

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

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

DATE: Wednesday, September 28, 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, July 27, 2022

NEW BUSINESS

2. Economic Development Strategy – Workshop: Results of Community Engagement & Local Economic Analysis (90 mins)
Andre Isakov, Manager Economic Development / Adam Mattinson, Hemson Consultant
3. 2022 Year-End Review / 2023 Work Plan Development (20 min)
4. Emerging Issues (10 min)

OTHER BUSINESS

NEXT MEETING DATE – TBA, 2023

ADJOURNMENT



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
Wednesday, July 27, 2022

A Regular Meeting of the Economic Development Advisory Committee convened on Wednesday, July 27, 2022 at 7:04 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
Paul Choi
Leslie Courchesne, Tri-Cities Chamber of Commerce
Mohammad Darwish
Lilian Kan
JJ Lee (arrived at 7:26 p.m.)
Mathew Sebastiani
Catherine Williams, Douglas College Coquitlam Campus

REGRETS: Zorica Andjelic
Marko Dekovic
Emma Friess
Alice Hale

ABSENT: Marcelo Machado

STAFF: Andre Isakov, Manager Economic Development
Dragana Mitic, Manager Transportation
Glen Chua, Major Project Planner
Julie Hunter, Committee Clerk

CALL TO ORDER

ADOPTION OF MINUTES

1. Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, May 25, 2022

The Minutes of the Economic Development Advisory Committee Meeting held on Wednesday, May 25, 2022 were approved.

NEW BUSINESS

2. Strategic Transportation Plan

The Major Project Planner and the Manager Transportation utilized an on-screen presentation entitled “Strategic Transportation Plan Update” and referred to slides titled as follows:

- Agenda
- What is the Strategic Transportation Plan?
- What is the Strategic Transportation Plan (STP)?
- Why are we updating this Plan?
- Changing Landscapes
- Changing Industry Standards
- Emerging Transportation Trends
- E-Mobility Strategy – 4 Themes
- Alignment with City priorities
- Integration with Regional Transportation Plans
- Project Timeline
- 5 Phases for STP Update
- Community Engagement
- Engagement Opportunities
- Strategic Transportation Plan
- Thank You

Discussion ensued relative to the following:

- The various phases of the project
- The desire for transportation plans routinely expressed by the public at Public Hearings
- The understanding that staff are continually updating the STP
- The various traffic models put forward by higher levels of government
- Projected traffic models related to future development
- The belief that mobility is critical to economic vitality
- The importance of transportation to livability and affordability
- Various micromobility options
- Government investment in rapid transit
- The desire to develop more office and commercial space in proximity to rapid transit
- The understanding that transportation is the second largest household expense and the impact of transportation on affordability
- The vision for Coquitlam as the regional centre north of the Fraser River
- Opportunities for economic development in hubs around transit stations
- The transportation challenges in areas far from rapid transit
- The desire that strata properties install electric vehicle charging stations

- The importance of supporting the existing businesses in areas where transportation infrastructure is under development
- The benefits to Coquitlam of advocating for the expansion of Skytrain eastward north of the Fraser River
- The parking challenges resulting from construction activity
- Appreciation for the City's Official Community Plan and development planning in creating walkable neighbourhood areas
- Resources and opportunities to reach businesses through the Tri Cities Chamber of Commerce
- The need to update City bylaws with respect to the operation of E-scooters on roads
- The understanding that Council is sponsoring a resolution regarding micromobility for consideration at the Union of BC Municipalities
- The need for transportation and infrastructure to support the major increase in population in the North Road / Lougheed area, including parking for residents
- The belief that there is a significant population of residents who must use cars
- The use of car share programs
- The desire to support micromobility and multimodal transportation, and potential barriers to these resulting from the City's topography, inclement weather, and unsuitability for some people
- The desire to support the transportation of people who need to carry groceries and other belongings
- The need for expanded Skytrain service hours and a more consistent schedule for shift workers

3. Business Improvement Areas: Support for Local Entrepreneurship

The Manager Economic Development utilized an on-screen presentation entitled "Business Improvement Areas (BIAs): Support for Local Entrepreneurship" and referred to slides titled as follows:

- Robson Street
- Lower Lonsdale - The Shipyards District
- Fort Langley
- Gastown
- Downtown Kelowna
- Downtown Penticton
- Downtown Quesnel
- Downtown Prince George
- Business Improvement Areas
- What is a BIA?
- Business Improvement Areas
- Austin Heights BIA
- North Road BIA + Downtown Coquitlam BIA
- Video: BIAs in Hamilton, Ontario
- Video: Croydon, UK, BID

- Next Steps
- Questions?

Mohammad Darwish left the meeting at this time (8:17 p.m.)

Discussion ensued relative to the following:

- The positive relationship between the Chamber of Commerce and local BIAs
- The desire to foster more BIAs in the City
- The understanding that the Chamber of Commerce serves the entire business community and is a key partner in economic development
- The understanding that BIAs are most beneficial for small, local businesses
- Various BIA models
- The need for seed funding to assist in establishing BIAs
- Opportunities for synergies, alliances, and shared resources
- The importance of establishing a brand and a unique identity in BIAs
- The desire to leverage the population living in proximity to BIAs
- Appreciation for the successful BIA BC Conference hosted by the Austin Heights BIA

4. Economic Development Strategy

The Manager Economic Development provided an update relative to the Economic Development Strategy and noted the next steps, including an upcoming workshop with the Committee that will be held at the next meeting.

5. Emerging Issues

The following emerging issues were identified:

- International Downtown Association and co-host Downtown Vancouver Business Improvement Association - 68th Annual Conference & Marketplace, September 21-23, 2022
- Project Greenlight

Lilian Kan left the meeting at this time (8:54 p.m.)

NEXT MEETING DATE – Wednesday, September 28, 2022

ADJOURNMENT

The Chair noted that Quorum was lost. The meeting adjourned at 8:54 p.m.

MINUTES CERTIFIED CORRECT

CHAIR

Julie Hunter
Committee Clerk

Economic Development Strategy Survey

What We Heard

Project Purpose

Coquitlam is working to build a high quality of life for current and future generations supported by a strong local economy and local jobs. The City is developing a five-year Economic Development Strategy (EDS) that will serve as a unifying and guiding vision, and spur a clear action plan to support a sustainable economy and the ongoing establishment of a complete community.

Community Engagement

Through spring and summer 2022, the City gathered input from across the community through meetings and workshops with advisory groups, interviews with key businesses and community members, as well as youth, in addition to a public survey. This input helped to develop the strategic vision as well as values, themes, goals and strategies for local economic development.

This infographic is a summary of the online community survey administered from May 2 to June 15, 2022. The survey responses represent a convenience sample (not statistically valid) with survey feedback classified based on self-identified categories.

All the community engagement feedback will be analyzed comprehensively as part of the overall engagement process, and considered in context with quantitative analysis, technical work, other City plans and policies, economic development best practices other factors as we develop the final EDS.

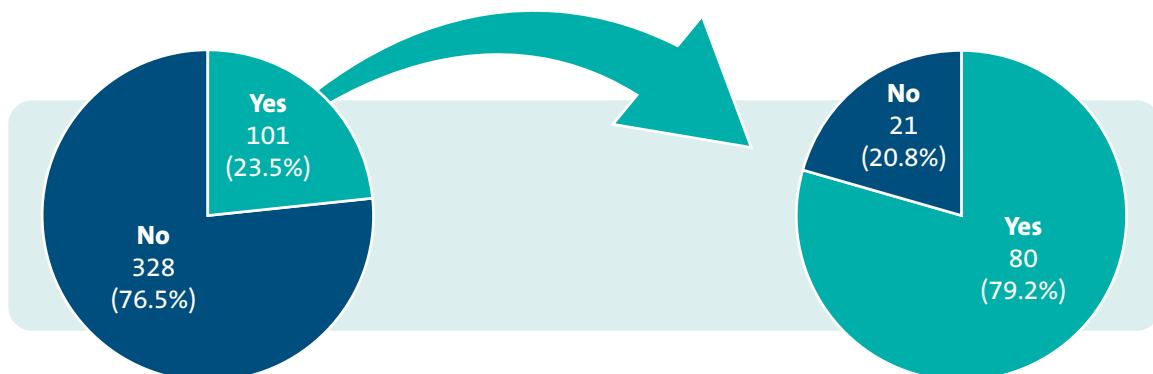
Community Survey: 429 total responses



Who did we hear from?

Nearly one quarter of respondents identified as business owners.

Do you own a business?

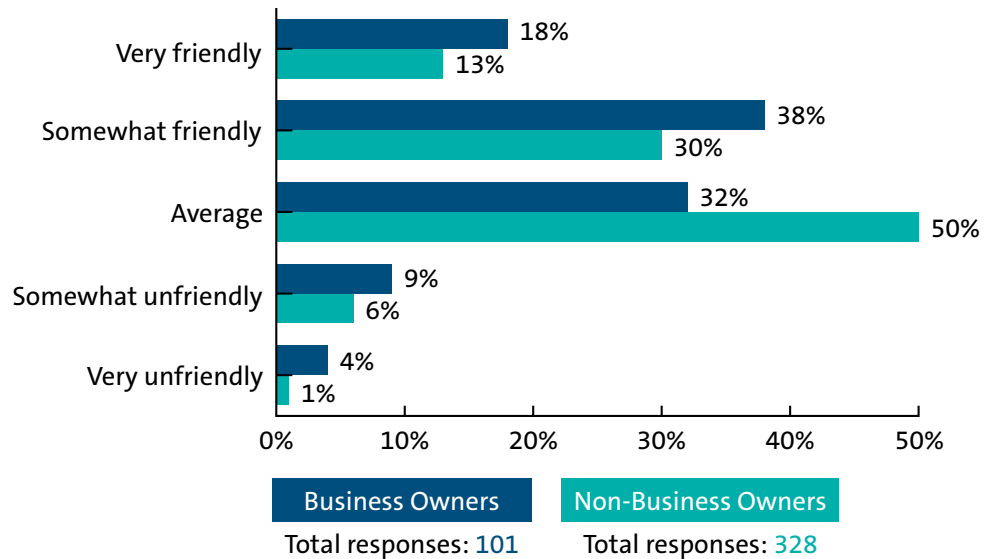




What did survey respondents tell us?

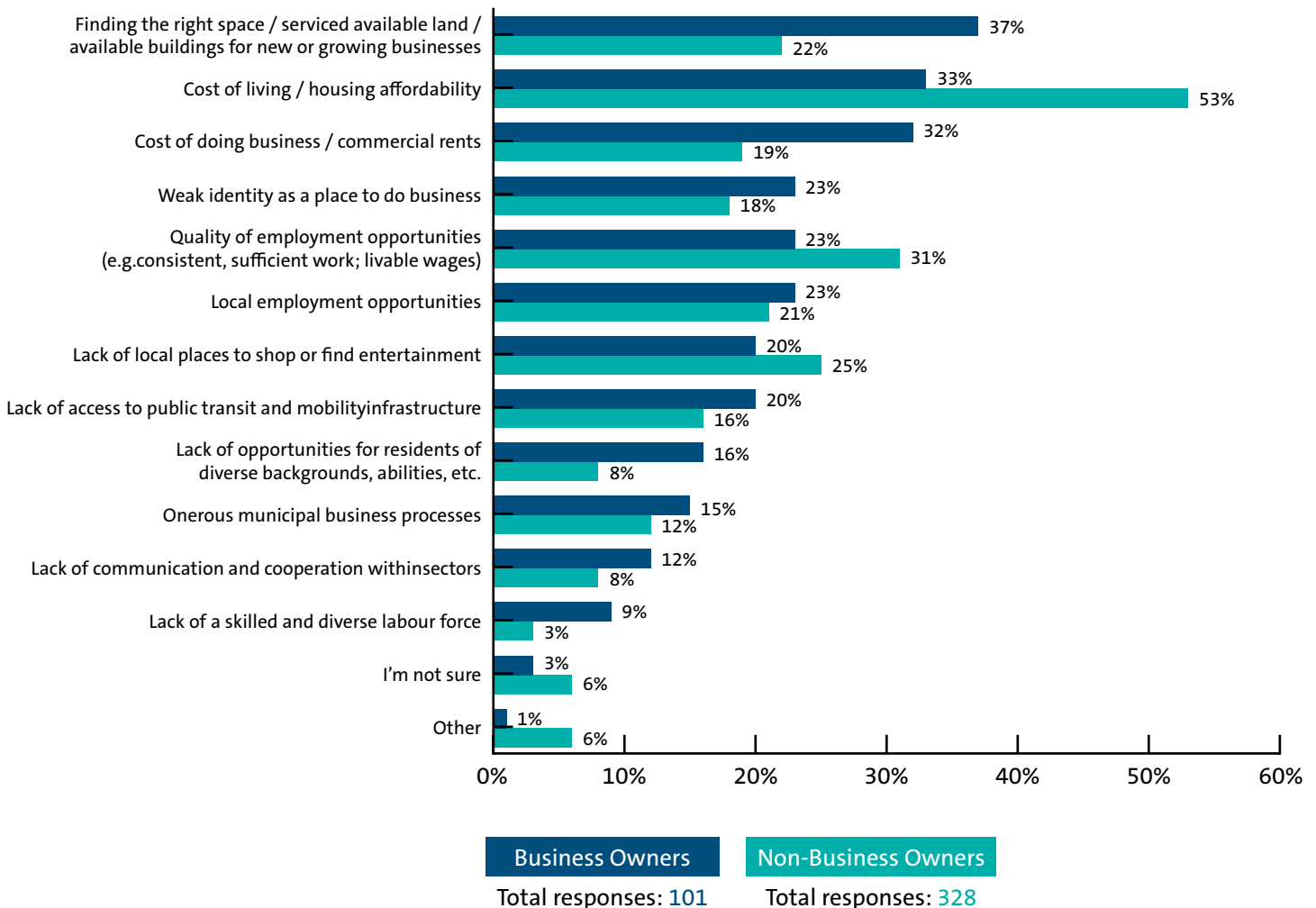
Generally speaking, respondents who identified as business owners found Coquitlam to be more business-friendly than people who said they were not business owners.

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



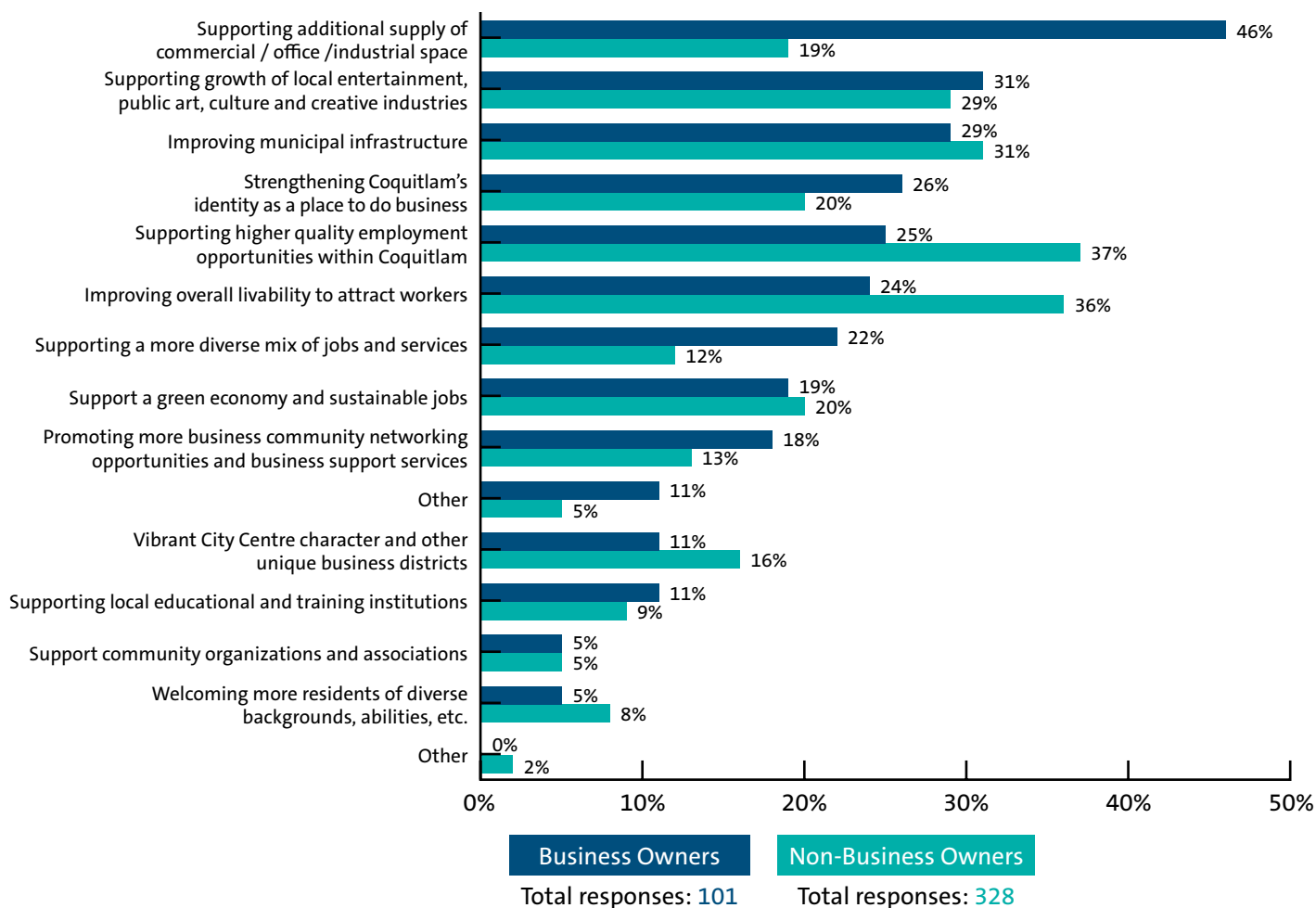
Business owners felt there were different challenges facing Coquitlam's local economy compared to non-business owners, but both groups agreed cost of living / housing affordability was in the top three.

In your opinion, what are the biggest challenges facing Coquitlam's local economy compared to other municipalities? (select up to 3)



And while business owners also had different ideas about ways the City could support the local economy, both groups felt improving municipal infrastructure was important.

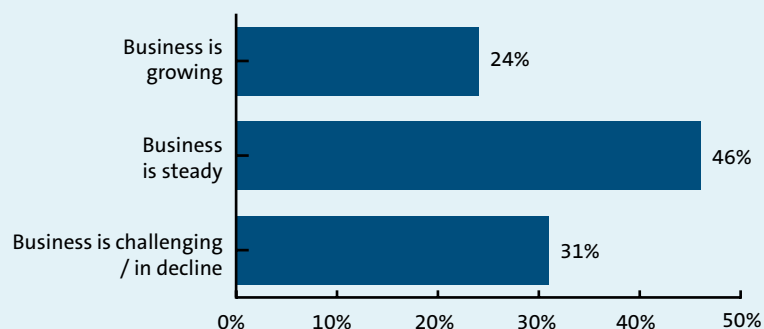
What areas should Coquitlam focus on to support our local economy? (select up to 3)



Businesses told us

Most businesses (70%) said business is steady or growing.

What best describes your recent / current business situation?

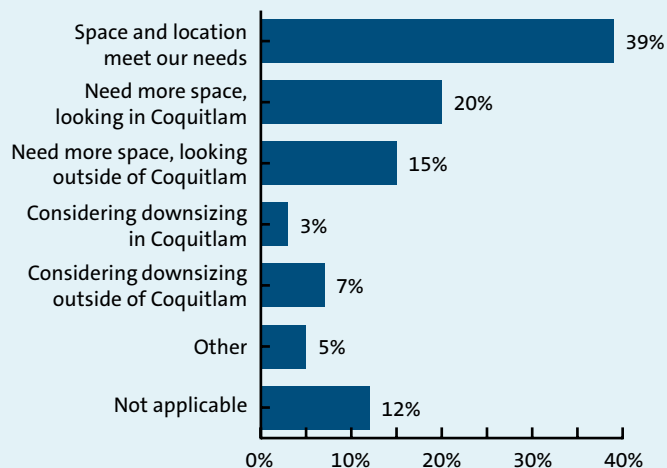


Business Owners

Total responses: 101

An almost equal amount of businesses said their space and location met their needs (39%) as those who said they were looking for more space either in Coquitlam or elsewhere (35%).

How would you describe your current space needs?





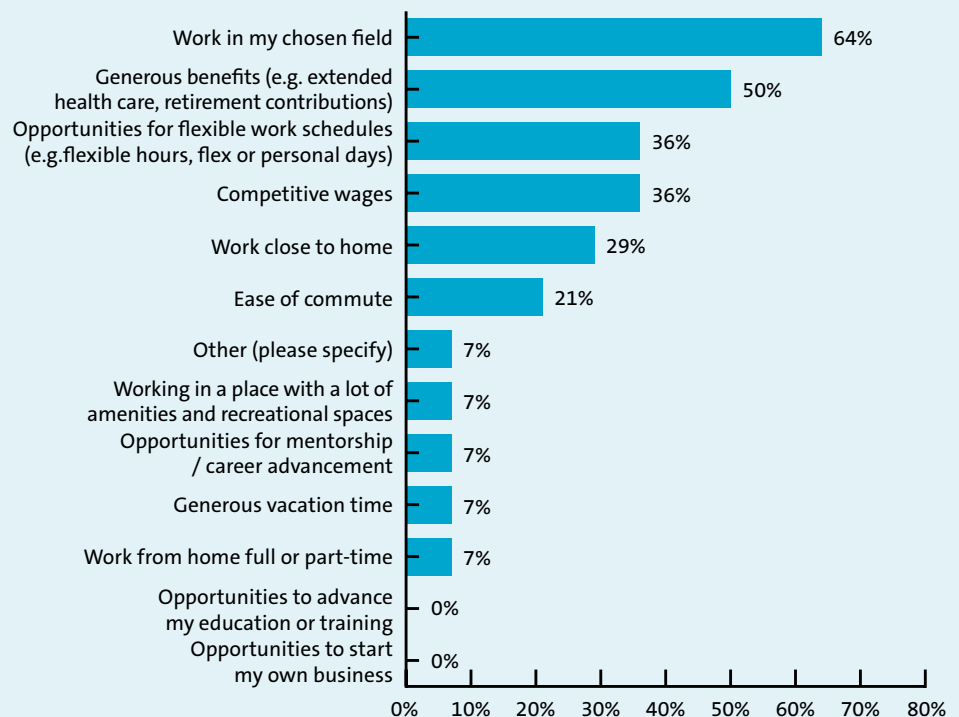
Youth told us

We also heard from some youth and students who shared insight about what is most important to them when looking for a job.

When looking for a job, what are the most important things you are looking for? (select up to 3)

Youth

Total responses: 14



Other Ways to Support Local Economic Prosperity

We asked respondents if they had any other ideas for ways to support local economic prosperity. More than 200 gave a response. Some of the key themes included:

From Business Owners



Support for Business (21 comments) – loans, hiring grants, support for new technologies and tech clusters, tax breaks, networking, attract workers, encourage shop local



Planning, Zoning and Development (17 comments) – more commercial properties, better traffic and parking management, focus on town centre and commercial pockets or business areas, update infrastructure, more diverse building and business types, flexible zoning



Government Processes (10 comments) – less red tape, community consultation, lower taxes, simplified approvals



Green Spaces and Environment (7 comments) – protect the environment and green spaces, prioritize climate change



Community (6 comments) – walkability, community events, recreation amenities



From Non-Business Owners

Planning, Zoning and Development (54 comments) – better transportation systems, traffic and parking, upgrade infrastructure, focus on City Centre, zoning, more building and density types, diverse shops and services, transit-oriented development



Support for Businesses (39 comments) – incentives, funding, accelerators, encourage shop local, tax breaks, protect industrial lands, networking, lower rent, business-friendly branding



Community (29 comments) – walkability, community spaces, public realm, beautification, culture, community events, livability, family and child care



Green Spaces and Environment (15 comments) – protect and create green spaces, protect trees and the environment



Government Processes (12 comments) – less red tape, low taxes, community consultation



Housing (11 comments) – affordability, rental subsidies

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

Economic Development Strategy
Economic Development Advisory Committee
September 28, 2022



Discussion Objectives:

- Review and update Draft EDS:
 - Vision (Appendix A)
 - Employment Lands & Economy Review (Appendix B)
- Continue dialogue about the Values, Themes, and emerging Goals, Strategies, Actions



Agenda

1. Engagement Process & Emerging Vision
 - a) Council Workshop
 - b) Community Advisory Committees
 - c) Online Public Survey
 - d) Community Interviews
2. Economic Data Review
 - a) Census Employment Trends
 - b) Land Inventory Analysis
 - c) Market Trends
 - d) Key Sectors of Focus
 - e) Opportunities
3. Discussion & Feedback



Introductions

Consulting Team Led By:



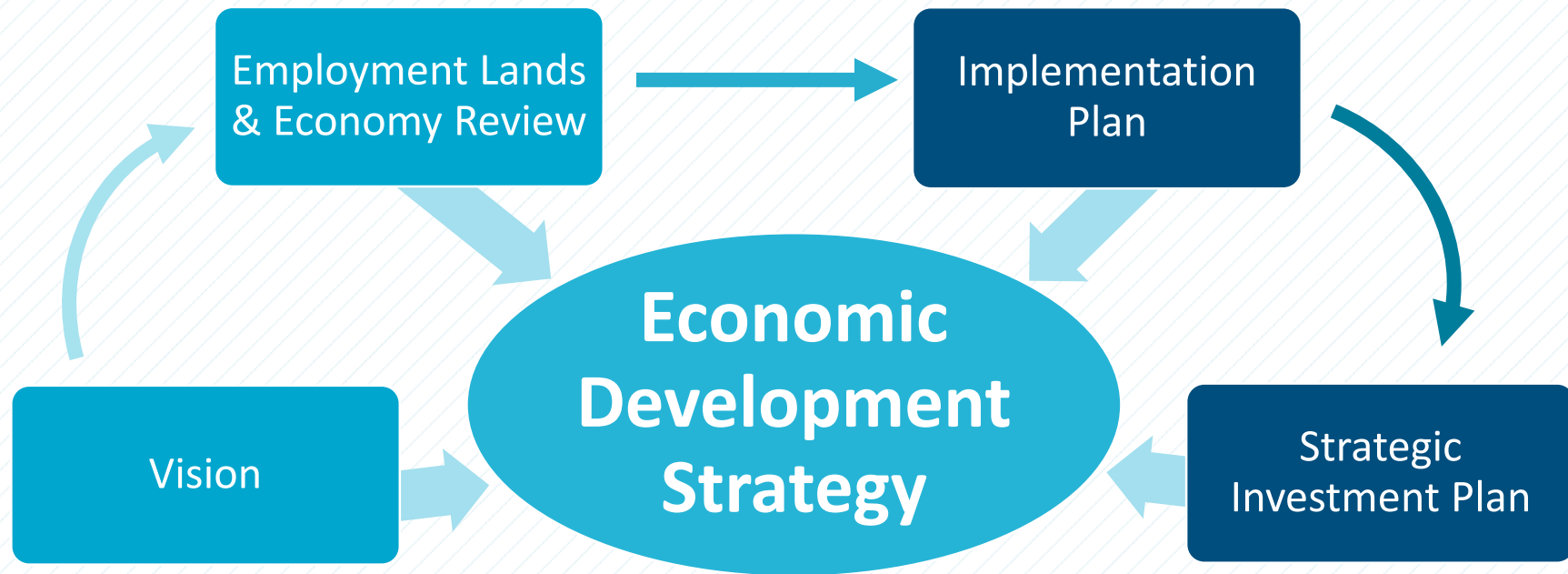
In Association with:



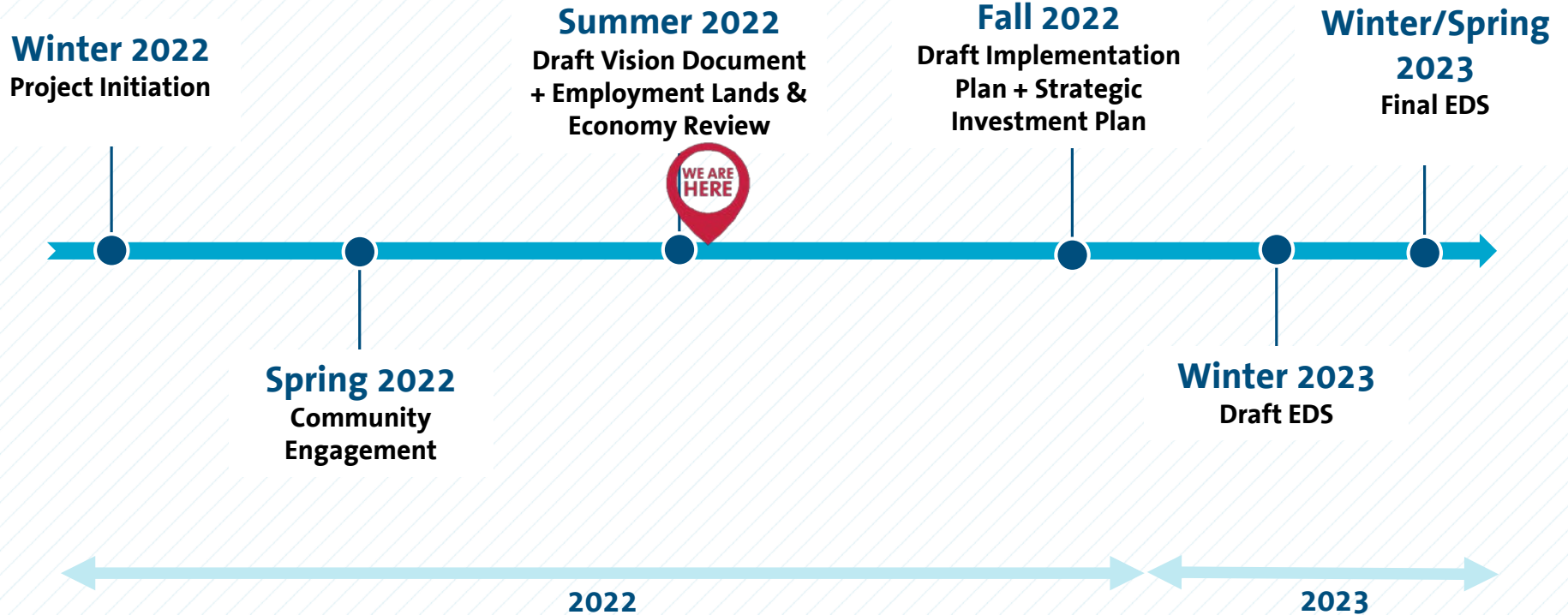
Economic Development Strategy Structure



Components:



Project Timeline





Engagement Process & Emerging Vision

Community Engagement



- Project Webpage (letstalkcoquitlam.ca)
- Municipal Advisory Committees (6)
- Interviews:
 - Community Members
 - First Nations
 - Key Businesses + Business Organizations
 - Youth
- Online public survey (429 responses)

Council Workshop Feedback

Key Messages:

1. Shaping Coquitlam's Success Story
2. Focus on Community Livability
3. Supporting the Local Business Community
4. Building Partnerships
5. Leverage Culture



Community Advisory Committees

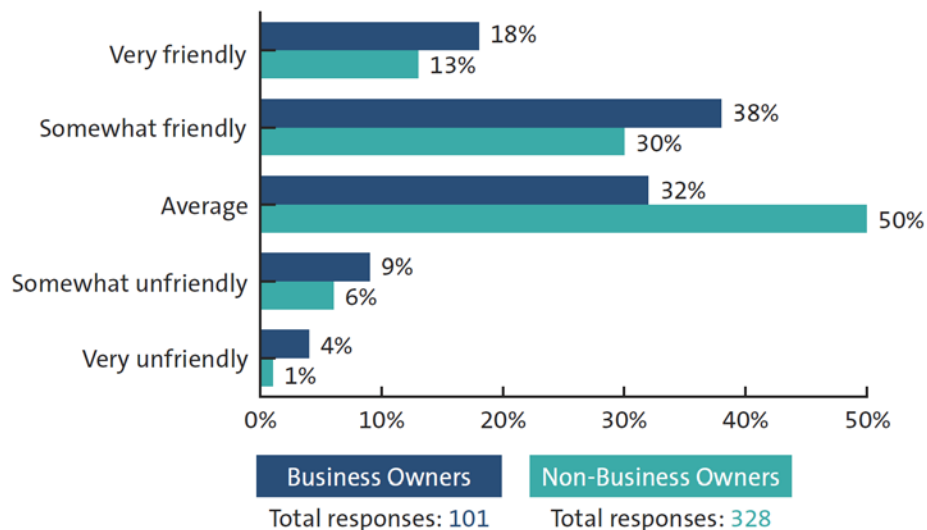


Key Messages:

1. Establish a Community Core
2. Leverage Community Amenities
3. Support Local Cultural Activity
4. Ensure Accessibility, Diversity & Inclusion
5. Support and Grow Local Businesses
6. Plan for Connectivity and Resilience

Online Public Survey

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



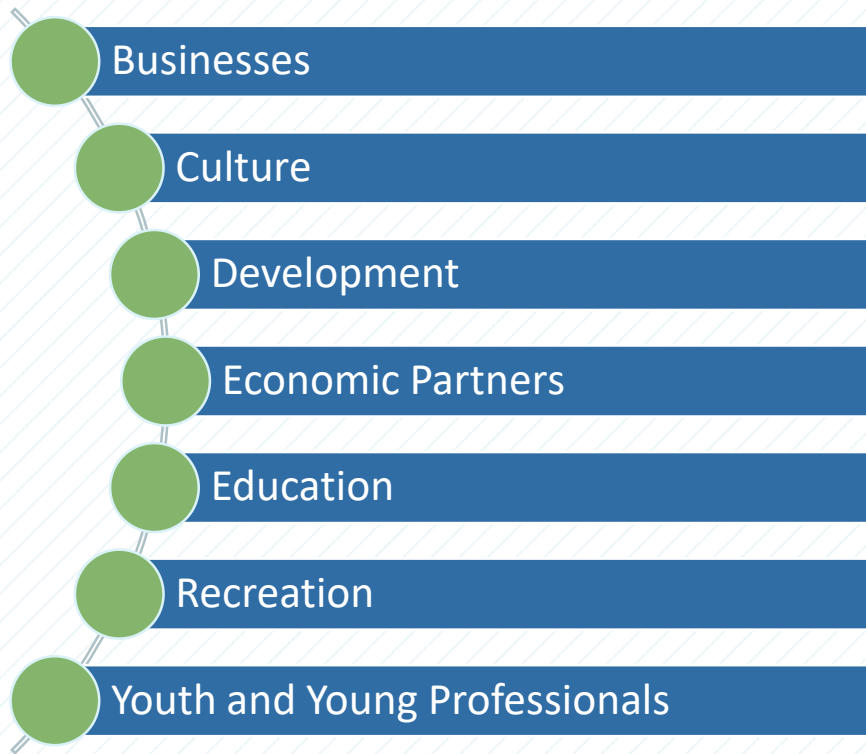
Biggest Challenges:

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

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

Community Interviews



- Conducted 12 one-on-one interviews + 1 focus group
- Free-form discussion format, oriented around prompting questions
- Covered range of topics, including:
 - Perspective on Coquitlam's role in the regional economy
 - Competitive strengths and opportunities for growth
 - Existing weaknesses and future challenges
 - Priority actions and partners for success

Community Interviews

Key Messages & Concepts:

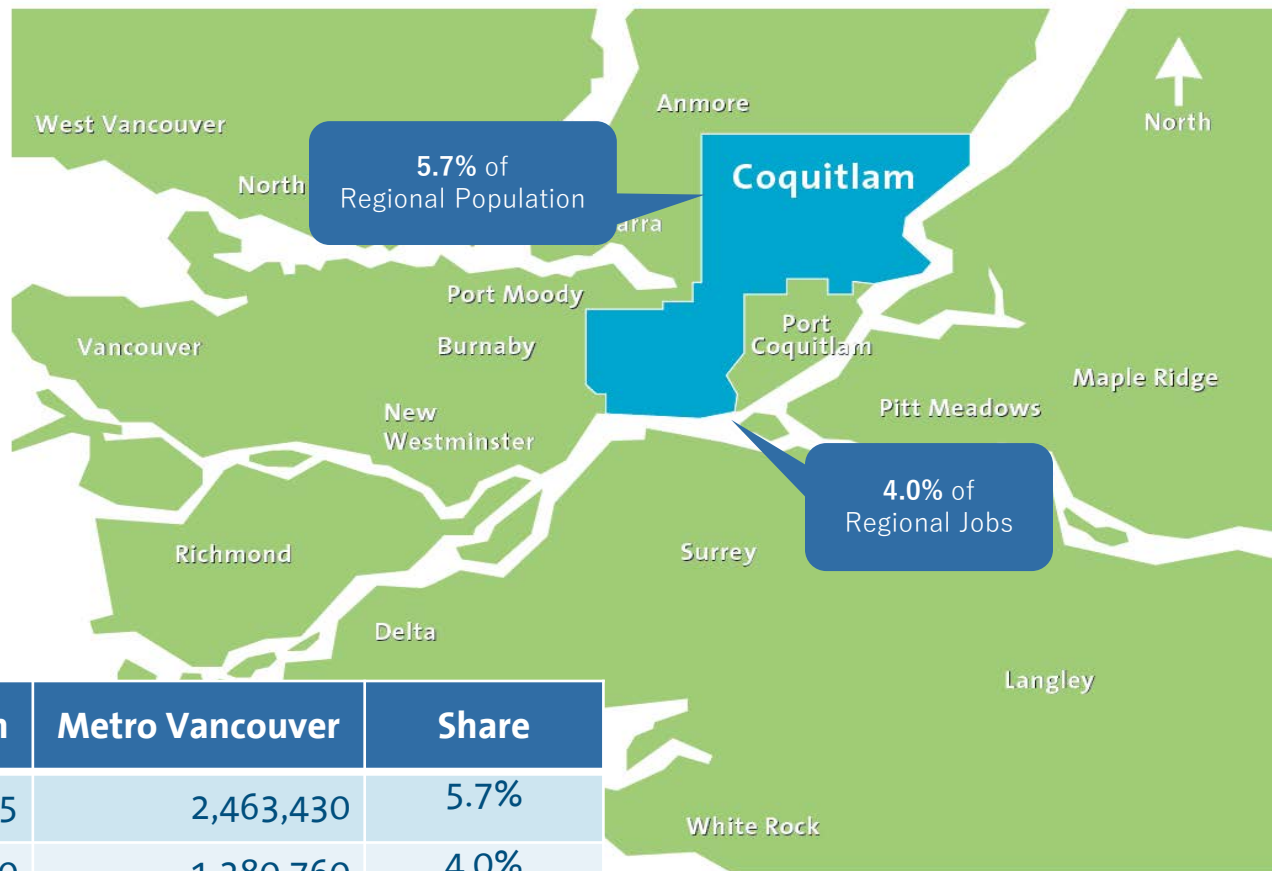
1. Leverage the Appetite for Growth
2. Re-position the City as Business-Friendly
3. Prioritize Commercial Development
(Alongside Mixed-use/Affordable Housing)
4. Establish a Community Core
5. Leverage Access to Nature
6. Protect/Invest in Employment Spaces
7. Foster Community Vibrancy: Arts, Culture, Entertainment, Walkability, Connectivity, and Placemaking



Employment Lands & Economy Review



Coquitlam in Context

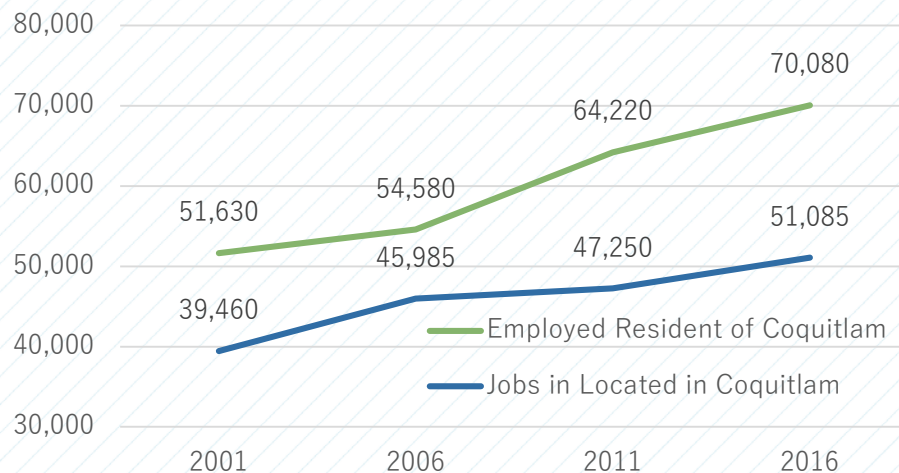


	City of Coquitlam	Metro Vancouver	Share
Population	139,285	2,463,430	5.7%
Employment	51,080	1,280,760	4.0%

Coquitlam is a Net Out-Commuting Community

- More Coquitlam residents commute out of the city to work, than those who report to work within the City
- Rate of net out-commuting has widened over last decade
- Reinforcing perception of Coquitlam as a bedroom community
- Post-pandemic opportunities to shift this back?

Change in Total Employed Residents and Jobs in Coquitlam, 2001-2016

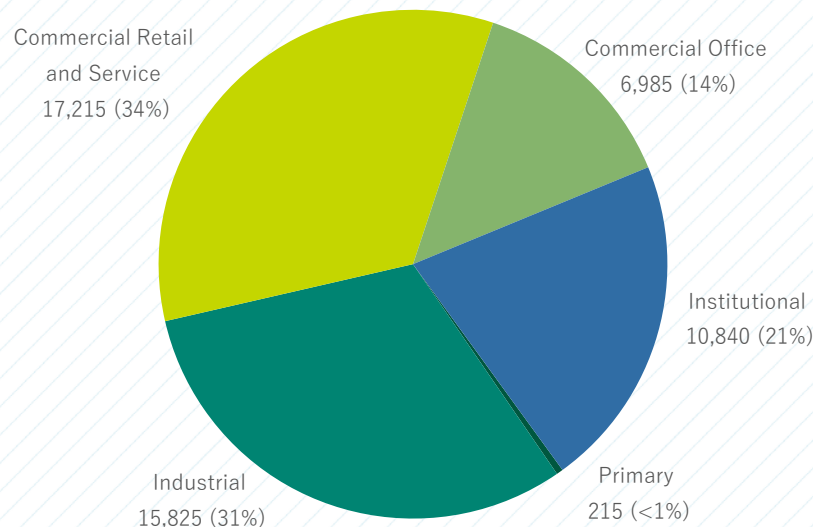


Source: Statistics Canada. 2001 - 2016.

Coquitlam's Economic Profile

- Local jobs are predominantly focused on meeting needs of residents (*retail, service, institutional*)
- Strong industrial business activity and employment
- Significant number of technical and professional jobs based at home (*or trades/construction*)

Employment by Sector, Coquitlam, 2016

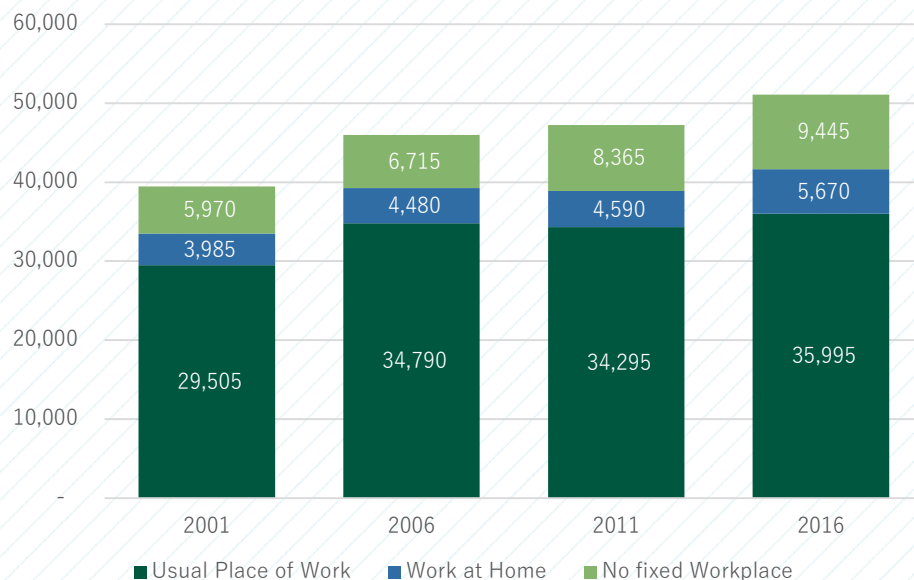


Source: Statistics Canada. 2016.

Recent Job Growth Less Tied to Space

- Most of the growth after 2006 is in the work-from-home and no-fixed place of work category
- Rise of the gig-economy and technology makes working remotely significantly easier
- Constrained land base limits opportunities for building-based business and employment growth

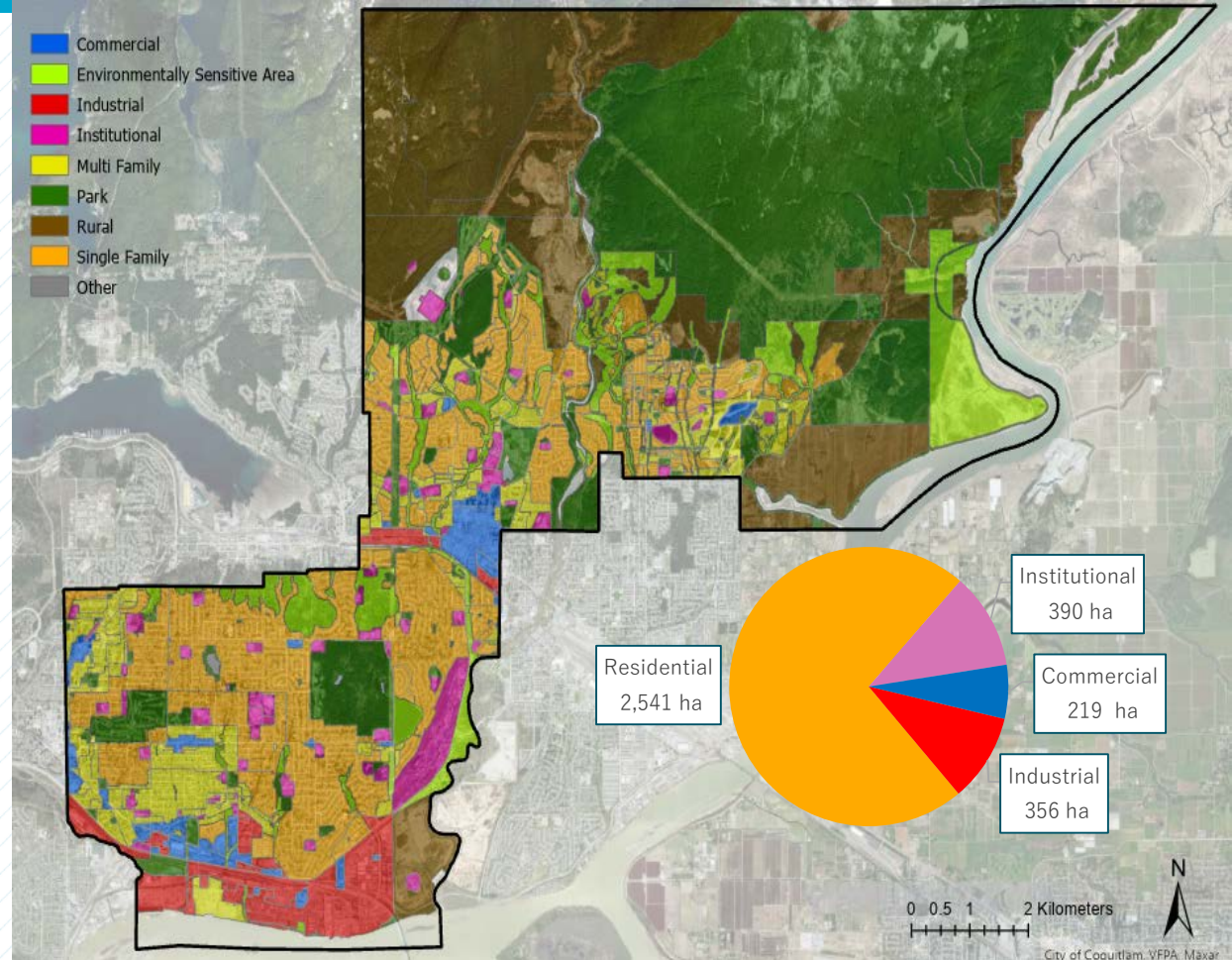
Total Employment by Type, Coquitlam, 2001 - 2016



Source: Statistics Canada, 2001 - 2016.

Land Inventory

- Of the 3,506 ha of developable land in Coquitlam, only ¼ is designated as employment lands under OCP
 - Institutional – 11%
 - Industrial – 10%
 - Commercial - 6%
- Most is already fully occupied
 - ~7.1 ha of vacant industrial
 - Few protections for commercial lands may limit commercial growth



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 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

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



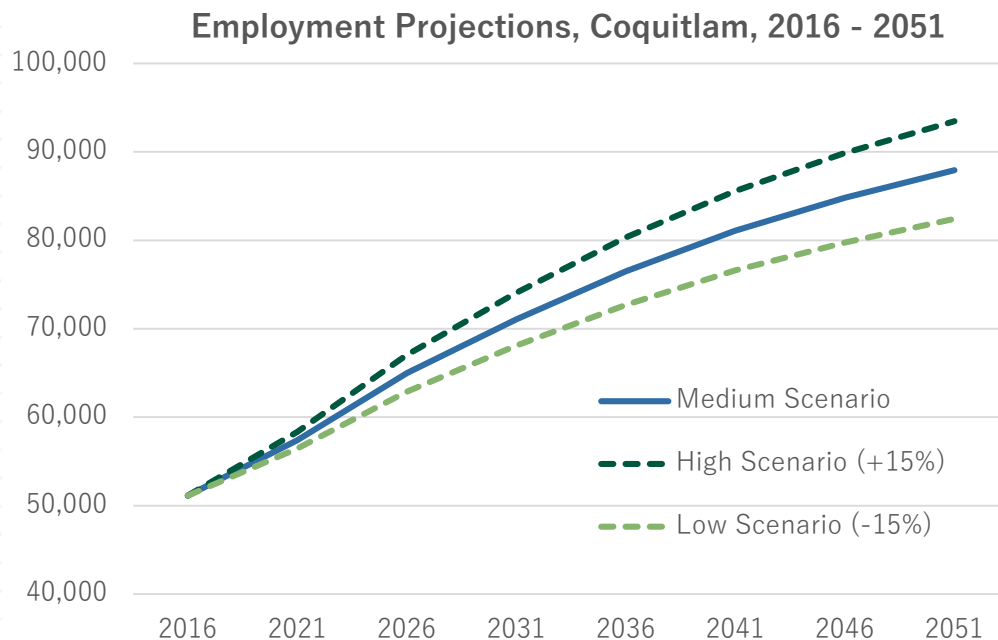
Market Analysis: Institutional Uses



- The Institutional sector is expected to grow as it is strongly tied to population growth
- Health care, education, social services and government all likely to grow on trend
- Expansion of \$10/day childcare program will drive demand for employment and space
- May be an opportunity for major Institutional anchors in the City Centre

Forecasted Employment Land Demand

- Population projections show Coquitlam growing by 106,000 residents by 2051 (76% growth)
- Employment projections show increase of 36,900 jobs by 2051 (72% growth rate)
- Detailed forecast of jobs and space demand prepared based on projections prepared by:
 - Metro Vancouver RGS
 - Colliers Office Study
 - Urban Systems Retail Analysis



Source: Hemson Consulting, based on projections prepared by Metro Vancouver.

Employment Land Demand Outlook

- Forecast outlook ambitious based on current land supply constraints
- Some Commercial Retail & Service and Institutional potential in NE Coquitlam, most will need to be accommodated via redevelopment of existing lands
- Industrial lands effectively fully built out and occupied. Growth will depend on protection of remaining space and encouragement of intensification
- Rest will depend on Coquitlam's ability to attract office development and employment



Source: City of Coquitlam

Strengths

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

Weaknesses



'Bedroom Community' perception



Isolated employment clusters



Limited employment lands and vacancies



Affordability

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



Affordable housing / employment space



Limited land/space for commercial & industrial (re)development



Future space needs and location preferences for office uncertain

Conclusions / Key Takeaways



PEOPLE

- Ensure economic opportunities in step with needs of growing population
- Support employment opportunities that reflect community diversity
- Affordable housing and employment space
- Expand links between local employers and education programs



PLACE

- Develop identity as a regional hub north of the Fraser River
- Connect employment clusters & community (culture + infrastructure)
- Protect and promote employment lands
- Develop walkable & interesting spaces –events, public art, etc.
- Encourage new hotel & lodging options
- Utilize City owned lands for keystone projects

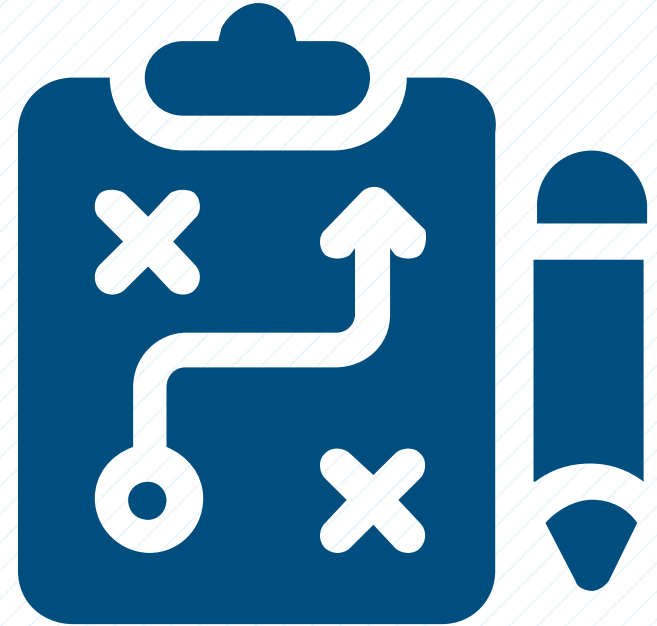


PARTNERSHIPS

- Offer competitive mix of policy, business support, and incentives
- Explore strategies for attracting key institutional or business office anchors
- Engage and collaborate with First Nations
- Improve linkages between established businesses
- Support and grow community economic development capacity (e.g. BIAs)

Next Steps

- **Continue to review draft documents:
Vision + Employment Lands & Economy
Review**
- **Commence work on Strategic Investment
Plan + Implementation Plan**



Questions for Discussion

1. **Looking at the data, trends, and issues identified...** Are there any areas or issues that surprised you? Any areas that you would like to know more about?
2. **Looking to the forecast of future demand...** Where do you feel we can be most successful in accommodating growth? What are your thoughts on friction points and how we can address them?
3. **Think of the SWOC analysis and takeaways...** Are there specific areas or issues we should be prioritizing as we move to develop action items in the next phase of the project?

Thank you

Project webpage:
letstalkcoquitlam.ca/ecdev

Project Contact:
Andre Isakov
Manager, Economic Development
604-927-3442
aisakov@coquitlam.ca



2022 Economic Development Advisory Committee Work Plan

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.

2022 Work Plan Items

Item	Department / Presenter	Comments (i.e. Initiated by, Council Priority Assignment A, B, C)
Committee Welcome & Orientation	Chair / Clerks	
2022 Work Plan Approval	Committee / Staff	
Economic Development Strategy (Standing Item)	Economic Development Staff	"B"
Visitor Economy (Tourism) Update	Economic Development Staff	
Film Update	Economic Development Staff	
Business Improvement Area Update <ul style="list-style-type: none"> • Austin Heights BIA Delegation • AHBIA in Coquitlam Hosting BIABC & IDA Pacific Northwest Regional Conference 	Economic Development Staff	
Emerging Issues (Standing Item)	Committee	
2022 Committee Review and Feedback	Committee	
2023 Work Plan Development	Economic Development/Clerks	