

Economy

14



GOALS

- 14 (A) Victoria generates economic growth through innovation, entrepreneurship and business formation, and attracts and retains sustainable enterprise well-suited to the region.
- 14 (B) Victoria contributes to global knowledge, produces and attracts talented researchers, incubates innovation, and brings new goods and services to market.
- 14 (C) Victorians have the knowledge and abilities to support a vibrant regional economy and the capacity to creatively adapt to economic change.
- 14 (D) Victoria is the headquarters of the Provincial Government, a premier tourism destination and a gateway to Vancouver Island.
- 14 (E) A broad range of employment opportunities exist across the city and region providing workers with income to financially support themselves and their families.

OVERVIEW

An economy is a system of producers, distributors and consumers of goods and services within a geographic area and involves supply and demand within the broader context of issues such as sector growth, wealth distribution and unemployment. Local economic development seeks to create and retain jobs, and to increase the standard of living and quality of life within a community. It is shaped by land use management through policies that respond to market demands, which often vary by sector and the scale of enterprises.

Victoria's economy is largely based on government, tourism and commercial activities serving the local population. The Inner Harbour functions as an economic gateway with marine and air transportation that support the city's role as the provincial capital and tourist destination while the Outer and Upper Harbour continues to host waterfront industries. However, modest growth of the public sector over the period of this plan may threaten Victoria as the centre for government headquarters in the Capital Region, and a strong Canadian dollar and high fuel costs may lead to less travel in a post-peak oil world. Victoria is also faced with ongoing competition from suburban municipalities with major retail centres and a greater supply of relatively inexpensive commercial and light industrial lands. While Victoria is committed to working with regional partners on growth of the regional economy, there is a need to expand the city's competitive advantage through diversification of the local economy and to strengthen the traditional mainstays of government and tourism.

This plan commits the City to land management that supports and enables small and medium enterprise, and is supportive of community economic development focused on local businesses, local resources and social enterprise. The OCP growth concept and Urban Place Designations provide adequate land capacity for the Core Business area to remain the region's government headquarters and central business district through retention of office uses and guidance for new high density commercial development, and continued concentration of tourism and visitor services in the Core Inner Harbour/ Legislative area. The supply of waterfront lands is maintained for economic purposes, especially marine industry, while light industrial and commercial lands are intensified in Rock Bay as a catalyst for its rebirth as a precinct for advanced technology and green enterprise. The Urban Core also has potential to further evolve as a regional destination for arts, culture, entertainment, education and recreation through a high quality of facilities, services and special events.

BROAD OBJECTIVES

That the economic policies of this plan collectively address six broad objectives:

- 14 (a) That Victoria is more resilient to economic change through the strength of its core sectors, diversification, local business and community-based initiatives.
- 14 (b) That growth of the local and regional economy is sustained, and a greater share of households are lifted out of poverty.
- 14 (c) That the City continues to work with regional partners to nurture the regional economy, while attracting a reasonable share of regional growth in employment and new commercial and industrial development through a competitive environment for investment, business incubation and employment.
- 14 (d) That the Urban Place Designations in this plan provide adequate lands for job and housing growth to support resident-oriented business.
- 14 (e) That the Harbour is strengthened as an economic gateway through an attractive and working waterfront.
- 14 (f) That the function of the Urban Core as the primary regional centre of employment, learning, arts, culture, entertainment, recreation and specialty retail is maintained and enhanced with high quality facilities, services and events.

CITY IMAGE

- 14.1 Work with partners to attract jobs, residents and visitors to Victoria by promoting a new image as a vibrant, diverse and creative city in a maritime setting, while retaining the importance of heritage, history and tradition in defining Victoria's character.
- 14.2 Continue to enhance the Urban Core through public realm improvements for pedestrian comfort and enjoyment, such as plantings, lighting, street furniture and art in public places [SEE ALSO SECTION 8 – PLACEMAKING].
- 14.3 Continue to work with the Victoria Police Department, service providers and business partners to improve public safety and security in the Urban Core [SEE ALSO SECTION 15 – COMMUNITY WELL-BEING].

ECONOMIC DEVELOPMENT AND ASSETS

- 14.4 Work with government, community and business partners to advance the transition to a low-carbon economy through objectives and policies in this plan for compact urban growth, transit-oriented development, energy resiliency, clean industry and green business practices.
- 14.5 Provide direction for economic growth and change through the implementation and regular update of the Economic Development Strategy, that:
 - 14.5.1 Identifies major and emerging growth sectors in Victoria, the Capital Region and British Columbia;
 - 14.5.2 Guides the coordination of the local economy with regional economic initiatives; and,
 - 14.5.3 Encourages and supports local ownership, businesses that use local resources, and social enterprise.
- 14.6 Create a priority plan for destination development through capital investment in community facilities and infrastructure, to enhance the quality of life of residents, to attract visitors, and to support economic diversification.
- 14.7 Support innovation and reinvestment in community assets that attract investment and support economic activity, and that address barriers to economic performance, including, but not limited to: Victoria's waterfront and its natural and heritage setting, arts, culture and recreation facilities, parks, infrastructure, housing that is affordable, schools, adult education opportunities and community and social services.

- 14.8 Work with regional partners to make high priority improvements to transportation infrastructure for business travel, goods movement and visitor arrival, including:
- 14.8.1 Important gateways, such as the Inner Harbour marine aerodrome, heliport, Victoria Airport and the Inner Harbour and Swartz Bay ferry terminals; and,
 - 14.8.2 Multi-modal linkages between major destinations and the Urban Core, such as regional rapid transit, cycle pathways and greenways [SEE ALSO SECTION 7 – TRANSPORTATION AND MOBILITY].

COMMUNITY ECONOMIC DEVELOPMENT

[SEE ALSO SECTION 15 – COMMUNITY WELL-BEING]

- 14.9 Encourage and support businesses and organizations whose purpose is to solve a market failure or to improve social well-being in other ways.
- 14.10 Support economic activities that use and strengthen community resources and the capacity of citizens to enhance social well-being, such as food production and processing, through enabling municipal regulations, and incentives, where appropriate.
- 14.11 Encourage and support economic activities that provide household sustaining jobs, and retain more community wealth in the community.
- 14.12 Work with partners to improve the economic and social condition of citizens who are unemployed or living in poverty through support for community services in the Urban Core, Town Centres and Urban Villages.

EMPLOYMENT LANDS

[SEE ALSO SECTION 6 – LAND MANAGEMENT AND DEVELOPMENT]

- 14.13 Maintain adequate waterfront lands for marine-related and non-marine industrial uses and related Harbour access.
- 14.14 Working with partners, explore the potential of preparing a waterfront plan to enhance the function and appearance of lands from Ogden Point to Rock Bay [SEE ALSO SECTION 8 – PLACEMAKING].
- 14.15 Support and encourage new commercial development in the Urban Core, Town Centres and Urban Villages and assess the supply of and capacity for additional commercial floor space across the city as part of local area plans.
- 14.16 Increase the supply of office space in the Inner Harbour/ Legislative and Core Business areas through medium and high-density commercial mixed use development, respectively.
- 14.17 Retain some capacity for small scale office use in the upper storeys of properties in the Core Historic area.
- 14.18 Develop and implement a local area plan for Rock Bay that addresses lands designated Core Employment and Marine Industrial with a focus on increasing the employment capacity and exploring the feasibility of developing an advanced technology district [SEE ALSO SECTION 6 – LAND MANAGEMENT AND DEVELOPMENT].
- 14.19 Consider the place-based conditions for economic sectors generally as described in Figure 17 in support of Victoria's economic structure, as identified on Map 14.

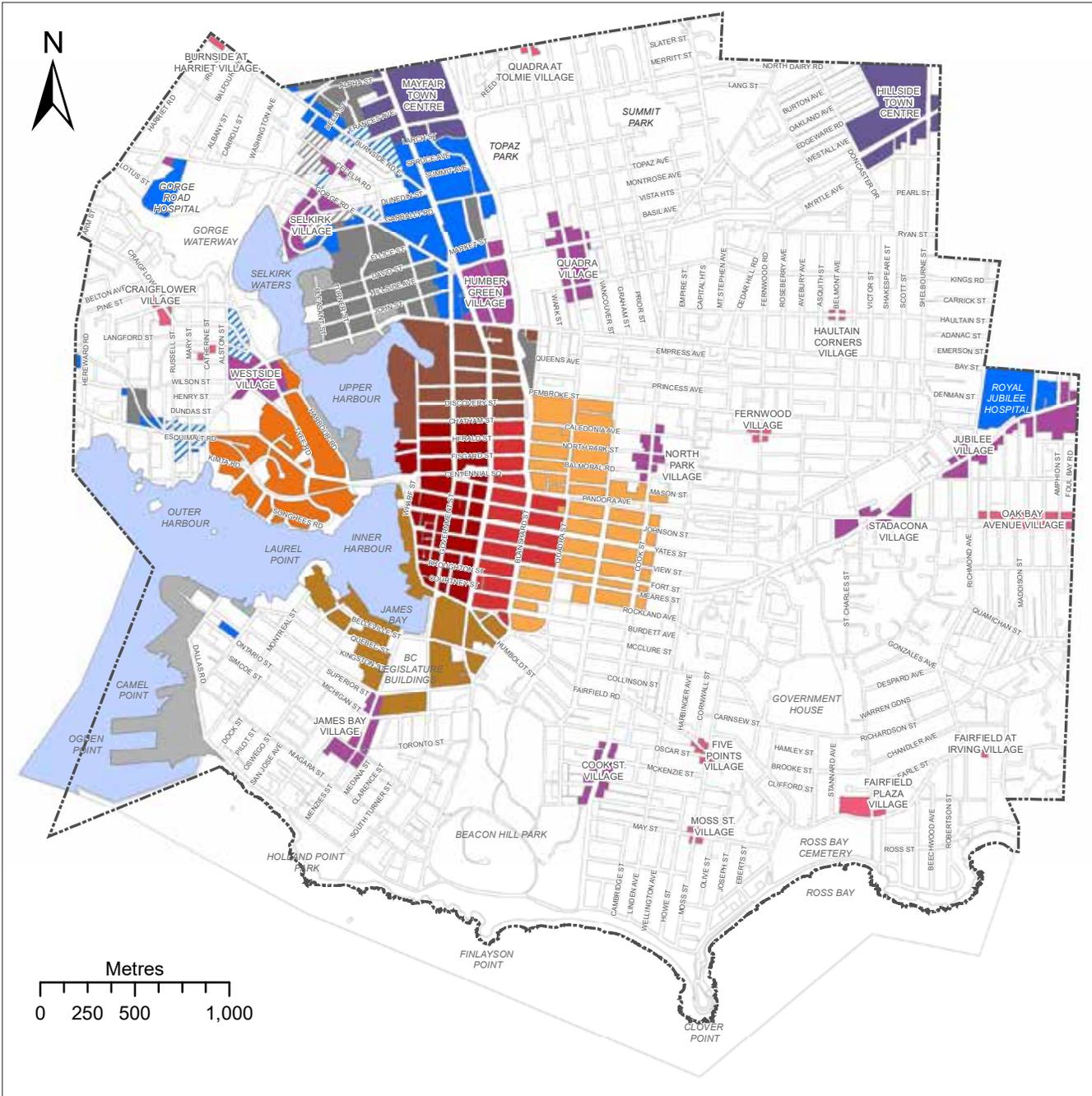
Figure 17: Urban Place Designations – Economic Guidelines

Designation	Economic Sector
Core Business	<ul style="list-style-type: none"> › Transportation and warehousing › Public administration › Finance, insurance, real estate › Advanced technology › Healthcare services › Tourism and visitor services › Arts, culture and entertainment › Residential goods and services (retail, commercial and community services)
Core Inner Harbour/ Legislative	<ul style="list-style-type: none"> › Transportation and warehousing › Public administration › Finance, insurance, real estate › Advanced technology › Healthcare services › Tourism and visitor services › Arts, culture and entertainment › Residential goods and services (retail, commercial and community services)
Core Historic	<ul style="list-style-type: none"> › Transportation › Finance, insurance, real estate › Healthcare services › Public administration › Tourism and visitor services › Arts, culture and entertainment › Residential goods and services (retail, commercial and community services)
Core Employment	<ul style="list-style-type: none"> › Transportation and warehousing › Manufacturing › Wholesale trade › Finance, insurance, real estate › Advanced technology › Healthcare services › Arts, culture and entertainment › Residential goods and services (retail, commercial and community services)

Designation	Economic Sector
Core Residential/ Core Songhees Residential	<ul style="list-style-type: none"> › Tourism and visitor services › Healthcare services › Residential goods and services (retail, commercial and community services)
Working Harbour and Marine Industrial	<ul style="list-style-type: none"> › Transportation › Manufacturing › Wholesale trade › Advanced technology › Healthcare services › Tourism and visitor services
General Employment	<ul style="list-style-type: none"> › Transportation and warehousing › Wholesale trade › Finance, insurance, real estate › Tourism and visitor services › Advanced technology › Healthcare services › Residential goods and services (retail, commercial and community services)
Industrial	<ul style="list-style-type: none"> › Transportation and warehousing › Manufacturing › Wholesale trade › Advanced technology › Healthcare services
Large Urban Villages	<ul style="list-style-type: none"> › Finance, insurance, real estate › Healthcare services › Residential goods and services (retail, commercial and community services) › Arts, culture and entertainment
Town Centres	<ul style="list-style-type: none"> › Transportation and warehousing › Wholesale trade › Finance, insurance, real estate › Healthcare services › Residential goods and services (retail, commercial and community services) › Arts, culture and entertainment

MAP 14

Employment Lands



- Core Historic
- Core Business
- Core Employment
- Core Inner Harbour/Legislative
- Core Songhees
- Core Residential
- General Employment
- Industrial Employment
- Marine Industrial
- Town Centre
- Large Urban Village
- Small Urban Village
- Marine - Harbour
- Employment-Residential
- Industrial Employment-Residential

Urban Place Designations are provided for information purposes only. Please refer to Map 2 and Figure 8 for designation information.

COMPETITIVE BUSINESS ENVIRONMENT

- 14.20 Periodically review and consider tools available in legislation to enable and support new development and building improvements, such as property tax rates, tax incentives, charges, fees, grants and density bonus for provisions.
- 14.21 Work with partners to report on competitive municipalities in the Capital Region to compare property taxes, contributions to amenity funds, available density and location near regional services in the Urban Core, particularly for new office and industrial development.
- 14.22 Consider the provision of selective property tax incentives and bonus density for new development that contributes to the conservation or provision of an amenity or affordable and special needs housing, or entrance into a housing agreement [SEE ALSO SECTION 19 – PLAN ADMINISTRATION].
- 14.23 Consider parking reductions and other zoning variances for new development that significantly contributes to the urban growth concept in this plan [SEE ALSO SECTION 6 – LAND MANAGEMENT AND DEVELOPMENT].
- 14.24 Continue to support the growth and retention of home-based businesses through the periodic review of the Zoning Bylaw.
- 14.25 Encourage senior government to offer incentives for businesses and jobs in major and emerging economic sectors.

COMMUNITY GOODS AND SERVICES

- 14.26 Encourage job growth in community goods and services by increasing the residential densities in the Urban Core, Town Centres, Large Urban Villages, and along rapid and frequent transit corridors.
- 14.27 Continue to encourage the concentration of specialty retail in the Core Historic and Core Inner Harbour/Legislative areas through pedestrian-oriented uses at street level in defined locations, short-term parking, and in enhanced public transit, particularly rapid transit along Douglas Street.

GOVERNMENT AND BUSINESS OFFICE

- 14.28 Work with the Province to maintain the city's status as the headquarters of the Provincial Government, through:
 - 14.28.1 Meeting its needs for institutional and office space in the Urban Core; and,
 - 14.28.2 Working toward a long-term development strategy for under-used lands in the Legislative Precinct.
- 14.29 Support employment growth in government services, professional services and the finance, real estate and insurance sector through the strategic location of commercial mixed-use development in close proximity to the Legislature and throughout the Core Business area.

TOURISM AND VISITOR SERVICES

- 14.30 Support the clustering of tourist and visitor services in the Inner Harbour and Urban Core by retaining and enhancing the mix of service, retail, offices, visitor accommodation and harbour transportation uses, and arts and cultural facilities.
- 14.31 Strengthen the appeal of Victoria to tourists and other visitors in ways that enhance the community including:
 - 14.31.1 Accessible transportation to and within the City;
 - 14.31.2 A high quality of amenities, services and events;
 - 14.31.3 An attractive and vibrant waterfront; and,
 - 14.31.4 Character areas in the Downtown and other neighbourhoods.
- 14.32 Attract residents and visitors to the Urban Core through high quality festivals, celebrations, special events, and beautification initiatives.
- 14.33 Continue to invest in the heritage character of the Downtown and other neighbourhoods through incentives for rehabilitation and seismic upgrades.

- 14.34 Work with partners in the public and private sectors to:
 - 14.34.1 Enhance facilities and visitor destinations;
 - 14.34.2 Develop new facilities, including an addition to the Royal BC Museum and a new Core District Public Library in the Downtown Core Area; and,
 - 14.34.3 Develop a priority plan for future capital investment in destination development.
- 14.35 Work with regional, community and business partners to expand cycling and pedestrian pathways along high-demand routes to major destinations and increase the availability of bicycles for visitors.
- 14.36 Encourage the local tourism industry to position Victoria as a green and socially responsible visitor destination through the use of efficient, low emission fuels, carbon offsets, waste reduction, and similar initiatives.

MARINE SECTORS

- 14.37 Work with senior governments, public agencies, community and business partners to sustain and enhance a diversity of marine sectors in the Inner Harbour and Outer Harbour by:
 - 14.37.1 Continued direction for marine-related industrial uses on waterfront lands in Urban Place Designations of this plan; and,
 - 14.37.2 Development and redevelopment of waterfront lands and related urban design initiatives.
- 14.38 Continue to support jobs in manufacturing, transportation and warehousing by retaining locations for traditional industry adjacent to the Harbour on appropriate lands.

ADVANCED TECHNOLOGY

- 14.39 Continue to grow the region's technology sector and attract a share of firms into the city, through:
 - 14.39.1 Support for the efforts of regional economic agencies and business partners to grow the technology sector in the Victoria region; and,
 - 14.39.2 Advocacy on behalf of those partners for research funds.
- 14.40 Work with partners to support growth and retention of businesses that promote urban health and sustainability through technology such as mobility devices, district energy systems, green buildings and green infrastructure.
- 14.41 Support growth of technology firms through increasing the employment capacity of Core and General Employment lands while retaining waterfront industrial lands for marine and marine-related industrial uses [SEE ALSO SECTION 6 – LAND MANAGEMENT AND DEVELOPMENT].
- 14.42 Enable and support the clustering of firms in a technology precinct through light industrial and industrial work/live uses, with a supportive mix of office, retail, services, education, institutional and mixed use in Rock Bay [SEE ALSO SECTION 6 – LAND MANAGEMENT AND DEVELOPMENT].

ARTS AND CULTURE

[SEE ALSO SECTION 16 – ARTS AND CULTURE]

- 14.43 Foster the development of cultural hubs, with clusters of cultural industries and related activity in the arts, culture, and entertainment sector, by:
 - 14.43.1 Retaining and enhancing the supply of work/live for cultural producers in the Core Historic and Core Inner Harbour/Legislative areas; and,
 - 14.43.2 Giving consideration for work/live opportunities in the Core Employment area and work/live and live/work in Town Centres and Large Urban Villages through local area plans as appropriate.
- 14.44 Work with community partners to retain and enhance arts and cultural facilities and to maintain and expand professional arts companies.
- 14.45 Work with partners in the public and private sectors to develop a new Core District Public Library in the Downtown Core Area.

- 14.46 Consider opportunities for new arts and cultural facilities in the Urban Core as part of future capital investment in destination development.
- 14.47 Continue to host high quality events and festivals in the Urban Core and work with partners to explore the feasibility of creating new venues.
- 14.48 Continue to enable access to suitable locations for the film industry.

HEALTH AND EDUCATION

- 14.49 Seek to establish and maintain a unique niche for Victoria as a green and healthy community to attract technology firms, health and wellness entrepreneurs and researchers, to improve the quality of life for residents, and to add to the City's and region's appeal to business.
- 14.50 Enable and support the growth and retention of health services and related light industrial and commercial activities in the General Employment area at Royal Jubilee Hospital.
- 14.51 Encourage regional economic development agencies and the regional health sector to collaborate on initiatives aimed at making Victoria green and healthy through the development of a technology firm cluster that aligns business incubation and educational programs.
- 14.52 Work with partners to increase sports and recreational events in Victoria, and to expand recreation-based tourism [SEE ALSO SECTION 9 – PARKS AND RECREATION].
- 14.53 Continue to work with the University of Victoria, Royal Roads University, Camosun College and other public and private post-secondary education providers to have a permanent presence in the Downtown Core Area.
- 14.54 Explore the feasibility of an educational presence for major post-secondary institutions in a permanent facility that may be co-located with the technology precinct in Rock Bay, and that creates a community of learning through lectures and conferences, formal training and education and innovative public-private partnerships.
- 14.55 Encourage universities, colleges and other educational service providers to offer education and training programs that converge with the needs of major and emerging growth sectors.

MEASURING PROGRESS

- 14.56 The following targets should be considered in measuring progress towards the plan's economy objectives:
 - 14.56.1 Victoria accommodates a minimum of 20% of the region's new employment by 2041; and,
 - 14.56.2 Victoria's employment has increased by a minimum of 10,000 jobs by 2041.