **The Role of the City Clerk's Office**

A Committee Clerk is assigned by the City Clerk's Office to provide administrative support to a Committee. The Committee Clerk:

- Prepares an agenda, based on the tasks identified in the work plan and in cooperation with the staff lead and the Chair
- Distributes agenda once approved by the Chair
- Attends meetings and records minutes
- Assists with process and procedural issues
- Prepares minutes and forwards them to Council for consideration
- Handles meeting logistics such as providing a schedule of meeting dates, times and locations, booking meeting rooms, rescheduling meetings if required, tracking member attendance for reporting to Council, assisting with committee volunteer recruitment and providing other administrative support as necessary

Minutes provide a general overview of the meeting and capture any action items (i.e. recommendations) and are not verbatim. The advice and any recommendations made at the meeting are detailed in the minutes and then forwarded to Council for consideration.

### **Committee Terms of Appointment**

The terms of appointment for most committees expire in December each year, unless otherwise stated in the committee's Terms of Reference. Individuals may serve consecutive terms on any advisory committee. In the year of a General Local Election, committee meetings will wind up in September; however, appointments remain in place until December 31.

The terms and conditions of appointment for statutory committee members is determined by the enabling statute or establishing bylaw.

### Attendance of Committee Members

Appointed members to an advisory committee or statutory committee are required to attend regularly scheduled meetings. **The Committee Clerk should be notified as soon as possible in advance of the meeting should the member not be able to attend a meeting.**

The Advisory Committee Meeting Schedule is set on an annual basis and available at [www.coquitlam.ca/committees](http://www.coquitlam.ca/committees).

Any member who is absent from three consecutive regular meetings without notifying the Committee Clerk or the Chair in advance, or without a leave of absence, may be asked to resign or may have their appointment rescinded by Council.

**Committee members are reminded that attendance is vital.** Quorum, or the majority of appointed members present, must be in place throughout the duration of each meeting. Without quorum, the committee is unable to hold an official meeting and make recommendations to Council.

**In-Person / Electronic Attendance.** Members may participate in advisory committee meetings remotely via electronic or other communication facilities if the City Clerk has determined that electronic participation should be made available to members and is appropriate to the circumstance at the time the meeting is called. At present time hybrid meetings (in-person and electronic participation) are available.

**Electronic Participation.** Members joining electronically are encouraged to join from a quiet space with good internet connectivity, and to participate actively in the meeting without interruptions as if physically sitting at the meeting table. The Chair may make the decision to remove a member from the electronic meeting if the loss of their audio/video connection (i.e. repeated comings and goings) is deemed disruptive to the meeting process.

### Conduct for Committee Members

All committee members should adhere to the following:

- Regularly attend meetings
- Prepare for meetings by reading agenda material in advance
- Listen to others and observe the rule of one speaker at a time
- Speak when acknowledged by the Chair and through the Chair
- Actively participate in discussion whether attending the meeting in person or electronically
- Observe rules of decorum and debate

- Do not misrepresent yourself as having any authority beyond that delegated by Council
- Put public interest above individual, group or social interests and consider this position as an opportunity to serve society
- Treat other committee members, elected officials, and municipal staff with respect and courtesy
- Never offer, give or accept gifts, favors, or services that might tend to influence the discharge of duties
- Never use position to secure advantage
- Never disclose confidential information
- Declare a conflict of interest and withdraw from committee participation on any matter that involves a direct or indirect personal financial interest

\*Committee members may not be given access to or use details of the committee member contact list for personal or non-committee related business.

### **Removal of a Member from a Committee**

Council may rescind appointment of or ask that a committee member resign at the request of the committee or on its own initiative.

### **Resignation of a Member**

Any member of a committee wishing to resign from the committee is requested to provide the resignation in writing to the Chair with a copy to the Committee Clerk.

### **Committee Vacancy Replacement Term**

In the event that there is a vacancy on an advisory committee, Council may, at its discretion, appoint a new member to fill the vacancy. The newly appointed committee member holds that position for the remainder of the existing term.

The regulations regarding statutory committee vacancies are determined by the enabling statute or establishing bylaw.

## **At the Meetings**

### **Time and Location of Advisory Committee Meetings**

Advisory committee meetings are generally held in either the Council Chamber or the Council

Committee Room located at City Hall, Main Floor, 3000 Guildford Way, Coquitlam, BC, and can be held electronically in accordance with Council Procedure Bylaw provisions.

The majority of advisory committee meetings commence at 7 p.m.; however, meetings may be held during the day if required. The date of the next meeting is identified on the current meeting agenda. Meetings are typically not held in August and December.

The Committee Clerk assigned to your committee will advise you of the meeting dates and times. Meeting dates and times are also provided on the City's website at [www.coquitlam.ca/committees](http://www.coquitlam.ca/committees).

### Quorum

Quorum of committee members for an advisory committee meeting is outlined in each committee's Terms of Reference, and typically consists of 50% plus 1 of the members in attendance. In some cases, the Terms of Reference stipulates that one of the appointed Council members must also be present for a quorum to be achieved.

Pursuant to the *Council Procedure Bylaw*, the Mayor is an ex-officio and voting member of all advisory committees, however the Mayor's attendance does not count towards quorum.

Quorum for statutory committee meetings is determined by the enabling statute or establishing bylaw for the committee.

Where a quorum is not present 15 minutes after the time established for a committee meeting to start, the person responsible for recording the minutes shall record the names of those members present and the meeting will be deemed to be cancelled. If quorum is not achieved or is lost during the meeting, the Chair may choose to continue the meeting on an informal basis. Should this occur, the Committee cannot vote on any issue or make any recommendations to Council. In this situation, while formal minutes will be taken for the portion of the meeting where quorum is upheld, only informal notes will be taken for the remainder of the time where quorum is not met.

Should quorum be lost due to a disruptive internet connection (e.g. a member's audio visual is lost or they repeatedly drop in and out of the meeting), the person responsible for recording the minutes shall note that quorum was lost, and add a notation to the minutes that states: "*Due to technical difficulties with internet access, a member could not vote/fully participate electronically and, therefore, could not be included as part of quorum.*"

### Rules of Procedure

The Rules of Procedure are outlined in Appendix "A" to this document. Advisory committees and statutory committees follow these guidelines, provided the guidelines are not inconsistent with the committee's enabling statute, establishing bylaw, the *Local Government Act*, the *Community*

*Charter*, Council policy, or Council Procedure Bylaw. The Committee may also rely upon the advice of the Committee Clerk (or another representative from the City Clerk's Office) or the staff liaison for guidance.

### Voting

All members of a committee, including the Chair and/or Vice Chair, (unless otherwise stated in a committee's Terms of Reference) may vote on any question before it. In the event of a tie vote, the motion is considered defeated. In accordance with the *Community Charter*, any member who abstains from voting, without having first declared a conflict of interest and leaving the meeting, is deemed to have voted in the affirmative. Proxy votes are not permitted.

### Conflict of Interest

Committee members are subject to sections 100 to 104 of the *Community Charter*. A conflict of interest exists if a committee member is a director, member or employee of an organization seeking to benefit from the City or if the committee member has a direct or indirect pecuniary (financial) interest in the outcome of committee deliberations, or another interest in the matter that constitutes a conflict of interest.

Committee members who have a conflict of interest with a topic being discussed, must declare that they have a conflict of interest, describe the nature of the conflict and leave the room before any discussions and voting thereon.

A conflict of interest does not exist if the pecuniary (financial) interest of the committee member is in common with members of the general municipality or the pecuniary (financial) interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter.

The Committee Clerk notes in the minutes the committee member's declaration of a conflict of interest and the committee member's exit from, and return to, the meeting.

### Remuneration

Committee members are volunteers and as such, serve without remuneration.

### Sub-Committees and Working Groups

There are many ways in which committees may provide feedback to Council, although it is typically via the committee minutes. In some cases, there may be specific topics that require further investigation and research, or event planning to provide input to. In these instances, committees may establish sub-committees or working groups made up of a limited number of

committee members. Their purpose is to conduct research, gather information and/or brainstorm event planning so that the committee can discuss the findings and events.

These groups may work on their own (or in partnership with staff leads) and report back to the committee. In general, these groups are meant to undertake their work without regular support from staff or the City Clerk's Office. Sub-committees and working groups should *not* bring forward recommendations or directions to the committee, as that is a discussion that needs to take place within the committee as a whole.

Sub-committees and working groups may only have a limited number of members; the number of group members cannot equal quorum (the majority) of the whole committee. Council is advised of the establishment of these sub-committees and working groups and their work through the committee meeting minutes.

Following are some suggestions to help guide the organization and work planning of sub-committees and working groups:

1. Select a group leader and choose a name for your sub-committee
2. Schedule meeting dates
3. Meet in person, or use electronic meeting platforms such as Zoom to hold meetings
4. Prepare a discussion outline for each meeting
5. Assign a note taker and capture key information / findings
6. Provide information updates to the committee during regularly scheduled advisory committee meetings
7. Prepare a verbal or written final report with findings for the committee's consideration

Any questions for staff regarding the purpose or work of sub-committees and working groups should be directed by email to the Committee Clerk at [committeeclerk@coquitlam.ca](mailto:committeeclerk@coquitlam.ca).

Further clarification on sub-committees and working groups are outlined in Appendix "B" to this document.

### **Meetings Open to the Public**

All regular meetings of advisory committees and statutory committees are open to the public. The public may not be excluded from a meeting unless it is specified in the committee's enabling statute, establishing bylaw or where the committee is considering an item where, in accordance with applicable legislation, the public interest requires the exclusion of the public (section 90 of the *Community Charter*). Any member of the public may be asked to leave a meeting due to improper conduct as identified in Section 11.4 of the *Council Procedure Bylaw*.

Members of the public are observers and may not participate in the discussion unless they are invited by the Chair to speak or appear as a delegation to the advisory committee or statutory committee. A member of the public may also be permitted, by the Chair and the committee, to participate in a discussion. However, only members or persons appointed to committees by Council may move, second or vote on motions.

Members of the public will be asked to take a seat in the chairs designated for the audience.

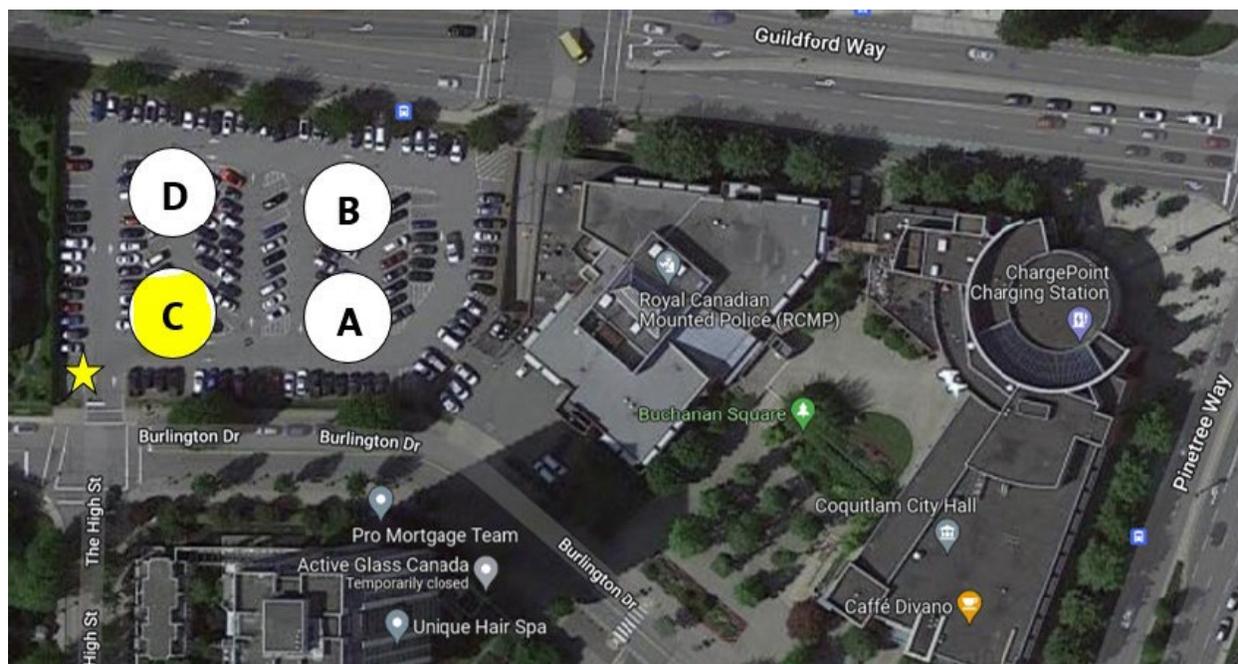
### Special Committee Meetings

Special committee meetings may be held outside of the regular schedule at the call of the Chair, by the Mayor or by resolution of Council.

### Evacuating During a Meeting

The Committee Clerk or the person serving as recording secretary for the meeting is the designated Floor Warden during the meetings. Please follow their directions for evacuating the meeting room, should it be necessary, in a safe and orderly manner.

If the nature of the emergency requires that committee members leave the City Hall, emergency assembly point “C” depicted in the image below will be the gathering place to ensure all members are accounted for.



### Additional Information

#### Reporting to Council

Advisory committees report to Council through recommendations in staff reports or recommendations in the minutes recorded at the meeting. Recommendations should be worded in a concise, action-oriented manner.

In some instances, the committee does not require a recommendation to go forward to Council. For example, should the committee want to establish a working group, it is not necessary for this request to be handled through a recommendation, but can be identified through the committee minutes. Council is kept apprised of all committee activities through the regular distribution of committee minutes.

#### Authority

Advisory committees do not have the authority to communicate on behalf of the City, to pledge the credit of the City or authorize any expenditure on behalf of the City except as expressed in the advisory committee's Terms of Reference.

The authorized spokesperson for each advisory committee is the Committee's Chair.

#### Budget

Advisory committees and statutory committees do not typically have a budget allocated to them. They may request budget funds from Council in accordance with the City's budget preparation schedule and procedures. Any solicitation of funds from other organizations requires prior approval of Council. All committees have reasonable use of City services such as photocopying, paper supplies and meeting areas. Committee members may contact the Committee Clerk for more information on budgets or the use of City services.

#### Personal Liability

No member of a committee is liable for any debt or liability of the committee. It is the responsibility of the City to ensure that members of committees are insured against all liabilities related to fulfilling their responsibilities and duties as members of a civic committee.

#### Further Information

Committee members can obtain further information from the Chair or the Committee Clerk at [committeeclerk@coquitlam.ca](mailto:committeeclerk@coquitlam.ca).

### APPENDIX “A”

#### Committee Meeting Guidelines

##### The Agenda

An agenda is prepared and forwarded to all committee members approximately one week prior to the date of the meeting. For a meeting to be productive, members should:

- Review the agenda and accompanying reports ahead of time
- Prepare questions

##### Handling the Business of the Meeting

Good decision making requires:

- Background information
- Options and recommendations through discussion
- Preparation before the meeting
- Active participation in the meeting
- Regular attendance
- Cooperation by all meeting members
- Consideration of others' ideas and opinions

##### Voting and Debating Rights

Each member of a committee, including the Chair, may make or second motions, may debate motions and may vote (with the exception of the Culture Services Advisory Committee, Sports and Recreation Advisory Committee, and the Sustainability and Environmental Advisory Committee as Council members appointed to these bodies are non-voting members). Proxy votes are not permitted.

##### Other Procedures

Council receives input from committee members through the committee's minutes. Members may establish sub-committees or working groups to conduct further research and prepare information for Council.

### **Making Motions - Committee Recommendation**

A committee recommendation is a motion adopted by majority of the committee to ask for a formal action by Council. These motions or recommendations are recorded in the minutes and forwarded to Council.

The steps of handling a main motion are:

1. A committee member makes a motion:

“I move that...”

2. Another committee member seconds the motion:

“I second the motion”

3. The Chair states the motion:

“It is moved and seconded that...”

4. The Chair opens the floor to debate:

“Is there any discussion?”

5. The committee members debate the motion – members must indicate their desire to speak and be recognized by the Chair prior to providing comments

6. Once the debate is completed, the Chair puts the motion to a vote (also known as “calling the question”):

“We are now voting on the motion to..... Those in favour?” [those voting in favour raise their hands] “Those opposed?” [Those voting against indicate by raising their hands.]

7. The Chair announces the result:

“Motion passes.”; “Motion defeated”; or “Tie vote – motion defeated.”

### Amending Motions

An amending motion is a motion to change the wording of the main/original motion before voting on it. An amendment is always dealt with before the main motion. In effect, the amendment temporarily sets aside the main motion which it proposes to modify. A motion to amend is debatable and requires the same steps as a main motion. An amendment cannot in the Chair's opinion negate the intent of the main motion.

Three methods of amending a motion:

1. By inserting or adding words

“I move that the motion be amended by inserting the word[s]... between the word ... and the word...”

OR

“I move that the motion be amended by adding the word[s].....”

2. By striking out words

“I move that the motion be amended by deleting the words ...”

3. By striking out words and inserting replacement words

“I move that the motion be amended by deleting the words .... And inserting the words .... in their place.”

In the event an amendment is perceived by all members present as an enhancement to the original motion, often only as clarification or intent, it may be considered a “friendly amendment” and may be accepted by unanimous consent.

### Debating Motions and Amendments

When an amendment is made, discussion is allowed on the amendment only, not on the main motion. Once the vote on the amendment is taken, discussion proceeds on the main motion (as amended if the amendment passed).

### Motion to Withdraw a Motion

A motion may be withdrawn by the mover and seconder of a motion, with the consent of all members present. A motion may not be withdrawn after it has been voted on.

### **Point of Order**

Point of Order is a statement that a rule of the committee is being violated. It is ruled on by the Chair whose decision may be appealed to committee and decided by committee resolution. The Chair must not vote on the resolution for their decision to be sustained. The resolution to sustain the Chair's decision passes in affirmative if the votes are equal.

### **Recess**

Recess is a motion to take a break in the meeting. A motion or call for a recess should specify the amount of time to be taken for the recess.

### **Reading of Motions**

A member may require the motion under consideration to be read. The Committee Clerk would then read the motion out loud. Sometimes the Committee Clerk will ask to read a motion if they are unsure what it is or if they feel others may not understand the exact motion being considered.

### **Rules of Decorum and Debate**

Committee meetings tend to be more informal than a City Council meeting, however, here are some meeting rules which are helpful and should be used by the committee:

- The maker of a motion has the right to speak first to their motion
- In order to speak a second time, a member should wait until all those who wish to speak have done so for the first time
- Members must remain courteous and avoid personal attacks on each other and staff
- Remarks must be confined to the motion before the committee
- Remarks are always directed "through the Chair"
- Member should not interrupt another speaker except to raise a point of order
- Motions should be phrased concisely and clearly

## Appendix “B”

### Additional Information on Sub-Committees and Working Groups

#### Sub-Committees and Working Groups

Some important points to note:

- Council is advised of the establishment of sub-committees and working groups and their purpose through receipt of advisory committee meeting minutes
- If the establishment of either a sub-committee or working group would likely require the commitment of significant City resources and/or staff time, Council would want to consider a committee recommendation and/or a staff report (scope and process) prior to any work being undertaken by the proposed sub-committee or working group
- Sub-committees (and working groups) should not have a Terms of Reference because they are a product of the principal advisory committee (principal committee) and, therefore, operate under its guidelines
- Sub-committees and working groups, when struck, should be delegated with a specific task by the principal committee. That task (purpose) should be clearly understood by all the advisory committee members, and outlined in the meeting minutes of the advisory committee so that the direction and purpose of the sub-committee/working group is documented
- Sub-committees and working groups as a whole may not bring forward written or verbal recommendations (a.k.a. considerations or suggestions) to the principal committee, because sub-committees exist for research/investigative purposes only
- If a sub-committee or working group, as a “collective”, were to bring forward recommendations (considerations or suggestions) to a principal committee for discussion, then the sub-committee or working group would essentially be “pointing the needle”, which is work that should be done in a public meeting and, therefore, the sub-committee (or working group) would need to have an agenda, minutes, and a record of how those recommendations (or considerations or suggestions) came to be
- In a nutshell, sub-committees and working groups are a tool to assist a principal committee. Of course, when a sub-committee’s or a working group’s written or verbal report is presented during a principal committee meeting, members of the sub-committee or working group – as individual members of the principal committee – can state their individual suggestions during discussion of the item
  - **Recommendations to Council, however, must be that of the majority of the principal committee, and not that of a few, select sub-committee or working group members**

- Sub-committees and working groups may only have a limited number of members. The number of group members must not equal a quorum of the principal committee members, i.e. must be less than the 50% majority of principal members needed for quorum
  - For example, a committee with 12 principal members (organization and citizen representatives, excluding the Chair/Vice Chair), could establish a sub-committee of 5 members or less
- Sub-committees and working groups may work on their own or in partnership with the staff lead(s) and report back about their investigative research and findings to the principal committee for discussion
- In general, these groups are meant to undertake their work without regular support from staff or the City Clerk's Office

Any questions for staff regarding the purpose or work of sub-committees and working groups should be directed by email to the Committee Clerk at [committeeclerk@coquitlam.ca](mailto:committeeclerk@coquitlam.ca).

City of Coquitlam

# 2023 Advisory Committee Orientation Session



Coquitlam



# 2023 Advisory & Statutory Committees

- Community Safety Advisory Committee (COSAC)
- Culture Services Advisory Committee (CSAC)
- Economic Development Advisory Committee (EDAC)
- Multiculturalism Advisory Committee (MAC)
- Sports and Recreation Advisory Committee (SRAC)
- Sustainability & Environmental Advisory Committee (SEAC)
- Universal Access-Ability Advisory Committee (UAAC)
  
- Library Board (LB)
- Board of Variance (BOV)



Coquitlam



# Coquitlam City Council



**Left to Right:** Councillor Dennis Marsden, Councillor Robert Mazzarolo, Councillor Trish Mandewo, Councillor Steve Kim, Mayor Richard Stewart, Councillor Craig Hodge, Councillor Teri Towner, Councillor Brent Asmundson, Councillor Matt Djonlic

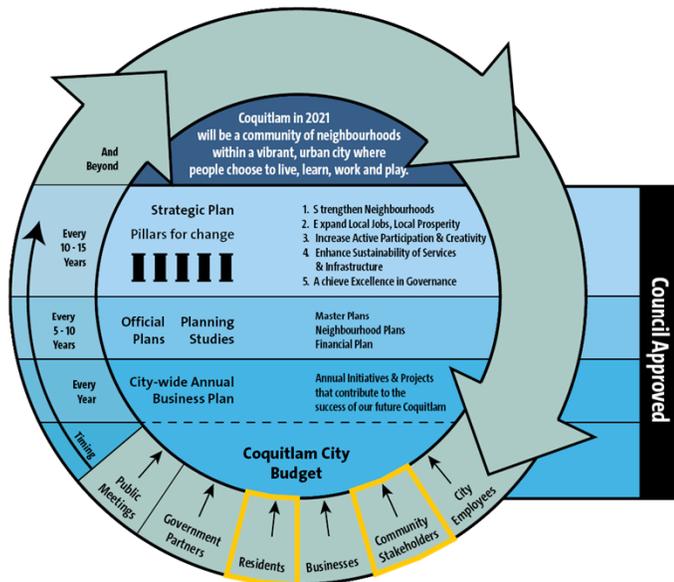


Coquitlam



## The City's Planning Process & You

Advisory committee volunteers are typically residents and community stakeholders.



Coquitlam

# Committee Mandate

As directed and approved by Council, the foundation of all advisory committee mandates is to provide advice in the form of input/feedback, within the context of the Committee's area of responsibility, as it relates to the City's strategic goals, directions and priorities.

For more details, please refer to the Terms of Reference for the committee that you are serving on.



Coquitlam

Provide advice to Council on significant specific cultural related issues that may arise from the community, staff or from Council;

Provide advice on how to advance implementation strategies and to work in collaboration with the City to move forward cultural services in Coquitlam;

Support and connect cultural groups with the exploration of opportunities and hosting of major events and festivals;

Advocate and promote the value and benefit of cultural activities for people of all ages and abilities;

Provide input on other municipal priorities as requested by Council.

# Role of the Committee

Provide input and advice to Council and City staff.

Work within the Committee mandate.

Regularly attend and participate in Committee meetings.

Endorse the annual work plan and approve the meeting minutes.

Make recommendations when warranted.

Volunteer for sub-committees and working groups, as the opportunity arises.



Coquitlam

## Role of the Committee *Cont'd.*



Coquitlam

Committee perspectives, advice, and recommendations are officially provided to Council through the Committee's minutes.

Meetings are open to the public unless Closed under the *Community Charter* and require a minimum of 24 hours posted public notice.

Sub-committees & Working Groups are formed to address specific work plan topics that require investigation. They may support the Committee and staff in planning for and/or carrying out events.

The Chair, Vice Chair and staff can provide assistance to draft the Committee recommendations.

*See Appendix A of the Committee Orientation Manual for details.*

## Role of Chair & Vice Chair



Coquitlam

Set the agenda, ensure quorum and adherence to the agenda and work plan.

Open, close meetings and keep within 2-hour time frame.

Build consensus and seek agreement.

Assist Committee member with putting forward succinct motions.

## Role of Staff Lead(s)

- Provide information and professional advice
- Support the Chair & Vice Chair to develop agenda and meeting materials
- Coordinate presentations
- Ensure there are opportunities for Committee input
- Draft Committee reports and memos
- Provide updates relative to the approved Work Plan
- Help coordinate Committee events (if any)



Coquitlam



## Role of Committee Clerk

- Prepare meeting schedule and finalize work plan
- Prepare and distribute meeting agenda package
- Track attendance and ensure quorum
- Coordinate and execute meeting logistics
- Prepare minutes for Council receipt and Committee approval
- Act as information channel between Committee, City staff and Council
- Provide procedural and legislative advice



Coquitlam



## Term of Appointment & Conduct

- Term is usually one year, and outgoing members may reapply
- Regular attendance and active participation are expected
- Notify Committee Clerk via email if you will be late or absent
- Review the agenda package in advance so you are prepared
- Arrive to the meeting 5-15 minutes early
- **Electronic Participation:** Please mute your mic unless it's your turn to speak. When you wish to speak, raise your electronic hand. The Chair maintains the order of speakers and will call upon you to speak in turn.
- **In Person:** Raise your hand to speak
- In general, listen, try not to interrupt, and always treat other participants with respect



Coquitlam

### CULTURAL SUMMIT

*: Creative engagement for the 21st century*

Friday, Nov. 8 + Saturday, Nov. 9, 2019

## Conflict of Interest

Check with Committee Clerk or Chair if you think you may have a conflict of interest on a particular topic.



You must declare a Conflict of Interest and withdraw from meeting for that item and can return once that discussion has completed.



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# Housekeeping Items



Coquitlam

Lots of accessible parking.

We have refreshments - coffee and cold drinks.

We have unisex and gender-specific washrooms.

Emergency exit is the stairwell to Guildford Way and the muster station is in the parking lot west of City Hall.

In case of an earthquake drop, cover & hold on.



# Committee Meetings Administrative Information



Coquitlam

Agenda packages will be distributed one week in advance of the meeting via email

When you receive your agenda package, you will be asked to confirm your attendance to ensure quorum

You are responsible to respond to the Committee Clerk's email noting whether you will be in attendance prior to the meeting

The Committee Clerk is your primary liaison, please email them if you have any questions, comments or concerns

# Electronic Meeting Participation



Coquitlam

<p>In the spirit of transparency, in-progress meetings will be accessible via Zoom Webinar registration through a link on the City's website.</p>	<p>Pursuant to the <i>Council Procedure Bylaw</i>, a member may participate remotely if the City Clerk determines electronic participation should be made available.</p>	<p>Electronic participation is a tool to be utilized when in person attendance is not an option. This is to be used as an emergency option only.</p>
<p>The City uses Zoom to electronically conduct advisory committee meetings when electronic participation is required.</p>	<p>To ensure a great Zoom meeting experience for all participants, please wear a headset with mic and join the meeting from a quiet space.</p>	<p>In some cases, members of the public may also participate in committee meetings remotely.</p>

# Connect with Us

Many ways to stay informed on City services and consultations, and to share your perspectives.

[coquitlam.ca/committees](http://coquitlam.ca/committees)



Coquitlam

<p>Notify Me®: Sign up to receive direct emails about City of Coquitlam Council and Committee news and current projects. Visit <a href="http://coquitlam.ca/list">coquitlam.ca/list</a> for a list and to subscribe.</p>	<p>Join our Viewpoint community to provide your opinion on City issues, plans and services. Sign up at <a href="http://coquitlam.ca/viewpoint">coquitlam.ca/viewpoint</a> and you may receive up to two online surveys a month.</p>
<p>Follow us on our social media channels Facebook, Twitter, Instagram, YouTube and LinkedIn!</p>	<p>You can choose to respond to all topics or just those that interest you - your responses are anonymous!</p>



# Questions?

Rachel Cormack  
Legislative Services  
Coordinator

&

Caley Amundsen  
Committee Clerk

[committeeclerk@coquitlam.ca](mailto:committeeclerk@coquitlam.ca)

City Clerk's Office  
604-927-3010



Coquitlam





## 2023 Economic Development Advisory Committee Meeting Schedule

Meetings are generally scheduled quarterly, or as needed, on the fourth Wednesday of the month from 7:00 p.m. – 9:00 p.m. Exceptions to this schedule are noted below with an asterisk (\*).

<b>DATE</b>	<b>TIME</b>	<b>LOCATION</b>
March 29, 2023 (Wednesday)*	7:00 – 9:00pm	Council Committee Room
June 28, 2023 (Wednesday)	7:00 – 9:00pm	Council Committee Room
No meetings in August		
September 27, 2023 (Wednesday)	7:00 – 9:00pm	Council Committee Room
November 29, 2023 (Wednesday)*	7:00 – 9:00pm	Council Committee Room
No meetings in December		

Notes:

- Meeting dates are subject to change.

# CITY OF COQUITLAM

## Policy and Procedure Manual

### ECONOMIC DEVELOPMENT

### ADVISORY COMMITTEE

**Chapter:** 5

**Section:**

**Issue Date:** March 2015

### TERMS OF REFERENCE

**Revision Date:** February 2019

#### **Committee Mandate:**

The mandate of the Committee is to advise Council and staff on economic development and investment related issues and opportunities. It is anticipated that advice would be sought for items such as:

- Providing a business perspective on economic development priorities which should be addressed;
- Identifying the pillars of economic development in the City;
- Identifying economic development impediments and opportunities for the City;
- Advising on business attraction and business retention and expansion activities;
- Advising on ways to provide information about business to the general public; and
- Attending to economic development matters which may be referred to the Committee by Council or other standing committees of Council.

#### **Composition:**

The Economic Development Advisory Committee (EDAC) is an advisory body composed of two (2) Council members, one (1) organizational representative from the Tri-Cities Chamber of Commerce, one (1) organizational representative from Douglas College – Coquitlam Campus, and eleven (11) citizen representatives. Committee members are appointed for a one year term expiring in December of the year served. Members can be re-appointed to serve subsequent terms.

#### **Chair, Secretary and Staff Support:**

Two Members of Council will be appointed by Council to serve as the Chair and Vice Chair of Economic Development Advisory Committee.

The City Clerk or his/her designate will prepare the agenda and notice of meeting and will serve as Secretary.

The Manager of Economic Development, or his/her designate, will serve as the staff liaison to support the Committee.

Staff serve in a support role and are not members of the Advisory Committee.

**Quorum and Procedures:**

A quorum will be a majority of the appointed members and must include at least one (1) of the Council members appointed.

Where quorum is present, minutes prepared by the Secretary shall go forward to Council.

Where a quorum is not present, notes of the meeting shall go forward for receipt and consideration at the next convenient meeting of Council.

The meetings are scheduled quarterly and may be cancelled or re-scheduled at the call of the Chair. Meetings are not typically scheduled in August and December.

When a Committee makes a recommendation for Council Action, it shall go forward to Council for consideration as a specific item within the Minutes prepared by the Secretary.

Working Groups or sub-committees may be established by the Economic Development Advisory Committee to pursue specific projects and issues. Committee working groups and sub-committees do not typically receive support from staff or the City Clerk's Office.

**Governance Model:**

City Council has distinct responsibilities to govern.

The Economic Development Advisory Committee has distinct responsibilities to represent citizen interests and provide advice to Council.

The Economic Development Advisory Committee represents one collective voice.

The role of staff is to provide support to the Economic Development Advisory Committee including meeting coordination, agenda management, minute taking, minute distribution and providing information, in the form of reports and/or advice, when requested within the limits of the available resources and in accordance with the work plan approved by Council.

**Work Plan:**

An annual work plan will be prepared by the Committee and will be approved by Council prior to work commencing. It is recognized that work items may arise during the course of the year, and that additions to the work program may be recommended by Council, staff, or the Committee itself. Revised work plans will be subject to Council approval.

**Duty of Members:**

Members are expected to advance developments in the best public interest, in keeping with the mandate of the Committee and resolve any potential conflicts between their personal interests in order to support the overall well-being of the Economic Development Advisory Committee. Members are expected to attend all meetings and participate fully in order to bring the full range of their skills, experiences and diversity to each issue and thus provide the necessary input to the Committee as needed.

All Members are expected to review distributed material before the meeting.

Members shall advise the Committee Secretary of their anticipated absence prior to a scheduled meeting. Absences and regrets will be recorded. Citizen representatives are not permitted to designate alternate representation at meetings. Citizen representatives who are absent, without reasonable cause or having been granted a leave of absence, from three consecutive meetings of the Committee may be subject to dismissal from the Committee.

Any member of a Committee wishing to resign from a Committee is requested to provide the resignation in writing to the Committee Chair with a copy to the Secretary.

**Communication:**

All official representation of the Economic Development Advisory Committee is through the Chair or his/her designate.

Communication with staff is through the staff liaison.

The media contact on behalf of the Committee is the Chair.

**Reimbursement:**

There is no financial reimbursement to Economic Development Advisory Committee members.

**Committee Member Terms:**

Term of Duty for the Economic Development Advisory Committee is one year.

Upon expiration of the Term of Duty, outgoing Members may re-apply for appointment during the annual recruitment process for the following year.

**Termination of the Committee**

The Economic Development Advisory Committee exists at the pleasure of City Council.

# DRAFT 2023 Work Plan

## Economic Development Advisory Committee

### Economic Development Advisory Committee Mandate

The mandate of the Committee is to advise Council and staff on economic development and investment related issues and opportunities. It is anticipated that advice would be sought for items such as:

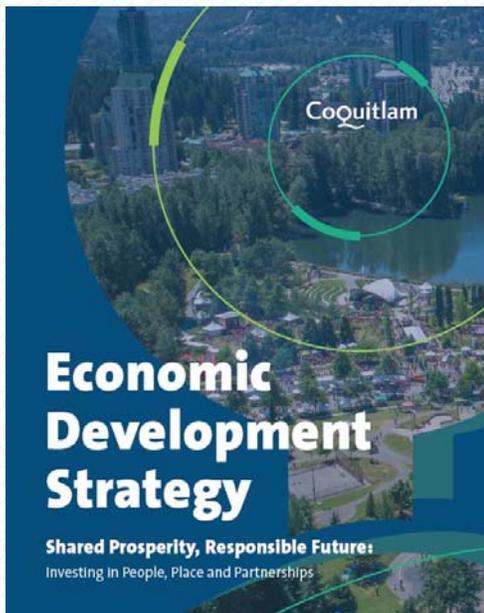
- Providing a business perspective on economic development priorities which should be addressed;
- Identifying the pillars of economic development in the City;
- Identifying economic development impediments and opportunities for the City;
- Advising on business attraction and business retention and expansion activities;
- Advising on ways to provide information about business to the general public; and
- Attending to economic development matters which may be referred to the Committee by Council or other standing committees of Council.

### 2023 Work Plan Items

Item	Department / Presenter	Comments (i.e. Initiated by, Council Priority Assignment A, B, C)
Committee Welcome & Orientation	Chair / Clerks	
2023 Committee Review and Feedback	Committee	
2023 Work Plan Approval	Committee / Staff	
Economic Development Strategy	Economic Development Staff	"B"
Tourism & Visitor Economy Update	Economic Development Staff	
Business Improvement Areas Update	Economic Development Staff/ BIA Staff	
Economic Development Competitiveness Study	Economic Development Staff	
Project Greenlight Update	Economic Development/Environment Staff	
Strategic Transportation Plan	EPW Staff	
Streetscape Enhancement Program	EPW Staff	
Emerging Issues (Standing Item)	Committee	
2023 Committee Review and Feedback	Committee	
2024 Work Plan Development	Economic Development/Clerks	

# Shared Prosperity, Responsible Future: Investing in People, Place & Partnerships

Draft Economic Development Strategy  
Economic Development Advisory Committee  
March 29, 2023



Facebook, Twitter, Instagram, YouTube, LinkedIn | coquitlam.ca Doc# 4791653

Coquitlam

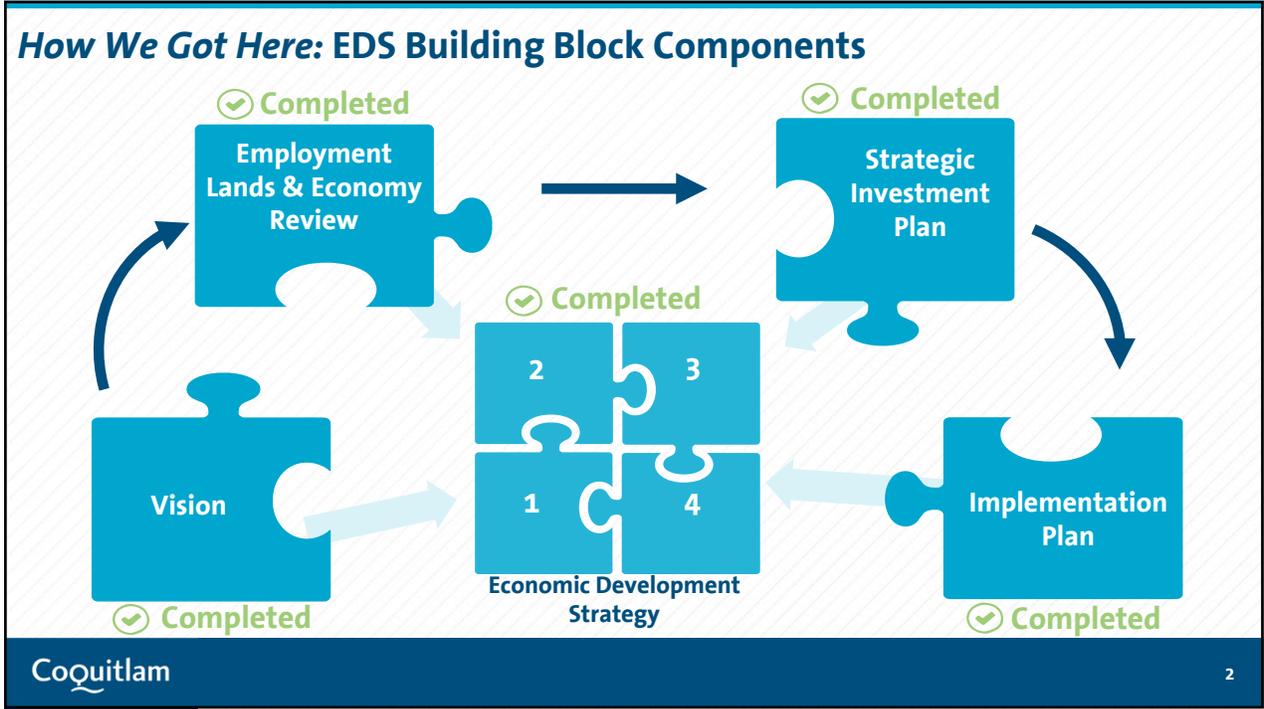
## Background

- Economic Action Plan is 14 years old
- Pandemic recovery and associated uncertainty provide 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 is the roadmap forward
- EDS has been in the works for a year



Coquitlam

1



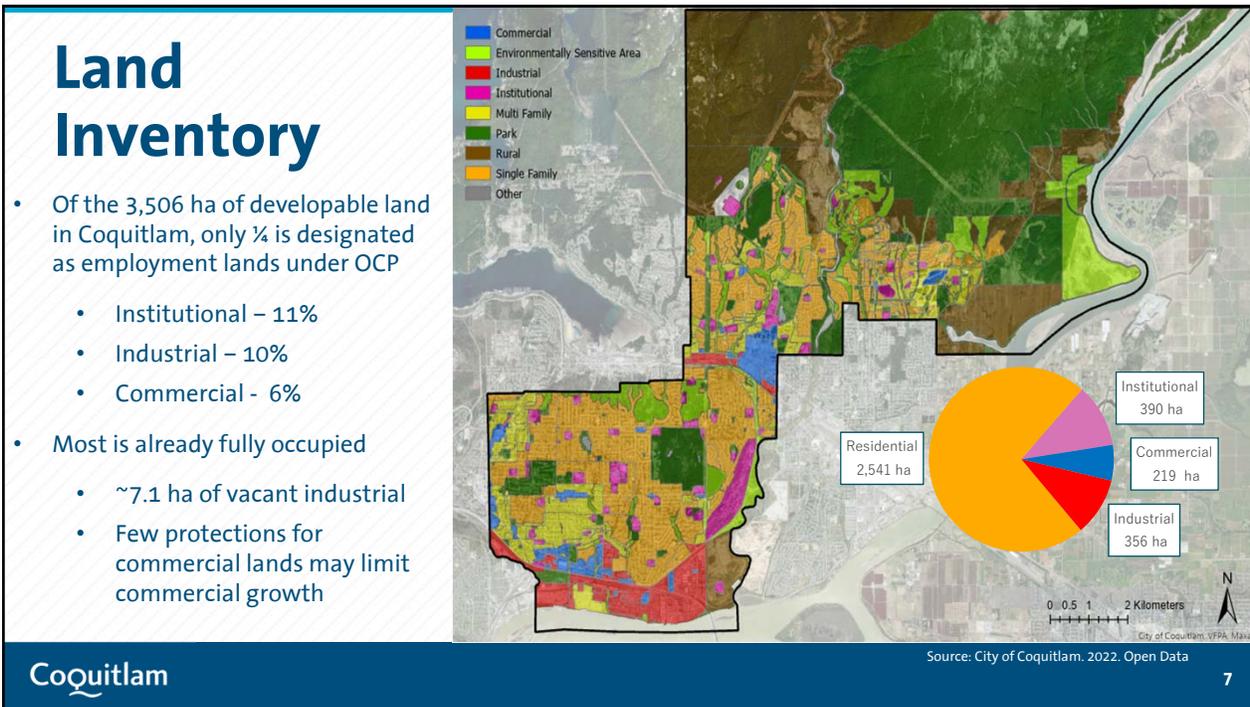
# Economic Development Strategy Structure



## Context

- ✓ **Leverage Strengths**
- ✓ **Support Local Jobs**
- ✓ **Enhance Quality of Life**
- ✓ **Focus Efforts**
- ✓ **Move the Needle** (economic, environmental + equity priorities)
- ✓ **Timely + Flexible Actions**





# Coquitlam Context

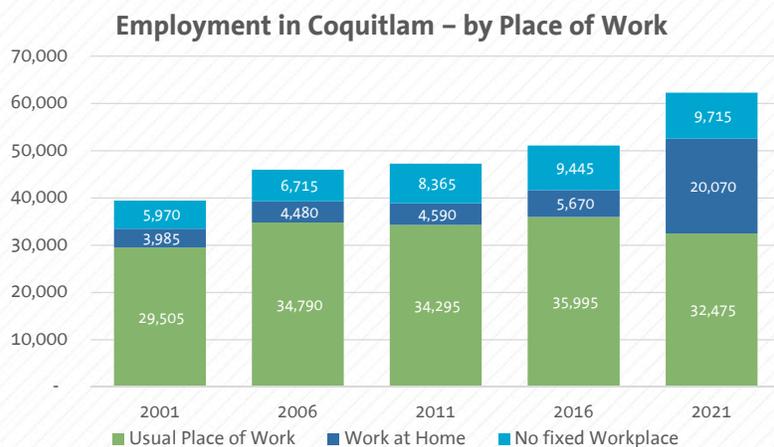
- Total employment in Coquitlam **increased: 11,150 (+22%)**
- **The gap between Coquitlam's share of regional population and regional jobs was reduced by 0.8%**
  - Population: -0.1%
  - Jobs: +0.7%



\*Based on 2021 Census. In 2016 Census: Coquitlam 5.7 % of population & 4 % of jobs.

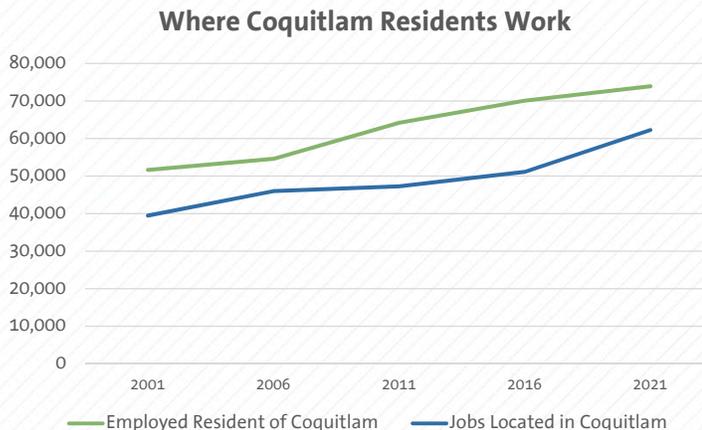
# Local Employment Growth Driven by Work at Home

- **Census was conducted at peak of pandemic** - responses may not be representative of long-term location preferences
- **Growth primarily result of increase in Work At Home**, offsetting losses from Usual Place of Work



## Pandemic-related Shifts to Commuting Patterns

- **Growth in Work At Home has reversed previous trend, closing gap in rate of out-commuting**
- Similar trends in other suburban municipalities
- **Growth projections were developed post-COVID – remain relevant for long-term growth outlook**



## How We Got Here: Community Engagement



visits to the project page



submissions to the public survey



stakeholder meetings

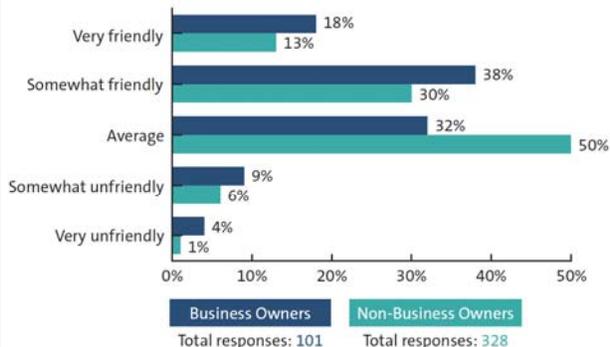


presentations to Coquitlam's Council Advisory Committees

- Project Webpage ([letstalkcoquitlam.ca](http://letstalkcoquitlam.ca))
- Municipal Advisory Committees
- Meetings/Interviews:
  - Community Members
  - First Nations
  - Key Businesses + Business Organizations
  - Youth
- Online public survey (429 responses)

# Online Public Survey

Q: How business friendly is Coquitlam compared to other municipalities in the region?



## Areas of Focus:

- Supporting additional supply of commercial/office spaces/employment opportunities
- Supporting the growth of local entertainment, culture, public art, etc.
- Improving municipal infrastructure/livability

## Biggest Challenges:

- Finding space/land/buildings for new and growing businesses and employment opportunities
- Cost of living/ housing/doing business
- Lack of shopping and entertainment

## Strengths

- Proximity to SkyTrain, nature, and other amenities
- Strong local workforce demographics
- Steady interest in office and industrial space
- Community diversity supporting destination retail

## Weaknesses

- 'Bedroom Community' perception
- Isolated employment clusters across wide geography
- Limited employment lands and vacancies
- More expensive than other suburban options

## Opportunities

- Leverage natural amenities/access to nature/culture
- Strong population & employment growth potential
- Local rents supporting development of new space
- Attracting green-tech & sustainability-focused businesses

## Challenges

- Regional competition for investment
- Affordability housing & employment space
- Limited land/space for commercial & industrial (re)development
- Uncertainty about future office demand & trends

## Market Analysis: Industrial Uses

- Regional shortage of industrial lands resulting in local pressure
- Vacancy rate has fallen to effectively 0% while net asking rents (\$25.00 psf) have risen 157% over past 3 years
- Now becoming viable for multi-storey industrial redevelopment
- Limited options for Coquitlam to expand outwards - will have to protect what it has & encourage intensification

Source: BIV, Wesbild



Source: BIV, PC Urban & Nicola Properties



## Market Analysis: Commercial Retail Uses

- Shift towards e-commerce and e-retailing challenging large format retailers (malls, big box)
- Experiential and street level retail have had a strong bounce back
- Demand likely to continue with population growth – strong outlook for services, entertainment, visitor economy
- Concerns regarding net loss of commercial employment space through mixed-use redevelopment



Source: David Bell



Source: David Bell

## Market Analysis: Commercial Office Uses



- Coquitlam is small (1.1%) but emerging player in regional office market
- Arrival of SkyTrain and Pandemic-related shifts have created new opportunities to attract investment
- Low vacancies (4.2%) and rising asking rents (\$24.80 psf) suggest interest in on the rise
- Post-pandemic location preferences unclear at this point
- Considerable competition between neighbours + Downtown Vancouver

## Implementation Plan Overview



- List of actions for Coquitlam to undertake over next 5-year period
- Organized into:
  - Three (3) primary **Themes**
  - Nine (9) overarching **Goals**
  - Twenty-four (24) targeted **Strategies**
  - Fifty-four (54) **Actions**
- Includes **20 Key Action** (these are new) and **34 Ongoing Actions** that identify lead and supporting partners and estimated timelines
- Key indicators to track progress



# Economic Development

## Action Plan 2023 – 2024

To support the implementation of the EDS and ensure Coquitlam is positioned for economic success and business growth, the Division has identified five key new initiatives as primary areas of focus for the next two years:

1. Develop an Economic Development Competitiveness Study
2. Create new business promotional marketing materials, including the City’s Economic Development website and the online business intelligence tool, based on the findings and the vision in the EDS
3. Establish direct business outreach programs and services, including employment space demand supports, and services for export-oriented businesses
4. Work with partners to attract and accommodate major employers and institutions into the City Centre and other commercial areas
5. Support the establishment of new Business Improvement Areas

Coquitlam 19

## Key Sectors of Focus



### ADVANCED MANUFACTURING

- Advanced Construction Materials
- Food & Nutrition



### CREATIVE & CULTURAL

- Film Production
- Visual & Digital Effects



### NATURE & ENVIRONMENT

- Tourism
- Clean Tech

## Aligning Economic Development

Strategy, purpose, and organizational capabilities must be in sync.



SOURCE: JONATHAN TREVOR AND BARRY VARGO

© HBR.ORG

# Questions for Discussion

**What are examples of innovative municipal business outreach programs? What made them successful?**

**What are some of the best ways to support community capacity development for economic development?**

# Thank you

**Project webpage:**  
[coquitlam.ca/eds](http://coquitlam.ca/eds)

**Project Contact:**  
Andre Isakov  
Manager, Economic Development  
604-927-3442  
[aisakov@coquitlam.ca](mailto:aisakov@coquitlam.ca)



# KEY REGIONAL INDUSTRY CLUSTERS

Invest Vancouver fosters collaboration around and focuses its strategic investment attraction activities on a set of growing, export-oriented industry clusters in which the Metro Vancouver region has a strategic or productive advantage; where the industry supports quality jobs; and where there are specific opportunities to help the industry thrive.

Prepared by Invest Vancouver / Last Updated: November 2022

## SELECTED INDUSTRY CLUSTERS



**Digital Media & Entertainment**  
Motion Picture Production, Animation, Special & Visual Effects, Interactive & Digital Media, Video Games



**Apparel**  
Athletic and Technical Apparel Design, Women's Wear, Footwear



**Green Economy**  
Green Building, Clean Technology, Clean Transportation, Sustainability Services, Land & Water Remediation, Environmental Consulting



**Life Sciences**  
Biotechnology, Diagnostics, Digital Health, Genomics, Medical Devices, Therapeutics



**AgriTech**  
Precision Agriculture, Indoor Farming and Ag Biotech



**High-Tech**  
Software, Artificial Reality, Virtual Reality, Mixed Reality, Artificial Intelligence



**Trade & Transportation**  
Aviation, Port, Logistics, Rail, Warehousing

\*Visual source: Invest Vancouver

## INDUSTRY CLUSTER SELECTION CRITERIA

- Growing** | The selected industries must be expanding, not contracting, making it easier to add rather than merely replace firms.
- Export-oriented** | The selected industries must sell products or services outside of the region, thus bringing capital / revenue back into the region and growing the locally-serving economy.
- Competitive advantages** | The selected industries must be ones in which the region has productive advantages and specialization versus other global economic regions.
- Quality jobs** | The selected industries must support a high-proportion of family wage jobs.
- Move the needle** | The selected industries must be ones on which the service can have an impact and in which building capacity would markedly advance the region's economic development goals, as well as triple-bottom-line economic, environmental, and equity priorities.
- Timely** | The selected industries must be timely, reflecting favorable and identifiable macroeconomic trends, with flexibility to adapt to rapidly evolving circumstances.

Invest Vancouver will not consider industries that would make it harder to meet key policy objectives such as Metro Vancouver's Climate 2050 and Clean Air Plan goals. Invest Vancouver will also not consider industries that carry reputational risk nor those in which the region has no clearly identifiable competitive advantages.



\*Visual source: Invest Vancouver