



Town of Sidney - Economic Advisory Committee

AGENDA

Thursday, July 8, 2021 – 10:30 am to 12:00 noon

Zoom Meeting

EAC Meetings are video recorded and posted on the Town's website at:

http://www.sidney.ca/Business/Economic_Advisory_Committee.htm

1. Call to Order
2. Review and Approval of Agenda
3. [Review and Approval of Minutes - May 13, 2021](#)
4. Referrals from Council
 - a. [Community Profile \(Council Meeting - May 25, 2021\)](#)
Council Resolution: that the Town's participation in the development of a standardized Community Profile as part of the South Island Prosperity Project's business and attraction mandate be approved and that the report be referred to the Economic Advisory Committee for information.
 - b. [Update from SIPP \(Council Meeting - June 14, 2021\)](#)
Council Resolution: that the information in the report regarding the South Island Prosperity Project be distributed to the Economic Advisory Committee.
5. Council Liaison Report
6. Roundtable Discussion
7. Adjournment



**Town of Sidney - Economic Advisory Committee
MINUTES**

Thursday, May 13, 2021 – 10:30 am via Zoom Meeting

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[http://www.sidney.ca/Business/Economic Advisory Committee.htm](http://www.sidney.ca/Business/Economic_Advisory_Committee.htm)

Present: Brad Edgett (Chair), Councillor Peter Wainwright, Annilee Armstrong, Frank Austin, David Calveley, Alyssa Gerwing, Rod Hunchak, Stasia Hartley, Deanna Mathewson, Jennifer Michell, Shannon Toogood, Al Smith, Doug Walker

Staff: Randy Humble – CAO, Andrew Hicik – Director of Corporate Services, Paula Kully – recording clerk

1. Meeting called to order by the Chair at 10:31 am

2. Review and approval of the Agenda

Moved by A. Armstrong, seconded by J. Michell, that the Agenda be approved as distributed.

CARRIED

3. Review and approval of the April 8, 2021 Minutes

Moved by F. Austin, seconded by D. Calveley, that the Minutes of the April 8, 2021 meeting be approved with a correction to the spelling of Rod Hunchak's name, which appears as "Rob" in the roundtable discussion.

CARRIED

4. Council Liaison Report:

- Councillor Peter Wainwright advised that at the May 10 Council Meeting:
 - o Council received the EAC Minutes of April 8
 - o Council heard a presentation from VAA President Geoff Dickson and received community input regarding the VAA development. Council made seven recommendations to the VAA in regards to the development. The recommendations included engaging the WSA NEC Leadership Council and providing an opportunity for public input. The recommendations have gone to the VAA, been posted on the Town's website, a media release was issued and an ad placed in the PNR. This concludes the Town's role in the development proposal, which is now in the hands of the VAA.
- Council has instructed staff to contact SIPP in regards to the Town's proposed economic development strategy. Councillor Wainwright asked Randy Humble to provide an update.

R. Humble reported that he and Andrew Hicik met with Emilie de Rosenroll – CEO, and Dallas Gislason – Director of Economic Development, to discuss SIPP's possible involvement with the Town's economic development strategy. They had a brainstorming discussion, which concluded with SIPP staff expressing an interest in being involved. Randy has provided SIPP with a high-level

overview and scope of deliverables. They will submit a proposal based on this to the Town, which will come to Council for review and consideration.

5. Roundtable Discussion:

Councillor O'Keeffe – Council Liaison to SIPP: provided an overview of the recent SIPP Municipal Partner's meetings, including upcoming events and initiatives such as the South island abitur. Councillor O'Keeffe provided an overview of SIPP's strategic plan, "Rising to Resilience," which was provided to the committee before the meeting.

Frank Austin - Marine Industry: Things are very busy, and it has been hard to find good technicians. They recently had a visit by Shannon Toogood, who toured the boatyard.

Jennifer Michell – West Sidney: There has been a lot of buzz in west Sidney about the proposed VAA development and the traffic study. It is nice to see a focus on west Sidney. They are in the process of moving into their new location, which is planned for early June.

Shannon Toogood – BIA Business Development Manager: It is officially economic development week in BC. Free webinars are being hosted, and the focus is on COVID recovery. The Island Good and Support BC campaigns are in full swing, and the BIA is doing outreach for these programs. Shannon met with Small Business BC to develop a partnership as well as with Frank Austin. She will be making her way along Harbour Road to meet with businesses and look into supporting the marine industry. Shannon is working with Frank to develop a marine business group to participate in the OCP process. She is finding the challenge with a home-based business is outdated contact information – if the town has any, she would like to gain access to it.

Annilee Armstrong - home-based business: Nothing new to report, although she has met with Shannon to share information.

Rod Hunchak – Victoria Airport: The airport is currently exploring implementing a COVID testing facility operated by an organization already managing such facilities on the mainland. Staff would be local and led by Doctor Caley Flynn from Oak Bay. They are hoping for the COVID testing facility to open on June 1 for a 6-month trial period. They will monitor the project to determine if it is working. The cost to the public has not yet been determined. The VAA AGM is taking place this afternoon.

David Calveley – member at large: His impression is that businesses in Sidney are doing very well. He noted that Seaweed Day is coming up from May 17-23. Cascadia Seaweed has coordinated the event, and they will be doing a brand launch in conjunction on May 20.

Al Smith – Chamber of Commerce: Al has been working with the municipalities to get up to speed in his new role. He appreciates the support and openness of Town of Sidney staff. He also met with Butchart Gardens. There is a lot of discussion on the Peninsula on economic development. Restaurants are suffering, and there is apprehension about the future when government money and supports end. Staff recruitment is an issue. Businesses seeking entry-level staff are struggling while those recruiting mid to educated staff are overwhelmed with applicants.

Deanna Mathewson - hospitality/tourism: Al's comments align with what the Centre is experiencing. For example, there is apprehension about what to expect in the future. They applied for summer jobs funding and are having a hard time recruiting. They also submitted to the Victoria Foundation. Deanna notes that

the Work BC session that the Chamber hosted was beneficial. She encouraged people to participate in the transit survey, as this is an issue concerning recruiting staff. Al is on the Transit Board and can bring forward any concerns if people wish to go through him.

Doug Walker – resident at large: Not much new to report. He also noted that small business owners are unable to find staff.

Alysa Gerwing - SEAG: Numbers coming into the Museum are starting to slow down as people go outside with the warmer weather. The Museum is closing for three months, beginning June for renovations. SEAG has not had a meeting for several months. Sidney Street Market relocated to the Winspear parking lot for the season. The Museum received federal funding for summer students and has been overwhelmed with applications.

Stasia Hartley – service industry: COVID continues to dominate. They are happy to see numbers turn down. They have a program for people who want to retrain to get into the health care industry. This week is national nursing week (we answer the call).

Brad Edgett – Sidney BIA: They too successfully secured four positions through summer jobs for the BIA. The Sidney Street Market kick-off was very successful, with about 2200 people attending. Vendors did very well, and there was lots of traffic down Beacon to the rest of the community. People are very excited about the market. There were 49 vendors with room for ten more with current restrictions. Memorial Park Society and the School District are working together for the Parklands track. They have launched a fundraising campaign to run to the end of December. They will break ground next year for a new track. Sadly, we lost Bob Whyte last week. He was on the Winspear board. Vaccinations are ramping up and will operate until December for second doses. They are concerned about how things will look when government programs are no longer available. The Winspear is working on a Canada Day video to air on CHEK on July 1 at 8 pm. It will showcase Sidney and the Peninsula. It is a professional project, and they even scooped Victoria on the timeslot. They are also working on marine tourism videos.

Al Smith recommended that the EAC identify the business community needs for COVID and economic recovery. Brad will discuss this with Randy. This is something that potentially could be submitted to Council and may work into strategic planning.

**Al, Brad, Morgan and Shannon to prepare a report to the EAC for the next meeting.*

6. Moved b Annilee Armstrong that the meeting be adjourned at 11:32 am.

Chair

Date

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TOWN OF SIDNEY

Report to Council

TO: Mayor and Council
FROM: Randy Humble, Chief Administrative Officer
DATE: May 17, 2021
SUBJECT: South Island Prosperity Project – Community Profile Initiative

PURPOSE:

To provide, for Council's review and consideration, a proposal from the South Island Prosperity Project (SIPP) to create a standardized web-based community profile for the Town of Sidney.

BACKGROUND:

SIPP is undertaking a project to create standardized community profiles for SIPP member municipalities, to support economic development in the region. Councillor O'Keeffe, the Town's council liaison to SIPP, expressed interest to SIPP staff regarding Sidney being one of two communities within the region (the other being Colwood) part of the initial community profile project. On April 22nd, the Mayor, Councillor O'Keeffe, the CAO, and the Senior Manager of Current Planning met with Dallas Gislason (Director of Economic Development – SIPP) to receive additional project information and subsequent discussion. At the meeting, the Town of Sidney representatives expressed interest in participating in the project and requested that a project brief, outlining the project, be provided for Council's consideration (refer to attached Appendix A).

DISCUSSION:

The community profiles, once established, will be used by the participating member municipalities, SIPP, current business owners and possible investors to provide information that will be useful in identifying locations or making decisions around business expansion or establishing new businesses. The data could also be accessed by other stakeholders (i.e. SBIA and Chamber) and used for other purposes such as marketing campaigns.

The community profile program is established via a web-based platform that would reside with SIPP, but municipalities would have a portal on their website for anyone to access the information. SIPP would maintain the website and the data and subsequently keep the information current and up to date.

Other than a small amount of staff time, there would be no cost to the Town. SIPP has hired a consultant to work with the participating municipalities, and the project will be overseen by SIPP staff.

It is noted that the Town does currently maintain a community profile on the Town's website. The profile was completed in the spring of 2018 as a project undertaken by the Economic Development Committee. There are elements of the existing profile that are currently out of date, and staff find it challenging to dedicate the time and resources to maintain the profile appropriately. Accordingly, staff would welcome having an organization such as SIPP create a new community profile and maintain the website and data.

FINANCIAL IMPLICATIONS:

Other than dedicating a small amount of staff time to assist the SIPP consultant, there are no financial implications associated with this project.

RECOMMENDATION:

That Council approves the Town's participation in the development of a standardized Community Profile as part of the South Island Prosperity Project's business and attraction mandate.

Respectfully submitted,



Randy Humble, MCIP
Chief Administrative Officer



Memorandum: Town of Sidney Community Profile within SIPP's regional branding initiative

Date: May 18, 2021

To: Sidney Mayor and Council

From: South Island Prosperity Partnership

Request from Council: For review and discussion. No decisions needed other than to provide input along the way. There are no budget implications identified at this time.

Overview:

The attached briefing materials are to provide Sidney Council with more information about SIPP's new regional branding initiative, affectionately known as the "Telling Our New Story" initiative (see Part 1) and SIPP's inclusion of Community Profiles (see Part 2) in this work.

The Town of Sidney has been identified as the first municipality that SIPP will work with on this. On April 22, SIPP staff met with Mayor McNeil-Smith, Councillor O'Keeffe, Randy Humble and Alison Verhagen to provide a summary and discuss the project. At the meeting, there was an indication of initial interest and support and that a proposal be submitted for Council's consideration. SIPP has also briefed the Sidney BIA and will engage other stakeholders as the project takes shape.

Background:

The initiative emerged out of SIPP's facilitated work with the Rising Economy Taskforce and their *Reboot: Greater Victoria's Economic Recovery Plan 2020-2022*. Representatives from several economic sectors across the region informed the Taskforce that the post-pandemic recovery called for new approaches to marketing and attracting what we want to the region.

This initiative will bring regional stakeholders together (from local governments, Chambers of Commerce, industry associations like VIATEC, post-secondary institutions, arts and cultural leaders, architects and designers and many others) to create a new narrative toolkit for the region. This allows us to refine and detail the specific strengths the region has and come up with strategies and tactics designed to authentically connect with the people, businesses and students that align to our needs.

The Community Profiles (Part 2 of the briefing) are used to refine the regional story by focusing on what makes each jurisdiction across the region unique. And more importantly, featuring the projects and elements of each jurisdiction that speak directly to the direction the community is going in terms of economic development, which will make SIPP's business and investment attraction mandate more effective. This work (for Sidney) is targeted for completion over summer 2021, with other jurisdictions to follow. There is no cost to the Town of Sidney for this as these are part of Sidney's membership value going forward.

Please do not hesitate to direct questions through Sidney's SIPP representative (Councillor O'Keeffe) and we will be happy to provide more details as these initiatives develop further.

Appendix: Briefing materials for Town of Sidney

- Part 1: *Telling Our New Story* initiative
- Part 2: Development of Community Profiles (part of SIPP's business and investment attraction mandate)

Part 1: Telling Our New Story:

Positioning Greater Victoria for post-pandemic success through a dynamic regional branding toolbox (excerpt from a detailed project plan)

Introduction

- *Telling Our New Story* initiative emerged from the recommendations of the Rising Economy Taskforce's report [*Reboot: A Plan for Greater Victoria's Economic Recovery*](#). As described in the report, 10 sectoral committees recognized the need for a savvy approach and an authentic story that benefits across *all* our sectors as the region emerges from the grips of the pandemic. This multi-sector "ask" — from tech to retail to tourism to ocean and marine — points to the deep need for a powerful new narrative that engages everyone around the journey our region is on and what's possible in our future.

Our Challenge

- Our region is at a pivotal time. Since COVID-19's onset, we've faced economic challenges, with a dramatic impact on key industries such as tourism, transportation, arts & entertainment, sports & recreation and retail. Even before the pandemic, major economic shifts were apparent — maturing industries, changing demographics and increasing competition for talent and investment.
- Our region has a stellar reputation, particularly around tourism. **Now, it's time to work together to convert that appeal toward a more diversified, inclusive and innovative economy that attracts key targeted talent, investment and businesses to the region.** It's time to tell our stories across various sectors to showcase this unique, values-driven proposition.

Taking Action

- **Phase 1 (July 2020 to February 2021):** During the past eight months, SIPP has partnered with the City of Victoria, BCI and Aryze Developments to initiate what has become a multi-phase project dubbed the *Telling Our New Story* initiative. In the first phase, SIPP and partners worked with [*The Business of Cities*](#) (TBoC), a world-renowned urban intelligence firm that conducted research internationally and with local stakeholders. TBoC developed three reports from this analysis. They benchmarked the region's global positioning and laid out a path to boosting our attractiveness as a magnet for type of talent, business and investment we want. These strategic documents will inform how we define, measure and set regional prosperity targets; and will be explicitly tied to the annual South Island *Prosperity Index* moving forward.
- **Phase 2 (March to April 2021)** focused on consultations with sector groups and key stakeholders to develop a narrative brand matrix. This matrix—which includes sector value propositions—will inform the subsequent brand development and marketing phase of the *Telling Our New Story* initiative.
- **Phase 3 (May 2021 onward)** During this phase, SIPP will work with many partners and stakeholders to take the initiative to the next level. Our organization will continue to build on the narrative matrix to create an authentic multi-sector story that positions us as a leading mid-sized city-region. The aim is not

to try to copy the formula of regions like Greater Seattle or Silicon Valley but to strategically tap into our unique DNA.

Vital to phase 3 is alliance-building and stakeholder engagement with key stakeholders such as VIATEC, Destination Greater Victoria, municipal governments, First Nations, local BIAs/Chambers of Commerce, post-secondary institutions and other organizations.

Moving Forward

- More than a branding exercise, the *Telling Our New Story* initiative will set out a strategy, tactics and tools to measurably increase our global influence and build and share a story that helps our region attract targeted talent, quality jobs and investment that aligns to those goals. The resulting work will complement, not alter, the region's tourism brand.
- Tools and tactics:
 - Global Advisory Group - SIPP is assembling a group of informants to discuss strategy and brainstorm about audacious goals that could be pursued using this new brand.
 - Creatives Working Group - a more tactical working group is currently being assembled. These will be multidisciplinary practitioners (marketing, arts, placemakers etc.) who will inform the tools development from a creative and implementation point of view.
 - Regional Brand toolkit - this is the primary tangible deliverable of these early phases. A central hub where partners can interact with the materials, download white-labeled materials, access the video and photo library, and retrieve the "song sheets" that detail sectoral value propositions.
 - SIPP Business/Investment Attraction Landing Page and Campaigns - With SIPP's mandate for business attraction, an outward-facing landing page will be the primary area that regional stakeholders use to attract this target audience. This page will contain the Community Profile information discussed in Part 2 of this briefing document.
- The *Telling Our New Story* initiative will only be effective if the region's key stakeholders enthusiastically embrace it. That's why SIPP and its partners will continue with ongoing consultation, check-ins, awareness building and promotion, testing the concepts locally and globally. We view this as an evolving brand and story that reflects our region's authentic essence — and defines us but does not limit us from thinking bigger and improving along the way.

Part 2: Development of Community Profiles

Deepening the region's brand story through a focus on municipal jurisdictions and their unique assets and priorities - part of SIPP's business and investment attraction mandate

Introduction

- As a dynamic region of 13 municipalities (with 10 of these as active SIPP partners), SIPP desires to dig deeper into the region's collective story for the purpose of one of SIPP's primary mandate areas: business and investment attraction. This area of SIPP's mandate is essential to realizing our region's potential because many of the next generation careers will come from new businesses and organizations that can locate here.
- In the past, SIPP has taken a very "top-level" approach to this topic. For example, marketing the region as a packaged whole. While this is effective for some clients, some municipalities have questioned where their economic development plans and aspirations fit into this. By developing Community Profiles for SIPP's 10 municipal partners, it allows these marketing activities to go deeper by breaking out the "packaged whole" into its unique elements: jurisdictional strengths and uniqueness, specific place-based assets (like marine industrial areas, new projects in development, proximity to major regional assets like the airport or the University, etc.).

Scope of SIPP's Work: Where do Community Profiles fit?

- For the most part, each municipality already has community profile information available. SIPP does not intend to redevelop this material and we encourage all municipalities to have their own economic development plans and/or information that aligns with local priorities. The key with development of regional profiles however is to make the value proposition come to life in more ways by:
 - a) exploring the unique diversity that our region has to offer;
 - b) linking this uniqueness together within the broader narrative (sectors, personas, values, regional assets), and,
 - c) linking this uniqueness in ways that will align to target clients. In other words, we do not subscribe to "growth for growth's sake" (there are already many people trying to move here from other parts of Canada and abroad). This is about deciding what we want from a values and priorities perspective and seeking those out deliberately.
- To seek what we want involves four distinct stages--starting with the broadest level: awareness. SIPP works with clients in all four of these stages, with the local partners being increasingly more important or relevant as we work downward from building initial awareness of our region and its opportunities through marketing activities and brand assets/tools, to working directly with a client that has inquired or proposed interest in a project, a relocation or identified our region onto a short-list containing several competing cities/regions.



1) Awareness

- As alluded to in Part 1: *Telling Our New Story*, our region has some brand perception challenges in that most or many of our desired target clients are either not aware of us as it relates to their company or goals, or they are aware of the region but feel that it's either a tourism market or a island-lifestyle market (aka a slow-moving, disconnected retirement community).

The *telling our new story* initiative is about challenging these perceptions in deeply authentic ways and doing it across several sectors of interest: i) Digital sectors; ii) Clean-tech & green economy sectors; iii) Ocean & Marine sectors; iv) Creative industries (arts, culture, design, freelance entrepreneurs etc); and v) Life sciences (healthcare workers, bio-pharma, MedTech, researchers linked to UVic competencies, etc.).

2) Interest

- Going from awareness to generating interest is where the Community Profiles come in. By going beyond high-level messaging about the region (challenging the brand perceptions) and into unique jurisdictions and place-based assets, we increase the likelihood of connecting to our target audience in a way that aligns specifically with the opportunities we want to showcase and the values we want to put forward in our region and our respective jurisdictions individually. A recent example where this came up was an inquiry from Europe in the aerospace industry where a company is considering a western Canadian office. On an exploratory call SIPP staff showcased the UVic Centre for Aerospace Research (CfAR) which happens to be in Sidney. The client was peripherally aware that UVic had competency in aviation but was not aware of this specific centre and what they were working on and how their company could be part of helping it grow or diversify. The more elements like this that we showcase (based on what our strengths and values and priorities are), the more likely that we connect with key target audiences that align to those.

Community Profiles are a key deliverable to achieve that. Some sample material for these is shown below.

3) Decision

- Local partners are key to SIPP clients making the decision. Which partners varies greatly on a case-by-case basis. It could be a program partner at UVic, Camosun, VIATEC or Alacrity, or it could be a specific development that the client is interested in (this happened recently with the proposed Telus Ocean building where a client from San Francisco had specific interest in it). This step usually involves data analysis (e.g., costing out cost of office set-up or exploring what local

salary levels are for specific positions that the client will need), exploring legal steps (eg., corporate set-up, immigration barrier or options, access to capital or project partners, access to procurement opportunities or government support program, like NRC-IRAP or SR&ED). In many cases SIPP works directly with municipalities in this stage as clients may be exploring specific projects or assessing available land or zoning types.

4) Action / After-care

- Once a client has decided to invest/relocate or set-up, SIPP works with them through all the stages to ensure they have the information and contacts they need along the way. SIPP also engages in after-care which means as the client settles in the region, we have several follow-on touch-points with them to ensure things are moving along smoothly.

Components of Community Profile

The balance of SIPP's community profiles versus a more in-depth profile (socio-economic, demographic, neighbourhood level statistics, etc), is that for this purpose the goal is to present enough information that intrigues the reader to go deeper without overwhelming them with data.

Here's an example. A regional-level asset in Greater Victoria might be our "complex working harbour". Our working harbour is one of the most unique economic attributes of our region because it involves elements like Canada's Pacific Navy Base, one of the world's busiest water-based airports, three major shipyards (Victoria Shipyards in Esquimalt, the CFB Naval Yards in Esquimalt and Point Hope Shipyard in Vic West).

So a regional profile might start with a high level positioning map of the asset, like this:



Then zoom into the asset to explore its elements, like this:



Then, depending on the availability of data for each municipality, we can supplement this with more detail on socio-economic, demographic and sectoral highlights while also linking to more in-depth profile and information that might be found on municipal websites and others (like Chambers of Commerce, BIAs, Employment Agencies, Tourism organizations, etc.)

Other elements:

- Sectoral Information (attributes within or near the community that make it attractive to specific types of businesses or sectors)
- Centres of Excellence or specialty services (eg., UVIc's Centre for Aerospace Research (CfAR) has a facility in Sidney, the Association of BC Marine Industries (ABCMI) is based in Sidney but serves the province-wide sector)
- Business Environment (taxation, programs--like reduced DCCs or tax incentives, or relevant figures--like approval times, or stats that describe what doing business in the community will be like).

SIPP Municipal Partners Meeting - Council Update

Meeting Date: Tuesday June 1st (12-1pm)

KEY INITIATIVES

- **Greater Victoria's Next Chapter:** A Series of Special Reports on Shaping the Future of Our Regional Economy:

Alignment for Councils:

(Victoria, BC) When ranked beside its international peers, Greater Victoria is ripe with economic potential but lags behind cities of similar size — and risks becoming a high-unaffordability, medium-amenity, low-productivity region unless critical steps are taken. These are some of the just-released findings from Greater Victoria's Next Chapter: A Series of Special Reports on Shaping the Future of Our Regional Economy by London, U.K.-based urban intelligence firm The Business of Cities.

Read the reports

[Executive Summary](#): Greater Victoria's Next Chapter (see attachments)

- **Centre for Ocean Applied Sustainable Technologies ([COAST](#))**

Key Activities

- Ongoing engagement
- Recruiting CEO
- Producing COAST Talks series

Alignment for Councils:

Opportunity: The global ocean economy is projected to grow to \$3 trillion by 2030, making it one of the highest-growth sectors of the coming decade. With its proximity to unique testing environments, industry anchors, and innovators and researchers, Southern Vancouver Island is well positioned to become Canada's hub for the blue economy on the Pacific. To achieve this vision, COAST's aims to drive inclusive prosperity in British Columbia's sustainable blue economy through entrepreneurship, innovation and expansive partnerships

SIPP is supporting the development of COAST which will serve as the hub for an ocean innovation cluster on the south island. COAST's interim board is currently in the process of recruiting a CEO to lead the next phase of business development. SIPP is also producing the 'COAST talks' speaker series profiling local companies and innovators to a global audience.





- **Indigenous Prosperity Centre (IPC)**

Key Activities

- Commenced phase 1
- Launched website: www.indigenousprosperitycentre.ca
- Included in Carol Anne Hilton's [recent Policy article](#)

SIPP has retained Corfield & Associates to undertake phase 1 of developing the Indigenous Prosperity Centre. With support from SIPP, they will conduct a thorough gap analysis, initial engagement and identify initial projects focused on Indigenous economic recovery in the region.

Alignment for Councils:

Inclusive Economic Recovery: a key recommendation of the Rising Economy Taskforce's Indigenous Economy Committee, the IPC will support First Nations' and Indigenous communities' economic recovery and long term resilience.

RECENT EVENTS

- May 20th Ideas + Impact: Global Health Security — Beyond the Headlines with Dr. Myles Druckman, Vice President, Medical Services, International SOS
Watch the recording at [\[https://youtu.be/XIJeh25gwbQ\]](https://youtu.be/XIJeh25gwbQ)

UPCOMING EVENTS

- June 17th **Canada's Leading Economist** with Avery Shenfeld, Chief Economist of CIBC

Alignment for Councils

These events help to present a deeper understanding of topics that are highly relevant in today's environment. Avery returns after an extremely popular sessions at Rising Economy Week (November 2020)

- Avery Shenfeld helps us to understand what is really happening in the global and national economies. What are the influencers and impacts of the pandemic and what are we envisioning for the future.

ATTACHMENTS

- **Greater Victoria's Next Chapter** - Executive Summary

