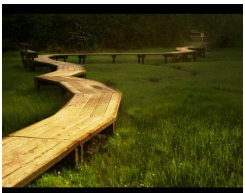
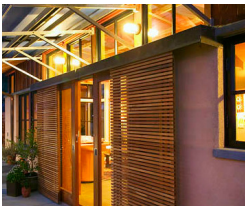


A SUSTAINABLE DEVELOPMENT STRATEGY FOR THE TOWNSHIP OF ESQUIMALT



Prepared by:



Holland Barrs Planning Group Inc.

504-318 Homer St.
Vancouver, BC, Canada
V6B 2V2
T: 604-688-9769
F: 604-688-9764
www.hollandbarrs.com

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INTRODUCTION

The Township of Esquimalt is taking steps of leadership and innovation in sustainable community development. On April 2007, Council and members of staff participated in a Sustainable Strategic Planning Workshop to identify further opportunities for sustainable development within the community. The purpose of this Sustainable Development Strategy is to assist Esquimalt in taking a leadership role in developing strategies for long-term planning and sustainable development.

An all day workshop was held on April 17, 2007 with Town Council, staff and special advisors to explore sustainable development issues and directions for Esquimalt. Subsequent to that session, additional review and discussions have been held with senior staff in the Township to maximize the practicality of this strategy so its elements can be implemented. This document reflects the input and ideas from the workshop and subsequent discussions.

This document is not intended to replace any of Esquimalt's planning or strategic documents but rather is intended to inform them and other discussions in the Township on sustainable development issues.

Esquimalt already has a wide array of plans and strategies, both in place and emerging and this work is intended to:

- Provide a framework to organize and focus discussions and work on sustainability in the Township;
- Identify a range of new priorities to be considered regarding sustainability;
- Connect new direction to the past and existing initiatives the Township has undertaken; and
- Identify projects the Township can undertake immediately to further address sustainability in the community.

A Sustainable Development Strategy assists in preparation for the 21st century that will likely bring challenges to Esquimalt including:

- Climate change;
- Changes in the cost and supply profiles of fossil fuels, including peak oil;
- Increasing demand for water;
- Increased pressures on natural ecological systems;
- Increased pressures on foreign food supplies;
- Changes in economic patterns and stability;
- Aging and demographic change; and
- Others.

The Strategy will help to connect diverse initiatives into a meaningful whole with integrated targets through focusing on the following key messages:

- The environment isn't just about where we live – it's about how we live;
- Our quality-of-life and wellness are directly affected by our environment;
- Reshaping choices regarding transportation, emissions, water usage and development is necessary to achieve sustainability;
- Impacts of global warming at the local level need to be considered and addressed by dramatically reducing greenhouse gases; and
- Quality of life now must be considered in the context of quality of life in the future.

The Strategy is organized into 8 core strategic directions. Each has a set of potential strategic directions and possible early projects.

These strategic directions are organized by City department, including:

- Development Services;
- Parks and Recreation;
- Public Works and Engineering Services; and
- Corporate Services.

The 8 strategic directions arranged by Township department include:

Development Services

1. Planning for a Complete, Livable, Medium-Density Township
2. Green Buildings
3. Building Community Culture and Support
4. Sustainable Economic Development

Parks and Recreation

5. A Multi-Dimensional Landscape ecology, recreation, & urban agriculture

Public Works and Engineering Services

6. Transportation Innovations
7. Innovative Utility Infrastructure

Corporate Services

8. Progressive Township Management

Each of these strategic directions includes a selection of early projects that the Township can consider as first steps towards becoming a sustainable community. Through addressing these eight core areas, this plan outlines an approach for Esquimalt to achieve success and sustainable prosperity through the 21st century.

This document is not intended to be a final plan for sustainable development within the Township. However, it is intended to initiate community discussions and action on sustainable development in a coordinated fashion. The Strategy is a product of a key education and engagement day with council on a full scope of sustainability issues, as well as subsequent discussions with senior staff in the Township. It therefore forms a holistic approach that embraces all departments of the organization. This plan will inform other documents (OCP, Transportation plans, etc.) as appropriate, and may also serve as a focus for new initiatives. In addition, the plan will provide objectives for each department to explore through further action.

The Sustainable Development Strategy provides a foundation for the production of a Sustainable Development Action Plan for the Township of Esquimalt. Further discussion within and between departments on the strategies outlined within this document will provide the groundwork for a holistic, comprehensive Action Plan. Possible next steps towards an Action Plan may include:

1. An inventory of current processes and projects in each department;
2. A gap analysis - what is being proposed in the document versus what is being done;

3. A review of the strategies to engage the appropriate department(s);
4. Prioritization of and a timeline for the strategies.

DEVELOPMENT SERVICES

The following strategies and potential actions fall under the scope of the Development Services Department in the Township.

These proposed actions and extensions of existing initiatives will address the land use, building, social and economic development patterns of the Township and address sustainability considerations for each.

The four strategies in this section include:

- 1. Planning for a Complete, Livable, Medium-Density Township**
- 2. Green Buildings**
- 3. Building Community Culture and Support**
- 4. Sustainable Economic Development**

Strategic Direction # 1

Planning for a Complete, Livable, Medium-Density Township

Strategic vision

- The Township of Esquimalt envisions itself developing into a medium density, transit-oriented, complete urban village neighbourhood that offers Esquimalt residents the opportunity to live, work, shop, play and learn within a convenient distance in the community.

Considerations

- Compact mixed use neighbourhoods are important to meet sustainability goals, because they:
 - Allow for a reduction in transportation needs and associated emissions;
 - Provide greater support for economically viable transit systems;
 - Support better local economics due to critical density of shoppers and workers;
 - Have medium density buildings, which are inherently more energy efficient than single-family dwellings;
 - Have more efficient infrastructure, especially alternative renewable energy infrastructure; and
 - Are more livable and therefore desirable, offering a wider range of housing options.

Perspectives

- Esquimalt will accommodate growth slowly as the CRD grows, but the Township feels strongly that it doesn't want to accommodate that growth in a "generic way" that would make Esquimalt feel like any other town. The Township intends to manage its changes in a way that preserves its unique authentic feel - a character that is built on the rich history Esquimalt has with the Dockyards and the military base, as well as the feel of a small village on the edge of a larger metropolitan area, with a strong presence of native oak and arbutus trees.

Committee Leadership

- The work on planning issues is undertaken not only by Township staff but also by Esquimalt's Advisory Planning Commission that was established to address land and urban design issues. This Committee has been and will remain central to maintaining the character and integrity of Esquimalt as it addresses growth, and the Committee has shown a strong commitment to sustainable development objectives in the community.

Past and Current Initiatives

- Esquimalt has a strong foundation for addressing the complete community land use patterns that support sustainable development objectives including:
 - **OCP** - The Township's Official Community Plan (OCP) encourages significant density increases to accommodate growth appropriately, as well as a strong network of greenway and cycling connections throughout the community.
 - **Neighbourhoods** - The Township is naturally organized into two neighbourhoods which support a walkable and complete village character.
 - **Duplex zoning** - The Township is working on its duplex zoning to refine its design guidelines and land parcelization strategies so existing lots and duplex zones can accommodate growth in the Township in a manner that maintains its existing village and housing character.
 - **Green buildings** – Esquimalt Council has adopted a green building policy supporting more sustainable building design and construction in the Township.

Goal	Directions for Action
<p>1-1 <i>To accommodate growth in Esquimalt in a manner that creates mixed use urban village centres.</i></p>	<ul style="list-style-type: none"> ▪ Esquimalt will continue to address its land use policies and guidelines to ensure that appropriate growth is accommodated in its two main neighbourhood areas in a way that supports complete, mixed use village areas that offer residents the opportunity to live, work, play, shop and learn within a convenient distance – including land use zoning that permits: <ul style="list-style-type: none"> ○ Mixed residential housing types; ○ Commercial; ○ Institutional / educational; and ○ Recreational / parks. ▪ Industrial land uses will be included in the Township as a job centre and these areas will be planned to manage their interface with surrounding residential areas. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ “Esquimalt will encourage development proposals that include opportunities to live, work, and play all within a convenient distance.” <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ <i>Downtown Village Redevelopment Project</i> - Consider the Esquimalt Village Project as an early example of the ideal kind of village Esquimalt could use as a model for accommodating growth in the future to maintain the Township’s character while pursuing innovative sustainable development directions.
<p>1-2 <i>Ensure growth occurs at densities that support convenient transit systems and a diversity of commercial services within walking distance of all Esquimalt residents.</i></p>	<ul style="list-style-type: none"> ▪ The Township will address its development policies to consider the most appropriate way to ensure development occurs at densities that support both convenient transit (e.g. considering targets for transit-supportive densities: typically approximately 7-15 units / acre minimum) and a rich array of local serving businesses. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ <i>Incentives</i> - Consider developing a policy to use density incentives (density bonusing) for more sustainable development initiatives where they are important but may cost the developer more. ▪ <i>Infill strategies</i> - Develop strategies, including revisions to the Townships’ duplex zoning, to

	<p>encourage infill and multi-family housing to gently raise the population level in existing areas to increase transit convenience and local business success.</p> <ul style="list-style-type: none"> ▪ Education - Explore examples from other jurisdictions on successful educational and communication programs with the community, serving to raise overall understanding of the value of increasing densities sensitively in existing neighbourhoods.
<p>1-3 Increase housing choice to respond to an increasingly diverse population and to support housing needs for all incomes and ages in the Township.</p>	<ul style="list-style-type: none"> ▪ The Township will develop a housing strategy to ensure all residents have access to appropriate housing options in the Township for their income, age, family size, and ability. Particular attention will be paid to the housing needs of seniors in the community. A range of actions are possible to support this including: <ul style="list-style-type: none"> ○ Developing a secondary dwelling unit / suite strategy to promote housing choice in existing neighbourhoods; ○ Addressing controls on the conversion of rental buildings to condominiums; ○ Promoting the construction of new rental housing; ○ Promoting live/work spaces; and ○ Promoting affordable housing initiatives. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Live/work - Consider including live/work spaces in Esquimalt Village Project. ▪ Seniors housing needs research – Consider ways to undertake research into the housing needs of seniors in Esquimalt, including a possible partnership with UVic or other education institutions.
<p>1-4 Promote the development of pilot projects for innovative green development.</p>	<ul style="list-style-type: none"> ▪ The Township will continue to promote green development directions with the development community. The immediate priority for this includes the planning and development of a mixed use, transit-oriented neighbourhood in the Esquimalt Village Project.
<p>1-5 Promote sustainable urban development in the Township through education and the inclusion of green development review criteria and supporting policies for all new development applications.</p>	<ul style="list-style-type: none"> ▪ The Township will continue to develop policies and criteria, in consultation with the community and the development industry, to shape new development in the community and to ensure that it supports the Township's sustainability strategies. The Township's recent approval of a Green Building policy is a key step in this direction. <p>Potential Early Projects</p>

- **Urban design** - Consider using the design guidelines that emerge from the Esquimalt Village Project as a starting point for other projects in the community.
- **Sustainability checklist** – Consider developing or adapting from other jurisdictions, a straightforward “Sustainability checklist” for developers to use in their planning and design to promote sustainable development in their projects.

Strategic Direction #2

Green Buildings

Strategic vision

- The Township envisions a shift to green buildings for all new development, including a requirement for all new buildings in the community to be green, in the future.

Considerations

- Buildings are one of the most important elements of a community from a sustainable development perspective, due to the amount of time we spend in them and the significant focus they are for energy, materials, and emissions.
- The green building movement in BC is growing fast with green building programs and organizations to offer support and information.

Perspectives

- Esquimalt has no control over the BC Building Code and it can only influence form and character of buildings through its zoning design guidelines. These can be used to promote green buildings but key issues such as energy efficiency lie in the hands of the Provincial government through the Building Code.
- The development industry in Esquimalt is reasonably aware and responsive to the desire the Township has for promoting green buildings and development. There are many questions that arise in this process however and more information is needed.

Committee Leadership

- The Township's Environmental Committee has taken responsibility and leadership as part of their larger mandate for advising and promoting green development directions in a number of areas and the green building initiative can continue to be integrated with their work.
- Consideration should be given to creating an additional advisory group to the Environmental Committee that is dedicated to green buildings, such as a Green Building Leadership Group. This group would need representation from innovative designers, developers and others who could meet regularly and advise the Committee, Council and staff on green building issues. This could build knowledge on green buildings, create partnerships between the City and the development industry and enhance progress on green buildings in the Township.

Past and Current Initiatives

- Esquimalt has a growing base of work on green buildings and their elements including:
 - **Green building policy** – Council has passed a policy supporting green buildings in the community.
 - **The new Village Centre plan** – The new Village Centre plan will be promoting green buildings as part of its sustainable development strategy.
 - **Cycling facilities** – The Township currently requires “End of Trip” cycling facilities for all new commercial development in Esquimalt.

GOAL	Description
<p>2-1 <i>Directly support the development of green buildings in Esquimalt that are:</i></p> <ul style="list-style-type: none"> ▪ Energy efficient; ▪ Water efficient; ▪ Have healthy indoor air quality; ▪ Enhance local environmental health; ▪ Use local and sustainable materials; and ▪ Other green building attributes. 	<ul style="list-style-type: none"> ▪ The Township will develop a green building strategy for Esquimalt to establish a strong position of increasing the sustainability performance of new and existing buildings of all types. This will focus on moving towards new buildings being GHG neutral and powered by 100% renewable energy in the future. Engage residents in discussions on green building and its role within the community. Specific implementation steps may be addressed through an action plan that explores this strategy. ▪ The green building strategy may address: <ul style="list-style-type: none"> ○ Green building policy, guidelines and codes ○ Green building rating systems (LEED, Built Green) ○ Best Management Practices ○ Capacity building and technical assistance ○ Pilot projects ○ Education and communication ○ Incentives. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Green building guidelines - Adopt green building policies and guidelines for development applications to support new buildings becoming more sustainable. ▪ Green building pilot - Initiate a pilot project for a model green building in the Esquimalt Village Project. ▪ Information for developers – Create an information package on green buildings for developers and designers. ▪ Home retrofits - Initiate a residential home green retrofit program by providing education about existing programs, support and partnerships. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Develop community environmental protection priority list ▪ Incorporate LEED and storm water re-use requirements in village core project
<p>2-2 <i>Take the lead on green buildings by pursuing green building practices in municipal facilities.</i></p>	<ul style="list-style-type: none"> ▪ The Township will adopt a green building standard for all civic facilities to stimulate learning in both the local government, as well as in the design and development community who builds civic facilities.

	<p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ New facility LEED standards – The Township can pass a motion that all new larger civic facilities will achieve some minimum level of LEED performance (there are many municipalities who have done this if the Township wants to investigate it further). ▪ Municipal building retrofits - Retrofit existing municipal buildings to meet sustainability targets through various means, possibly including Energy audits and retrofits. Start this process through a workshop with the Township's facility managers and experts in green buildings and retrofits. ▪ Cycling facilities – Consider expanding the cycling facilities for staff in the civic precinct to encourage staff to ride their bicycles. ▪ Financial strategy – Develop a financial strategy to support green buildings standards e.g. exploring ways to link capital budget with operating budget.
<p>2-3 <i>Ensure that city development policies and bylaws support green development.</i></p>	<ul style="list-style-type: none"> ▪ The Township will undertake a review of existing building bylaws and other policies to identify and change policies that serve as roadblocks to green buildings. The policy and regulatory review could be carried out in conjunction with pilot projects of green buildings (such as the Village Centre project) to identify these barriers as they appear and work to remove them. ▪ Consider building or hiring staff with expertise in green buildings to assist in the dialogue with the development industry and to support the approvals process for innovative green buildings.
<p>2-4 <i>Build partnerships and create a leadership advisory group on green buildings in the Township to provide advice and create momentum.</i></p>	<ul style="list-style-type: none"> ▪ The Township will create partnerships and a Green Building Leadership Group of respected developers, designers and other stakeholders to work with the local government on a green building agenda. Green buildings are complex with many market linkages and advice from many is required to achieve success. This group will offer key advice and support the leadership risks on the pilot projects. Also, seek partnerships with key organizations to assist in promoting green buildings such as utilities, industry groups and many others.

Strategic Direction # 3

Building Community Culture and Support

Strategic vision

- The Township envisions building a robust and resonant culture of sustainability and wellness in Esquimalt through a clear commitment to sustainable development, education, and coordinated community activities.

Perspectives

- **Family events** – The Township has a number of highly successful cultural events each year that are very family oriented, including the Highland Games, Christmas in the Town Square, Children’s events and others.
- **Volunteers** – A problem with “burnout” is being experienced with the small group of highly engaged individuals who have been central to many of the community events in Esquimalt in the past years. New approaches to encourage and manage volunteers is needed. The Township could consider a “secretariat” role for staff support for these groups to keep volunteers’ energy up and support in the organization of events.
- **Artist community** – There is a diverse and extensive community of artists in Esquimalt but it can be challenging to include them all effectively in events.
- **The larger arts context** – Esquimalt artists and cultural elements are often included in arts and culture initiatives in the larger Victoria context. In many cases, Esquimalt can participate in these and does not need have “its own” cultural event of that type.

Committee Leadership

- The Township’s Cultural Advisory Committee is a dynamic group that address heritage, public and other key cultural issues. Past work has had a strong link with the Township’s Archives group.

Past and Current Initiatives

- The Township has organized arts events in the past and has explored the opportunity of having an open studio tour of artist studios in the community.
- Esquimalt has had a rich history of “lantern festivals” in the past.
- A public artisan market is held on Wednesday evenings in Esquimalt.

GOAL	Description
<p>3-1 Promote community identity and pride through public art and place-making, ensuring that development reflects Esquimalt’s unique community character.</p>	<ul style="list-style-type: none"> ▪ The Township will work to encourage new developments to reflect the spirit of the community through elements such as culture, heritage, local materials, and geography. Unique neighbourhoods can encourage community pride, as well as increase tourism in the area. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Art Display - Create a community art display in town hall to highlight the cultural dimension of the city. ▪ Cultural inventory - Develop an inventory of unique community assets ▪ Cultural centre - Develop an art and cultural centre

	<p>for excellence</p> <ul style="list-style-type: none"> ▪ Public art - Develop requirements for public art in all new developments
<p>3-2 <i>Continue to support cultural expression and community engagement through events and festivals.</i></p>	<ul style="list-style-type: none"> ▪ The Township will continue to actively support community events and festivals to bring residents together and help to maintain a high level of social engagement within the community. ▪ A special focus will be given to Heritage Week in February and to Arts and Culture Week in April – focusing on adding new tours and exhibitions on arts in Esquimalt. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Performance space - Consider including a performance space in the Esquimalt Village Project to host artistic and cultural events in the heart of the community. ▪ Sustainable Buccaneer Days - Consider expanding Buccaneer Days to include a sustainable community dimension. ▪ Buy-Local campaign - Hold a “Buy Local” celebration to enhance awareness of local businesses and the benefits of buying local. Work with the local Chamber of Commerce to host this event. Consider additional ways to highlight local goods and services. ▪ Green event guidelines – Research and make available guides for green event management strategies so that cultural events can meet sustainability objectives. ▪ Arts secretariat – Consider how to provide staff resources to serve in an organizational role to support the work of volunteers promoting cultural events and initiatives.
<p>3-3 <i>Continue to steward strong partnerships and cultural connections within the community.</i></p>	<ul style="list-style-type: none"> ▪ The Township will continue to build partnerships that allow the community’s various cultural or social groups to make contributions towards community goals, as well as to raise awareness about their unique perspectives and needs.
<p>3-4 <i>Develop relationships with educational and research facilities.</i></p>	<ul style="list-style-type: none"> ▪ The Township will explore ways to advance sustainability goals through innovative partnerships with educational organizations such as the University of Victoria, colleges and others. These partnerships will provide the community with a wide variety of benefits such as community learning opportunities and economic benefits. The students in these institutions may be able to support the Township staff in research and programs. <p>Potential Early Projects:</p>

- **Sustainability education events** – Consider hosting an event with local schools to discuss sustainability with school children and youth.
- **Sustainability workshops** – Consider hosting a workshop with the Mayor, Council, professors and students from universities and colleges in the area to discuss opportunities for partnerships to promote sustainability in Esquimalt.
- **Centre for excellence** – Explore opportunities to develop an educational centre for excellence in sustainable communities in Esquimalt.

Actions in the 2007-2008 Township of Esquimalt Strategic Plan:

- Create partnerships with schools to maximize benefit of public facilities

3-5 Dialogue with each cultural group in the community (e.g. first nations, new Canadians), exploring various perspectives on sustainability and striving to build common ground regarding sustainability among the community as a whole.

- The Township will be proactive in asking diverse communities what their needs are and how they can be addressed to ensure that the Strategy is inclusive and relevant. An important part of a dialogue on sustainability will be to identify specific needs of diverse communities that support sustainable development. Some community members in Esquimalt may have economic development needs or specific barriers to participating effectively.

Strategic Direction # 4

Sustainable Economic Development

Strategic vision

- The Township is committed to long term prosperity and aligning economic development with sustainability objectives, to ensure future generations can enjoy the beauty and opportunities that Esquimalt currently offers.

Perspectives

- One of the most important aspects of “sustainable development” as an approach to addressing the challenges of the 21st century is its commitment to economic prosperity. Most initiatives require economic viability to survive in the long run.
- The most used metaphor of the 3-legged stool for sustainable development highlights the requirement that economic realities be considered in all actions.
- All economic activity must address the constraints of “one planet” to provide all our resources and absorb all our waste, and this constraint calls all businesses and governments to take strong action on reducing negative impacts of economic activity and maximizing positive impacts.
- The Township has little “jurisdiction” over many economic activities in Esquimalt but they can have influence over business perspectives and encourage green economic development activities.

Committee Leadership

- The Township’s Economic Development Committee is working on economic development and is undertaking effective community outreach.

Past and Current Initiatives

- Esquimalt has a number of economic initiatives but does not have a formal economic development strategy at this time.

GOAL	Description
<p>4-1 <i>Incorporate sustainable development objectives explicitly into the Township’s economic development strategies.</i></p>	<ul style="list-style-type: none"> • The Township will make a commitment to ensure that all economic development promotion occurs in the context of a clear commitment to increased performance on sustainability objectives. Many communities pursue economic development and sustainable development in an entirely independent manner, unfortunately often resulting in the two working against each other. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Economic Development Strategy - Create a sustainable economic development strategy. ▪ Services inventory - Develop an inventory of both existing and preferred services and amenities. ▪ Local businesses - Profile businesses through

	<p>newsletters/website to educate residents about local businesses and especially those pursuing more sustainable practices.</p> <ul style="list-style-type: none">▪ Triple Bottom Line - Work with the business community to develop a triple bottom line model for business in Esquimalt that outlines a framework for environmental, social and economic success. Developing a triple bottom line model is an exercise allowing the municipality to explore the savings and costs associated with sustainability. A firm business model is not the sole benefit associated with this practice.
<p>4-2 Promote green (sustainable) business leadership and practices, in addition to providing assistance, support, tools and programs.</p>	<ul style="list-style-type: none">▪ The Township will develop a “green organizational/corporate practices” strategy for its own facilities, fleets and operations, using them as the platform from which to encourage businesses to do the same thing.▪ The Township will explore partnerships with various stakeholders to develop and implement a range of energy efficiency programs for businesses including energy audits, facility retrofits, green fleets programs, and others. <p>Potential Early Projects:</p> <ul style="list-style-type: none">▪ Green business guidelines – Develop a list of green business practices to use within city facilities and to recommend to Esquimalt businesses.

PARKS AND RECREATION

The following strategies fall under the jurisdiction of the Township's Parks and Recreation group.

The strategies in this section address the ecological, recreational, safety, and urban agriculture and food dimensions of a sustainable community.

Strategic Direction #5

A Multi-Dimensional Landscape: ecology, recreation, & urban agriculture

Strategic vision

- The development of a multi-use landscape across the Township of Esquimalt is important to its social and environmental performance as a sustainable community. Esquimalt's open space network will be developed to provide exemplary services in the following three areas:
 - ***Restoring ecosystem health;***
 - ***Providing recreation for all residents; and***
 - ***Urban food production.***

Perspectives

- The open space in Esquimalt includes its parks, greenways, and public and private landscapes. These areas are the "urban ecosystem" as well as the primary outdoor living spaces for residents and visitors.
- Extensive energy and emissions are associated with recreation when people leave their towns to find recreation possibilities. At the same time, many parks and green spaces inside our cities are often sparsely used or occupied. Anything that can encourage "playing in the city" through targeted activity programming can increase the social and physical health of residents as well as reduce environmental impacts.
- Habitat for many species, such as songbirds and butterflies, can be provided in an urban context, if appropriate design guidelines are created for the design of urban landscapes.
- Multifamily housing is very important for a sustainable community but it also offers less landscape on which to grow food. Community gardens are important uses of public and private open space in a town as its population grows.
- The industrialized production, storage manufacture, packaging and transportation of food is a significant contributor to energy consumption and emissions both locally and globally. As North America lives through the cycle of peak oil in the next several decades, the food supply expectations will change due to its current dependence on petroleum sources for equipment, fuel, fertilizer, chemicals, processing, transport and storage. Local food production and distribution will support sustainability goals, as well as having many other positive benefits. Developing an urban agriculture strategy is an effective way to address this challenge.

Committee Leadership

- Esquimalt's Parks and Recreation Commission oversees parks issues and opportunities in the Township.
- The Township's Environment Committee offers advice to Council and staff and supports initiatives that support sustainable landscape management and design.

Past and Current Initiatives

- Park areas - Esquimalt has over 100 acres of park area including playing fields, playgrounds, picnic areas, beach access, boat launching, waterfront walkways, rose gardens, an historical First Nations site, natural wooded areas, and an historical defense location.
- Tree bylaw – Esquimalt has a tree bylaw that protects trees in the Township.

- Communication – The Township has published and widely distributed maps of parks, trails and greenways.

GOAL	Description
<p>5-1 <i>Promote the preservation and restoration of ecologically sensitive natural areas, parks, and open space.</i></p>	<ul style="list-style-type: none"> ▪ The Township is committed to preserving and restoring natural spaces within the community, providing multiple benefits that include: vegetation to clean waterways and improve air quality; green space to enhance health and wellness of residents; and habitat for wildlife. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Pesticide policy - Create a pesticide use policy to limit the use of pesticides in the Township (CRD). These policies exist in many jurisdictions and can be simply refined for the Esquimalt area and adopted. Education will be required. ▪ Play in the city - Work with local interest groups to develop a “play in the city” strategy to ensure public open space is richly programmed for all the things people might want to do in them. ▪ Invasive species - Develop a comprehensive action plan for the control of invasive species. This plan would include a plant inventory and a removal scheme. This plan will focus on local sensitive ecosystems e.g. Garry Oak meadows. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Develop community environmental protection priority list ▪ Consider municipal pesticide use regulations ▪ Improve tree protection practices on private properties ▪ Maintain quantity of Municipal trees throughout Esquimalt ▪ Create partnerships to develop parks and greenways
<p>5-2 <i>Develop a network of greenways (green web) throughout the community to enhance the environment and recreational opportunities.</i></p>	<ul style="list-style-type: none"> ▪ The Township will consider enhancing its greenway network throughout the community. Greenway development includes re-landscaping a variety of street edges with native plants and reclaiming major rights-of-ways within the community. ▪ The network of greenways threads throughout the entire community, offering key services including: <ul style="list-style-type: none"> ○ Pedestrian and cycling linkages; ○ Recreation opportunities;

- Surface management of storm water and recharge of groundwater where appropriate;
- Habitat corridors for local native species of birds, butterflies and small mammals; and
- Increases in land values of properties that border on these green spaces.
- This network can be developed through:
 - Creating an overall plan for the network building on the existing parks and green corridors;
 - Planning greenways into all new developments and neighborhoods;
 - Strategically purchasing land and retrofitting it to be part of this network; and
 - Redefining existing local streets and rights of way over time to be part of this network where appropriate.

5-3 Promoting landscape design that considers the impacts of climate change and restores habitat for birds and other key community-compatible species.

- The Township will work to promote the enhancement of biodiversity in Esquimalt through landscape design guidelines that address water use, songbird habitat and others.
- Sustainable communities go beyond environmental protection to environmental restoration where possible. It is important to consider the coming impacts of climate change when engaging in ecological restoration. Climate change adaptive strategies include xeriscaping and native plantings to increase the resilience of ecosystems (see below for potential early projects).
- Bird habitat has been established by several studies to be an indicator of healthy ecosystems. If songbird habitat is provided, it will also provide habitat for butterflies, other key insects, and small mammals. The provision of planting design guidelines for public and private spaces can greatly enhance the ecological value of the community.

Potential Early Projects:

- **Plant guidelines** - Municipal native plant landscape guidelines developed in conjunction with the University or College or local bird habitat group. Naturescape guidelines are a good starting place.
- **Songbird habitat** - Design landscape for songbird habitat in parks e.g. Saxe Pt.
- **Demonstration garden** - Create a demonstration project for Naturescape gardens in a new

	<p>development. Consider the new village centre project as an urban pilot project.</p>
<p>5-4 <i>Increase community safety through exploring initiatives such as Crime Prevention Through Environmental Design (CPTED) and other strategies.</i></p>	<ul style="list-style-type: none"> ▪ The Township will integrate CPTED principles into building and landscape design policies to promote safety throughout Esquimalt. Open space throughout the community may be programmed for public safety. CPTED is an established program that improves community safety through design. The CPTED principles include elements such as natural surveillance, image and maintenance, and access control. <p>Potential Early Projects</p> <ul style="list-style-type: none"> ▪ <i>CPTED evaluation</i> – The Township could consider having a CPTED expert evaluate City lands and facilities and make recommendations on how to increase safety. ▪ <i>CPTED training</i> – The Township can send staff for training courses in CPTED and have the staff develop CPTED policies for development and civic facilities.
<p>5-5 <i>Encourage a richer and more comprehensive use of parks and other public spaces and citizen participation in healthy, active lifestyles.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop an open space recreation strategy to promote greater integration and flexibility of activities within the public realm. This approach may include targeting more closely various recreation subgroups within the community, providing key places and outdoor facilities for them in the Township’s park system. ▪ Of particular interest are both youth and seniors. The desires of today’s seniors are quite different than those of the past and the recreation facilities and programming need to change to reflect that evolution. ▪ Affordability of sports programs and facilities to youth is a key issue. Initiatives are needed to support youth access to sports programs, provision of equipment and others. ▪ Sustainable communities endeavor to offer the widest possible range of recreational opportunities to encourage residents to “play in the city”. Recreation in urban areas reduces traffic, increases fitness and health of residents and increases the social interaction of residents, which brings many of its own benefits. Each cultural group within the Township will have different recreation desires and thus this strategy needs to be culturally oriented. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ <i>Recreation study</i> – Complete a study of the many recreational activities of Esquimalt residents,

	<p>possibly through a partnership with an educational institution.</p> <ul style="list-style-type: none"> ▪ Communication strategy – Develop and implement a communications strategy to more fully inform the community of the recreational services and facilities that are currently available and to encourage a healthy active lifestyle. ▪ Education centre - Establish an environmental education centre within a community park to contribute to education on ecological issues in the Township. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Review and update Parks and Recreation Strategic Plan ▪ Continue “Active Community” Strategy
<p>5-6 <i>Increase the celebration of food in Esquimalt and increase the capacity for growing food in the community.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop a food and urban agriculture strategy to support the production and celebration of local healthy food in Esquimalt, and to identify the economic and cultural opportunities food offers the Township. Community gardening areas can be fit into areas around existing play areas, adjacent sidewalks, and around planted areas of trees and shrub beds. These areas should be primarily targeted for multi-family areas. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Community gardens - Implement a community garden program, including promotion, education and financial support. <ul style="list-style-type: none"> ▪ Identify locations on municipal property that could support a community garden, particularly in multi-family areas. ▪ Food security - As part of the urban agriculture strategy, initiate a program to inventory/map current and future food security within the community. ▪ Demonstration garden - Develop a demonstration urban agriculture area for educational purposes and to enhance social programs such as providing food to local food banks in harvest season (e.g.: small apple orchards). ▪ Food zones - Consider establishing a land use zone (district schedule or guidelines) that would support appropriate commercial food production within city limits in a manner that is sensitive to nearby uses including residential. This could be important to re-localizing food supply and increasing economic development in the food sector. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Provide community garden opportunity in public

	<p>parcs and other public lands.</p> <ul style="list-style-type: none"> ▪ Consider encouraging shared edible gardens at small scales in various areas of the public realm.
<p>5-7 <i>Promote “productive landscapes” where appropriate in developments and parks.</i></p>	<ul style="list-style-type: none"> ▪ The Township will explore developing landscape design guidelines encourage spaces for food gardening productive landscape opportunities. Since a developer will need to install a landscape as a condition of development, providing spaces for gardens often have no additional costs and can be an additional selling point. Over a period of time, such a requirement could significantly increase the capacity to grow food in the community. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ <i>Esquimalt Village Project productive landscape</i> - Include an urban agriculture site in the Esquimalt Village Project to explore how productive landscapes can be woven into urban development in the Township. (For example, the community garden on Pine Street in Esquimalt.)
<p>5-8 <i>Enhance the viability and presence of the community farmers’ market in Esquimalt.</i></p>	<ul style="list-style-type: none"> ▪ The Township will work to promote and enhance the farmer’s market. Farmers markets effectively link the Township’s local food system with the production in the nearby region, maintaining a local circulation of money and economic security. They also provide a sense of celebration around food and where they occur in a village market centre, they may encourage walking, cycling and transit use. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ <i>Permanent farmers market space</i> - Explore opportunities to develop a permanent space for a farmers’ market at the Municipal Hall or other high profile location throughout the community. ▪ <i>Workshops</i> – Host workshops and brainstorm on how the Township can lead the way in supporting local/regional food systems, including through enhancing the existing farmer’s market.
<p>5-9 <i>Establish a municipal food services policy to promote the use of local and/or sustainable food products within the organization.</i></p>	<ul style="list-style-type: none"> ▪ The Township will lead the way on promoting local healthy food through pursuing a healthy food system within the local government facilities. The initiative will focus on the purchase of food that is locally grown, organic, and minimally packaged. Therefore, contributing to lower emissions, controlled pesticide use, and reduced solid waste.

Potential Early Projects:

- ***Food procurement*** - Hold a workshop on sustainable food procurement for the municipality and invite experts in sustainable food, ethical food procurement and local restaurateurs to participate.

PUBLIC WORKS

The following strategies and potential actions fall under the scope of the Public Works Department in the Township.

These proposed actions and extensions of existing initiatives will address the transportation and infrastructure systems in the Township and address sustainability considerations for each.

The two strategies in this section include:

1. **Transportation innovations;** and
2. **Innovative utility infrastructure.**

Strategic Direction # 6

Transportation Innovations

Strategic vision

- The Township of Esquimalt envisions itself as a town where one can raise a family, work, attend school, or run a business without excessive dependence on the automobile. The Township will be a place, where walking and cycling are the preferred modes of transportation and these activities are supported.

Perspectives

- Transportation accounts for a significant amount of the greenhouse gas emissions in Esquimalt and accounts for a significant percentage of the income and infrastructure costs assumed by many residents.
- Esquimalt's transportation system is intertwined with the region's transportation and transit system, with transit under the jurisdiction of the Victoria Regional Transit System.

Past and Current Initiatives

- The Township is continuing work in updating its transportation plans.
- The Township is participating in discussions on the future of the E&N railway transportation corridor.
- The Township has adopted a Walking Charter to make the community walkable and support it with a healthy lifestyles campaign.

GOAL	Description
<p>6-1 <i>To make the personal automobile unnecessary for a high quality of life in Esquimalt.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop and implement a strategy to provide convenient and realistic alternatives to the vehicle for daily needs in all neighbourhoods over time, through enhancement of pedestrian, bicycle and transit services. ▪ Potential Early Projects: <ul style="list-style-type: none"> ▪ Planning - Consider developing a community energy and emissions plan with support from other agencies such as the Community Energy Association. ▪ Community challenge – The existing GHG reduction community challenge and education program, may be expanded and utilized as a foundation to explore funding and other opportunities based upon baseline data. ▪ Communications Network – Develop a program to promote the use of communications technology for work and education, reducing the need for superfluous travel. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Investigate and adopt Transportation Demand Management Strategies.

6-2 To offer residents and visitors a plan for a fine-grained greenway (pedestrian / cyclist / scooter) network linking all areas of the community.

- The Township will develop a greenway network strategy that provides a pedestrian cyclist network, integrating the town and open space areas to create a greenway network or web linking all aspects of the Township in a human-scale, highly-connected manner. This network will support the Townships commitment to its Walking Charter.
- Bicycle routes will also be designed to support electric bicycles, electric scooters and other emerging clean and micro-scale transportation technology.

Potential Early Projects

- **Sidewalks** - Complete a sidewalk inventory of sidewalk condition and character to support a long term strategy to upgrade the public realm. Ensure that adequate sidewalk width accommodates a variety of travel modes. Consider working with local groups or youth in this inventory, possibly including it with a community group or a school class who would be trained to inventory our sidewalks and report to Council on suggestions for enhancing the public realm.
- **Greenways map** – Include a greenways map outlining existing and planned greenways in Esquimalt’s existing walking guide. This map will help to encourage walking and cycling within the community.
- **Bike routes** - Design and implement east–west and north-south bike routes to connect all areas of the town.
- **E&N corridor** - Work with stakeholders to develop the E & N rail corridor to support transit alternatives i.e. bike routes or future commuter rail.
- **Bike share** - Implement a community bike share program working with local organizations to make bicycles available throughout the community.

Actions in the 2007-2008 Township of Esquimalt Strategic Plan:

- Identify walking routes with inadequate or no sidewalks and work at remedying gaps
- Press development of the E & N Trail
- Implement bike lane for Craigflower

6-3 To reduce the impact of parking in the community and support a shift away from the car by reducing parking supply while respecting the needs of commercial areas.

- The Township will develop a strategy to decrease the amount of parking required or available in the community and to increase its cost over time to be a disincentive for driving. The Township may consider ways to reduce the parking required by new developments that meet sustainability objectives, particularly with extra emphasis being placed on bicycle facilities and the provision of shared cars as part of development projects.

	<ul style="list-style-type: none"> ▪ Address the design of surface parking areas to increase their environmental and aesthetic performance. <p>Potential Early Projects</p> <ul style="list-style-type: none"> ▪ Parking workshop - Hold a workshop on alternative parking strategies with the intent of informing potential new parking policies. ▪ Research – Research innovative parking policies and strategies from other jurisdictions.
<p>6-4 To become a leader in reducing vehicle use and promoting alternative transportation options including green fueled vehicles.</p>	<ul style="list-style-type: none"> ▪ The Township will promote the reduced use of vehicles and explore strategies to encourage high efficiency, green vehicles and fuels in the community. Strategies may include offering parking fee rebates for Low Emission Vehicles. ▪ The Township will also promote efficient and clean vehicles and fuels in the municipal fleet. <p>Potential Early Projects</p> <ul style="list-style-type: none"> ▪ Alternative transportation modes – Develop a plan to support small-scale alternative transportation choices such as scooters and golf-carts. ▪ Car sharing – Support car sharing programs e.g. employee ride sharing and cooperative automobile networks. ▪ E3 Green Fleets – Consider adopting the E3 Green Fleets program for the municipal fleet.
<p>6-5 To promote safety and reduced traffic impact on residential neighbourhoods.</p>	<ul style="list-style-type: none"> ▪ The Township will consider road use patterns in Esquimalt to ensure that the road network is functional, supporting sustainability and community vitality, including designating routes for heavy trucks. This strategy would include initiatives such as consultation with the regional district on future road network planning and reduced car-use streets. <p>Potential Early Projects</p> <ul style="list-style-type: none"> ▪ Truck routes - Develop a plan for designating truck routes to accommodate trucking needs while channeling trucks onto routes that minimize impact to the neighbourhoods in Esquimalt. This plan would concentrate on street designation and signage, not the construction of new roads.
<p>6-6 To support innovative and</p>	<ul style="list-style-type: none"> ▪ The Township will pursue new street standards that

alternative street designs that offer many sustainable community benefits.

consider pedestrian-oriented design and new design standards for upgrading, narrowing roads where possible, thereby reducing speeds, increasing safety, reducing infrastructure costs, and increasing the social value of neighbourhoods. Examples of this kind of street include the Dutch “woonerf” (play street) and the British “home zone.” Emergency access corridors will be respected within the scope of the new standards.

Potential Early Projects

- ***SEA Guidelines*** - Implement guidelines for street edge alternatives (SEA): curbless streets, swales, rainwater infiltration, urban forestry, permeable surfaces. Develop these through a workshop format including gathering the extensive research done by others on these ideas.
- ***Car free days*** - Designate car free days on selected streets for holding community events – partner with key community groups to identify these and manage them effectively.

Actions in the 2007-2008 Township of Esquimalt Strategic Plan:

- Construct 800 Block Esquimalt Road Beautification Project

Strategic Direction # 7

Innovative Utility Infrastructure

Strategic vision

- The development of innovative sustainable utility infrastructure systems for Esquimalt is necessary to meet sustainability goals as these systems can provide energy and water and manage liquid and solid waste in a more sustainable manner. The Township will pursue increasing the sustainability performance of its:
 - **Energy systems;**
 - **Water and Liquid waste management;**
 - **Solid waste management;** and pursue opportunities for
 - **Integrated infrastructure systems (Industrial Ecology / Eco-industrial Networking).**
- Decentralized, low impact systems may be appropriate in some cases. Conventional approaches to infrastructure in the 20th century focused on single, large, centralized systems. While these have benefits, the 21st century will require a different approach for communities – including the integration of decentralized, small scale, renewable resource-oriented systems with existing large scale systems.

Energy Systems

Energy Systems	
Action	Description
<p>7-1 <i>To reduce energy consumption, increase the role of renewable energy, and reduce emissions.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop a formal energy and emissions strategy to address - in an integrated, community-wide process - energy needs, associated emissions and opportunities for renewable energy supplies. This plan can form a foundation for future work in the Township on energy and emissions, providing baseline and performance tracking of sustainability goals. ▪ This plan may be combined with an air quality management plan to leverage the work for additional benefits. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Feasibility Study – The Township will undertake a feasibility study on alternative infrastructure projects before proceeding with an action plan in this area.

<p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ Undertake community energy strategy 	
<p>7-2 <i>To establish the necessary Neighborhood Energy Utility (NEU) capacity to support the development of district-scale renewable energy systems.</i></p>	<ul style="list-style-type: none"> ▪ The Township will explore the development of a network of Neighbourhood Energy Utility (NEU) systems throughout the Township to be an effective method of providing renewable energy sources to new developments and existing neighborhoods. These systems and the utility organizations that manage them offer significant opportunities for cost/revenue sharing with the development industry to support residential developers in pursuing increased energy efficiency. An effective renewable district system can increase energy efficiency by well over 50% in many cases, while providing local economic development. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Utility opportunities - Hold a workshop with experts to discuss the opportunities for a Neighbourhood Utility for the Township.
<p>7-3 <i>To promote the use of on-site renewable energy systems such as solar PV, solar HW, small scale wind, geo-exchange and others.</i></p>	<ul style="list-style-type: none"> ▪ The Township will explore a “micro green energy initiative” to explore opportunities for micro-energy systems that can supply renewable energy for various uses in the community and civic facilities, including parking meters and others. These systems can be integrated into building and site designs, as well as Neighbourhood Utilities where they exist. Building design guidelines and education are ways to promote these systems. The Township can also encourage businesses who specialize in these technologies to further participate in Esquimalt’s development industry and or locate their businesses in the town. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Alternative energy showcase –Construct a demonstration project to showcase and build community support for innovative alternative energy systems.

Water and Liquid Waste Management

Water and Liquid Waste Management Systems	
Action	Description
<p>7-4 <i>To promote water conservation throughout the municipality.</i></p>	<ul style="list-style-type: none"> The Township will work to develop and expand water conservation measures. The conservation of water not only saves water resources, but also saves energy, particularly where hot water is concerned. Water efficiency requires initiatives for buildings, landscape irrigation and commercial / industrial processes.
<p>7-5 <i>To promote the treatment and re-use of waste water, where appropriate.</i></p>	<ul style="list-style-type: none"> The Township will explore opportunities for the treatment and re-use of wastewater in Esquimalt. While there may be regulatory challenges, many opportunities exist for treatment and re-use of water in specific applications, including irrigation, industrial uses and others. This initiative will require a feasibility study to identify opportunities, pilot projects and possibly changes to regulations. The large CRD treatment plant currently provides a potential opportunity in this regard. <p>Projects:</p> <ul style="list-style-type: none"> Decentralized systems - Explore a pilot project for a decentralized waste water treatment management plan for Esquimalt development projects where they are appropriate and where a use for the treated water can be found. Living machine - Explore a pilot project for a living machine waste water treatment facility in the Esquimalt Village Project. Treatment plant - Work with the CRD to ensure design of the proposed treatment plant provides an opportunity to access the treated water for re-use.
<p>7-6 <i>To manage the stormwater runoff in the community to reduce its quantity and increase its quality.</i></p>	<ul style="list-style-type: none"> The Township will develop a storm water management plan, addressing issues of both quantity and quality. Innovative and coordinated storm water management plans address issues such as cross-contaminants, street design, and urban water features as public art or recreational space. In addition to protecting water quality, a storm water management plan provides an opportunity to increase the diversity and quality of community green spaces and urban wildlife habitat. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> Rainwater gardens - Design rainwater gardens into

	<p>public spaces to manage stormwater in an ecologically friendly manner.</p> <ul style="list-style-type: none"> ▪ Public art – Consider opportunities to integrate water management into public art budgets and projects, possibly including the village centre project.
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Solid Waste Management

Solid Waste Management Systems	
Action	Description
<p>7-7 To promote a Zero Waste initiative.</p>	<ul style="list-style-type: none"> ▪ The Township will promote subscription to a Zero Waste initiative in coordination with the CRD. While “zero production of waste” is definitely a “reach goal” it will serve as an important focus for innovation and creativity in waste management. The Zero Waste goal may drive an update to the solid waste management plan. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Zero Waste Workshop – Hold a workshop on the Zero Waste movement, developing initiatives and ideas for Esquimalt. ▪ Zero Waste Strategy – Integrate the Zero Waste strategy into existing waste management plans.
<p>7-8 To ensure all new buildings can support 3-stream separation (recyclables; organic waste; garbage).</p>	<ul style="list-style-type: none"> ▪ The Township will develop building design guidelines to require 3-stream separation facilities in all new buildings (garbage, recyclables, compostables), ensuring that buildings promote waste reduction and are prepared for future capacity to meet a zero waste goal. <p>Potential Early Projects:</p> <ul style="list-style-type: none"> ▪ Pilot project - A small scale curbside composting program should be explored and considered as an organic household waste reduction pilot project.

CORPORATE SERVICES

The following strategies and potential actions fall under the scope of the Corporate Services Department in the Township.

These proposed actions and extensions of existing initiatives will address the management process within City Hall that will enable the other core strategies to be achieved.

Strategic Direction # 8

Progressive Township Management

Strategic vision

- The Township is committed to integrating sustainable development objectives, strategies and expertise through every level of the organization and actions to achieve its sustainability goals. Through effective and progressive management, the Township's social, economic and environmental objectives can be integrated into powerful initiatives to promote sustainable development in the Township. All of the previous strategic goals and actions will need effective management in Municipal Hall and in the community to be achieved.

GOAL	Description
<p>8-1 <i>To consider adaptation to climate change in all areas of community development and management.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop a framework of issues and strategies regarding addressing climate change including continuing to explore a variety of adaptation strategies including connections between land use and transportation, and community energy planning. This framework embedded into management decision processes will ensure that adaptation to climate change is a primary topic of inquiry.
<p>8-2 <i>Develop expertise and organizational protocols to ensure sustainable development goals and objectives are considered in all municipal activities and programs.</i></p>	<ul style="list-style-type: none"> ▪ The Township will develop expertise on staff teams and establish organizational protocols to ensure that sustainability goals are considered and integrated into the day to day activities of all staff. This may include policies, procedures and reporting systems that address sustainable development issues relevant to the community. This initiative will take time but may yield long term benefits to the Township. ▪ Most sustainable development solutions require participation of many perspectives and departments. Consider the development of a sustainable development coordinator and staff teams in each department who work together to ensure the entire community is moving toward sustainability goals. <p>Projects:</p> <ul style="list-style-type: none"> ▪ Procurement – Establish a green procurement program, building on those that already exist in the Township, including those implemented in civic facilities regarding recycled paper, non-toxic cleaning

	<p>supplies, energy efficient lighting retrofits and others.</p> <ul style="list-style-type: none"> ▪ Recycling – Establish a recycling program within the food services department. ▪ Janitorial – Develop guidelines for cleaning service providers to ensure green cleaning practices are followed. ▪ Sustainability coordinator – Consider developing a position for a sustainable development coordinator role on staff.
<p>8-3 To build awareness and support for sustainability throughout the Township of Esquimalt.</p>	<ul style="list-style-type: none"> ▪ The Township will implement, over time, a dialogue with the residents and businesses of Esquimalt to co-create a vision and commitment to becoming a sustainable community. The Township is a locus of governance activity for an entire population and that population will support the local leadership when they feel they have valued participation in the process of governance. This sense of participation is especially important when Esquimalt is pursuing changes associated with becoming more sustainable.
<p>8-4 Work to build regional, national, and international partnerships in order to work together towards sustainability goals.</p>	<ul style="list-style-type: none"> ▪ The Township will explore partnerships that will both enhance local sustainability initiatives and contribute to national or global issues. These partnerships may be utilized to enhance community elements such as cultural awareness, tourism, and social equity. <p>Projects:</p> <ul style="list-style-type: none"> ▪ Sister cities – Consider working with existing sister cities and developing more of these arrangements in a way to support sharing and learning on sustainable community initiatives. ▪ Dialogue between municipalities - The Township should consider opening dialogue with other communities in the CRD or BC to share experiences, ideas and tools on addressing sustainable development, and to harmonize activities within the CRD. ▪ Global outreach program – The Township could consider enhancing its relationships with communities in other countries to share its experiences and assets with others. <p>Actions in the 2007-2008 Township of Esquimalt Strategic Plan:</p> <ul style="list-style-type: none"> ▪ List of Regional Participation actions
<p>8-5 Develop a reporting process to track and report on its progress on sustainability.</p>	<ul style="list-style-type: none"> ▪ Explore methods for reporting on sustainability initiatives, including exploring opportunities for using software such as the increasingly popular SEE-IT program or others. A reporting process includes tracking and measuring the

progress made on sustainability objectives, e.g. adaptation to climate change. (www.reallivingsolutions.com)

SUMMARY OF STRATEGIES RELATED TO CLIMATE CHANGE

The Sustainable Development Strategy explores many aspects of a sustainable community including climate change. The Township is particularly focused in addressing climate change issues and the following outline the strategic action directions that address climate change.

Planning for a Complete, Livable, Medium-Density Township	
1-1	<i>To accommodate growth in Esquimalt in a manner that creates mixed use urban village centres.</i>
1-2	<i>Ensure growth occurs at densities that support convenient transit systems and a diversity of commercial services within walking distance of all Esquimalt residents.</i>
1-4	<i>Promote the development of pilot projects for innovative green development.</i>
1-5	<i>Promote sustainable urban development in the Township through education and the inclusion of green development review criteria and supporting policies for all new development applications.</i>
Green Buildings	
2-1	<i>Directly support the development of green buildings in Esquimalt.</i>
2-2	<i>Take the lead on green buildings by pursuing green building practices in municipal facilities.</i>
2-3	<i>Ensure that city development policies and bylaws support green development.</i>
2-4	<i>Build partnerships and create a leadership advisory group on green buildings in the Township to provide advice and create momentum.</i>
Sustainable Economic Development	
4-1	<i>Incorporate sustainable development objectives explicitly into the Township's economic development strategies.</i>
4-2	<i>Promote green (sustainable) business leadership and practices, in addition to providing assistance, support, tools and programs.</i>
A Multi-Dimensional Landscape: ecology, recreation, & urban agriculture	
5-1	<i>Promote the preservation and restoration of ecologically sensitive natural areas, parks,</i>

	<i>and open space.</i>
5-2	<i>Develop a network of greenways (green web) throughout the community to enhance the environment and recreational opportunities.</i>
5-3	<i>Promoting landscape design that considers the impacts of climate change and restores habitat for birds and other key community-compatible species.</i>
5-6	<i>Increase the celebration of food in Esquimalt and increase the capacity for growing food in the community.</i>
5-7	<i>Promote “productive landscapes” where appropriate in developments and parks.</i>
5-8	<i>Enhance the viability and presence of the community farmers’ market in Esquimalt.</i>
5-9	<i>Establish a municipal food services policy to promote the use of local and/or sustainable food products within the organization.</i>
Transportation Innovations	
6-1	<i>To make the personal automobile unnecessary for a high quality of life in Esquimalt.</i>
6-2	<i>To offer residents and visitors a plan for a fine-grained greenway (pedestrian / cyclist / scooter) network linking all areas of the community.</i>
6-3	<i>To reduce the impact of parking in the community and support a shift away from the car by reducing parking supply while respecting the needs of commercial areas.</i>
6-4	<i>To become a leader in reducing vehicle use and promoting alternative transportation options including green fueled vehicles.</i>
Innovative Utility Infrastructure	
7-1	<i>To reduce energy consumption, increase the role of renewable energy, and reduce emissions.</i>
7-2	<i>To establish the necessary Neighborhood Energy Utility (NEU) capacity to support the development of district-scale renewable energy systems.</i>
7-3	<i>To promote the use of on-site renewable energy systems such as solar PV, solar HW, small scale wind, geo-exchange and others.</i>
7-7	<i>To promote a Zero Waste initiative.</i>
Progressive Township Management	
8-1	<i>To consider adaptation to climate change in all areas of community development and management.</i>
8-3	<i>To build awareness and support for sustainability throughout the Township of Esquimalt.</i>

8-4	<i>Work to build regional, national, and international partnerships in order to work together towards sustainability goals.</i>
8-5	<i>Develop a reporting process to track and report on its progress on sustainability.</i>

SUMMARY OF POTENTIAL EARLY PROJECTS

<p><i>Strategic Direction 1</i></p> <p>Planning for a Complete, Livable, Medium-Density Township</p>	<ul style="list-style-type: none"> ▪ <i>Downtown Village Redevelopment Project</i> - Consider the Esquimalt Village Project as an early example of the ideal kind of village Esquimalt could use as a model for accommodating growth in the future to maintain the Township’s character while pursuing innovative sustainable development directions. ▪ <i>Incentives</i> - Consider developing a policy to use density incentives (density bonusing) for more sustainable development initiatives where they are important but may cost the developer more. ▪ <i>Infill strategies</i> - Develop strategies, including revisions to the Townships’ duplex zoning, to encourage infill and multi-family housing to gently raise the population level in existing areas to increase transit convenience and local business success. ▪ <i>Education</i> - Explore examples from other jurisdictions on successful educational and communication programs with the community, serving to raise overall understanding of the value of increasing densities sensitively in existing neighbourhoods. ▪ <i>Live/work</i> - Consider including live/work spaces in Esquimalt Village Project. ▪ <i>Seniors housing needs research</i> – Consider ways to undertake research into the housing needs of seniors in Esquimalt, including a possible partnership with UVic or other education institutions. ▪ <i>Urban design</i> - Consider using the design guidelines that emerge from the Esquimalt Village Project as a starting point for other projects in the community. ▪ <i>Sustainability checklist</i> – Consider developing or adapting from other jurisdictions, a straightforward “Sustainability checklist” for developers to use in their planning and design to promote sustainable development in their projects.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ UDI (Urban Development Institute) ▪ Municipal Planning Departments ▪ BC Transit ▪ Biking and Walking organizations ▪ Victoria car-share ▪ Cascadia Green Building and Built Green

	<ul style="list-style-type: none"> ▪ UVic/RRU/Camosun ▪ BCSEA and other nonprofits ▪ GOERT/HAT and Urban Forest Stewardship Initiative ▪ VNHS ▪ CR Fair (food) ▪ Food Roots Victoria ▪ S.O.U.L. (Landscape Designers Victoria) ▪ Esquimalt Neighbourhood House ▪ Nature Child Reunion
<p><i>Strategic Direction 2</i></p> <p>Green Buildings</p>	<ul style="list-style-type: none"> ▪ Green building guidelines - Adopt green building policies and guidelines for development applications to support new buildings becoming more sustainable. ▪ Green building pilot - Initiate a pilot project for a model green building in the Esquimalt Village Project. ▪ Information for developers – Create an information package on green buildings for developers and designers. ▪ Home retrofits - Initiate a residential home green retrofit program by providing education about existing programs, support and partnerships. ▪ New facility LEED standards – The Township can pass a motion that all new larger civic facilities will achieve some minimum level of LEED performance (there are many municipalities who have done this if the Township wants to investigate it further). ▪ Municipal building retrofits - Retrofit existing municipal buildings to meet sustainability targets through various means, possibly including Energy audits and retrofits. Start this process through a workshop with the Township’s facility managers and experts in green buildings and retrofits. ▪ Cycling facilities – Consider expanding the cycling facilities for staff in the civic precinct to encourage staff to ride their bicycles. ▪ Financial strategy – Develop a financial strategy to support green buildings standards e.g. exploring ways to link capital budget with operating budget. ▪
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ UDI (Urban Development Institute) ▪ Municipal Planning Departments ▪ BC Transit ▪ Biking and Walking organizations ▪ Victoria car-share ▪ Cascadia Green Building and Built Green ▪ UVic/RRU/Camosun ▪ BCSEA and other nonprofits ▪ GOERT/HAT and Urban Forest Stewardship Initiative

	<ul style="list-style-type: none"> ▪ VNHS ▪ CR Fair (food) ▪ Food Roots Victoria ▪ S.O.U.L. (Landscape Designers Victoria) ▪ Esquimalt Neighbourhood House ▪ Nature Child Reunion
<p><i>Strategic Direction 3</i></p> <p>Building Community Culture and Support</p>	<ul style="list-style-type: none"> ▪ Art Display - Create a community art display in town hall to highlight the cultural dimension of the city. ▪ Cultural inventory - Develop an inventory of unique community assets ▪ Cultural centre - Develop an art and cultural centre for excellence ▪ Public art - Develop requirements for public art in all new developments ▪ Performance space - Consider including a performance space in the Esquimalt Village Project to host artistic and cultural events in the heart of the community. ▪ Sustainable Buccaneer Days - Consider expanding Buccaneer Days to include a sustainable community dimension. ▪ Buy-Local campaign - Hold a “Buy Local” celebration to enhance awareness of local businesses and the benefits of buying local. Work with the local Chamber of Commerce to host this event. Consider additional ways to highlight local goods and services. ▪ Green event guidelines – Research and make available guides for green event management strategies so that cultural events can meet sustainability objectives. ▪ Arts secretariat – Consider how to provide staff resources to serve in an organizational role to support the work of volunteers promoting cultural events and initiatives. ▪ Sustainability education events – Consider hosting an event with local schools to discuss sustainability with school children and youth. ▪ Sustainability workshops – Consider hosting a workshop with the Mayor, Council, professors and students from universities and colleges in the area to discuss opportunities for partnerships to promote sustainability in Esquimalt. ▪ Centre for excellence – Explore opportunities to develop an educational centre for excellence in sustainable communities in Esquimalt.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ Community ▪ Community groups – Buccaneer Days committee, event organizers ▪ CRD Arts Office ▪ Arts Council ▪ City of Victoria and the District of Saanich

	<ul style="list-style-type: none"> ▪ Schools
<p><i>Strategic Direction 4</i></p> <p>Sustainable Economic Development</p>	<ul style="list-style-type: none"> ▪ Economic Development Strategy - Create a sustainable economic development strategy. ▪ Services inventory - Develop an inventory of both existing and preferred services and amenities. ▪ Local businesses - Profile businesses through newsletters/website to educate residents about local businesses and especially those pursuing more sustainable practices. ▪ Triple Bottom Line - Work with the business community to develop a triple bottom line model for business in Esquimalt that outlines a framework for environmental, social and economic success. Developing a triple bottom line model is an exercise allowing the municipality to explore the savings and costs associated with sustainability. A firm business model is not the sole benefit associated with this practice. ▪ Green business guidelines – Develop a list of green business practices to use within city facilities and to recommend to Esquimalt businesses.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ Chamber of Commerce ▪ Business Community ▪ Tourism Victoria ▪ Real Estate/Realtors ▪ Professional/Service Organizations
<p><i>Strategic Direction 5</i></p> <p>A Multi-Dimensional Landscape</p>	<ul style="list-style-type: none"> ▪ Pesticide policy - Create a pesticide use policy to limit the use of pesticides in the Township (CRD). These policies exist in many jurisdictions and can be simply refined for the Esquimalt area and adopted. Education will be required. ▪ Play in the city - Work with local interest groups to develop a “play in the city” strategy to ensure public open space is richly programmed for all the things people might want to do in them. ▪ Invasive species - Develop a comprehensive action plan for the control of invasive species. This plan would include a plant inventory and a removal scheme. This plan will focus on local sensitive ecosystems e.g. Garry Oak meadows. ▪ Plant guidelines - Municipal native plant landscape guidelines developed in conjunction with the University or College or local bird habitat group. Naturescape guidelines are a good starting place. ▪ Songbird habitat - Design landscape for songbird habitat in parks e.g. Saxe Pt. ▪ Demonstration garden - Create a demonstration project for Naturescape gardens in a new development. Consider the new village centre project as an urban pilot project. ▪ CPTED evaluation – The Township could consider

	<p>having a CPTED expert evaluate City lands and facilities and make recommendations on how to increase safety.</p> <ul style="list-style-type: none"> ▪ CPTED training – The Township can send staff for training courses in CPTED and have the staff develop CPTED policies for development and civic facilities. ▪ Recreation study – Complete a study of the many recreational activities of Esquimalt residents, possibly through a partnership with an educational institution. ▪ Communication strategy – Develop and implement a communications strategy to more fully inform the community of the recreational services and facilities that are currently available and to encourage a healthy active lifestyle. ▪ Education centre - Establish an environmental education centre within a community park to contribute to education on ecological issues in the Township. ▪ Community gardens - Implement a community garden program, including promotion, education and financial support. <ul style="list-style-type: none"> ▪ Identify locations on municipal property that could support a community garden, particularly in multi-family areas. ▪ Food security - As part of the urban agriculture strategy, initiate a program to inventory/map current and future food security within the community. ▪ Demonstration garden - Develop a demonstration urban agriculture area for educational purposes and to enhance social programs such as providing food to local food banks in harvest season (e.g.: small apple orchards). ▪ Food zones - Consider establishing a land use zone (district schedule or guidelines) that would support appropriate commercial food production within city limits in a manner that is sensitive to nearby uses including residential. This could be important to re-localizing food supply and increasing economic development in the food sector. ▪ Esquimalt Village Project productive landscape - Include an urban agriculture site in the Esquimalt Village Project to explore how productive landscapes can be woven into urban development in the Township. (For example, the community garden on Pine Street in Esquimalt.) ▪ Permanent farmers market space - Explore opportunities to develop a permanent space for a farmers’ market at the Municipal Hall or other high profile location throughout the community. ▪ Workshops – Host workshops and brainstorms on how the Township can lead the way in supporting local/regional food systems, including through enhancing the existing farmer’s market.
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	<ul style="list-style-type: none"> ▪ Food procurement - Hold a workshop on sustainable food procurement for the municipality and invite experts in sustainable food, ethical food procurement and local restaurateurs to participate.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ UDI (Urban Development Institute) ▪ Municipal Planning Departments ▪ BC Transit ▪ Biking and Walking organizations ▪ Victoria car-share ▪ Cascadia Green Building and Built Green ▪ UVic/RRU/Camosun ▪ BCSEA and other nonprofits ▪ GOERT/HAT and Urban Forest Stewardship Initiative ▪ VNHS ▪ CR Fair (food) ▪ Food Roots Victoria ▪ S.O.U.L. (Landscape Designers Victoria) ▪ Esquimalt Neighbourhood House ▪ Nature Child Reunion
<p><i>Strategic Direction 6</i></p> <p>Transportation Innovations</p>	<ul style="list-style-type: none"> ▪ Planning - Consider developing a community energy and emissions plan with support from other agencies such as the Community Energy Association. ▪ Community challenge – The existing GHG reduction community challenge and education program, may be expanded and utilized as a foundation to explore funding and other opportunities based upon baseline data. ▪ Communications Network – Develop a program to promote the use of communications technology for work and education, reducing the need for superfluous travel. ▪ Sidewalks - Complete a sidewalk inventory of sidewalk condition and character to support a long term strategy to upgrade the public realm. Ensure that adequate sidewalk width accommodates a variety of travel modes. Consider working with local groups or youth in this inventory, possibly including it with a community group or a school class who would be trained to inventory our sidewalks and report to Council on suggestions for enhancing the public realm. ▪ Greenways map – Include a greenways map outlining existing and planned greenways in Esquimalt’s existing walking guide. This map will help to encourage walking and cycling within the community. ▪ Bike routes - Design and implement east–west and north-south bike routes to connect all areas of the town. ▪ E&N corridor - Work with stakeholders to develop

	<p>the E & N rail corridor to support transit alternatives i.e. bike routes or future commuter rail.</p> <ul style="list-style-type: none"> ▪ Bike share - Implement a community bike share program working with local organizations to make bicycles available throughout the community. ▪ Parking workshop - Hold a workshop on alternative parking strategies with the intent of informing potential new parking policies. ▪ Research – Research innovative parking policies and strategies from other jurisdictions. ▪ Alternative transportation modes – Develop a plan to support small-scale alternative transportation choices such as scooters and golf-carts. ▪ Car sharing – Support car sharing programs e.g. employee ride sharing and cooperative automobile networks. ▪ E3 Green Fleets – Consider adopting the E3 Green Fleets program for the municipal fleet. ▪ Truck routes - Develop a plan for designating truck routes to accommodate trucking needs while channeling trucks onto routes that minimize impact to the neighbourhoods in Esquimalt. This plan would concentrate on street designation and signage, not the construction of new roads. ▪ SEA Guidelines - Implement guidelines for street edge alternatives (SEA): curbless streets, swales, rainwater infiltration, urban forestry, permeable surfaces. Develop these through a workshop format including gathering the extensive research done by others on these ideas. ▪ Car free days - Designate car free days on selected streets for holding community events – partner with key community groups to identify these and manage them effectively.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ UDI (Urban Development Institute) ▪ Municipal Planning Departments and Bylaw ▪ BC Transit ▪ Biking and Walking organizations ▪ Victoria car-share ▪ Cascadia Green Building and Built Green ▪ UVic/RRU/Camosun ▪ BCSEA and other nonprofits ▪ GOERT/HAT and Urban Forest Stewardship Initiative ▪ VNHS ▪ CR Fair (food) ▪ Food Roots Victoria ▪ S.O.U.L. (Landscape Designers Victoria) ▪ Esquimalt Neighbourhood House ▪ Nature Child Reunion
<p><i>Strategic Direction 7</i> Innovative Utility Infrastructure</p>	

	<ul style="list-style-type: none"> ▪ Feasibility Study – The Township will undertake a feasibility study on alternative infrastructure projects before proceeding with an action plan in this area. ▪ Utility opportunities - Hold a workshop with experts to discuss the opportunities for a Neighbourhood Utility for the Township. ▪ Alternative energy showcase –Construct a demonstration project to showcase and build community support for innovative alternative energy systems. ▪ Decentralized systems - Explore a pilot project for a decentralized waste water treatment management plan for Esquimalt development projects where they are appropriate and where a use for the treated water can be found. ▪ Living machine - Explore a pilot project for a living machine waste water treatment facility in the Esquimalt Village Project. ▪ Treatment plant - Work with the CRD to ensure design of the proposed treatment plant provides an opportunity to access the treated water for re-use. ▪ Rainwater gardens - Design rainwater gardens into public spaces to manage stormwater in an ecologically friendly manner. ▪ Public art – Consider opportunities to integrate water management into public art budgets and projects, possibly including the village centre project. ▪ Zero Waste Workshop – Hold a workshop on the Zero Waste movement, developing initiatives and ideas for Esquimalt. ▪ Zero Waste Strategy – Integrate the Zero Waste strategy into existing waste management plans. ▪ Pilot project - A small scale curbside composting program should be explored and considered as an organic household waste reduction pilot project.
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ CRD ▪ Alternative energy companies ▪ Sustainability consultants regarding neighbourhood energy utilities ▪ Neighbouring municipalities – contracts – e.g. City of Victoria water
<p><i>Strategic Direction 8</i> Progressive Township Management</p>	<ul style="list-style-type: none"> ▪ Procurement – Establish a green procurement program, building on those that already exist in the Township, including those implemented in civic facilities regarding recycled paper, non-toxic cleaning supplies, energy efficient lighting retrofits and others. ▪ Recycling – Establish a recycling program within the food services department.

	<ul style="list-style-type: none"> ▪ Janitorial – Develop guidelines for cleaning service providers to ensure green cleaning practices are followed. ▪ Sustainability coordinator – Consider developing a position for a sustainable development coordinator role on staff. ▪ Sister cities – Consider working with existing sister cities and developing more of these arrangements in a way to support sharing and learning on sustainable community initiatives. ▪ Dialogue between municipalities - The Township should consider opening dialogue with other communities in the CRD or BC to share experiences, ideas and tools on addressing sustainable development, and to harmonize activities within the CRD. ▪ Global outreach program – The Township could consider enhancing its relationships with communities in other countries to share its experiences and assets with others. ▪
<p>Priority Relationships</p>	<ul style="list-style-type: none"> ▪ FCM, UBCM ▪ MP, MLA – senior government ▪ Other municipalities ▪ Council – organization (relationship and commitment)

APPENDIX

Dictation of Notes from Workshop

Local Issues

- Cost of Green!
- Aging infrastructure
- Village Core
 - Land use
 - Access Transportation
 - Economic Development
- Amenities and public safety
- Safety
- Population Growth
- Aging buildings – community
- High rental %
- Federal Government \$\$ / Base
 - Economy and decision making
- Limited financial resources
- Only one regional voice
- Food security
- E&N railroad
- Bikeability and walkability
- Great location
- Village – local character
- Close to downtown core
- Impact of other municipalities
 - Decisions – big box
- Aging populations
- Schools

Land use

1. Housing Strategy

- Increased density
- Types of housing
- Zoning not flexible enough
- New zoning bylaw reflect OCP
- Density incentives

2. Vehicle #s

- BC transit – governance and funding
- Entitlement to space

3. Village Project

- Model green building
- Shaping future direction
- Softer development areas

4. Green development in municipalities

- Urban agriculture
- Public buy in and discussions about density and what they want
- Update antiquated Zoning Bylaw to promote:
 - Secondary suites
 - Urban agriculture
 - Mixed uses
 - Higher densities
 - Green bldg
- Road sharing to encourage alternatives to vehicles
- Infrastructure analysis to allow for densification
- Education through communication
- Preservation and enhancement of natural areas / parks / open space

Transportation

1. Truck routes – not planned

- Lyall – need to designate
- Design to be a reasonable route
- CRD – liquid waste access

2. Biking – safety n-s/e-w

- e-w in planning
- n-s more difficult at E end of municipality

3. E&N Rail Trail

- Bike connections
- Rail

4. Pedestrian protection – Craigflower

- Width of walkway

5. Road use for community events

- Festivals / community markets

Priorities

- E&N
- Improve travel corridor – walking / cycle
- Reduce car traffic
- Review parking strategies
- Capacity building

Projects

- Esquimalt / Craigflower
- Village Core – encourage pedestrian and cycling
- GHG reduction – challenge
- E&N demonstration project

Issues

- DND traffic graving dock
- Public safety

Projects

- Truck route strategy
- Completion of E&N
- Completion of sidewalk inventory and prioritize connectivity and improvements
- Street edge alternatives
- Transport strategy (alternatives)

Buildings

1. Municipal Buildings

- More energy and water efficient
- All buildings LEED Certified

2. Zero Waste Municipality practices

- Food

3. Stormwater Management Plan

- Health of water
- Cross-contaminant plan

4. Building Bylaws

- Efficient and green
- Incentives

5. Eco-Industrial forum with business

- Industrial park zoning

6. Curbside composting

- Tie in to liquid waste

- Council to set expectations re: green bldg = policy & incentives
- Utilize municipal bldgs and operations as pilot projects & demonstration projects / commitment to Zero Waste
- Research opportunities for municipal utility networking

Open Space and Food

1. Urban Agriculture

- Gorge /Kinsinen demonstration farm
- Community Gardens
- Residential chickens

2. Habitat environments

- Native plants

4. Better use of parks /open space

- Activities
- Evenings
- Connections
- Environmental house

5. Community market

- Vegetable vendors

6. Food services policy

- Locally grown
- Packaging

7. Sea Breeze Amenities

- Demonstration community gardens
 - Legitimate urban agricultural zone for food security
 - Identify possible locations on municipal property (Archies Teen Centre Parks)
- Municipal commitment to urban agricultural Site in Village Project and edible landscaping
- Demonstration naturescape landscaping for new/existing developments
- Boulevard naturescape policy development for residents i.e. Dunsmuir?

Social Development

1. Joint use space

- Theater @ Brodure
- Council chamber

2. Events and Festivals

- Partnerships with existing events
- Highland games
- Tattoo
- Walking

3. Using natural / cultural/people / First Nations Capital

4. Buccaneer Days Expansion

5. Arts and Culture Centre for excellence

- Flexible space

6. Participatory Community Involvement

- Social marketing / citizens councils

7. Acknowledgement and services of different groups in communities

- Cooing facilities / commercial kitchen

- Increase community engagement specifically with First Nations and military community (PMQs)
- Recognize and foster dialogue (build trust) with the diverse communities within Esquimalt ; follow protocol
- Focus village project on unique Place –making vs architecture
- Short term : install art display in town Hall to showcase employee / resident art work

Economic Development

1. Conduct Commercial Audit / Inventory

- Tool for what we can offer
- Zoning and space

2. Eco-friendly businesses

- Eco-industrial strategy
- Find gaps and encourage those businesses
- Package for businesses for municipal service use

3. Live/Work use and commercial

- Explore areas – this can be done
 - Village project should develop
4. 50 year vision for business and back-cast
5. Triple bottom line model for business
6. Quality Infrastructure
7. Flexible land use Regulations
8. Quality / Consistent Development approval
9. Grow on quality of community
- Joint meeting – 3 advisory committee for TBL
 - Develop TBL analysis and reporting
 - EIN strategy for inter-corporate partnerships
 - “business park”
 - Municipal utility
 - Green business guidelines with Chamber
 - Market/food
 - Economic Development Committee
 - Green awards
 - Events
 - Strategies
 - Tourism
 - Land use
 - Regional tie
 - Esquimalt profile
 - Encourage diverse range of commercial services to meet needs of our growing population
 - Use website to profile new and existing businesses and profile them (i.e. community newsletter)
 - Identify gaps in services and pursue incentives to attract
 - Engage industrial park in economic development
 - Commit to mix use village component with anchor retail / commercial and residential units
 - Re-evaluate municipal services to ensure not conflicting with business opportunities

Highest Priorities

- Wastewater treatment
- Green building strategy
- Environmental committee
- Sustainable infrastructure strategy
- Town centre opportunities
- Eco-industrial networking
- Neighbourhood Energy Utility – Esquimalt wind farm
- Alternative energy – solar, wind, geothermal, methane
- Organic household waste reduction pilot

Issue:

- School closure – impacts – transport, growth, economic development

Accomplishments

- Local social service grants
- Global outreach
- ETAG
- RC Programs – healthy living
- Emergency preparedness – EOC/ESS

Priorities

- Develop relationships with higher education – research facilities etc
- Review seniors strategy
- Promote / manage/ coordinate volunteerism
- Community policing – enhance
- Development asset building – youth

Work Book Notes

Land Use

Land Use

1. What do you feel are the highest priorities for action?

- Housing Density, Public Transportation, Bicycle Paths
- Update our antiquated Zoning Bylaw so that form based codes are priority vs. land use separations
 - Legitimate zone for commercial food production
 - Secondary suites
 - Mixed use
- New development and re-development town core (including Bullen? Park recreation area), friendlier streets to welcome walkers and cyclists
- Promote more mixed use development
 - Coordinate economic development : other municipal objectives – urban agriculture, green bld strategies, land assembly, education re: density, housing strategy, vehicles vs parking, innovative development, rezoning, micro-development, density bonus, transit talks – regional strategy
 - Esquimalt village
- Better densification
- Better use for road surfaces – more public spaces – more people friendly gathering places
- Better mix of uses in commercial – different mix, more unique, 1 of a kind businesses, better office space – more professional service buildings
- Implement village core
 - Model green buildings
 - Live/play same 2 blocks
 - Public space/transit bay key component
- Macaully Village Core
- Affordable accessible housing
- Attracting service businesses
- Defining Esquimalt “Heart and Sense of Place”
- Village Square Project, Macaulay Point
- Mini design charrette
- Esquimalt Village Project
 - Public consultation
 - Current studies
 - Build excitement
- Macaulay Point
- Village Core
- Walking corridors
- Secondary suites
- Mixed use houses – family affordability
- Public realm & sense of place
- Street use
- Public buy-in and education – sense that residents are helping make the direction
- Walking charter
- Public awareness to initiate change
- Public acceptance of higher densities such as duplex and secondary suites
- Encourage people to have fewer cars per household
- Continue to improve streetscape to make pedestrian traffic more inviting and safer
- Public input sessions, examples of what projects could/would look like – leads to discussion with the public, investors, developers
- Parks – maintain, increase if possible

Land Use

2. What are a few early projects to get started on right now?

- Park Development for multiple uses

- Long term Parks / Engineering Partnership to enhance boulevards and streets as linear components of the urban forest and pedestrian greenways
- Town core, development strategy and new zoning bylaw
- Esquimalt village project
- Infill / duplex strategy to encourage densification
- Housing strategy
- Begin to look at housing affordability (before it's too late)
- Urban agriculture – use of land spaces differently
- Green building policy – requirements
- Secondary suites
- Parking
- Housing strategy (don't have one!)
- Secondary suites
- Showing leadership with CRD
- Village square, key intersections, Esquimalt road, Craigflower? Road
- Housing Strategy
 - Housing mix
 - Creating culture of community
- Village core
- Secondary sites
- Esquimalt Road
- Densification
- Walking connectivity
- Duplexing
- Intersections
- Village centre
- Family housing
- Public space –rethinking of our spaces
- Cycle paths
- Neighbourhood cleanups – pride and sense of ownership development in residents
- Town centre for early project
- Town centre
- Federal lands
- Town village project – examples of building, walkways, commercial (go-to places for the public), cafes, encouragement of LEED
- Neighbourhood clean up

Land Use

3. What further work needs to be done in this area?

- Citizen education, federal provincial government funding
- Municipal pilot and demonstration projects – one per year on the ground land use such as rain gardens, boulevard enhancement, food gardens
- Town Hall subsidy of parking for employees/population and no incentives for staff to leave vehicles @ home, thus, freeing up space for others
- Start process, involve staff and residents, brand
- Public education
- Pilot demonstration projects
- Look at public space “heart of community”
- Work – zoning flexibility
- Pavement use
- Amenities

- Secondary suites legalized
- Green building standard regulation
- Zoning amended to match densification in OCP along with density bonusing as sustainability leverage tool
- Warehouse land use – reinvent
- Agricultural land use – food supply
- Moving along village square project
- OCP in place
- Funds
- Public education
- Rain Gardens, streetscape – pilot
- Define sense of place
- Warehouse district land use
- Agricultural land – food security
- Densification bylaws
- Walking corridors, key intersections
- Public consultation
- Planning processes – walking corridors
- Village centre planning
- Family development – encourage certain development
- Planning in our public spaces
- Meetings in each area to discuss and get feel for their “flavour” i.e. infill, secondary suites
- Reducing amount of asphalt
- OCP has the tools for promoting sustainability
- Design guidelines need to change
- Village core
- LWMP
- E&N Rail and trail
- Legalization of secondary suites

Land Use

4. Who needs to be consulted?

- Staff, politicians, residents, non-residents: home buyers, real estate agents, CRD
- Residents
- Other municipalities (successes)
- LEED
- Community experts
- Public, DND, CRD
- Sustainable Developers
- Engineers
- Residents – village core
- Developers, planners, public
- Make bylaws and municipal controls clear for change expectations i.e. DCC, building green policies

Transportation

Transportation

1. What do you feel are the highest priorities for action?

- Promote employee alternatives to car use
- Utilize boulevards as strategic demonstration projects for urban forestry and street edge alternatives (SEA) = curbless, rain swales, etc.
- Very explicit alternative transportation policy for developers seeking variances to parking requirements
- Safe, accessible bike routes
- Improved transit (longer hours, more through-routes)
- Development of greenways as options to non-vehicle travel routes
- DND Traffic
- Public safety
- Personal safety for those who use public transportation
- LRT
- Electric vehicles
- Encourage people to get out of vehicles
- Truck routes
- Pedestrian access, increase transit, reduced car use – EN rail ROW
- Improve roads for truck route
- Parking strategies
- Safety & ability for alternative transportation
- Cycling right of way
- EN Rail issues
- Reduce car traffic
- Increase facilities / ability to use alternate modes
- Reduce parking
- Central design of streets, sidewalks, parking, car share, EN
- School walk, E&N rail, warehouse district
- Safe pedestrian walking – wide accessible gathering places, connections
- Biking E-W, N-S
- Develop transportation strategy
- Amend OCP – including pedestrian charter
- Look at pedestrian friendly , multi-task streets
- Esquimalt is bikeable – look at safety of bike routes however

Transportation

2. What are a few early projects to get started on right now?

- Complete sidewalk inventory & prioritize repairs & extensions to create connectivity & get rid of dead ends
- Improve all bus shelters and stops
- E & N rail improvements
- Redevelopment of Esquimalt Road
- Development of a greenways plan
- Completion of E&N rail trails
- Street edge alternatives
- GHG community challenge, pedestrian charter, demonstration project on EN – improvements and action
- Baseline assessment
- Good east-west bike transportation
- Develop atmosphere for innovative transportation options to be tried

- Truck route strategy
- Esquimalt Rd – bike lanes etc
- Village Core – facilities for bike storage
- Eliminate public parking space
- GHG challenge
- Street design (Craigflower, Esquimalt)
- Idling bylaw
- Mileage challenge
- Bike share / car share
- Bigger sidewalks / smaller roads
- Cycle lanes Esquimalt, Craigflower
- Cycle walking path on E&N
- Bus loop as part of village core
- Dept protection on Craigflower
- Village project
- Bike lanes
- Safety of bike routes
- Incentives for development (re: parking, car share etc)

Transportation

3. What further work needs to be done in this area?

- Develop access plan for all municipal services and facilities
- Future streets – less car capacity, more capacity for cyclists & pedestrians
- Permeable asphalt (not as good as rain gardens or drainage swales)
- STP access
- More multi-purpose streets
- Demonstration areas
- Transportation planning – walking corridors, funds to finance
- Scooter revolution
- Reduce car use
- Divert roads
- Parking requirements
- Sidewalks bigger/ roads smaller
- Secondary streets corridor project
- Education centre of excellence
- Parking in bylaws from OCP, car share
- Long-term commuter train on E&N
- Parking – can we change DMT
- Truck / commercial goods movement
- Traffic calming
- Future road use – car free, event use
- Out of car – reduce subsidy of car driving
- Accessibility strategy – width
- Transportation strategy
- Budget to support priorities
- Partnerships with business/developers
- Pilot projects for safe community streets
- Encourage car share
- Bus loop

Transportation

4. Who needs to be consulted?

Community / DND
BC transit / regional
Truck routes
Business community
CRD

Buildings and Infrastructure

Buildings and Infrastructure

1. What do you feel are the highest priorities for action?

- Municipal buildings – energy efficiency
- The best practices / LEED for new buildings, especially the Esquimalt Village Project
- Standards for new buildings and retrofit – water reduction, waste, heat, landscape, recycle
- Stormwater management plan – cross-contaminant issue with storm sewers, water quality
- Building code
 - Single family (Built Green BC)
 - Multi family
 - ICI
- Sewage treatment
- Education
- Green building strategy
- Endorse pre-determined green building standards (Built Green)
- Wastewater treatment – decentralization
- Water conservation
- Green building strategy
- Green Buildings – LEED
- Retrofit homes
- Water conservation – garden irrigation
- Waste water – lobby CRD
- Zero waste
- Curbside composting – garbage truck replacement
- Bylaw /policy for green building standards (Built Green, LEED etc)
- Clear message to developers as to our expectations
- DCC amenity contribution – green incentives
- Stormwater management
- Incorporate SWM in new road projects
- Green building strategy
- Use pre-designed green building codes
- Built green
- Sustainable Infrastructure Strategy or Community Energy Plan
- Existing buildings – upgrades
- Move to green buildings
- Council needs to set expectations re: green building policy
- Provide incentives
- Modeling green buildings for community through village project
- Adopting green building guidelines for development permits
- Department by department sustainability initiatives

- Geo thermal and environmental control
- Place making
- Specific policies for SFD, duplexes, townhouses vs. multifamily, commercial and industrial

Buildings and Infrastructure

2. What are a few early projects to get started on right now?

- Green building bylaws
- Municipal hall retrofit
- Municipal buildings – start here – existing energy and water
 - New buildings LEED
 - Waste management “zero waste” pilot
 - Supplies
 - Recycling
- Host industrial Park discussion re: wastes and needs matching
- Rainwater recapture
- Water guidelines and closed loop investigation for industrial
- Macaulay Point
- Village Core Project
- EAG developing policy “green building”
- Improve stormwater quality – cross-connections, source control
- Green Building Advisory Group
- Promote Built Green BC for houses
- Living Machine waste water treatment
- Make meetings green – no plastic containers for fruit salad
- Mandatory requirements for water efficient irrigation, low flow aerators on all multi-family developments

Buildings and Infrastructure

3. What further work needs to be done in this area?

- Stormwater – rain gardens
- Wastewater – model in village project – living machine
- Building bylaw above building code – efficiency
- Curbside compost pilot
- Forum on industrial needs
- Improve reduce/reuse/recycling – us as a zero waste example
- BC Energy Plan – wastewater, heating
- Get more info re: municipal utility capability
- Economic diversification – eco-industrial networking
- Require water conservation appliances
- Municipal buildings – municipal hall more efficient, LEED designation
- Neighbourhood Energy Utilities
- Eco-Industrial Networking – using resources in multiple ways – collaborative partnerships
- More efficient water use
- Mimicking natural ecosystems, zero waste goal
- Explore costs for geothermal
- Township commitment to zero waste at Town Hall – composting, recycling, no waste meetings
- Choose pilot projects and showcase through the village projects as minimum requirements
- Utility meters in all residential units

Buildings and Infrastructure

4. Who needs to be consulted?

- Research
 - LEED
 - Neighbourhood energy utilities
- Trent Berry – Compass Resource Management
- Further education, development, and guidance of APC role
- Talk to windmill re: municipal utility capabilities

Open Space & Food

Open Space & Food

1. What do you feel are the highest priorities for action?

- Municipal land zoned for urban agriculture “A-1” for community use or leased to commercial operator
- Multi-task boulevards
- Adopt OCP to include Esquimalt Pedestrian Charter
- Include edible landscape in development
- Native plants as recommended in development permits
- Native plants in all municipal gardens
- Better use of municipal parks (more events, evening use)
- Neighbourhood gardens
- Living machine
- Instead of flowers, produce food
- Community garden outside of green house
- Tie into other initiatives
- Parks in a mixed use fashion
- Ecologically sensitive areas
- Identify park locations for community gardens
- Provide infrastructure support
- ALR – Golf course – is there any unused land
- UA include livestock
- Pesticide use policy
- Food security policy / directions
- Options for space / gardens
- Community gardens for multifamily
- Revitalize market
- Edible landscaping (boulevards) native plants / habitat plants / non-invasive species
- Parks multi-use
- Bring tourism to Esquimalt
- Food services – coal food policies
- Pedestrian charter to OCP – to engineers
- ALR (golf)
- Developers shopping list - amenities
- Agriculture regulations for residential areas
- Build on / increase community gardens
- Community Memorial garden
- Food security / recreation
- Water park

- Utilize parks
- Sewage treatment plant causes habitat loss – need to protect, enhance, invasive species
- Treat parks with wastewater
- Parks with people in them (underused, under-programmed)

Open Space & Food

2. What are a few early projects to get started on right now?

- Naturescape demonstration project @ town hall and backyard projects
- Landscaping guidelines for small developments
- Farmer's market (pocket market) @ town hall
- Change municipal gardening practices
- Revitalize community garden
- Educational opportunities for square foot gardening
- Pattern of natural habitat into the urban environment e.g. songbirds in foraging habitats
- Create green space connections
- Knudsen? Park
- Boulevards/developments – shared edible gardens
- Community gardens
- Purchase Island grown food in food services
- Multi-use open space in Esquimalt village including evening friendly space
- Edible landscaping in neighbourhood parks
- Earth day 2008 commercial "Play" at Buxton Greens
- Green rooftops
- Edible landscape – interior / exterior
- Develop play areas, parks – infrastructure renewal
- Celebrate food and healthy eating
- Edible landscaping
- Gorge park – nature centre demonstration
- Community hardens
- Green streets – Lyall st
- Markets for food
- Kayak/boat club – create community – share club house
- Progress from nutrition workshop
- Landscape with good
- Marina discussion

Open Space & Food

3. What further work needs to be done in this area?

- Work with local producers and markets
- Make municipal food services more sustainable
- Edible landscaping as in Vancouver e.g. urban lettuce
- Encourage water drip systems
- Parks should be more receptive to community
- Develop better relationship with Gorge Vale Golf Course
- Control invasive species
- Consider value of eco-system functions
- Partnerships
- Aquatic / riparian ecosystems

- Urban ecological enhancement
- Better use of parks – activities – kayak rentals in Gorge Park
- Nature centres
- Wildflowers and Garry Oak
- Farming in parks
- Connections for walkways
- Review agricultural regulations in single-family residential zones
- Need conservation strategy
- Village square = multi-tasked open space, plantings
- Economic development – food / farmers public market
- Farmers market
- Connect local restaurants to local food system
- Saxe Pt. bird habitat – Uvic
- Lyell/Grafton park – multi-use habitat with bird pattern
- Edible landscaping in new development
- Look at parkland to mix use i.e. play field, park, garden
- Windows and doors in park good for birds and safety

Open Space & Food

4. Who needs to be consulted?

- Bird watchers
- Local market
- Farmers market

Social Development

Social Development

1. What do you feel are the highest priorities for action?

- Community engagement and interaction
- Continue discussion with school districts to integrate into community
- Embrace diversity i.e. First nations, military community
- Citizen commitment to reinvigorate the community
- Public space to encourage integration
- Integration and acknowledgement of all socio-economic status and needs in our community
- Representative theatre in high school use, theatre in summer and evenings
- School closure (impacts to transportation, growth, economic development etc)
- Global outreach program
- Local and social service grant commitments
- E-Tag program (volunteers/ community service)
- RC programs – healthy living
- Emergency preparedness – active /ongoing training EOC/ESS etc.
- Community ID and spirit
- Feeling safe
- Social interaction
- Health care – promotion of a healthy lifestyle (parks & rec current)
- Village core – health image and centre facilitation
- Volunteer base and facilitation – citizenship
- Disaster plan

- Crime and safety – community policing
- Character embedded in architecture
- International centre for municipal development – sister cities m
- Higher education – develop relationship
- Silver threads
- Collaboration for program delivery
- Meeting community recreation / social / gathering areas
- Promoting events / festivals
- Place making / cultural
- Adopt CPTED bylaw for buildings and development
- Branding – pride and identity
- Unique public space – Esquimalt village
- Destination tourism – here and elsewhere
- Community consultant – expertise
- Global outreach / partnerships
- Community asset mapping
- Arts and culture centre for excellence
- Community involvement / democracy /participatory decision making
- Use other than bitch session format – wisdom councils, citizen assemblies, social marketing, surveys, focus groups
- Community event making – bringing people together
- Neighbourhood support
- Arts/culture centre for excellence – theatre / shadbolt theater
- Bookstore
- Cultural activities in the park in the evening
- Requirements for public art in village centre and major new development
- Unique atmosphere – belonging to the community
- Social connectedness – sense of belonging
- Safety and security
- Arts development
- Diversity
- Community engagement
- Esquimalt needs subculture
- Voluntary flex / adaptable housing criteria and guidelines
- Focus on “placemaking’ in the village, not just architecture

Social Development

2. What are a few early projects to get started on right now?

- Develop relationships with higher education
- Review seniors strategy i.e. silver threads
- Promote / manage/ coordinate volunteerism
- Community policing enhancement
- Collaboration with community on seniors program delivery
- Public art required component/functional component of town centre
- Disc golf as exercise and spiritual health opportunity and diversity
- CPTED required (vs requested) for Town Centre
- Global outreach – tie volunteer opportunities to development
- Community policing to know community
- Performance space / acoustics at village square
- Engagement – open air markets
- Events in the streets, cultural activities

- Align township with existing events
- Interactive public art – rain gardens
- Rotating art displays in Town Hall in main foyer showcasing staff / resident artwork

Social Development

3. What further work needs to be done in this area?

- 2 for 1 housing program
- Higher educational institutions – social capital
- Sister cities throughout UBCM – FCM program
- Solve Silver threads issue
- Have a manger responsible for volunteers – promote, manage, coordinate
- Bring back community policing

Social Development

4. Who needs to be consulted?

Economic Development

Economic Development

1. What do you feel are the highest priorities for action?

- Profile new businesses in the community newsletter i.e. new coffee shop
- Make concerted effort to visit / shop at least once a the businesses in and around the downtown core area
- Adopt triple bottom line for all municipal initiatives and broadcast this approach
- Look at rezoning industrial area for mixed use (complete space/zoning inventory)
- Develop a strategy to attract/retain green business
- Incorporate economic development with the village core plan
- Eco-industrial network strategy
- Business park
- Makes for eco-friendly business
- Create utility
- Live/work / commercial land use along E& N – plaza? Head Street?
- Vision business of future – 20 – 50 years back cast to now – move forward
- Forum on business – community
- Utilize Victoria's Triple Bottom Measurement tool for village centre assessment
- Good infrastructure with capacity
- Flexible creative land-use regulation
- Quality consistent efficient development approvals
- Outstanding place to live (attract H.B.B. & consultants)
- Promotion of Esquimalt
- Utilities opportunity
- Pinpoint strategic competitive advantage and roll it out in our profile material
- Green business practices – Chamber of Commerce
- Networking events – link to eco-industrial network park
- Attract green businesses
- Live/work zoning
- Food – farmers market
- Triple bottom line – village core

- Green business practices
- Community business education
- Village core – flexible design
- Eco-industrial park strategy
- Triple bottom line accounting
- Mixed use industrial park – live/work spaces
- Require commercial space for certain areas
- Partnerships
- Discuss partnerships with DND to PPP housing property in Esquimalt
- What business services can Esquimalt support and how can the municipality support them
- Ensuring new developments i.e. high end – S landing
- Develop shopping patterns to downtown Esquimalt

Economic Development

2. What are a few early projects to get started on right now?

- Host a pocket market @ Town Hall during the work week – rec centre?
- Main street planting sponsorship by local business
- Buy local celebration (host sustainable feast)
- Develop an eco-industrial strategy
- Welcome purchase for new businesses
- E&N corridor – live work spaces & warehouses
- Audit of all business space
- Economic development strategy
- Shopping list of services / amenities to attract
- One stop community services
- Profile business website / newsletter
- OCP – to attract environmental business
- Define competitive advantages – brand
- Update zoning bylaw – to support mixed use
- Eco-industrial networks for industrial area
- Move one joint meeting of advisory committees – 3 bottom line
- Cost-business case – TBL accounting
- Village core – live / work space
- Analysis on what our competitive advantage is
- Engage industrial area business
- Decrease government - practicing what private business could do
- Desirability of Esquimalt to small business
- Former ownership / operation of wellness program

Economic Development

3. What further work needs to be done in this area?

- Develop TBL analysis and reporting
- Awards, events, strategies, advice on land use, live/work, regional tie in
- Need to do EIN strategy for inter-corporate partners
- Turn industrial area into a “park”
- Municipal utilities
- Green business practice with chamber
- Market – food

Economic Development

4. Who needs to be consulted?