

**Pitt Meadows Economic Development Corporation  
Pitt Meadows, British Columbia, Canada**



## **Working with the City for Results**

### **2012 Business Plan**



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## **Executive Summary**

The Pitt Meadows Economic Development Corporation (PMEDC) will be in its third year of operation in 2012. Activities in year two, 2011, focused on programming and project development, including completing significant studies in the Agrifood and Aerospace sectors. The Corporation initiated new programs and expanded existing programs into more sectors of the community. Community outreach and marketing efforts were extended and the volunteer Ambassador program was established as a key opportunity linking businesses and residents. The 2012 business plan will continue to focus on four main program areas:

1. Marketing and Attraction
2. Business Retention and Expansion
3. Community Outreach
4. Tourism

All work will be completed with the long-term objective of supporting Pitt Meadows' key sectors, serving and growing local business and creating future employment opportunities. Key to this objective is raising the regional, national and international profile of Pitt Meadows as a viable place to invest.

## **The 2012 Big Picture**

- Continue to expand the business retention and expansion program, extending into the agriculture and aviation sectors
- Support and continue ICCI funded strategies for FDI in the aviation and agriculture sectors
- Increase connections with the business community
- Maintain and expand the Ambassador volunteer program
- Increase partnership opportunities
- Increase marketing and attraction resources

## **Significant Issues**

- **Digital Strategies & Connectivity** – PMEDC has established an interactive website and a suite of online and social media tools to support attraction, marketing, translation, outreach and partnership opportunities. We must continue to find ways to overcome IT challenges and maintain strong, effective connections with the City and partners.
- **Land** – Given the shortage of industrial land regionally, PMEDC's role in facilitating the development and marketing of additional commercial and industrial lands will assist with business expansion and recruitment by increasing awareness of the opportunities available in Pitt Meadows. The challenge is in finding the right fit.
- **Communications & Messaging** – It is important that PMEDC, the City and stakeholders continue to proactively provide positive, consistent communication to reduce misconceptions about development opportunities in Pitt Meadows. We need to keep sharing the message of our ideal location as the centre of the Lower Mainland.
- **Airport** – In 2011 PMEDC completed Phase 2 of the Aerospace Sector Study. In 2012, once the YPK airport board has completed its Strategic Plan, we will accelerate joint efforts to attract aviation related business to the community and the airport lands. The proposed Air Exposition planned for 2012 is a prime opportunity for partnership.

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- **Agriculture** – in 2011 PMEDC completed Phase Two of the Agrifood Sector Study. In 2012 opportunities for joint branding, forging alliances and research into best attraction practices, particularly as they apply to the potential for foreign investment and export opportunities will be significant.
- **Tourism** – PMEDC and TMRPM will be exploring ways to promote and attract opportunities that support shared objectives. The Agrifood sector is promising in terms of business retention and expansion. Linkages will be explored between the Agrifood Sector Study and Tourism (Agrifood/Agritourism) businesses and the Airport.
- **PMEDC Resources** – Demand for PMEDC's services is increasing. The Corporation will focus on strategies to secure funding and partnerships to maintain and grow program delivery, and continue to be flexible in terms of staffing and delivery.

#### **Key Activities, Projects and Initiatives**

- **Agrifood and Aerospace Strategies** – In 2012, the PMEDC will work with both these sectors to forward recommendations from 2011. Largely, these recommend steps to establish sector readiness for expansion, export and investment attraction.
  - **Agrifood** – joint agriculture branding project, integration of new brand into key marketing materials; agriculture publication; alliance with Kwantlen Institute for Sustainable Horticulture
  - **Aerospace** – working with YPK to connect with specific potential investors in the US market; supporting ongoing strategic planning efforts at YPK; support for Airport Exposition 2012
- **Enhanced Digital strategies** – Integrating our digital outreach including the picture bank, PMEDC website, online presentations, videos and social media tools to position our prime location and key focus areas in the market will be a focus.
- **Invest North Fraser** – In 2011 the partnership between Pitt Meadows, Maple Ridge and Mission, continued to be consolidated through the launch of the Invest North Fraser web portal, shared advertising, a joint Minister's briefing on the region and the co-hosting of regional business events. In 2012 these efforts will continue.
- **Community Outreach, Events and Partnerships** – In 2011, PMEDC participated in numerous community activities and held a number of focus groups, extending relationships with businesses and the broader community. In 2012, PMEDC will be working with its partners and the business community to increase the visibility and involvement of the Ambassadors to leverage resources and increase outreach and marketing return. We will continue to align with PMEDC's partners on communication and other strategies to maintain seamless service with the Corporation's stakeholders.
- **Assessment of Investment and Attraction programs** – the PMEDC has applied for funds to conduct an assessment of our FDI investment and attraction programs including a gap analysis identifying strengths, weaknesses, recommended best practices and benchmarks.

## **Service Area Summary**

### **PMEDC Services**

Economic development work is led and guided by the Corporation's Board of Directors and staff with the support of City staff in various departments. PMEDC works in partnership with other community organizations such as the Agricultural Advisory Committee, the Pitt Meadows Airport, Tourism Maple Ridge and Pitt Meadows, the Maple Ridge/Pitt Meadows Chamber of Commerce, Invest North Fraser, local and regional agencies and the surrounding communities on projects and initiatives to leverage our joint assets, strengthen programs, and share research and knowledge.

PMEDC provides economic development services to the community under a fee-for-service agreement with the City. PMEDC provides leadership and creates the environment to support economic development opportunities that align with the community's vision. PMEDC also aligns the economic development work plan with the key community focus areas as outlined in the City's strategic plan.

The focus of PMEDC is to retain, grow and attract business to Pitt Meadows by:

- Providing assistance to the existing business community
- Acting as an Ombudsman back to the City,
- Being a liaison for people looking to invest in Pitt Meadows
- Marketing the community to investor markets, and
- Providing leadership to drive emerging strategies to grow our key industry sectors (agriculture, aviation, tourism and commercial/retail services).

This work results in increasing the long-term employment and investment opportunities in Pitt Meadows and overall sustainability of the community as a place to live and work.

Tourism Services are delivered through Tourism Maple Ridge-Pitt Meadows via a fee-for-service contract with Duckworth Management. This is a joint contract between the tourism service provider, the City of Pitt Meadows and the District of Maple Ridge.

In 2010, PMEDC transitioned the delivery of economic development services from a project approach to a comprehensive program approach. In 2011 several programs were initiated. Programs and services are listed on the following page.

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The programs and services delivered by the PMEDC include:

<b>Program/Service</b>	<b>Description</b>
<b>Business Retention and Expansion</b>	
<b>Business Retention and Expansion Program</b>	Detailed team business interviews and data collection that identifies and provides support and follow-up on business concerns, challenges, successes, and opportunities.
<b>Investor Relations/Request Fulfillment</b>	PMEDC processes numerous requests for information, support and assistance from existing and new businesses, potential investors, site selectors and local, regional, provincial and federal partners.
<b>Online Business and Investment Services:</b>	PMEDC has implemented and continues to evaluate and refine an inventory of online tools: site-selection, property search database, customized investor packages, Business Toolkit, Success Stories and the ongoing enhancement and integration of digital and social media tools.
<b>Community Outreach</b>	
<b>Ambassador Program</b>	A community volunteer program linking businesses and residents. Ambassadors volunteer at grand openings, anniversaries, trade missions, trade shows, new business welcomes and civic functions.
<b>Community/Business Outreach</b>	Co-hosting/attending events (such as Pitt Meadows Day, South Bonson Community Centre opening, Real Estate Forum), participating in, supporting and facilitating Advisory Committees and Focus Groups
<b>Partnership development:</b>	PMEDC works closely with partners with the aim of providing seamless services to businesses and potential investors: City of Pitt Meadows, Invest North Fraser, Chamber of Commerce, YPK, DMR EDO, various community groups.
<b>Key Sector Stakeholder liaison:</b>	PMEDC acts as a liaison to business, industry and government: Local and regional focus groups, industry forums and events, Minister's meetings, presentations to government and industry. Local, regional, provincial and federal contacts.
<b>Tourism</b>	
<b>Tourism Contract Management</b>	Ongoing management of the MRPM Tourism contract in partnership with DMR.
<b>Marketing and Attraction</b>	
<b>Targeted Sectoral Marketing and Attraction</b>	Sectoral analysis and strategic marketing and attraction planning and implementation. Primary focus has been Agrifood and Aviation sectors. Recruitment packages and material development, including translation for FDI
<b>Marketing and Communications</b>	PMEDC website, monthly newsletter, advertising, earned and purchased media; print collateral; photo bank; social media and digital strategies
<b>Professional and Industry Memberships</b>	We maintain professional memberships: EDABC, Linx BC, IEDC, APA, CICP, ICSC, Pacific Northwest Economic Region

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**Team and Operations**

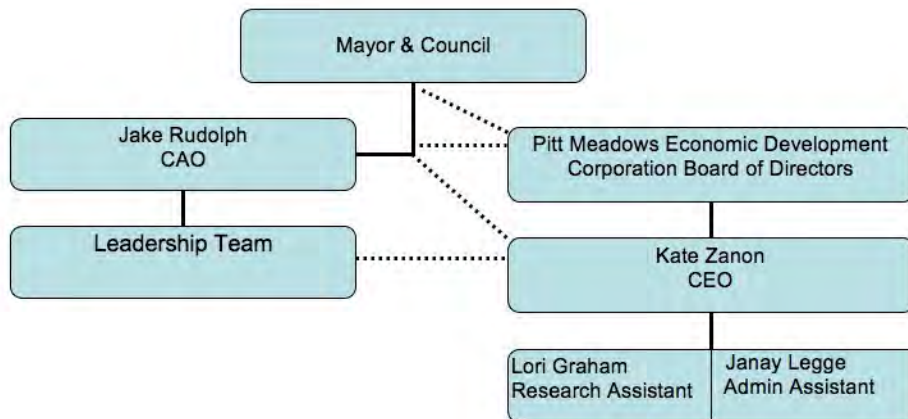
In 2011, the PMEDC team experienced significant change as Kate Zanon, the fulltime CEO took maternity leave from May-December. Interim CEO, Vicki McLeod took a part-time contract to oversee the Corporation in Kate’s absence. The PMEDC team consists of the Interim CEO and two part-time staff: a research assistant and an administrative assistant to assist the CEO. The May –December PMEDC team equates to just shy of 1 full-time equivalent staff. The change in leadership resulted in changes in workflow and some restructuring of priorities for the balance of the year. In 2012, Kate will return and there will be a transition and adjustment period. PMEDC current staff: Vicki McLeod, Interim CEO; Lori Graham, Research Assistant; Janay Legge, Administrative Assistant.

The first AGM of the Corporation was held in Late April of 2011 and two liaisons were added to the Board. The PMEDC Board of Directors is currently as follows:

- Terry Becker, Chair
- Dan Kosicki, Vice-Chair
- Daud Ishmail, Director
- Danny Kok, Director
- Kevin Mitchell, Director
- Kevin Perry, Director
- Jake Rudolph, Director (non-voting)
- Dave Captein (non-voting) Agriculture Liaison
- Murray Day (non-voting) Aviation Liaison

To strengthen service delivery, staff work in close partnership with several departments of the City on various projects including Development Services, Human Resources and Communications, and Green Team among others. These partnerships proved successful in 2011 and PMEDC will continue them in 2012. Partnerships with City staff are important in supporting the Corporation’s goals and delivering a seamless investment and development process from inquiry through to building permit. PMEDC has a small team. In 2012 consultants will be used to provide some of the on-the-ground delivery of key projects.

**Organizational Chart**



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### **City Strategic Plan Alignment**

The initiatives of the Pitt Meadows Economic Development Corporation correspond to the following focus areas of the City's Strategic Plan:

#### **Focus Area: Development**

- Add to the community electronic marketing bank with more literature, a picture inventory and translated web pages promoting the community's key investment sectors locally, regionally and internationally
- Provide information to local, regional and industry newspapers and magazines and other publications on the investment and development opportunities available in Pitt Meadows
- Support Development Services with development of the North Lougheed Commercial Corridor as the project moves forward
- Be the lead advocate in promoting the development of the commercial and industrial lands in Pitt Meadows working to attract investors that support Pitt Meadows' key sectors, job growth and overall development goals.
- Continue to work with development services to refine our processes and implement a *'Best Place to do Business'* strategy.
- Maintain the available land and building inventory and continue to work with brokers to both utilize and promote the sites.
- Work with the Pitt Meadows' Airport to continue to develop and attract businesses to the aviation sector in Pitt Meadows; help provide a business development focus to the planned 2012 Aviation Expo
- Work with the agriculture sector to increase and expand opportunities in export markets, direct farm marketing and agri-tourism

#### **Focus Area: Governance**

- Continue to strengthen partnerships with the neighboring communities of Maple Ridge, Mission, Katzie First Nation, Surrey, Langley and Port Coquitlam
- Grow and expand the business retention program focusing on interviewing businesses in our key sectors and business areas. Use the information learned to assist and support the business communities with overcoming obstacles when possible
- Reach out to community stakeholders and increase community outreach. Create opportunities for residents to become more involved in business activities.
- Increase and refine communication strategies to connect with the business community to keep them informed about PMEDC and related City development activities
- Continue to seek out partnerships such as Invest North Fraser to increase the effectiveness of promoting the region and attracting services.
- Continue to work with Maple Ridge and Tourism Maple Ridge Pitt Meadows to support tourism investment

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**2011 Successes**

- Successfully managed senior staff maternity leave – a transition from 1.7 FTE (Jan – mid May) to .99 FTE (mid May – Dec)
- Launched PMEDC website
  - An inventory of online tools: site-selection, property search database, customized investor packages, Business Toolkit, Success Stories; classified section
- Implemented Ambassador program: program development, launch, recruitment, training
- Invest North Fraser partnership: export seminar, Minister meetings, launch of web portal, signage at Abby Airport, joint advertising
- Administered \$30,000 federal 2011 grant funds to develop Agrifood and Aviation strategies
- Completed application for \$40,000 2012
- Implemented a digital outreach strategy including: growing use of social media tools Facebook, Twitter and LinkedIn; established the Pitt Meadows Social Media Network; developed a reputation as a local leader and resource in social media
- Increased partnership through two new liaison appointments to Board of Directors (Agriculture and Aviation) and work with the Chamber of Commerce
- Increased outreach to key sectors through business and industry focus group sessions:
  - Agriculture X3
  - Social Media for Business
- Assisted numerous businesses with locating and business purchase inquiries
- Completed and presented Conference Centre/Hotel Research Study
- Increased awareness, established and consolidated Think Pitt Meadows brand through regular communications:
  - Monthly newsletter, social media strategy, and advertising
  - Created a complete business and community photo bank (with CPM)
- Augmented paid promotional and advertising strategies by achieving monthly earned media in local and regional publications: News, Times, Bugel (Ambassador Program, Social Media, Farm Brand, Golden Ears Business Centre) Business in Vancouver (Golden Ears Business Centre), Business Fraser Valley (Ambassadors)
- Numerous networking and partnership events attended by both staff and board
- Completed 17 BR&E interviews and follow-up
  - Added PMEDC Directors to BRE team
  - Navigated transition to new software
- In partnership with CPM Mayor's Farewell Breakfast
  - Business/video tribute
- Repainted building exterior; installed window tints for security
- Tourism
  - Increase in revenue through grants and onsite sales
  - Establishing new management, staffing and running the VIC; setting up a Tourism Advisory Group
  - Executing a number of marketing initiatives
    - Master Event List
    - Fresh Sheet
    - Scenic 7/Yellow Banner/ Circle Farm Tour
    - Visitor's Choice Guide
    - Promotional Video Blogs

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### Significant Issues and Trends

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### Continuing Trends

- **Post Secondary Education** –As Pitt Meadows grows and the North Fraser region grows, Pitt Meadows, as part of the INF, is establishing relationships with post secondary institutions to encourage training opportunities in our area to match the needs of our growing industries.
- **Revitalization Zones** – Many communities are creating revitalization zones to encourage investment in key sectors of the community. The revitalization zones allow for the community to create an incentive package that encourages specific types of investment. As Pitt Meadows is developing and redeveloping various commercial and industrial areas in our community, we may want to look at the options to establish revitalization zones or other incentive programs.

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- **Land Tenancy** – Most of Pitt Meadows' industrial land is predominantly held by a landowner that operates with a leasing model. Some industries and businesses prefer to own land and building(s). As additional land becomes available, we will want to be conscientious of land development models so that the end user has a variety of own or lease options available to them within Pitt Meadows.
- **Corporate Environmental Responsibility** – Increasing pressures are being placed on corporations to reduce their environmental impact. In addition, the City of Pitt Meadows has adopted a GHG reduction plan that will require the assistance of businesses and residents to achieve these goals. As new commercial and industrial developments come on line, we will need to be aware

These issues also need to be considered in the context of more global external trends that impact business development, expansion and investment in BC. As follows:

- **U.S. markets and the B.C. economy.** Continuing economic difficulties in the United States have dimmed prospects for economic expansion in B.C. Unemployment is high, demand for new housing is weak, investors are risk-averse in a climate where financial institutions are exposed to debt write-downs in Europe, and there is pressure on governments and households to reduce spending and pay down debt. Export demand from the U.S. was disappointing through 2011. The B.C. Business Council forecasts continued "tepid" economic growth in the U.S. of 1.5% in 2012 and 2.0% in 2013. B.C. remains a significant exporter of agricultural products to the U.S.; the value of exports in this sector grew by 15 per cent in the year ending September 30, to a total of \$115 million.
- **Emerging markets.** B.C.'s exports to the Pacific Rim were roughly at parity with exports to the U.S in 2011, partly due to a surge in Japanese purchases related to their reconstruction effort. Forecasts see continued economic growth in Asia, with growth in China of between 9 and 10 per cent through 2012 and 2013. Figures from BC stats show a sharp increase in exports to China during 2011; year-over-year figures through September show a 100% increase in the value of fish exports, a 300% increase in agricultural exports and a 500% increase in value-added wood products, as a few examples.
- **The Canadian economy.** The Canadian economy as a whole is vulnerable to weakness in the United States. As in the U.S., consumers in Canada are showing an increasing tendency to pay down debt rather than spend. Economic growth for 2012 is forecast at 2.0% or less, compared with growth in B.C. of 2.2%
- **B.C. construction.** On November 5, Canada Mortgage and Housing forecast that the number of housing starts in B.C. will increase slightly in 2012 in both the single-family and multi-family category. The forecast of 30,000 starts is still well below the peak of 39,000 reached in 2007. The provincial construction sector is also expected to benefit from the start of a number of energy and mining projects.
- **B.C. retail sales.** Retail sales have recovered from the retreat of 2009. However, growth was slim in 2011, with high debt levels and (in many cases) static, declining real incomes and continuing negative news about the international economy. The forecast is for annualized sales growth of 2% or less through much of 2012.

- **B.C. labour market.** The Province's long-term (to 2020) forecast sees an increasing demand for trained workers in B.C. and an increasingly tight supply, especially in the Lower Mainland region. Health specialists will be most in demand, followed by people trained in science and technology. B.C.'s estimated employment rate was 6.1% in October 2011, down from 7.1% a year earlier. An estimated 2.3 million people were at work; the BC Business Council expects this number to grow by 1.5% in 2012.
- **Overall economic outlook.** Through the early part of 2011, hopes were high for an economic acceleration across North America. However, conditions deteriorated in the U.S. and Europe, and the Canadian economy actually shrank slightly in the second quarter. Confidence among small business people, as measured by the CFIB also declined after April. In their autumn updates, both the Province and the BC Business Council predicted growth of 2.5 per cent or less in B.C. through 2012. This is below the growth levels of previous years; however, it still provides opportunity for specific sectors, for example specialty agriculture, and for entrepreneurs who have services to sell.
- **The PST and B.C. business.** B.C. businesses will endure a period of delay and uncertainty while the Province rebuilds its PST system. Businesses will also bear the cost of converting to a new PST regime after sinking significant amounts of money into working with the HST. In the view of the Business Council, the largest impact of the conversion will be a loss of competitiveness for B.C. The Council has proposed a series of administrative reforms designed to streamline the PST audit and appeal processes and to make the system less burdensome, as well as a more consistent pattern of PST exemptions.
- **Industrial property taxes.** In its 2010 Throne Speech, the Province announced its intention to "make property taxes more conducive to investment." Shortly after this, it launched a review of industrial property tax rates along with representatives from municipalities and industry. This review is ongoing. Its outcomes may have an impact on tax rates that vary widely across B.C. municipalities.

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**Performance Measures**

<b>Measure</b>	<b>2010 Benchmark</b>	<b>2011 Performance</b>	<b>Management Initiatives</b>
1) Track all unique views and leads generated by PMEDC's website	2011 is setting the benchmark	1297 unique visits  2296 Total visits	Determine which segments of the site are drawing the most significant traffic. Refine navigation to leverage.
2) Leads and requests for fulfillment generated by other means of marketing and communications	2011 is setting the benchmark	Q2-4 (to date) 104 incoming requests for assistance and/or info	Revise tracking reports and analytic reports to simplify  Refine use of ACT database to generate tracking reports  Define actual leads generated versus requests for info and track accordingly
3) Track business retention interviews to: a) determine insights and needs of the business community; and, b) determine the amount of assistance PMEDC provided to businesses with local challenges.	20 businesses    10 fulfilled requests for assistance	20 businesses    45 requests for follow-up, 31 completed requests	Continue tracking  Analyze requests to identify trends  Increase competency using Executive Pulse database reports

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**Annual Service Plans**

**2012 Projects and Initiatives**

1. Marketing and Attraction
2. Business Retention and Expansion
3. Community Outreach
4. Tourism

<b>Marketing and Attraction</b>	<b>Who</b>	<b>When</b>
<b>1. Action: Digital Strategies</b>		
<b>Goal:</b> To provide comprehensive information that positions Pitt Meadows as the place to invest 24/7 to targeted audiences and site selectors		
<b>Outcome or Measure:</b> A current dynamic website with increased visitors and use of online services.		
<u>Milestones</u>	Person	Quarter
a. Review and update website content regularly	KZ/LG/JL	Ongoing
b. Track analytics and report on website use and social media engagement; blog	LG/JL	Quarterly
c. Evaluate site and digital tool based on FDI targets; PMEDC benchmarks	KZ/LG	Q4
<b>2. Action: Agrifood Strategy</b>		
<b>Goal:</b> Develop a regional Agrifood brand and marketing plan in partnership with Maple Ridge to promote local products internationally.		
<b>Goal:</b> Identify Pitt Meadows' ag sector readiness, strengths and weaknesses by conducting a comparative analysis of Pitt Meadows' to similar regions.		
<b>Outcome or Measure:</b> Brand development and marketing plan are completed; identity materials are completed.		
<b>Outcome or Measure:</b> A completed analysis that identifies strengths and weaknesses in sectoral readiness and a plan to address them.		
<u>Milestones</u>	Person	Quarter
a. Hire consultant to manage branding project	KZ	Q1
b. Establish branding project steering committee	KZ/LG	Q1-4
c. Develop brand identity & marketing plan	KZ/LG	Q2-3
d. Integrate into print and online materials	KZ/LG	Q4
<b>3. Action: Aerospace Strategy</b>		
<b>Goal:</b> Develop a Strategic FDI Plan for aviation that includes targeting specific investors in Washington State to establish relationship with, and interest in Pitt Meadows.		
<b>Outcome or Measure:</b> Identification of specific investors; individually targeted prospector packages and pitches developed; approach plan created; contact made with investors.		
<u>Milestones</u>	Person	Quarter
a. Hire consultant to conduct investor research and create plan	KZ	Q1
b. Develop Plan, pitch materials, packages	KZ/LG	Q1-3
c. Evaluate Plan outcomes	KZ	Q4

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<b>4. Action: Marketing and Communications Plan</b>		
<b>Goal:</b> Increase awareness of Pitt Meadows as the place to invest by increasing earned and purchased presence in local and regional publications; increase communications outreach through all channels		
<b>Outcome or Measure:</b> A comprehensive marketing and communications plan that integrates earned and purchased opportunities; digital strategies and Think Pitt Meadows branding throughout.		
<u>Milestones</u>	Person	Quarter
a. Review 2011 plan and successes; revise plan	KZ/LG	Q1
b. Consult with partners, and deliver annual plan	LG	Q1-4
c. Evaluate success of Plan	KZ/LG	Quarterly
<b>5. Action: Invest North Fraser</b>		
<b>Goal:</b> Working together, leverage regional marketing opportunities, increase focus on key sectors, increase awareness of region		
<b>Outcome or Measure:</b> INF website traffic increases; INF is recognized as an entity in promoting and hosting joint events; joint activities and marketing are implemented		
<u>Milestones</u>	Person	Quarter
a. Review 2011 successes; create 2012 joint plan	KZ	Q1
b. Develop INF agriculture publication	KZ/LG/JL	Q2-3
c. Co-host regional event; Chamber event	KZ/LG/JL	Q2
d. Participate in Kwantlen ISH research project	KZ/LG/JL	TBD
e. Track INF web portal analytics and report	LG	Quarterly
<b>Business Retention and Expansion</b>		
<b>1. Action: Business Retention and Expansion Program</b>		
<b>Goal:</b> Continue to strengthen relationships with the local business community and identify strengths, challenges and opportunities; provide follow up services		
<b>Outcome or Measure:</b> Complete business retention interview; create report to share strengths, challenges and opportunities; concerns are followed up		
<u>Milestones</u>	Person	Quarter
a. Continue to segment interview target sectors and expand into Ag and Aviation sectors	KZ/JL	Q1-3
b. Refine “BR&E Community Scorecard” report	KZ/JL	Q2-3
c. Evaluate program and measures	KZ/JL	Q4
<b>2. Action: Recruitment Packages</b>		
<b>Goal:</b> Refine recruitment materials to match recruitment opportunities		
<b>Outcome or Measure:</b> Increased recruitment opportunities and ongoing creation of a bank of information to custom create recruitment literature		
<u>Milestones</u>	Person	Quarter
a. Review recruitment information bank	KZ/LG	Q1
b. Create a recruitment plan based on analysis of 2011 requests and leads	KZ	Q2
c. Document package delivery	LG/JL	Q3
<b>3. Action: Business Incubator Program</b>		
<b>Goal:</b> To conduct research determine the best model to create a business incubator program for Pitt Meadows		

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<b>Outcome or Measure:</b> An appropriate model is identified; plans in place for 2013		
<u>Milestones</u>	Person	Quarter
a. Research local HB business needs and incubator models in similar communities	LG	Q1-2
b. Prepare a report and plan for 2013	LG	Q3
<b>4. Action:</b> Request Fulfillment/ Business Services		
<b>Goal:</b> To streamline processes for routine fulfillment requests and identify strategies and resources for special requests; to effectively track results		
<b>Outcome or Measure:</b> Routine fulfillment services are streamlined; plans and resources are in place to deal with special requests.		
<u>Milestones</u>	Person	Quarter
a. Review request fulfillment tracking for 2011 to determine routine fulfillment gaps and strategies	KZ	Q1
b. Develop and implement streamlined processes for routine fulfillment and business referral and for specialized recruitment.	KZ/LG/JL	Q2-4
<b>Community Outreach</b>		
<b>1. Action:</b> Ambassador Program		
<b>Goal:</b> To utilize trained, dedicated community volunteers to link businesses and residents and increase support for business and awareness of Pitt Meadows as a great place to live and do business		
<b>Outcome or Measure:</b> Joint program is implemented; Ambassadors are utilized at business events and recognized for their role in supporting business development; program becomes self-sustaining		
<u>Milestones</u>	Person	Quarter
a. Initiate joint Ambassador Program with the City of Pitt Meadows	LG/LJ	Q1
b. Develop a 'Train the Trainer' component	LG/LJ	Q1-2
c. Develop a recognition program and coordinate and host recognition event	KZ/LG/LJ	Q2
<b>2. Action:</b> Focus Groups		
<b>Goal:</b> to increase communications and opportunities to engage with Pitt Meadows businesses; to reengage in comprehensive stakeholder listening		
<b>Outcome or Measure:</b> Focus groups are held that include representation from each key sector; issues and concerns receive follow-up		
<u>Milestones</u>	Person	Quarter
a. Create a calendar for quarterly focus groups	KZ/LG	Q1
b. Host focus groups	KZ/LG	Q1-4
c. Follow up on concerns, issues, ideas	KZ/LG/JL	Q1-4
<b>3. Action:</b> Partnerships		
<b>Goal:</b> To ensure an excellent working relationship with the City of Pitt Meadows, the Airport Board, and Tourism to provide seamless integrated services to key industry sectors; to create meaningful mutually beneficial partnerships with business organizations such as the Chamber of Commerce to ensure local businesses thrive.		

**City of Pitt Meadows**  
**2012 Business Plan – Pitt Meadows Economic Development Corporation**

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<b>Outcome or Measure:</b> Excellent working relationships are established; communication channels are effective and partners are working together on common goals. Separate roles for agencies are understood.		
<u>Milestones</u>	Person	Quarter
a. Meet with CPM, Tourism, Chamber, Airport Board, AACs, MREDO and various community groups to determine opportunities for partnership for 2012	KZ	Quarterly
b. Create and implement a partnership plan	KZ/LG/J	Q1-4
<b>4. Action:</b> Events		
<b>Goal:</b> To increase the awareness of the importance of business to the Pitt Meadows community and to leverage events as means of increasing awareness of the services of the PMEDC; and to provide focus on economic development potential of events.		
<b>Outcome or Measure:</b> PMEDC is recognized as a valuable contributor to community business events.		
<u>Milestones</u>	Person	Quarter
a. Promote business attendance and ambassador presence at Library Opening, Aviation Expo, Pitt Meadows Day, Chamber events, Pitt Meadows Christmas	KZ/LG/JL	Q1-4
b. Host Mayor's Breakfast	KZ/LG/JL	Q3
<b>5. Action:</b> Success Stories/Testimonials		
<b>Goal:</b> To promote Pitt Meadows as the place to do business by highlighting and celebrating local successes; to communicate that we are 'open for business' through testimonials		
<b>Outcome or Measure:</b> Local businesses post success stories; testimonials are received and utilized		
<u>Milestones</u>	Person	Quarter
a. Include call for testimonials and success stories in newsletter and through social media channels	LG/JL	Q1-4
b. Regularly post and promote success stories and testimonials	LG/JL	Q1-4
<b>Tourism</b>		
<b>Goal:</b> Work in partnership with the Tourism operator and The Maple Ridge EDO to expand local and regional tourism opportunities		
<b>Outcome or Measure:</b> Increased opportunities for local tourism businesses and regional opportunities.		
<u>Milestones</u>	Person	Quarter
a. Create a joint work plan that aligns PMEDC goals in business development with the Tourism business plan	KZ/KG	Q1
b. Quarterly review of strategies with Tourism partner and Maple Ridge EDO	KZ/KG/SB	Q1-4

**City of Pitt Meadows**  
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**Financial Highlights**

**Financial Summary - Pitt Meadows Economic Development Corporation**

	2011 Projected Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Operating:</b>							
<b>Revenue</b>							
City of PM Fee for Service	\$ 256,020	\$ 256,020	\$ 264,981	\$ 270,281	\$ 275,687	\$ 281,201	\$ 286,825
Grants and Other Contributions	70,300	45,300	74,000	74,000	74,000	74,000	74,000
Carryforward Surplus	-	24,980	35,700	-	-	-	-
<b>Total Revenue</b>	<b>326,320</b>	<b>326,300</b>	<b>374,681</b>	<b>344,281</b>	<b>349,687</b>	<b>355,201</b>	<b>360,825</b>
		<b>\$ Change</b>	<b>\$ 48,381</b>	<b>\$ (30,400)</b>	<b>\$ 5,406</b>	<b>\$ 5,514</b>	<b>\$ 5,624</b>
		<b>% Change</b>	<b>14.8%</b>	<b>-8.1%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>
<b>Expenditures</b>							
Administration	125,800	158,450	163,786	167,062	170,403	173,811	177,286
Program Administration	21,800	34,650	36,000	36,360	36,724	37,091	37,462
Projects	104,000	42,020	66,000	66,932	67,894	68,887	69,910
Marketing and Communications	19,000	21,200	28,195	28,477	28,762	29,049	29,340
Tourism	45,000	45,000	45,000	45,450	45,905	46,364	46,827
Carryforward Surplus	-	24,980	35,700	-	-	-	-
<b>Total Expenditures</b>	<b>315,600</b>	<b>326,300</b>	<b>374,681</b>	<b>344,281</b>	<b>349,687</b>	<b>355,202</b>	<b>360,825</b>
		<b>\$ Change</b>	<b>\$ 48,381</b>	<b>\$ (30,400)</b>	<b>\$ 5,406</b>	<b>\$ 5,515</b>	<b>\$ 5,624</b>
		<b>% Change</b>	<b>14.8%</b>	<b>-8.1%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>
<b>Net Operating Expenditures</b>	<b>\$ (10,720)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
		<b>\$ Change</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
		<b>% Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Key Budget Changes for 2012:</b>							
<b>Revenues</b>							
City of Pitt Meadows Fee for Service			\$ 9,000				
Grants and Other Contributions			28,700				
Carryforward 2011 Projected Surplus			10,700				
<b>Expenditures</b>							
Inflationary Adjustments			13,700				
Project Consulting			24,000	Tied to Grant Funds			
Carryforward 2011 Projected Surplus			10,700				
<b>Change in Net Operating Expenditures</b>			<b>\$ -</b>				

**Attachment A – Decision Package – Communities in Bloom - PMEDC**

**Decision Packages**

Service Provider:	Pitt Meadows Economic Development Corporation
Submitted by:	Vicki McLeod, Interim CEO
Estimated Capital Cost:	N/A
Estimated Operating Costs:	One time: \$ 10,000                      Ongoing: \$ TBD
SMT Recommendation:	N/A
Staff Priority:	N/A

**Description**

The PMEDC proposes that Pitt Meadows participate in the 2012 Communities in Bloom program.

Local businesses have indicated an interest in seeing this program revived. People and businesses want to be associated with an attractive looking community, and this includes potential residents, investors, visitors, developers, realtors and others.

The Communities in Bloom program strengthens ties between businesses, service clubs, citizens and the horticulture industry, which is significant in Pitt Meadows. This industry is undergoing significant challenges in current markets and the CiB program is an opportunity to create a positive local marketing opportunity and focus on this industry.

This focus of this program on plantings, floral and green space enhancements is aligned with and supports the City’s brand “The Natural Place”.

Improvements in the visual appeal of properties and the development of attractive public spaces that result from the CiB program support Council’s goals and encourage civic pride. The program itself strengthens the social and cultural participation of residents.

**Financial Implications**

-\$10,000 is the anticipated cost for the PMEDC to manage the first year of the program including supporting a local CiB committee, executing a sponsorship plan, covering registration fees and BC conference attendance costs, and costs for a judges visit.

- Developing and executing a sponsorship plan
- Should the first year prove successful, annual funds may be considered.

**Discussion**

Pitt Meadows has participated in the program in the past. At this stage, because of the lapse in years as a participant, Pitt Meadows can enter as a ‘new’ participant and re-establish the program in the community. Local businesses have indicated an interest in the program and a willingness to donate time and money to the process. A local CiB Committee would include PMEDC, citizens, Ambassadors, businesses, service clubs, Parks and Leisure Services & a municipal representative (Councillor, Public Works, Parks/Recreation)

It is a requirement of the program that the municipal government register the community as a participant. This activity would require the support and participation of Parks and Leisure Services.

**Alternatives**

The City may choose not to participate.

**Attachment B – Decision Package – Conference Centre Further Steps - PMEDC**

**Decision Packages**

Service Provider:	Pitt Meadows Economic Development Corporation
Submitted by:	Vicki McLeod, Interim CEO
Estimated Capital Cost:	N/A
Estimated Operating Costs:	One time: Total: (up to hiring consultant) \$10,100 Total: (incl. consultant) \$50,000 - \$70,000 Ongoing: \$ N/A
SMT Recommendation:	N/A
Staff Priority:	N/A

**Description**

This package proposes fees for the PMEDC to undertake the coordination and management of a stakeholder and research process (including exploring partnership with the District of Maple Ridge) to define what kind of a hotel-conference centre amenity would most benefit the community and be consistent with the community’s vision. This was identified as a proposed next step in the Hotel-Conference Centre Study completed in 2011. This work would be preliminary to the development of a focused RFEI for a full Feasibility Study and the subsequent management of a contract to further this initiative.

**Financial Implications**

Total: (up to hiring consultant) \$10,100

Total: (incl. consultant) \$50,000 - \$70,000 (Note: this step could be undertaken in 2013 based on the results of the stakeholder process)

**Discussion**

The Hotel-Conference Centre Research study conducted by the PMEDC in 2011 recommended further engagement with industry, business and community stakeholders, additional research into next steps and to consider acquiring specific industry consulting expertise to analyze opportunities that match the vision.

**Alternatives**

The City may choose to coordinate such a process itself, or choose not to pursue further research into an amenity of this kind at the present time.

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