

## **Economic Development Advisory Committee**

**Friday, December 6, 2019 – 8:00 a.m.  
City Hall, Committee Room #2**

### **AGENDA**

#### **1.0 ADDITIONS / DELETIONS TO THE AGENDA**

#### **2.0 ADOPTION OF MINUTES**

##### **2.1 Adoption of the Minutes of September 6, 2019**

#### **3.0 PRESENTATIONS**

##### **3.1 EVO Presentation**

#### **4.0 UNFINISHED BUSINESS**

#### **5.0 NEW BUSINESS**

##### **5.1 Economic Development Website Redevelopment**

##### **5.2 General Economic Development Office Update**

- a. Tourism New Westminster Municipal Regional Destination Tax**
- b. BridgeNet Marketing**
- c. Fremtid Media Proposal**
- d. Downtown Transportation Plan Update**
- e. Downtown Wayfinding Project**
- f. Open For Business Award**

##### **5.3 Committee Restructure and New EDAC Terms of Reference**

#### **6.0 REPORTS**

#### **7.0 CORRESPONDENCE**

#### **8.0 NEXT MEETING**

**New Committee: Friday, February 7, 2020 at 8:00 a.m. in Committee Room #2**

#### **9.0 ADJOURNMENT**



## **Economic Development Advisory Committee**

**Friday, September 6, 2019 – 8:00 a.m.**  
**City Hall, Committee Room #2**

### **MINUTES**

#### **MEMBERS PRESENT:**

Councillor Mary Trentadue	- Chair, City Council Member
Councillor Chinu Das	- City Council Representative
Alejandro Diaz	- Community Representative from Commercial Area
Mark Evans	- Sectoral Representative from Local Business Community
Jorden Foss	- Community Representative from Commercial Area
Jonathan Graves	- Community Representative from Commercial Area
Kendra Johnston	- Downtown New Westminster Business Improvement Association Representative
Vera Kobalia	- Sectoral Representative from Local Business Community
Quinn Waddington	- New Westminster Chamber of Commerce Representative
Catherine Williams	- Sectoral Representative from Local Business Community

#### **MEMBER REGRETS:**

Jolene Foreman	- Sectoral Representative from Local Business Community
Richard Patterson	- Uptown Business Association Representative
Paul Romein	- Sectoral Representative from Local Business Community

#### **STAFF PRESENT:**

Jen Arbo	- Economic Development Coordinator
Mike Anderson	- Transportation Engineer
Carolyn Armanini	- Planner, Economic Development
Kim Deighton	- Manager of Licensing & Integrated Services
Blair Fryer	- Manager of Communications & Economic Development
Harry Gill	- Business Liaison Officer
Aaron Hilgerdenaar	- Superintendent, Street Use Enforcement, Parking & Animal Service
Tristan Johnston	- Senior Planning Analyst
Heather Corbett	- Committee Clerk

The meeting was called to order at 8:02 a.m.

## **1.0 ADDITIONS / DELETIONS TO THE AGENDA**

### **1.1 Additions to the Agenda**

There were no additions.

## **2.0 ADOPTION OF MINUTES**

### **2.1 Adoption of the Minutes of June 7, 2019**

#### **MOVED AND SECONDED**

*THAT the Minutes of the June 7, 2019 Economic Development Advisory Committee meeting be adopted as circulated.*

**CARRIED.**

All members of the Committee present voted in favor of the motion.

## **3.0 PRESENTATIONS**

### **3.1 Introduction to Harry Gill, Business Liaison Officer and Jen Arbo, Economic Development Coordinator**

Blair Fryer, Manager of Communications & Economic Development, introduced Jen Arbo, Economic Development Coordinator, noting that she would be working on Intelligent City projects, and promotion and marketing efforts for the department.

Kim Deighton, Manager of Licensing & Integrated Services, introduced Harry Gill, Business Liaison Officer, noting that he is the coordinator of the business license process and helping businesses with their applications.

## **4.0 UNFINISHED BUSINESS**

### **4.1 Input on Gathering Data from Closing Businesses**

As follow up to the Committee's June 2019 discussion, Blair Fryer, Manager of Communications & Economic Development, provided clarification on the City's process for collecting data from businesses who are closing or leaving the City, noting the following:

- The City's business licensing unit offers a refund of the balance on business licenses and issues a survey at the same time
- The City is also in close contact with the BIAs who also collect data; and,
- Collaborations and process improvements are being made between the Economic Development and Business licensing departments to ensure that businesses re contacted.

In response to questions from the Committee, Mr. Fryer and Harry Gill, Business Liaison Officer, provided the following information:

- The feedback survey is handed out to businesses when they come to the licensing desk and request a refund;
- Information is not known at the current time about what measures other municipalities take to collect this “exit data”
- The importance of collecting data from companies exiting the City is to understand the reasons behind their move, for example business environment, costs, lease rates, and whether process improvement is needed by the City;
- Often, the only way that the business license office finds out that a business has closed is during license renewal time; and,
- The business license refund is not currently widely advertised.

The Committee made the following comments:

- It may be beneficial for the City and the BIAs to share and compare the information collected in their surveys;
- A process improvement may be to reach out to any businesses who have closed to let them know about the refund policy and to ask survey questions; and,
- The data collected in the surveys would be important for the City to analyze in order to attract more businesses and economic activity to the City.

**Procedural note:** Item 4.2 was addressed after Item 5.1

#### **4.2 Update on Economic Development Metrics**

Tristan Johnston, Senior Planning Analyst, and Jen Arbo, Economic Development Coordinator, discussed an infographic that has been created to explain and describe the City’s economic development data, and asked the Committee for their feedback.

In response to questions from the Committee, Mr. Johnston and Ms. Arbo provided the following information:

- The infographic was created using the online software platform Infogram, and could include more features if the full version of the software is purchased; and,
- The infographic is intended to provide high-level metrics; however, the data could be put online in Excel format further analysis by anyone who may have interest.

The Committee made the following comments:

- The infographic provides a clear format to describe the data;
- It is not immediately evident that some information is interactive and only visible when it is rolled-over or clicked – this could be a drawback in its effectiveness and information could be missed unless viewing online;
- It may be beneficial to add a graph to indicate the percentage growth of the population in comparison to the region; and,
- It would be beneficial to define the purpose of the document, and what advantages it is indicating, as well as its relevance to the EcDev plan.

## 5.0 NEW BUSINESS

**Procedural note:** Item 5.1 was addressed after Item 4.1

### 5.1 Review and Input on Draft ‘Operating a Business in New West’ Guide

Carolyn Armanini, Planner, Economic Development, introduced the ‘Operating a Business in New West’ guide, noting that it was one of the deliverables in the Economic Development plan adopted by Council in 2018, and the City had received input into its content from the BIAs and Chamber of Commerce.

Ms. Armanini requested feedback on the guide from the Committee, in particular with regards to the FAQ and funding and incentives sections, and noted that the document would contain hyperlinks in its online form.

In response to questions from the Committee, Ms. Armanini provided the following information:

- Once completed, the guide would be available both online and as a handout;
- The length of the document is two pages based on examples from other municipalities; and,
- Translation of the document is still under consideration - there may be internal resources available.

The Committee made the following comments in regards to the current layout and content of the document:

- The document contains a large amount of information, and could be larger;
- Much of the information could be condensed and point to content and resources found online, or through contacting City staff;
- It would be beneficial to note at the top of the document that hyperlinks are available in the online version;
- Consider two versions of the document which vary in length – one that talks about the process quickly, and another that goes into detail about the

steps involved in operating a business in the City, including the 8-12 week timeline, process flowcharts, a glossary, and a checklist;

- It may be helpful to create a checklist of the timeline and follow a business through completion of it, as that would provide information about how long the process takes, which the relevant City departments could learn from and improve on; and,
- The document is well written but could be double-checked for jargon.

The Committee made the following comments in response to the question “What’s Missing from the document?”:

- The City’s Open Data resources are really useful and could be highlighted;
- The contact details for the Business Liaison Officer;
- Resources and support for hiring, e.g Government programs and grants;
- Incorporate language about “Why New West?”
- Highlight the types of businesses (i.e. top three), and those that the City is looking to attract; and,
- Provide information about the demographics and market in the City and point to more details available on the City’s website.

## **5.2 Review of 2018 Provincial Local Economic Development Survey**

Tristan Johnston, Senior Planning Analyst, provided a Powerpoint presentation of UBCM’s 2018 Local Economic Development Survey, noting that it demonstrates the Economic Development work that is done in the provincial context and with regional partners.

In response to a question from the Committee, Blair Fryer, Manager of Communications & Economic Development, noted that the tech and innovation sectors have indicated to the City that they are in need of a range of space requirements, and completing a tech space inventory and strategy is a priority for the Economic Development office (EDO).

The Committee made the following comments:

- Projections indicate that demand for high skilled tech workers is higher than supply, which will have an impact on where tech companies will locate;
- Other challenges for location of the tech sector include cost of living, transit supply, and ensuring that immigrants feel welcome;
- Effective methods for the City to attract tech companies could include provision of tax breaks and infrastructure and ensuring that there is space in the city for the tech sector through planning and zoning; and,
- There may be value in looking at other municipalities in BC to find creative solutions.

### 5.3 General Economic Development Office (EDO) Update

Blair Fryer, Manager of Communications and Economic Development, provided an overview of the recent activities and priorities of the EDO, noting the following:

- Data captured about businesses within the current Tempest system can be challenging, therefore the EDO team recently met to see how to overcome this, and, in conjunction with the Business Licensing department, are going to begin initiatives on a process for electronic business licensing;
- The Metro Vancouver Board has recently approved a Regional Prosperity Initiative, which will soon be getting up and running. Mr. Fryer sits on the advisory committee and will report back to EDAC;
- The Intelligent Community Forum has designated New Westminster as a top 30 ranked community in broadband – 18<sup>th</sup> overall globally; and,
- Developing a retail strategy for the City is a key deliverable of the Economic Development plan, and work will take place in the coming year.

Mr. Fryer provided the following update on businesses operating in the City:

- Craft Café, which will be going in at the space previously occupied by Angelina's Restaurant;
- AdPerfect, a local software company, is moving from Uptown to a new space by the quay;
- CodeCore, a software training institute for adults and kids, has recently opened in Uptown;
- OffWorld Industries, currently occupied in the Westminster Building, is looking to expand in the City; and,
- Pink Ribbon Bakery is leaving the City.

### 5.4 City Parking Rates

Blair Fryer, Manager of Communications and Economic Development, introduced Mike Anderson, Transportation Engineer, and Aaron Hilgerdenaar, Superintendent, Street Use Enforcement, Parking & Animal Service, who joined the Committee meeting for a discussion about parking rates in the City.

Mr. Anderson provided the Committee with some notes about the City's parking policy and noted that parking rates have not been adjusted in five years. He noted that benchmarking the City's rates against other municipalities in the region has occurred and Engineering would be providing Council with a review of parking rates during the department's annual update. In addition, the Downtown Transportation Plan (DTP) is still underway and it is expected that engagement would wrap up later this year. A key priority is to encourage more off-street parking in order to free up curb space for transit, ride hailing, car share, and taxis.

In response to questions from the Committee, Mr. Anderson and Mr. Hilgerdenaar provided the following information:

- The City is investigating the idea of raising rates on higher demand blocks in the Downtown, but it is not confirmed;
- The meters in the Downtown do not have the ability to charge different rates per day;
- Loading areas can be requested depending on the area;
- The Passport parking app was chosen because transaction costs for the PayByPhone app (as used in Vancouver) was higher;
- The traffic studies that occur as a result of proposed developments are not followed up for accuracy, however a review of study requirements for developments is being done to broaden the studies to more than traffic impacts; and,
- The use of existing bus stops for ride hailing could be difficult, especially from an accessibility point of view. Consistency among the region needs to occur about ride-hailing, and discussions are beginning to happen.

The Committee made the following comments:

- A commercial bicycle strategy, including secure bike parking, would be beneficial for the Downtown;
- It will be interesting to see how ride-hailing will impact parking in the City;
- The recommendations from the past Downtown Transportation Plan (DTP) need to be considered and reported back on, as many remain outstanding; and,
- It would be appropriate that EDAC has the opportunity to weigh in on the DTP.

Mr. Anderson noted that he would take the committee's comments back to the Transportation department and discuss how to revisit the Downtown parking strategy.

## **6.0 REPORTS**

### **6.1 Introduction to the LevelUp My Brand Contest**

This item was not discussed.

## **7.0 CORRESPONDENCE**

### **7.1 Joint Letter to Council from Uptown and Downtown BIAs and New West Chamber of Commerce**

The Committee discussed a letter from the Uptown and Downtown BIAs and the Chamber of Commerce, which discussed a call for the development of a split assessment taxation option. The letter requested that Council support small businesses by adding its voice to the matter at UBCM.

#### **MOVED AND SECONDED**

*THAT the letter be tabled for further discussion at the December EDAC meeting.*

**CARRIED.**

All members of the Committee present voted in favor of the motion.

## **8.0 NEXT MEETING**

The next meeting is scheduled for December 6, 2019 at 8:00 a.m. in Committee Room #2.

## **10.0 ADJOURNMENT**

**ON MOTION**, the meeting was adjourned at 10:06 a.m.

Certified Correct,

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**Councillor Mary Trentadue**  
**Chair**

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**Heather Corbett**  
**Committee Clerk**

## Economic Development Advisory Committee

### Advisory Committee Terms of Reference

Committee Name	Economic Development Advisory Committee
Vision / Goal Statement	To engage and consult residents on facilitating and promoting a dynamic local economy that is resilient, sustainable, and reflects the rich cultural diversity of the community.
Mandate	<p>This Committee's role is to respond to questions from, and to advise the City's Economic Development Task Force on collaboration with business and community partners:</p> <ul style="list-style-type: none"> <li>• To ensure implementation and monitoring of the City's Economic Development Plan, Intelligent New West Strategy, and culture-related plans and strategies.</li> <li>• To advise Council on sector-based discussion and policy development related to building a resilient local economy.</li> <li>• To provide advice on new economic challenges and opportunities for the City.</li> <li>• To provide input on specific opportunities and projects, as requested by Council.</li> <li>• To advocate on behalf of the broader community.</li> <li>• To act as community ambassadors to promote and build awareness for the City's economic development and cultural programs and opportunities.</li> </ul>
Voting Members	<p>The Committee shall consist of 15 voting members, as follows:</p> <ul style="list-style-type: none"> <li>• Two members of Council (2)</li> <li>• Representative from New Westminster Chamber of Commerce (1)</li> <li>• Representative from Downtown New Westminster Business Improvement Association (1)</li> <li>• Representative from Uptown Business Association (1)</li> <li>• Representatives from other commercial areas (3)</li> <li>• Indigenous community representative* (1)</li> <li>• Sectoral representatives selected at large to reflect local industry sectors such as: education, health care, manufacturing, non-profit/social services, tech and creative, and culture. (6)</li> </ul> <p>* Not required to be a resident of the City.</p>

	The Committee structure will strive to reflect a balance between neighbourhoods, abilities, ages, cultures, genders, incomes and housing tenures.
Advisors	<ul style="list-style-type: none"> <li>• Manager, Economic Development (staff lead)</li> <li>• Planner, Economic Development (alternate)</li> <li>• Committee Clerk</li> <li>• Representatives from City departments who may be called upon as required</li> </ul>
Term of Service	<p>In 2020</p> <ul style="list-style-type: none"> <li>a. 7 members will be appointed for a one-year term (February 1, 2020- January 31, 2021)</li> <li>b. 6 members will be appointed for a two-year term (February 1, 2020- January 31, 2022)</li> </ul> <p>In 2021, and in all <b>odd-numbered</b> years thereafter, (a) 7 members will be appointed for two year terms.</p> <p>In 2022, and in all <b>even-numbered</b> years thereafter, (b) 6 members will be appointed for two year terms.</p> <p>Council may cancel the Advisory Committee at any time.</p> <p>In the year of a civic election, the Advisory Committee Mandate will continue under the new Council unless the new Council decides not to continue the Advisory Committee.</p>
Chair	One Council member shall be designated Chair. At the first meeting of the year, voting members shall elect an Acting Chair from its membership to preside over meetings when the Chair is absent.
Quorum	<p>A quorum shall consist of a majority of the Committee’s appointed members.</p> <p>If a quorum is not present within 30 minutes following the time at which the meeting was to commence, the Committee Clerk shall record the names of the members present at the meeting, and the meeting shall stand adjourned.</p>
Attendance	<p>Members shall advise the Committee Clerk of their intent to attend or to be absent from a meeting.</p> <p>Any member who is absent from three consecutive meetings of the Committee, or in excess of one-third of all meetings over any six month period without leave of absence from the Committee,</p>

	<p>or a reason satisfactory to the Committee, shall by Committee resolution, cease to be a member of the Committee.</p> <p>Section 144 of the <i>Community Charter</i> gives Council the power to rescind an appointment at any time.</p>
Meeting Frequency	<p>The Advisory Committee shall meet 5 times a year in alternating months to meetings of the City's Culture and Economic Development Task Force.</p> <p>The Committee may, in extraordinary circumstances, with the permission of the Mayor/City Clerk, meet more frequently.</p>
Governance	<ul style="list-style-type: none"> <li>• Community Charter Section 142</li> <li>• City of New Westminster Advisory Committee Policy (adopted September 9, 2019 and attached here)</li> </ul>
Rules of Procedure	<p>Committee procedures are governed by:</p> <ol style="list-style-type: none"> <li>1. New Westminster Council Procedure By-law No. 6910, 2004.*</li> <li>2. "Rules of Conduct: Standing Committees and Advisory Bodies" provided to members and available on the City's website.*</li> </ol> <p>*This refers to the most recent version</p>

## **Advisory Committee Policy**

### **1. PURPOSE OF THIS POLICY**

This policy guides the creation and management of all Advisory Committees created by the City of New Westminster under Section 142 of the Community Charter (Select Committees of Council).

### **2. PURPOSE OF ADVISORY COMMITTEES**

Advisory Committees exist in the City of New Westminster to provide Council access to external expertise and lived experience on issues of strategic importance.

Advisory Committees should normally exist only where they:

- Are directly relevant to the City's strategic priorities, as defined by Council
- Have clear mandates, objectives and outcomes that add value to City governance
- Are the most appropriate process to achieve the desired outcomes compared to alternate forms of stakeholder and resident engagement

Benefits to the City achieved through Advisory Committees may include:

- Providing access to lived experience or technical expertise missing from Council and/or staff
- Achieving the City's strategic priorities more quickly by working in partnership with community champions and organizations to achieve shared goals
- Improving the City's ability to hear from and respond to issues raised by equity-seeking populations
- Increasing the effectiveness of the City's stakeholder and resident engagement through leveraging the networks and advice of Committee Members.

Advisory Committees are not appropriate mechanisms to seek community input on matters related to City management (rather than governance) or on issues that are not strategically important to the City. In such cases, City staff may choose to engage residents and stakeholders using other processes, or to convene staff-led advisory groups that are not subject to this policy.

### **3. CREATION AND RENEWAL**

When establishing a new Advisory Committee, Council must approve a Terms of Reference that includes:

- Mandate, with reference to the City's strategic priorities
- Member composition and quorum
- Length of appointment terms for Members and Chairs (if different than default term length)
- Start and end dates for Advisory Committee annual terms (if different than default start/end dates)

### **4. GOVERNANCE AND EVALUATION**

#### **Annual Work Plans:**

Unless otherwise stated in an Advisory Committee's Terms of Reference, the Annual Term for all Advisory Committees will begin on February 1 and end on January 31.

Prior to the start of each new Annual Term, Council must approve an Annual Work Plan for each Advisory Committee that identifies:

- The name of the Council Member who will serve as Committee Chair
- The name of the Staff liaison(s)
- Desired outcomes/outputs for the work year in relation to Council's strategic priorities

#### **Reporting and Evaluation:**

On an annual basis, the Staff Liaison for each Advisory Committee should submit an Annual Report to Council that summarizes the Advisory Committee's activities over the past year, describes how these activities contributed to Council's strategic priorities and provides a breakdown of all expenses incurred. The Annual Report should also include the results of a formal evaluation completed by Committee Members to support ongoing improvement and provide suggestions for the next year's work plan.

## **Reporting to Council:**

When responding on an issue referred by Council, Advisory Committees, with the assistance of the Staff Liaison(s) and the Committee Clerk, will submit reports to Council in accordance with the Advisory Committee Policy and Council Procedure Bylaw.

## **5. MEMBER SELECTION/RENEWAL**

Advisory Committees Members must be appointed by Council and may include Committee Members who are residents or property owners in the City, or representatives from organizations that Council has invited to participate (Organizational Representatives).

### **Application and Appointment:**

1. Appointments to committees should be made in advance of each annual term, or as vacancies arise.
2. Opportunities to serve as a Committee Member must be widely advertised so that all interested residents can apply.
3. Staff will submit recommendations for Advisory Committee membership to Council for amendment or approval, including Committee Members and Organization Members.
4. Where Organizations are invited to nominate an Organizational Representative to an Advisory Committee but fail to do so, Council may fill the vacancy with a community Committee Member instead.
5. Committee members will serve without pay, unless otherwise specified.
6. Committee Members must be New Westminster residents and may not be employees of the City, except by special waiver from the Mayor.

In developing their recommendations for Advisory Committee Membership to Council, staff should consider such criteria as: the skills and expertise of potential members, including lived experience; the resources and networks provided by potential members to help achieve City objectives; the degree to which Advisory Committees reflect the diversity of the City; and the City's commitment to ensure representation from equity-seeking and under-served communities.

### **Term Length and Renewal:**

1. The term of appointment for Advisory Committee Members is two years unless otherwise stated in the Advisory Committee Terms of Reference.

2. Appointment terms should generally be staggered so that half the members for each Advisory Committee will be replaced or renewed each year.
3. A Committee Member can serve a maximum of two consecutive 2-year terms on any one committee, except by special waiver from the Mayor.
4. Advisory Committee Members cannot simultaneously serve on more than one committee, except by special waiver from the Mayor, unless the Committee Member sits on a second committee as the representative of the first committee (e.g. an Arts Commission representative sits on the Public Art Advisory Committee).

**Equity, Diversity and Inclusion:**

Committee Members should reflect the diversity of their community and include representation by under-heard voices and equity-seeking communities. The City will collect data to measure and evaluate its progress on equity, diversity and inclusion, and will provide appropriate supports to reduce barriers for equity-seeking communities.