



## Arts & Culture

Arts & Culture is a driver of both social and economic capital for Canadians. It has been recognized that culture participation makes important contributions to the connectedness of Canadians, the promotion of well-being, the empowerment of citizens, identity formation, social cohesion, value and behaviour change, and community development.<sup>2</sup>

According to a public opinion survey conducted by the Victoria Foundation, Arts & Culture and Festival & Events made the list of the top twelve best things about Greater Victoria.<sup>3</sup>

Esquimalt experienced a growth in arts and cultural activity as a direct result of the celebration of the Township's Centennial in 2012. Some 40 special events were organized throughout the year leading up to the Community Celebration in Esquimalt Gorge Park in September 2012. More than 100 community volunteers supported these events with their enthusiasm, skills, and community dedication. The Centennial Walkway in Memorial Park was created as a legacy project to become a lasting memory of the social fabric of our community – its people, organizations and businesses. Sherri Robinson, local historian and story teller, wrote "Esquimalt Centennial, 1912 to 2012," a tangible legacy of our history, our pioneers, and their stories. The book received an

## Definitions

**Culture** is all amateur and professional creative artistic activity and the goods and services produced by it and the preservation of heritage.

Statistics Canada classifies the following goods and services as part of the cultural domain: visual and applied arts, audio-visual and interactive media, live performance, cultural and natural heritage, libraries, written and published works and sound recording.<sup>1</sup>

Award of Honour from Heritage BC at a Council meeting on November 18, 2013. The Centennial also marked the first year of the Esquimalt Home and Garden Contest which has become an annual tradition showcasing the vitality and beauty of the community.

## Key Facts

- In 2007, the economic contribution of the Canadian cultural sector was estimated to be \$84.6 billion or 7.4% of GDP (in direct, indirect and induced contributions).<sup>4</sup>
- In 2011, there were 1,500 people in greater Victoria employed as artists, accounting for 0.84% of total employment in Victoria, higher than the provincial (0.74%) and national (0.53%) rates.<sup>5</sup>

- In 2013, industry and patron spending on arts and culture totalled \$177 million with \$140 million of that money staying in the capital region.<sup>6</sup>
- There are 73 Esquimalt residents who have self-identified as visual artists and invited to participate in the annual Esquimalt Art Festival. This year's festival will be taking place on August 10, 2014 in Esquimalt Gorge Park.

## Township in Focus

Aside from hosting cultural events in its many parks and facilities, the Township of Esquimalt provides support to organizations and community groups that promote arts and culture through several means:

### **CRD Arts and Culture Support Services**

– provides funding support to arts organizations on behalf of 8 municipalities in the capital region (including Esquimalt).

**Community Events Funding** – offers funding of up to \$750 (new event) and \$500 (recurring event) for free or low cost special events occurring in the Township.

**Local Grants Program** – provides funding to assist not-for-profit societies and other non-profit and community organizations to achieve their objectives.

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**Permissive Tax Exemption Policy** - supports organizations within the community which further Council's objectives of enhancing quality of life (economic, social, cultural) and delivering services economically by providing an exemption on having to pay property taxes.

The Esquimalt Arts, Culture and Special Events Advisory Committee has been formally dissolved by Council and incorporated into the Parks & Recreation Department who will be overseeing all special events.

June in Esquimalt is marked by the annual Buccaneer Days celebrations. For over 60 years this annual celebration has paid homage to the community's maritime history with participants in attendance dressing up in naval and pirate attire.

Council recently awarded a local grant to the not-for-profit Township Community Arts Council Society to organize a Memorial Park Music Fest in summer 2014.

## Round Table Recommendations

The Esquimalt Economic Round Table on Arts & Culture identified the following as priority areas for action.

### 1. Promote local arts and culture

- Research arts & culture best practices of other municipalities
- Create a long-term vision for Arts & Culture in Esquimalt (Strategy)
- Review public arts policy and commit a budget
- Commit funding for arts in the annual municipal budget
- Develop an "Open for Art" marketing strategy encouraging the placement of art on private property
- Create a network of local artists to promote the arts in Esquimalt

### 2. Create opportunities to showcase art

- Display art work in empty store fronts along Esquimalt Road
- Involve artists in developing a wayfinding strategy for Esquimalt
- Decorate utility structures in Esquimalt (e.g. telephone poles, fire hydrants, etc.)
- Host a design contest for artsy bike racks
- Develop an "Art Tool Kit" for artists to create temporary art installations

### 3. Increase the number of special events

- Continue hosting the Esquimalt Arts Festival
- Host a Home & Garden Tour to showcase the work of local artists
- Consider incorporating a space dedicated to hosting arts & cultural events in the Esquimalt Village Project

## Sources

<sup>1</sup> Statistics Canada (2011). Canadian Framework for Culture Statistics (87-542-X).

<sup>2</sup> Statistics Canada (2011). Canadian Framework for Culture Statistics (87-542-X).

<sup>3</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>4</sup> Canadian Conference on the Arts (2012). 2013 - Culture and Creativity as Economic Engines.

<sup>5</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>6</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.



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# Development

## Development

Development is a key component in Esquimalt's Economic Development Strategy. Over the past few years there have been a number of significant development proposals put forward in Esquimalt including:

- The Skyline - 924 Esquimalt
- The Triangle Lands at West Bay - 468 Head
- The Legion - 622 Admirals
- The Cambie - 656/658 Esquimalt
- The Commerford at Carlisle 505 Commerford;
- The English Inn - 429 Lampson
- The Esquimalt Village Project - 1179 Esquimalt
- Numerous infill projects

Of these developments, only the Skyline has been built. The remaining proj-

## Definitions

*Development*, in the context of this round table, means the servicing; subdivision; sale, lease, and/or purchase; zoning and rezoning; intellectual investment such as design, architecture, engineering, or finance; development and building approval; and building upon or over land or water for the purpose of public good and/or return on investment.

ects have not been built for a number of reasons including:

- Municipal staff are still processing the applications;
- Due diligence is under way;
- The applicant has requested a delay in processing their application;

- Difficulty in obtaining financing; and/or
- Unfavourable market conditions.

The Township recognizes the importance of a thorough yet timely process for reviewing various types of applications and remains committed to constant improvement.

## Key Facts

In 2013, the Township of Esquimalt received a total of 54 applications for development.

Type of Application	Number
Board of Variance	1
Heritage Alteration	1
Development Permit	13
Development Variance Permit	20
Rezoning	12
Subdivision	7
<b>Total</b>	<b>54</b>

*Esquimalt Development Applications by Type (2013)*

Dwelling Type	Number of Dwellings
Single-detached house	2030
Apartment, building that has five or more storeys	455
Movable dwellings	5
Semi-detached house	665
Row house	385
Apartment, duplex	795
Apartment, building that has fewer than five stories	3695
Other single-attached house	15
<b>Total</b>	<b>8045</b>

*Esquimalt Dwellings by Type (2011 Census)<sup>1</sup>*



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## APPENDIX A-2



Age Class	Total	Male	Female
0 to 4 years	720	385	335
5 to 9 years	600	295	305
10 to 14 years	590	310	275
15 to 19 years	720	370	350
20 to 24 years	1180	625	555
25 to 29 years	1240	675	565
30 to 34 years	1235	650	585
35 to 39 years	1060	515	540
40 to 44 years	1080	560	520
45 to 49 years	1330	685	650
50 to 54 years	1435	710	720
55 to 59 years	1290	595	690
60 to 64 years	1120	555	570
65 to 69 years	750	360	390
70 to 74 years	550	245	305
75 to 79 years	500	225	270
80 to 84 years	415	145	270
85 years +	400	130	275
<b>Total</b>	<b>16215</b>	<b>8035</b>	<b>8170</b>

Esquimalt Population Demographics (2011 Census)<sup>2</sup>

## Round Table Recommendations

The Esquimalt Economic Round Table on Development identified the following as priority areas for action.

### 1. Open for Business

- Create an “updated vision” - beyond the built environment - look at strengthening economic sustainability
- Develop a visual model of future development in the Township
- Develop community plan promoting Esquimalt to the development community
- Host open doors (incubator sessions) to liaise with developers

### 2. Beautification

- Review property maintenance bylaw
- Encourage quality commercial developments
- Communicate development possibilities to Esquimalt Road property owners
- Investigate rezoning and density along Esquimalt Road
- Investigate what Nanaimo did regarding the form and character of businesses in downtown core

### 3. Improve Development Approval Process

- Development of a green book to clarify development approval process and improve certainty for developers
- Have a clear plan for all departments on approving development applications
- Clarify process and requirements for Building Permits

### 4. Update OCP

- Investigate “development” trends including supply/demand analysis
- Review parking requirements
- Investigate development of a “small lot” zone
- Investigate secondary suites, carriage homes and regulations in regards to renting

## Sources

<sup>1</sup> Statistics Canada (2014). 2011 Census.

<sup>2</sup> Statistics Canada (2014). 2011 Census.

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## Education & Training

Township of  
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### Education & Training

Education and training has a positive economic impact on both the individual learner and the respective community. Not only do students get the benefit of enriching their knowledge and sense of achievement, students' annual income increases by \$111 per year for every credit course completed.<sup>3</sup>

The Township of Esquimalt is well-situated in a region served by three post-secondary institutions: Camosun College, University of Victoria and Royal Roads University. Not only do they provide educational and training opportunities for residents and attract a flow of new students to the region and local workforce, they also rank as the seventh largest employment industry in Greater Victoria.<sup>4</sup>

Esquimalt also has the unique advantage of being home to the Industrial Marine Training and Applied Research Center (IMTARC). IMTARC is a 4,000 sq. ft. training facility whose purpose is to provide workforce development and applied research that contributes to the competitiveness and productivity of BC's shipbuilding and repair industry.<sup>5</sup> For more information on the significance of the ship repair industry to Esquimalt's economy, please see the backgrounder report on Ship Repair and Defence.

### Definitions

*Education* encompasses all opportunities for learning throughout one's life including but not limited to early childhood, kindergarten to grade 12, post-secondary education and adult learning.<sup>1</sup>

*Training* may be of a credit or a non-credit nature and can be pursued for job-related or personal interest reasons.<sup>2</sup>

### Key Facts

- British Columbia's labour market outlook estimates that 78% of job openings from 2010 to 2020 are expected to require some post-secondary education and training or a university degree.<sup>6</sup>
- The average earnings of an individual with a college diploma is \$40,700 or 54% more than someone without a high school diploma and 28% more than a student with a high school diploma.<sup>7</sup> The average full-time employment income for someone with a bachelor's degree was \$68,689 in 2005.<sup>8</sup>
- There are approximately 1,905 youth (15 to 24 years of age) living in Esquimalt. Youth account for 12% of Esquimalt's total population.<sup>9</sup>
- 2012 unemployment rate for Greater Victoria youth (15-24) was

10.9%. This rate is lower than the national (14.3%) and provincial rate (13.2%).<sup>10</sup>

- A survey of Greater Victoria youth found that their main concerns were accessibility of post-secondary education, life skills education in high school, decrease in class sizes and more supports for post-secondary education and training.<sup>11</sup>
- Aboriginal students continue to have lower than average high school graduation rates.<sup>12</sup>
- In 1981, only 2 % of Aboriginal Canadians had a university degree, compared to 8.1 % of non-Aboriginal Canadians. By 2006 this gap widened, the attainment rate for Aboriginal Canadians with a university degree increased to 7.7 % while non-Aboriginals Canadians increased to 23.4 %.<sup>13</sup>

### Students in Focus

School	Grades	Students
École Macaulay Elementary School	K-5	473
École Victor-Brodeur	K-12	680
Esquimalt High School	9-12	700
Rockheights Middle School	6-8	200

Student Enrolment, Esquimalt

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## APPENDIX A-3

Educational Attainment	% Pop.
No certificate, diploma or degree	16%
High school diploma or equivalent	29%
Apprenticeship or trades certificate or diploma	12%
College, CEGEP or other non-university certificate or diploma	20%
University certificate or diploma below bachelor level	4%
University certificate, diploma or degree at bachelor level or above	18%

*Esquimalt Population by Highest Certificate, Diploma or Degree (aged 15 years and over) <sup>14</sup>*

## Sources

<sup>1</sup> British Columbia (2014). Ministry of Education.

<sup>2</sup> Statistics Canada (1997). Guide to Information and Data Sources on Adult Education and Training (81-580-XPB).

<sup>3</sup> CCbenefits, Inc. (2007). Economic Contribution of BC Colleges.

<sup>4</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>5</sup> Industrial Marine Training and Applied Research Center (IMTARC 2014).

<sup>6</sup> British Columbia (2010). Labour Market Outlook 2010-2020.

<sup>7</sup> CCbenefits, Inc. (2007). Economic Contribution of BC Colleges.

<sup>8</sup> University of Victoria (2012). The Economic Impact of the University of Victoria.

<sup>9</sup> Statistics Canada (2014). 2011 Census.

<sup>10</sup> Victoria Foundation (2014). Victoria's Youth Vital Signs 2013.

<sup>11</sup> Victoria Foundation (2014). Victoria's Youth Vital Signs 2013.

<sup>12</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>13</sup> The Association of Universities and Colleges of Canada (2011). Trends in Higher Education: Volume 1 – Enrolment.

<sup>14</sup> Statistics Canada (2014). 2011 Census.

Institution	Undergraduate		Graduate	
	2005/06	2011/12	2005/06	2011/12
Camosun College	8,170	9,319	n/a	n/a
University of Victoria	16,507	17,012	2,423	3,187
Royal Roads University	857	1,480	3,673	2,855

*Post-Secondary Student Enrolment, 2005/06 vs. 2011/12*

## Round Table Recommendations

The Esquimalt Economic Round Table on Education & Training identified the following as priority areas for action.

### 1. Support First Nations Education

- First Nations Youth Programs - improve partnerships to help them stay in school
- Organize forum to identify education/training programs available to First Nations

### 2. Take Advantage of the Network of Institutions

- Build on community, industry and post-secondary relationship for benefit of local students (e.g. transit routes)
- Investigate potential uses of IMTARC facility on evenings and weekends for education and training
- Work with IMTARC to enhance collaboration on education and training with industry and the community.

### 3. Highlight Citizens Success

- Improve Esquimalt's image by highlighting success of residents and graduates

### 4. Promote Funding

- Develop inventory of funding for community programs and initiatives and establish priorities
- Create a central online presence for all community groups seeking resources (funding, volunteers, participants)
- Have Council advocate for improved funding of post-secondary institutions and training programs

### 5. Provide Community Services

- Create public kiosk with information on education and training at Esquimalt Library Branch
- Host an Education, Training and Volunteer Fair for young adults and mid-life professionals
- Connect Esquimalt Archives with local schools and community groups
- Explore establishing a career and training mentorship program for students and residents

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# Environment



## Environment

Human health and prosperity is dependent on the health of the natural environment. We need clean water to drink, nourishing food to eat and natural resources to manufacture goods such as medical equipment. The global and local economy is equally impacted by environmental forces. As the trend of long-term global warming continues - 2013 was tied with 2007 as the sixth warmest on record - we will see an increase in extreme weather events such as heat waves, extreme precipitation and coastal flooding. There is good news! We can reduce the overall risks and impacts by taking action to limit the rate and magnitude of climate change; hence, the focus being given to developing a "green economy."

In 2008 "green jobs" accounted for 7.2% of total employment in BC. Key elements of BC's green economy include renewable energy, green buildings, clean transportation, water management, waste and pollution control, and land and resource management.

## Key Facts

- Provincial legislation requires local governments to include GHG emissions reduction targets, policies and actions in their official community plans (OCP). In 2010 Esquimalt's OCP was amended to include a target to reduce commu-

## Definitions

**Environment** means air, land, water and all other external conditions or influences under which humans, animals and plants live or are developed.

**Green economy** is any economic activity that grows our economy and creates jobs, while also preserving or enhancing our environment.

- nity GHG emissions by at least 38% by 2020, and 83% by 2050 compared to 2007 levels.
- Esquimalt's community GHG emissions decreased by 3.6% in 2010 compared to 2007 levels. The emissions from transportation, buildings and solid waste for all residential and commercial users produced 74,043 tCO<sub>2</sub>e.
- The mode share of Esquimalt residents commuting to work is 63% by motor vehicle, 16% by public transit, 14% by walking, 5% by bicycle, and 2% by other means.
- Esquimalt is a walkable community with 33% of all trips within the Township being taken on foot.

## Township in Focus

In 2008 the Township of Esquimalt signed on to BC Climate Action "Charter." The Township reports annually on its plan and progress towards meeting its Charter commitments to becoming carbon neutral in its operations and to create a complete, compact, and energy-efficient community.

As a signatory to the Charter, the Township receives a grant equal to 100% of the carbon taxes paid. In 2013, the Township received a Carbon Tax Grant of \$28,200 which is deposited to the Sustainability Reserve Fund to help fund future projects reducing GHG emissions. The fund was used to match a grant to install an electric vehicle charging station at the Municipal Hall and Library parking lot.

In 2013, the Township produced 1,038 tonnes of GHG emissions from its municipal operations with 75% of emissions coming from buildings and the remaining 25% from fleet vehicles and equipment.

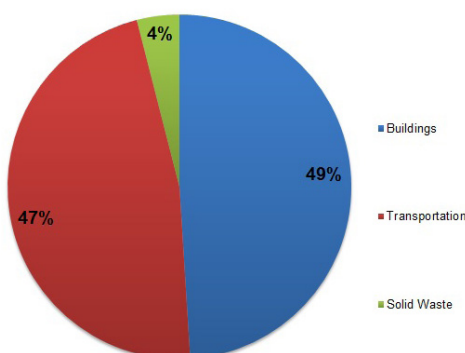
Over the last four years the Township has invested in energy efficiency upgrades of its municipal buildings. As a result, the Township realized a savings in natural gas consumption of 27% in 2013 compared to 2012 levels. The savings reduced GHG emissions by 255 tCO<sub>2</sub>e and the Township's spending on utilities by \$100,000.

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## APPENDIX A-4



Esquimalt GHG Emissions Sources (2010)

## Sources

<sup>1</sup>British Columbia (2003). Environmental Management Act.

<sup>2</sup>British Columbia (2012). BC's Green Economy: Growing Green Jobs.

<sup>3</sup>World Meteorological Organization (2014). WMO Statement on the Status of the Global Climate in 2013 (WMO-No. 1130).

<sup>4</sup>Intergovernmental Panel on Climate Change (IPCC 2014). Climate Change 2014: Impacts, Adaptation, and Vulnerability.

<sup>5</sup>British Columbia (2012). BC's Green Economy: Growing Green Jobs.

<sup>6</sup>Federation of Canadian Municipalities (2011). Building Canada's Green Economy: The Municipal Role.

<sup>7</sup>British Columbia (2014). 2010 CEEI - Esquimalt District Municipality.

<sup>8</sup>British Columbia (2014). 2010 CEEI - Esquimalt District Municipality.

<sup>9</sup>CRD (2012). 2011 CRD Origin-Destination Household Travel Survey

<sup>10</sup>Township of Esquimalt (2014). Climate Action Revenue Incentive (CARIP) Public Report for 2013.

## Round Table Recommendations

The Esquimalt Economic Round Table on the Environment identified the following as priority areas for action.

### 1. Develop energy efficient buildings

- Streamline approval processes for green building renovations
- Review and update Green Building Checklist
- Encourage partnerships to investigate economies of scale on green building supplies
- Have Esquimalt Village Project (EVP) set an example of green building practices

### 2. Encourage clean transportation

- Identify impediments to movement of pedestrians and bicycle riders
- Develop walking tour of Esquimalt with interpretive signage on natural assets
- Develop a long-term plan for improving bicycling networks
- Introduce bike sharing program - connect with Harbour Ferry Stops
- Work with Harbour Ferries on improving service levels and affordability
- Develop waterway transportation plan including boat launches and storage facilities

### 3. Improve waste resource management

- Develop a Green Event Guide
- Create a "RE-USE IT" centre, including building materials
- Host workshops for residents on greening practices and incentives

### 4. Promote a green local economy

- Host workshops for businesses on greening practices and incentives
- Develop tax incentives to attract green businesses to Esquimalt
- Identify sites for green tech park
- Work with green businesses to attract more green businesses
- Brand Esquimalt as a progressive green economy
- Recognize green business - certification and awards
- Designate a venue for education and outreach to citizens and businesses
- Create a map highlighting green accomplishments in the Township

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# Health & Wellness

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## Health & Wellness

Health and Wellness, while an economic sector in its own right, is also the back bone of an economically vibrant community. Individuals have to be healthy in order to participate in the local workforce and earn income to cover the cost of shelter, food and other necessities. Only once this is achieved can most individuals even begin to participate in their community as leaders and volunteers and in turn create an attractive community to live where businesses choose to locate.

Being healthy is not just about how we live, but also largely about where we live. A growing body of research shows that communities can be built in ways that encourage (or discourage) healthier living choices, such as walking, cycling, eating healthy foods, and connecting with neighbours.<sup>3</sup>

The Victoria Foundation's public opinion survey asked respondents to list the most important issues facing Greater Victoria today. Seven of the top 10 issues were related to health and wellness: cost of living (#1), mental illness (#2), housing (#3), homelessness (#4), health care (#5), addictions (#9), and eldercare (#10)<sup>4</sup> The survey also found that only 68% of people reported being satisfied or very satisfied with work-life balance.<sup>5</sup>

## Definitions

*Health* is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.<sup>1</sup>

*Wellness* is the optimal state of health of the individuals and groups. There are two focal concerns; the realisation of the fullest potential of an individual physically, psychologically, socially, spiritually and economically, and the fulfillment of one's role expectations in the family, community, place of worship, work place, and other setting.<sup>2</sup>

## Key Facts

- The "Leisure Involvement for Everyone" (LIFE) program assists individuals and families with low income to access recreation programs and facilities - including the Esquimalt Recreation Centre. Individuals in Greater Victoria that are eligible and participating in the program have increased to 11,215 patrons in 2012 from 6,586 in 2005.<sup>6,7</sup>
- In 2011, hospitals were ranked the sixth largest employment industry in Greater Victoria. Nursing and residential care facilities placed tenth. Together they account for a total of 5.1% of all employment in the region.<sup>8</sup>

- Approximately half of Esquimalt's housing stock is owner-occupied with the other 50% being tenant occupied. More than 45% of tenant households spend 30% or more of their household income on shelter costs.<sup>9</sup>
- Rent continues to climb in the region with the average cost of a two bedroom apartment costing \$1,076 in 2013 from \$908 in 2007; however, during the same time period rental vacancy rate increased from 0.4% to 3.4%.<sup>10,11</sup>
- Greater Victoria's violent crimes severity index has consistently declined over the last 3 years. The violent crime severity index in 2012 was 63.7% in Greater Victoria compared to the 89.3% at the provincial and 81.4% at national levels.<sup>12</sup>

## Township In Focus

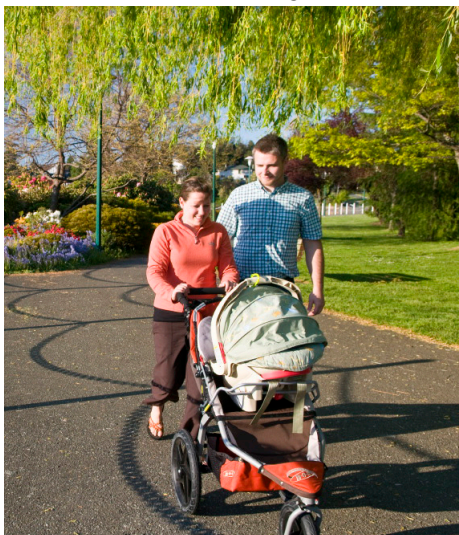
Esquimalt already has many assets of a healthy community: a recreation centre with aquatic, fitness and recreational facilities, a sports centre with an arena and curling rink, 4.56 kilometres of bike lanes, and over 108 acres of parkland consisting of sport fields, trails, horticultural sites, and natural areas.

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## Local Service Providers

- Boys & Girls Club Services of Greater Victoria
- Capital Mental Health Association
- Churches and Faith-Based Organizations
- Dentist Offices
- Edgewood Victoria Addiction Services
- Esquimalt Emergency Social Services
- Esquimalt Fire Rescue
- Esquimalt Health Unit (Island Health)
- Esquimalt Parks & Recreation
- Esquimalt Military Family Resource Centre
- Esquimalt Neighbourhood House
- Medical Clinics
- Residents Associations
- Rock Solid Foundation
- Victoria Police West Division
- Victoria Rainbow Kitchen Society

## Round Table Recommendations

The Esquimalt Economic Round Table on Health & Wellness identified the following as priority areas for action.

### 1. Improve Community Outreach

- Community partnerships to further emergency management preparedness education
- Examine possibility of a volunteer coordinator for the Township
- Provide some written information in French on Township materials

### 2. Partnerships with Victoria Police Department

- Identify "local community leaders" to work with children in bullying prevention (WITS)
- Mayor to convene meeting with new Police Chief and Youth Advocates in Esquimalt
- Re-connect with Victoria Police Department on Crime Free Multi-Housing Program
- Councillor report on provincial Blue Ribbon Panel on Crime Reduction Roundtable

### 3. Safe and Affordable Housing

- Review and expansion of zoning for secondary suites and compliance from unregistered owners
- Review of multi-family business licenses for bylaw complaints
- Convene a round table discussion on affordable housing in Esquimalt

### 4. Community Health Services

- Request that public health officer for Esquimalt present to Council on current and future operations and services
- Facilitate round table discussion on pre and post natal care with Island Health and community partners

## Sources

<sup>1</sup>World Health Organization.

<sup>2</sup>World Health Organization.

<sup>3</sup>Canadian Institute of Planners (2012). Health Equity and Community Design: What is the Canadian evidence saying?

<sup>4</sup>Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>5</sup>Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>6</sup>Victoria Foundation (2014). Victoria's Youth Vital Signs 2013.

<sup>7</sup>Victoria Foundation (2007). Victoria's Vital Signs: Greater Victoria's Annual Check-up 2006.

<sup>8</sup>Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>9</sup>Statistics Canada (2014). 2011 Census.

<sup>10</sup>Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.

<sup>11</sup>Victoria Foundation (2010). Victoria's Vital Signs: Greater Victoria's 2009 Annual Check-up.

<sup>12</sup>Victoria Foundation (2014). Victoria's Youth Vital Signs 2013.

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Township of  
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## Ship Repair & Defence



### Our Naval Economy

Ship Repair and Defence are Esquimalt's largest economic players. Within Esquimalt's municipal boundaries are: the Canadian Forces Base (CFB) Esquimalt, Esquimalt Graving Dock and the Industrial Marine Training and Applied Research Center (IMTARC).

CFB Esquimalt is home to the Canadian Pacific Naval Fleet. First established as a military installation by the Royal Navy in 1855, CFB Esquimalt has been serving the Canadian Navy from its inception in 1910. The base is responsible for providing support services to all ships and personnel of both Maritime Forces Pacific and Joint Task Force Pacific.<sup>1</sup>

The Esquimalt Graving Dock is federally owned and operated by Public Works and Government Services Canada. Esquimalt Graving Dock is now the largest non-military site for ship repair and fitting on the west coast of North America and has the capacity to service 90% of the world's ships. All work is carried out by private sector ship repair and fitting companies.

IMTARC is a 4,000-square-foot training facility whose purpose is to provide workforce development and applied research that contributes to the competitiveness and productivity of BC's shipbuilding and repair industry.<sup>2</sup> The construction and outfitting of IMTARC was funded by the federal department

### Definitions

*Ship Repair and Fitting* means the use of design and mechanical means to either restore or enhance the integrity of a ship including regular maintenance and the installation of ship systems.

*Defence* means the use of force and training to use force by members of the Canadian Armed Forces to protect the sovereignty of Canada against unauthorized intrusions into Canadian territory or insurgency within Canadian territory and also includes all private commercial enterprises that support the Department of National Defence and the Canadian Armed Forces.

of Western Economic Diversification and by industry including Seaspan Shipyards, BC Ferries, Babcock Canada, Lockheed Martin Canada and Thales Canada. While the initial efforts to create IMTARC date back to 2008, the Centre's construction did not begin until August 2013 and is now in full operation.<sup>3</sup>

### Key Facts

- CFB Esquimalt and Maritime Forces Pacific contribute over half a billion dollars annually to the local economy.<sup>4</sup>

- In 2011, defence services were ranked the second largest employment industry in Greater Victoria with 6,445 employed or 3.6% of all employment.<sup>5</sup>

- Seaspan is currently undertaking the Frigate Equipment Life Extension project at the Graving Dock. The program involves the mid-life refit of 12 Royal Canadian Navy multi-role patrol frigates originally built in the 1990s. The planned modernization includes a new command and control system, new radar capability, a new electronic warfare system and upgraded communications and missiles.<sup>6</sup>

- Seaspan has been awarded the non-combat vessel portion of the National Shipbuilding Procurement Strategy. The ships will be built in North Vancouver and fitted at the Esquimalt Graving Dock. The contract worth is \$2 billion in Esquimalt.

- Babcock Canada is the project manager for the Victoria In-Service Support Contract (VISSC) project for Canada's submarine fleet. Babcock has recently opened a facility in Esquimalt's industrial park. They employ approximately 170 people locally.

- Although not based in Esquimalt, the German company, Atlas Elektronik is active in the Victoria Class Submarine program and is actively pursuing other initiatives in support of Esquimalt's economy.

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## APPENDIX A-6

## Round Table Recommendations

The Esquimalt Round Table on Ship Repair & Defence identified the following as priority areas for action.

### 1. Promote Esquimalt

- Develop recruitment strategy for physicians
- Promote Esquimalt as “best place to live and work”
- Consider sister-city relationship with Asia Pacific

### 2. Collaborate with CFB Esquimalt

- Gather Industry/CFB Esquimalt input on OCP Update
- Discuss “best use” of Work Point lands with Base Commander
- Establish a first point of contact between Township and CFB Esquimalt

### 3. Improve Community Relations

- Develop a communication plan and highlight benefit of ship repair/fitting industry to residents/businesses
- Promote “good news stories” of environmental actions being completed by industry and CFB Esquimalt
- Organize shipbuilding industry awareness week event
- Develop an integrated transportation strategy
- Research how North Vancouver has resolved traffic and transportation issues
- Use social media channels to create stronger link between Seaspan and community
- Improve partnerships between industry, community and the Chamber
- Host Graving Dock Open House

### 4. Township Advocate for Ship Repair and Fitting Industry

- Advocate for shipbuilding industry as much as possible
- Support a lengthy in-stream maintenance support contract for Seaspan
- Support IMTARC as much as possible
- Take leadership role in facilitating regional coordination
- Create briefing binder for politicians on ship repair and fitting industry with easy messaging
- Educate regional MPs and MLAs on importance of ship repair and fitting industry
- Invite MPs and MLAs to information sessions on ship repair and fitting industry

- Advocate for “shipbuilding and repair” to be its own category in provincial labour reports
- Have the municipal council presence at all industry announcements
- Investigate opportunity for new business on First Nations land
- Advocate for more direct flights to Victoria Airport

### 5. Cater to the Needs of Ship Repair and Fitting Industry

- Host workshop to plan for the future needs of industry
- Investigate what infrastructure is needed for industry
- Develop child care strategy catering to industry workers
- Find a large warehouse space for the Victoria Class submarine in Esquimalt
- Develop a secure industrial park facility catering to needs of ship repair and fitting industry
- Move forward rezoning of the industrial park
- Communicate needs of industry to industrial land owners
- Host workshop to introduce industry to industrial land-owners
- Consult with planners/industry in Halifax/Dartmouth
- Upgrade Graving Dock facilities against tsunami

### 6. Promote Careers in Ship Repair and Fitting

- Get message out to university graduates
- Host a Trades Awareness Day
- Provide messaging on career opportunities on the Community Channel
- Coordinate economic development strategy with shipbuilding workforce strategy
- Provide link from Township website and social media channels to “Workforce Strategy”
- Promote research and innovation by collaborating with the University of Victoria

## Sources

- <sup>1</sup> Royal Canadian Navy (2014). MARPAC Base & Units - Canadian Forces Base Esquimalt.
- <sup>2</sup> Industrial Marine Training and Applied Research Center (2014). About IMTARC.
- <sup>3</sup> Industrial Marine Training and Applied Research Center (IMTARC 2014). About IMTARC.
- <sup>4</sup> Royal Canadian Navy (2014). MARPAC Base & Units - Canadian Forces Base Esquimalt.
- <sup>5</sup> Victoria Foundation (2014). Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up.
- <sup>6</sup> Canada (2013). Halifax-class Modernization / Frigate Life Extension.

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## Small Business

### Small Business

Esquimalt is a well-populated community for small businesses with 16,215 residents and a weekday workforce influx of thousands of employees from CFB Esquimalt, Esquimalt Graving Dock and the Esquimalt Industrial area.<sup>2</sup> Approximately 33% of residents walk to their destinations in Esquimalt meaning there is greater opportunity for residents to stop and make purchases at local shops.<sup>3</sup>

The main commercial areas in the Township include Esquimalt town centre, from Admirals to Joffe, Esquimalt and Head, West Bay, and Tillicum and Craigflower. A handful of small businesses in Esquimalt serve the tourism market, such as outdoor adventure, and accommodations. For more information, please see the backgrounder report on tourism.

The Esquimalt Chamber of Commerce (established in 1947) has a mandate to help start, run and grow businesses in Esquimalt. The Chamber advocates on behalf of its members and organizes workshops and networking opportunities. To learn more about the Chamber and how to become a member, visit [www.esquimaltchamber.ca](http://www.esquimaltchamber.ca).<sup>4</sup>

### Key Facts

- Small business generates 32% of the province's Gross Domestic Product, and is responsible for more than 41%

### Definitions

*Small businesses* are all registered establishments, including sole proprietorships, partnerships and corporations, which sell goods or provide services with the intent of making a profit. Small businesses are defined by their number of employees which range from no paid employees (self-employed) to less than 50, or in some sources, less than 100 employees.<sup>1</sup>

of the total value of goods exported from the province.<sup>5</sup>

- Small Businesses (having less than 50 employees) accounts for 98% of all businesses in BC and employ over one million people.<sup>6</sup> Medium sized businesses (100-499) employ just over 260,000 people and large businesses (500+) employ approximately 92,000.<sup>7</sup>
- In 2011, there were 2.67 million self-employed workers, representing around 15.4% of all employed workers in the Canadian economy.<sup>8</sup> In BC the number of self-employed is approximately 14.1%.<sup>9</sup>
- The number of businesses in Esquimalt has decreased from 692 at the end of 2010 to 649 by December 31, 2013. Currently there are 635 active business licences in Esquimalt, 21 of these businesses were new in 2014.

Business Licences	Number
Home Occupations	210
Intermunicipal	203
Commercial - Large	34
Restaurants	28
Daycares	21
Other	139
<b>Total</b>	<b>635</b>

*Esquimalt Businesses by Classification (2014)*

### Township In Focus

The municipality regulates businesses in Esquimalt. Council recently adopted a new *Business Licence & Regulation Bylaw No.2810*. Changes included the addition of new business licence classifications of home occupations and professional office, including an increase to the licensing fee for money lenders and drug paraphernalia sales. The Township collects a higher fee from some business types including liquor stores and money lenders.

The Township is very supportive of small businesses and is working closely with the Esquimalt Chamber to understand the issues and concerns facing small business in Esquimalt. In 2013 Council reduced the tax revenue requirements for the business property class by 2.36%. The Township would like to see a more diverse range of retail and service-based businesses in the community.

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## APPENDIX A-7

## Round Table Recommendations

The Esquimalt Economic Round Table on Small Business identified the following as priority areas for action.

### 1. Promote Esquimalt

- Update the Esquimalt Brand
- Have all community members promote Esquimalt
- Use endorsements from residents and businesses as part of a promotional strategy for Esquimalt
- Organize a promotional video competition among high school students
- Create an information package to promote Esquimalt to potential businesses
- Promote each neighbourhood (create profiles)
- Provide links to local resources on community web sites

### 2. Council Support

- Have Township of Esquimalt become a member of Chamber
- Partner with Chamber to get information on Economic Development Strategy (EDS) out to members
- Improve communications between Council and Chamber to create synergies
- Welcome new businesses
- Include recommendations from EDS in Council's Strategic Plan
- Enhance and promote the "E=" brand
- Conduct analysis of tax and business friendly policies
- Introduce a business revitalization tax program
- Be proactive in reacting to citizens' concerns
- Have more town hall meetings

### 3. Promote Small Business

- Continuously update Esquimalt information in CFB Esquimalt welcome package
- Request dates from CFB Esquimalt when classes are coming
- Recruit a store front insurance agent
- Develop promotional partnerships with small businesses and ship repair industry
- Develop an Esquimalt App
- Develop a business registry (e.g. Map Quest)

- Promote community amenities and businesses as a solution to traffic

### 4. Promote Development

- Streamline planning processes
- List projects going through approval processes on website
- Renovate and "green" older homes
- Host tour of homes to Real Estate Agents (e.g. Home and Garden Contest)
- Promote living in Esquimalt to local workforce
- Communicate the cost effectiveness of living in Esquimalt
- Market underdeveloped commercial areas including industrial area
- Conduct gap analysis of local businesses and services
- Replicate the success of the west shore (but differently)

### 5. Improve Transportation

- Promote walkability and multi-modal transportation including water access in Esquimalt
- Encourage enhanced access to the E&N regional trail system

### 6. Improve Community Assets

- Investigate what is needed for a complete community
- Continue to hold community events, publish an events calendar and publicize events
- Continue annual home and garden contest
- Make the Centennial Celebration an annual community event
- Create a new annual community event in Parks

## Sources

<sup>1</sup> Statistics Canada (2013). Key Small Business Statistics - August 2013.

<sup>2</sup> Statistics Canada (2014). 2011 Census.

<sup>3</sup> CRD (2012). 2011 CRD Origin-Destination Household Travel Survey.

<sup>4</sup> Esquimalt Chamber of Commerce (2014). About the Chamber.

<sup>5</sup> British Columbia (2010). Action Plan for Small Business 2010-2013.

<sup>6</sup> British Columbia (2010). Action Plan for Small Business 2010-2013.

<sup>7</sup> Statistics Canada (2013). Key Small Business Statistics - August 2013.

<sup>8</sup> Statistics Canada (2012). Labour Force Survey.

<sup>9</sup> Greater Victoria Development Agency. Business Community.

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## Tourism



## Tourism

The Township of Esquimalt, in addition to its proximity to downtown Victoria, is blessed with some unique community assets on which to grow its tourism sector.<sup>2</sup> Esquimalt has a number of visitor attractions including beautiful parks and beaches, scenic waterfront walkways, bikeway connections, walkable neighbourhoods, modern recreational facilities, CFB Esquimalt and the Naval & Military Museum.

Esquimalt is also well-positioned to take advantage of the visitor trends. Staycations account for the largest number of visitors to Greater Victoria. The origins of visitors in 2010 were: Canada (49%), USA (42.8%) and International (8.2%). Fifty-four percent of visitors came for vacation/pleasure and 25% to visit family and friends.<sup>3</sup>

The importance of tourism to the Vancouver Island economy has risen significantly over the last two decades. The regional employment rate for the accommodation and food services industry increased from 1.29% in 1995 to 8.51% by 2013, and is now higher than the provincial rate of 7.53%. Over the same period, the information, culture and recreation industry increased from 1.29% in 1995 to 4.36% in 2013.<sup>4</sup>

## Key Facts

- In Canada, tourism was responsible for \$73.4 billion in revenues and repre-

## Definitions

*Tourism* entails the movement, activities and expenditure of people to countries or places outside their usual environment for personal or business/professional purposes.<sup>1</sup>

sented approximately 2% of Canada's overall gross domestic product (GDP).<sup>5</sup>

- In British Columbia, the tourism industry generated \$13.4 billion in revenue for 2011. Estimates for tourism revenue are drawn from parts of several industries, including accommodation and food services, retail services, transportation services and other services. There were approximately 18,034 tourism-related establishments operating in B.C., and tourism directly employed approximately 126,700 British Columbians (roughly 1 in 15).<sup>6</sup>

- In 2010, there were an estimated three million overnight visitors to the Greater Victoria area with local spending estimated to be \$315 million.<sup>7</sup>

## Township in Focus

The Township of Esquimalt launched its tourism strategy in 2009, a year after developing an action plan to achieve the community's goal of increasing the contribution that tourism makes to the local economy.

Activities	%
<b>Land Based Outdoor Recreation</b>	
Walking/Hiking	72.2
Cycling	6.6
Golf	6.9
Beach or Seashore	42.3
<b>Exploring/Touring</b>	
Visited Parks	56.0
Historical Sites	41.3
Guided Tours	20.9
Outside Downtown	40.3
<b>Water Based Recreation</b>	
Fishing	6.9
Whale Watching	16.1
Kayaking/Canoeing	8.0
Diving	1.7
<b>Cultural Activities</b>	
Theatre/Concerts	4.9
Galleries/Exhibits	7.1
Festivals/Events	8.0
Other Arts Activities	6.3

*Activities by Visitors to Greater Victoria (2010)<sup>8</sup>*

The tourism strategy resulted in the development of the MyEsquimalt brand, website, and printed promotional material. As part of the tourism strategy seven walking tours were developed to take advantage of Esquimalt's natural and historical assets. Township walking tours are available in print at the Esquimalt Municipal Hall and online. The Township is currently in

[...more](#)

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## APPENDIX A-8

the process of developing a walking tour app.

The Township continues to promote tourism in Esquimalt through the purchase of editorial advertisements. Three times a year the Township purchases a full-page in the Times Colonist called "Experience Esquimalt" and highlights upcoming events. The Township also advertises in Coho Ferry magazine with a readership of over 100,000 travellers.

## Round Table Recommendations

The Esquimalt Economic Round Table on Tourism identified the following as priority areas for action.

### 1. Foster Relationships with Tourism Partners

- Partner with Wilson's Transportation to provide bus tours
- Nurture relationship with Victoria Harbour Ferry
- Build partnerships with roundhouse market (Vic West), CFB Esquimalt and Songhees Wellness Centre
- Leverage resources of Tourism Victoria and Tourism BC

### 2. Improve Community Assets to Support Tourism

- Install public washroom at West Bay to support snorkeling and dive site (completed)
- Develop tourism opportunities at West Bay (e.g. walkway connectivity, water access, food services)
- Develop further tourism opportunities along E&N Rail Trail
- Establish an Environment Education/Management Centre
- Develop a creative 'venue' in Saxe Point Park
- Place a map of the municipality at the West Bay Kiosk
- Develop wayfinding strategy and install signage along Esquimalt Road and West Bay Walkway
- Celebrate Esquimalt's history with more interpretive signage

### 3. Enhance Tourism Marketing Strategy

- Include a clear focus on tourism in OCP
- Determine the Township's role in tourism promotion
- Complete a report on the 2009 Tourism Strategy successes and opportunities
- Brand Esquimalt as a green community (e.g. events, walkability, and homes)
- Encourage use of "Esquimalt" in addresses
- Promote recreational and sporting opportunities
- Host as many meetings, conference and themed festivals as possible
- Encourage the involvement of Esquimalt businesses in Attractions Victoria's "Be a Tourist in your own Hometown" program
- Set-up a seasonal tourist information office
- Have military vehicles return to participate in Bucca-neer Day Parade

### 4. Examine New Tourism Opportunities

- Develop partnerships with post-secondary institutions to host small conferences
- Convene a meeting to discuss the potential of attracting cruise ship tours to Esquimalt
- Create a Saturday Night Market to attract cruise ship visitors
- Investigate operation of steam train excursions with Vic West
- Develop a bus tour of Esquimalt that visits 3 to 4 points of interest
- Explore the possibility of hosting tours of CFB Esquimalt and Esquimalt Graving Dock operations
- Work with CFB Esquimalt to open museum at Work Point
- Develop partnerships with First Nations to promote cultural tours (e.g. Songhees Wellness Centre)

## Sources

<sup>1</sup> British Columbia (2014). Ministry of Jobs, Tourism and Skills Training: Tourism Strategy and Policy Branch.

<sup>2</sup> Chemistry Consulting Group and Tartan Public Relations (2008). Esquimalt Tourism Action Plan.

<sup>3</sup> Tourism Victoria (2010). Exit Survey Report 2010.

<sup>4</sup> BC Stats (2014). Employment and Unemployment Rates by Industry and Development Region (to 2013).

<sup>5</sup> Canada (2011). Canada's Federal Tourism Strategy: Welcoming the World.

<sup>6</sup> British Columbia (2014). Ministry of Jobs, Tourism and Skills Training: Tourism Strategy and Policy Branch.

<sup>7</sup> Grant Thornton (2011). Tourism Victoria: Analysis of Estimated Impacts Related to Declines in Tourism Activities and Visitor Spending.

<sup>8</sup> Tourism Victoria (2010). Exit Survey Report 2010.

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