



**City of Richmond**

**Report to Committee**

**To:** General Purposes Committee  
**From:** Marcia Freeman  
Manager, Business Liaison & Development

**Date:** January 29, 2003  
**File:** 4150-01

**Re:** **Business Licencing and Business Liaison and Development 2003 Work Plan**

**Staff Recommendation**

That Council endorse the Business Licencing and Business Liaison and Development 2003 Work plan including the creation of a Blue Ribbon committee to undertake a Richmond Economic Development Forum.

Marcia Freeman  
Manager, Business Liaison & Development

Att.

**FOR ORIGINATING DIVISION USE ONLY**  
**CONCURRENCE OF GENERAL MANAGER**

## **Staff Report**

### **Origin**

At the March 11, 2002 Council meeting the Economic Development Strategic Plan was endorsed and staff were asked to prepare a work plan and budget for implementation. In addition, the Mayor requested a Blue Ribbon committee be formed to work on strategies and implementation. While some of the initiatives set out in the strategy were already budgeted for, and underway in the 2002 work plan, many had to go through considerations of the 2003 budgeting process. While that process is not yet complete, the attached work plan proposes how the remaining actions will be completed.

### **Analysis**

Attached to this report are four appendices relating to the staff recommendation. They include: The Business Licencing and Business Liaison and Development 2003 Work Plan, a proposed job description for a Business Development Coordinator, a 2002 Year in Review overview and an Economic Development Strategic Plan Update.

The first item is the Business Licencing and Business Liaison and Development 2003 Work Plan. It does not include day to day operational requirements or responsive client work, but rather an outline of projects that will contribute to completing the actions set out in the Economic Development Strategic Plan as well as furthering additional business attraction and retention initiatives.

The second item is a draft job description for a Business Development Coordinator. In order to meet the aggressive targets set out in the 2003 Work Plan, additional staff resources will be required. It has been determined that these resources can be provided in the short term, as a one year contract, at no additional cost to the City.

The third item, the 2002 Year in Review, provides an overview of specific projects and client files undertaken by the Business Licencing and Business Liaison and Development Department in 2002. It is not an exhaustive list, but does suggest the nature and scope of work undertaken and details some of the key projects completed.

The final item is an updated status report of the Economic Development Strategic Plan. The City is now 10 months into the 3-year plan. Of the 31 actions set out, 20 items have been initiated, completed, or are of an ongoing nature. 10 items are in the 2003 Work Plan or are pending budget approval and one item is currently under review as the Corporate Strategic Teams re-organize.

### **Financial Impact**

As all of the items set out in the 2003 Work Plan can be carried out within the proposed 2003 budget, no additional financial impact is expected at this time. However, if after the one year review period the position of Business Development Coordinator is deemed critical to meeting corporate strategic objectives, an additional staff position and associated costs would have to be considered at that time.

## **Conclusion**

The Business Licencing and Business Liaison and Development 2003 Work Plan sets out an ambitious list of projects that encompasses not only economic development initiatives, but licencing assignments, legal and enforcement projects, technology upgrades, and community liaison work. It proposes partnerships with federal and provincial agencies to leverage existing resources as well as facilitating public involvement through a variety of City sponsored programs. Finally, by leading a number of interdepartmental initiatives, it looks towards achieving not only individual departmental goals, but those set throughout the organization in the City's Strategic Management Plan.

Marcia Freeman  
Manager, Business Liaison & Development

MF:amh

## APPENDIX 1

### **Business Licencing and Business Liaison and Development 2003 Work Plan**

#### **Richmond Awareness Marketing Campaign**

Objective: Deliver a “Blueprint” for a differentiated positioning campaign that enhances the City’s image as a highly desirable place to live, work and do business.

Active Tasks:

- . Form steering committee, issue RFP, retain consultant (complete)
- . Conduct initial workshops and interviews (complete)
- . Review workshop analysis report (complete)
- . Receive design presentation (end of February)
- . Final Campaign Blueprint (early March)
- . Organizational “Roll Out” (end of March)

*Target Completion Date: April 2003*

#### **Marketing Implementation Plan**

Objective: With completion of *Campaign Blueprint*, develop and execute strategies for implementing a targeted marketing plan.

Active Tasks:

- . Plan and execute focused local/regional advertising designed to create a distinct “brand” image for Richmond. (April)
- . Develop industry specific advertising and promotion to key sectors identified in the Economic Development Strategic Plan. (September)
- . Investigate other promotional opportunities and partnerships including tradeshows, direct mail/email, familiarization tours etc..

*Targeted Completions Date: December 2003 (and ongoing)*

#### **Business Development Coordinator (1 Year Contract)**

Objective: To implement work programs and initiatives relating to business attraction and retention and to assist in completing actions set out in the Economic Development Strategic Plan.

Active Tasks:

- . Post, recruit and hire for the position (March/April)
- . Develop a project specific work plan with timelines and measurable outcomes. (April)
- . Develop weekly, monthly and quarterly progress reporting system. (ongoing)
- . Write a report, including a business case analysis, to present options surrounding a permanent position of Business Development Coordinator. (December)

### **Federal and Provincial Business Attraction Partnerships**

Objective: Develop partnerships with federal and provincial agencies to leverage the City's business attraction efforts and resources.

#### Active Tasks (Federal):

- . Meet with the Director and Senior Trade Commissioner for the International Trade and Investment Centre for Industry Canada to explore opportunities for the City to qualify for a PEMD-I (Program for Export Market Development – Investment) grant. (February)
- . If appropriate, develop program and prepare grant application package for consideration.

*Target Completion Date: September 2003*

#### Active Tasks (Provincial):

- . Continue to work with Invest British Columbia on a 3 year Business Plan for a co-operative business attraction program between the province, local governments and private sector stakeholders.

*Target Completion Date: November 2003*

### **2010 Olympics: Economic Opportunities**

Objective: Maximize opportunities for Richmond businesses to participate in the economic benefits of the 2010 Olympics.

#### Active Tasks:

- . Continue to work with Richmond 2010 Community Opportunity Task Force to encourage and support the bid.
- . Anticipating a successful result in July, develop a strategy to identify economic opportunities for local business including:
  - . Developing a system to match local manufacturers and service providers with the requirements of the Olympic Committee's master procurement list (August)
  - . Design an information package to assist in the tendering process (October)
  - . Present a series of information sessions to Richmond businesses on how to participate in the Olympic procurement process

*Target Completion Date: December 2003*

### **Post-Secondary Institution Partnership Project**

Objective: Explore opportunities for partnership between local businesses and post-secondary institutions.

Active Tasks:

- . Facilitate working group between members of the business community and representatives from Kwantlen University – College and BCIT to explore opportunities for partnerships (labour market needs, mentoring, entrepreneurship programs etc.).  
*Target Completion Date: August 2003*

### **Film Policy Review**

Objective: Complete a review of existing policy to ensure regional competitiveness and; develop proactive approach to film attraction.

Active tasks:

- . Conduct a review of existing film policy including a competitive analysis of municipalities in the region. (May)
- . Solicit input from the BC Film Commission on how to build “film friendly” policies.
- . Conduct a review of associated fees and regulations. (June)
- . Explore opportunities to promote Richmond to the film industry including the creation of a photographed location inventory for the Film Commission library and City web page.  
*Target Completion Date: November 2003*

### **Richmond Economic Opportunities Forum**

Objective: To create a cornerstone for public involvement in the City’s economic development.

Active Tasks:

- . Create a format for a consultative process to identify issues effecting economic development in the City. (March)
- . Identify key stakeholders (public sector, private sector and NGO’s) (March)
- . Create a “Blue Ribbon” Committee (April)
- . Develop and administer a survey to determine focus areas and set agenda. (April)
- . Host forum. (May)
- . Prepare and circulate an analysis of results. (July)
- . Develop an action plan to remove roadblocks and maximize opportunities. (September)  
*Target Completion Date: September 2003*

### **Special Event Business Licence**

Objective: To create a new business licence category to facilitate special events such as Salmon Festival, Tall Ships, Chinese New Year Celebration, Night Markets, etc.

Active Tasks:

- . Review existing process for approving special events. (February)
- . Identify criteria for specific licence classification. (March)
- . Draft streamlined approval process with new "cost recovery" fee structure and circulate for internal and external department comment. (April)
- . Report to committee with recommendations on adopting new policy and corresponding amendments to Business Licence and Business Regulation bylaws.

*Target Completion Date: May 2003*

### **Liquor Control Policy Amendments**

Objective: Develop a comprehensive strategy including policy, bylaw amendment and monitoring and enforcement practices in response to the provincial government's new Liquor Control Policy.

Active Tasks:

- . Complete comprehensive review of new provincial liquor control policy. (February)
- . Examine local government responses with a view to "best practises". (February)
- . Report to committee recommending amendment to the Business Licence and Business Regulation Bylaws to reflect changes. (March)
- . Develop procedures for monitoring and enforcement. (April)

*Target Completion Date: April 2003*

### **Second Hand/Scrap Metal Dealers**

Objective: To address legal, licencing and environmental concerns surrounding Second Hand and Scrap Metal Dealers.

Active Tasks:

- . Working with Emergency & Environmental Programs and Law Department, conduct a review to identify key issues surrounding this business category. (February)
- . Draft policies, procedures and bylaw amendments to address associated problems. (April)
- . Develop a communication strategy to educate stakeholder groups. (May)
- . Implement a monitoring and enforcement program for any new regulations. (June)

*Target Completion Date: July 2003*

**Air Canada (Business Licence Dispute)**

Objective: Convince Air Canada to comply with the City's Business Licence Bylaw.

Active Tasks:

- . Conduct Canada-wide survey of local government policy for licencing airlines.
- . Work with law department to attempt to gain compliance.
- . If necessary, assist with gathering evidence and preparing for court proceedings.

*Target Completion Date: Ongoing  
(depending on compliance or further legal action)*

**Recovery of Unlicensed Businesses at Vancouver International Airport**

Objective: Work with Vancouver International Airport Authority to ensure all businesses on airport lands are appropriately licenced.

Active Tasks:

- . Work with Vancouver International Airport Authority representatives to obtain access to businesses operating in restricted areas at the airport. (July)
- . Cross reference existing business against master trade licence list. (August)
- . Assist any unlicensed businesses with the application process. (September)

*Targeted Completion Date: October 2003*

**Business Licence Technology Upgrades**

Objective: To maximize opportunities from emerging technologies to streamline processes, reduce costs and increase customer service.

Active Tasks:

- . Continue to work with internal and external partners (I.T., provincial government, software manufacturers, etc.) to complete system and procedural conversions including:
  - . "Epost" on-line payment of business licences. (April)
  - . "One Stop" in partnership with the provincial government. (March)
  - . City web page to include receiving online applications for business licences. (April)
  - . Transition to Amanda version 4.1 upgrade. (March)



## APPENDIX 2

### Proposed Job Description

#### Business Development Coordinator

This is a professional economic development position and reports to the Manager, Business Liaison and Development. The Business Development Coordinator is responsible for implementing work programs and initiatives relating to business attraction and retention and promoting business expansion and relocation.

#### *Qualifications*

- . Post- secondary graduate of an Economic Development, Communications, Marketing or Business Administration program
- . Considerable knowledge of research, statistical and analytical principals
- . Related experience, preferably in a municipal economic development environment
- . Working knowledge of economic development practises, business planning and federal and provincial funding programs
- . Proficient with: MS Word, Excel, Email/Internet, PowerPoint and experience with database management software
- . Strong written and verbal communication skills

#### *Duties*

- . Provides research and analysis skills and services on an ongoing and regular basis, as well as for specific projects
- . Handles administrative tasks associated with economic development initiatives including: correspondence, data collection, reports, research and small project facilitation
- . Provides one-on-one assistance to new and expanding businesses
- . Responds to general business inquiries providing basic information and expediting interdepartmental requests
- . Tracks business licence statistics including turn around times and assists in expediting applications where required
- . Collects qualitative and quantitative data from a wide variety of internal and external sources; analyzes and synthesizes this information into useful, marketable products such as: Community Profile, Business Directory and key client presentations
- . Meets with community agencies and stakeholders on specific projects
- . Assists in implementing strategies and actions set out in the Economic Development Strategic Plan
- . Acts as a project facilitator coordinating a variety of internal and external partners on specific files such as: night markets, festivals, exceptional film requests and special events
- . Provides administrative support to the Manager Business Liaison and Development

## APPENDIX 3

### 2002 Year in Review

#### Key Projects / Major Clients

- . Economic Development Strategic Plan – Report to Committee  
Completed 12-month project that included over 90 interviews with public agencies, business associations and individuals. Reported plan to committee. Received endorsement and began undertaking initiatives set out in action plan.
  
- . Richmond Awareness Marketing Campaign  
Developed RFP, retained consultants, completed cross-departmental workshops / individual interviews, approved campaign direction, target completion March 2003.
  
- . Que Pasa Mexican Foods (relocation)  
18 month project included: needs analysis, presenting “Richmond Alternative”, assisting with site selection, creating an interdepartmental team to expedite permits and licencing, employee transportation plan, liaison with federal and provincial agencies and assisting with public relations activities including media releases, protocol and grand opening.
  
- . Adessa Auto Auction (relocation)  
Working with representatives from Adessa, Fraser Ports and Tourism Richmond removed obstacles, researched transportation alternatives and facilitated opportunities for economic spin-off.
  
- . Azuma Foods (site selection)  
Met with Marketing and Trade Officer from Agriculture Canada to explore opportunities for food processing business attraction. Was linked with Japan based Azuma Foods. Presented Richmond business attributes, worked with industrial agents and Azuma executives from Japan and California on site selection. Azuma made an offer on a property December 02, but were out bid by another company. Reps are returning to meet in Richmond mid February 03 to explore other options.
  
- . Business Licence Fee Review and Increase – Report to Committee  
Conducted a detailed review of business licence fees including a competitive analysis with other municipalities in the region. Presented a report and recommended bylaw amendments to committee.

## 2002 Year in Review

### Key Projects / Major Clients (continued)

- . 2002 Business Directory (developed and published)  
Researched, published and distributed the 325 page Richmond Business Directory including letter from the Mayor and updated community profile.
- . Staggered Business Licence Renewal – Report to Committee  
Developed a program to streamline processing, reduce turn around times, reduce over time and increase revenues at no additional cost to the business. Reported to committee with strategy and corresponding bylaw changes and worked through the implementation plan for a successful 2003 renewal.
- . Tall Ships Economic Impact/Community Benefits Analysis - Report to Committee  
Developed a Terms of Reference for the study, surveyed a number of consulting firms as to cost and realistic expectations of a post-event study, reported findings to Committee.
- . Mayor's monthly new business Welcome Letter  
Developed letter, system for distribution and tracking and responded to numerous client inquiries and requests as a result of receiving the letter from the Mayor's office.
- . Business Licence/Building Inspection project (reduced turn around times)  
Conducted regular meetings with Building Approvals Supervisor.  
Developed a plan to reduce turn around times for inspections on business licences and closed outstanding files that were more than 90 days past due. Monitored the outstanding list and worked with inspectors to file crown reports where necessary.
- . Invest British Columbia Business Planning Committee / Corenet Global Summit  
At the request of the Ministry of Science Competition and Enterprise, Trade and Investment Branch, participated in a 6 month project to produce a three year business plan for "Invest British Columbia" a proposed marketing and business attraction model led by the provincial government with both public and private sector partners. With a federal (Industry Canada) grant, participated in two investment attraction tradeshows as part of Invest British Columbia team.

## 2002 Year in Review

### Key Projects / Major Clients (continued)

- . Body Rub Studio Enforcement Strategy (with RCMP)  
In response to a resurgence of issues surrounding “body rub studios”, met with RCMP and other stakeholders to develop, implement and monitor a stepped up enforcement strategy. Issues were successfully resolved after two suspensions.
  
- . Asian Food Festival  
Met with Tourism Richmond and private sector proponents. Set out requirements, prepared contacts, explained approval process. Reviewed business plan and provided comment. Project was withdrawn.
  
- . National Home Business Awards  
Working on behalf of the EDABC and in partnership with the Royal Bank and Canada Post, sat on the selection committee of the National Home Business Friendly Community Awards.
  
- . Richmond Business Awards of Excellence  
At the request of the Chamber of Commerce, was a member of the Business Awards of Excellence Selection Committee. Reviewed nominations, conducted interviews and recommended recipients.
  
- . Fraser Ports Lands (various)  
Facilitated a variety of requests from various Fraser Port staff and their clients including, most recently, conducting a series of site tours/ information sessions with Council on issues and opportunities surrounding current developments on the Fraser Ports lands.
  
- . Film Files (various)  
Acted as a liaison with the BC Film Commission on a variety of files including a controversial shoot on the anniversary of September 11<sup>th</sup>. The project required large-scale explosions on YVR’s flight path and involved coordinating the RCMP, Fire Department, YVR control tower, Fraser Port officials, City Engineering and Transportation departments as well as numerous representatives from the film company.
  
- . Leadership Conference  
Worked with staff team to develop and present a 2-day leadership development conference. Included developing agenda and theme, securing speakers, booking facilities (rooms, food and beverage, AV etc).

## **2002 Year in Review**

### **Key Projects / Major Clients (continued)**

- . Richmond Night Market (various)  
Extremely time consuming file including building, plumbing health and fire code violations, transportation concerns, illegal dumping into the storm sewers, sales of stolen and unlicensed goods as well as noise and parking complaints. Worked with the proponent and PR firm on several issues, also very time consuming, surrounding locating a new property. At one time over 220 unlicensed vendors were on site.
  
- . Equitas Consulting (split-serve stations)  
Worked with consulting firm retained by the Canadian Petroleum Producers Institute to investigate the process for challenging Business Regulation Bylaw 7148 part. 9 which refers to installation of self serve pumps.

### **Work on Projects Initiated by Other City departments**

For example: position papers, briefs outlining economic impact, “business lens” reviews, etc.

- . Provincial Energy Task Force (privatization of BC Hydro)
- . Eco Industrial Scoping Study Group
- . Toyota Canada – Mini Park
- . Community Charter
- . Drive Safe Program
- . Inter Urban Tram
- . Canadian Petroleum Producers Institute (split-serve stations)
- . Fraser River Port Accord
- . Vancouver Airport Accord
- . Waterfront Strategy

### **Administrative and Corporate Initiatives**

Undertakings that support the Corporate Strategic Plan, operational requirements and general department management activities.

- . Strategic Management Department Participation Plan
- . Service Level Review Report
- . Leadership Development Team
- . Annual Budget
- . Tall Ships (various)
- . Staff Development (annual performance evaluations, training assessments, project planning, etc.)
- . Job Shadowing

Insights Training Model

**2002 Year in Review**

**Business Liaison**

Liaison activities representing the City at Federal, Provincial and Regional levels as well as local business and industry associations. This included regular or periodic attendance at the following:

Attended on a regular basis:

- . Chamber of Commerce
- . GVRD Regional Economic Development Sub Committee (chair)
- . FRPA Richmond Liaison Committee
- . UDI Richmond Liaison Committee
- . Invest British Columbia (director and business planning committee)
- . Economic Developers Association of BC (executive)
- . Corporate Leadership Team
- . Front of House Review Team

Attended periodically or as needed:

- . Richmond Asia Pacific Business Association
- . National Association of Office and Industrial Parks
- . National Home Business Awards (on behalf of EDABC)
- . Business Awards of Excellence Committee (C of C)
- . International Trade Committee (C of C)

Additional business liaison between the City and outside agencies required on specific files or responding to inquiries.

- |                                      |   |
|--------------------------------------|---|
| . Local Liquor Inspectors (province) | . Health Inspectors (province)                |
| . Crown Council                      | . Vancouver Int'l Airport Authority (various) |
| . Volunteer Richmond                 | . RCMP (various)                              |
| . Industry Canada (federal)          | . BC Trade and Investment (province)          |
| . Fire Department (various)          | . BC Film Commission (province)               |
- 
- . Executive Director of Tourism Richmond (monthly meeting)
  - . President of the Chamber of Commerce (monthly meeting)

## **2002 Year in Review**

### **Business Licencing & Enforcement Projects and Key Files**

The Business Licence Department issued approximately 11,700 licences generating \$2.4 million in revenue in 2002. Some of the key projects and enforcement files include:

- . Richmond Night Market
- . Chinese New Year Market
- . Tall Ships Festival
- . Wild West Bagging Company
- . Hot Dog Vendors
- . Social Clubs
- . IDG Printing Inc.
- . Air Canada
- . Karaoke Box Room Regulation Compliance review
- . Funky Phil's
- . Internet Café's
- . Salmon Festival
- . Taxi Meter Inspections
- . Vehicle For Hire Licence Fee Review
- . Olde Tyme Carriages
- . Business Licence Fee Review
- . Monthly Business Licence Renewal

## 2002 Year in Review

### Legal / Enforcement Activities

#### Business Licence Suspensions

- . Swan Lake Shiatsu / Body-Rub Studio (60 Days)(Sept 30 ,02 - Nov 28, 02)
- . Toh Far Studio / Body-Rub Studio (30 Days)(Sept 30, 02 - Oct 29, 02)

#### Municipal Ticket Information (MTI)

- . MTI'S (Tickets Issued) – 135
- . Warnings – 64
- . Fines – 28 (@100 = \$2800.00)
- . Withdrawn – 43 (Charged by way of Long Form Information)

#### Provincial Court Trials

- . ATP Aero Training Products Inc: Found Guilty (June 10, 02); \$25.00 Fine
- . Game Station/GS Internet and PC Training Association: Pled Guilty (Sept 23, 02); \$1000.00 Fines
- . Heavy Metal Professional Gaming/Heavy Metal Internet and PC Training Association: Pled Guilty (Oct 17, 02); \$1800.00 Fines
- . Atec Internet Café/Atec Café Internet and PC Training Association: Pled Guilty (Oct 31, 02); \$2600.00 Fines
- . Fish Networking Inc/Fish Tank Internet and PC Training Association: Pled Guilty (Oct 31, 02); \$700.00 Fine
- . Progamer Café/PGC Internet & PC Training Association: Pled Guilty (Oct 31, 02); \$600.00 Fine
- . Atec Internet café: Pled Guilty to breach of Recognizance Order (Dec 12, 02); \$750.00 Fine; Pled Guilty to new offence (Dec 12, 02); \$750.00 Fine

#### Supreme Court Trial

- . SL & T Dynamics dba: Progamer Café and PGC Internet & PC Training Association: Permanent Injunction Order issued (June 16,02); Special Costs awarded (Approximately \$50,000.00)

**Total Court Awarded Fines: Approximately \$57,475.00**



## APPENDIX 4

**Economic Development Strategic Plan Update**

<b>Goal #1 – Position Richmond as a Distinct Community within Greater Vancouver</b>			
<b>Strategies and Actions</b>	<b>Lead Group</b>	<b>Results Expected</b>	<b>Status</b>
A. Adopt Economic Development Strategic Plan, including Vision and Goals.	Council	Economic Development Strategic Plan adopted by Council.	Completed
B. Prepare a budget for the economic development function that reflects the resources needed for implementation.	Business Liaison & Development	Budget prepared and adopted by Council.	Completed
C. Create distinct Richmond brand image for economic development.	Business Liaison & Development	Image created and integrated with overall City image and positioning strategy.	Initiated. Target Completion March 2003
D. Prepare and implement marketing plan for economic development.	Business Liaison & Development	Initiated Target completion 2003	Initiated. Target Completion 2003

<b>Goal #2 – Create a Municipal Regulatory Environment Supportive of Economic Development.</b>			
<b>Strategies and Actions</b>	<b>Lead Group</b>	<b>Results Expected</b>	<b>Status</b>
A. Secure appropriate resources to implement recommended strategies.	Business Liaison & Development	Budget prepared and approved by Council.	Pending Budget Approval
B. Host Richmond Economic Development Forum.	Business Liaison & Development	Forum organized and held in 2002, with evaluation of usefulness as an annual event.	2003 Work Plan
C. Create a comprehensive Commercial Strategy for Richmond similar to the City's Industrial Strategy.	Urban Development	Commercial Strategy completed and approved by Council.	Pending Budget Approval
D. Ensure that a rolling five-year supply of pre-zoned commercial land is available in Richmond.	Urban Development	Pre-zoning program developed and implemented.	Ongoing
E. Work with the commercial development industry through groups such as the International Council of Shopping Centres, Retail Council of Canada and Building Owners and Managers Association to ensure Richmond is on top of commercial trends and issues affecting economic development.	Business Liaison & Development	Consultation and information gathering process developed and implemented.	On going
F. Continue to pursue the extension of rapid transit to Richmond as part of making City Centre more attractive for commercial and residential development.	Urban Development	Importance of rapid transit to Richmond continues to receive region-wide attention.	Ongoing
G. Create a larger supply of readily available industrial land to meet future demand from a wide variety of businesses.	Urban Development	Continued implementation of Industrial Land Strategy and larger supply of industrial land brought on stream.	Ongoing
H. Complete the review of Richmond's industrial DCC program.	Finance & Corporate Services	Review completed and appropriate changes implemented.	Complete
I. Incorporate economic development performance measures into City's Vibrancy Indicators.	Strategic Planning	Performance measures incorporated and tracked on regular basis.	Under review

<b>Goal #3 – Help Grow Key Sectors of the Richmond Economy.</b>			
<b>Strategies and Actions</b>	<b>Lead Group</b>	<b>Results Expected</b>	<b>Status</b>
A. Encourage more value-added production and processing of agricultural products in Richmond.	Business Liaison & Development	Attraction of more value-added processing over time.	Ongoing
B. Participate in implementation of the recommendations of the 2021 Agricultural Viability Strategy to ensure the economic benefits to Richmond are maximized.	Urban Development	Economic development benefits are maximized for the City as implementation proceeds.	Pending Budget Approval
C. Ensure all pertinent economic development issues are addressed in the new Accord between the City and VIAA.	Urban Development	Economic development issues included in Accord.	Complete
D. Support the VIAA in its efforts to lobby for changes to Canada's air policies, including securing Fifth Freedom rights and the opening up of the air cargo market.	CAO and Council	Support strategy created and implemented by City.	Ongoing
E. Support the VIAA in its efforts to renegotiate the terms of its rent agreement with the Federal government.	CAO and Council	Support strategy created and implemented by City.	Ongoing
F. Encourage the development of the Fraser Richmond Port lands as a key component of the City's industrial strategy.	Urban Development	Accelerated development of Fraser Richmond Port lands.	Ongoing
G. Create a larger supply of readily available Business Park Industrial (I3) land to meet future demand from high technology and other businesses.	Urban Development	Larger supply of I3 land brought on stream in City.	Ongoing
H. Promote the advantages of Richmond as a location for high technology businesses of all sizes and types.	Business Liaison & Development	Continued attraction of large share of region's high technology industry.	2003 Work Plan
I. Encourage partnerships between high technology businesses in Richmond and research and educational institutions such as Discovery Parks, UBC, BCIT and Kwantlen.	Business Liaison & Development	More partnerships created.	2003 Work Plan
J. Continue to evaluate opportunities for the proposed Richmond Trade & Exhibition Centre to contribute to the City's economic development.	Tourism Richmond	Full range of opportunities identified and feasibility determined.	Ongoing
K. Adopt a policy stating that the City is "film friendly" and supports the industry operating in the community.	Business Liaison & Development	Adoption of film industry policy by Council.	2003 Work Plan
L. Create a film location inventory for Richmond, particularly municipal properties, and provide to the BC Film Commission for its library.	Business Liaison & Development	Inventory created and provided to BC Film Commission.	2003 Work Plan
M. Review City regulations and fee schedules for the film industry.	Business Liaison & Development	Regulations and fees reviewed and amended as appropriate.	2003 Work Plan

<b>N.</b> Encourage more value-added fish processing in Richmond.	Business Liaison & Development	Attraction of more value-added processing over time.	Ongoing
<b>O.</b> Support expansion of the local fishing industry into new fish species and products, including at Steveston Harbour.	Business Liaison & Development	Continued diversification of local fishing industry.	Ongoing
<b>P.</b> Support BCIT and Kwantlen University-College in their efforts to secure Provincial government funding for expansion.	CAO and Council	Support strategy created and implemented by City.	Ongoing
<b>Q.</b> Help facilitate a closer working relationship between Kwantlen University-College and the Richmond business community.	Business Liaison & Development	More interaction between Kwantlen and local businesses.	2003 Work Plan
<b>R.</b> Promote Richmond's health care system and post-secondary educational institutions as advantages of locating in the City.	Business Liaison & Development	More focus on the education and health care systems as contributors to Richmond's economic development.	Ongoing