

Staff Report to Council

Planning & Development

FILE: 6750-01

REPORT DATE: April 06, 2021

MEETING DATE:

April 13, 2021

TO: Mayor and Council

FROM: Anne Berry, Director of Planning & Development

SUBJECT: Economic Development Advisory Committee - Establishment
Approach Update

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



RECOMMENDATION(S): THAT Council:

- A. Receive for information the staff report titled "Economic Development Advisory Committee – Establishment Approach Update" dated April 06, 2021; OR
- B. Other.

PURPOSE

The purpose of this report is to advise Council of the recommended work necessary in order to implement an Economic Development Advisory Committee and to seek direction for the committee, along with guidance from a consultant, to review the City's existing Economic Development Strategy.

☐ Information Report

☐ Decision Report

☒ Direction Report

DISCUSSION

Background:

Historical City Economic Development Bodies and Decisions:

In the early 2000's, the City identified economic development as a strategic focus area. The City then established an Economic Development Advisory Committee (EDAC). The purpose of the committee was to provide a forum for information sharing and to provide

coordination and implementation of an economic development business plan for the City.

The City's Economic Development Strategy (Attachment A) was introduced in 2008. The EDAC was in effect until the City created an Economic Development Corporation, which was established in 2010, as a separate entity operating at arms-length from the City, in order to implement the City's economic development strategy and support economic development in the community. In 2015, Council disbanded the Corporation.

In 2020 staff was in the process of recruiting members and forming terms of reference for a new Tourism Committee however, its formation was postponed due to a reprioritization of tasks resulting from the COVID-19 pandemic. At the onset of COVID-19, the City created an Economic Resiliency Task Force in order to provide immediate support for businesses feeling the impact of the lockdown and the associated Provincial Orders. The Task Force's mandate has concluded however, in its place, at the September 22, 2020 Regular Meeting Council directed staff to:

- Create an Economic Development Advisory Committee that would include a tourism component;
- Engage a professional who specializes in economic development to provide information on the possible scope and structure of an economic advisory body; and
- Prior to beginning the work, staff was to report back to Council with the estimated cost associated with this work.

Relevant Policy, Bylaw or Legislation:

The City's Official Community Plan supports economic development in the community and identifies focus areas for future growth. The Economic Development Strategy is intended to support business retention and expansion, and to bring awareness to opportunities for investment and growth in all sectors within the City. This document has not been updated for several years and requires review.

Analysis:

The primary goal of economic development is to facilitate efforts between businesses and community stakeholders to improve the well-being of the local economy, enhance competitiveness, and increase sustainable growth. The goal is to attract new business and investment in the community and to support existing businesses.

In response to Council direction, staff spoke with some consultants for assistance in order to better understand the costs associated with the creation of a new EDAC.

Costs are expected to be approximately \$10,000 to retain the services of a consultant and establish a committee. The expected range of work includes developing new terms of reference, assisting staff with recruitment of committee members, and facilitating a Council workshop. It will also involve a historical review of past economic development

documentation, including the 2008 Strategic Plan. This is a new advisory committee for the City and, as such, the consultant will provide the expertise necessary to ensure the success of the committee, deliver value to the business community, as well as ensure the committee and the strategy reflect Council's vision and today's needs.

Prior to commencing work to expand on any of the City's current economic development support activities, staff recommends that the current strategy be evaluated by the committee/consultant to determine if it is still applicable to the needs of local businesses and the City's economic direction. A Council workshop is a suggested step to evaluate the City's vision for economic development/tourism and to advise where updates or shifts are necessary to reflect the current and anticipated economic climate. The desired outcome of this process is to determine whether Council wishes to endorse the existing strategy or develop a new one.

Aside from the initial consultant support, staff envision the committee to operate similar to other advisory committees with a Staff Liaison and Committee Clerk, unless Council desires a more robust plan and/or different service level. This committee may also require a Communications Lead to help with committee initiatives, similar to the Economic Resiliency Task Force. Any budget requests (ex: development of a new strategic plan) or impacts to staff time beyond normal committee support will be presented to Council during the City's established business planning process.

COUNCIL STRATEGIC PLAN ALIGNMENT

☐ Principled Governance ☒ Balanced Economic Prosperity ☐ Corporate Excellence
☐ Community Spirit & Wellbeing ☐ Transportation & Infrastructure Initiatives

FINANCIAL IMPLICATIONS

☐ Budget Previously Approved ☐ Referral to Business Planning ☒ Other

The cost to establish a new Economic Development Advisory Committee is anticipated to be \$10,000 (one-time cost), plus associated staff time and on-going committee support that can be attained within the existing staff compliment.

Council approved a budget of \$20,000 to establish the Tourism Committee (which was folded into the EDAC umbrella) however, these funds were reallocated as part of the City's COVID-19 relief grant program in 2020. While the funds are no longer available staff is confident that additional consultant funds of \$10,000 to establish the EDAC is manageable within the Council approved 2021 operational budget. Since an additional budget is not requested, Council authorization is not required.

Should strategy updating or rewriting be needed staff will add this to the business planning process for Council's consideration.

PUBLIC PARTICIPATION

☒ Inform ☐ Consult ☐ Involve ☐ Collaborate ☐ Empower

KATZIE FIRST NATION CONSIDERATIONS

Referral ☐ Yes ☒ No

Katzie First Nation members would be welcome to apply for committee membership.

SIGN-OFFS

Written by:

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Director, Planning & Development

Reviewed by:

Kate Barchard
Manager, Administrative Services

ATTACHMENT(S):

A. City of Pitt Meadows Economic Development Strategic Plan (2008)

Economic Development Strategic Plan

City of Pitt Meadows



The *Natural* Place



2008

Economic Development Strategic Plan

Prepared by:



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ACKNOWLEDGEMENTS

EDCD Consulting would like to thank the staff at the City of Pitt Meadows for its support throughout the course of this project. We would also like to show our appreciation to the distinguished individuals on the Economic Development Advisory Committee, Members of Council, and the dozens of other individuals for their invaluable insight and ideas that led to the creation of this plan.

Economic Development Advisory Committee

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City of Pitt Meadows Members of Council

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Councillor Andrew Tolchard
Councillor Deb Walters

Special thanks to the City of Pitt Meadows Staff

Jake Rudolph, Chief Administrative Officer
Laurie Darcus, Director of Legislative Services
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INTRODUCTION

This is the second and final report in the City of Pitt Meadows' strategic planning initiative. The prior report was a Community Assessment and SWOT, which presented a thorough evaluation of the City's economic development assets and identified areas of strengths, weaknesses, opportunities, and threats for growth. The report also identified industry sectors that should be the focus of future economic development efforts and provided a draft vision for the community and the strategic goals that would work towards it.

Purpose of the Economic Development Strategy

The Economic Development Strategic Plan establishes direction for the City of Pitt Meadows' future economic development efforts. The purpose of the plan is to provide direct actionable items to assist the newly formed economic development function in attracting, retaining and/or enhancing the types of businesses and labour forces that will secure its economic future and position Pitt Meadows as a globally competitive community. By leveraging Pitt Meadows' existing strengths and taking advantage of key opportunities, the strategic plan aims to create a vital and diverse economy in the City.

Process of the Economic Development Strategy

This final report reflects a five-month process which included input from key community stakeholders including business, government and community leaders. Information was collected through an economic data review, one-on-one interviews, and online surveys. Over the course of the process, EDCD Consulting met multiple times to review the status of our findings, discuss goals, and develop strategies. Significant research and analysis have led to this strategy for the City of Pitt Meadows.

Format of the Economic Development Strategy

The Strategic Plan consists of goals, objectives and implementation actions. The goals describe the general guideline to explain what the City of Pitt

Meadows wants to achieve. Each goal has a series of objectives defining the steps required to attain the identified goals. Each objective lists specific implementation actions to be completed by the city or other identified parties. Each objective will have a defined completion date, budget, lead party, and will be measurable.

Defining the City of Pitt Meadows' Vision for Economic Development

In the first report presented to the City of Pitt Meadows, EDCD Consulting provided three draft vision statements. We believe that a vision is the foundation of all activities that will improve the community and that it also drives every aspect of a successful strategic plan.

When the first report was presented it was suggested that one of the goals identified in the 2007 Annual Report & 2008 – 2012 Corporate Strategic Plan, Strategic Area 2 - Economic Development be used as the guiding vision for the Economic Development Strategic Plan. The goal from the 2007 Annual Report is:

To provide a foundation for the local economy through business attraction and retention that will diversify the City's tax base, provide a mix of quality employment opportunities, and create a complete community with a healthy balance of residential, commercial and light industrial development resulting in a wide array of amenities and services locally.

It was also suggested at the time of the presentation that draft vision statement #3 presented in Report One, with slight alteration, be accepted as the guiding vision for the Economic Development Strategic Plan. The vision statement would be:

The City of Pitt Meadows is the natural place as a business-friendly community with an innovative and diverse economy based on our high quality infrastructure, skilled and educated workforce and balanced lifestyle.

A third option for the City's economic development vision exists. The 2007 Economic Development Business Plan states the City's overall economic development goal is to:

Have a community with a healthy balance of residential, commercial and light industrial development that provides a mix of local employment opportunities and a wide array of amenities and services locally.

A clear vision is essential to ensuring a strategic plan stays focused and clear regarding its goals and objectives. It is recommended that the newly formed economic development organization review all the existing and potential vision statements before forming a consensus for one vision that will lead the new organization into the future.



OVERVIEW OF PITT MEADOWS' ECONOMY

This section of the plan summarizes current and future demographic, economic, and market conditions in the City of Pitt Meadows. These trends offer a perspective on the City's economic strengths, weaknesses, and opportunities. It also gives context to the Goals and Objectives outlined later in the document.

For a more detailed analysis of these factors, please refer to Report One: Community Assessment and SWOT (attached as Appendix 1).

Demographic Trends

Population

The Canada Census shows that the City of Pitt Meadows is a small-sized community which grew at a faster rate than the province over the last census period. Between 2001 and 2006, Pitt Meadows' population grew from 14,670 to 15,623, an increase of 6.5 percent. In contrast the province grew by 5.3 percent over the same period.

This strong growth is expected to continue over the next 10 to 15 years. Currently, BC Stats estimates the City's population to reach up to 21,000 by the year 2021. This represents a 34 percent increase within 15 years.

Income, Occupation, and Education

The City of Pitt Meadows is a relatively affluent community, with a median family income of \$78,024. In comparison, the provincial median income per family is \$65,787. This can be explained in part due to greater labour opportunities in high-wage occupations available in metropolitan regions compared to more rural communities within BC, including health service, educational service, R&D facilities, and corporate offices.

The occupations with the greatest growth rate for Pitt Meadows also fall into the high-wage occupations. These include management occupations and the professional, scientific and technical occupations.

Pitt Meadows residents' advanced educational attainment is behind the province with 15 percent

of Pitt Meadows residents 25 years and older having a Bachelor's degree or higher. This figure significantly falls behind the province where 24 percent of residents 25 years and older have a Bachelor's degree.

Implications of Demographic Trends

Pitt Meadows' demographic profile suggests strong potential for economic development in the City. In terms of new retail development and service industries, the City's rapid growth projections, professional labour force, and high household incomes are very positive indicators for retailers.



The City's demographic profile also matches the labour force needs of many businesses, particularly in professional industries that seek to locate in well-educated stable communities in order to attract employees.

Employment Trends

Key Industries

Data from the 2006 Census indicates that the City of Pitt Meadows has a total labour force of 8,985 for individuals 15 years and over. This represents an

increase in the labour force from 2001 of 9.2 percent. By comparison the province grew by 8.7 percent over the same period.

The manufacturing sector plays a key role in the City of Pitt Meadows' economy, making up 10.9 per cent of total employment. However, this sector has been under tremendous pressure due to the increase the Canadian dollar has seen over the past year and recent economic uncertainties have put additional strain onto the industry. The Professional, Scientific, and Technical skills sectors shows tremendous growth as the labour force grew by 40.2 percent from 2001 to 2006 (province growth rate was 18.6 per cent). Though this sector lags behind the province as a percentage of labour force (BC is 7.3 percent and Pitt Meadows is 6.4%), opportunities still exist in this sector.

Other expanding sectors include management, administration & support services, construction, retail trade and information, as well as finance and insurance. All these industries have shown significant employment growth over the past five years and have all contributed to stabilizing the local economy.

In discussing local employment it is worth noting that indicators over the past five years show positive growth in the regional and provincial economies. For example, the Metro Vancouver region grew by 9.6 percent in total employment from 2001 to 2006, and provincially growth was 8.7 percent. It is reasonable to suggest that a portion of the growth experienced by Pitt Meadows is due to regional and/or provincial growth.

Business Size

Pitt Meadows' employment base is concentrated in smaller employers with less than 25 employees. However, there are a number of medium (26 to 75 workers) and large employers (75 plus) that are located in the City. Some of these businesses are in emerging or growth industries and require specific attention. This indicates the need for a multi-tiered economic development strategy that serves both small and large firms.

SWOT Findings

The first report provided a detailed SWOT analysis. The following summarizes and highlights these findings.

Through the SWOT, three key points were identified as being vital to growing the economy of Pitt Meadows:

- Integrated/expanded economic development program
- Internal/external marketing and communications
- Use of "The Natural Place" as Pitt Meadows' identity

It is imperative that the City capitalizes on the new transportation infrastructure being developed. A full economic development program can put into place the strategies required to realize the new opportunities that will be presented.

In addition to the expanding transportation infrastructure, the airport and its available lands can provide a significant opportunity for the City. The opportunities that exist can be impeded by the lack of control over what happens on both these lands and current marketing and attraction initiatives. The economic development function will need to pursue the integration of the airport within the economic development structure. This will be a longer term goal as governance and other issues will require resolution.

Based on input received from the community it became clear that there is a lack of communication between the City and local businesses. To be successful in economic development, Pitt Meadows will need to gain an understanding of its local business community which includes its needs, challenges, successes, and opportunities. Through a Business Retention and Expansion (BRE) program, the City can increase communication and strengthen the existing business base. A well run BRE will also provide invaluable information and support to other economic development initiatives.

There is significant support in the community for the expansion and attraction of industrial and commercial operations within the City. By combining Pitt Meadows' geographic location, its skilled labour force, its transportation infrastructure, and the availability of affordable land, Pitt Meadows is well set to attract new investment.



While opportunities exist for expansion and attraction of businesses, it is important to keep in

mind that 86% of the land located within the City of Pitt Meadows is dedicated towards agriculture and is in the Agriculture Land Reserve. Since 2001 farm values have increased in excess of 87% resulting in new demand to use agricultural lands for commercial and industrial development. The City will need to work within the restrictions that ALR lands demand while ensuring it can take advantage of the many agricultural opportunities that exist. One key component will be to work closely with the current industry to ensure needs are being met and to proactively respond to challenges.

Full details of the SWOT are attached as an Appendix to this document.

STRATEGIC PLAN

The City of Pitt Meadows has many strengths and opportunities that, if managed effectively, will result in future economic prosperity. To ensure the City reaches its full potential, actions have been developed to capitalize on its strengths and future growth opportunities by a dedicated Economic Development Corporation. This corporation will be responsible in ensuring that the City's infrastructure and employment lands are planned and delivered so that the attraction and retention of businesses can take place.

During the course of this project several important categories emerged through the collection of data and input from the community. This plan groups the goals under six core categories:

- **Economic Development**
- **Business Climate**
- **Industrial/Commercial**
- **Agriculture**
- **Marketing**
- **Partnerships**

An economic development plan needs to be flexible and able to respond to changing economies and community issues. Though this plan allocates goals to specific themes, the plan needs to be seamless with each goal working in collaboration with each other to achieve economic growth and sustainability. Goals that are identified as marketing work to improve the business climate. Industrial/Commercial goals can directly affect how the community is marketed. Cross-over goals serve to strengthen the connection between the themes and help to bring economic success and relevance to the plan.

Economic Development

How economic development is defined differs among communities. For many years communities focused their activities on recruiting new business. Recently the focus of economic development in many communities has shifted and now places an emphasis on community development activities that improve local business climate, the labour force, and infrastructure. These activities help local companies grow and new ones to emerge.

The City of Pitt Meadows has made a commitment to increase their economic development activities. Previously, economic development was done on a part-time basis and there were no staff dedicated solely to economic development. Although the City was able to achieve some success in their economic development goals it was determined that the City needed to commit to the function on a long term basis.

When a commitment to economic development is made the community is able to focus on programs and initiatives that foster prosperity and growth. The community can then begin to:

- Enhance the quality of life
- Improve the economy
- Stabilize economic ups and downs
- Diversify the overall economy
- Create more and better jobs
- Manage the rate and type of growth



All of these are positive and desirable but difficult to do when economic development does not have a structure in place. Sustainable economic development requires commitment and leaders need to establish a long term vision. A critical responsibility is for community leaders to support the creation of an economic development organization. It is also critical for community leaders to understand that the creation of the organization itself will not bring immediate results to the community. The organization will require capacity building.

Capacity, in the context of economic development, means the ability of a community to provide for the needs of the businesses whether it is through recruitment, expansion, or start-up. Economic development capacity consists of three basic elements:

- Commitment from the community – those who fund and those who lead
- Sufficient assets, resources and support services
- A well run economic development organization to lead, coordinate, and facilitate economic development efforts

Pitt Meadows is at the beginning of its commitment to economic development and it is important to remember that capacity building is first and economic development comes second. This does not mean that everything needs to be in place before recruiting or assisting local business. Oftentimes some of the tasks that must be completed for capacity building and specific economic development initiatives that can be done at the same time. It is however important that the economic development organization ensures that sufficient progress is made on capacity building before initiating major development efforts.

The City of Pitt Meadows has approved the creation of an Economic Development Corporation. This

means that governance is provided by the organization's board of directors while management is provided by an economic development professional and staff hired by the City. In an effective economic development organization, the board and staff work together in a mutually-supportive partnership in which each understands its role.

The new corporation has the opportunity to bring together community representation to a newly formed board. The board needs to be volunteer-based and comprised of community and industry representatives along with local officials and community agency appointees. Once recruited, the board members will need to be made aware of their specific responsibilities and general rules for meetings.

Critical to the success of the Economic Development Corporation will be the hiring of the Economic Development Manager. This individual is responsible for carrying out the policies of the organization's board; implementing the strategic plan; managing day-to-day operations; developing, implementing and monitoring specific programs; and representing the City internally and externally.

This Strategic Plan focuses on activities related to growing and enhancing the existing business base. However, economic development usually gets more attention on business attraction activities. With the creation of a new economic development organization the City has the opportunity to ensure that infrastructure and responsibilities are clearly defined for the new corporation.



During the SWOT process, it became clear that there is a disconnection between the marketing of

the airport lands and economic development. The SWOT also identified a lack of control over tourism funding. Steps need to be put in place to integrate the airport and tourism under the new corporation's responsibilities. It is crucial for the economic development organization to be involved in marketing the available lands at the airport. It is equally important for the new corporation be more closely involved in the funding accountability and initiatives of the tourism Society.

The section below outlines economic development goals and objectives for the City of Pitt Meadows. Some of the goals and objectives are long term in nature and can only be completed in subsequent years. Other goals can effectively be completed within the first year.

Goal 1: Create an Economic Development Corporation

In October 2007 a report was completed outlining the future of economic development for Pitt Meadows. The report provided information on various structures and budgets for economic development. It recommended the City proceed with the creation of a new economic development corporation. This recommendation has been approved by City Council and now needs to be implemented.

Establish a Municipal-Owned Economic Development Corporation

Action 1

Adopt Articles of Incorporation to establish the City of Pitt Meadow's Economic Development Corporation.

Action 2

Enter into a service agreement with the new corporation to provide economic development services for the City of Pitt Meadows.

Action 3

Define one Vision and establish the budget

Establish a Comprehensive Board Ensuring Community Buy-In

Action 4

Establish a board of directors comprising of community leaders, industry representatives, and local officials.

- Council member (1)
- City Staff Member (1)
- Agency appointees (5)
 - Chamber of Commerce
 - School District
 - Tourism Society (if staff non-voting)
 - First Nations
 - Airport
- Industry representatives (5)
 - Agriculture
 - Finance
 - Small Business (< 25)
 - Medium Business (26-74)
 - Large Business (> 75)

Action 5

Create corporate identity

Action 6

Create Board Manual

- Board responsibilities
- Meeting schedules
- Bylaws
- Code of Ethics

Goal 2: Put steps into place for integration of Airport and Tourism responsibilities into Economic Development Corporation

The City of Pitt Meadows has an opportunity for the development of industrial lands located at the airport. The City however has had little involvement in the marketing of these lands.

Infrastructure in general, and airports in particular, serve to enhance economic development. There is no doubt that there is a strong correlation between the presence of an airport and economic success. Now that an economic development corporation has been established additional responsibility for marketing the lands and future growth opportunities at the airport needs to be moved to the new corporation.

The City also needs to take the necessary steps to resolve the governance issues surrounding the ownership of the airport. There are massive opportunities with the airport but without control the opportunities will be minimal or can even slip away entirely. For future economic success and growth it is important that the City resolve the governance issues sooner than later.

Similarly, successful tourism initiatives will enable local and regional economic development. In fact it is argued by some that tourism and economic development should not be separated. The Community Assessment and SWOT indicated that tourism activity is close to where it should be for a community the size of Pitt Meadows with its close proximity to larger metropolitan communities. The SWOT also indicated that there needs to be more funding accountability for the initiatives undertaken by tourism.

Integrate the Current Airport Structure within Economic Development Responsibilities

Action 7

Together with the Airport Manager develop a long term vision of industrial lands and business recruitment.

Action 8

Work with Council on City of Pitt Meadows Airport governance.

Increase Management of Funds and Initiatives Carried out by the Tourism Society.

Action 9

Establish regular meetings and reporting on tourism initiatives and activities.

Action 10

Once the new board is in place evaluate how tourism and economic development should be modified for the coming years.

Performance Indicators

Create an Economic Development Corporation

- Newly formed corporation approved
- Staff hired or seconded from City
- Service agreement established
- Board of Directors in place
- Budget and plan approved

Put steps into place for integration of Airport and Tourism responsibilities into Economic Development Corporation

- Airport Industrial Lands Marketing Plan
- Airport government settled
- Increased tourism accountability
- Tourism plan

Business Climate

A business climate can be defined as the capacity of the community to support business expansion and development opportunities. In today's competitive environment providing a good business climate is crucial. Communities must promote business friendly regulations and be flexible and quick to respond to business needs. Modern trends dictate that businesses are driven by their bottom line, so costs are a significant consideration in any expansion or relocation decision. Quality and available labour is quickly becoming the number one issue for business growth. In order to be competitive a community must provide a structure in which businesses can be profitable and have future growth opportunities.



In general, the City of Pitt Meadows has a business climate that is relatively competitive. However, the City can improve communication with existing businesses in order to ensure that they understand the needs and challenges faced by the local business community. Stronger entrepreneurial and capital networks should emerge as they are essential for healthy job growth, diversity, and sustainable economic competitiveness.

As stated earlier in the plan, economic development is more readily known for its business attraction efforts. It should however be noted that in spite of this assumption retaining and enhancing local business is actually more important than ever. Business retention and expansion (BRE) is a phrase that encompasses anything and everything a local economic development organization does to ensure

that local businesses stay in the community (retention) and grow over time (expansion). This encompasses everything from working with the City to ensure that policies are in place to enhance and encourage business growth. It also includes working with the educational institutions to make sure the labour force is trained for what business require.

The purpose of business retention and expansion is to maintain an environment that is conducive to the long-term success of local businesses. Specific purposes of BR&E include:

- Retaining and expanding the local employment base
- Maintaining a stable local tax base
- Maintaining a stable local economy
- Continually improving the local business environment
- Contributing to the success of the business attraction activities

In addition to retaining and growing the existing business base, economic development efforts should include the promotion of entrepreneurship in the community. The economic development organization can facilitate entrepreneurship and the resulting business start ups by:

- Connecting entrepreneurs with the technical assistance they need to transform ideas into a business
- Connecting entrepreneurs with lending institutions and venture capital firms that are open to providing financing for business start ups
- Creating opportunities for entrepreneurs to interact with other entrepreneurs, professionals who provide business start up assistance and other potential partners

Workforce development and education are both areas for the economic development organization to become involved with. From an economic

development perspective there are three important factors relating to a community's labour force:

- Availability
- Quality
- Affordability

Economic development needs to establish and maintain positive relationships with educational institutions and other community-based organizations that provide labour force training.

Goal 3: Develop an Environment to Retain and Encourage Business Growth and Expansion

Often the best chance of creating new jobs for a community comes from existing businesses. That is why economic development organizations should keep track of who's hiring, who cutting back, who's looking for more space, and what's standing in the way of growth. A BRE program can help identify problems facing existing businesses and determine opportunities for growth. A BRE program is a multiple-step process that includes surveying local businesses to better understand employment history, expansion needs, and barriers to growth. The results are put into a database and summarized. With that information, economic development staff can work with community officials to develop a plan to address problems and opportunities identified.

Implement a Business Retention and Expansion (BRE) Program

Action 11

Create database of all businesses in community

Action 12

Develop an initial survey to benchmark business needs and concerns

Action 13

Develop a Business Retention & Expansion Program (*see Best Practices*)

Action 14

Create an electronic newsletter to communicate with local business

Assist Local Businesses and New Start-up Through Capital Access

Action 15

Identify capital funding options for businesses including:

- Venture capital companies
- SR&ED Tax Credit
- BC Angel Forum

as well as communicating information to local businesses

Action 16

Develop an Access to Finance Guide for local business and entrepreneurs (*see Best Practices*)

Develop Wireless Infrastructure in Core Centre of City

Action 17

Encourage partnership with local business to develop wireless infrastructure along Harris Road.

Goal 4: Ensure Pitt Meadows has a regulatory policy favourable to business development

Providing a regulatory environment that eases the burden on businesses can have just as much impact as providing financial incentives to companies. Time is money and businesses appreciate locating or expanding in communities with minimal government delays and bureaucracy. The City of Pitt Meadows has a high degree of support from the business community and is seen as being supportive and accommodating. The City can implement a few initiatives that would maintain or improve on their current image.

For the last couple of years NAIOP has asked whether there are any sustainable/green building requirements or incentives in place in a municipality. This year 10 of 17 municipalities said they either have requirements in place or incentives to promote sustainability or smart growth. Pitt Meadows can take a lead in green/sustainable development by raising the bar on what other municipalities do.

Provide a Pro-Business Environment

Action 18

Complete a regular review of internal processes and costs (planning and building approvals). Review should include comparisons to neighbouring jurisdictions

Action 19

Develop a “fast track” development process

Action 20

Regular review of best practices in other jurisdictions

Adopt a Green-Building Requirement and Incentive Program

Action 21

Benchmark Metro Vancouver communities on green initiatives

Action 22

Develop a full “Green Action” plan

Goal 5: Diversify and Expand the City’s Employment Base

A critical aspect of building sustainable economic development competitiveness is building a strong support network that will encourage entrepreneurs to create new businesses and help small business thrive. Entrepreneurs are the economic engines of a community, as are small business in general. They are employers and people who mobilize economic resources and stimulate further economic activity because of their efforts.

Support Employment/Training Providers to Prepare Labour Force

Action 23

Establish education appointee position on the Corporation’s Board

Action 24

Work with local school district #42 and Metro Vancouver Post Secondary Institutions to develop program(s) in response to employer needs

Encourage Entrepreneurship and Business Start ups

Action 25

Create a step-by-step guide for local residents on starting their own business
(See Best Practices)

Action 26

Partner with School District #42 to develop a entrepreneurial education program

Performance Indicators

Develop an Environment that Retains and Encourages Business Growth and Expansion

- Development of Business Retention and Expansion Program including:
 - Database of Businesses
 - Benchmark Survey
 - Business Visitation Program
- Business Survey Results Distributed
- Number of Businesses Visited
- Number of Businesses Assisted
- Number of Businesses receiving electronic newsletter
- Access Financing Guide
- Wireless Corridor

Ensure Pitt Meadows has a regulatory policy favourable to business development

- NAIOP ranking
- Increase in business perception of City's pro-business attitude (can be measured through BRE program)

Diversify and Expand the City's Employment Base

- Education representative on Board
- Specific initiative in partnership with School District #42
- Starting a Business Guide – number of guides distributed

Industrial/Commercial

Lands, buildings and infrastructure are the basic facilities needed to support any company and community and are therefore, vital to economic growth. Communities that cannot provide available and ready sites with adequate infrastructure for business expansion or relocation will not be able to recruit and retain companies.

Pitt Meadows has experienced rapid growth in recent years but while population growth is a good thing, rapid growth is also creating capacity challenges that could affect the City's ability to meet the growing needs of its urban and rural communities in the future.

Residential growth has outpaced commercial growth such that there is large discrepancy between the residential and commercial assessment split. More commercial and industrial taxes are required to fund programs and services, and balance the revenue stream to a more appropriate split between the residential and commercial/industrial sectors. Generally a community with a low level of commercial and industrial businesses has commercial tax rates that can lead in making the area an uncompetitive location.

A large number of factors can lead to limited growth in Industrial and Commercial development. These can include;

- shortage of labour
- unwillingness by the community to support this type of growth
- shortage of land, and
- Limited transportation infrastructure

For the most part the City of Pitt Meadows is supportive of Industrial and Commercial growth demonstrated by a 2006 Ipsos Reid survey in which 75% of residents support increasing commercials and business park development. However it has been difficult to achieve new development

considering the shortage of land and transportation restrictions.

While Pitt Meadows is strategically positioned to encourage new commercial and industrial development it has been difficult to achieve based on restrictions put in place by external agencies and a lack of control over its lands. Restrictions put in place by the Metro Vancouver region "green zones" will restrict potential high-impact commercial development along the Lougheed Highway. For any community to succeed it must have more say in the planning process put in place by external agencies or its ability to have a sustainable community will be greatly impacted.

Identifying specific targeted industries to locate in a community can be a challenging venture. Markets and economies change resulting in a target plan that is no longer effective. The best way for a community to create targets is to ensure that it is open to business. The community must also know the types of industries that it does not want to focus on. Initial research has shown that some of the key sectors that the community may want to target include:



- Large Box retail
- Small Scale Manufacturing
- Alternative Energy
- Biotechnology
- Small scale aviation/aerospace
- Food Processing
- Tourism Development
- Warehousing and Distribution (limited employment)
- Office (Professional, Scientific and Technical and Administration)

Goal 6: Maintain a Supply of Employment Lands within the Community in Order to Create New Opportunities for New and Expanding Industry

Metro Vancouver is not seen by most companies as a competitive location to do business. A shortage of labour, a high cost of living, and limited space for development has resulted in companies looking to locate outside of the major urban centre in order to accommodate their needs. This has resulted in tremendous new industrial and commercial developments in Langley, Abbotsford, Chilliwack, and other areas on the west side of the Port Mann Bridge.

Companies have not been as active in considering investments on the northern side of the Fraser River given the restrictions in accessibility. New infrastructure

such as the Golden Ears Bridge, combined with the availability of land at the airport and S. Bonson now

makes Pitt Meadows one of the more prominent locations in Metro Vancouver for the attraction of new business. While the City of Pitt Meadows is well positioned to capitalize on these new opportunities they must take more control over the development lands.



Establish Greater Control over Marketing, Sale and Leasing of Airport Lands (see goal 2 for additional action items)

Action 27

Establish a comprehensive development plan for the airport lands clearly identifying proposed property lines, and the sectors permitted

Action 28

Make the Pitt Meadows Economic Development Corporation the first point of contact for new development on the lands at the Airport

Action 29

Develop Marketing packages promoting the Airport lands for development

Action 30

Partner with a Commercial Real Estate agency (ie: Colliers) in the marketing and promotion of the development lands

Work with Agricultural Land Commission and Metro Vancouver on Long-term Strategy for the Potential Exclusion of Strategically Identified Lands for Development as Identified in Schedule 3A of the Official Community Plan

Action 31

Create strategies and rationale for non-residential development in the key highway corridors in partnership with Metro Vancouver to maximize the benefits of these key locations

Complete an Inventory of Vacant Parcels and Potential Sites

Action 32

Maintain, in partnership with the local and external real estate and development agencies, an inventory of immediately available competitive business sites and buildings across Pitt Meadows to facilitate expansions and new business development

Performance Indicators

Maintain a Supply of Employment Lands within the Community in Order to Create Opportunities for New and Expanding Industry

- Increased involvement in the marketing of Airport Lands
- Number of leads for new business development
- Identification of new lands for development
- Inventory of development lands
- New commercial and industrial development

Agriculture

Agriculture is one of the oldest sectors in the Canadian economy and is still an important contributor to it and our overall quality of life. Agriculture has now become one of the most dynamic and high-tech industries in Canada with innovative practices and technologies that are leading to new products, processes and improvements in this traditional sector. Pitt Meadows, with its world-class agriculture industry and inter-model transportation, is in a strong position to take advantage of these many new markets and opportunities associated with an agriculturally related economy for the 21st century.



The agricultural economy in Pitt Meadows is a significant component of the local economy and also has a major impact on the regional and provincial economies. Pitt Meadows represents 3% of the land area in the Metro Vancouver Region however it has 7.5% of all agriculture land. Based on the analysis done, it was determined that agriculture in Pitt Meadows has \$58 million dollars (8% of Metro Vancouver) in gross annual sales combined with \$17 million (10.7% of Metro Vancouver) in wages and salaries. Other key characteristics of the agriculture industry in comparison to Metro Vancouver demonstrate the importance that this sectors plays in the region.

- 10.4 % of land in crops
- 5.2 % of farms
- 8.4% of farm capital

Pitt Meadows has resisted making large exclusions of agricultural land in comparison to other communities in the lower mainland. Further east in the communities of Abbotsford and Chilliwack the Agricultural Land Commission has approved large exclusions to create employment lands for both Commercial and Industrial development. While it can be argued that these exclusions were necessary it can also be argued that the decision to exclude was poorly planned. In Abbotsford in particular the cost to provide infrastructure to the newly excluded parcels has meant that the land is still not ready for development and may not be for several years. Future exclusions in Pitt Meadows must be done in a coordinated well planned manner to ensure that development can proceed in an affordable and efficient manner that is beneficial to all.

The Province of British Columbia has recently completed a comprehensive Agriculture Plan outlining 23 strategies that create a roadmap to sustain and facilitate the growth and diversification of the industry while increasing public awareness, understanding and support for those involved in the industry. The strategy is articulated within five overarching themes that encompass the challenges and opportunities faced by farm families.

1. Producing Local Food in a Changing World
2. Meeting Environmental and Climate Changes
3. Building Innovative and Profitable Family Farm Businesses
4. Building First Nations Agricultural Capacity
5. Bridging the Urban/Agriculture Divide

A number of the strategies developed within those themes are ones that Pitt Meadows can adopt and take advantage of in support of its own agriculture industry. The Province of BC will introduce programs in order to implement the strategic plan and will make funds available to communities through the Ministry and the Investment Agriculture Foundation.

As the City of Pitt Meadows works to attract new industry to the community, consideration must be given to industries that utilize farm products in

production. This will of course include Food Processing but can also include Bio-technology, Energy production, and others.

The food processing industry can be a significant source of employment for local and regional residents and at the same time will help to create an increased tax base. Facilities like the blueberry processing facility owned by the Aquilini Group are an example of how facilities can be developed without taking land from the land reserve to achieve mutual benefits such as increased industrial usage and protection of farm land.

Goal 7: Support the Growth of the Agriculture Industry

Pitt Meadows is blessed with an outstanding agricultural resource that is worth protecting and promoting. The agriculture industry today is faced with the challenge of adapting to changes in marketplace globalization, technologies, input costs, pressures on agriculture land use, labour force shortages, value-added agriculture-related business, environmental and food safety standards, as well as societal standards and consumer expectations. The face of agriculture is progressively changing with innovative practices leading to new products and an increasing interest in innovative food and natural products. Urban areas such as Pitt Meadows will benefit from the emergence of these new markets.

These opportunities and trends will provide the foundation for decision-making in the City of Pitt Meadows with respect to land use and infrastructure considerations, economic plans in the agricultural industry, new business growth, and the development of human resources programs.

Starting in the early 1990's a growing number of local governments have developed local area plans that focus on their farming areas. These plans are often referred to as an **agricultural area plan (AAP)** or strategy. The Agricultural Land Commission and Ministry of Agriculture and Lands (MAL) actively support local government initiatives to develop agricultural area plans.

An agricultural area plan focuses on a community's farm area to discover practical solutions to issues,

identifies opportunities to strengthen farming, and ultimately contributes to agriculture and the community's long-term sustainability.

A trend towards public awareness of agriculture is emerging so that society can better understand the critical role that agriculture plays in sustaining and building a healthy rural community. Support and promotion of this world class industry as part of the City's strategy is both warranted and progressive for the community's future.



Enhance Community Support for the Agriculture industry

Action 33

Establish a public awareness program to promote consumer awareness of agriculture production and its importance to the community and to help reduce urban-rural land use conflicts

Action 34

Continue to support and enhance the agri-tourism initiative in the community

Ensure Agriculture is Represented at the Corporation's Board Level

Action 35

Work with the Agriculture Advisory Committee to appoint one representative to the new Pitt Meadows Economic Development Corporation.

Target the Agri-food Sector to Locate and Expand within the City of Pitt Meadows

Action 36

Working with the Agriculture Industry, the ALC and the City of Pitt Meadows planning department to identify lands within the community to stimulate attraction, retention, and expansion of agriculture processing

Action 37

Form working relationships to target the food processing sector to locate and expand within the City of Pitt Meadows.

Work with the Agriculture Industry to Address Issues Impacting Growth and Retention

Action 38

Include the Agriculture Industry in a Business Visitation program established by the Economic Development Corporation

Action 39

Work with the local agriculture industry to develop a plan and policies to address Human Resource issues

Action 40

Complete an Area Agricultural Plan for Pitt Meadows with the assistance of the Ministry of Agriculture and Lands

Action 41

Support the creation of succession planning programs directed at the Agriculture industry

Identify and Encourage the Use of Underutilized Agriculture Land

Action 42

Ask and work with MAL to create an agriculture land use inventory for the City of Pitt Meadows

Action 43

Work with Katzie First Nations to identify under-utilized First Nations land and form strategy to get the land in active production

Performance Indicators

Support the Growth of the Agriculture Industry

- Materials developed supporting the agriculture industry
- Decrease in conflicts between farms and new development
- New or expanded agri-food processing facilities
- Decrease in human resource issues
- Area Agricultural Plan
- New land for agri-food processing
- Number of farms visited
- New programs supporting the agriculture industry
- New agri-tourism businesses

Marketing

The efforts of economic development organizations and local governments, combined with effective marketing programs, position communities for economic success. Marketing improves awareness, creates demand, and drives growth. As economic competition continues to intensify efforts at creating coordinated regional economic development and marketing messages are increasingly important.

While the City of Pitt Meadows has experienced success in its economic development efforts, it could be far more effective by developing key messages for its targeted audiences, including tourism, while promoting activities, events, programs and initiatives from throughout the region.

Pitt Meadows has two marketing challenges. First, the City faces internal communication issues. Throughout this report we recommend ways to increase the communication between the City and business community, support entrepreneurship, and development partnerships. Secondly, Pitt Meadows is faced with marketing outside the region. While the greater region, Metro Vancouver is well-known throughout the world, little is known about Pitt Meadows as a business location. The external marketing recommendations in this section are designed to provide the City with a more

City of Pitt Meadows



The Natural Place

business-friendly appearance to outside businesses and entrepreneurs. We suggest enhancing the brand "The Natural Place" to promote the City to business investors.

As mentioned in this report, the City needs to address internal communication with the business community. This needs to be done before an effective economic development campaign can be launched. Understanding the local business community and having their support is an important

step in successful external marketing. Local businesses can provide testimonials, promote the City's business-friendly attitude, and can become external ambassadors for the City. Internal marketing builds local awareness and buy-in so that when Pitt Meadows markets outside of its region, it has a strong business community in place to augment its message. Some of the most effective communities not only have a well-integrated economic development organization leading the marketing efforts but they also have hundreds of community ambassadors as part of the team.

The use of local media and personal meetings are good avenues for increasing local awareness. With strong internal support, the chances of successful external marketing increase considerably.

Once Pitt Meadows succeeds in its internal marketing efforts, i.e. Business Retention & Expansion program, it should incorporate external marketing activities aimed at growing targeted businesses and entrepreneurial activity. External marketing, for most communities should begin one to two years after internal efforts have begun. It will be important to balance both internal and external activities to get the most return – awareness and business.

External marketing is vital to diversifying an economy. It can significantly improve a community's economic health by creating new higher paying jobs and increasing the tax base. For communities today it is important to have a web site as primary collateral and to also have material to distribute at conferences, meetings, etc. An integrated approach to external marketing includes a combination of word-of-mouth, publicity and personal meetings.

Strong marketing activities will help accomplish the following economic development goals:

- Improve internal knowledge of the resources that are currently available in the

- City for residents seeking to expand businesses and for potential entrepreneurs
- Increase the number of businesses approaching the City for information about expanding their business
- Cultivate an environment to attract new businesses and new job creation at all skill levels
- Increase the amount of positive, national and international publicity that the City of Pitt Meadows receives

The City has recently received a draft Economic Development Key Sector Marketing Plan. The marketing plan provides the City with additional information that supports this strategic plan including site selection marketing, internal communication (BRE), specific agriculture initiatives, and building the brand. We recommend that the economic development organization review the draft marketing plan and adopt specific initiatives that will increase business growth, both internally and externally.

Goal 8: Increase the Awareness of Pitt Meadows

Communities that establish an economic development marketing theme that differentiates them have a greater chance of being recognized and trusted. The City of Pitt Meadows needs to increase its awareness and clarify that is a good place for starting a business. The Natural Place brand is already established and marketing efforts have been underway with brochures depicting the City of Pitt Meadows as The Natural Place – to Invest, The Natural Place – to Work, The Natural Place – to Grow, The Natural Place – to Visit. The overlaying theme of “The Natural Place” has very strong and positive connotations. “Natural” is defined in both the sense of *nature* and the sense of *expected* and *accepted*. Tailoring the statement for specific audiences can dictate specific benefits while maintaining a central theme.



Enhance the Destination and Business-Friendly Image, “The Natural Place”

Action 44

Adoption of the draft marketing plan

Action 45

Development of a consistent brand – both internally and externally

Action 46

Install signage at the gateway entrance to the City

Action 47

Develop a Welcome Letter/package providing information on services

Action 49

Establish a toll-free number for business inquiries

Action 49

Develop quick response system for all inquiries (respond within 24 hours)

Market the Natural Attributes, Small-town Ambiance and Proximity to Big City Amenities

Action 50

Development of marketing collateral for various audiences including:

- developers, commercial and industrial real estate
- Corporate site selectors
- Immigrate Investors

Action 51

Host an annual real estate and development tour

Action 52

Participate in Marketing Missions

Action 53

Attend conferences and association events

Increase Local Media Support

Action 54

Become regular contributor to local media

Action 55

Provide business success stories

Create Dynamic Web Presence

Action 56

Design a new website

Action 57

Establish own website domain name (www.thenaturalplace.ca)

Action 58

Expand and add information available on current website including:

- Economic and industry information
- How to start a business
- Local company database
- Sites and business parks
- Economic development projects
- Local company testimonials
- Quality of life
- Annual report

Participate in Local and Regional Marketing Events

Action 59

Speak at various association or regional events

Solicit Support from Business Community

Action 60

Host network events

Action 61

Host an annual Economic Development Forum

Action 62

Testimonials from existing companies

Action 63

Host board meetings at local businesses

Performance Indicators

Increase the Awareness of Pitt Meadows

- Number of business inquiries
- Number of business start-ups
- Number of business relocations
- Number of jobs created
- Volume of toll-free calls
- Degree of media coverage
- Website hits

Partnerships

“United we stand, divided we fall” is an appropriate motto for local economic development. The most effective way to encourage economic growth is to establish cooperative partnerships, even among perceived opposing groups and places. At the same time it is equally important that Pitt Meadows develop partnerships with key external organizations that can help the city achieve its goals as well as aid in the establishment of a clear identity that exhibits the strengths and opportunities available within the community.

Partnerships with different communities can help to reach the critical mass needed to establish and maintain momentum. At the very least, partnerships can reduce the damaging effects that occur when groups or communities compete with each other, and thereby negate separate efforts.

Since many economic challenges operate beyond the local scale Pitt Meadows needs to foster relationships and alliances with provincial and federal agencies, universities, and others having large jurisdictional coverage. This response requires considerable networking and cooperative efforts outside of the community.

The City’s economic development programs, services and partnerships need to be designed to leverage resources, knowledge and expertise not only within the community but also with adjacent cities at the entry points to the city such as the Metro Vancouver Region, and the Provincial and Federal Governments. Strategic partnerships to build capacity and support business can be undertaken in many forms and with many partners. Some of the reasons to form these strategic partnerships and alliances include:

- Increase the profile of the City of Pitt Meadows as “the Natural Place, to do business”
- Create advocacies and build capabilities in the community to attract investment

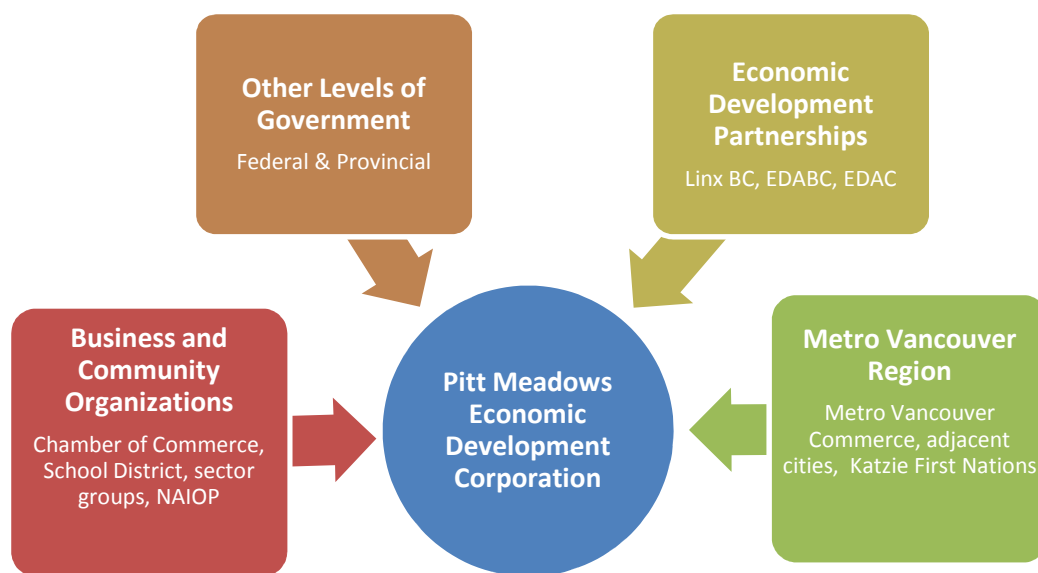
- Leverage resources, knowledge, expertise, capabilities and funds
- Encourage skills development and link employers to a skilled workforce
- Ensures that the community is aware of programs and initiatives to support local companies
- Coordinate and align local and regional policies, programs and strategies in areas impacting economic development such as land use planning and infrastructure development.

Goal 9: Work Cooperatively with Partners at all Levels

The success of this strategy and future strategies will depend on Pitt Meadow’s willingness to develop strategic partnerships to help achieve positive results. It is imperative that the new economic development corporation maintain existing partnerships as well as work to align new, broad-based partnerships that increase the cities identity, build on strengths, and address barriers to growth and the mobilization of resources.

While the City has committed to providing a mandate to a new Economic Development Corporation it must also be recognized that economic development is a shared responsibility. Sharing of best practices, building networks of support and open cooperation with numerous cities, regions and agencies will help lead the community success.

A partnership with Katzie First Nations is a critical step that must be taken to ensure that new development can proceed with their full support and assistance. First Nation communities can provide employees for new business and as well potential land for development. Communities like Osoyoos and Kelowna have developed strong working relationships with neighbouring first nation communities. Both the First Nations and local governments receive mutually beneficial outcomes as a result of these relationships.



Pitt Meadows clearly has a number of unique characteristics that can make it the number one place in the immediate region as a place to live, work and do business. These characteristics need to be marketed and at the same time need to be shared amongst partners in order to help alleviate some of the hurdles that can lead to the city not achieving its goals and objectives.

In the table at the end of this section we identify and explain the roles of key partners that the new Economic Development Cooperation will work with in order to achieve its objectives.

Create Partnership and Relationships with Regional, Provincial and National Economic Development Partners

Action 64

Acquire Memberships in:

- EDABC
- EDAC

Action 65

Join Linx BC and participate in various initiatives that the partnership identifies

Create Mutually Beneficial Partnership with the Katzie First Nation

Action 66

Invite the Katzie First Nations to identify a representative for the Pitt Meadows Economic Development Corporation

Action 67

Work with Katzie First Nations on identifying Economic Development Initiatives creating mutually beneficial benefits

Develop relationships with Federal and Provincial Ministries/Agencies to promote Pitt Meadows and to support local business

Action 68

Develop and Maintain relationships with the Provincial Ministry of Technology, Trade, and Economic Development to promote Pitt Meadows as a business location

Action 69

Develop and maintain relationships with the Federal Department of Foreign Affairs and International Trade to access funds and to promote Pitt Meadows as a business location

Action 70

Develop relationships with provincial and federal agencies that provide services and support to business and share the information on programs with the local community

Establish Regular Meetings with Regional Partners

Action 71

Enhance working relationships with adjoining community Economic Development departments (Maple Ridge, Langley, Coquitlam, etc.)

Action 72

Attend meetings of the Metro Vancouver Commerce partnership

Action 73

Attend meetings of REDS

Performance Indicators

Work Cooperatively with Partners at all Levels

- Membership in Economic Development Associations
- Participation in Annual Conference for educational and networking activities
- Number of activities participated in with Linx BC
- Participation by Katzie on Economic Development Corporation Board of Directors
- Number of projects partnered on
- Number of meetings with Provincial and Federal agencies involved in investment promotion
- Number of enquiries sent to Pitt Meadows by federal and provincial agencies
- Number of programs shared with local business
- Number of federal and provincial programs pursued by local business
- Partnerships pursued in conjunction with neighbouring communities
- Number of leads shared by neighbouring communities

STRATEGIC PARTNERS

Provincial and Federal Partners	Partner	Role	Comments	Strategic Initiatives Addressed
	Ministry of Economic Development, Technology and Trade	Responsible for promoting economic growth within BC and act as a catalyst for innovation. They also promote investment and encourage trade development and exports to world markets. www.gov.bc.ca/tted/	The Ministry is also responsible for the Asia Pacific Initiative.	Business Climate Marketing Partnerships
	Ministry of Advanced Education and Labour Market Development	Provides leadership and support for excellent and accessible post-secondary education as well as an integrated and dynamic approach to research and innovation. www.gov.bc.ca/aved/	Also responsible for the BCPNP program (see below)	Business Climate Partnerships
	BC Provincial Nominee Program	The British Columbia Provincial Nominee Program (BCPNP) offers accelerated immigration for qualified skilled workers and experienced entrepreneurs who wish to settle in British Columbia (BC) and become permanent residents of Canada. www.pnp.gov.bc.ca/	Part of the Ministry of Advanced Education and Labour Market Development	Business Climate Partnerships
	Ministry of Agriculture and Lands	Responsible for promoting economic development and environmental sustainability for the agriculture, aquaculture, and food sectors, supporting them in delivering safe, healthy and high-quality food, and to manage Crown land in a manner that contributes to the economic, societal and environmental goals of government. www.gov.bc.ca/al/	The Ministry has a number of information sources that will be of use in developing programs for the agriculture sector. It may also be a source of funds for the Agriculture Area Plan.	Agriculture Partnerships
	DFAIT	Responsible for positioning Canada as a world business leader by helping large and small Canadian companies expand and succeed internationally, promoting Canada as a dynamic place to do business, and negotiating and administering trade agreements. http://www.international.gc.ca/international/index.aspx	Also Responsible for CISP (see below)	Business Climate Partnerships

Community Investment Support Program (CISP)	<p>The objective of the Community Investment Support Program (CISP) is to help Canadian communities to develop the tools to attract, retain, and expand foreign direct investment in their regions by providing up to 50 percent of funding on various projects.</p> <p>www.cisp.gc.ca/en/swift.html</p>	<p>Program is undergoing changes expected to be announced in November 2008. Pitt Meadows has used this program extensively.</p>	ALL
National Research Council of Canada	<p>Canada's agency responsible for research and development. One of NRC's mandates is to provide vital scientific and technological services to the research and industrial communities. Its Industrial Research Assistance Program provides small and medium-sized enterprises with value-added technological and business advice, financial assistance, and a range of other innovation assistance.</p> <p>www.nrc-cnrc.gc.ca/</p>	<p>Can be a source of funding for businesses doing R& D. Can also assist community in identifying projects. Office responsible for Aerospace in Abbotsford.</p>	Business Climate Partnerships
Agricultural Land Commission	<p>The Agricultural Land Reserve (ALR) is a provincial zone in which agriculture is recognized as the priority use. Farming is encouraged and non-agricultural uses are controlled.</p> <p>www.alc.gov.bc.ca/</p>	<p>An important partner in support of the Agriculture Industry. Will also play a role in future planning of employment lands.</p>	Industrial/ Commercial Agriculture Partnerships
Agriculture and Agri-Food Canada	<p>Provides information, research and technology, and policies and programs to assist the agriculture and agri-food sector to meet the challenges and opportunities for continued prosperity.</p> <p>www.agr.gc.ca/</p>	<p>Regional office located in Burnaby. Have extensive information on the Canadian Agricultural industry. Have a separate Trade and Investment Division in Ottawa that will work with communities to attract investment.</p>	Agriculture Partnerships

Regional Partners	Linx BC	Linx BC is a cooperative effort between 21 BC communities and the Province of BC. Its goal is to attract investment to member communities. www.linxbc.com/	Actively involved in promoting member communities throughout the world. Membership fees are based on city size.	Marketing Partnerships
	District of Maple Ridge	Regional Partner through the Maple Ridge Economic Development Office and City administration. www.mapleridge.ca/	Potential partner in marketing for investment.	Economic Development Partnerships
	Metro Vancouver	Regional body responsible for regional planning. Decisions made at this level have significant impact in the City. www.metrovancouver.org	No active economic development program. See Metro Vancouver Commerce below.	Business Climate Industrial/ Commercial Partnerships
	REDS	Committee of those responsible for economic development in communities located in Metro Vancouver including most of the Fraser Valley.	Good opportunity for sharing of information.	Industrial/ Commercial Marketing Partnership
	Metro Vancouver Commerce	A collaboration between municipalities in the region through Metro Vancouver Commerce, a vehicle to promote economic development region wide. www.vancouvereconomic.com/page/metro-vancouver-commerce	Focused only on Vancouver and Surrey. Initiative led by Vancouver Economic Development and the City of Surrey Economic Development.	Business Climate Industrial/ Commercial Marketing Partnerships
	Chamber of Commerce	The Maple Ridge Pitt Meadows Chamber of Commerce is responsible for both communities. www.ridgemeadowschamber.com	Provides Business information and organizes community events.	Partnerships

SUMMARY OF ACTIONS

Economic Development

Adopt Articles of Incorporation to establish the City of Pitt Meadows' Economic Development Corporation

Enter into Service Agreement with the new Corporation to produce economic development

Define one Vision and establish budget

Establish a Board of Directors comprising of community leaders, industry representatives and local officials

Create Corporate identity

Create Board Manual

Together with Airport Manager develop a long-term vision of industrial lands and business recruitment at Airport

Work with Council on City of Pitt Meadows Airport governance

Establish regular meetings and reporting on tourism initiatives and activities

Once the new Board is in place evaluate how tourism and economic development should be modified for the coming years

Business Climate

Create database of all businesses in community

Develop an initial survey to benchmark business needs and concerns

Develop a Business Retention and Expansion Program (see Best Practices)

Create an electronic newsletter to communicate with local business

Identify capital funding options for businesses as well as communicating information to local businesses

Development an Access to Finance Guide for local business and entrepreneurs (see Best Practices)

Encourage partnership with local business to develop wireless infrastructure along Harris Road

Complete a regular review of internal processes and costs (planning and building approvals). Review should include neighbouring jurisdictions

	<p>Develop a “fast track” development process</p> <p>Regular review of best practices in other jurisdictions</p> <p>Benchmark Metro Vancouver communities on green initiatives</p> <p>Develop a full “Green Action” plan</p> <p>Establish education appointee position on the Corporation’s Board</p> <p>Work with local school district #42 to develop program(s) in response to employer needs</p> <p>Create step-by-step guide for local residents on starting their own business (see Best Practices)</p> <p>Partner with School District #42 to develop a entrepreneurial education program</p>
Industrial/Commercial	<p>Establish a comprehensive development plan for the airport lands clearly identifying proposed property lines, and the sectors permitted</p> <p>Make the Pitt Meadows Economic Development Corporation for the first point of contact for new development on the lands at the Airport</p> <p>Development marketing packages promoting the Airport lands for development</p> <p>Partner with Commercial Real Estate agencies (i.e. Colliers) in the marketing and promotion of the development lands</p> <p>Create strategies and rationale for non-residential development in the key highway corridors in partnership with Metro Vancouver to maximize the benefits of these key locations</p> <p>Work with the ALC to exclude ALR lands previously identified in the OCP for light industrial/commercial development</p> <p>Maintain an inventory of immediately available competitive business sites and buildings across Pitt Meadows to facilitate expansions and new business development</p>
Agriculture	<p>Establish a public awareness program to promote consumer awareness of agriculture production and its importance to the community</p> <p>Continue to support and enhance the agri-tourism initiative in the community</p>

Work with the Agriculture Advisory Committee to appoint one representative to the new Pitt Meadows Economic Development Corporation

Working with the agriculture industry, the ALC and the City of Pitt Meadows planning department to identify lands within the community to stimulate attraction, retention and expansion of agriculture processing

Form working relationship to target the food processing sector to locate and expand within the City of Pitt Meadows

Include the agriculture industry in a Business Visitation program established by the Economic Development Corporation

Work with the local agriculture industry to develop a plan and policies to address Human Resource issues

Complete an Area Agricultural Plan for Pitt Meadows with the assistance of the Ministry of Agriculture and Lands

Support the creation of succession planning programs directed at the agriculture industry

Ask and work with MAL to create an agriculture land use inventory

Work with Katzie First Nation to identify under-utilized First Nation land and form strategy to get the land in active production

Marketing

Adopt of the draft marketing plan

Development of a consistent brand – both internally and externally

Install signage at the gateway entrance to the City

Develop a Welcome Letter/package providing information on services

Establish a toll-free number of business inquiries

Develop quick response system for all inquiries (respond within 24 hours)

Development of marketing collateral for various audiences

Host an annual real estate and development tour

Participate in marketing missions

Attend conferences and association events

Become a regular contributor to local media

Provide business success stories to media

Design a new website

Establish own website domain name (suggestion: www.thenaturalplace.ca)

Expand and add information available on current website

Speak at various association or regional events

Host network events

Host an annual Economic Development Forum

Testimonials from existing companies

Host board meetings at local businesses

Partnerships

Acquire economic development memberships

Join Linx BC and participate in various initiatives

Invite the Katzie First Nation to identify a representative for Board

Work with Katzie First Nation on identifying economic development initiatives creating mutually beneficial benefits

Development and maintain relationships with the Provincial Ministry of Technology, Trade and Economic Development to promote Pitt Meadows as a business location

Develop and maintain relationships with the Federal Dept. of Foreign Affairs and International Trade to access funds and to promote Pitt Meadows as a business location

Develop relationships with provincial and federal agencies that provide services and support to business and share the information on programs to with the local community

Enhance working relationships with adjoining community economic development departments

Attend meetings of the Metro Vancouver Commerce partnership

Attend meetings of REDS

IMPLEMENTATION PLAN – Year One

Economic Development

ECONOMIC DEVELOPMENT GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Create an Economic Development Corporation	Strategy 1: Establish a Municipal-Owned Economic Development Corporation				
	Adopt Articles of Incorporation	Immediate			City Staff
	Service Agreement <ul style="list-style-type: none"> Draft up Service Agreement Distribute to key stakeholders for input Enter into Service Agreement with City of Pitt Meadows 	Immediate Immediate January			EDO/City
	Define One Vision and establish budget <ul style="list-style-type: none"> Draft budget Review potential Vision statements Adopt one Vision Statement Finalize and approve budget 	Immediate January January January			EDO
	Strategy 2: Establish a Comprehensive Board Ensuring Community Buy-In				
	Define Board member structure and representation <ul style="list-style-type: none"> Advertise for new members Short-list and interview potential members Finalize new board 	Immediate Immediate January			EDO

	Corporate identity: <ul style="list-style-type: none"> Establish office location Set up corporation bank accounts Corporate design (logo) – also see marketing section 	Immediate	\$2,000		EDO
	Create Board Manual <ul style="list-style-type: none"> Establish board responsibilities Establish 2009 Board meeting schedule Create appropriate bylaws Establish Code of Ethics List of Board Members 	Immediate Immediate Immediate January			EDO/staff
integration of Airport and Tourism into Economic Development Corporation	Strategy 1: Integrate the Current Airport Structure within Economic Development Responsibilities				
	Develop long-term vision <ul style="list-style-type: none"> Meet with Airport Manager to define <ul style="list-style-type: none"> Current situation Prospect list Target businesses Marketing plan Responsibilities Memorandum of Understanding between Airport and EDC <ul style="list-style-type: none"> Draft MOU Approval by Board Airport Marketing Plan <ul style="list-style-type: none"> Draft Plan Approval by Board 	January February/ March April/May	 \$5,000		EDO
	Airport governance <ul style="list-style-type: none"> Current status understanding Define EDC's role Participate in meetings 	January January Ongoing			EDO/City

Strategy 2: Increase Management of Funds and Initiatives Carried out by the Tourism Society				
Tourism Initiatives <ul style="list-style-type: none"> Meeting with Tourism ED to define: <ul style="list-style-type: none"> Current status Define EDC's role Establish clear reporting structure Participate in meetings 	January			EDO
	February Ongoing			
Revised Airport and Tourism responsibilities <ul style="list-style-type: none"> Define immediate EDC's role Receive Board approval Regular report to Board Draft long-term vision for EDC and its role with the Airport and Tourism 	February February Ongoing Long-term objectives			EDO

Business Climate

BUSINESS CLIMATE GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Development an Environment to Retain and Encourage Business Growth & Expansion	Strategy 1: Implement a Business Retention and Expansion (BRE) Program				
	Company database	April	Costs dependent on database chosen (est. \$3,000)		EDO/staff
	<ul style="list-style-type: none"> Define information for database, for example: <ul style="list-style-type: none"> Company Name & Contact Address, Phone, Email, URL Product/Service (NAICS) Export Markets Research appropriate database – Access, ACT, Maximizer or specialized BRE database Create database 	May			
	Benchmark Business Survey	June	\$15,000	CISP (50% funding)	EDO
	<ul style="list-style-type: none"> Determine if survey will be done in-house or contracted Define survey method – telephone, online, mail, in person Define how to deliver results to community – media release, host public forum, newsletter Draft survey questions Inform public and business community of survey purpose, distribution and timing Distribute survey Collate survey results 	June June June July/August September September October			

	<ul style="list-style-type: none"> Survey finding report Distribute findings through chosen method(s) 	October/November November			
	Business Visitation Program – utilize the survey findings to develop a visitation program to be started in 2009	Long-term objective (Year 2)			EDO
	Electronic newsletter <ul style="list-style-type: none"> Determine if newsletter will be done in-house or contracted Define objectives, timing and distribution of newsletter Utilize benchmark survey – ask the question “do you wish to receive an electronic newsletter Design newsletter Develop newsletter database (should be integrated with company database) Utilize media sources to publicize Distribute newsletter 	September September September October October November December/Ongoing	\$2,000		EDO/staff
	Strategy 2: Assist Local Businesses and New Start-up through Capital Access				
	Funding Options <ul style="list-style-type: none"> Identify and contact agencies, organizations or funders including: <ul style="list-style-type: none"> BC Innovation Council BC Angel Forum Vancouver Enterprise Forum Venture BC Canadian Venture Capital Association National Research Council 	June	Staff time only if done in-house \$5,000 if contracted out	CISP (50% funding)	EDO/staff

	<ul style="list-style-type: none"> ○ Scientific Research & Experimental Dev (SR&ED) • Define method and distribute information to business community • Develop an Access to Finance Guide to be available on website and other (see best practices) 	<p>July/Ongoing</p> <p>August</p>			
	Strategy 3: Develop Wireless Infrastructure in Core Centre of City				
	<p>Develop wireless infrastructure</p> <ul style="list-style-type: none"> • Contact Transeo regarding interest • Define parameters to meet both public and private objectives 	<p>February</p> <p>March</p>	TBD	Private partner	EDO
Have a Regulatory Policy Favourable to Business Development	Strategy 1: Provide a Pro-Business Environment				
	<p>Internal Review</p> <ul style="list-style-type: none"> • Complete a review of internal processes and costs • Complete comparisons to neighbouring jurisdictions • Define how information will be disseminated • Conduct review on an annual basis 	<p>July/August</p> <p>July/August</p> <p>July/August</p> <p>Annual</p>	Staff time		EDO/staff
	<p>“Fast Track” process</p> <ul style="list-style-type: none"> • Meet with City department(s) to review current process • Together with City department(s) define a realistic and achievable process • Release information to public (in conjunction with Development Services) 	<p>March</p> <p>April/May</p> <p>May</p>	Staff time		EDO/staff

	Best practice review <ul style="list-style-type: none"> Review annual NAIOP report Develop a table of key planning and approval processes Contact neighbouring communities for comparison 	Annual July/August July/August			EDO/staff
	Strategy 2: Adopt a Green-Building Requirement and Incentive Program				
	Benchmark communities <ul style="list-style-type: none"> Define benchmarks including communities Utilize NAIOP report to identify communities using green requirements 	June July			EDO/staff
	Green Action Plan <ul style="list-style-type: none"> Contact Smart Growth BC for creation of a green action plan 	Longer-term goal (Year 2)			EDO
Diversity and Expand the City's Employment Base	Strategy 1: Support Employment/Training Providers to Prepare Labour Force				
	Education representative on board <ul style="list-style-type: none"> Include in advertising for new board Meet with local school district and/or other educational institutions to determine best candidate 	Immediate Immediate			EDO
	Develop programs <ul style="list-style-type: none"> Meet with educational community 	Ongoing			EDO

	<ul style="list-style-type: none"> Utilize BRE results to help develop program, for example: <ul style="list-style-type: none"> Entrepreneurship Trades 	October and longer-term goal			
	Strategy 2: Encourage Entrepreneurship and Business Start-ups				
	Starting a business guide <ul style="list-style-type: none"> Determine if guide will be done in-house or contracted Develop guide (see best practices) 	June August	Staff time only for in-house \$1,500 contract		EDO/staff
	Entrepreneurial education program <ul style="list-style-type: none"> Meet with School District to development program Research other communities and what is being done. For example, the Young Entrepreneur Program by the Central Okanagan EDC in partnership with School District #23 	September November			EDO

Industrial/Commercial

INDUSTRIA;COMMERCIAL GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Maintain a Supply of Employment Lands	Strategy 1: Establish Greater Control over Marketing, Sales and Leasing of Airport Lands				
	Assign responsibility of marketing Airport Industrial Lands to new EDO	January	\$15,000	CISP (50%)	City Administration
	<ul style="list-style-type: none"> Notify Airport Manager of change in responsibilities Develop working relationship with Airport Manager to ensure immediate transfer of prospects 	February			EDO
	Prepare a conceptual site plan for the Airport Industrial Lands	February		CISP (50%)	EDO
	<ul style="list-style-type: none"> Contract with private sector planner to identify roadwork, infrastructure and proposed lot layouts for development of airport industrial lands. Develop infrastructure as needed to accommodate developments 	Ongoing			City Staff/Airport
	Implement Vision and Airport Marketing Plan (see Economic Development Table)	June – ongoing	TBD		EDO
	Develop Marketing materials for Airport Industrial Lands, including information as follows: <ul style="list-style-type: none"> Conceptual Plans Design Guidelines Permitted uses 	March	\$3000	CISP (50%)	EDO

	<ul style="list-style-type: none"> Community Information – (quality of life, taxation, etc) Testimonials 				
	Establish a partnership with a proven and know real estate firm to partner on the marketing of the Airport Industrial Lands	March			EDO
	Strategy 2: Work with ALC and Metro Vancouver on Long-term Strategy for Potential Exclusion of Strategically Identified Lands for Development as Identified in Schedule 3A of the Official Community Plan.				
	Prepare report and letter to Metro Vancouver demonstrating the demand and identified parcels of land for employment land development (non-residential) – Portion of Green Zone lands				City Staff, EDO, Mayor and Council
	Form working committee consisting of key agencies to address long term needs for development lands <ol style="list-style-type: none"> 1. Invite ALC representatives to discuss possible options and request for them to sit on committee 2. Meet with Metro Vancouver planning staff to discuss possible options, demands and to invite them to sit on committee 3. Prepare comprehensive application to both the ALC and Metro Vancouver for land planning for the next 10 years. 	April/May			City Staff, EDO

Regulatory Policy for Business Development	Strategy 1: Complete an Inventory of Vacant Parcels and Potential Sites				
	<p>Working with the local and external real estate representatives develop a comprehensive land and facility inventory with information on the following characteristics:</p> <ul style="list-style-type: none"> • Availability of municipal water • Availability of municipal sanitary sewer system • Electrical supply • Natural gas (where available); • Serviced with high speed telecommunications; • No man-made environmental issues, such as chemical contamination; • Size of land and/or facility • Designated in the municipality's official community plan and zoning bylaws as industrial, commercial or other designations allowing industrial uses such as manufacturing, assembly and warehousing. 	March	minimal cost if done in-house \$10,000 if contracted		
	Publish an updateable detailed land and facility inventory to distribute to potential clients	April	\$500		EDO
	Create an online inventory of available land and facility inventory; searchable by size and permitted use.	May	\$3000		EDO

Agriculture

AGRICULTURE GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Support the Growth of the Agriculture Industry	Strategy 1: Enhance Community Support for the Agriculture Industry				
	Prepare an agriculture awareness program targeting new residents <ul style="list-style-type: none"> • Complete a community awareness brochure highlighting the importance of agriculture and what is involved • Distribute brochure through various venues including, <ul style="list-style-type: none"> ○ Welcome Wagon, ○ Chamber of Commerce ○ Visitor Information Centre. ○ City licensing and permitting department ○ Financial Institutions 	May Ongoing	\$3000	Investment Agriculture Foundation	EDO
	Conduct an Annual Agriculture Awareness Tour of farms and processing facilities. <ul style="list-style-type: none"> • Invite key local stakeholders, including <ul style="list-style-type: none"> ○ Developers ○ Real estate agents ○ Local politicians and city staff ○ MLA, MP ○ Chamber ○ ALC ○ Education 	September	\$2000	Investment Agriculture Foundation, Real Estate Foundation of BC	EDO
	Continue to support the growth of the Agri-tourism industry <ul style="list-style-type: none"> • Continue work with the Circle Farm 	Ongoing	Limited	Tourism BC	EDO/Tourism Society

	<ul style="list-style-type: none"> Tour partnership Update brochure promoting local Agri-tourism operations Include agri-tourism operations in the BRE program 	Ongoing	\$2000		
		Ongoing	Limited		
	Strategy 2: Ensure Agriculture is Represented at the Corporation's Board Level				
	Include Agriculture representative on new board <ul style="list-style-type: none"> Include in advertising for new board Meet with local producers and food processors to determine best candidate 	Immediate			
		Immediate			
	Establish a small working committee for agriculture as part of new Economic Development Board <ul style="list-style-type: none"> Establish terms of reference for sub-committee Appoint members <ul style="list-style-type: none"> Growers(3) Processors (2) Complete work plan for new committee to address agriculture related issues 	March			
		April			
		June			
	Strategy 3: Target the Agri-food Sector to Locate and Expand within the City of Pitt Meadows				
	Develop/Maintain Agri-food specific marketing materials highlighting the benefits for the industry in Pitt Meadows, including: <ul style="list-style-type: none"> Support of sector Local/regional products Access to market 	June - Ongoing	\$2000		EDO

	<ul style="list-style-type: none"> • Quality of life • Taxation • Labour 				
	<p>Identify ALR land within City to use for agri-food processing. Consider the following factors:</p> <ul style="list-style-type: none"> • Proximity to existing or future residential development • Infrastructure 				<p>Agriculture committee, Agriculture advisory committee, City staff, EDO</p>
	<p>Prepare a development plan that is coordinated and flexible, including the following:</p> <ul style="list-style-type: none"> • Create a clear vision, e.g. single-use manufacturing, mixed-use agriculture, etc. • Build a marketing and development team to expedite approval, servicing and development phases. • Account for municipal infrastructure, transportation, waste disposal, water supply and other local infrastructure needs to maximize the benefits to prospective tenants. • Formulate a contingency servicing program that allows the park to respond quickly to changing market conditions. • Ensure the physical appearance of the park is attractive to increase public awareness and understanding of the goals of agriculture development. 				<p>Agriculture committee, Agriculture advisory committee, City staff, EDO</p>

Strategy 4: Work with the Agriculture Industry to Address Issues Impacting Growth and Retention				
Include Agriculture in the Business Retention and Expansion program (see Business Climate)				
Use Agriculture sub-committee to identify labour and education needs.				
Complete an Area Agriculture Plan <ul style="list-style-type: none"> Review existing plans (www.gov.bc.ca/mal) Approach Ministry of Agriculture and Investment Agriculture Foundation for funding to complete plan Develop and Issue RFP Hire Consultant 	September September November December			EDO, Agriculture sub-committee, City Staff
Work with the Ministry of Agriculture to determine programs available to assist farmers in Succession planning	October			EDO
Strategy 5: Identify and Encourage the Use of Underutilized Agriculture Land				
Discuss with Regional Agrologist in Abbotsford to complete an agriculture land use and opportunity-inventory.	September			EDO, City Staff
In consultation with Katzie identify underutilized First Nations agriculture land Katzie				
Incorporate available First Nation agriculture lands into inventory of available lands available for lease to agriculture producers.				

Marketing

MARKETING GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Increase the Awareness of Pitt Meadows	Strategy 1: Enhance the Destination and Business-Friendly Image – The Natural Place				
	Adopt draft marketing plan (Report prepared by Six Degrees Marketing)	January			EDO
	Consistent brand <ul style="list-style-type: none"> Meet with Board to discuss the use of “The Natural Place” as the brand for economic development Create Marketing sub-committee Utilize recommendations in marketing plan and incorporate brand in all messaging 	February February Ongoing			EDO/Marketing Sub-committee
	Gateway signage <ul style="list-style-type: none"> Meet with Board to discuss the design and installation of a welcome gateway sign Contract out design Install sign with high media coverage 	May October Longer-term goal (Year 2)	\$10,000	???	EDO/Marketing Sub-committee
	Welcome letter to new business <ul style="list-style-type: none"> Create welcome letter for all new businesses providing information on services Distribute to new businesses as needed 	April Ongoing			

	Establish a toll-free number directly to the economic development staff	Immediate	minimal		
	Develop a quick response system that ensures all enquiries are responded to within 24 hours – this brings together all available information into one easily accessible and reliable system	Ongoing			EDO/staff
	Strategy 2: Market the Natural Attributes, Small-town Ambiance and Proximity to Big City Amenities				
	Marketing collateral <ul style="list-style-type: none"> • Work with marketing sub-committee to identify requirements (refer to Marketing Plan) • Develop marketing material 	March Ongoing and longer-term goal	TBD on a project to project basis	Some materials may be applicable under CISP (50% funding)	EDO/Marketing Sub-committee
	Real estate and development tour <ul style="list-style-type: none"> • Identify participants and partners • Define objectives • Schedule tour locations and dates 	Year 2 and annual			
	Participate in Marketing Missions	Longer-term goal (Year 2 and beyond)	TBD on a project to project basis	Portion of mission(s) may be applicable under CISP (50%)	EDO
	Conferences and events <ul style="list-style-type: none"> • Identify conferences and events that would be of benefit including: <ul style="list-style-type: none"> ○ EDABC ○ EDAC ○ IEDC ○ ICSC ○ Linx BC 	Annually	\$5,000	May be applicable under CISP if training or education is attached to conference	EDO

	Strategy 3: Increase Local Media Support				
	Contact local media and become a regular contributor, i.e. monthly column	Immediately			EDO
	Utilize BRE results and Business Visitation program to submit business success stories and increase public awareness	Ongoing			EDO
	Strategy 4: Create Dynamic Web Presence				
	Work with Marketing sub-committee to design a new website focused entirely on economic development – not just a sub-page off the City’s website	February			EDO/Marketing Sub-committee
	Establish own website domain name – register name. Tie in the brand “The Natural Place” i.e. www.thenaturalplace.ca	February	minimal		EDO/Marketing Sub-committee
	Expand and increase website information: <ul style="list-style-type: none"> Determine if new website will be done in-house or contracted out Work with marketing sub-committee to define content Design website and content Maintain website 	February February March/April Ongoing	\$10,000	CISP (50% funding)	EDO/Marketing Sub-committee
	Strategy 5: Participate in Local and Regional Marketing Events				
	Speak at various association or regional events to promote EDC services and City as a place to do business.	Ongoing			EDO

Strategy 6: Solicit Support from Business Community				
	Host network events	Ongoing	TBD	EDO
	Annual Economic Development Forum <ul style="list-style-type: none"> Define what the forum will do – for example, use first forum to release the BRE survey results 	Annual	TBD	EDO
	Utilize BRE and Business Visitation Program to solicit company testimonials to use in marketing efforts and increase media exposure	Ongoing		EDO
	Host board meetings at local businesses – every quarter host the monthly meeting at a local company’s boardroom – provide opportunity for company to provide information to the board on their operations including a tour of facilities	Quarterly		EDO

Partnerships

PARTNERSHIPS GOALS		PROJECT TIMING	EST. COST	FUNDING SOURCES	Lead Responsible
Work Cooperatively with Partners at all Levels	Strategy 1: Create Partnership and Relationships with Regional, Provincial and National Economic Development Partners				
	Acquire Memberships in Economic Development Associations	January January	\$300 \$500		New EDO New EDO
	Attend annual EDABC and EDAC Conference	September	\$800		EDO
	Express Interest to Linx BC in joining and complete application	January	\$3500		EDO
	Identify projects that Linx BC is participating in and participate in those that will benefit Pitt Meadows	Ongoing	\$5000		EDO and Board
	Strategy 2: Create Mutually Beneficial Partnership with the Katzie First Nation				
	Send a letter to Chief and Council asking them to appoint a representative to new corporation	Immediate			Mayor
	Schedule regular meetings with Chief, EDO, Band Administration to identify potential joint projects.	Ongoing			EDO
	Strategy 3: Develop relationships with Federal and Provincial Ministries/Agencies to promote Pitt Meadows and to Support Local Business				
	Arrange meetings to introduce Pitt Meadows and its goals and objectives to	March – ongoing			EDO

	the Ministry of Technology, Trade and Economic Development <ul style="list-style-type: none"> • Michael Track and other staff in the Investment Division • Marcus Ewert-Johns – responsible for BC Foreign Market representatives • S.P. Poon (business) and Michael Chew (skilled workers) 				
	Identify other key Ministries and staff and arrange meetings to discuss initiatives and potential opportunities for relationships and partnerships.	March - ongoing			EDO
	Meet with DFAIT to complete introductions. <ul style="list-style-type: none"> • Julie Lewis 	March – ongoing			EDO
	Prepare CISP applications to complete eligible portions of the work plan.	December 2008			City Staff
	Meet with representatives other key agencies <ul style="list-style-type: none"> • NRC – IRAP • Department of Agriculture and Foods • Ministry of Agriculture and Lands • Agricultural Land Commission • Others as identified 	March – ongoing			EDO
	Distribute regular newsletter/communication to local business sharing information gathered from government agencies on programs that will assist them in meeting goals	March – Quarterly			EDO

Strategy 4: Establish Regular Meetings with Regional Partners					
	Establish meeting with Sandy Blue, Maple Ridge	January – ongoing			EDO
	Participate in REDS meetings <ul style="list-style-type: none"> • Notify them of new EDO 	Quarterly January			EDO City staff
	Meet with Phil Heard, Vancouver Economic Development and Donna Jones, Surrey Economic Development to discuss Metro Vancouver Commerce	February			EDO

DRAFT BUDGET - Year One

January 1 - December 31, 2009

Notes to Budget: This budget is based on some initial development of Marketing materials, website and program development as well as other items that will be onetime costs.

RECEIPTS

City of Pitt Meadows	\$ 216,000.00
Provincial and Federal agencies	\$ 40,000.00
Partners	\$ 5,000.00
Total Receipts	<u>\$ 261,000.00</u>

EXPENDITURES

Wages (Manager and Support Staff)	\$ 125,000.00
Rent	\$ 10,000.00
Supplies	\$ 5,000.00
Program Development and Implementation	\$ 35,000.00
Travel and Accommodations	\$ 5,000.00
Marketing	\$ 28,000.00
Website	\$ 10,000.00
Telephone	\$ 4,000.00
Interest and Bank Charges & Misc	\$ 1,000.00
Insurance	\$ 2,000.00
One time Start up costs (capital and other)	\$ 10,000.00
Airport	\$ 20,000.00
Memberships and Conferences	\$ 6,000.00
Total Expenditures	<u>\$ 261,000.00</u>

NET SURPLUS

\$ -

EVALUATION PLAN

EDCD Consulting has identified several data sets that we believe will be good measures of economic performance. These data sets are easily found at provincial or national sources, are available at the city level, and should be considered good indicators of the overall economic health of the community and its residents. Many communities and provinces already use performance metrics. These data sets are also called “benchmarks”, as local data is usually placed side-by-side provincial or national data for comparison. The performance metrics proposed in this plan provide Pitt Meadows and community leaders with an excellent opportunity to demonstrate the positive results of their efforts and policies and build confidence among the general public that the economy is heading in the right direction. The first step will be to apply threshold levels of each of the categories listed below. A final consensus should be reached by the newly formed economic development function and its board of directors for each of the performance metrics. Performance metric categories for each recommendation area of this plan are below:

Economic Development

- Local, regional and provincial media mentions relating to economic development
- Prospect activity (info requests or visits)
- New project announcements
- Number of companies met with by Retention and Expansion Program

Business Climate

- Net new firm creation
- Membership growth in Chamber of Commerce for Pitt Meadows’ businesses
- Reduction in development permitting timelines
- Percentage of population in the 25-44 year-old demographic
- Average wage growth

Industrial/Commercial

- Number of new industrial/commercial establishments
- Office and industrial vacancy rates
- New projects/developments

Agriculture

- Increase of public awareness
- Farm values
- New agricultural businesses
- Agricultural job creation

Marketing

- Increased local, regional and provincial media mentions related to Pitt Meadows
- Increase number of qualified business leads
- Increase in visitors
- Increased visitor spending

Partnerships

- Number of formalized partnerships and events
- Increase of potential partners contacting EDC

The City of Pitt Meadows could have an annual “report card” where a review of progress made is provided and gives the City a score on each goal and strategy implemented or not implemented.

BEST PRACTICES

With the creation of a new economic development function the City of Pitt Meadows could utilize current best practices to assist in the implementation of this strategic plan. Notable best practices employed by some of the most successful economic development organizations and globally competitive communities are highlighted as case studies in this section.

One of the challenges for economic development is the pressure to show results or “products” of economic development. This is particularly true for a new organization as the community sometimes struggles to understand exactly what economic development is. The best practices highlighted here provide this “product”. They illustrate how economic development can satisfy those who wish to hold economic development in their hands while letting the economic development organization work towards its long term goals.

Case Study #1 – City of Surrey: Starting a Business Guide

Developing a strong support system for entrepreneurs and small business is a critical aspect of building sustainable economic development. A community needs to support and encourage entrepreneurs to create new businesses. Many communities believe that it is entrepreneurship that drives all future economic development activities for the following reasons:

- Entrepreneurial activities are a productive outlet for energies of enterprising and enthusiastic people
- Small businesses create jobs at relatively low capital cost and low environmental impact, especially in the fast-growing service sector
- Small businesses develop a pool of skilled and semi-skilled workers who are the base for industrial expansion
- Small businesses are the source of innovation in products, services and techniques
- Entrepreneurs can contribute new ideas to economic development initiatives
- Small businesses serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances, a set of values
- An entrepreneurial approach to economic development also benefits larger businesses that will be attracted to a community’s unique character

The City of Surrey recognized that small businesses are at the core of their economy and economic development should support them. Many individuals wishing to start a business are unsure of what to do or where to go. In an effort to make the process simpler, The City of Surrey developed a “Starting a Business” guide. The guide is available through the City’s website and is designed to provide the basic information to assist individuals or companies wishing to establish or expand a business within the community. The information provided includes:

- Checklist of Basic Requirements
- Business Plan
- Business Registration
- Business Organization Forms
- Government Requirements
 - City Planning

- Provincial
- Federal
- Labour Requirements
- Importing/Exporting
- Other Business Resources and Contacts

The City of Pitt Meadows could create a similar “product” on their website. It will be important to maintain the information and to advertise and promote the service. Additional information can be found at the City of Surrey’s website:

www.surrey.ca/Doing+Business/Business+Development/Business+Resources/Starting+A+Business.htm

Case Study #2 – Okanagan Science & Technology Council: Access to Capital

The Okanagan Science & Technology Council (OSTEC) is a membership driven organization that fosters an environment that supports science and technology activities by acting as a representative and advocate for the interests of members and the business community as a whole.

Over the years OSTEC has surveyed its members to find out what challenges they face. Their members’ top two issues related to growing their business have been: Human Resources (labour) and Access to Capital.

This strategic plan has mentioned one of the leading causes of business failure is under capitalization. OSTEC recognizes that accessing capital can be particularly challenging for businesses whose core assets are knowledge-based. They responded by producing a workbook outlining the different financing options that are available to technology companies based on their stage of development. The workbook is called “MentorLinx: Access to Financing – Getting Ready for Investors” and covers the following:

- Development stages of companies
- Business intentions and potential
- Understanding investors
- Capital markets
- Financing availability

The workbook also provides an Investor Readiness Checklist and additional resources. The City of Pitt Meadows could produce a workbook that has a broader business focus than technology businesses. The workbook should be made available on the City’s website and could be used as a valuable tool during the Business Visitation Program recommended in this strategic plan. A copy of OSTEC’s full report can be found on their website at:

http://www.ostec.ca/services/accessToCapital.asp?page_id=7

Case Study #3 – Chilliwack Economic Partners Corporation: Business Retention Program

Chilliwack Business Link is a business retention and expansion program developed to assist the growth of local businesses, and at the same time, compliment Chilliwack Economic Partners Corporation's (CEPCO) business attraction programs. The Chilliwack Business Link program provided CEPCO with the ability to establish key relationships with existing business contacts, conduct various researches on the local business environment, and increase the exposure of the community as a place for job creation and community investment. The groundwork completed has enabled CEPCO to carry forward business retention and expansion projects in a manner that will benefit the community in the long-term.

CEPCO implemented the Chilliwack Business Link program as an innovative and successful labour market partnership, and was the recipient of the 2007 Business Retention and Expansion International (BREI) award for cities with a population over 50,000. This innovative program provides a structured mechanism to combine the resourcefulness and productivity of the small and medium-size enterprises with the strength and expertise of the public sector community. The outcome of this partnership is sector-focused strategies that strengthen Chilliwack's labour market conditions and assist businesses by improving their capacity to grow, enhance productivity, and maintain / create jobs.

The purposes of Chilliwack Business Link are:

- (a) To facilitate the gathering of key business intelligence / information, leading to the development of effective programs and initiatives.
- (b) To complement CEPCO's business attraction program.

Chilliwack Business Link began as a strategic partnership between CEPCO, the Chilliwack Chamber of Commerce, community representatives and the federal government (Service Canada). With funding provided by Service Canada, the program began in September 2004 and ended on March 31, 2007.

The program focused on the primary sector (manufacturing, agriculture) as well as convention, tourism, retail and services.

From the beginning the program implemented various actions, some were original and some were identified through the interview process. The following is a primary breakdown of the actions:

- a) Conduct business visitations.
- b) Collect and document comprehensive data on employer and industry needs utilizing e-Synchronist software programs.
- c) Assist businesses with their human resource planning and organizational development needs.
- d) Develop and deliver workshops and seminars to address identified human resource planning issues.
- e) Conduct labour market research to address existing or potential labour market issues.
- f) Provide tools and opportunities to assist with labour market issues (i.e. virtual job fair web site and community job fairs).
- g) Assist the community to identify trends, gaps and effective labour market adjustment measures.
- h) Network and build relationships with the local business community.
- i) Address issues encountered by local businesses.

The following are some of the outcomes of the program.

- Obtained structured feedback from the community through business visitations using e-Synchronist.

- Learned that of the 155 visitations, 129 employers expect to create 772 new jobs.
- Learned that 60 per cent of the businesses surveyed are planning to expand.
- Learned that 87 per cent of businesses surveyed may be willing to hire a co-op or apprenticeship student.
- Helped employers to clarify and articulate internal productivity requirements.
- Prepared businesses to identify and to implement human resource tools and skills development processes.
- Anticipated future trends that may impact local labour market conditions.
- Provided business expansion assistance.
- Enhanced communication by building relationships between CEPCO and local business.
- Enhanced relationships with local business and municipal government departments.
- Provided business resources such as the www.liveworkplayprosper.com web site for employers and employees alike; a “virtual” on-line job fair with a constant flow of new resumes and new job positions.
- Created community job fairs in response to labour force needs.
- Assisted municipal government by identifying trends
- Attracted the attention of the provincial economic development authorities who have since adopted the program as a model and are implementing it throughout the Province.

It is highly recommended the City of Pitt Meadows implement its own Business Retention and Expansion program to help compliment its economic development efforts. By gathering data and communicating with businesses the City will be better positioned to attract new investment and to deal with the issues that local companies may already be facing.



APPENDIX 1 – Community Assessment and SWOT

September 2008

Economic Development Strategic Plan Community Assessment and SWOT Analysis



City of Pitt Meadows

Economic Development Strategic Plan

Community Assessment and SWOT Analysis



ECONOMIC DEVELOPMENT • COMMUNITY DEVELOPMENT

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1.0 INTRODUCTION

Understanding the general profile of the community is an integral part in the development of an Economic Development Strategy for the City of Pitt Meadows. This document will provide the demographics of the community and will determine the unique assets of Pitt Meadows through a SWOT analysis. The findings will assist in the development of recommendations to enhance and market those assets in a way that will attract investment into the community and help to retain and grow the existing business base.

1.1 Project Background

The City of Pitt Meadows hired EDCD Consulting to develop an economic development strategy. The strategy will layout specific goals and objectives to enhance and grow the existing business base and target new industries that are aligned with the vision of the community.

The starting point for an economic development strategy is a comprehensive analysis of the community. An important component in the analysis is the opinion and thoughts of businesses and key stakeholders that already operate within the community. Local businesses and stakeholders provide an excellent source of up-to-date information as it relates to a community's strengths and weaknesses, as well as, the opportunities and threats that may be confronting an industry group or the community or region as a whole.

A component in the development of the strategy will be the creation of a common vision of economic development for the City of Pitt Meadows. From there the plan will outline the goals, objectives, programs and projects that will support the vision.

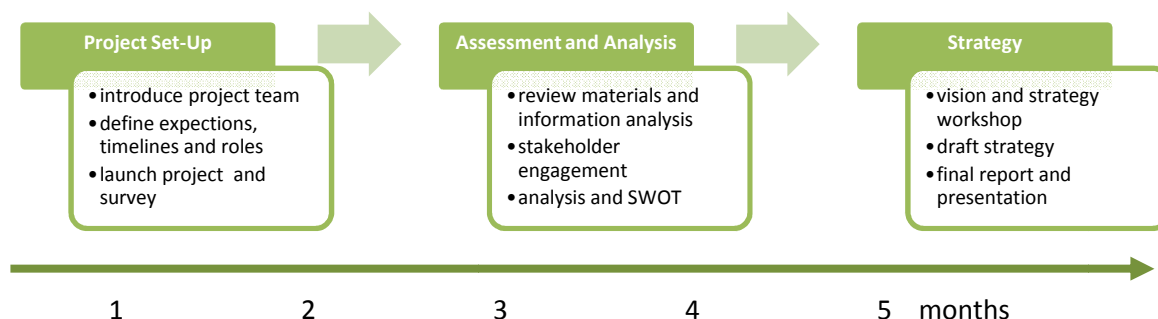
The project will deliver two reports – Assessment and SWOT Analysis Report and an Economic Development Strategic Plan. This is the first report and it profiles the City of Pitt Meadows' economy, demographics, competitor analysis and SWOT. It also provides recommendations to assist in the development of the final strategic plan including sample vision statements and draft strategic goals that will be refined at the strategic planning workshop.

The final report will be delivered after a workshop has been held with economic development stakeholders to create the vision and provide input on the goals and objectives required to realize the vision.

1.2 Project Approach and Methodology

This first report, Assessment and SWOT, provides the foundation for the workshop and the final report. It profiles the region's economic base, demographics and community's strengths and weaknesses.

The report will be used to develop the vision of economic development for the City of Pitt Meadows and the goals and objectives for the Economic Development Strategy. The illustration below provides an overview of the planning process for the project.



It is estimated that the project will be completed over a five month timeframe with the final report completed and delivered by October 30, 2008.

We used a variety of sources to collect the quantitative and qualitative information used in our analysis. We began with a review of the current and existing studies and reports developed for the City of Pitt Meadows and region by both government and other parties.

Quantitative data was collected from national and provincial sources, including Statistics Canada and BC Statistics, and other private sector sources as required. We also collected qualitative data through one-on-one interviews, community fieldwork, focus groups and online survey. During this phase of the project we met with numerous individuals and groups representing various aspect of the community including: local economic development, local elected officials and staff, major employers, key community leaders and industry focused groups.

Local Business Interview Program

As part of this Community Assessment and SWOT Analysis, EDCD Consulting completed a significant number of one-on-one interviews with local businesses and key stakeholders. Key sectors were addressed including Agriculture; Transportation/Aviation; Commercial/ Retail; and, Tourism. We also met with businesses involved in Manufacturing, High Technology and Business Services. This was coupled with one-on-one or group meetings with City Council, the Economic Development Advisory Committee and City staff.

The interviews are intended to provide a better understanding of the location, demographic and economic characteristics that make Pitt Meadows attractive to industry – both existing and potential.

To complete the Interview Program EDCD Consulting, with input from the City of Pitt Meadows, identified 21 businesses and key stakeholders in the City for interviews.

The businesses and stakeholders were selected on the basis of their role within and contribution to the community, as well as their knowledge of the trends and issues affecting growth of each of the select industry sectors. Each interviewee was asked to comment on the strengths and weaknesses of the City of Pitt Meadows and their thoughts on current economic development and future economic development within the City.

The SWOT Analysis section summarizes the discussions with businesses and key stakeholders.

Community Assessment

The Community Assessment provides an identification of the key factors both inside and outside the community which determines its character including:

- Population data – historical and projected
- Local economic development factors – major employers, types of employment, employment trends
- Economic base analysis – location quotient and shift share analysis
- SWOT – strengths, weaknesses, opportunities and threats

The assessment combined with the SWOT analysis provides the foundational tools to proceed into the next phase of the project.

1.3 Next Steps

The Community Assessment and SWOT is only the first step in the process of developing an Economic Development Strategic Plan for the City of Pitt Meadows. The information from this report will provide the basis for moving into the second phase – the Strategic Planning Workshop – and from there into the final document and action plan.

Strategic Planning Workshop

Communities that identify, develop, implement and evaluate long-term approaches will be the ones that will grow in ways best suited to both their desires and their resources. A community strategic plan is an excellent tool for pointing communities in the direction they want to go.

The Community Assessment and SWOT Analysis will be distributed to workshop participants (the participants will be confirmed with input from the City of Pitt Meadows). The workshop's main purpose is to come together with a common vision and begin the process of defining the goals and objectives to realize this vision.

The Strategic Planning section provides information on the visioning and strategic goal process. We have included sample vision statements and draft strategic goals and objectives for review by workshop participants prior to the session date. The draft vision statements are based on community input received earlier in the process through meetings and online survey. They reflect Pitt Meadow's strengths to help move the community forward. The draft vision statements also reflect any weaknesses identified that may inhibit the community's progress.

During the Strategic Planning Workshop participants will be lead through a discussion to refine and adopt a vision statement with the following considerations:

- Describes what the future holds, not how the community will get there
- Is positive and inspiring – leads to action
- Focuses on outcomes
- Correctly describes participant's preferred economic future (vision) of Pitt Meadows
- Is based on shared values
- Provides clear sense of where and what the City of Pitt Meadows is aiming to become

Once the vision is agreed upon by workshop participants the goals and objectives to realize the vision will be discussed. The beginning point for strategic goals is the Community Assessment and SWOT Analysis. The participants are not limited to using only the assessment and analysis; however these results need to be reviewed by all participants. The strategic goals and objectives need to take advantage of the community's strengths and opportunities, correct weaknesses, and lessen threats.

Economic Development Strategic Plan

The final report will be a Five Year Strategic Plan for economic development for the City of Pitt Meadows. This report will tie all the project phases together into one document. It will clearly lay out the vision and detail the specific programs and projects that will need to be undertaken to realize the vision. Each program and project will include specific action steps, organizations or individuals who should be responsible for implementation, a timeline for implementation, and performance measures to assist in evaluating whether progress is being made.

1.4 The City of Pitt Meadows

The City of Pitt Meadows is a member municipality of Metro Vancouver with a population of approximately 16,000 and a projected growth to 20,000 by 2021. Pitt Meadows is experiencing new investment in its transportation infrastructure. The Provincial Gateway program includes the Pitt River Bridge/Mary Hill Interchange, the GVTA Golden Ears Bridge, an expanding regional airport, an intermodal yard and long term plans for a port facility.

About 14 per cent of the City's 8,538 hectares consists of well planned and compact urban highland. The remaining land is agricultural with 86 per cent in the Agricultural Land Reserve providing the City with its most prominent business sector.

In 2002 an Economic Development Strategy was completed. The strategy identified four sectors as key to economic development: Agriculture; Transportation/Aviation; Commercial/Retail; and Tourism.

Business plans were developed to focus on brand development, marketing and promotion. The 2008 Business Plan identifies significant issues and trends and provides background on what has been accomplished since the 2002 strategy.

The City of Pitt Meadows is committed to economic development. By the end of 2008 the City will form an incorporated economic development organization and hire its first full-time economic development manager. The City will also develop an up-to-date strategic plan for economic development.

The following section provides a brief overview of the demographics for the City of Pitt Meadows. Following the overview is a more detailed look at the economic composition of Pitt Meadows.

2.0 City of Pitt Meadows General Profile

The following section presents a brief overview of the demographic trends shaping the City of Pitt Meadows. Section 3, the Economic Base Analysis, will examine the demographics in more detail.

2.1 Demographic Profile

Table 1 illustrates a few key comparisons between the City of Pitt Meadows and the general British Columbia population.

TABLE 1: AT A GLANCE – COMPARISON OF PITT MEADOWS VERSUS BRITISH COLUMBIA

Characteristics	Pitt Meadows	BC
2001 Census Population	14,670	3,907,738
2006 Census Population	15,623	4,113,487
Population change 2001 – 2006	6.5%	5.3%
Median Age	38.3	40.8
% of population aged 15 and over	80.7%	83.5%
Total private households	5,821	1,642,715
% of one-family households	74.0%	65.0%
% of multi-family households	2.0%	3.0%
% of non-family households	24.0%	32.0%
Average household size	2.7	2.5
Median household after tax income – persons 15 years of age and over	\$55,545	\$46,472
Earnings - % of income	70.5%	66.0%
Government transfers - % of income	16.1%	15.9%
Median family income (\$) – All census families	\$78,024	\$65,787
Median family income – Couple families	\$84,553	\$71,434
Median family income – Lone-parent families	\$45,638	\$43,616
Participation rate ¹	71.1	65.8
Employment rate ²	69.1	62.4
Unemployment rate ³	3.2	5.1

Source: Statistics Canada Census Data

¹ Refers to the number of persons in the labour force in the week (Sunday to Saturday) prior to Census Day, expressed as a percentage of the population 15 years of age and over, excluding institutional residents.

² Refers to the number of persons employed in the week (Sunday to Saturday) prior to the Census Day, expressed as a percentage of the total population 15 years of age and over, excluding institutional residents.

³ Refers to the unemployed expressed as a percentage of the labour force in the week (Sunday to Saturday) prior to the Census Day.

The following table displays population age statistics for the City of Pitt Meadows and compares the age structure of the City of Pitt Meadows to British Columbia.

The population of Pitt Meadows increased by 6.5% between 2001 and 2006 compared to the BC growth rate of 5.3% over the same period. In 2006, the City of Pitt Meadows had a larger percentage of the population aged

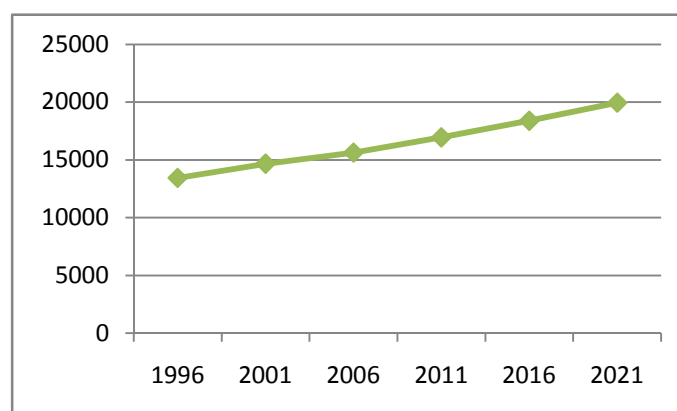
less than 25 years and those between 25 – 44 years. Pitt Meadows has a lower percentage (11 per cent) of senior population than BC (14.5 per cent). The following table compares the current census year (2006) with BC's percentage based on age, while Figure 1 illustrates the overall population growth over the past ten years (1996 – 2006) along with growth projections for the next 15 years.

TABLE 2: 2006 CENSUS POPULATION FOR PITT MEADOWS

Characteristic	Pitt Meadows 2006	Pitt Meadows 2006 (%)	BC 2006 (%)
Population	15,620		
0 – 4	890	5.7%	4.9%
5 – 9	955	6.1%	5.4%
10 – 14	1,160	7.4%	6.2%
15 – 19	1,075	6.9%	6.7%
20 – 24	985	6.3%	6.5%
25 – 29	915	5.8%	6.0%
30 – 34	990	6.3%	6.2%
35 – 39	1,250	8.0%	7.1%
40 – 44	1,410	9.0%	8.1%
45 – 49	1,395	8.9%	8.4%
50 – 54	1,145	7.3%	7.9%
55 – 59	1,000	6.4%	7.0%
60 – 64	710	4.5%	5.2%
65 – 69	550	3.5%	4.1%
70 – 74	455	2.9%	3.5%
75 – 79	350	2.2%	2.9%
80 – 84	235	1.5%	2.2%
85+	145	0.9%	1.8%

Source: Statistics Census Data

Figure 1: Population Growth 1996 - 2016



Source: Statistics Census Data

Over the next five to ten years, existing population trends are expected to continue. The area's population growth is supported by the infrastructure development with the new Golden Ears and Pitt River Bridge projects. Within the next fifteen years, the population for the City of Pitt Meadows could exceed 20,000.

The following table shows income levels for the City of Pitt Meadows performed against British Columbia in terms of income trends. The residents of the City of Pitt Meadows had a higher average and median income

(both individual and household) compared to that of British Columbia, as well as having a higher percentage of income derived from earnings.

TABLE 3: INCOME LEVELS FOR PITT MEADOWS

Characteristic	Pitt Meadows		BC
Total population 15 years and over	12,635	100%	100%
Without income	625	4.9%	4.8%
With income	12,015	100%	100%
Median income \$	\$30,111		\$24,867
Total – Composition of total income in 2005 %			
Earnings – as a % of total income	83.9%		77.1%
Government transfers – as a % of total	8.4%		9.6%
Other – as a % of total income	7.7%		13.4%
Average family income \$	\$84,799		\$80,511
Median family income \$	\$78,024		\$65,787

Source: Statistics Canada Census Data

1.2 Labour and Mobility

The labour force has been growing since 1996 as indicated by the employment rate and participation rate in Table 4. This is particularly true for women as their participation rate has been steadily increasing over the past ten years while the male rate actually decreased in the past five years. The increased participation rate is supported by the significant decrease in the unemployment rate over the past ten years.

TABLE 4: LABOUR 1996 – 2006 COMPARISON

Labour	2006	2001	1996
Employment rate ¹	67.9	66.9	65.3
Employment rate for males	73.8	72.4	72.9
Employment rate for females	62.3	61.7	58.1
Participation rate ²	71.1	71.5	70.7
Participation rate for males	76.8	77.5	78.4
Participation rate for females	65.7	66.0	63.4
Unemployment rate ³	4.5	6.4	7.8

Source: Statistics Canada Census Data

¹ Refers to the number of persons employed in the week prior to Census Day, expressed as a percentage of the total population 15 years of age and over, excluding institutional residents.

² Refers to the number of persons in the labour force in the week prior to Census Day, expressed as a percentage of the population 15 years of age and over, excluding institutional residents.

³ Refers to the unemployed expressed as a percentage of the labour force in the week prior to Census Day.

The following table shows how residents of Pitt Meadows commute to work. Not surprisingly, nearly 80 percent of the city's labour force commutes to work as a single occupant vehicle (SOV). It is interesting to note the decrease in persons working from home. This is likely due to the significant increase in employment opportunities that have taken place over the same time period. The increase in public transportation indicates the number of commuters to other Metro Vancouver areas.

TABLE 5: PLACE OF WORK AND COMMUTING TO WORK

Place of Work	2006	2001	1996
Percentage working at home	7.8	8.4	9.9

Travel to work: % by car, truck or van as driver	79.4	83.6	81.7
Travel to work: % by car, truck or van as passenger	6.4	6.7	5.6
Travel to work: % using public transit	9.8	6.0	7.6
Travel to work: % walking or biking	3.6	3.2	4.5

1.3 Development Activity

Building permit activity in the City of Pitt Meadows peaked in 2005 with an 82 percent increase from the previous year. Since then, building activity has slowly decreased to levels from early years. Residential development is the primary driver of building activity as Pitt Meadows responds to the demand for housing. The following table provides statistics for building permit activity in the City of Pitt Meadows for the period of 2003 to 2007.

TABLE 6: PITT MEADOWS BUILDING PERMIT ACTIVITY 2003 – 2007 (\$000)

Year	Total Value of Construction	Single Family Dwellings ¹	Multiple Residential Units ²	Commercial	Industrial Structures	Institution	Agri ³
2003	33,695	11,291	2,495	3,666	14,712	134	1,397
2004	44,742	16,713	7,427	19,591	35	1	975
2005	81,419	23,929	36,830	12,090	211	972	7,387
2006	54,376	14,387	32,091	6,234	69	322	1,273
2007	33,283	17,211	13,332	1,562	455	150	573

Source: City of Pitt Meadows

¹ Includes single family and residential other values.

² Includes multi family, duplex and renovation.

³ Includes agricultural intensive and other

1.4 Major Project List

The City of Pitt Meadows has seen substantial investment over the past number of years in project and infrastructure development. The following table lists current and proposed development within the City. The table is meant to give an overview of upcoming project activity only and does not include all current, planned or proposed development.

TABLE 7: MAJOR PROJECTS

Project	Status	Est. Cost (millions \$)	Finish Date
Meadows Gate Condominiums	Proposed	80	2009
Airport Expansion	Proposed	50	TBA
Airport Industrial Park	Proposed	100	2010
Solaris Condominiums	Underway	80	2011
CP Business Park	Underway	35	2009
Gateway Program	Underway	198	2010

Source: Major Project Inventory June 2008

2.0 Economic Base Analysis

2.1 Economic Base Theory

One of the most commonly used and accepted models to describe how local economies function is the Economic Base Theory. The Economic Base Theory assumes that all local economic activities can be identified as basic or non-basic.

- **Basic industries:** This sector is made up of local businesses that are entirely dependent upon external factors. For example, a manufacturer of widgets sells to companies and countries located throughout the world. Their business is dependent almost entirely upon non-local firms. The company does not sell their widgets to families or householders locally, so their business is very much dependent upon exporting their goods. Manufacturing and local resources-based firms (like forestry, oil and gas, mining, etc.) are usually considered to be basic sector firms because their income depends largely upon non-local factors.
- **Non-Basic industries:** The non-sector in contrast is composed of those firms that depend largely upon local business conditions. For example, a local grocery store sells its goods to local households, businesses and individuals. Its clientele is locally based and therefore its products are consumed locally. Almost all local services (like drycleaners, restaurants, health care providers, elementary and secondary education, etc.) are identified as non-basic because they depend almost entirely on local factors.

Basic elements are often found in *Non-Basic* industries. For example, a local retailer manages to attract customers from outside the community – say for instance a shoe store, “big box” retailer, a large agricultural equipment, or car dealership – a portion of their business becomes *Basic*.

The Economic Base Theory contends that the means of strengthening and growing the local economy is to develop and enhance the basic sector. The basic sector is therefore identified as the “engine” of the local economy. It also suggests that by developing firms that rely primarily on external markets, the local economy can better insulate itself because external markets usually remain strong even if the local economy experiences problems. In contrast, a local economy solely dependent upon local factors will have great trouble responding to local economic downturns.

Therefore, traditional economic development programs tend to focus on *Basic* industries (ie. manufacturing and tourism) for two fundamental reasons:

1. The potential growth for most *Basic* industries is not constrained by the size of the local marketplace because these industries export most or all of their production. Assuming there is sufficient labour to meet production demands, there is almost no limit to how big a basic industry can become.
2. *Basic* industries also stimulate the growth of the community’s *Non-Basic* industries as a result of the “new money” they use to pay their employees and to purchase goods and services.

Supporters of the Economic Base Theory argue that economic development programs should focus exclusively on *Basic* industries to grow the local economy. They maintain that there is only need to focus on Basic industries because non-basic industries will find its own level in the community based on population of the marketplace. However, local markets rarely operate as efficiently as theories would suggest. This is especially true for smaller communities.

2.2 Economic Base Analysis

An Economic Base Analysis is a tool used to profile a local economy and compare it to a reference area or areas. After discussions with the City of Pitt Meadows, comparison areas were chosen for this analysis based on the locations of identified competing communities and the similar mix of economies. The analysis includes comparisons with Maple Ridge, Port Coquitlam, Langley, and Abbotsford.

The analysis consists of two sets of calculations:

- A Location Quotient Analysis which is used to measure the relative concentration of each industry in the community, compared to the Reference Area.
- A Shift-Share Analysis which examines the “net change of employment” over a period of time and measures the relative growth or decline of each industry in the region compared to the performance of that industry across the rest of the province or other referenced area.

NAICS Code

We are using the *North American Industrial Classification System (NAICS)* to categorize each industry sector. The following gives a brief description of the NAICS classifications.

Select Industries in the NAICS Code

- Wholesale & Retail Trade – retail activity typically accounts for 80% of the total employment in this sector
- F.I.R.E. – is an acronym for Finance, Insurance and Real Estate. It also includes “leasing” activities
- Professional, Scientific & Technical – is dominated by Accounting and Legal services. It also includes Computer Systems Design, Architectural & Engineering services
- Management, Administration & Support Services – covers such services as Temporary Personnel Agencies, Security Services and Property Management Services. It also includes Call Centres and Back Office operations
- Information, Cultural & Recreation – includes Telecommunication Companies (Telus), Broadcasters and Internet Service Providers. It also includes Recording and Publishing operations and the Performing Arts, Theatres, Galleries and Recreation Centres.

Sectors/Industries in NAICS Cord – 2 digit level	
11	– Agriculture, Forestry, Fishing & Hunting
21	– Mining & Oil & Gas Extraction
22	– Utilities
23	– Construction
31-33	– Manufacturing
41	– Wholesale Trade
44-45	– Retail Trade
48-49	– Transportation & Warehousing
51	– Information & Cultural Industries
52	– Finance & Insurance
53	– Real Estate & Rental & Leasing
54	– Professional, Scientific & Technical Services
55	– Management of Companies & Enterprises
56	– Administrative & Support, Waste Management & Remediation
61	– Education Services
62	– Health Care & Social Assistance
71	– Arts, Entertainment & Recreation
72	– Accommodation Food Services
81	– Other Services (except Public Administration)
91	– Public Administration

Data Sources

A community level analysis is often hindered by lack of comparable statistics. Fortunately we were able to use information from the previous two census periods (2001 and 2006). To ensure the data we used produced accurate results we compared results utilizing labour force survey data as an additional source when required.

2001 and 2006 Census – Census data is the most comprehensive and reliable information available at the community level. However, Statistics Canada switched from the SIC code (Standard Industrial Classification) to the NAICS code (North American Industrial Classification System) in 1997. As a result we can't measure changes from previous census periods. Census statistics are measured every five years (2001 and 2006 being the last census periods) and Stats Canada released 2006 labour statistics in March 2008. *Census data presented in this report is subject to suppression and random rounding in order to preserve the confidentiality of respondents to the census. This technique randomly rounds figures either up or down to a multiple of 5. This procedure does not add significant error to the data but does result in certain inconsistencies.*

Labour Force Survey – To measure changes in the economy we utilize the Labour Force Survey (produced by Statistics Canada) when required. It provides comparable data (using NAICS) back to 1990. Unfortunately, data is not available down to the community level – only the “Census Metropolitan Area”. We were able to use labour force survey data as back up data only and to ensure results obtained are accurate.

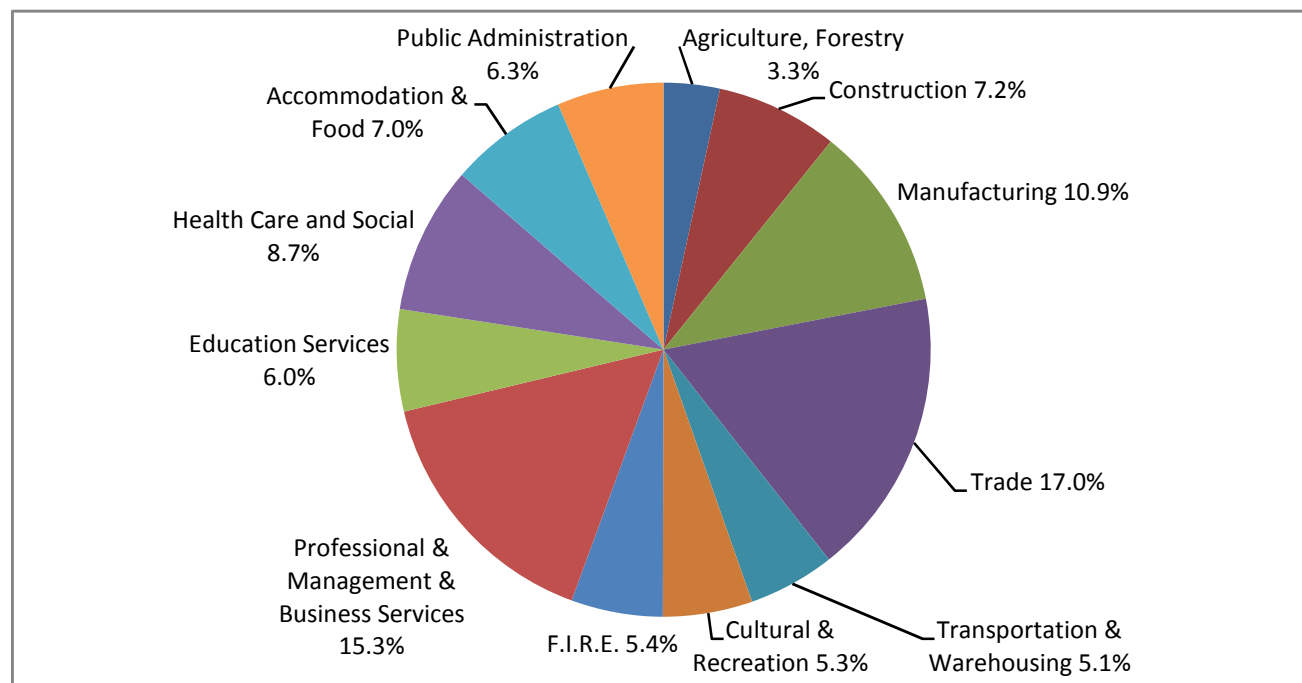
The first step is to look at the employment of Pitt Meadow residents.

TABLE 8: CITY OF PITT MEADOWS EMPLOYED RESIDENTS BY INDUSTRY SECTOR

Sector	Employed	% Total
Agriculture & Forestry, Fishing & Hunting	300	3.3%
Mining, Oil & Gas Extraction	70	0.8%
Utilities	30	0.3%
Construction	650	7.2%
Manufacturing	975	10.9%
Wholesale Trade	540	6.0%
Retail Trade	990	11.0%
Transportation & Warehousing	455	5.1%
Information and Cultural Industries	310	3.5%
Finance, Insurance	295	3.3%
Real Estate and Rental and Leasing	185	2.1%
Professional, Scientific & Technical	575	6.4%
Management, Administration & Support Services	395	4.4%
Education Services	540	6.0%
Health Care & Social Services	780	8.7%
Arts, Entertainment & Recreation	165	1.8%
Accommodation & Food Services	625	7.0%
Other Services (except public administration)	405	4.5%
Public Administration	565	6.3%
Total – All Industries	8,870	

Source: Statistics Canada Census Data

Figure 2: Pitt Meadows Employed by Industry

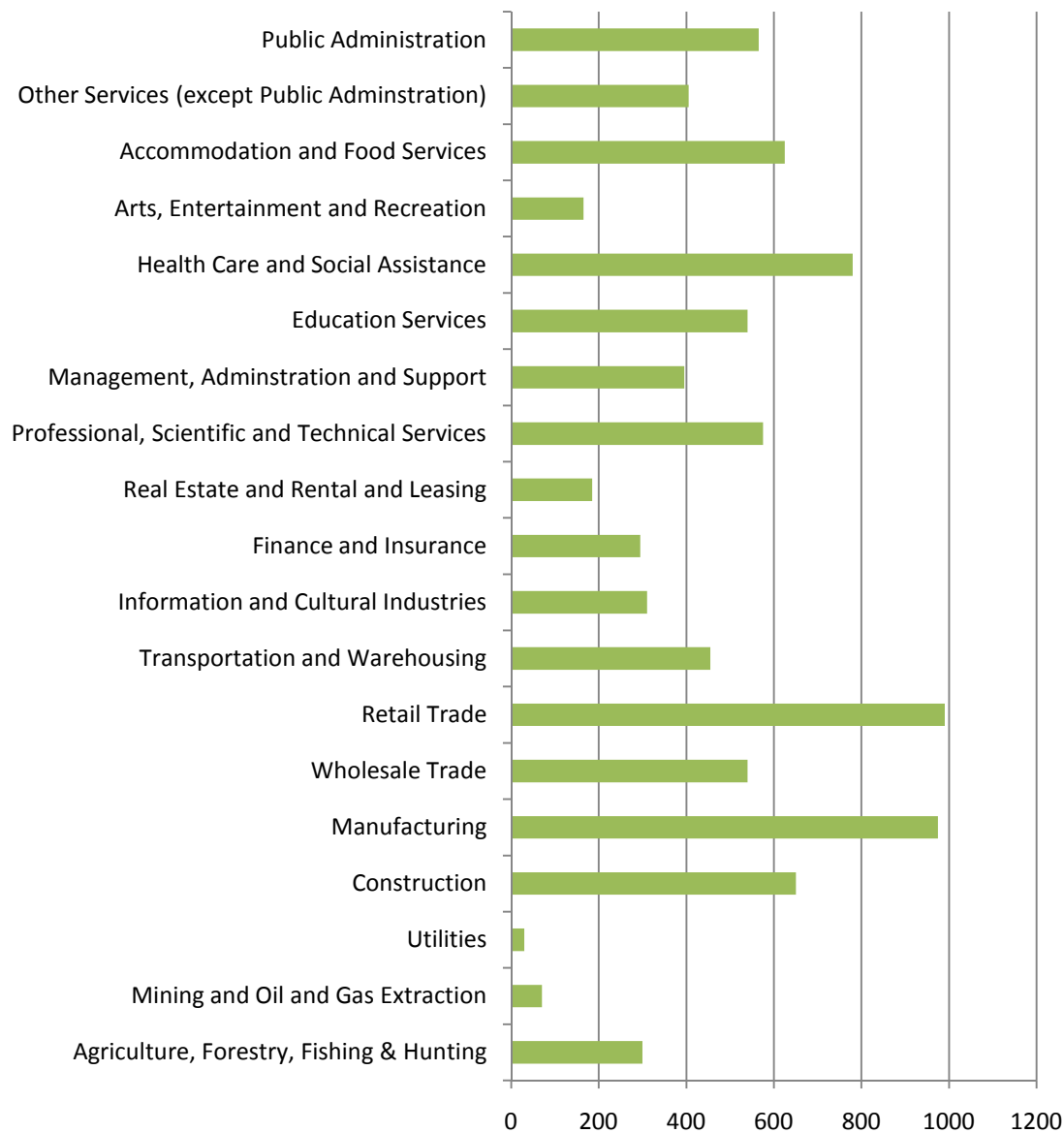


Looking at the labour by industry data at the two digit North American Industry Classification System (NAICS), Pitt Meadows labour is broken down in Figures 2 and 3.

According to the 2006 census, Pitt Meadows had a population of 15,623 (2001 was 14,670) and an employed labour force of 8,870. The community’s participation rate was 71.1% (labour force to population) and an employment rate of 67.9% (employment to population).

The unemployment rate for Pitt Meadows in 2006 (census) was 4.5% (unemployment to labour force). By comparison the provincial rate was 6.0%.

Figure 3: Pitt Meadows Employed Residents by Industry Sector



2.3 Location Quotient Analysis

A Location Quotient Analysis is used at this point to provide some understanding of the labour force numbers. The analysis is a simple ratio of “sector employment” to “total employment” compared to the ratios in a reference area. In this case, we will compare Pitt Meadows to the identified competitor areas – Maple Ridge, Port Coquitlam, Langley, and Abbotsford. The reference area we will use is Metro Vancouver (VANC).

When reading the results of the Location Quotient (LQ) analysis the following applies:

- When the $LQ = 1.00$, the rate of that industry’s employment in the local area (Pitt Meadows) is the same as that for the reference area (Metro Vancouver).
- When the $LQ > 1.00$, the ratio of employment in that industry is higher than that for the reference area. A high LQ ($LQ > 1.25$) implies the local area possesses a “competitive advantage” for that industry. It also shows that the industry has grown larger than the local marketplace so the industry must be serving customers outside the region.
- When the $LQ < 1.00$, the ratio of employment in that industry is less than that for the reference area. When the LQ is significantly lower than the norm ($LQ < 0.75$) it shows there is a significant leakage of dollars from the local economy to another nearby marketplace.

It is important to note census data presented in this report is subject to suppression and random rounding in order to preserve the confidentiality of respondents to the census. This technique randomly rounds figures either up or down to a multiple of 5. This procedure does not add significant error to the data but does result in certain inconsistencies.

TABLE 9: 2006 EMPLOYMENT BY INDUSTRY
CITY OF PITT MEADOWS AND COMPARISON COMMUNITIES

Sector	Pitt Meadows	Maple Ridge	Port Coquitlam	Langley	Abbotsford
Agriculture, Forestry, Fishing and Hunting	300	690	230	2,115	7,085
Mining, Oil & Gas Extraction	70	145	110	320	330
Utilities	30	220	230	280	320
Construction	650	3,560	2,535	5,100	8,225
Manufacturing	975	3,920	2,980	5,145	10,395
Wholesale Trade	540	2,205	1,980	3,295	3,775
Retail Trade	990	4,550	3,645	6,245	9,040
Transportation/ Warehousing	455	2,190	1,735	3,235	4,975
Information and cultural industries	310	895	925	1,095	1,165
Finance and Insurance	295	1,370	1,450	1,835	2,300
Real Estate and Rental and Leasing	185	820	550	1,050	1,325
Professional, Scientific & Technical	575	1,785	2,430	3,145	3,580
Management, Admin & Support Services	395	1,655	1,180	2,025	3,295
Education Services	540	2,555	1,675	3,805	5,305
Health Care & Social Services	780	3,980	2,980	4,480	7,525
Arts, Entertainment and Recreation	165	765	550	1,160	1,000
Accommodation & Food Services	625	2,410	2,000	2,880	5,150
Other Services (except public administration)	405	1,830	1,425	3,045	4,825
Public Administration	565	1,655	1,360	2,395	3,590
Total	8,870	37,200	29,975	52,665	82,220

Source: Statistics Canada Census Data

**TABLE 10: LABOUR FORCE BY INDUSTRY AS A PERCENTAGE OF TOTAL EMPLOYMENT
PITT MEADOWS AND COMPARISON COMMUNITIES**

Sector	Pitt Meadows	Maple Ridge	Port Coquitlam	Langley	Abbotsford
Agriculture, Forestry, Fishing and Hunting	3.3%	1.8%	0.8%	4.0%	8.4%
Mining, Oil & Gas Extraction	0.8%	0.4%	0.4%	0.6%	0.4%
Utilities	0.3%	0.6%	0.8%	0.5%	0.4%
Construction	7.2%	9.5%	8.3%	9.6%	9.8%
Manufacturing	10.9%	10.4%	9.8%	9.7%	12.3%
Wholesale Trade	6.0%	5.9%	6.5%	6.2%	4.5%
Retail Trade	11.0%	12.1%	12.0%	11.8%	10.7%
Transportation/ Warehousing	5.1%	5.8%	5.7%	6.1%	5.9%
Information and cultural industries	3.5%	2.4%	3.0%	2.1%	1.4%
Finance and Insurance	3.3%	3.6%	4.8%	3.5%	2.7%
Real Estate and Rental and Leasing	2.1%	2.2%	1.8%	2.0%	1.6%
Professional, Scientific & Technical	6.4%	4.7%	8.0%	5.9%	4.2%
Management, Admin & Support Services	4.4%	4.4%	3.9%	3.8%	3.9%
Education Services	6.0%	6.8%	5.5%	7.2%	6.3%
Health Care & Social Services	8.7%	10.6%	9.8%	8.4%	8.9%
Arts, Entertainment and Recreation	1.8%	2.0%	1.8%	2.2%	1.2%
Accommodation & Food Services	7.0%	6.4%	6.6%	5.4%	6.1%
Other Services (except public administration)	4.5%	4.9%	4.7%	5.7%	5.7%
Public Administration	6.3%	4.4%	4.5%	4.5%	4.3%
Total	100%	100%	100%	100%	100%

The previous two tables (Table 9 and Table 10) illustrate the employed labour force for the City of Pitt Meadows compared to the four comparison regions. The second table (Table 10) presents the data as a percentage of total employment labour force. This table shows that each region has a diversified employment base. Looking closer at the data, it shows that Pitt Meadows has a larger percentage of labour in the information and cultural industries than the other communities.

Agriculture and construction is strongest in Abbotsford, while Langley has the largest percentage in the education services. Manufacturing and trade industries for all regions indicate a strong employment base, as well as, health care services.

Using the labour force percentage numbers we are able to calculate the location quotients for each community (Table 11).

**TABLE 11: LOCATION QUOTIENT – CITY OF PITT MEADOWS AND COMPARISON REGIONS
METRO VANCOUVER AS REFERENCE AREA (VANCOUVER)**

Sector	Pitt Meadows	Maple Ridge	Port Coquitlam	Langley	Abbotsford
Agriculture, Forestry, Fishing and Hunting	2.75	1.50	0.67	3.33	7.0
Mining, Oil & Gas Extraction	2.00	1.00	1.00	1.50	1.0
Utilities	0.60	1.20	1.60	1.00	0.8
Construction	1.14	1.51	1.32	1.52	1.6
Manufacturing	1.30	1.24	1.17	1.15	1.5
Wholesale Trade	1.13	1.11	1.23	1.17	0.8
Retail Trade	1.03	1.13	1.12	1.10	1.0
Transportation/ Warehousing	0.91	1.04	1.02	1.09	1.1
Information and cultural industries	0.97	0.67	0.83	0.58	0.4
Finance and Insurance	0.69	0.75	1.00	0.73	0.6
Real Estate and Rental and Leasing	0.84	0.88	0.72	0.80	0.6
Professional, Scientific & Technical	0.70	0.51	0.87	0.64	0.5
Management, Admin & Support Services	0.92	0.92	0.81	0.79	0.8
Education Services	0.85	0.96	0.77	1.01	0.9
Health Care & Social Services	0.95	1.15	1.07	0.91	1.0
Arts, Entertainment and Recreation	0.78	0.87	0.78	0.96	0.5
Accommodation & Food Services	0.90	0.82	0.85	0.69	0.8
Other Services (except public administration)	0.90	0.98	0.94	1.14	1.1
Public Administration	1.66	1.16	1.18	1.18	1.1

The location quotient shows a stronger agriculture, forestry, fishing and hunting sector than the reference area (Vancouver) and is higher than two of the comparison regions (Maple Ridge and Port Coquitlam). Abbotsford and Langley have higher LQ's and this is not surprising given the large agricultural base both those communities possess.

As mentioned earlier, any location quotient at 1.25 or over implies that the region may possess a competitive advantage and the industry exports the goods and services out of the region. For Pitt Meadows this would include agriculture (2.75) and manufacturing (1.30). These industries are considered basic sectors as they stimulate growth of the community's non-basic industries (i.e. trade, real estate). They bring new money into community which is then filtered throughout the local economy as basic industry employees purchase goods and services.

Mining has a very high location quotient (2.00) and this is due to the comparison region chosen – Metro Vancouver, a very urban centre. When we compare to BC and Canada the location quotient

drops significantly (0.89 and 0.57 respectively). The LQ's from the larger reference areas are more representative of the local industry as Pitt Meadow's total mining sector employment is less than one half of a percentage of total employment.

Finance and Insurance (0.69), Real Estate and Rental/Leasing (0.84) are under represented industries in Pitt Meadows. This is likely due to the proximity of Vancouver and other communities where these services are readily available.

The construction sector has a high LQ reflecting the growth that Pitt Meadows has experienced over the past five years. This is in keeping with the overall growth that Metro Vancouver and the province has experienced.

Information and cultural industries, health services, and retail trade all have LQ's close to 1.0 suggesting that they are about where they should be based on the size of the local market. This remains true for health services and retail trade when the reference areas are expanded provincially and nationally.

As mentioned we have also provided the location quotients for Pitt Meadows using BC and Canada as reference areas (Table 12). This provides an additional understanding of how the local economy is performing in the provincial and national context.

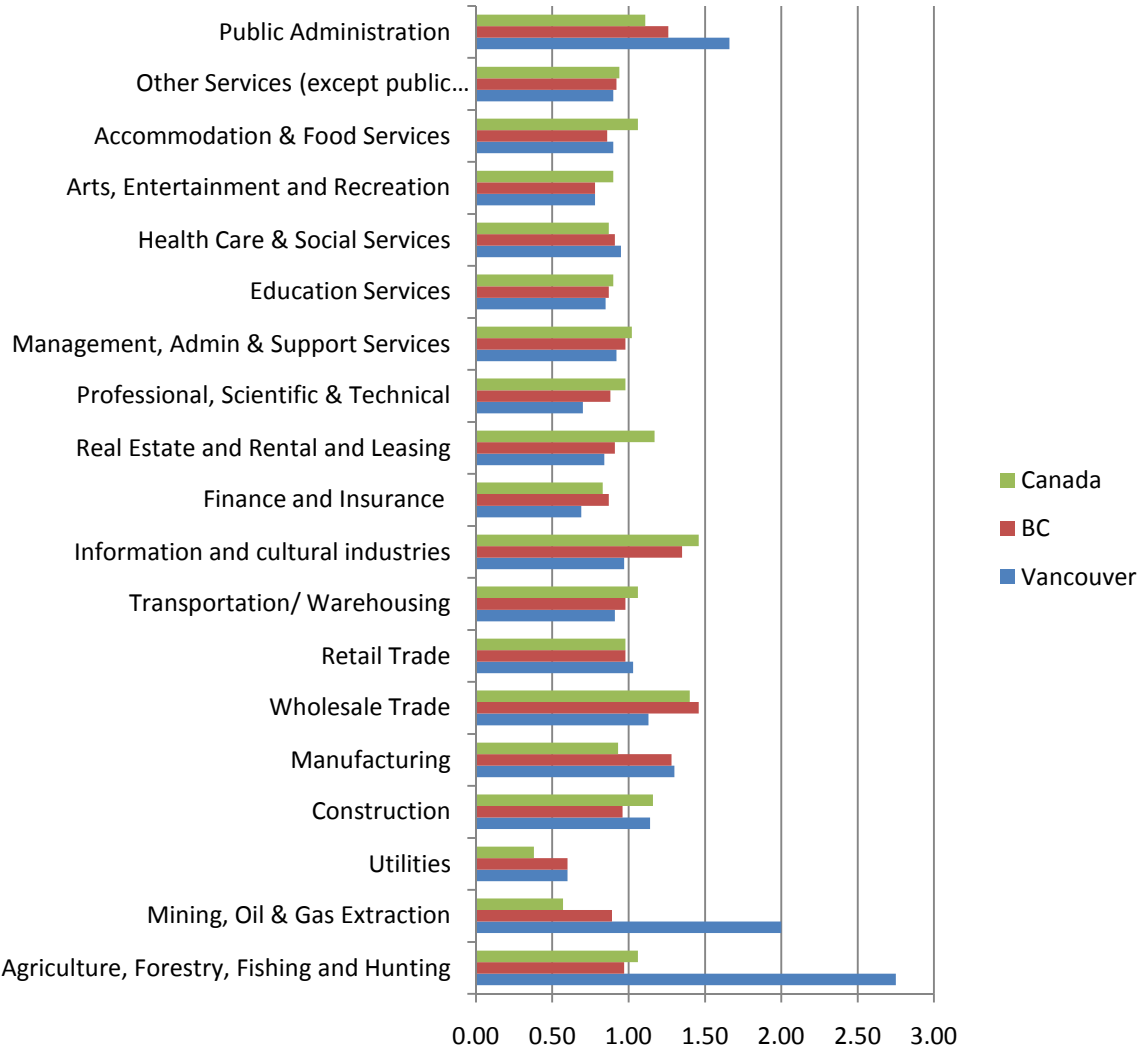
The location quotient alone is not enough to understand the local economy and should not be used solely for decision making purposes and developing economic development policy.

TABLE 12: LOCATION QUOTIENT – PITT MEADOWS (BC AND CANADA AS REFERENCE)

Sector	Canada	BC
Agriculture, Forestry, Fishing and Hunting	1.06	0.97
Mining, Oil & Gas Extraction	0.57	0.89
Utilities	0.38	0.60
Construction	1.16	0.96
Manufacturing	0.93	1.28
Wholesale Trade	1.40	1.46
Retail Trade	0.98	0.98
Transportation/ Warehousing	1.06	0.98
Information and cultural industries	1.46	1.35
Finance and Insurance	0.83	0.87
Real Estate and Rental and Leasing	1.17	0.91
Professional, Scientific & Technical	0.98	0.88
Management, Admin & Support Services	1.02	0.98
Education Services	0.90	0.87
Health Care & Social Services	0.87	0.91
Arts, Entertainment and Recreation	0.90	0.78
Accommodation & Food Services	1.06	0.86
Other Services (except public administration)	0.94	0.92
Public Administration	1.11	1.26

The figure below provides the visual picture of industry location quotients for all three reference areas – Vancouver, British Columbia and Canada. Agriculture, forestry, fishing and hunting along with the trade industries and public administration all show strong location quotients when compared to the three reference areas.

FIGURE 4: LOCATION QUOTIENT – PITT MEADOWS TO VANCOUVER, BC AND CANADA



NOTE THE INDUSTRIES
HIGHER THAN 1.0



2.4 Shift-Share Analysis

To determine which industries are growing or which are declining in the region we conducted a Shift-Share Analysis. The Shift-Share analysis is a standard regional analysis method that helps to determine how much of the regional job growth can be attributed to national or provincial trends and how much is unique to regional factors. To do this, a Shift-Share Analysis splits regional job growth into three components:

- Reference Area Growth Effect – is the portion of the net change in employment that can be attributed to the overall growth or decline of the provincial economy. This helps adjust for the business cycle in the province.
- Industrial Mix Effect – is the portion of the employment change attributable to the growth or decline of the individual industry sector.
- Differential Shift Effect – the differential is attributable to local factors for the growth or decline of that industry when compared to the reference area.

The Differential Shift Effect (DSE) is the key measurement in the Shift-Share Analysis. It shows how each industry is performing in the context of that industry's performance across the rest of the province.

The Shift-Share Analysis is similar to the Location Quotient Analysis in that it highlights the uniqueness of a regional economy, but it does so in terms of job growth rather than total jobs in an industry. Industries with high regional competitiveness highlight the region's competitive advantages or disadvantages. Shift-Share does not indicate why these industries are competitive but will show the sectors in which the region is out-competing or under-competing the nation.

The following is an analysis of the changes taking place in Pitt Meadows using Metro Vancouver as a reference area. We have selected the most recent five year census periods available (2001 and 2006) as our study period. A review of changes in employment data for Pitt Meadows reveals there was a net increase of 9.2% of experienced labour from 2001 to 2006. Metro Vancouver had a net increase of 9.6%.

It is important to note census data presented in this report is subject to suppression and random rounding in order to preserve the confidentiality of respondents to the census. This technique randomly rounds figures either up or down to a multiple of 5. This procedure does not add significant error to the data but does result in certain inconsistencies.

TABLE 13: EMPLOYMENT DATA FOR METRO VANCOUVER AND PITT MEADOWS

Metro Vancouver				
Industry	2001	2006	Change in Jobs	% Chg
Total Employment	1,049,910	1,150,490	100,580	9.6%
Agriculture, Forestry, Fishing and Hunting	13,275	13,895	13,275	4.7%
Mining, Oil & Gas Extraction	2,250	4,380	2,130	94.7%
Utilities	6,205	5,700	-505	-8.1%
Construction	53,795	73,385	19,590	36.4%
Manufacturing	99,055	97,800	-1,255	-1.3%
Wholesale Trade	56,025	61,655	5,630	10.0%
Retail Trade	116,520	124,965	8,445	7.2%
Transportation/ Warehousing	65,700	65,605	-95	-0.1%
Information and cultural industries	44,355	42,145	-2,210	-5.0%
Finance and Insurance	54,110	55,640	1,530	2.8%
Real Estate and Rental and Leasing	24,735	29,575	4,840	19.6%
Professional, Scientific & Technical	91,715	107,490	15,775	17.2%
Management, Admin & Support Services	46,495	55,880	9,385	20.2%
Education Services	74,480	83,200	8,720	11.7%
Health Care & Social Services	99,355	107,060	7,705	7.8%
Arts, Entertainment and Recreation	24,055	27,350	3,295	13.7%
Accommodation & Food Services	81,560	91,585	10,025	12.3%
Other Services (except public administration)	51,610	59,055	7,445	14.4%
Public Administration	44,630	44,115	-515	-1.2%
Pitt Meadows				
Industry	2001	2006	Change in Jobs	% Chg
Total Employment	8,120	8,870	750	9.2%
Agriculture, Forestry, Fishing and Hunting	400	300	-100	-25.0%
Mining, Oil & Gas Extraction	20	70	50	250.0%
Utilities	45	30	-15	-33.3%
Construction	570	650	80	14.0%
Manufacturing	905	975	70	7.7%
Wholesale Trade	480	540	60	12.5%
Retail Trade	820	990	170	20.7%
Transportation/Warehousing	510	455	-55	-10.8%
Information and cultural industries	245	310	65	26.5%
Finance and Insurance	255	295	40	15.7%
Real Estate and Rental and Leasing	140	185	45	32.1%
Professional, Scientific & Technical	410	575	165	40.2%
Management, Admin & Support Services	295	395	100	33.9%
Education Services	470	540	70	14.9%
Health Care & Social Services	930	780	-150	-16.1%
Arts, Entertainment and Recreation	190	165	-25	-13.2%
Accommodation & Food Services	645	625	-20	-3.1%
Other Services (except public administration)	375	405	30	8.0%
Public Administration	430	565	135	31.4%

Source: Statistic Canada Census Data

The following table outlines the three components of Shift-Share analysis:

- Reference Growth Effect
- Industrial Mix Effect
- Differential Shift Effect

Before analyzing what the information in Table 14 means, it is important to keep in mind the following:

- Shift-Share Analysis minimizes the impact of issues such as business cycles.
- The method alone does not identify comparative advantages
- Shift-Share Analysis is a “snapshot” of two particular points in time, and the results are sensitive to the period of time chosen.

TABLE 14: SHIFT-SHARE ANALYSIS FOR PITT MEADOWS

Industrial Sector	2001 – 2006 Net Change Employment	Reference Area Growth Effect	Industrial Mix Effect	Differential Shift Effect
Agriculture, Forestry, Fishing and Hunting	-100	38	-20	-119
Mining, Oil & Gas Extraction	50	2	17	31
Utilities	-15	4	-8	-11
Construction	80	55	153	-128
Manufacturing	70	87	-98	81
Wholesale Trade	60	46	2	12
Retail Trade	170	79	-19	111
Transportation/Warehousing	-55	49	-50	-54
Information and cultural industries	65	24	-36	77
Finance and Insurance	40	24	-17	33
Real Estate and Rental and Leasing	45	13	14	18
Professional, Scientific & Technical	165	39	31	94
Management, Admin & Support Services	100	28	31	40
Education Services	70	45	10	15
Health Care & Social Services	-150	89	-17	-222
Arts, Entertainment and Recreation	-25	18	8	-51
Accommodation & Food Services	-20	62	17	-99
Other Services (except public administration)	30	36	18	-24
Public Administration	135	41	-46	140
Totals	715	781	-8	-56

The overall reference area growth effect (RA) shows that if Pitt Meadows was identical to the Metro Vancouver economy, then the region should have grown by 781 jobs between 2001 and 2006. However, the data from Table 13 shows the region added 750 to the labour force, falling short by 31 jobs.

Looking a bit closer at the analysis, there are a number of sectors that outperformed the Metro Vancouver growth rate. For example, retail trade should have lost 19 jobs if Metro Vancouver's industry growth rate was identical in Pitt Meadows; however, the city actually gained 170 jobs in the industry. Over the past five years there has been some significant growth in commercial development within the City and this has provided job opportunities within the sector.

Growth was also seen in the manufacturing industry which grew by 70 jobs over the five year period while Metro Vancouver's industry declined by 1.3 per cent. This would mean that Pitt Meadows should have lost 98 jobs versus the gain that was experienced.

Conversely, the construction industry should have grown by 153 jobs while only 80 jobs were added over the five year period. This discrepancy is due to the demand for housing, and the tremendous growth seen in many Metro Vancouver communities due to construction for the 2010 Olympics. Though Pitt Meadows saw strong growth in the industry it did not experience the same level as the industry growth of the Metro Vancouver area.

According to the Differential Shift Effect, Pitt Meadows experienced a rate of growth less than that of Metro Vancouver (overall growth rates of 9.2 percent and 9.6 percent respectively). The total employment loss was 56 when we measure the difference between the rate of change in industry employment at the local level and the rate of change in industry employment in Metro Vancouver.

The Differential Shift Effect is also called the regional competitiveness effect, and is the most important part of the shift share analysis. It helps to explain how much of the change in the industry is due to some unique competitive advantage that the region might possess. This is because the growth cannot be explained by the reference area's trends in that industry or the economy as a whole.

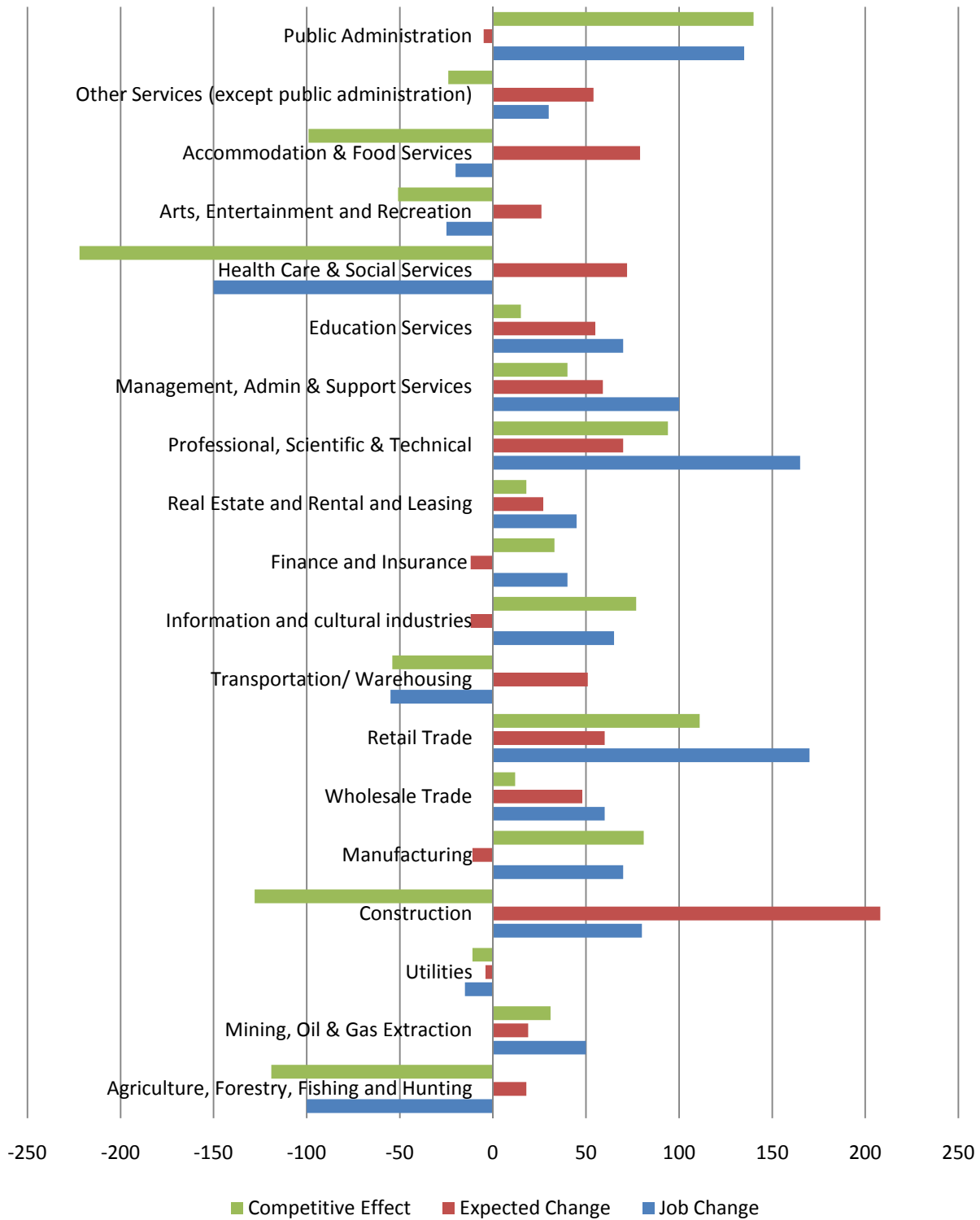
Using the data of the three effects in Table 14 we can analyze the full results. If we look back at the agricultural industry, Pitt Meadows lost 100 jobs from 2001 to 2006. The industry would have gained 38 jobs if Metro Vancouver trends in the economy as a whole were followed, while a loss of 20 jobs would have been expected due to the trends in Metro Vancouver for the agricultural sector specifically. This makes a total gain of 18 jobs expected from Metro Vancouver trends (38 jobs – 20 jobs).

The regional competitiveness effect indicates that the region lost 119 jobs instead of the expected gain of 20 jobs. This is reflective of the industry's trend to farm consolidation and increased efficiencies.

While the data in Table 14 provides some insight into the economy of Pitt Meadows, it may be more effective to see the results in a more visual format. The following graph simplifies the analysis into three basic components:

- Job Change – this is the actual job change in the local economy for each industry from 2001 to 2006.
- Expected Change – this is the sum of the reference area growth rate effect and the industrial mix effect. It is basically the job growth that would be expected in the regional industry if it followed reference area trends exactly.
- Competitive Effect – this number explains how much of the change in a given industry is due to some unique competitive advantage that the local economy possesses because the growth cannot be explained by the reference area trends in the industry or as a whole.

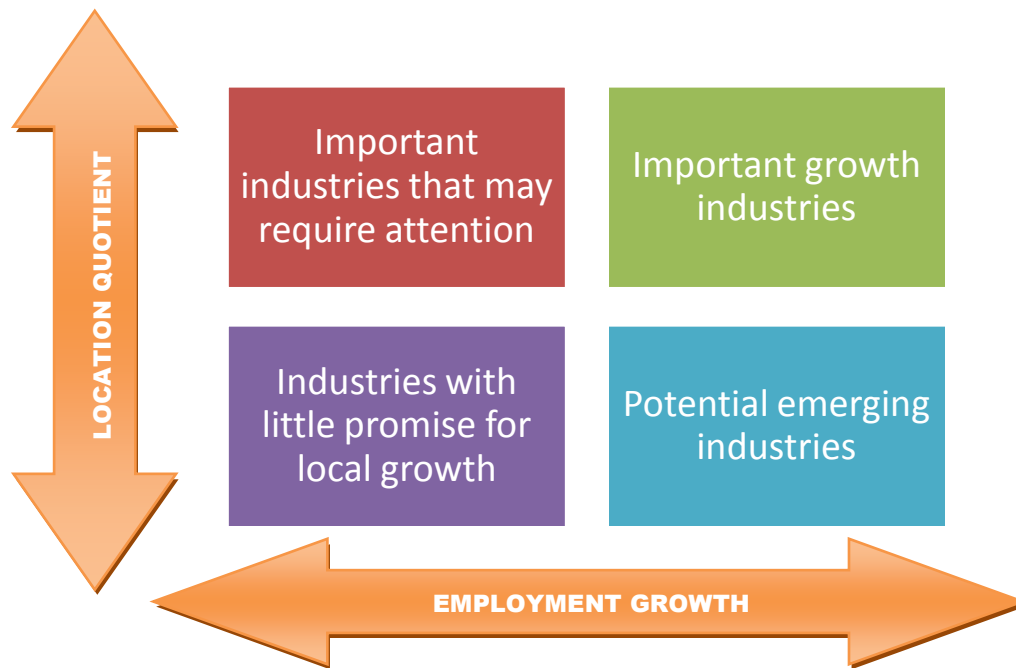
Figure 5: City of Pitt Meadows Shift Share Analysis



2.5 Ranking the Performance of Industry Sectors

The report has used two models to provide the data needed to rank the performance of different sectors in the Economic Base Analysis for the City of Pitt Meadows. The data we have used helps to provide a focus for targeting the economic development programs of the community.

The location quotient data and the growth rate data can be combined to classify industry clusters or target industries. The following is a simplified chart utilizing various cluster and targeting analysis methods including the McLean/Voytek model.



On the following page, the location quotients and employment growth indicators were combined using the method above to identify industries that should be examined more closely for growth opportunities and targeting within Pitt Meadows.

Table 15: Target Industry Analysis

Sector	Important Growth Industries	Potential Emerging Industries	Important Industries Needing Attention	Limited growth Industries
Agriculture, Forestry, Fishing and Hunting			●	
Mining, Oil & Gas Extraction	●			
Utilities				●
Construction	●			
Manufacturing	●			
Wholesale Trade			●	
Retail Trade	●			
Transportation/Warehousing				●
Information and cultural industries		●		
Finance and Insurance		●		
Real Estate and Rental and Leasing		●		
Professional, Scientific & Technical		●		
Management, Admin & Support Services		●		
Education Services		●		
Health Care & Social Services				●
Arts, Entertainment and Recreation				●
Accommodation & Food Services				●
Other Services (except public administration)		●		
Public Administration	●			

In addition to the method used above to identify industries to target, there is an existing classification system designed by the University of Waterloo. This method combines three separate measures generated in the Economic Base Analysis. The first is the concentration of each industry sector as measured by the Location Quotient. The second is the overall growth or decline of the industry across the reference area as indicated by the Industrial Mix Effect. The third is the relative growth or decline of the industry in the local economy based on the Differential Shift Effect. The classification system ranks these factors into 12 categories divided into High, Medium and Low divisions.

TABLE 16: ECONOMIC PERFORMANCE CLASSIFICATION SYSTEM

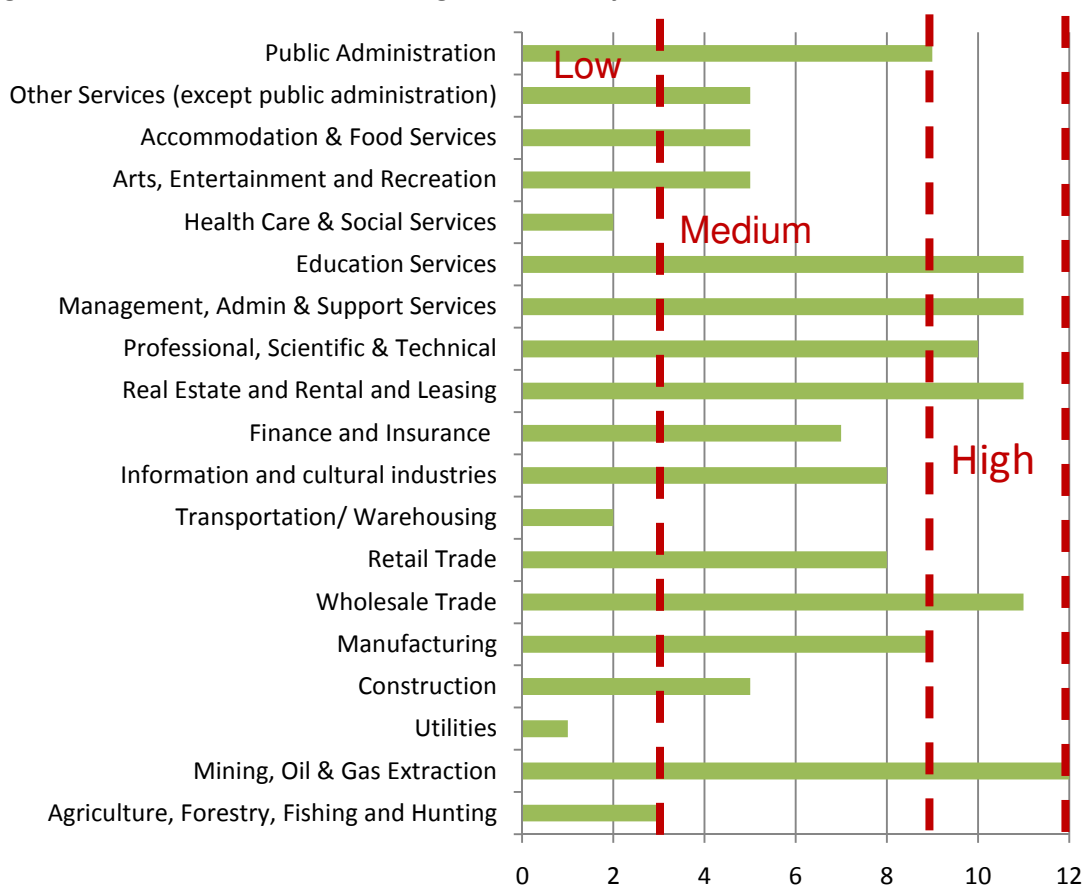
Classification	Location Quotient	Industrial Mix Effect	Differential Shift Effect
High			
12. Driving	>1.25	Positive	Positive
11. Accelerating	0.75 – 1.25	Positive	Positive
10. Rising	<0.75	Positive	Positive
Medium			
9. Evolving	>1.25	Negative	Positive
8. Transitional	0.75-1.25	Negative	Positive
7. Moderate	<0.75	Negative	Positive
6. Promising	>1.25	Positive	Negative
5. Yielding	0.75 – 1.25	Positive	Negative
4. Modest	<0.75	Positive	Negative
Low			
3. Challenging	>1.25	Negative	Negative
2. Vulnerable	0.75 – 1.25	Negative	Negative
1. Marginal	<0.75	Negative	Negative

Source: Economic Development Program, University of Waterloo

TABLE 17: INDUSTRIAL SECTOR RANKINGS FOR THE CITY OF PITT MEADOWS

Industry	Location Quotient	Industrial Mix Effect	Differential Shift Effect	Classification
Agriculture, Forestry, Fishing and Hunting	2.75	-20	-119	3
Mining, Oil & Gas Extraction	2.00	17	31	12
Utilities	0.60	-8	-11	1
Construction	1.14	153	-128	5
Manufacturing	1.30	-98	81	9
Wholesale Trade	1.13	2	12	11
Retail Trade	1.03	-19	111	8
Transportation/ Warehousing	0.91	-50	-54	2
Information and cultural industries	0.97	-36	77	8
Finance and Insurance	0.69	-17	33	7
Real Estate and Rental and Leasing	0.84	14	18	11
Professional, Scientific & Technical	0.70	31	94	10
Management, Admin & Support Services	0.92	31	40	11
Education Services	0.85	10	15	11
Health Care & Social Services	0.95	-17	-222	2
Arts, Entertainment and Recreation	0.78	8	-51	5
Accommodation & Food Services	0.90	17	-99	5
Other Services (except public administration)	0.90	18	-24	5
Public Administration	1.66	-46	140	9

Figure 6: Industrial Sector Rankings for the City of Pitt Meadows



Taking the results from the two methods produce the table on the following page (Tabel 18). It should be noted that the first method is fairly simplified and results in only four classifications compared to the second model which produces 12 classifications. It is imperative that results are analysed using both quantitative and qualitative data received throughout the process of evaluating the community.

Table 18: Cross Reference for Sector Analysis

Sector	Industry Classification	
	Model 1	Model 2
Agriculture, Forestry, Fishing and Hunting	needs attention	low
Mining, Oil & Gas Extraction	growth industry	high
Utilities	limited growth	low
Construction	growth industry	medium
Manufacturing	growth industry	medium/high
Wholesale Trade	needs attention	high
Retail Trade	growth industry	medium/high
Transportation/ Warehousing	limited growth	low
Information and cultural industries	emerging industry	medium/high
Finance and Insurance	emerging industry	medium
Real Estate and Rental and Leasing	emerging industry	high
Professional, Scientific & Technical	emerging industry	high
Management, Admin & Support Services	emerging industry	high
Education Services	emerging industry	high
Health Care & Social Services	limited growth	low
Arts, Entertainment and Recreation	limited growth	medium
Accommodation & Food Services	limited growth	medium
Other Services (except public administration)	emerging industry	medium
Public Administration	growth industry	medium/high

The table above shows four industries that have been identified as emerging industries and through cross reference modelling have a high classification:

- Finance, Insurance, Real Estate, Rental and Leasing (F.I.R.E.)
- Professional, Scientific & Technical
- Management, Administration & Support Services
- Education Services

These sectors have all grown within the past five years. This is due to the increased population growth that Pitt Meadows has seen and the expansion of commercial properties. Services provided from these sectors are now offered locally versus the consumption leakage that was happening in the past. The analysis indicates that there is still room to grow and enhance these sectors.

It is important to pay attention to jobs in the professional, scientific & technical sectors as these positions have a higher than average income level. They also support the other industries in a community and keep services available locally.

It is encouraging to see the manufacturing industry is ranked strongly in both models. The local economy outperformed the reference area (Metro Vancouver) in employment growth and the location quotient is substantial (1.30) being the highest of the four comparison regions. Manufacturing is a basic industry and it generates new wealth for the local economy and serves to increase growth and activity in non-basic industries.

The current investment in infrastructure improvements and expansion of industrial lands (including the airport) will support future growth for this industry. Pitt Meadows also holds a price point advantage over other Metro Vancouver communities and has existing labour that would desire working locally versus commuting to jobs.

The following section, SWOT Analysis, will provide additional information to consider prior to establishing goals and objectives for the City's economic development strategic plan. It is important to be aware of the existing and potential growth industries that the economic base analysis uncovers, along with any local competitive advantages, to help guide programs and policies for economic development in Pitt Meadows.

3.0 SWOT Characterization

The SWOT Analysis provides an inventory of the area's strengths, weaknesses, opportunities, and threats (SWOT) and assesses the degree to which each economic factor supports future growth. The overall goal of this section is to have a clear understanding of Pitt Meadow's strengths and areas of potential that can be built upon and better marketed. It is the findings in this report, combined with the economic analysis that will lead to our recommendations in the overall strategic economic development plan.

Observations in this report are based on significant input collected from local citizens, businesses, city staff, and the economic development advisory committee. The services of internal aspects such as the existing economic development program, marketing efforts, target industries, quality of life, business, and economic development environment. Analyzing the perception of residents and businesses in Pitt Meadows is an important step as it directly relates to how well the community conveys its strengths and tells its economic development story.

Pitt Meadows' strengths and challenges are examined within four key factors which are all important economic development topics:

- Economic development program
- Business and economic development climate
- Industrial/commercial
- Agriculture

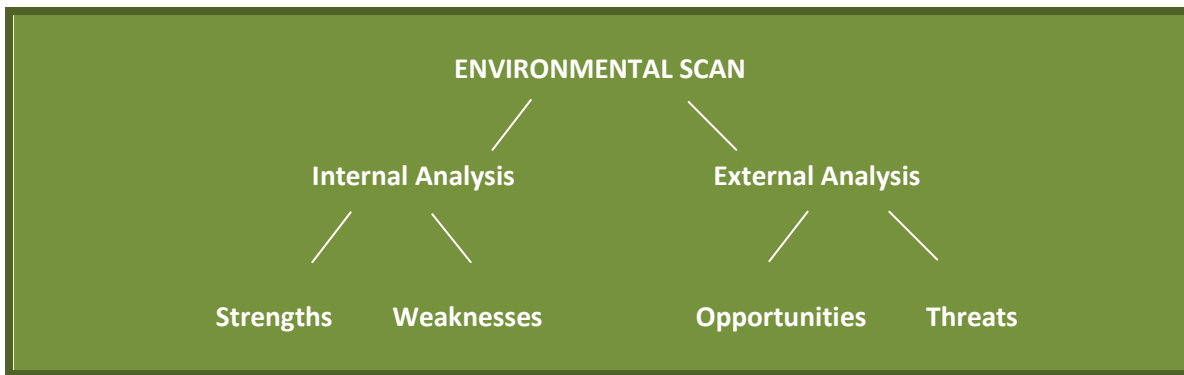
Companies, site selectors and residents looking to expand or relocate a business will analyze these factors to determine how well a city ranks compared to other communities. It is important for Pitt Meadows to be aware of its strengths and opportunities so that it may expand upon them and at the same time are aware of its threats and weaknesses in order to ensure that it develops programs to adjust these and work towards resolutions that will weaken the impacts that these can create.

Overall, through our research, it has been determined that Pitt Meadows' strengths far exceed any weaknesses or threats. It is important however to not overlook these weaknesses and threats as they can quickly jeopardize the strengths that have been identified.

What is SWOT Analysis?

A scan of the internal and external environment is an important part of the economic development strategic planning process. Environmental factors internal to the city or community being reviewed usually can be classified as Strengths (S) or Weaknesses (W) and those external to the city can be classified as Opportunities (O) or Threats (T). This analysis of the strategic environment is referred to as SWOT Analysis.

The SWOT Analysis provides information that is helpful in matching a city's or community's resources and capabilities to the competitive environment in which it operates. As such it is instrumental in strategy formulation and selection. The following diagram shows how a SWOT Analysis fits into an environmental scan.



We have characterized our “SWOT Analysis” in these terms:

STRENGTHS Positive Local/Regional Internally	OPPORTUNITIES Positive Local/Internally External
WEAKNESSES Negative Negative Local/Regional Externally	THREATS Negative Internally/Regional Provincial/Federal/International

- Strengths (Positive, Local/Regional/Internally): Positive attributes currently present in Pitt Meadows, particularly in comparison to competitors.
- Weaknesses (Negative, Local/Regional/Internally): Local issues or characteristics that limit the current or future growth opportunities for Pitt Meadows.
- Opportunities (Positive, Local/Internally with External impacts): Areas where Pitt Meadows can remedy its weaknesses (learning from others, regional/provincial/national change, aggressive marketing, targeted investment, etc.)
- Threats (Negative, Internally/Regional/Provincial/Federal/International): Trends that threaten Pitt Meadows’ future and attractiveness to new industry, from local weaknesses or external threats.

Key SWOT Findings

We have identified three key points that are vital to growing Pitt Meadows’ economy and attaining its vision.

- Integrated/expanded economic development program
- Internal/external marketing and communications
- Use of “The Natural Place” – Pitt Meadows’ identity

These key points will be expanded upon through action plans developed as we continue to work on the comprehensive economic development strategy as requested by Pitt Meadows.

Integrated/Expanded Economic Development Program

Pitt Meadows has a unique opportunity to capitalize on the new transportation infrastructure being developed within their region. Pitt Meadows will be the first entry point to communities as they cross the Golden Ears Bridge. However, for Pitt Meadows to capitalize on these opportunities an integrated/expanded economic development program must be developed. The City has talked about, and is in the process of establishing, an economic development corporation. They must be bold and be willing to incorporate other key components to this economic development corporation that will help to ensure that the city actively promotes the opportunities that are available.

Through discussions with local residents and businesses it is clear that the new economic development corporation must incorporate tourism and the marketing of the airport industrial lands as part of the program. Doing this will help to ensure that the city has more control over what happens on both the lands and the way that the community is marketed for new visitation and tourism opportunities. The airport lands provide some of the most important economic development potential for development of new business and the retaining of labour in the community. The creation of new jobs will help to ensure that the community population no longer needs to commute and can work locally.

We have also identified that the local business community does not feel engaged in what the City of Pitt Meadows is doing as far as encouraging economic growth. The business community can be engaged through a comprehensive business retention and expansion program where the economic development staff from the new economic development corporation can meet with them on a regular basis to ensure they are aware of what the corporation is doing. At the same time the corporation will become aware of the business needs and can work towards meeting them.

In order for Pitt Meadows to increase the awareness of the opportunities that exist to the external market it must increase its marketing efforts. The economic development corporation should implement a marketing campaign that includes earned media, communication and membership in NAIOP, meeting and formalizing relationships with federal and provincial agencies responsible for economic development, expanding relationships with the real estate community, and participating in key economic development partnerships in the region and in the province.

Use of “The Natural Place” – Pitt Meadows Identity

We believe that the City of Pitt Meadows has created a positive image and identity program with their slogan “The Natural Place”. We recommend that the use of the logo and the wording must be expanded throughout the community to clearly increase the awareness of this slogan throughout the region.

Factors

Table 20: Summary of Strengths and Weaknesses

Economic Development Program	Strengths <ul style="list-style-type: none"> • Comprehensive ED website and printed materials • Committed staff at City • Support from business and community for ED program • Support from Council and senior administration • Established ED program • City's overwhelming positive reputation from business community 	Weaknesses <ul style="list-style-type: none"> • Fractured ED structures (i.e.: Tourism, Airport operate independent) • Lack of ED identity • Lack of marketing program • Lack of awareness in community • Limited funding • Lack of awareness of business community needs and opinions
Business/Economic Development Climate	Strengths <ul style="list-style-type: none"> • Near major metropolitan centre • Pro-business environment • Reasonable business/industrial tax rates • Reasonable permitting process • Support for Agriculture (86% of land in ALR) • Local government leadership • Available land for Industrial expansion • Quality of life • Recreational amenities • New transportation routes • Affordable living • Potential and support for growth 	Weaknesses <ul style="list-style-type: none"> • Lack of jobs • Commuting labour force • Disconnect between ED, Airport and Tourism • Lack of external knowledge • No ED "champion" • No BRE program (visitation and business resources) • New transportation routes • Limited land for industrial expansion • Agriculture lands (86% of lands in ALR) • Tourism promotion
Industrial/Commercial	Strengths <ul style="list-style-type: none"> • Support for industrial and commercial expansion (political and community) • Geographic location • Respected existing companies • Growing population • Large commuting labour force • Transportation infrastructure • Attractive business costs • Availability of land • Affordable land (in comparison to rest of GVRD) • Cost of living • Potential for growth • Waterfront development 	Weaknesses <ul style="list-style-type: none"> • Limited inventory of greenfield land (for sale) • Land at airport only available for lease • Marketing efforts for new industry not coordinated • No existing program to support local industry or commercial enterprises • Congested transportation networks • Small commercial business sector • Waterfront development with limited commercial space • Limited developer/business knowledge of opportunities
Agriculture	Strengths <ul style="list-style-type: none"> • 86% of land dedicated towards agriculture (ALR) • Diverse industry • Processing facility • Support for Agriculture from local leaders • Stable number of farms • High capability of land • Increasing farm receipts • Increasing farm value (87% increase 2001-2006) • Agri-tourism program 	Weaknesses <ul style="list-style-type: none"> • Limited processing sector • Age of farm owners • Increasing farm values • No awareness program on importance of sector

Factor #1 – Economic Development Program

The City of Pitt Meadows has done a good job of creating comprehensive printed materials and an economic development website given its limited resources. This has been done with the support and assistance of the economic development committee as well as with dedicated and knowledgeable staff who have economic development as part of their responsibilities.

In discussions with local residents and businesses, the consultants have discovered that the business and community support for a comprehensive economic development program exists and should be encouraged. This support has also been seen coming from the consultant's discussions in City Hall whose city staff seem committed to a productive economic development program. This positive and integrated approach to economic development will be critical in ensuring that the community attracts and expands business and creates new employment opportunities for new and existing residents.

While support is strong for a comprehensive economic development program we have identified a few obstacles that could negatively impact the new program initiatives should they not be addressed. From an external view we have identified that regional efforts could negatively overshadow the efforts of a new economic development program and therefore partnerships should be considered in order to share resources.

One of the biggest weaknesses in Pitt Meadows is the separation of existing initiatives. It appears the airport markets independently of the City of Pitt Meadows when it comes to meeting with potential businesses who could locate on their lands. Any development that occurs at the airport has a direct economic development impact on the City of Pitt Meadows and therefore the new economic development corporation should take a key role with assistance from the airport management in the encouraging of new businesses to locate on the development lands.

Tourism is currently done as a partnership between Pitt Meadows and Maple Ridge. While this can be continued, it is seen through the extensive input we received that Tourism should form part of the new economic development program so that they can oversee the work being done in this partnership. In some ways Pitt Meadows may wish to consider having its own Tourism program to encourage visitation to the community. Limited external funding will be another area that could have a negative impact on the new economic development corporation. Failure to adequately fund this program will limit its ability to market externally, communicate with the local business community, and develop new programs to ensure that the opportunities of Pitt Meadows are capitalized on.

Table 21: Economic Development Program SWOT

Economic Development Program	Strengths	Opportunities
	<ul style="list-style-type: none"> • Comprehensive ED website and printed materials • Committed staff at City • Support from business and community for ED program • Support from Council and senior administration • Established ED program • City's overwhelming positive reputation from business community 	<ul style="list-style-type: none"> • Create a "merged" ED program (combine ED, Tourism, Airport and others to create one) • Hire an ED Manager • Discuss regional initiatives • Expand use of community identity ("The Natural Place") • Increase external marketing • Increase communication with business community
	Weaknesses	Threats
	<ul style="list-style-type: none"> • Fractured ED structures (i.e.: Tourism, Airport operate independent) • Lack of ED identity • Lack of marketing program • Lack of awareness in community of efforts • Limited funding • Lack of awareness of business community needs and opinions 	<ul style="list-style-type: none"> • Regional efforts could overshadow separation of existing initiatives (Airport, Tourism) Limited external funding

Factor #2 – Business/Economic Development Climate

Pitt Meadows pro business environment, location, cost of land, and its quality of life make it an ideal location to expand, relocate a business, or encourage new residential growth. Being located as the first community upon crossing the river into the north of the Fraser River gives the community access to several growing metropolitan areas including Surrey, Langley, Coquitlam, and Vancouver. Two major employers servicing global clients have grown in the city of Pitt Meadows giving testimonial to the opportunity that exists for success for new and expanding companies. Pitt Meadows' more affordable land, low tax rates and a business friendly local government are major incentives for business.

Pitt Meadows has a quick and responsive local government, which is appealing for commercial and residential development. However, as mentioned in the previous section, there are some obstacles to the business climate including regional initiatives, control of developable lands, and in addition a limited supply of commercial lands. The city needs to take additional control by ensuring that lands currently within the inventory suitable for industrial development are used for job creation purposes. It also must identify other lands that can be used to encourage new commercial development among its main roads and along the waterfront. Failure to identify new commercial development will result in increased consumer leakage as new infrastructure is built and at the same time, will continue to result in a labour force leakage as employees travel outside the community for employment. Land costs will rise rapidly due to the new infrastructure being developed in the region, however at this time these costs are more affordable than other communities in close vicinity. The shifting of Lower Mainland economic activity to areas east of the Port Mann Bridge and the development of the Golden Ears Bridge will create new opportunities for Pitt Meadows to pursue for business development opportunities.

Table 22: Business & Economic Development Climate SWOT

	Strengths	Opportunities
	<ul style="list-style-type: none"> • Near major metropolitan centre • Pro-business environment • Reasonable business/industrial tax rates • Reasonable permitting process • Support for Agriculture (86% ALR) • Local government leadership • Available land for industrial expansion • Quality of life/Affordable living • Recreational amenities • New transportation routes • Potential and support for growth 	<ul style="list-style-type: none"> • Targeted external marketing strategy • Business Retention and Expansion program • Land inventory highlighting land for development • Identify redevelopment zones • Create an Agriculture program as part of ED function • Expand identity use ("The Natural Place") • Partnerships with education institutions
	Weaknesses	Threats
Business and Economic Development Climate	<ul style="list-style-type: none"> • Lack of jobs • Commuting labour force • Disconnect between ED, Airport and Tourism • Lack of external knowledge • No ED "champion" • No BRE program (visitation and business resources) • New transportation routes • Limited land for industrial expansion • Agriculture lands (86% ALR lands) • Tourism Promotion 	<ul style="list-style-type: none"> • Regional initiatives could overshadow and disrupt Pitt Meadows' efforts • Available industrial development lands controlled by Airport with influence from neighbouring community • Limited commercial lands will continue to encourage retail and labour force leakage • International Issues (US Dollar, US and global economic slowdown)

Factor #3 - Industrial/Commercial

There is significant support in the community for the expansion and attraction of industrial and commercial operations within the City of Pitt Meadows. By combining the Pitt Meadows geographic location, its large labour force, its transportation infrastructure, and the availability and affordability of land, Pitt Meadows is well set to attract new investment.

While Pitt Meadows has significant advantages to offer, it also has some obstacles that it will face in the years to come with new infrastructure, influence from neighbouring communities, and new highway commercial in the region. Pitt Meadows will need to identify the properties so that it too can encourage new commercial development in order to avoid increased consumer leakage as a result of the new Golden Ears Bridge and easier access to retail markets. Opportunities such as redevelopment zones, waterfront development, investment in the local IT network, partnerships with the private sector in land development, and a comprehensive business retention and expansion program would all help to encourage new industry, new commercial development, and new employment opportunities.

Table 23: Industrial/Commercial SWOT

Industrial/ Commercial	Strengths	Opportunities
	<ul style="list-style-type: none"> • Support for industrial and commercial expansion (political and community) • Geographic location • Respected existing companies • Growing population • Large commuting labour force • Transportation infrastructure • Attractive business costs • Availability of land • Affordable land (in comparison to rest of GVRD) • Cost of living • Potential for growth • Waterfront development 	<ul style="list-style-type: none"> • Focus on sector targets • Develop comprehensive marketing/targeting program • Review land use policies for existing industrial lands (business park development at airport) • Partnerships with private sector • Coordinate efforts to market community • Develop BRE Program • Work with Chamber to ensure Pitt Meadows' businesses are supported and included • Develop new ED program to implement opportunities • Create new business resources • Create "redevelopment zones" for new commercial expansion • Regional partnerships • Waterfront development (niche commercial development) • Invest in local IT network to encourage new business
	Weaknesses	Threats
	<ul style="list-style-type: none"> • Limited inventory of greenfield land (for sale) • Land at airport only available for lease • Marketing efforts for new industry not coordinated • No existing program to support local industry or commercial enterprises • Congested transportation networks • Small commercial business sector • Waterfront development with limited commercial space • Limited developer/business knowledge of opportunities 	<ul style="list-style-type: none"> • New infrastructure could increase consumer leakage • Aggressive influence by neighbouring communities • New highway commercial in neighbouring communities

Factor #4 – Agriculture

86% of the land located within the City of Pitt Meadows is dedicated towards agriculture and is in the Agriculture Land Reserve. Since 2001, farm values have increased in excess of 87% creating new demand to use agricultural lands for commercial and industrial development. To its credit, the City of Pitt Meadows has resisted this pressure and instead planned limited exclusions from the Agricultural Land Reserve. The number of farms in the community has remained stable over the years and the amount of land actually used in agricultural production has increased.

As is typical with most agricultural communities, the age of farm owners is high and could result in increased pressure for land to be used for other purposes. Another common problem is new residents do not have an understanding of the importance of agriculture to a local community and as such, an increase in complaints towards agriculture is to be expected. New residents and businesses need to be educated on the value that agriculture provides to ensuring a stable and sustainable community.

Table 24: Agriculture SWOT

Agriculture	Strengths	Opportunities
	<ul style="list-style-type: none">• 86% of land dedicated towards Agriculture (ALR)• Diverse industry• Processing facility• Support for agriculture from local leaders• Stable number of farms• High capability of land• Increasing farm receipts• Increasing farm value (87% increase 2001-2006)• Agri-tourism program	<ul style="list-style-type: none">• Incorporate a agriculture support program in new ED function• Create public awareness program• Work with sector to identify opportunities for processing• Expand and support agri-tourism initiatives
	Weaknesses	Threats
	<ul style="list-style-type: none">• Limited processing sector• Age of farm owners• Increasing farm values• No awareness program on importance of sector	<ul style="list-style-type: none">• Increased demand for development lands• Increasing farm values• New resident opposition to agriculture activities

4.0 Strategic Planning

An economic development strategic plan can be an excellent tool for pointing communities in the direction they want to go. Communities are facing even more complex issues and challenges are intensified by a volatile global economy that can cause sudden and widespread changes at a community level.

Communities that identify, develop, implement and evaluate both short-term and long-term approaches will be the ones that will grow in ways best suited to both their desires and their resources.

4.1 Strategic Plan Process

Strategic planning for economic development differs in one major way from strategic planning for businesses and other types of organizations. The strategic plan for economic development is not just for the organization itself but for the community served. This means that the vision developed as part of the process is a vision for the community and not just the economic development organization.

The strategic plan process that will be followed for Pitt Meadows are:

1. Pre-Planning Process
2. Community Assessment and SWOT
3. Create the vision
4. Develop the strategic goals
5. Develop action plan
6. Implementation and Evaluation

4.1.1 Pre-Planning Process

During this stage of the process we worked with City staff, Council and the Economic Development Committee. This step included developing a schedule and budget and identifying a broad base of stakeholders. We met with various groups and individuals to discuss aspects of the strategic planning process. We also developed an online survey that was used for collection of data.

4.1.2 Community Assessment and SWOT

This report contains the sections for the community assessment and SWOT. It is important for all stakeholders to read through the information to gain an understanding of the City of Pitt Meadows as it relates to their economic base and the strengths that can built upon and the weaknesses that must be addressed. Awareness of these issues is imperative to the development of the strategic goals.

4.1.3 Defining the City of Pitt Meadows' Vision

Every plan must begin with a vision that will guide the community in its economic development endeavors to ensure that the plan becomes a reality. A vision is the foundation of all activities that will improve the community and it is what drives every aspect of a successful strategic plan. The vision does not describe what the City of Pitt Meadows is today but describes what it will become when the strategic plan is implemented.

Through one-on-one interviews and an online survey, we collected input from community stakeholders as to what the vision could be for the City of Pitt Meadows. Themes and common views began to emerge – lifestyle, business friendly environment, quality of life, balance, infrastructure, vibrant.

The vision must be realistic and achievable. To keep that in mind the draft vision statements combine the input from community stakeholders and the analysis that has been prepared on the community.

The last section of this report provides three draft vision statements to be refined at the strategic planning workshop. The section also provides more detail on how to evaluate a vision statement.

4.1.4 Strategic Goals

The beginning point for developing strategic goals is the Community Assessment and SWOT Analysis. Strategic goals should take advantage of the community's strengths, correct weaknesses, exploit opportunities and mitigate threats.

It is important to understand what a strategic goal is and what it is not. Strategic goals set the stage for the accomplishment of action – they create the conditions and capacity that are necessary for the accomplishments of the action. This is why it is important to use the Community Assessment and SWOT Analysis as the beginning point for developing strategic goals.

For example, the SWOT identifies that one weakness of Pitt Meadows is a lack of communication with the local business base. A strategic goal for turning this negative around might be:

Create and maintain positive communication between the City of Pitt Meadows' economic development organization and a broad base of local businesses.

This is a strategic goal because it is aimed at creating the conditions in which economic development can be successfully undertaken.

Following the draft vision statements are the recommended strategic goals that the City of Pitt Meadows should adopt into their strategic plan. These goals are based on the economic base analysis, SWOT analysis and the consultant's professional experience in economic development.

The recommended strategic goals will be the focus of the workshop. Stakeholders will be led through a facilitated process to understand the strategic goals chosen based on the common vision and the Community Assessment and Analysis.

4.1.4 Action Plan

Once the vision and goals are approved at the workshop it will be the job of the consultants to develop the specific actions that need to be undertaken to achieve the goals.

An action plan will be developed for each strategic goal that outlines specific actions, responsibilities, timelines and budget. Each goal will have a method of evaluation attached to ensure that goal is being worked towards in an effective and efficient manner.

4.1.4 Implementation and Evaluation

The implementation of the strategic plan will be the responsibility of the economic development organization staff. It is recommended that the strategic plan be reviewed on an annual basis to ensure the goals are still relevant to the current economic situation of Pitt Meadows. An annual review also provides a benchmark of performance for the economic development organization.

4.2 Vision Statement

The following are three draft vision statements to be refined at the strategic planning workshop.

1. Pitt Meadows will be a thriving community with a balanced economy, high-value jobs and an excellent quality of life.
2. Pitt Meadows is committed to facilitating and increasing business and economic development opportunities to strengthen our economy and enhance the quality of life for our residents.
3. Pitt Meadows will be a community with an innovative and diverse economy based on our high quality infrastructure, skilled and educated workforce and balanced lifestyle.

Keep in mind as you review the draft statements that a vision statement:

- Be easily understood by all stakeholders
- Be clear and comprehensive in meaning
- Be challenging yet attainable
- Be capable of creating unity of purpose
- Not be concerned with numbers, percentages or other quantitative data

The sample vision statements above are easily understood by stakeholders because they are brief, to the point and clear in meaning. At the same time each statement is comprehensive enough to cover a wide range of economic development activities. Each statement is also challenging yet attainable if efforts are put forth to work towards the vision.

4.3 Strategic Goals

The strategic goals are developed by understanding the community. This report has provided the necessary information through the community assessment and SWOT. Based on our findings we have identified nine strategic goals for the City of Pitt Meadows. The strategic goals are broadly stated as they are not specific actions that need to be taken but goals towards which progress should be made every year.

Once the goals are accepted and refined specific actions will be developed for the new economic development organization. These actions will layout a roadmap for the organization to undertake in the first year.

As you review the following strategic goals, keep in mind what you learned through the community assessment and SWOT.

GOALS AND OBJECTIVES

The following goals surfaced as the priority for a city-wide economic development program based on our analyses, current economic conditions, and interview findings:

Goal 1: Create an Economic Development Organization in order to lead the cities economic development program.

Objectives

- Create organization to strengthen public-private partnership
- Position program as high level, visible activity in community
- Gain public participation and support of economic programs
- Provide leadership and guidance to implementing program
- Be active in business recruitment and retention efforts
- Oversee Tourism funding and activities directed to Pitt Meadows
- Oversee marketing of Airport lands

Goal 2: Enhance and promote an image and identity in order to increase the awareness of Pitt Meadows as a community on its own not just part of a greater region.

Objectives

- Enhance the destination and business-friendly image, “The Natural Place”
- Market the natural attributes, small-town ambiance, and proximity to big city amenities
- Strongly tie business community into promotional programs
- Participate in local and regional marketing events

Goal 3: Diversify and expand the City’s employment base in order to provide additional opportunities for residents to work in Pitt Meadows

Objectives

- Elevate the Pitt Meadows’ competitive advantage by improving its appearance and enhancing its IT infrastructure
- Prioritize businesses and industries suitable to community
- Implement “business recruitment” program to attract businesses and industries, which generates local jobs
- Support employment/training provider to prepare labour force
- Continually assess the needs and skills of our ever-changing labour pool

Goal 4: Develop an environment to retain and encourage growth and expansion of current Pitt Meadows businesses

Objectives

- Solicit support from business community to further new marketing efforts and provide assistance as necessary
- Implement a “business retention” program aimed at assisting in the retention and expansion of local businesses
- Assist local businesses through capital access and business counselling programs to expand and create jobs locally
- Complete a review of existing city policies in comparison to other neighbouring communities to ensure that Pitt Meadows is seen as the most business friendly place to do business.

Goal 5: Create areas within the community as revitalization zones in order to encourage redevelopment.

Objectives

- Identify areas where revitalization zones can be established providing tax incentives to new or re-developed buildings.
- Identify and recruit businesses to waterfront development
- Implement a promotion plan for re-development areas
- Work with property owners and tenants in promotions, issue resolution and conveying future plans

Goal 6: Maintain a supply of employment lands within the community in order to create new opportunities for new and expanding industry

Objectives

- Have greater involvement and control over the marketing, sale and leasing of the Airport lands
- Encourage re-development of lands located along the Lougheed Highway
- Work with the Agricultural Land Commission and Metro Vancouver (GVRD) on a long term strategy for potential exclusion of strategically identified lands for development
- Have a complete inventory of significant vacant parcels and potential sites that might be used for a business location
- Identify ALR lands that can be used for new Agri-food processing industries

Goal 7: Support the growth of the Agriculture industry within Pitt Meadows through programs designed to educate the public on the importance of the industry.

Objectives

- Remove pressures from new residents on the impacts of agriculture
- Create awareness programs on the importance of the industry
- Ensure agricultural representation is reflected at the board level of the new corporation
- Identify industry trends, develop strategies and key messaging specific to the industry

Goal 8: Ensure that Pitt Meadows is viewed as one of the best places to do business in the Metro Vancouver Region

Objectives

- Complete a regular review of internal processes (planning and building approvals)
- Provide a pro-business environment that promotes quality investment into the City
- Brainstorm best practices that are currently being utilized throughout the region and/or province
- Develop a “fast track” development process that moves business through the process more quickly
- Create a dynamic web presence focus on both attraction and retention

Goal 9: Work cooperatively with partners on the City, local region, Metro Vancouver and provincial level to attract and retain quality business development

Objectives

- Create partnership and relationships with regional economic development partners
- Explore opportunities to develop and adopt a regional initiatives and seamless coordination
- Regular meetings with regional partners to discuss priority projects and foster relationships

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