



## Economic Development Strategy (EDS)

# APPENDIX C: Implementation Plan

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# Implementing the EDS

This report summarizes the goals, strategies, and associated actions recommended as part of the City's Economic Development Strategy (EDS) and is one of several components of the EDS. The purpose of this component is to provide an inventory of the potential actions for the City of Coquitlam to consider to support the implementation of its economic and community objectives. These potential actions in some cases are already aligned with other corporate or Departmental plans and goals. The City will also track and evaluate progress towards its objectives over the 5-year span of the Strategy and beyond.

This document includes an overview of key actions for the Economic Development Division, as well as a detailed list of Action Items that will form priority actions for the Economic Development team in implementing the EDS.

The Economic Development Strategy (EDS) is envisioned a guiding framework that seeks to integrate Economic Development into the City's broader priorities in order to support a responsible economic future with shared prosperity across the community. The EDS identifies three (3) primary Themes, supported by nine (9) overarching Goals that were identified through community engagement<sup>1</sup>. In order to achieve these Goals, a range of strategies and actions have been identified to guide the Economic Development program for years to come.

The proposed action items are organised into key and ongoing actions. Key actions are new activities of strategic focus for the next 5 years. Ongoing actions are complementary continuing activities that strategically align with

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<sup>1</sup> For additional detail on the public engagement and theme identification process for the EDS, please refer to **Appendix A: Vision** report.

the direction of the EDS. The key actions will need to be balanced with the ongoing actions and the delivery of continuing programs as there are more ongoing actions than new initiatives.

**Economic Development Division Key Actions: New Initiatives (2023-28)**

Economic Development Division Key Actions
Economic Development Competitiveness Study
Work with the Tri-Cities Chamber of Commerce and partners to attract and accommodate major employers and institutional uses into the City Centre
Explore policy areas or incentives to attract preferred forms of growth and/or investment within the community
Support the establishment of new Business Improvement Areas for various employment clusters across Coquitlam to provide a local advocacy and support local businesses improvement program and service delivery
Engage in active dialogue and negotiations with the Province and leading post-secondary institutions to explore opportunities for attracting education and skills training programs to Coquitlam, along with the expansion of existing programs
Work with the Tri-Cities Chamber of Commerce and local business community develop 'ready for market' programs and support services for export-oriented businesses
Work with the local hotel and hospitality industry to explore the viability of establishing a Coquitlam Destination Marketing Organization
Complete a major update to the Tourism Strategy
Update business promotion marketing materials based on the findings of the EDS to market Coquitlam in line with the vision, and collaborate with the Tri-Cities Chamber of Commerce to align marketing efforts

Much like other strategic plans, the EDS is intended to be a practical document that will be regularly reviewed and aligned with updates to the City’s strategic goals, community growth, and emerging economic opportunities as they present themselves. It is expected that over time strategies and actions will be added, modified, or removed. Ongoing staff participation with regional and provincial committees and economic

development initiatives, partnerships and other collaborative efforts will help the City maintain the EDS as a modern and responsive plan into the future.

Economic development, by definition, incorporates a spectrum of social, economic and environmental interests and activities, and thus requires the participation of a broad range of interdepartmental areas of responsibility and expertise. While the Economic Development Division within the Deputy City Manager's Office will lead and take primary responsibility to develop the work plan and actions necessary for the implementation of the EDS, collaboration amongst City departments and partner organizations will be essential for success. Finally, as the EDS is operationalized, staff will pursue partnerships into all key partners, including the kwikwə'əm and other local First Nations, community groups, the Tri-Cities Chamber of Commerce, businesses, and academic institutions, to ensure continued collaboration and successful implementation of the plan. These internal and external partnerships require resources and may provide great alignment opportunities for joint action.

Many of the proposed actions and initiatives outlined in the EDS are already integrated into existing City plans, policies and strategies, and a more focused collaboration in these areas will achieve multiple cross-departmental objectives. Also, as many of these actions are supported by existing staff capacity, budget and partnerships, their implementation is expected to be completed over time as priorities dictate. However, other actions presented are new, or include enhancements to City programs that may have resource and/or financial implications that will need to be prioritized to ensure their action over time.

The EDS is intended to be implemented over time, with priority actions highlighted for action based on priority need. Staff in Economic Department intend to specifically leverage resources by pursuing actions supported by other Departments, existing revenue streams, or through grants or other

funding agreements with partner organizations, such as Invest Vancouver, the Tri-Cities Chamber of Commerce, the BC Ministry of Jobs, Economic Recovery and Innovation, and CanExport, to name a few.

Ongoing review and assessment of the capacity of the Economic Development Division will be needed to ensure the City maintains the ability to effectively and efficiently achieve its economic objectives, and in alignment with Council’s expectations.

### **Economic Development Competitiveness Study (EDCS)**

There are number of key actions identified in the action implementation tables that have the potential to be addressed as part of an Economic Development Competitiveness Study (EDCS) if the strategic timing aligns, and which can build on the work and findings of the EDS. As such, the EDCS may include the following actions:

<b>Economic Development Competitiveness Study</b>
Review Coquitlam’s Tax Policy, particularly the business property tax structure, to ensure the City’s competitiveness and value proposition;
Undertake a detailed strategic land use inventory review, including a review of OCP policies, zoning by-laws and minimum commercial space requirements in mixed-use developments to ensure regulations are appropriate for attracting and accommodating employment uses;
Explore density incentives related to the provision of employment spaces that meet the City’s economic objectives; and
Identify other policy options or incentives appropriate to attract preferred forms of growth and/or investment within the community.

# Priority Actions and Initiatives (2023-28)

## Legend

### Timeline:

Short:	Less than 2 years
Medium:	2 to 5 years
Long:	More than 5 years
Ongoing:	Currently Underway

### Lead/Support Partner:

DCM	Deputy City Manager (Economic Development)
EPW	Engineering and Public Works
PD	Planning and Development
PRCF	Parks, Recreation, Culture and Facilities
FLP	Finance, Lands and Police
CS	Corporate Services
LS	Legislative Services
All	All of the above

*(For clarity, Lead Division is also specified for some actions)*

**Theme: People** - *Be a leader in providing diverse and accessible local employment opportunities*

Goal A: Grow and attract businesses and employment opportunities in Coquitlam					
Strategies	Actions		Timeline	Lead	Support
Promote Coquitlam as a business-friendly complete community that provides local jobs for residents and encourages regional connectivity.	Key	<b>Update business promotion marketing materials based on the findings of the EDS to market Coquitlam in line with the vision.</b>	Medium	DCM (Ec. Dev.)	CS
		<b>Review Coquitlam’s Tax Policy, particularly the business property tax structure, to ensure the City’s competitiveness and value proposition.*</b>	Medium	FLP (Finance)	DCM (Ec. Dev.)
	Ongoing	Work closely with Tri-Cities municipal governments and economic organizations, along with other partner organizations, including Invest Vancouver, Tri-Cities Chamber, the BC Ministry of Jobs, Economic Recovery and Innovation, and Federal agencies, to explore opportunities to promote local economic growth and innovation.	Long	DCM (Ec. Dev.)	All
Support the expansion of existing businesses to encourage business development and employment growth.	Key	<b>Work with the local business community develop 'ready for market' programs and support services for export-oriented businesses.</b>	Medium	DCM (Ec. Dev.)	LS, CS
		<b>Review corporate opportunities to leverage Business LinQ services to support outreach.</b>	Short	LS	DCM (Ec. Dev.)
Accelerate focused investment to grow sustainable local economic clusters to leverage Coquitlam's strength in creative, tech, and visitor economy sectors.	Ongoing	Work with regional and provincial partners to leverage Coquitlam's strengths to grow and encourage new investment in local clusters of emerging tech, creative, and tourism related businesses.	Medium	DCM (Ec. Dev.)	All
		As part of ongoing updates to the Strategic Transportation Plan and the Environmental Sustainability Plan, ensure that transportation infrastructure and supportive services are connected to business clusters.	Short	EPW	DCM (Ec. Dev.), PD
		Continue to monitor and track local economic activity in order to pro-actively identify opportunities to establish, support and grow clusters of businesses in Coquitlam.	Short	DCM (Ec. Dev.)	PD

\* Action recommended to be undertaken as part of integrated Economic Development Competitiveness Study

## Goal B: Position Coquitlam for resiliency and adaptability to the changing nature of business and employment needs

Strategies	Actions	Timeline	Lead	Support	
Ensure land use policies enable a range of business and employment activities in appropriate locations.	<b>Key</b>	<b>Undertake a detailed strategic land use inventory review, including a review of OCP policies, zoning by-laws and minimum commercial space requirements in mixed-use developments to ensure regulations are appropriate for attracting and accommodating employment uses.*</b>	Short	PD	DCM (Ec. Dev.)
	Ongoing	Provide constructive development referral feedback to support and encourage the establishment of employment statistics and tracking of associated data.	Short	DCM (Ec. Dev.)	PD
Promote the development of affordable spaces for people to work and live in Coquitlam.	<b>Key</b>	<b>Explore density incentives related to the provision of employment spaces that meet the City's economic objectives. *</b>	Short	PD	DCM (Ec. Dev.)
	Ongoing	Support the provision of attainable housing for Coquitlam's median household income earners through strengthening the Housing Affordability Strategy.	Short	PD	All
Expand data tracking to better understand the changing nature of work and business needs in Coquitlam.	<b>Key</b>	<b>Review the inputs to business licensing and explore opportunities to better track employment trends amongst different sectors and enable new opportunities to engage the local business community.</b>	Short	LS	DCM (Ec. Dev.)

\* Action recommended to be undertaken as part of integrated Economic Development Competitiveness Study



## Goal C: Expand links between local employers, education programs, and the community

Strategies	Actions	Timeline	Lead	Support	
Work with government, institutional and business partners to ensure that local institutions are offering the kinds of skills and educational programs that meet the needs of the local economy.	Ongoing	Promote the high-quality of Coquitlam’s civic and institutional assets and their linkages to cultural associations, local business and educational opportunities.	Long	DCM (Ec. Dev.)	PRCF, CS
		Coordinate between local educational institutions and local businesses to encourage the growth of entry-level and co-op placements are available to foster community development and encourage young professionals to work closer to their location of residence rather than commuting to nearby cities.	Medium	DCM (Ec. Dev.)	CS
Retain and grow existing post-secondary education programs and institutions, while also attracting new institutional partners to serve the local community.	Key	<b>Engage in active dialogue and negotiations with the Province and leading post-secondary institutions to explore opportunities for attracting education and skills training programs to Coquitlam, along with the expansion of existing programs.</b>	Medium	DCM (Ec. Dev.)	LS, FLP
Promote local opportunities for innovation and entrepreneurship within the community.	Ongoing	Work with post-secondary institutions to promote and accommodate incubator and accelerator opportunities for students and recent graduates by connecting them with business partners located within Coquitlam.	Medium	DCM (Ec. Dev.)	All
		Identify opportunities to attract and support local grants and funding initiatives for local innovators and entrepreneurial enterprises, such as Project Greenlight.	Short	DCM (Ec. Dev.)	All

**Theme: Place** - *Advance Coquitlam's capacity to accommodate shared economic opportunities*

Goal A: Develop Coquitlam's identity as a regional cultural and economic hub north of the Fraser River					
Strategies	Actions		Timeline	Lead	Support
Leverage Coquitlam's natural amenities and market the City as an attractive and desirable location.	<b>Key</b>	<b>Complete a major update to the Tourism Strategy.</b>	<b>Medium</b>	<b>DCM (Ec. Dev.)</b>	<b>All</b>
	Ongoing	Continue to expand municipal marketing to promote Coquitlam's access to natural amenities like Pinecone Burke Provincial Park and Minnehada Regional Park, alongside existing local parks and trails like the Coquitlam Crunch.	Short	DCM (Ec. Dev.)	PRCF, CS
		Improve and promote public access and sustainable transportation options to link natural amenities to business areas that align and build upon the City's Strategic Transportation Plan.	Short	EPW	All
		Ensure local businesses have opportunities to leverage linkages to natural amenities, including as part of build-out of NE Coquitlam.	Short	PRCF	All
Ensure that neighbourhoods are well connected to employment clusters and nodes.	Ongoing	Focus employment development around major transit station links to regional employment, including SkyTrain and West Coast Express.	Short	PD	DCM (Ec. Dev.)
		Explore options to expand bus and other transit access to employment areas, commercial corridors and nodes across the City.	Medium	EPW	PD, DCM (Ec. Dev.)
Connect, support, and promote creative industries, cultural events, festivals and tournaments.	<b>Key</b>	<b>Investigate opportunities to facilitate improved connection and coordination between local businesses and creative industries to Coquitlam's rich and vast cultural communities.</b>	<b>Medium</b>	<b>PRCF (Culture)</b>	<b>DCM (Ec. Dev.)</b>
	Ongoing	Build upon a foundation of outdoor and creative industry businesses to attract investment and support local cultural services and amenities.	Short	DCM (Ec. Dev.)	PRCF
		Build upon the Goals and Actions of the Arts, Culture & Heritage Strategic Plan to leverage culture, festivals, events, and public art for economic and community benefit.	Medium	PRCF (Culture)	DCM (Ec. Dev.)

## Goal B: Establish Coquitlam's City Centre as a fully integrated regional employment cluster and service center

Strategies	Actions	Timeline	Lead	Support	
Encourage the continued development of major office space in the City Centre.	<b>Key</b>	<b>Review opportunities to attract major office and/or institutional anchors, including the consideration of utilizing City-owned lands so long as it is consistent with the City Lands and Real Estate objectives.</b>	<b>Medium</b>	<b>FLP (Lands)</b>	<b>DCM (Ec. Dev.)</b>
	Ongoing	Investigate policy and regulatory options to support new, standalone office space in the City Centre.	Long	DCM (Ec. Dev.)	PD
		Continue to monitor regional office development to ensure Coquitlam remains competitive to attract major office investment to the City Centre.	Medium	DCM (Ec. Dev.)	PD,FLP
Work with partners to attract and accommodate major employers and institutional uses into the City Centre.	<b>Key</b>	<b>Develop a campaign promoting the City Centre as an emerging location to do business and to establish a unique business identity for the area.</b>	<b>Medium</b>	<b>DCM (Ec. Dev.)</b>	<b>All</b>
		<b>Incorporate the inclusion of employment and associated service space in large-scale comprehensive mixed-use development scenarios.</b>	<b>Short</b>	<b>PD</b>	<b>DCM (Ec. Dev.)</b>
	Ongoing	Continue to work with federal, provincial and regional partners, such as Invest Vancouver, Tri-Cities Chamber to attract preferred forms of economic investment to Coquitlam.	Medium	DCM (Ec. Dev.)	All
		Continue to support Coquitlam's Strategic Plan by encouraging community partnerships to promote businesses and events.	Long	DCM (Ec. Dev.)	All

**Goal B: Establish Coquitlam's City Centre as a fully integrated regional employment cluster and service center**  
*(continued)*

Strategies	Actions	Timeline	Lead	Support	
Ensure the continued development of high quality and accessible public spaces and amenities.	Ongoing	Enhance the public realm and create unique experiences in business areas to encourage foot traffic and draw in tourists through the implementation of Community Plans and Streetscape Guidelines.	Short	PD	All
		Encourage public realm improvements within key commercial areas such as Austin Heights and the City Centre through public investment and strategic use of Community Amenity Contributions.	Medium	EPW	All
Promote the development of additional amenities and business supporting businesses, including additional entertainment and lodging options.	Key	<b>Investigate the potential to add new hotel and entertainment uses into large-scale mixed-use redevelopment plans within City Centre.</b>	<b>Medium</b>	<b>PD</b>	<b>DCM (Ec. Dev.)</b>
		<b>Investigate potential incentives, to foster the delivery of preferred forms of employment and economic-supporting space, including hotels and cultural amenity spaces.</b>	<b>Medium</b>	<b>PD</b>	<b>DCM (Ec. Dev.)</b>

## Goal C: Support a healthy supply of employment lands and spaces

Strategies	Actions	Timeline	Lead	Support	
Preserve limited existing employment lands and encourage further intensification of productive employment spaces.	<b>Key</b>	<b>Review policies to support the long-term viability of industrial uses.</b>	<b>Long</b>	<b>PD</b>	<b>DCM (Ec. Dev.)</b>
	Ongoing	Encourage the optimization of underutilized employment lands for new more intensified and productive uses.	Medium	DCM (Ec. Dev.)	PD
Ensure the replacement and growth of existing employment space as a condition of mixed-use development.	<b>Key</b>	<b>Explore potential policy to discourage the loss of and/or ensure the replacement of commercial/employment space as part of any mixed-use development citywide.</b>	<b>Medium</b>	<b>PD</b>	<b>DCM (Ec. Dev.)</b>

**Theme: Partnership** - *Strengthen and leverage partnerships with and between community members and other orders of government to support community vibrancy, business resiliency, and affordability*

**Goal A: Offer a competitive mix of infrastructure, services, policies, supports, and incentives to ensure Coquitlam is an attractive place to live and work**

Strategies	Actions	Timeline	Lead	Support	
Provide services to attract and grow business uses that align with Coquitlam's economic vision.	Ongoing	Develop an inventory of business support and incentive programs and prepare a marketing portal as part of the City's Economic Development website for local and prospective businesses.	Short	DCM (Ec. Dev.)	LSCS
		Conduct a survey of local businesses on a bi-annual basis to identify areas of success and areas of concern in order to pro-actively address issues as they arise.	Medium	DCM (Ec. Dev.)	CS
		Encourage partnerships with new green-technology and sustainability focused businesses to align with Coquitlam's Environmental Sustainability Plan, the forthcoming Climate Action Plan, and Project Greenlight.	Short	EPW	DCM (Ec. Dev.)
Ensure Coquitlam presents a competitive offering amongst regional municipal options.	Key	<b>Explore policy areas or incentives to attract preferred forms of growth and/or investment within the community. *</b>	Long	DCM (Ec. Dev.)	PD, FLP
	Ongoing	Continue to promote current policy and economic supports as part of outreach efforts.	Short	DCM (Ec. Dev.)	LS, CS

\* Action recommended to be undertaken as part of integrated Economic Development Competitiveness Study

## Goal B: Engage and collaborate with local First Nations economic development

Strategies	Actions	Timeline	Lead	Support	
Partner with the kwikwəḷəm (Kwikwetlem) First Nation Enterprises (KFNE), Katzie Development Limited Partnership (KDLP), and other Coastal Salish peoples towards economic reconciliation and local employment opportunities.	Ongoing	Continue to engage in government-to-government discussions to explore opportunities and agreements that will support the development of First Nations projects, including local employment and visitor economy initiatives.	Short	DCM (Ec. Dev.)	LS
		Continue to work with First Nations and other partners in developing sustainable nature based outdoor experiences such as the Pinecone Burke Provincial Park.	Short	DCM (Ec. Dev.)	PRCF, LS
		Work with local First Nations to identify economic reconciliation and local employment opportunities in implementation of this strategy.	Short	All	All
Ensure that the history and contributions of First Nations peoples are considered, respected and reflected.	Ongoing	Continue to engage First Nations to explore opportunities and agreements that will support the development of First Nations projects, including local employment and visitor economy initiatives.	Short	DCM (Ec. Dev.)	All

**Goal C: Support local capacity building for community organizations focused on business improvement**

Strategies	Actions	Timeline	Lead	Support	
Leverage existing partnerships and support new engagements to help market and promote Coquitlam as a desirable business location, and to establish a unique and authentic local identity.	Ongoing	Identify complementary uses to existing business and support cultural clusters when seeking to attract further investment opportunities to the community.	Medium	DCM (Ec. Dev.)	PRCF
		Continue to expand partnerships and support economic development programs and visitor experiences to the community, and to leverage marketing potential and reach of partner organizations such as the Tri-Cities Chamber of Commerce, Tri-Cities Off-road Cycling Association, Coquitlam Heritage, Destination BC, and others.	Medium	DCM (Ec. Dev.)	All
Support the establishment of new grass roots community economic development organizations, partnerships, and programs.	Key	<b>Work with the local hotel and hospitality industry to explore the viability of establishing a Coquitlam Destination Marketing Organization.</b>	Medium	DCM (Ec. Dev.)	CS
		<b>Support the establishment of new Business Improvement Areas for various employment clusters across Coquitlam to provide a local advocacy and support local businesses improvement program and service delivery by leveraging our relationship with the Tri-Cities Chamber of Commerce.</b>	Short	DCM (Ec. Dev.)	All



# EDS Monitoring

In implementing the EDS, staff recognize the need to monitor actions through quantifiable metrics necessary for staff to track and report on over the life of the EDS. Due to the rapidly changing nature of economic trends and the challenges presented when seeking to consolidate reliable economic data at the municipal level, these indicators are intended to enable staff to provide effective insight in the years between Census publications, without placing undue burdens on staff capacity.

Updates will be provided periodically to summarize progress, with a fulsome review and update to the EDS recommended to occur every five years, following the release of the relevant employment and economic data from the Canadian Census. Staff from the Economic Development team under the Deputy City Manager, will also collaborate with other City staff and community partners, to expand the existing online economic dashboard to support and promote economic development goals and actions.

The City will be able to track the following indicators in order to assess progress towards the objectives of the EDS on an annual basis.

## Theme: People

**Goal A:** Grow and attract businesses and employment opportunities in Coquitlam

**Goal B:** Position Coquitlam for resiliency and adaptability to the changing nature of business and employment needs

**Goal C:** Expand links between local employers, education programs, and the community

- Number of business licences issued with addresses located in Coquitlam
- Number of post-secondary students attending programs located in Coquitlam

## Theme: Place

**Goal A:** Develop Coquitlam's identity as a regional cultural and economic hub north of the Fraser River

**Goal B:** Establish Coquitlam's City Centre as a fully integrated regional employment cluster and service center

**Goal C:** Support a healthy supply of employment lands and spaces

- Number and value of non-residential building permits
- Total gross floor area and occupancy rates for industrial and office space located in Coquitlam as tracked and reported quarterly by market brokerages

## Theme: Partnerships

**Goal A:** Offer a competitive mix of infrastructure, services, policies, supports, and incentives to ensure Coquitlam is an attractive place to live and work

**Goal B:** Engage and collaborate with neighbouring First Nations partners on local economic initiatives

**Goal C:** Support local capacity building for community organizations focused on business improvement

- Number of inquiries addressed via Business LinQ staff
- Number of applicants for Project Greenlight
- Number of other partnership initiatives with qualitative testimonials