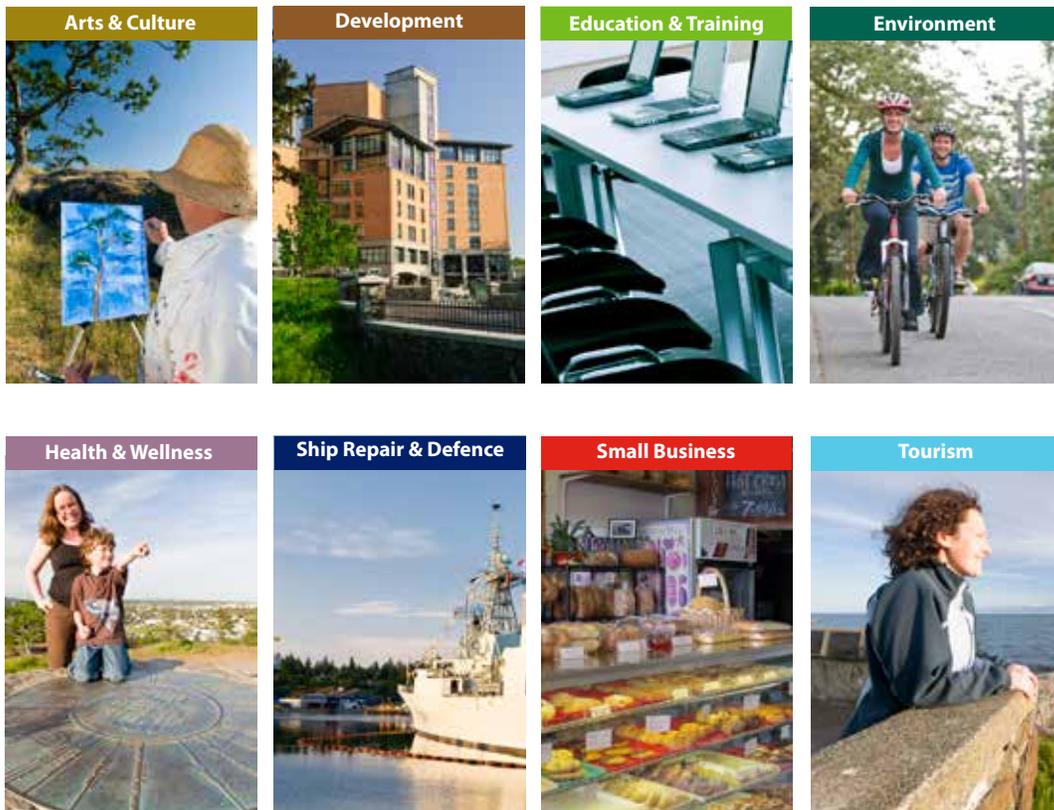


An Economic Development Strategy for the Township of Esquimalt



Approved by Council October 27, 2014





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Council's Message



We are pleased to present the Township of Esquimalt Economic Development Strategy. The Township is committed to identifying new opportunities to invigorate our economy and build a healthier community. This strategy identifies the path to a robust and sustainable economy for our community.

Council identified the development of this strategy as one of its strategic priorities early in its term. We are excited that this document is now a reality; it is key to the shaping of our community in the coming years.

The strategy is the result of many hours of hard work by staff, round table discussions with the many economic stakeholders in the Township and input from the public through community forums and online surveying. The voices of many in the community have been heard, and this document reflects that input.

We are committed to positioning Esquimalt as the place for businesses to invest, families to live, and everyone to enjoy. We have the geography, the landscape, the history and the community commitment to be an economic leader in our region. We thank everyone for bringing their ideas and concerns to help shape this strategy, and look forward to achieving significant results in the coming years.

1. Introduction

The Township of Esquimalt liaised with industry, local businesses, community groups and residents in the development of this economic development strategy over the course of two years. What makes Esquimalt's economic development strategy unique is that it was entirely developed based on the input received from an extensive community consultation process. The community consultation process involved two phases - sector specific economic round tables and broader community input opportunities.

The first phase of the community consultation process entailed the Township inviting representatives from local business, industry and the community to participate in one or several of the eight economic sector round tables. The sector round tables were: Arts and Culture; Development; Education and Training; Environment; Health and Wellness; Ship Repair and Defence; Small Business; and Tourism. Each round table completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of various issues facing their sector. The round table participants were then asked to develop actions that would overcome identified barriers and help the sector to flourish in Esquimalt.

In the second phase of the community consultation process, the Township invited the wider community to review the round tables' findings and provide their individual comments. There were three opportunities to participate including two in-person community forums with facilitated table top discussions as well as an online survey. The community was also invited to provide input on a draft of the economic development strategy.



The feedback received during both phases of the community consultation process was used in drafting this economic development strategy.

Esquimalt's Economic Development Strategy is comprised of 15 unique strategies targeting the following four focus areas for action: business attraction and retention; commercial and industrial revitalization; community image; and quality of life. In total there are 98 distinct actions to be implemented over the next five years.

This report is organized into 7 sections, including this introduction, in presenting Esquimalt's Economic Development Strategy. Section 2 provides a community profile for the Township of Esquimalt. Section 3 outlines the community consultation process undertaken in preparing this economic development strategy. Section 4 summarizes the economic round tables' analysis of Esquimalt's strengths, weaknesses, opportunities and threats (SWOT). Section 5 discusses the four focus areas, including objectives, strategies and actions, of Esquimalt's economic development strategy. Section 6 describes the implementation and evaluation plan for the economic development strategy. Finally, Section 7 lists helpful resources related to economic development.



2. Community Profile

Esquimalt (pronounced Ess-KWY-malt) is an anglicized version of the First Nations word “es-woy-malth,” which means the place of gradually shoaling water.

Esquimalt is located on the southeast coast of Vancouver Island, four kilometres west of downtown Victoria in the heart of the Capital Region. The Esquimalt and Songhees First Nations, part of the Coast Salish language group, have occupied the territory where the Township of Esquimalt and City of Victoria are now located.

The Township of Esquimalt was incorporated on September 1st, 1912. The municipality covers approximately 10 square kilometres (or 1000 hectares) and is endowed with over 30 parks, beaches, and green spaces. Esquimalt is essentially a peninsula bounded on the south by the Juan de Fuca Strait, on the west by Esquimalt Harbour, on the east by Victoria Harbour, and on the north by a long finger-like inlet of tidal water called the Gorge.

Esquimalt is home to Canadian Forces Base Esquimalt, the community’s largest employer. It is also home to Esquimalt Graving Dock, the largest non-military site for ship repair and fitting on the west coast of North America.

Esquimalt has a population of 16,200 residents and has more than 600 licensed businesses. Esquimalt is a walkable urban centre, with a small-town feel, progressive leadership, and a commitment to lead the way in community sustainability. Attractions include the West Bay walkway, a boardwalk between Esquimalt and Victoria, modern recreational facilities, and the Gorge Vale 18-hole golf course.

For more information on Esquimalt’s local economic profile, please see Appendix A for backgrounder reports on the following eight sectors: Arts and Culture, Development, Education and Training, Environment, Health and Wellness, Ship Repair and Defence, Small Business; and Tourism.



3. Community Consultation

The development of Esquimalt's Economic Development Strategy was directed based on the input received from representatives of local economic sectors as well as individual community members. Community input from hundreds of individuals was gathered over two phases. Phase one was the establishment of economic round tables. Phase two involved broader community consultation in the way of a community forum, online survey and the opportunity for public input on a draft of the strategy.

3.1 Economic Round Tables

The Township conducted eight sector round tables between October 2012 and January 2014. The economic sectors were: Arts and Culture; Development; Education and Training; Environment; Health and Wellness; Ship Repair and Defence; Small Business; and Tourism. Local representatives from each economic sector were invited by Mayor, Council and staff to participate in one or several economic round tables.

In total 133 individuals participated in the round table discussions which included representatives from:

- Mayor and Council;
- Esquimalt staff;
- Esquimalt Chamber of Commerce;
- Local business owners;
- Major industries and employers (CFB Esquimalt, Esquimalt Graving Dock);
- Community and resident associations; and
- Regional organizations (Greater Victoria Development Agency; UDI).

For a complete listing of round table participants and organizations, see Appendix B.

At the initial meeting, each sector round table completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis on various issues facing their sector in Esquimalt. The main themes that were discussed during the SWOT Analysis can be found in Section Four of this report.

At the second meeting, participants provided a series of policies, goals, strategies and actions that they felt would help the sector flourish in Esquimalt. From the sector round tables alone, 187 recommended actions were put forward for strengthening and diversifying the local economy overall.

3.2 Community Forum

In April 2014 the community was invited to review the findings from the economic round tables and provide their individual input. Community forums were hosted on April 23rd and April 26th at the Archie Browning Sports Centre. The format used to engage participants was through facilitated sit-down table top discussions lasting up to 45 minutes on each economic sector. A trained facilitator, many of whom were staff, guided the group discussion and collected comments.

Participants were supplied with a survey and a two page background on each economic sector. For copies of the sector backgrounders, see Appendix A. For copies of the sector surveys, see Appendix C. In addition to the surveys, participants' comments were collected on post-it notes and gathered through facilitator note-taking. There were 32 participants over the two days and 20 completed surveys submitted.

A challenge with the table top format is that attendees were limited to participating in only three sector discussions per forum. Participants who wished to provide input on more than three sectors could do so by attending a second forum or by completing the online surveys.



3.3 Online Surveys

Online surveys, as well as the sector backgrounders, were available at www.esquimalt.ca from the week of April 20th through to May 11th, 2014. The online surveys proved to be the most successful format for gathering public input with 246 surveys submitted (an additional 20 surveys were submitted at community forums).

Surveys completed by sector, in order of popularity, are as follows:

51 - Development	29 - Environment
49 - Arts and Culture	25 - Ship Repair and Defence
35 - Small Business	25 - Tourism
30 - Health and Wellness	22 - Education and Training

For a table summarizing the demographics of survey respondents, see Appendix D. To review the responses received for each sector survey, see Appendix E.

3.4 Public Input

Council invited public input and comments on a draft of the economic development strategy from September 16th to October 13th, 2014. The draft was distributed to economic round tables and community forum participants as well as being posted to the Township's website. In total 9 responses were received - 5 residents and 4 community groups.

3.5 Findings

At the end of the broader community consultation process, an additional 125 new actions were put forward bringing the total number of recommended actions to 312. The final count of actions was later reduced to 220 as similar actions were grouped together. The economic development strategy was drafted based on these recommendations.

The hundreds of recommended actions were categorized into one of ten areas: business attraction and retention; commercial and industrial revitalization; community image; development; education and training; housing; major industry; tourism; transportation; and quality of life. For a complete listing of the recommended actions by area, see Appendix F.

Given the limited timing and resources for implementation, the economic development strategy is focused on only four key areas - business attraction and retention, commercial and industrial revitalization, community image and quality of life. The objectives, strategies and actions identified as priorities in these four areas are discussed in Section Five of this report.

4. SWOT Analysis

An analysis of Esquimalt's Strengths, Weaknesses, Opportunities and Threats (SWOT) was completed at the first meeting of each sector's economic round table. This section lists the main themes that were discussed during many of the eight round tables sectors.

4.1 Strengths

The following strengths are areas that have been identified as Esquimalt's economic advantage over another community. Strengths present an opportunity for economic development which Esquimalt may build upon and leverage.

Amenities

- Archives, library, recreation centre and sports centre
- Number of parks, trails, green space and golf course
- Surrounded by water and shorelines offering water based recreational opportunities

Arts and Culture

- Active and growing local arts community
- Rich naval history and west coast culture
- Variety of local community events

Education

- Four public schools (elementary, middle and secondary) including one French school
- Location and availability of transit service to three post-secondary institutions (Camosun College, University of Victoria and Royal Roads University)
- Range of trades training programs offered in the region
- Home of the Industrial Marine Training and Applied Research Centre (IMTARC)

Employment

- Home to two of the largest employers in the region (CFB Esquimalt and Esquimalt Graving Dock)

Geography

- Proximity to downtown Victoria (major business centre and tourist attraction)
- Mild climate with low levels of annual precipitation

Governance

- Strong Council with clear strategic priorities and proven leadership
- A Council that is supportive of business and development

Housing

- Offers a range of housing types
- Availability of affordable housing (in comparison to regional average)



Infrastructure

- Liveability with most amenities within walking distance
- Bike lanes to downtown Victoria
- Regular transit service

Land Base

- Diversity of land uses – residential, commercial and industrial

Local Businesses

- Established and growing Chamber of Commerce
- Number of independently owned small businesses
- Loyal customer base of residents and local businesses
- Active number of home based businesses – the “knowledge economy”

Population

- Diverse population (e.g. first nations, francophone, young families and seniors)
- Friendly small town feeling but in an urban setting

Tourism

- Unique accommodations (e.g. luxurious B&Bs, Old English Inn, West Bay Marina and RV park)



4.2 Weaknesses

The following weaknesses are areas that have been identified as Esquimalt’s economic disadvantage relative to other communities. Weaknesses need to be recognized and understood so that Esquimalt can identify actions for mitigation.

Community Image

- Poor community image within the region based on outdated information

Employment

- No employment development resources within the community
- Insufficient number of services for industry employees (e.g. child care services and health services)

Governance

- Lengthy development approval process and a proportion of community members who do not support large developments
- Uncertainty around approval process for green building retrofits
- Perception of high property taxes by residents and businesses
- Official Community Plan requires updating to ensure a clear community vision on development

Housing

- Large percentage of older housing stock
- High cost of housing (though low in comparison to regional average)

Infrastructure

- No bike lanes and walking trails to connect north-south residential and commercial nodes
- Limited transit routes and poor service levels from western communities

Land Base

- Developed land base with limited opportunity for growth outside of redevelopment

Local Businesses

- Lack of connectivity between the Township's four commercial nodes (Esquimalt/Admirals to Joffre; Esquimalt/Head; West Bay; and Tillicum/Craigflower)
- No recognizable town centre
- Diversity of businesses lacking both in retail and professional services
- High number of empty and outdated business storefronts along Esquimalt Road

Population

- Population not large enough to support a wide variety of businesses
- Insufficient level of community engagement and collaboration among community groups
- Proportion of low income residents
- Limited human resources (volunteers) to implement economic development strategies

Tourism

- No major draw for tourists and low number of accommodations
- Limited marketing and promotion of Esquimalt to visitors from outside the region



4.3 Opportunities

The following opportunities are economic development related assets or circumstances which demonstrate a potential for growth, improvement or support of other economic development related activities. Opportunities may provide Esquimalt with a competitive advantage and should be explored to determine the level of potential.

Arts and Culture

- Expansion and growth in the number and variety of events
- Development of new community assets (e.g. cultural centre)

Community Image

- Update brand and create marketing strategy for Esquimalt
- Communicate the improvements in community safety
- Partner with industry and local businesses to promote Esquimalt

Employment

- Positive economic spin-offs from Esquimalt Graving Dock's long-term shipbuilding contract
- Training and employment opportunities between industry and educational institutions



Development

- Number of newly approved and proposed high-density mixed-use developments
- Continue with development of Esquimalt Village Plan
- Leverage the “green economy” by attracting green businesses and promoting the adoption of renewable technology and green building practices

Infrastructure

- Construction of two new bridges (Craigflower and Johnson St) thereby improving connectivity from neighbouring municipalities in to Esquimalt

Local Businesses

- Revitalization of commercial and industrial areas
- Beautification of Esquimalt Road and empty store fronts
- Opportunity for additional retail and professional services

Population

- Residents’ level of education and household income continuing to rise
- Services geared to families and seniors
- Promote local opportunities for volunteerism

Tourism

- Improvement and promotion of tourist attractions
- Development of commercial and tourism opportunities in West Bay

4.4 Threats



The following threats are internal and external forces with the potential to threaten Esquimalt’s resources, opportunities, or values. Threats need to be identified, and though it may not be possible to resolve all threats, Esquimalt may plan for the prevention, mitigation, or minimization of their impacts.

Community Image

- Perpetuation of misinformation on Esquimalt in the media

Economy

- Slow economic growth as the economy is still recovering from the 2009 global economic recession

Education

- Student enrolment in local schools continuing to decline

Employment

- Limited understanding around the impact of the ship repair and fitting industry on the local economy
- Anticipated gaps in skilled labour and availability of local services to meet the future needs of the ship repair and fitting industry

Geography

- Vulnerability to natural threats (earthquake and tsunami)
- Increase in extreme weather events and sea-level rise due to climate change

Governance

- Reduction of government funding and fixed funding time periods
- Regional governance structure (number of municipalities, shared borders, and structure of Capital Regional District decision-making body)
- Provincial decision-making on local government services and operations

Housing

- Cost of living continues to increase, particularly in regards to housing, food and energy

Infrastructure

- Infrastructure requiring upgrading due to age as well as limited capacity to deal with severe storms
- Government mandated development of a secondary waste water treatment plant

Land Base

- Need for large and secure industrial space for expansion of ship repair and fitting industry

Local Businesses

- Competitive regional business environment (e.g. downtown Victoria, Cook Street Village, Westshore, and VicWest Roundhouse)

Population

- Population continuing to decline
- Proportion of seniors continues to rise
- Proportion of community members that are resistant to change and large developments

Tourism

- Decrease in visitors and tourism spending due to the economic recession and strong Canadian dollar





5. Focus Areas

In developing Esquimalt’s Economic Development Strategy an extensive community consultation process resulted in the Township receiving hundreds of recommended actions on how to strengthen the local economy. Recognizing the need to have a strategy that was achievable, Council decided to focus on four key areas for economic development: business attraction and retention; commercial and industrial revitalization; community image; and quality of life. Objectives, strategies and actions have been identified for all four focus areas. In total there are 15 unique strategies encompassing 98 actions which are to be implemented over the next five years.

Actions were categorized according to when they will be implemented as follows:

- Completed: actions already implemented and completed
- Ongoing: actions that have been implemented and are ongoing
- In Progress: actions that are being implemented and are not yet completed
- Short-term: actions planned within the next two years (2014 - 2016)
- Medium-term: actions to be planned for years three and four (2017 - 2018)
- Long-term: actions to be planned in year five or later (2019 -)

The actions listed in this section, as well as all the recommended actions listed in Appendix F, have been taken directly from comments received during the community consultation process and do not necessarily reflect the opinion of Esquimalt Council or staff. Esquimalt’s Economic Development Strategy was developed using actions created by the community, for the community.

5.1 Business Attraction & Retention

Business attraction and retention is the cornerstone of any economic development strategy. The essential questions are: 1) what actions can be taken to attract new businesses to the community; and 2) what actions can be taken to support the growth and long-term survival of existing businesses.

The four strategies that address business attraction and retention include: the Chamber of Commerce; a ‘shop local’ campaign; business friendly municipal bylaws and planning; and attraction of new businesses.

OBJECTIVE: Improve business conditions to encourage existing businesses to stay and expand

5.1.1 STRATEGY: Nurture stronger partnerships with the Chamber of Commerce

ACTIONS
Completed
<ul style="list-style-type: none"> • Have Township of Esquimalt become a member of the Chamber
Ongoing
<ul style="list-style-type: none"> • Partner with the Chamber to get information on Economic Development Strategy out to members • Improve communications between Council and the Chamber to create synergies
In Progress
<ul style="list-style-type: none"> • <i>No action identified</i>
Short-term
<ul style="list-style-type: none"> • Develop a protocol for welcoming new businesses • Encourage the Chamber to develop a welcome package for new businesses
Medium-term
<ul style="list-style-type: none"> • <i>No action identified</i>
Long-term
<ul style="list-style-type: none"> • <i>No action identified</i>

5.1.2 STRATEGY: Develop a “shop local” campaign

ACTIONS
Completed
<ul style="list-style-type: none"> • <i>No action identified</i>
Ongoing
<ul style="list-style-type: none"> • <i>No action identified</i>
In Progress
<ul style="list-style-type: none"> • Develop an Esquimalt App that lists businesses, restaurants and tourists attractions
Short-term
<ul style="list-style-type: none"> • Explore the feasibility of creating a community currency • Promote entrepreneurship to low income residents
Medium-term
<ul style="list-style-type: none"> • Encourage the Chamber to develop a “Shop Esquimalt” campaign • Encourage the Chamber to develop promotional partnerships with small businesses and ship repair industry
Long-term
<ul style="list-style-type: none"> • <i>No action identified</i>

OBJECTIVE: Encourage new business start-ups and attract businesses to locate in Esquimalt

5.1.3 STRATEGY: Ensure municipal planning, bylaws and policies support a vibrant local business sector

ACTIONS
Completed
<ul style="list-style-type: none"> • Increased the business licensing fee for money lenders and drug paraphernalia sales
Ongoing
<ul style="list-style-type: none"> • Encourage quality commercial developments • Demonstrate being “Open for Business” by Council supporting business friendly policies and processes
In Progress
<ul style="list-style-type: none"> • <i>No action identified</i>
Short-term
<ul style="list-style-type: none"> • Conduct analysis of tax and business friendly policies • Examine a business mentorship program for young entrepreneurs
Medium-term
<ul style="list-style-type: none"> • Consider incorporating a minimum percentage of commercial area in commercial nodes as part of OCP review
Long-term
<ul style="list-style-type: none"> • Investigate potential to amend municipal bylaws and policies to allow for compatible commercial use in parks • Investigate purchasing commercial properties and leasing it to desirable businesses



5.1.4 STRATEGY: Identify and target the establishment of desirable businesses

ACTIONS
Completed
<ul style="list-style-type: none">No action identified
Ongoing
<ul style="list-style-type: none">No action identified
In Progress
<ul style="list-style-type: none">No action identified
Short-term
<ul style="list-style-type: none">Conduct gap analysis of local businesses and servicesCreate an information package to promote Esquimalt to potential businesses from outside region including foreign investors
Medium-term
<ul style="list-style-type: none">Identify sites for green tech parkDevelop an award/recognition program to attract green and “knowledge based” businesses to EsquimaltInvestigate allowable incentives to encourage desirable businesses to locate in Esquimalt as identified in gap analysisEncourage the establishment of a local market in EsquimaltEncourage development of underdeveloped commercial areas including industrial area
Long-term
<ul style="list-style-type: none">Encourage non-governmental organizations (NGOs) to locate offices to Esquimalt and establish shared business services with other NGOs



5.2 Commercial & Industrial Revitalization

Commercial and industrial revitalization was an area of significant discussion throughout the community consultation process. Recognition was given to the fact that there has already been a number of significant improvements along both of Esquimalt's commercial corridors – Esquimalt Road and Craigflower Road. Improvements include traffic calming and landscaped islands, bike lanes and new sidewalks. Furthermore, the new Craigflower Bridge and Johnson Street Bridge will help to improve traffic flow into Esquimalt.

The two strategies that address commercial and industrial revitalization include: beautification of Esquimalt Road; and promotion of revitalization opportunities in Esquimalt's Industrial Park.

OBJECTIVE: Undertake a Revitalization of Esquimalt Road

5.2.1 STRATEGY: Drive the revitalization of Esquimalt Road through beautification, development and incentive programs

ACTIONS
Completed
<ul style="list-style-type: none"> Review property maintenance bylaw to address minimum standard for commercial properties (particularly along Esquimalt Road) and enforcement
Ongoing
<ul style="list-style-type: none"> <i>No action identified</i>
In Progress
<ul style="list-style-type: none"> Introduce a business revitalization tax program
Short-term
<ul style="list-style-type: none"> Encourage the implementation of a store-front clean-up program Investigate rezoning and density along Esquimalt Road as part of OCP review
Medium-term
<ul style="list-style-type: none"> Enhance Esquimalt Road to give it more of a 'village feel' as a family-friendly stroll and shopping area
Long-term
<ul style="list-style-type: none"> Support the establishment of a Business Improvement Area (BIA) with a focus on revitalizing Esquimalt Road (if requested by business community) Encourage a business or property owner to participate in a reality "make over" TV show



OBJECTIVE: Protect and enhance Esquimalt's Industrial Park

5.2.2 STRATEGY: Drive the revitalization of Esquimalt's Industrial Park by informing property owners of industrial and tourism opportunities

ACTIONS
Completed
<ul style="list-style-type: none">• Communicate needs of ship repair and fitting industry to industrial land owners
Ongoing
<ul style="list-style-type: none">• <i>No action identified</i>
In Progress
<ul style="list-style-type: none">• <i>No action identified</i>
Short-term
<ul style="list-style-type: none">• Encourage development of compatible commercial opportunities along E&N rail trail• Move forward rezoning of the industrial park
Medium-term
<ul style="list-style-type: none">• <i>No action identified</i>
Long-term
<ul style="list-style-type: none">• <i>No action identified</i>





5.3 Community Image

Community image was an issue that came up at every discussion during the community consultation process. It is valuable to note that implementation of the strategies and actions identified in the other three focus areas will also help to compliment Esquimalt’s image.

Only one strategy was specifically identified for improving community image and that is through branding and promoting community pride.

OBJECTIVE: Portray a positive community image that attracts businesses, residents and visitors

5.3.1 STRATEGY: Improve community image by updating the Esquimalt ‘brand’ and promoting community pride

ACTIONS
Completed
<ul style="list-style-type: none"> Hosted a bus tour of Esquimalt for Realtors
Ongoing
<ul style="list-style-type: none"> No action identified
In Progress
<ul style="list-style-type: none"> No action identified
Short-term
<ul style="list-style-type: none"> Update the Esquimalt Brand Promote Esquimalt as “best place to live” and target CFB Esquimalt employees, local realtors, and audiences living outside the capital region Improve Esquimalt’s image by highlighting success of residents and graduates
Medium-term
<ul style="list-style-type: none"> No action identified
Long-term
<ul style="list-style-type: none"> Encourage use of “Esquimalt” in addresses Promote Esquimalt as “place to visit” using online channels Organize a promotional video competition among high school students

5.4 Quality Of Life

Similar to the topic of community image, discussion around strategies and actions to improve the quality of life for residents came up during every sector discussion. Many of the strategies are targeted at attracting residents to Esquimalt as well as businesses. The implementation of strategies and actions in this focus area is essential to not only supporting the other three focus areas but economic development in Esquimalt overall.

The eight strategies that address quality of life include: local arts and culture; events and facilities; local and military heritage; recreational assets; support of community driven initiatives; community health and safety; health services; and community engagement in environmental protection.

OBJECTIVE: Provide residents with an unparalleled Quality of Life that is also desirable to visitors

5.4.1 STRATEGY: Support the growth and promotion of local arts and culture

ACTIONS
Completed
<ul style="list-style-type: none"> No action identified
Ongoing
<ul style="list-style-type: none"> No action identified
In Progress
<ul style="list-style-type: none"> Update the public arts policy
Short-term
<ul style="list-style-type: none"> Create a long-term vision (strategy) for arts and culture in Esquimalt Support the displaying of art work in empty store fronts along Esquimalt Road
Medium-term
<ul style="list-style-type: none"> Consider committing funding for the arts in the annual municipal budget Consider the creation of a network of local artists, with a physical space, to promote the arts in Esquimalt and maintain a listing of local artists and craftspeople Consider decorative utility structures in Esquimalt
Long-term
<ul style="list-style-type: none"> Host a design contest for artistic bike racks Consider developing an “Art Tool Kit” for artists to create temporary art installations on municipal property Setup local artwork exhibit in West Bay Develop an “Open for Art” marketing strategy encouraging the placement of art on private property



5.4.2 STRATEGY: Continue hosting successful events, develop new events and build a new cultural facility

ACTIONS
Completed
<ul style="list-style-type: none"> • <i>No action identified</i>
Ongoing
<ul style="list-style-type: none"> • Continue to support the Esquimalt Arts Festival • Continue hosting “Bloomin Beautiful” Esquimalt’s home and garden contest • Continue to support the Esquimalt Lantern Festival • Continue to support an annual music festival in a park
In Progress
<ul style="list-style-type: none"> • Consider incorporating a space dedicated to hosting arts & cultural events in the Esquimalt Village Project
Short-term
<ul style="list-style-type: none"> • Consider a creative ‘venue’ in a municipal park
Medium-term
<ul style="list-style-type: none"> • Support community events by publishing an events calendar and publicizing events
Long-term
<ul style="list-style-type: none"> • Develop cultural facilities to host conferences, indoor entertainment and bandshell for outdoor performances • Support a Home & Garden Tour to showcase the work of local artists

5.4.3 STRATEGY: Protect and enhance Esquimalt’s heritage areas and military history

ACTIONS
Completed
<ul style="list-style-type: none"> • <i>No action identified</i>
Ongoing
<ul style="list-style-type: none"> • Continue to promote heritage walking tours and heritage tourism
In Progress
<ul style="list-style-type: none"> • <i>No action identified</i>
Short-term
<ul style="list-style-type: none"> • <i>No action identified</i>
Medium-term
<ul style="list-style-type: none"> • Support the ongoing maintenance, operation and accessibility of the municipal archives
Long-term
<ul style="list-style-type: none"> • Celebrate Esquimalt’s history with more interpretive signage and beautify existing heritage sites • Promote marine recreational opportunities and events in the Township • Promote military heritage by promoting CFB Esquimalt’s Naval & Military Museum • Exhibit historical boat on land in Esquimalt



5.4.4 STRATEGY: Develop infrastructure to take advantage of recreational assets

ACTIONS
Completed
<ul style="list-style-type: none"> Install public washroom at West Bay
Ongoing
<ul style="list-style-type: none"> <i>No action identified</i>
In Progress
<ul style="list-style-type: none"> Redevelop sport courts for youth at Esquimalt High School
Short-term
<ul style="list-style-type: none"> Support development of tourism opportunities at West Bay
Medium-term
<ul style="list-style-type: none"> Promote recreational and sporting opportunities for visitors from around the CRD
Long-term
<ul style="list-style-type: none"> Improve waterfront recreational opportunities with introduction of a non-motorized boat launch, equipment rentals, paddling club and food services and promote climbing wall Consider increasing the number of public spaces, so that people may gather and connect, in all new developments Upgrade and develop new outdoor children playing spaces in Esquimalt parks Investigate possibility of developing path between Macaulay Point to West Bay

5.4.5 STRATEGY: Respond to community needs for information and resources to support community driven initiatives

ACTIONS
Completed
<ul style="list-style-type: none"> <i>No action identified</i>
Ongoing
<ul style="list-style-type: none"> Provide links to local resources on community web sites
In Progress
<ul style="list-style-type: none"> <i>No action identified</i>
Short-term
<ul style="list-style-type: none"> Review the Township's granting processes
Medium-term
<ul style="list-style-type: none"> <i>No action identified</i>
Long-term
<ul style="list-style-type: none"> Consider creating a central online presence for all community groups seeking resources such as funding, volunteers and participants Consider offering multi-translation of some Township materials

5.4.6 STRATEGY: Work closely with community partners to advance community health and safety

ACTIONS
Completed
<ul style="list-style-type: none"> Mayor to convene meeting with new Police Chief and Youth Advocates in Esquimalt
Ongoing
<ul style="list-style-type: none"> Community partnerships to further emergency management preparedness education Connect community groups and organizations with a mandate of improving community health and safety
In Progress
<ul style="list-style-type: none"> No action identified
Short-term
<ul style="list-style-type: none"> Re-connect with Victoria Police Department on Crime Free Multi-Housing Program Encourage the collaboration of emergency services and promote the organizations currently working in Esquimalt
Medium-term
<ul style="list-style-type: none"> No action identified
Long-term
<ul style="list-style-type: none"> No action identified

5.4.7 STRATEGY: Actively pursue the establishment of additional health services in Esquimalt

ACTIONS
Completed
<ul style="list-style-type: none"> No action identified
Ongoing
<ul style="list-style-type: none"> Attract more health care service providers to Esquimalt
In Progress
<ul style="list-style-type: none"> No action identified
Short-term
<ul style="list-style-type: none"> Invite public health officer for Esquimalt to Council to present on current and future operations and services Facilitate round table discussion on pre and post natal care with Island Health and community partners
Medium-term
<ul style="list-style-type: none"> Conduct an inventory and create a directory of health services in Esquimalt Promote the number of health and fitness related facilities and events in Esquimalt
Long-term
<ul style="list-style-type: none"> No action identified

5.4.8 STRATEGY: Engage the community in protecting the environment by promoting green behaviour at home, work and in the community.

ACTIONS
Completed
• <i>No action identified</i>
Ongoing
• <i>No action identified</i>
In Progress
• Develop a Green Event Guide
Short-term
• <i>No action identified</i>
Medium-term
• <i>No action identified</i>
Long-term
<ul style="list-style-type: none"> • Host workshops for businesses and non-profits on greening practices and incentives • Encourage environmental education programs at all schools and promote green programs at all events • Create a map highlighting green accomplishments in the Township • Develop incentives and host workshops for residents on greening practices • Encourage on-site composting for multi-family developments • Establish an Environment Education/Management Centre • Develop a local food security strategy that includes support of urban farming and community gardens



6. Implementation & Evaluation

The following section outlines a process for implementing and evaluating Esquimalt's Economic Development Strategy. For a table summarizing the implementation and evaluation plan discussed in this section, see Appendix G.

6.1 Plan

A detailed plan for implementing the strategies identified in Section 5 of this report will be prepared for all actions taking place within a 24 month period. At the end of each calendar year the plan should be updated to remove actions that have been completed and to add select actions listed as occurring in the medium-term and then long-term. For draft action plans of strategies identified in Section 5 Focus Areas, see Appendix H.

It is vital that the economic development strategy is supported by the strategic plan and, if monies are required for implementation, the annual budget. The action plan will help inform Council's annual strategic planning process as well as provide a framework for departments' annual budget submissions and work plan.

6.2 Monitor

Progress on the implementation of the four focus area strategies should be monitored regularly. Progress on implementing the action plan can be monitored three times a year as part of the departmental period reports to Council. Only those actions scheduled to occur in the current year need to be monitored.

At the beginning of each year, the status of actions that were scheduled during the previous year will be reviewed at Council's strategic planning session as well as the presentation of an updated action plan.

6.3 Measure

Performance measures will be used to monitor the success of the strategy as well as the health of economic development in the region. The performance measures selected provides snapshots of the business community, commercial and industrial developments, economic development and the local labour force. Performance measures should be updated annually whenever possible. For the listing of performance measures, see Appendix I.

6.4 Review

A full review and update of the Economic Development Strategy should be scheduled for year five in 2019. Council may wish to examine different options and processes on how to conduct the update.

Actions in this economic development strategy that are not completed by year five should be considered for inclusion in the updated strategy. The Township may also wish to consider the more than 100 recommended actions that were not included in one of the focus areas. For a listing of the recommended actions, outside the focus areas, see Appendix F-5 to F-11.





7. Economic Development Resources

British Columbia

Action Plan for Small Business 2010-2013. www.resourcecentre.gov.bc.ca

BC's Green Economy: Growing Green Jobs. <http://bcge.ca/>

BC Small Business Accord. www.jtst.gov.bc.ca/sbaccord/

Labour Market Outlook 2010-2020. www.workbc.ca

Preparing a Community Economic Development Strategy. www.jtst.gov.bc.ca/businessattractiontoolkit/section2/tool2-3.html

Small Business Resources. www2.gov.bc.ca/gov/theme.page?id=1629C69A7117AC65E91C018EA07D7E44

Tourism Strategy and Policy Branch. www.jtst.gov.bc.ca/tourismstrategy/

Trade and Invest BC. www.britishcolumbia.ca/

BC Stats

Business Counts and Employment by Industry. www.bcstats.gov.bc.ca/StatisticsBySubject/BusinessIndustry/BusinessCountsEmploymentByIndustry.aspx

Capital Regional District

www.crd.bc.ca

CFB Esquimalt

www.cg.cfpsa.ca/cg-pc/Esquimalt/EN/Pages/default.aspx

Community Micro Lending (Victoria)

<http://communitymicrolending.ca/victoria>

Esquimalt Chamber of Commerce

<http://esquimaltchamber.ca>

Esquimalt Graving Dock

www.tpsgc-pwgs.gc.ca/biens-property/cse-egd/index-eng.html

Greater Victoria Development Agency

www.gvda.ca

Industrial Marine Training and Applied Research Center (IMTARC)

www.imtarc.com

Small Business BC

www.smallbusinessbc.ca

Statistics Canada

2011 Census. www12.statcan.gc.ca/census-recensement/index-eng.cfm

Key Small Business Statistics - August 2013. www.ic.gc.ca/eic/site/061.nsf/eng/02803.html

Labour Force Survey. www.ic.gc.ca/eic/site/061.nsf/eng/02724.html

Tourism Victoria

Analysis of Estimated Impacts Related to Declines in Tourism Activities and Visitor Spending. www.tourismvictoria.com/includes/content/docs/media/2011TourismStudy.pdf

Exit Survey Report 2010. www.tourismvictoria.com/includes/content/docs/media/July-2010-Exit-Survey-Report.pdf

Township of Esquimalt

Business & Development. www.esquimalt.ca/businessDevelopment/

Business Licenses. www.esquimalt.ca/businessDevelopment/businessLicenses/

Development. www.esquimalt.ca/businessDevelopment/development/

Economic Development Strategy. www.esquimalt.ca/businessDevelopment/economicDevelopmentStrategy/

Official Community Plan. www.esquimalt.ca/businessDevelopment/officialCommunityPlan/

Tourism. www.esquimalt.ca/businessDevelopment/Tourism/

Tourism Action Plan. www.esquimalt.ca/files/PDF/Business_and_Development/TourismActionPlan2008.pdf

University of Victoria

The Economic Impact of the University of Victoria. www.inst.uvic.ca

Victoria Foundation

Victoria's Vital Signs: Greater Victoria's 2013 Annual Check-up. www.victoriafoundation.bc.ca





8. Appendices*

A. Sector Backgrounders

B. Round Table Participants

C. Surveys by Sector (Community Forum & Online)

D. Summary of Survey Results (Quantitative)

E. Survey Results by Sector (Quantitative)

F. Recommended Actions by Area

G. Implementation & Evaluation Plan

H. Action Plans for Focus Areas

I. Performance Measures

* Appendices for this document can be found online at www.esquimalt.ca/eds.

