



MAKING VICTORIA

Unleashing Potential

**THE MAYOR'S TASK FORCE ON ECONOMIC DEVELOPMENT
AND PROSPERITY DRAFT ECONOMIC ACTION PLAN**

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1. The Mayor's Economic Development and Prosperity Task Force

The Economic Development and Prosperity Task Force is a 2015 action item in the City of Victoria's Strategic Plan 2015 – 2018. The goal of the City of Victoria's Strategic is: "Victoria is a leading edge capital city that embraces the future and builds on the past, where human well-being and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is liveable, affordable, prosperous and vibrant, where we all work in partnership to create and seize opportunities and to get things done." The Task Force's mandate was to advise on how City Hall can best deliver an economic development function that will be woven seamlessly into the work of the City to achieve this broader goal and increase the genuine well-being of citizens. Working with its many partners, City Hall has a role to play in increasing household incomes by making it easier for business to thrive and by supporting entrepreneurs and innovation.

While the City is not directly responsible for the success of innovative entrepreneurs and companies, it plays a vital role in developing the type of community that will retain our existing successful business leaders and innovators while attracting the additional risk-takers, entrepreneurs and talent that we need to continue to grow local prosperity.

The Task Force membership has identified six engines that, if well-greased, will create sustainable prosperity in the city:

- Advanced Education and Research & Development
- Ocean and Marine Sector
- Experiential Tourism
- Government
- Technology
- Entrepreneurship, Start-Ups and Social Enterprise¹

After much discussion, the Task Force has concluded these engines will also stimulate growth in retail, arts and culture and other sectors that contribute to quality of life, well-being and happiness of Victorians. In addition to specific metrics associated with each engine, the Task Force recommends measuring the overall metrics outlined in Section 8, many of which are indicators of well-being. A focus on these engines, especially social enterprise, will also draw those who are economically marginalized into the economy thus helping to address some of the social issues currently showing up on our downtown streets.

Finally, the City of Victoria is located in a rich and diverse region. The Economic Action Plan outlined in *Making Victoria: Unleashing Potential* is a local effort that fits into a larger regional effort. At the time of writing this action plan, regional municipalities, First Nations, private sector companies and educational institutions are in the process of creating an organization to pool efforts and resources across sectors and across the region to generate long-term and sustainable prosperity and well-being.

¹ A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit, and may take the form of a co-operative, mutual organization, a social business, or a charity organization. Social enterprises have a 'blended value bottom line'; it is not financial or social, it is financial and social. (www.socialenterprisecanada.ca/) In some North American cities (eg Vancouver, Winnipeg, San Francisco) people who are homeless and/or chronically underemployed are ladderred into the economy through social enterprises.

2. A Vision for Victoria

A prosperous Victoria is a leader in Canada with bold and innovative ideas that inspire other cities. It has a healthy heart with strong arteries that pump life and vitality to all its parts – neighbourhoods, businesses, social enterprises and non-profits, educational institutions, and natural places. A prosperous Victoria is where our citizens want to, and can afford to, live, work and play.

[photo still to be inserted]

3. Our Approach: Unleashing Victoria's Potential Through Collaboration and Rapid Prototyping

COLLABORATION IN AN ECONOMIC ECOSYSTEM

An ecosystem is a complex network in which all parts must thrive and work in sync for optimal performance of the whole. Our local economic system is complex, with many stakeholders and partners. Everyone benefits from a healthy, growing economy and thus, we must work collaboratively to make it happen. The scale of Victoria lends itself to this kind of collaboration; the city's human scale and level of connectedness means that everyone can be part of making Victoria.

The idea of the economy as an ecosystem is not new. Yet approaching economic development and prosperity in this way generates a particular line of inquiry. It requires the City, its partners, entrepreneurs and others to ask: What are your needs in this situation? In what ways are your needs or goals aligned with others? What other stakeholders might also benefit from collaborating? How will our decisions affect those around us? Can we adjust our actions for greater mutual benefit? How can we help our neighbours and benefit ourselves through their prosperity? How can we create and sustain a positive feedback cycle?

Our success in achieving a healthy economic system for Victoria will be marked by our ability to overcome silos and adjust our conversations so that they are less competitive and more collaborative. Our collective ability to achieve true urban vitality will be consistent with our ability to align our various goals and search out shared wins.

Now is a time for change. Our city is full of potential. We have the best in class, a talented population and an incredible business community. But we have some roadblocks that are limiting our potential. This economic action plan seeks to unleash Victoria's potential both by removing roadblocks and by firing up Victoria's economic engines. The goal is ultimately to foster a sustainable, resilient and prosperous economic ecosystem that will enhance the genuine well-being of Victoria's residents.

World-class urban regeneration requires an integrated delivery model, driven by collaboration and shared investment, and shaped by rigorous sustainability metrics. The job of the City and its partners is to establish the conditions for implementing sustainable economic development. In order to accomplish this, we cannot shy away from disrupting the status quo, challenging old habits and assumptions, and promoting a new set of values in order to help Victoria's economic ecosystem thrive.

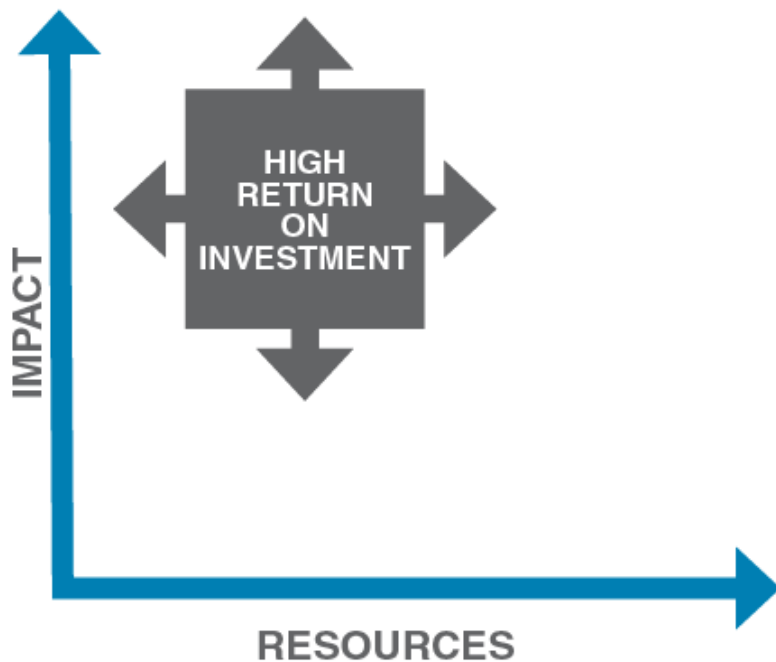
RAPID PROTOTYPING

Jeff Sutherland, author of *Scrum: The Art of Doing Twice the Work in Half the Time*, which has been extremely influential in helping companies grow sustainably warns, "The map is not the terrain. Don't fall in love with your plan. It's almost certainly wrong." The key in delivering any project, he says, is to continuously refine the plan based on real-time feedback from customers.

In this spirit, the action plan will be iterated, adjusted, and improved based on continuous feedback from our customers - entrepreneurs, businesses, investors, partner agencies and other levels of government.

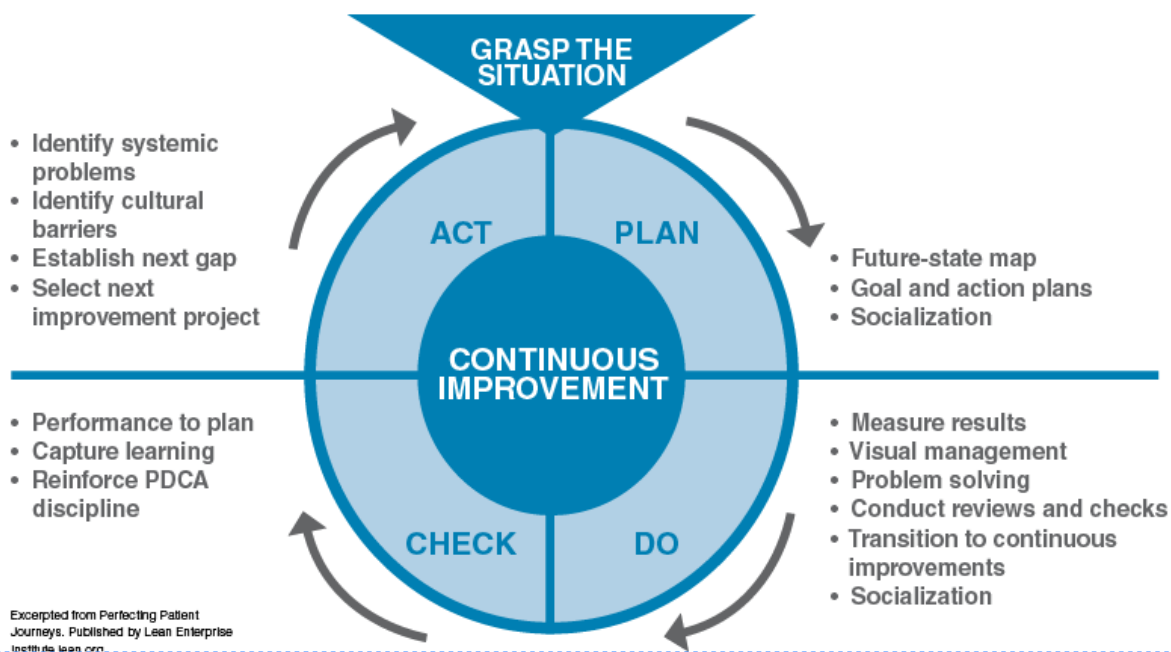
The Task Force recommendations focus on high-impact activities that will yield positive results and the most value using the least resources. The actions with strong returns on investment will be prioritized.

The creation of the Business Hub at City Hall is an example of a high-impact action, which will begin to grease all six engines. It can be launched imminently and deliver value within the next six to 12 months. It is meant to be a 'functional prototype'. The scope, role and function of the Business Hub will be refined continuously using the Plan, Do, Check, Act process and most importantly, customer feedback.



PDCA and Improvement Steps

- Problem statement
- Lean value proposition
- Socialization
- Elevator speech
- Current-state map



4. Economic Development and Genuine Well-Being



GENUINE WELL-BEING OF CITIZENS

The ultimate purpose of economic development is to increase the genuine well-being of citizens.

Well-being is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. (World Health Organization)

Economic development objectives that would improve well-being include:

- Moving people from unemployed to employed.
- Increasing incomes for working people who earn less than \$75,000.
- Increasing median income. Reducing number of Victorians living below low-income cut off.
- Implementing recommendations from the Mayor's Task Force on Housing Affordability in order to increase workforce housing.
- Reducing red tape and barriers for small business and social-enterprises.
- Supporting innovation, creativity and collaboration.
- Increasing connections, belonging, trust, and community cohesion.

JOBS AND HOUSEHOLD INCOMES

One of the most direct ways to improve citizen well-being is to create more well-paying jobs and increase household incomes.

If there are more well-paying jobs and if household incomes increase, Victoria residents and families should have less financial stress and more disposable income to spend at local businesses and cultural events.

As a result, long-time residents can choose to continue to live here, Victoria's next generations can afford to stay, university students and others can find opportunities to become new residents, and the City will have a stronger property tax base to fund services.

BUSINESSES

What businesses generate the most jobs and are the best at increasing household incomes? ²

In the City of Victoria the following six sectors are engines that drive the businesses that generate jobs and raise household incomes:

- Advanced Education and Research & Development
- Ocean and Marine Sector
- Experiential Tourism
- Government

- Technology
- Entrepreneurship, Start-Ups and Social Enterprise³

In addition to the engines, a focus on locally owned businesses in all sectors increases genuine well-being. Studies show that places with higher numbers of locally owned businesses are more prosperous and have fewer incidences of poverty. More than two dozen studies over the past decade have compared the economic impacts of locally owned businesses with their non-local equivalents, and they consistently show that local businesses generate two to four times the multiplier benefits.⁴ This means that every dollar that moves from a non-local to a local business in a community generates two to four times the income boost, two to four times the jobs, two to four times the local taxes, and two to four times the charitable contributions.⁵

ENTREPRENEURS

Victoria is an entrepreneurial city with the highest self-employment rate in the country.

- What sort of entrepreneurs typically create businesses that increase household incomes?
- What's stopping them from fully flourishing?
- What kinds of capital and talent do they need in order to succeed?
- What skills or supports can the City and its partners offer those entrepreneurs to attract and keep them here?

Making Victoria: Unleashing Potential addresses these questions with a clear plan of action.

2. See Appendices: City of Victoria — At a Glance for detailed data.

3. A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit, and may take the form of a co-operative, mutual organization, a social business, or a charity organization. Social enterprises have a 'blended value bottom line'; it is not financial or social, it is financial and social. (www.socialenterprise.ca/)

4. See, for example, Michael H. Shuman, *Local Dollars, Local Sense: How to Shift Your Money from Wall Street to Main Street and Achieve Real Prosperity* (White River Junction, VT: Chelsea Green, 2012), 17–25. Also see Stacy Mitchell, *The Big Box Swindle: The True Cost of Mega-Retailers and the Fight for America's Independent Businesses* (Boston: Beacon Press, 2006).

5. Extensive documentation of these points can be found in Michael H. Shuman, *The Small-Mart Revolution: How Local Businesses Are Beating the Global Competition* (San Francisco: Berrett-Koehler, 2006), Chapter 2.

5. Downtown Victoria in Five Years

MORE PEOPLE

Downtown is a compelling and relevant experience for an increasing population. Thousands of new residents now live in and around downtown and new offices have brought new workers.

People of all ages are choosing to live downtown. Living downtown helps them keep their carbon footprints small. They don't want to own a car. They like to eat out often. The downtown restaurants, coffee shops and pubs are their living rooms and dining rooms. Downtown has everything a family needs including a supply of two and three bedroom units.

AMENITIES

Quality merchants and services have sprung up to accommodate the needs and lifestyles of new downtown residents.

Amenities for downtown residents include more grocery stores, clusters of restaurants, coffee shops and pubs, green space, food carts, night markets, and destination events.

Merchants are a combination of big names who can attract regional customers and afford long-term leases and improvements, and the many small businesses that preserve the uniqueness of Victoria.

Many merchants offer an experience in addition to goods or services — stop in for a cup of coffee or to enjoy a glass of wine while you shop.

Many stores are open late and host downtown events, creating a nightlife ambiance. Ambient music is piped onto major streets.

The downtown is more safe, secure, and family-friendly. There are more parks and pop-up washrooms.

There are more childcare spaces downtown developed through innovative partnerships between the City and downtown businesses. Full-payment spots subsidize spots for families who would otherwise not be able to afford them, especially for young families just starting out in the workforce.

Ships Point is a world-class outdoor performance space, a park and an outdoor food hub.

INCUBATION AND LEARNING

Additional co-working spaces have opened in the downtown to assist in pumping out new businesses, products and solutions.

A Victoria City Studio (see www.citystudiovancouver.com) creates strong linkages between Victoria and its post-secondary institutions.

ARTS AND CULTURE

Victoria's artists and culture creators are featured in more shows, concerts and other events and venues that attract a rich and diverse local and tourist audience.

Public art and other placemaking initiatives enhance the downtown public realm.

CONNECTIVITY

Funding for all three phases of Belleville Terminal has been secured and redevelopment is underway; Victorians and visitors alike will soon be able to come and go from a world-class international gateway.

There's a completely protected cycling network throughout downtown making biking safe and easy for all ages and abilities.

The David Foster Harbour Pathway is complete and attracts tens of thousands of people from here and from afar to walk the harbour front annually.

BEAUTIFUL AND VIBRANT

The downtown streets are alive with people and bursting at the seams 12 months of the year.

Significant investments in beautification result in a clean, sparkling downtown experience.

LEADERSHIP

City Hall enthusiastically and continuously embraces all efforts to establish new businesses and make investments that are consistent with this vision. City Hall helps all merchants navigate City rules, and helps existing downtown property owners take advantage of changing circumstances.

City Hall makes direct efforts to remove excessive red tape that impedes economic development for business owners and developers.



6. Business Hub at City Hall

Create a Business Hub at City Hall in order to strategically and purposefully grow Victoria's six largest economic engines. Give it a broad mandate. Staff it with "Business Ambassadors" who have worked in the private sector and are on hand in the Business Hub to help entrepreneurs, investors and others get things done quickly. The art of success is in the attitude and tone set from the start; the Hub and its Business Ambassadors need a 'can-do' attitude by being actively solution oriented each and every day.

The Business Hub will be funded by an annual contribution of a minimum of \$250,000 from the City budget. It is expected that this initial investment will be leveraged to create additional value.

The Business Hub will provide service to entrepreneurs, businesses, social enterprises and non-profit businesses, investors and potential investors, property owners, leasing agents, and others interested in creating prosperity in Victoria.

THE MAIN FUNCTIONS OF THE BUSINESS HUB:

- Streamline and de-mystify all business and development processes at City Hall
- Make it easier to do business in Victoria
- Advise on how to reduce unnecessary red tape
- Connect entrepreneurs with the resources they need
- Accelerate the development of a vibrant downtown

IN YEAR ONE OF OPERATIONS:

- Create a work plan for tackling the "Actions" outlined in the "Engines" section. The work plan should be built around the 'rapid prototyping' and PDCA approach outlined in order to continuously improve through customer feedback.
- Develop a business plan / model to ensure that the \$250,000 annual contribution is leveraged to add value.
- Develop metrics to measure the value the Business Hub is adding.
- Based on input from customers, work with relevant City departments to expedite standard permitting and licensing process and accelerate processes and control costs relating to development application processes.
- Work with Council and the Sustainable Planning and Community Development Department to explore ways to delegate to staff simple Development Permits and Heritage Alteration Permits and to simplify the bonus density process.
- Commence zoning bylaw rationalization process and "spring cleaning" of zoning bylaw so to enable rather than restrict business, with particular attention to change of use requirements.

IN YEAR TWO OF OPERATIONS:

- Develop and launch the Victoria Business Portal - an online clearinghouse for customers and potential customers. The Victoria Business Portal is to be modelled on the San Francisco Business Portal (<http://businessportal.sfgov.org/>).
- Work in partnership with relevant City departments and the Downtown Victoria Business Association to develop a way-finding enhancement program for downtown to make information about Victoria accessible and available e.g. parking info, digital maps, etc.
- Build a formal inventory of exciting investment opportunities from across the economic spectrum — from charities to social ventures, to "small giants" to growth companies. Cultivate investors for the full spectrum of investment opportunities. Ask a volunteer team of local experts to 'rinse' projects. Cultivate trusted relationships by appealing to intellects and creating safe and quiet spaces for discussion.

- Develop pool of volunteer ‘business mentors’ willing to be ‘matched’ informally with entrepreneurs starting new businesses. If functionality allows (eg if online Business Portal developed with ‘profile capability’) create online mentor pool as part of Business Portal).

ON AN ONGOING BASIS:

- Stay focused on and do the actions outlined in the “Engines” section of the document and the Hub’s work plan.
- Be a welcoming and collaborative first point of contact for business start-ups, relocations, expansions, and people wanting to invest in Victoria.
- Connect customers with other relevant partners including but not limited to other government agencies (e.g. Island Health), leasing agents, building owners, and investors.
- Work with relevant City departments to create clear and predictable timelines for all business processes; help customers navigate these processes and continuously improve these processes based on customer feedback.
- Work with relevant City departments to review and continuously improve bylaws that impact business.
- Work with relevant City departments to foster and support an enabling culture for businesses throughout City Hall.
- Work with relevant the City’s Strategic Real Estate Function to ensure that the City’s assets, where possible are aligned with *Making Victoria: Unleashing Potential*, adhering to the triple bottom line approach council has adopted for managing the City’s assets.
- Provide an annual report to Council on further actions Council can take to enhance and accelerate Victoria’s business climate.
- Work with partners in “Engines” (below) to provide a bi-annual report on metrics identified for each engine.
- Work with the Greater Victoria Development Agency (or its successor) and participate in opportunities to promote Victoria and attract jobs and investment as part of a regional economic development effort.
- Work in partnership with the Downtown Victoria Business Association, the Downtown Residents Association and relevant City departments to coordinate a downtown Street Beautification Program on an annual basis and in conjunction with the City’s Capital budgeting process.
- Work in partnership with Business Hub customers and the Finance Department on an annual basis to make recommendations as to the business to residential tax rate. Aim to keep Victoria competitive.
- Maintain an up-to-date inventory of exciting investment opportunities for private investors in the City and engage volunteers as needed for the ‘rinsing’ process described.
- Maintain pool of volunteer business mentors.
- Celebrate success and send a strong and consistent message that Victoria is striving to become the best place in Canada to start a business. Do this through a robust, innovative and collaborative communications program with partners such as, but not limited to, the local business people, Downtown Victoria Business Association, the Greater Victoria Development Agency, Tourism Victoria, VIATeC, the Greater Victoria Harbour Authority, the University of Victoria, Royal Roads University and Camosun College.

7. Grease your engines

In the City of Victoria there are six sectors that serve as the primary engines driving businesses, generating jobs and raising household incomes. Locally owned businesses in all of these sectors further strengthen Victoria's economy and create both economic and social multipliers which contribute to genuine well-being. These engines were derived from data for the region and extrapolated for Victoria, where possible. While aimed specifically at the City of Victoria, this economic action plan aims to create both local and regional prosperity in partnership with local governments and other partners across the region.

- Advanced Education and Research & Development
- Ocean and Marine Sector
- Experiential Tourism
- Government
- Technology
- Entrepreneurship, Start-Ups and Social Enterprise

These engines will also help to stimulate growth in retail, arts and culture and other sectors that contribute to quality of life, well-being and happiness of Victorians.

The Task Force recommendations aim to improve the conditions for success for each engine, by identifying **objectives** to be achieved in the next five years, the **actions** that City Hall, its new Business Hub and its partners in the community can take to achieve these objectives, and **metrics** to know how well these actions are moving the needle.



The remarkably energy-efficient and low-GHG-emissions Bergen C-series marine engine.

The remarkably energy-efficient and low-GHG-emissions Bergen C-series marine engine.



7. Grease your engines

Advanced Education and Research & Development

STORY

Why the Task Force chose this sector as an engine

With the University of Victoria, Royal Roads University and Camosun College, Victoria has three world-class post-secondary institutions in its midst. UVic is recognized as one of Canada's top research universities – a global leader in ocean science and technology, clean energy and health research. Royal Roads trains mid-career learners from around the globe, drawing talent and attention to the region. Camosun is developing rapid prototyping and other leading edge product development technologies and expertise. In 2016 Camosun will be opening an 'interaction lab' a groundbreaking approach to 'makerspaces' and 'skunkworks.'

All three institutions are also involved in the Vancouver Island Social Innovation Zone, the purpose of which is to strengthen collaborative relationships, activities of post-secondary institutions, community, industry and government in support of enterprising approaches to social innovation.

75% of all students in the region come from outside it, how many students stay? How many of their parents invest here?

To grease this engine requires purposeful, strategic and output-driven relationships among the City of Victoria, its new Business Hub and UVic, Royal Roads and Camosun. There is so much potential with research and development, talent training and attraction, and general animation of the downtown. Unleashing this potential will grow prosperity and create mutual and great benefit for the City, the institutions and the people we all serve.

OBJECTIVES

What the Task Force recommends should be achieved

- Make obvious the pathways from university and college programs to meaningful careers in Victoria and land students in jobs.
- Better understand and address the unanswered questions that matter to the Victoria community and engage post-secondary institutions in the search for answers to those questions.
- Create a City Studio in downtown Victoria modeled on City Studio Vancouver (www.citystudiovancouver.com)

ACTIONS

How the objectives are to be achieved

- Create an inventory of job or co-op opportunities between Victoria businesses and organizations and post-secondary institutions.
- Partner with co-op programs and other job-placement opportunities to place post-secondary students in Victoria businesses and organizations.
- Develop a job fair package / materials / presentation and go to job fairs at post-secondary institutions profiling Victoria as a great place to work and highlighting opportunities for well-paying jobs in Victoria.

- Partner among the three post-secondary institutions, the City of Victoria and the private sector to create a Victoria City Studio downtown (www.citystudiovancouver.com).
- Implement Mayor's Task Force on Housing Affordability Recommendations to increase supply of workforce housing.
- Determine baseline metrics (see below) in order to determine whether the actions moved the needle.

LEAD

Business Hub at City Hall, Citizen Engagement and Strategic Planning Department and post-secondary institutions.

SUPPORT

Private sector businesses, social enterprises, non-profits, Greater Victoria Development Agency (or its successor), Vancouver Island Social Innovation Zone (or its successor).

METRICS

Did the Action move the intended needle?

- Increase in number of students who find well-paying jobs in Victoria after graduation.
- Increase in co-op placements in Victoria businesses and organizations.
- Increase in number of students who start businesses in Victoria after graduation.
- Increase in local use and commercialization of products and technologies developed in post-secondary institutions.
- Increase in number of interdisciplinary research projects that meet a community need.

Ocean and Marine Sector

STORY

Why the Task Force chose this sector as an engine

The Ocean and Marine sector includes ship repair and refit, cruise ship and ferry dockings, pilotage, technology companies with a focus in this space, and the Pacific Navy. It currently generates 6-8% of the region's GDP.

The sector has a location quotient of 3.7%. This means that employment in this sector is almost four times as plentiful as ocean and marine sector employment in the BC economy overall. Its location quotient is higher than the quotient for government in the region.

A centrepiece for the sector in the City is Point Hope Shipyard (Ralmax Group). Many companies do business at the Victoria Shipyards (Esquimalt), the largest dry dock on the West Coast of North America. Seaspan works with over 300 suppliers on Vancouver Island.

The Pacific Navy (Esquimalt) employs 7,000 people, generates \$700 million of regional economic impact, and serves as a magnet for prime supply-chain companies like Babcock Canada.

There are dozens of marinas in the region and many in Victoria specifically.

Ocean Networks Canada (ONC) is a prime example of UVic's global leadership in ocean science – putting Victoria at the heart of new commercial marine technologies developed as part of the +\$100 million ONC observatory..

This is a high-tech space with nascent world-class aquaculture research potential.

This engine needs to be greased in order to overcome the following challenges and to increase household incomes and genuine well-being. Commercialization is weak – of 192 companies in ONC national alliance, only a few are local. ONC has the ability to leverage its presence in this region to generate new businesses relocating here to provide greater opportunity to create an ocean tech hub. 700 people are expected to retire in the sector in the coming years and there is a shortage of highly qualified skilled trades workers. Affordable workforce housing is in short supply. Visibility is low; Halifax is seen as the leader. There is a need to preserve the industrial land base even as the city continues to grow in residential population.

OBJECTIVES

What the Task Force recommends should be achieved

- Create new marine educational programs and improve existing programs at post-secondary institutions.
- Create new technologies or improved existing technologies for use within the marine sector.
- Modernize and expand marine facilities.
- Increase revenue generation due to leveraging of Ocean Networks Canada and the City's emerging reputation as a centre of marine and ocean excellence.
- Employ more First Nations people in all aspects of the sector.
- Build capacity and knowledge in First Nations communities to monitor ocean environment, use community mapping to incorporate traditional knowledge into a better understanding of ocean/coastal environment.

ACTIONS

How the objectives are to be achieved

- Facilitate connections between Advanced Education and Ocean and Marine Sector to increase the supply of local, specialized skills and knowledge that this engine needs.
- Streamline land use and businesses processes at City Hall.
- Connect with other leading ocean and marine cities by hosting events and encouraging companies to locate additional branches in Victoria.
- Highlight environmental practices and advancements and relationship between clean-tech / software development and the Ocean and Marine Sector.
- Continue to provide opportunities for Esquimalt and Songhees peoples to participate in sector through job and skills training and hiring practices.
- Support existing investigations into the merits of acquiring new equipment (e.g. graving dock) to service vessels up to 150 metres in length and 30 metres wide (e.g. the C class BC Ferries as well as the new ones they are currently building that will need servicing).
- Determine baseline metrics (see below) in order to determine whether the actions moved the needle.

LEAD

Businesses in sector including Salish Seas Industrial, Business Hub at City Hall.

SUPPORT

Greater Victoria Development Agency (or its successor), UVic, Camosun and Royal Roads.

METRICS

Did the Action move the intended needle?

- Increase the number of people employed in the sector.
- Increase number of First Nations people employed in sector.
- Increase the number of local companies in the Ocean Networks Canada national alliance.
- Increase in revenue generation due to leveraging of Ocean Networks Canada and the City's emerging reputation as a centre of marine and ocean excellence.
- Within five years, 10 new private sector companies are created (or relocate here from other cities to better position themselves) in the sector.

Experiential Tourism

STORY

Why the Task Force chose this sector as an engine

Victoria is a spectacular destination. From the Inner Harbour to the City's diverse and unique neighbourhoods, to the booming local food, coffee and beer culture, to the walkable, bikeable human scale of the city, Victoria is a great place to live and a great place to visit.

Being a great local place is good for Victorians and visitors alike. Why? Because tourism is changing. The number one question visitors ask at the Tourist Information Centre is, "What do the locals do?"

Victoria is also a desirable destination because of its air quality, natural beauty, climate and the high-quality tourism operators in the city. The experiential tourism sector in Victoria runs wide and deep and is innately local. The timing is perfect, as Victoria is becoming more sophisticated and nuanced at the same time as travellers expect a deeper connection with the places they visit.

The tourism industry is also changing from a seasonal industry to a year-round and long-term growth industry, especially in places that can offer an appealing year-round destination. Institutional investors (e.g. pension funds) will be looking to buy or build hotel properties in the next five years. Victoria needs to be poised for this type of investment.

Small, boutique cruise ships are being squeezed out of Seattle and Vancouver and are looking for new homeports with exactly what Victoria has to offer: size and scale, proximity to downtown, great local businesses (especially food, coffee, beer) to provision the ships. The only thing stopping Victoria from becoming a homeport is the lack of pre-clearance for US customs.

OBJECTIVES

What the Task Force recommends should be achieved

- Achieve a 72% hotel room occupancy rate by 2017 on a sustained basis. (70% is consistently profitable and is thereby the threshold above which investors become very interested.)
- Make Victoria a year-round tourist destination; achieve a sustained off-season occupancy rate of 59% by winter 2017.
- Have customs pre-clearance in place at all regional facilities.
- Dramatically increase the number of businesses and events that offer authentic **#onlyinVictoria** products and unique experiences.
- Become a homeport to small boutique cruise ships.
- Continue to grow and profile Victoria's tourism economy including food, beer, wine, and other experiential opportunities.
- Grow the profile of Victoria's eco-tourism opportunities that encourage land conservation and marine stewardship, protecting our natural assets and attractions for the long term.

ACTIONS

How the objectives are to be achieved

- Deliver effective sales and marketing to help drive year-round accommodation and sector occupancy and more delegate days at the Victoria Conference Centre.
- Continue to emphasize shoulder season reasons to visit such as Halloween, Christmas and Valentine's Day.
- Create a customs pre-clearance pilot at Belleville Terminal as a step towards pre-clearance at all regional facilities (Ogden Point, Victoria International Airport).
- Better communicate the opportunity for entrepreneurs to serve Victoria's rapidly growing tourism sector. Increasingly, customers don't want tacky tourist stuff, they want authentic experiential tourism.
- Make it easier to do events and open businesses. Specifically create a 'how-to' events guide.
- Profile Victoria's natural capital and ecotourism opportunities.

LEAD

Tourism Victoria

SUPPORT

Business Hub at City Hall, Victoria Conference Centre, Greater Victoria Harbour Authority, Downtown Victoria Business Association Provincial and Federal Governments

METRICS

Did the Action move the intended needle?

- 72% occupancy by 2017.
- 59% winter occupancy by 2017.
- Pre-clearance pilot project in place at Belleville Terminal.
- Increase in number of **#onlyinVictoria** products, services and experiences.

Government

STORY

Why the Task Force chose this sector as an engine

Like all local governments, the City of Victoria recognizes that with only eight cents on every tax dollar, it is limited in what it can do to continuously create opportunities for its residents and businesses that will increase their prosperity and well-being. Partnership with the Province on everything from transportation infrastructure to arts and culture facilities is absolutely critical. Both the City and the Province have a shared interest in making Victoria a leading edge Capital City well poised to embrace the future at the same time as building on our rich past.

Government directly employs 13,000 people in the region and indirectly supports 7,000 additional jobs. At the provincial level, Vancouver, Kelowna, and other BC cities are competing with Victoria for government jobs. Government occupies 60% of all office space in the region.

The provincial government is a major land holder in the City, is a primary funder of regional infrastructure, and is a major stakeholder in the Inner Harbour.

The provincial government is working to become a better 'first-customer' to local tech firms and others developing innovative products and solutions through its BC Developer Exchange. There's an opportunity for Victoria to play a leading role in this program.

OBJECTIVES

What the Task Force recommends should be achieved

- Amenity-rich downtown Victoria is the most desirable location in the province for government offices.
- Belleville Terminal is revitalized through partnerships between the City, the private sector, and the provincial and federal governments.
- Ship Point has a world-class outdoor performance space in partnership with the provincial government, and the private sector.
- The provincial government is an early adopter and terrific 'first customer' for locally developed solutions and products.

ACTIONS

How the objectives are to be achieved

- Continue to invest to make downtown Victoria welcoming, amenity rich, and vibrant as described in "Downtown Victoria in Five Years".
- Facilitate development that supports the retention and relocation of government offices to Victoria.
- Develop Belleville Terminal Action and Funding Plan in partnership with private sector and provincial and federal governments.
- Develop plan for Ship Point and work with the private sector and provincial government, and private sector to fund it.

- Work with Ministry of Technology, Innovation and Citizens' Services to ensure that Victoria tech and other companies are poised to participate in the BC Developers Exchange.
- Complete a conditions and amenity survey with the Ministry of Technology, Innovation and Citizens' Services to better understand Provincial location decision priorities.

LEAD

City of Victoria, Business Hub at City Hall, provincial government

SUPPORT

Federal government, private sector

METRICS

Did the Action move the intended needle?

- See the development of more than 250,000 square feet of new, provincial government oriented offices within the City of Victoria by 2019.
- Expand the aggregate square footage occupied by provincial/federal/municipal government and government related occupants from 3,057,697 square feet to 3,400,000 square feet by 2019.
- There is joint redevelopment and enhancement initiative for the Belleville Terminal lands collaboratively established between the City, the province and potentially private sector actors and have such plan receive requisite municipal approvals prior to 2018.
- Ships Point redevelopment plan for an outdoor performance venue and park is approved by Council and fully funded through partnerships between the City, the province and the private sector.

Technology

STORY

Why the Task Force chose this sector as an engine

Over 25 years ago, a group of like-minded entrepreneurs, community leaders and policy makers recognized that Victoria is a natural place for innovative companies to flourish. They put their minds and resources to work to form a stronger tech community. In that time, significant time and energy has been focused on fostering an industry-led community that encourages, supports and recognizes peers that share and support the overall local tech economy. As a result, tech has flourished as an economic engine and is now widely acknowledged as Victoria's largest private industry.

Today, the Greater Victoria tech sector brings in annual revenues in excess of \$3.15 billion with an economic impact far in excess of \$4.03 billion. The 884 local tech firms now employ approximately 15,000 employees directly with another 3,000 employed as contractors and independents. The sector has clustered in key areas including industrial lands near the Victoria International Airport, Keating Cross Road and the Vancouver Island Tech Park. Yet amenity-rich downtown Victoria has proven a top location for local tech companies with over 350 companies choosing downtown and more coming.

Greater Victoria is a natural place for innovation thanks to our post-secondary institutions, with 10 federal research labs and centres of excellence. UVic draws upwards of \$100 million in annual research funding to Greater Victoria, and—through partnerships, co-ops and advanced technology facilities and training—supports Victoria's growing role as a hub of high-technology innovation. Yet undoubtedly, a key contributor to attracting and retaining talent and innovation is the remarkable lifestyle that Victorians enjoy. While the City is not directly responsible for the success of the innovative entrepreneurs and companies, it plays a vital role in developing the type of community that will retain our existing successful tech leaders while attracting the additional risk-takers, entrepreneurs and talent that we need to continue to grow our largest industry.

OBJECTIVES

What the Task Force recommends should be achieved

- Victoria has a strong supportive community of peers that are willing to share and support current and future tech leaders.
- Victoria is known globally as a thriving hub of innovation.
- Home-grown and innovative companies remain in Victoria.
- Investment-ready companies have no trouble raising capital in a timely manner.
- It is easy to attract and retain highly qualified personnel to the city.

ACTIONS

How the objectives are to be achieved

- Focus actions and investment on the affordability and liveability of Victoria (transportation – transit, walking, cycling - infrastructure, culture) so that we can continue to attract and retain the leaders and talent we need to grow the tech sector.
- Continue to support and foster a supportive community of peers that are willing to share and support current and future tech leaders.
- Further spread the message that Victoria is a thriving hub of innovation by highlighting the natural strengths

of our community to increase the number of skilled workers moving to Victoria.

- Focus efforts and support on establishing home-grown innovative companies, as they have proven to have the longest lasting impact and greatest loyalty to the region.
- Further identify potential investors (local and abroad) and facilitate their introduction to well-coached, mentored and supported local innovative companies while appreciating that not all companies are investment-ready and may require coaching in boot-strapping and sales development.
- Determine baseline metrics (see below) in order to determine whether the actions moved the needle.

LEAD

VIATEC, Business Hub at City Hall

SUPPORT

Mayor, UVic, RRU, Camosun, Greater Victoria Development Agency (or its successor), Tourism Victoria, Downtown Victoria Business Association

METRICS

Did the Action move the intended needle?

- Number of significant tech company acquisitions.
- Number of acquired companies that remain local.
- Number of tech companies located in downtown.
- Number of new business licenses for tech companies.
- Amount of local capital invested in local companies.
- Amount of outside capital invested in local companies.
- Number of tech goods and services provided to local companies, government etc. *by* local tech companies.

Entrepreneurship, Start-ups and Social Enterprise

STORY

Why the Task Force chose this sector as an engine

Victoria's self-employment rate of 12.9% is the top rate among all 20 of Canada's metropolitan areas. Metropolitan Vancouver is close behind at 12.2%. Self-employment is an indicator of the entrepreneurial character of an area. High rates of self-employment are also associated with a predominance of small business as most self-employed individuals operate small businesses.

UVic fosters innovation and entrepreneurship across the campus, including an innovation centre that supports the commercialization of new technologies. Dozens of active startup companies have spun out of UVic, and many of these are cornerstones of Victoria's robust high-tech sector.

Victoria has many social ventures but does not yet have a robust social enterprise sector. Some have survived against all odds. Social enterprises and co-operatives are key in ladderizing economically marginalized people – including but not limited to people who are homeless or formerly homeless, under-employed single moms, First Nations people, youth-at-risk – into the economy and to creating sustainable livelihoods. A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders.

98% of Victoria's tech businesses are too small for venture capital investment. Social impact investment funds are emerging in many places, but some investors say they can't find enough deals in the Victoria area. Liquidity is also an issue for many investors.

This engine encompasses all other engines outlined. Well greased, it has the potential to drive innovation, attract capital and talent, and to increase prosperity and genuine well-being.

OBJECTIVES

What the Task Force recommends should be achieved

- Victoria is the easiest place in Canada to start a business.
- Victoria is a place where there are all the supports needed for a good idea to become a good livelihood.
- Start-ups, scale-ups and businesses are well funded; investors looking for projects can find them easily and have a range of choice on the risk and return spectrum.
- Continued high-quality new housing and commercial development downtown.
- More incubation spaces are available in downtown core for startups.
- Victoria is a social innovation zone producing high-quality products, solutions and services that create social good and big revenues.
- Victoria has more businesses run by and/or employing First Nations peoples. (BC has approx. 300 First Nations owned companies. How many are in Victoria?)

ACTIONS

How the objectives are to be achieved

- Create Business Hub at City Hall (as described above) and continuously improve service delivery based on ongoing customer feedback.

- Build a formal inventory of exciting investment opportunities from across the economic spectrum — from charities to social ventures, to “small giants” to growth companies. Cultivate investors for the full spectrum of investment opportunities.
- Continue to improve development processes.
- Establish a Mayor’s Social Enterprise Task Force.
- Support Skwin’ang’eth Se’las Development Company (SSD Co) in their efforts to incubate aboriginal-owned businesses.
- Determine baseline metrics (see below) in order to determine whether the actions moved the needle.

LEAD

Business Hub at City Hall, Mayor

SUPPORT

Social Enterprise sector, Skwin’ang’eth Se’las Development Company (SSD Co), Institute for Studies and Innovation in Community-University Engagement, Vancouver Island Social Innovation Zone, Greater Victoria Development Agency (or its successor), Young Entrepreneurs Society, Synergy Green Economy Working Groups, and many more!

METRICS

Did the Action move the intended needle?

- New business licences increase year over year.
- Increase in amount of local wealth invested in local projects.
- Increase in amount of outside wealth invested in local projects.
- Increase in number of businesses run by First Nations entrepreneurs.
- Higher rate of businesses renewing licences (indication of businesses remaining in Victoria).

8. Overall success metrics



STORY

Why the Task Force chose this sector as an engine

How will we know whether our collective efforts are successfully moving the needle on economic development and prosperity? How will we know whether we have chosen the right engines, objectives and actions?

We also don't want to be victims of our own success. Are we all still going to want to live here if we invite the whole world to come and join us? We want to heed the warnings of cities that were once amazing but now suffer from unintended sprawl or congestion or lack of affordability. We want great jobs but want to make sure we don't lose our enviable commutes.

For all these reasons we need some overall instruments on the dashboard of our local economy to measure economic performance, social progress and genuine well-being.

OBJECTIVES

What the Task Force recommends should be achieved

- Choose, track and continually refine a set of overall metrics for measuring economic performance, social progress, and genuine well-being.

ACTIONS

How the objectives are to be achieved

- Begin to track the following metrics (some existing data is set out in the Appendices).
 - Increase in median income
 - Reduction in number of Victorians living below low-income cut off.
 - Increase in disposable income.
 - Decrease in downtown vacancies.
 - Increase in arts and culture offerings and products.
 - More businesses relocating to Victoria and to downtown.
 - Increase in number of businesses owned by residents of the region.
 - Increase in number of businesses owned by residents of Victoria.
 - Increase in downtown childcare spaces.
 - A reduction in the time it takes to get through City Hall business processes.
- Investigate frameworks and models for measuring economic performance and social progress that can be used to strengthen the City of Victoria's Public accounts (Annual Reports).

9. City of Victoria – At a Glance



Neighbourhoods:	14
Land area:	19.47 km ²
Population:	80,017
(up 2.5% from 2006). Greater Victoria's population is projected to grow by 4-5% every 5 years between 2010 and 2025 (GVDA).	
Population density:	4,109.4 persons/km ²
Median age:	41.9 years
(same as provincial median)	
Population aged 65 and over:	18.4%
(national average is 14.8%)	
Working age population (15 to 64):	72.5%
(national average 68.5%)	
Percentage of children:	9.1%
(national average: 16.7%)	
Percentage female:	53%
Percentage male:	47%
Number of private households:	42,960
Number of households with couples and children aged 24 and under:	4,205
Number of households living in single detached houses:	15.7%
Number of private households living in apartments that have 5 or more storeys:	15.7%
Number of census families:	18,375
Private dwellings:	42,957
Percentage of the population that report English only as the mother tongue:	83.6%

Source: Stats Canada 2011 Census.

10. Where are the jobs in Greater Victoria?

Jobs in Greater Victoria by Sector (2011)

In 2011, 178,480 people had jobs in Greater Victoria (total employment by place of work), down 2,650 jobs (or 1%) from 2006.

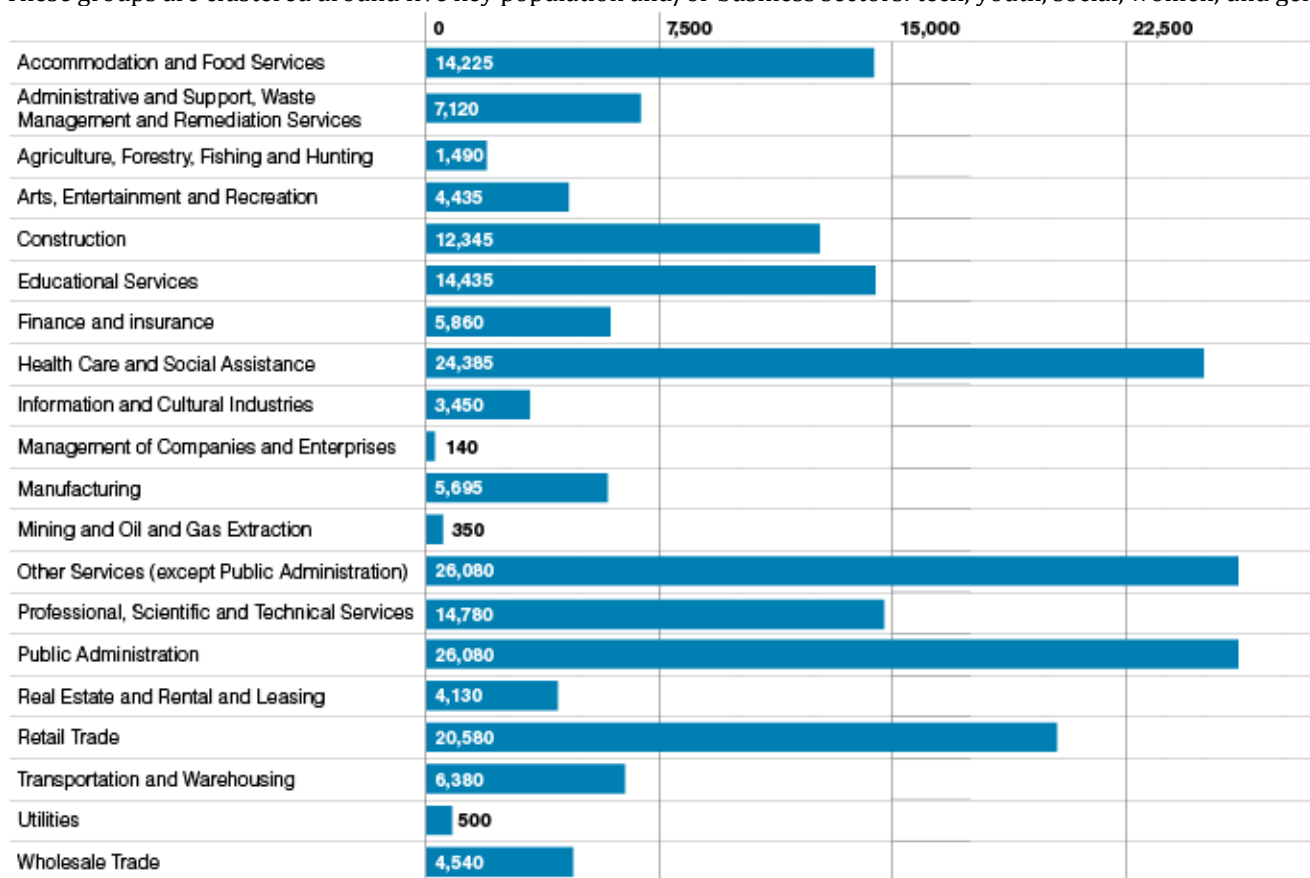
The sectors that provide the largest number of jobs in Greater Victoria are public administration, health care and social assistance, and retail trade.

The sectors showing the greatest growth in Greater Victoria over the five years from 2003 to 2008 are professional, scientific and technical services (+60%), public administration (+42%), construction (+32%), and finance, insurance, real estate and leasing (+27%). Each of these sectors has grown more rapidly than the overall growth rate of 20% in the region.

Manufacturing has had the greatest job losses, falling by 25%. Primary industries (including agriculture, forestry and fishing) and utilities is the only other sector to show job losses over the last five years.

There are 917 charities with Victoria BC addresses listed on Chimp.net.

A 2013 study commissioned by the Peter B. Gustavson School of Business at the University of Victoria identified 65 local organizations that actively support the growth of a vibrant local economy by helping with funding, mentoring, and networking. These groups are clustered around five key population and/or business sectors: tech, youth, social, women, and general.



11. What is growing the economic pie in Greater Victoria?

Sources of community incomes – how we bring significant external income into Greater Victoria (2006)

39% of total income in the region ultimately depends on public sector employment.

Tourism is the second most important employment sector, accounting for 6% of regional income.

Non-employment sources of income, including pensions, investments and government transfer payments, account for just over one-third of total income.

Industries that serve primarily the local population (e.g. retail trade) are not considered to be part of the economic base because they do not draw significant external income into the community.

DYNAMIC FACTS

55 per cent of B.C.'s businesses – all of which get major tax breaks – employ only their owners.

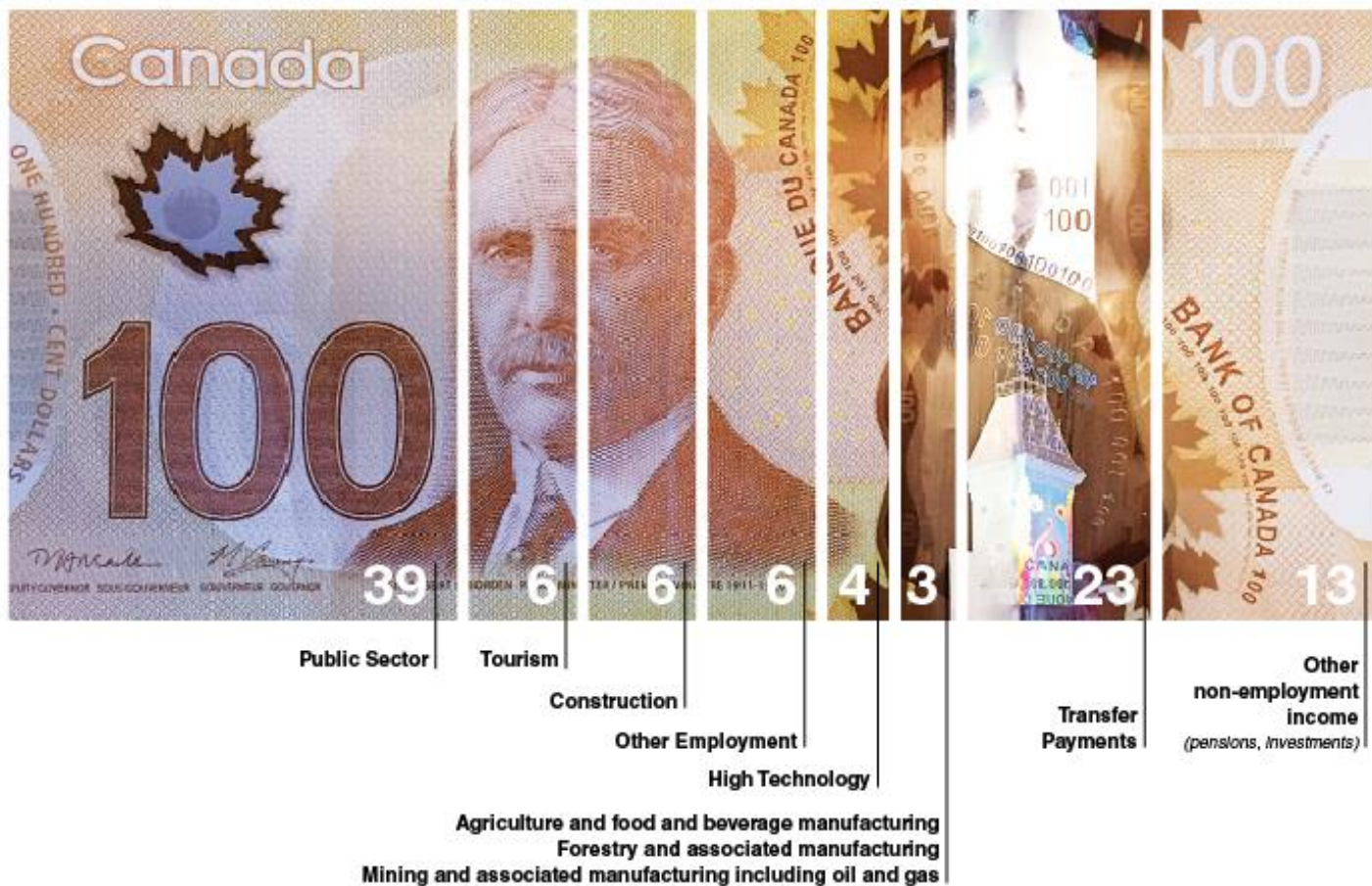
The real job creators are the companies that grow to at least medium-size, if not large. Fewer than 10,000 businesses out of the nearly 400,000 in B.C. create 36% of all jobs.

4,231 people in Greater Victoria are directly employed by 36 foreign-owned companies. 18 of these companies were started in Victoria and are primarily export-oriented, including e-commerce (one is ship-building). The others mainly serve the information and communications technology needs of the Provincial government and agencies or the Canadian Navy. Together, they represent 8% of our GDP, generate \$846.2 million of direct economic impact and \$211.5 million of indirect economic impact, and serve as ambassadors for doing business in Victoria.

Don't need help with: access to capital, high-quality physical and communications infrastructure, R&D resources and business development, or supply of lower skilled workers and of well-qualified post-secondary graduates.

Need help with: finding and recruiting experienced and specialized talent within the region, and from out of market, finding alternate opportunities for specialized talent should their placement not work out and the lack of opportunities for their spouses, and housing affordability.

Baby boomers are the fastest-growing demographic to be launching businesses, are vastly better at securing investment, and are more likely to be in the higher paying industries and employ people. 15% of Canadian baby boomers plan to retire in Victoria (BMO wealth study).



12. Victoria's economic health – traditional baseline metrics

OVERALL ECONOMY (GREATER VICTORIA)

Number of business incorporations (2013): 1,897

Incorporations are a proxy for the number of new businesses in an area and are an indicator of the general health of the economy. Greater Victoria saw a +2% change 2008-2013 (lower than the +4% over the same period in Metro Vancouver and the BC average).

Downtown storefront vacancy rate 2013: 6.20%

Retail space occupancy and lease rates are closely associated with the overall state of the economy. When the economy is healthy and incomes are growing, there is more retail spending.

Vacant office space: 792,860 or 9.2%

Trends in office space vacancy and lease rates are indicative of growth or decline in the business community. Inventory 2013 (sf): 8,620,082.

Industrial inventory (2013): 9,001,303 sf. Vacancy rate: 4.50%

The market for industrial space reflects the performance of manufacturing, transportation and distribution, service commercial and similar business activities. Lack of space can discourage or limit expansion of certain types of industrial businesses.

Unemployment rate: 5.2% (Q2 2014)

Employment rate: 60.5

(The percentage of the working-age population (age 15+) that is employed).

GDP (2013): \$14.9 billion

and is expected to grow 2.3% during the next three years.

Inflation rate (2013): -0.3%

Total building permits (2013): 577

Total building permit values measure construction activity and are a leading indicator of the economic cycle. Building permits tend to move with the economy. During periods of economic growth they rise, while during slowdowns they fall.

Housing starts (2013): 1,685

Housing starts are a leading economic indicator. Declines in housing starts suggest that economic activity is beginning to slow while increases indicate that economic activity is growing.

Sources: GVDA.

HOUSEHOLD INCOMES (GREATER VICTORIA)

Personal income per capita (2011): \$43,899

Personal income per capita is a fundamental measure of the standard of living of a region.

Median income (2011): \$33,301

Median income is the point at which half the population earns more and half earns less. It provides a somewhat more representative view of reality than average or per capita incomes because a small number of very high incomes can increase the average, but do not affect the median.

Median before-tax household income (2010, all household types): \$61,553

Higher than both the medians for BC (\$60,333) and Canada (\$61,072). Vital Signs.

Median before-tax income of single parent families (2011): \$41,810

This is above the medians for single parent families in BC (\$36,270) and Canada (\$37,900). Median income for single parent families in Greater Victoria has remained stable since 2008. Vital Signs.

Percentage of the population with incomes under \$20,000 (2010): 32%

Compared to 38% for BC and 36% for Canada. Vital Signs.

Percentage of the population with incomes under \$30,000 (2010): 46%

Compared to 51% for BC and 50% for Canada. Vital Signs.

Percentage of households who feel food insecure (2012): 14%

of households in Greater Victoria reported they were food insecure over the past 12 months, up from 12% in 2008. Vital Signs.

Sources: GVDA, or Vital Signs 2014 where indicated.

LIFESTYLE

Average housing prices (2013): \$480,997

Average housing prices are a measure of affordability in a region.

Median rent ranking in Canada: 7th**Median monthly payments for owner-occupied dwellings ranking in Canada: 13th**

In both cases they are substantially less than in Metro Vancouver.

Population per Total Health Practitioner: 629

Climate can be an important consideration for people interested in relocating for employment, retirement or general quality of life reasons. January Average (°C), July Average (°C), Average Annual Rainfall (mm), Average Annual Snowfall (cm). Compare to Victoria's "competitors".

Median work commute distance (2006): 4.6 km

This is a slight drop from the median commute of 4.7 km in both 1996 and 2001. It is the shortest median commute of Canada's top 20 metro areas, an improvement from 3rd place in 1996 and 2nd place in 2001.

Median commuting duration (2011): 20 minutes

Rank of highest percentage of sustainable work commutes among Canada's top 20 metro areas: 4th (27.0%)

Percentage of dwelling units within 400 metres of a transit stop (2011): 91%

based on 151,131 dwelling units in Greater Victoria. The Urban Core had the highest share (96.4%).

Percentage of residents who would describe themselves as happy: 88%**Percentage who feel supported by loving family, companions and/or friends: 87%****Percentage who feel somewhat or very connected to the community: 82%****Percentage who rate their general sense of physical wellbeing as high: 68%****Percentage who are satisfied or very satisfied with work and home life balance: 66%****Percentage who feel they know their neighbours well enough to ask for help or to offer assistance: 63%****Percentage who feel high or overwhelming stress associated with personal finances: 28%**

Sources: GVDA, or Vital Signs 2014.

ENTREPRENEURSHIP (GREATER VICTORIA)

Self-employment rate (2011): 12.9%

Metropolitan Vancouver: 12.2%.

Rate of self-employment relative to Canada's top 20 metro areas: 1st

for the last two Census years. 2nd only to Metro Vancouver in 1996. Self-employment is an indicator of the entrepreneurial character of an area. High rates of self-employment are also associated with a predominance of small business as most self-employed individuals operate small businesses.

Sources: GVDA

HIGH TECHNOLOGY (GREATER VICTORIA)

Employment growth since 2003: 38%

The two sectors that are most closely related to high technology are: professional, scientific and technical services; and information, culture and recreation. Growth of these two technology-related sectors since 2003 was much faster growth than either BC or Metro Vancouver.

Employment in High Technology-related Sectors: 26,900

VIATeC top 25 companies revenue (2012): \$964,988

VIATeC top 25 companies full-time employment (2012): 3,580

Number of high technology establishments: 884

Establishments (as defined by BC Stats) provide an indication of the number of companies operating in the high technology sector.

Sources: GVDA.

TOURISM

Cruise ship arrivals (2013): 203

Victoria Conference Centre Delegate Days (2013): 103,813

Victoria Airport Passengers (2013): 1,556,960

Hotel Occupancy Rate (2013): 64%

Hotel Room Revenue (2012): \$135,432,000

Revenue per room (2013): \$82,440

Average room rate (2013): \$128.2

Conference centre delegate days, airport passengers, cruise ships and hotel room revenue all measure the flow of visitors to the region.

Hotel occupancy rates and revenue per room also reflect the level of visitation, but are affected by the addition or loss of hotel rooms that changes the local supply.

Daily expenditure per person, based on exit surveys, is a measure of the contribution of visitors to the local economy.

Sources: GVDA.

COST OF DOING BUSINESS

Relative cost advantage compared to Seattle, Portland and San Jose: 9-17%

cheaper for all industries (after factoring in the depreciation of the Canadian dollar). The cost of doing business in Greater Victoria, with the exception of travel and transportation, is lower than many competing markets. Commercial real estate is generally abundant and affordable, though there is a lack of affordable and larger industrial land and buildings.

Only competing location in Canada with consistently lower costs: Edmonton and the largest difference is about 2%

Based on analysis of cost factors for software, research & development, and manufacturing companies.

Sources: GVDA