

**The Corporation of the District of Pitt Meadows
Pitt Meadows, British Columbia, Canada**



Working Together for Results

2006 Business Plan

Economic Development Department



Presented by: Vicki McLeod
Main Street Communications Ltd.
Contracted to the Economic Development
Advisory Committee

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“Economic Development Advisory Committee” Summary

EDAC Members

Sandy Wakeling, Chair
Dan Kosicki, Chamber of Commerce
Alycia Hayes, Tourism
Cheryl Johnson, Tourism
Mike Lai, GVTA
John Mitchell, RMHBA
Tom Murray, School District #42
Bill Neale, Pitt Meadows Airport
John Wachowich, CP Rail
Mayor Don MacLean, Ex-officio
Randy Cooke, Council liaison

Jake Rudolph, District of Pitt Meadows
Kim Grout, District of Pitt Meadows
Kathi Wilson, District of Pitt Meadows
Vicki McLeod, Contract staff

The District of Pitt Meadows 2006 Business Plan Economic Development Advisory Committee

Economic Development Advisory Committee Summary

Committee Services

The District's primary role in economic development is to provide leadership and create an environment (e.g., services, infrastructure, partnerships) supportive of the types of economic development opportunities that citizens would like to attract; and to be proactive in promoting, pursuing and supporting these opportunities.

The EDAC provides a strategic focus to local economic development and acts as an advisory body to Council. Their work is supported and guided by staff. Pitt Meadows EDAC works with key District departments and in partnership with the Agricultural Advisory Committee, the Airport Society, Tourism Pitt Meadows-Maple Ridge Society, Ridge Meadows Business Association, and local and regional agencies.

EDAC Strategic Plan Focus Areas

- Organization and Performance Monitoring
- Marketing and Promotion
 - o Agriculture
 - o Transportation and Airport
 - o Tourism
 - o Commercial and Retail Business
- Business Retention and Expansion
 - o Above; and
 - o General Industry
 - o Home-Based Business
 - o Education

Economic Development Strategic Plan Alignment

The 2004-2008 Corporate Strategic Plan states:

"The District of Pitt Meadows recognizes that economic development is essential to ensure the community achieves its vision for the future. Sustainability principles identify economic development and quality of life as part of the same equation. Beneficial economic activities, including the creation of long-term employment opportunities, will help sustain and improve the quality of life in Pitt Meadows. Increased employment stimulates the local economy by increasing overall spending and leading to increased tax revenues, which means better social, educational, cultural and community services and facilities."

The 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.*

The goals and objectives outlined in the Economic Development Strategic Plan attempt to coordinate and reconcile the various EDAC strategies and existing strategies in the transportation/aviation, agriculture, commercial/retail and tourism sectors. The specific strategies support the broad goal outlined above.

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Significant Issues and Trends

Regional Context:

Pitt Meadows is a member municipality within the Greater Vancouver Regional District, which is the largest metropolitan area in British Columbia. Its potential market area includes the GVRD (estimated population 2.132 million in 2004) as well as the Fraser Valley Regional District (estimated population 256,000). The population of both the province and the GVRD are forecast to grow by approximately 35% by 2031, or by an average of 1.2% per year. The population of the Fraser Valley Regional District is forecast to grow about twice as fast.

The current provincial government has made economic expansion a high priority. Tax incentives, 2010 Olympics publicity and international media interest in Vancouver's livability may accelerate economic and population growth in coming years.

This growth can be expected to generate more demand for goods and services in Pitt Meadows, increased demand for industrial and commercial property, and an increased local pool of potential tourists. As well, an aging population will increase demand for health-related and retirement-related services.

In response to regional growth, the province and regional authorities have initiated significant transportation improvements. Another important provincial focus is on research and support for the tourism industry in anticipation of the 2010 Olympic Games.

Greater Vancouver represents an important consumer and retail market. The Lower Mainland has also become an important location for film and television production. The agri-food sector is an important contributor to the B.C. economy, with nearly \$23 billion in consumer sales and more than 282,000 jobs supported in the province. Pitt Meadows is the fourth largest agricultural producer in the GVRD.

Diminished inventories of available industrial land in the region are making it increasingly difficult to accommodate users and investors. This, in combination with continued strong demand, is pushing land prices up and forcing users to relocate to suburban areas such as Pitt Meadows where land prices are more affordable. Rising energy and transportation costs may slow this trend; however, they may also encourage residents of the region to seek employment or business opportunities close to home.

Local Context:

Population Growth, Demographics and Labour Force Characteristics

The estimated population for Pitt Meadows is 16,001 (2004). This represents a 2.1% increase over 2003. The greatest population age range is 25-44 followed by 45-64. It has a total labour force of 8,230 with the highest percentages in health care, retail trade and manufacturing (2001 Census).

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Transportation:

The province's Gateway Program aims to reduce congestion and improve the movement of people, goods and transit throughout Greater Vancouver through a program of road and bridge improvements along and across the Fraser River. Proposed projects include the North Fraser Perimeter Road, a set of improvements to existing roads from Coquitlam to Maple Ridge, including a new high-level Pitt River Bridge to replace the existing swing bridges; and the construction of the Golden Ears Bridge from Langley to Pitt Meadows.

For Pitt Meadows this will mean increased bus, truck and automotive traffic across the community, creating opportunities for Lougheed corridor retail and commercial investment, and increased access to the region for manufacturers, transportation companies and light industrial businesses. Pitt Meadows is home to the Pitt Meadows Airport and the CP Intermodal Yard, both of which create hubs for transportation and aviation related industry.

Land Supply and Demand

Table 1

*Land Use Data		
Land Use Type	Area (Ha)	% of Total Land Area
Agricultural	7,923.25	92.13
Commercial	46.24	0.54
Industrial	100.7	1.17
Single Family Residential	322.63	3.75
**Multi Family Residential	54.13	0.53
Parks & Public Institutional	64.82	0.76
Rivers/Waterways/ Right -of-Ways	97.16	1.13
Total Land Area	8,608.93	100

*Based on Zoning

** Includes Duplexes, Townhouses & Apartments
District of Pitt Meadows

The table identifies the divisions of land use within Pitt Meadows. The highlands area - the urban part of the District, constitutes just 7.5% of the total land area. The remainder of the land area serves primarily agricultural purposes. Less than 2% of the remaining land base is available for commercial or industrial development.

There is a high market demand for industrial land. Working with partners and CP Rail and the airport use of this land can be maximized.

Competition

Pitt Meadows faces competition from other communities in the region, some of which enjoy advantages with regard to size or location. However a strong economy in the region will drive investment across the region. Pitt Meadows can capitalize on this through comprehensive research in key sectors to identify opportunities and provide accurate data to potential local, regional and foreign investors. An emphasis on business retention and expansion strategies will also help secure existing businesses.

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Property Taxes

The majority of the District's revenues come from property taxes. As the following table shows, most of tax revenue comes from the residential sector, however the total percentage of residential contribution is decreasing, while we are showing increases in the light industry and the business and other sectors. Increasing and diversifying the tax base is a priority for the District in order to have a strong municipal tax base to support a complete, compact community.

Municipal Property Taxes

	2004		2005	
	Taxation Revenues	%	Total Revenues	%
Residential	5,014,033	62.80%	5,390,632	60.19%
Utilities	222,996	2.79%	220,407	2.46%
Major Industry	86,746	1.09%	89,270	1.00%
Light Industry	166,945	2.09%	220,010	2.46%
Business & Other	1,994,550	24.98%	2,528,010	28.22%
Rec/Non-Profit	179,093	2.24%	184,413	2.06%
Farm	319,274	4.00%	324,010	3.62%
	<u>7,983,637</u>	<u>100.00%</u>	<u>8,956,753</u>	<u>100.00%</u>

Community Profile

District Council has articulated a clear vision for the community. This combined with the District's small-town character, and its distinctive geography, will be promoted as a strength in attracting investment using the brand "The Natural Place to Invest"

Agriculture

Agriculture is a key economic sector in Pitt Meadows and in the province. As outlined in the OCP review, opportunities may exist for value-added agricultural industry and in agri-tourism. The District lacks comprehensive accurate data in this sector. In their current service plans both the Ministry of Agriculture and Lands and the Ministry of Economic Development have identified working with local governments as key priorities. Pitt Meadows can access this expertise and support.

CISP Grant Opportunity (2005)

The Community Investment Support Program is a federal program to help Canadian communities develop the tools to attract, retain and expand foreign direct investment by providing up to 50 percent of FDI related eligible costs. The program supports initiatives that encourage investment and that help communities deal more effectively with investors. CISP assists communities to develop business cases, plan and execute promotional initiatives, and build capacity and the necessary investment attraction experience. In terms of economic development the District is at a capacity building stage

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where it is seeking to understand its economic sectors and potential opportunities for investment. In particular, the aviation, agriculture, education and tourism sectors may offer opportunities for foreign investment. In 2005, EDAC applied for a \$5000 matching grant to conduct sectoral research, improve the economic development section of the website and invest in staff training.

Economic Drivers in Pitt Meadows

Through research, EDAC identified four key areas of economic opportunity; these include transportation and aviation, agriculture, commercial and retail and tourism.

Successes in 2005

- EDAC - 10 meetings, excellent forum for sharing information
- Development of “The Natural Place “ brand
- EDAC website section initial development
- Revision of Community Profile, integration of ‘family of documents’ incl. Annual Report
- Hosted Mayor’s Breakfast for Business
- Hosted speakers at EDAC – Gateway Project, 2010 Committee, BCIT, Rick Laferriere(E-Synchronist demo)
- Participation in sign bylaw review
- Participation in Gateway Program planning and consultation
- Organized Fraser Port , Airport, Granville Island Tours
- Ongoing construction of Meadowtown Place and Mosaic development (Osprey)

“Economic Development Advisory Committee” Activity Statistics

Measure	2001 Actual	2003 Actual	2004 Actual	2005 Est Actual
Economic Development				
Total value of building permits	\$8.58 m	\$34.4 m	\$41.6 m	\$44.8m
Commercial/industrial tax base (% of total)	10.96%	25.8 %	28%	39.81%
No. of business licenses issued	845	792	842	815
\$ Value of Commercial / Industrial Building Permits		\$19.8 m	\$21.0 m	\$20m
No. of aircraft movements	90,000	100,000	100,000	125,000
No. of new businesses formed	37	37	N/A	37

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Annual Department Plan

2006 Strategies and Action Plans

Economic Development Strategic Focus Area	Who	When
Organization and Performance Monitoring		
1. Action: Develop performance indicators for economic development		
Goal: Consistent use of indicators that are aligned with corporate indicators		
Outcome or Measure: Performance indicators complete by 4Q		
<u>Milestones</u> a. Consultants hired (if needed) b. Indicators drafted c. Indicators adopted by District	Vicki M EDAC	2Q 3Q 4Q
2. Action: Host economic summit in February of 2006		
Goal: Involve local economic sectors in economic development strategies		
Outcome or Measure: Summit held by 2Q. Representatives of sectors participate.		
<u>Milestones</u> a. Date set b. Summit held	Vicki M EDAC	1Q 2Q
3. Action: Review EDAC staffing and organizational needs for 2007		
Goal: Ensure economic development is sufficiently resourced to meet District strategic objectives		
Outcome or Measure: EDAC holds planning session. Plan for 2007 developed by 4Q		
<u>Milestones</u> a. Planning session scheduled b. Plan developed	Vicki M EDAC Jake R	2Q 4Q
4 Action: Seek research, data-management, analysis and reporting training opportunities for EDAC support staff		
Goal: Enable EDAC to conduct/use high-quality baseline research, manage data and generate meaningful reports for internal and external use		
Outcome or Measure; EDAC staff attend (1) training session in 2006		
<u>Milestones</u> a. CISP grant received b. Appropriate training courses identified c. Training attended	Vicki M EDAC Jake R	1Q 2Q 2Q-4Q
4 Action: Attend the 2006 EDABC annual conference in Fort St John		
Goal: Ensure ongoing professional development for EDAC and involvement of Pitt Meadows in provincial organization		
Outcome or Measure; 2-3 representatives attend conference		
<u>Milestones</u> a. EDABC memberships renewed b. Conference attended	Vicki M EDAC	3Q

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Marketing and Promotion	Who	When
1. Action: Ongoing brand development		
Goal: To define Pitt Meadows as an economic region and establish The Natural Place to Invest as the economic development brand for Pitt Meadows		
Outcome or Measure: The brand is in regular use on EDAC print and electronic documents. Pitt Meadows is accurately identified in print and electronic media.		
<u>Milestones</u>		
a. Print materials use new brand	Vicki M	2Q
b. Media review indicates positive profile of brand and Pitt Meadows identity	EDAC Lorna J	4Q
2. Action: Conduct market research in each of our keys sectors		
Goal: To establish baseline data on each of our sectors in order to increase our understanding of the capacity, opportunities and market segments		
Outcome or Measure: Basic research is complete in Agriculture, Aviation and Retail sectors by 4Q		
<u>Milestones</u>		
a. CISP grant received	Vicki M	1Q
b. Contractor hired	Contractor	2Q-4Q
c. Sector surveys underway		2Q-4Q
3. Action: Develop key messages based on research		
Goal: To communicate benefits of investing in Pitt Meadows key market sectors		
Outcome or Measure: Messages are developed by 2Q		
<u>Milestones</u>		
a. Messages developed	Vicki M EDAC	2Q
4. Action: Develop attraction packages (X5 – Aviation -Transportation, Agriculture, Tourism, Commercial-Retail, FDI), update Community Profile		
Goal: Ensure availability of up-to-date and comprehensive information on Pitt Meadows for domestic and international markets		
Outcome or Measure: Attraction packages (3Q) and Community profile complete (4Q)		
<u>Milestones</u>		
a. CISP grant rec'd	Vicki M	1Q
b. Draft packages complete	EDAC	2Q
c. Community Profile overhaul underway	Lorna J	3Q
5. Action: Significantly upgrade economic development website		
Goal: Establish the website as a tool for investors locally, regionally and internationally		
Outcome or Measure: Website is fully updated by 4Q		
<u>Milestones</u>		
a. CISP grant rec'd	Vicki M	1Q
b. Website upgrade underway	contractor	2Q-4Q

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6. Action: Create a media and advertising plan aligned with corporate objectives		
Goal: Ensure Pitt Meadows is profiled in key economic, trade and civic publications and that media plan aligns with overall corporate objectives.		
Outcome or Measure: Pitt Meadows is profiled in key publications. Media plan is complete by Q2		
<u>Milestones</u> a. Media plan completed b. Ads booked in timely manner	Vicki M EDAC Lorna J	2Q

Agriculture	Who	When
1. Action: Undertake baseline research in agricultural sector		
Goal: To assess strengths and weaknesses in regard to potential in sector for value-added industry, agri-tourism and foreign direct investment.		
Outcome or Measure: research in sector is complete by 4Q		
<u>Milestones</u> a. CISP grant rec'd b. Contractor hired c. Research underway	Vicki M Kim G Contractor Ministry	1Q 2Q-4Q
2. Action: Meet with agricultural sector representatives		
Goal: Establish working relationships with ag sector reps, determine ag sector needs re economic development, OCP initiatives		
Outcome or Measure: meeting held by 3Q		
<u>Milestones</u> a. Meeting held	Vicki M EDAC	3Q
3. Action: Explore opportunities to create festival around agricultural themes		
Goal: Increase profile of ag sector and products; increase agri-tourism		
Outcome or Measure: community group plans and implements festival		
<u>Milestones</u> a. Group formed b. Planning underway c. Date set	Vicki M EDAC Community group	1Q-4Q

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Tourism	Who	When
1. Action: Attraction package (see Marketing & Promotion)		
2. Action: Inventory and analyze sector for BRE & FDI potential		
Goal: To assess strengths and weaknesses in regard to potential in sector for expansion, agri-tourism and foreign direct investment;		
Outcome or Measure; research in sector is complete by 4Q		
<u>Milestones</u> a. CISP grant rec'd b. Contractor hired c. Research underway	Vicki M Contractor Ministry Laurie D	
3. Action: Advocate for tourism signage improvements		
Goal: To improve quality and effectiveness of signage related to tourism and to support the Tourism Society signage initiative		
Outcome or Measure:		
<u>Milestones</u> a. EDAC receives signage recommendations from Tourism Society b. Signage review complete	Vicki M EDAC Laurie D	1Q-4Q

Transportation and Aviation	Who	When
1. Action: Ongoing discussions with Fraser Port		
Goal: Secure ongoing interest in Pitt Meadows as a future port location		
Outcome or Measure: Discussions with Fraser Port are ongoing		
<u>Milestones</u> n/a	EDAC Jake R	
2. Action: Liaise with provincial Gateway Program regarding Golden Ears Bridge, Pitt River Bridge improvements and Lougheed corridor changes		
Goal: Ensure economic development interests are conveyed to project managers; monitor changes to key intersections in Pitt Meadows		
Outcome or Measure; EDAC participates in public consultation and engages in advocating on behalf of Pitt Meadows businesses.		
<u>Milestones</u> n/a	Vicki M EDAC Jake R Kim G	1Q-4Q
3. Action: Conduct aviation sector research (see BRE/Marketing & Promotion)		

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Commercial and Retail	Who	When
1. Action: Meet with commercial and retail sector representatives		
Goal: Determine sector needs and develop an analysis of retail sector vacancy rates and trends		
Outcome or Measure: Analysis complete by 4Q		
<u>Milestones</u> a. Meeting scheduled b. Existing research identified c. Meeting held d. Report generated	Vicki M EDAC	1Q-4Q
2. Action: Explore opportunities for Lougheed corridor retail		
Goal: Continue to diversify tax base through commercial-retail development; identify opportunities		
Outcome or Measure; EDAC participates in discussions related to Lougheed corridor		
<u>Milestones</u> n/a	Vicki M EDAC Jake R	1Q-4Q
3. Action: Explore opportunities for arts and culture sector related commercial and retail (riverside & Harris Rd corridor)		
Goal: Continue to diversify tax base through commercial-retail development with an arts and cultural focus		
Outcome or Measure: EDAC participates in discussions with Mosaic and with retail sector		
<u>Milestones</u> n/a	Vicki M EDAC Jake R	
Business Retention and Expansion	Who	When
1. Action: Purchase E-synchronist software		
Goal: To ensure Pitt Meadows can gather accurate up-to-date relevant economic development data and generate meaningful reports		
Outcome or Measure: software approved and purchased by Q2. Staff training underway and Ministry support in place by Q3.		
<u>Milestones</u> a. Review of software complete by IT b. Software purchased and installed c. Staff training underway d. Ministry on board with support	Vicki M Dean R Consultant (online)	1Q 2Q 2Q-4Q
2. Action: Work with Ministry of Economic Development and Ministry of Agriculture and Lands to acquire data in Agriculture and Aviation sectors		
Goal: To thoroughly analyze sectors in regard to potential for expansion, investment and support		
Outcome or Measure; Surveys are complete by Q4		

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<u>Milestones</u> a. Ministry on board with support b. Research scope determined c. Research underway	Vicki M Contractor	1Q-2Q 2Q 2Q-4Q
3. Action: Host Mayor's Business breakfast		
Goal: To increase contact with local business and encourage interaction with municipal hall staff.		
Outcome or Measure: Mayor's Breakfast held by Q3. 30 or more guests attend.		
<u>Milestones</u> a. Date set b. Event held	Vicki M EDAC Lorna J	1Q-3Q
4. Action: Continue to host regular speakers at EDAC meetings		
Goal: To provide a forum to exchange relevant information in key economic development sectors		
Outcome or Measure: Minimum of 4 guest speakers attend EDAC meetings by Q4		
<u>Milestones</u> a. Speakers schedule developed b. Speakers attend	Vicki M EDAC	1Q 1Q-4Q
5. Action: Explore further opportunities for film production within Pitt Meadows by lobbying for boundary change re tax incentives and by creating filming section as part of website upgrade.		
Goal: To attract film productions to Pitt Meadows		
Outcome or Measure: Website upgrade complete by 4Q, strategies underway to lobby for change		
<u>Milestones</u> a. Web improvements started b. Lobbying plan developed	EDAC Vicki M contractor	2Q 3Q
6. Action: Survey businesses as part of business license application form; ensure form is available on-line as part of website e-commerce upgrade		
Goal: Increase knowledge and data on businesses in Pitt Meadows; simplify analysis and tracking of statistics.		
Outcome or Measure: Modified form is implemented by Q3. Staff report it is simple to manage.		
<u>Milestones</u> a. Application form modified and approved b. Information gathering implemented in-person and on line c. Form in regular use; data easily applied	Vicki M Kim G Debbie D	1Q 2Q-3Q 4Q

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General	Who	When
1. Action: Liaise with local Spirit of 2010 Committee		
Goal: Position the District to maximize opportunities related to the 2010 Winter Olympic Games (Corporate Strategic Plan)		
Outcome or Measure: District participates in 2010 Committee		
<u>Milestones</u> n/a	EDAC Vicki M Jake R	

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Financial Highlights

Operating Budget

	2005 Budget	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget
<u>Operating:</u>						
Expenses	45,600	50,000	50,000	50,000	50,000	50,000
\$ Change	26,800	4,400	-	-	-	-
% Change	142.55%	9.65%	0.00%	0.00%	0.00%	0.00%

The 2006 operating budget increased by \$4400 or 9.65% over the 2005 budget, due to increased focus on information and data gathering and resultant costs including contract support, matching grant contributions and a recommendation to purchase BRE software package.

Attachment A – Decision Package

Department:	Economic Development
Submitted by:	Vicki McLeod
Capital or Operating:	Operating
Included in the Staff Recommended Budget:	No
Recommended by:	Economic Development Advisory Committee
Staff Priority	#1

Decision Description

This decision package outlines a recommendation for a \$4400 increase to the annual economic development budget in order to achieve strategic objectives identified by the Pitt Meadows Economic Development Advisory Committee for 2006.

Recommendations

THAT Council agrees to increase the Economic Development budget by \$4400 in order to support key economic development strategies in 2006. These include purchasing business retention and expansion software and license (\$6000) plans, improved marketing and promotion materials and activities, and fulfilling criteria for a CISP matching grant (\$5000).

Financial Implications

This package requires a budget increase of \$4400.

Discussion

The Economic Development Advisory Committee has developed an extensive strategic plan out to 2008. The plan identifies key strategies to support sustainable economic development in Pitt Meadows. The 2006 business plan targets the priorities outlined in the strategic plan (increased information and increased marketing activity) for the upcoming year and supports Council's overall goals for a complete community.

Alternatives

Council may opt for a status quo budget. Research and surveying strategies would be reduced in scope without the BRE software package and CISP funded activities would also be reduced to meet the budget. Market differentiation is a key priority and the scope of materials produced would also be contained.

Summary

Given the current competitive environment in the region, and the potential opportunities arising in the transportation, aviation, tourism and agriculture sectors in Pitt Meadows, the community is well-positioned to move forward on economic development initiatives.

Resources are required to establish baseline information in the sectors and identify potential opportunities. The business plan and associated budget contemplate incremental projects that will increase Pitt Meadows' capacity and understanding of its economic base and integrate the information into marketing strategies.