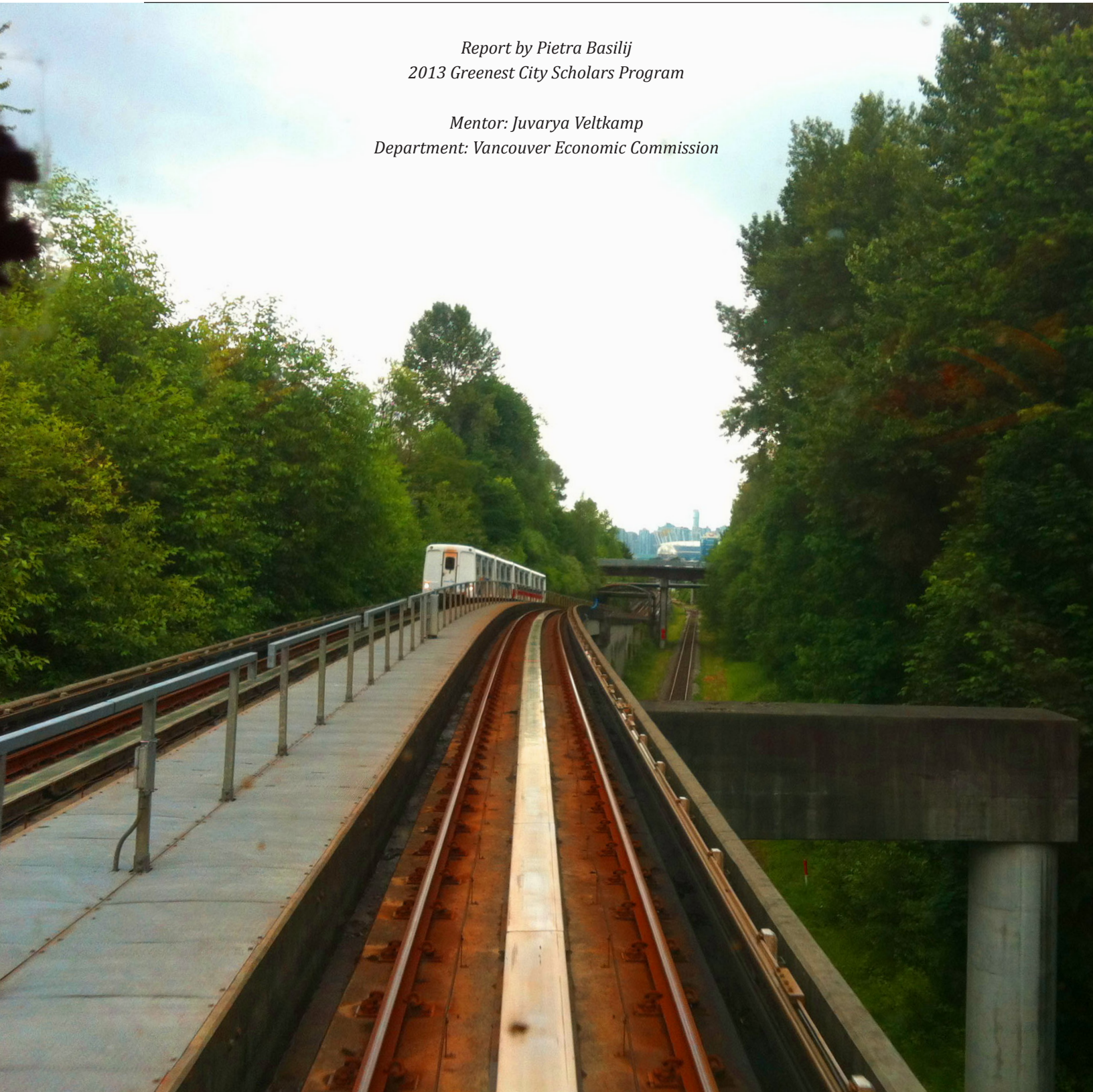


ECONOMIC DEVELOPMENT IN THE FALSE CREEK FLATS INDUSTRIAL AREA

# ESTABLISHING THE GREENEST PLACE TO WORK IN THE WORLD

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2013 Greenest City Scholars Program*

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Department: Vancouver Economic Commission*



*Research Topic:*

Project scoping & preparatory groundwork for stimulating the growth of a green enterprise zone in the False Creek Flats industrial area.

*Research Question:*

How can the VEC support the recruitment of businesses into a green enterprise initiative with the goal of helping to grow economic activity while reducing the environmental footprint of businesses?

*Vancouver 2020 Greenest City Goal*

Green Economy: Secure Vancouver's international reputation as a mecca of green enterprise for 2020.

Targets: Double the number of Green Jobs AND Double the number of companies engaged in greening their operations.

*Date:* August 30, 2013

*Location:* Vancouver, BC



# EXECUTIVE SUMMARY

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## *Establishing the Greenest Place to Work in the World*

Within the *2020 Greenest City Action Plan*, one of the priority actions for achieving the Green Economy Goal is to establish a *Green Enterprise Zone* in the False Creek Flats industrial area. This area would showcase high standards of performance for businesses and evolve to become the 'greenest place to work in the world'. As a project that involves a huge number of stakeholders, and spans the domains of economic development, city planning, and social enterprise, forming a *Green Enterprise Zone* faces a number of preliminary challenges. These include establishing leadership roles and accountability structures, finding launching points from which the project can gain traction, and engaging the business community to help drive the transition from a traditional industrial zone to an innovative green enterprise zone.

This report aims to address these challenges by outlining a number of tactical, on-the-ground actions that can be taken by the Vancouver Economic Commission (VEC) to help to realize the goals of the *Green Enterprise Zone*. It demonstrates ways in which the tools employed by the VEC can be leveraged to ground pieces of the greater economic development vision for the False Creek Flats and support local planning initiatives as they work towards a complementary Eastern Core Local Area Plan.

The actions identified through this report were derived primarily through a series of interviews with leaders in key business sectors in the False Creek Flats. The interviews targeted a cross section of the most prevalent industry types and business sectors in the flats, acting as a pilot project to uncover the current drivers to economic development in the flats, the common challenges faced by businesses there, and opportunities for supporting and stimulating the growth of green enterprise. Through focusing on key business clusters, interviews from a limited number of businesses were able to provide significant insights into a much wider business community.

The feedback received throughout the interview process revealed a number of opportunities for individual businesses as well as for business clusters. The majority revolved around the expansion and attraction of upcycling-related businesses; the sharing of resources to reduce redundancies within a cluster; and the use of collective marketing and communications efforts to help build capacity and awareness within a business sector. Through collecting, analyzing, and sorting the specific opportunities that emerged from the interview process, three key areas of action were identified for the VEC in its pursuit to support and stimulate the growth of a green enterprise zone throughout the Eastern Core local area planning process. These areas of action are:

**Telling the Story** — Building and spreading a strong and cohesive message about green enterprise opportunities and greening practices in the False Creek Flats in order to attract the attention of the local and international (green) business community & investors.

**Demonstration & Business Development** — Leveraging opportunities in the False Creek Flats and the Vancouver Economic Commission's connections with local innovators to showcase and demonstrate sustainable products/services, clean tech innovations, and proof of concept, while building a strong support network for green innovation.

**Targeted Engagement** – Engaging businesses in the planning process through facilitating the exchange of information and expertise between businesses and the City with the aim of creating a climate for growth for businesses through developing more supportive policy and smarter regulations.

The final section of this report breaks these areas of action into a number of specific actions that can be taken by the VEC throughout the two year local area planning process in the False Creek Flats, acting as a roadmap to stimulating the growth of a green enterprise zone.





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### LIST OF ABBREVIATIONS

VEC	—	<i>Vancouver Economic Commission</i>
LAP	—	<i>Local Area Plan</i>
GCAP	—	<i>Greenest City Action Plan</i>
VEAS	—	<i>Vancouver Economic Action Strategy</i>
GEZ	—	<i>Green Enterprise Zone</i>



# BACKGROUND

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## *The False Creek Flats Industrial Area*

The False Creek Flats are bounded by Main Street to the west, Prior Street to the north, Clark Drive to the east and Great Northern Way to the south (Figure 1). Encompassing approximately 190 hectares of land in the center of the city<sup>1</sup>, “the flats” are inhabited almost exclusively by businesses, non-profit organizations, educational institutions, and public services. As the industrial core of the city, the activities in the flats are predominantly dedicated to serving the downtown and its surrounding neighbourhoods. There are over 750 businesses located here and between 5,000 and 11,000 jobs, the majority of which are in service, wholesale, and manufacturing industries<sup>2</sup>.

Although these industrial lands need to be protected under *Metro Vancouver’s Regional Growth Strategy*<sup>3</sup>, the shape of industry in the False Creek Flats is rapidly changing. While textile, food, and automobile -related sectors remain strong, this area has seen significant growth in the digital media, education, professional services, and arts & culture sectors. This shift over the past decade has made industrial intensification within the flats a much stronger possibility. Several factors are now contributing to the significant amount of attention and energy being directed to the False Creek Flats by both the City and the business community:

- The build out of the first phases of several educational institutions and the realization of the Centre for Digital Media promise a huge influx of students and intellectual capital to the area.
- The growth of arts-related businesses in the flats, combined with the relocation of Emily Carr University of Art & Design, indicate the presence of a strong creative community.
- And the City’s support of a recycling hub in the

flats that partners a local recycling business with a complementary social enterprise demonstrates an openness to and support of innovative forms of development.

Despite these changes, the built environment of the False Creek Flats still very much reflects its industrial zoning. It is dominated by warehouses, multi-story office buildings, converted artist studios, and significant rail and highway infrastructure. While many of the City-owned facilities and office structures in the area are relatively new constructions, the overall impression the flats gives off is that of an aging industrial zone, plagued by poorly maintained buildings, yards, and infrastructures, yet ripe for creative new development.<sup>4</sup> With the exception of heavy underground stormwater infrastructure, there are few indications that this area was once tidal flats.

That being said, the process by which the flats were filled left behind several important legacies. First of all, since the flats were originally filled to create additional rail terminals, large swaths of railway tracks cut through them in both the north-south and east-west directions. As rail became less used, this rail infrastructure was mirrored by major highways which border the flats and puncture through the center from east to west. Although this infrastructure severs many parts of the flats from the surrounding neighbourhoods, weakening its identity as a cohesive place within the city, it also serves as an important connection point for those industries moving large quantities of material into and out of the downtown core. Filling the flats also left behind a legacy of City-owned land that was gained through the bargaining process to fill the flats.<sup>5</sup> While much of this land had been utilized in recent years to build public service facilities, much of it remains vacant.

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1 *Eastern Core Statement of Significance*, pg 69

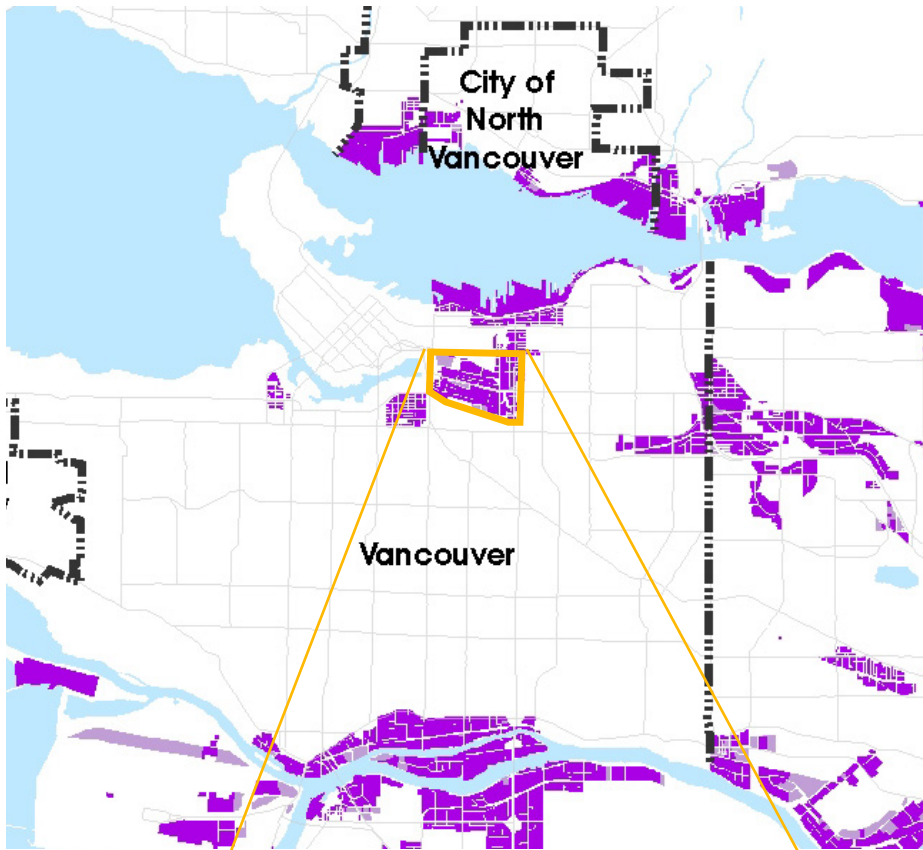
2 Lighthouse Sustainable Building Centre. *False Creek Flats Business Sector Data Set*, derived from bus. license data, 2013.

3 *Metro Vancouver Regional Growth Strategy*, pg 27.

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4 Derived from “Words to Describe the False Creek Flats” exercise at the *Green Enterprise Initiative Business Workshop* held in the False Creek Flats on June 20, 2013.

5 *Eastern Core Statement of Significance*, pg 30



See Appendix 5.1 for a more complete False Creek Flats Neighbourhood Profile.

- ▬ False Creek Flats boundary
- industrial zoned land



Figure 1: The False Creek Flats within a Local & City-Wide Context

Maps from:

*Metro Vancouver 2010 Industrial Lands Inventory.*

*Donald Luxton Eastern Core Statement of Significance, 2013.*

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## Alignment with Local Policy

Vancouver City Council has put forward a directive for the Planning Department and the VEC to partner in the local area planning process for the False Creek Flats.<sup>1</sup> As a neighbourhood that is inhabited almost exclusively by businesses, social enterprises, educational institutions, and public services, this is not only an opportunity to pioneer a new kind of working relationship between economic development and planning, it is also an opportunity to engage with a wide-reaching business community throughout the planning of its physical and economic transformation. Furthermore, the False Creek Flats have been identified as a potential site for the city's first *Green Enterprise Zone (GEZ)*. In fact, both the *Greenest City Action Plan (GCAP)* and the *Vancouver Economic Action Strategy (VEAS)* include mandates to improve the economic, environmental and social performance of this neighbourhood's businesses, making it the "greenest place to work in the world".<sup>2</sup>

Within this context, it is the VEC's role to identify an overarching vision for economic development in the False Creek Flats. Although many pieces of both the economic development strategy and the local area plan for the False Creek Flats will come from public engagement activities, analysis, and consultation, there are several launching points for considering the social, environmental, and economic position of the flats within Vancouver. Chief among these are the *Greenest City Action Plan* and the *Vancouver Economic Action Strategy* which both refer to supporting the growth of green jobs and greener business operations in the False Creek Flats, as well as creating a business climate that is conducive to these activities. That being said, *Metro Vancouver's Regional Growth Strategy*, the *City's Transportation 2040 Strategy*, *Digital Strategy*, and *Food Strategy* all have components that fall within the False Creek Flats. These, along with the *City's Engaged City Mandate* and *Small*

*Business Mandate*, will need to be extensively considered throughout the planning process. (See figure 6 for a mental map of the City's strategies that are relevant to the development of the False Creek Flats.)

In addition to the launching points established by local policies, several steps have been taken over the past few months to start to determine what a green enterprise zone might mean for planning and economic development in the False Creek Flats. These have included a grassroots initiative by Light House Sustainable Building Centre to establish a baseline analysis of the existing physical, cultural, and economic structure of the flats; a series of business interviews to serve as a pilot project for determining how Vancouver's economic development agenda might be fostered within the flats; and an ongoing discussion between Planning and the VEC to determine what a two year partnership on this project might look like. With this background work close to completion, both the Eastern Core Local Area Plan (LAP) and the grassroots "Green Enterprise Initiative" are set to launch this fall.

The objectives of the LAP include engaging the unique and diverse business community in the False Creek Flats, envisioning the future potential for this area, and harnessing the productive and creative energy of the flats. A partnership with planning through the LAP process presents a number of potential opportunities for the VEC, including:

- . Pioneering plugging in to an established City process & leveraging it to help meet VEC objectives
- . Participating in and piggybacking on planning engagement initiatives
- . Helping form the story and branding of the False Creek Flats
- . Increasing influence over planning & zoning decisions
- . Applying the lens of attracting businesses, employees & investment to the planning process
- . And protecting & enhancing the spatial needs of businesses

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1 Brian Jackson, *Report on Eastern Core Planning*: June 25, 2013.

2 *2020 Greenest City Action Plan*, pg 12



The businesses in the False Creek Flats also stand to benefit from the simultaneous formation of a local area plan and economic strategy. This process could be influential in:

- . forming local business networks,
- . helping attract investment
- . creating a sense of neighbourhood identity
- . attracting talent to the area,
- . finding resource synergies between businesses, and
- . planning zoning bylaws and infrastructures to better reflect the needs of businesses

Given that there is no Business Improvement Association in place in the False Creek Flats, the VEC

would need to be responsible for holding the business banner throughout the planning process in order to ensure these potential benefits to businesses are realized.

Ideally, the result of partnering with Planning throughout the LAP process would be:

- . A high level economic strategy for the False Creek Flats
- . A local area plan that supports the goals of the economic strategy, and
- . An engaged community of businesses and landowners who are equipped to begin implementing change

Figure 2: Strategic Alignment in the False Creek Flats

(Graphic adapted from planning department presentation.)



Although the details of leadership for the local area planning process are yet to be determined, the organizational leadership in the False Creek Flats to date indicates a desire to develop these three components simultaneously, sharing the responsibility for progress in the flats between the City, the VEC, and businesses.

See Appendix 6.2 for leadership roles in the False Creek Flats to date.

### A Breakdown of the Green Economy

According to the *2020 Greenest City Action Plan*, the green economy can be broken down according to two types of businesses: those in ‘green sectors’ that provide a green product or service, and those in ‘traditional sectors’ that are actively engaged in greening their operations. The two *GCAP* targets associated with the Green Economy goal correspond to these by challenging the city to grow its green sector businesses (doubling green jobs) and improve the performance of its traditional businesses (doubling the number of companies involved in greening their operations) (Figure 3).

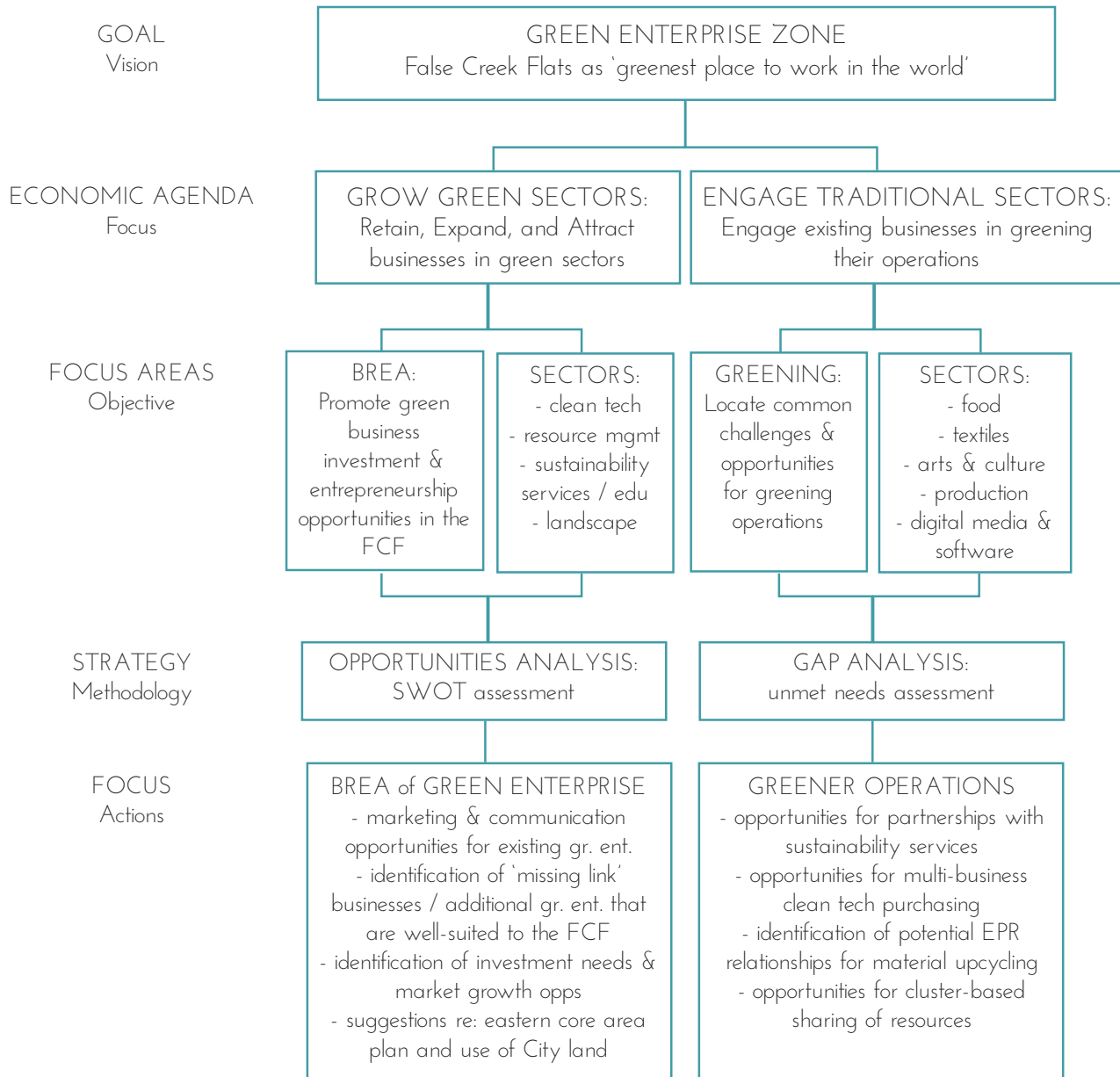
The goal of making the *False Creek Flats Green Enterprise Zone* the ‘greenest place to work in the world’ can also be broken down according to these two economic agendas (Figure 4). In doing so, two focus areas emerge for the Vancouver Economic Commission. The first is the retention, expansion, and attraction of green sector businesses through:

- . developing an environment that is conducive to their growth,
- . providing support for innovative or entrepreneurial projects in these sectors, and
- . promoting investment in clean/green businesses



**Figure 3: Breakdown of the GCAP Green Economy Goal**

The green economy goal revolves around growing green business sectors and engaging traditional businesses in greening their operations.



**Figure 4: Breakdown of the Green Enterprise Zone Economic Development Goal**

Developing a green enterprise zone that is the “greenest place to work in the world” requires a strong focus not only on greening business operations, but also on attracting and growing businesses pursuing green innovations.



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The second is the engagement of traditional sector businesses in greening their operations. This can be done through:

- . identifying ways in which businesses can improve their operations,
- . recognizing the challenges preventing them doing so, and
- . finding the right support mechanisms to help them overcome those challenges

These two areas of focus call for different types of analysis in order to determine how the VEC might meet its objectives. For the retention, expansion and attraction of green sector businesses, the VEC needs to seek out opportunities to support and stimulate the

growth of green clusters and build a community around promoting green innovations; whereas for traditional businesses, the VEC needs to first understand what the common roadblocks are to greening their operations, then seek out a set of tools to help businesses overcome those roadblocks. Traditionally, eco-district and green enterprise initiatives focus more on the greening of businesses and the physical environment than they do on attracting and growing green sector businesses; however, since many of these greening initiatives are being explored by the Light House led Green Enterprise Initiative and the greening the environment and infrastructure piece is being covered by planning, this report focuses on finding those actions that will help grow green sector business.

See Appendix 6.3 for a more *GEZ* details.



# BUSINESS ENGAGEMENT

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## *Engagement in the False Creek Flats to Date*

Although the business engagement activities for the local area planning process are just beginning to get underway as of September, several engagement and analysis activities have already taken place in the False Creek Flats in attempt to better understand the area and its business community. The interview process that was used to craft most of the suggestions in this report was shaped, in part, by these additional early engagement activities that took place between May and August, 2013. They influenced who was interviewed, the purpose of the interviews, and the topics that were addressed. This section looks at how businesses in the False Creek Flats have been engaged to date, answering the questions:

- . Who led the engagement activities and for what purposes?
- . How was the VEC involved?
- . And what were the key take-aways or lessons that helped guide the business interview process used in this report?

### **GEI BUSINESS WORKSHOP**

The first Green Enterprise Initiative business workshop was an open workshop for businesses and organizations located in the False Creek Flats, hosted by Light House Sustainable Building Centre. It was held on June 20, 2013 with the aim of generating ideas about the future of the flats and building relationships among businesses. Approximately 30 businesses and 20 City of Vancouver staff, VEC staff, or GEI Steering Committee members attended the workshop. VEC played the role of helping invite businesses to the workshop, acting as a point of contact for attendees, and helping facilitate group breakout discussions.

#### *Key Takeaways:*

- . Identification of keen businesses to with whom to follow up
- . Forming relationships with businesses as a first step is often an easier & more effective way of identifying synergistic opportunities than analyzing data as a first step

### **INDUSTRIAL PROFILING, FCF BASELINE ANALYSIS**

Based on GIS data and business licensing records, Light House has conducted a baseline analysis of businesses in the False Creek Flats in order to answer the following questions:

- . Which industry types are most prevalent in the flats?
- . What are some of the key sectors located in the flats?
- . What is the breakdown of business size in the flats?

The answers to these questions will help guide their efforts to find eco-industrial networking opportunities within the flats, among others. The VEC contributed some time to investigating businesses and correcting misclassifications.

#### *Key Takeaways:*

- . Identification of industry types and business sectors whose feedback is most scalable and most relevant to a wide business community in the flats (based on sector prevalence within the flats)
- . Identification of breadth of business sizes to bear in mind when planning interviews

### **BUSINESS RETENTION INTERVIEWS**

The Business Development team at the VEC conducts a series of ongoing business retention interviews that focus on specific sectors within Vancouver's economy. Although these interviews are conducted city-wide, many relationships have been forged with businesses in the False Creek Flats, specifically in the clean tech and creative/digital media sectors. These interviews are designed to locate challenges to and opportunities for business development, and they often focus on investment needs, locating business partners or clients, and connecting individual businesses with to the greater sector-based community (through events, conferences, trade missions, etc.) These interviews have led to a great degree of expertise in these 'focus sectors' of Vancouver's economy by individuals within the VEC.

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*Key Takeaways:*

- . VEC already has strong relationships with leaders in the clean tech and digital media sectors who can help drive participation and feedback from those sectors
- . Actions specific to these sectors are already being investigated, making focusing on these sectors redundant
- . Topics covered in these interviews should be considered for any additional interview processes

### **FALSE CREEK FLATS INDUSTRY SURVEY**

The False Creek Flats Industry Survey was conducted in 2005 to establish basic information about businesses in the flats, including their key needs or concerns and their primary reasons for locating in the flats. This survey is scheduled to be re-administered in the fall of 2013. It is a City-led initiative aimed at feeding into the planning process, but it also allows the City to measure a number of key metrics in the False Creek Flats. Thus far, the role of the VEC has been to provide input as to additional information that should be collected through this survey in order to make it a more valuable resource for the VEC.

*Key Takeaways:*

- . Topics covered in this survey were used to help craft interview questions, specifically with regards to location needs and location plans as well as employee overviews

### **BUSINESS INTERVIEWS**

Playing off the previous engagement activities and the lessons they afforded, 15 business interviews were conducted over the past couple months in the False Creek Flats. The interview process was meant to act as a micro-investigation into several of the more prevalent business sectors in the flats, complementing earlier engagement and analysis work by looking in more depth at the needs, challenges, and opportunities housed within these business sectors.

The businesses interviewed represent a cross section

of the False Creek Flats economy, taking into account the variety of business sizes in the flats as well as the most prevalent industry types and business sectors. Interviews from a limited number of businesses were therefore able to provide significant insight into the various business clusters in the neighbourhood, making the feedback received scalable and relevant to a much wider business community.

The interviews aimed to uncover answers to the following broad questions:

- . What are the current drivers of economic development in the False Creek Flats?
- . What are the common challenges business face there?
- . What does 'sustainable' or 'green' mean to the various businesses in the flats? (What are they already doing to green their operations?), And
- . Where do opportunities lie for supporting and stimulating the growth of green enterprise in the flats?

The interviews were conducted as part of the Greenest City Scholar Program under the guidance of the VEC. The intention was that the feedback gathered from businesses would help determine some courses of action for the VEC as it scopes out a roadmap to developing a green enterprise zone. (See appendix 7.1 for the introduction letter for the interview process). The next section of this report gives an overview of this interview process and the feedback acquired.



## Interview Overview

Looking at the business make-up of the flats, the three most prevalent industry types are wholesale (18.6% of businesses), manufacturing (17.7%), and arts & production (12.9%). The three most prevalent business sectors are textiles/fashion (23.9%), arts & culture (14.1%), and food (12.3%). Of the 15 businesses interviewed for this research, this table shows how they fit in to the bigger picture of the False Creek Flats:

INDUSTRY TYPE	NUMBER INTERVIEWED
Wholesale	7
Manufacturing	5
Arts & Light Production	5
Services	2

BUSINESS SECTOR	NUMBER INTERVIEWED
Food	4
Textiles/Fashion	4
Arts & Culture	5
Resource Management	1
Building Supply	1

Three of the businesses interviewed were social enterprises, with an additional one business providing a significant degree of social capital through its hiring and training policies.

The structure of the interviews was derived from four separated sources. Two were eco-industrial networking surveys used in other projects across the country.<sup>1</sup> There were provided by Tracy Casavant, Executive Director of Light House and an expert on eco-industrial networking projects. The other two sources were the False Creek Flats Industrial Survey<sup>2</sup> (conducted in 2005) and the

1 Casavant, Tracy. *Business Survey: Greater Sudbury Eco-Industrial Networking Strategy*. August, 2013.  
Casavant, Tracy. *Business Survey: Ross Eco-Industrial Park*. 2007.

2 Mustel Group Market Research. *False Creek Flats Industry Survey*. City of Vancouver: 2005.

BusinessWorks<sup>3</sup> interview structure used for business retention interviews at the VEC. Through combining these interview structures and analyzing them for necessary additions of my own, 8 essential categories of information emerged:

- . Location Factors
- . Logistics Challenges
- . Utility Use
- . Workforce & Company Culture
- . Revenues & Markets
- . Greening & government programs
- . Areas of greatest challenge/concern, and
- . Areas of greatest opportunity.

(See appendix 7.2 for the full interview structure).

### INTERVIEW FEEDBACK

In order to see some of the trends that emerged from the interviews, I have broken down the feedback according to these 8 categories of information, as well as according to business sector where relevant.

#### LOCATION:

Of the 15 businesses interviewed, 10 expressed concern over space, implying either a different location or additional space would be needed, but only 2 of these businesses implied these changes/upgrades would need to be made urgently.

4 of these businesses suggested they would probably relocate only parts of their business such as additional storage space or office space; 3 are already undergoing renovations at their current locations; and 3 discussed the possibility of completely changing locations (2 of which wanted to remain in the flats).

Three main reasons for being in the flats arose consistently throughout the interviews:

3 Vancouver Economic Commission. *BusinessWorks Interview*. Salesforce.com Database: 2013.

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PROXIMITY to customers, competitors and suppliers was of paramount importance to almost all sectors. Food and textile wholesale businesses needed to be particularly close to their competitors in order to capitalize on customer traffic; and arts, production, and textile manufacturing businesses needed to be within an arms reach of complementary equipment, material, and expertise suppliers.

ACCESS TO TRANSPORTATION INFRASTRUCTURE was also key to many of the business sectors who rely on the highways surrounding the flats to reach their suppliers on the edge of town and their customers in the downtown area.

INDUSTRIAL FACILITIES with outdoor yards, loading bays, large floorplates, and internal cranes are a rarity within the city, so these were a huge draw for many of the businesses. The arts and culture sector also relied on shared facilities among many businesses in which old warehouses have been converted to a number of artist studios and workshops.

#### *LOGISTICS*

In examining the logistics of businesses in the flats, a few trends arose:

DIFFICULT WASTES such as toxic ink and paint liquid waste and plastics used for packaging meat (and thereby contaminated by meat proteins) were some of the only outputs that were not accounted for by extensive recycling or reuse systems.

STORAGE was a limiting factor for most businesses on a seasonal basis. For produce businesses, storage needs are higher in the winter, whereas for other sectors, the seasonality of storage needs is more inconsistent.

TRANSPORTATION FLEETS are predominantly owned not leased. For many of the smaller businesses with

shipment needs, personal trucks and courier services are the norm.

#### *UTILITIES*

Utility use is extremely high among the warehousing businesses, especially those on produce row who require extensive cold storage. Costs range between \$60,000 annually and \$130,000 annually.

Water use is fairly negligible in most of the sectors examined except in businesses making paints or using dyes. Here, water use for cleaning is extremely high.

#### *PEOPLE & CULTURE*

All of the businesses interviewed claimed they almost exclusively use personal networks, business networks, and word of mouth to find staff and that employee retention rates are so high that looking for new employees is a rare occurrence.

The only recruitment concern voiced was that of being able to find suitable sewing and production labour in an aging textile workforce.

#### *REVENUE & MARKETS*

In reviewing the growth strategies and markets being explored by businesses in the False Creek Flats, a couple of key points were made by some of the younger businesses:

. Although some of their most lucrative projects are ones in which they play a facilitation role between other larger businesses, many of the small to mid-size businesses in the False Creek Flats are looking to eliminate business that falls outside their core competencies while growing projects within their core area of expertise.

. There is a desire among some of the arts & culture businesses to grow their reputations internationally and a need was identified to do this collectively

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through better marketing and communications of Vancouver's "maker economy" (artists, designers, etc)

. Many of the smaller production businesses rely on their bigger neighbours to source small quantities of materials for them.

#### *GREENING BUSINESS PRACTICES*

All of the businesses interviewed claimed to have some types of greening practices in place with recycling programs being the most common. Of the 15 businesses interviewed, 4 provide a green product or service, while 3 are actively engaged in greening their business practices, and another 3 are just starting the investigation phase for green retrofits.

Answering the question: "what does green already mean for businesses in the False Creek Flats?" is a key step in finding launching points for establishing future greening activities. Some of the answers in the False Creek Flats included:

**GREEN RETROFITS** — Many of the wholesale and manufacturing businesses in the flats are undergoing lighting assessments, truck idling assessments, and other efficiency assessments.

**UPCYCLING** — While some businesses are approaching this from the angle of extended producer responsibility, others are approaching upcycling as a means of acquiring unique/inexpensive raw materials to which they can add value through processing.

**CLUSTERING** — Locating in close proximity to customers, suppliers, and competitors allows for the easy sharing of equipment, resources, and expertise between businesses in the same sector.

#### *CHALLENGES & OPPORTUNITIES*

The challenges and opportunities faced by businesses in the False Creek Flats were fairly unique to the individual

sectors.

**ARTS & CULTURE** — These businesses expressed two major needs: the need for better marketing and communication of Vancouver's arts & culture economy, and the need for help building the capacity to take on larger scale projects. Businesses self-identified the opportunity to collectively market the arts, culture, and design offerings of the city, as well as the opportunity for the City to provide space for multiple design and production businesses to come together and work on larger scale projects, building their capacity to take on work at different scales.

**TEXTILES / FASHION** — The challenges faced by this sector included dealing more effectively with textile wastes and establishing relationships with textile/clothing manufacturers to source consistent material byproducts. The inherent opportunities this sector pointed about attracting or growing a business dedicated to the collection and redistribution of textiles.

**FOOD** — Two major challenges or roadblocks were pointed out by businesses in the food sector. The first was being able to see tangible results from greening operations in order to justify making facility upgrades. The inherent opportunity here is to use one of the businesses as a demonstration for the other and to share information and success stories between businesses that are approaching upgrades from different angles.

The second challenge is finding a shared facility for processing near end-of-life food, as well as engaging the community in cooking classes, food education, and industrial-scale composting. With several social enterprises dedicated to food in the area, there is an opportunity to explore food hub options under a similar model to the recycling hub which is underway on Industrial Ave.



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## *Opportunities Assessment*

In looking for ways to build the green economy in the False Creek Flats, consideration must be given to the retention and expansion of businesses that are actively greening their operations, the retention and expansion of green sector businesses, and the attraction of new green businesses. The feedback received throughout the interview process revealed four types of opportunities for achieving these objectives:

- . Opportunities identified by businesses to improve their own operations or grow business
- . Opportunities identified by businesses to improve the productivity or growth of a cluster
- . Opportunities identified through the compilation of feedback from many businesses to improve a business cluster, and
- . Opportunities identified through a compilation of feedback from businesses to improve the physical or social environment in the False Creek Flats

The opportunities that businesses identified with regards to improving their own operations predominantly revolved around building and site retrofits and focusing on core competencies (thereby eliminating redundancies with neighbouring businesses in a cluster); Those identified with regards to improving the performance of clusters revolved around resource sharing, collective marketing and communications initiatives, the sharing of expertise, collective capacity building, and the facilitation of a stronger upcycle economy; And the opportunities identified with regards to improving the social and physical environment of the flats revolved around making infrastructure improvements and seeding the growth of more social amenities such as places to eat, drink, and gather.

Within the political context of the False Creek Flats, many of the individual business opportunities are being explored by Light House and many of the environment-related opportunities are being explored through the local area planning process. Thus, this investigation looked more in depth at the cluster-based opportunities

to support green enterprise in attempts to draw out some actions that can be taken on a neighbourhood-wide scale to retain, grow, and attract green businesses.

Through collecting, analyzing, and sorting the specific cluster-based opportunities that emerged from the interview process, three key areas of action were identified for the VEC throughout the Eastern Core local area planning process. These areas of action are:

**Telling the Story** — Building and spreading a strong and cohesive message about green enterprise opportunities and greening practices in the False Creek Flats in order to attract the attention of the local and international (green) business community & investors.

**Demonstration & Business Development** — Leveraging opportunities in the False Creek Flats and the Vancouver Economic Commission's connections with local innovators to showcase and demonstrate sustainable products/services, clean tech innovations, and proof of concept, while building a strong support network for green innovation.

**Targeted Engagement** – Engaging businesses in the planning process through facilitating the exchange of information and expertise between businesses and the City with the aim of creating a climate for growth for businesses through developing more supportive policy and smarter regulations.

The following sections break these themes down into a number of specific actions that can be taken by the VEC. Some of these actions are quick-win items that can be accomplished during the first **[launch]** phase of the project, while other opportunities involve establishing a process or mechanism throughout the two year term of the planning process **[ongoing]**. Finally, some of these actions can only be taken on once the majority of the planning and strategy building in the False Creek Flats is complete **[implementation]**.



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# ECONOMIC DEVELOPMENT ROADMAP

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## *Telling the Story*

### *Telling the story is about:*

BRANDING THE FALSE CREEK FLATS as a hub of green enterprise — a place where supporting green innovation and improving the economic, environmental, and social performance of businesses are of top priority.

ATTRACTING GREEN BUSINESSES & INVESTMENT to the area by highlighting business opportunities throughout the transformation of the False Creek Flats, the presence of a strong, innovative green community, and support for green job growth.

SPREADING IDEAS AMONG NEIGHBOURS about innovative greening practices, clean technologies, and green building or landscape retrofit options.

Although part of the planning process will entail communicating the story of the False Creek Flats (past, present, & future), it is the VEC's role to tell this story ***through a business lens***. This is an important thread for the VEC to weave throughout the planning process because it has many potential impacts not only for the future business community in the False Creek Flats but for its existing businesses and the community at large.

In the *Greenest City Action Plan*, formulating a Green Enterprise Zone is spoken about in terms of building an “international reputation as being the greenest place to work in the world”.<sup>1</sup> Building this reputation is essential to attracting new green enterprise to the area and building a community of keen green enterprise investors, developers, and talent. Using the expertise of the VEC to craft clear messages about the business opportunities and strengths of the business community in the False Creek Flats will not only help build this reputation on both a local and international level, but also contribute to a sense of identity and civic pride among the existing business community.

There are three general components involved in telling the story of the False Creek Flats: generating content, crafting the message, and disseminating the story. These have been broken down further into a number of possible actions that the VEC can take throughout the planning process in order to tell the story of the False Creek Flats through a business lens.

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1 GCAP

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## 1.0 GENERATING CONTENT

In order to tell the story of green enterprise in the False Creek Flats, we need to first define what is meant by green enterprise, form a baseline of the green enterprise activities that already exist in the False Creek Flats, and identify the types of green enterprise activities the City and the community foresee locating here. While we already have some of this information, these actions are designed to help fill the information gaps.

*1.1 Collect individual business stories from the False Creek Flats about innovative attitudes, practices, products, and services for making Vancouver's economy more sustainable.*

These stories should highlight or profile a single aspect of a business or organization that is innovative, green, and memorable. They can be collected through a number of means including:

- . interviews with business owners
- . solicitation of stories through the website
- . conversations with individuals at events, and
- . researching individual businesses online

Once these stories have been identified, they can be formatted to read as a cohesive set of business profiles or anecdotes which demonstrate the breadth of sustainability thinking throughout the flats.

**TIMING:** [launch] & [ongoing]. This activity is predominantly important in the launch and ideation phase of the LAP process although it can continue to be built upon over the course of the planning process.

**RESOURCES:** This will take the time of an individual staff member to coordinate and some input from a variety of partners. Few financial resources and minimal expertise are required.

**LEADERSHIP:** VEC to lead with input from City staff and grass roots organizations.

**POSSIBLE MEASURES OF SUCCESS:**

- . # of stories collected
- . # of different businesses highlighted

**EXAMPLE:** See Example 1 on the following page.

*1.2 Crowd source green assets to populate a public green asset map for the False Creek Flats featuring innovative greening practices, clean tech providers & users, businesses that provide a green product/service, and environmental assets such as parks, gardens, and green infrastructure.*

Assets should be collected, categorized, and mapped according to type (aka one colour on a map indicates green business, another indicates environmental asset, etc) with only a minimal label or descriptor as to who/what the asset is. In order to obtain the most complete green asset information possible, these assets should be crowd-sourced, meaning they should be contributed through a number of channels including:

- . through members of the VEC, City Planning Dept, and grassroots organizations
- . through on-site contributions to a scaled up map at events and/or the planning office
- . through on-line contributions solicited directly from the community

Mapping these assets will not only allow the City to establish a green enterprise baseline and track progress in the flats, it will also give businesses the opportunity to literally 'put themselves on the map.'

**TIMING:** [ongoing]. This activity should be ongoing throughout the entire two-year planning process in order to track progress.

**RESOURCES:** Some mapping and web expertise will be needed in the initial setup of this action.

**LEADERSHIP:** VEC to lead in close partnership with City planning and web development.



POSSIBLE MEASURES OF SUCCESS:

- . # of assets mapped
- . # of contributing sources
- . # of web views

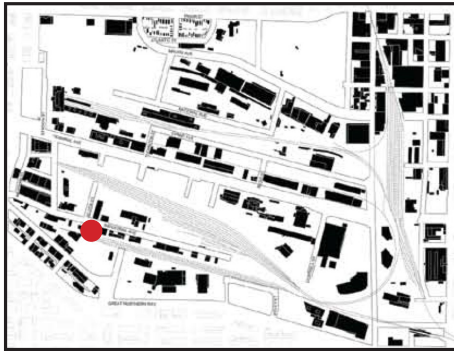
1.3 Collect business-related aspirations for the False Creek Flats through the planning department's "I wish my flats..." engagement mechanisms.

This action involves using the tools established by planning to collect aspirations for the False Creek Flats

EXAMPLE 1: Green Business Story for the False Creek Flats Website

## RED FLAG DESIGN

Owner, Co-Founder: Barnaby Killam  
Website: redflagdesign.ca



At Red Flag Design, material reuse isn't an afterthought or a green business marketing gimmick, it is at the core of their philosophy and it is a primary mandate that carries through all of their projects.

With an understanding that the secondary life of materials is often much longer than the primary life of a product, Red Flag repurposes obsolete or discarded materials through value-added design.

Dealing primarily with textiles, Red Flag Design sources, restores, & works with end-of-life sailcloth, tents, & factory offcuts (among other discarded textiles) to create a line of bags and one-off promotional or exhibition pieces that often double or triple the value of the original product.



◀ Using second-life materials is a design decision to ensure every material comes with a story and unique character already embedded within it.

When tent pegs arrived with a shipment of old army tents, they ▶ were turned into bottle openers. No materials wasted.



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to inventory and sort some of the business-related aspirations for the neighbourhood. They can then be used to help build the False Creek Flats brand.

**TIMING:** [launch] This action is most relevant the information & idea collection phase of the LAP process

**RESOURCES:** Minimal human resources are needed for this beyond what planning is already putting in.

**LEADERSHIP:** City planning to lead with VEC to help solicit engagement from businesses and sort information.

**POSSIBLE MEASURES OF SUCCESS:**

- . # of business or economic development -related aspirations gleaned from the “i wish my flats...” campaign

## 2.0 CRAFTING THE MESSAGE

Once content has been generated to fill the information gaps in the False Creek Flats story, the VEC needs to take an active role in shaping the messaging and branding of the flats so that it appeals to a broad audience of businesses, investors, and developers. This means teasing out the key messages for businesses and translating some of the background information about the flats into language that is relevant to businesses. These actions are designed to guide this process.

*2.1 Form a brand around the innovative attitudes and approaches to sustainable economic development being explored in the False Creek Flats.*

Using some of the stories, green assets & aspirations acquired through the ‘generating content’ actions, as well as the parts of the economic development agendas in the Greenest City Action Plan and the Economic Action Strategy that land in the False Creek Flats, begin to answer the questions:

- . What does ‘green’ mean in the False Creek Flats?
- . What would a *Green Enterprise Zone* look like here?

- . And, what does it mean to be ‘the greenest place to work in the world?’

**TIMING:** [launch] & [ongoing]. The brand needs to be developed early on, but it should evolve as feedback is gathered.

**RESOURCES:** VEC and planning collaboration.

**LEADERSHIP:** VEC and planning in equal partnership.

**POSSIBLE MEASURES OF SUCCESS:**

- . cohesive identifiable brand for the flats
- . # of inquiries about flats initiatives

*2.2 Develop a series of communication materials that emphasize the False Creek Flats’ history as an industrial center, its unique position in Vancouver’s economic landscape, and the implications of these for its economic future, highlighting business & investment opportunities.*

These should highlight the existing green community, the gaps between the existing state of the False Creek Flats and its aspirational state, and the development opportunities inherent in the transformation of the neighbourhood.

**TIMING:** [ongoing] & [implementation]. The aspirations of the flats and its potential can be communicated immediately, while investment and business opportunities will need to follow the public consultation process.

**RESOURCES:** Time and some design/communication skills will be needed to make these relevant.

**LEADERSHIP:** VEC & City Planning in partnership

**POSSIBLE MEASURES OF SUCCESS:**

- . # communication formats developed for telling the False Creek Flats story

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### 3.0 DISSEMINATING THE STORY

Spreading the story of economic transformation and green enterprise in the False Creek Flats can serve many functions, including:

- . attracting business & investment attention to the flats
- . engaging the community in helping develop an economic development vision for the flats, and
- . encouraging those businesses in the flats that are not already engaged in greening their operations or making sustainable business choices to start

In order to serve this wide array of audiences and purposes, the False Creek Flats story needs to be spread through a number of diverse channels. These actions suggest some of the channels through which the story might be told.

*3.1 Populate the planning website and social media channels with interesting green business stories and factoids from the False Creek Flats, the ongoing asset map, and communication materials about the transformation of the False Creek Flats through an economic development lens.*

TIMING: [launch] & [ongoing]

RESOURCES: Time, Web & Communications Expertise

LEADERSHIP: Planning with support from VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of website hits to various pages
- . # of social media hits
- . trending on twitter

*3.2 Explore other unconventional or fun means of directing attention towards the flats and engaging the public to learn about the innovative green practices & technologies that are being employed behind closed doors.*

This could include using landscape installations, event posters, walking tours, or short videos to shine light on some of the innovative green practices and technologies that are in play in the flats.

TIMING: [launch] & [ongoing]. These means of communication can be particularly effective to building a buzz or interest around a project at the start.

RESOURCES: Human Resources and Communications Expertise; some funding for materials

LEADERSHIP: Planning with VEC and other possible partners such as a design school or non-profit design group in supporting roles.

POSSIBLE MEASURES OF SUCCESS:

- . # of messages communicated about individual business practices
- . response by audience

*3.3 Seek opportunities to highlight initiatives in the False Creek Flats within the ongoing activities of the VEC, such as through presentations, contributions to printed or web-based communication materials, and conference attendances.*

There are a couple of immediate opportunities to highlight initiatives in the False Creek Flats this fall through VEC channels. One is highlighting the flats project at the Boston Eco-districts Summit which will be attended by at least one member of staff, and the other is including False Creek Flats initiatives in Vancouver's Investment Guide which is currently undergoing updates.

TIMING: [ongoing]. These opportunities should be flagged throughout the next two years as they arise.

RESOURCES: Minimal time, printing, and social media resources.

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of channels utilized





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## *Demonstration & Business Development*

*Demonstration & Business Development is about:*

LEVERAGING THE PLANNING PROCESS and VEC's connections with local innovators to showcase local innovations, give local innovators a chance to show proof of concept, and build support for clean technology and green innovations.

DEMONSTRATING INNOVATION in greening business practices, the use of clean technology, and retrofitting buildings and sites in the False Creek Flats.

ENGAGING BUSINESSES to participate in shaping and kickstarting the transformation of the False Creek Flats.

Creating a *Green Enterprise Zone* is not only a new and innovative approach to development for the City of Vancouver, it demands new and innovative ways of thinking from businesses as well — an approach to business in which individual businesses are seen as part of a bigger system or community. In order to foster a green enterprise community, the City and VEC can start by demonstrating its support for local innovators through giving them a chance to show proof of concept and test their ideas at home. Through communicating the types of opportunities that exist within the False Creek Flats and promoting businesses that have innovative ways of approaching those opportunities, not only will the City demonstrate support for green enterprise development, but in the process, it will **help businesses grow and gain traction in the local and global economy.**

Demonstrating and developing local green business assets and innovations throughout the planning and development process can have a number of benefits for businesses, the community, and the economic development of the city at large:

- . BENEFITS TO BUSINESSES: Attracting investment, customers, and awareness; acquiring space to prototype new technologies or innovations; experimenting in the public realm as a means of starting a conversation and changing cultural stories
- . BENEFITS TO COMMUNITY: Improvements to facility performance, landscape performance, and the public realm; new energy, intrigue, interest and buzz brought to the neighbourhood
- . BENEFITS TO THE CITY: Acquiring expertise, ideas, and services from businesses to help reach public goals; building a reputation as a city that strongly supports and helps grow green enterprise; attracting additional green enterprises to the city and the False Creek Flats

There are three general components to creating a strong demonstration and business development community within the False Creek Flats. These are showcasing through events, identifying possible demonstration sites, and populating demonstration sites with local, sustainable business innovations. This section breaks these components down into specific actions that the VEC can take throughout the planning process to start building this community.

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#### 4.0 SHOWCASING THROUGH EVENTS

Showcasing through events is about leveraging event organization and attendance as a passive marketing and communications opportunity for businesses. Through their highlighted participation in an event or contribution to an event, businesses are able to build brand awareness among larger, more diverse markets than they might otherwise. Depending on the event, showcasing in this manner may be able to help a business break in to a new market, either locally or globally.

*4.1 Utilize FCF planning events to showcase local products, services, clean technologies, and green innovations through sourcing event amenities from (green) businesses in the False Creek Flats.*

TIMING: [ongoing]. Should be considered for all events throughout the planning process.

LEADERSHIP: City Planning with support and contacts from the VEC.

##### POSSIBLE MEASURES OF SUCCESS:

- . # of products showcased
- . # businesses invited to showcase
- . # of events that showcase
- . # of business connections / inquiries made

EXAMPLE: See Example 2 on next page.

*4.2 Identify outside economic development events with relevance for key business sectors in the False Creek Flats and seek partnership opportunities through which these businesses might showcase their work.*

Of particular interest are conferences or events surrounding green building technologies and renewable energy innovations.

TIMING: [ongoing]

RESOURCES: Time & relationship building

LEADERSHIP: VEC

##### POSSIBLE MEASURES OF SUCCESS:

- . # of event partnerships
- . # of products/services/innovations showcased

#### 5.0 IDENTIFYING DEMONSTRATION SITES

Demonstration sites are about using both public and private land for green innovation experiments. These public showcases can help companies build their capacity for larger projects, build awareness around what they are doing, and act as a critical marketing tool. Identifying opportunities for these activities not only involves locating potential sites, but also evaluating the characteristics of the site, the types of demonstration it might be suitable for, and the length of time for which it can be utilized.

*5.1 Identify underutilized public and private sites that might serve as demonstration sites for green products, services, technologies, or innovations on a temporary or more permanent basis.*

This will involve Connecting with the City of Vancouver Facilities Department to identify underutilized publicly owned sites that might serve as demonstration sites, as well as soliciting offers from private land owners to dedicate a site or part of a space for showcasing or demonstration opportunities.

TIMING: [ongoing]

RESOURCES: Time & relationship building

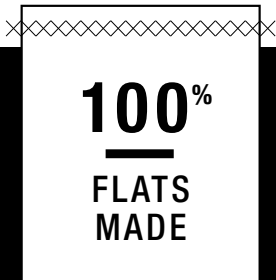
LEADERSHIP: VEC

EXAMPLE: Alterrus Systems Inc. leased a City-owned parking lot to demonstrate vertical farming technology in downtown Vancouver. In this case, the land was leased at market rates, but the development of a city-wide demonstration platform, which is underway at the VEC, will allow for innovators to demonstrate products

## EXAMPLE 2: 100% FLATS MADE Launch Event

For the Eastern Core Local Area Plan Launch Event, we suggested that the projection services, printing & communication services, food & beverage services, and entertainment all be sourced from businesses within the False Creek Flats. This idea evolved to make the Launch Event 100% Flats Made, meaning that all of the materials and services used at the event will showcase businesses from within the flats. This not only gets businesses involved in the planning process, it gives them a chance to showcase their products & services and build business. See Appendix 8.1 for the agenda for this event, and Appendix 8.2 for a starting list of potential event partners within the False Creek Flats.

### IDEATION FOR THE FALSE CREEK FLATS LOCAL AREA PLAN LAUNCH EVENT



The "100% Flats Made" identity provides an opportunity to showcase the manufactured goods, services, technology, education, cultural production and food and beverage products that are being made in the Flats. This will be demonstrated in variety of ways at the event, such as hosting local food vendors (food trucks, Sole Foods, etc.) and breweries (Red Truck), presenting a variety of Flats based visual and performance artists and student artists, 'tagging'/sticker Flats Made products that are provided at the event, as well as showcase-mapping the diverse groups of businesses that are located in the False Creek Flats.



Adapted from meeting agenda notes and a draft outline of the event.

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without paying out-of-pocket for the space in which to do so.

POSSIBLE MEASURES OF SUCCESS:

- . # of sites identified

*5.2 Inventory, map, & publicize identified demonstration sites through a public channel, reminiscent of spacelist.*

This could be matched to the False Creek Flats asset map as an additional layer of 'green assets'.

TIMING: [ongoing]

RESOURCES: Time, Web & Communications Expertise

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of demo spaces listed/mapped
- . # of website hits

## 6.0 POPULATING DEMONSTRATION SITES

Populating demonstration sites involves forming partnerships between site owners and businesses for a given length of time. While some of these partnerships may be made on their own through the demo site inventory, any public sites will need to be populated through a more formal public process. A City-wide demonstration platform is currently being investigated to facilitate this, in accordance with the *Greenest City Action Plan*.

*6.1 Develop a demonstration platform through which businesses, organizations, or individuals can submit requests for demonstration space.*

TIMING: [ongoing]

RESOURCES: Time & Expertise; Already underway

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of submissions
- . # of submissions realized

*6.2 As a pilot project, use City Planning's desired on-site planning presence as an opportunity for a start-up business to test its idea.*

Through a Request-for-Proposal or design competition process, the City's on-site planning presence could double as a space for a social business. This would not only increase foot traffic through the consultation site, it would give a business an opportunity to get started in a temporary, and less risky environment.

TIMING: [ongoing]

RESOURCES: Time, Expertise, and coordination.

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of proposals/submissions
- . installation of winning proposal



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## Targeted Engagement

*Targeted Engagement is about:*

CAPITALIZING ON LOCAL BUSINESS EXPERTISE and knowledge to help guide planning, land use, and zoning policies as well as economic development initiatives to create a climate for green economic growth in the False Creek Flats.

SHARING INFORMATION gathering tools and information collected from businesses between Planning, the VEC, and grass roots organizations in order to put it to the best possible use.

CONNECTING EXPERTISE WITH OPPORTUNITY AND RESOURCES in order to more quickly and efficiently ground some of the big ideas that evolve out of the Local Area Plan and Green Enterprise Zone strategy.

The sharing of information and resources between City Planning, the VEC, the False Creek Flats business community, and various technical experts will be of utmost importance to the realization of a green enterprise zone in the False Creek Flats. Targeted engagement is about connecting planning processes and economic development processes with those businesses, investors, and developers that can help ***lend expertise to achieving a climate for growth.***

Connecting planning more closely with business and economic development expertise can help unlock the economic development potential of the False Creek Flats through:

- . Updating zoning and land use policies to reflect the changing needs of businesses
- . Directing ways in which new technologies or innovative practices might contribute to the development of the flats
- . Providing insight to the City as to what intermediary steps are needed for plans to gain on-the-ground traction
- . Creating more efficient and grounded plans in which possible partners for implementation of the plan are built in to the process from the start

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## 7.0 DEVELOPING BUSINESS ADVISORY CAPACITIES

The False Creek Flats planning process is unique in that the strong majority of stakeholders in the area are businesses. Utilizing the strength of knowledge that businesses have about their own businesses as well as the challenges and opportunities faced by their competitors can make for plans that more effectively account for local business capacities, emerging technologies, and implementation challenges.

*7.1 Identify and approach possible members of a Business Advisory Group for the local area planning process in order to solicit feedback on sector-specific topics throughout the development of a False Creek Flats economic strategy.*

Possible members can be identified by their demonstrated interest in the planning process and influence within key sectors of the False Creek Flats economy. The advisory may include business leaders that have already shown up to participate in business workshops or met for an interview regarding green enterprise initiatives. It will be essential to establish the advisory capacity of the Business Advisory group up front, including a set time commitment and list of topics to weigh in on throughout the two year planning process.

TIMING: [launch] & [ongoing]. The Business Advisory Group should be established early on and utilized throughout the planning process

RESOURCES: Time & Relationship Building

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . # of members identified & recruited
- . Established meeting times & roles
- . Continued commitment from members
- . # of tangible outcomes identified from feedback

## 8.0 FACILITATING THE EXCHANGE OF INFORMATION

The City planning department, the VEC, and the business community have diverse networks and expertise. Through formalizing the exchange of information and expertise between planning, the VEC, and businesses, information can be shared between these three entities with greater efficiency and accuracy. These actions attempt to uncover a number of channels the VEC might use to facilitate this exchange of information.

*8.1 Formalize an information exchange mechanism between the City Planning Department and the Vancouver Economic Commission through which business feedback on topics related to planning (eg. transportation, land use, spatial needs, etc.) can be shared.*

This may take the form of a file sharing system, a weekly meeting with updates from each individual engaging with businesses in th FCF, or a database where business feedback is stored in an easily sortable manner.

TIMING: [launch] [ongoing]. This mechanism should be established early and used throughout the planning process.

RESOURCES: Time & Relationship Building.

LEADERSHIP: VEC

POSSIBLE MEASURES OF SUCCESS:

- . Establishment of platform
- . Platform use

*8.2 Provide input to planning on business engagement activities and information-soliciting mechanisms in order to maximize business turnout and the value of information collected throughout the planning process.*

This entails holding the business banner throughout planning and community engagement processes in order to ensure that businesses are engaged in a

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manner that is effective and relevant, as well as making recommendations as to what types of information need to be solicited from the community to help guide economic development. For instance, the False Creek Flats Industry Survey which is implemented by planning can also be utilized by the VEC to identify green enterprise growth opportunities. In order to provide the necessary insight, however, some additions to the survey need to be made.

See Appendix 8.3 for VEC feedback on the False Creek Flats Industry Survey.

**TIMING:** [ongoing]. The business banner needs to be held throughout all events, workshops, and communications efforts as the False Creek Flats is predominantly businesses.

**RESOURCES:** Time & Expertise, meetings between planning and the VEC

**LEADERSHIP:** VEC

**POSSIBLE MEASURES OF SUCCESS:**  
. # of suggestions implemented

*8.3 Assess information being collected by outside organizations for the identification of (green) economic development opportunities.*

This involves combing through the results of engagement activities by outside parties to locate possible business synergies, opportunities for greening business practices, and possible draws for new green enterprise start-ups. For example, the results of the False Creek Flats Industrial Survey which is implemented by planning, should be assessed for economic development and greening opportunities.

**TIMING:** [ongoing]. Throughout the planning process as opportunities arise.

**RESOURCES:** Time & Expertise

**LEADERSHIP:** VEC

**POSSIBLE MEASURES OF SUCCESS:**  
. # of opportunities identified

# CONCLUSIONS

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## *Stimulating Systemic Change*

Forming a *Green Enterprise Zone* in the False Creek Flats will no doubt be a long and arduous task. When the conversation shifts from “how do we green business practices?” to “how do we form the greenest place to work in the world?”, it is no longer just a question of tactics, but one of social or systemic change.

Dr. Vanessa Timmer of One Earth (a non-profit organization dedicated to transforming unsustainable production and consumption patterns) points to three major stages to enacting systemic change: social entrepreneurship, institutional entrepreneurship, and scaling out. These stages are often addressed by very different groups of people; however, through forming strong relationships with planning, educational institutions, social enterprise organizations, and the business community in the False Creek Flats, the VEC has the ability to contribute to each of these stages.

### **SOCIAL ENTREPRENEURSHIP**

Social Entrepreneurship is about changing our cultural stories. Often taken on by non-profit organizations, the media, educational institutions, and advocacy groups, this stage involves telling the story of a different way of thinking about or living in the world. Through the

“Telling the Story” actions pointed out in this report, the VEC can start to contribute to the story of what it means to be the greenest place to work.

### **INSTITUTIONAL ENTREPRENEURSHIP**

Institutional Entrepreneurship is about changing “the rules” to accommodate new stories. Through a strong partnership with planning, the VEC can more effectively influence planning bylaws to reflect the needs of an emerging green economy. Using the tools of “Targeted Engagement”, the VEC can facilitate bringing the needs of green enterprise development closer to those with the ability to reshape the rules of industrial development.

### **SCALING OUT**

Scaling out is about taking the momentum of new cultural stories and change advocacy and building off it with real, on-the-ground actions. Through pursuing “Demonstration & Business Development” tactics in the public realm of the False Creek Flats, the VEC can help build momentum for green enterprise development through providing real life examples of green innovation for the world to see.





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## APPENDIX 6.3

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### *Defining 'Green Enterprise Zone'*

Sometimes referred to as 'Eco-Business Zones', 'Eco-Industrial Parks', or 'Industrial Eco-Districts', *Green Enterprise Zones* are geographic areas in which a systems approach is taken to planning and development. This systems approach implies prioritizing the relationships between various components of the neighbourhood over individual cultural, ecological, industrial, or transportation issues in pursuit of a more efficient and effective use of resources. At its most basic, a *Green Enterprise Zone* is a geographically-based initiative involving the collaboration of businesses, governments, and communities to decrease wasted materials, energy, land, and infrastructures, and to increase ecological performance, human health, and social capital.

Some of the more common tactics employed in developing *Green Enterprise Zones* include:

- Incorporating green infrastructure to slow and cleanse stormwater runoff from roofs, roads, and parking lots;
- Developing partnerships between businesses whereby a waste or by-product from one business is used as a fuel or input for another;
- Establishing green purchasing blocks in which several businesses can band together to obtain green products or innovations at an affordable rate
- Improving transportation options to promote a greater use of transit, biking, and walking as opposed to driving;
- Capitalizing on residual spaces such as roofs, alleys, and vacant lots, for the growth of local food, the cleansing and recycling of water, or as green space that contributes to human health and improved air quality;
- And using the wastewater or other wasted utilities from one industry to fuel the operations of another

The term *Green Enterprise Zone (GEZ)*, as it appears in the *Vancouver Economic Action Strategy (VEAS)* and the *2020 Greenest City Action Plan (GCAP)* refers to an area that “showcases and nurtures innovation in emerging sectors like clean tech and green buildings”<sup>1</sup> and becomes the “greenest place to work in the world”<sup>2</sup>. It does not imply a change in zoning, but rather refers to a defined geographic area in which green building and green infrastructure projects are highly promoted, sustainability-driven innovation and sustainability-driven land use planning are heavily supported, and green enterprises of all types are encouraged to concentrate<sup>3</sup>. The lessons learned from this type of initiative would then be applied city-wide to promote a more holistic green economy.

- 
- 1 Within the *VEAS*, green enterprise zones are seen as a tactical approach to promoting local innovators and innovations. Their focus is on utilizing economic planning best practices, developing strong partnerships among members of the green economy, and promoting strong sector clusters that are more conducive to the early adoption of new innovations in sustainable business practices. *Vancouver Economic Action Strategy*, pg 11.
  - 2 There are five green industry clusters that are identified in the 2020 GCAP as having the greatest potential for growth over the next decade. These are: clean technology; green buildings; materials management and recycling; local food; and sustainability services and education. The involvement of these key clusters in the initial green enterprise initiative will allow lessons learned to be more readily applied city-wide. *Greenest City Action Plan*, pgs 12-14.
  - 3 Included under the umbrella of green enterprise are those businesses and organizations providing a green product or service, as well as those in more traditional sectors that are actively involved in greening their operations. *Figures 1 & 2* demonstrate how green jobs and ‘actively greening’ businesses/organizations have been identified by the City.

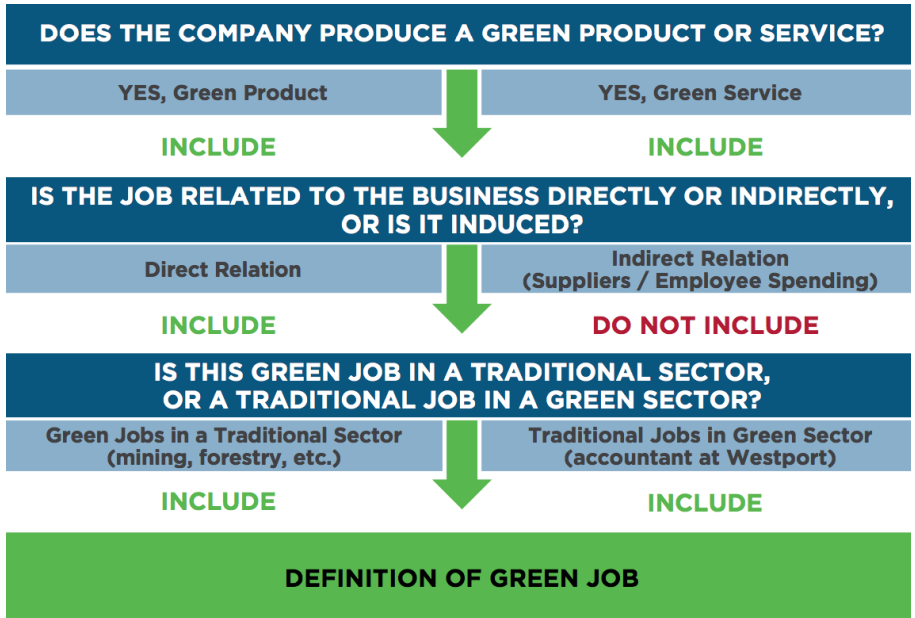


Figure 1: VEC Measurement Model for Green Jobs

Increasing green jobs in both green sectors and traditional sectors will be a primary indication of the success of any such green enterprise initiatives.

Check off all the areas your organization is currently tackling (1 point each).

Energy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>Creating targets and programs</b> <input type="checkbox"/> Demonstrating leadership and accountability <input type="checkbox"/> Environmental purchasing policy <input type="checkbox"/> Public environmental commitment <input type="checkbox"/> Public environmental targets (2 points) <input type="checkbox"/> Other leading practices
Waste		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Water		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Fuel		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Employee commuting		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Greenhouse gases		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Your score:  points

Figure 2: VEC Measurement Model for 'Actively Greening' Businesses

A Business or organization must be earning at least 10 out of a possible 20 points in order to be considered actively greening their operations.



## APPENDIX 7.1

### *Business Interview Introductory Letter*

Vancouver Economic Commission  
134 Abbott Street, Suite #402  
Vancouver, British Columbia  
Canada V6B 2K4

To whom it may concern:

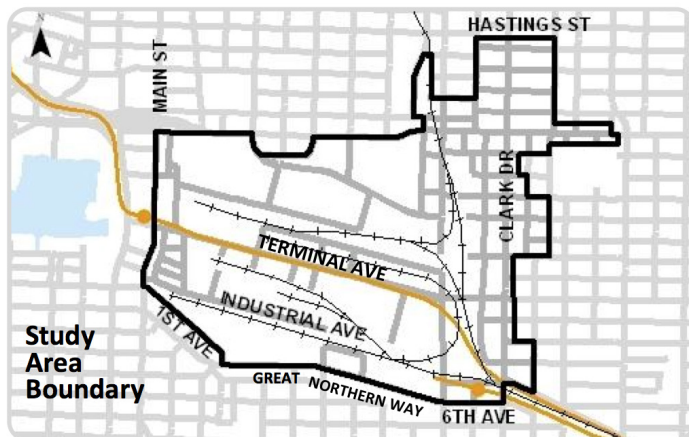
I greatly appreciate you taking the time to discuss the opportunities and challenges faced by your business. This interview process is part of a greater effort by the Vancouver Economic Commission and the City of Vancouver to enhance the business environment of the False Creek Flats, making it a greener, more efficient, and better-served area in which to conduct business.

The information gathered through this interview process will be used internally only to better inform how the Vancouver Economic Commission and the City of Vancouver can support sustainable business practices in the False Creek Flats. Possible outcomes include changes to policy, the identification of cost-saving opportunities for businesses, the establishment of complementary business partnerships, and transformation of the physical environment. Notes from the interviews will be not be shared publically without additional written consent.

Through your participation in this process, you have ensured that the concerns you have moving forward are being heard and contributing to the physical and economic development plans of the area. Thank you for taking the time to meet and share your insights. If you have any further questions, comments, or concerns, please don't hesitate to ask.

Sincerely,

Pietra Basilij, Greenest City Scholar  
with the Vancouver Economic Commission



[www.vancouvereconomic.com](http://www.vancouvereconomic.com)  
[p.basilij@gmail.com](mailto:p.basilij@gmail.com)  
(778) 229-2877

Visit [www.vancouvereconomic.com/page/green-business](http://www.vancouvereconomic.com/page/green-business) for more information on greening your business.

# APPENDIX 7.2

## *Business Interview Structure*

### PART 1 \_ BUSINESS OVERVIEW

#### 1A. Identification

Company Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Website: \_\_\_\_\_  
E-mail: \_\_\_\_\_

Interview with: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date of Interview: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_

#### 1B. Business Description

Product / Service & \_\_\_\_\_  
Activities: \_\_\_\_\_

Primary Sector:  ARTS / CULTURE  
 AUTOMOTIVE  
 CONSTRUCTION  
 COMPUTERS / SOFTWARE  
 FOOD  
 METALS  
 TEXTILES / FASHION  
 WOOD  
 OTHER

Secondary Sector:  RECYCLE / REUSE  
 STORAGE / TRANSPORT  
 AGENT / DEALER  
 ARTIST  
 PRODUCTION  
 CAFE / RESTAURANT  
 MACHINE RENTAL  
 REPAIR  
 AUTOBODY  
 MANUFACTURER  
 RETAILER  
 CONTRACTOR  
 DESIGNER  
 CONSULTANT  
 SUPPLIER  
 EDUCATOR/INSTRUCTOR  
 ARCHITECT  
 PRINTING  
 FURNITURE  
 GLASS  
 WHOLESALER

#### 1C. Growth Strategy & Sector Trends

Short-term (3 years): \_\_\_\_\_  
Long-term (10 years): \_\_\_\_\_

PART 2 \_ LOCATION

**2A. Location Decision Factors**

Reason for Choosing Vancouver, \_\_\_\_\_  
 False Creek Flats, & Bldg/Facility: \_\_\_\_\_

	importance	satisfaction	
Site Characteristics:	<input type="checkbox"/> _____	<input type="checkbox"/> _____	ROOM TO EXPAND
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	LOADING BAY
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	HIGH CEILINGS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	GROUND FLOOR OCCUPANCY
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	AMENITIES AT LOCATION
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	COST OF LAND / RENT
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	PARKING
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	TRANSIT ACCESS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	VISIBILITY
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	LARGE TRUCK ACCESS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	RAIL ACCESS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	DISTANCE FROM RESIDENTIAL
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	AVAILABILITY (LAND / FACILITIES)
Business Proximities:	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO PROFESSIONAL STAFF
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO SKILLED LABOUR
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO UNSKILLED LABOUR
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO CUSTOMERS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO SUPPLIERS / SERVICES
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO COMPETITORS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	FACE-TO-FACE INTERACTIONS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO DOWNTOWN
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO MAJOR HIGHWAYS
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO RAIL TRANSPORT
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO PORT
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CLOSE TO AIRPORT
Other:	<input type="checkbox"/> _____	<input type="checkbox"/> _____	UTILITIES AVAILABILITY / COST
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	DISPOSAL / RECYCLING SERVICES
	<input type="checkbox"/> _____	<input type="checkbox"/> _____	CULTURE / SENSE OF COMMUNITY

---

**2B. Facility Ownership**

Own / Rent / Lease: \_\_\_\_\_ Terms of Lease: \_\_\_\_\_ Length of Tenure: \_\_\_\_\_  
Single/Multi-tenant: \_\_\_\_\_  
Owner Presence: \_\_\_\_\_

**2C. Size & Composition**

Overall Sq. Footage: \_\_\_\_\_  
Approx. Breakdown: \_\_\_\_\_  
Level of Adequacy: \_\_\_\_\_  
Cost / sq. foot: \_\_\_\_\_  
Layout: \_\_\_\_\_

**2D. Location Plans**

Stay / Move: \_\_\_\_\_  
Expand / Downsize: \_\_\_\_\_  
When / Which Parts: \_\_\_\_\_  
Other Needs / Wants: \_\_\_\_\_  
\_\_\_\_\_

PART 3 \_ LOGISTICS

**3A. Materials**

Inputs: \_\_\_\_\_  
Units & Quantities: \_\_\_\_\_  
Sources: \_\_\_\_\_  
Desired Changes: \_\_\_\_\_  
\_\_\_\_\_  
Outputs: \_\_\_\_\_  
Units & Quantities: \_\_\_\_\_  
Destinations: \_\_\_\_\_

**3B. Transport**

Fleet Vehicle Type(s): \_\_\_\_\_ Qty & Breakdown: \_\_\_\_\_  
Own / Lease: \_\_\_\_\_ Terms: \_\_\_\_\_  
Weekly Shipments: \_\_\_\_\_ Weekly Deliveries: \_\_\_\_\_ Carrying Capacity: \_\_\_\_\_



---

**3C. Storage**

Needs: \_\_\_\_\_  
Capacity: \_\_\_\_\_  
Timing / Seasonality: \_\_\_\_\_

PART 4 \_ UTILITIES

**4A. Water Use**

Amount / Annual Cost: \_\_\_\_\_  
Source(s): \_\_\_\_\_  
Activity Breakdown: \_\_\_\_\_

**4B. Energy Use**

Amount / Annual Cost: \_\_\_\_\_  
Source(s): \_\_\_\_\_  
Activity Breakdown: \_\_\_\_\_

PART 5 \_ PEOPLE & CULTURE

**5A. Employee Overview**

Number & Growth: \_\_\_\_\_ Part / Full Time: \_\_\_\_\_  
Activity Breakdown: \_\_\_\_\_

**5B. Company Culture**

Age, History / Mantra: \_\_\_\_\_  
Recruiting Strategies: \_\_\_\_\_  
Commuting Habits: \_\_\_\_\_  
Neighbourhood Ties: \_\_\_\_\_

**5C. Human Resource Challenges**

Quality: \_\_\_\_\_  
Quantity: \_\_\_\_\_  
Training: \_\_\_\_\_

---

**PART 6 \_ REVENUE & MARKETS**

**6A. Markets & Growth**

Revenues in 2012: \_\_\_\_\_ Projected for 2013: \_\_\_\_\_  
Percentage of your product is sold locally: \_\_\_\_\_ nationally: \_\_\_\_\_ exported: \_\_\_\_\_  
Key export markets: \_\_\_\_\_  
Anywhere else you're looking to expand? \_\_\_\_\_  
Importance of public sector procurement: \_\_\_\_\_

**6B. Supply Chain**

Are there any gaps in your supply chain? \_\_\_\_\_  
Who are your key clients and key prospects? \_\_\_\_\_  
Other companies / types of businesses that you would like to see locate in the FCF: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6C. Policy & Regulation**

Major draws to doing business in Vancouver and the FCF: \_\_\_\_\_  
\_\_\_\_\_  
Major downfalls: \_\_\_\_\_  
\_\_\_\_\_  
Are local regulations burdensome? \_\_\_\_\_  
Which ones? (ranking) \_\_\_\_\_  
\_\_\_\_\_  
How might these be improved? \_\_\_\_\_  
\_\_\_\_\_

**PART 7 \_ GREENING & GOVERNMENT PROGRAMS**

**7A. Greening Business Efforts**

Position / Priority: \_\_\_\_\_  
\_\_\_\_\_  
Current Activities: \_\_\_\_\_  
\_\_\_\_\_  
Measures: \_\_\_\_\_  
Challenges to success: \_\_\_\_\_  
\_\_\_\_\_

---

**7B. Sustainability Plans / Goals**

Desired Activities: \_\_\_\_\_

Targets: \_\_\_\_\_

Realization Challenges: \_\_\_\_\_

**7B. Government Programs**

Participation in any: \_\_\_\_\_

Level of satisfaction: \_\_\_\_\_

Gaps in programs: \_\_\_\_\_

Industrial Certifications:  
(familiarity, interest,  
involvement) \_\_\_\_\_

**PART 8 \_ ADDITIONAL COMMENTS, CONCERNS, & DESIRES**

**8A. Challenges & Concerns**

Biggest Challenge: \_\_\_\_\_

Notes for City Hall: \_\_\_\_\_

Primary Concerns with  
FCF Growth: \_\_\_\_\_

**8B. Opportunities & Desires**

Biggest Opportunity: \_\_\_\_\_

Ideally like to see: \_\_\_\_\_

Primary Opportunities as  
FCF Grows: \_\_\_\_\_

# APPENDIX 8.3

## *False Creek Flats Industry Survey Suggestions*

### City of Vancouver False Creek Flats Survey

***Please take a few minutes to provide us with the following information to be used for planning purposes.***

*All information is held in strictest confidence and will be summarized in total for all businesses.*

#### BACKGROUND INFORMATION

1. Please describe your main business activity, including what goods you produce and/ or what services you provide, at this location.

primary activities: \_\_\_\_\_

secondary activities: \_\_\_\_\_

2. In what year was your company/enterprise originally established? \_\_\_\_\_ (Year established)

3. How many years has the company been located at this address? \_\_\_\_\_ Years

4. Is the company an owner or a tenant at this location?     Owner     Tenant

Terms/Length of Tenancy:  
Owner on site?  
Process for retrofits/  
upgrades: (who pays?)

5. Is this location a multi-tenant building?     Yes     No

6. What is the total floor space occupied by your business at this location?

\_\_\_\_\_ Square feet    Or    \_\_\_\_\_ Square meters

7. How is your floor space used? PLEASE INDICATE % OF TOTAL FLOOR SPACE FOR EACH PURPOSE

Manufacturing/ Industrial/ Repair .....	_____	%
Warehouse/ Storage .....	_____	%
Retail/ Showroom .....	_____	%
Research & Development .....	_____	%
Administration Office .....	_____	%
Other office .....	_____	%
Other .....	_____	%

& level of adequacy  
eg. Adequate? yes/no column

→ IF OTHER, PLEASE SPECIFY USE

TOTAL ..... 100 %

8. Growth Strategy: eg. growth / aggressive growth / maintain / decline  
which parts? what time frame? (short/long term strategy)



**CUSTOMER-SUPPLIER INFORMATION**

8. Please estimate the percent of the total value of goods and services sold by your company from this location in 2004:

**Sold To Customers In:**

False Creek Flats \_\_\_\_\_ %  
 Downtown Vancouver ..... \_\_\_\_\_ %  
 Rest of City of Vancouver ..... \_\_\_\_\_ %  
 Rest of Lower Mainland ..... \_\_\_\_\_ %  
 Outside Lower Mainland (incl. exports) ... \_\_\_\_\_ %  
 TOTAL ..... 100 %

What are your existing & desired export markets?  
 Is public procurement a priority for your company?

**TRANSPORTATION NEEDS**

9. Please estimate the percent of the total value of goods and services purchased by your company from this location in 2004:

**Purchased From Suppliers In:**

False Creek Flats \_\_\_\_\_ %  
 Downtown Vancouver ..... \_\_\_\_\_ %  
 Rest of City of Vancouver ..... \_\_\_\_\_ %  
 Rest of Lower Mainland ..... \_\_\_\_\_ %  
 Outside Lower Mainland (incl. imports) .. \_\_\_\_\_ %  
 TOTAL ..... 100 %

Are there any gaps in your supply chain?  
 Are there any complementary businesses that you would like to see locate in the False Creek Flats?

10. Please estimate the number of goods movement vehicles that accessed your company in a typical week of operation in 2004:

<b>TOTAL RAIL CARS:</b> .....	_____	<b>OWN OR LEASE?</b>	<b>Diesel?</b>
Heavy Trucks (semis, 3 or more axles).....	_____	_____	_____
Light Trucks (cube or panel vans, 2 axles).....	_____	_____	_____
Small Vans or Pickup Trucks .....	_____	_____	_____
<b>TOTAL TRUCKS</b> .....	_____		

11. Please estimate how your employees get to work at this location:

Walk or Bike ..... \_\_\_\_\_ %  
 Transit or Sky Train..... \_\_\_\_\_ %  
 Carpool..... \_\_\_\_\_ %  
 Drive Alone..... \_\_\_\_\_ %  
 TOTAL ..... 100 %

12. In an average week how many employees work at each shift time and how many days per week do you operate at this location?

Shift time:	# of Staff working: PLEASE RECORD #	# of Days per Average Week
Weekday daytime		
Weekday evening/nighttime		
Weekend daytime		
Weekend evening/nighttime		

BREAKDOWN OF ACTIVITIES:  
 eg, mfg, admin, etc.

13. How many employees work at this location?

	<b>Full Time</b>	<b>Part Time</b> (Less than 30 hrs per week)
On an average day	<input type="text"/>	<input type="text"/>
On your busiest day & peak shift	<input type="text"/>	<input type="text"/>

Do you face any recruitment challenges (eg. quantity, quality, training)?

14. Please estimate the percentage of your employees who live in the City of Vancouver: \_\_\_\_\_ %

**LOCATION DECISION FACTORS**

15a. Please indicate how important each factor is to you in deciding on a location for your business. PLEASE CIRCLE ONE NUMBER FOR EACH FACTOR.

15b. At your present location, are you satisfied with the location factors listed below? PLEASE CIRCLE YES, NO OR N/A (NOT APPLICABLE).

LOCATION FACTORS ↓	Q15a) How important is each factor to you in deciding on a location for your business?				Q15b) At your present location are you satisfied with:		
	Essential	Important	Desirable	Not Important	Satisfied with ...?		
	PLEASE CIRCLE ONE RESPONSE FOR EACH FACTOR				PLEASE CIRCLE YES, NO or N/A FOR EACH FACTOR		
<b>SPACE CHARACTERISTICS</b>							
Room to expand	4	3	2	1	Yes	No	N/A
Ground floor occupancy	4	3	2	1	Yes	No	N/A
Loading bay	4	3	2	1	Yes	No	N/A
High ceilings	4	3	2	1	Yes	No	N/A
<b>SITE CHARACTERISTICS</b>							
Cost land/ rent	4	3	2	1	Yes	No	N/A
Outdoor storage space	4	3	2	1	Yes	No	N/A
Adequate parking	4	3	2	1	Yes	No	N/A
Access to transit/ SkyTrain	4	3	2	1	Yes	No	N/A
High visibility	4	3	2	1	Yes	No	N/A
Large truck access	4	3	2	1	Yes	No	N/A
On site rail access	4	3	2	1	Yes	No	N/A
Away from residential areas	4	3	2	1	Yes	No	N/A
<b>LABOUR</b>							
Close to management/ professional staff	4	3	2	1	Yes	No	N/A
Close to skilled labour	4	3	2	1	Yes	No	N/A
Close to unskilled labour	4	3	2	1	Yes	No	N/A
<b>BUSINESS LINKS</b>							
Face-to-face contact	4	3	2	1	Yes	No	N/A
Close to customers	4	3	2	1	Yes	No	N/A
Close to suppliers/ services	4	3	2	1	Yes	No	N/A
Close to competitors	4	3	2	1	Yes	No	N/A
<b>TRANSPORTATION (Goods and Services)</b>							
Close to Downtown Vancouver	4	3	2	1	Yes	No	N/A
Close to major highway	4	3	2	1	Yes	No	N/A
Close to rail transport	4	3	2	1	Yes	No	N/A
Close to port	4	3	2	1	Yes	No	N/A
Close to airport	4	3	2	1	Yes	No	N/A

**STORAGE**  
Cold Storage  
Warehouse Space  
Secure Storage  
Seasonal Storage

**OTHER**  
\_\_\_\_\_  
\_\_\_\_\_

**SERVICES & AMENITIES**  
Exceptional Utility Access  
Waste Management / Recycling  
Universal Access  
Community Culture

**UTILITIES**  
What is your average annual cost of hydro? Breakdown:  
What is your average annual water use? Breakdown:

16a) Did you move to this location from elsewhere?

Yes ↓

No → NOW GO TO Q.17 (page 4)

If you answered YES to Q16a:

16b) Where did you move from? \_\_\_\_\_

16c) Why did you choose your present location? \_\_\_\_\_

17.a) Are you aware of another location in the city or region that would meet your location needs?

Yes ↓

No → NOW GO TO Q18

If you answered YES : Where? \_\_\_\_\_

**BUSINESS LOCATION PLANS**

18. What are your plans for this location? *Please check one.*

No change

Close

Downsize

Move

Expand

19. If you plan to move to another location:

19a) Where do you plan to locate? *when? which parts?* \_\_\_\_\_

19b) Why will you locate there? \_\_\_\_\_

20a) Do you require any access, parking, road, or rail transportation improvements for you to remain and grow in your present location?

Yes ↓

No

If you answered YES: What improvements?

*Are there any inefficiencies in your business operations as a result of locational factors, policies, or bylaws?*

*What additional needs/wants are you hoping to accommodate at your current or planned location?* \_\_\_\_\_

21. Does your company have social, community (such as making charitable contributions), and/ or environmental programs or practices (such as toxic waste disposal, recycling or energy reduction programs) that aim to make a difference in your workplace or in the community?

IF YES: Please describe: \_\_\_\_\_

*Do you have targets / measures by which you evaluate these efforts? If so, what are they?* \_\_\_\_\_

22. Do you have any suggestions or concerns that you would like City Hall to know about?

23. What are the biggest draws & downfalls to doing business in Vancouver? the False Creek Flats?

24. As the False Creek Flats continues to grow and transform, what do you see as being the biggest challenge for your business? biggest opportunity for your business?

25. Which planning topics are of interest to your company? Who is the best contact for this topic?

eg  transportation name of contact: \_\_\_\_\_ e-mail / phone: \_\_\_\_\_

APPENDIX 8.4

VEC Roadmap for Economic Development in the False Creek Flats

ACTION NUMBER	ACTION	TIMELINE	LEAD DEPARTMENT	POSSIBLE MEASURES OF SUCCESS	STRATEGIC ALIGNMENT									
					GCAP rep as greenest work pl.	GCAP support 5 key clusters	GCAP promote green jobs	Engaged City Innovative eng.	EAS Nurture Innovation	EAS Pursue local partnerships	EAS Early Market Engagement	EAS Strategic Global comm.	EAS Smart Regulation Prac.	Regional Growth Protect Job Lands
1.0 TELLING THE STORY – Generating Content Actions														
1.1	Collect individual business stories from the False Creek Flats about innovative attitudes, practices, products, and services for making Vancouver’s economy more sustainable.	[launch] [ongoing]	VEC	. # of stories collected . # of different businesses highlighted	●			●	●			●		●
1.2	Crowd source green assets to populate a public green asset map for the False Creek Flats featuring innovative greening practices, clean tech providers, businesses that provide a green product/service, and environmental assets such as parks, gardens, and green infrastructure.	[ongoing]	VEC	. # of assets mapped . # of contributing sources . # of web views	●			●	●			●		
1.3	Collect business-related aspirations for the False Creek Flats through the planning department’s “I wish my flats...” engagement mechanisms.	[launch]	City Planning	. # of business-related aspirations published				●				●		
2.0 TELLING THE STORY – Crafting the Message														
2.1	Form a brand around the innovative attitudes and approaches to sustainable economic development being explored in the False Creek Flats.	[launch] [ongoing]	VEC	. cohesive identifiable brand . # of inquiries made	●	●	●					●		●
2.2	Develop a series of communication materials that emphasize the False Creek Flats’ history as an industrial center, its unique position in Vancouver’s economic landscape, and the implications of these for its economic future, highlighting business & investment opportunities.	[launch] [ongoing]	VEC/City Planning	. # communication formats developed	●							●		
3.0 TELLING THE STORY – Disseminating the Message														
3.1	Populate the planning website and social media channels with interesting green business stories and factoids from the False Creek Flats, the ongoing asset map, and communication materials about the transformation of the False Creek Flats through an economic development lens.	[launch] [ongoing]	City Planning	. # of website hits . # of social media hits . trending on twitter	●			●				●		
3.2	Explore other unconventional or fun means of directing attention towards the flats and engaging the public to learn about the innovative green practices & technologies that are being employed behind closed doors.	[launch] [ongoing]	City Planning	. # of messages communicated . response by audience				●		●		●		
3.3	Seek opportunities to highlight initiatives in the False Creek Flats within the ongoing activities of the VEC, such as through presentations, contributions to printed or web-based communication materials, and conference attendances.	[ongoing]	VEC	. # of channels utilized	●		●		●			●		



APPENDIX 8.4 CONTINUED

VEC Roadmap for Economic Development in the False Creek Flats

ACTION NUMBER	ACTION	TIMELINE	LEAD DEPARTMENT	POSSIBLE MEASURES OF SUCCESS	STRATEGIC ALIGNMENT												
					GCAP rep as greenest work pl.	GCAP support 5 key clusters	GCAP promote green jobs	Engaged City Innovative eng.	VEAS Nurture Innovation	VEAS Pursue local partnerships	VEAS & GCAP grow green jobs	VEAS tech early adoption strategy	VEAS Strategic Global comm.	Regional Growth Protect Job Lands	Support Small Business		
4.0 DEMONSTRATION & BUSINESS DEVELOPMENT – Showcasing Through Events																	
4.1	Utilize FCF planning events to showcase local products, services, clean technologies, and green innovations through sourcing event amenities from (green) businesses in the False Creek Flats.	[ongoing] [intervals]	City Planning	. # of products showcased . # of events that showcase		●	●	●		●							●
4.2	Identify outside economic development events with relevance for key business sectors in the False Creek Flats and seek partnership opportunities through which these businesses might showcase their work.	[ongoing]	VEC	. # of products showcased . # of events that showcase	●	●	●		●	●			●				●
5.0 DEMONSTRATION & BUSINESS DEVELOPMENT – Identifying Demonstration Sites																	
5.1	Identify underutilized public and private sites that might serve as demonstration sites for green products, services, technologies, or innovations on a temporary or more permanent basis.	[ongoing]	VEC	. # of sites identified			●		●	●		●					
5.2	Inventory, map, & publicize identified demonstration sites through a public channel, reminiscent of spacelist.	[ongoing]	VEC	. # of spaces listed . # of website hits			●	●		●		●	●				●
6.0 DEMONSTRATION & BUSINESS DEVELOPMENT – Populating Demonstration Sites																	
6.1	Develop a demonstration platform through which businesses, organizations, or individuals can submit requests for demonstration space.	[ongoing]	VEC	. # of submissions . # of submissions realized		●			●	●	●	●					●
6.2	As a pilot project, use City Planning’s desired on-site planning presence as an opportunity for a start-up business to test its idea.	[implementation]	VEC	. # of submissions . installation of winning proposal				●	●	●							●

APPENDIX 8.4 CONTINUED

VEC Roadmap for Economic Development in the False Creek Flats

ACTION NUMBER	ACTION	TIMELINE	LEAD DEPARTMENT	POSSIBLE MEASURES OF SUCCESS	STRATEGIC ALIGNMENT																	
					GCAP rep as greenest work pl.	GCAP support 5 key clusters	GCAP promote green jobs	Engaged City Innovative eng.	VEAS Nurture Innovation	VEAS Pursue local partnerships	VEAS & GCAP grow green jobs	VEAS tech early adoption strategy	VEAS Strategic Global comm.	Regional Growth Protect Job Lands	Support Small Business							
7.0 TARGETED ENGAGEMENT – Developing Business Advisory Capacities																						
7.1	<i>Identify and approach possible members of a Business Advisory Group for the local area planning process in order to solicit feedback on sector-specific topics throughout the development of a False Creek Flats economic strategy.</i>	[launch] [ongoing]	VEC	. # of members recruited . Continued commitment . # suggestions realized		●	●	●		●					●	●						
8.0 TARGETED ENGAGEMENT – Facilitating the Exchange of Information																						
8.1	<i>Formalize an information exchange mechanism between the City Planning Department and the Vancouver Economic Commission through which business feedback on topics related to planning (eg. transportation, land use, spatial needs, etc.) can be shared.</i>	[launch] [ongoing]	VEC	. Establishment of platform . Platform use			●			●	●				●							
8.2	<i>Provide input to planning on business engagement activities and information-soliciting mechanisms in order to maximize business turnout and the value of information collected throughout the planning process.</i>	[ongoing]	VEC	. # of suggestions implemented			●	●			●				●	●						
8.3	<i>Assess information being collected by outside organizations for the identification of (green) economic development opportunities.</i>	[ongoing]	VEC	. # of opportunities identified			●			●	●				●	●						