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CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: September 2, 2008
Contact: Karen Levitt
Contact No.: 604.873.7223
RTS No.: 7049
VanRIMS No.: 08-2000-20
Meeting Date: September 16, 2008

TO: Vancouver City Council

FROM: General Manager of Business Planning and the CEO of the Vancouver Economic Development Commission

SUBJECT: Report Back on VEDC Blue Ribbon Council Recommendations

RECOMMENDATION

- A. THAT Council support VEDC's participation in the two-year Business Gateway Project designed to attract investors and skilled labour to Vancouver, as described in this report, at a City cost of \$32,000 with results to be reported to Council as part of the VEDC's 2009 and 2010 Business Plans; source of one time funding to be the 2008 operating budget.**
- B. THAT Council support VEDC's participation in the two-year Leveraging 2010 Program, designed to bring targeted investment prospects to Vancouver during the 2010 Winter Games, as described in this report, as a City cost of \$24,000, with results to be reported to Council as part of the VEDC's 2009 and 2010 Business Plans; source of one-time funding to be the 2008 operating budget.**
- C. THAT Council providesupport VEDC's participation in the Green IT Summit, designed to connect local technology companies, particularly those working on technologies related to sustainability, to global 2010 Games sponsoring organizations that have expertise in these areas, at a cost of \$20,000; source of one time funding to be the 2008 operating budget.**
- D. THAT Council direct the VEDC to work with General Manager of Community Services, the Program Director of Access Vancouver, the Director of Communications, and the General Manager of Business Planning and Services,**

- to host an annual conference on the City's customer service and regulatory processes, as described in this report, at an annual cost of \$15,000, with results to be reported to Council as part of the VEDC's Annual Business Plan; with funding to be added to the VEDC's baseline core funding beginning in 2008 from the operating budget.*
- E. THAT Council support VEDC's participation in the Metro Vancouver Commerce consulting project that will evaluate options for a regional licensing system for mobile businesses, at a cost of \$10,000 with results to be reported to Council as part of the VEDC's 2009 Business Plan; source of one time funding to be the 2008 operating budget.**
- F. THAT Council support VEDC's participation in hosting an Entrepreneurial Vancouver event in November 2008, as described in this report, with results to be reported to Council as part of the VEDC's 2009 Business Plan; with ongoing funding to be added to the VEDC's baseline core funding beginning in 2008 from the operating budget.**
- G. THAT Council support VEDC's participation in hosting a Commercialisation of Innovation conference in Winter 2008/09, as described in this report, at a one time cost of \$25,000 with results to be reported to Council as part of the VEDC's 2009 Business Plan; source of funding to be the 2008 operating budget.**
- H. THAT the VEDC, in conjunction with the Director of Business Planning and Services, undertake Phase 1 of evaluating the preferred economic development model for the City of Vancouver, including consideration of a regional economic development model, with a one-time funding contribution of \$10,000 with results to be reported to Council as part of the VEDC's 2009 Business Plan; source of funding to be the 2008 operating budget.**
- I. THAT for projects recommended in A to H above that involve funding from other partners, release of City funds be contingent on confirmation from VEDC that this funding has been committed.**

CITY MANAGER'S COMMENTS

The October 2007 report prepared for the Vancouver Economic Development Commission by the Blue Ribbon Council for Vancouver's Business Climate provides Council with a comprehensive view of the critical role economic development plays in Vancouver's long-term sustainability objectives. In their report, the authors recommended forty specific actions, to address a variety of business climate issues.

This current report has been written in response to the Council request that the VEDC and staff report back with an analysis of the Blue Ribbon Council's recommended actions, including an overview of what is currently being done, as well as recommendations for actions arising out of the report.

The funding requests from the VEDC for eight initiatives respond to Council's April 2008 recommendation that ongoing funding of \$295,000 from the City's operating budget be approved, and released subject to a report back with the intended use and rationale. The total cost of all of the VEDC's funding requests in this report is \$186,000, \$65,000 of which is ongoing funding that would be added to the VEDC's baseline core funding. These requests are all consistent with the Blue Ribbon's recommendations, and support the VEDC's primary strategic objectives of leveraging opportunities associated with the 2010 Winter Games, building on Vancouver's global brand to incorporate our business and economic strengths, and, maximising external funding opportunities to support these objectives.

It is noted that the VEDC has made great strides with respect to this external funding objective; in 2006, funding from outside sources comprised less than one percent of the VEDC's operating budget, as compared to 30% in 2008, to date (and is expected rise to 40%, if pending grant applications are approved).

COUNCIL POLICY

City Council has a policy of contracting with the Vancouver Economic Development Commission (VEDC) for the provision of economic development services, with the general terms of this agreement defined in a three-year service contract. Specific deliverables and associated funding is determined through approval of a business plan that is presented annually to City Council by the VEDC. The VEDC's most recent business plan was presented to Council on December 3, 2007, and the associated funding was approved as part of the 2008 operating budget process.

On July 20, 2007, Council approved the following set of guiding principles, intended to give direction to the VEDC for its economic development strategy, and to inform wider City strategies, planning, policy development and decision-making:

- *Competitive Business Climate* - Vancouver will establish a competitive business climate that puts the city ahead of competitor jurisdictions.
- *World Class Industry Clusters* - Vancouver will identify, grow and build world-class export-oriented industry clusters that contribute to a diverse and resilient economy.
- *Strategic Infrastructure Investment* - Vancouver will make investments in infrastructure that are strategic, sustainable, and focused to deliver economic returns to the city.
- *High Quality of Life* - Vancouver will maintain a high quality of life that attracts and retains skilled and talented workers required to drive the city's economy.
- *Regional Leadership & Collaboration* - Vancouver will provide regional leadership for economic development.

- *Sustainability* - The City of Vancouver will be a global leader in sustainability practices, balancing social, environmental and economic considerations for the benefit of both residents and business.

PURPOSE

There are two purposes for this report to Council:

- This report responds to Council's request that City and VEDC staff report back with an analysis and comment on the recommended actions contained in the *Blue Ribbon Council Report on the Business Climate in the City of Vancouver*.
- And as well, this report contains a request for funding for the VEDC to undertake several initiatives that arise out of the Blue Ribbon Council's recommendations.

BACKGROUND

On November 15, 2007, Council received for information a report from the VEDC's Blue Ribbon Council for the City of Vancouver on Business Climate Strategy, entitled "*Blue Ribbon Council Report on the Business Climate in the City of Vancouver*." At that time, Council accepted the report for information, and instructed staff to report back in consultation with the VEDC, with an analysis and comment on the recommended actions contained in the report.

On April 9, 2008, Council approved the following funding for the VEDC, as part of the City's 2008 operating budget process (Appendix B contains the full text of the recommendation):

- Annual ongoing funding of \$1.123 million.
- One-time funding of \$125,000 to be applied toward the development of a full economic development strategy (Phase 2 of the VEDC Economic Development Strategy).
- Potential funding of up to \$295,000, to fund selected recommendations in the October 2007 VEDC *Report on the Business Climate in the City of Vancouver*, with the provision that this funding is to be released to either the appropriate City department or to the VEDC, subject to report back to Council with the intended use and rationale.

In addition to the VEDC funding described above that was approved as part of the City's 2008 operating budget process, Council has also provided for a separate budget totalling \$330,000 for the implementation of the VEDC's 2010 Winter Games Plan. Disbursement of these funds began in 2007, and is to be spread out over four years. To date, the City has disbursed \$222,000 of this total, with the remainder to be disbursed over 2009 and 2010, according to an established schedule.

DISCUSSION

Council began taking steps toward the development of a formal economic development strategy starting in 2007, by approving a set of economic development guiding principles, and also requesting that the Vancouver Economic Development Commission create an economic development strategy for the City in two phases.

The VEDC appointed a Blue Ribbon Council to undertake the first phase of this work - a report to Council on Vancouver's business climate - between August 2006 and September 2007. This Council was chaired by Ms Sarah Morgan-Silvester, and made up of twelve respected business and community leaders. The Council completed their work was completed in late 2007, and the final report was presented to City Council on November 15, 2007 (referred to in this report as the "Business Climate Report.")

The second phase, currently underway, is the development of a formal economic development strategy.

A Summary of the Business Climate Report

The Blue Ribbon Council has proposed the following vision for the Vancouver's business climate: *"Vancouver is known around the world as much for the excellence of its business climate as for its quality of life."*

In their benchmarking against other cities, the Blue Ribbon Council concluded that while Vancouver's economy is currently healthy and robust, there are early warning signs showing areas of potential vulnerability, which should be addressed now. The authors have stressed that Vancouver's long-term sustainability requires strength in all three of the interdependent economic, social and environmental realms.

The report calls for action to maintain Vancouver's exceptional quality of life, by addressing the issues they have identified, with an emphasis on supporting improvements to innovation and productivity.

"Many of the current drivers of Vancouver's economy are cyclical. The rapid pace of both residential and non-residential construction will not last indefinitely, strong demand for BC commodities like minerals and energy will not continue rising unabated, the rapid pace of harvesting of pine beetle-infected wood in the Interior will decline, and the overall performance of the world economy will fluctuate.

But a more fundamental problem is that Vancouver has what might be called a "low-value economy." Jobs in Metro Vancouver pay substantially less than jobs in other large Canadian cities The region also exports relatively little (most goods leaving our ports are not produced in the region), and labour productivity is low (meaning that workers in other Canadian cities produce more value per hour worked).

Household incomes are therefore low (Metro Vancouver ranks 22nd out of 27 Canadian metropolitan areas), a fact that is especially problematic given high housing costs in the region. Despite having one of Canada's fastest rates of employment growth in the last five years, the economic value created by these jobs, and the wages paid to these workers, is low.

With less economic value being created, there is less tax revenue generated and fewer high-end job opportunities that will retain the best and brightest that our post-secondary institutions are graduating."

The Blue Ribbon Council categorised their recommendations in a number of ways.

- **Strategies:** The report divides recommendations according to seven business climate strategies: building blocks for economic development, protecting employment lands, a global city, ability to move, developing a superior workforce, addressing crime and safety, and, balancing property taxes.
- **Actions:** Twenty of the report's recommendations involve new projects and initiatives, and twenty involve supporting existing initiatives or influencing others.
- **Priority and Timing:** The report's recommendations are categorised as being either high, medium or lower priority, and either short-term projects or ongoing initiatives.

In addition to these categories, the Blue Ribbon Council identifies which organisations and/or individuals they view as having responsibility for each action. Appendix A contains a summary of the forty Blue Ribbon Council recommendations, along with their categorisation scheme.

VEDC and Staff Analysis of the Blue Ribbon Council's Recommendations

For the purposes of assessing the Blue Ribbon Council's report and recommending further actions, the report's recommendations have been divided into eight groups, that differ somewhat from the ones used in the original report:

1. Building relationships
2. Economic development, economic policy and taxation
3. Innovative service delivery
4. Land use planning
5. Transportation
6. Education
7. Labour force
8. Crime

VEDC's Strategic Objectives and Recommended Initiatives

The nine recommendations in this report that incorporate funding requests by the VEDC all respond directly to the Blue Ribbon Council's recommendations, and as well, directly support three over-arching strategic objectives of the VEDC:

1. *Leverage the 2010 Winter Games*: Leverage the opportunities associated with the 2010 Winter Games to the greatest extent possible.
2. *Build on Our Global Brand*: Build Vancouver's post-2010 economic capacity by incorporating our economic and business strengths into our global brand.
3. *Maximise External Funding*: Capitalise on external funding opportunities that align strategically with the first two objectives.

GROUP 1: BUILDING RELATIONSHIPS

One of the central themes of the Blue Ribbon Council report was the need for enhanced dialogue between City Hall and the business community. The following four Blue Ribbon Council recommendations relate to this theme; all involve building and strengthening relationships between the City and the business community.

TABLE 1. BRC RECOMMENDATIONS: BUILDING RELATIONSHIPS

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
1-2	Develop regular points of contact for Mayor and Council and the business community.	New	Underway.
1-3	Mayor and Council and senior City staff engage more frequently with the business community at business events.	New	Underway.
2-2	Allow the opportunity for greater influence on City policy from established economics, business and labour organizations.	New	Underway.
13-1	Ensure the business community is engaged in seeking solutions to crime and safety issues through the Project Civil City initiative.	Support/ Influence	Underway.

1A. Initiatives Underway: Building Relationships

Because the actions and projects related to the building relationships theme are highly interrelated, this section addresses the Blue Ribbon Council's four recommendations holistically, rather than separate them out. The following section addresses Actions 1-2, 1-3, 2-2 and 13-1.

Quarterly Business-City Hall Dialogues

Council has already taken action on this theme in November 2007, when staff was directed to work with the VEDC to establish a networking mechanism for key business leaders to update Mayor and Council on recent business developments and issues, and to provide economic policy input. In response to this direction, the VEDC has developed a series of quarterly meetings between City Council, business leaders and senior staff. The first such meeting was held in July 2008, and a second meeting is planned for September 2008.

Business-City Engagement Opportunities

The VEDC has provided Council members, particularly VEDC's Council liaisons, a number of opportunities to engage with the business sector this year, that include:

- four events related New Media/VIDFEST,
- a BizMap event in Commercial Drive BIA,
- the BC Technology Industry Association (BCTIA) awards dinner,
- an Innovation Region conference in Seattle,
- liaison with Mining Association of BC,
- an investment seminar in Beijing, and
- various business meetings in Beijing for Mayor and Council representative attending 2008 Summer Games events.

In the normal course of business, City staff regularly liaise and solicit input from business organisations such as the VEDC, the Vancouver Board of Trade, business improvement associations, the Urban Development Institute, the National Association of Industrial and Commercial Properties, Port Metro Vancouver, the Vancouver Fair Tax Coalition, as well as individual business and property owners.

1B. Future Actions: Building Relationships

The VEDC will continue to intensify its work to provide opportunities for the Mayor and members of Council and staff to liaise and interact with the business community. Specific activities include:

- The VEDC will continue to coordinate the Quarterly Business-City Hall Dialogue meetings, as long as these are seen to be useful for City Council.
- The VEDC will explore developing opportunities for the Mayor, Council members and City staff to engage in discussions with individual business owners on specific issues and opportunities for businesses in Vancouver.

- As part of the process of developing the economic development strategy for the City, the VEDC will explore the usefulness of hosting one or more multi-stakeholder events that include the Mayor, Council and senior City staff members.

No additional funding is sought for these activities.

GROUP 2: ECONOMIC DEVELOPMENT, ECONOMIC POLICY AND TAXATION

The Blue Ribbon Council's report placed an emphasis on the need for enhanced economic development strategies, implementation of those strategies, as well as more economic policy and analysis at the local level. In addition, the report supported the implementation of the recommendations of the recent Property Tax Policy Review Commission. The following table lists the eight actions recommended by the Blue Ribbon Council that address these observations.

TABLE 2. BRC RECOMMENDATIONS: ECONOMIC DEVELOPMENT, ECONOMIC POLICY AND TAXATION

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
1-1	Mayor and Council support the implementation of this Strategy with clear communication to the public.	Support/ Influence	Council has demonstrated support for VEDC.
2-1	Create the senior position of City Economist.	New	No current action.
3-1	Comprehensively review the structure, funding and mandate of the Vancouver Economic Development Commission, including its role in regional economic development.	New	Phase 1 of evaluation. Request: \$10,000 one-time funding.
3-2	Undertake the proposed Phase 2 of the Economic Development Strategy.	New	Underway.
5-1	Request that Metro Vancouver and/or the Provincial Government facilitate a process to create a regional economic development strategy and formal economic development organization for the MV region.	New	No current action.
5-2	Establish, with interested regional partners, joint initiatives for marketing Metro Vancouver for investment attraction and addressing other economic development issues of common interest.	New	Existing and new initiatives. Request: \$56,000 one-time funding.
8-1	Support the execution of the recently-approved "2010 Plan."	Support/ Influence	Underway.
8-2	Establish systematic contact with Ministry of Economic Development staff to identify and pursue collaborative international marketing and trade promotion initiatives, particularly in the Asia Pacific region.	New	Underway.
8-3	Capitalize on existing Sister City relationships.	New	No action recommended.

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
14-1	Implement the recommendations of the Property Tax Policy Review Commission.	Support/ Influence	Underway.

2A. Initiatives Underway: Economic Development and Policy

Action 1-1: Council Support for the VEDC's Economic Development Strategy

By adopting *Guiding Principles for Economic Development in the City of Vancouver* in July 2006, by increasing VEDC's baseline operating funding as part of the 2008 operating budget process, and by making available additional funding to implement a set of the Blue Ribbon Council's recommendations, City Council has sent a clear message of support to the VEDC.

City Council's actions on property taxes, and on additional funding to BIAs for the Ambassadors program, are making a material difference to the local business climate. In addition, the open approach City staff have taken to reviewing specific issues with the regulation of businesses has been extremely well received by those business associations working with VEDC and the City.

Action 2-1: City Senior Economist

The City currently makes considerable use of economic analysis; departments such as Financial Services, Business Planning and Services and Community Services in particular have substantial need to incorporate economic analysis into their ongoing work, and maintain resource capacity to do so. It is recommended that City staff continue to incorporate economic research and analysis into their ongoing work, as well as consult with the VEDC on relevant issues, and that no senior economist position be created at this time.

Actions 5-1 and 5-2: Regional Economic Development (Metro Vancouver Commerce)

There are arguments to support the management of economic development at either the municipal or the regional level. On one side of the argument, Vancouver is known globally as a region more than as a distinct municipality, which makes a case for a regional approach to seeking investment from abroad. On the other, some aspects of economic development are clearly controlled at the municipal level, for example land use regulation, which supports a more localised approach to economic development. Also, the fact that local municipalities are essentially in competition for the benefits associated with increased investment creates an inherent challenge for a regional effort.

The two entities that could create a comprehensive regional economic development approach are either the Provincial Ministry of Economic Development, or Metro Vancouver. Neither of these two agencies have taken on this work, to date. There has been, however, significant success with a recently-created collaborative approach to regional economic development.

This collaborative, originally called the Task Force on Regional Economic Development Opportunities (TREDO), is now doing business as Metro Vancouver Commerce (MVC). In order to participate, a municipality's City Manager or CAO can sign onto the MVC Memorandum of Understanding that lays out the terms of participation. Then, participating municipalities can choose opt in to projects or initiatives, on a project-by-project basis, and municipalities only pay for those initiatives that they have opted into.

In less than one year, this group's accomplishments include:

- Expanding from three to seven signatories to the Metro Vancouver Commerce MOU.
- Successfully attracting \$160,000 in funding from other public and private sector partners, significantly leveraging each participant's investment in MVC initiatives, and allowing initiatives to get done that wouldn't otherwise be feasible.
- Taking the lead in developing options for introduction of a region-wide business licensing system for mobile trades.
- Having participated in missions abroad to seek skilled workers for the region.
- Having pursued a number of other projects, including joint development of statistics and intelligence sharing on international economic development conferences and events.
- Having successfully mounted a joint mission to Beijing in the Summer of 2008, that helped the VEDC exceed its "2010 Plan" goals.

It is recommended that the VEDC continue to work within the recently-created Metro Vancouver Commerce collaborative, and that recommendations regarding a regional economic development model be brought to Council as part of Phase 2 of the evaluation of Vancouver's preferred economic development.

Actions 5-1, 5-2, 8-1 and 8-2: Summer 2008 Mission to Beijing

In Summer 2008, the VEDC participated in the Metro Vancouver Commerce joint mission to Beijing. The achievements associated with this mission addressed a number of the Blue Ribbon Council's recommendations relating to economic development actions. This project also had the valuable benefit of building trust and a collaborative spirit among all the economic development professionals involved.

- The Metro Vancouver contingent in Beijing hosted one of the most successful and well-attended of all the events at the BC-Canada Pavilion in Beijing, and met its goal of developing 300 qualified business leads with investment or trade potential, which were distributed among participating municipalities according to an agreed-to inter-municipal protocol.

- The Metro Vancouver contingent in Beijing developed joint marketing materials, including a website and a new economic development map of the region, and provided assistance and made presentations for a number of industry associations that had their own presence in Beijing. The contingent also made arrangements for Mayor and Councillors visiting Beijing to pursue economic development opportunities for their respective municipalities.

Action 8-1: VEDC's 2010 Plan

The VEDC's 2008 Business Plan describes in detail work specifically related to the 2010 Winter Games. This work is underway, and is complemented by various VEDC initiatives currently underway, as well as many of the recommendations in this current Council report.

Action 8-2: Relationships with Provincial Government

The VEDC enjoys an increasingly strong relationship with the BC Ministry of Economic Development, in which each agency complements/supports the activities of the other. Examples of recent collaborations include:

- The VEDC enjoyed the use of the BC-Canada Pavilion in Beijing in Summer 2008 at no charge, and supported provincial government events in Beijing during the Summer 2008 mission.
- The VEDC has made available the recently-published *Business and Investment Guide* to the Ministry of Economic Development, and to provincial economic development officers abroad, and is collaborating with the provincial government on the development of marketing materials.
- The VEDC and the provincial government are working together on preparations for business hosting during the 2010 Winter Games, and have produced joint seminars and activities with the 2010 Commerce Centre.
- The VEDC follows up on leads referred to them by the Ministry of Economic Development.

Action 8-3: Sister City Relationships

The City of Vancouver currently has "sister city" relationships with Los Angeles, Guangzhou, Yokohama, Edinburgh and Odessa. The VEDC has concluded that using these relationships for the purposes of economic development is inadvisable. This is because research has shown that it is generally difficult to convert voluntary interpersonal relationships that are based on cultural exchange into business relationships. For this reason, it is not recommended that the City of Vancouver take action on this recommendation.

Action 14-1: Implement Recommendations of the Property Tax Policy Review Commission

In December 2007, on the recommendation of the Property Tax Policy Review Commission, Council initiated a redistribution of property taxes from non-residential to residential property classes, to total \$23.8 million over approximately five years. Council also instructed staff to seek an amendment to the *Vancouver Charter* that would provide the option of using three-, four or five-year land averaging in the calculation of property taxes, in order to dampen the impacts of year-over-year volatility in land values. If/when the City is granted this *Charter* amendment, Council would make a decision each year, as to whether to implement four- or five-year land averaging, based on staff analysis.

2B. Future Actions: Economic Development and Policy*Action 3-1: Vancouver's Model for Economic Development*

The question of the preferred economic development model for Vancouver was last considered by Council in 1996. At that point in time, Council opted for a standalone agency, and the VEDC was created as a result of this decision. Part of the rationale for this decision was that as a separate agency, the VEDC could attract external funding more easily than it could as a City department.

Over the past year, the VEDC has had great success in attracting external funding; non-City funding has accounted for 0.2%, 2.6% and 30.0% of the total VEDC budget in 2006, 2007 and 2008 (year-to-date), respectively. (This 2008 figure will rise to 40%, if pending grant applications are approved.)

It is recommended that an evaluation of the preferred model for economic development be undertaken by the VEDC and the General Manager of Business Planning and Services in two phases. Phase 1 will be to undertake the research on best practices in other cities, to be reported out in the VEDC 2009 Business Plan. Phase 2 - to be reported as part of the VEDC's 2011 Business Plan - will be a full evaluation of alternatives, including a consideration of regional economic development options, with a recommended preferred approach.

Action 3-2: Phase 2 of the Economic Development Strategy

VEDC's work on developing a formal economic development strategy is currently underway, and is sufficiently resourced for 2008.

Actions 5-1 and 5-2: The Business Gateway Project, the Leveraging 2010 Program and the Green IT Summit

Following up on the success of the recent mission to Beijing, and in anticipation of the strong global interest in Vancouver immediately after the 2008 Beijing Summer Games, the VEDC and Metro Vancouver Commerce are planning two new investment missions. Both these initiatives are prime examples of collaborative efforts that are very significantly leveraging the City's

investment in VEDC projects; given the overall costs, the VEDC could not mount either of these trade missions on their own. The Green IT Summit is another unique opportunity to make global business and technology connections thanks to the 2010 Games.

- *The “Business Gateway” Project:* The Business Gateway Project targets fifty potential investor companies from Japan, Korea and China, over a two-year period. This two-year program builds on contacts made during the Summer 2008 Beijing mission, and involves collaboration with provincial and federal posts abroad, as well as some private-sector partners. Company visits will be both incoming and outgoing; targeted firms will be visited, invited to attend the 2008 performances of the VSO in Beijing, Shanghai and Guangzhou, and to visit Vancouver during the Olympics. Similar programs will be mounted in Japan and Korea. The total cost of this program is \$301,500 (over two years), which will be funded by a broad group of partners. VEDC’s contribution is \$32,000, payable in 2008.
- *The “Leveraging 2010” Program:* This two-year initiative will bring twenty-five top investment prospects to Vancouver during the 2010 Winter Games, for a specially-programmed visit. Materials and other program elements will be designed so that they can be used for other similar Games-time programming. The total cost of this program is \$230,000 (over two years), which will be funded by a broad group of partners. VEDC’s contribution is \$24,000, payable in 2008.
- *The “Green IT Summit”:* Many of sponsors of the IOC and suppliers to the 2010 Olympic and Paralympic Winter Games are major technology companies that work on technologies related to sustainability, such as GE, Atos-Origin, Panasonic, Samsung and Bell Canada. A conference is being organized in Vancouver in November, 2008 with the objective of bringing together the senior technology staff of these companies and local technology companies working in the same areas. There are three objectives:
 - to transfer knowledge from leading global 2010-Partners to BC industry
 - to seek opportunities for collaboration and joint venturing, and
 - to build interest among the global companies in locating some of their facilities in this area.

There will be extensive follow-up on leads established as a result of this Summit. VEDC will participate in the Summit and the follow-up on leads. It will also work to ensure that City and other municipal IT and sustainability staff participate in parts of the Summit of direct interest to their activities. VEDC’s contribution would be \$20,000.

GROUP 3: INNOVATIVE SERVICE DELIVERY

This set of recommendations reflect the Blue Ribbon Council’s view that the “... *City of Vancouver as an entity must increase its own productivity, and also help to create the*

conditions by which the business sector can best increase its own productivity.” There are six Blue Ribbon Council recommendations that touch on service delivery and customer service issues.

TABLE 3. BRC RECOMMENDATIONS: INNOVATIVE SERVICE DELIVERY

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
4-1	Undertake a comprehensive review of City regulations relating to business and development.	New	Modified approach underway. Request: \$15,000 ongoing funding.
4-2	Review internal City policies to ensure innovative and efficient delivery of public services.	New	Underway.
4-3	Institute BizPaL to improve access, increase transparency, and create time savings in City regulatory processes.	New	Underway.
4-4	Provide customer service training to front-line City employees.	New	Underway.
4-5	Explore, with municipal partners in Metro Vancouver, the creation of a regional business licensing system.	Support/ Influence	Proposed. Request: \$10,000 one-time funding.
9-3	Review City transportation regulations to enhance the efficient movement of goods within and through the city, with particular emphasis on hours of operation restrictions.	New	Underway.

3A. Initiatives underway: Innovative Service Delivery

Action 4-1: Review City Regulations

The VEDC has been working in conjunction with the General Manager of Community Services, to meet with various industry associations to discuss issues they identified to the Blue Ribbon Council. The meetings held to date have been very productive, and follow-up is still underway. It is recommended that the City and the VEDC continue with this approach to address issues pertaining to the City’s regulatory processes.

Actions 4-2 and 4-4: Innovative and Efficient Public Service Delivery

Continually moving toward better and more efficient customer service is integral to the City’s day-to-day operations. It is expected that the introduction of the Access Vancouver (the City’s new 311 service), the recently-created Business Planning Secretariat and Business Planning Committee, will all be instrumental in enhancing customer service, identifying opportunities for efficiencies, and improving a range of business process at the City. Customer service training is a key part of the City’s 311 system implementation. And, the dialogue stimulated

at the proposed conference on City regulation and customer service is expected to contribute to further enhancements.

3B. Future Actions: Innovative Service Delivery

Action 4-1 and 4-2: Customer Service and Regulatory Processes Conference Proposal

Through the work done to date liaising with industry associations to identify and discuss issues with the regulatory process, it has become clear that in some instances, it is the regulatory processes rather than the regulations themselves that are an issue. Also, importantly, the City and the VEDC have observed that members of the business community are in some cases not sufficiently aware of various relevant aspects of the City's regulatory processes, nor of the ways in which they are being enhanced.

Working in close collaboration with the General Manager of Community Services, the Program Director of Access Vancouver, the Director of Communications, and the General Manager of Business Planning and Services, the VEDC recommends hosting a full-day conference on October 29, 2008, intended to reduce the information gap between the City and the business community with regard to business regulation and the many service innovations underway at City Hall.

- Attendees would be approximately twenty City staff and forty industry representatives, with a focus on those industry associations that expressed concerns about regulation to the Blue Ribbon Council.
- The format would be dialogue-based, with City staff to highlight program service delivery innovations underway, and business representatives to present their concerns, with a discussion of best practices in other jurisdictions.
- BC Small Business and Revenue staff would make presentations on BizPal and other relevant programs.
- Metro Vancouver Commerce would report on their findings about options for introducing a regional licensing system for mobile businesses.

It is anticipated that this conference would be an annual event, for the public and private sectors to work together on changes to improve productivity, without sacrificing the City's regulatory responsibilities and objectives. In preparation for this conference, the private sector participants will be asked to do their own research and bring forward best-practice information from other jurisdictions. The VEDC is requesting annual funding of \$15,000 to do this work; with results to be reported to Council as part of the VEDC's 2009 Business Plan.

Action 4-3: Implementation of BizPal

BizPal is an online service designed to simplify the business permit, licence and other regulation processes. The City has invited the BC Ministry of Small Business and Revenue to

convert City regulation information into the BizPaL format, and expects that BizPaL will be fully implemented by Autumn 2008. City Licenses and Inspections staff have been involved with and are supportive of this initiative.

Action 4-5: Regional Business Licensing System

There is considerable complexity involved in designing and implementing a regional licensing system. Issues include ensuring that participating municipalities' licensing revenues are not compromised, determining eligibility of various trades, as well as enforcement and data management issues. Metro Vancouver Commerce has taken on this as one of their projects, focusing on the feasibility of implementing a regional system for mobile businesses (e.g., construction trades). Because these sorts of businesses regularly apply for licenses across municipal boundaries, there is a rationale for exploring the regionalisation of these sorts of licences.

Metro Vancouver Commerce proposes to hire a consultant to identify the various issues with implementing a regional business license for mobile businesses, and recommend options for addressing these issues. The total consultant cost is anticipated to be \$30,000, and VEDC's contribution will be \$10,000. Results of this work would be reported as part of the VEDC's 2009 Business Plan submission to Council.

Action 9-3: Review Transportation Regulations

A review of transportation issues will be considered as part of Phase 2 of the VEDC's Economic Development Strategy. Also, the VEDC Board of Directors, in the course of their regular proceedings, considers transportation issues as they arise.

GROUP 4: LAND USE PLANNING

While the Blue Ribbon Council was generally supportive of the City's established land use policies, the authors stressed the importance of maintaining an adequate base of employment-supporting (industrial and commercial) land in the city. The report contained four recommendations related to the land use planning theme, shown in Table 4.

TABLE 4. BRC RECOMMENDATIONS: LAND USE PLANNING

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
6-1	Establish strong land-use policies for industrial and commercial land to eliminate the possibility of conversion to residential development.	New	Underway.
6-2	Support existing industrial land by ensuring appropriate buffers around industrial activity, limiting non-industrial uses, and encouraging more intensive use.	Support/ Influence	Underway.

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
9-4	Ensure that land use is supportive of regional transportation through densification.	Support/ Influence	Underway.
12-1	Pursue planning and development policies, including the EcoDensity initiative, that provide a balance of housing options.	Support/ Influence	Underway.

4A. Initiatives Underway: Land Use Planning

Because the actions and projects related to the land use planning theme are highly interrelated, this section addresses the Blue Ribbon Council's four recommendations holistically, rather than separate them out. The following section addresses Actions 6-1, 6-2, 9-4 and 12-1.

The City is working on a number of initiatives that support these four recommendations. Some of the key relevant projects include the Metro Core Jobs and Economy Land Use Plan (downtown phase to be reported to City Council in September 2008), and the Marpole Gateway Planning Program (preparation of the Terms of Reference currently underway).

Generally speaking, City policy has been consistent with the Blue Ribbon Council's recommended directions. Examples include:

- The City uses a number of techniques to buffer industrial activity, for example by graduating types of industrial uses (e.g., heavy industrial areas buffered by lighter industrial ones), using arterial roads as industrial area boundaries, and requiring landscape setbacks for industrial activity.
- Non-industrial land use is limited in all industrial zones. New development in industrial zones under current zoning is being built at increasing densities and City staff are exploring additional ways to encourage intensification through studies such as the Metro Core Jobs and Economy Land Use Plan, Downtown Eastside Economic Revitalization, and Marpole Gateway planning program.
- The EcoDensity Charter confirms the City commitment to the overall direction of densification. A number of planning programs support this approach, by locating residents close to transit, including the Neighbourhood Centres programs. The Metro Core Jobs and Economy Land Use Plan also supports this objective through locating jobs close to transit, and maintaining industrial areas.
- The EcoDensity Charter also confirms the City's commitment to more housing affordability, types and choices.

4B. Future Actions: Land Use Planning

No new actions are recommended at this time. The Planning Department's current work on specific industrial areas, notably False Creek Flats, Marpole Gateway and industrial areas within Metro Core, is consistent with the directions recommended by the Blue Ribbon Council. In fall 2008, the Planning Department will be bringing to Council recommendations regarding the next phase of Metro Core Jobs, which will include recommendations regarding potential rezonings to residential in both new developments and redevelopments.

Phase 2 of VEDC's economic development strategy will address industrial land issues City-wide and region-wide; research and policy recommendations will be developed in collaboration with the Planning Department.

GROUP 5: TRANSPORTATION

The Blue Ribbon Council's four recommendations concerning transportation were generally supportive of existing City policies (Table 5).

TABLE 5. BRC RECOMMENDATIONS: TRANSPORTATION

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
9-1	Support regional transportation improvements proposed and ongoing through the Pacific Gateway Program that foster business and commerce.	Support/ Influence	Monitor and support.
9-2	Support further development of the regional transportation system, with a high priority on public transit, that is based on demonstrated need and public good, not on political considerations.	Support/ Influence	Monitor and support.
9-5	Ensure that transportation rights of way are protected.	Support/ Influence	Monitor and support.
9-6	Support the use of transportation demand management techniques.	Support/ Influence	Monitor and support.

5A. Initiatives underway: Transportation

The City Engineer has a number of initiatives underway that are consistent with the Blue Ribbon Council's recommendations:

Related to Action 9-1

- To support increasing the overall rail capacity, the City has partnered with Transport Canada, the Port, and TransLink to explore rail grade-separation (overpasses) for rail line connecting the False Creek Flats to the Central Waterfront Port. This study is to be completed this fall/winter.
- The City is working to improve the truck route system by building left turn bays on Grandview Hwy at Boundary Road, and on Knight Street at 49th, 33rd, and, potentially, 57th Avenues.

Related to Action 9-2

- The City is making a case for transit investment in Vancouver by increasing density and planning for transit expansion in all new major developments.
- Full time staff positions have been added to work with TransLink to
 - implement new bus routes, such as the #33 and the C17
 - improve existing transit services, including increased transit priority on Broadway and Main Street,
 - facilitate upgrades to the Expo Line stations, and
 - begin planning for the western extension of the Millennium Line.

Related to Action 9-5

- The City has rezoned the Arbutus rail right of way so that it can only be used for transportation purposes.

Related to Action 9-6

- The City has hired a transportation engineer to coordinate transportation demand strategies within the City and regionally with the specific goal of meeting the greenhouse gas reduction targets identified in the Community Climate Change Action Plan.

5B. Future Actions: Transportation

All four of the Blue Ribbon Council's transportation-related recommendations involved the City playing a supporting/influencing role in the issues identified. As such, no new recommended actions arise from these. The VEDC will continue to monitor transportation issues in Vancouver, and will bring any issues identified as having an impact on the city's business climate to the City's General Manager of Engineering Services, the General Manager of Community Services, and/or City Council, as appropriate.

GROUP 6: EDUCATION

While the Blue Ribbon Council understood that education is primarily the responsibility of the provincial government. However, because it is such an important driver of economic growth, the authors included a number of recommended actions related to education (Table 6).

TABLE 6. BRC RECOMMENDATIONS: EDUCATION

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
7-1	Use a variety of City policies, the specifics of which will be determined through consultation with project partners to support the development of the Great Northern Way Campus.	Support/ Influence	City involved via a Major Projects Planning Program.
10-1	Support the post-secondary education sector as a critical link in developing a superior workforce through advanced education and research, and support the principles of excellence in the Province's Campus 2020 Plan for post-secondary education.	Support/ Influence	VEDC to monitor and support.
10-2	Support programs through the Vancouver School Board, Provincial and Federal agencies, and other educational service-providers to increase the educational focus on the areas of (1) science, technology, engineering and mathematics (STEM); (2) lifelong professional development; (3) adult basic literacy and numeracy; and (4) early childhood education.	Support/ Influence	VEDC to monitor and support.
10-3	Work with the business community, the Vancouver School Board, universities and colleges, and other post-secondary institutions to raise the profile of entrepreneurship among secondary and post-secondary students.	New	Proposed event. Request: \$50,000 ongoing
10-4	Facilitate dialogue between the business community and post-secondary educational institutions to encourage a closer match between educational programs and business needs and to promote commercialization of innovation.	New	Proposed event. Request: \$25,000 one-time funding.
10-5	Support the expansion of funding for graduate student places.	Support/ Influence	VEDC to monitor and support.

6A. Initiatives Underway: Education

The VEDC's investment marketing strategy highlights Vancouver's entrepreneurial culture as one of its competitive advantages (see "Innovation Incubator" in the VEDC Business and Investment Guide). An August 2008 London study of 34 major cities across the world ranked Vancouver second in entrepreneurship, surpassed only by Auckland, New Zealand (Source: Netherlands Ministry of Economic Affairs, 2008). Because the actions and projects related to the education theme are highly interrelated, this section addresses the Blue Ribbon Council's six recommendations holistically, rather than separate them out. The following section addresses Actions 7-1, 10-1, 10-2, 10-3, 10-4 and 10-5.

Support the Great Northern Way Campus

The Great Northern Way Campus Board of Directors has been doing visioning, and is now refining their objectives for development of their site. City staff have been liaising with this group, and it is anticipated that a Major Projects Planning Program will begin in 2009.

6B. Future Actions: Education

Entrepreneurial Vancouver Event

As part of Global Entrepreneurship Week (November 17 to 23, 2008), the VEDC is planning to host Entrepreneurial Vancouver, a high-profile full-day event to celebrate entrepreneurship in the city and region. The objective of this event will be to bring 3,000 people together to celebrate our region's entrepreneurialism, encourage more entrepreneurial thinking throughout the community, strengthen our international brand as an entrepreneurial city, identify compelling stories about entrepreneurial achievement in the community that could be provided to unaccredited media during the 2010 Winter Games, and, seek private sector support for making this an annual event.

The total expense budget of this event, which includes rentals, advertising, materials and speakers, is estimated to be \$150,000. The VEDC is planning to raise \$100,000 from the private sector, and is seeking \$50,000 in one-time funding from Council to fund the balance. Results of this work would be reported as part of the VEDC's 2009 Business Plan submission to Council.

Commercialisation of Innovation Conference

VEDC is proposing a Commercialisation of Innovation full-day conference, with the goal of building support for new approaches to speed up commercialisation in BC. This initiative is central to the VEDC's global branding strategic objective.

It is expected that approximately two hundred people will participate, with the audience for this event being individuals from the academic, business and public sectors who have an interest in this topic. Best practices from Europe, Asia, and other parts of Cascadia will be presented and discussed. One major focus will be on graduate students; part of the event will be structured to allow graduates in technology to interact with their peers in business, economics, engineering and other disciplines central to successful innovation. The event will also kick-off a province-wide effort to recruit volunteers to serve on "virtual boards" that assist new enterprises in sharpening their business plans so they can be more effective in attracting venture capital.

The conference will be put on in partnership with the Great Northern Way Campus, the British Columbia Innovation Council, as well as various law firms and other partners. The date of this event is yet to be determined, but will likely take place during Global Entrepreneur Week. The VEDC is seeking \$25,000 in one-time funding from Council to fund its share of this

initiative. Results of this work would be reported as part of the VEDC's 2009 Business Plan submission to Council.

VEDC Education Strategies

The VEDC will continue to incorporate into their strategies and programming the education-related objectives of strengthening Vancouver's entrepreneurial capacity, and helping to speed the commercialisation of innovation.

GROUP 7: LABOUR FORCE

The Blue Ribbon Council made four recommendations that address ensuring Vancouver has a strong labour force (Table 7).

TABLE 7. BRC RECOMMENDATIONS: LABOUR FORCE

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
11-1	Support Federal and Provincial governments in initiatives to streamline immigration and temporary worker programs and make them more responsive to domestic labour market requirements.	Support/ Influence	Underway.
11-2	Encourage Federal/Provincial governments to enhance integration of immigrant workforce, including more efficient evaluation and recognition of credentials, and assistance with technical and language training.	Support/ Influence	Underway.
11-3	Encourage Federal/Provincial governments to provide universal access to child care, and continue to support child care through City policies, thereby allowing greater participation of women in the workforce.	Support/ Influence	Underway.
11-4	Develop marketing initiative to attract skilled managers and workers to Vancouver.	New	Underway.

7A. Initiatives Underway: Labour Force

Because the actions and projects related to the labour force and crime theme are highly interrelated, this section addresses the Blue Ribbon Council's six recommendations holistically, rather than separate them out. The following section addresses Actions 11-1, 11-2, 11-3, 11-4, 13-2 and 13-3.

City Immigration-Related Initiatives

Council has been actively involved in immigration-related issues for a number of years. In September 2005, Council approved a number of recommendations from the Mayor's Working Group on Immigration. In November 2007, Council approved the recommendations in the update report of the Mayor's Task Force on Immigration. The upcoming Business Summit on Immigration, co-hosted by the City of Vancouver and the Vancouver Foundation, has been developed in response to one of the Task Force's recommendations. VEDC is involved in helping with this event.

Talent-Seeking Missions

Some of the Metro Vancouver Commerce member-municipalities have participated in talent-seeking missions to Europe, which have proved very successful in recruiting qualified individuals to the region. The VEDC will evaluate the benefits of participating in these sorts of missions in the future.

Immigration-Related Initiatives in the Region

Many public and private-sector agencies and organisations are currently working on immigration issues, reflecting an increasing interest in immigration as a means of reducing labour shortages. Senior governments have processes in place to address immigration issues, with support from ethnic business associations, business associations involved in credentialing immigrants, as well as more broadly-based business associations who have a general interest in the labour supply. Immigration issues will form a part of the Business Council of BC's a province-wide economic development strategy (the "Opportunities BC 2020" program, due to be completed in June 2009).

Services to Support New Immigrant Integration

The EcoDensity Charter confirms City commitment to affordable housing, relevant to new immigrants as well as existing residents. In terms of other services required by immigrants to the region, such as assistance with technical and language training and childcare, the City has limited resources to help provide these services. While there is a clear and evident need for enhanced services and service levels in these areas, this is a senior-government responsibility, and the City has neither the resources nor the mandate meet these growing needs. In June 2008, Council recommended that the Union of BC Municipalities establish an expert commission to develop solutions to this issue, among others that are part of the larger "municipal fiscal imbalance" issue.

7B. Future Actions: Labour Force

The VEDC will continue to monitor labour force and crime issues in Vancouver, and will bring any issues identified as having an impact on the city's business climate to City staff and/or Council, as appropriate.

GROUP 8: CRIME

The Blue Ribbon Council made two recommendations pertaining to crime: one that addresses crime-reduction directly, and another that draws an association between an increase in certain social services and the reduction of crime (Table 8). There are a very large number of initiatives being undertaken by the VPD and various other City departments that relate to crime-reduction; fire and police services accounted for almost one-third of the City's total operating budget in 2007. The VEDC's Board of Directors will continue to support crime-reduction initiatives, and provide comment on crime-related issues to Council as appropriate.

TABLE 8. BRC RECOMMENDATIONS: CRIME

#	RECOMMENDED ACTION	ACTION TYPE	RESPONSE
13-2	Pursue complementary crime-reduction initiatives that address affordable housing, substance addictions, and mental illness.	Support/ Influence	Underway.
13-3	Support the Vancouver Police Department in its efforts to reduce all crime in the city, including property and violent crime.	Support/ Influence	Underway.

FINANCIAL IMPLICATIONS

This report includes eight recommendations that are accompanied by a funding request from the VEDC. This is consistent with the April 9, 2008 recommendation by Council, that approved annual funding of up to \$295,000 to fund initiatives undertaken in response to the Business Climate Report (prorated to \$196,700 in 2008). It is noted that five of the eight funding requests involve partnerships and/or external funding that significantly leveraging the value of Council's investment.

The VEDC is requesting the following funding:

- \$65,000 in ongoing funding, starting in 2008, with source of funds to be operating budget, and
- \$121,000 in one-time funding, with the source of funds to be the 2008 operating budget.

This total funding request of \$186,000 is less than the \$196,700 in 2008 available funding for these initiatives (see Appendix C for details).

CONCLUSION

This report provides Council staff and VEDC's analysis of the forty recommendations contained in the *Blue Ribbon Council Report on the Business Climate in the City of Vancouver*. The analysis includes information on current projects and initiatives underway, as well as eight recommended new VEDC initiatives and projects, at a 2008 cost totalling \$186,000.

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**APPENDIX A
VANCOUVER ECONOMIC DEVELOPMENT COMMISSION BLUE RIBBON COUNCIL'S
OCTOBER 2007 BUSINESS CLIMATE REPORT
SUMMARY OF RECOMMENDATIONS**

This table summarises the forty recommendations of the Blue Ribbon Council (BRC), along with their view of who has responsibility for implementation and what type of action is required. Recommendations in this table are sorted according to the implementation category.

A. BLUE RIBBON COUNCIL (BRC) RECOMMENDATIONS			B. PRIORITY & RESPONSIBILITY				C. ACTION TYPE				
NO.	RECOMMENDED ACTION	ASSOCIATED BUSINESS CLIMATE STRATEGY	IMPLEMENTATION CATEGORY	VEDC	COV	CITY ECONOMIST	BUSINESS COMMUNITY	SHORT-TERM PROJECTS	ONGOING INITIATIVES	EXISTING INITIATIVES	INFLUENCING OTHERS
1-1	Mayor and Council support the implementation of this Strategy with clear communication to the public.	Economic Development Leadership	High-Priority Short-Term		*			*			
2-1	Create the senior position of City Economist.	Valuing Economic Considerations	High-Priority Short-Term		*			*			
3-1	Comprehensively review the structure, funding and mandate of the Vancouver Economic Development Commission, including its role in regional economic development.	Support for a Formal Economic Development Function	High-Priority Short-Term		*		*	*			
3-2	Undertake the proposed Phase 2 of the Economic Development Strategy.	Support for a Formal Economic Development Function	High-Priority Short-Term	*	*		*	*			
4-1	Undertake a comprehensive review of City regulations relating to business and development.	Streamlining Regulation	High-Priority Short-Term		*		*	*			

A. BLUE RIBBON COUNCIL (BRC) RECOMMENDATIONS			B. PRIORITY & RESPONSIBILITY				C. ACTION TYPE				
NO.	RECOMMENDED ACTION	ASSOCIATED BUSINESS CLIMATE STRATEGY	IMPLEMENTATION CATEGORY	VEDC	COV	CITY ECONOMIST	BUSINESS COMMUNITY	SHORT-TERM PROJECTS	ONGOING INITIATIVES	EXISTING INITIATIVES	INFLUENCING OTHERS
5-1	Request that Metro Vancouver and/or the Provincial Government facilitate a process to create a regional economic development strategy and formal economic development organization for the Metro Vancouver region.	Regional Coordination	High-Priority Short-Term	*	*		*	*			
5-2	Establish, with interested regional partners, joint initiatives for marketing Metro Vancouver for investment attraction and addressing other economic development issues of common interest.	Regional Coordination	High-Priority Ongoing	*					*		
6-1	Establish strong land-use policies for industrial and commercial land to eliminate the possibility of conversion to residential development.	Protecting and Enhancing Employment Lands	High-Priority Ongoing		*	*			*		
4-2	Review internal City policies to ensure innovative and efficient delivery of public services.	Streamlining Regulation	Medium-Priority Short-Term		*			*			
4-3	Institute BizPaL to improve access, increase transparency, and create time savings in City regulatory processes.	Streamlining Regulation	Medium-Priority Short-Term		*			*			
4-4	Provide customer service training to front-line City employees.	Streamlining Regulation	Medium-Priority Short-Term		*			*			
1-2	Develop regular points of contact for Mayor and Council and the business community.	Economic Development Leadership	Medium-Priority Ongoing	*	*				*		

A. BLUE RIBBON COUNCIL (BRC) RECOMMENDATIONS			B. PRIORITY & RESPONSIBILITY				C. ACTION TYPE				
NO.	RECOMMENDED ACTION	ASSOCIATED BUSINESS CLIMATE STRATEGY	IMPLEMENTATION CATEGORY	VEDC	COV	CITY ECONOMIST	BUSINESS COMMUNITY	SHORT-TERM PROJECTS	ONGOING INITIATIVES	EXISTING INITIATIVES	INFLUENCING OTHERS
2-2	Allow the opportunity for greater influence on City policy from established economics, business and labour organizations.	Valuing Economic Considerations	Medium-Priority Ongoing			*	*		*		
8-2	Establish systematic contact with Ministry of Economic Development staff to identify and pursue collaborative international marketing and trade promotion initiatives, particularly in the Asia Pacific region.	Encourage an Outward-Looking Perspective and Openness to Trade	Medium-Priority Ongoing	*					*		
9-3	Review City transportation regulations to enhance the efficient movement of goods within and through the city, with particular emphasis on hours of operation restrictions.	Ability to Move	Medium-Priority Ongoing		*		*		*		
10-3	Work with the business community, the Vancouver School Board, universities and colleges, and other post-secondary institutions to raise the profile of entrepreneurship among secondary and postsecondary students.	Education	Medium-Priority Ongoing	*			*		*	*	
10-4	Facilitate dialogue between the business community and post-secondary educational institutions to encourage a closer match between educational programs and business needs and to promote commercialization of innovation.	Education	Medium-Priority Ongoing	*			*		*		
11-4	Develop marketing initiative to attract skilled managers and workers to Vancouver.	Supply of Labour	Lower-Priority Short-Term	*			*	*			
1-3	Mayor and Council and senior City staff engage more frequently with the business community at business events.	Economic Development Leadership	Lower-Priority Ongoing	*	*		*		*		

APPENDIX B
VEDC FUNDING APPROVED BY COUNCIL,
2008 OPERATING BUDGET PROCESS

On April 9, 2008, Council approved the following funding for the VEDC, as part of the City's 2008 operating budget process (RTS 7017):

23. THAT Council approve the following as recommended in the Administrative Report Vancouver Economic Development Commission: 2008 Business Plan and Budget, dated November 21, 2007:

- i) THAT Council approve the Vancouver Economic Development Commission (VEDC) one-time 2008 funding request of \$125,000, to be applied toward Phase 2 of the VEDC Economic Development Strategy as an increase to the 2008 Operating Budget, increasing the 2008 property taxes by 0.02%.*
- ii) THAT Council approve the request for \$828,000 in funding to maintain the existing service level; funding of \$828,000 has already provided for in the 2008 Interim Operating Budget.*
- iii) THAT Council approve an increase to the annual VEDC baseline funding for core services of \$295,000 without offset, prorated to \$196,700 in 2008 as an increase to the 2008 Operating Budget, increasing the 2008 property taxes by 0.04%.*
- iv) THAT Council approve ongoing funding of \$295,000, prorated to \$196,700 in 2008, to fund selected recommendations in the October 2007 VEDC Report on the Business Climate in the City of Vancouver, to be released to the appropriate City department and/or to the VEDC, subject to report back to Council with the intended use and rationale, as an increase to the 2008 Operating Budget, increasing the 2008 property taxes by 0.04%.*

APPENDIX C
TOTAL COST OF VEDC FUNDING REQUESTS IN THIS REPORT

	FUNDING REQUESTS		LEVERAGING ADVANTAGE		
	FUNDING	FUNDING TYPE	VEDC SHARE	TOTAL PROJECT	MULTIPLE
APPROVED FUNDING FOR IMPLEMENTING SELECT BRC ACTIONS					
Total ongoing funding, available for release (Note 1)	\$295,000				
PRO-RATED AMOUNT AVAILABLE IN 2008	\$196,700				
RECOMMENDATION					
A. Business Gateway Project	\$32,000	2008	\$32,000	\$301,500	9.4
B. Leveraging 2010 Program	\$24,000	2008	\$24,000	\$230,000	9.6
C. Green IT Summit	\$20,000	2008	\$20,000	\$50,000	2.5
D. Annual Conference on City regulatory processes & customer service	\$15,000	ongoing	-	-	-
E. Evaluation of regional licensing system for mobile businesses	\$10,000	2008	\$10,000	\$30,000	3.0
F. Annual Entrepreneurial Vancouver event	\$50,000	ongoing	\$50,000	\$150,000	3.0
G. Commercialisation of Innovation event, Winter 2008/09	\$25,000	2008	\$25,000	\$60,000	2.4
H. Evaluation of Vancouver's economic development model, Phase 1	\$10,000	2008	-	-	-
TOTALS	\$186,000				
DIFFERENCE, AVAILABLE IN 2008 VS REQUESTED	\$10,700				

NOTE

1. Funding for implementing selected Blue Ribbon Council recommended actions was approved by Council in April 2008, to be released subject to a report back to Council with the intended use and rationale (see Appendix B).
2. The VEDC would not be able to undertake the projects listed above that are leveraged through either external funding or partnerships, without the indicated leveraging.