

From: **"Mochrie, Paul"** <Paul.Mochrie@vancouver.ca>

To: **"Direct to Mayor and Council - DL"**

Date: 2/7/2022 12:00:50 PM

Subject: VEC - 2021 accomplishments and 2022 corporate plan

Attachments: VEC_End_Of_Year_Report_2021.pdf

Good morning Mayor and Council,

I am writing to share the attached report prepared by Eleena and her team at VEC summarizing their deliverables for 2021. You can also access VEC's recently-published corporate plan for 2022 at [VEC 2022 Corporate Plan \[vancouvereconomic.com\]](https://vancouvereconomic.com/VEC-2022-Corporate-Plan)

I very much appreciate Eleena's leadership and her ongoing work to sharpen the focus of the City's economic development agency, align with Invest Vancouver's regional services and ensure the organization is on solid ground administratively and financially.

If you have any questions regarding the attached materials, please do not hesitate to connect with me or Eleena. We are planning for joint session with Council and VEC's advisory board in April and will follow up closer to that date with more information regarding the agenda.

Best,
Paul

Paul Mochrie (he/him)
City Manager
City of Vancouver
paul.mochrie@vancouver.ca



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Snw̓x̓wú7mesh (Squamish), and səlilwətaʔ (Tsleil-Waututh) Nations.

2021

End of Year Report



**VANCOUVER
ECONOMIC
COMMISSION**

From our CEO



I am proud to say that VEC had a productive and successful year in 2021. This is despite what can only be described as a year of adjustment, with Vancouver joining local and global economies in navigating the economic impacts of a second year of the COVID-19 pandemic while gradually renewing normal programming, initiatives and partnerships.

In addition to ongoing research, day-to-day outreach, marketing, advocacy and economy building activities, VEC launched two significant programs in 2021: the [Economic Transformation Lab](#) (ETL) is a research initiative focused on partnering with local universities and global consultancies on future-proofing the Vancouver economy, and the [Project Greenlight](#) (PGL) program is designed to strengthen Vancouver's innovation ecosystem by pairing innovators with large asset owners to solve specific infrastructure challenges.

In addition, notable VEC publications in 2021 include:

- [Vancouver Esports Strategy](#)
- [A "Right to Food" Framework for a Just Economy of Food](#)
- [Best Practices for a Just Transition in Vancouver](#)
- [VEC's annual film and TV research update](#)
- [Green job](#) and [greening businesses](#) numbers, as part of COV's Greenest City Action Plan report back to council

We also continue to curate industry profiles and economic development insights in our triannual Vancouver Economy Report, and the latest edition published in Fall 2021 included a summary of the green jobs study showing an 87% increase in green jobs in Vancouver between 2010 and 2020.

Finally, we made a point to respectfully participate and learn from conversations on justice, equity, diversity and inclusion. This is in addition to our ongoing efforts in truth and reconciliation as shown by our recent spotlight on [economic reconciliation](#).

We look forward to building on our achievements in 2021 this coming year and reaffirming our approach to issues-based economic transformation in 2022. We particularly hope to delve deeper into how to fulfil our four pledges: local focus, local support; prioritizing climate action; meaningful reconciliation; and prosperity for all. If you have any questions, areas of particular interest or desire for collaboration, please don't hesitate to reach out to us.

Sincerely,



Eleena Marley
CEO

A handwritten signature in black ink that reads 'E Marley'.

VEC respectfully acknowledges that it is located on the traditional, ancestral and unceded territory of the Skwxwú7mesh (Squamish), Səlilwətaʔ/Selilwitulh (Tsleil-Waututh) and xʷməθkʷəy̓əm (Musqueam) Nations.



Key VEC Achievements

2021 in Review

Research in action

In 2021 VEC launched the [Economic Transformation Lab](#) – a research initiative focused on partnering with local universities and global consultancies on future-proofing the Vancouver economy – with completed and upcoming project areas to include Beyond GDP, Advanced Air Mobility, Circular Economy of Food, and Childcare. In addition, we published a market mapping study for the [Vancouver esports industry](#), the annual [film and post-production statistics](#), and Vancouver-specific [economic snapshot](#) data routinely featured in our [Vancouver Economy Reports](#). Refer to [Appendix B](#) for a complete list of research reports published in 2021.

Select publications from 2021



Building resilience through Innovation, Commercialization and Green Capital

We collaborated with partners to develop and deliver numerous programs associated with building resilience in the local economy. Notable highlights include:

Project Greenlight: Public launch of Project Greenlight, whose aim is to strengthen Metro Vancouver's innovation ecosystem through pairing innovators with large asset owners to solve specific climate-related challenges. Members include TransLink, City of Vancouver, City of New Westminster, FortisBC, and QuadReal Property Group.

Angels for Climate Solutions: Collaborative project to increase the availability and

volume of smart, early-stage private capital, to support the growth and scale of cleantech services ecosystem (funded by InnovateBC).

Completed a **Green Seed Capital Assessment** of the Metro Vancouver region, to better understand seed capital availability to green ventures. Also produced a first-of-its-kind Commercial [PACE Financing and Resilience Report](#) to address resilience needs in buildings.

Delivering value to City of Vancouver

In addition to supporting COV on the COVID-19 report to Council in spring 2021 and taking a leadership role for the economy pillar of the **Vancouver Plan** process, VEC partnered with Greater Vancouver Board of Trade and Downtown Vancouver Business Improvement Association on the Build Up Vancouver event, participated in Canadian Urban Institute's Restore the Core initiative and published **Downtown Office Impacts Study** in partnership with MITACS and SFU. VEC also contributed to the CEAP Director's Forum, supported the development of the Zero Waste Demonstration Site and facilitated site visits to local businesses in partnership with COV Planning and the Mayor's Office.

As part of wrapping up the 10-year Greenest City Action Plan (GCAP), VEC completed two reports (**Green Jobs** and **Greening Businesses**) for the Green Economy goal area. GCAP Green Economy targets called for doubling the number of green jobs and doubling the number of businesses engaged in greening their operations. Results were included in the final GCAP Council update in November 2021.



Prosperity for all

VEC supported a growing roster of initiatives targeted to build a just, equitable, diverse and inclusive economy here in Vancouver. Notable highlights include the Athena AI Growth Strategy (an industry collaboration to increase the ratio of women in AI leadership positions) and the **Skills for a Clean Economy** initiative (a consortium project to identify the skills required to transition workers from incumbent industries to cleantech services). VEC also worked with a Greenest City Scholar on a development of a best practice scan on the **Just Transition**.

Towards a Circular Economy (CE)

VEC had a wide array of circular economy initiatives and research that it supported in 2021, including a circular economy incubator for start-up entrepreneurs (**Project Zero**), a resources map for the CE community, regional policy development, a CE Solution Series on the built environment, planning for a zero-

waste demonstration hub with COV Solid Waste, and the release of a **"Right to Food"** framework for a just, circular economy of food.

High-impact Investment Attraction

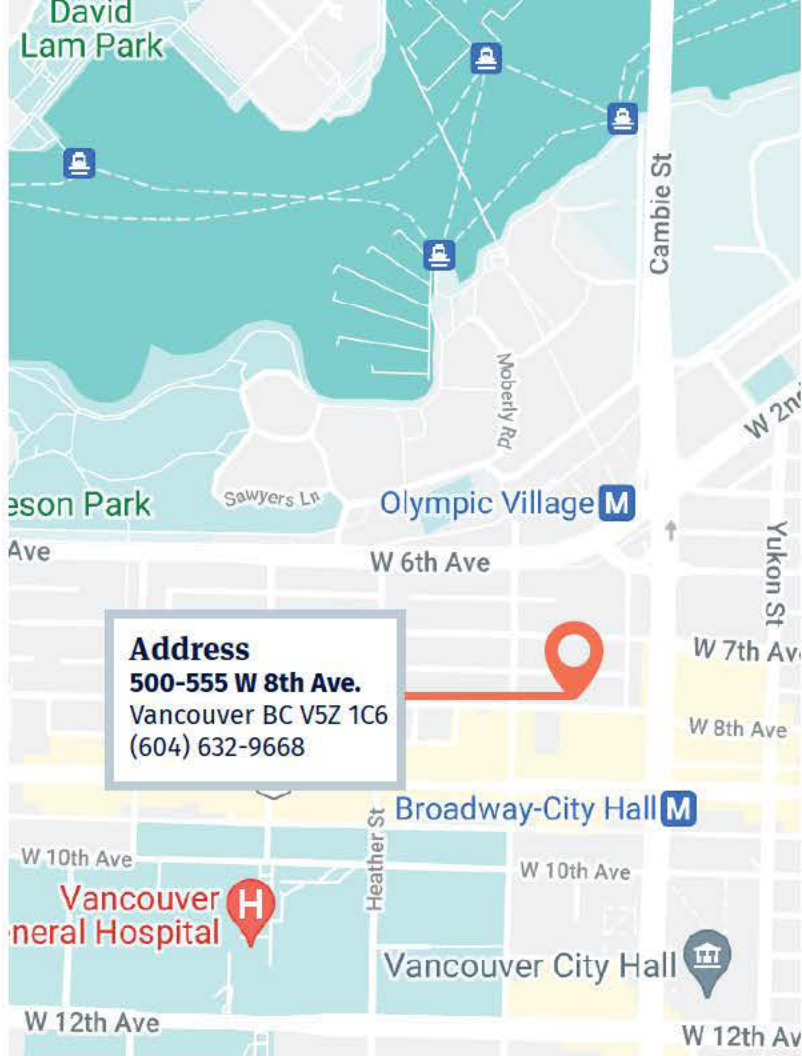
In 2021 VEC developed and confirmed our roles and responsibilities related to investment attraction with the newly formed Metro Vancouver Regional District-funded, Invest Vancouver organization. While Invest Vancouver will take the lead on inbound enquiries, VEC will focus on supplying industry expertise, applicable research and local aftercare services. We will deliver on three initiatives as they relate to high-impact investment attraction and expansion. They are:

- Heat Pump Technology Attraction Strategy
- Ongoing Support/Aftercare Strategy
- Cascadia Innovation Corridor

Administrative health

VEC hosted three sessions with our Advisory Board and Board, including two with Mayor and Council in their capacity as VEC Board Honourary members. The focus was on the Vancouver economy today and of the future, economic reconciliation, a JEDI economy, and VEC's role. Other key achievements in 2021:

- Launched refined performance review process, Remote Working Guide and Onboarding Guide
- Launched procurement policy and contractual templates
- Resolved all long-standing audit management letterpoints
- Hosted various training sessions for staff, not least first aid training and a truth and reconciliation workshop for all staff
- Moved to new office location



Building advocates through better communications

To support and communicate the research and programmatic work of VEC, we have also refined and amplified our digital communications, media relations and promotional activities. Accomplishments include the addition of a media centre section to our website, significant content updates, SEO strategy implementation, and a refined editorial strategy integrated with social media communications.

In addition, the team launched the Project Greenlight program, the Economic Transformation Lab, produced three extensive Economy Reports, reinvigorated our [monthly e-newsletter](#), developed 52 [blog posts](#), fielded 60+ media enquiries and supported numerous other research reports and programmatic initiatives.



Corporate Plan 2021 Status Update and Key Work Items

Goal 1

We conduct, capture and communicate research and intelligence to inform our work, create compelling and engaging communications, and drive towards achieving our purpose.

VEC values strong research, marketing and communications, and uses a thoughtful evidence-based approach to inform our economic development priorities and strategies, and support economic development and value to our stakeholders. In 2021, we will focus on progressive metrics and intelligence that go beyond GDP.

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
a) Economic and market intelligence, forecasts and Vancouver Economy Report	Collect and analyze data sources and progressive statistics to monitor Vancouver's economic performance in key sectors and strategically share information and editorials.	<ul style="list-style-type: none">• Vancouver Economy Reports published in Q1, Q2, and Q3• Film & TV statistics published in Q3• Sector profiles updated for Tourism & Hospitality, Manufacturing, Carbon Markets, Post-production and Animation, Life Sciences and Green Buildings• Contributed towards PwC study on COVID-19 impacts to Canadian downtowns
b) Economic Transformation Lab (ETL)	Launch VEC-founded Economic Transformation Lab (ETL). Secure strategic partners and student resources to deliver research projects dedicated to transforming and future-proofing our local economy against anticipated trends such as climate emergency, social purpose, technological advancements, population and demographic shifts.	<ul style="list-style-type: none">• ETL launched in February, with online public event attended by approx. 150 people, featured the Mayor, First Nations representatives and SFU. A second hybrid event on Climate Action was held in November.• 2021 projects completed and underway include: Beyond GDP: Measuring Vancouver's economic performance; advanced air mobility cluster analysis; and, partnering with the City of Vancouver on: circular economy of food study (food scarcity/insecurity); and modelling employment-based childcare needs assessment.• The future impact of remote working on Vancouver's downtown ETL study was completed and picked up by local media outlets• Report on the intersection of food insecurity and the goals of the circular economy of food produced at SFU, published in November and launched with a public online event.

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
c) Primary research and strategy development	Conduct, partner and promote original research to better understand key economic issues and be a catalyst for values-based economic strategies, with an overall objective of informing our work to support the local business community.	<ul style="list-style-type: none"> Published market mapping study for the Vancouver esports industry in February. Funded by the McConnell Foundation, VEC completed a market assessment of seed stage capital available to green ventures. Multiple areas of future programming, research and funding opportunities were identified to further support the ecosystem. Launched the start of the BC Heat Pump Technology Attraction Strategy, which will support Vancouver and BC's building electrification mandate. Conducted a best practice scan on the Just Transition, leading to the formation of a regional working group.
d) Marketing and communications	Provide support to VEC staff and develop high-quality, professional materials in support of VEC activities and priorities.	<ul style="list-style-type: none"> Launched Project Greenlight, which has resulted in 596,300 LinkedIn impressions, and 184 accounts opened by innovators within eight months of launch. Launched the Economic Transformation Lab with two public events (in partnership with SFU Beedie School of Business). Launched a media centre section of our website to provide easy access to data and subject matter experts.
e) Partner channel management	Identify opportunities to disseminate the VEC brand, intelligence and key messages across priority stakeholders (all levels of government, key government agencies, industry associations and NGOs etc.) and collaborate to share key messages of these priority stakeholders' across VEC and VEC's networks.	<ul style="list-style-type: none"> Prioritized key strategic relationships with local and regional entities - City of Vancouver, Invest Vancouver, Invest in Canada, Destination Vancouver. Clarified and updated various touchpoints on City of Vancouver channels. Scoping sessions with Destination Vancouver to collaborate in 2023.
f) Digital communications strategy	Update and implement our digital communications strategy and create an editorial calendar for all internal and external digital communication channels to optimize efficiency and engagement. Our social media focus is primarily contained to LinkedIn and Twitter.	<ul style="list-style-type: none"> Sharpened the accessibility of our materials and increased our outputs to help build awareness and audience. Twitter: on average we delivered a 1.32% engagement rate (government organizations normally consider 0.5% to be a very good performance). LinkedIn: we achieved a strong 4.31% engagement rate this year. Follower growth increased by 26%. <p>Key metrics for Jan 1 – Dec 31, 2021:</p> <ul style="list-style-type: none"> › Report Downloads: 2,850 › Website Sessions: 87,890 (↓ 8%) › Blog Post Views: 29,450 (↑ 7%) › Newsletter Subscribers: 2,760 (↑ 6%) › Average Open Rate: 25% (↑ 10%)
g) Partner channel management	Proactively develop briefing notes and position statements to help VEC stakeholders, other levels of government and the media understand VEC's point of view based on data, research, and business engagement.	<ul style="list-style-type: none"> Alongside messaging support for key VEC communications, including the fielding of media requests (notably on child care and office vacancy trends), we developed primers for Economic Reconciliation and the JEDI economy to share with our Advisory Board.

Goal 2

We strive to be a catalyst of change to support the evolution, prosperity and resilience of our local economy by focusing on its transition to a zero-carbon and more circular economy in addition to identifying opportunities to strengthen the diversity and equity of the local economy to thrive now and in the future.

VEC engages and supports the local business community, policymakers and investment community to foster meaningful networks, deliver high-impact programs and advocate for issues. All with a focus on building a prosperous, inclusive, zero-carbon local economy. In 2021, we will continue our focus to identify and delivery key programs, initiatives and partners that support transforming the Vancouver economy into a more resilient and just post-COVID economy.

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
a) Be a catalyst for Vancouver becoming a truly prosperous, inclusive and resilient zero carbon economy	Focused on local businesses and talent, take a lead role in sharing knowledge and networks, convening targeted stakeholder groups, and delivering programs focused on transforming targeted sectors and business communities.	<ul style="list-style-type: none"> A small sample of our 2021 work plan includes: the launch of Project Greenlight , various COVID-recovery and rebuild programs, Just Transition initiatives, the Project Zero circular economy (CE) incubator and joint film and tourism initiatives. Refer to Appendix A For brief descriptions of each project and program
		<div> <div> Zero-Carbon <ul style="list-style-type: none"> › CEAP's Zero Emissions Economic Transition Action Plan (ZEETAP) › CEAP's Transport Pricing Impact Analysis › C40 City-Business Climate Alliance › Vancouver Maritime Centre for Climate › C40 Green Ports › Clean Transportation Market Forecast </div> <div> Circular Economy <ul style="list-style-type: none"> › CE Incubator › CE Resources Mapping › Regional policies to advance the CE › CE Solution Series on the Built Environment › Food Insecurity and the Circular Food Economy › CE of Local Food › Canadian Circular Cities Initiative › Convening CE Stakeholders › Green Industrial Innovation District or CE Hub </div> <div> Innovation & Green Capital <ul style="list-style-type: none"> › Project Greenlight › Angels for Climate Solutions › Zero-Waste Demonstration Hub › Climate Finance Policy </div> <div> Justice, Equity, Diversity & Inclusion <ul style="list-style-type: none"> › Digital Transformation for SME › Athena AI Growth Strategy › Just Transition Best Practices Scan › Diversity & Inclusion Initiative </div> </div>

2021 Priorities

Description

Example Initiative(s) / Milestones

b) Attract targeted investments to meet the needs of an inclusive, resilient zero-carbon and creative Vancouver economy

Refresh the inbound investment strategy and support tactical tools, programs and materials so they are aligned to meet the needs of an inclusive, resilient, zero-carbon and creative economy. In 2021, our primary focus will be to develop and then deliver against VEC's high-impact investment strategy to inform and prioritize our investment readiness, attraction and aftercare efforts. This includes our continued support to COV's Protocol Office and collaborations with other levels of government.

High Impact Investment Needs Assessment is near completion. VEC pivoted to leverage existing partner resources, i.e. Invest Canada and Invest Vancouver to lead investment attraction efforts. This will allow VEC to focus on investment aftercare, support COV's Protocol Office and provide Vancouver-centric information sharing to investors, avoiding the duplicating of efforts. 2021 investment activity has been very robust after COVID-19 related drop in last year's activity, resulting in the following:

- › 33 companies landed or expanded and 1,592 jobs generated
- › \$764,508,103 impact to the economy

Currently facilitating (often with partners):

- › 22 companies (11 attraction, 11 expansion) and 1,358 potential jobs
- › \$653,000,000 in prospective 3-yr deal value

VEC-led initiatives include:

- **Angels for Climate Solutions** is a project to increase the availability and volume of smart, early-stage private capital, to support the growth and scale of cleantech services ecosystem (funded by InnovateBC). Largest collaboration in Vancouver's technology ecosystem with key entities supporting and participating.
- Building Heat Pump Technology Attraction Strategy
- Aftercare Strategy & Program
- Cascadia Innovation Corridor. VEC worked to develop promotional tools for the broader Cascadia economic region.

Goal 3

We build high-value strategic partnerships and collaborations to achieve shared priorities and economic development objectives.

VEC nurtures meaningful strategic relationships to educate, advocate, align priorities and secure funding, which ultimately supports our goal of contributing to a prosperous and resilient local economy that remains globally competitive.

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
a) City of Vancouver	In our capacity as the economic development agency of COV, we will continue to fulfill our mandate to inform COV economy-related strategies and policy planning, as well as to support the successful adoption of policy priorities by local businesses. In 2021, VEC's work with COV will be primarily focused on economy-related COVID-19 mitigations, advocacy, research and programs; the Vancouver Plan; scoping a Vancouver economy strategy; the circular economy; CEAP; and VEC and COV's shared interface with the Metro Vancouver Regional Economic Prosperity Service (REPS). In addition, VEC will provide updates to Council on VEC's 2021 corporate plan achievements, budget and alignment to Council priorities.	<p>Engaged and collaborated with COV leadership and project teams to participate in numerous COV initiatives:</p> <ul style="list-style-type: none"> • Vancouver Plan: co-led the Economic Health Policy Working Group, supported the Ecological City Policy Working Group, served in Directors Working Group • Climate Emergency Action Plan (CEAP) • Greenest City Action Plan (GCAP) (green jobs and green businesses reports). • Circular Economy Study of Food • C40 Divest/Invest Declaration and Forum • Invest Vancouver (formerly REPS) – Vancouver representatives • COVID-19 recovery activities, including CMO's Covid Recovery Task Force, continuing collaboration with COV on Special Enterprise Program and Community Benefit Agreement, which both address economic recovery. • Advised on Mobility Pricing study
b) Indigenous economic development	Strive to build VEC's collective understanding of First Nations history, the path to reconciliation, and the local First Nations and urban Indigenous economic development priorities. Provide reconciliation training to all VEC staff and build meaningful relationships to progress shared priorities as a city of reconciliation.	<ul style="list-style-type: none"> • Deepened all staff's knowledge through a half-day workshop on Truth and Reconciliation, led by Brad Marsden • Established an internal working group focused on mapping active and potential initiatives, building collective intelligence and developing meaningful networks • Ongoing proactive engagement with Indigenous leaders and influencers, to inform VEC's potential role and priorities

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
c) Priority strategic partnerships	Refine VEC's strategic partnership outreach plan to better understand, collaborate, align, and report progress against economic priorities with our closest 20 key strategic partners and stakeholders. Include all levels of Canadian government, key government agencies, key industry associations, NGOs, and academia.	<ul style="list-style-type: none"> • Identified priority strategic partners and currently implementing engagement strategy to inform shared priorities for 2022. • Engaged and partnered with key organizations including provincial and federal governments, C40, SFU, UBC, Vancity, Greater Vancouver Board of Trade, Creative BC, LifeSciences BC, CCCA, Invest in Canada, and Invest Vancouver.
d) <u>Invest Vancouver</u> (formerly known that Regional Economic Prosperity Service or REPS)	Continue to collaborate and engage in the development and delivery of Invest Vancouver's priorities. This includes being an active member of the Invest Vancouver advisory committee, whilst championing the core interests of the Vancouver economy and Vancouver Council's priorities.	<ul style="list-style-type: none"> • Active member of the Invest Vancouver Advisory Committee (IVAC) • Supported and briefed VEC and COV leadership • Engaged with Invest Vancouver staff to identify opportunities to collaborate, align and avoid duplication of effort • Secured \$30,000 funding from Invest Vancouver as part of the Cascadia content for VEC's website and a regional Aftercare Strategy and Playbook.
e) Funding relationships	Annually refresh and manage VEC's funding strategy to build on new and existing relationships, with the goal of securing programmatic funding that furthers our corporate priorities and values.	<p>While private sponsorship funds have been difficult to secure, foundational and government grants are available and appear to be growing as part of post-pandemic recovery. \$615,000 in funds secured:</p> <ul style="list-style-type: none"> • \$195,000 - Global Affairs CanExport Community Initiatives (50% matching req.) • \$50,000: InnovateBC (agency of Min. of Jobs, Economic Recovery & Innovation) • \$100,000: BC Hydro • \$125,000: COV Sustainability Group & COV Strategic Solid Waste Services • \$70,000 TD Bank Group • \$75,000: Various Project Greenlight partners <p>Finally, we have about \$210,000 in prior year's funds raised that were carried over for use in this fiscal year.</p>

Goal 4

We manage an operationally resilient organization that is financially sustainable, healthy, and administratively efficient, and inspires a high-impact team.

VEC recognizes the strength of a high-functioning, motivated team and strong corporate policies that combine to ensure our organization is effective, purposeful and sustainable for the long term.

<u>2021 Priorities</u>	<u>Description</u>	<u>Example Initiative(s) / Milestones</u>
a) Support the inaugural year of the Vancouver economic development advisory board	Support VEC's Board of Directors in convening a Vancouver economic development advisory board.	<ul style="list-style-type: none"> Onboarded the inaugural Advisory Board and hosted two sessions with our Advisory Board and Board, including Mayor and Council in their capacity as Honorary Members. The focus was on the Vancouver economy today and of the future, economic reconciliation, a JEDI economy, and VEC's role in regional economic development. Hosted a third session with the Advisory Board to inform VEC's 2022 Corporate Plan.
b) Operate within a robust corporate policy and administrative framework to ensure healthy and efficient operations	Maintain VEC's corporate policies and core administrative processes to ensure VEC remains a financially healthy and administratively efficient organization. 2021 focused in particular on establishing and reporting on annual sustainable procurement goals, committing to annual carbon offsets, reducing the impact of VEC's business practices, and continuing to access VEC's corporate-wide tools and performance management framework. Evolve and implement a staff training plan with a 2021 focus on reconciliation, resilience, diversity, equity and inclusion.	<ul style="list-style-type: none"> Sustainable procurement goals defined and being tracked. Performance management framework refined and re-launched. The Board approved a carbon offsetting policy. VEC will continue to track its GHG emissions, work to minimize emissions from areas of largest emissions and offset emissions that cannot be further reduced. Onboarding guide and Remote Work Guide drafted and launched in Q3. Staff training plan in development. Key training identified and some delivered or scheduled, including reconciliation training and guest speaker series for all staff and first aid training for 8 employees. Continuing to develop the Salesforce platform with new reporting features etc.
c) Reaffirm VEC as a financially sustainable entity with a clear mandate for the long term	Review VEC's current mandate as defined in the 1996 bylaws and secure VEC as a financially sustainable organization for the long term, with a focus on stabilizing revenues and costs and securing a new lease.	<ul style="list-style-type: none"> Financial review undertaken and VEC's financials stabilized for 2021 and the next few years, maintaining the current resource structure. In addition, VEC is in compliance with a board-approved restricted business contingency fund and a restricted capital reserve. 2021 audit completed with removal of all prior observations and actions. Board approved new lease. Moved into new space November 2021.

Appendix A

Additional Programmatic Highlights

Zero-Carbon

- **CEAP's Zero Emissions Economic Transition Plan.** VEC is on schedule to have this action plan completed by the beginning of 2022.
- **CEAP's Transport Pricing Impact Analysis.** VEC has played a supporting role to assist the COV consultant in preliminary work, which will lead to an economic impact analysis in 2022.
- **C40 City-Business Climate Alliance.** VEC and COV SUS will work together to design public-private collaborations to accelerate the private sector transition to net zero, climate positive activities.
- **Vancouver Maritime Centre for Climate.** Created a grassroots, industry-led not-for-profit and a program to assist marine vessel owners and operators in pilot-testing low-carbon solutions. Also developed a green shipping strategy framework for BC waters.
- **C40 Green Ports.** VEC, COV SUS, and the Port have joined this C40 forum to look at opportunities to collaborate in decarbonizing ports and related marine shipping. Currently exploring green shipping lanes between LA & Vancouver and Yokohama & Vancouver.
- **Clean Transportation Market Forecast.** A project to quantify and forecast the market opportunity across Metro Vancouver as a result of clean transportation policies reflected in the CleanBC, Metro Vancouver Regional District's Climate Plan, and COV Climate Emergency Action Plan.

Circular Economy

- **Circular Economy Incubator.** VEC has partnered with Synergy Foundation to support the launch of their circular incubator program, Project Zero, in the lower mainland. This year marks the largest cohort to date with 15 ventures participating; 5 of these are being mentored by VEC staff.
- **Circular Economy Resources Mapping.** Supported a BCIT Sustainable Business Leadership student project to create a database of circular economy resources for SMEs and entrepreneurs to leverage.
- **Regional policies to advance the circular economy of C&D.** With City of Richmond, co-supervised a student project in SFU School of Public Policy to analyze policies in the region that govern circular economy in the construction and demolition industry, and put forward recommendations to accelerate the transition.
- **Circular Economy Solution Series on the Built Environment.** VEC supported the execution of a national series of workshops on advancing the circular economy in the built environment. The summary report is now guiding work towards the eventual development of a national circular economy roadmap for the build environment, and short-term projects from the playbook are being implemented.
- **Zero-Waste Demonstration Hub.** In partnership with COV Strategic Waste Services, supporting the development of city property in south Vancouver to become a physical demonstration hub for zero-waste or reduced waste solutions. Project kicked off and market sounding webinar and surveys were completed in June, followed by Steering Committee and Bid Committee approvals in the fall.
- **Food Insecurity and the Circular Food Economy.** A project of the Economic Transformation Lab, this study with the SFU Food Systems Lab investigates the relationship of activities increasing the circular economy of food and the experience of food insecurity in our region.
- **Circular Economy of Local Food.** In partnership and with funding from COV SUST and ENG, VEC has contracted a firm to conduct a mapping and analysis study of the local food sector with the aim to identify policy recommendations to decrease food loss and waste, increase the circular food economy, and prioritize projects for implementation in 2022-23.
- **Canadian Circular Cities Initiative.** A collaboration with 14 other cities to enhance knowledge and design a CE Roadmap for Vancouver; program is offered by the National Zero Waste Council and the Federation of Canadian Municipalities.
- **Convening Circular Economy Stakeholders.** VEC will be launching a series of convenings for local businesses specific to metrics, finances and policy. Partners include Vancity and the Share Reuse Repair Initiative.
- **Green Industrial Innovation District or Circular Economy Hub.** VEC is contributing project coordination and convening support for an industry-led initiative to increase industrial symbiosis between properties primarily located in the False Creek Flats and with participation from other industrially-zoned areas of Vancouver.





Innovation & Green Capital

- **Project Greenlight.** 2 City of Vancouver projects entered procurement discussions and 3 other member projects were selected for implementation from over 70 proposals submitted. 1 project launched in 2021 (through FortisBC).
- **Angels for Climate Solutions.** Project to increase the availability and volume of smart, early-stage private capital, to support the growth and scale of cleantech services ecosystem (funded by Innovate BC). Largest collaboration in Vancouver's technology ecosystem with key entities supporting and participating.
- **Zero-Waste Demonstration Hub.** Will work to secure funding for this site to enable property preparation prior to demonstration equipment being delivered.
- **Climate Finance Policy.** VEC is exploring further opportunities to advance recommendations on climate risk and finance, including working with the C40 Cities Divest/Invest Forum, Canadian Climate Law Initiative, Catalyst Business Alliance (Pembina), and COV.

Justice, Equity, Diversity & Inclusion

- **Digital Transformation for SMEs.** Project to advance the Digital Skills training for SME. Led by SFU and supported by multiple partners incl. VEC, Traction on Demand etc.
- **Athena AI Growth Strategy.** Project to increase the representation of women in AI leadership in Vancouver/BC (funded by supercluster). Industry collaboration including KPMG, AIInBC etc.
- **Skills for a Clean Economy.** Project to identify the skills required to transition workers from incumbent industries to cleantech services (funded by Future Skills Centre). Industry collaboration, including Foresight, Lighthouse Labs etc.
- **Just Transition Best Practices Scan.** VEC conducted a Greenest City Scholar project to conduct a global scan on the most effective policies and initiatives to ensure no worker is left behind. This research is now informing engagement to explore developing an eventual regional Just Transition Council.
- **Diversity & Inclusion Initiative.** Project to train leadership in tech sector on increasing D&I in their organizations (provincial funded).

Appendix B

2021 Publications

- [Vancouver Esports Strategy](#)
January 2021
- [Vancouver Economy Report Winter 2021](#)
February 2021
- [Remote Work, COVID-19 and Downtown Vancouver: Long-term Impacts of Remote Working on the City of Vancouver](#)
March 2021
- [PACE Financing and Resilience in BC](#)
May 2021
- [Green job and greening businesses](#) numbers, as part of COV's Greenest City Action Plan report back to council
May 2021
- [Vancouver Economy Report Summer 2021](#)
June 2021
- [Sustainable Mortgage-backed Securities and Retrofit Financing](#)
July 2021
- [A "Right to Food" Framework for Tackling Food Waste and Achieving a Just Circular Economy of Food in Vancouver, BC](#)
October 2021
- [Best Practices for a Just Transition in Vancouver](#)
October 2021
- [Vancouver Economy Report Fall 2021](#)
October 2021
- [A Guide to Leveraging Carbon Markets in British Columbia](#)
December 2021

2021

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