



# CHAPTER 9: ECONOMIC DEVELOPMENT

A key component for a vibrant and sustainable community is the availability of a range of commercial and industrial opportunities to serve its citizens. Economic activities provide goods, services, and jobs, the essential needs of a growing and complete community. Port Moody's attractive natural environment, waterfront setting, unique character and history provide the City with additional opportunities for economic development.

This chapter outlines the commercial and industrial policies that are intended to increase the range of economic opportunities for Port Moody residents while improving the City's employment and economic base.

## 9.1 COMMERCIAL DEVELOPMENT

Commercial activities provide the daily and long term needs of residents for goods and services, as well as employment in a broad range of retail, service and business activities.

Port Moody's main commercial areas are located in the Moody Centre and Inlet Centre neighbourhoods. Approximately 47,150 sq. m. (507,518 sq. ft.) of commercial floorspace currently exists in Moody Centre in a variety of commercial developments. The Inlet Centre neighbourhood presently contains approximately 16,800 sq. m. (180,834 sq. ft.) of retail and office space, plus, a total of 30,000 sq. m. (322,917 sq. ft.) upon build out of commercial space at the Suter Brook and Village sites.

### 9.1.1 ECONOMIC TRENDS

A number of trends are shaping the regional economy that have implications for Port Moody's commercial sector. These changes in the regional and national economy will influence the success of commercial development in Port Moody. These can be briefly summarized as follows:

- Both regionally and nationally, there has been a shift of recent industrial development away from traditional "blue collar" industries (eg. heavy industry and manufacturing) towards technology oriented, office, retail, service, health care and research activities. According to the 2006 Census, 78% of the jobs in Port Moody are service oriented (retail, professional, technical, food services, public administration, recreation, and information and cultural services). Seventy-five percent of employment in Metro Vancouver is now in service industries.
- There has been a blurring of activities in industrial areas, whereby many newer industrial developments involve combinations of uses (eg. research, storage/distribution, sales/service, light manufacturing, and management/administration uses) and do not fit into the distinct categories of more traditional industries (eg. distribution, warehouse and manufacturing).
- Rising industrial land values have led to certain developed industrial areas becoming simultaneously less attractive to traditional industrial users and more attractive for higher density residential and commercial development.
- Regionally, the tourist industry continues to strengthen due to the high quality of attractions in Metro Vancouver. Tourism is British Columbia's second largest industry after forestry, accounting for 7.2% of jobs in the province.
- The retail sector continues to change with the growth of large format discount retailers or member stores, on-line shopping, as well as an increase in specialty, high-service small retail stores. There is also growing interest among consumers for "green friendly" products and business practices.
- Aging baby-boomers remain a dominant demographic market group who are influencing shopping patterns and the demand for health related services.

- Commercial office floorspace has been dispersing throughout the region. Business parks have become favoured locations for office jobs due to lower rents, less expensive land costs and lower construction and parking costs.
- Many low-skilled manufacturing jobs in Canada have been lost to lower wage countries and caused Canada's focus to shift to activities that require highly skilled workers, advanced technology, developed infrastructure or other areas where Canada has an advantage.
- Advanced professional and business services, including technology intensive services, will be an increasingly important part of the regional economy.
- Health and education will both be growth industries as the population ages and as life-long learning becomes more important.

## 9.1.2 COMMERCIAL DEVELOPMENT – CONSIDERATIONS FOR FUTURE DIRECTIONS

### COMPLETE AND SUSTAINABLE COMMUNITIES

One strategy of Metro Vancouver's Regional Growth Strategy involves the development of complete communities. Complete communities offer an increased range of opportunities to residents of all abilities by providing a balanced distribution of jobs and housing, a wider choice of housing types, a better distribution of public services and a more effective transportation system. The provision of a wide range of services and amenities close to home, including commercial, office and retail activities, is an integral aspect of this concept.

The jobs to housing balance is intended to promote urban growth that maintains a sustainable local tax base, provides an adequate range of shops and services in each area and allows people to live close to work or work close to home. Closely linked to this balance is the provision of a sufficient number of employment opportunities to match the resident labour force. Based on the 2006 Census, Port Moody had a jobs to employed residents ratio of 0.42. This ratio has consistently decreased from 0.44 in 2001 and 0.55 in 1991. Although in absolute terms, the number of jobs in Port Moody increased by 28% since 2001, this figure is overshadowed by the significant population growth in the city during this same period.

Of the 15,535 Port Moody residents who were employed at the time of the 2006 Census, 16% (2485) people) had their regular place of employment within Port Moody. Of this total, 8.7% were employed in home-based businesses. Seventy-four percent of employed residents left Port Moody to travel to jobs in other municipalities, predominantly in Vancouver, Burnaby and Coquitlam. While the number of residents living and working in Port Moody is growing, the commuting pattern of the majority of employed residents continues to

have a significant impact on the consumption of fossil fuels, greenhouse gas emissions, air quality, traffic congestion and reduces employees' quality of life.

In an effort to support the development of a complete community and achieve a better balance between jobs, employed residents and housing, mixed use developments (commercial/residential) will continue to be encouraged in areas zoned for this use to create retail and service opportunities and employment for Port Moody residents while at the same time providing the consumer base necessary to support these ventures.

## THE CONTINUED EVOLUTION OF MOODY CENTRE



In June 2005, the Moody Centre Commercial Market Assessment and Revitalization Strategy was completed to provide an overview of the market position and a redevelopment strategy for the retail component of the Moody Centre Commercial District. The Strategy noted the locational advantage of the area as well as the presence of an exciting range of residential and mixed use redevelopment opportunities. The area's greatest potential was strongly linked to an increase in the local population base through densification, beautification initiatives and the development of landmark or anchor retail projects. All of these actions were intended to give Moody Centre a clear role and function within the community and a more distinct identity.

As a result of growing interest in the evolution of Moody Centre and the anticipated completion of the Evergreen Line in 2016, it is anticipated that there will be opportunities to transform the area into a higher quality, more diverse and viable area. Increased residential densities will help attract developers to Moody Centre and contribute to a wide range of community amenities. A larger local population base is also considered necessary to support local commercial enterprises.

Commercial development in Moody Centre will be encouraged within the historic commercial area along Clarke Street and supported through the provision of heritage conservation incentives. Opportunities for linkages between this historic area and an emerging cultural district around the existing Arts Centre will be pursued to create a unique shopping and recreational district attractive to both local and regional residents.

Higher density mixed use developments will be encouraged along St. Johns Street and in proximity to future transit stations to provide a focal point for convenient, “close to home” access to commercial facilities and services to meet the day-to-day and occasional shopping needs of the surrounding residential areas.

## THE DEVELOPMENT OF INLET CENTRE

Inlet Centre has undergone considerable growth within the last 20 years resulting in a compact, urban, mixed use environment serving the needs of a dense local population. Inlet Centre is often cited as one of the most successful examples of a complete and compact urban development in Metro Vancouver. Ongoing and planned development in the area will continue to provide high density residential, commercial and employment opportunities for Port Moody residents in an enhanced pedestrian oriented environment.

## ECONOMIC DEVELOPMENT AND ARTS AND CULTURE

The 2011 City of Port Moody Arts and Culture Master Plan recognized the potential contribution of arts and culture to the City’s economy. The Master Plan outlines an Arts and Culture Vision for Port Moody that acknowledges the City’s strong arts and culture base and encourages the development of a cultural district in Moody Centre. The successful “City of the Arts” branding, together with very active local arts and cultural organizations, have continued to distinguish Port Moody as both a local and regional destination for arts and culture.

According to the 2006 Census, 4.0% of all jobs in the City of Port Moody are arts and culture related. The number of arts based cultural industries in the City continues to grow capitalizing on the popularity of the “City of the Arts” theme and the synergies created among these uses.

## ECONOMIC DEVELOPMENT AND TOURISM

A Tourism Strategic Plan was completed for Port Moody in 2004 and updated in 2005 that derives both from Port Moody’s strong historical roots and the successful branding as the City

of the Arts. The Plan proposes a strategic direction that will serve Port Moody’s economic development by focusing on short and medium term actions that set the course for the future. Background studies in support of the Plan suggest that the target tourist market for Port Moody is first the local community and secondly, residents from other municipalities within Metro Vancouver.

The Plan outlines a number of initiatives to promote tourism in Port Moody, many of which have been successfully completed. Public input received during this OCP update suggests the need to continue to promote the City of Arts theme and to recognize and capitalize on the link between the arts, heritage, tourism, economic development and the lure of the waterfront.

## COMMERCIAL POLICIES



1. The City will discourage the conversion of existing commercial lands for residential or other uses.
2. Commercial land use needs for Port Moody will be met through a number of strategies calling for:
  - Continued high density mixed use development in Inlet Centre
  - Mixed use development within Moody Centre at increased densities
  - Opportunities to include commercial activities in any redevelopment of waterfront lands
  - Special measures to revitalize the historic commercial area along Clarke Street and to encourage the development of a cultural district around the existing Arts Centre
  - Incorporating transit oriented development principles to encourage concentrations of higher density, mixed use development around future transit stations

3. Residential densities in the Moody Centre area will be enhanced as outlined in Chapter 15 – Neighbourhood Plan Areas, so as to stimulate commercial redevelopment and revitalization of the area and provide support for rapid transit. All new intensive forms of development will conform to Development Permit Area guidelines (Chapter 16 and Appendix 2), so as to enhance the character of the area.
4. The City supports the continued improvement of the physical appearance and strengthening the economic viability of the heritage conservation and heritage character areas of Moody Centre by:
  - Ensuring that new buildings are compatible with the heritage values and heritage character of the area through the application of the Moody Centre Heritage Conservation Area (Appendix 4) and Development Permit Area guidelines (Chapter 16 and Appendix 2)
  - Exploring and encouraging the use of heritage conservation tools and incentives provided by the Local Government Act, such as heritage revitalization agreements, heritage zoning and the use of density transfer mechanisms to preserve heritage buildings
  - Encouraging businesses to restore and revitalize their frontages to conform with the Moody Centre Heritage Conservation Area (Appendix 4) and Development Permit Area guidelines (Chapter 16 and Appendix 2)
  - Establishing a Heritage Revitalization Tax Exemption program to foster the revitalization of heritage buildings and increase the economic viability of these projects
  - Supporting community arts and culture facilities in the area
  - Exploring with Translink provincial and regional agencies the feasibility of improving traffic conditions on St. Johns and Clarke Streets for pedestrians, shoppers and local business people and encouraging north/south bicycle and pedestrian connections to the waterfront over the railway tracks at the time of redevelopment
  - Developing a strategy for linking Moody Centre with the Inlet Centre neighbourhood
5. As part of the City's efforts to enhance the image of Moody Centre, no further Service Station Commercial Zones and Automobile-Oriented Commercial Zones shall be permitted. Existing properties zoned for automobile-oriented use shall be encouraged to be rezoned and redeveloped for high quality commercial and mixed use developments with buildings located close to the front lot line.
6. Consideration shall be given to allowing residential parking variances associated with mixed commercial/residential developments when broader community benefits are realized. The variances will be considered by the City on a case-by-case basis where supported by an approved traffic and parking analysis prepared by the project proponent.
7. A range of retail, office and professional and personal service uses will be encouraged in Inlet Centre and Moody Centre provided they contribute positively to the completeness of the neighbourhood and the provision of local employment opportunities.
8. High rise mixed use commercial/residential uses will be limited to areas within a 400-metre radius of the Inlet Centre station. Other area specific building height limitations are outlined in Chapter 15 – Neighbourhood Plan Areas and on Map 11: Evergreen Line Sub-Areas.
9. The City recognizes the role of arts and culture as an important employment sector and will continue to promote Port Moody as the "City of the Arts" through community festivals, events and support for local arts initiatives.
10. The City will encourage businesses to operate in a sustainable manner.
11. The City will explore opportunities to attract new businesses that can contribute to the local economy and encourage a better match between the skills of the City's resident labour force and the jobs available in Port Moody.
12. The City will continue to support home based businesses that do not negatively impact the residential neighbourhoods where they are located.
13. The City will encourage the provision of locally scaled commercial retail outlets in suitable locations close to residential neighbourhoods.
14. The City will promote Port Moody as a year-round tourist destination by engaging partners for successful tourism experiences and developing a marketing plan to showcase local cultural and recreational opportunities.
15. The City will explore tourism and other economic development opportunities for Port Moody.
16. The City will undertake a commercial parking study for Moody Centre to identify options for increasing public parking to support shoppers accessing local businesses.
17. Temporary commercial and industrial use permit applications will be considered by Council on a case by case basis within areas designated as Multi-family Residential, Mixed Use, Mixed Employment, General Industrial, Parks and Open Space, and Public and Institutional on Map 1: Overall Land Use Plan.
18. The City will encourage the Ministry of Health and the Fraser Health Authority to expand services at Eagle Ridge Hospital.

19. The City will seek to attract public and private health and wellness sectors to make investments in Port Moody and will work with existing health services providers to grow the health and wellness sector further.
20. Entertainment uses are encouraged as part of the revitalization and redevelopment of Moody Centre. These uses include, but are not limited to, performing arts centres, movie theatres, restaurants, specialty retail stores and night clubs.
21. Street front retail and open air retail centres are encouraged to provide an attractive environment for convenient, unique and interesting owner-operator businesses and enhanced opportunities for connections between community members and local businesses.

## 9.2 INDUSTRIAL DEVELOPMENT

The City's location on tidewater and the transcontinental railway provided the stimulus for resource based industries in Port Moody. With sawmills, two oil refineries, a shipping port, power generating facility, and a number of smaller related industrial and warehousing operations, the growth of Port Moody has been closely tied to industrial development.

While manufacturing remains an important part of the regional economy, the focus is changing from the processing and handling of natural resources to wholesale and distribution services, and high technology and knowledge-based industries. Traditional industry sectors that remain are having to change in order to survive and prosper, as evidenced by how the industrial landscape is changing throughout much of the region.



### 9.2.1 ECONOMIC ACTIVITY

At the time of the 2006 Census, approximately 830 (13%) of the 6465 jobs in Port Moody were in the industrial sector, of which the majority were in manufacturing, wholesale trade and transportation and warehousing. However, recent changes in the city's industrial base reflect broader economic shifts, as firms in certain sectors down-size, reorganize, relocate or close altogether. Although the industrial sector has historically paid a substantial share of Port Moody's property taxes, the trend has been changing due to the significant residential growth in the City in recent years.

### 9.2.2 LAND BASE

Lands currently zoned heavy industry in Port Moody occupy approximately 1158 acres (468 ha), or 18.2% of the City's land base. The majority of these lands are accounted for by the two former refinery facilities. By contrast, only about 60 acres (24ha), or 1% of the land base, are zoned for light industrial uses. Not only are these industrially zoned lands significant in the Port Moody context, but they also account for approximately 4.0% of Metro Vancouver's industrial land base.

### 9.2.3 PORT-RELATED ACTIVITIES

Most of Port Moody's industrial land is either on or close to the waterfront. Port Metro Vancouver — a federal agency — plays an important role in the future use of the waterfront, since it has jurisdiction over most of the non-municipal waterfront land. The Port Plan (2005) provides direction for the ongoing development and utilization of lands under its jurisdiction, including Pacific Coast Terminals (PCT) in Port Moody. PCT is designated as a major bulk terminal specializing in handling sulphur and petrochemicals. Other lands under the Port's jurisdiction include the waterside facilities for Mill and Timber Products, Imperial Oil's IOCO Terminal and the BC Hydro Burrard Thermal Plant. The land uses intended for these areas include a mixture of port industrial, marine commercial, recreational and residential waterfront moorage uses.

### 9.2.4 INDUSTRIAL BUSINESS DEVELOPMENT — CONSIDERATIONS FOR FUTURE DIRECTIONS

#### LIGHT INDUSTRIAL AND TECHNOLOGY BASED INDUSTRY

There continues to be a shift in regional employment from heavy resource-based industry to light, clean industry, including the high technology and knowledge-based sectors. These industries are not necessarily located on designated industrial lands because they do not require the same degree

of infrastructure and transportation support and are able to be integrated into communities in other forms such as live/work or work/live arrangements. Emerging new industrial firms include those in the areas of high-tech, bio-tech and environmental technology and services.

There is growing pressure on industrial lands for conversion to other uses. As heavy industrial lands become available for re-use, careful consideration should be given to their redevelopment, including possible continued light industrial business and high technology uses.

Across Greater Vancouver, old warehousing areas and former sawmill sites have been redeveloped into medium to high density residential use as the region's high housing market prices out other uses. The result has been soaring prices for industrial land when large enough parcels can be assembled.

Vacant lands — the former landfill site, for example — may be considered suitable for light industrial or compatible commercial purposes due to the site's location on a major transportation route and potential for redevelopment.

## CHANGING USE OF INDUSTRIAL LAND

In an effort to accommodate the crossover that is occurring between traditional industry and other business activities, light industrial areas in Port Moody are designated for mixed employment development. This designation encompasses smaller, corporate headquarter facilities and businesses involving combinations of research, sales/service, light manufacturing and management/administration as well as the potential for residential uses. These businesses tend to be more job intensive and complementary to other commercial services helping the City develop its economic base and employment growth objectives.

Recent trends in the evolution of traditional industrial lands have shown interest in the development of multiple-use industrial centres that combine both residential and industrial uses resulting in mixed neighbourhoods where people work and live. Another emerging approach in the design/redesign of industrial sites is eco-industrial networking; that is, establishing relationships between industrial businesses to use new and existing energy, material, and water thereby improving competitiveness and community and ecosystem health. For example, the heat or waste generated from one industrial cluster could be used by another industrial activity (also known as eco-industrial parks, zero emissions clusters, industrial ecosystems and sustainable technology parks).

## IMPORTANCE OF WATERFRONT INDUSTRIAL LANDS

The redevelopment of waterfront lands to other uses, and the importance of port-related activities in Port Moody's economic development suggest the wisdom of continuing to protect appropriate lands for future industrial use. This requires careful assessment of any planned adjacent land uses to ensure that they will not conflict with the ability of industry to continue to operate successfully. Conversely, there is the necessity for industry to recognize the need for visual screening, noise mitigation and other measures to reduce impacts on adjoining residential uses.

In the event that waterfront industrial activities cease operation, consideration should be given to alternative long-term uses for these sites. A variety of uses will be considered, provided that they generate employment and improve safe public access to waterfront areas. Longer term redevelopment can build on Port Moody's industrial heritage while at the same time embracing more intensive use of waterfront industrial lands for light industrial, business/office park, commercial, residential and marine related uses.

In 2003, an update to the Waterfront and Area Economic Visioning Study (1998) was completed. The Vision recognizes the trend away from traditional heavy industry and explores the future use of a number of larger industrial sites and the resulting potential impacts on the City.

## INDUSTRIAL POLICIES

1. In general, the City will discourage the conversion of existing industrial lands for residential or other uses. In cases where Council considers a change to the industrial land use designation appropriate, the City will strive for a no net loss of employment generating uses. The City will also strive for no net increase in greenhouse gas emissions, no increase in background noise 100 metres from property lines and no net increase in water pollution.
2. The future employment needs of Port Moody will be met by a number of strategies such as:
  - Supporting existing industrial businesses
  - Building upon the existing employment base in the areas of light industry and warehousing, retail, service commercial, related office activities and cultural related activities
  - Encouraging the redevelopment of some underutilized general industrial lands for hybrid industrial/business, high technology and knowledge-based businesses
  - Ensuring a sufficient supply of industrial land to meet future business needs, including the protection and enhancement of existing industrial lands

- Encouraging intensification on sites designated for industrial use such as the development of multi-storey, multi-tenant spaces creating the opportunity for more attractive building forms while optimizing the use of industrial land
  - Considering the integration of employment generating uses as part of the sale and development of City-owned lands
3. The City will encourage clean, sustainable light industrial uses that contribute to local economic growth and diversification, with special emphasis on high technology and knowledge-based industry.
  4. The City will encourage synergies between industries in an effort to reduce energy consumption, waste production, and greenhouse gas emissions (e.g. eco-industrial networking).
  5. All new industrial development shall be evaluated as to its physical and aesthetic quality, impact on the environment, efficient use of land and relationship to the surrounding community and be developed in a manner consistent with the Development Permit Area Guidelines (Chapter 16 and Appendix 2).
  6. The City will continue discussions with affected industries on the creation of a continuous pathway system along Burrard Inlet providing access to the waterfront for pedestrians and cyclists.
  7. The City will continue to support the infrastructure and transportation services required for industrial development including the protection of rail rights-of-way and access points to navigable waterways where potential environmental impacts have been adequately addressed.
  8. The City will strive to ensure that changing uses on existing industrial lands will continue to include employment generating uses.
  9. The City will review municipal regulations, including zoning, to ensure that they meet the needs of those industry sectors the City wishes to attract and retain.

10. Temporary commercial and industrial use permit applications will be considered by Council on a case by case basis within areas designated as Multi-family Residential, Mixed Use, Mixed Employment, General Industrial, Parks and Open Space, and Public and Institutional on Map 1: Overall Land Use Plan.

11. A local area or development plan should be prepared for each of the following lands in order to determine the most appropriate uses for these areas should they become available for redevelopment provided that adequate capacity for traffic and utility services can be provided and all environmental issues and other community impacts have been satisfactorily addressed:

***(a) Suncor Lands (Formerly Petro Canada) in the Glenayre Neighbourhood***

Land uses may include residential, commercial, institutional and recreational uses, as well as clean industrial/business activities, provided that such development is compatible with adjacent uses. Sustainable building technologies will be encouraged.

***(b) IOCO Lands***

It is envisioned that a significant portion of this site will be eventually used for an innovative combination of uses, including single-family residential, multi-family residential of varying densities, and mixed-use commercial/residential. Redevelopment will require significant infrastructure and transportation improvements, as well as environmental considerations.

Future development of this area will require the developer and/or landowner to prepare a comprehensive land use plan and full environmental assessment prior to any large-scale development application that addresses the following:

- Opportunities to preserve the historical character of the loco Townsite
- Protection and enhancement of environmentally sensitive areas
- Potential consolidation of environmentally sensitive areas into Bert Flinn Park
- Incorporation of an integrated stormwater management plan for Mossom and North Schoolhouse Creeks
- Integration of sustainable building technologies (e.g. low-carbon energy systems, and waste and water recycling)
- Integration and transition with surrounding neighbourhoods, including Anmore
- Potential traffic impacts on loco Road
- Creation and/or maintenance of employment-generating uses
- Maintaining public access to the waterfront
- Future recreational needs of the community.

In an effort to initiate a rebirth of the loco Townsite, infill single-family residential development will be allowed within the loco Heritage Conservation Area, provided that new development maintains the integrity of and is compatible with the scale of the existing development and is consistent with the guidelines established for this area.

