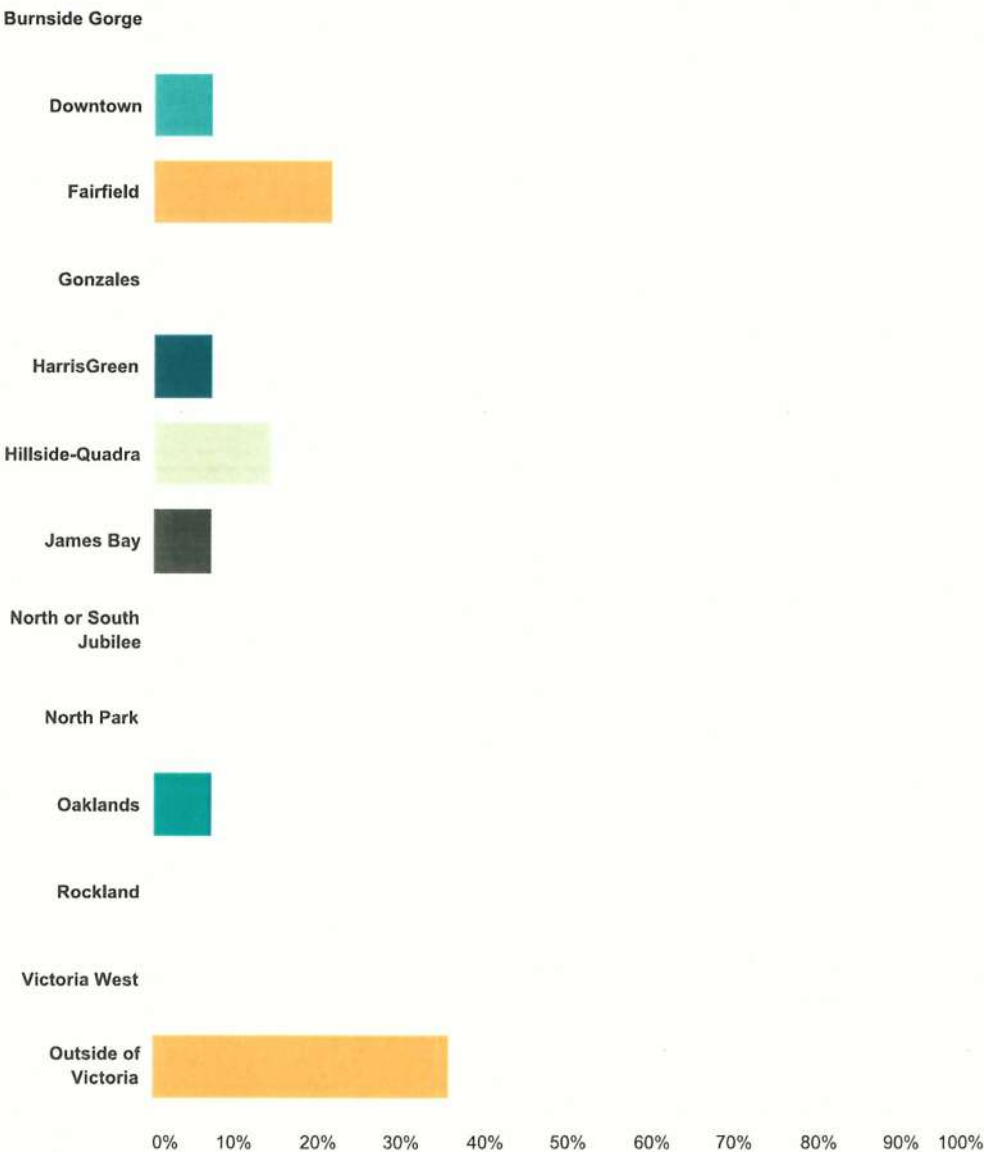


Q1 Which neighbourhood do you live in?

Answered: 14 Skipped: 0



Answer Choices	Responses	
Burnside Gorge	0.00%	0
Downtown	7.14%	1
Fairfield	21.43%	3
Gonzales	0.00%	0
HarrisGreen	7.14%	1
Hillside-Quadra	14.29%	2

# Good Jobs + Good Business = Better Community Draft Action Plan

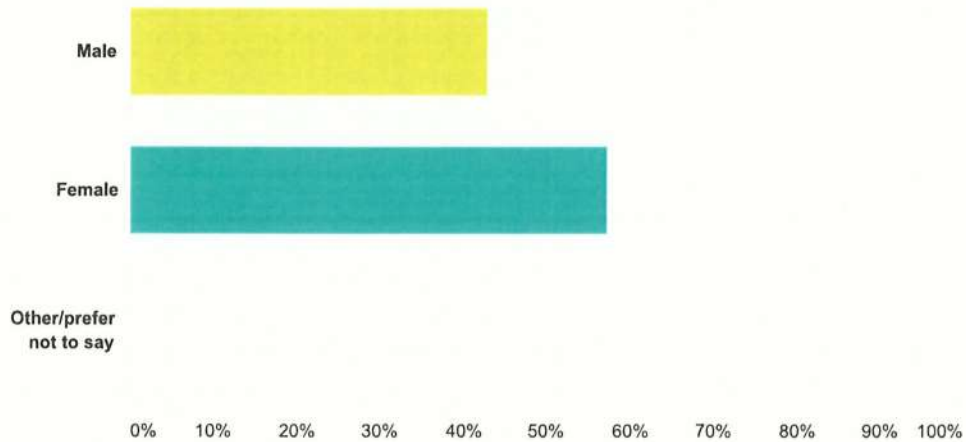
SurveyMonkey

James Bay	7.14%	1
North or South Jubilee	0.00%	0
North Park	0.00%	0
Oaklands	7.14%	1
Rockland	0.00%	0
Victoria West	0.00%	0
Outside of Victoria	35.71%	5
<b>Total</b>		<b>14</b>

#	If from outside the City of Victoria, please specify:	Date
1	Uptown	2/12/2017 11:12 AM
2	Highlands	2/12/2017 9:55 AM
3	Saanich, Cadboro Bay. Q	1/31/2017 8:40 AM
4	Quadra/Cloverdale	1/22/2017 5:51 PM
5	Langford	1/20/2017 10:42 AM

## Q2 Please indicate your gender.

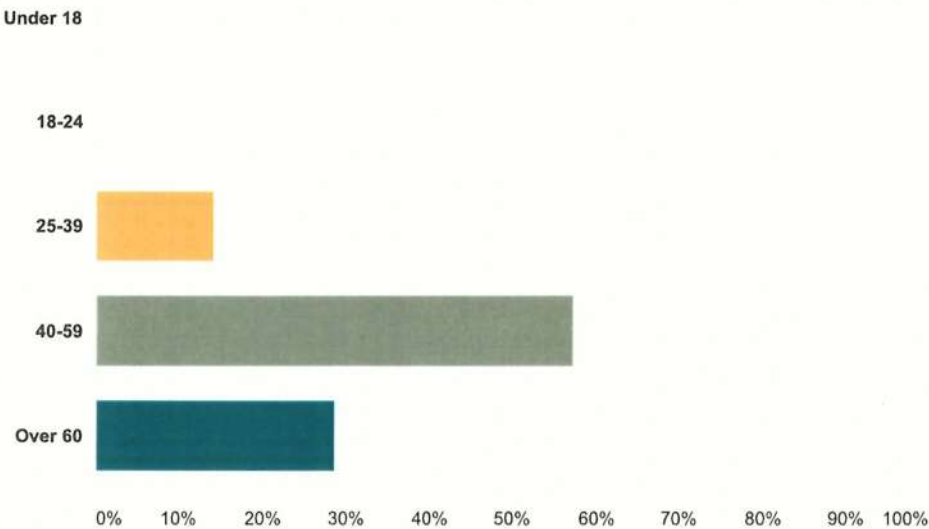
Answered: 14 Skipped: 0



Answer Choices	Responses	
Male	42.86%	6
Female	57.14%	8
Other/prefer not to say	0.00%	0
<b>Total</b>		<b>14</b>

Q3 What is your age?

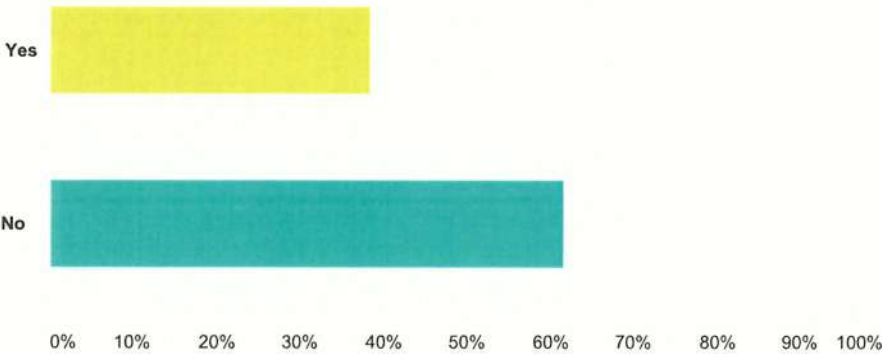
Answered: 14 Skipped: 0



Answer Choices	Responses	
Under 18	0.00%	0
18-24	0.00%	0
25-39	14.29%	2
40-59	57.14%	8
Over 60	28.57%	4
Total		14

Q4 Are you a business owner in Victoria?

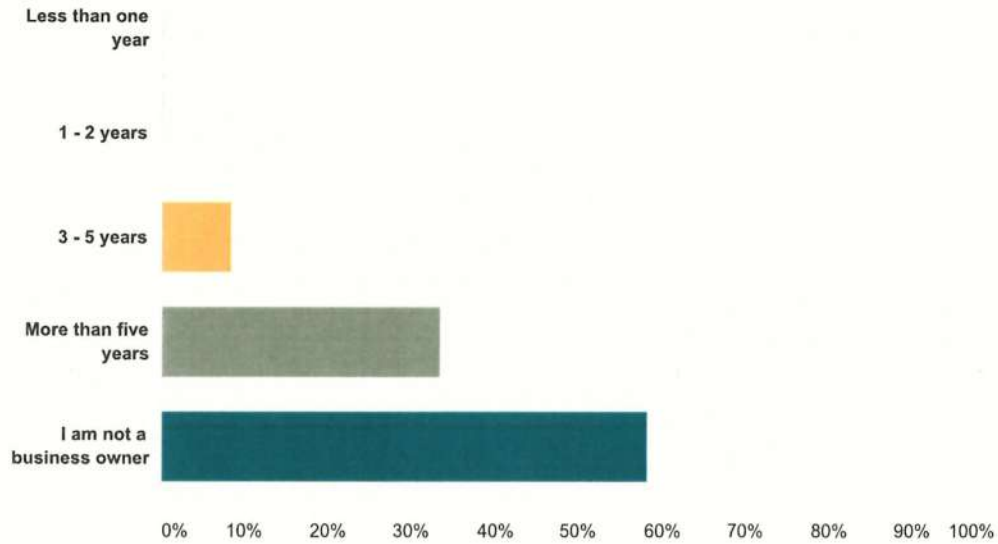
Answered: 13 Skipped: 1



Answer Choices	Responses	
Yes	38.46%	5
No	61.54%	8
Total		13

### Q5 If you are a business owner, how many years have you operated your business?

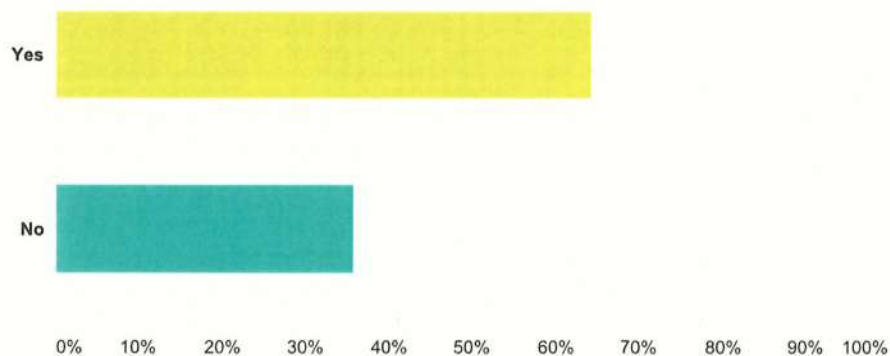
Answered: 12 Skipped: 2



Answer Choices	Responses	
Less than one year	0.00%	0
1 - 2 years	0.00%	0
3 - 5 years	8.33%	1
More than five years	33.33%	4
I am not a business owner	58.33%	7
<b>Total</b>		<b>12</b>

### Q6 Are you interested in learning more about social enterprise and social procurement?

Answered: 14 Skipped: 0



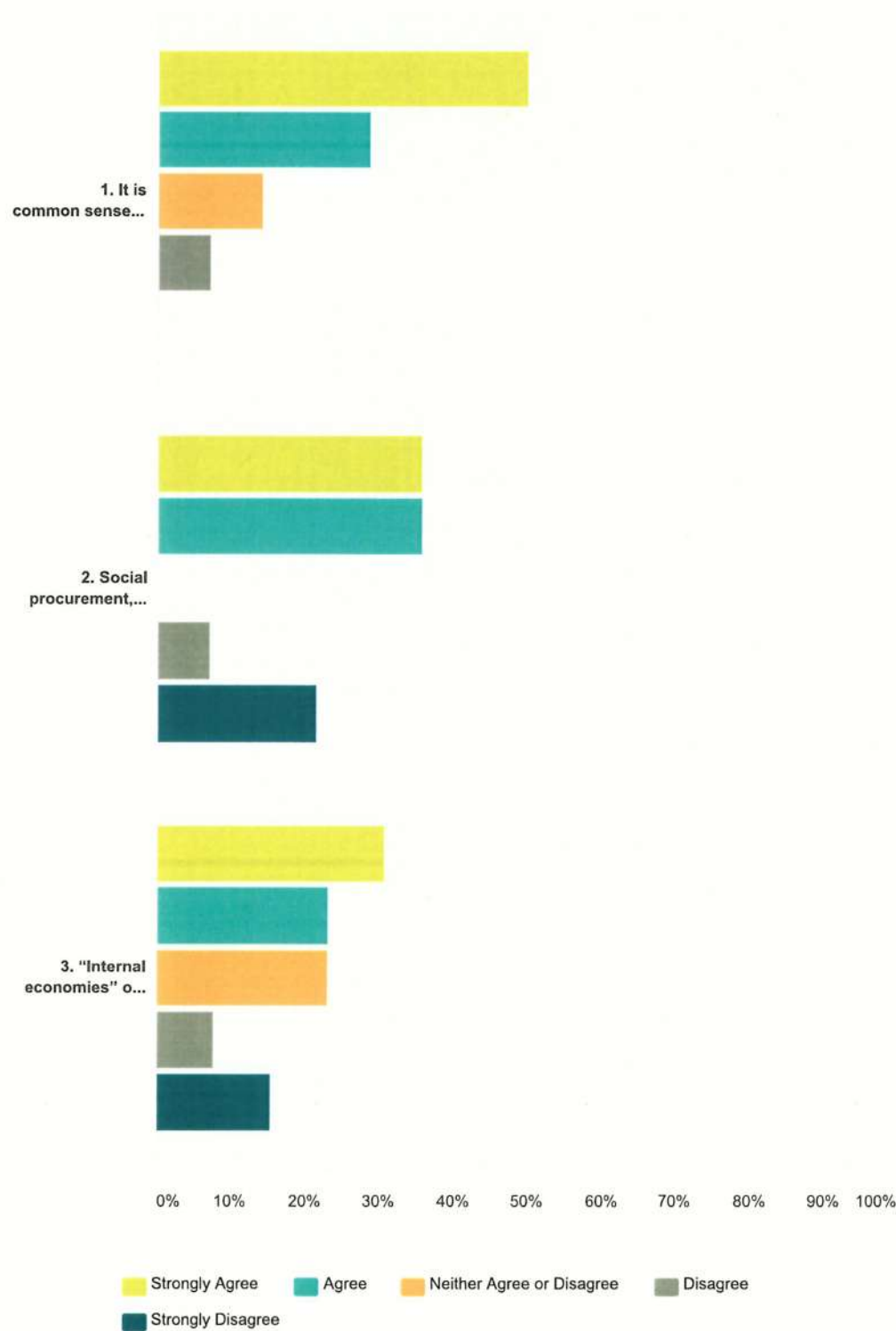
Answer Choices	Responses	
Yes	64.29%	9
No	35.71%	5
<b>Total</b>		<b>14</b>

#	Comments	Date
1	Very important for addressing growing inequality	2/9/2017 1:55 PM
2	I saw enough when I read the report. It is so bad - so out of date - so poorly done. the City's responsibility is lost within the report.	1/31/2017 3:15 PM
3	I have read the report and noted many questions that I have and would need answers to before I can provide any proper feedback. I met Mayor Helps at a social mixer last week. We discuss the project and I promised to provide some feedback on the report. Unfortunately, there's no contact information within the report on how to provide feedback or who the primary contact is.	1/31/2017 8:40 AM
4	I work in international development in sub Saharan Africa and find the terminology "social enterprise" etc to be VERY poorly understood - even in the "business sector" that allegedly focuses on this area.	1/20/2017 7:13 PM

**Q7 RECOMMENDATION #1 – Leading Economic Change** Taken together, the recommendations in this action plan are meant to lead change in the mainstream economy, making it more inclusive and ensuring that there is always an opportunity for everyone to prosper. Do you agree that these are the appropriate OUTCOMES of this recommendation?

Answered: 14 Skipped: 0





1. It is common sense for the City of Victoria and others to purchase with community benefit in mind.

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
50.00%	28.57%	14.29%	7.14%	0.00%	
7	4	2	1	0	14

2. Social procurement, social enterprise development and social entrepreneurship become the preferred way of doing business in Victoria; the City's economic policy drives economic change in the mainstream economy.	35.71%	35.71%	0.00%	7.14%	21.43%	
	5	5	0	1	3	14
3. "Internal economies" of existing charities, non-profits and businesses have been examined to maximize community benefit opportunities through procurement. It's not all just City procurement.	30.77%	23.08%	23.08%	7.69%	15.38%	
	4	3	3	1	2	13

## Q8 How can these OUTCOMES be improved?

Answered: 8 Skipped: 6

#	Responses	Date
1	Showing the community how social economic drivers will benefit everyone and help all businesses and organizations.	2/12/2017 11:12 AM
2	I think expanding opportunities for disenfranchised, training opportunities, mentoring	2/9/2017 1:55 PM
3	the City has consumed resources on an exerceice that is decades out of date. Focus on what city is supposed to be doing. Victoria already has one of the lowest unemployment rates in the country.	1/31/2017 3:15 PM
4	Outcomes should be quantifiable and they should be set by and by the stakeholders driving the outcomes. The report does not really indicate that these stakeholders were involved setting the outcomes or hell they would help quantify the results	1/31/2017 8:40 AM
5	I believe that as a leading inclusive community I would like to see us working towards a future where we are able to move away from the whole consumer mentality where we are valued only for the money we spend and spending money is a sign of social status. In my opinion, these outcomes are a great step but I would like to see us putting people first, in our language as well as our actions.	1/21/2017 8:49 AM
6	Clarify that the city will NOT allow costs of procurement to increase in pursuit of 'social procurement'. Our mayor already has a reputation (well-deserved) for having little interest in cost control and many will be concerned that this is simply another 'black hole' into which hard-earned tax dollars will disappear. A more basic, pragmatic statement of objectives, rather than the aspirational tone, should be adopted. With only 2% of the city budget related to procurement of low tech items, and limited opportunity to engage unskilled people in the majority of the expenditures, a little realism would be welcome in this initiative. Strategic focus - possibly prioritizing First Nations, would be welcome in this proposal.	1/20/2017 7:13 PM
7	Internal economies of existing charities are drastically different from for profit businesses. Existing charities derive most of their internal economies from funders and the number of funding opportunities has shrunk over the years. These existing charities could benefit greatly by having access to increased funding opportunities	1/20/2017 10:42 AM
8	#3 is ridiculous. How can one compare the finances of a City to that of a charity. Completely different roles.	1/20/2017 8:21 AM

## Q9 What is missing from these OUTCOMES?

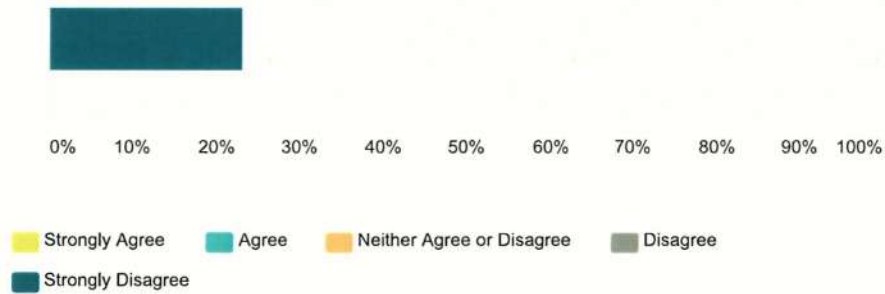
Answered: 9 Skipped: 5

#	Responses	Date
1	Putting pressure on the federal and provincial governments to help with their economic parts to the local puzzle.	2/12/2017 11:12 AM
2	not knowledgeable enough to comment	2/9/2017 1:55 PM
3	Reality, responsibility. It is not the City's responsibility to try outdated social engineering experiments.	1/31/2017 3:15 PM
4	Stakeholder input and a validation mechanism	1/31/2017 8:40 AM
5	I feel that leading economic change will come to mean leading a change in how our people view themselves. I believe that we need to move away from a society where one is degraded as a person so that others can make money and head towards a healthier, more positive future where we are able to support each other in sharing our gifts and discovering our purpose.	1/21/2017 8:49 AM
6	Strategic focus. A commitment to cost effective procurement. Practical non-aspirational language.	1/20/2017 7:13 PM
7	Not much that I can see at this point. Collaboration is key. Collaboration with specific businesses (not just city funded organizations) would be valuable. How about collaborating with an organization such as Sanctuary Youth Centre?	1/20/2017 10:42 AM
8	How is the City going to measure and weight the various outcomes?	1/20/2017 8:21 AM
9	Economics	1/19/2017 8:16 PM

Q10 Do you agree that these are the appropriate ACTIONS to achieve these outcomes?

Answered: 14 Skipped: 0





	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Action #1: Review and continuously improve City's Social Procurement Framework	28.57% 4	42.86% 6	7.14% 1	7.14% 1	14.29% 2	14
Action #2: Celebrate and promote social enterprise and community benefit procurement success	28.57% 4	35.71% 5	14.29% 2	14.29% 2	7.14% 1	14
Action #3: Promote culture of social enterprise and community benefit procurement	28.57% 4	35.71% 5	14.29% 2	7.14% 1	14.29% 2	14
Action #4: Create regular Social Enterprise and Community Benefit Procurement networking opportunities	30.77% 4	30.77% 4	15.38% 2	0.00% 0	23.08% 3	13

**Q11 How can these ACTIONS be improved?**

Answered: 7 Skipped: 7

#	Responses	Date
1	Unsure right now.	2/12/2017 11:12 AM
2	I think sharing successes and building on those	2/9/2017 1:55 PM
3	The City touts evidenced based decision making then produces this kind of nonsense. So disappointing.	1/31/2017 3:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	See above comments.	1/20/2017 7:13 PM
6	Invite other municipalities to participate. Other municipalities have a direct impact on social enterprise	1/20/2017 10:42 AM
7	I don't feel that this should be the focus of City procurement. Best value for money should be the only consideration or else all sort of claims for unfairness will arise.	1/20/2017 8:21 AM

**Q12 What are these ACTIONS missing?**

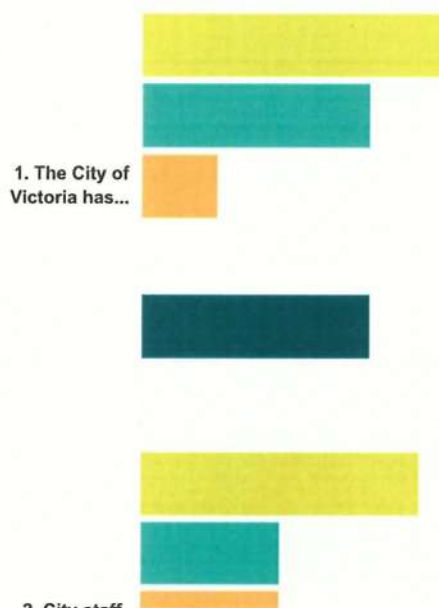
Answered: 7 Skipped: 7

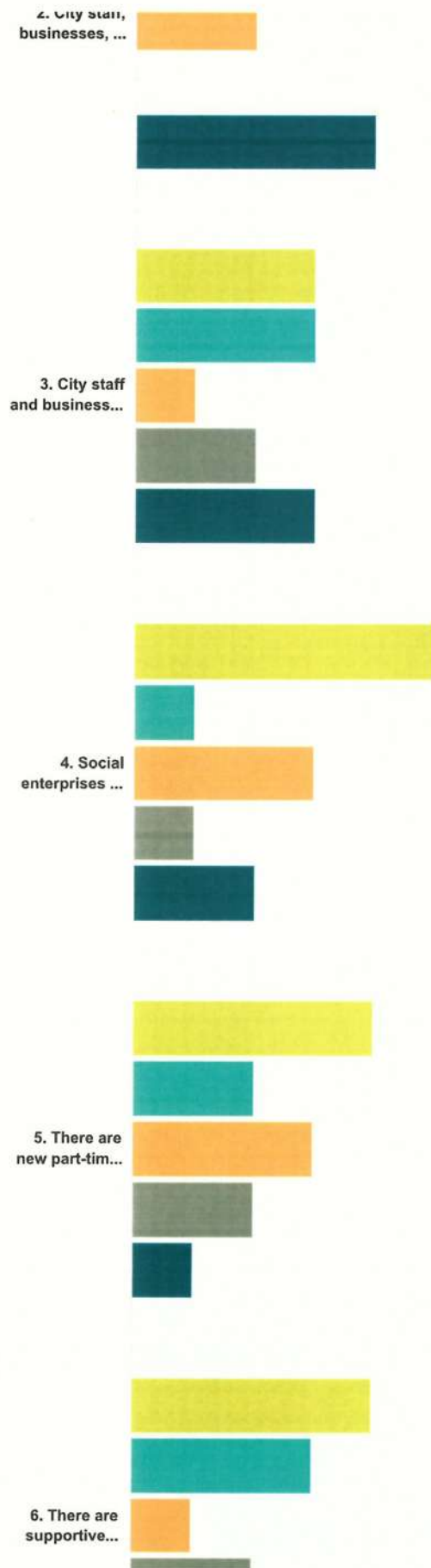
#	Responses	Date
1	Unsure right not.	2/12/2017 11:12 AM
2	not sure	2/9/2017 1:55 PM
3	Reality, understanding of financial responsibility.	1/31/2017 3:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	A commitment to not allow city costs to rise as a result of this initiative.	1/20/2017 7:13 PM
6	Inviting other municipalities to participate	1/20/2017 10:42 AM
7	A focus on best value for taxpayer funds.	1/20/2017 8:21 AM

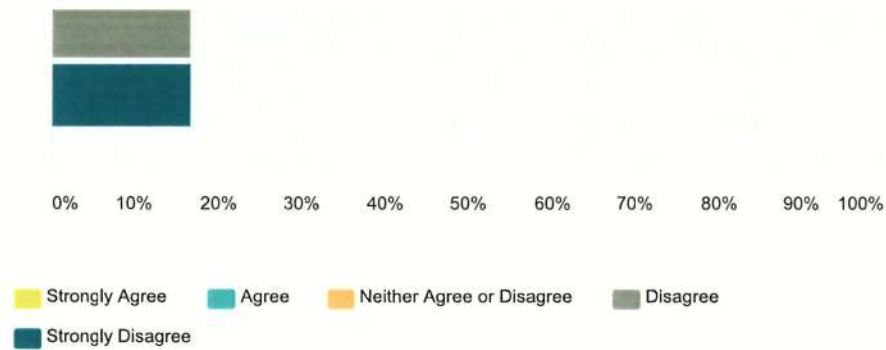


**Q13 RECOMMENDATION #2: Community Benefit Procurement**The current objectives contained in the City's current Purchasing Policy are "to balance the efficiency of purchasing processes to obtain goods, services and construction services to achieve the City's objectives, and to obtain the best value for all funds expended." In its purchasing, the City is committed to open, transparent, fair and accountable access to City business utilizing leading practice and adhering to legislation and applicable trade agreements.To help Victoria's economic ecosystem thrive and improve the well-being of Victoria residents, we must adjust our thinking and realize the potential to drive social good and economic opportunity at the same time as prudently, responsibly, and transparently managing tax dollars and spending decisions. Purchases should be leveraged to improve the economic, social and environmental well-being of the community.Do you agree that these are the appropriate OUTCOMES of this recommendation?

Answered: 12 Skipped: 2







	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
1. The City of Victoria has implemented a procurement policy that weighs, on a case-by-case basis, innovation, social value, and employment creation for people currently on the margins of the economy.	36.36% 4	27.27% 3	9.09% 1	0.00% 0	27.27% 3	11
2. City staff, businesses, and social enterprises understand what social/community benefit procurement is and are engaged in creating community benefit through the City's procurement process.	33.33% 4	16.67% 2	16.67% 2	0.00% 0	33.33% 4	12
3. City staff and businesses understand what social enterprises and social purpose businesses are and know how to engage them to be part of the supply chain.	25.00% 3	25.00% 3	8.33% 1	16.67% 2	25.00% 3	12
4. Social enterprises and businesses understand the City's procurement process and feel confident in submitting qualified bids.	41.67% 5	8.33% 1	25.00% 3	8.33% 1	16.67% 2	12
5. There are new part-time and full-time employment opportunities generated for people currently unemployed or underemployed including people who have recently exited homelessness, First Nations, youth and those with disabilities.	33.33% 4	16.67% 2	25.00% 3	16.67% 2	8.33% 1	12
6. There are supportive employment opportunities for people with mental health and addictions challenges who need support to hold a job.	33.33% 4	25.00% 3	8.33% 1	16.67% 2	16.67% 2	12

**Q14 How can we improve these  
OUTCOMES?**

Answered: 7 Skipped: 7

#	Responses	Date
1	More long term support needs to be given to those in the community that are most vulnerable. The programs that I am aware of are only for at more a few weeks and then you either time out of the program or age out.	2/12/2017 11:12 AM
2	these all seem excellent ideas to me	2/9/2017 1:55 PM
3	Get an experienced committee in place - one with qualified people who understand markets and 'change'	1/31/2017 3:15 PM
4	Knowledge sharing. To encourage employment opportunities for disadvantaged persons there needs to be a strategy for offering knowledge, skills and (if necessary) certification to perform jobs that are potentially dangerous.	1/25/2017 4:15 PM
5	I don't know.	1/21/2017 8:49 AM
6	Listing examples	1/20/2017 10:42 AM
7	It is not the role of Civic Government to dictate to companies how to staff and run their businesses	1/20/2017 8:21 AM

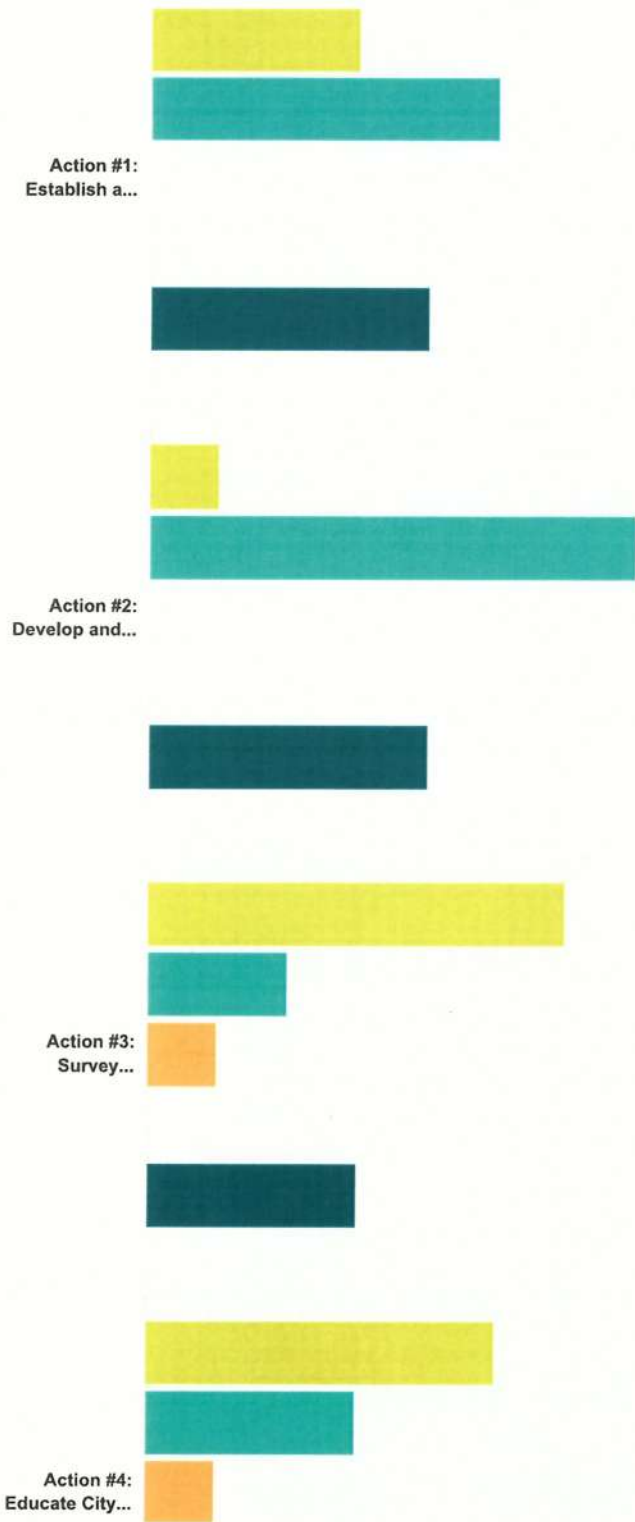
**Q15 What is missing from these  
OUTCOMES?**

Answered: 7 Skipped: 7

#	Responses	Date
1	A program to encourage businesses to higher those that are vulnerable in the community.	2/12/2017 11:12 AM
2	I think being certain support is available and training of the employer around issues potential workers might bring with them	2/9/2017 1:55 PM
3	reality and responsibility oif organizations and individuals	1/31/2017 3:15 PM
4	Mentorship. Perhaps an active mentorship, apprenticeship and knowledge-sharing strategy needs to accompany these intended outcomes.	1/25/2017 4:15 PM
5	I don't know.	1/21/2017 8:49 AM
6	Providing evidence that these outcomes exist	1/20/2017 10:42 AM
7	Who is going to determine how many of each new criteria a company meets? What about companies or executives who have committed fraud, had workplace safety violations, have had issues with labour standards. Why don't we include those criteria as well?	1/20/2017 8:21 AM

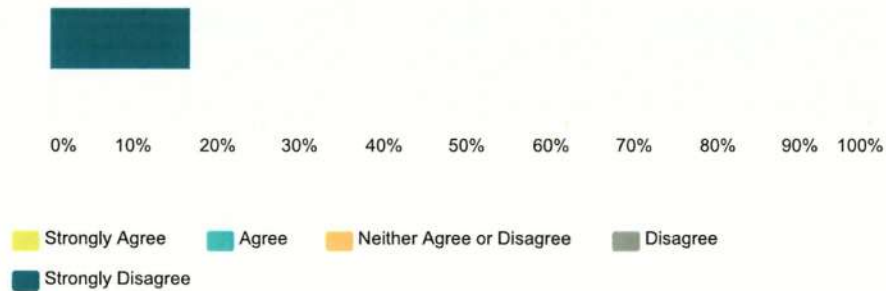
Q16 Do you agree that these are the appropriate ACTIONS to achieve these outcomes?

Answered: 12 Skipped: 2









	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Action #1: Establish a Social Procurement Framework at the City of Victoria (See Appendix B for focus of proposed Framework)	25.00% 3	41.67% 5	0.00% 0	0.00% 0	33.33% 4	12
Action #2: Develop and disseminate educational materials about City's new procurement policy and processes, including opportunities for businesses and social enterprises.	8.33% 1	58.33% 7	0.00% 0	0.00% 0	33.33% 4	12
Action #3: Survey businesses to shine light on the extent of their current community benefit practices and identify ways to enhance	50.00% 6	16.67% 2	8.33% 1	0.00% 0	25.00% 3	12
Action #4: Educate City staff and business sector	41.67% 5	25.00% 3	8.33% 1	0.00% 0	25.00% 3	12
Action #5: Educate social enterprises, social entrepreneurs and business sector	41.67% 5	25.00% 3	25.00% 3	0.00% 0	8.33% 1	12
Action #6: Take part in Vancouver Island Community Benefit Procurement Pilot	16.67% 2	33.33% 4	16.67% 2	8.33% 1	25.00% 3	12
Action #7: Create specific support for employment social enterprises	33.33% 4	25.00% 3	8.33% 1	8.33% 1	25.00% 3	12
Action #8: Focus on First Nations (Note: First Nations are over-represented as a percentage of the homeless and underemployed population compared to their representation in the population as a whole.)	33.33% 4	25.00% 3	25.00% 3	0.00% 0	16.67% 2	12



**Q17 How can these ACTIONS be improved?**

Answered: 7 Skipped: 7

#	Responses	Date
1	Unsure at this time.	2/12/2017 11:12 AM
2	I don't support race-based or age-based policies. Base it instead on homelessness, disability, income, mental health, underemployed.	2/10/2017 10:47 PM
3	Strikes me this is well thought out—can't think of any improvements	2/9/2017 1:55 PM
4	The City's role is not to "educate"	1/31/2017 3:15 PM
5	I don't know.	1/21/2017 8:49 AM
6	Engaging other municipalities	1/20/2017 10:42 AM
7	I would rather have the City focus on policing, safety, roads and other core functions.	1/20/2017 8:21 AM

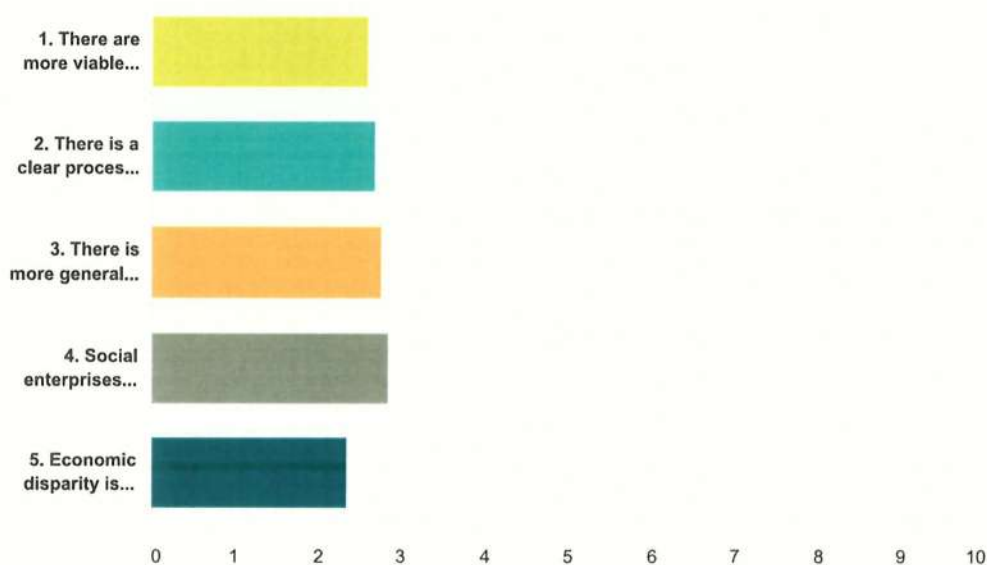
**Q18 What is missing from these ACTIONS?**

Answered: 5 Skipped: 9

#	Responses	Date
1	Some type of incentive for businesses.	2/12/2017 11:12 AM
2	nothing I notice	2/9/2017 1:55 PM
3	Involvement or expectations of higher education institutions. Will there be additional grants, loans, scholarships, bursaries for upskilling?	1/25/2017 4:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	Other municipalities	1/20/2017 10:42 AM

**Q19 RECOMMENDATION #3: Social Enterprise Development**  
**These recommended actions are meant to strengthen and grow the businesses already doing business with community benefit in mind and to grow the social enterprise sector. Do you agree that these are the appropriate OUTCOMES of this recommendation?**

Answered: 12 Skipped: 2



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total	Weighted Average
1. There are more viable social enterprises, social entrepreneurs and social purpose businesses in Victoria.	33.33% 4	25.00% 3	8.33% 1	16.67% 2	16.67% 2	12	2.58
2. There is a clear process for social impact and venture capital to help stimulate social enterprise and social entrepreneurship.	33.33% 4	25.00% 3	8.33% 1	8.33% 1	25.00% 3	12	2.67
3. There is more general awareness about social enterprise and social procurement as economic development tools.	25.00% 3	25.00% 3	25.00% 3	0.00% 0	25.00% 3	12	2.75
4. Social enterprises have places to rent or lease in a way that allows them to grow sustainably.	25.00% 3	33.33% 4	0.00% 0	16.67% 2	25.00% 3	12	2.83
5. Economic disparity is decreased.	50.00% 6	16.67% 2	8.33% 1	0.00% 0	25.00% 3	12	2.33

**Q20 How can these OUTCOMES be improved?**

Answered: 5 Skipped: 9

#	Responses	Date
1	Unsure right now.	2/12/2017 11:12 AM
2	more publicity and education around benefits to the employer as well as individuals/citizens	2/9/2017 1:55 PM
3	Need evidence based decision making and programs. this report is so without substantive basis that is it difficult to find anything useful in it	1/31/2017 3:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	Ensuring that other municipalities are engaged	1/20/2017 10:42 AM

**Q21 What is missing from these  
OUTCOMES?**

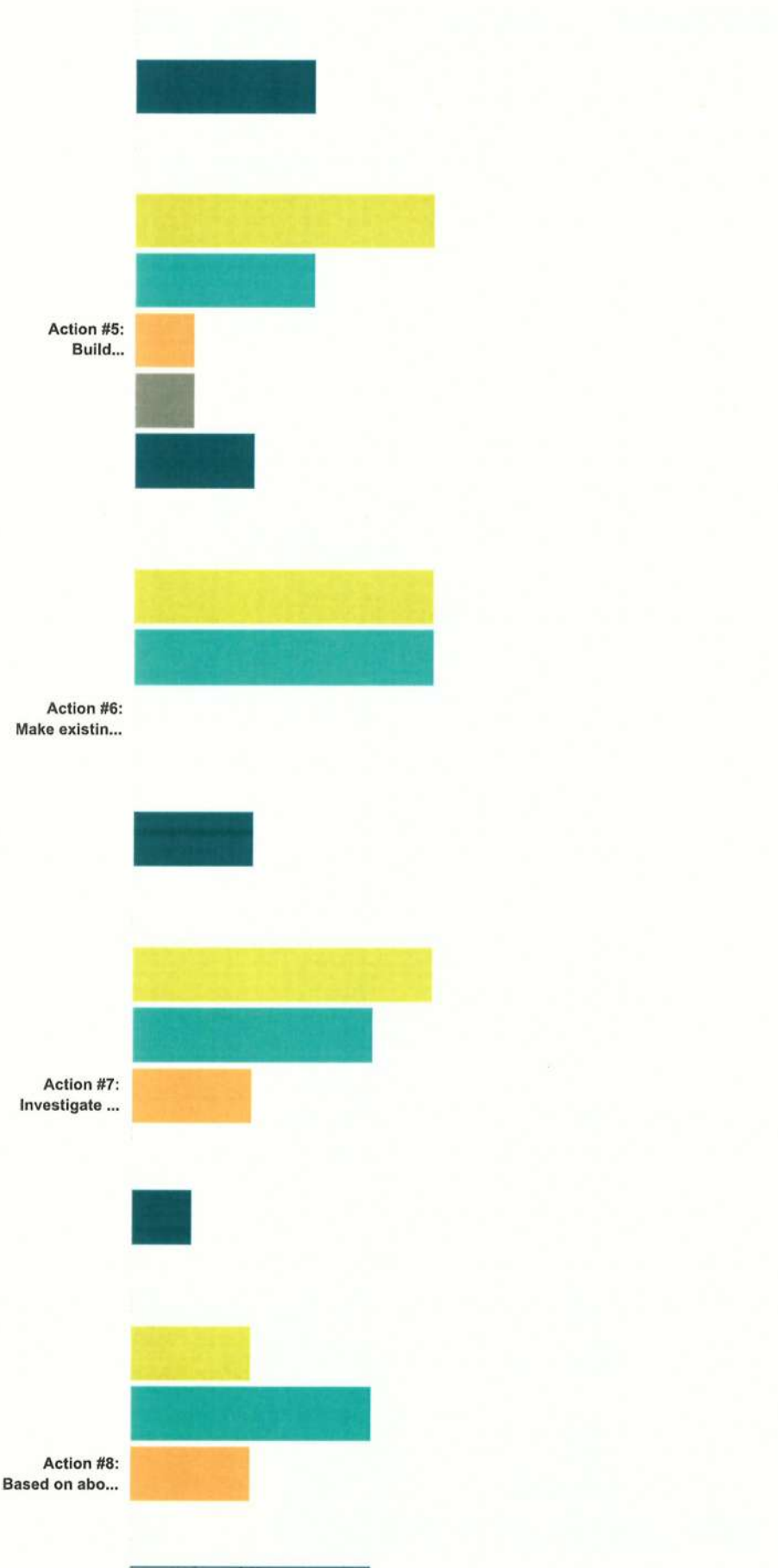
Answered: 4 Skipped: 10

#	Responses	Date
1	Unsure right now.	2/12/2017 11:12 AM
2	Input is needed before opotcomes	1/31/2017 3:15 PM
3	I don't know.	1/21/2017 8:49 AM
4	Determination of how economic disparity would be decreased	1/20/2017 10:42 AM

## Q22 Do you agree that these are the appropriate ACTIONS to achieve these outcomes?

Answered: 12 Skipped: 2





Action #9:  
Educate new...

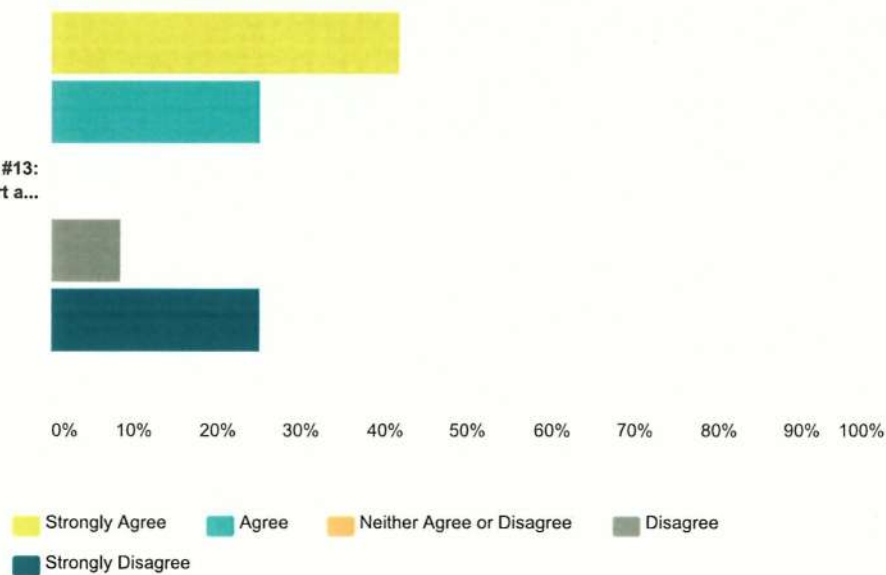
Action #10:  
Help social...

Action #11:  
Create a...

Action #12:  
Measure...



Action #13:  
Support a...



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Action #1: Identify and survey social enterprises in the city	25.00% 3	41.67% 5	16.67% 2	0.00% 0	16.67% 2	12
Action #2: Convene cross-industry/multi-sector events to increase exposure and opportunities for social enterprises	25.00% 3	25.00% 3	16.67% 2	0.00% 0	33.33% 4	12
Action #3: Educate existing and aspiring social enterprises	25.00% 3	33.33% 4	8.33% 1	8.33% 1	25.00% 3	12
Action #4: Build a co-op enterprise network in Victoria, including but not limited to health and social service co-ops, housing co-ops and worker co-ops	33.33% 4	33.33% 4	8.33% 1	0.00% 0	25.00% 3	12
Action #5: Build relationships and connect the dots between the pool of human and financial capital that will support social enterprise, social entrepreneurship and social purpose business	41.67% 5	25.00% 3	8.33% 1	8.33% 1	16.67% 2	12
Action #6: Make existing funding opportunities for social entrepreneurship and social enterprise more widely known and accessible	41.67% 5	41.67% 5	0.00% 0	0.00% 0	16.67% 2	12
Action #7: Investigate and share local success stories (e.g. Ralmax) where larger companies facilitate the involvement of smaller suppliers both social enterprises and businesses generally	41.67% 5	33.33% 4	16.67% 2	0.00% 0	8.33% 1	12
Action #8: Based on above, create a Joint Venture Platform between Social Entrepreneurs and Traditional Suppliers to the City; insurance, bonding, Past Experience, WorkSafeBC	16.67% 2	33.33% 4	16.67% 2	0.00% 0	33.33% 4	12
Action #9: Educate new social entrepreneurs	33.33% 4	33.33% 4	0.00% 0	0.00% 0	33.33% 4	12
Action #10: Help social enterprises find spaces to lease	50.00% 6	25.00% 3	8.33% 1	0.00% 0	16.67% 2	12
Action #11: Create a City-led social enterprise co-working and incubation space	25.00% 3	16.67% 2	16.67% 2	8.33% 1	33.33% 4	12
Action #12: Measure economic disparity	33.33% 4	33.33% 4	16.67% 2	0.00% 0	16.67% 2	12

Action #13: Support a living wage policy	41.67%	25.00%	0.00%	8.33%	25.00%	
	5	3	0	1	3	12

**Q23 How can these ACTIONS be improved?**

Answered: 5 Skipped: 9

#	Responses	Date
1	Unsure at this time.	2/12/2017 11:12 AM
2	There is enough market pressure to drive wages higher. There is generally a shortage of labour in victoria. The city does not need to get involved in the complexities of this issue.	2/12/2017 9:55 AM
3	Rather than creating a city-led SOCENT co-working space, support the existing co-working spaces that are struggling, such as The Dock.	1/25/2017 4:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	Engaging other municipalities who would be directly affected by these measures	1/20/2017 10:42 AM

**Q24 What is missing from these ACTIONS?**

Answered: 4 Skipped: 10

#	Responses	Date
1	Unsure at this time.	2/12/2017 11:12 AM
2	The City can't even manage and fulfil core responsibilities	1/31/2017 3:15 PM
3	Mentorship, coaching and knowledge-sharing from other successful SOCENTs in other cities.	1/25/2017 4:15 PM
4	I don't know.	1/21/2017 8:49 AM

**Q25 In the draft action plan at [victoria.ca/economicchange](http://victoria.ca/economicchange), each action notes LEADS and SUPPORTS. Are there any additional organizations or agencies you would like to see included to help achieve the proposed actions and outcomes?**

Answered: 5 Skipped: 9

#	Responses	Date
1	The Together Against Poverty Society (TAPS) and Victoria Disability Resource Centre would be great organizations to get information from and with. They interact the the more vulnerable groups often.	2/12/2017 11:12 AM
2	Island Health, Greater Victoria School Dist. 61	2/9/2017 1:55 PM
3	Pacific School for Innovation & Inquiry. Young leaders are already experimenting with SOCENTs there, such as Brianna Faith. We need to work to bridge high school-level students with other entrepreneurs. There is oodles of mutual learning to be done and we need to have the voices of youth under 18 involved to help build the future with us, beside us and learning in our existing structures.	1/25/2017 4:15 PM
4	I don't know.	1/21/2017 8:49 AM
5	Sanctuary Youth Centre	1/20/2017 10:42 AM

**Q26 Is there any additional feedback you would like to share on the draft action plan?**

Answered: 6 Skipped: 8

#	Responses	Date
1	This is one of my favorite initiatives in Lisa Helps's platform and hope it create's some great change throughout Victoria.	2/12/2017 11:12 AM
2	This is frightening. What makes you think any of you are qualified to try to social engineer the residents of Victoria	1/31/2017 3:15 PM
3	I LOVE THAT YOU ARE DOING THIS, City of Victoria. I LOVE THAT I LIVE HERE TO WITNESS THIS! THANK YOU!	1/25/2017 4:15 PM
4	I am a brain injury survivor and want to take part but found this to be very overwhelming... I am glad this makes sense to you and look forward to building a better future together. ^__^	1/21/2017 8:49 AM
5	I have been running successful businesses in Victoria for 30 years. This entire process is insulting. What you are implying is that the City needs to 'help' local businesses become socially responsible. I gave up commenting on the survey items half way through as most of the questions are so one-sided and leading that it is hard to suggest what can be improved or is missing.	1/20/2017 8:21 AM
6	Businesses in Victoria are struggling, the City should focus on purchasing policies that keep costs low. Don't buy steel from China that won't hold up the bridge. Don't waste money on fast talking self serving consultants that encourage spending that doesn't benefit citizens and businesses.	1/19/2017 8:16 PM

# Good Jobs + Good Business = Better Community

The Mayor's Task Force on Social Enterprise and Social Procurement has developed a Draft Action Plan with recommendations that are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.

The Task Force is seeking input on how the Draft Action Plan can be improved and what may be missing.

**View the Draft Action Plan at:** [victoria.ca/economicchange](http://victoria.ca/economicchange)

## Provide Input By:

Completing a short online survey at:  
**[victoria.ca/economicchange](http://victoria.ca/economicchange)**

**Emailing:** [economicchange@victoria.ca](mailto:economicchange@victoria.ca)

## **Tweeting your ideas to:**

[@CityofVictoria](https://twitter.com/CityofVictoria)  
[#EconomicChangeVic](https://twitter.com/EconomicChangeVic)

The deadline  
for feedback is  
**February 12, 2017.**



## City of Victoria



### ONLINE SURVEY: Task Force Draft Action Plan to Create Inclusive Economy

February 6, 2017

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, *Good Jobs + Good Business = Better Community*.

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.

The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors.

Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment.

The draft recommendations include:

- **Leading Economic Change** – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper
- **Community Benefit Procurement** – purchases should be leveraged to improve the economic, social and environmental well-being of the community
- **Social Enterprise Development** – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector



Each of the three recommendations has a set of actions and tasks to be implemented over the next five years to achieve prescribed outcomes. Leads and supports in the community to help achieve these outcomes are also proposed and include the City of Victoria, local organizations, agencies and business.

#### Feedback Opportunities

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

- Take the online survey
- Email input to [economicchange@victoria.ca](mailto:economicchange@victoria.ca)
- Tweet to [@CityofVictoria](https://twitter.com/CityofVictoria) #EconomicChangeVic

The deadline for feedback is **Sunday, February 12, 2017**.

Public input will help inform the draft action plan that will be presented to City Council for consideration in March.

Learn more.



**City of Victoria**



**Deadline for Feedback on Mayor's Task Force Draft Action Plan "Good Jobs + Good Business = Better Community"**

**Date & Time:** February 12, 2017 (12:00am - 12:00am)

**Category:** Engagement Events (See all events in this category)

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input on its draft action plan "Good Jobs + Good Business = Better Community".

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.

The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors.

The public is invited to provide feedback on the draft action plan by completing an online survey, emailing [economicchange@victoria.ca](mailto:economicchange@victoria.ca) or tweeting to [@CityofVictoria](https://twitter.com/CityofVictoria) #EconomicChangeVic by midnight today.

Learn more and take the survey.

## City of Victoria



### Task Forces

When the need arises, the Mayor's office will call upon community members with expertise in a certain area to join a task force, a group that works together for a set amount of time to work on a single defined task or issue.

#### Mayor's Task Force on Social Enterprise and Social Procurement

The Mayor's Task Force on Social Enterprise and Social Procurement has developed a draft action plan, *Good Jobs + Good Business = Better Community*. The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. [Learn more.](#)

#### Mayor's Task Force on Housing Affordability

On April 30, 2015, the Mayor's Task Force on Housing Affordability was announced. [Learn more about the Task Force's action plan.](#)

#### Mayor's Task Force on Economic Development and Prosperity

On April 20, 2015, the Mayor's Task Force on Economic Development and Prosperity was announced. [Learn more about the Task Force's \*Making Victoria: Unleashing Potential\* economic action plan.](#)

#### Mayor's Task Forces

Some previous Mayoral task forces include:

- Downtown Late Night Task Force
- Breaking the Cycle of Mental Illness, Addictions and Homelessness

web page.

**City of Victoria****Social Enterprise and Social Procurement Task Force****Good Jobs + Good Business  
= Better Community, Draft Action Plan**

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, *Good Jobs + Good Business = Better Community* [PDF - 357 KB]. [PDF - 357 KB]

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors.

Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment.



View the draft action plan:

- *Good Jobs + Good Business = Better Community Draft Action Plan* [PDF - 357 KB]

(See Appendix A on page 25 for helpful definitions.)

**Feedback Opportunities**

Please let us know if you agree with the proposed outcomes and actions, and what you feel can be improved or what may be missing from the draft action plan.

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

- Participate in an **online survey**.
- Email input to **economicchange@victoria.ca**
- Tag your ideas on Twitter to **@CityofVictoria, #EconomicChangeVic**

The deadline to provide feedback is **Sunday, February 12, 2017**.

Your input is important and will inform the action plan that will be presented to Victoria City Council for consideration.

**About the Draft Action Plan**

The draft recommendations include:

**Leading Economic Change** – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper

**Community Benefit Procurement** – purchases should be leveraged to improve the economic, social and environmental well-being of the community

**Social Enterprise Development** – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector

Each of the three recommendations has a set of actions and tasks to be implemented over the next five years to achieve prescribed outcomes. Leads and supports in the community to help achieve these outcomes are also proposed and include the City of Victoria, local organizations, agencies and business.

## About the Task Force

The Task Force on Social Enterprise and Social Procurement was a recommendation of the Mayor's Task Force on Economic Development and Prosperity, which with input from the community, developed the City's economic action plan, *Making Victoria: Unleashing Potential* in 2015. The economic action plan identifies six engines to drive economic prosperity, generate jobs and raise household incomes. One engine that encompasses the rest is entrepreneurship and social enterprise.

"Creating Prosperity Through Economic Development" is a key objective of the *City of Victoria's 2015-2018 Strategic Plan* for focus and investment. Appointed by City Council in July 2016, the Task Force on Social Enterprise and Social Procurement is chaired by Mayor Lisa Helps and includes Councillor Marianne Alto and First Nations representatives, as well as leaders in social enterprise, community and economic development, and business.

- Mayor Helps, Chair
- Councillor Marianne Alto
- Stuart Bowness, Vice President, Learning Software Development Workday
- Christina Clarke, Executive Director, Songhees Nation
- Andrea Di Lucca Bustard, Community Investment Portfolio Manager, Community Investment, Vancity
- Carol Hall, Victoria Foundation
- Vanessa Hammond, Chair, Health Care Co-op Federation of Canada
- Lee Herrin, Fernwood Neighbourhood Resource Group Society
- Andrew Holeton
- Katie Hooper, Band Administrator, Esquimalt Nation
- Dave Howe, Chair, CRD Finance
- Solomon Lindsay, Student
- Rasool Rayani
- Kristi Rivait, Co-founding Director, Scale Collaborative
- Wendy Townsend, Manager, Programs, Victoria Parole Office
- Robin McLay (Ex-Officio), Executive Director, Social Innovation, Ministry of Social Development and Social Innovation

View the Task Force member bios [PDF - 365 KB].

## Terms of Reference

The terms of reference for the Task Force is below.



- Terms of Reference: Mayor's Task Force on Social Enterprise and Social Procurement [PDF - 147 KB]

## Residents

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## Have Your Say

We want to hear from you!

## Current Projects

Thank you for taking the time to learn more about some of the projects we are currently working on and for sharing your views with the City of Victoria.

## Public Engagement Roadmap

Get Engaged With Your City!

From bike lanes to park improvements to changing the look and feel of downtown, the City is up to a lot these days. To inform the decisions being made and how best to include you, we'd like to hear from you. [View Project](#)

## Good Jobs + Good Business = Better Community" Draft Action Plan

Good Jobs  
+ Good Business  
= Better CommunityTHE MAYOR'S TASK FORCE ON SOCIAL ENTERPRISE  
AND SOCIAL PROCUREMENT DRAFT ACTION PLAN

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to shape its draft action plan, *Good Jobs + Good Business = Better Community*. The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. [View project](#)

## Contact Info

Citizen Engagement &  
Strategic Planning  
[Email Us](#)

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LinkedIn](#)



## Task Force Seeks Input on Draft Action Plan: *Good Jobs + Good Business = Better Community*

Date: Thursday, January 19, 2017

For Immediate Release

VICTORIA, BC — The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, *Good Jobs + Good Business = Better Community*, which will be introduced at the Chamber of Commerce and Tourism Victoria mixer tonight from 5 p.m. – 7 p.m. at the Greater Victoria Harbour Authority at Ogden Point.

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors. Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment.

"The Task Force members believe that in order to truly build a sustainable economy, we must create an inclusive economy which provides opportunities for everyone to succeed, including those who are often left behind such as youth, First Nations people, those with mental health and addictions challenges, those without homes or with disabilities, and people released from prison," said Mayor Lisa Helps.

The draft recommendations include: Leading Economic Change – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper; Community Benefit Procurement – purchases should be leveraged to improve the economic, social and environmental well-being of the community; and Social Enterprise Development – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector.

Each of the three recommendations has a set of actions and tasks to be implemented over the next five years to achieve prescribed outcomes. Leads and supports in the community to help achieve these outcomes are also proposed and include the City of Victoria, local organizations, agencies and business.

The *Good Jobs + Good Business = Better Community* draft action plan is available at [victoria.ca/economicchange](http://victoria.ca/economicchange). There are a variety of ways for the community to provide feedback, including completing an online survey, emailing input to [economicchange@victoria.ca](mailto:economicchange@victoria.ca) or tweeting to @CityofVictoria #EconomicChangeVic by Sunday, February 12, 2017. Public input will help inform the draft action plan that will be presented to City Council for consideration in March.



The Task Force on Social Enterprise and Social Procurement was a recommendation of the Mayor's Task Force on Economic Development and Prosperity, which with input from the community, developed the City's economic action plan, *Making Victoria: Unleashing Potential* in 2015. The economic action plan identifies six engines to drive economic prosperity, generate jobs and raise household incomes. One engine that encompasses the rest is entrepreneurship and social enterprise.

"Creating Prosperity Through Economic Development" is a key objective of the *City of Victoria 2015-2018 Strategic Plan* for focus and investment. Appointed by City Council last July, the Task Force on Social Enterprise and Social Procurement is chaired by Mayor Lisa Helps and includes Councillor Marianne Alto and First Nations representatives, as well as leaders in social enterprise, community and economic development, and business. For more information, visit: [victoria.ca/economicchange](http://victoria.ca/economicchange).

– 30 –

**For More Information:**

Mayor Lisa Helps  
Chair, Mayor's Task Force on  
Social Enterprise and Social Procurement  
250.661.2708



## Victoria's mayor wonders: Can city help those in need, one contract at a time?

Bill Cleverley / Times Colonist

April 13, 2016 06:00 AM



Victoria Mayor Lisa Helps wants to explore helping the poor and disenfranchised using city purchasing policies. Photograph By BRUCE STOTESBURY, Times Colonist

Victoria Mayor Lisa Helps wants to explore helping the poor and disenfranchised using city purchasing policies.

"We spend lots of tax dollars in British Columbia, in Victoria and across Vancouver Island," Helps said Tuesday.

"One of the things, quite frankly, that I'm most interested in and we've heard from the public is, is there a way to reintegrate marginalized folk into the economy through work?"

Helps is proposing a social enterprise and social procurement task force.

She said the idea is to see if there's a way to ensure that when the city is procuring goods or services, two elements are considered: Is there some additional community benefit that can be generated, and: How can the social enterprise sector — either for-profit or non-profit be strengthened through the procurements?

For example, Helps said, if the policy is adopted and the city wanted to hire some road flaggers for a project the tender call would include a request for the bidders to describe the community benefit they offer.

"It might be that all things being equal, one of the flagging companies may be hiring women who are coming out of prison to reintegrate them into the work force. So that would be a community benefit because then those women are getting jobs at the same time the city is spending tax dollars on flagging services," Helps said. "So it's really to look, all things being equal, is there an added community benefit that can be had?"

Helps and Coun. Marianne Alto are proposing that council approve this week terms of reference for a mayor's social enterprise task force.

"It's really exploratory," Helps said.

The recommendation is that the task force be comprised of the mayor, one councillor, a staff member, a youth representative, a First Nations representative and community members from the following sectors: social innovation and social enterprise, financial, community economic development, social procurement, community philanthropy, and co-operative.

The task force will be expected to report back to council by July 14.

Helps participated in a workshop on the idea at the recent Association of Vancouver Island and Coastal Communities convention in Nanaimo. Helps was surprised at the high degree of interest.

"We're going to form an Island-wide procurement task force to see how we can work together as an Island region to really push this forward and so that each city isn't wasting its resources developing its own policies," she said. "It's exciting."

Both the Village of Cumberland and Vancouver have received certification as Canadian Buy Social municipalities.

Among Cumberland's social procurement guiding principles is a requirement that the municipality consider how the purchase might be better leveraged to improve the economic, social or environmental well-being of Cumberland, to improve access for micro, small businesses and/or social enterprises, or to promote innovation.

"This duty includes an understanding that the village will engage in reasonable outreach to engage equity-seeking businesses (those working to integrate the

marginalized back into society) in procurement opportunities," says the village website.

[bcleverley@timescolonist.com](mailto:bcleverley@timescolonist.com) (<mailto:bcleverley@timescolonist.com>)

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# THE CHAMBER.

GREATER VICTORIA  
CHAMBER OF COMMERCE

JANUARY 25, 2017

Your weekly round up of BizNews  
from throughout Greater Victoria



Thank you to everyone who came out last Thursday to The Chamber and [Tourism Victoria](#) mixer presented by the [City of Victoria](#) and hosted by [Greater Victoria Harbour Authority](#). Photos are [online!](#)

At the event Mayor Lisa Helps presented City of Victoria's "[Good Jobs + Good Business = Better Community](#)" which was drafted by The Mayor's Task Force on Social Enterprise and Social Procurement.

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment.

The draft recommendations include: Leading Economic Change - make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper; Community Benefit Procurement - purchases should be leveraged to improve the economic, social and environmental well-being of the community; and Social Enterprise Development - strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector.

Find out more about the action plan at [victoria.ca/economicchange](http://victoria.ca/economicchange).

## Chamber News

[Moving to Painless Parking](#)

[New CEO](#)

[Investing in Greater Victoria](#)

[Chances to Grow in Real Estate](#)

[Chamber Careers](#)

[Short Term Vacation Rentals](#)

[Reaching New Heights](#)

[New Members](#)

[Member to Member Deals](#)

## Opportunities and connections

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Home » what's new? » Uncategorized » Good Jobs + Good Business = Better Community

## Good Jobs + Good Business = Better Community

### Feedback Opportunity:

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, Good Jobs + Good Business = Better Community. The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors. Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment.

The Good Jobs + Good Business = Better Community draft action plan is available at [victoria.ca/economicchange](http://victoria.ca/economicchange)

Appointed by City Council last July, the Task Force on Social Enterprise and Social Procurement is chaired by Mayor Lisa Helps and includes Councillor Marianne Alto and First Nations representatives, as well as leaders in social enterprise, community and economic development, and business.

← Mayor's Community Drop-In for 2017

Water Main Upgrades on Government, Chatham and Caledonia Streets

→



# Victoria Mayor's Task Force Seeks Input on Draft Plan: Good Jobs + Good Business = Better Community

JANUARY 19, 2017

TWITTER

FACEBOOK

PINTEREST

## Victoria Mayor's Task Force Seeks Input on Draft Action Plan: Good Jobs + Good Business = Better Community

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, *Good Jobs + Good Business = Better Community*, which will be introduced at the Chamber of Commerce and Tourism Victoria mixer tonight from 5 p.m. – 7 p.m. at the Greater Victoria Harbour Authority at Ogden Point.

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MARCH 14, 2017

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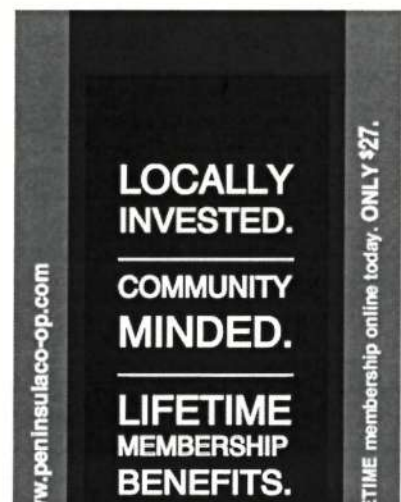
MARCH 13, 2017

**1800-Acre Vancouver Island Mega-Project Rises From the Ashes**

MARCH 13, 2017

**Taxi Hydrant Zones Pilot to Help Make Parking Easier in Victoria**

MARCH 13, 2017





## MAYOR'S TASK FORCE ON SOCIAL ENTERPRISE AND SOCIAL PROCUREMENT

### Social Media Summary – Input on Draft Action Plan

**“Good Jobs + Good Business = Better Community”**

Thursday, March 16, 2017

#### Twitter Summary:

# of City Tweets: 18

# of Retweets: 23

# of Favourites: 45

# Other Tweets: 9



City of Victoria @CityOfVictoria

Feb 12

WANTED: Input on draft plan to support good jobs for all  
in Vic. Survey closes today #yyj!

[victoria.ca/economicchange](http://victoria.ca/economicchange)





City of Victoria @CityOfVictoria

Feb 10

2 days left! Let us know what you think in survey re draft plan to create inclusive economy #EconomicChangeVic  
[victoria.ca/economicchange](https://victoria.ca/economicchange)



1



1



City of Victoria @CityOfVictoria

Feb 10

Task Force seeking input on draft plan to create inclusive economy. Share feedback in survey by Feb 12 #yyj  
[victoria.ca/economicchange](https://victoria.ca/economicchange)



2



1





City of Victoria @CityOfVictoria  
Feb 9

What does inclusive economy look like & how can we get there? Share input on draft plan in survey by Feb 12 #yyj  
[victoria.ca/economicchange](http://victoria.ca/economicchange)



1



City of Victoria @CityOfVictoria  
Feb 9

WANTED: Input on draft action plan to support good jobs for all. Share input in online survey by Feb 12 #yyj!  
[victoria.ca/economicchange](http://victoria.ca/economicchange)



2





City of Victoria @CityOfVictoria

Feb 5

Social enterprises do business w/community benefit in mind. Draft action plan recommends how to support #yyj [victoria.ca/economicchange](https://victoria.ca/economicchange)



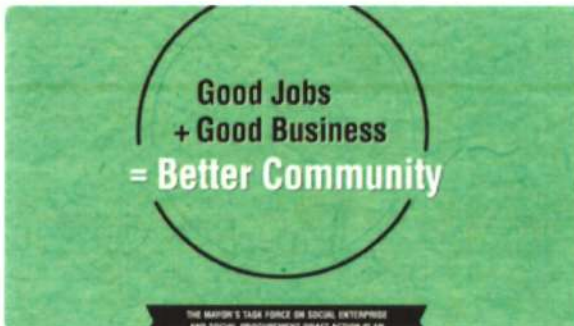
2 4



City of Victoria @CityOfVictoria

Feb 4

How can City procurement benefit community one contract at a time? Learn more & provide input #yyj [victoria.ca/economicchange](https://victoria.ca/economicchange)



3



City of Victoria @CityOfVictoria

Feb 2

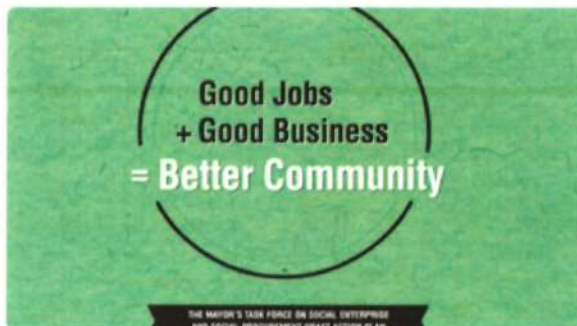
What does inclusive economy look like for Vic & how can we get there? See draft action plan & fill out survey #yyj [victoria.ca/economicchange](https://victoria.ca/economicchange)



City of Victoria @CityOfVictoria

Feb 1

How can supporting good jobs & good business benefit community? Learn how, provide input #yyj [victoria.ca/economicchange](https://victoria.ca/economicchange) #EconomicChangeVic

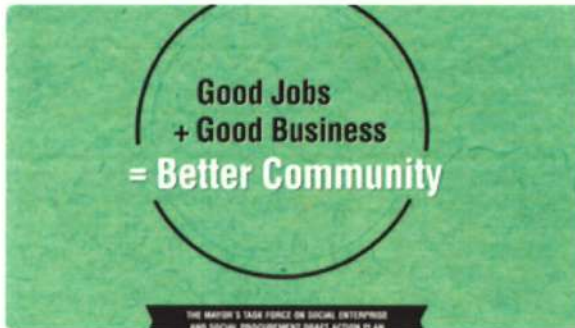




City of Victoria @CityOfVictoria

Jan 31

Draft plan recommends how to create inclusive workforce in Vic. Share input in survey #yyj #EconomicChangeVic [victoria.ca/economicchange](https://victoria.ca/economicchange)



City of Victoria @CityOfVictoria

Jan 29

WANTED: Input on draft plan to support good jobs for all. Share input in online survey #yyj #EconomicChangeVic [victoria.ca/economicchange](https://victoria.ca/economicchange)





City of Victoria @CityOfVictoria

Jan 26

Provide feedback on draft action plan to create an inclusive economy #yyj #EconomicChangeVic  
[ow.ly/1mTv308nl7K](https://ow.ly/1mTv308nl7K)



1



4



City of Victoria @CityOfVictoria

Jan 21

Good Jobs+Good Business=Better Community draft action plan -share your thoughts in survey #yyj #EconomicChangeVic  
[ow.ly/YrMw308dlPv](https://ow.ly/YrMw308dlPv)



1



4



CityOfVictoria  
Tourism Victoria @TVicTweeters  
Jan 20

Thx @CityOfVictoria for sponsoring our Joint Mixer w/  
@victoriachamber yesterday. New initiative:  
#GoodJobs+GoodBusiness=BetterCommunity



1 6

City of Victoria @CityOfVictoria  
Jan 19

Mayor's Task Force draft action plan Good Jobs + Good  
Business = Better Community launched at @TVicTweeters  
& @ChamberVictoria mixer tonight

3 1

CityOfVictoria  
Tourism Victoria @TVicTweeters  
Jan 19

Looking fwd to our joint mixer w/ @ChamberVictoria  
tonight - Generously hosted by @gvicharbour &  
sponsored by @CityOfVictoria. Thanks all!

4 5

CityOfVictoria  
Douglas Magazine @Douglasmagazine  
Jan 19

Mayor's Task Force Seeks Input on Draft Action Plan:  
Good Jobs+Good Business=Better Community Read:  
[bit.ly/2k5rqD3](http://bit.ly/2k5rqD3) @CityOfVictoria

2 2





City of Victoria @CityOfVictoria

Jan 19

Mayor's Task Force seeks input on Draft Action Plan  
"Good Jobs + Good Business = Better Community" #yyj  
[victoria.ca/economicchange](http://victoria.ca/economicchange)



Twitter: #EconomicChangeVic

## #EconomicChangeVic

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Mount Douglas Park @M... ·

Follow



Clover Point @SaveClove... ·

Followed by Save James Bay and others

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#BBCAN5

20.6k Tweets

#MillennialDisney

@DisneyCanada in Toronto about a day



NPNA Victoria · WeAreNorthPark · Feb 1

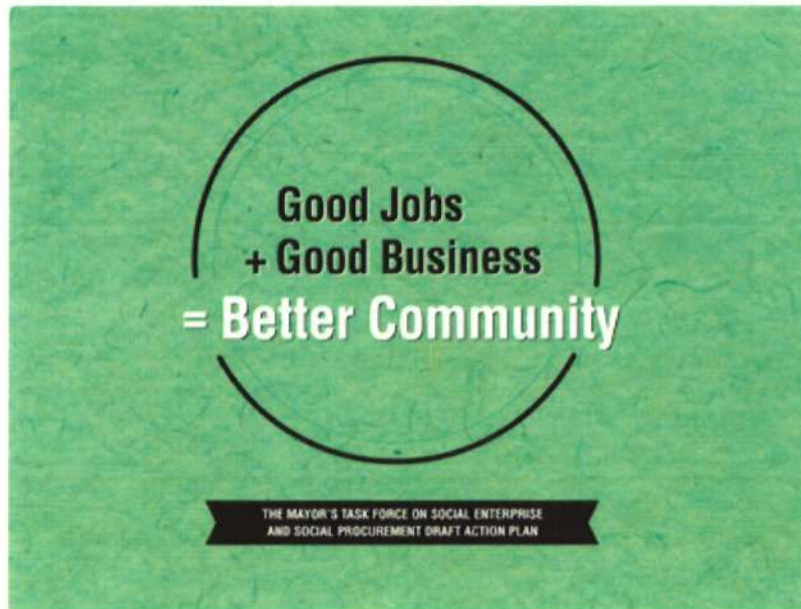
The City wants your input: Good Jobs + Good Business = Better Community. [bit.ly/2kTNUYX](http://bit.ly/2kTNUYX) #EconomicChangeVic #yyj





**City of Victoria** · CityOfVictoria · Jan 29

WANTED: Input on draft plan to support good jobs for all. Share input in online survey #yyj #EconomicChangeVic [victoria.ca/economicchange](http://victoria.ca/economicchange)



**Frances Palaschuk** ♡ · FraniePalaschuk · Jan 27

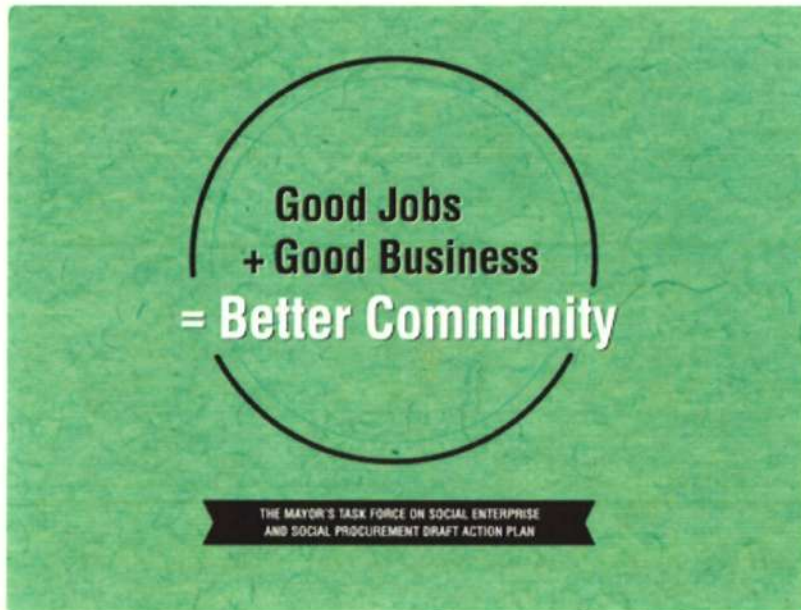
The latest Canadian Cities Tweet! [paper.li/FraniePalaschuk](https://paper.li/FraniePalaschuk)... Thanks to @CityofVancouver #yyj #economicchangevic





**City of Victoria** · CityOfVictoria · Feb 10

2 days left! Let us know what you think in survey re draft plan to create inclusive economy #EconomicChangeVic [victoria.ca/economicchange](http://victoria.ca/economicchange)



Retweet, Reply, Like, Share icons

CommEdCamosun and 3 others follow



**America Blasco** · AmericaBlasco · Feb 11

Let the @CityOfVictoria know what you think and help build an incisive economy in #yyj! #EconomicChangeVic #cmns105



**City of Victoria** @CityOfVictoria

2 days left! Let us know what you think in survey re draft plan to create inclusive economy #EconomicChangeVic [victoria.ca/economicchange](http://victoria.ca/economicchange)

Retweet, Reply, Like, Share icons

NPNA Victoria liked



**Marianne Alto** · MarianneAlto · Feb 9

How can we create & support an inclusive economy? Check out CoV action plan & give input #yyj #EconomicChangeVic [victoria.ca/economicchange](http://victoria.ca/economicchange)

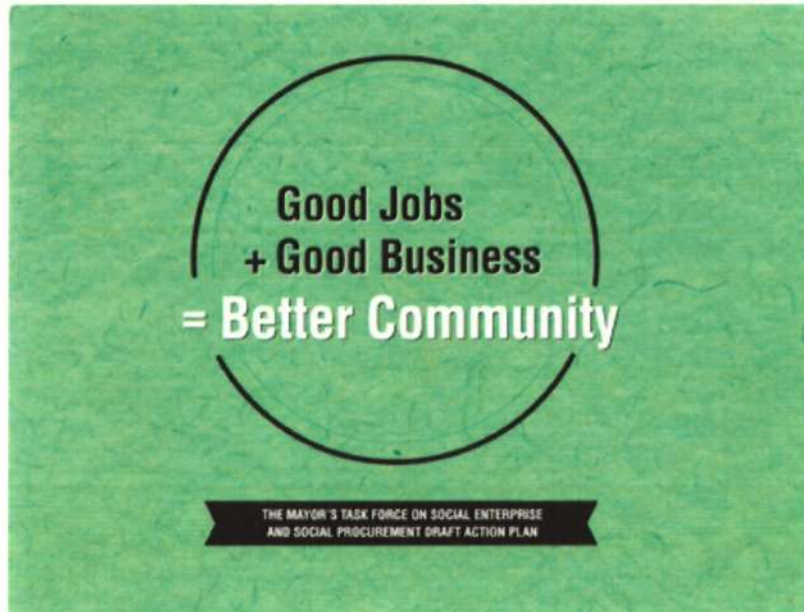
Retweet, Reply, Like, Share icons





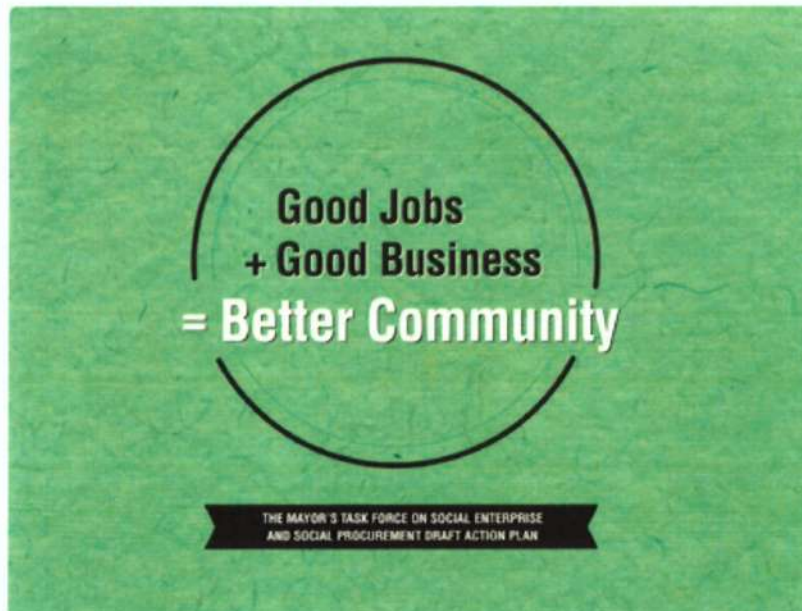
**City of Victoria** CityOfVictoria · Feb 1

How can supporting good jobs & good business benefit community? Learn how, provide input #yyj #EconomicChangeVic [victoria.ca/economicchange](https://victoria.ca/economicchange)



**City of Victoria** CityOfVictoria · Jan 31

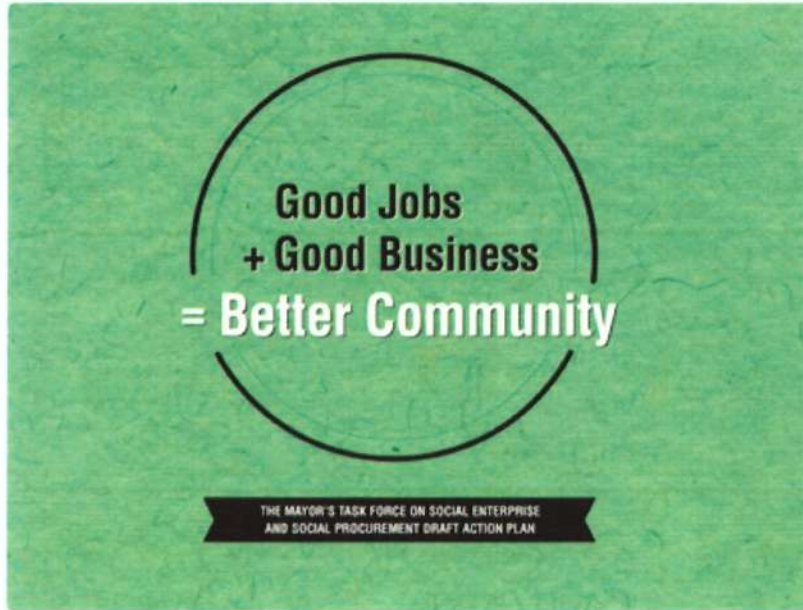
Draft plan recommends how to create inclusive workforce in Vic. Share input in survey #yyj #EconomicChangeVic [victoria.ca/economicchange](https://victoria.ca/economicchange)





**Victoria Foundation** · VicFoundation · Jan 27

Have your say on draft plan to increase prosperity in Vic. Fill out online survey #yyj by Feb 12 [#EconomicChangeVic](#) [victoria.ca/economicchange](#)



**SusanJones** · SusanJones · Jan 25

Mayor's Task Force Social Enterprise / Procurement wants input #yyj #VictoriaBC @CityofVictoria, [#EconomicChangeVic](#) [victoria.ca/EN/main/city/m...](#)



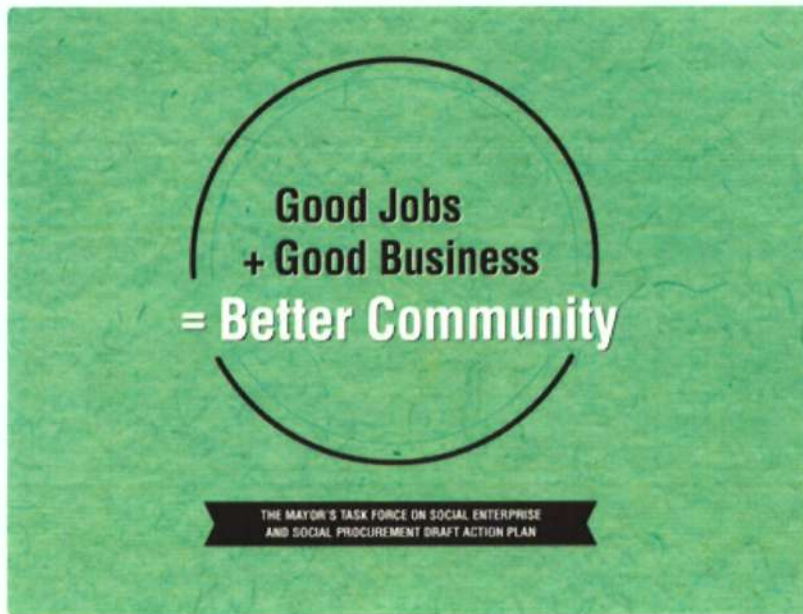
**SusanJones** · SusanJones · Jan 25

Good Jobs + Good Business = Better Community, Draft Action Plan City of Victoria @CityofVictoria, [#EconomicChangeVic](#) [victoria.ca/EN/main/city/m...](#)



**City of Victoria** CityOfVictoria · Jan 21

Good Jobs+Good Business=Better Community draft action plan -share your thoughts in survey [#yyj](#) [#EconomicChangeVic](#) [ow.ly/YrMw308dIPv](https://ow.ly/YrMw308dIPv)



### **Facebook Summary:**

# of Posts: 3

# Reached: 13,431

# of Likes: 4

# of Comments: 2

# of Shares: 2



**City of Victoria - Local Government**

Published by Michelle Harris · February 12 · v\*

Help shape the draft plan to create an inclusive economy in Victoria by completing a short survey! Share your feedback today - the survey closes at midnight!

The Mayor's Task Force on Social Enterprise and Social Procurement has developed a draft action plan to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.

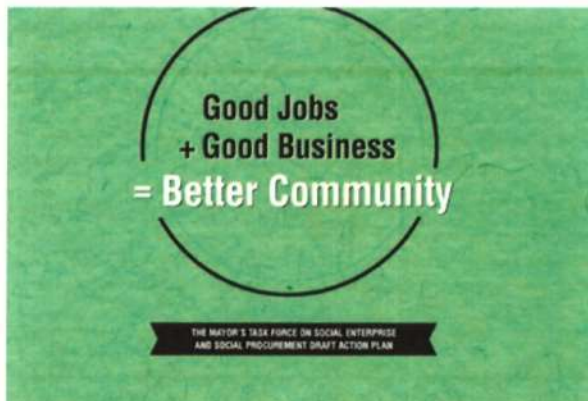
The draft plan's recommendations include:

Leading Economic Change – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper

Community Benefit Procurement – purchases should be leveraged to improve the economic, social and environmental well-being of the community

Social Enterprise Development – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector

Learn more and tell us what you think today in our survey at [www.victoria.ca/economicchange](http://www.victoria.ca/economicchange) or email [economicchange@victoria.ca](mailto:economicchange@victoria.ca)



#### **Reach More People in the Next 2 Days**

This event starts soon. Try boosting it for \$14 to reach up to 3,600 people near City of Victoria - Local Government.

4,935 people reached

**Boost Post**

Like Comment Share



Robert Robertson, Rob Mittelman and Sean Sloat

Chronological



**Jeanna Gale** She does whatever she bloody well likes even if the people say no (or want something).

Like Reply Message February 12 at 1:02pm



Write a comment





## City of Victoria - Local Government

Published by Michelle Harris · 1 · February 5 ·

How can supporting good jobs and good business benefit the community? The Mayor's Task Force on Social Enterprise and Social Procurement is seeking feedback on its draft action plan to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.

The draft plan's recommendations include:

Leading Economic Change – make the mainstream economy more inclusive to ensure there is always an opportunity for everyone to prosper

Community Benefit Procurement – purchases should be leveraged to improve the economic, social and environmental well-being of the community

Social Enterprise Development – strengthen and grow businesses already doing business with community benefit in mind and grow the social enterprise sector.

Learn more and help shape the plan by providing feedback in an online survey by February 12 at [www.victoria.ca/economicchange](http://www.victoria.ca/economicchange)



### Reach More People in the Next 2 Days

This event starts soon. Try boosting it for \$14 to reach up to 3,600 people near City of Victoria - Local Government.

3,802 people reached

Boost Post

Like Comment Share



Megan Clark

1 share



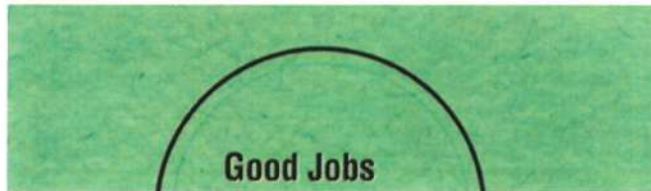
## City of Victoria - Local Government

Published by Michele Harris · 1 January 19 · 48

The Mayor's Task Force on Social Enterprise and Social Procurement is seeking input to help shape its draft action plan, "Good Jobs + Good Business = Better Community".

The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors.

Provide input on the draft action plan by completing a short survey, emailing [economicchange@victoria.ca](mailto:economicchange@victoria.ca) or tweet [@CityofVictoria](https://twitter.com/CityofVictoria) #EconomicChangeVic by Sunday, February 12.  
[www.victoria.ca/economicchange](http://www.victoria.ca/economicchange)



### 📈 Reach More People in the Next 2 Days

This event starts soon. Try boosting it for \$14 to reach up to 3,600 people near City of Victoria - Local Government.

4,694 people reached

Boost Post

👍 Like    💬 Comment    ➦ Share



Chronological \*

1 share



Kevin Stevenson what's that mean in english, substantively and exactly

Like Reply Message January 19 at 12:25pm

## Rob Gordon

---

**From:** Victoria Mayor and Council  
**Sent:** Thursday, Feb 2, 2017 10:26 AM  
**To:** **personal information**  
**Subject:** RE: Mayor and Council email re Social Enterprise and Social Procurement  
**Attachments:** image001.gif; image002.png; image003.gif; image004.gif; image005.gif

Dear Ian,

Thank you for your email regarding the draft action plan for [Social Enterprise and Social Procurement](#). Your email has been shared with Mayor and Council. I apologize for the delay in providing a response.

There are a variety of ways for the community to provide feedback, including completing an [online survey](#), emailing input to [economicchange@victoria.ca](mailto:economicchange@victoria.ca) or tweeting to @CityofVictoria #EconomicChangeVic by Sunday, February 12, 2017. Mayor Helps is the primary contact and she can be reached to provide feedback by emailing [economicchange@victoria.ca](mailto:economicchange@victoria.ca).

Public input will help inform the draft action plan that will be presented to City Council for consideration in March.

To stay up-to-date on City of Victoria news, events, and opportunities for public input subscribe to the City's [bi-weekly newsletter](#), visit the [City of Victoria's website](#), or download the City's [ConnectVictoria App](#).

Sincerely,

Bridget Frewer  
Correspondence Coordinator  
Mayor / City Manager's Office  
City of Victoria  
1 Centennial Square, Victoria BC V8W 1P6



-----Original Message-----

From: [webforms@victoria.ca](mailto:webforms@victoria.ca) [mailto:[webforms@victoria.ca](mailto:webforms@victoria.ca)]  
Sent: Friday, January 20, 2017 8:30 AM  
To: Victoria Mayor and Council <[mayorandcouncil@victoria.ca](mailto:mayorandcouncil@victoria.ca)>  
Subject: Mayor and Council email

From: **personal information**  
Email  
Reference : **personal information**  
Daytime Phone

Good morning, Mayor Helps.

It was great to meet you again, at the mixer for the Chamber of Commerce and tourism. As promised I have gone through the draft action plan for Social Enterprise and Social Procurement. It is a nice document. And I have many questions which will hopefully close some of the gaps I have before offering any feedback. One of the questions is who is the primary contact and what is their contact information regarding this report?

As I mentioned in our brief encounter yesterday, I have extensive personal and business related experience related to many of the objectives and strategic plans around this initiative and I am happy to work with you and your team if you would like that.

All the best,  
Ian

IMPORTANT NOTICE: This message is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify The City of Victoria immediately by email at [publicservice@victoria.ca](mailto:publicservice@victoria.ca). Thank you.

IP Address: **personal information**





**MAYOR'S TASK FORCE ON SOCIAL ENTERPRISE AND SOCIAL PROCUREMENT**  
**Stakeholder Email Distribution List for Draft Action Plan**  
**"Good Jobs + Good Business = Better Community"**

**Mayor's Task Force on Social Enterprise and Social Procurement:**

Mayor Lisa Helps, City of Victoria  
Councillor Marianne Alto, City of Victoria

Stuart Bowness, Vice President, Learning Software, Development, Workday  
Christina Clarke, Executive Director, Songhees Nation  
Andrea Di Lucca Bustard, Community Investment Portfolio Manager, Vancity  
Carol Hall, Director of Community Initiatives, Victoria Foundation  
Vanessa Hammond, Chair, Health Care Co-op Federation of Canada  
Lee Herrin, Executive Director, Fernwood Neighbourhood Resource Group Society  
Andrew Holeton, CED Program Manager, Community Social Planning Council of Greater Victoria  
Katie Hooper, Band Administrator, Esquimalt Nation  
Dave Howe, Chair, CRD Finance Committee, Greenangels Financial Ltd.  
Solomon Lindsay, Camosun student  
Robin McLay, Executive Director, Social Innovation, Ministry of Social Development & Social Innovation Rasool  
Rayani, President and Owner, Heart Pharmacy Group  
Kristi Rivait, Co-founding Director, Scale Collaborative  
Wendy Townsend, Manager Programs, Correctional Services Canada

**Mayor's Task Force on Economic Development and Prosperity:**

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 Coccola, 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, (Past) 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.

Greater Victoria Chamber of Commerce  
Downtown Victoria Business Association  
Tourism Victoria  
Neighbourhood Community Associations  
Victoria Downtown Residents Association  
Seniors Centres  
Faith Groups  
School District 61 and local schools  
Island Catholic Schools  
Camosun College  
Royal Roads University, Social Innovation  
University of Victoria, Peter B. Gustavson School of Business  
UVic Properties

Association of Vancouver Island and Coastal Communities  
At Work Victoria Program  
BC Construction Association  
Canadian Mental Health Association of BC  
CanAssist  
Coast Capital Savings Innovation Centre  
Cool Aid Society  
GT Hiring Solutions  
Open Sky Cooperative – Sackville  
Our Place Society  
Read Society  
South Island Prosperity Project  
Stocksy United  
Synergy Enterprises  
Teamworks  
Thinklandia  
Together Against Poverty Society  
Union of BC Municipalities  
Vancouver Island Economic Summit  
Vancouver Island Green Business Certification  
Victoria Immigrant and Refugee Centre Society  
Victoria Native Friendship Centre  
Victoria Disability Resource Centre  
Wilson Transportation  
Women in Need  
Y's Owl Maclure Cooperative Centre, Ottawa  
Youth Empowerment Society