



COUNCIL REPORT

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Meeting Date: April 10, 2024
[Submit comments to Council](#)

TO: Standing Committee on Policy and Strategic Priorities
FROM: City Manager
SUBJECT: Establishing the City of Vancouver Business and Economy Office

Recommendations

- A. THAT Council endorse the mandate and key lines of service for the new in-house City of Vancouver Business and Economy Office, as articulated in this report.
- B. THAT Council instruct Council's appointees to the Metro Vancouver Board and the Invest Vancouver Management Board to make ongoing efforts to ensure that Invest Vancouver's investment attraction and other economic development functions are performing at an optimal level, and are appropriately coordinated and aligned with the City's new Business and Economy Office.

Purpose and Executive Summary

This report seeks Council direction on the proposed mandate and key lines of service of the new in-house Business and Economy Office.

Council Authority/Previous Decisions

- In September 2023, Vancouver City Council in their role as Vancouver Economic Commission (VEC) Honourary Board members announced their decision to wind down the VEC.
- In December 2023, Council allocated \$845,000 for the establishment and ongoing operation of a new in-house business support and economic development function (prorated to \$355,000 for 2024), as well as \$145,000 to fund an Indigenous Economic Prosperity function within the City's Indigenous Relations office.

City Manager’s Comments

The City Manager concurs with the foregoing recommendations.

Background and Context

Vancouver Economic Commission wind-down

In September 2023, Vancouver City Council in their role as Vancouver Economic Commission (VEC) Honourary Board members announced their decision to wind down the VEC, and subsequently allocated operating funding in the City’s 2024 budget to establish an in-house business support and economy function.

The City-funded portion of the VEC’s 2023 budget was \$3.1 million, and Council has allocated \$1.0 million per year of this to in-house economic development and business support functions (the new in-house Business and Economy Office and the establishment of an Indigenous Economic Prosperity function within the Indigenous Relations office) – representing a resultant annual cost-saving of \$2.1 million.

Through the ensuing months, the CEO, VEC has worked collaboratively with the City to implement this – including transferring some VEC programs to other organisations, terminating VEC programs, and, managing the various human resource, financial and legal aspects of the wind-down. At the time of this report, the CEO, VEC is the only remaining VEC employee, and all VEC programs have been either completed, terminated or transferred to another entity (see Appendix A for details).

Invest Vancouver: Primary responsibility for investment attraction

Invest Vancouver was established in 2019 within the Metro Vancouver organisation, with a regional economic development mandate spanning all member municipalities of Metro Vancouver. It has three lines of service: (a) strategic investment attraction, (b) data, research and policy, and (c) regional collaboration. Currently, approximately 40% of Invest Vancouver’s annual budget is dedicated to investment attraction.

Vancouver taxpayers currently pay approximately \$1.7 million (40%) of Invest Vancouver’s \$4.3 million annual budget (based upon 2024 figures).

Discussion

Vancouver has a robust economy comprised of small, medium and large businesses across a wide span of sectors, and the intention of the City’s business support and economic development function is to ensure that Vancouver is and remains a business-friendly city – both for businesses already established here, and for those that are contemplating locating in Vancouver.

The municipal economic development function

Over the past several decades, the City’s economic development function has focused on various priorities, at any given time aligned with the Council of the day. It originally started as an in-house function and in 1995, the Vancouver Economic Development Commission was established as a standalone quasi-arm’s length entity, with the City of Vancouver as its primary funder.

New in-house function: Name, mandate and staff complement

While most large municipalities have an economic development function, mandates, lines of business and priorities can vary greatly among them. Staff is proposing that the new internal business support and economic development function be named the Business and Economy Office. The proposed mandate of this office is to ensure that the City's regulations, policies, processes and programs are designed to support and to minimise obstacles for local business, and to serve as an internal centre of excellence concerning business support, economic development and investment attraction.

Working within the allocated budget, the recommended overall vision for the Business and Economy Office would be to focus resources on efforts that would leverage the City's areas of expertise within its areas of jurisdiction and authorities, to benefit local businesses with as broad an impact as possible.

With an annual operating budget of \$855,000, it is anticipated that the Business and Economy Office will be comprised of 5 to 6 staff positions, including the Director.

Lines of services

Staff are recommending to Council that the Business and Economy Office have the following five lines of service. Details concerning the proposed key activities for each of these can be found in Appendix B. It is anticipated that while the proposed mandate and lines of service would be stable over time (that is, until such a time that modifying Council direction were to be given), the key activities supporting these lines of service would change over time to adjust to the current environment, needs and opportunities.

1. Local business support

- Intended outcome: *Ensure that City Council and staff have a clear understanding of the needs and opportunities associated with local business so that City departments can appropriately support local business.*

Scope of work

The intention of the proposed local business support function is to ensure there are established, regular lines of communication/collaboration between the City and local business.

It is noted that there are many and varied organisations that represent business – geographically (e.g., Business Improvement Associations), by sector (e.g., retail, hospitality, film and digital, technology, augmented reality/virtual reality, land development, transportation and logistics, and so on), and by size (small, medium, large).

In order to be effective, equitable and cost-efficient, this local business support function will have to be appropriately scoped and constrained. For example, it is not anticipated that this function will serve as a concierge for businesses with requests for help navigating the City, but rather that it will establish formalised lines of communication so that Council and staff can understand local businesses' needs and thus incorporate a consistent "business lens" into City policy, regulation, programs and services.

2. Policy and strategy

- Intended outcome: *Ensure City Council and City staff apply the appropriate “business lens” to the development and delivery of municipal policies, regulations, programs and services, and optimise business-City interfaces.*

Scope of work

The Business and Economy Office staff will work with staff across City departments to ensure that implications for local business are appropriately considered in the development and delivery of the municipal policies, regulations, programs and services – with the ultimate objective of optimising business-City interfaces. They will further ensure there is ongoing coordination and alignment among all the points of City-business interface across the City’s organisation.

3. Data and research

- Intended outcome: *Ensure City Council, City staff and other interested parties have the Vancouver-specific business-related data and information they need.*

Scope of work

This work will complement the production of business and economy-related data and research that is undertaken by many other agencies and organisations, e.g., City departments such as Planning, Urban Design and Sustainability, provincial and federal economic development agencies, banks and financial institutions, business and sector associations, academic institutions, and so on.

4. Investment attraction support

- Intended outcome: *Ensure companies and individuals seeking to invest in Vancouver are appropriately supported – complementing the work of Invest Vancouver, who has primary responsibility for regional investment attraction.*

Scope of work

With Invest Vancouver having the primary responsibility for regional investment attraction, and with Vancouver taxpayers paying a substantial amount to fund Invest Vancouver, it is proposed that Invest Vancouver would continue to play the primary role in regional investment attraction and related marketing. Accordingly, the Business and Economy Office efforts in this space would be focused on supporting/complementing those of Invest Vancouver and other relevant regional, provincial and national economic development agencies. It is proposed that outbound investment attraction activities be out of scope for the Business and Economy Office.

It is recommended that Vancouver City Council (through membership on the Metro Vancouver Board and the Invest Vancouver Management Board) and City staff (through membership on the Invest Vancouver Advisory Committee) continue to influence Invest Vancouver to ensure this investment attraction function is operating optimally, is aligned with City Council’s objectives, and is appropriately coordinated/aligned with the work of the City of Vancouver’s Business and Economy Office.

5. Collaboration and convening

- Intended outcome: *Ensure the City of Vancouver is an active part of the regional, provincial and national economic development ecosystem, and that current economic development thinking and trends are incorporated into City policy and programs.*

Scope of work

The Business and Economy Office staff will actively take part in the local business support and economic development ecosystem, representing the City on the appropriate Invest Vancouver committees, and at relevant conferences, summits and tables in order to maintain industry connections and networks. The Business and Economy Office may also opt at certain times to play a convening role within certain industries, or concerning specific issues/opportunities.

Indigenous economic prosperity

As part of the City's work related to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), in Q4-2023 an Indigenous Economic Prosperity function was established within the City's Indigenous Relations office. This work is a combination of inward-facing initiatives (e.g., how the City can support Indigenous prosperity, for instance through corporate procurement policies and processes) and outward-facing services (e.g., how the City can support the success of Indigenous-owned businesses). It is proposed that the Senior Manager, Indigenous Economic Prosperity continue to report to the Senior Director of Indigenous Relations, and that this work be closely coordinated and aligned with that of the Business and Economy Office.

Program delivery

It is recommended that the direct delivery of business support and training programs generally be outside the scope of the Business and Economy Office, e.g., delivering grants and programs that directly support entrepreneurs and businesses, programs to help businesses lower their carbon footprint, technology demonstration opportunities, training programs, and so on. Rather than directly fund and deliver these sorts of programs, it is proposed that this office have a system to point interested parties to the many regional, provincial, federal public, academic, non-profit and private entities that provide these types of programs.

There may be, from time-to-time, an opportunity for the Business and Economy Office or the appropriate City of Vancouver department to deliver some relevant programming directly to businesses or individuals; the feasibility and advisability of this will be evaluated on a case-by-case basis.

Sector focus

As discussed earlier in this report, there is a wide and varied set of business sectors in Vancouver. With any business support and economic development functions, there is always the question of which if any sectors, geographies and/or business sectors on which to specifically focus, and this question always needs to be revisited at regular intervals as circumstances evolve. It is suggested that the Director, Business and Economy Office, once in place, report back to Council with a workplan that will include consideration of which if any sectors to specifically focus on at the current time, with a supporting rationale.

External third-party funding

Staff do not anticipate the need for the Business and Economy Office to be regularly seeking funding from third party public, academic or non-profit agencies. External funding can be sought over time on a case-by-case basis to support specific work components, as appropriate.

Workplan and monitoring performance

It is recommended that the new Director, Business and Economy Office, once in place, shares with Council a proposed workplan and set of performance metrics.

Stakeholder input

Over Q4-2023, staff from the City Manager's Office met with several key stakeholders, and in February 2024, the City Manager's Office distributed a survey soliciting stakeholders' perspectives on what should be the mandate and lines of services of the City's new in-house business support and economic development function. Results from this survey, summarised in Appendix C, have been incorporated into this report's recommendations.

Next steps, building the team, workplan and performance metrics

The key next step in establishing this new function is to hire a Director, Business and Economy Office. This work has already been initiated and, pending a successful competition, it is anticipated that this position will be in place by early Q3-2024.

Once the Director is in place, the team will be built out and a workplan developed, and the Director will bring to Council the workplan, and a set of metrics to be used to measure the Office's outcomes, achievements and impacts. Staff will keep Council apprised of the Office's plans and progress at regular intervals.

Financial Implications

The funding for the new Business and Economy Office has been included in the 2024 operating budget.

Legal Implications

This report's recommendations have no legal implications.

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APPENDIX A
VANCOUVER ECONOMIC COMMISSION
WIND-UP STATUS AT FEBRUARY 2024

Staff complement

- It is anticipated that by April 2024, the Vancouver Economic Commission (VEC) will have no staff members other than the CEO.
- A City staff member will be maintained in the role of the CEO, VEC position (among their other City-related duties) for as long as the entity exists.

VEC initiatives/programs

- 32 VEC initiatives that were underway have been completed prior to the VEC wind-down.
- Have transferred components of the VEC's indigenous prosperity work to the City of Vancouver, Indigenous Relations.
- Have transferred components of the Project Greenlight program to Foresight CAC – a Canadian cleantech accelerator, who intends to expand this program nationally.
- Have transferred components of VEC's Zero Emissions Economic Transition Action Plan (ZEETAP) to the Zero Emissions Innovation Centre (ZEIC) – a local non-profit entity that is part of the Low Carbon Cities Canada network established by the Government of Canada and the Federation of Canadian Municipalities, with a mandate to catalyze, accelerate and scale climate action innovation across Metro Vancouver related to green buildings, renewable energy and transportation through a combination of impact investing, granting, partnerships, research and capacity building.
- All other VEC programs have been wound down/discontinued.

APPENDIX B
CITY OF VANCOUVER BUSINESS AND ECONOMY OFFICE,
PROPOSED LINES OF SERVICE

LINE OF SERVICE	INTENDED OUTCOME	KEY ACTIVITIES (NOTING THAT THESE MAY CHANGE/EVOLVE OVER TIME)
<p>1. Local business support</p>	<p>→ Ensure that City Council and staff have a clear understanding of the needs and opportunities associated with local business so that City departments can appropriately support local business</p>	<p>a. <i>Communication.</i> Set up structures and processes to regularly meet with local small, medium and large business representatives/associations – including Business Improvement Associations (BIAs) – to understand issues and opportunities that are relevant to City policy and programs</p> <p>b. <i>Resource hub.</i> Business support resource hub, pointing local business to business support and training programs, including programs to help lower GHG emissions</p> <p>c. <i>Business Improvement Area program.</i> Ongoing legal, financial and administrative management of the City’s BIA system</p>
<p>2. Policy and strategy</p>	<p>→ Ensure City Council and City staff apply the appropriate “business lens” to the development and delivery of municipal policies, regulations, programs and services, and optimise business-City interfaces.</p>	<p>a. <i>Policy and regulation.</i> Ensure business implications are considered in the development and delivery of municipal policies, regulations, programs and services – with the ultimate objective of optimising business-City interfaces and supporting the success of local business</p> <p>b. <i>Proactive strategies/tactics.</i> Take Council direction on developing proactive economic development strategies and/or tactical plans concerning specific issues or opportunities</p> <p>c. <i>Internal coordination and alignment.</i> Maintain a central inventory of business-City interfaces, issues and opportunities, and work across City departments to ensure that there is appropriate internal coordination and alignment concerning business-City interfaces, and business-related issues and opportunities</p> <p>d. <i>Expert advisory.</i> Provide one-off subject matter expertise support to a select number of high-priority City projects</p> <p>e. <i>Compliance.</i> Monitor relevant long-term Community Contribution Agreements with business/economic commitments to ensure they are meeting contractual requirements (e.g., business incubators)</p>

LINE OF SERVICE	INTENDED OUTCOME	KEY ACTIVITIES (NOTING THAT THESE MAY CHANGE/EVOLVE OVER TIME)
3. Data and research	→ Ensure City Council, City staff and other interested parties have the Vancouver-specific business-related data and information they need	<ul style="list-style-type: none"> a. <i>Vancouver datasets</i>. Maintain relevant business-related datasets for Vancouver b. <i>One-off research projects</i>. Undertake one-off data/research projects for the City Leadership Team and/or City Council, as required and as resources allow
4. Investment attraction support	→ Ensure companies and individuals seeking to invest in Vancouver are appropriately supported – complementing the work of Invest Vancouver, who has primary responsibility for regional investment attraction	<ul style="list-style-type: none"> a. <i>Investment attraction support</i>. Complement the regional investment attraction work of Invest Vancouver, as well as that of the various provincial, federal, Indigenous and other economic development agencies, e.g., <ul style="list-style-type: none"> – respond to Vancouver-specific inquiries – provide data/information – host incoming trade missions/delegations – introductions to other relevant organisations and individuals – support Mayor’s Office b. <i>Proactive strategies/tactics</i>. Develop proactive investment attraction strategies/tactical plans, per Council direction c. <i>Narrative</i>. Working closely with the City Communications and various partner agencies, help drive the City’s business-friendly narrative
5. Collaboration and convening	→ Ensure the City of Vancouver is an active part of the regional, provincial and national economic development ecosystem, and that current economic development thinking and trends are incorporated into City policy and programs	<ul style="list-style-type: none"> a. <i>Invest Vancouver</i>. City representative on at the appropriate Invest Vancouver committees b. <i>Networks</i>. Attend relevant conferences, summits and tables in order to maintain industry connections and networks c. <i>Convener</i>. Potentially play a convening role within certain industries or concerning specific issues/opportunities, as appropriate

APPENDIX C

ESTABLISHING THE BUSINESS AND ECONOMY OFFICE, SURVEY RESULTS

This appendix contains an overview of stakeholder views on what should be the mandate and lines of services of the City's new in-house business support and economic development function – collected via a series of in-person conversations with stakeholders over Q4-2023 and Q1-2024, and via a February 2024 survey. The findings summarised in this appendix have been incorporated into this report's recommendations.

Who was surveyed/interviewed?

Across Q4-2023 and Q1-2024, approximately fifteen interviews were conducted with individuals representing a range of local business interests. In February 2024, the City conducted an online survey, intended to reach out to a select set of stakeholders with an interest in the City's business support and economic development functions, to ensure their perspective could be considered as Council establishes the mandate and lines of service of the new Business and Economy Office.

Many of the individuals invited to respond to the survey were previously involved with the Vancouver Economic Commission – as collaborators, funders, and/or beneficiaries. This survey was not intended to comprehensively survey all relevant stakeholders in Vancouver and beyond. It is noted that this was not a representative survey, and it is anticipated that had a different set of business representatives been surveyed, some of the findings would quite likely be different, especially concerning the question of which sectors to focus on/support.

The survey was sent to approximately 100 individuals, all of whom represent greater constituencies or an organisation with an interest in this topic. Over two-thirds of those invited responded (70). Those surveyed and/or interviewed included:

- All Business Improvement Area presidents/executive directors
- Representatives of the green economy, technology, finance, event and hospitality, energy and transportation sectors
- Regional, provincial and federal economic development professionals, including all members of the Invest Vancouver Advisory Committee and the Greater Vancouver Board of Trade
- Academic institution representatives with an economic development interest
- Representatives from labour and social enterprise organisations

Findings

The tables below summarise the 70 survey responses. It is noted that the figures in the tables don't always add up to the total number of respondents, because some respondents did not answer every question, and in some instances, respondents provided more than one response per question.

TABLE C1. SURVEY RESPONDENT PROFILE, INDUSTRY

INDUSTRY	NO. OF RESPONSES	% TOTAL RESPONSES
Municipal/local government	11	24%
Economic development	10	22%
Non-profit/advocacy	8	18%
Retail business	4	9%
Green Economy	4	9%
Consulting	3	7%
Technology	2	4%
Academic	1	2%
Banking/finance	1	2%
Life sciences	1	2%
TOTAL	45	100%

TABLE C2. MOST IMPORTANT ROLE OF THE BUSINESS AND ECONOMY OFFICE

<i>What in your opinion is the most important role for the City to play within the economic development and business support ecosystem?</i>	NO. OF RESPONSES	% TOTAL RESPONSES
Ensuring city regulations, policies and processes support/don't hinder business	18	32%
Business-friendly, general support to local business	18	32%
Enable/promote technology sector	5	9%
Business/investment attraction	5	9%
Lead/support green economic transition	3	5%
"Just transition"/equity	3	5%
Convenor, networking	2	4%
Develop and drive an economic development strategy	2	4%
Data and analysis	1	2%
TOTAL	57	100%

TABLE C3. LINES OF SERVICE, TOP THREE RATED “MOST IMPORTANT”

<i>As the City establishes a new in-house business support and economic development function, for each of the below, indicate lines of service you believe are the most important for this office to deliver?</i>	
1.	Stewarding the City's partnerships and collaborations concerning economic development and/or business support
2.	Ensuring business implications are appropriately considered in the development and execution of the City's policies, regulations, programs and services
3.	Local business liaison and support

TABLE C4. ON WHICH IF ANY SECTORS SHOULD THE BUSINESS AND ECONOMY OFFICE FOCUS

<i>Identify which specific sectors the City should actively support.</i>	NO. OF RESPONSES	% TOTAL RESPONSES
Green business/sustainability/climate/cleantech	10	24%
Storefront retail/hospitality	8	20%
No specific sectors/changes over time	6	15%
Social sustainability/"just economy"	4	10%
Technology	3	7%
Indigenous	2	5%
Film/tv/gaming/creative	2	5%
Light industrial	2	5%
Ship-building	1	2%
Arts and culture	1	2%
Tourism	1	2%
Textiles and clothing	1	2%
TOTAL	41	100%

TABLE C5. LINES OF SERVICE NOT TO BE IN

<i>Are there any functions/lines of service that you think the City's new Business and Economy Office should specifically not be in?</i>	NO. OF RESPONSES	% TOTAL RESPONSES
Investment attraction	8	33%
Thought leadership/research	4	17%
Homelessness/addiction services	3	13%
Indigenous and/or other specific cultural community economic development	3	13%
Specific sector development	2	8%
Business liaison/outreach	1	4%
Permit facilitation	1	4%
Real estate development	1	4%
Destination event hosting	1	4%
TOTAL	24	100%

APPENDIX D

CITY FUNCTIONS WITH KEY BUSINESS INTERFACES, AT MARCH 2024

This appendix contains many of the key City programs, services, policies and regulations that interface with Vancouver businesses.

City Manager’s Office

- Business and Economy Office (subject of this current report)
- Film Commissioner
- Indigenous Economic Prosperity

Arts, Culture and Community Services

- Tourism industry policy, collaboration, support
- Music industry policy, collaboration, support
- Sport Hosting Vancouver
- Cultural and business event hosting
- Night-time economy
- Vancouver Civic Theatres
- Community economic development
- Grants, space and infrastructure to arts and culture organisations

Engineering Services

- Film and Special Events Office
- Street activation
- Engineering-specific Business Improvement Area liaison

Board of Parks and Recreation

- Business Development, Special Events and Filming Office

Development, Buildings and Licensing

- Land use permitting
- Business licensing

Planning, Urban Design and Sustainability

- Economic land use planning
- Downtown Eastside and Chinatown Special Enterprise Program

Finance, Risk and Supply Chain Management

- Commercial property tax policies/processes

APPENDIX E
CITY OF VANCOUVER BUSINESS SUPPORT AND
ECONOMIC DEVELOPMENT WORK UNDERWAY

This appendix contains some of the key work currently underway across City of Vancouver departments that has a substantial business support and/or economic development element – intended as an illustrative subset and not a comprehensive list.

WORK COMPONENT	BUSINESS LEAD
1. Green jobs report. As required, publish a green jobs report, gauging local growth over time, and building on previous existing work.	Sustainability Group [Planning, Urban Design and Sustainability]
2. Economic impact of City’s green building regulations. As required, study of the economic impact of the City of Vancouver’s green building requirements. (Similar work could be carried out for other dimensions of the City’s Climate Emergency Action Plan, e.g., advancing electric vehicles.)	Sustainability Group [Planning, Urban Design and Sustainability]
3. Workforce capacity-building support. Various initiatives to support workforce capacity-building related to green building initiatives, e.g., funding provided to support for Passive House training for tradespeople.	Sustainability Group [Planning, Urban Design and Sustainability]
4. Film-friendly action plan. The Vancouver Film Commissioner is leading several initiatives to enhance support for the local film and television industry and ensure that the City’s various interfaces with this industry are optimised.	Business Planning and Project Support [City Manager’s Office]
5. Chinatown vibrancy. At Council’s direction, there have been several inter-related initiatives to enhance the vibrancy of Chinatown, to the benefit of all this neighbourhood’s residents, visitors and business, including retail and hospitality.	Business Planning and Project Support [City Manager’s Office]
6. Granville Street planning. Work is underway to shape the future of downtown Granville Street entertainment district, with a focus on arts, culture, heritage, reconciliation and tourism.	Community Planning [Planning, Urban Design and Sustainability]
7. One-off destination events. Among the many cultural, sporting and business events of all sizes that come to Vancouver, Vancouver is hosting a number of large, international events, including the Grey Cup in 2024, the Invictus Games in 2025, and the FIFA World Cup (FWC26) in 2026	FWC26 Secretariat [City Manager’s Office] Deputy General Manager, Arts, Culture & Tourism [Arts, Culture and Community Services] Film and Special Events Office [Engineering Services]

WORK COMPONENT	BUSINESS LEAD
<p>8. Sport Hosting Vancouver. Sport Hosting Vancouver attracts, develops and leverages a portfolio of world-class sport events that enhances Vancouver’s visitor economy, destination brand, and social & cultural development. In 2023, SHV invested in eleven major sport events that welcomed over 30,000 visitors and generated over \$70 million in direct economic impact.</p>	<p>Sport Hosting Vancouver [Arts, Culture and Community Services]</p>
<p>9. Cultural destination events fund. Working with partners to establish a new cultural destination events fund, building on the Sport Hosting Vancouver model.</p>	<p>Deputy General Manager, Arts, Culture & Tourism [Arts, Culture and Community Services]</p>
<p>10. New Arts, Culture and Tourism division. In Q4-2023, a new Arts, Culture and Tourism (ACT) division was created under the GM, Arts, Culture and Community Services, bringing more resources and greater focus to the City’s role in supporting tourism, and destination cultural events.</p>	<p>Deputy General Manager, Arts, Culture & Tourism [Arts, Culture and Community Services]</p>
<p>11. Night-time economy. Advancing work to explore how the City can enhance support for the local night-time economy.</p>	<p>Deputy General Manager, Arts, Culture & Tourism [Arts, Culture and Community Services]</p>
<p>12. Chinatown/Downtown Eastside special enterprise program. A five-year pilot program aiming to preserve and strengthen the cultural diversity, long-term viability, and economic opportunity of heritage businesses, social enterprises, and non-profit organizations in Chinatown and the Downtown Eastside.</p>	<p>GM, Planning, Urban Design and Sustainability</p>
<p>13. Community economic development program. Various initiatives working with non-profit organizations, social enterprises and developers to provide support for economic activity including low-barrier income generation, formal employment, and bricks and mortar business, with specific emphasis on equity-denied communities who are struggling to establish businesses or those who are left out of mainstream business opportunities.</p>	<p>Social Policy and Projects Division [Arts, Culture and Community Services]</p>