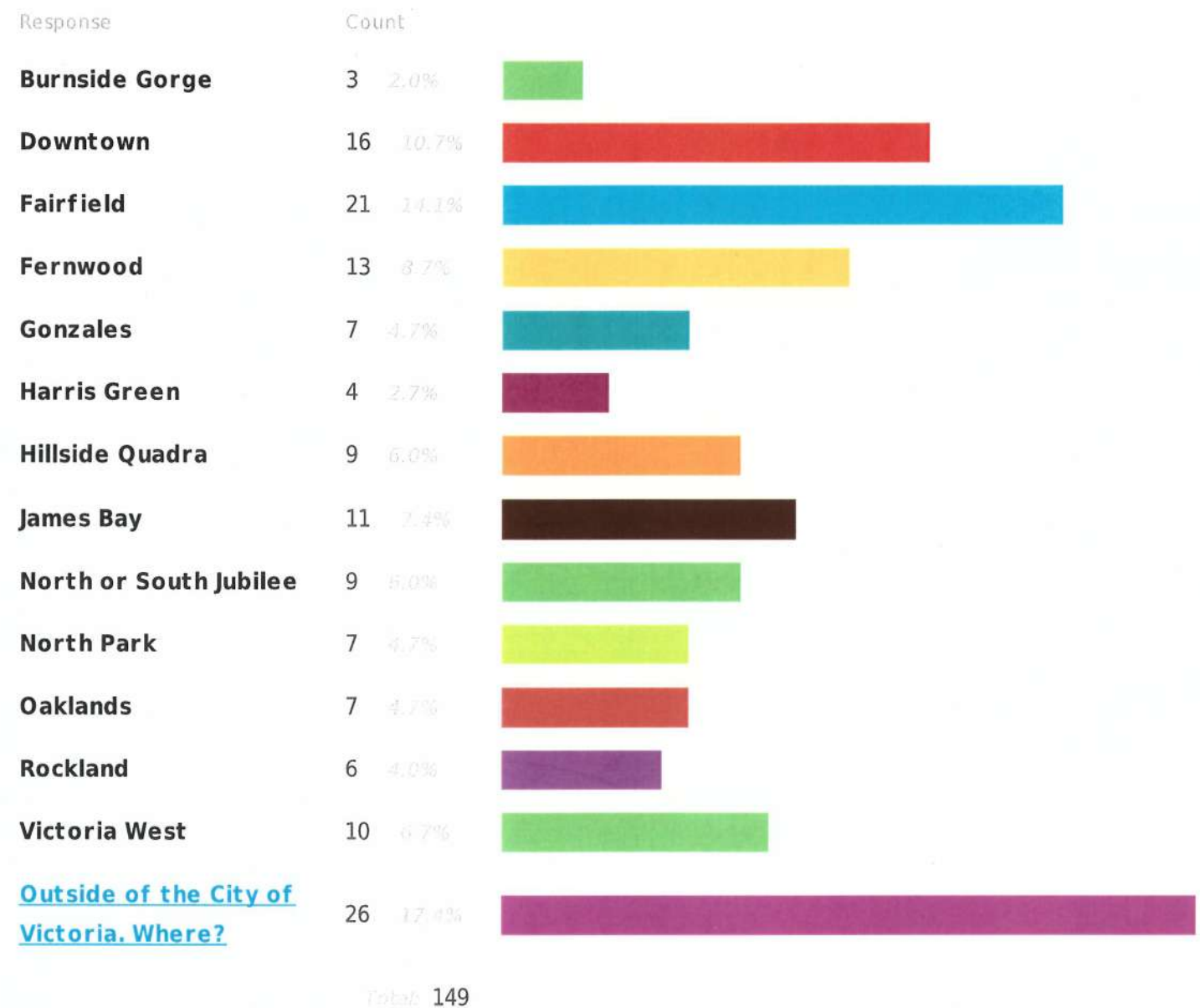


Economic Action Plan Report

Which neighbourhood do you live in?



West Saanich

Oak Bay and use every part of this region!!

saanich

Langford

Westshore

WESTSHORE

Saanich

Oak Bay

Saanich

Saanich

central saanich

Esquimalt

Cadboro Bay

Saanich

View Royal

Saanich

Brentwood Bay

Esquimalt

Cadboro Bay

University of Victoria

was born off the Gorge

There's an over-abundance of municipalities in the Capital Regional District. Does it really matter?

Saanich

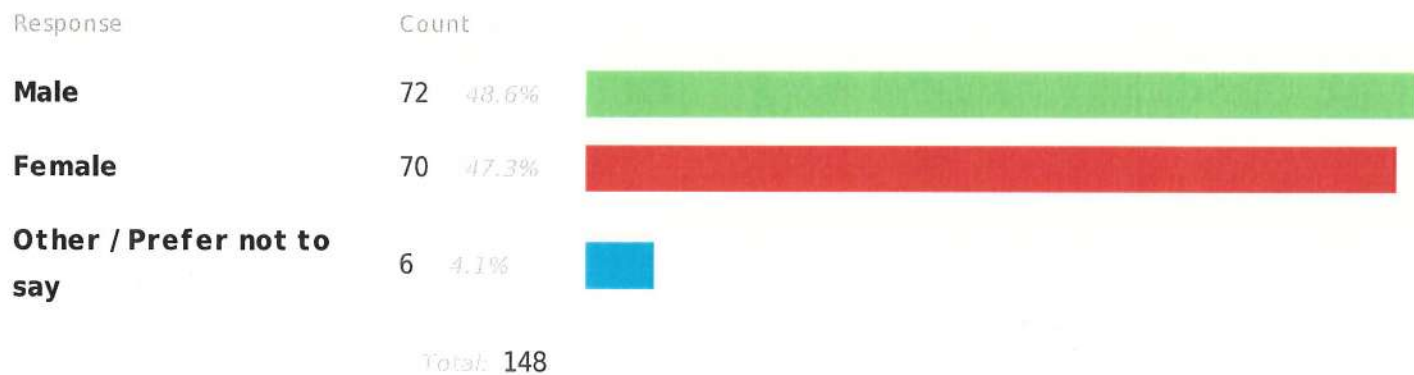
saanich

Saanich

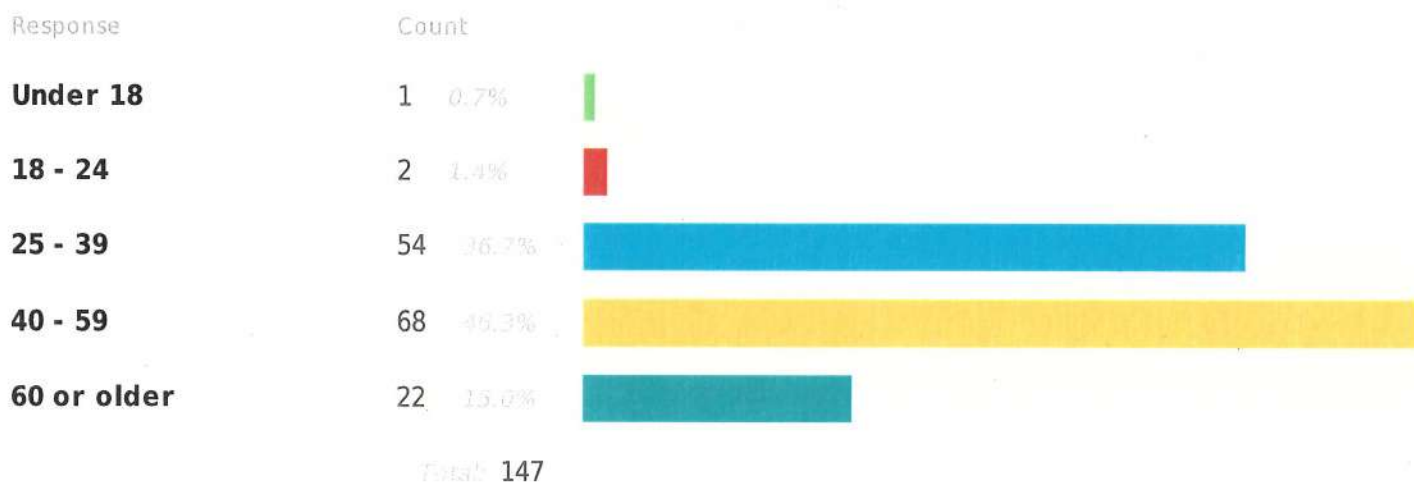
Cadboro Bay

West Shore!

Please indicate your gender



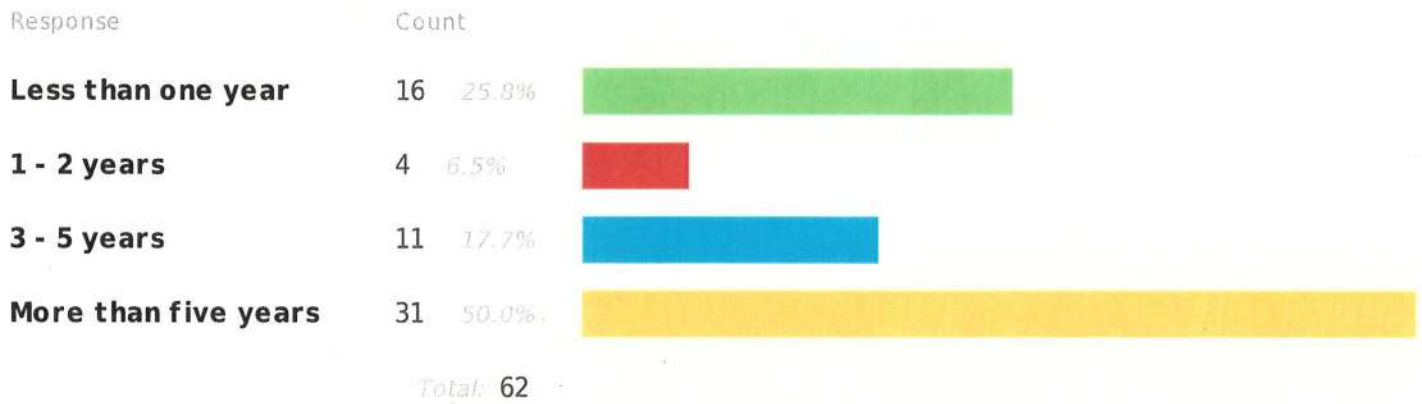
What is your age?



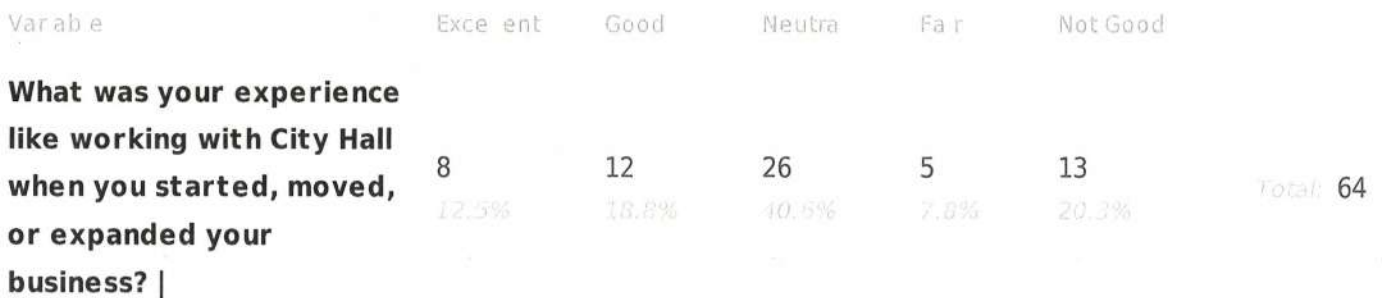
Are you a business owner in Victoria?



How many years have you operated your business?



What was your experience like working with City Hall when you started, moved, or expanded your business?



Are you considering starting up a business in Victoria?



If yes, what would help you make the decision to establish your business in Victoria?



Networking for local business owners. Relevant, timely and fun educational opportunities.

Less red tap

More private equity early stage investment.

It is a nice place to live.

A relaxation on zoning regulations

Active promotion of locally owned businesses by City Hall, Chambers of Commerce etc. Really playing up the "made local" concept would help me and others thrive.

Being in a market that is suitable for my services, and I believe at this point in time that Victoria is a good place for me to do business.

Access to market data and help with meeting regulations, bylaws, etc.

networking opportunities, affordable space, market opportunities

Walkable city planning. People in cars are not my customers.

Location is essential to the business plan

N/A

Improved development approval processes and reduction of completely unnecessary red tape

Fees, taxes, transportation ease, ease of people getting to me and me to them, parking etc.

Lower rents or subsidized rents for first 5 years.

Affordable rental space. Ability to choose the size of rental space.

More pragmatism from City of Victoria council and administration, with a focus on improving how services are provided to all of the people that live and work within the City's boundaries.

Red tape

City Hall needs to help & understand business...

Accessible downtown space

Accessible and affordable space in a meaningful location

If more people supported initiatives like support land. I'm impressed with the concept and as a newbie in town, I'd like to see small businesses thrive. I've nominated some local stores near me.

Do you agree with the five main functions of the "Business Hub"?

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Streamline and de-mystify all business and development processes at City Hall.	57 51.8%	37 33.6%	15 13.6%	0 0.0%	1 0.9%	Total: 110
Make it easier to do business in Victoria.	66 60.0%	34 30.9%	8 7.3%	1 0.9%	1 0.9%	Total: 110
Advise on how best to reduce unnecessary red tape.	60 54.1%	32 28.8%	16 14.4%	2 1.8%	1 0.9%	Total: 111
Connect entrepreneurs with the resources they need.	66 60.0%	26 23.6%	15 13.6%	2 1.8%	1 0.9%	Total: 110
Accelerate the development of a vibrant downtown.	69 63.3%	24 22.0%	13 11.9%	2 1.8%	1 0.9%	Total: 109

Is there a function that is missing?

Response	Count	
Yes	43 43.4%	
No	56 56.6%	
Total: 99		

If yes, what would you include?

Response	Count
	41 responses

sustainability credits i.e business have lower or higher business license fees depending on meeting standards on waste, consumption ect.

Continuous Improvement should "not" be funded and managed using economic development resources period. I suggest you consider not exploring a business hub any further and instead consider tasking your staff to develop kaizen events to improve processes and task your HR resources to implement appropriate programs to support your staff to deliver measured service levels.

Promote aboriginal businesses specifically: fastest growing demographic + neediest population. Make this more central in your vision.

Be sure not to cut environmental protections and ethical safeguards when cutting "red tape", which is generally a buzzword for a specific agenda of deregulation and neoliberalism.

To reduce Victoria's carbon footprint. To allow citizens more input in development plans.

Business Ombudsman to target specific complaints

Ensure a "can do" attitude among all city staff

Infrastructure development especially transportation

Ensure universal accessibility at the Hub re: literacy, ESL, visual or hearing impairments.

Ensure that essential services (education, medical, policing are not out-paced by business growth).

Encourage development of coworking spaces, or other places where entrepreneurs can collaborate. They learn as much from one another as they would from a business hub.

Encourage young entrepreneurs

One suggestion is that there should be a staff person at the hub who is checking in with our downtown business community looking for constant feedback/input/ideas. Perhaps a City Hall Business Ambassador. Whether this be thru an email survey sent to random downtown businesses or by actually putting feet on the street and stopping in to talk to business owners. Many small, especially our downtown retailers, are in their businesses through out the day and are unable to take advantage of resources like this. However, they have valuable input/feedback and ideas. And also many business owners are unaware of what's happening at City Hall and the changes that are being implemented. Might be a great way to engage the businesses and create a sense of connection with City Hall.

Advice on ways to ensure your business is environmentally conscious

Develop and accelerate business partnership models and ways between the city and multiple stakeholder groups in the business and non-profit sectors.

support to do business with the City and other governments in the region (how to navigate procurement)

corporate social responsibility and first nations involvement

Improving safety and reducing crime. I believe this will improve foot traffic and benefit business.

Benchmark Victoria against a limited set of communities which have desired target attributes and class

benchmark victoria against a limited set of communities which have desired target attributes and close any identified gaps over time

provide start-ups with some incentives like year one free license, no charge for sandwich boards etc - every little bit of encouragement helps

Accessible lease/rental rates, lowering commercial property taxes, assistance with locating and applying for business development grants/funding, bursaries/scholarships for economic development training.

Lower taxes for small business.

Ensure neighbourhoods can also develop their commercial cores--it's not all about downtown

Where does my business fit within the region - the entire population - how can you help that? shouldn't I be a business of the region?

Explore opportunities for an innovative procurement program that supports small business.

Identify incubation space in the downtown core for start-ups.

The above are all "apple pie" statements. No one will disagree with it, but too broad on what it actually means.

Liason between the police and businesses and between street people and businesses

The ability for small businesses to "pop up" in vacant store fronts for very little cost. It would be amazing if the city could work with landlords to build a network of pop up spaces. It allows small business owners to be in the downtown core for short periods of time and introduces the public to new businesses

Focus on Vic West - the forgotten community. I think even City Hall thinks once you cross the blue bridge you are in Esquimalt. We pay our taxes to the City of Victoria. The business hub needs to include The RoundHouse development. We bought in Vic West 15 years ago because it was "the up and coming neighbourhood". We are still waiting.

was the downfall of Victoria when McDonalds and 7-11 stores moved onto Douglas St.

An opportunity to provide feedback and on-going dialogue on the following: the business and development processes, which red tape to reduce and how, and what a vibrant downtown really looks like.

I don't really agree with business hub for Victoria alone - should be an initiative of all CRD municipalities in one coordinated effort.

Celebrate local businesses with events/marketing

Continue with on line survies prior to decisions proposed by the business hub - Confirmation they're progressing with a positive change and not a bandaid solution.

Engage citizens

Continuous and available data collection and analysis that measures and reports on those aspects important to both Victoria's economic goals and those of the businesses we want to see develop. Amongst those goals should be accessibility of space (public, private and common) in central locations that are meaningful to our communities.

Hiring graduates and the inexperienced

Data collection and analysis that continuously measures and reports on those aspects that are meaningful to Victoria business, including data on the availability and affordability of meaningful space (public, private, common); market data (social and commercial); and the types of businesses and services Victoria wants/needs.

Shared internet access and better cycling lanes are a must. Has the city considered opting out of car traffic several days a week or pedestrian only large street like in Boulder, Colorado.

Create a positive streetscape environment for businesses.

Clean up the streets and reduce incidental costs of running a business related to street issues.

Accelerate the health and well-being of the community.

The proposed "Business Hub" is to be located at City Hall. Do you think this is a good location for it?



If no, where would be a better place to locate it?

Response	Count
	31 responses

Doesn't need to be in City Hall, but proximate. Perhaps revitalize one of the close by empty storefronts.

Yes at city hall because of costs of rent elsewhere but there are a lot of for lease storefronts that could work...

If you do go through with this I would suggest you consider a retail location on Government Street between

the harbour and Yates Street.

Should be mobile popups and in malls etc, where people are. Library's etc

Downtown business space

Better accessibility and parking for the greater Victoria area. Uptown or SOFA area.

In the business sector, north-east quadrant of downtown. This would send a message that the business hub is meeting business people on their own turf, not expecting business people to come to them. It signals priorities.

I like the idea of it being at city hall - creating the connection between city hall and our business community.

Somewhere that has exposure to the best of Victoria the water and parks

It needs to have a storefront location.

Not sure but accessing City Hall can be a bit of a nightmare (parking) and having been there it looks like most of the space there is utilized. Is it going to be given just a small office? The location needs to impress potential new business owners into the city

A qualified yes. Provided the Business Hub doesn't become another layer of bureaucracy and perceived as such. Have seen this occur even with a similar type of office located offsite. The art of success in this instance is in the attitude and tone set from the start. Leadership is probably the most important aspect. Whomever is leading the charge, the individual(s) need to be committed to genuinely serving the public/stakeholders, not to building an empire. Effectively, the Business Hub is a project management office tasked with facilitating change. It should adhere to the principles of sound but dynamic project management and be staffed with individuals who have solid track records in problem solving and high customer/public satisfaction focuses. It needs to reflect a strong "can do" business credibility by being actively solution oriented each and every day; being part of facilitating the resolution of problems/issues, not adding to them.

separate location

in community where parking is a bit easier and you want to revitalize

High profile location on Government street with exposure to tourist traffic and events

I would choose the Atrium building, or a building that shares space with other important businesses.

I believe the hub should be located in an area decided on through consultation with business owners and starting entrepreneurs.

independent - people see City Hall as bureaucracy - make it inviting and separate

Somewhere w easier access

Wherever it ends up, it should be in the downtown core.

Around Capital Iron and towards the bridge

Anywhere where there is free parking during the day.

I only answered "No" because City Hall would be good, but other locations would be better--there's a paucity of parking near City Hall and not enough secure bike lock-up facilities.

Anywhere there can be dedicated space with free parking. Feels like a money grab to have to park and pay to attend to City Hall which also is arguably an uninviting space.

I think being separated a bit from City Hall may be a good idea -- have a separate identity but obviously linking to City Hall is imperative.

I don't know - but the business hub concept should be an initiative of all CRD municipalities in one coordinated effort.

Shows City Hall is 'open for business'

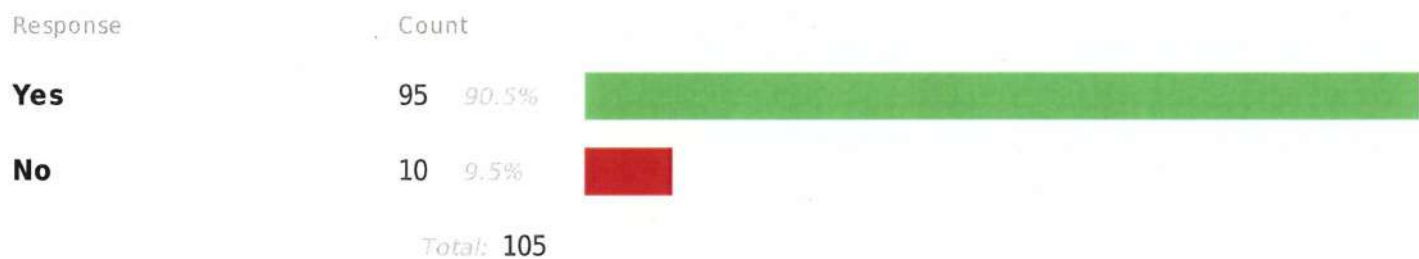
As long as people know about it. There should be a storefront- style sign outside.

James Bay

As long as people know about it. It should have a storefront-style sign outside and active marketing.

Perhaps one central hub with one or two complimentary hubs in public libraries?!? Just a thought

Do you think the “Business Hub” service will be of benefit to entrepreneurs and new businesses in Victoria?



If no, why?



because money doesn't grow on trees and new business need capital more than they need less red tape
It is not funded well enough to be truly effective, therefor like VIATeC the public will perceive it is covered when it isn't even scratching the surface.

why? there are groups like Downtown Victoria and the Chamber (which is way too expensive to join) City Hall should not duplicate

As long as new goals won't be undone by older economic models.

The proposed location is terrible.

Probably be some benefit, but really requires coordinated initiative.

Business hub can't guarantee the best decisions only their own - it has the potential to let the next great idea go

There is a much larger context to attract business to this region that must be addressed.

It is already easy to set up a business

Do you have any additional feedback on the proposed "Business Hub"?

Response

Count

32 responses

its a great idea for development and for the booming cannabis selling industry (sad but true...)

I would strongly suggest you consider not moving forward with the HUB concept unless it has annual funding of >\$2M

Always consider the carbon cost of all business, transportation and development

If we are going to have a vibrant city we need to ensure that business serve the needs of those dwelling downtown i.e. pharmacies, variety stores, groceries, dry cleaners, etc. not just more tourist shops...Cook St. village is a good example....rents have to be affordable...can rent controls not be instituted for business?

Should also deal with difficulties on cross municipality bylaw conflicts

Be sure to keep awareness of this at a constantly high level so that it thrives and does not die on the vine

Leadership needs to come from both the private and public sector -

Under resources - it is my hope that new businesses are connected with the DVBA who work on behalf of

businesses in downtown Victoria and have support programs in place

Will there be access to information about spaces for lease in our core?

Will there be an information package with statistics and demographics about downtown Victoria available?

Media campaign out to some of our close by neighbours, to lure some of their entrepreneurs to consider expanding in #yyj ????

Love this idea of the hub!

It is a good idea but can't be too costly to run.

Not at this time.

No additional ideas...but the soon er the better...let get on with it.

I think there is huge potential for the "Business Hub" if run properly and not bogged down by municipal red tape. Run it like the ED of the GVCC

Finding employees and the cost of office space are two of the biggest challenges for business in Victoria.

Make it casual, approachable and not stuffy - less chamber like

staff with entrepreneurs or past business owners so they understand the experience of operating a business--- will make the service better

More emphasis needed on active business contribution to achieve action plan success (in contrast to relatively passive attendance at task force meetings and reacting to business hub services).... mentors, B2B discussions and other mechanisms/activities to strengthen the local business ecosystem.

Be prepared for some resistance as you move forward.

We need it yesterday

Yes, there should be no new funding for the hub. This should already have been a function.

I wish we were talking about the greater population of greater vic - that would help my business and maybe others.

Include social entrepreneurs and social enterprise.

This would be an excellent opportunity for Co-op student placement from a variety of disciplines.

I receive a low income from the Province and am concerned about rising costs of living and air quality. Low income neighbourhoods tend to be concentrated around bad air quality zones. Does the Business Hub take standard of living equity into account?

Will there be a fee involved. Is it like getting an in-house project manager who can navigate approvals.

Just to consider the pop up idea.

Think beyond downtown. It is The City Of Victoria, not "the Downtown City of Victoria".

it depends on what stores you allow. A Granville Island feel would be nice

Good if ideas above are implemented but if no changes made to processes it's pointless

How is it connected to other municipalities and regional initiatives? There must be an interrelationship or the silos will continue.

How are you going to find jobs for young people and recent grads, especially those from the working class?

Please have information on how best to partner with the City.

Do you agree that these are the appropriate six engines on which to focus to generate jobs and raise household incomes?

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Advanced Education and Research & Development	42 33.3%	29 23.2%	17 13.6%	5 3.9%	1 0.8%	94
Ocean and Marine Sector	39 31.2%	32 25.4%	15 11.9%	3 2.3%	4 3.1%	93
Experiential Tourism	41 32.3%	35 27.7%	12 9.5%	3 2.3%	4 3.2%	95
Government	23 18.2%	39 30.8%	17 13.3%	5 3.9%	10 7.8%	94
Technology	54 42.4%	28 21.9%	9 7.1%	2 1.6%	1 0.8%	94
Entrepreneurship, Start-Ups and Social Enterprise	59 46.4%	21 16.5%	11 8.6%	2 1.6%	0 0.0%	93

Comments

Response	Count
	29 responses

Downtown Uvic Campus - Major Art gallery - use of space on the waterfront - its time to spend money to make money...

Again, with such limited economic development resources you should only consider startups over the next four years. You could accelerate ten startups annually for \$250K as a bench mark.

"Experiential Tourism" is so buzzy and vague in your outline. Is it whalewatching?

So much of this happens outside of the borders of Victoria. In fact many of the crucial pistons in your engines are outside the borders of the city (UVIC, RR, Airport, Navy Base, most Marinas, for example). What can Victoria really do about the Government?

You need to define "Social Enterprise" much earlier in your document. Most people probably have no idea what it is.

I would add Green energy/Sustainable development to the list

The city of Victoria should not be overtaken by the Harbour authority and the cruise industry. Our city does not exist for the pleasure of cruise ship passengers.

Governments at all levels will continue to shrink. We to not include in any sustainable economical plan we do

Easier to improve/assist currently successful areas than to invent new ones

I was surprised that the sectors weren't chosen from the three highest-grown sectors listed in the appendix of the report. It seems as though the sectors that are currently growing are likely our best bet for future growth.

I am not sure experiential tourism is the only/best focus. I would suggest "accessible" tourist experiences is the better approach. Let's become the first place anywhere to offer opportunities for people with mobility challenges - an extremely large and growing segment of the population. Also "government" feels like a finite sector - it is unclear to me what 'growing' it would really look like.

Ensure that there are no derelict stores or buildings in the downtown core, even to the point of free occupation by those who wish to try a business venture, or show their hobby interests.

Strengthen partnerships and knowledge sharing and distribution between business and non-profit / NGO organizations. It is essential to create higher effectiveness and performance in the non-profit / NGO sector.

While government is indeed the single biggest creator of employer and leaser of office space and no doubt likely be, it is still a considerable number of eggs in one basket. May want to consider taking steps to up the ante on the percentages the other engines generate and contribute to economic benefits.

I particularly like the focus on experiential tourism, rather than just "tourism" in general.

all good sectors

WhAt about development?

Government should try to set an example for business but should not be relied on to generate jobs and raise household incomes. Government wages skew a city's idea of what wages should be. Business should

lead economic change with government as a partner.

there is nothing about the arts and culture which is shocking or disturbing. This is what creates the fibre and vitality of any community and to have missed this is a huge oversight.

Commit money where it will do the most good. Don't invest more than is necessary.

I think the Advanced Ed and Government sectors can take care of themselves--taxation consumes private resources available for investment--I wouldn't want to see massive investment to make things easier for entities funded primarily by taxes

City is neither qualified or should it try to "drive businesses". That should not be its role. Victoria has a track record of playing favorites with businesses. This is not as it should be. The City needs to create a level playing field. Get out of the business of subsidies for businesses.

Experiential tourism should include cycling and walking- a key part of the experience of living here

As an institution, UVic is active in all of the engines across all regions. With an annual economic impact of \$3.2 billion, UVic welcomes the opportunity to work with the City of Victoria, and all other municipalities, to enhance the economic impact across the region. We agree with the Engines identified and believe they align well with our own strategic plan and priorities. While UVic is engaged in all of these Engines with meaningful work being done in all of them, there is an opportunity to collaborate and enhance the programs and services being offered.

1. Growing government?!? Either the City of Victoria takes a direct hand in this by expanding its services, or it lobbies the governments of British Columbia and Canada to locate more offices within the City. The former is your own call, but the latter is a fool's errand.

2. The best opportunities for a vibrant economy is in new ideas. They might be in any sector, but the role of government needs to be to support that, rather than imposing barriers and disincentives. The "Entrepreneurship, Start-Ups and Social Enterprise" category captures that mindset.

These are all good, but are a linear, mechanistic approach to economic development. 'Engines' are created, driven, adapted and maintained by people....this reflects an institutional, problem-based approach.

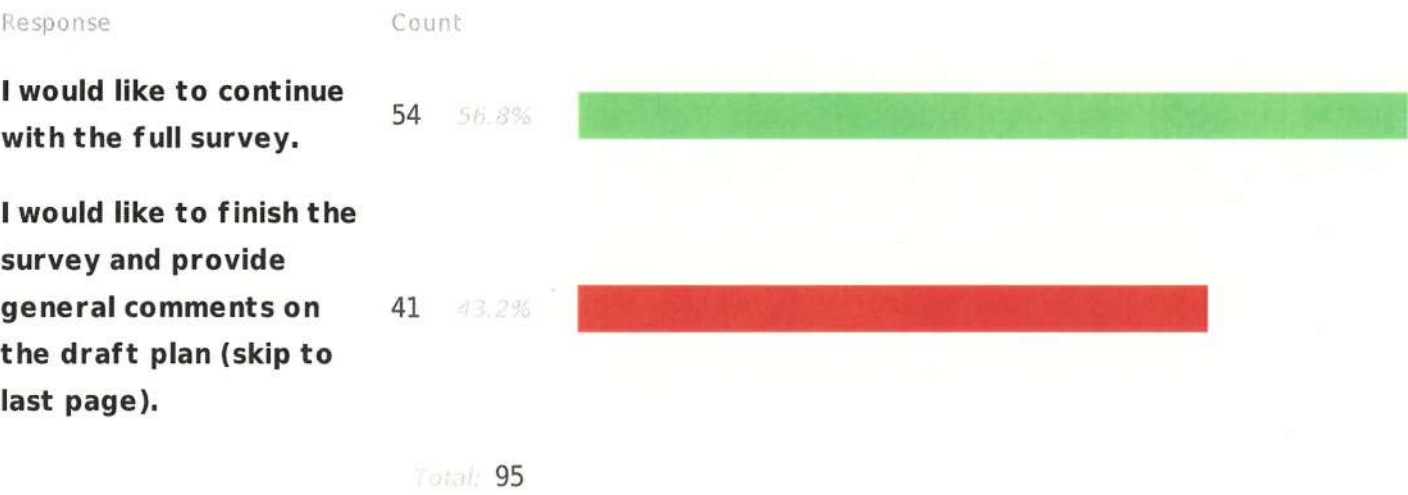
How are you actually going to get people hired into these jobs?

Arts/culture should be a primary engine as well, not merely spill-over. It contributes to a region's economic resilience just as any sector.

Sounds like you'd like to be transparent at the municipal level which sounds good. How about a focus on Eco tourism? Sustainability re housing and/ or transportation etc

With the push on increasing tech business growth in Victoria, I worry a lot about the effects of gentrification and increased rents. This has been a major issue in the Bay Area because of Silicon Valley and housing is already so unaffordable in Victoria. I also worry about too much focus on Tourism, which can be volatile depending on global economic markets and such.

Health and wellness for the community can be an economic engine comparatively with the rest of Canada and North America. One of the things the Pacific Northwest is known for is our level of health. Let's capitalize on these programs contributing to that, and include mental health and care in that equation (as mental health and exercise go hand-in-hand).



Do you agree with the proposed Advanced Education and Research & Development objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Retain and put to work locally the benefits of the commercialization of the research and development at Victoria-area post-secondary institutions.	19 45.2%	14 33.3%	7 16.7%	1 2.4%	1 2.4%	42
Make obvious the pathways from university curricula to meaningful careers in Victoria.	22 52.4%	18 42.9%	0 0.0%	2 4.8%	0 0.0%	42
Better understand the unanswered questions that matter to the Victoria community and engage post-secondary institutions in the search for answers to those questions.	22 52.4%	11 26.2%	7 16.7%	1 2.4%	1 2.4%	42
Create a downtown campus for post-secondary institutions.	17 40.5%	10 23.8%	9 21.4%	5 11.9%	1 2.4%	42

Is there anything that can be improved?

Response	Count
	14 responses

Create a downtown campus for post-secondary institutions. YES!

In my experience this must be driven by private investment and the city should take a non leadership supportive role here, therefor I suggest you consider not applying any Ec Dev resources here at this time.

I would argue that the current relative economic stagnation is mainly due to an over-abundance of qualified talent in the region, combined with a lack of meaningful employment. Every decent job receives dozens, if not hundreds of qualified applicant. What is really needed is true economic stimulation that would create

more employment. Victoria still feels like a village in many respects. Unless a qualified person has significant connections in any given field, it is EXTREMELY difficult to find meaningful employment in one's field (speaking from experience). As a result, I have had to create my own employment, which is relatively precarious and does not pay enough, considering the high cost of living.

Given the similarities between the university / college and city as institutional operating entities, it is essential that universities in particular become more open and willing to share and develop intellectual property and increase effective commercialization between the university and the business and non-profit sectors. As a professional who is passionate and driven to create organizational excellence, it is essential to cultivate more entrepreneurial thinking and ways of operating in institutional organizations....we could name it 'corporate entrepreneurship'...there are many good things to be gained by combining the best of institutional management and entrepreneurial spirit and ways of doing business.

Camosun and UVIC should create campuses downtown not the City.

A downtown campus for post-secondary? This is the first I've heard of such a thing. Has there been a cost-benefit analysis of this?

University education is actually, outside the professions, pretty irrelevant to finding employment. Strengthen co-op programs and ensure universities are providing opportunities to develop skills to work in teams, independently solve problems and engage with what is going on in the community

We believe there is an opportunity for dialogue regarding a post-secondary presence in the downtown core, however, we think there are other ways of achieving this objective that wouldn't require a physical campus.

Stop pandering to street people, throwing money at every issue, particularly the homeless, has made things exponentially worse. Solving homeless, when they only want to party, isn't a plan that will work, only if unicorns are rinning the government. There were ~200 street people in 1990's, the good reverend , who lives in Sooke, broughtus a \$20,000.00 homeless solution that brought the total to ~5,000, now you want to throw \$50,000.00 and actualy say your going to solve homelessness? You are hopelessly naive to believe this drivel, just like bringing the Syrian refugees in because you saw a picture that insulted your senses. What abotu the 4 million in refugee camps along the borders or the woman being raped and sold makes along with their families as slaves, no problem because you didn't see a picture, you should be ashamed of yourselves for your ignorance, the premier included. NDP always thrthrows money but never considers the unintended consequences. Solve homelessness, what about the single mothers, pensioners and aboriginals who have to struggle, but don't have advocates and INVISIBLE to the NDP? Give your collective heads a shake before you clowns pat yourselves on the back for a job well done. You probably don't even live downtown, but havre all the answers! CLUELESS!

I think that we need to not just highlight "university" curricula. We have a large community college in this region and I think that what is happening at that level is of utmost importance.

'Education' is complex and multi-facetted, ranging from informal to formal, which is NOT reflected in this

narrow institutional perspective. Victoria is a place of life-long learning, and this needs to be fostered in all of its dimensions!!!

Programs to hire graduates directly out of post-secondary institutions.

Emphasize downtown campus! It should be a centrepiece from citystudio-style youth centre to adult continuing studies to open community forum

Integrating students with community and civic life. As a former student, I know it's hard for many to "think outside the ring" (i.e. ring road at UVic) and get involved with what's going on politically and socially in the municipalities. We want them to be able to stay in the community and profit from it, but they also must know, understand, and care about that community as well.

Is there anything that is missing?

Response

Count

10 responses

Private equity.

See above.

Having newly arrived in Victoria and finally returning to my beloved B.C., I am at an early stage of understanding the drivers and dynamics that underlie the business, social and institutional culture that is Victoria...a beautiful and resource rich city with significant potential, and lots of work to be done to realize this possibility.

I would suggest that a focus be placed on post-secondary institutions and co-op placements to help those with education gain practical experience as they will need it in this labor market.

There was no comparison about other cities and the % of students who stay or leave. You need to substantiate data.

Yes. More information about a downtown post-secondary campus. Are there any architectural drawings yet?

Intelligent politicians, instead of Politically correct morons!

See above...life long learning as a focus. This would much more accurately describe the landscape. I'm an advocate for Victoria to become a Learning City, a UNESCO designation, that over 1000 cities around the world have adopted. Let's be bold and innovative.

Personal information

as well as providing many learning/training/educational offerings to business, NP, and governments.

See above

It should be inviting to the public to encourage continues learning, ie the complete opposite of our current sequestered campuses

Do you agree with the proposed Advanced Education and Research & Development actions:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Create an inventory of linkage opportunities between Victoria businesses and organizations and post-secondary institutions.	21 52.5%	13 32.5%	3 7.5%	2 5.0%	1 2.5%	40
Partner with co-op programs and other job-placement opportunities to place post-secondary students in Victoria businesses and organizations.	26 65.0%	9 22.5%	2 5.0%	2 5.0%	1 2.5%	40
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.	14 35.0%	12 30.0%	10 25.0%	3 7.5%	1 2.5%	40
Partner to create a post-secondary presence downtown including but not limited to teaching and research facilities, incubation opportunities, continuing studies / life-long learning, student housing, and a City Studio (www.citystudiovancouver.com).	17 42.5%	11 27.5%	6 15.0%	4 10.0%	2 5.0%	40
Implement Mayors Task Force on Housing Affordability Recommendations to increase supply of workforce housing.	23 57.5%	6 15.0%	7 17.5%	0 0.0%	4 10.0%	40

Is there anything that can be improved?

Response	Count
	10 responses

Again your missing the private equity investment link so this will be a long exercise with limited economic impact.

There is much emphasis here on the linkages between post-secondary institutions and businesses, which would facilitate the job search for graduates. However, what is the plan for people who have many years of experience in a field and cannot find a decent job? Seems to me that this category falls through the cracks.

Speaking as a man committed to lifelong learning, and as a specialist in the area of mentoring, including education and training, and program design and implementation, it is essential that we accelerate and expand strategic mentoring among multiple stakeholder groups in all sectors. Creating a robust and sustainable mentoring culture, which is at the heart of a learning organization, and fundamental to most high performance organizations, has significant and lasting impacts. Thank you.

bursary for co-ops to take place in small business and social enterprises that may not be able to afford co-op

Maybe a new dormitory? Another fraternity? A new expansion?

We are in support of all the Actions noted and believe that through programs being developed at UVic, such as our newly formed Office of Community University Engagement, we can work collaboratively. OCUE reflects the university's commitment to socially responsive research, community- university engaged scholarship and interdisciplinary innovation allowing the opportunity to match research and education with societal need.

See above

Think bigger, be bolder, and include the entire range of learning, professional and personal development opportunities.

These are all indirect methods of addressing the problem.

Open civic education on how the city operates and meets its infrastructure needs; direct link from research to service development to meet upcoming needs, for example green roof conversion, urban/vertical agriculture, continued sewage improvement etc

Is there anything that is missing?

Response

Count

9 responses

Private equity.

See above

many students are underemployed... can we think about those that have graduated recently and are either underemployed and/or not working in their sectors?

Focusing post-secondary research/programming to address deficits in Victoria-specific social issues such as harm reduction, homelessness and mental health/addictions.

A good projection for how many new students/workforce there will be. New dorms or schools etc. should be built only if there is enough demand.

Again see above, its ridiculous we have to put up with people partying in our parks and lowering housing prices for those who work for a living. Stop pandering you only make it worse< how come you can't see the obvious? Why do we need to barricade our doors and clean up feces? Build it and they will come! They already are here with more to come with your silly announcements.

Increase access to post-secondary education for first nations communities.

See above comments....there is NO recognition of the scope, depth and breadth of nonformal, informal learning that is now in Victoria and could be enriched significantly through marketing, branding, promoting the City as a learning city. This links to all the 6 engines, as ongoing training/development, incubation is essential.

A dedicated program to slot graduates into the careers they trained for and were promised!

Do you agree with the proposed Advanced Education and Research & Development metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Increase in number of students who find well-paying jobs in Victoria after graduation.	20 50.0%	13 32.5%	6 15.0%	0 0.0%	1 2.5%	40
Increase in co-op placements in Victoria businesses and organizations.	20 50.0%	15 37.5%	4 10.0%	0 0.0%	1 2.5%	40
Increase in number of students who start businesses in Victoria after graduation.	17 42.5%	16 40.0%	5 12.5%	1 2.5%	1 2.5%	40
Increase in local use and commercialization of products and technologies developed in post-secondary institutions	19 47.5%	9 22.5%	11 27.5%	0 0.0%	1 2.5%	40

Is there anything that can be improved?

Response	Count
5 responses	

Understand how private equity drives this and the reason this isn't happening already is because of a lack of private equity and investment vehicles in Victoria.

Using specific sectors/parameters of above mentioned points. There are sectors in Victoria that are over-saturated - ie. holistic health care BUT sectors that are under-served - ie. GPs

Maybe lower taxes for entrepreneurs?

Expand the scope to encompass community engagement

Actually hire students and graduate, especially locals!

Is there anything that is missing?

Response	Count
	6 responses

Private equity.

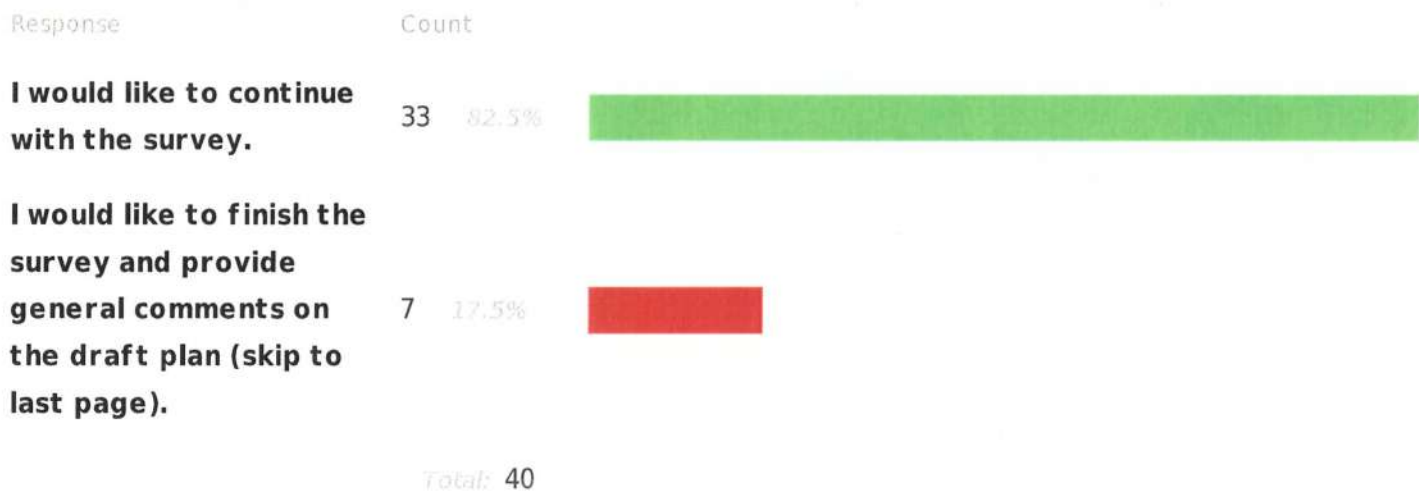
Another tax credit/benefit/reward/grant for studying and staying on Vancouver Island.

Increase in number of interdisciplinary research projects that meet a community need.

There is no mention of the 'plural sector', i.e. the nonprofit and civil society presence and contribution. One example, ICA provides essential training to new immigrants and refugees.

Again, a program to hire students and graduates, especially locals from working class backgrounds.

Links for arts and humanities, to strengthen democratic awareness and keep business human



Do you agree with the proposed Ocean and Marine sector objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Identify new marine educational programs and how to improve existing programs consistent with the institutes' existing academic calendars.	15 48.4%	6 19.4%	7 22.6%	0 0.0%	3 9.7%	31
Identify new technologies or how to significantly improve existing technologies that are used within the marine sector.	16 51.6%	8 25.8%	6 19.4%	0 0.0%	1 3.2%	31
Expand or modernize marine facilities, improve existing products, or develop new products that can be used in the marine sector.	17 54.8%	4 12.9%	8 25.8%	0 0.0%	2 6.3%	31
Become known as "Canada's Ocean City" and a global knowledge hub for the ocean and marine sector and capture share of global emerging interest.	15 48.4%	7 22.6%	6 19.4%	1 3.2%	2 6.3%	31
More aboriginal people employed in all aspects of the sector.	14 43.8%	8 25.8%	6 19.4%	1 3.2%	3 9.7%	32

Is there anything that can be improved?

Response	Count
	6 responses

A marine industry leakage analysis.

More hiring of all ethnic peoples is the best and right thing to do.

Canada's 'Ocean City' on the West Coast will probably always be Vancouver, unless we turn our island into Lower Manhattan, which would facilitate the need for better sewage treatment.

Consider separating 'oceans' and 'marine' within the Objectives (i.e.: first objective)

See my previous comments that this is a linear approach to economic development...good action steps, but it is not clear to me how the leadership and people-power will be mobilized.

Improving technology is great but we don't need substantial increased traffic of large ships. We are too small, that would only burden our industrial capacity and generate industrial sprawl.

Is there anything that is missing?

Response

Count

5 responses

Private equity.

Canada's ocean city? Not going to happen Newfoundland, Halifax, Montreal are much better positioned for this

A better explanation of what a 'global knowledge hub' would really look like.

Leverage revenue opportunities through collaboration with ONC (i.e.: international business partnerships; international ocean-related conferences; ocean exhibit area in Steamship terminal)

Build capacity & knowledge (i.e.: engage Coastal / First Nations communities to monitor ocean environments; utilize community mapping initiatives to incorporate traditional knowledge into a better understanding of ocean/coastal environment)

A vision for partnerships, leadership and collaboration.

Do you agree with the proposed Ocean and Marine sector actions:

Variable

Strongly

Agree

Agree

Neither Agree or

Disagree

Disagree

Strongly

Disagree

Facilitate connections

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
between Advanced Education and Ocean and Marine Sector to increase the supply of local, specialized skills and knowledge that this engine needs.	12 40.0%	13 43.3%	3 10.0%	0 0.0%	2 6.7%	Total: 30
Streamline land use and businesses processes at City Hall.	13 41.9%	9 29.0%	4 12.9%	3 9.7%	2 6.3%	Total: 31
Connect with other leading ocean and marine cities by hosting events and encouraging companies to locate additional branches in Victoria.	15 50.0%	10 33.3%	2 6.7%	1 3.3%	2 6.7%	Total: 30
Highlight environmental practices and advancements and relationship between clean-tech / software development and the Ocean and Marine Sector.	16 53.3%	10 33.3%	2 6.6%	0 0.0%	1 3.3%	Total: 29
Continue to provide opportunities for Esquimalt and Songhees peoples to participate in sector through job and skills training and hiring practices.	15 50.0%	6 20.0%	6 20.0%	1 3.3%	2 6.7%	Total: 30
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. a	10 33.3%	13 41.3%	3 9.4%	1 3.0%	3 9.0%	Total: 30

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).

Strongly Agree Agree Neither Agree or Disagree Disagree Strongly Disagree

Is there anything that can be improved?

Response

Count

4 responses

Victoria waterfront needs a masterplan. Recycling and low end products shouldn't be in the area. Need to provide more on-water eating/drinking options.

On the topic of connections between education and the industry- In Prince Edward Island, the aerospace as well as bioscience sectors have worked closely with Holland College to develop timely curriculum to prepare students for the requirements of today and the future. There has been great feedback on how prepared students are to enter the workforce because of this.

Continue the support of acquiring new equipment (graving dock) for vessels up to 150 m. in length and 30 m. wide (C class BC Ferries).

Hire local grads

Is there anything that is missing?

Response

Count

3 responses

Where are the waterfront eating/drinking attractions between Ogden Point and Oak Bay Marina? Outrageous waste and under utilization of this phenomenal asset.

Could the island produce any of it's own diesel or coal? All these new ships will need fuel.

Hiring local grads

Do you agree with the proposed Ocean and Marine sector metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Increase the number of people employed in the sector.	11 35.7%	11 35.7%	4 12.9%	2 6.3%	2 6.3%	30
Increase the number of local companies in the Ocean Networks Canada national alliance.	9 31.0%	12 41.4%	5 17.2%	0 0.0%	3 10.3%	29
Within five years, 10 new private sector companies are created (or relocate here from other cities to better position themselves) in the sector.	11 37.7%	10 32.3%	5 15.6%	2 6.3%	1 3.0%	29
Within three years improve visibility across Canada as Canada's Ocean City (measured by?)	9 32.1%	8 28.6%	7 25.0%	1 3.6%	3 10.7%	28

Is there anything that can be improved?

Response	Count
	4 responses

The sector working with multiple stakeholders, especially with governments, must advocate and demand stronger safety protocols to protect the beautiful waters that make our home special and precious.

Halifax has already tried using "Canada's Ocean City" before though not has a full branding or communications campaign.

<http://www.halifaxpartnership.com/en/home/Invest/economy-sectors/default.aspx>

There might be more of an opportunity for a niche market in ocean and marine technology that isn't so wide spanning.

Making us the 'Ocean City' would require building a bridge to Vancouver. In microcosm, this would be comparable to building our own 'Chunnel'.



Is a metric needed to reflect engagement of First Nations communities within the actions related to this Engine?

Is there anything that is missing?

Response	Count
	2 responses

How about some underwater domes so we could become the new Atlantis?

Metrics specific to revenue generation due to leveraging the presence of ONC and the reputation as a international research hub for oceans.

Response	Count	
I would like to continue with the survey.	29 90.6%	
I would like to finish the survey and provide general comments on the draft plan (skip to last page).	3 9.4%	
Total: 32		

Do you agree with the proposed Experiential Tourism sector objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
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.)	9 34.6%	10 38.5%	6 23.1%	0 0.0%	1 3.8%	26
Make Victoria a year-round tourist destination; achieve a sustained off-season occupancy rate of 59% by winter 2017.	10 38.5%	10 38.5%	5 18.9%	0 0.0%	1 3.8%	26
Have customs pre-clearance in place at all regional facilities.	11 42.3%	10 38.5%	3 11.5%	1 3.8%	1 3.8%	26
Dramatically increase the number of businesses and events that offer authentic #onlyinVictoria products and unique experiences.	8 30.8%	9 34.6%	7 26.9%	2 7.7%	1 3.8%	27
Become a homeport to small boutique cruise ships.	10 37.0%	7 25.9%	6 22.2%	2 7.4%	2 7.4%	27
Further diversify Victoria's tourism economy including food, beer, and wine tourism, and other experiential opportunities.	13 48.1%	8 29.6%	2 7.4%	3 11.1%	1 3.7%	27
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.

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
15	8	2	0	1
57.7%	30.8%	7.7%	0.0%	3.8%

Total: 26

Is there anything that can be improved?

Response

Count

4 responses

AS before, greatly improve waterfront services between Ogden Point and Oak Bay.

have you ever tried to eat after 9 pm? Find suppliers for Victoria made products? There are a proliferation of malls. Visitors comment on the ghastly appearance of Douglas St, the terrible welcome by street people and the vacant store fronts. Government St is just tshirt shop after tacky souvenir shop. People see this and comment. We need to broaden the city so there are things to do before 10 or 11 am an after 8 pm. The fact that arts and culture is missing from this report is highly shocking. However, the group that wrote it are "old boys club" there was no call for public representation and no new thinkers - it was the same old same old.

Customs pre-clearance may run into large problems with both U.S. and Canadian Federal Governments. Maybe just hire more personnel to make the current system as convenient as possible.

The scope and depth of what 'experiential tourism' is....there is NO mention of the number of people who come to conferences, training sessions, professional and personal development offerings by a wide variety of institutions, organizations and businesses...many of which are social enterprises!!!

Is there anything that is missing?

Response

Count

4 responses

Private Equity

Tourism inflates the price of ordinary products and services that have been re-branded as 'experiential', which negatively impacts the local economy/purchasing power, especially low income earners, namely tourism employees and the like. Victoria's reliance on tourism in the absence of true economic diversification (substantial tech or industry) is the typical model for boom-bust seasonal cycles of the tourism sector. Be cautious investing too much in tourism.

More money for global advertising?

See comment above....a full and complete recognition of what 'tourists', visitors to this region may be looking for!

Do you agree with the proposed Experiential Tourism sector actions:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Deliver effective sales and marketing to help drive year-round accommodation and sector occupancy.	8 30.8%	12 46.2%	4 15.4%	1 3.8%	1 3.8%	26
Continue to emphasize shoulder season reasons to visit such as Halloween, Christmas and Valentine's Day.	8 30.8%	12 46.2%	2 7.7%	2 7.7%	2 7.7%	26
Create a customs pre-clearance pilot at Belleville Terminal as a step towards pre-clearance at all regional facilities (Ogden Point, Victoria International Airport).	12 46.2%	11 42.3%	1 3.8%	1 3.8%	1 3.8%	26
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.	11 42.3%	12 46.2%	1 3.8%	1 3.8%	1 3.8%	26
Make it easier to do events and open businesses. Specifically create a 'how-to' events guide.	13 50.0%	10 38.5%	2 7.7%	0 0.0%	1 3.8%	26
Profile Victoria's natural capital and ecotourism opportunities.	16 61.5%	6 23.1%	2 7.7%	1 3.8%	1 3.8%	26

Is there anything that can be improved?

Response

Count

6 responses

What worries me is eco-tourism = more whale watching boats. There are already a floating ghetto around the pods in the summer and its not a healthy experience. Improving winding road to Port Renfrew is needed to move traffic west.

Yes stop nickle and diming us - let us have free sandwich board, a free license - do you really need \$25 that badly? That's the equivalent of selling 100 postcards!

Ugh! 'Natural capital' is an indicator of an unimaginative task force - attaching monetary labels to ecology perpetuates a consumerist ideology, which is counter to the emerging climate adaptive mindset.

People will always want tacky tourist stuff, providing it's locally made, and not manufactured abroad (guess where).

See comments above....expand scope to include all visitors to this region, who come for learning and development in a range of topics, focus.

Tourism is fickle. Isn't there something better we can be doing?

Is there anything that is missing?

Response

Count

4 responses

Older people don't want whale watching boats and scuba diving. They want more eco if you call Butchart Gardens eco.

More tax breaks for local cottage industries.

Ongoing stewardship and protection of Victoria's natural capital, do not commodify!

Yes...see above comments. Obvious links to other 'engines', all of which bring people to this area...not just from cruise ships.

Do you agree with the proposed Experiential Tourism metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
70% occupancy by 2017.	8 32.0%	9 36.0%	7 28.0%	0 0.0%	1 4.0%	Total: 25
59% winter occupancy by 2017.	8 32.0%	9 36.0%	7 28.0%	0 0.0%	1 4.0%	Total: 25
Pre-clearance pilot project in place at Belleville Terminal.	10 40.0%	10 40.0%	3 12.0%	1 4.0%	1 4.0%	Total: 25
Increase in number of #onlyinVictoria products, services and experiences.	7 25.9%	14 51.9%	4 14.8%	1 3.7%	1 3.7%	Total: 27

Is there anything that can be improved?

Response	Count
	3 responses

If the intent of #onlyinVictoria means value-added locally manufactured/funded (local capital) products and services, then yes.

More occupancy will mean more hotels being built. Hotels cost money. Has anyone been contacted who can put up the funds?

See above.....envision the potential of Victoria as a 'learning city'.

Is there anything that is missing?

Response	Count
	2 responses

Cost-benefit analysis and financial projections. How many new tourists will be coming? How much money will be made/required?

Yes, lots...a very narrow perspective. For example, how many people come to conferences here...are they 'tourists'...how are they accounted for?

Response

Count

**I would like to continue
with the survey.**

28 100.0%



Total: 28

Do you agree with the proposed Government objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Amenity-rich downtown Victoria is the most desirable location in the province for government offices.	8 29.6%	7 25.9%	8 29.6%	3 11.1%	1 3.7%	Total: 27
Belleville Terminal is revitalized through partnerships between the City, the private sector, and the provincial and federal governments.	11 40.7%	13 48.1%	2 7.4%	0 0.0%	1 3.7%	Total: 27
Ship Point has a world-class outdoor performance space in partnership with the provincial government, and the private sector.	9 34.6%	11 42.3%	4 15.4%	1 3.8%	1 3.8%	Total: 26
The provincial government is an early adopter and terrific 'first customer' for locally developed solutions and products.	10 37.0%	10 37.0%	4 14.8%	2 7.4%	1 3.7%	Total: 27

Is there anything that can be improved?

Response	Count
	6 responses

Get unnecessary govt offices out of downtown, including city workers. The buildings are cheap, plain and ugly.

Create a culture of excellence in the City of Victoria government ...now that would be something worth focusing on.

All good ideas. But make sure not to leave the rest of the island out.

Focus less on solely downtown. Increase efforts to revitalize north end of downtown into Burnside Gorge & Douglas Corridor as a gateway to Vic

The 'government' sector in Victoria is a rich resource...and this is a very narrow set of objectives. What partnerships, how will the collaboration occur?

Hiring local grads into government positions

Is there anything that is missing?

Response

Count

4 responses

Expand and improve Ogden Point Cruise Ship facilities to accept more ships at once

More government offices in Nanaimo or another Chamber of Commerce elsewhere on the island will help small rural businesses to be included.

Any reference to links to other municipalities and the regional government. [seems inconsistent with the stated intention for more collaboration and integrated service delivery across the region]. There is NO mention of the non-profit sector.

A program to hire local grads into government positions.

Do you agree with the proposed Government actions:

Variable

Strongly Agree

Agree

Neither Agree or Disagree

Disagree

Strongly Disagree

Continue to invest make downtown Victoria welcoming, amenity rich, and vibrant.

14

11

1

0

0

53.8%

42.3%

3.8%

0.0%

0.0%

Total: 26

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Facilitate development that supports the retention and relocation of government offices to Victoria.	8 30.8%	7 26.9%	6 21.1%	2 7.7%	3 11.5%	26

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Develop Belleville Terminal Action and Funding Plan in partnership with private sector and provincial and federal governments.	10 40.0%	11 44.0%	3 12.0%	0 0.0%	1 4.0%	25

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Develop plan for Ship Point and work with the private sector and provincial government, and private sector to fund it.	10 40.0%	11 44.0%	3 12.0%	0 0.0%	1 4.0%	25

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
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.	9 34.6%	12 46.2%	3 11.5%	1 3.8%	1 3.8%	26

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Complete a conditions and amenity survey with the Ministry of Technology, Innovation and Citizens' Services to better understand Provincial location decision priorities.	7 26.9%	8 30.8%	9 34.6%	1 3.8%	1 3.8%	26

Is there anything that can be improved?

Response

Count

3 responses

Do the conditions and amenity survey, do the project, and then keep surveying as a way to track progress.

see above comments

See above

Is there anything that is missing?

Response

Count

2 responses

Maybe an oversight committee to make sure that ministries & companies are not just poised but in fact move forward to participate in the BC Developers Exchange.

see above comments....collaborations with other municipalities, region, and recognition of nonprofit sector as a significant economic player.

Do you agree with the proposed Government metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
See the development of more than 250,000 square feet of new, provincial government oriented offices within the City of Victoria by 2019.	7 26.9%	4 15.4%	7 26.9%	3 11.5%	5 19.2%	26
Expand the aggregate square footage occupied by Provincial/Federal/Municipal government and government-related occupants from 3,057,697 sf to 3,400,000 sf by 2019.	6 23.1%	5 19.2%	7 26.9%	4 15.4%	4 15.4%	26
There is a 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.	9 36.0%	10 40.0%	3 12.0%	1 4.0%	2 8.0%	25
Ship 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.	10 40.0%	12 48.0%	2 8.0%	0 0.0%	1 4.0%	25

Is there anything that can be improved?

Response

Count

4 responses

Need to stop depending on government jobs

Make sure to track the progress being made, so that cost overruns are minimal.

Attract non-profits, social entrepreneurs more intentionally...

Hire local grads

Is there anything that is missing?

Response

Count

4 responses

Plan to help us deal with the fact that there will be less government employment in the future

A watchdog group to ensure that the 'initiative' turns into an actual plan.

see above.

A program to hire local grads

Response

Count

**I would like to continue
with the survey.**

27 100.0%



Total: 27

Do you agree with the proposed Technology sector objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Victoria has a strong supportive community of peers that are willing to share and support current and future tech leaders.	11 40.7%	11 40.7%	2 7.4%	1 3.7%	2 7.4%	27
Victoria is known globally as a thriving hub of innovation.	8 29.6%	6 22.2%	7 25.9%	4 14.8%	2 7.4%	27
Home-grown and innovative companies remain in Victoria.	13 48.1%	3 11.1%	6 22.2%	4 14.8%	1 3.7%	27
Investment-ready companies have no trouble raising capital in a timely manner.	8 30.8%	4 15.4%	8 30.8%	4 15.4%	2 7.7%	26

Is there anything that can be improved?

Response Count
3 responses

Everything.

Victoria is globally known as a tourist destination. We're not Switzerland. Home-grown companies in Victoria sometimes thrive and sometimes die.

Recognize the linkages between technology and education...there is incredible investment to be fostered.

Is there anything that is missing?

Response Count
4 responses

Private Equity.

Lower expectations for total output. I agree that it is fairly easy and very safe to invest in the Canadian economy, but the 'no trouble' thing sounds a little too strong. Investors will get the money, but not as quickly as they would in the United States or China.

Attract HQP (highly qualified personnel) to the region.

What aspects of technology are being targetted? Where/what are the focal points?

Do you agree with the proposed Technology sector actions:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Continue to support and foster a supportive community of peers that are willing to share and support current and future tech leaders.	13 48.1%	10 37.0%	2 7.4%	0 0.0%	2 7.4%	27
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.	11 40.7%	8 29.6%	5 18.5%	0 0.0%	3 11.1%	27
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.	14 51.9%	7 25.9%	4 14.8%	0 0.0%	2 7.4%	27
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 bootstrapping and sales development.

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
12 44.4%	7 25.9%	6 22.2%	0 0.0%	2 7.4%	27

Focus actions and investment on the affordability and liveability of the Victoria (transportation, infrastructure, culture) so that we can continue to attract the leaders and talent we need to grow the tech sector.

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
16 59.3%	5 18.5%	3 11.1%	1 3.7%	2 7.4%	27

Is there anything that can be improved?

Response

Count

5 responses

Everything

Make sure the Better Business Bureau and Chamber of Commerce are encouraged to continue in their good work as the tech sector grows.

Include 'retention' within the Actions (i.e.: attracting and 'retaining' HQP and companies)

Focus on what sectors/aspects of the technology sector is being targetted

Victoria's infrastructure because it is archaic

Is there anything that is missing?

Response

Count

5 responses

Private Equity period.

A strong sense of teamwork is important here, let's make sure it is fostered further.

Develop innovative programs to attract HQP.

see above...specific targets...and links to other 'engines', all of which are part of technology

Infrastructure investment and development budget and plan

Do you agree with the proposed Technology metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Number of significant tech company acquisitions.	8 32.0%	4 16.0%	8 32.0%	3 12.0%	2 8.0%	Total: 25
Number of acquired companies that remain local.	9 36.0%	7 28.0%	6 24.0%	2 8.0%	1 4.0%	Total: 25
Number of tech companies located in downtown.	6 24.0%	6 24.0%	9 36.0%	2 8.0%	2 8.0%	Total: 25
Number of new business licences for tech companies.	4 16.0%	10 40.0%	7 28.0%	3 12.0%	1 4.0%	Total: 25
Amount of local capital invested in local companies.	13 52.0%	7 28.0%	3 12.0%	2 8.0%	0 0.0%	Total: 25
Amount of outside capital invested in local companies.	10 40.0%	6 24.0%	5 20.0%	3 12.0%	1 4.0%	Total: 25

Is there anything that can be improved?

Response

Count

4 responses

Everything

While new business licences for tech companies is a good indication of people starting businesses, many companies (especially technology) fizzle out soon after their beginning. There should also be a way to keep in touch and measure whether these companies are still active.

Be careful not to levy too many new taxes, as this will slow growth.

Hiring local talent

Is there anything that is missing?

Response

Count

4 responses

Private Equity

More Government regulation in these fast-growing sectors. Growth like this needs to be tracked.

Percentage of persons working in tech in Victoria with and without local education

Measure local tech services provided by local firms vs imported tech services; exported services

Response

Count

I would like to continue with the survey.

25 92.6%



I would like to finish the survey and provide general comments on the draft plan (skip to last page).

2 7.4%



Total: 27

Do you agree with the proposed Entrepreneurship, Start-Ups and Social Enterprise sector objectives:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Victoria is the easiest place in Canada to start a business.	5 19.2%	12 46.2%	4 15.4%	3 11.5%	2 7.7%	Total: 26
Victoria is a place where there are all the supports needed for a good idea to become a good livelihood.	9 33.3%	11 40.7%	0 0.0%	5 18.5%	2 7.4%	Total: 27
Start-ups, scale-ups and businesses are well funded.	7 26.9%	11 42.3%	2 7.7%	3 11.5%	3 11.5%	Total: 26
Investors looking for projects can find them easily and have a range of choice on the risk and return spectrum.	7 26.9%	11 42.3%	3 11.5%	1 3.8%	4 15.4%	Total: 26
Victoria is a social innovation zone producing high-quality products, solutions and services that create social good and big revenues.	12 46.2%	6 23.1%	4 15.4%	2 7.7%	2 7.7%	Total: 26
Victoria has more businesses run by and/or employing Songhees and Esquimalt peoples.	9 34.6%	7 26.9%	6 23.1%	1 3.8%	3 11.5%	Total: 26

Is there anything that can be improved?

Response	Count
	5 responses

" big revenues" isnt always a good thing...

Everything.

Perception in other cities is that Victoria is beaurocratic, old fashioned and nimby-ist. probably referring more to Oak Bay but outsiders don't know the difference. Not a youthful vibe.

Let's not get too big for our britches. We are not Toronto. Larger cities on the Canada mainland are usually easier places to start new businesses. Here, let's do what we can.

Make the connection to livability and well being.

Is there anything that is missing?

Response

Count

4 responses

Private Equity

"Victoria has more businesses run by and/or employing Songhees and Esquimalt peoples." More businesses compared to whom? I haven't seen any reports that state what this refers to.

Incubation space available in downtown core for start-ups.

Procurement program in place that encourages purchasing from small companies.

A recognition of what exists now...need for an inventory. Also recognize the diversity of the 'plural sector' .
Involvement and partnership with the Social Planning Council is not mentioned...

Do you agree with the proposed Entrepreneurship, Start-Ups and Social Enterprise sector actions:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Create Business Hub at City Hall and continuously improve service delivery based on ongoing customer feedback.	8 32.0%	12 48.0%	2 8.0%	0 0.0%	3 12.0%	Total: 25
Build a formal inventory of exciting investment opportunities from across the economic spectrum – from charities to social ventures, to “small giants” to growth companies.	11 44.0%	6 24.0%	6 24.0%	1 4.0%	1 4.0%	Total: 25
Cultivate investors for the full spectrum of investment opportunities.						
In partnership with a local credit union develop a “made-in-Victoria” small business loan and mentorship program.	13 50.0%	6 23.1%	1 3.8%	3 11.5%	3 11.5%	Total: 26
Establish a Mayor’s Social Enterprise Task Force.	13 50.0%	6 23.1%	3 11.5%	2 7.7%	2 7.7%	Total: 26
Support Skwin’ang’eth Se’las Development Company (SSD Co) in their efforts to incubate aboriginal-owned businesses.	9 34.6%	10 38.5%	4 15.4%	1 3.8%	2 7.7%	Total: 26

Is there anything that can be improved?

Response Count
6 responses

Everything

Government shouldn't be in the role of deciding which businesses to support, let the market decide that.

yes any task force should have a call for citizen representation not the same 12 people who sit on everything like this report - the were no arts & culture reps, no youth reps, no charity reps - you missed a lot

Customer feedback is fine, but make sure there is also a Government committee that can recommend an internal solution if need be.

Curious how 'made in victoria' loan program would differ from the Community Micro Lending.

yes, and this is why I could not rank the statements...quite vague without any clarity about specific targets/sectors..

Is there anything that is missing?

Response

Count

4 responses

Private Equity

Why was credit unions just mentioned

What about banks

Which local credit union? Are banks or some other financial institutions also an option? I need more information, please.

see above...

Do you agree with the proposed Entrepreneurship, Start-ups and Social Enterprise metrics:

Variable	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
New business licences increase X % year over year.	8 33.3%	7 29.2%	6 25.0%	1 4.2%	2 8.3%	24
X new businesses funded through "made in Victoria" loan program.	9 37.5%	8 33.3%	3 12.5%	2 8.3%	2 8.3%	24
Increase in X% or amount of local wealth invested in local projects.	11 45.8%	8 33.3%	4 16.7%	1 4.2%	0 0.0%	24
Increase in X% or amount of outside wealth invested in local projects.	7 29.2%	7 29.2%	6 25.0%	3 12.5%	1 4.2%	24
Higher rate of businesses renewing licenses (indication of businesses remaining in Victoria).	12 50.0%	8 33.3%	3 12.5%	1 4.2%	0 0.0%	24

Is there anything that can be improved?

Response	Count
	5 responses

Everything

just having more businesses means nothing - we need stable and ongoing business success not new ones that fail

What does "X" stand for? This is too arbitrary. More information, please.

Need to get specific in these metrics

include creating partnerships and collaboration with key stakeholders e.g Social Planning Council, Island Savings [or other credit union], post secondaries etc.

Is there anything that is missing?

Response

Count

3 responses

Private Equity

A breakdown of real numbers here. Businesses renewing licences is a nice idea, but how many? Where? What percentages?

See above.

Is there any additional feedback you would like to provide on the draft economic action plan?

Response

Count

27 responses

being a small business owner just past the one year mark offers an unique perspective on this. Having 10 previous years experience in small business in downtown Victoria its hard because we have a diverse range of business in Victoria. Tourism has changed so drastically and not for the better. The massive cruise ships bring next to no value to any of the made in Victoria business. We have several outdated hotels in our downtown. and some frankly fuck up zoning regulations in old town we are not asking for or inspiring architectural greatness or creativity....

Apply gentle continuous pressure to "local" private equity, assuming you want to move the needle. I would suggest you consider focusing your ec dev resource only on further creating private equity systems. Once that is in place the rest will follow with out any need for further public funding. All resources need to skip admin costs and directly to private equity events.

It's a little dismaying to see the members of the committee/task force is almost 100% from the business sector. Important, yes, but what about their customers?

The implicit trickle-down theory of "lots of entrepreneurs leads to a healthy arts community" is bothersome. There may be an element of truth, or it might be propaganda from market-based view of the arts. My money is on the latter.

The focus on making it easier for post-secondary graduates to find a job locally is entirely worthy pursuit. However, there is not enough emphasis on helping people who have significant experience in a given field to find meaningful employment and affordable housing locally. It is still EXTREMELY difficult for newcomers to find a job in their field if they are not well-connected locally.

The city must protect itself from being overrun by tourism, the Harbour Authority and the cruise ship business. The city should promote tourist businesses and at the same time "follow the money." The profit from tourism should stay in the city. The city should get Federal and Provincial financial assistance to handle its growing homelessness. Free camping in our parks for international travellers should be against the city by-laws.

Don't waste resources and time chasing government jobs they are a dwindling resource

It is "weighty"...even to read as an overview...how can it be written so that it can be read in chunks...read by all...be engaging...?

There are only two "A" attractions in Victoria, Bucshart gardens and the RBC Museum. Several "B" attractions offer small enjoyable experiences but are not enough to warrant a visit i.e. Craigdarroch castle, the downtown waterfront, then the "C" attractions are just things to try and keep people busy during a visit like whale watching, bug zoo, Beacon Hill, Zipline etc. A huge lack of real attractions. Secondly the waterfront really sucks for the most part. Outside of a pathway downtown, Fishermans Wharf and the Inner harbour most is a barely accessible or poorly serviced shoreline paralleled by an endless stream of traffic. Victoria needs a ring-hike to make a full eco-trail from Port Renfrew to Sidney, multi-day like Galloping Goose on steroids. Victoria, and CRD really, needs to back its winners more than try to invent new ones. Why is the Maritime Museum getting shafted all the time? Its an obvious fit. A downtown science centre/childrens museum? Every larger Canadian centre has one.

If Victoria is to realize it's potential in all of the foregoing sectors we need to source funding that will enable us to improve the face of downtown.

Today, too many downtown businesses have tawdry facades that are not kept clean and are, in fact, an embarrassment.

Dirty windows, bird droppings on canopies and signs, empty storefronts that are left unattended all contribute to an aura of decline in the downtown core.

More needs to be done to support the work of the DVBA for example, in keeping downtown clean and sparkling....and perhaps penalties need to be imposed upon those business owners who allow their retail premises to decline into slums.

Get rid of the tawdry vinyl signs and replace them with interesting and artistic signage....bring back neon to brighten up the streets at night (look at Chinatown as a good example of this).

You have successfully rendered First Nations people to be invisible- this is 2015 people- get with it!

Please connect with the Gustavson School of Business at UVic as a partner on development projects. It makes so much sense to get students involved in moving projects forward, both for the city and for the students (and would encourage more students to stay in the city post-graduation).

This plan MUST emphasis manufacturing. The City of Victoria must adopt a "buy locally made wherever possible" policy as a role model, and this plan must strongly, strongly focus on attracting small, green manufacturing companies (light industrial) and promoting manufacturing as a sector. Manufacturing adds long-

term value to the economy. It is a unique sector with a significant multiplier effect. More on this in my

Personal information

Personal information

Give cultural groups the opportunity to have a downtown "office" or display space.

It is very predictable - it could be any city in the world almost. The membership was very old school - there were no youth reps, no culture reps, no charity reps, no residential reps - it was comprised of people whose ideas, for the most part, have already been heard. The fact that the report was entirely void of arts and culture is shocking and disappointing. There was no addressing cleaning up downtown - like the atrocious Douglas St and the bombardment of beggars on the street. No recognition that you can barely eat after 8 pm at night. Next time call on the people before reports get written and give us more than 2 weeks to

respond. Most people won't even find out about this in the 2 week's you've allowed.

Plan to integrated homeless in a created job plan -

This is a good start!

More financial numbers should be added earlier into the spiral-bound 'Action Plan' book. If you want businesspeople and entrepreneurs to listen, you've got to talk about real money, not just 'predictions'.
How about some Wind Power?

I found the report to be shallow. Needed data not even there. provided regional instead of City.
Great PR piece with good imaging, but lacking in substance.
Obviously tourism was over represented on the committee.

I would love to stay and grow in a city that had less reliance on the fossil fu

There's only so much City Hall can do. Economic Development is a multi-prong concept. Spending municipal dollars based on property tax collection to generate jobs that serve the region, for example, is not the right approach. Property tax revenue should be spent on improving infrastructure that serves the citizens that paid for this.

The absence of our most marginalized populations from this plan is somewhat alarming. Any kind of employment or return-to-work programs that could be developed in partnership with local businesses and institutions would be of tremendous benefit to the region as a whole. I appreciate that the Task Force on Housing Affordability was referenced here but I think that the Task Force on Economic Development needs to broaden it's scope.

there are problems that have to go back to the source. Drugs, homeless people in the city. People who damage public property. Reasons why property values drop in certain areas and invite Money Mart and tattoo type stores. Change the look and feel of some of the areas.

I'm impressed by this survey. Well done!

This is a very mechanistic, linear approach to economic development. Engines are created, 'driven', and serviced/maintained by people. It does not reflect the possibility and opportunities that conceiving an 'economic ecosystem' could make possible. Where and how is this linked to the exiting sustainability framework and the OCP, both of which create a vision and a more holistic perspective on the future.

The report is very thin on how the city will 'overcome some silos' And 'adjust conversations to be more collaborative' which are stated intentions. There is little mention of an integrated delivery model, regional liaisons/collaborations, lack of reference to all stakeholders, including the plural sector.

The six engines have lots of potential.....I am recommending that Victoria consider becoming a 'learning city'....a place/space where lifelong learning is embraced and fostered in its entirety. Post secondaries are part of the picture, but there is SO much more...informal learning, professional development, training of all

kinds is a significant economic generator [not broken out in current statistics]. 'Experiential tourism is SO much more than wine tasting and trips to breweries....

You are going to need plans to hire recent graduates and young people or inequality will increase dramatically. Infrastructure investment will be required or parts of Victoria will become slums in the next economic crisis.

When I first moved here I was thrilled to be close to this wonderful city. There are obvious growing pains. Like my town back in Ontario, there are streets that are impossible to maneuver safely with children and there might be our own app for support victoria or make it with a copyright Canadian name. Just thoughts to contribute. Like the unique flavor of the city. Think we should remember to pace ourselves with growth. Hiking in Mt Doig yesterday I noticed two families with preschoolers hiking together around lunchtime. Wonderful. We need to nurture balance of life. EMay talks about a time Deficit and I came from one. I'd like to hear the essence of Bruce Cockburn's song Slow down fast. Thanks for listening to a newbie who has been dreaming of making BC my home for many moons now.

I support strong, sustainable businesses in Victoria, but we must stay mindful to prevent gentrification and keep communities at the centre of the plan

What does a prosperous Victoria look like to you?

Response

Count

39 responses

Less empty storefronts. More events being hosted.

being able to afford my rent.

If we don't need to rely on construction projects to create jobs and increase our tax base we will know we have done it right, resulting in avoiding the painful gentrification that Vancouver had to buy into to prevent bankruptcy.

Reduced homelessness. Your report says 1 in 7 households experience food insecurity. That's shameful. More opportunities for Aboriginal people. Diversify away from the government focus. Decent standards of living for the working class. Opportunities for youth. Retention of the character of neighbourhoods and rethinking things like 6 story building allowances in Cook St. Village. Density corridors like Shelbourne, Johnson, Pandora and Vic West waterfront make much more sense than urbanizing the neighbourhood foci. Stop the trading of density for nothing. We don't need more concrete plazas or aluminum trees, we need more bottom-up vibrancy. Almost every development gets a variance? So people don't trust these plans. They're a negotiating position it seems.

Anyway, got off topic a little there. I think lots of trees, pedestrian areas, calm and quiet places to sit, an

Anyway, get on top a hill where I think lots of trees, pedestrian areas, calm and quiet places to sit, an accessible waterfront, lots of bottom-up events, excellent public transportation -- these are signs of a prosperous city, as are social housing, fair wages and opportunities..

A beautiful, vibrant and creative city where it is possible to make a decent living doing something you care about and are qualified for, and where people collaborate in creating prosperity. A place where it is possible to live within our means, and a city that grows with a view to its long-term sustainability. A model city for others to emulate.

A green city, with many pedestrian only streets, complete recycling, improved bike paths and secure bike storage, high speed rail to the suburbs, water conservation. A city with many thriving retail businesses owned by local residents. A city with less branch plants and chain stores.

My kids are 11 and 12. Right now I assume they will have to leave the island for work when they grow up. Need to develop opportunities for young people in private sector jobs.

To do this the CRD needs to amalgamated and to put a stop to NIMBYS

Great question! I visit Seoul Korea often as we have a son permanently living there. Although this is a huge city we are always impressed by the interwoven neighbourhoods with small shops selling everything you need, shops for hardware, shops for paper goods, shops for groceries, a clothing shop...all these shops are on the same streets where people live and children go to school. Walk out your door of your very small apartment and go to dinner. We always feel safe as there is always activity. People going about their business. Cars and people managing the small streets together. Very little green space, no room! Excellent public transit takes you everywhere! Everyone seems to have a job...moving bricks, selling their produce on the street, sweeping the dust from construction. I don't know how it works but it does!

So what does a prosperous Victoria look like...well I don't now about prosperous but I do know about liveable.

Respecteach person must be treated with respect regardless of their wealth or situation. Mutual accommodation...sometimes the solutions to inclusion require sacrifices in many ways not just financial. Attachment...feeling part of something worthwhile supporting. "I can get behind this idea and this is what I can do". Are there roles for everyone?

Pride....look what we have accomplished firstly in our neighbourhoods...it starts in each persons home (whatever that may be), moves out to the street, into their neighbourhood and beyond.

Empowerment....yes we can change things. Nothing is hopeless.

I look to City Hall and local governments to lead the way...thank you for this opportunity of responding.

5 "A" level attractions (a science centre, childrens discovery museum and maritime museum for starters) more support for the "B" level attractions (Art gallery, Craigdarroch etc) A more encompassing eco-hiking trail system with B&B, hostels, restaurant support (could be run by First nations for sure). A supported waterfront of restaurants, pubs, entertainment areas, nature lookouts, water sports and children areas between Cadboro Bay and Ogden Point. Less dependance on retail downtown and more green areas and street level living. More accessible rentals of bikes, kayaks, canoes. Safer bike lanes, with real action on

street level living. More accessible rentals of bikes, kayaks, canoes. Safer bike lanes, with real action on enforcing traffic laws. Secondary suite rentals to allow younger people to not live like animals, be safer and more affordable to take a risk in start up work or entry level. Close Government street during day to traffic and open at night for safety.

Clean, green (more trees and shrubs) and bright. Storefronts that are well kept and clean. Better, larger, brighter bus shelters. Put a median down Douglas Street and place street lights and trees along this central median.

Improve street signage, which is currently a cacophony of small, hard to read signs (we don't all have 20-20 vision). Make street signs and directional signs larger and better lit.

Inclusive of First Nations people

Inclusive, respectful of traditional / indigenous "economic development" methods.

A vibrant one, not overly tied down by its past. Yes, the city is quaint, and has a lot of history, but I also think we need to look to the future and allow it to change over time.

In a prosperous Victoria, residents who choose to live and work in Victoria (rather than other communities like Saanich, Oak Bay, Western Communities) can access all services in Victoria. For me, the one service that is particularly missing from Victoria is quality childcare. There are simply too few spots for infants (particularly at the 1 year mark). This is negatively impacting the lives of young professionals as they are having trouble going back to work after maternity/parental leave and/or having to commute outside Victoria for childcare.

A prosperous Victoria to me is where we have a healthy city core with strong arteries that is connected to and which pumps life and vitality to all parts of #yyj. (education, business, social and environment). A prosperous Victoria, is a city which is a leader in Canada, with bold and innovative ideas that inspire other cities. A prosperous Victoria is where our graduates want to and can afford to live, work and play. A prosperous Victoria is a kind city which cares for and nurtures all of its people.

Busy streets with limited car and truck traffic during normal daylight hours, including holidays.

Inclusive, shared and distributed wealth, intelligent land use and architectural design - limit height for new buildings and focus on beautification and vibrant, connected and safe neighborhoods across the GVRD.

We need the Downtown to be a place we can be proud of full of life and business...it can be done.

Less vacant space downtown, less homeless/pan handlers on the street - easier to do business with city hall

Prosperity has to include a reinvigorated downtown core, affordable housing, affordable office space and a complete transportation system that addresses all modes of transportation. As a business owner, I need employees who can afford to live and work here.

It's does not have such high rates of vacancy in the downtown core for commercial property, is clean and homelessness issues are better dealt with making people feel more comfortable going out and enjoying

what Victoria has to offer.

Keeping the small businesses we have thriving - we don't simply need new ones and more licenses issued. We need to stop being nickled and dimed to death. \$25 for a sandwich board and \$25 for a licence just adds to charge card fees, bags, staff, band fees, we are just hit at every corner in a tough economy. Clean up Douglas St and do something about street people. All I hear from tourists are these comments plus nothing opens before 10 or 11 am and everything closes by 6 and you can't eat past 8.

Everyone housed, we have food security and it is a kinder economic climate for small, local businesses.

Socially, culturally, and economically diverse.

Slow but steady growth. No bridge to the mainland, please. Let's stay the same sort of good, prosperous island we've always been. Keep the environment clean.

And how about some more Wind Power?

Modern (not meaning building) but meaning attitude and leadership among local businesses. Tourism is especially in the last century, mainly because the City has been encouraging old technologies and attractions rather than business and community infrastructure.

Level playing field needed with respect for businesses and communities.

Not nearly the amount of lease signs in windows on ground level. Jobs for people that are here. As well as entry level jobs.

No street people to hassle tourists and scare away customers. No more feces in our doorways, no more Our Place for drugs to be sold in and ruin young people's lives with Crystal meth, heroin etc. When you're poor you can only afford the Crystal meth and you are ruined for the rest of your life and the cost to the citizens is incalculable, have you even considered this?

No Need for police in big black cars arresting people, maybe just patrolling on foot or bikes. No homeless people or gangs threatening shoppers. Old heritage buildings restored and used for businesses. Public areas with toilets, benches, nice open spaces and bricked walkways. Convenient and cheap parking to keep cars out of walking spaces. Jobs and entertainment for young people.

One not filled with lease signs in half the windows! And one that feels safe for locals and visitors.

A region where there is cooperation among the local governments, where the focus is on solving the problems that are getting in the way of our collective community getting better.

Vacant spaces are available for use by arts groups, pop-up stores - feeling of possibility and 'we'll make it happen' attitude driving business. Focus on our strengths and what makes Victoria unique - let's be different.

A prosperous Victoria is full of opportunities for citizens, regardless of their education, age or economic level. A prosperous Victoria provides opportunities for housing and does not become over-priced like other tech centres (Silicon Valley, San Francisco). A prosperous Victoria retains its unique character with a range of products and services and does not only become a playground for the rich and well-to-do.

Succinctly, I envision Victoria as a Learning City, one of the Network of Global Learning Cities.
learningcities.uil.unesco.org/.

And I am prepared to contribute to this vision, however I can, and with whomever I can collaborate. Count on my support.

Personal information

One that DOESN'T exclude people based on age, class or wealth. It will also have a modern transit system that doesn't rely on cars or assume people can always cycle to work. We are going to need light rail and we are going to have to amalgamate the municipalities in order to make it happen.

Walkable, bikeable, public transit prioritized over private vehicle transit, vibrant common space, mixed-use zoning, self-sufficient and sustaining, resilient to outside forces, independent and affordable local food production and supply, investment in human capital, a downtown that's more than a facade but a place where people want to live

Read above please

Fewer empty storefronts, more local businesses, more funding for transit

For starters a \$15 minimum wage, so if there are ways for City Hall to help small businesses make that transition I think that's important. A prosperous Victoria is where people can afford to live here and still have enough left over to contribute to the local economy represented by sustainable businesses that put people and product quality ahead of profit. I would also like to encourage growth of the sharing or informal economy (though not with "businesses" that devalue labour, like Uber) where people can trade and barter more. I think these sectors are also important to support. A prosperous Victoria will also, most importantly, be food secure and with lots of healthy and affordable food options for residents made by nearby producers who are supported and integrated into the region's economy.

Rob Gordon

From: Personal information
Sent: Sunday, Sep 13, 2015 12:55 PM
To: Prosperity
Cc: Lisa Helps (Mayor)
Subject: Question re budget

Hi Lisa,

Business Hub concept good reading.

Page 12 references a minimum annual investment of \$250,000 from the city budget. Is that in addition to the \$250,000 this year earmarked in the Financial Plan 2015, Business Unit 2462?

That would be nice;) and even nicer of course if something on the existing budget could be trimmed to make it tax increase neutral.

Personal information

Rob Gordon

From: Personal information
Sent: Monday, Sep 14, 2015 10:43 AM
To: Prosperity
Subject: Ideas for Economic Growth and Development

Hello,

Thank you for all that you are doing, and for asking for input. I'll try to keep comments brief, below.

Preserving and Honouring our Environment

- encourage rooftop gardens
- encourage energy users to start using some solar and other clean, renewable energy sources
- encourage a pesticide-free environment (especially pesticides known to kill bees and birds)
- encourage and preserve community gardens everywhere
- encourage and preserve organic farms (help preserve the Mason Street Farm!!)
- encourage and preserve farms and organizations that teach community to farm, compost, preserve foods, etc.
- protect our precious waters from polluters (mines, oil and gas, industry)
- protect our precious waters from heavy users (don't allow large corporations to take unreasonable amounts of water for their own use or resale)
- partner with First Nations Groups
- partner with schools
- partner with young people
- partner with organizations like the Composting Education Centre and Mason Street Farm
- partner with communities through community centres
- take notes from places in Europe (where they are dealing with major problems head-on, like France), and the US (where drinking water is sometimes brown and toxic, earthquakes prevail, species die-offs are prevalent, and communities have high levels of cancer from toxins due to industrial pollution and fracking).

Preserving and Honouring our Community

- encourage those with high incomes to share with community (time, items, space, money, services, talents)
- ensure that local people can access social services for housing, food, money, services, etc.
- should we be providing social services to travellers from other countries and provinces that come to live "free" on our beaches and parklands?
- encourage daycares in care homes
- encourage schools to partner with care homes
- encourage care homes to offer advice, skills sharing, tutoring, coaching, to young people
- encourage by-law enforcers to be really thoughtful about forcing an indigent person out of a space they have occupied safely for years (this is happening)
- encourage accessible services for people with mental health issues who live on the street and don't want to be "in the system" or "on pharmaceuticals" (James Bay Community Project is a great example, and My Space, as I'm sure you know)
- protect community spaces from big corporate greed (Mason Street Farm!)

Thanks for the chance to have my say! Good luck, and thank you again for your great work.

Personal information

Rob Gordon

From: Kerri Moore
Sent: Friday, Oct 2, 2015 4:18 PM
To: Michelle Harris
Subject: FW: Task Force Recommendations

One more...a meeting has been scheduled with Stacy & David on Wed. Oct 7 at 3pm to talk more about the City Studio concept. ker

From: Peter Kuran [mailto:pkuran@uvicproperties.ca]
Sent: Wednesday, September 16, 2015 12:20 PM
To: Kerri Moore; Jocelyn Jenkyns
Cc: Lisa Helps (Mayor)
Subject: Task Force Recommendations

Hi Kerri/Jocelyn,

Well it seems the draft Action Plan is already get some keen interest so I thought I would pass along the below. Could one of you please let me know who from the City side will be responding to the group at UVic. Thanks so much!

Hi Peter,

We're emailing you because you're a member of the Victoria economic development and prosperity plan, and we hope you'll be able to tell us who we should contact about some things we read in the plan that seem like a great fit for the Gustavson School of Business.

The draft economic action plan suggests having a downtown campus for higher education, and also a project modeled after Vancouver's CityStudio. This could be a great fit with UVic's Gustavson School of Business, and we're interested in talking more about how we might be able to achieve something together. In particular, the CityStudio approach fits Gustavson's pairing of business and sustainability.

Who is the best person to talk to about this? It falls under the higher education, research and development engine of your draft report.

[I see the possibility](#) to harness ideas and energy from our undergraduate students to help improve Victoria, and [David Dunne](#), Director of MBA programs, is interested in exploring possibilities for our MBA students. David is in touch with the people who run the CityStudio project in Vancouver.

Overall, it looks like a strong plan. Thanks so much for serving on this important committee to move Victoria forward.

Best,
Stacey and David

[Stacey R. Fitzsimmons](#)
Assistant Professor of International Business
Peter B. Gustavson School of Business
University of Victoria
sfitzsim@uvic.ca

Peter Kuran
President & CEO, UVic Properties
pkuran@uvicproperties.ca
250-483-3217

Rob Gordon

From: Debbie Nadeau
Sent: Thursday, Oct 1, 2015 4:08 PM
To: Michelle Harris
Cc: Debbie Nadeau; Colleen Mycroft
Subject: FW: UVic Feedback: Economic Development Plan
Attachments: image001.jpg; VictoriaEconomicImpactSurveyComments 2015 09 30.docx

From: Carmen Charette - VPER [mailto:vper@uvic.ca]
Sent: Thursday, October 01, 2015 3:59 PM
To: Lisa Helps (Mayor)
Cc: Alison Ducharme; Debbie Nadeau; Kerri Moore
Subject: UVic Feedback: Economic Development Plan

Dear Lisa,

Hope you are keeping well and that you are pleased with your San Francisco mission. I heard from my colleagues that it was a success and worthwhile. I wish I could have joined you but unfortunately I had to be here for Board meetings.

It was great to see you at the launch of your draft report of your Economic Development and Prosperity Task Force. Since then, we have had good conversations here about the recommendations, objectives and actions proposed and there is a lot of support. Attached are comments in the UVic would welcome the opportunity for discussion on next steps. I have discussed this possibility with my colleagues at RRU and Camosun and we will look forward to such an opportunity.

Congratulations on the work done so far. We look forward to hearing about next steps.

All the best!



Carmen Charette
Vice-President External Relations

University of Victoria
PO Box 1700 STN CSC
Victoria BC V8W 2Y2

T 250-472-5474
www.uvic.ca/external

Rob Gordon

From: Personal information
Sent: Sunday, Sep 27, 2015 7:19 AM
To: Prosperity
Subject: RE: Economic Development

Lower taxes to encourage small business.

Cheers,

Personal information

Rob Gordon

From: Chris Tilden <Chris_Tilden@vancity.com>
Sent: Monday, Sep 14, 2015 11:09 PM
To: Prosperity
Subject: TaskForce_EconomicActionPlan Feedback/Input
Attachments: image6b0b2d.GIF; image02c556.PNG; imaged75bec.PNG; imageb0e432.PNG; imagecd00e2.PNG; imagec0057e.PNG

Hello all,

I haven't had an opportunity to analyze the entire plan, but I did find what I've read so far to be an interesting approach for the city to be taking.

I did spend a bit more time looking at Entrepreneurship, Start-ups and Social Enterprise section though and found one thing to be missing - and that is the role that cooperatives can play in building a local economy and also increasing employment.

In Canada, while most of the coops tend to be consumer coops (MEC) and credit unions, there are areas of the world that have a significant wide ranging spectrum of coops, including worker coops. Having more worker coops creates better long term employment, and also increases engagement as the workers are owners and have a more vested interest in the success of the company itself.

As the wording in your plan states "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." the same holds true for cooperatives, as profits are not the only/main driving behaviour of the coop, and because of their very nature of being local, tend to reflect the desires of the society at large. Also, studies have shown that coops have better staying power than standard for profit businesses with a higher success rate over time.

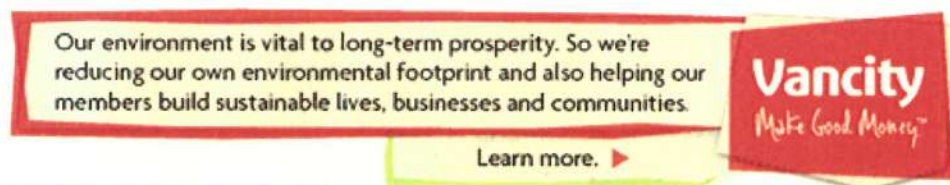
I would strongly consider opening up the language to include cooperatives in the draft plan.

To create a more healthy and vibrant community, density is something that will need to be looked at, and infilling like what is going on in downtown is necessary to bring people in to the core 12 months of the year. The entire Douglas Street corridor as well should be considered for what will be the next steps.

I'm happy to answer any other questions you may have.

Regards,

Chris



If you do not want to receive emails about our products and services please visit vancity.com/OptOut

Rob Gordon

From: Roy Brooke <roy@brookeandassociates.com>
Sent: Tuesday, Sep 22, 2015 10:25 PM
To: Prosperity
Cc: Jill Doucette; Nicole Chaland; Peter Kuran; Lorne Daniel
Subject: Comments: Mayor's Task Force on Economic Development and Prosperity

Thank you for the invitation to comment on report of the Mayor's Task Force on Economic Development and Prosperity.

My remarks are as follows.

1. Overarching issues

- **Data.** It is unclear to what extent many objectives and actions are well-grounded in data including quantifiable assessments of the status quo, baselines and targets. If there is solid data then it should be more clearly and consistently presented. This will help make the strategy more rigorous and substantial. If data sets are weak in some areas then fixing them could be an action item. Examples:
 - Page 22 states that investment should 'continue' to make the downtown welcoming. Does that mean current investment is sufficient, and if so, then how do we know?
 - Page 21 says Tourism Victoria should deliver effective sales and marketing. Does this mean that these efforts are currently ineffective, and if so, then how do we know and what level of investment is required to make them effective?
- **Integration.** The document speaks about the need to work across silos, however, it is not clear how the strategy itself will be delivered in an integrated manner. More is needed to suggest how the economic development strategy will inform, strengthen, and integrate into current City priorities such as active transportation, sewage, the Inner Harbour, and homelessness. If this is not clearly articulated, especially in areas where the City is the lead, then economic development risks becoming another silo in the City, a collection of interesting projects that are not "core."
- **Vision is unclear.** It is unclear if the vision is the contents of Section 4, the contents of "Victoria in 5 years", or something else. If the vision is the sentence in Section 4 then in view this is more of a slogan than an aspirational vision of what the City should become.
- **Connection to other documents/plans.** The strategy seems disconnected from other planning documents that guide City such as the OCP, Downtown Core Area Plan, and Corporate Strategic Plan. Clarity on this point would be helpful. Example:
 - Page 23 states that development should facilitate the retention of government offices. This is undoubtedly a sound idea. However, how does this relate to or fare against other priorities for the core, many of which have been the subject of extensive consultation?
- **Roles.** It may be helpful to distinguish between the City's operational/program role and its role as a convenor/community leader.

2. Content-specific comments

- **Triple Bottom Line / sustainability content.** The City's Corporate Strategic Plan says that the City's mission is: "Make the City of Victoria a leader in social, economic and environmental sustainability." This mission can be made operational both in City operations/programs and in its convening work. However, there is little in the draft report that speaks to the issues of triple bottom line sustainability or how this commitment to making Victoria a leader will be integrated into the strategy. As specific thoughts:
 - From an economic perspective there could be more emphasis on the prospects for sectors and sub-sectors such as clean-tech, measuring and managing nature as a core business strategy and promoting the greening of the local economy, for example. The research in these two Vancity-funded reports provide specific, research-

based recommendations that could be considered in this

context: <http://www.victoria.ca/EN/main/community/sustainability/economic/green-economy.html>

- More emphasis could be placed on triple-bottom line indicators. As an example, measurement of well-being is actually defined quite narrowly on page 8; the list could be strengthened using measures of well-being such as the extent to which all people can easily travel around the City, an issue with well documented economic, social (gender, equity) and environmental dimensions.
- The City's own operational role in driving sustainable economic development is not articulated. As one example, the City has in place rudimentary sustainable procurement practices. How could these be strengthened to drive local economic development? As another example, could the City itself hire people who face barriers to employment on a systematic basis, as some other communities have done?

Thank you for considering these comments. I hope that they are helpful in developing a final document.

Roy Brooke
Victoria



T +1 250 896 3023

W brookeandassociates.com

E roy@brookeandassociates.com

[Click here for BCORP profile](#)

Rob Gordon

From: Personal information
Sent: Wednesday, Sep 30, 2015 11:39 AM
To: Prosperity
Subject: Completed survey and want to offer support

I have completed the survey, providing input to the Mayor's Task Force on Economic Development, and did include my name at the end of the survey. I would like to emphasize the key elements of my feedback as the nature of the survey did not lend itself to this broad feedback.

I was involved with developing and am supportive of the current Sustainability Framework. Singly out economic development without this larger context seems narrow and a backward step. From my perspective, the does not reflect the possibility and opportunities of an 'economic ecosystem'. This is a very mechanistic, linear, siloed approach to economic development. The 'engines' of development are created, 'driven', and serviced/maintained by people, their capacity, and commitment. The report is very think on how the City will 'overcome some silos' And 'adjust conversations to be more collaborative'. It needs a focus on

- linkages to other policies of city e.g. OCP, and how local area planning might create the climate/specific zoning for businesses to thrive.
- an integrated delivery model
- inclusion of all stakeholders, including the plural sector
- where is social planning council in this scenario
- connections to the region...we are not isolated and want to promote more collaboration

The six engines have lots of potential as an integrated whole - not in and of themselves.....I am recommending that Victoria consider becoming a 'learning city'a place/space where lifelong learning is embraced and fostered in its entirety. Post secondaries are part of the picture, but there is SO much more...informal learning, professional development, training of all kinds is a significant economic generator [not broken out in current statistics]. 'Experiential tourism is SO much more that wine tasting and trips to breweries....

learningcities.uil.unesco.org/

in support....

Personal information

Rob Gordon

Personal information

From:
Sent: Wednesday, Sep 16, 2015 9:24 PM
To: Prosperity
Subject: Creative Industries

I would like to see the One-Stop-Shop Business Centre at Victoria City Hall support Creative Business - Visual Artists, Architects, Actors, Art Galleries, Craft and Art Centres, Chefs, Dancers, Dress Designers, Graphic Designers, Furniture Makers, Musicians, Sculptors, Singers, Software Developers. A Sign over the desk saying 'Creative Hub' and a dedicated Creative Support Representative. That would be great!

Personal information

Rob Gordon

From: Debbie Nadeau
Sent: Thursday, Oct 1, 2015 4:10 PM
To: Michelle Harris
Cc: Debbie Nadeau; Colleen Mycroft
Subject: Follow Up: Making Victoria

From: Tom Roemer [mailto:RoemerT@camosun.bc.ca]
Sent: Wednesday, September 30, 2015 9:39 AM
To: Debbie Nadeau
Cc: Sherri Bell; Joan Yates
Subject: Making Victoria

Good Morning, Debbie.

I am writing in response to your strategic document "Making Victoria – Unleashing Potential". The Camosun Executive will discuss the document and recommendations therein tomorrow, October 1, but I wanted to ensure that our response will reach you by today's suggested deadline.

Allow me to begin by saying that the document is well researched and prepared.

We recently worked with City Studio (they were the keynote speakers at our Sustainability Week) and we are excited to see that Victoria may become a partner in this modern and proven concept. The city can count on Camosun's participation in a collaborative framework.

As for the six engines the document lists, we are pleased to see **Advanced Education and R&D** explicitly mentioned.

- Objective #2 might be renamed "pathways from higher education curricula" as meaningful careers of course also originate at the college level.
- The Downtown Campus is an intriguing idea, in particular in form of a **learning commons**. However, I would be amiss if I didn't point out our volatile funding situation, so any endeavour will need to withstand the scrutiny of ROI.
- Camosun is partnering with the GVDA, UVic and RRU on the "Education Destination Victoria" campaign, and we recently signalled a strong commitment to a regional economic development strategy. We are pleased to see this strategy reflected in your document as well.

In the area of **Ocean and Marine Sector**, Camosun offers valuable careers in

- The industrial trades, especially with marine options
- The nautical trades, e.g. serving BCFerries.
- Engineering technology, in particular in conjunction with our Technology Access Centre
- Business administration, effectively providing the infrastructure for many companies in ocean and marinespace.
- The creation of pathways for aboriginal learners, e.g. the SRELT (Shipbuilding and Repair Entry Level Training) program which was developed at Camosun.

All in all, we are well poised to be the provider of applied and polytechnic careers in the sector.

With respect to **technology**, our innovation facilities are renowned across the region and have received millions of dollars of funding through the federal Government. We are very interested in integrating the synergistic potential that technology, facilities and students provide into a comprehensive context in collaboration with the City.

The Business Hub may provide an opportunity to showcase potential and funnel development and testing needs into student projects and collaborative effort. Our new *Interaction Lab* (opening Summer 2016) will be a groundbreaking new approach to the philosophy of *makerspaces* and *skunkworks*. It will also act as a catalyst for young **entrepreneurship** and **start-up**. We would be pleased to present more on this concept and its potential to the Economic Task Force.

Finally, we provide various courses in the fields of **hospitality** and **public administration (Government)** and are actively participating in the Chamber, the GVDA and other representative bodies.

All in all, Camosun by its comprehensive nature is arguably connected to all of the six pillars your document mention. More to some, less to other, but connected nonetheless.

- One area that we thought would deserve explicit mention is **Health, Wellness and Sports**. Coupling two major hospitals in the region, various sports hubs, and an aging population with innovation and research seems like a logical choice and a distinct growth area. Sport, social and geriatric research is supplemented by technological innovation programs such as UVic's CanAssist or Camosun's Centre for Sport and Exercise Education and its Sport Innovation Network (SPIN). We think that this sector (or sectors) should be represented as a separate entity in your document.

In any event, we offer our direct support to your efforts, in particular through our business hub **Enterprise Point** and my office. We already work intensively with our post-secondary peers, industry and business, so this is a natural field of engagement for us.

I am looking forward to the next iteration.

Sincerely,

... tom

Tom Roemer MSc EdD
Vice-President, Strategic Development

Camosun College (Enterprise Point)
4461 Interurban Road
Victoria, British Columbia, Canada | V9E 2C1
p. 250. EPØINT.1 (250.370.4681) | f.250.370.3663

Rob Gordon

From: Debbie Nadeau
Sent: Thursday, Oct 1, 2015 4:11 PM
To: Michelle Harris
Cc: Debbie Nadeau; Colleen Mycroft
Subject: Follow Up: Mayor's Task Force on Economic Development and Prosperity launched Making Victoria: Unleashing Potential the City's DRAFT Economic
Attachments: image001.gif; image002.png; image003.gif; image004.gif; image005.gif

From: Pedro Marquez [mailto:Pedro.Marquez@RoyalRoads.ca]
Sent: Tuesday, September 29, 2015 5:32 PM
To: Debbie Nadeau
Cc: Colleen Mycroft; Angela Fallentine; Katharine Harrold
Subject: RE: Mayor's Task Force on Economic Development and Prosperity launched Making Victoria: Unleashing Potential the City's DRAFT Economic

Dear Debbie,

Thank you for the opportunity to provide comments on the Mayor's Task Force Plan.

We believe that the Task Force has done an excellent job identifying the six engines of economic and social prosperity for the City of Victoria. They are well thought and presented throughout the document.

We particularly agree that a regional and collaborative approach is the best way to promote the city's development as envisioned by the Mayor's Task Force. Specifically, we are very glad to see that "Advanced Education and Research and Development" has been identified and acknowledged as a trigger of economic and social development. To that end, Royal Roads University has been working with UVic (via Carmen Charette) and Camosun College (via Tom Roemer) on many collaborative and regional initiatives. We believe that together we can do a far more effective job pursuing creative and innovative ideas, approaches and developing projects, which are specifically aimed at serving the needs of the City of Victoria and the surrounding communities.

A joint presence at the new City Studio / Business Hub would help post-secondary institutions here better connect with visitors to Victoria City Hall and allow us to respond with even more impact to the community's education and research needs. It is important to mention, however, that Royal Roads cannot commit to funding a downtown campus. Since much of our academic programs employ a blended learning model, (short on-campus residencies, blended with online instruction), there is little need for formal teaching and learning facilities outside of our campus in Colwood. However, in response to serving the needs of local entrepreneurs and businesses, RRU has recently opened a small downtown office in the Tectoria building for our Eric C. Douglass Center for Entrepreneurial Studies.

We would be happy to participate in a focus group with our peers, the GVDA and other key stakeholders to get this critical development "engine" running at an appropriate speed.

Thanks again for the opportunity Debbie

Sincerely
PM

Pedro Márquez PhD, Vice President
Global, Marketing and Business Development | [Royal Roads University](#)

LIFE.CHANGING

From: Debbie Nadeau [<mailto:dnadeau@victoria.ca>]

Sent: Tuesday, September 15, 2015 3:07 PM

To: Pedro Marquez

Cc: Debbie Nadeau; Colleen Mycroft

Subject: Mayor's Task Force on Economic Development and Prosperity launched Making Victoria: Unleashing Potential the City's DRAFT Economic

Good afternoon,

On Friday September 11th the Mayor's Task Force on Economic Development and Prosperity launched ***Making Victoria: Unleashing Potential*** the City's DRAFT Economic Action Plan. We would like your input on the draft and invite you to comment by **September 30th**. The plan as well as a link to an online survey can be found here:

www.victoria.ca/prosperity

For convenience we also attach the plan. Please feel free to forward this email to others you think would be interested in providing input.

Thanks very much. We look forward to making Victoria together!

Debbie Nadeau
Executive Secretary
Mayor's Office
City of Victoria
1 Centennial Square, Victoria BC V8W 1P6

T 250.361.0597 F 250.361.0248





September 30, 2015

Mayor and Council
City of Victoria
1 Centennial Square
Victoria BC V8W 1P6

Re: "Making Victoria – Unleashing Potential"

Mayor and Council –

UDI Capital Region commends the Mayor's Task Force on Economic Development and Prosperity Draft Economic Action Plan for their comprehensive work that was put into writing – "Making Victoria – Unleashing Potential". Without question, there are many positive directives within the plan. However, there remain a few points we could see being added to the plan to make it more comprehensive. Our suggestions are as follows:

- Value and job creation provided by development of housing and commercial/office in the downtown core. This is a major generator of taxes and well paid construction jobs that help retail and restaurants in the downtown.
- The addition of the importance of transit in providing access to the downtown core for skilled workers that might live in other municipalities, and also for those who live in Victoria proper who need to get downtown by means other than a bike or car.
- Perhaps add UVic, Royal Road and Camosun as potential partners in the collaborative communications program.

Our focus is to strive for a "Balanced" solution- oriented plan which satisfies the City's economic requirements.

Again, UDI would like to acknowledge the amount of work that has gone into creating this document – it is not without merit. It is a document that covers a lot of territory and speaks to the core values and qualities that makes Victoria unique and a desirable city to live / work and invest in.

Kind Regards,

A handwritten signature in blue ink, appearing to read "Kathy Hogan".

Kathy Hogan – Executive Director
(on behalf of the UDI Capital Region Executive Directors)

MAKING VICTORIA ~ UNLEASHING POTENTIAL
The Mayor's Task Force on Economic Development and Prosperity
Draft Economic Development Plan

FEEDBACK FROM THE UNIVERSITY OF VICTORIA

The University of Victoria congratulates the Mayor's Task Force on Economic Development and Prosperity on producing a comprehensive and action oriented draft economic action plan. As an institution committed to the betterment of our region and beyond, and involved in many programs, activities and partnerships in support of economic development, UVic welcomes the opportunity to provide feedback to the Task Force. We understand the value of collaboration and believe that we can be a contributing partner to many of the objectives and actions noted in this Draft Plan.

Overall, UVic supports the recommendations and the actions proposed in the report. Given the proximity of UVic to downtown, our academic and research programs as well as the success of our students greatly benefit from a vibrant City of Victoria. While UVic is geographically situated within the municipalities of both Oak Bay and Saanich, we believe our impact is region-wide and that we can offer expertise, support, and services and enhance our partnerships with all districts and municipalities. We welcome the opportunity to work with the City of Victoria, Royal Roads University and Camosun College, the GVDA, and its successor, and other municipalities to grow the economic impact across the region.

We appreciate the inclusion of Advanced Education and Research & Development as an engine. We agree with the engines identified and believe they align well with our own strategic plan and priorities. While UVic is engaged in all of these engines with already meaningful work being done in all of them, there is definitely an opportunity for more explicit collaboration and coordination in four of the six engines given our current and future priorities and activities.

- **Advanced Education and Research & Development:** UVic has many initiatives and activities underway that contribute to the objectives and actions noted within the Plan and we can see other interesting opportunities worthy of further discussion. In the last year, we have committed to a new strategy and approach in support of our university's deep commitment to socially responsive research, community-university engaged scholarship and interdisciplinary innovation allowing the opportunity to match research and education with societal needs. Through community-engaged learning and community-engaged research, we believe we can work collaboratively within the region to achieve positive outcomes. We are very intrigued with the CityStudio concept and understand that dialogue between UVic and the City has been initiated. We look forward to a future discussion with our post-secondary colleagues, and the City, regarding an enhanced presence downtown. Currently, through our Legacy Gallery and Swan's Hotel, we are engaged in the downtown community. We are also considering proposals for our Broad St. properties to determine how best to use these.
- **Ocean and Marine Sector:** This engine is very closely aligned with our strategic priorities and is evidenced through the impact of the Ocean Networks Canada (ONC) initiative; our School of Earth & Ocean Sciences; the Pacific Climate Impacts Consortium (PCIC) as well as our Pacific Institute for Climate Solutions (PICS) and the Institute for Integrated Energy Systems (IESVic). We believe 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 technology hub in our community. Through PICS, there are partnerships in place between the public and private sectors, researchers and the community to monitor and assess the potential impacts of climate change. This research brings knowledge to the region that benefits industry and the economy. IESVic is well known as the go-to source for industry leaders in the sustainable energy sector.

- **Technology:** Through our academic and research programs, partnerships, coops, and advanced technology facilities and training, UVic supports Victoria's growing role as a hub of high-tech innovation. We have developed strong working relationships within the tech sector. The Vancouver Island Technology Park (VITP), a UVic initiative, is home to the greatest concentration of technology companies on the Island and creates an environment that allows companies to attract and retain high value jobs for the region. Through our Engineering & Computer Science Coop and Career department, there are numerous connections in place for those in the tech sector to interact and engage with our students for mutual benefit. As well, the partnership with Alacrity is working to stimulate economic activity across the region by providing training for future leaders within the high tech industry.
- **Entrepreneurship, Start-ups and Social Enterprise:** Knowledge mobilization is a key priority at UVic. Working with collaboration with our unit of Research Partnership and Knowledge Mobilization (RPKM), there are opportunities for enhanced collaborative partnerships that bring together the community, industry stakeholders and the university. Through UVic's Innovation Centre for Entrepreneurs (ICE), on-campus incubator services help students take business concepts from idea to investor-ready.

As an institution, UVic provides \$3.2 billion of economic impact to the region annually. We are committed to be part of the economic and social development of greater Victoria and are well-positioned to work collaboratively with the City of Victoria and all municipalities in the region. We would welcome the opportunity for a meeting to pursue the dialogue with the task force, representatives of the City and colleagues from Royal Roads and Camosun College.

The following survey responses comprise our feedback on the areas of most relevance to UVic's strategic priorities.

1. Proposed "Business Hub"

The draft economic action plan proposes to create a "Business Hub" at City Hall to strategically and purposefully grow Victoria's six largest sectors.

Do you agree with the five main functions of the 'Business Hub'?

Main Functions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Streamline & De-mystify all business and development processes at City Hall	X				
Make it easier to do business in Victoria	X				
Advise on how to reduce unnecessary red tape	X				
Connect entrepreneurs with the resources they need	X				
Accelerate the development of a vibrant downtown	X				

Addition: Explore opportunities for an innovative procurement program that supports small business.

2. Six Economic Engines

The draft economic action plan identifies six sectors that serve as the primary engines driving businesses, generating jobs and raising household incomes. If well-greased, these six engines will create sustainable prosperity in the city. They will also stimulate growth in retail, arts and culture and other sectors that contribute to the quality of life, well-being and happiness in Victoria.

Do you agree that these are the appropriate six engines on which to focus to generate jobs and raise household incomes?

Engines	Strongly Agree	Agree	Neither Agree or	Disagree	Strongly Disagree

			Disagree		
Advanced Education and Research & Development	X				
Oceans & Marine	X				
Experiential Tourism	X				
Government	X				
Technology	X				
Entrepreneurship, Start-ups and Social Enterprise	X				

3. Advanced Education and Research & Development

Advanced Education and Research & Development is selected as an engine due to the fact that Victoria has three world-class post-secondary institutions in its midst. To drive this engine, purposeful, strategic and output-driven relationships among the City of Victoria, the proposed Business Hub and the University of Victoria, Royal Roads and Camosun College are required.

3a. Do you agree with the proposed Advanced Education and Research & Development Objectives:

Objectives	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Retain and put to work locally the benefits of the commercialization of the research and development at Victoria-area post-secondary institutions.	X				
Make obvious the pathways from university curricula to meaningful careers in Victoria	X				
Better understand the unanswered questions that matter to the Victoria community and engage post-secondary institutions in the search for answers to those questions.	X				
Create a downtown campus for post-secondary institutions				X	

General Comments: We believe there is an opportunity for dialogue regarding an enhanced post-secondary presence in the downtown core including how to maximize the use of downtown UVic properties for mutual benefit. Given the proximity of our campus to downtown, we think there are other ways of better achieving this objective that would not require a physical campus.

3b. Do you agree with the proposed Advanced Education and Research & Development Actions:

Actions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Create an inventory of linkage opportunities between Victoria businesses and organizations and post-secondary institutions.	X				
Partner with co-op programs and other job-placement opportunities to place post-secondary students in Victoria businesses and organizations	X				

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	X				
Partner to create a post-secondary presence downtown including but not limited to teaching and research facilities, incubation opportunities, continuing studies / life-long learning, student housing, and a City Studio (www.citystudiovancouver.com)	X				
Implement Mayors Task Force on Housing Affordability Recommendations to increase supply of workforce housing	X				

3c. Do you agree with the proposed Advanced Education and Research & Development Metrics:

Metrics	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Increase in number of students who find well-paying jobs in Victoria after graduation.	X				
Increase in co-op placements in Victoria businesses and organizations.	X				
Increase in number of students who start businesses in Victoria after graduation	X				
Increase in local use and commercialization of products and technologies developed in post-secondary institutions	X				

Addition: Increase in number of interdisciplinary research projects that meet a community need.

4. Ocean and Marine Sector

The Ocean and Marine sector includes ship repair and refit, cruise ship and ferry dockings, pilotage, technology companies with a focus in this sector, and the Pacific Navy. Employment in this sector is almost four times as plentiful as ocean and marine sector employment in the BC economy overall.

4a. Do you agree with the proposed Ocean and Marine sector Objectives:

Objectives	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Identify new marine educational programs and how to improve existing programs consistent with the institutes' existing academic calendars.	X				
Identify new technologies or how to significantly improve existing technologies that are used within the marine sector.	X				
Expand or modernize marine facilities, improve existing products, or develop new products that can be used in the marine sector.	X				
Become known as "Canada's Ocean City" and a global knowledge hub for the ocean and marine sector and capture share of global emerging interest.	X				

More aboriginal people employed in all aspects of the sector.	X				
---	---	--	--	--	--

Additions:

- Leverage revenue opportunities through collaboration with ONC (i.e.: international business partnerships; international ocean-related conferences; ocean exhibit area in Steamship terminal)
- Build capacity & knowledge (i.e.: engage Coastal / First Nations communities to monitor ocean environments; utilize community mapping initiatives to incorporate traditional knowledge into a better understanding of ocean/coastal environment)

4b. Do you agree with the proposed Ocean and Marine sector Actions:

Actions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Facilitate connections between Advanced Education and Ocean and Marine Sector to increase the supply of local, specialized skills and knowledge that this engine needs.	X				
Streamline land use and businesses processes at City Hall.	X				
Connect with other leading ocean and marine cities by hosting events and encouraging companies to locate additional branches in Victoria.	X				
Highlight environmental practices and advancements and relationship between clean-tech / software development and the Ocean and Marine Sector.	X				
Continue to provide opportunities for Esquimalt and Songhees peoples to participate in sector through job and skills training and hiring practices.	X				
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).	X				

4c. Do you agree with the proposed Ocean and Marine sector Metrics:

Metrics	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Increase in number of students who find well-paying jobs in Victoria after graduation.	X				
Increase in co-op placements in Victoria businesses and organizations.	X				
Increase in number of students who start businesses in Victoria after graduation	X				
Increase in local use and commercialization of products and technologies developed in post-secondary institutions	X				

Additions:

- Is a metric needed to reflect engagement of First Nations communities within the actions related to this Engine?
- Metrics specific to revenue generation due to leveraging the presence of ONC and the reputation as an international research hub for oceans.

5. Technology

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. Greater Victoria is a natural place for innovation thanks to our post-secondary institutions, with 10 federal research labs and centres of excellence. 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.

5a. Do you agree with the proposed Technology sector Objectives:

Objectives	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Victoria has a strong supportive community of peers that are willing to share and support current and future tech leaders.	X				
Victoria is known globally as a thriving hub of innovation	X				
Home-grown and innovative companies remain in Victoria	X				
Investment-ready companies have no trouble raising capital in a timely manner.	X				

Addition: Attract HQP (highly qualified personnel) to the region.

5b. Do you agree with the proposed Technology sector Actions:

Actions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Continue to support and foster a supportive community of peers that are willing to share and support current and future tech leaders.	X				
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.	X				
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.	X				
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.	X				
Focus actions and investment on the affordability and liveability of the Victoria (transportation, infrastructure, culture) so that we can continue to attract the leaders and	X				

talent we need to grow the tech sector.					
---	--	--	--	--	--

Additions: - Include 'retention' within the Actions (i.e.: attracting and 'retaining' HQP and companies).
- Develop innovative programs to attract HQP.

5c. Do you agree with the proposed Technology Metrics:

Metrics	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Number of significant tech company acquisitions.	X				
Number of acquired companies that remain local.	X				
Number of tech companies located in downtown.	X				
Number of new business licences for tech companies.	X				
Amount of local capital invested in local companies.	X				
Amount of outside capital invested in local companies.	X				

6. Entrepreneurship, Start-Ups and Social Enterprise

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.

Victoria has many social ventures but does not yet have a robust social enterprise sector. Some have survived against all odds. Social enterprises are key in ladderling economically marginalized people 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.

6a. Do you agree with the proposed Entrepreneurship, Start-Ups and Social Enterprise sector Objectives:

Objectives	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Victoria is the easiest place in Canada to start a business.	X				
Victoria is a place where there are all the supports needed for a good idea to become a good livelihood.	X				
Start-ups, scale-ups and businesses are well funded	X				
Investors looking for projects can find them easily and have a range of choice on the risk and return spectrum.	X				
Victoria is a social innovation zone producing high-quality products, solutions and services that create social good and big revenues	X				
Victoria has more businesses run by and/or employing Songhees and Esquimalt peoples.	X				

Additions: Incubation space available in downtown core for start-ups.
Procurement program in place that encourages purchasing from small companies.

6b. Do you agree with the proposed Entrepreneurship, Start-Ups and Social Enterprise sector Actions:

Actions	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree

Create Business Hub at City Hall and continuously improve service delivery based on ongoing customer feedback	X				
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.	X				
In partnership with a local credit union develop a “made-in-Victoria” small business loan and mentorship program	X				
Establish a Mayor’s Social Enterprise Task Force.	X				
Support Skwin’ang’eth Se’las Development Company (SSD Co) in their efforts to incubate aboriginal-owned businesses	X				

6c. Do you agree with the proposed Entrepreneurship, Start-ups and Social Enterprise Metrics:

Metrics	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
New business licences increase X % year over year	X				
X new businesses funded through “made in Victoria” loan program.	X				
Increase in X% or amount of local wealth invested in local projects.	X				
Increase in X% or amount of outside wealth invested in local projects.	X				
Higher rate of businesses renewing licenses (indication of businesses remaining in Victoria).	X				



MAYOR'S TASK FORCE ON ECONOMIC DEVELOPMENT AND PROSPERITY Social Media Summary – Input on Draft Economic Action Plan

Friday, October 2, 2015

Twitter Summary:

of Tweets: 24

of Retweets: 91

of Favourites: 54



City of Victoria

TODAY's the last day to provide input on draft economic action plan #yyj. Share your ideas in online survey! victoria.ca/prosperity



City of Victoria

CityOfVictoria Sep 30

Provide feedback on how to grow Vic's economy. Take survey on draft economic action plan. It closes TODAY #yyj! victoria.ca/prosperity

1



City of Victoria

Take opportunity to provide input on draft economic action plan to grow Vic's economy. Survey closes TODAY #yyj! victoria.ca/prosperity



City of Victoria

CityOfVictoria Sep 30

TODAY's the last day to provide input on draft economic action plan #yyj. Share your ideas in online survey! victoria.ca/prosperity

3

1



City of Victoria

CityOfVictoria Sep 29

We're seeking input on draft economic action plan. Survey closes Sept 30 #yyj victoria.ca/prosperity #VicProsperity

4

3



City of Victoria @CityOfVictoria · Sep 29

Only 2 more days to provide input on draft economic action plan. Take online survey by Sept 30 [#yyj](#) [victoria.ca/prosperity](#) [#VicProsperity](#)

2



City of Victoria @CityOfVictoria · Sep 29

Help unleash Victoria's economic potential. Provide feedback on draft economic action plan by Sept 30 [#yyj](#) [victoria.ca/prosperity](#)

1

1



City of Victoria @CityOfVictoria · Sep 28

Provide feedback on draft Economic Action Plan in survey by Sept 30. Help grow [#VicProsperity](#) [#yyj](#) [victoria.ca/prosperity](#)

2



City of Victoria @CityOfVictoria · Sep 28

Provide feedback on draft economic action plan for Victoria. Take survey by Sept 30 [#yyj](#) [victoria.ca/prosperity](#) [#VicProsperity](#)

4

1



City of Victoria @CityOfVictoria · Sep 27

Provide feedback on draft economic action plan for Victoria. Take survey by Sept 30 [#yyj](#) [victoria.ca/prosperity](#)



5

2



City of Victoria · CityOfVictoria · Sep 26

Share your ideas on draft economic action plan for Victoria. Take survey by Sept 30
[#yyj](#) [victoria.ca/prosperity](#)



City of Victoria · CityOfVictoria · Sep 24

What do you think about having Business Hub at City Hall? Learn more & take draft economic action plan survey [#yyj](#)
[victoria.ca/prosperity](#)



City of Victoria · CityOfVictoria · Sep 23

Take survey on proposed Business Hub at City Hall & six engines to drive Victoria's [#economy](#) [#yyj](#) [victoria.ca/prosperity](#) [#VicProsperity](#)



City of Victoria · CityOfVictoria · Sep 22

What do you think about having Business Hub at City Hall? Learn more & take draft economic action plan survey [#yyj](#) [victoria.ca/prosperity](#)



City of Victoria · CityOfVictoria · Sep 21

Have your say on Draft Economic Action Plan for Victoria [#yyj](#). Take the online survey by Sept 30. [#VicProsperity](#) [victoria.ca/prosperity](#)



City of Victoria @CityOfVictoria · Sep 28

How to grow Vic's economy? Tell us in Making Victoria: Unleashing Potential draft economic action plan survey #yyj victoria.ca/prosperity

8 1



City of Victoria @CityOfVictoria · Sep 19

What do you think about having Business Hub at City Hall? Learn more & take draft economic action plan survey #yyj victoria.ca/prosperity

7 2



City of Victoria @CityOfVictoria · Sep 18

Take survey on proposed Business Hub at City Hall & six engines to drive Victoria's #economy #yyj victoria.ca/prosperity #VicProsperity

7 4



City of Victoria @CityOfVictoria · Sep 15

Provide input on Draft #Economic Action Plan in online survey #yyj victoria.ca/prosperity #VicProsperity



4 2



City of Victoria @CityOfVictoria · Sep 13

DRAFT Economic Action Plan is ready for your input #yyj! Share your ideas in online survey ow.ly/S9ggX #vicprosperity

7 1



City of Victoria CityOfVictoria Sep 11

Tonight @Thinklandia, Mayor Helps unveiled Task Force draft economic action plan. bit.ly/1UN2L1d #yyj



12

7



City of Victoria CityOfVictoria Sep 11

Top floor of the Yates Street parkade. An incredible gathering, open to the public. @Thinklandia #YYJ #YYJarts



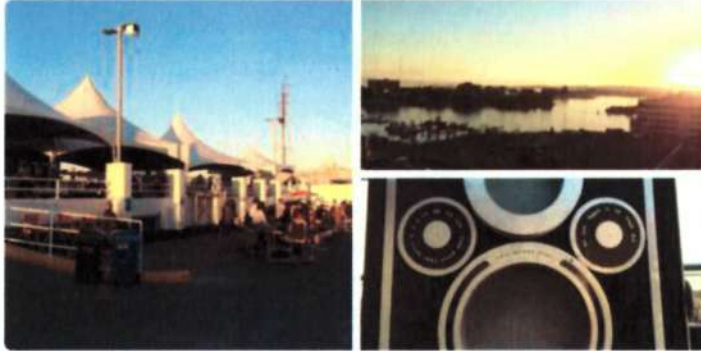
6

8



City of Victoria @CityOfVictoria · Sep 11

The night's just starting at @Thinklandia. Come join us for speakers, music and this incredible view. #yyj



RETWEETS
4

FAVORITES
9



7:25 PM - 11 Sep 2015 Details



City of Victoria @CityOfVictoria · Sep 11

Task Force launches draft economic action plan "Making Victoria: Unleashing Potential" for input #yyj! @Thinklandia victoria.ca/prosperity

5

3

Twitter: #VicProsperity

#VicProsperity feedback: 1 tweet

#VicProsperity

[Top](#)[Live](#)[Accounts](#)[Photos](#)[Videos](#)[More options ▾](#)

**City of Victoria** · [CityOfVictoria](#) · Sep 29

We're seeking input on draft economic action plan. Survey closes Sept 30 [#yyj](#) [victoria.ca/prosperity](#) [#VicProsperity](#)

4

3

**City of Victoria** · [CityOfVictoria](#) · Sep 29

Only 2 more days to provide input on draft economic action plan. Take online survey by Sept 30 [#yyj!](#) [victoria.ca/prosperity](#) [#VicProsperity](#)

2

**Lisa Helps** · [lisahelps](#) · Sep 28

RT [@CityOfVictoria](#) Provide feedback on draft Economic Action Plan in survey by Sept 30 Help grow [#VicProsperity](#) [#yyj](#) [victoria.ca/prosperity](#)

3

3

**Lisa Helps** · [lisahelps](#) · Sep 27

MT [@CityOfVictoria](#) Take survey on Business Hub at City Hall & 6 engines to drive [#economy](#) [#yyj](#) [victoria.ca/prosperity](#) [#VicProsperity](#)

4

1

**City of Victoria** · [CityOfVictoria](#) · Sep 21

Have your say on Draft Economic Action Plan for Victoria [#yyj](#). Take the online survey by Sept 30. [#VicProsperity](#) [victoria.ca/prosperity](#)

3

1

**Lisa Helps** · [lisahelps](#) · Sep 17

Victoria. Yours for the making. [#vicprosperity](#) Read the plan. Take the survey [ow.ly/S8vqr](#) [@CityOfVictoria](#)

2



City of Victoria @CityOfVictoria · Sep 15

Provide input on Draft #Economic Action Plan in online survey #yyj victoria.ca /prosperity #VicProsperity



4

2



Lisa Helps @lisahelps · Sep 14

Making Victoria: Unleashing Potential. #vicprosperity Read the plan. Take the survey

ow ly/S8vks @CityOfVictoria Pls RT

3

2



City of Victoria @CityOfVictoria · Sep 13

DRAFT Economic Action Plan is ready for your input #yyj! Share your ideas in online survey ow ly/S9ggX #vicprosperity

4

1



Colleen Mycroft favorited



Lisa Helps @lisahelps · Sep 12

@CityOfVictoria DRAFT Economic Action Plan needs your input. Read the plan. Take the survey ow ly/S8vbb #vicprosperity

3

7



Victorian Analysis Retweeted



Lisa Helps @lisahelps · Sep 12

@analysevic Actually it's until Sept 30. And last I checked, it's a very detailed survey! #vicprosperity ow ly/S8uqc

1

1

[View conversation](#)



Rick Pepper · PepperRick · Sep 12

#vicprosperity please document all additional \$'s and staff or contract positions which Victoria taxpayers will be saddled with to deliver



Victorian Analysis · AnalyseVic · Sep 11

Remember - city has vague survey on topic until Sept 19th #VicProsperity
theglobeandmail.com/news/british-c



Health Canada warns RCMP may act if pot dispen...

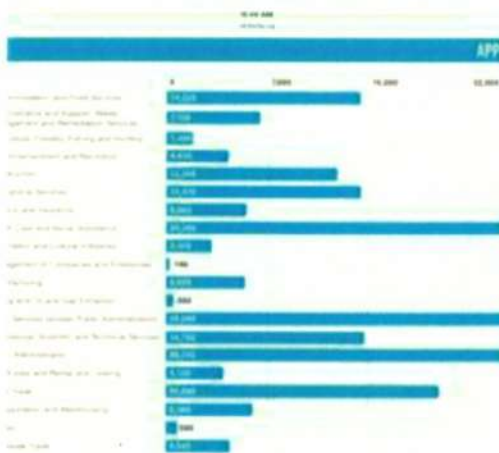
Health Canada has sent dispensaries letters demanding they shut down immediately or face potential action by the RCMP

theglobeandmail.com



Victorian Analysis · AnalyseVic · Sep 11

#victoriabc 2011 jobs distribution & economic pie - all part of Draft Economic Action Plan #VicProsperity #yyjpoli





Victorian Analysis · AnalyseVic · Sep 11

Here we have 'making victoria' the new Draft Economic Action Plan. Are u excited [#vicprosperity](#) [#yyj](#) [#yyjpoli](#) [victoria.ca/assets/City~Ha...](#)

3

2



Victorian Analysis · AnalyseVic · Sep 11

Seeking input @7pm Friday night on city draft ec dev plan - yes, I'll be there [#VicProsperity](#) [@ThinkIandia](#) [#yyjpoli](#) [victoria.ca/EN/meta/news/n...](#)

1

Facebook Summary:

of Posts: 3

Reached: 1,265

of Likes: 15

of Comments: 0

of Shares: 1



City of Victoria - Local Government

Published by Michele Harp, (2) · September 30 at 12:24pm ·

TODAY is the last day to provide input on the draft economic action plan "Making Victoria: Unleashing Potential".

Developed by the Mayor's Task Force on Economic Development and Prosperity, the draft plan proposes a Business Hub at City Hall and identifies six economic "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being over the next four years.

Provide feedback by completing an online survey, emailing prosperity@victoria.ca or tagging your ideas on Twitter to [@CityofVictoria](#) [#VicProsperity](#) by the end of TODAY! www.victoria.ca/prosperity



302 people reached

Boost Post

Like

Comment

Share

Personal
information

KC Security Services and 2 others like this.



Write a comment

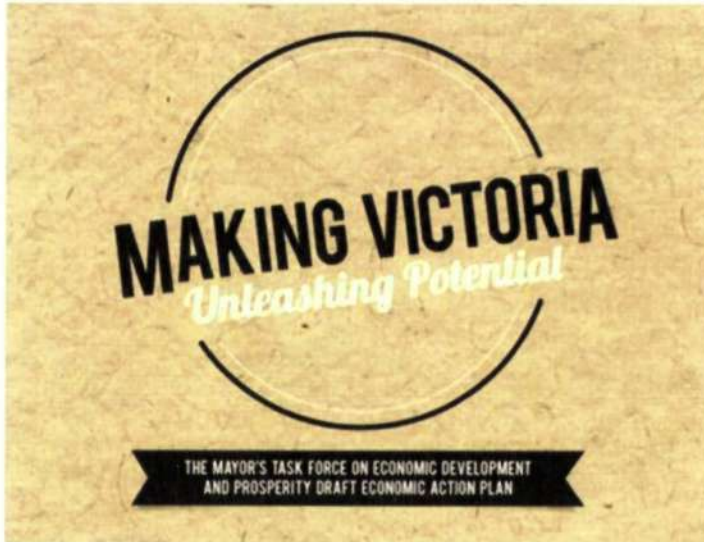


City of Victoria - Local Government

Published by Michelle Harris (M) September 26 at 5:47pm · 🌐

The Mayor's Task Force on Economic Development and Prosperity is seeking input on its draft economic action plan "Making Victoria: Unleashing Potential". The draft plan proposes a Business Hub at City Hall and identifies six economic "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being over the next four years.

Provide feedback on the draft plan by completing an online survey, emailing prosperity@victoria.ca or tagging your ideas on Twitter to @CityofVictoria #VicProsperity by September 30
www.victoria.ca/prosperity



580 people reached

Boost Post

👍 Like

💬 Comment

➦ Share

Personal information

and 2 others like this.



Write a comment...





City of Victoria - Local Government

Published on Michelle Harris (21 September 11 at 1:45pm)

The Mayor's Task Force on Economic Development and Prosperity is seeking input on its draft economic action plan "Making Victoria Unleashing Potential". The draft plan identifies six economic "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being over the next four years.

The draft plan will be shared TONIGHT at the Thinklandia kick-off event at 7pm at the Bastion Square Parkade rooftop.

Learn more about the draft plan and provide feedback by completing an online survey, emailing prosperity@victoria.ca or tagging your ideas on Twitter to @CityofVictoria #VicProsperity by September 30.

www.victoria.ca/prosperity



383 people reached

Boost Post

Like Comment Share

Fabulous Fort, KC Security Services, **Personal information** and 4 others like this.

1 share



Task Force Seeks Input on Draft Economic Action Plan

Date: Friday, September 11, 2015

For Immediate Release

VICTORIA, BC — The Mayor's Task Force on Economic Development and Prosperity is seeking input to help strengthen and shape its draft economic action plan, *Making Victoria: Unleashing Potential*, to be shared this evening at the *Thinklandia* kick-off event at 7 p.m. on the Bastion Square Parkade rooftop.

The draft plan identifies six primary "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being over the next four years. The six engines include: Advanced Education and Research & Development; the Ocean and Marine sector; Experiential Tourism; Government; Technology; and Entrepreneurship, Start-Ups and Social Enterprise. Each engine has its own set of draft objectives, actions and metrics to advance and measure progress.

"If well-greased, these six engines will create sustainable prosperity in the city," said Mayor Lisa Helps. "They will also stimulate growth in retail, arts and culture and other sectors that contribute to the quality of life, well-being and happiness in Victoria. I'm so proud of the task force members who have worked hard together over the past few months to develop this bold action plan."

The Task Force's mandate is to advise on how City Hall can best deliver an economic development function that will 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.

The draft plan also proposes a "Business Hub" be established at City Hall to streamline and de-mystify 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; and accelerate the development of a vibrant downtown.

"Creating Prosperity Through Economic Development" is a key objective of the City of Victoria's strategic plan for focus and investment over the next four years. Appointed by City Council in April, the Task Force is chaired by Mayor Lisa Helps and includes Councillor Margaret Lucas and community leaders in tech, tourism, labour, green business, commercial real estate, and community and regional economic development.

The *Making Victoria: Unleashing Potential* draft economic action plan is available at www.victoria.ca/prosperity. There are a variety of ways for the community to provide feedback, including completing an online survey, emailing input to prosperity@victoria.ca, or tagging ideas on Twitter at #VicProsperity by Wednesday, September 30. Public input will help inform the draft plan that will be presented to City Council for consideration on October 22.

For More Information:

Mayor Lisa Helps
Chair, Mayor's Task Force on
Economic Development and Prosperity
250.661.2708



BRITISH
COLUMBIA

Greater Victoria
Development Agency
A natural place to do business



V I A T E C

'Team Victoria' Trade Mission to San Francisco

Date: Friday, September 25, 2015

For Immediate Release

VICTORIA, BC – On Sunday, Mayor Lisa Helps will lead 'Team Victoria', a 31-person, multi-stakeholder trade mission to San Francisco, California. The team will include the Honourable Amrik Virk, Minister of Technology, Innovation and Citizens' Services, and representatives from the Greater Victoria Development Agency and Greater Victoria's high-tech, tourism, business and education sectors. Together, they seek to build and enhance strategic relationships with key influencers of North America's epicentre of innovation and technology.

"Two weeks ago we unleashed Victoria's draft economic action plan *Making Victoria – Unleashing Potential*, and now we're taking it on the road," said Mayor Lisa Helps. "I'm thrilled to be leading this diverse and influential group of leaders to San Francisco."

The trade mission provides an opportunity to showcase and grow Victoria's local tech companies, with the goal of attracting investment and talent to the region, and building investor and entrepreneur relationships. Over two days, 'Team Victoria' members will meet with potential clients, promote Victoria as a destination, and work to build academic partnerships to foster research opportunities and job development networks.

"The B.C. government is committed to growing our economy and strengthening our technology sector," said Minister Virk. "San Francisco has a large Canadian talent pool that we are going to continue to engage, to build and strengthen our industry, seeking growth and partnership opportunities that will enhance our tech strategy. Our similar markets, low corporate tax rates, and a strong angel investor community makes our province the place to invest."

In addition to the scheduled partner meetings, Mayor Helps is hosting a luncheon. Guests include representatives from Apple, RocketSpace, Blumberg Capital, and the Bay Area Council Economic Institute. RocketSpace is a premiere technology campus in San Francisco, exclusively designed to help entrepreneurs, start-ups and corporate innovation professionals succeed. Blumberg Capital is an early-stage venture capital firm that specializes in providing seed funding to technology companies. The Bay Area Council Economic Institute is a partnership of business with labour, government, higher education, and philanthropy that works to support the economic vitality and competitiveness of the Bay Area and California.

"We are thrilled that our three-year Trade and Investment Program, launched in 2014, can serve as a catalyst to make this initiative come together in alignment to all stakeholders," said Dallas Gislason, Economic Development Officer for the Greater Victoria Development Agency. "The fact that this effort achieved such strong buy-in region-wide is very telling about the importance of the San Francisco area to many sectors of our economy here at home."

On Tuesday evening, close to 80 Bay Area influencers will attend the 'Team Victoria' reception at the Aquarium by the Bay, where they will have the opportunity to network with trade mission members and enjoy a "Fireside Chat" with Jeff Mallett, co-founder of Yahoo! and James DeGreef, co-founder of GenoLogics Life Sciences Software and CEO of ChatterBlock.

"It is vital that we continue to build relationships in San Francisco and the Bay Area. It's only a two-hour flight away and provides the world's largest concentration of tech investors, advisors, partners and customers," said Dan Gunn, Chief Executive Officer for VIATEC. "We will be meeting one-on-one with existing key contacts to keep them up to speed on the opportunities in our local tech scene while leveraging the group of community leaders on the trade mission to draw out potential new partners that are interested in building stronger ties to our local innovators and entrepreneurs."

'Team Victoria' members plan to hold a report-back session later this fall to outline opportunities and relationships that developed from the trip. The estimated budget for the trade mission is \$34,000. Each team member is contributing towards the cost, with the City of Victoria providing \$5,000.

Create Prosperity Through Economic Development is a key objective of the City of Victoria's strategic plan for focus and investment over the next four years. The trade mission to San Francisco supports this objective and includes some members of the Mayor's Task Force on Economic Development and Prosperity. Established in April, the Task Force has developed *Making Victoria: Unleashing Potential*, a draft economic action plan to grow Victoria's economy. The draft plan is available for public input until September 30. For more information: www.victoria.ca/prosperity.

Greater Victoria Development Agency Quick Facts:

- Greater Victoria's largest industry is high-tech, with an economic impact exceeding \$4 billion annually. Many local firms rely on global connections to grow their business and create jobs. These companies directly employ 15,000 Tectorians.
- Tourism is Greater Victoria's second largest industry with \$1.9 billion in economic impact and over 22,000 jobs.
- There are over 40,000 students enrolled in the region's three post-secondary education institutions. Each year several co-op students get placements at companies in the San Francisco/Bay Area. Companies like Google, Oracle, Tesla, HP and others provide unparalleled opportunities and connections for local students.

- 30 -

ATTACHED: 'Team Victoria' Delegation Members

For More Information:

Mayor Lisa Helps
City of Victoria
Cellular: 250.661.2708

Tasha Schollen
Communications Director
Ministry of Technology, Innovation and Citizens' Services
250.889.1121

Dallas Gislason
Economic Development Officer
Greater Victoria Development Agency
Office: 250.360.3478 Cellular: 250.812.0510

Dan Gunn
Chief Executive Officer
VIATEC
Office: 250.483.3214 Cellular: 250.882.2820

'Team Victoria' Delegation Members

The 'Team Victoria' delegation includes the following people:

1. Mayor Lisa Helps, City of Victoria
2. Councillor Margaret Lucas, City of Victoria
3. Jocelyn Jenkyns, Deputy City Manager, City of Victoria
4. Kerri Moore, Manager of Strategic Relations and Business Development, City of Victoria
5. Honorable Amrik Virk, Minister of Technology, Innovation and Citizens' Services
6. John Jacobson, Deputy Minister of Technology, Innovation and Citizens' Services
7. Nick Facey, Chief of Staff for the Minister of Technology, Innovation and Citizens' Services
8. Dallas Gislason, Economic Development Officer, Greater Victoria Development Agency
9. Kathryn Dafos, Project Coordinator, Greater Victoria Development Agency
10. Dan Gunn, CEO, VIATEC
11. Rob Bennett, COO and Program Director, VIATEC
12. Paul Nursey, President and CEO, Tourism Victoria
13. Rob Ringma, Director of Sales, Tourism Victoria
14. Geoff Dickson, President and CEO, Victoria Airport Authority
15. Brent Sternig, Director, Research, Partnerships and Knowledge Mobilization, University of Victoria
16. Terry Cockerline, Director, Alumni Relations, University of Victoria
17. Curran Crawford, Department of Mechanical Engineering, University of Victoria
18. Tom Zsolnay, Associate Vice President of Alumni and Development, University of Victoria
19. Margaret-Anne Storey, Software Engineering Program Director, University of Victoria
20. Jody Kitts, Development Officer, Engineering and Science, University of Victoria
21. Gloria Darroch, Program Manager, Co-op and Career Centre, Peter B Gustavson School of Business, University of Victoria
22. Evelyn O'Connor, Senior Account Executive, Victoria Conference Centre
23. Monika Lebedynska, Senior Account Executive, Victoria Conference Centre
24. Owen Matthews, Wesley Clover and Alacrity Foundation
25. Richard Egli, Managing Director, Alacrity Foundation
26. David Miller, Cube Global Storage
27. Rajkumar Padmawar, President and CEO, ASASoft
28. Will Fraser, CEO, Referral SaaSquatch
29. Karl Swannie, CEO, Echosec Systems Ltd.
30. Jim Hayhurst, President/CEO, Pretio Interactive
31. Bob Husband, Managing Partner, Arbutus Cove Enterprises



	Shows	News	Contests	Events	Podcasts	Election Guide 2015	Contact	
--	-------	------	----------	--------	----------	---------------------	---------	--

[Home](#) › [News](#) › Mayor's economic development task force releases report

Mayor's economic development task force releases report

[Share](#)

[Print](#)

September 11, 2015 08:28 from Frank Stanford

An economic development and prosperity task force has recommended Victoria create a "business hub" at City Hall...to "streamline and de-mystify business and development processes at City Hall".

That's one key action recommendation made by a special mayor's task force appointed in April.

The report has just been released this morning, and the city invites public comment on it before a plan goes to council for adoption next month.



**SUP
CAN
RESI
AND
LIVE**



Log In

To us
switch
Local Governmen

[Back to Top Stories](#)

Quick Links

[News](#)

[Shows](#)

[Events](#)

[Terms & Conditions](#)

[Privacy Policy](#)

[Events](#)

[Contest FAQ](#)

[Contact Us](#)

[News](#)

[My Account](#)

[Previous Story](#)

[Next Story](#)

Article rank 12 Sep 2015 Times Colonist ANDREW A. DUFFY aduffy@timescolonist.com Times Colonist

Business hub envisaged for city hall

Draft document of task force identifies 6 key economic 'engines'

A new business hub could be installed at Victoria City Hall, and the city might have just created a massive to-do list with the release of a draft economic action plan from the Mayor's Task Force on Economic Development and Prosperity.

The draft document called Making Victoria: Unleashing Potential, which will be augmented with public input over the next two weeks, has identified Victoria's six key economic "engines" and a slew of "action items" that would help those sectors thrive.

Victoria Mayor Lisa Helps said if those engines of the economy — advanced education, research and development, ocean/marine, experiential tourism, government, technology and entrepreneurship — are "well greased," they will create prosperity.

"They will also stimulate growth in retail, arts and culture and other sectors that contribute to the quality of life, well-being and happiness in Victoria," she said, noting the small scale of the city means everyone contributes to making it unique.

"We are all making Victoria together, and if we can unleash the potential and do these actions in the next five years, we will see a significant change in how this city looks and feels and see how much money comes into this town," she said.

Launched in April, the 17-member task force was intended to help the city improve its relationship with the business community and lay a foundation to support economic growth.

Helps said the difference between this group and previous economic development committees and studies is the demand for concrete direction and metrics by which the city can measure progress in problem areas.

The action list included in the draft plan is long, but Helps said it starts with establishing a business hub at city hall.

The hub is to help anyone wanting to start, expand, scale up or invest in a business.

"It will be where you can send anyone, it will be a one-stop shop," said Helps, adding that it will be both a connecting point as well as helping to deal with the hurdles the business community has found in dealing with Victoria City Hall.

The hub, which will be a physical office with staff, is tasked with streamlining business-development processes, reducing municipal red tape and accelerating the development of a vibrant downtown while connecting entrepreneurs with the resources they need.

As for the action items that will help each of the identified economic engines, they range from the fairly simple to the high-level.

For example, the draft plan calls for partnering with co-op programs to place post-secondary students in Victoria businesses, facilitating development that supports the retention of government offices in Victoria and making it easier to hold events and open businesses.

But it also calls for action on partnering to create a post-secondary presence downtown and creating a customs pre-clearance pilot project at the Belleville Street Terminal as a step toward pre-clearance at such facilities as Ogden Point and Victoria International Airport.

Helps acknowledged that the city and business organizations don't have the power to make things like that happen, but she said believes both can play a role.

"The decisions in some of these cases aren't ours to make, but the actions to get there certainly are," she said, noting that city officials are already lobbying the federal government for the pre-clearance pilot project.

Through the process of creating the plan, the task force has identified everyday issues, such as the time it takes for permits and licences to be processed, as well as big-picture problems of organizations and governments not working together while nonetheless targeting the same goal.

"The whole premise of the plan is to bust apart the silos and work together, and that's starting to happen," Helps said.

She said the plan builds on the momentum that is happening in the city right now.

"This doesn't start from a sky-is-falling place, but because Victoria is the best place in Canada to start or expand a business," she said.

The community can provide input for the action plan via email at prosperity@victoria.ca or tagging ideas on Twitter at #VicProsperity before Sept. 30.

City council will vote on the plan on Oct. 22.



Save up to 20%

	Shows	News	Contests	Events	Podcasts	Election Guide 2015	Contact	
--	-------	------	----------	--------	----------	---------------------	---------	--

[Home](#) › [News](#) › Premier Christy Clark has nice words for Victoria's Mayor

Premier Christy Clark has nice words for Victoria's Mayor

[Share](#) [Print](#)

September 25, 2015 12:17 from Art Aronson

B.C.'s annual conference of mayors, councilors and regional politicians wrapped up today in Vancouver with a speech from Premier Christy Clark.

Speaking on economic growth, Christy Clark took a moment to praise Victoria Mayor Lisa Helps.

"In Victoria, Lisa Help's task force on economic development and prosperity," said Clark. "She's reaching out to try and find new ways attract investment to that beautiful city, our capital in the south island.

During the address, Clark announced new funding to help prevent wildfires and to address gang violence.

\$10 million for a fund aimed at helping communities prevent wildfires brings the total to \$78 million since 2004.

She also announced a five-million-dollar investment to target prolific, violent and gang-affiliated offenders and to address the roots of crime through education and outreach.

The conference officially wrapped up with Clarks closing remarks.

SUP
CAN
RESI
AND
LIVE[Log In](#) To us
switch
Local Government[Back to Top Stories](#)

Quick Links

[Previous Story](#)

[Next Story](#)

Article rank 26 Sep 2015 Times Colonist ANDREW A. DUFFY aduffy@timescolonist.com Times Colonist

City, tourism tech sector on San Francisco trade mission

Victoria is reaching across the border to strengthen the city's economy.



DARREN STONE, TC

Victoria Mayor Lisa Helps will encourage Canadians to come home and work in Victoria.

This weekend, a 31-person trade mission led by Mayor Lisa Helps will be in San Francisco to showcase Victoria companies, meet potential clients, promote Victoria as a destination and work on academic partnerships to create research opportunities.

The team includes B.C. Technology Minister Amrik Virk and representatives from the Victoria Innovation, Advanced Technology and Entrepreneurship Council (VIATeC), Greater Victoria Development Agency, Tourism Victoria and the post-secondary education sector.

The budget for the trip is \$34,000, with the city's share \$5,000.

"We're hoping to highlight the already strong connections between Victoria and San Francisco," said Helps, noting high-tech and tourism have for years been closely tied to the Bay area.

But Helps is also going recruiting. Building on a provincial initiative that saw a B.C. booth at the Calgary Stampede imploring former residents to come home, Helps said they will be taking a come-back-to-Victoria message to Canadian workers and entrepreneurs in the area.

"We will be saying for those of you who are Canadian and living down there come home and bring your business back to Victoria, to British Columbia," Helps said.

She will also be showing off the city's draft economic action plan, and hopes the plan to establish a business hub at City Hall will show potential businesses, investors or start-ups that the city is committed to helping business grow.

The city's high-tech industry sees the trip as a chance to cement relationships and reach out to those who missed the recent Experience Tectoria event.

"We are using this trip as a way to connect with those who couldn't make it this year to open their eyes to the investment and partnership opportunities in Victoria's tech sector with the aim to bring them to the city in the coming year to meet local entrepreneurs and see first hand the innovation in our tech sector," said VIATeC executive Dan Gunn.

Paul Nursey, chief executive of Tourism Victoria, said they saved up sales calls for this trip.

"We have lots of reason to go to San Francisco, primarily for sales meetings," he said. His group will meet with convention bookers and meeting planners by day and join the trade mission for functions in the evening.

Nursey said he's selective about trade missions as they require discipline and strong focus to have any kind of success.

"This one made a lot of sense for us," he said. "San Francisco is a very important source market."

Gunn agrees, noting "trade missions are hard to get right."

"We've learned over the years to set aside all the time required to support the planned agenda while hustling to fill all remaining gaps with one-on-one relationship building meetings to maximize on the opportunity," he said. "Trade missions offer unique benefits due the many connections a large group can bring when they all go to the same place at the same time."

During the visit, Helps will host a luncheon and expects to meet with representatives from Apple, tech campus RocketSpace, venture capital firm Blumberg Capital, and the Bay Area Council Economic Institute.

There is also a reception for 80 influential Bay area business people that will feature discussions with Jeff Mallett, co-founder of Yahoo, and James DeGreef, co-founder of GenoLogics Life Sciences Software and chief executive of ChatterBlock.

The trade mission team will get together this fall to outline results of the trip.

This article was shared by a user of PressReader - an online source of publications from around the world. PressReader contains copyrighted material, trademarks and other proprietary information. Receipt of this article should not be interpreted as grant of any licenses express or implied, to the intellectual property of PressReader or publishers of publications presented. PressReader - Connecting People Through News PressReader, 200-13111 Vanier Place, Richmond BC V6V 2J1, Canada Phone: +1 604 278 4604 © 2003-2015 NewspaperDirect Inc. dba PressReader. All rights reserved. Terms of Use: http://www.pressdisplay.com/pressdisplay/showlink.aspx?pageid=ins_terms Privacy Policy: http://www.pressdisplay.com/pressdisplay/showlink.aspx?pageid=ins_privacy

[Previous Story](#)

[Next Story](#)

View
PDF

- 1) Click the download button
- 2) This will take you to our web page
- 3) Download the FREE product

Victoria sends trade mission to San Francisco

Posted By: Keith Vass on: September 27, 2015 In: News



▶ 🔊 0:00 / 1:55

A team from Victoria left for San Francisco Sunday, on a mission to bring investment from the Bay Area back to BC's capital.

The 31-person trade mission is aimed at boosting the region's tech and tourism industries.

"We want to profile Victoria as a great place to do business and as a great destination," said Mayor Lisa Helps.

The city is footing \$5,000 of the \$34,000 total for the trip, sending Helps and Coun. Margaret Lucas alongside representatives from University of Victoria, Tourism Victoria and others. BC's technology minister, Amrik Virk, will join the group in San Francisco later.

Tech has become the region's largest industry, worth an estimated \$4 billion annually. GVDA development officer Dallas Gislason needed to expand that further.

"One of the things we don't really have is a well established venture capital or growth capital scene so companies that do need to go to other markets and the top market in the world for that is San Francisco and the Bay Area."

Gislason highlights a number of firms that already have operations in both cities, like GenoLogics and Zynga.

Tourism may now be the Capital's second largest industry after tech, but it's not being forgotten on this mission. Tourism Victoria is the largest market,

"We position Victoria as a getaway destination, its a two hour flight or families can drive up and take the Coho," he said.

And the city's mayor is hoping to bring some people back not to visit, but to stay.

"There are lots of entrepreneurs from Victoria, from British Columbia, in San Francisco and we're going down to say come home

Share this:

 Facebook 77  Reddit  Twitter 5  Print  Email  More



[< > X](#)

BUILDING RELATIONSHIPS FOR LIFE



McNaughton Wealth Management

C.P. (Chuck) McNaughton, PFP
Senior Wealth Advisor

(250) 654-3342
www.mcnaughtonwealth.com



® Registered trademark of The Bank of Nova Scotia, used by ScotiaMcLeod. ScotiaMcLeod is a division of Scotia Capital Inc. ("SCI"). SCI is a member of the Investment Industry Regulatory Organization of Canada and the Canadian Investor Protection Fund.

FROM THE EDITOR



JEFFREY BOSDET/DOUGLAS MAGAZINE

A City Beyond Cynicism

SINCE THE MAYOR'S TASK FORCE on Economic Development and Prosperity released its draft action plan, *Making Victoria: Unleashing Potential*, on September 11, I've talked to a lot of people about it. I've encountered both optimism and cynicism. Optimism because this is a plan that seems to speak the language of entrepreneurs, not bureaucrats; cynicism because we've watched many task forces come and go over the years — and a lot of ideas have been left on the table to rot.

I'm going to bypass cynicism and give this draft plan a tentative thumbs up for a number of reasons. First, I like its premise: "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."

Second, I buy into its focus on rapid prototyping, real-time customer feedback and measurable action — because I do believe that what gets measured gets done.

Someone once described cynicism as a premature disappointment in the future.

Third, I'm tired of the cynicism that has infected civic politics. Someone once described cynicism as a premature disappointment in the future. Standing back with our arms folded, throwing clever quips while remaining removed from the process, won't help us to do the heavy lifting that needs to be done to make Victoria an entrepreneurial centre of excellence.

One of the things I like best about *Making Victoria*:

Unleashing Potential is the idea of setting up a business hub at City Hall. It's important that this hub be more than a physical space; it needs to be developed with a can-do attitude and a deep understanding of how businesses see the world and their real needs.

A number of people I've talked to suggest hiving off this business hub to a location outside of City Hall and creating a living lab of innovation. It's an interesting idea if a way can be found to do this without running up the hub's budget on bricks and mortar.

But even more important than the location is creating an entrepreneurial mindset. In his book, *The Rise of the Creative Class: Revisited*, Richard Florida refers to a study by personality psychologists Sam Gosling and Jason Rentfrow and others. The study counters the idea that Silicon Valley's success can be replicated simply by adding talent, research universities and access to venture capital and shaking it all together. While acknowledging a need for these ingredients, the study's authors found that success depends on attracting people who have a mix of high levels of openness, extraversion and conscientiousness — entrepreneurs with energy and endurance and the ability to make things happen.

"So take heed mayors and business leaders," Florida writes. "It will take a lot more than establishing tech transfer programs at research universities, upping the amount of local venture capital or creating new incubators to encourage entrepreneurship. Deep down it's about attracting the right kinds of people and boosting a location's entrepreneurial mindset."

I sense the Mayor's Task Force on Economic Development and Prosperity gets this, and I sense Mayor Lisa Helps gets it. So let's put cynicism aside for the time being and give *Making Victoria: Unleashing Potential* a chance to succeed.

— Kerry Slavens

kslavens@pageonepublishing.ca

BUSINESS IN ACTION

DOUBLETREE BY HILTON has opened the brand's first property on Vancouver Island with the new DoubleTree by Hilton Hotel & Suites Victoria. Previously the Executive House Hotel, this 181-room downtown hotel opens following a multi-million dollar property-wide renovation, including a complete redesign of the lobby, public space and guest rooms.

MNP has outgrown its Nanaimo office and will be moving its 70 Nanaimo employees up the street to the newly named MNP Place as soon as renovations are complete. Since 2009 MNP's revenue across Vancouver Island has increased by 80 per cent and its island-wide team has grown from 80 to 154.

ITNORTH has once again won Cloud Partner 2015 for Canada by the International Association of Microsoft Channel Partners.

ANN-LOUISE JEWELLERS opened a new location at Hillside Shopping Centre this September, adding to its other Victoria locations at The Bay Centre and Mayfair Shopping Centre.

VIKING AIR has signed a deal with RN-Aircraft, a subsidiary of the Russian petroleum company Rosneft. The agreement is to manufacture 10 Viking Twin Otter Series 400 aircraft destined for the Krasnoyarsk region, where the aircraft will be used for regional commuting, corporate shuttle and cargo operations.

DEPARTURES TRAVEL, Victoria's longest standing independent travel agency, has been purchased by Cathy Scott, owner of Niche Travel, a boutique travel agency. Departures, located in Oak Bay, has been owned and operated for 30 years by Ronnie Lee.

Small Business Daring to Grow

EVERY OCTOBER, B.C. SHINES THE SPOTLIGHT ON SMALL BUSINESS AND THE SECTOR'S SIGNIFICANT IMPACT ON OUR COMMUNITIES AND ECONOMY.

Small businesses make up close to 98 per cent of enterprises in Canada and the figures are similar for B.C., where SMEs contribute around 26 per cent of the province's GDP. To acknowledge this important economic sector, October is Small Business Month in B.C.

The third week of October also marks BDC Small Business Week, the annual national celebration of entrepreneurship that the Business Development Bank of Canada (BDC) has been organizing for the past 36 years. As part of this year's theme — Knock down barriers. Dare to grow. — the BDC will host

an interactive Twitter chat (#SBW2015) on **October 23** with a panel of experts. The chat is geared to helping small business owners learn how to shift the focus towards growth and meet the challenges involved.

Victoria events include networking and educational seminars hosted by the Victoria Chamber of Commerce, including Networking for Success and Financial Management for Small Business on **October 20**, and Effective Negotiating on **October 21**.

On **October 23**, the Duncan Cowichan Chamber of Commerce will host their annual Business Showcase, as well as two seminars,

Market Analysis for Small Business and Maximize Your Digital Presence.

As part of Small Business Month, Small Business BC will open nominations for their Small Business BC Awards and launch their MyBizDay tour, with a stop in Nanaimo on **October 21** at the Vancouver Island Conference Centre. This free full-day event connects small business owners to information and support through a mix of education, exhibits, networking and interactive panel sessions on subjects such as digital marketing, market research strategies and overcoming business challenges.

In 2014,
31,700
Canadians
became self-
employed
AND hired
employees.

— Business
Development Bank of
Canada (BDC)



JO-ANN LORR/DOUGLAS MAGAZINE

MAKING VICTORIA

MAYOR'S TASK FORCE ON ECONOMIC DEVELOPMENT AND PROSPERITY IS READY TO UNLEASH VICTORIA'S POTENTIAL

From the Bastion Square Parkade rooftop overlooking Victoria, the Mayor's Task Force on Economic Development and Prosperity announced its draft economic action plan, *Making Victoria: Unleashing Potential*, on September 11.

For Mayor Lisa Helps, chair of the task force, the report is driven by a big call to action. "It's not a strategy — it's a plan," says Helps. What differentiates it from the approach taken in the past, she adds, is that this plan contains defined objectives, concrete actions, and identified leads and metrics to advance and measure progress.

The draft plan pinpoints six "primary engines" to drive Victoria's businesses, generate jobs, raise household incomes and increase well-being over the next four years. These engines are: Advanced Education and

Research & Development; Ocean and Marine sector; Experiential Tourism; Government; Technology; and Entrepreneurship, Start-Ups and Social Enterprise.

Helps says these six engines, if "well greased," will create sustainable prosperity. "They will also stimulate growth in retail, arts and culture and other sectors that contribute to the quality of life, well-being and happiness in Victoria ..." she adds.

The draft plan proposes that a business hub be established at City Hall to streamline and de-mystify business and development processes there, make it easier to do business in Victoria, reduce red tape and connect entrepreneurs with resources.

The hub, envisioned as a separate business unit, will be funded by an annual contribution of a minimum of \$250,000 set aside by the City. According to the report, the hub can be "launched imminently and deliver value within the next six to 12 months."

The draft plan will be presented to City Council for consideration on October 22 following a period of public input.

"The business hub is a critical part of the plan. It's an actual place in City Hall you can actually point to, a one-stop shop." — Lisa Helps



HIGHLIGHTS FROM
MAKING VICTORIA:
UNLEASHING POTENTIAL

The following are just
a few of the objectives
proposed:

Create a downtown
campus for post-
secondary institutions

Become known as
Canada's "Clean City"
and a global knowledge
hub for the ocean and
marine sector.

Have customs pre-
clearance in place in all
regional facilities.

Make Ship Point a
world-class outdoor
performance space in
partnership with the
provincial government
and the private sector.

Work to make Victoria
known globally as
a thriving hub of
innovation.

City of Victoria



Economic Development and Prosperity Task Force

Task Force Seeks Input on Draft Economic Action Plan

On September 11, the Mayor's Task Force on Economic Development and Prosperity launched its draft economic action plan, ***Making Victoria: Unleashing Potential*** for public input at the Thinklandia kick-off event on the rooftop of the Bastion Square Parkade.

The Task Force's mandate is to advise on how City Hall can best deliver an economic development function that will 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.

The Task Force is seeking input to help strengthen and shape the draft plan – to identify what can be improved and what may be missing.



- [Making Victoria: Unleashing Potential - Draft Economic Action Plan \[PDF - 640 KB\]](#)

Opportunities for Input

There are a variety of ways for the public to provide feedback:

- Participate in an online survey.
- Email input to prosperity@victoria.ca
- Tag your ideas on Twitter to [@CityofVictoria](#), [#VicProsperity](#)

The deadline to provide feedback is **Wednesday, September 30, 2015**.

Public input will help inform the draft plan that will be presented to City Council for consideration on October 22.

About the Draft Plan

The draft plan identifies six primary "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being over the next four years.

Six Engines

The six proposed engines include: Advanced Education and Research & Development; the Ocean and Marine sector; Experiential Tourism; Government; Technology; and Entrepreneurship, Start-Ups and Social Enterprise. Each engine has its own set of draft objectives, actions and metrics to advance and measure progress.

Business Hub at City Hall

The draft plan also proposes a "Business Hub" be established at City Hall to streamline and de-mystify 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; and accelerate the development of a vibrant downtown.

Task Force Members

"Creating Prosperity Through Economic Development" is a key objective of the City of Victoria's strategic plan for focus and investment over the next four years.



Appointed by City Council in April, the Task Force is chaired by Mayor Lisa Helps and includes Councillor Margaret Lucas and community leaders in tech, tourism, labour, green business, commercial real estate, and community and regional economic development.



- Mayor Lisa Helps, City of Victoria
- Councillor Margaret Lucas, City of Victoria
- Suzanne Bradbury, Co-Owner/Manager, Fort Properties
- Nicole Chaland, Director, Simon Fraser University's Community Economic Development Program
- James Cocco, Provincial government employee and community volunteer
- Jill Doucette, Owner/Founder, Synergy
- Dallas Gislason, Economic Development Officer, Greater Victoria Development Agency
- Dan Gunn, Chief Executive Officer, VIATeC
- Scott Gurney, Owner, 17 Black Entertainment Ltd., event production company
- Darlene Hollstein, General Manager, The Bay Centre
- Robert Jawl, Director, Jawl Properties Ltd.
- Tony Joe, Realtor/Past Director and President, Victoria Real Estate Board
- Ken Kelly, General Manager, Downtown Victoria Business Association
- Peter Kuran, President and Chief Executive Officer, UVic Properties
- Paul Nursey, President and Chief Executive Officer, Tourism Victoria
- Liam Scott-Moncrieff, Graduate, Pacific School of Innovation and Inquiry; 2015/2016 University of Victoria Engineering Student
- John Wilson, Chief Executive Officer/Principal, Wilson's Transportation Ltd.

Learn more about the Task Force members:

- Mayor's Task Force on Economic Development and Prosperity - Member Bios and Photos [PDF - 680 KB]

Terms of Reference

The terms of reference for the Task Force are below:

- Terms of Reference, Mayor's Task Force on Economic Development and Prosperity [PDF - 77 KB]

Although the City of Victoria tries to ensure the accuracy of all information here, you should confirm all information.

Copyright ©2012 City of Victoria. All rights reserved.

Michelle Harris

Subject:

FW: Join Thinklandia and Mayor's Ec Dev and Prosperity Task Force, September 11th @ 7pm

On behalf of the Mayor's Task Force on Economic Development and Prosperity, I would like to invite you to attend the *Thinklandia* kick-off event on Friday, September 11, 2015 at 7 p.m. on the rooftop of the Bastion Square Parkade on Yates Street. At the event, the Task Force will share its draft economic action plan, *Making Victoria: Unleashing Victoria's Potential* for public input.

The Task Force is seeking input to help strengthen and shape the draft plan – specifically what can be improved and what may be missing.

The role of the Task Force is to advise on how the City of Victoria can best use its available resources and act as a partner to fill downtown retail and commercial vacancies; support start-ups, “scale-ups” and business relocations to Victoria; foster entrepreneurship; support job creation in particular for college and university grads who want to remain in Victoria; and to support social enterprises and community economic development initiatives.

The draft economic action plan will be available at www.victoria.ca/prosperity on September 11 timed with the *Thinklandia* kick-off. There will be a variety of ways to provide feedback, including emailing your input to prosperity@victoria.ca, completing an online survey, or tagging your ideas on Twitter at #VicProsperity by Wednesday, September 30.

Your input will help inform the draft economic action plan that will be presented to City Council for consideration on October 22.

Thinklandia takes place from September 11 – 17. Over seven days, *Thinklandia* transforms Victoria into a city of ideas and imagination; a place where thinkers, entrepreneurs, speakers, makers, artists, and creators can engage, share, enlighten and inspire. For more information, visit: www.thinklandia.ca

Draft Economic Action Plan
Stakeholder Email List

Title	Organization
Dean of Business	University of Victoria
Co-op Director	University of Victoria
Director, Institute for Studies in Innovation & Community University Engagement (ISICUE)	University of Victoria
President	University of Victoria
Associate Director, Community & Government Relations	University of Victoria
	UVic Institute for Studies in Innovation and Community University Engagement
Dean of Faculty Management	Royal Roads University
VP Global Advancement Marketing & Business Development School	Royal Roads University
President	Royal Roads University
Co-op Director	Royal Roads University
Co-op Director	Camosun College
Dean of Business	Camosun College
President	Camosun College
Premier	
Minister of Jobs, Tourism & Skills Training	
Minister of Community, Sport & Cultural Development	
Minister of Small Business & Red Tape Reduction	
Minister of Technology, Innovation & Citizens' Services	
Minister of International Trade	
Minister of Advanced Education	
CEO	Greater Victoria Harbour Authority
Board Member	Greater Victoria Harbour Authority
Vice President & General Manager	Seaspan
COO	Ralmax
President & CEO	BC Innovation Council (BCIC)
Managing Director	Johnstone & Associates
To distribute to membership	Greater Victoria Chamber of Commerce
	Urban Development Institute (UDI)
	Social Innovation Zone
	Neighbourhood Associations