

## NOTE TO EDAC MEMBERS

The attached pages are excerpts from the DRAFT Economic Development Strategic Plan.

Please review them in preparation for our discussion at the December 1 EDAC meeting. This information will allow for a discussion on the overall direction of the plan, the major focus areas, and the role of EDAC and other entities in implementing the plan. The full plan remains in progress and will provide additional detail under each strategy with specific implementation steps.

Please note that the attached has gaps in the section and page numbering as not all parts of the report are provided at this time.

Questions for discussion:

- Does the Vision fully reflect what you think Pitt Meadows should be trying to achieve?
- Is anything missing from the Strategic Objectives or list of Strategies?
- Should anything be modified, combined, or removed?
- What is the role of the EDAC in implementing this plan? What is a reasonable expectation for EDAC member support for completing certain strategies (note EDAC is identified with an implementation role in some strategies)?

Additional research results and other background information will be provided during the meeting in support of our discussion.

Thank you.

Jamie Vann Struth

## 2 VISION

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The vision for economic development in Pitt Meadows has been developed by the Economic Development Advisory Committee in their role as the providing oversight to the development of this strategic plan.

**To enhance our small-town character and lifestyle  
by supporting local business viability, attracting  
investment and visitors, and building on our  
essential agricultural resources.**

PHOTO

## 4 STRATEGIC OBJECTIVES

Strategic objectives establish the framework for the individual strategies and action items to follow. The objectives are mutually reinforcing and occasionally overlap, but making progress toward each objective represents progress toward achieving the City's economic development vision.

### OBJECTIVE #1 – IMPROVE THE LOCAL BUILDING BLOCKS OF BUSINESS VIABILITY

This objective covers a range of fundamental business inputs that are common across most sectors and for both large and small businesses. These include labour supply, available commercial and industrial real estate, transportation, infrastructure, and local regulation and costs.

### OBJECTIVE #2 – SUPPORT A VIABLE AND GROWING AGRICULTURE SECTOR

Agriculture is not only foundational to Pitt Meadows history and identity, but remains one of the pillars of the local economy. The City has a critical role in providing vital services and a supportive regulatory framework for local agriculture, while also serving as a nexus of influence for local farmers in interactions with regional, provincial, and federal governments. Agriculture is also a dynamic sector with varied opportunities for both traditional and advanced-technology growth.

### OBJECTIVE #3 – INCREASE THE PROMOTION AND ECONOMIC VALUE OF TOURISM

Tourism is a special type of economic sector that typically requires central coordination of marketing and promotion for the benefit of an entire community or region. This function is currently not being provided for Pitt Meadows, yet the city has multiple tourism assets. Enhancing the economic value of tourism involves capturing a greater economic benefit for Pitt Meadows from visitors, either through expanding commercial operations or better linking visitors with existing commercial areas.

### OBJECTIVE #4 – PURSUE OTHER GROWTH OPPORTUNITIES

Pitt Meadows has many additional opportunities for new business development that either provide high-quality employment opportunities locally or expand the range of commercial or recreational amenities for residents, or both.

### STRATEGIES OVERVIEW

The next four sections of the report contain individual strategies organized under each of the five Strategic Objectives.

## 5 LOCAL BUILDING BLOCK STRATEGIES

These strategies are designed to achieve **Objective #1 – Improve the Local Building Blocks of Business Viability**.

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 1: INCREASE SUPPLY OF LEASABLE COMMERCIAL SPACE	HIGH	Planning & Development	EDAC can support the expansion of commercial space when development applications are referred to the Committee.
STRATEGY 2: INCREASE DIVERSITY OF UNIT SIZES AND PERMITTED USES IN INDUSTRIAL AREAS	MODERATE	Planning & Development	Same as above.
STRATEGY 3: ATTRACT POST-SECONDARY AND/OR TRAINING INSTITUTION TO PITT MEADOWS	LONGER-TERM	Planning & Development	Should be encouraged as a central element of Harris Road redevelopment. Could have coursework and/or research relating to the local community, such as agriculture.
STRATEGY 4: IMPROVE MATCHING OF EXISTING LABOUR SUPPLY WITH LABOUR DEMAND LABOUR.	HIGH	EDAC Communications Major Employers, Chamber of Commerce	City-hosted job fair, creation of student employer database to keep students working locally, increased communication/ promotion of existing job matching tools (Service BC).

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 5: SHOW AWARENESS OF BROADER ECONOMIC ENVIRONMENT AND IMPACT OF LOCAL BUSINESS COSTS, INCLUDING PROPERTY TAXATION	MODERATE	All City Departments	Economic conditions in the 2020s may be the most challenging since the 1970s. City should be cognizant of business viability challenges in setting fees and charges and tax rates.
STRATEGY 6: MAINTAIN OPENNESS AND FLEXIBILITY IN REGULATION TO NOT UNNECESSARILY CONSTRAIN LOCAL BUSINESS	LONGER-TERM	EDAC All City Departments	EDAC to function as a conduit for business concerns about City regulatory issues by inviting attendance and discussion at EDAC meetings and communicating issues to staff.
STRATEGY 7: ADVOCATE FOR IMPROVED CELLULAR SERVICE ACROSS THE COMMUNITY	LONGER-TERM	Corporate Services	Come existing pockets of poor service negatively impact local businesses and visitors in those areas.
STRATEGY 8: CONTINUE WITH ONGOING ROAD IMPROVEMENTS.	LONGER-TERM	Engineering & Operations	Regional population growth and local developments including airport and Amazon employment expansions to have local circulation implications.
STRATEGY 9: ENHANCE AIR TRAVEL LINKAGES	LONGER-TERM	Airport	Includes scheduled flights (including Harbour Air) and ease of use for private air travel.

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 10: ENCOURAGE CONTINUED GROWTH OF A PITT MEADOWS BUSINESS IDENTITY	LONGER-TERM	EDAC Chamber of Commerce	Strong Pitt Meadows identity for residents to extend to businesses through formal and informal events, and incorporating small, large, home-based, and public/non-profit sector organizations

## 6 AGRICULTURE STRATEGIES

These strategies are designed to achieve **Objective #2 – Support a Viable and Growing Agriculture Sector.**

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 11: INVEST IN CONTINUAL IMPROVEMENTS TO CRITICAL FARMING INFRASTRUCTURE	HIGH	Engineering & Operations Planning & Development Agricultural Advisory Committee (for ongoing input/guidance)	Includes drainage/irrigation and management of invasive species. Need to adapt to changing climatic conditions.
STRATEGY 12: FACILITATE SOLUTIONS TO AGRICULTURAL LABOUR AND HOUSING SHORTAGES	HIGH	Planning & Development Agricultural Advisory Committee (for ongoing input/guidance)	Challenges relate to shortages of housing and limitations to on-farm housing, as well as federal government-related immigration issues for temporary foreign workers.
STRATEGY 13: PROMOTE LOCAL AWARENESS OF AGRICULTURAL VALUE TO PITT MEADOWS	MODERATE	Communications EDAC Agricultural Advisory Committee (for ongoing input/guidance)	Improved awareness of agricultural value, within the general public and within City Hall, will facilitate greater support and understanding across a range of issues.
STRATEGY 14: ADVOCATE ON BEHALF OF LOCAL FARMERS WITH SENIOR GOVERNMENTS	HIGH	Corporate Services Mayor and Council Agricultural Advisory Committee (for ongoing input/guidance)	Due to the overlap with regional, provincial and federal regulations and initiatives by other governments. The City of Pitt Meadows can help coordinate and amplify these messages.

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 15: SUPPORT EXPANSION OF INNOVATIVE FARMING PRACTICES USING ADVANCED TECHNOLOGY	MODERATE	Planning & Development Agricultural Advisory Committee (for ongoing input/guidance)	Technology transfer and local adoption of innovative technology solutions has potential to expand value and variety of local production.
STRATEGY 16: SUPPORT EXPANSION OF HIGH-VALUE ON-FARM PRODUCTION	LONGER-TERM	Planning & Development Agricultural Advisory Committee (for ongoing input/guidance)	Wide variety of options, including food and beverage processing, tourism and farmgate sales, filming.

## 7 TOURISM STRATEGIES

These strategies are designed to achieve **Objective #3 – Increase the Promotion and Economic Value of Tourism.**

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 17: LEVERAGE CITY INFORMATION AND COMMUNICATION TOOLS TO RAISE AWARENESS OF LOCAL BUSINESS COMMUNITY	HIGH	EDAC Corporate Services (IT, Communications)	Raising awareness of local business options is a benefit to tourism as well as residents. Final products could include online map and directory, printed "tourist-style" map. EDAC potential lead role in compiling/overseeing information.
STRATEGY 18: PRODUCE TOURIST-ORIENTED MAP	MODERATE	EDAC Communications	A colourful, tourism-oriented cartoon map can highlight the many recreational amenities as well as commercial areas. EDAC may consider taking a lead role in producing the map. Selling advertising one option to defray production, printing and distribution costs.
STRATEGY 19: IMPROVE TOURIST-ORIENTED SIGNAGE TO LINK TOURIST AND COMMERCIAL AREAS	MODERATE	Planning & Development	Increasing the economic value of tourism means increasing the opportunities and the ease with which tourists can support local businesses.
STRATEGY 20: SUPPORT THE EXPANSION OF SPECIAL EVENTS AND PERMITTING OF MOBILE FOOD, RETAIL AND ENTERTAINMENT VENDORS	LONGER-TERM	Parks, Recreation & Culture Planning & Development	Enhances the vitality and quality of life for residents as well as attracts more visitors to the community.

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 21: INCREASE AWARENESS OF TOURISM VALUE	LONGER-TERM	Communications Planning & Development EDAC	Emphasis on how tourism development provides a richer mix of amenities for the local community. EDAC can support this awareness through consideration of relevant development applications that would impact tourism.
STRATEGY 22: IMPROVE PUBLIC AMENITIES FOR VISITORS	LONGER-TERM	Planning & Development Engineering & Operations	Examples include public restroom facilities as well as accessibility improvements for high-traffic areas. Other options may include facilities oriented toward target visitors, such as cyclists, kayakers, dogwalkers.

## 8 GROWTH OPPORTUNITY STRATEGIES

These strategies are designed to achieve **Objective #4 – Pursue Other Growth Opportunities**

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 23: SUPPORT AIRPORT WATERFRONT DEVELOPMENT	LONGER-TERM	Airport Planning & Development	Waterfront development with restaurant and other amenities on the Fraser River would provide anchor to one part of dyke trail and become a destination location within Pitt Meadows.
STRATEGY 24: SUPPORT AIRPORT INDUSTRIAL DEVELOPMENT	MODERATE	Airport Planning & Development Engineering & Operations	Airport will take the lead on its own development plans, which could add substantially to local employment base. Technical limitations such as utility and services connections may require City support.
STRATEGY 25: EXPAND OUTREACH TO REGIONAL FILM SECTOR	MODERATE	Parks, Recreation & Culture Financial Services	Pitt Meadows has multiple proven filming locations and can increase outreach efforts for those and other locations. Must ensure filming does not unduly impact local businesses and those affected are appropriately compensated.
STRATEGY 26: RAISE AWARENESS AMONG REGIONAL TECH WORKERS OF LIFESTYLE, HOUSING AND BUSINESS LOCATION AMENITIES	LONGER-TERM	EDAC Communications	Continue attracting knowledge-based workers, and particularly as commercial/industrial lease options expand, eventually attract tech/related companies and related services.

STRATEGIES	PRIORITY	IMPLEMENTATION LEAD	NOTE
STRATEGY 27: ATTRACT A RANGE OF COMMERCIAL AMENITIES TO EXISTING AND NEW COMMERCIAL AREAS	MODERATE	Planning & Development EDAC	There is strong demand within the community for a broader range of food service, entertainment, and arts and culture amenities, all of which would also enhance tourism. Where possible, ensure potential new businesses are exposed to the market case rationale for a Pitt Meadows location.