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**Present:**

Mayor McCallum – Chair  
Councillor Nagra  
Councillor Patton  
M. Heeney, President & CEO, SCDC

**Guests:**

A. Huberman, Surrey Board of Trade  
E. Model, Downtown Surrey BIA

**Regrets:****Staff Present:**

D. Jones, General Manager, Investment & Intergovernmental Relations  
V. Lalonde, City Manager  
S. Simpson, Director, Information Technology  
S. Wu, Manager, Economic Development  
L. Anderson, Legislative Services

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**A. ADOPTION OF MINUTES**

It was

Moved by Councillor Nagra  
Seconded by Mayor McCallum  
That the minutes of the Investment & Innovation Impact Committee meeting of May 8, 2020, be adopted.  
Carried

**B. DELEGATIONS****1. Fraser River Revitalization - A. Huberman, CEO, Surrey Board of Trade and Carla Guerrero, Founder and CEO, Purpose Driven ROI**

A. Huberman, CEO, Surrey Board of Trade and Carla Guerrero, Founder and CEO, Purpose Driven ROI, were in attendance to provide a presentation on the Fraser Waterfront River Revitalization Initiative ("Initiative").

A PowerPoint presentation was provided as an overview of the Initiative – a Regional Economic Recovery Strategy.

Some of the highlights were noted as follows:

- The Fraser River, within Metro Vancouver, presents an opportunity not only for commercial, but also for tourism, residential and to really enhance capability within Surrey and rest of the region.
- The Initiative is a large-scale revitalization strategy in partnership with municipalities, senior governments, industry, business community and key decision-makers, to achieve a new standard of economic vitality and livability.
- Work started on the Initiative in June 2019, with some of the partners and key decision makers involved, including the City of Surrey, City of New Westminster, City of Maple Ridge, Port of Vancouver, Greater Langley Chamber of Commerce, Abbotsford Chamber of Commerce and Fraser Surrey Docks.

- Revitalization leverages economic growth and recovery:
  - For every \$1 public sector invested, there is \$18 to \$31 private sector investment for revitalization initiatives.
  - For every 1 acre of land revitalized, 9 new jobs are created on average.
  - Enhanced land value.
  - Increased tax base.
  - Unlocked development opportunities and private sector economic bolstering.
  - Significant social, environmental and community benefits.
- The project achieves four key economic recovery priorities, for the province and cities, that work together:
  - Establish or enhance regional clusters;
  - Revitalization and redevelopment;
  - Encourage entrepreneurship and support small businesses; and
  - Workforce development.
- As an example, the Toronto Waterfront \$1.2 billion investment in waterfront revitalization resulted in:
  - 16,200 full-time years of employment;
  - \$3.2 billion in gross economic output;
  - \$650 million in revenues in Phase 1;
  - \$10 billion in unlocked development potential for landowners;
  - \$1.5 million in tax revenue from the construction projects alone for the City; and
  - \$33 million in annual tax revenue when fully built out.

*"Not only is revitalization delivering a great waterfront to for the City, it is also a major economic engine in its own right, fueling growth and creating jobs."*,  
Waterfront Toronto President and CEO, John Campbell.

- The Thames Estuary 2050 vision is another major waterfront initiative similar to what is proposed within the Fraser River Waterfront Revitalization Initiative.
- First step is to deliver a vision with the various municipalities and public/private sector working groups. Deliverables to be achieved by December 2020:
  - Vision for Fraser River Waterfront Revitalization.
  - Established Working Group – Cities, First Nations, Business and Industry.
  - Fraser River Waterfront Revitalization Strategy.
  - Fraser River Waterfront Revitalization Roadmap.

- Requested from the City of Surrey is:
  - Budget to deliver Fraser River Waterfront Revitalization Strategy and Roadmap - \$185,000; and
  - City of Surrey representation in Working Group.

Recognizing this is an unprecedented time, any monetary support would be welcome.

In response to questions from the Committee, the following was noted:

- Will know more of the budget once in the first phase of the project, when there will be a better understanding of what can be achieved. The first phase will establish how, what, where, etc.
- The Toronto total budget was 2,000 acres of land and \$1.2 billion investment. The Thames River Estuary has a budget put together of funding by the federal and local governments of £2.0 million.
- It's hard to know a firm budget until the vision is created and then build from that on how to achieve the project with a better understanding of the parameters.
- The \$185,000 sought is to deliver the initial phase – it is the total budget to start the deliverables in July and finish in December. Open to any contribution from the City of Surrey.
- Have been working actively with the City of Maple Ridge. Dialogue at this point with the City of New Westminster, no commitment at this time.

The Committee thanked the delegation for their presentation, noting it is certainly something the City has wanted to have a look at, particularly with all the development in Bridgeview, seeing a lot more development with more planning projects coming forward.

## C. OUTSTANDING BUSINESS

## D. NEW BUSINESS

### 1. Economic Recovery Plan Update

Stephen Wu, Manager, Economic Development, provided a PowerPoint presentation on the COVID 19 economic impact and recovery Planning.

Comments were as follows:

- Since the last meeting of the Committee there has been continued engagement with the business community and a second survey with 150 businesses providing an update of where they are at and how they are feeling under the current climate.
- Since the beginning of the pandemic, Economic Development has been working with various partners (e.g. SFU, UBC, NGen, Metro Vancouver and

federal/provincial governments), drawing on their expert advice, pooling resources to work together in establishing an economic recovery plan and outlining priorities for support of Surrey's business and economy emerging from this crisis.

- The roadmap for economic recovery is fast evolving. Rather than an economic strategy, this is an evolving living process committed to looking at what the drivers are that will impact the economy.
- Most of the literature and guidance indicate not if, but when a second wave and to prepare for a second wave effectively to reduce business loss. E.g. local Surrey business challenge – need to think beyond e-Commerce and get online – 80% of Surrey businesses surveyed don't currently sell online. Businesses need to leapfrog, learn from the current processes and prepare/pivot their business for any future unforeseen obstacles (natural disaster, pandemic, etc.).
- The City's efforts to date continue to be focused on three areas:
  - **Engage:** Business Impact Survey - Weekly e-Newsletters - Telephone Outreach. Constant relationship with businesses, looking to see how the City can help and to understand the impact on their business. When looking at the recent survey, it was no surprise that most businesses were impacted one way or another; for the majority, the largest impact from COVID-19 has been a significant drop in revenues.
  - **Programs:** COVID-19 Business Resources - Job Board - Buy Local Online-Store to Door – Capacity Building. Very successful in ramping up Buy Local campaign with an increased shift to capacity building to prepare for a second wave.
  - **Opportunities:** Surrey Makes PPE - Business Development – some businesses have been very successful in seizing opportunities.
- COVID-19 has accelerated adoption of e-Commerce. This is one of the objectives to focus on right now in terms of prepare, push forward and accelerate in advance of an anticipated second wave; have as many businesses online and operational as possible so they can benefit.
- Been helping to direct businesses to experts to provide the understanding to operate a new business online and how it impacts their bottom line. Digital Main Street Project, backed by Google, Mastercard, Shopify, and Microsoft provides a quick way to help businesses get an e-Commerce platform.
- When looking at the success of buy local or store to door, there is a growth of people still wanting to buy online, and every day more businesses are signing up to capture the opportunity. Currently 230+ businesses registered and growing, 24,800+ shoppers on the site, with click throughs totaling 56,800 of people coming back and looking at other businesses.
- Of the businesses surveyed, 25% still feel unprepared, while 46% feel somewhat prepared for a second wave. As things are opening up, many businesses are reflecting on how they will mitigate opening to avoid having to go through any kind of slowdown again. To help, the Surrey Board of Trade and other businesses are providing information online to refer to.

- Most Surrey businesses are aware of the various federal programs available to prop up their business and help them emerge from the pandemic: 47% have applied to the Canada Emergency Wage Subsidy; and 52% have applied to the Canada Emergency Business Account.
- With respect to supply chain resiliency and global protectionism, the challenge is that global logistics have been thrown into a tailspin, operating at reduced capacity with some countries implementing trade barriers – Canada is not immune. The growing protectionism sentiment is causing countries to rethink how reliant they are in supply chains from foreign countries; traditionally critical areas such as communications, energy, healthcare, manufacturing and food and agriculture. Given this, there is large momentum for moving businesses to be self-sufficient and not so reliant on global markets.
- Surrey makes PPE has seen a huge demand. Very pleased to report 28 Surrey businesses now make PPE, achieving combined sales in excess of \$3 million within the last two and a half months for:
  - 9,000 face masks;
  - 55,560 face shields;
  - 300,000 litres of disinfectant and hand sanitizer; and
  - 760 barriers,all pushed out on a day to day basis. Currently working with a few major buyers, including a buyer looking for over \$1 million of gowns and N95 face masks from Surrey businesses.
- Businesses have indicated they will bring in the equipment if they see the demand. It should be noted they are also patriotic and committed to lower end of market rates and not going after larger profits. Gowns have already begun production in Surrey and, if all goes well, will be seeing a few Surrey N95 mask manufacturers by late August early September.
- It's exciting to report that Surrey is now recognized and listed on the global network of suppliers of PPE. A campaign to profile individual heroes is underway and will be distributed to residents and businesses.

## 2. Semiconductor Manufacturing Overview

Stephen Wu, Manager, Economic Development, provided a brief PowerPoint presentation on emerging opportunities and chip manufacturing.

Comments were as follows:

- As the trade war continues between the US and China, much is spilling over into Canada.
- A study done by a British think tank (Henry Jackson Society Report) looked at the critical allies where there are gaps or vulnerability across the board from decreasing trade reliance and identified the "Critical 11" and "Future 9" strategic sectors. The report breaks out specific areas needed to shore up.
- Chip manufacturing – a 2018 snapshot of the global semiconductor industry share by country demonstrates that Canada is not in the top 10. Canada is not

a major producer of most materials used in the manufacturing process; China is by far the largest producer.

- Active conversation between the City, academic institutions, etc. of where Surrey can position itself; have strong IT and a lot of manufacturing that could be scaled up. Tech centre – how to leverage and how to become relevant in this global situation? Understanding local capacity and synergies to build value proposition.
- Looking at the breakdown, the US is the largest player in chip manufacturing. It was recently reported that China will be opening in Arizona, and with this, there is a lot of interest bringing back into North America. There are dominant players, e.g. the Arizona agreement, there may have been some kind of financial incentive that the state and local government provided, along with a possible federal incentive.
- Locally however, it is noted that unless the federal and provincial governments are ready to give significant incentives or play some sort of strategic part, it is going to be very difficult, because of the supply train for raw materials as well as land. The provincial government has indicated they want to be in supply train and be very good, but they don't necessarily see Surrey as being very competitive with a sophisticated supply chain to support chip manufacturing at this time.

The Committee expressed appreciation for the presentation and provided the following comments:

- In the past it was noted that Surrey has one of the best locations in the world. With the key components being water, power and no vibrations in the soil, Campbell Heights had been rated fairly high.
- Many chip manufacturing plants were visited in the past to encourage locating in Surrey. It is possible to have one in Surrey and should be pursued, especially with the global situation and the hardening respect with North America and China. Just looking at the supply chain, Canada has a golden opportunity to jump into the market and produce.
- Surrey needs to go hard on trying to get this. A chip manufacturing plant employs a lot of people (2,000-3,000) in high paying jobs. In addition, once there is one plant, seven or eight other plants join in the area as the suppliers and provide a whole group.
- Surrey has the location for sure and has worked with SFU in the past that have indicated they could develop a good program to provide employees. It is an emerging market that should be jumped on and given a serious effort – the offshoot of the hard work may be providing a plant that is a satellite (perhaps to the US). Should get out to the global market now and report that Surrey has one of the best locations.
- There will certainly be the need for federal and provincial governments to provide incentives for these huge communities. If it can be demonstrated that Surrey has the location to employ and have SFU or other universities provide the required staff, then it is an opportunity worth the investment – even if it is one plant that services the US.

- The difference now is that the federal government may be looking where to fit into the global market as it is changing every day; there is opportunity.
- Making sure there is something in place to train the people is also critical because the need is there.
- Campbell Heights does have the best soil!

3. **City Website Use - COVID-19**

This item was deferred to the next meeting of the Committee.

**E. INFORMATION ITEMS**

**F. OTHER BUSINESS**

**G. NEXT MEETING**

The next meeting of the Investment & Innovation Impact Committee is at the call of the Chair.

**H. ADJOURNMENT**

It was

Moved by Councillor Nagra  
Seconded by Mayor McCallum  
That the Investment & Innovation Impact

Committee adjourn.

Carried

The Investment & Innovation Impact Committee adjourned at 10:58 a.m.

  
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Jennifer Ficocelli, City Clerk

  
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Mayor McCallum, Chair  
Investment & Innovation Impact Committee