LOCAL LEADERSHIP FORUM

SOUTH VANCOUVER ISLAND

“What Was Said”

An unfiltered capture of participants’ vision for the future of our region and perspectives on how we get there

November 26, 2024

Produced by

SOUTH ISLAND PROSPERITY PARTNERSHIP

We transform potential into prosperity

Facilitated by

ROY GROUP

Who Participated in Local Leadership Forum 2024?

Preamble to “What Was Said” Report

Welcome to the unfiltered, unedited report-out of what participants told us during SIPP’s Local Leadership Forum 2024 on November 26.

This document has two purposes:

The first is to capture everything that you, as community leaders across public, private and third-sector organizations, have contributed to this important conversation about the future of our region. The leaders in the room were representatives of the organizations reflected in the previous page through a collection of logos. Quite the amazing cross-section of leaders! We want to reflect your perspectives about the current state of our region, the turning points in recent history that got us to our current state (both good and bad), the ideal and nightmare states that could emerge (20 years from now), and the potential turning points that have not yet happened but that we can influence that could help us arrive at our idea future state, and your ideas and priorities on the key action areas needed to achieve true regional prosperity in the future.

The second purpose is to share and build engagement with other regional community leaders around potential actions and next steps that could emerge across priority areas. As a regional alliance focused on our region’s prosperity, South Island Prosperity Partnership will dig into your perspectives and ideas as we build out our future projects and the direction of our next strategic plan. However, many other actions needed to contribute to regional prosperity fall outside the scope of SIPP’s mandate — and that’s where your organization (and others) will be paramount.

Thank you to those who dedicated their time and energy to the 2024 Local Leadership Forum. This includes:

- the facilitation team at The Roy Group
- the dedicated planning of SIPP's Municipal Partners Committee and the Local Leadership Forum Organizing Subcommittee (Councillor Steve Duck, Councillor Sanjiv Shrivastava, Councillor Lesley Watson, Councillor Marg Gardiner and former Councillor Dana Lajeunesse)
- the hardworking team at SIPP who made the logistics happen (supported by Amanda Wilson of Spark Strategic Group)
- Christine Sam from Songhees Nation who provided the warm, impactful official territorial welcome
- Mayor Sid Tobias (Town of View Royal) for grounding us in the importance of "place" through his welcoming remarks to start the day
- Don Iveson and Gabe Eidelman who brought their wisdom and expertise through the luncheon dialogue on The Metropolitan Mindset and how cross-sectoral and multi-jurisdictional collaborative models are the way of the future.

And lastly, thanks to the nearly 100 community leaders who participated and contributed. Your ideas flow on the following pages.

How this content was produced:

SIPP's Municipal Partners Committee thoughtfully designed SIPP's 2024 Local Leadership Forum to give our region's leaders a dedicated venue to explore ideas and collaborative approaches together. SIPP members, The Roy Group, graciously volunteered to facilitate the event at no cost as a contribution to their home region and interest in helping cultivate leaders and leadership skills to guide us into a bolder, more prosperous future. (Learn about them by visiting **roygroup.net**). The expertly facilitated agenda by The Roy Group featured four segments:

1. **"Future Backwards" Workshop:** The participants self-selected one of three subregional conversations to contribute to around the "WestShore," "Saanich Peninsula" and "Central Area" subregions of Greater Victoria. They were asked to follow a series of instructions to explore the current state of their subregion, the turning points from recent history that have led to the current state, the ideal future state and the worst-case scenario future states that are possible in the next 20 years, and the turning points that may happen to realize these scenarios (both good and bad) and how we may influence our fate. You'll find visualizations of these three scenarios in the following pages.

2. **Luncheon Dialogue on The Metropolitan Mindset:** This fascinating dialogue explored the case for regional collaboration using examples from cities across Canada and worldwide, which unlocked regional potential through collaborative governance structures and approaches. You'll find a link to the *Metropolitan Mindset* report, co-written by Don Iveson and Gabe Eidelman, **here**.

3. **The "Open Spaces" Workshop:** In the afternoon, participants prioritized issues and opportunities around a key guiding question on the future of our regional prosperity. This question, designed by SIPP's Municipal Partners Committee, is outlined in the section below.

4. **Closing Reflections Panel:** To close the event, SIPP CEO Aaron Stone asked Mayor Maja Tait, Mayor Dean Murdock and former Edmonton Mayor Don Iveson to offer thoughts about how the day unfolded and what they noticed about the concepts and practices of inter-jurisdictional and cross-sectoral collaboration.

Thank you in advance for reading and sharing this document. In the coming weeks and months, SIPP will host additional dialogues with regional stakeholders on the strategies and actions (and missing pieces) needed to get our region to our collective desired future state. We can only reach this by working together.

Section 1:

“Future Backwards” Workshop Findings

Participants self-selected which area of the room they would join to conduct the “Future Backwards” workshop. The room was divided into “Saanich Peninsula”, “WestShore” and “Central Area” subregions of Greater Victoria. Participants then followed a set of instructions to generate visual artifacts that described:

→

- the current state of their subregion
- the turning points from recent history that resulted in the current state
- the ideal future state 20 years from now
- the worst-case scenario vision state that could emerge, and finally,
- the turning points that have not yet materialized that could lead to either the ideal or not-so-ideal future states to emerge (thus guiding our future actions either to pursue opportunities or mitigate potential risks and challenges).

Please zoom in to view all the contributed ideas and content

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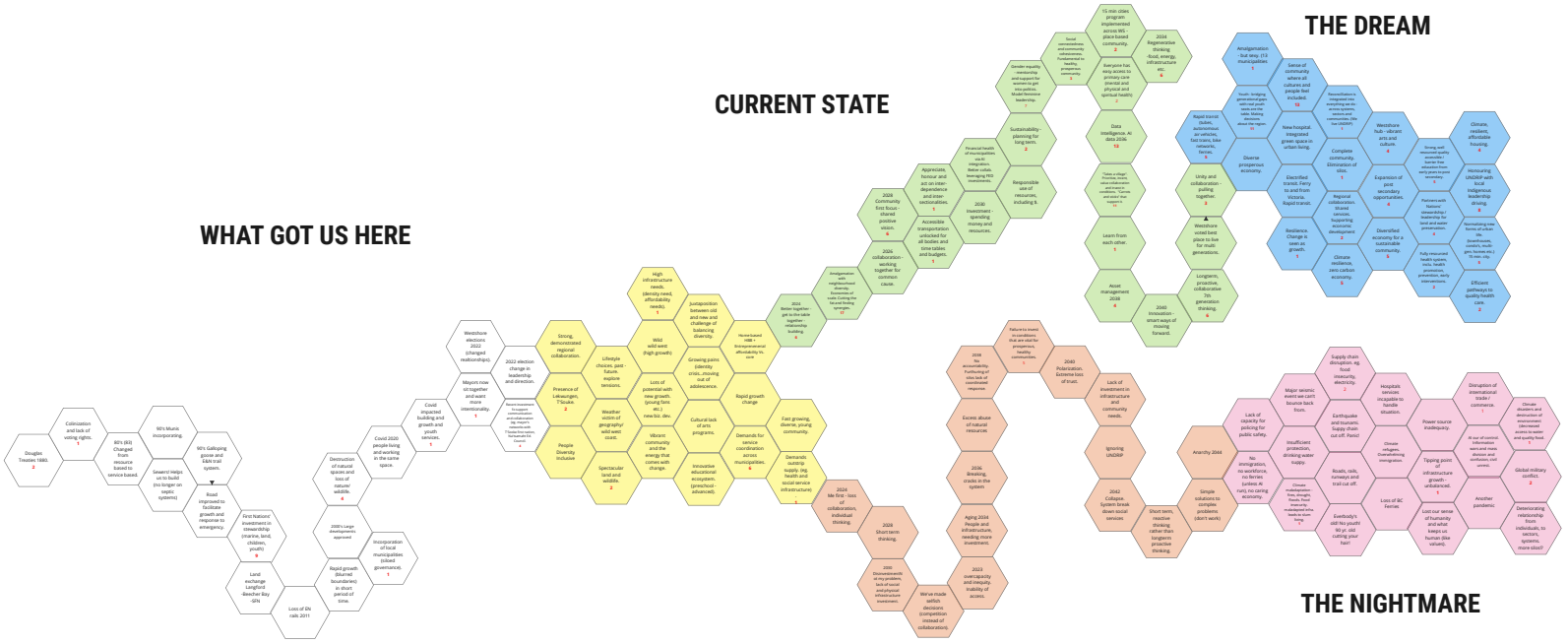
WestShore THE FUTURE BACKWARDS



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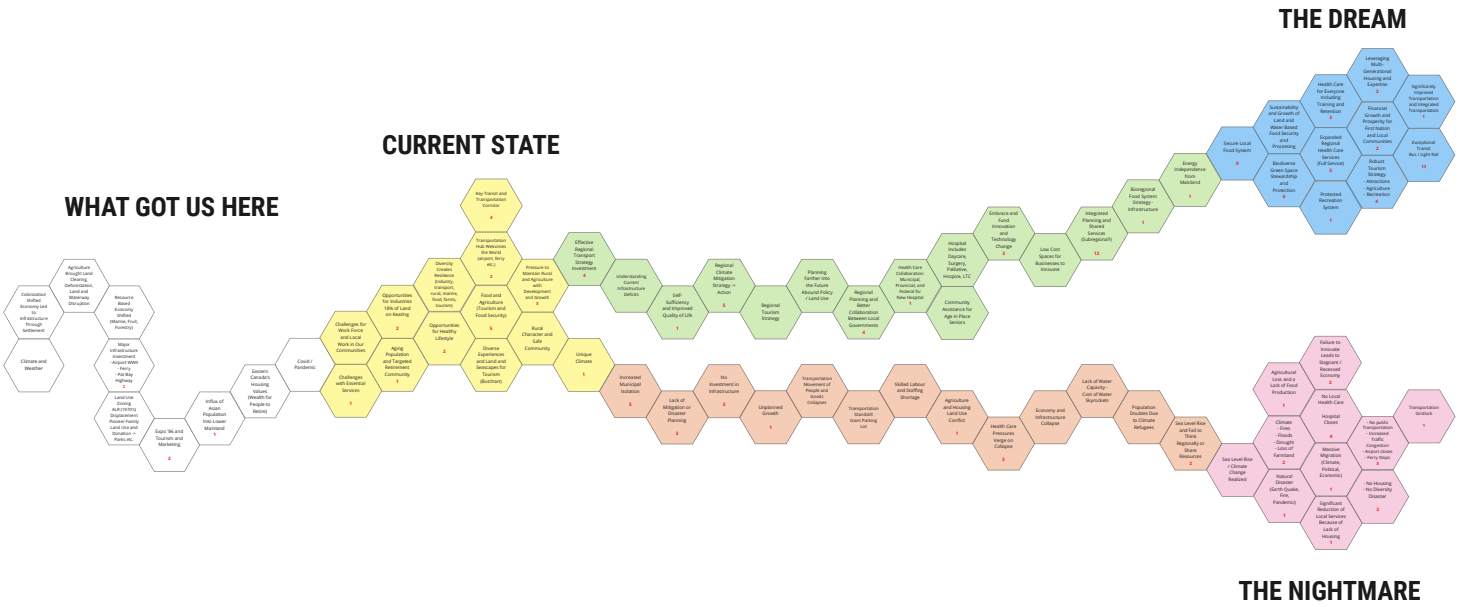
ROY GROUP

SOUTH ISLAND PROSPERITY PARTNERSHIP

Saanich Peninsula
THE FUTURE BACKWARDS



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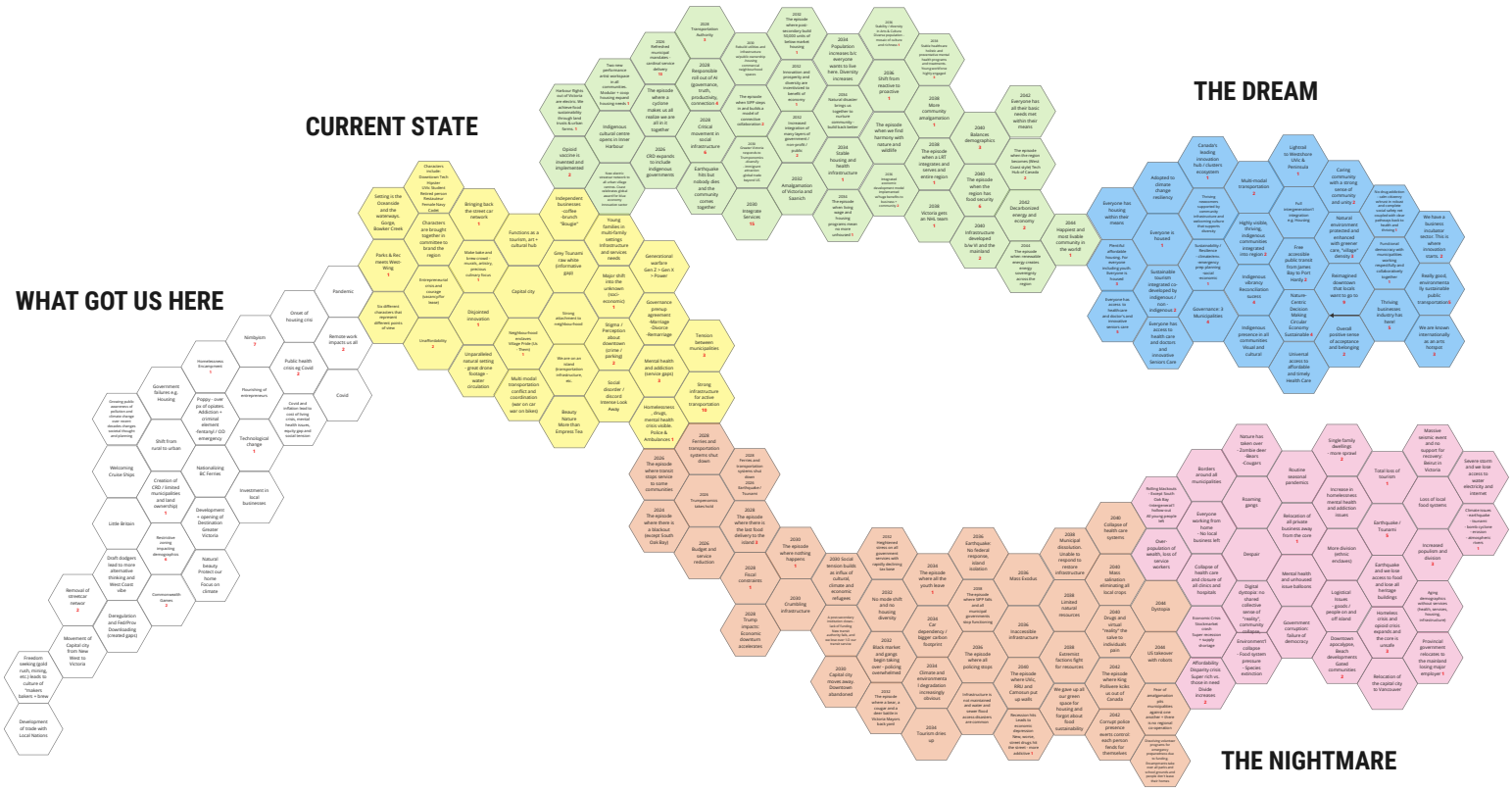
SOUTH ISLAND PROSPERITY PARTNERSHIP

Central Area

THE FUTURE BACKWARDS



Section 2:

Open Spaces Findings

Leading up to Local Leadership Forum 2024, SIPP's Municipal Partners Committee collaborated to create the following question for forum participants to discuss in the Open Space workshop, which took place in the afternoon portion of the Local Leadership Forum. It was designed to elicit priority issues and opportunities that could lead to regional collaborative approaches.

Key Guiding Question

"For us to create a prosperous regional economy that retains and attracts the next generation, we would need to pay attention to ... ?"

In answer to this overarching question, participants generated 20 topics. They then divided into discussion groups based on their topics of interest. An important part of the discussion involved answering the following structured questions for each topic:

1. Why does this deserve attention?
2. What is possible if we get this right?
3. What happens if we don't pay attention?
4. How might we get this wrong?
5. What/Who do we need to get this right?
6. Key messages from the group.

1. Arts & Culture

Why does this deserve our attention?

- Economic impact
- Health and wellbeing of community
- Supporting next generation - skills, learning, and connections
- Brings people together
- Can tackle controversial subjects

If we don't pay attention to this, what happens?

- Disconnection and loneliness
- Gobbled up by American culture
- Loss of sense of identity (culture and race)

What/Who do we need in order to get this right?

- Regional cooperation — regional arts ecosystem
- School system to support youth arts
- Arts organizers, events, curators, venue operators
- Innovative approaches to ownership of assets (like Fogo Island social enterprise)
- Education about value of the arts

What is possible if we get this right?

- Ample, adequate space for all forms of art — diversity of spaces/venues
- More connected and engaged community - good for mental health
- Fun!
- Greater economic impact (arts created 10 times the revenue than sport in Canada)
- Improved health, sense of wellbeing

How might we get this totally wrong?

- Not engaging the community
- Failure to value what we have
- Failure to fund the arts
- Lack of government (local, provincial) support
- Failure to support young talent

Key Message from this Group

↗ Need to include all community in the arts

↗ It is at risk - need to pay attention

↗ Need to support existing venues and add new venues

2. Good Social Connections

Why does this deserve our attention?

- Feels somewhat lacking in Victoria compared to other cities. People don't feel welcome and connected here.
- People who move here may have a "pull-up-the-drawbridge" mentality
- Connections can change at different life stages
- Social connection is fundamental to wellbeing

If we don't pay attention to this, what happens?

- Radicalization
- Echo chamber of social media reinforces one's own views
- Increased isolation

What/Who do we need in order to get this right?

- We need more 'third spaces'* for cross-community connection: all ages/genders/backgrounds. *first place is your home, second is your work, and third places are where community happens.
- Better utilization of public spaces and schools
- Consideration of recreational requirements as part of housing development

What is possible if we get this right?

- Sense of belonging, welcome, and support for everyone
- You can then get more done in your community
- Shared understanding

How might we get this totally wrong?

- Imposing our ideas
- Not consulting with the target group
- Assume one size fits all
- Assume lack of response means lack of interest

Key Message from this Group

↗ Preserve the spaces we have for connection and support more opportunities for connection and be creative about how they are best used for community benefit.

3. Barriers that prevent or deter youth and children from participating

Why does this deserve our attention?

- Hopeful outcomes
- Equitable and inclusive society
- A fair and just world
- Connections to the “greater world”
- Fear
- Stewardship of lands
- Meet climate objectives

If we don’t pay attention to this, what happens?

- Isolation
- Unemployment
- Increase in mental health challenges
- Struggle to keep work or meet expectations
- No workforce (lack of trades or skilled workforce etc who will build our future region and deliver healthcare and essential services)

What/Who do we need in order to get this right?

- Young people’s voice
- Access to / remove barrier to financial programs
- Local inventory of services / providers that support youth to share with parents and PACs
- Take this conversation to the schools
- Deliver services in the way they access information
- community happens.
- Better utilization of public spaces and schools
- Consideration of recreational requirements as part of housing development

What is possible if we get this right?

- Need the optimism, hope, boundless energy, skills, and courage of young people
- Access to education
- Their input drives the results
- Accountability, responsibility to others
- Sense of community
- Peer network

How might we get this totally wrong?

- We need to listen to / hear from our kids
- Zero participation: “nothing for them, without them”
- Status quo prevails

Key Message from this Group

- ↗ What are the ways that different voices with different identities can be supported and uplifted
- ↗ Be less shitty and less patronizing
- ↗ Set the table, open the door, light the path
- ↗ Be kind, listen, create opportunities

4. Post Secondary Education (PSE)

Why does this deserve our attention?

- Because only three of us showed up to discuss it (and 2 from PSE!)
- Not enough knowledge or information available to people, e.g. skills v. training
- Students need support

If we don't pay attention to this, what happens?

- Erosion of access to post-secondary education
- we need to find a balance between PSE for employment vs. the pursuit of liberal education because its still important to ensure we are open-minded, and inclusive and not just everything about "economy and jobs"
- Positioning to pure labor market alignment is risk

What/Who do we need in order to get this right?

- Look at other models that do so, including Waterloo, Ontario
- Demonstrate the importance of connection between education and employment
- Increase support for work experience programs, like co-op, internships
- Lots of early outreach and engagement by PSE to children from kindergarten to grade 12

What is possible if we get this right?

- If people start to understand the relevance of post-secondary education and its linkage to regional prosperity
- Incubate new ideas → Increases commercialization of new ideas
- Provides more research tools for business and government
- Increases talent pool + "highly qualified personnel"

How might we get this totally wrong?

- Undervaluation of skills, education to just things the labor market needs (skills to fly a plane or fix a toilet)
- Rising unemployment
- We pit public sector and private sector PSE providers against each other

Key Message from this Group

↗ Post-secondary institutions need to do more to tell their story

↗ They need to connect the dots

↗ Listen to current and potential students

5. Unleash Entrepreneurial Creativity

Why does this deserve our attention?

- (Artists) (every sector) (all) find it hard to live here because it's expensive
- Shopping / diversity in the city remains underwhelming

If we don't pay attention to this, what happens?

- Young people won't stay and make a livelihood
- Young people do not learn life skills and don't build their resilience

What/Who do we need in order to get this right?

- Mentorship programs
- Leadership
- Business incubators
- Focus on blue and green economy
- Flexible "new style" schooling + Exposure through innovative schooling
- Financial literacy

What is possible if we get this right?

- e.g. Blue economy opportunities in all jobs, from marketing to sales and trade skills
- Create space for youth to find inspiration and be innovative
- Create opportunities - help them make their own solutions to society and business problems

How might we get this totally wrong?

- Not listening, not changing, not asking youth

Key Message from this Group

↗ SIPP youth version of this

↗ Ask 100 young adults for their input

↗ SIPP -> youth -> mentorship -> program (youth led)

6. Tax Increases

Why does this deserve our attention?

- Municipalities and the CRD need to invest in stuff!
- It will feed and fuel growth in our region
- Costs have escalated for everything
- Losses have been downloaded from other orders of government
- Infrastructure is aging, and we need new infrastructure for housing resources

If we don't pay attention to this, what happens?

- We have to reduce our municipal level of service, reduce amenities
- Stunted growth
- Reduced affordability

What/Who do we need in order to get this right?

- Tax reform
- Education and communication (i.e. social media campaign of what municipalities are responsible for)
- Formula of shared services
- Find efficiencies and economies of scale
- Review service levels
- Prioritize projects, programs, services
- See if the Province or Federal government can relieve pressures

What is possible if we get this right?

- Can pay for new infrastructure (and replace aging infra.)
- Climate resiliency
- More stability and consistency
- Make it relative to other jurisdictions e.g., one percent increase in Langford translates to x percent overall or compare it to another community

How might we get this totally wrong?

- Slum cities
- Lack of amenities and city beautification
- Unsafe and unhealthy communities

Key Message from this Group

↗ Tax system reform to look for fairness and efficiencies

7. Climate Action Plan that Instills Hope

Why does this deserve our attention?

- Youth = our future
- Our responsibility is not to leave the problem to someone else
- To lessen depression, mental health impacts, despair over the future
- Looking to a climate-friendly future will bring people together long-term=

If we don't pay attention to this, what happens?

- If we don't have "hope", climate action is not embraced, we are not as resilient or prepared for the future

What/Who do we need in order to get this right?

- Funding for grants
- Engage Indigenous youth
- Bring the community along with education "cool kit" program
- A positive mindset – future thinking with a 30 to 50-year mindset
- An acknowledgment that things have to change
- Tangible, local!
- Disaster resilience
- Build energy and food independence

What is possible if we get this right?

- Resilient communities
- Neighbours meeting neighbours
- Social safety net
- Better energy preparedness
- Education
- Strong infrastructure
- Youth at the council table

How might we get this totally wrong?

- Youth leave our community
- We forget to communicate (and celebrate! and measure!) what we are doing and the opportunity to provide hope
- We see problems rather than "opportunities" to be proactively part of the change.

Key Message from this Group

↗ Celebrate and communicate out what is happening

↗ Support desired change with grants, loans, programs, etc.

8. Listen to the Next Generation

Why does this deserve our attention?

- Planning for the future to keep and grow engagement
- Retain and attract young people

If we don't pay attention to this, what happens?

- We lose the next generation to stakeholders who do listen
- We lose all the work that has been done

What/Who do we need in order to get this right?

- Input directly from different age demographics
- Input from diverse groups from the next generation (economic, social, etc.)
- Our job is to be receptive and patient (ask them!)

What is possible if we get this right?

- Greater understanding of the next generation's needs
- Positive changes in the future
- Efficiency in existing processes and new innovations

How might we get this totally wrong?

- Assuming we know what is right for the younger generation

Key Message from this Group

↗ Listen and ask open-ended questions

↗ Invite formal and informal groups to share ideas

↗ Don't assume we know what is best for the next generation

9. Fostering Entrepreneurial and Small Business Innovation

Why does this deserve our attention?

- Small business drives Canada – Our future
- Provide non-traditional employment & better aligns to many lifestyle choices
- Foster overall community economic development, well-being, and social impacts
- Drives diversification and passion for innovation

If we don't pay attention to this, what happens?

- Loss of opportunities and erosion of the tax base
- Will encourage people to relocate outside our community
- Cause people to invest elsewhere

What/Who do we need in order to get this right?

- Incorporate business development into the OCP (Planning and development process)
- Establish a regional champion with dedicated sustainable funding
- Need to recognize the value of social enterprise
- Business and entrepreneurial training in the school system starting at grade 8 level

What is possible if we get this right?

- Sustainability and growth
- Balanced and diversified economy
- Address community needs through solution-based focus
- Improves quality of life
- Success attracts investment and more success.
- Identify new and expanding business opportunities
- Brands our community(ies)

How might we get this totally wrong?

- Ignore opportunity that presents itself
- Don't listen to citizen's needs
- Assume community leaders know best
- Not conducting a land inventory to identify best use of land for diversified business attraction

Key Message from this Group

↗ Create local SME hub ("Entrepreneurial hub")

↗ Fill gaps in services and supports

10. Regional Connectivity

Why does this deserve our attention?

- Environmental goals
- Generational equity
- Supports right kind of growth and affordability

What is possible if we get this right?

- Attract & retain people
- Freedom of movement
- Time and $$ savings

If we don't pay attention to this, what happens?

- Lack of diversity.
- Loss of youth.
- Failing to make goals for climate & active transportation.
- Massive congestion.

How might we get this totally wrong?

- Inaction. Overcharging.
- Taking on too much.
- Municipal vs. Metropolitan mindset.

What/Who do we need in order to get this right?

- Develop regional transit authority.
- Political willpower - have voices.
- Funding model that focuses on shared resources.
- Metropolitan vs. municipal mindset.

Key Message from this Group

↗ Connectivity is Sexy.

11. Safety

Why does this deserve our attention?

- People living in fear because they are isolated in their houses.
- Tourism impact (negative).
- Police & Bylaw costs are too high but necessary.
- Great deterrant to use downtown businesses (economic impact)

If we don't pay attention to this, what happens?

- The deterioration of downtown & nearby neighborhoods will continue.
- Reputation will further deteriorate plus hurt tourism further.

What/Who do we need in order to get this right?

- Follow the "Portugal Model."

What is possible if we get this right?

- Quality of life increases
- Downtown businesses will be more viable.
- The visitor economy will be enhanced.

How might we get this totally wrong?

- Cutting the police budget= wrong.
- Don't dismiss/discount as "perception."
- Crime and intimidation are real.

Key Message from this Group

↗ Safety is essential and a primary responsibility of municipalities.

12. Equity, Diversity, and Inclusion (EDI)

Why does this deserve our attention?

- We are becoming more diverse, so the community demands it
- We need to focus on people who need more support, ie. transportation, and youth
- People want belonging and a feeling of safety
- A safe, welcoming community is necessary for a prosperous community
- Leadership needs to speak out against racism

If we don't pay attention to this, what happens?

- Missing out on skill, talent, and potential.
- More discrimination against anyone different.
- Bad behavior continues.

What/Who do we need in order to get this right?

- Be persistent, consistent, and deliberate.

What is possible if we get this right?

- People feel more included
- Celebrating the diversity that we have, supporting them however we can
- Inclusion fosters diversity
- Everybody is thriving
- Comunity is more attractive.
- More resilient workforce leads to diversity of thought.
- If we have diversity in leadership, more people will see themselves in decisions that are made.

How might we get this totally wrong?

- We need to get comfortable with getting uncomfortable.
- Need to involve the communities that are trying to support, but we also need to make progress.

Key Message from this Group

↗ Lead by example

↗ Shift our culture to being good allies.

13. Childcare and Recreational Activities

Why does this deserve our attention?

- Recreation creates connections.
- Childcare provides opportunities for employment and external connections for children.
- Long-term health benefits of recreation.

If we don't pay attention to this, what happens?

- Developmentally devastating for children.
- Increase in anxiety in parents.
- Bigger gender gap in the workforce.
- Elder isolation worsens.
- Workforce and leadership problem.
- Family connection breakdown.
- Solving skills will suffer.

What/Who do we need in order to get this right?

- Collaboration between provincial and municipal and regional governments.
- Engaging and inclusive municipal leadership.
- Money.
- Appropriate maintenance of existing facilities.
- Childcare: consistent service delivery and flexible options.

What is possible if we get this right?

- Less isolation (all ages).
- More robust workforce and a healthier society.
- More confident society.
- Teamwork collaboration increases.
- More productive classrooms.

How might we get this totally wrong?

- Underfunded.
- Lack of collaboration.
- Inaccessible.
- Inappropriately located.
- Too few spots.
- Ignore it.

Key Message from this Group

↗ Resource childcare and recreation opportunities.

↗ Collaborate to find solutions.

14. Nature as Critical Infrastructure

Why does this deserve our attention?

- We depend on nature (e.g., aquifer) for critical services.
- Future generations deserve a healthy, biodiverse region.

If we don't pay attention to this, what happens?

- Pollution, degradation of nature.
- Missed opportunities by defaulting to engineered-only options.
- Higher costs, missed economic opportunities.

What/Who do we need in order to get this right?

- Some policy/reg changes.
- Vocal champions and practical examples (e.g., Gibsons, Saanich).
- Awareness of many new funding services. (LGCAP, FCM).

What is possible if we get this right?

- Way to prosper and preserve natural assets.
- Get cost-effective and reliable services, avoid at least some engineering-only solutions.

How might we get this totally wrong?

- Not recognizing the benefits and solutions/ values from nature.
- Not bringing this into decision-making.

Key Message from this Group

↗ Nature is our most vital asset

15. Healthy Communities

Why does this deserve our attention?

- Healthy communities drive strong economics and workers.
- Mental health reduces absenteeism.
- Quality of life is becoming really hard.
- Conditions that drive health are the same that drive prosperity.
- People are looking for good quality of life – it's an asset here.
- Need to meet basic needs before anything else.

If we don't pay attention to this, what happens?

- Opposite of above.
- Quality of life indicators are ignored.
- Discontent leading to disinformation.
- Less healthy, liberated community.
- Lack of trust towards possibility of change.

What/Who do we need in order to get this right?

- Political will.
- Need a compelling business case.
- Everyone needs to be onboard.
- Dashboard of indicators for wellness.
- Regional approach.
- SIPP and Victoria Foundation can be facilitators for dialogue regionally.
- (LGCAP, FCM).

What is possible if we get this right?

- Happiness increased income.
- Measurement of wellness - translating to action.
- Good health that reduces health burden.
- Foresight and planning beyond four years.
- Evidence-based decision-making.
- Well-connected population (not isolated).
- Increased collaboration across municipal borders.
- Shared sense of responsibility.

How might we get this totally wrong?

- Continuing to work in silos.
- Missing intersectionality and upstream impacts of decision-making.
- Failing to redefine prosperity to include happiness.

Key Message from this Group

↗ A healthy community is a prosperous community.

16. Agriculture and Marine based food system

Why does this deserve our attention?

- We all eat.
- Industrial global food systems are greatest contributor to climate change, planetary constraints, and health implications.
- Regional food systems can be multi-serving.

If we don't pay attention to this, what happens?

- Loss of seed diversity.
- Loss of soil ecosystem health.
- Impacts on human health.
- Loss of control/culture.

What/Who do we need in order to get this right?

- Food and farm business sector.
- Infrastructure investment.
- Philanthropic and government investment.
- Community-based organizations and thought leaders.

What is possible if we get this right?

- Regenerative production.
- Circular economy.
- Equitable access solutions.
- Increased better health outcomes.
- Agri-marine-based tourism opportunities.

How might we get this totally wrong?

- Lose/destroy land and sea-based supportive ecosystems.
- Lose primary producers through lack of support, regulatory issues, and lack of land access – offshore licenses lost.

Key Message from this Group

- ↗ Investment in regional food system.
- ↗ Infrastructure is critical.
- ↗ Regenerative food production systems key.

17. Philanthropic Sector – Relationship with Community and Funders

Why does this deserve our attention?

- $7 billion impact on economy.
- Inclusive, broad in scope.
- Focused on those who need help most.
- Pleasure in giving.
- Can experiment and try new things.
- Way for business community to focus on investments.
- Holistic approach to community prosperity.

If we don't pay attention to this, what happens?

- Lose the economic impact.
- If we don't empower local news, will get non-local providers.
- Loss of jobs, services, affordability, increased isolation, and poverty.
- Increased crime, loss of culture.
- Lose many volunteers (loss of community engagement).

What/Who do we need in order to get this right?

- Government-business-philanthropic sector-NGOs working together.
- Channel limited resources wisely.
- Trust in organizations delivering the services.
- Sufficient funding from donors to organizations.
- Helping the NPO sector find sustainable funding models – training provided.
- Addressing the wicked problems in the community.
- Building reputation of trust to organizations.

What is possible if we get this right?

- Increased services that might not otherwise be there.
- New ways of doing business and learning.
- Inclusive Indigenous communities, decolonization.
- Decreasing barriers, building trust.
- Making a difference for individual families.
- Better collaboration among funders and business community.

How might we get this totally wrong?

- Not recognizing value of the sector and its impacts on community.
- Not listening to the community.
- Failure to collaborate on addressing the issues.

Key Message from this Group

↗ Collaboration is important to the whole community and can't be ignored.

18. Jobs & Innovation in the Economy

Why does this deserve our attention?

- Declining productivity means less competitiveness.
- Over-dependence on government.
- Attract/retain workforce across the spectrum.
- Affordability needs good-paying jobs.
- Opportunity cost of capital (we are expensive).

If we don't pay attention to this, what happens?

- Continued pressure on small businesses (closures, vacancy, tax base).
- Stagnation.
- Companies leave at a certain size.

What/Who do we need in order to get this right?

- Feds, province, municipalities working together.
- Capital (e.g., pensions).
- Supportive environment/ecosystem (across a spectrum).

What is possible if we get this right?

- Maintain or increase quality of life.
- More support for social infrastructure and health (jobs for spouses).
- Innovation in non-market sectors (housing, healthcare, etc.).
- Circular economy.
- Understanding our strengths can create ambition.
- Nonprofit and social enterprise.

How might we get this totally wrong?

- Contributes to "hellscape scenario" (tax base, lack of services).
- Unintended implication for ownership model (investigate).
- Constrained ability to attract investment.
- Can't retain private employment.

Key Message from this Group

↗ Create an enabling environment that supports entrepreneurs and businesses.

19. Multi modal, green focused Transit System to move people and products efficiently

Why does this deserve our attention?

- Affects quality of life.
- Necessity to move between municipalities
- Airport, ferry access
- Disaster relief

If we don't pay attention to this, what happens?

- People will choose to relocate.
- Push people to make choices between affordability and quality of life
- Status quo re investment and business
- Reputational risk

What/Who do we need in order to get this right?

- Need federal & provincial government to prioritize funding for communities where they have identified issues
- Effective regional transit plan.
- Taxpayer buy-in.
- More options/ideas ie electric ferry, light rail, E&N, double Goose

What is possible if we get this right?

- Enhance and diversify the business core
- Improve internal access to transit (in municipalities)
- Keeping sense of family / community
- Unites region
- Attracts new business investment.
- Improves safety for all citizens (walkability score).

How might we get this totally wrong?

- Do nothing.
- Allow existing infrastructure to decay.
- Not increasing taxes to manage this
- Won't meet GHG 2030 targets.

Key Message from this Group

↗ Get people out of their cars, unify the region, be a world-class showcase of innovation and efficiency.

20. Housing Supply

Why does this deserve our attention?

- People need a place to stay.
- Inhibit activity to recruit and keep people in the region.
- Impacts human rights and crime/safety.
- There are not enough options for entry into the market.

If we don't pay attention to this, what happens?

- People leave.
- Lose jobs, productivity, lose company
- Tax base reduced
- Services reduced
- More social services needed

What/Who do we need in order to get this right?

- Prioritizing trade-off
- Federal and provincial governments relax or consider requirements that add costs to buildings, i.e. step code.
- Development community.
- Communicate the value of building needed housing to the public.

What is possible if we get this right?

- People will stay, age in place, intergenerational community
- Bigger workforce, more diverse
- More taxpayers

How might we get this totally wrong?

- Do nothing
- Not having collaborative decision-making.
- Focusing too much on quality rather than diversity (other housing for families).
- Not looking closely at what is causing the cost of a home or commercial building to increase

Key Message from this Group

↗ Identifying housing needs & prioritizing these needs.

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