

***A DISCUSSION PAPER ON  
PREPARING AN ECONOMIC  
DEVELOPMENT STRATEGY  
FOR THE CAPITAL REGION***

*Regional Planning Services*

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**CONTENTS:**

- 1. Introduction**
  - Purpose Statement**
- 2. Toward an Economic Development Strategy**
  - Background**
  - The Economy in the Capital Region**
  - Evaluating the Context**
- 3. Defining 'Economic Development'**
  - What is it & Why do we Need a Strategy to Address it?**
  - Possible Objectives of a Strategy**
- 4. Management Options**
  - Management Options (Table 4.1)**
  - Recipient Options (Table 4.2)**
  - Effects Matrix (Table 4.3)**
- 5. Partnerships**
  - Capital Enterprise Partnership (CEP)**
  - Possible Functions of CEP**
- 6. Funding**
  - Sources of Funding**
- 7. Conclusions**
- 8. Supporting Information**
  - Economic Development Sources & Information**

**1. INTRODUCTION:**

On November 8, 2000, the CRD Board directed Regional Planning Services to prepare a Regional Growth Strategy consistent with the recommendations of Capital Summit 2. The Summit recommended as a preferred direction, a modified metropolitan core and major centres option, with six strategic elements:

- 1. Regional Urban Containment Boundary;**
- 2. Protection of Green/Blue Spaces;**
- 3. Development of More Complete Communities;**
- 4. Balanced Regional Transportation;**
- 5. Strategy for a Stronger Regional Economy;**
- 6. Strategy for Improved Housing Affordability.**

On October 18, 2000 the Regional Planning Committee (RPC) reviewed preliminary project outlines for a regional economic development strategy, a regional housing affordability strategy and a regional transportation strategy. RPC requested that staff investigate the proposed projects further, making contact with potential funding partners and other stakeholders to determine the level of interest in the project among potential partners, and explore options for project leadership, cost-sharing, timing and general scope. In particular, staff was directed to make contact with the Housing Affordability Partnership (HAP) and the Steering Committee of the Mayors Economic Summit.

**This paper outlines some preliminary options for discussion of a strategy for regional economic development that enhances and reinforces the principles of the Regional Growth Strategy.**

**Significantly, a public opinion poll taken as part of the RGS process found:**

88% of residents of the Capital Region agree there is a need for a strategy for economic development;

There was overwhelming support for the proposal that the CRD should act in cooperation with municipalities to create such a strategy; and,

There was overwhelming rejection of the proposal that municipalities should act alone or that no action should be taken.

**Purpose Statement:**

The goal of this paper is to present and assess for the consideration of the Regional Planning Committee a range of options for the initiation, management and preparation of a **strategy for economic development** in the Capital Region, compatible with the principles of the Regional Growth Strategy.

*“The current economic problems that beset the Capital Region must be viewed with a good deal of historic and geographical perspective; that is, the region is not a closed or insulated economy but rather a very small part of a provincial, national and, increasingly, international economy.”*

-The Challenge: Managing the Region's Economy, Report of the CRD Economic Advisory Committee, 1977.

This research has a dual purpose:

- 1. to determine the interest and level of commitment of potential project partners, and;**
- 2. to assess the scope of work involved, particularly in terms of staff and funding implications for Regional Planning Services.**

## **2. TOWARD A STRATEGY FOR ECONOMIC DEVELOPMENT IN THE CAPITAL REGION:**

### **Background**

Nearly 25 years ago, the CRD produced a report on economic development in the Capital Region. It could easily have been written today for the same basic facts remain true: the Region is experiencing economic difficulties; to be addressed, they must be understood to be part of a wider context that includes provincial, national and international forces. Solutions to the current economic weaknesses need to consider all of these levels. Geographically, the Capital Region is an island but economically it is not. It must build strong and viable bridges, allowing in the flow of economic innovation, stability and prosperity and creating an environment that encourages excellence and demands quality and diversity. This is where the need to see the economy of the Region as part of a larger web of economic trends is especially important. Global networks will be a major part of the process of identifying opportunities for economic development and attracting business to the Region. However, although attracting large, global businesses to the Region is important, it is equally, if not more important to recognise the significance of local economic activity. In fact, local enterprise, in the form of small and mid-sized businesses already accounts for a significant proportion of the Region's economy, and should be recognised as a sector capable of producing collective benefits greater than the sum of its individual parts. Furthermore, it is critical to evaluate the local context before any strategy incorporating national or international elements can be expected to succeed.

### **The Economy in the Capital Region**

A booming economy in other parts of Canada has largely bypassed British Columbia and there is a general sense that the Capital Region is not realising its economic potential. Growth has been slow, as has job creation. To respond to this situation, and to minimise the negative effects of a stagnant economy, including social problems, environmental deterioration and inadequate services, the Capital Region must examine conditions carefully:

While the Region can have little effect on general global and national conditions, much can be accomplished at a local level.

The first step is to define the problems and understand what conditions have created them.

**Trends in the Capital Region:**

**Labour force grew by 1000 persons from 1999 to 2000.**

**Unemployment rate averaged 6.2% (1% lower than 1999 & also 1% lower than the provincial average).**

**10,000 new jobs were created in the Region between 1994 & 1999.**

**70% of new jobs created were part-time positions.**

**The largest number of new employment was in the wholesale and retail trade industries, followed by the professional, scientific & technical services sector.**

**The largest drop in employment occurred in the finance, insurance & real estate services sectors.**

**Half of jobs lost over the past 5 years have been in management-related occupations.**

**A region is most likely to achieve its economic development objectives if it can offer certain attractive “lifestyle” characteristics:**

- Attractive environmental setting
- Affordable housing
- Good infrastructure & community services (especially education)
- Good transportation networks
- Flexible policies & by-laws

*SOURCE: Regional District of Nanaimo, Economic Planning Strategy*

Factors such as leadership of the local government, entrepreneurial skills, workforce quality, amenities (such as education), infrastructure and the general “liveable” qualities of the Region can all have a significant impact on economic vitality.

Positively influencing these elements is well within the capability of a regional strategy and all can be enhanced through positive political leadership, clear identification of issues and objectives and effective co-operation among municipal governments and with business interests.

If the issue of economic development is not addressed with the multi-level support that it requires, the result will be a general decline in the quality of life of residents of the Region.

Considering the healthy state of the global economy, now is a good time for the Capital Region to create and implement a visionary and progressive strategy that will provide opportunities and enhance the quality of life of those who live here.

**Evaluating the Context**

Local sources have identified some of the major strengths and weaknesses affecting the economic health

of the Capital Regional. The following list begins to highlight some major assets and constraints:

**STRENGTHS:**

- A strong regional centre (Victoria)
- Educated, skilled & stable workforce
- High international profile
- Established as a desirable destination
- Post-secondary opportunities
- Research & development facilities
- Excellent quality of life
- Beautiful natural setting
- Favourable climate

- Arts & culture
- Historic design & architecture
- Strategic location in Pacific Northwest
- Integrated public transportation
- Military training facilities
- Athletic training facilities
- Large high income population
- A highly liveable environment

**WEAKNESSES:**

- Geographic isolation
- High cost of living
- Complacent attitude
- Lack of a global view
- Perception of deteriorating downtown safety & vitality
- Small inner-city residential population

- Reduced funding for arts, culture & education
- Weak regional sub-centres
- Lack of sufficient attractions
- Lack of sufficient attractions
- Rising vacancy rates
- Deteriorating infrastructure
- Shortage of land

*“Economic development is fundamentally about enhancing the factors of productive capacity – land, labour, capital and technology – of a national, provincial or local economy.”*

-Greater Victoria Economic  
Development Commission

#### **JOBS VS. THE ENVIRONMENT**

American research suggests that economic growth does not preclude high environmental standards:

Seven states ranked in the top fifteen for both strong economic performance & high environmental standards;  
Conversely, ten states rank in the bottom fifteen on both economic strength & environmental standards.

*SOURCE: “Green & Gold 2000”  
Report of the Institute for Southern Studies*

Workforce lacking relevant skills  
High transportation costs &  
inconvenient links  
Lack of business clustering

High taxes  
Inflexible regulatory policies  
Burdensome municipal & regional  
governance

### **3. DEFINING AN ECONOMIC DEVELOPMENT STRATEGY:**

#### **What is it & Why do we Need a Strategy to Address it?**

‘Economic development’ can refer to different types of plans and actions that maximise economic strength and opportunity. Basic principles are:

**Different scales of economic enterprises have different needs** – the challenges facing small, home-based businesses are not the same as those facing large firms but both are important segments of the economy in the Region.

**Economic diversity is both valuable & necessary** – diversity creates opportunity, innovation & stability in a community & reduces dependence on a single industry as the primary source of wealth generation.

**Global economic forces may be difficult to influence but local responses can be flexible, accessible & appropriate to local needs** – cooperation & leadership on a local level will be important building blocks of a successful strategy.

**Economic health is linked to social, environmental & community health generally** – a strong economy will enhance the vitality, prosperity & overall image of the entire Region.

#### **Possible Objectives of a Strategy**

A strategy will seek the best means to develop the positive aspects of the Region in the most flexible and effective ways, including the entire spectrum of the population and a broad range of economic activities and opportunities. The options outlined later in this paper are to be used as resources for the subsequent development of a strategy. Some of the objectives of a strategy might be:

- Retain existing jobs & businesses in the Capital Region;
- Increase the range of job choice & economic opportunity in the Region;
- Address the problem of unemployment in the Region;
- Ensure the development of a highly skilled & adaptive workforce;
- Support & develop innovative responses to economic development problems, including the formation of new partnerships, evaluation of new types of management models & funding;
- Encourage diverse & innovative local economic development initiatives;
- Encourage economic development that will contribute to the community & provide stable, sustainable & long-term opportunities for the Residents of the Region;
- Work with community groups to ensure meaningful connections are made between proposed developments & the surrounding community;

**10 Steps to Attracting High Tech Industry:**

1. Understand high tech firms in your region & your city's comparative advantage.
2. Invest in human capital.
3. Create a research & development presence.
4. Invest in physical capital.
5. Invest in quality of life.
6. Streamline permitting, planning & other public services.
7. Adapt other local laws (ex. special tax policies, administrative procedures).
8. Provide venture & seed capital.
9. Create support programs for entrepreneurs.
10. Apply information technology in the public sector.

*SOURCE: "10 Steps to a High Tech Future: The New Economy in Metropolitan Seattle" Report of the Brookings Institute, 2000*

Draw direct linkages & joint actions with parallel efforts to improve the Region's housing affordability, alleviate poverty & pursue a comprehensive growth strategy;  
Attract new jobs & businesses to the region focused on key economic sectors where the Capital Region either has, or has the capacity to develop, comparative advantage (for example, specialised tourism, higher education, film making, forestry);  
Directly address limitations in the regional economic infrastructure, regulatory environment & land supply for economic activity;  
Focus on outcomes that can be measured such as wealth generation, youth unemployment & the alleviation of poverty in the region;  
Support the overall land use & development vision of the Regional Growth Strategy;  
Streamline development regulations to encourage investment and business development;  
Focus on the unique biophysical aspects of the Region, preserve and enhance these, and recognise the economic potential of doing so;  
Protect and preserve farmland and the farming industry by protecting land from speculative price increases, improvement of infrastructure for farming and to encourage local and export sales of farm products produced in the Region.

**4. MANAGEMENT OPTIONS:**

Local governments already make use of different tools and options to guide, plan and attract economic development into an area. These include:

land use & zoning regulations;  
business revitalisation zones;  
use of local government-owned land  
streamlined approval process;  
partnerships

tax incentives;  
direct investment;  
marketing & promotion;  
strategies to combat or override NIMBY;  
community development, and;  
business retention strategies.

**Management Approaches**

The types of actions and the effects that result from these planning and management approaches range from minimal intervention through to broad and widespread action. Similarly, a role for the CRD in the management and delivery of an economic development strategy can be examined in terms of degrees. Generally speaking, there are three main approaches along a continuum of strategy options for improving economic opportunities in the Region (Table 4.1). These approaches can be considered for the varying levels of economic activity and the different categorical needs at each level (Table 4.2). The effects of the options on the different levels and types of economic enterprise are broadly considered in Table 4.3.



One of the goals of an economic development strategy could be to create better opportunities for small-scale local producers

There is considerable potential for developing cultural tourism in BC and in the Capital Region where tourism is the major economic sector. Surveys indicate that:

- 51% of travellers to BC have an interest in culturally based travel, and;
- 27.6% of all BC residents place importance on cultural attractions or events during travel;

The da Vinci Exhibit at the RCBM generated 135,000 overnight visits to Victoria and 60,000 day trips.

According to Steven Thorne, the former Arts Development Officer, "approximately \$72 million in new visitor revenue would be realised if Victoria's arts products were as well developed and marketed as Vancouver's..."

*SOURCE: "Arts Policy & Program Development in the Capital Region, 2000."*

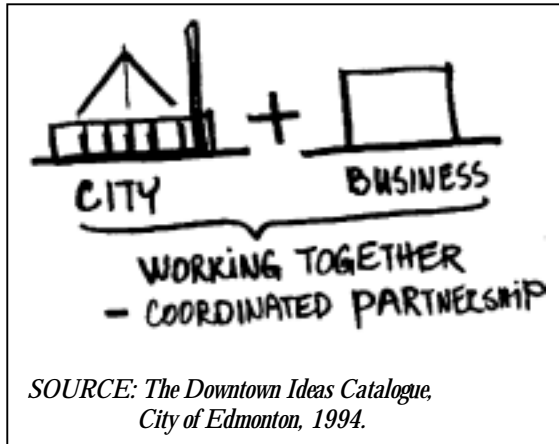
**Table 4.1, Management Options**

<b>MANAGEMENT APPROACH:</b>	<b>ROLE OF THE CRD:</b>
<b>Activist Regional Government</b>	<p>Takes lead role in co-ordinating a strategy, actively promoting economic development in the region, implementing enabling policies, soliciting external funding, investment, &amp; also financially supporting initiatives itself in the form of subsidies &amp; program funding.</p> <p>Actively evaluates existing policies &amp; practices &amp; lobbies for change where necessary to make the Region more business friendly.</p> <p><b>Works on a broad scale, combining project-by-project support &amp; direct service provision with a wider intervention strategy.</b></p>
<b>Public-Private Partnership</b>	<p>Acts in partnership with municipalities, community groups &amp; business interests.</p> <p>Funding, support, investment &amp; responsibility are shared.</p> <p>Business environment is evaluated in co-operation with partners &amp; changes are accomplished as part of this participatory partnership.</p> <p><b>Works mainly on a project-by-project basis, changing composition of partnerships &amp; seeking administrative &amp; political change as appropriate &amp; necessary.</b></p>
<b>Limited Intervention</b>	<p>Takes a limited role in active promotion, co-ordination, funding &amp; responsibility of economic development in the Region.</p> <p>Leaves development of new employment to the market.</p> <p>May take a more active role in evaluating the business environment &amp; working towards strategic regulatory change to make the Region more business friendly.</p> <p>Open to approach from business community but does not initiate partnerships or projects.</p> <p><b>Works on a broad framework but with limited scope.</b></p>

**Table 4.2, Scale of Economic Enterprise:**

<b>SCALE OF ENTERPRISE:</b>	<b>CHARACTERISTICS:</b>	<b>SUPPORTS &amp; PARTNERSHIPS:</b>
<b>Micro-scale</b>	<p>Few or no employees (single-person run);            Begun locally and independently operated;            Examples: local storeowners, local restaurant owners, small offices or agencies;            Requires &amp; supports other small &amp; mid-scale services (examples: printers, desktop publishers, computer repair) as well as larger ones such as banks.</p>	<p>Community banks offering small loans &amp; support services            Multi-level &amp; continual support            Some complementary social support (ie housing, office space, computer purchase, etc.)            Community economic development groups (CEDCO)            Post-secondary institutions            Small-business related groups            HRDC</p>
<b>Mid-scale</b>	<p>Approx. 15-50 employees;            Independently operated or branch of a mid-scale provincial, national or international enterprise;            Examples: local chain stores, starter web-based businesses, speciality manufacturing;            Requires &amp; supports range of services (examples: cleaners, administrative staff, banks, accountants).</p>	<p>Banks            HRDC            Chambers of Commerce            Post-secondary Institutions            Capital Enterprise Partnership</p>
<b>Macro-scale</b>	<p>50-plus employees;            Independently operated or subsidiary of large national or international enterprise;            Examples: banks, government departments, major chains, large professional offices, large information technology &amp; telecommunications businesses;            Requires &amp; supports a range of services but also has many in-house or centralised services;            Can be a major asset to local economy but can also be inflexible &amp; make major demands (example a big box store that will not alter its design in order to fit better into the community);            Can often be opposed by a NIMBY-type attitude</p>	<p>Banks            Chambers of Commerce            Capital Enterprise Partnership            Post-secondary Institutions</p>

<b>TABLE 4.3 EFFECTS MATRIX</b>	<b>Micro-scale Enterprise</b>	<b>Mid-scale Enterprise</b>	<b>Macro-scale Enterprise</b>
<b>Activist Regional Government</b>	<ul style="list-style-type: none"> <li>- Improved access to information &amp; services;</li> <li>- improved funding;</li> <li>- better network of secondary social &amp; economic support;</li> <li>- higher profile for economic development &amp; economic issues generally;</li> <li>- increased level of government involvement;</li> <li>- direct support &amp; funding for individuals attempting to gain a “foothold” in the economy or start a small business.</li> </ul>	<ul style="list-style-type: none"> <li>- Improved funding;</li> <li>- increased opportunity to secure better access to support services and increased opportunity of success &amp; growth of enterprise;</li> <li>- better access to information &amp; support on economic &amp; business related issues;</li> <li>- greater opportunity to give input on government actions that affect businesses;</li> <li>- better services to enhance global competitiveness of businesses of this size (such as more research into information technology, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Favourable financing for business development &amp; expansion into new areas;</li> <li>- more influence on tax policies that affect larger businesses;</li> <li>- increased level of government involvement;</li> <li>- possibly less choice in terms of location of business development &amp; more environmental restrictions to adhere to;</li> <li>- probably stand to benefit least from this approach as it is least likely to result in lower taxes for big business &amp; more likely to provide help for small &amp; mid-sized businesses.</li> </ul>
<b>Public-private Partnerships</b>	<ul style="list-style-type: none"> <li>- Better range of options &amp; expertise;</li> <li>- more input from wider of range of sources &amp; interests;</li> <li>- improved funding;</li> <li>- more representative process;</li> <li>- better chance at innovative approaches &amp; increased flexibility;</li> <li>- better network of support &amp; community awareness;</li> <li>- funding spread out between partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Improved choice &amp; flexibility;</li> <li>- better chance of getting access to appropriate business &amp; support services;</li> <li>- increased possibility of participation in process;</li> <li>- better chance at increased opportunity for innovation;</li> <li>- better all around perspective from a range of government departments &amp; private interests;</li> <li>- possibility of more community support &amp; awareness.</li> </ul>	<ul style="list-style-type: none"> <li>- Better financing options for expansion &amp; development;</li> <li>- possibility of more favourable tax policies &amp; other relaxed policies;</li> <li>- improved lobbying power;</li> <li>- more expedient process of approval;</li> <li>- increased opportunity for contact &amp; interaction with other large-scale businesses;</li> </ul>
<b>Private-sector Led</b>	<ul style="list-style-type: none"> <li>- Unlikely to produce much change as this is mainly how the current situation is being shaped.</li> <li>- this sector represents the least likely to provide major immediate profit although they can have significant long-term effects.</li> </ul>	<ul style="list-style-type: none"> <li>- Unlikely to change much as this is the current situation;</li> <li>- may benefit from private market initiatives such as relaxed laws &amp; policies &amp; “trickle-down” business from larger-scale enterprise.</li> </ul>	<ul style="list-style-type: none"> <li>- This is largely the current situation however large-scale businesses are in an advantageous position to continue to lobby for more business-friendly policies;</li> <li>- most likely to benefit from policies such as tax cuts, relaxed environmental standards, expedited approval processes;</li> </ul>



**Proposed Capital Enterprise Partnership Model:**

*“The management structure would formalise the existing working relationship/network partnership model of senior management of the following organisations plus appointed non-political representatives from funding municipal partners.”*

*SOURCE: Mayor’s Steering Committee on Economic Development, 2000*

**5. PARTNERSHIPS:  
The Partnership Approach**

The partnership approach is highly appropriate in relation to economic development because this is a complex and multidimensional problem with numerous possibilities, options and outcomes. The advantage of forming cross-sector partnerships is that these issues can thus be better and more appropriately addressed, making use of a wide range of expertise and resources. The success of a partnership approach to economic development can already be seen on a smaller scale through the work of the Downtown Victoria Business Association in revitalising downtown Victoria through partnerships between downtown businesses and economic interests.

**Capital Enterprise Partnership (CEP)**

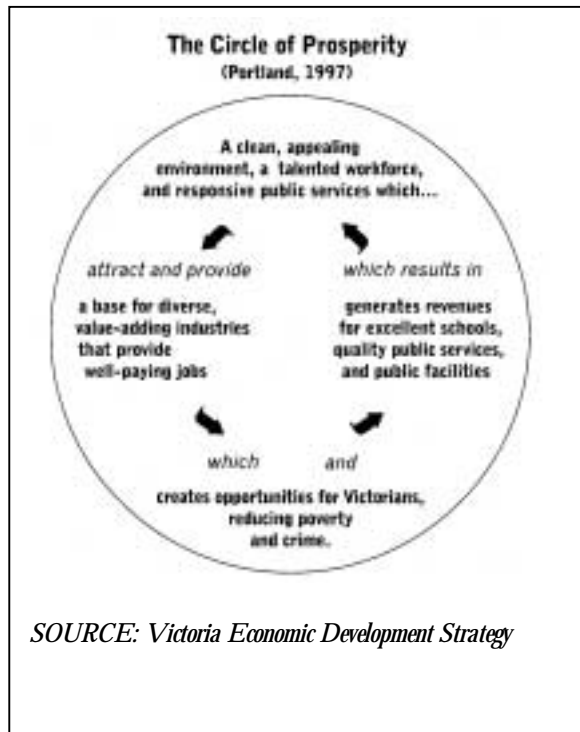
The Capital Enterprise Partnership is envisioned as a cross-sector public-private group of businesses & organisations involved with and concerned with the future of the Region’s economy. Currently, this group looks likely to include:

- |                                      |   |
|--------------------------------------|---|
| Tourism Victoria                     | Downtown Victoria Business Association        |
| Business Victoria                    | Vancouver Island Better Business Bureau       |
| VIATeC                               | Urban Development Institute                   |
| Greater Victoria Chamber of Commerce | Municipal Funding Partners                    |
| Capital Regional District            | Other Regional Chambers & Development Offices |
| Greater Victoria Film Commission     | Other Community Stakeholders                  |
| Pro-Art                              |   |

Currently the main problem facing CEP is the reluctance of municipalities to commit their support, both in terms of funding, and in terms of general support for the types of initiatives that it would pursue. Although there is general agreement from all parties involved that some action is required, there is little agreement (from municipalities) on the direction of that action. This could result in CEP being an entirely private-sector led partnership and the Capital Region will have passed over an opportunity to establish a process of meaningful cooperation and consultation on economic development issues.

**Possible Functions of CEP**

- to become an officially sanctioned organisation working on a region-wide basis to develop & promote the Capital Region as a great place in which to locate a business & to look for employment;
- to identify & implement the most appropriate partnership model to pursue economic development in the Capital Region;
- to identify & develop sectors of the economy where the Capital Region has, or has potential to develop, comparative advantage;



to facilitate development of necessary infrastructure;  
to assist provide support, information, data, analysis, recommendations & ideas to local businesses & businesses wishing to locate here;  
to facilitate cooperation amongst area businesses & local governments;  
to identify & to work towards eliminating major barriers to economic prosperity in the Region;  
to generally act as a resource on economic development & communities in the Capital Region, in coordination with the RGS process.

**6. FUNDING:  
What Needs Funding?**

In order to develop a blueprint to guide the mission, structure, functions & funding for the Partnership, Business Victoria has estimated that \$50,000 is required & has proposed that this be raised through contributions from individual municipalities, the CRD and business interests as all of these stand to benefit from its activities.

Upon the establishment of this funding, and the development of the blueprint, the short-term goals of the CEP are:

Based upon the blueprint, agree on the structure & form for the development of a Capital Enterprise Partnership.

Develop a three-year Regional Economic Development Plan in partnership with community stakeholders.

Develop a long-term investment strategy to implement the three-year Regional Economic Development Plan.

Actual costs to prepare a Regional Economic Strategy have not been determined at this time. However, discussions with the City of Victoria indicate that a consulting budget in the order of \$100,000 - \$150,000 is, exclusive of staff, likely to manage the project.

**7. CONCLUSIONS:**

The Capital Region has a great deal of potential & numerous qualities that make it an ideal location in which to conduct business & a highly desirable environment in which to live.

Current economic conditions are such that the Capital Region is not realising its full economic potential, a condition that is effecting the general quality of life in the Region.

Some of these conditions are global in nature & therefore generally outside of local control but others can certainly be influenced shaped for the maximum benefit of the Region as a whole.

Ignoring good opportunities for economic development could lead to a major deterioration of quality of life, limited employment opportunities, greater poverty and ultimately, fundamental social decline.

Present conditions represent an unprecedented opportunity to create high levels of cooperation among the public & private sectors, & to achieve high levels of innovation from both.

Successful results are certain to enhance the vitality, profile & reputation of the Region, and significantly expand the range of opportunities available to its residents.

## 8. SUPPORTING INFORMATION

### Economic Development Sources & Information:

1. **American Planning Association, Local Economic Development Planning: From Goals to Projects**, This is a comprehensive report on a broad range of issues related to economic development and planning. Although a bit dated, it still provides good background information and useful information on the process and on project-specific issues.
2. **Brookings Institute, Ten Steps to a High Tech Future: The New Economy in Metropolitan Seattle, 2000**. This Report examines the high tech industry and how it has created such a strong economy in Seattle. It contains general information for other cities considering the high-tech approach and how it might be implemented elsewhere.
3. **Capital Regional District Economic Advisory Committee, The Challenge: Managing the Capital Region's Economy, 1977**. This historical example of a past attempt to implement an economic development strategy in Victoria illustrates how similar the situation is today. The document examines the economic problems facing the Region and also includes extensive economic statistics to highlight its major points.
4. **City of Victoria, Victoria Economic Development Strategy**. This document sets out Victoria's plan for economic development. It first identifies the strengths and weaknesses in the current system, and then outlines ways in which it can work to maximise the strengths and minimise or eliminate the weaknesses in order to create a stronger economy and a more vibrant community.
5. **Gage, Susan, The Community Economic Development Tool Kit, Victoria International Development Education Association, 1998**  
This manual provides and outline of the concept of Community Economic Development, along with practical suggestions, resources & a workbook style format to help those interested in local economic initiatives at the community level.
6. **Greater Victoria Economic Development Commission, Economic Development: A Definition, 2000**. This brief outlines some of the different meanings and uses of the term 'economic development'. It goes on further to summarise relevant points in the debate surrounding different approaches and theories of economic development, such as economic base theory, the sector-based approach and community economic development. It also briefly summarises the role of an economic developer and explains what they can do.
7. **Greater Victoria Economic Development Commission, Best Practices Research Overview on Regional Partnerships: Report the Steering Committee on the Mayor's Summit, 2000**. This report is a compilation of economic development partnership initiatives implemented in other cities, both Canadian and American, and evaluates their potential for Victoria. It concludes that none are entirely applicable to the context of Victoria but components of some are worth considering, particularly Ottawa-Carlton, Calgary, Vancouver and Winnipeg.
8. **Urban Aspects Consulting Group, Arts Policy & Program Development in the Capital Region, 2000**. This is an extensive document analysing the arts in the Capital Region. In particular relevance to economic development, this report explores the economic potential of enhanced development of the arts in the Capital Region.