



**APPENDIX A: VANCOUVER ECONOMIC DEVELOPMENT COMMISSION
2003 BUSINESS PLAN**

VISION, MISSION AND VALUES

Our 2020 Vision for Vancouver

“To be the preferred global centre for innovation and knowledge-based enterprise.”

Our Mission

“To provide leadership, continuing strategic direction and actions that enhance the strength and diversity of Vancouver’s economy.”

Values (IDEAS)

The economic development strategy is underpinned by five guiding value/ideas.

Innovation	Technical innovation and research support the growth of Vancouver’s key sectors and enterprises.
Diversity	Vancouver’s diverse ethnic culture creates a unique labour force which offers many different languages, skills, experiences and options for doing business. A diversified economy has allowed the city to perform better than many other jurisdictions.
Entrepreneurship	Small business makes up over 90% of Vancouver’s business. Entrepreneurs drive economic development in the city.
Alliances	Strategic alliances, both formal and informal, allow a pooling of resources to harmonize efforts and ensure a coordinated, unified approach to economic development.
Sustainability	The balancing of economic, social and environmental interests is critical to community support of a long-term economic development strategy.

MANDATE AND 2003 BUSINESS PLAN GOALS

MANDATE

Working with the business community, all levels of government and the academic community, the Vancouver Economic Development Commission's (VEDC) mandate is:

- to promote economic development for Vancouver,
- to serve as a link between City Hall and the business community; and
- to provide leadership in the definition and realization of Vancouver's economic potential.

2003 Goals

VEDC has identified four goals with related strategies for 2003:

1. To foster a supportive and competitive business climate in Vancouver.
2. To retain and expand business currently operating in Vancouver.
3. To attract new investment and knowledge-based business to Vancouver.
4. To benchmark progress in Vancouver and best practices globally

VEDC will also provide secretariat support to the Commissioners and members of Council, support the transition of the Partners for Economic and Community Help (PEACH) to a fully functioning separate legal entity, and elevate its profile within the business community. These activities will be supported by a comprehensive communications plan.

The objectives, activities and related outcomes for 2003 are presented in following text.

Goal #1 – To foster a supportive and competitive business climate in Vancouver.

Objective	Specific Activity	Outcome
Promote 2020 vision and Vancouver brand	Develop and disseminate promotional material reinforcing 2020 vision and brand	Support and buy-in for vision and strategy Global recognition of the Vancouver brand (and competitive advantage)
Identify key policies, initiatives and issues that affect the business climate in Vancouver	Work with the business community and strategic partners to identify policies, initiatives and issues that positively and negatively impact the economic climate	Clarity regarding issues that may affect economic development in the city; allows for proactive rather than reactive approach
	Work with strategic partners such as the BC Business Council, Vancouver Board of Trade to influence policy decisions and initiatives and foster a positive business climate	External support for influencing the economic climate Policies and programs at all levels of government that support economic development
Provide strategic advice to Council and City staff to ensure strategies, infrastructure and a pro-business attitude that supports growth of key industry clusters	Conduct three Council workshops focusing on key economic development issues/initiatives (March, June, October); one-on-one meetings with Council	Council awareness of emerging issues; facilitates proactive action with respect to economic concerns. Improves two-way communication between VEDC and Council
	Present a minimum of three discussion papers on key economic issues with specific recommendations related to policies and initiatives that impact economic development	A minimum of three discussion papers. Strategies, policies, infrastructure and land use zoning that supports growth in key sectors
	Target special projects such as 2010 Olympic Bid and transportation	Discussion papers and policy recommendations
Influence regional, provincial and federal government policies and initiatives that impact economic development in Vancouver	Provide recommendations to regional (GVRD), provincial and federal governments as appropriate	Policy changes and initiatives that support innovation and economic development locally.
	Participate in relevant regional, provincial and federal forums, conferences and events	Locally driven feedback to initiatives and policy development
	Seek provincial and federal ex-officio representation on the VEDC board	Enhanced communication and opportunities to influence
	Work with the Regional Economic Development Subcommittee (REDS) of the GVRD to determine the feasibility of a regional marketing partnership	Potential partnership for region-wide marketing, elevates REDS status as GVRD adopts its Sustainable Region Initiative

Goal #2 – To retain and expand existing Vancouver business

Objective	Specific Measurable Activity	Outcome
Implement the <i>BusinessFirst!</i> program designed to identify local issues that affect the competitiveness of Vancouver firms and facilitate business growth (see Appendix 1)	Refine understanding of businesses and contact information for each business, building on 2002 work	Updated profile businesses and contacts Assist with sector/cluster growth strategies
	Conduct in person interviews with senior management of 300 local businesses	Direct outreach to 300 Vancouver businesses Identification of barriers to expansion and opportunities for growth Builds strategic relationships with Vancouver business community
	Meet with business planning moves and expansion	Influence the decisions of firms planning moves/expansion
	Monitor business decisions, issues and movements through the Business Assistance Team, media, local networks	Improves familiarity and understanding of business community's needs, perceived barriers and opportunities
	Provide assistance to Vancouver businesses through the Business Assistance Team	Facilitates business development by providing easy access to a range of information
Report results with recommendations from the <i>BusinessFirst!</i> program to Council and City staff	Host quarterly sector-specific and CEO Roundtable meetings with Mayor and Council providing a venue to discuss concerns	Fosters confidence in business community that Council is interested in business; provides Council with direct contact with CEO's and an opportunity to hear their concerns Facilitates CEO to CEO contact
	Prioritize barriers and opportunities	Quarterly reports to Council with key issues and business.
Provide resources to small business and showcase success stories	Develop policy advice to facilitate business retention/expansion and report to Council and City staff	Identifies strengths and weaknesses to doing business Feedback for policy development and land use decisions
	Showcase 20 business success stories and testimonials to international marketplace as free publicity for small business by including in promotional materials for foreign trade/investment offices	20 success stories/ 10 testimonials Creates awareness of advantages of doing business in Vancouver to existing business community Online resource to support small business operations
	Maintain online small business resource centre, including support for e-business, growth strategies	Increases support for small business growth

Goal #3 – Attract new investment and knowledge-based enterprise to Vancouver.

Objective	Specific Measurable Activity	Outcome
Provide relevant information on Vancouver	Maintain key comparative data on the website; 24 hour turn around for all but the complex inquiries	Relevant comparative and cost of doing business data on Vancouver
	Identify impediments to attracting key sectors to Vancouver	Facilitates appropriate policy development and land use zoning
Target clusters for growth including: technology (life science/biotech, alternative energy & environmental), film/tv, tourism and education.	Establish Vancouver as a centre for cluster development working organizations such as: <ul style="list-style-type: none"> - BC Technology Industries Association - BC Biotech - Fuel Cells Canada - Canadian Institute of Market Intelligence (CIMI) - Tourism Vancouver 	Facilitates targeted business attraction by sector and geographic location (for key sectors) Builds critical mass in key sectors identified. Refines targets for local new ventures established.
	Partner with the University of BC, Simon Fraser University and BCIT to build on research initiatives	Increases awareness of research and explore opportunities to lever business development from these
	Attend or sponsor (with BC partners) key trade/investment conferences such as CORENET, BioPartner 2003	Increases direct contact with relocation prospects
	Build relationships with key site selectors and realtors	Vancouver becomes a choice for their client base
Increase international awareness of Vancouver's advantages as a place to do business	Use Vancouver-based conventions to promote business investment	Targeted promotion to international delegates
	Work with Industry Canada and Investment Partnerships Canada, federal foreign trade offices, YVR and strategic international organizations to promote Vancouver around the world	Positions Vancouver locally, nationally and internationally as a place to invest
	Complete exit surveys for businesses contacted, site selectors and other inquiries	Improves understanding of decision-making process, key reasons for relocation decisions that can translate into policy advice to Council or other actions
	Participate in InvestBC to promote BC and Vancouver advantages	Charter member of InvestBC Vancouver benefits from enhanced promotion and marketing of BC
	Receive trade delegations and missions on behalf of Vancouver	Establishes foundation for international trade relationships

Goal #4 – To benchmark progress in Vancouver and best practices globally

Objective	Specific Measurable Activity	Outcome
Provide quarterly reports on key economic indicators for Vancouver	Provide quarterly reports to Council and the public on Vancouver economy	Four reports on economic indicators Monitors changes in economic climate of Vancouver
	Track best practices in measures for assessing economic progress through annual review	New or more precise measures for tracking economic development
Monitor business development and movement	Track the movement of business and investment to and from Vancouver	Annual report Improves understanding of business and investment profile Improves understanding of issues that affect decision making
Benchmark best practice and economic development climate in key cities	Maintain current comparative information relative to other key jurisdictions (including the GVRD)	Biannual updates Identifies and promotes Vancouver advantage, targets business attraction efforts provides input to policy recommendations
	Monitor governance practices in other jurisdictions	Improved governance
Report quarterly and annually on VEDC's performance	Establish quarterly benchmarks from business plan	Reporting of VEDC quarterly progress in implementing 2003 business plan
	Activity-based and financial quarterly and annual reports to Council	Appraises Council and business community of key developments
	Quarterly economic development news and information, news releases as appropriate	

Provide secretariat duties in support of the Commission and members of Council.

Activity	Outcome
Ensure representative board and advisory board membership	Board and advisory board are representative of the business, academic and public sectors
Coordinate Board activities	Monthly meetings to provide financial statement, activity updates, input on strategies
Ensure Committee structure supports VEDC business plan; coordinate committee meetings	Committee structure that supports implementation of the business plan
Coordinate communication with Council	Regular contact with Council including three workshops and regular written reports
Coordinate contact with Corporate Services Group	Regular verbal and email contact, formal quarterly reports and meetings
Coordinate public reporting	Quarterly public reports, news releases
Ensure adequate human and fiscal resources	Managed office and staffing, balanced budget
Define sponsorship opportunities	New corporate sponsors

2003 Communications Plan

Activity	Outcome
Create awareness of Vancouver vision and economic brand	Vancouver's 2020 economic vision and brand is well known
Finalize small business online resource centre	User-friendly, web-hosted centre to support small business resource operation
Maintain tracking of information requests – with follow-up determine quality of service	Annual survey results from information requests with detailed analysis
Produce quarterly reports and annual report for print and web distribution	Quarterly and annual reports
Distribute bi-weekly email newsletter re business activities, website updates	Monthly electronic newsletter with quarterly indicator data
Maintain media awareness campaign.	Improved media awareness of VEDC
Review feasibility of producing Vancouver Business Facts in partnership with Business in Vancouver and other sponsors	Enhanced awareness of economic development potential of the city and information tool for prospective investors
Produce additional support materials as required	News releases and other collateral materials

2003 BUDGET FOR CORE ACTIVITIES

VEDC's 2003 budget was prepared using the City of Vancouver's guideline for inflation rates with adjustments to account for 2003 targets.

Revenues*	2003 Budget	2002 Budget	Variance
Service Contract CoV	570,000	550,000	20,000
External Sponsorships	20,000 ¹²	20,000	-
Total revenues	590,000	570,000	-
Expenses			
Audit	3,500	4,000	(500) ¹
Bank charges	300	200	100
Conferences/ meetings	15,000	8,000	7,000 ²
Dues and subscriptions	2,000	2,000	-
Hospitality and entertainment	4,000	3,300	700
Legal services	1,000	3,000	(2000) ³
Loan and Interest Repayment	20,000 ⁴	20,000	-
Insurance	2,500	1,000	1,500 ⁵
Maintenance/ parking	2,700	3,000	(300)
Office supplies	6,000	6,000	-
Office equipment	10,000	10,000	-
Office telecommunications	7,500	-	7,500 ⁶
Printing and Publications	8,000	15,000	(7,000) ⁷
Promotion and Communications	35,000	35,000	-
Rent- gross	50,000	50,000	-
Research/data purchase	2,500	5,000	(2,500) ⁸
Salaries and benefits	405,000	392,000	13,000 ⁹
Travel	15,000	12,500	2,500 ¹⁰
Total expenses	590,000	570,000	20,000¹¹

Notes:

1. Negotiated reduced fees.
2. Schedule of conferences and related costs as per 2003 targets.
3. Reduction based on internal preparation of Annual General Meeting materials and filing.
4. 2003 loan rate of 5.75% and a beginning balance of \$35,388.01
5. Reflects industry-wide increases in insurance premiums.
6. Unbudgeted item in 2002.
7. Reduction based on internal production of print materials.
8. Based on 2002 actuals and increased access to data on the internet.

9. Cost of living increase and modest salary adjustment for business development positions to reflect market conditions. Assumes five full-time staff: executive director, two business development directors, director of communications and information/administration manager.
10. Increased travel for business attraction mandate.
11. VEDC has received over 1,500 hours of volunteer time to third quarter 2002, an additional \$30,000 value from in-kind contributions and complimentary memberships in BC Biotech, BC Business Council and BC Technology Industry Association.
12. External sponsorships will be secured to offset loan repayment costs

APPENDIX B: 2002 THIRD QUARTER REVIEW

Significant progress in implementing the 2002 business plan has been achieved. Tabs 2-8 contains an overview of the *BusinessFirst!* program, the first, second and third quarter reports as well as a 9-month status report, 2002 news releases, 2002 policy papers and research report listings, and media coverage.

2002 Financial Results

A monthly reporting system for financial statements clearly highlights variance on a line item basis. As at September 30, VEDC had a positive cash variance of \$21,972. A modest cash surplus is forecast for the year end reducing the projected deficit.

VEDC raised in excess of \$58,000 external funds for project sponsorships and in-kind cash contributions. These funds offset repayment of the loan. VEDC made a one-time payment of \$10,000 to its outstanding loan with the city of Vancouver in February 2002. The loan balance as at September 30, 2002 is \$38,393.