



City of Port Moody

Agenda

Economic Development Committee

Brovold Room
Wednesday, March 4, 2020
Commencing at 7:00pm

1. Call to Order

Call to Order

1.1

2. Adoption of Minutes

Minutes

2.1 **Recommendation:**

Pages 3-4

THAT the minutes of the Economic Development Committee meeting held on Wednesday, February 5, 2020 be adopted.

3. Unfinished Business

4. New Business

Leave of Absence Request – Sharleen Karamanian

4.1 Attachment: Email, Sharleen Karamanian, Sharleen Karamanian Absence, dated February 17, 2020
File: 01-0360-20-03

Pages 5-6

Recommendation:

THAT leave of absence be granted for Sharleen Karamanian for the March, April, May, and June 2020 meetings.

Council and EDC Workshop Debrief

4.2 Attachment: Notes from Council and EDC Joint Workshop
File: 01-0360-20-03

Pages 7-10

Proposed Working Groups

4.3 Attachments:
a) Branding and Positioning
b) Establishing Job Targets and Business District
c) Business Engagement
d) Economic Development Microsite
File: 01-0360-20-03

Pages 11-22

2020 Work Plan

Page 23

4.4 Attachment: 2020 Work Plan – Economic Development
Committee
File: 01-0360-20-03

Recommendation:

**THAT the 2020 Work Plan – Economic Development
Committee be submitted to Council for approval.**

5. Information

Staff Updates

5.1

6. Adjournment



City of Port Moody

Minutes

Economic Development Committee

Minutes of the meeting of the Economic Development Committee held on Wednesday, February 5, 2020 in the Brovold Room.

Present

Councillor Hunter Madsen, Chair
 Mayor Robert Vagramov, Vice-Chair
 Taryn Barker
 Lisa Beecroft
 Edward Chan
 Dustin Chelen
 Matt Ferguson
 Sharleen Karamanian
 Brian Krieger
 Sean Ogilvie
 Greg Pepler
 Christopher Pope
 Robert Simons

Absent

Mary Vellani (Regrets)

In Attendance

Joji Kumagai – Manager of Economic Development

1. Call to Order

Call to Order

1.1 The Chair called the meeting to order at 7:02pm.

2. Adoption of Minutes

Minutes

2.1 EDC20/002
 Moved, seconded, and CARRIED
THAT the minutes of the Economic Development Committee meeting held on Wednesday, January 8, 2019 be adopted.

3. Unfinished Business

4. New Business

**2019 Committee
Annual Report**

- 4.1 Attachment: Draft 2019 Annual Report – Economic
Development Committee
File: 01-0360-20-03

EDC20/003

Moved, seconded, and CARRIED

**THAT the 2019 Annual Report – Economic Development
Committee be approved and forwarded to Council.**

5. Information

Staff Updates

- 5.1

6. Adjournment

The Chair adjourned the meeting at 7:05pm.

Councillor Hunter Madsen,
Chair

Joji Kumagai,
Manager of Economic
Development

Jennifer Mills

From: FIPPA s. 22
Sent: February-17-20 12:48 PM
To: Committees
Subject: Re: RE Sharleen Karamanian absence

Hello Jennifer,

These are the dates I have confirmed I will be unavailable to attend.

Wednesday, March 4, 2020 • Wednesday, April 1, 2020 • Thursday, May 21, 2020 (rescheduled for LMLGA) •
Wednesday, June 3, 2020.

I am still confirming my contract completion date.

Let me know if there is anything else you require from me.

Thanks

Sharleen Karamanian

From: "Committees" <committees@portmoody.ca>
To: FIPPA s. 22
Sent: Friday, February 7, 2020 2:59:54 PM
Subject: RE: RE Sharleen Karamanian absence

Hi Sharleen,

Congratulations, Joji did let me know you may be requesting a leave of absence.

The request is approved by the Economic Development Committee - please send the exact meeting dates for 2020 that you are requesting a leave of absence for (meeting dates attached) and the Committee will consider your leave of absence request at the next meeting.

If the contract goes beyond the original dates you requested off, you would have to submit another request for leave of absence at that time.

Any other questions, please let me know.

Thanks,

Jenny

Jennifer Mills

Committee Coordinator, City of Port Moody

Phone: 604-469-4670 | Fax: 604-469-4550

jmills@portmoody.ca | www.portmoody.ca

From: FIPPA s. 22
Sent: February-07-20 2:36 PM
To: Committees <committees@portmoody.ca>
Subject: RE Sharleen Karamanian absence

Hi Jennifer

I have accepted a short term contract finance position with the District of Saanich (in victoria) meaning that I will not be able to attend meetings in person for the next 4 months.

I was told I should ask for a leave of absence? If this is not possible or acceptable to the Committee please let me know what steps I need to take.

I do enjoy being a member of the Economic development committee but I understand if being away causes concern for parties involved.

I do plan to return after my job contract is completed but I do not have an exact date at this time..

Thanks and be in touch.

Sharleen Karamanian

Notes from Council and EDC Joint Workshop
Wednesday, February 5, 2020, 7:05pm to 9pm
Brovold Room

Present:*Council*

Mayor Robert Vagramov, Councillor Diana Dilworth, Councillor Megan Lahti, Councillor Amy Lubik, Councillor Hunter Madsen, Councillor Steve Milani, Councillor Zoe Royer

EDC members

Taryn Barker, Lisa Beecroft, Edward Chan, Dustin Chelen, Matt Ferguson, Sharleen Karamanian, Brian Krieger, Sean Ogilvie, Greg Pepler, Christopher Pope, Robert Simons

Staff

Tim Savoie (City Manager), Andre Boel (GM of Planning and Development), Angie Parnell (GM of Corporate Services), Paul Rockwood (GM of Finance and Technology), Joji Kumagai (Manager of Economic Development)

Regrets: Mary Vellani

Councillor Madsen reviewed objectives for the workshop. Introductions were made around the table.

Discussion:

- Certainty and timelines of commercial development are important to recruiting businesses
- Further comments about SWOT analysis
 - Without the City taking control economic development, it will be planned for us; ad hoc results likely
 - Having staffing resources helps, Port Moody's advantages include a creative and entrepreneurial community, Port Moody is a hot commodity, waterfront access, arrival of SkyTrain
 - Competing with other communities; Squamish and Abbotsford have done a great job of leveraging strengths and having a clear vision - elected officials are able to speak clearly with confidence about their focus and opportunities
- Several points about Squamish were raised
 - Squamish's economic development website is easy to navigate, information is clear, streamlined permitting process is outlined
 - Note about a local Port Moody business opening a store in a neighbouring city and the ease of the process both in terms of engaging with staff and with the depth of information available online
 - Squamish is like Port Moody with brownfield sites near water, influx of new residents, old industry being phased out; they are very clear about their competitive advantages and are intentionally marketing themselves as distinct from Whistler
 - Tourism Committee also looked at Squamish as great example of branding
 - Quality of life is a key attribute that is core to Squamish's marketing

- Discussion about Tri-Cities Chamber presentation
 - Chamber CEO warned about impact of development in Coquitlam and from the industrial core proposed along Lougheed Highway in and around Falcon Drive; there is also major development in Burnaby
 - Port Moody has more to offer than Coquitlam but is not nimble
 - Coquitlam is also not afraid of density and about building on commercial space; there is clarity of where and what they are developing
 - Uncertainty in the Moody Centre TOD area will impact perception of Port Moody; will not be seen as being open for business and business friendly
 - There is less land in Port Moody so less room for error; the good things need to be nurtured in Port Moody and if development erodes these values, then we lose a strategic advantage
 - Port Moody staff should connect with Coquitlam staff and seek how we might be able to work together on economic development with Coquitlam

- Comments about the retail and office sectors
 - Need certainty in order to attract businesses to Port Moody
 - Need to work with developers to create inventory; there is a market for office in the Tri-Cities despite what some might say
 - Quality of commercial space is important to attract business; build around anchor tenants and good infill between with smaller businesses to create retail continuity
 - Commercial retail units (CRUs) need to have certain specs and not all developers are aware of this
 - Central business district should be considered around the entire Skytrain line with retail at grade, office on second floor, residential above
 - Not much consideration of type of retail and how CRUs are constructed when reviewing development applications
 - Evolution of retail with millennials more interested in buying from bricks and mortar stores while boomers purchasing online – very counterintuitive
 - Need a mix of uses to support changing trends; for example, people are spending more on food and frequently eating out
 - Already seeing transition in Newport, from its early days with predominantly retail businesses to more service-type businesses moving in recently

- Comments on mixed-use
 - Mix of uses shouldn't be overlooked e.g. residential above hotel, green roofs as amenity space
 - Ensure flexibility of space, can't anticipate all future uses e.g. during Yaletown redevelopment of commercial space, City allowed a variety of uses to support that change
 - Need to be strategic about building a live-work city; set specific targets e.g. what does a Port Moody resident need to earn, what sort of jobs does this person need, what sort of industry, set hard targets and build into plans

- Question posed about TOD and how cities change, whether driven by developers or by municipal planning processes such as master plans
 - Capture desired change in OCP but need to meet with property owners and developers as they are the ones that implement policy through new or renewed built form

- Utilise the EDC as an advisory body to work with the TOD developer group; potentially significant losses to the city if we don't act on TOD
- Revisions of an OCP take a lot of time; EDC has a lot of skills and capacity and could be used to accelerate TOD discussions
- OCP should be an inclusive process with all stakeholders including the community and developers so by the time it is passed, there is already ownership; shouldn't be a zero sum game i.e. OCP or developers
- Contradiction between OCP revision (slow) and being nimble; perhaps an OCP lite for the TOD would be a pragmatic approach
- Success in OCP-driven business development is possible but requires laser focus and needs to survive political turnover
- Tension between urgency to move forward vs expected OCP revision timeline
- Focus on TOD OCP lite approach
- From recent TOD Council discussions, what are the priorities for the TOD? Tradeoffs e.g. affordability housing will decrease commercial space
- Consider alternative measures such as percentage of commercial vs percentage of residential to give flexibility to Planning
- Prioritizing needs is challenging; local residents, developers, many stakeholders - level of organisation and/or access to money could impact their ability to contribute to the TOD dialogue
- Focused OCP work for TOD is a good idea if strong targets are created to guide developers rather than having them decide to the city; EDC could support this work
 - UDI might be a good resource, NAOIP, real estate associations
 - Outside help can do research but community needs to give direction
- Talk to businesses that have opened recently, with a goal of working with them as opposed to why it can't happen; broaden definition of quality of jobs – not base just on income levels; want to see improved daytime economy
- Council looks at job quality from the perspective of livability in Port Moody, not necessarily implying that lower paying jobs are “bad jobs”
- Economic development strategy (EDS)
 - Council strategic plan includes the development of a EDS
 - Need to market economic development strategy to both businesses and the community; good economic development benefits everyone; Council needs to be business savvy and understand the difference between tax incentives vs reducing holding costs, empower staff to make decisions, and strong customer service
 - Regulations between business and developers are different (requirements, timelines, etc.); holding costs are factored in for developers but not for businesses who have to absorb that cost
 - EDS and OCP both take time and can't be done in isolation; EDC has done a lot of great work; balance vision with data, what is current economic situation in the city, start with gap analysis
- Closing comments
 - OCP is a vision that has been built over time, next step has to be focused - what type of jobs, what type of units, evolution of thinking
 - Council needs to give direction for staff to work with EDC on an economic development strategy; consider discussing this at the March EDC meeting

- Planning can benefit by receiving direction about economic development
- Port Moody is not known as a business community, so need to shift perception and need diversity of commercial spaces to allow businesses to grow

DRAFT

Economic Development Committee – Branding and Positioning Working Group

Purposes:

The purpose of the Branding and Positioning working group is to provide research and guidance on the development of branding and positioning for the City of Port Moody.

Objectives:

1. Assess positioning of other competitive cities in the Lower Mainland;
2. Identify a short set of key brand values for the EDC to consider and embrace;
3. Generate a set of 4 to 5 lead contenders for:
 - a. Brand positioning statement;
 - b. Possible taglines;
 - c. Possible graphical elements for inclusion in a logo;
 - d. A graphical logo;
 - e. Communications rollout plan for promoting the city's new positioning.

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Economic Development Committee – Jobs and Business District Working Group

Purpose:

The purpose of the Jobs and Business District working group is to provide guidance to Council by defining a central business district along the SkyTrain corridor and to present 2041 job targets by commercial area, land use type, and income level.

This information will support the creation of an economic development strategy.

Required actions:

1. Review and refine a baseline of current job data;
2. To define a central business district area along the SkyTrain corridor where the majority of future job creation would be expected to occur;
3. Produce a job target matrix based on variable scenarios of key indicators (for example, jobs per population and number of jobs held by residents) and categorize by land use type, income level, and commercial area;
4. Using industry standards for square feet per job, identify the approximate square footage of commercial space required to achieve the job targets and in which commercial district (e.g. TOD, Flavelle, Coronation Park, etc.).

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Economic Development Committee – Business Engagement Working Group

Purposes:

The purposes of the Business Engagement working group are to:

1. Support the creation of a survey to be distributed to all Port Moody businesses;
2. Provide direction for two proposed discussion groups.

Survey:

Objectives:

- To receive broad input from the current business community regarding the business climate in Port Moody;
- To collect quantitative data on indicators such as staffing, future growth, customer base, etc.;
- To create a baseline against future surveys;
- To provide data in support of the creation of an economic development strategy.

Required actions:

1. Review and finalize draft survey questions (Appendix A);
2. At April EDC meeting, propose resolution recommending staff draft report to Council to authorize survey to be sent out to businesses along with a budget ask;
3. Staff to liaise with Communications on development and dissemination of survey to Port Moody businesses.

Discussion Group 1 – operators recently opening a business in Port Moody:

Objectives:

- To receive input on business licencing and permitting process from operators recently opening a business in Port Moody;
- To create a baseline for a licensing review process that will potentially be an action item of the economic development strategy.

Required actions:

1. Review list of businesses that have recently opened in Port Moody;
2. Develop objectives of discussion group, desired outcomes, and other deliverables;
3. Develop baseline questions to be posed to the group to kick off and guide the discussion.

Discussion Group 2 – home-based businesses:

Objectives:

- To receive input from home-based businesses regarding operating a home-based business in Port Moody;
- To provide guidance on how home-based businesses could be supported as part of the deliverables of the economic development strategy.

Required actions:

1. Develop objectives of discussion group, desired outcomes, and other deliverables
2. Develop baseline questions to be posed to group to kick off and guide the discussion

Appendix A – Sample Questions for Survey

Section 1 – About Your Business

1. Where is your business located?
 - a. City of Port Moody (**if respondents don't select this answer, they will not be able to continue the survey*)
 - b. Elsewhere in Metro Vancouver
 - c. In BC, outside of Metro Vancouver
 - d. Outside of BC
2. How many years has your business operated in Vancouver?
 - a. (numeric response)
3. Which of the following best describes your business' primary activity (the one that generates the most revenue for your business)
 - a. Accommodation services
 - b. Arts, entertainment, and recreation
 - c. Construction and trades
 - d. Design, scientific and technical services (e.g. architecture, engineering, technical consulting, computer system design, custom software)
 - e. Educational services
 - f. Finance and insurance
 - g. Real estate, rentals, and leasing (real estate offices, industrial goods rentals, property management, etc.)
 - h. Food services and drinking places
 - i. Health care and social services
 - j. Information and cultural products (e.g. software publishing, telecommunications, sound production, data processing, etc.)
 - k. Legal and accounting
 - l. Manufacturing
 - m. Primary industries (e.g. forestry, agriculture)
 - n. Public administration
 - o. Religious, social, and community organizations
 - p. Repair and personal services (e.g. automotive repair, computer repair, nail salon, hairdresser, etc.)
 - q. Retail trade
 - r. Transportation and warehousing
 - s. Utilities
 - t. Waste management and remediation services
 - u. Wholesale trade
 - v. Other industries
 - w. Unsure
4. Generally, what percentage (%) of your revenue is from customers in:
 - a. The city of Port Moody
 - b. The rest of Metro Vancouver
 - c. Outside of Metro Vancouver

5. What general percentage (%) of the goods and services you receive are from suppliers in:
 - a. The city of Port Moody
 - b. The rest of Metro Vancouver
 - c. Outside of Metro Vancouver

Section 2 – Business Location and Spaces

6. Please indicate how important each factor is to you in deciding on a location for your business (rank each from 4 – extremely important to 1 – not at all important):
 - a. Space characteristics
 - i. Occupying the ground floor
 - ii. Occupying upper floors (>5th floor)
 - iii. Keeping the entire business on one floor
 - iv. High ceilings (>14 feet)
 - v. Room to expand
 - b. Site characteristics
 - i. Visibility from major street
 - ii. Prestige location
 - iii. Employee parking
 - iv. Customer parking
 - v. Large truck access (semi-trailers)
 - vi. Outdoor storage space
 - vii. Access to pedestrian traffic
 - c. Area characteristics
 - i. Close to transit or SkyTrain
 - ii. Close to restaurants and shops
 - iii. In a heritage district
 - iv. In the central business district
 - v. Sense of safety/security
 - vi. Located away from residential dwellings (i.e. to avoid noise or other complaints)
 - d. Business links
 - i. Face-to-face contact
 - ii. Close to customers
 - iii. Close to suppliers/services
 - iv. Close to related or complementary businesses
 - v. Close to employees
 - vi. Close to downtown Port Moody (would this be Inlet Centre area?)
 - vii. Close to the Port
 - viii. Close to the Highway 1
 - ix. Access to rail connections
7. What is your preference for “building mix”?
 - a. Business only building
 - b. Residential building (for a home office)
 - c. Mixed-use building (building has both business and residential uses)
 - d. No preference

8. How many locations for your business do you rent or own in Port Moody? For example, a business might have one retail location, several restaurant locations, a manufacturing location and separate distribution location.
 - a. (Drop down box)
9. Please enter the postal code for your business location(s) in Port Moody.
 - a. (Location 1, Location 2, Location 3, etc.)
10. How many years have you rented or owned at this location?
 - a. (Location 1, Location 2, Location 3, etc.)
11. How would you describe the type of space(s) for your business that you own or rent?
Commercial spaces include storefronts, restaurants, offices, and retail establishments. Industrial spaces are generally for heavy and light industrial activities such as manufacturing, warehousing, storage, and other uses that may be incompatible with residential uses. Institutional spaces are those that serve a community's social, educational, health-related, cultural, or recreational needs (e.g. hospitals, educational facilities, child care facilities, social service centres.)
 - a. (Location 1, Location 2, Location 3, etc.)
12. What is the total square footage occupied by your business at your business location(s)? Please provide your best estimate.
 - a. (Location 1, Location 2, Location 3, etc.)
13. What percentage (%) of floor space at your business location is used for the following?
 - a. Office
 - b. Retail/showroom
 - c. Manufacturing/production
 - d. Distribution
 - e. Repair
 - f. Storage
 - g. Other
14. Does your business activity involve any of the following at the location(s) you listed? (checkboxes)
 - a. Noise
 - b. Dust
 - c. Strong odours
 - d. Bright outdoor lighting
 - e. Heavy truck deliveries
 - f. Operations after 11pm
 - g. None of these
15. How many employees currently work for your business in the locations you own or rent?
 - a. (Location 1, Location 2, Location 3, etc.) – box to insert number
16. What percentage (%) of your total employees are:
 - a. Full time (%)
 - b. Part time (%)
17. What percentage of your employees earn a living wage? In 2019, the living wage for Metro Vancouver was \$19.50 per hour.
(textbox)

Section 3 – Plans for the Future

1. What are your plans for your business locations?
 - a. No change
 - b. Expanding (increasing the size and renovating)
 - c. Updating (keeping the same size but renovating)
 - d. Downsize
 - e. Close
2. Are you considering, or in the process of expanding your business to new, different locations?
 - a. Yes
 - b. No

Section 4 – Ensuring the Supply of Space for Business and Employment

1. What do you think are the key challenges for Port Moody when it comes to ensuring an appropriate supply of spaces for businesses and employment? Choose the top 3 challenges.
 - a. Stable and reliable property taxes
 - b. Curbing land use speculation
 - c. Lack of affordable space
 - d. Lack of available space
 - e. Lack of local trained and available workers
 - f. Zoning and land use policies
 - g. Improving transit and the transportation system to serve businesses in Vancouver
 - h. Businesses spaces are often hard for customers to get to
 - i. Other (please specify)
 - j. No challenges
 - k. Don't know
2. What do you think are the key ways to help ensure an appropriate supply of space for businesses and employment in Port Moody as our economy grows?
 - a. (text box)
3. Would you define yourself as a small business (under 50 employees and less than \$5 million in revenue a year)?
 - a. Yes
 - b. No
 - c. Prefer not to say

Economic Development Committee – Economic Development Microsite Working Group

Purposes:

The purpose of the Economic Development Microsite working group is to provide research and guidance on the development of an economic development microsite for the City of Port Moody.

Objectives:

1. Review 2019 EDC research on economic development websites and assess additional communities if required;
2. Review brand and position elements as endorsed by the EDC through the work of the Branding and Positioning working group;
3. Identify content including competitive advantages, future commercial opportunities and target industries, labour data, etc.;
4. Research strategies for SEO including future content generation ideas.

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2020 Economic Development Committee Work Plan Calendar

MONTH	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
FOCUS AREA	<ul style="list-style-type: none"> - Committee orientation - 2019 Annual Report - Council and EDC Joint Workshop preparation - 2020 Work Plan - Wayfinding 	<ul style="list-style-type: none"> - Council and EDC Joint Workshop 	<ul style="list-style-type: none"> - Council and EDC Joint Workshop debrief - "State of Business" research (survey, roundtable) - Economic development branding 	<ul style="list-style-type: none"> - Wayfinding working group report back - State of business draft survey - Review draft roundtable agenda - Moody Centre TOD developers' group presentation - Spike Awards working group 	<ul style="list-style-type: none"> - Sign off on business survey (survey launch in June) - Sign off on roundtable agenda - OCP review/discussion with Planning - Begin planning for economic development strategy - Innovation Ecosystems in Metro Vancouver (S. Lubik, SFU) - SFU marine research centre presentation 	<ul style="list-style-type: none"> - Business roundtable (hold at separate date and time from EDC meeting?) - Small Business (T. Barker, L. Beecroft, Shop Local Port Moody)
MONTH	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
FOCUS AREA	<ul style="list-style-type: none"> - Review business survey results and roundtable feedback - Prepare for permits and licensing review - Website improvements - Economic profile - Capilano University X/R and immersive technologies 		<ul style="list-style-type: none"> - Metro Vancouver Regional Prosperity Service presentation 	<ul style="list-style-type: none"> - Spike Awards selection of winners (event: October 22) 	<ul style="list-style-type: none"> - Annual Report - Begin drafting 2021 Work Plan 	