



# Business Investment Roadmap 2020

Township of Esquimalt



# Confidential DRAFT for Discussion

August 4, 2020

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# 1 Introduction

## Background

The Township of Esquimalt has commissioned this report in partnership with the South Island Prosperity Partnership (SIPP). SIPP was formed in April 2016 as the regional economic development organization for the Greater Victoria Census Metropolitan Area (CMA), comprising 13 municipal and nine First Nations governments.

The Township prepared an Economic Development Strategy in 2014 and has been substantially implemented. In the meantime, the regional and local economic landscape was changing, creating new opportunities but many emerging challenges as well. A refresh of the Township's approach was required. This roadmap reflects a new commitment to community prosperity that draws equally on economic and socio-community values and interests.

## Purpose

This **Business Investment Roadmap** is the second of two reports to be delivered as part of this project. Its recommendations for action and the implementation plan constitute a roadmap for the Township and its economic development partners. An **Economic Development Assessment** report with baseline information was the first report to be delivered in March 2020.

## Methodology

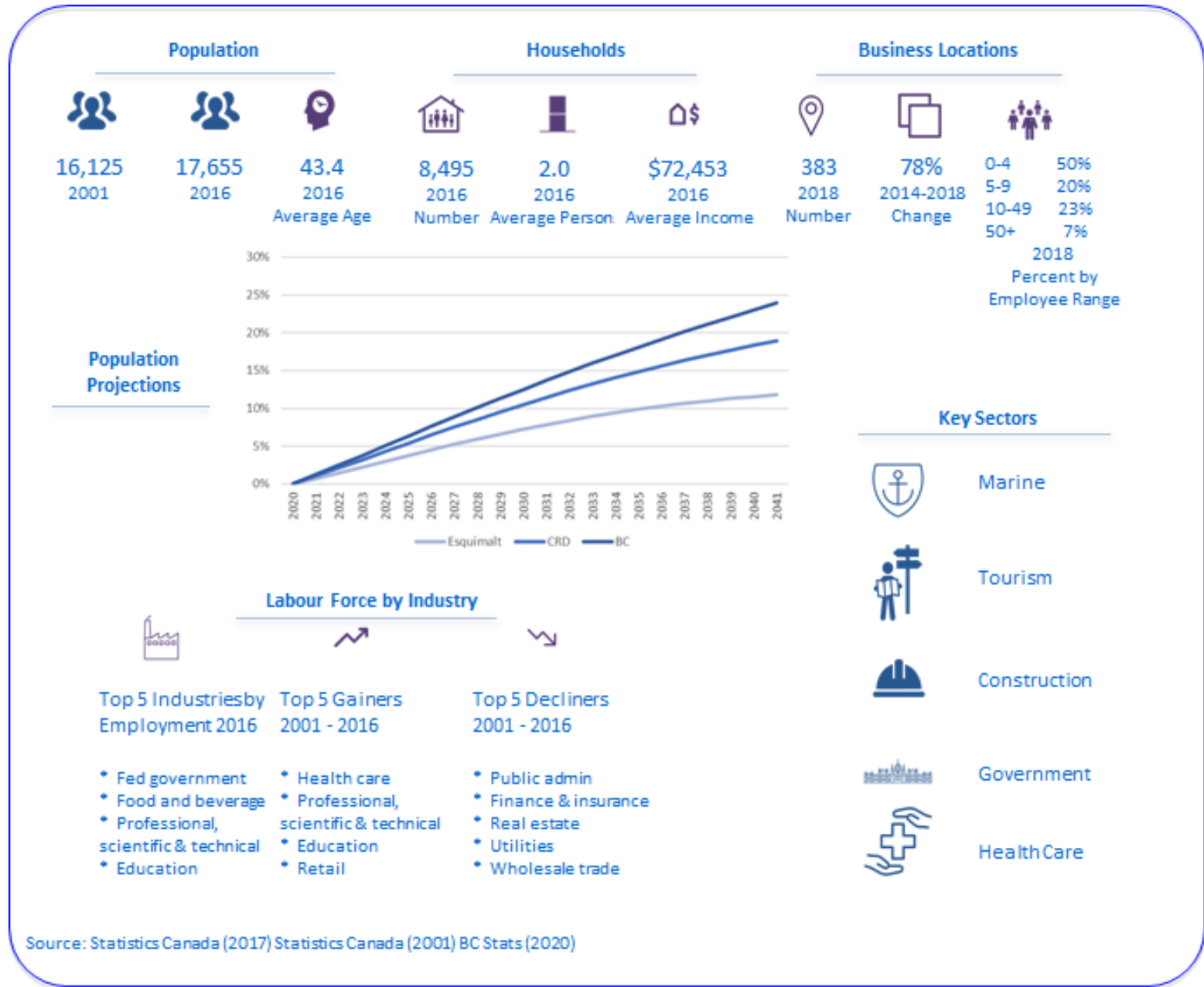
The methodology for this report consisted of primary and secondary research. Secondary data sources, statistics, documents and studies were compiled and synthesized to interpret economic conditions in the Township and capital region. A list of all cited references is provided in Section 5.1. The primary research consisted of an engagement process involving the business community, stakeholders and the public for the purposes of identifying economic development issues, challenges, opportunities and solutions. Three focus groups were held in Esquimalt on January 29, 2020, attended by 16 participants. In-person and telephone interviews were conducted with another 11 key informants. Two surveys were carried out in February 2020, the first a community survey that attracted 188 responses and the second an investment readiness survey distributed to a small but select group of invitees. It received 12 responses. All communications with key informants are noted in Section 5.2.

# 2 The Situation Today

Socio-economic Insights

# Key Indicators

Esquimalt is a growing community with an economy integrated into the capital region and southern Vancouver Island. The average resident is slightly younger than in the Capital Regional District (CRD) and earns more than the average BC resident. Growth is reflected not just in the local population but also the business base, which has expanded significantly in the last five years. The community is projected to continue growing well into the future. The economic base is dominated by marine industries and federal government activity related to Canada Forces Base (CFB) Esquimalt. Construction, healthcare, retail and tourism services are also important. There has been a gradual and consistent transition in employment over the last 20 years from goods producing activities like manufacturing to services.



# Key Trends

There are important macro trends influencing the regional and local economies (shown in the graphic). The economies of industrialized, western nations continue to experience a transition from goods production to service production, which in BC is associated with the decline in traditional resource industries like forestry. Climate change and the effects on biodiversity loss is raising the sustainability challenge. Growing regional economies are adding communications and networking infrastructure that appeals to growing companies, their workers and capital. This has led to geographic winners and losers with growth concentrated in thriving regional centres and especially larger metro areas.

Public assets are playing a bigger role in drawing in economic activity. Parks, libraries, schools, and active community organizations make for an attractive quality of life and opportunities for “creative placemaking”. This is partly attributable to the values of the Millennial generation, which represents the largest growing pool of workers and are a substantial economic asset for regions.

In the context of these trends, cooperation and active collaboration are supplanting competition in the field of economic development. Regions become attractive by selling the right combination of business and social attributes that fit the new economy. A skilled, educated labour pool is essential as is preserving or enhancing quality of life. Creating a positive and actively supportive business climate with a reliable, efficient development process, cohesive land use and zoning that encourages appropriate business expansion and retention and the deployment of infrastructure that will catalyze private investment.

Demographic change

Shift in manufacturing to services, technology and outsourcing

Decline of traditional resources

Environmental and sustainability issues

Climate change adaptation

Networking, communications, infrastructure

Geographic winners and losers

Public assets as economic drivers

# Dominant Themes in Key Planning Documents

Recent municipal planning documents provide guidance for this Roadmap initiative as each was based on stakeholder outreach and engagement. Esquimalt's corporate strategic plan, Strategic Priorities 2019-2023, has a stated priority of encouraging a resilient and diverse economic environment. While the plan covered a wide range of municipal topics, Esquimalt Town Centre, Esquimalt Road and partnerships with First Nations and the Esquimalt Chamber of Commerce directly involve the economic setting.

The Official Community Plan (OCP) supports economic development through a range of policies and objectives that encourage the densification of residential and commercial uses, support the development of Esquimalt as a compact complete community, encourage the development of workforce housing for Esquimalt's major employers, revitalize and redevelop commercial areas, encourage the maintenance and viability of the business sector within Esquimalt to provide for local employment and a diversified tax base, and to support the economic viability of the graving dock. A key consideration for economic development is that federal lands represent 30% of the total municipal land base.

The Township's 2014 economic development strategy benefited from extensive consultation with industry, local businesses, community groups and residents, but the economy and regional setting has evolved over the last six years. Now is the time to reassess priorities and direction to chart a new way forward.

2019

## Strategic Priorities 2019 – 2023

- Develop Municipal Lands within the Esquimalt Town Centre
- Support revitalization and beautification along Esquimalt Road
- Work with the Esquimalt Chamber of Commerce to increase business engagement
- Work with First Nations to support economic, cultural, social and environmental opportunities

2018

## Official Community Plan

- Densification
- Revitalize and redevelop commercial areas
- Foster an Esquimalt Town Centre
- Encourage neighbourhood commercial mixed-use nodes
- Attract advanced technology, green economy, and knowledge-based business
- Support ship repair and fitting
- Support aesthetic enhancements to Esquimalt Business Park
- Encourage continued use dry dock for industrial purposes

2014

## Economic Development Strategy

- Business Attraction & Retention
- Commercial & Industrial Revitalization
- Community Image
- Quality of Life



# Engagement Feedback

Two surveys were conducted to inform the scope and content of the Roadmap. The community survey drew 188 responses on matters of community and economic development. Overall, respondents were positive about Esquimalt as a place to live and felt it was destined to continue growing. Local services, parks and greenspaces, basic infrastructure like road and sidewalk improvements, affordable housing, active transportation improvements and property revitalization were important elements of local quality of life. Top ranked industries for future potential were technology services, retirement services, professional and technical services, marine industries and tourism. Regarding community development goals, the clear frontrunner was improving quality of life for residents, followed by growing business investment, improving household incomes and creating more local jobs.

A targeted stakeholder survey was undertaken to assess the community's investment readiness. Respondents felt the community was moderately ready to attract more investment activity. The knowledge categories received the best scores; in contrast, resources to attract investment activity were considered weak. Communications capacity fell in the middle. There is clearly more work to do in all areas, particularly developing information resources.

## Survey Results

Extremely or very satisfied living in Esquimalt	65%
What would make Esquimalt a better place to live	
- more local services	
- more parks and greenspaces	
- affordable housing	
- road and sidewalk improvements	
- active transportation and transit services	
- property revitalization	
- daycare services	
Business development goals rated extremely or very important	
- attract new business	51%
- help existing business grow	47%
- help entrepreneurs and start-ups	37%
Community development goals rated extremely or very important	
- quality of life	71%
- increase business investment	48%
- improve household incomes	48%
- create more local jobs	45%
Industries with greatest potential	
- technology services	
- retirement services	
- professional and technical services	
- marine industries	
- tourism	

## Investment Readiness Scorecard

Categories	Score 1 to 5
Knowledge	
Contacts	3.4
Land Use Planning	3.4
Engaging the Business Community	2.6
Average score	3.1
Resources	
Industrial Land Inventory	2.3
Joint Ventures	2.8
Economic Development Capacity	2.7
Average score	2.6
Communications	
Community and site selection profiles	2.7
Website	2.9
Other communication activities	2.8
Average score	2.8
Overall average score	2.8

# Competitive Factors

## STRENGTHS

Strategic strengths fall under the themes of quality of life, location, and the local economic base. Esquimalt's quality of life is best characterized by its small town feel and a community that enjoys a strong sense of place and community pride. The community's relative compactness enhances its liveability by making many local amenities, including services, recreational facilities and greenspaces, walkable. Proximity to downtown Victoria is a strategic asset, while a reasonably good transit system provides access within the community and across the region. In terms of the local economy, Esquimalt is fortunate to have two of the largest employers in the region, CFB Esquimalt and Esquimalt Graving Dock, which generates valuable employment and local tax revenues.

## CHALLENGES

The challenges for Esquimalt include a small land base which in the case of CFB Esquimalt shipyards and the Graving Dock limits the ability to expand operations and the supply chain within the community. The supply of raw and reusable employment land constrains other forms or economic investment and development. Redeveloping, infilling and reusing lands and buildings without sacrificing quality of life features will be challenging. Accessible and affordable housing, as in many communities, may be affecting business investment patterns. Other challenges centre around community image, resident views on increasing density, and municipal bylaws and development process. It is important to note that a strong tax and employment base is closely tied to local quality of life – these three dimensions are interconnected and self-supporting.

## OPPORTUNITIES

Esquimalt's economic development and business opportunities are wide ranging, from retaining and expanding current business and industrial operations, to new land development and revitalization. The long-term sustainability of the operations of the marine economy is an obvious priority. Opportunities to support it by diversifying the local supply chain and unlocking expansion potential are equally important. Residential development, especially for the entry-level and purpose-built rental markets, industrial park redevelopment, new technology-based enterprises and development of new commercial/office developments are all possibilities. The Esquimalt Road corridor and its potential for a central business district represents a showcase opportunity in this regard. Revitalization incentives, more active landlords and merchants and a positive business climate all have roles to play.

# 3 Roadmap Guiding Values

Plan Direction



# Vision

Esquimalt is a hyper-local, family-friendly destination built around compact, well serviced neighbourhood nodes linked by active transportation and exceptional greenspace networks. Increased but sensible density contributes to housing affordability and opens new opportunities in the emerging service economy. Employment lands are preserved so residents have local job opportunities. We are a smart community setting an example for openness, innovation and health. We are on the path to greening of the blue economy. Our First Nations' partners are fully engaged in social, community and economic development programming. Our roster of events, festivals animate the evolving town centre on Esquimalt Road and complement the vibrancy of our arts and culture scene.



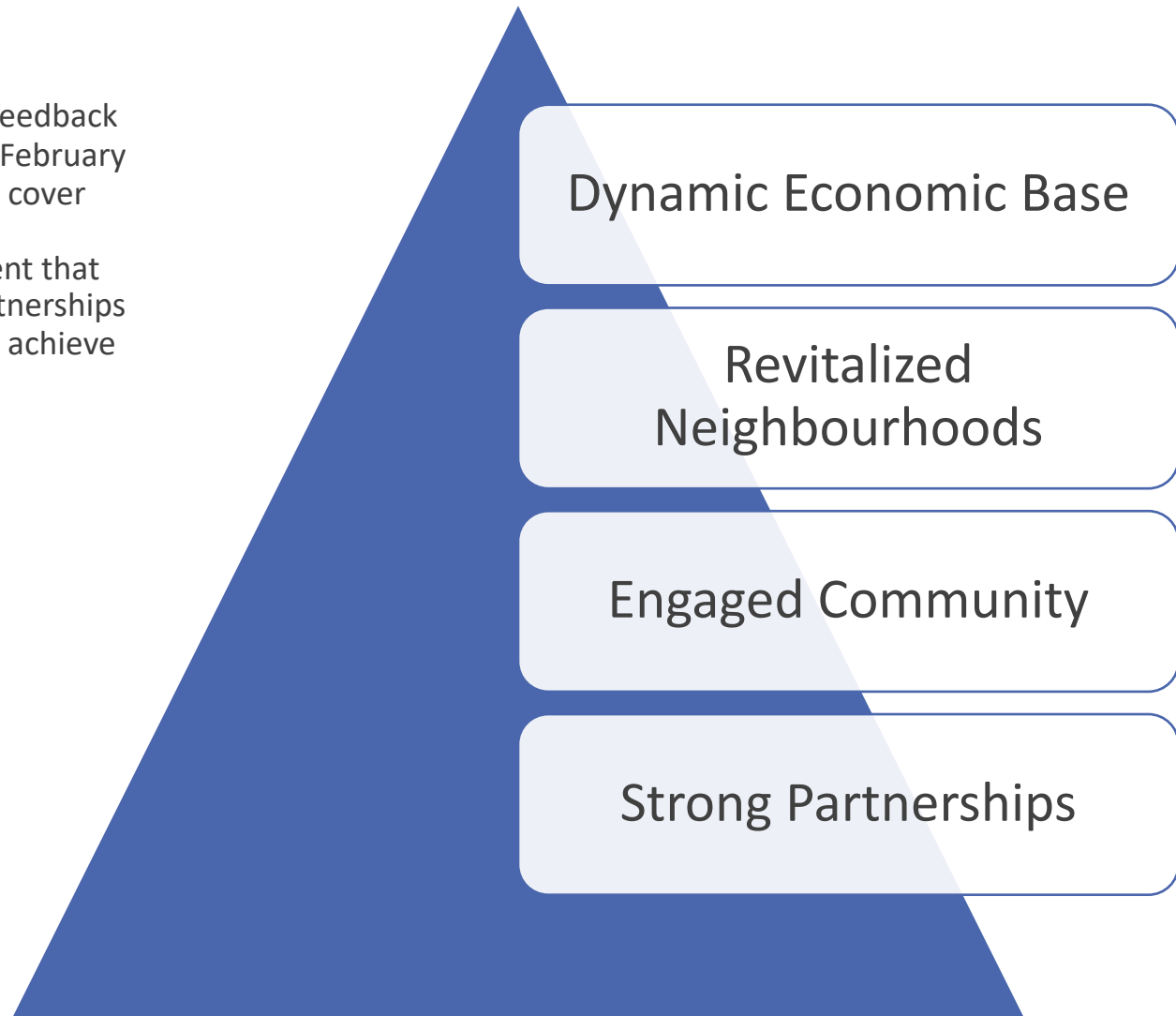
# Focus Areas

The Roadmap is organized into four focus areas as seen to the right. Infrastructure and Land are the primary tools the municipality controls in serving its residents, visitors and businesses. This includes local policies, programs and practices that determine the environment for investment, entrepreneurship and business activity. Marketing and Communications are necessary for establishing the public face of Esquimalt as a community and a destination. Business Development addresses the need to have the existing base of businesses prosper and grow as they are critical providers of jobs and household incomes. Finally, there are several Partnerships opportunities that the municipality can pursue, not only to get more mileage out of its resources, but also to better achieve positive outcomes.



# Goals

The following goals were identified based on stakeholder feedback from the focus groups (January 2020), community survey (February 2020) and the planning workshop (March 2020). The goals cover economic progress and resiliency, revitalized properties, infrastructure and neighbourhoods, community engagement that strengthens support for the local economy and critical partnerships the municipality will need to implement the Roadmap and achieve a better economic future for the community.



# 4 Roadmap in Brief

Plan Summary



## VISION

Esquimalt is a hyper-local, family-friendly destination built around compact, well serviced neighbourhood nodes linked by active transportation and exceptional greenspace networks. Increased but sensible density contributes to housing affordability and opens new opportunities in the emerging service economy. Employment lands are preserved so residents have local job opportunities. We are a smart community setting an example for openness, innovation and health. We are on the path to greening of the blue economy. Our First Nations' partners are fully engaged in social, community and economic development programming. Our roster of events, festivals animate the evolving town centre on Esquimalt Road and complement the vibrancy of our arts and culture scene.

## THEMES



Infrastructure  
& Land



Business  
Development



Marketing &  
Communications



Partnerships

## GOALS

- Dynamic Economic Base
- Revitalized Neighbourhoods
- Engaged Community
- Strong Partnerships

## INITIATIVES

### 1. Infrastructure & Land

- Revit. Esquimalt Road
- Revit. Esquimalt Business Park
- Community asset management plan
- Development incentives
- Affordable housing
- CFB Esquimalt
- Bylaws and on-line tools

### 2. Marketing & Communications

- Community image – Greening the Blue
- Proof points
- Community dialogue on economic development
- Telling the economic development story

### 3. Business Development

- Business retention, expansion and attraction
- Disaster preparedness and recovery

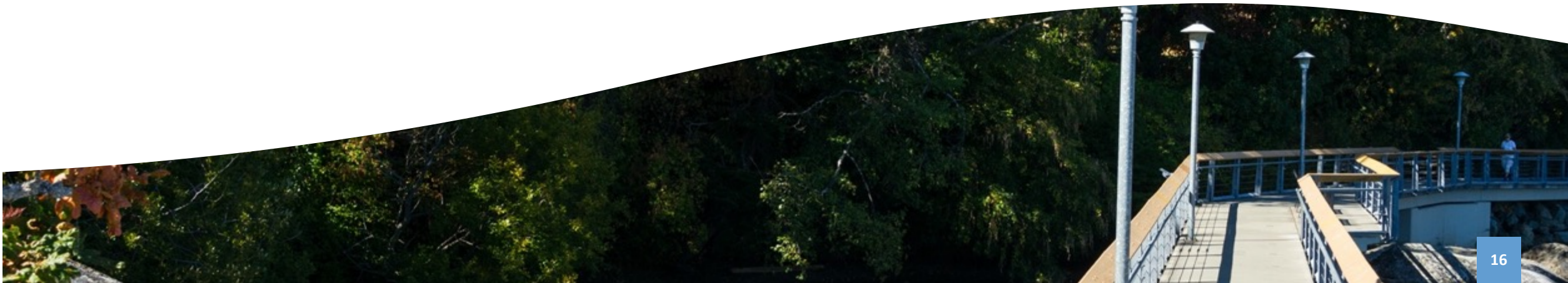
### 4. Partnerships

- South Island Prosperity Partnership
- VIATEC
- Esquimalt Chamber of Commerce
- First Nations
- Destination Greater Victoria



# 5 Roadmap in Full

Strategic Plan



# Infrastructure and Land

## Revitalization of Esquimalt Road

The revitalization and densification of Esquimalt Road and the development of a Town Centre was identified as a major opportunity during the focus group sessions and the planning workshops and is a major theme in the Township's new Official Community Plan (OCP). The lack of a recognizable downtown is a constraining factor in Esquimalt's image of a complete community and revitalization efforts should focus on creating an economically vibrant and people-friendly civic growth centre. The Esquimalt Road corridor and its potential for a central business district represents a showcase opportunity to lever the municipality's land use policies and incentives to catalyze investment and encourage mixed use developments that include quality "public realm" components that contribute to a vibrant community centre. Moreover, it represents an opportunity to utilize urbanism and placemaking as levers for economic development. Urbanism is based on principles of walkability, connectivity, mixed land use, diversity, mixed housing types, quality architecture and urban design, increased density, multi-modal transportation choices, sustainability and quality of life. Placemaking is defined as the practice of creating or enhancing a community's assets to improve its overall attractiveness and livability, while improving quality of life factors through "high quality of place". The goal being to create an urban environment that attracts knowledge-based employers and talented workers, builds brand identity, and supports creative collaboration and civic pride leading to population and employment growth and an expanding tax base (IEDC, 2017).

## Actions:

- Expand and promote the Revitalization Tax Incentive Program to landowners and the development community to increase uptake.
- Sponsor a design charrette for the Town Centre/Esquimalt Road precinct to identify designs and building form that encourages placemaking and a desirable combination of business and social attributes that fit and attract elements of the region's new economy.
- Promote the vision of Esquimalt Road redevelopment to the public, investors and the land development industry through the creation of a 3D digital model ("digital twin"). This can be a high impact communications tool in selling the vision of the future of the area.
- Strategically market the development opportunities for Esquimalt Road. Consider an investment guide and a digital portal on the Township's website with relevant information that businesses and investors need to make investment decisions.
- Develop a gateway signage and wayfinding plan for Esquimalt Road and Downtown. A welcome sign on the East gateway to Esquimalt Road is needed. The Esquimalt/Victoria border at Dominion Street provides an opportunity to clearly demarcate arrival into Esquimalt (TOE 2017).
- Work to establish a BIA for Esquimalt Road area. BIA's are an effective way to increase involvement of landowners and merchants and empower them to improve and promote the area.
- Investigate investment in dark fibre along Esquimalt Road that would support an open-access broadband network and induce technology-related business investment.

# Infrastructure and Land

## Revitalization of Esquimalt Business Park

With a limited land base and lack of future industrial land reserves for business development the future revitalization and intensification of Esquimalt's Business Park is an important factor in ensuring the Township has room to expand its tax and employment base in future. Though limited in growth potential, the park is centrally located within the region. The Business Park is an important asset for achieving the Township's goal of being a complete community as well as absorbing future demand for industrial uses within the CRD region. Further, by optimizing the Park's redevelopment potential will mean planning for an intensification of uses and jobs and positioning the park for future employment generation. The Township's OCP supports the attraction of a wide range of business types including advanced technology, knowledge-based sectors, clean tech, and marine-oriented businesses such as ship repair and fitting. Additionally, the concept of creating a Centre for Excellence for Marine Technology has been identified as an opportunity to be located at the industrial park. To catalyze the redevelopment potential of the park the Township will want to explore future market demands and ways to use zoning tools (such as incentives) to promote redevelopment through adaptive reuse and brownfield development.

### Actions:

- Develop a Market Study and Land Use Plan in consultation with landowners and tenants to identify ways to promote redevelopment of the Park through a future development plan. The plan would evaluate future demand for uses and new jobs and recommend potential re-zoning and incentives aimed at catalyzing future development. In the near term, ways to enhance the park through aesthetic and image improvements could be identified and implemented in order to improve the identity of the park for business attraction.
- Explore the creation of a Centre of Excellence for Marine Technology with industry leaders and stakeholders in the marine technology sector, such as Seaspan, Babcock Canada, BC Ferries, Lockheed Martin Canada, and Thales Canada; and other partners like the Association of BC Marine Industries, the South Island Prosperity Partnership, the City of Victoria, University of Victoria, Ocean Networks Canada and the Government of BC.
- Explore the potential for a fibre network running to the Industrial Park in order to make the area 'broadband ready' and to support technology and service-oriented business growth in the park.
- Align the lands to a regional Industrial Land Reserve that encourage the long-term view of employment-rich lands within the context of regional population growth. This includes a consultation with Seaspan to explore their long-term space needs (warehousing/storage, supply-chain development, and shipping & receiving)

# Infrastructure and Land

## Community asset management plan

Good Asset Management (AM) practices are fundamental to achieving long term sustainability and to effectively manage existing and new assets to deliver services to municipal customers. The intent is to maximize benefits, reduce risks and provide satisfactory levels of service to the community in a sustainable manner – providing an optimum balance (CNAM 2018).

Communities are faced with an aging and quickly deteriorating asset base but have limited revenues to rehabilitate or replace those assets. At the same time, ratepayers, citizens, and businesses within the communities have increased expectations for the level of services received, despite the fact many reject the increases to taxes required in order to pay for the higher levels of service. The practice of asset management will allow the Township of Esquimalt to better engage in conversations around infrastructure needs and investments in the community, and the financial impact of those decisions. Moreover, climate change impacts such as floods, high winds, rising sea levels and more can have a very direct impact on a community's infrastructure and its ability to provide services. AM practices will allow for the Township to better plan and adapt to climate change through strategic investments in resilient infrastructure.

Asset management, broadly speaking, is the practice of ensuring that municipal assets (e.g. roads, civic facilities, lights, and pipes) are maintained, accounted for, and put to their best possible uses. AM is both an ongoing process and a series of strategies, plans and policies. These processes and documents span existing and planned municipal services, operations, and initiatives, and are combined with comprehensive data about the community's physical assets and finance in order to provide cost-effective and sustainable services.

### Actions:

- Establish a cross departmental AM Committee in order to govern and steer your asset management efforts across the organization. This working group will identify AM issues and goals, objectives and current AM capabilities.
- Determine a roadmap for preparing an Asset Management Plan for the Township, this could begin with a Plan for one municipal infrastructure asset such as transportation, and thus become a pilot for other assets.
- Explore grant funding opportunities for AM such as FCM's Municipal Asset Management Program (MAMP) and Asset Management BC (AMBC).
- Explore the Municipality's opportunities to be "smart city" ready through incorporation of digital assets into infrastructure planning (e.g. edge computing capabilities along corridor's power poles and street-light poles)

# Infrastructure and Land

## Smart Practice

### Selkirk, Manitoba Asset Management Case Study

A focus on sound, evidence-based planning has helped the City of Selkirk, Manitoba (pop. 11,000) reverse a decades-long decline and become something of a leader in municipal asset management. Selkirk benefits from progressive-minded elected officials, supportive partners and a determined Chief Administrative Officer (CAO).

In 2015, Selkirk began to collect data about its assets and the services they support. A year later, council ratified an asset management strategy that was later incorporated into a bylaw and policy framework. In 2018, funding support from the Federation of Canadian Municipalities' Municipal Asset Management Program (MAMP) enabled Selkirk to establish key policies for core assets and service levels. The support also helped five municipal employees earn certificates in asset management planning.

This foundation enabled Selkirk to break ground in 2018 on a \$39 million, state-of-the-art wastewater-treatment plant. Designed for efficiency and flexibility, the plant is readily expandable, and can be powered by a variety of energy sources, but does not use fossil fuels. The plant's effluent will also exceed current regulatory standards by such a wide margin that it would likely meet future standards without costly retrofits.

Selkirk is already hard at work on the next step: integrating its climate change strategy into its asset management program. "When planning infrastructure that will last many decades, we have to consider the impacts of climate change," says CAO Duane Nicol. "Asset management is about building the capacity and systems to do good planning and make good, long-term focused decisions. It's a journey rather than a destination."

Source: FCM (2020)



# Infrastructure and Land

## Development Incentives

A municipal council may, by bylaw, exempt specific properties from municipal property value taxes for up to 10 years in order to encourage economic, social or environmental revitalization within a community (BC MMAH. 2020). Currently, the Township has a revitalization area defined as the area located within 150 metres of the Esquimalt Road corridor between Dominion Road and Canteen Road. The Township's current Revitalization Tax Exemption Bylaw is an incentive for businesses and properties to beautify the corridor while also supporting heritage conservation. The exemption provides for 100% of the municipal portion on the increased assessed value for years 1 to 5; then declines to 75% for years 6 to 8; and 50% for years 9 and 10. (TOE. 2020)

Beside beautification, a Tax Exemption Bylaw can be a powerful tool in attracting new commercial and industrial development to a community and support employment attraction and diversification goals. In addition, it can be targeted at a specific type of building development such as market rental accommodation.

### Actions:

- Determine where an additional revitalization tax exemption bylaw might assist in economic development goals. Specifically, review various initiatives to see if tax exemption bylaw can be effective in addressing goals already laid out of the community including:

- The Township is finalizing a multiple family housing initiative which looks into establishing new missing middle housing, housing that fills a need between detached single-family homes and mid-rise condominium developments (TOE. 2019).
- Exploring age-friendly assessment to see if there are housing needs (and supporting services, e.g. daycare spaces) that have not been addressed and could be fostered through a targeted tax exemption.
- Engage the development and business community to explore areas where the revitalization tax could benefit specific developments that would foster new desired development locally.



# Infrastructure and Land

## Smart Practice

### City of Surrey Centre Economic Investment Zone and Revitalization Tax Exemption

The City of Surrey is moving forward on commercial developments situated more closely together in the City Centre area, taking advantage of the expanding SkyTrain network. Known as the Surrey City Centre Plan, one of the tools the City is using to foster this development and have it targeted within their Economic Investment Zone is applying the City's Revitalization Tax Exemption Program By-law. The Tax Exemption, under the by-law, provides an exemption for 100% of the Municipal Property Tax payable on the increase in the assessed value of land and improvements on the Parcel within the Program for upwards of ten years.<sup>a</sup> In order to be eligible for the program in Surrey a project must have a building permit valued in excess of \$10 million.<sup>b</sup>

Source: City of Surrey a (2009) b (2020)



# Infrastructure and Land

## Affordable Housing

Esquimalt's housing stock was an important land development issue identified in the consultation process of developing the Business Investment Roadmap. In particular, the issues of affordability, workforce housing, densification and infill development need to be addressed in order to fulfill Esquimalt's vision of a complete community where residents live, work, and play. Providing an adequate supply of affordable housing for Esquimalt's major employers (CFB Esquimalt and those around the Esquimalt Graving Dock) and labour force overall is a critical input for attracting investment, diversifying the economy, and the community's long-term prosperity.

The OCP policies encourage increased densification through provisions of suites in duplexes, detached accessory dwelling units, and increased height and density for medium density residential housing. Esquimalt's lack of DCC's provides an incentive of lower cost development and could make housing more affordable than other municipalities in the region. The challenge is to identify and seize upon opportunities for infill and densification by exploring and implementing planning policy tools that lower costs and streamline the development approvals process for targeted housing types and neighbourhoods.

## Actions:

- Consider utilizing property tax incentives to encourage affordability and examine ways to streamline the development approvals process to encourage densification of housing developments and to increase the supply of rental units.
- Consider implementing policy tools such as up-zoning and Residential Rental Tenure Zoning (RRTZ) to encourage rental supply in key neighbourhoods and along transit routes. RRTZ allows municipalities to enact zoning that encourages building secure purpose-built rental.
- Examine ways to encourage housing developments along Esquimalt Road and other commercial nodes by making by-laws more flexible and take into consideration market demand for commercial space. A commercial market feasibility land use study would be beneficial to determine the commercial market potential and to provide an indication of the amount of building area is warranted for commercial uses in the years to come.





# Infrastructure and Land

## CFB Esquimalt

CFB Esquimalt represents important economic infrastructure for Esquimalt, as the largest local employer, it contributes about \$771 million to the local/regional economy and occupies 30% of the Township's land. Though the CFB represents a major economic driver it is constrained by the lack of land to expand shipyards operations. As well, the land supply issue dampens the ability to expand the supply chain within the community. The municipality needs to encourage CFB Esquimalt to explore ways to intensify the uses on Federal lands with an eye to expanding economic activities locally. The OCP has policies that encourage densification of uses within these lands and currently the Township meets regularly with senior command of CFB Esquimalt.

### Actions:

- Explore ways to unlocking the expansion potential of CFB Esquimalt and to diversify the local supply chain as it pertains to Base and Navy dock operations.
- Continue to encourage and promote expansion and linkages to the local economy by meeting with CFB Esquimalt's senior command on a regular basis.
- Involving CFB Esquimalt in housing strategies could help ensure that more of their personnel can live closer to their work, thus improving quality of life and reducing traffic congestion.



# Infrastructure and Land

## Modernized planning tools

The Township of Esquimalt zoning bylaw and parking bylaw date back to 1992. Since that time, many things have changed in the municipality and on community desires and plans. While there have been amendments to these bylaws over time it is now important to bring them in alignment with the current goals and objective of the Township and in support of economic development priorities such as increasing the development of new office space.

In addition, the municipality needs to map a way forward to determine how it can better utilize on-line technologies to undertaking development permitting and planning. Already, and spurred on by the COVID-19 pandemic, the Township is bringing on e-transfer payments and other on-line processes. Moving forward issues like on-line secure and e-certification of documents needs to be addressed. Further, the appropriate types of software technology need to be determined to best support the transition to on-line. Applying digital tools can create efficiencies, improve timeliness, and reduce costs.

### Actions:

- Complete a comprehensive update of the Township's zoning and parking bylaws to reflect the current goals and objectives of the OCP and priority economic development land uses.
- Develop a strategy that outlines a way to incorporate on-line services to the planning and development within the Township.

## Official Community Plan Support

The Township of Esquimalt's recently updated OCP provides a clear vision and policies for future land use and development and economic development priorities and was developed through broad community input. The OCP is a valuable tool to guide economic development initiatives, and in particular, it supports the development of Esquimalt as a compact complete community, encourages the development of work-force housing, the revitalization and redevelop of commercial areas, and encouraging the maintenance and viability of the business sector within Esquimalt to provide for local employment and a diversified tax base. Following the OCP and staying the course set out within this important policy document will determine future success in meeting community economic development goals as set out within the Business Investment Roadmap. Moreover, a high level of commitment to the vision set out in the OCP will provide for an efficient approvals process and a high level of certainty for investment decision making.

### Actions:

- To reinforce connectivity to the OCP, develop a framework so that all Policy and Development Permit Area objectives are communicated to council prior to decisions on all land use approvals.
- Staff should be sure to review specific policy and DPA objectives and implications with council on any project moving to council for a variance request.
- Work with the development community to ensure that projects being developed fit within vision and policies of the OCP prior to moving forward.

# Marketing and Communications

## Community image – Greening the Blue

Since the completion of the 2014 Economic Development Strategy, great strides have been made in improving the image of Esquimalt and highlighting the positive quality of life factors of the community. Many of the activities responsible for this positive shift came as a result of community-driven special events that drew people into Esquimalt and showcased the community's cohesiveness and small-town friendly vibe residents were familiar with. In order to expand on these community image improvement efforts, a place marketing and branding plan should be developed that communicates and markets Esquimalt around the themes and direction of the Business Investment Roadmap. Place branding aims to trigger positive associations and distinguishes a community or 'place' from others and is based on its unique identity and authenticity. Effective place branding requires a thoughtful process and partnership between the municipality, community at large and the private sector. People need to feel consulted and see mutual benefit from the process.

Marketing efforts for business investment need to speak to an authentic brand that encapsulates the innate strengths and characteristics of Esquimalt while spotlighting the evolving nature of Esquimalt's position in the regional context.

In our research and community engagement the theme of the marine economy shifting into the new economy of high technology and knowledge-based services was highlighted along with the community's objectives of becoming more sustainable and carbon neutral. As well, the positive community attributes of an abundance of great parks and greenspace surrounded by water were highlighted. The concept of 'Greening the Blue' economy was borne from these conversations and can form the basis for building a new brand for marketing Esquimalt. Greening the Blue economy is authentic as it is rooted in Esquimalt's unique identity and heritage of being a marine economy and the base for the Pacific fleet and echo's the direction of the new economy and the shift to the future of a green, sustainable, innovative and technology focused economy.

### Actions:

- Develop a place branding initiative for Esquimalt in order to create an over-arching brand for Esquimalt that will be integrated into municipal communications and shared by community stakeholders.
- Develop a marketing plan for targeting specific areas of Business Investment Roadmap.



# Marketing and Communications

## Smart Practice

Broken Arrow, Oklahoma

Many communities are incorporating placemaking into their economic development strategies and becoming more vibrant and inviting by enhancing their existing assets. In Broken Arrow, Oklahoma, a suburban centre of Tulsa, a group of community leaders from the chamber of commerce, economic development corporation, schools, city, and business sector collaborated on a vision to breathe new life into the city's declining downtown core. A \$4 million streetscape renovation brought wider sidewalks, mid-block crossings, planters, and outdoor dining areas to create a pedestrian-and business-friendly atmosphere. The result of those efforts is the Rose District, a thriving arts and entertainment area that is home to retail, restaurants, entertainment, and more. More than \$10 million in private dollars was invested in the district in less than two years following the renovation, and tax revenues in the district doubled over a one-year period.

Source: IEDC (2017)



# Marketing and Communications

## Proof points

It is important that the economic development message be communicated to the community in a cohesive manner consistent with the underlying objectives of this Roadmap and other municipal plans. Proof points are bits of evidence that strengthen the case for a particular area of action, for example, the need for sustainable employment land or affordable housing. Factual and emotional proof points can localize messages and make them relevant to the residents and businesses of Esquimalt.

### Actions:

- Develop a set of proof points for use by the municipality and its partners to inform and engage the community on economic development topics. These points can be used to reinforce with positive language how economic and social progress can move together, allowing proponents to stay on message and stakeholders to see trade-offs and benefits. Short, one or two paragraph proof points that describe how current developments are contributing to a future vision should be prepared for Esquimalt Town Centre, Esquimalt Road, CFB Esquimalt, Industrial Park, Densification, Housing, and multi-modal transportation (including transit).
- Develop templates and talking points to guide print and electronic communications and to clarify public and private sectors roles.

## Community dialogue on economic development

A consistent theme during the focus group sessions and the planning workshops was the desire to elevate public understanding of local economic issues and how they are tied to other community matters such as quality of life. Creating relevant, ongoing conversations about socio-economic issues will provide residents, businesses, community organizations and the municipality an opportunity to express and listen to ideas and concerns that in turn can help inform policy if not build more common ground (that enables projects to proceed with less tension). Dialogue is different from debate in that it prioritizes listening to enhance understanding. It develops common perspectives and goals and allows participants to express their own interests while emphasizing evidence-based analysis.

### Actions:

- Host a Community Forum on the economy that would bring in outside experts and speakers while addressing core issues in Esquimalt, including the future of employment centres, redevelopment and densification, affordable housing, multi-modal transportation, and quality of life.
- Build a Dialogue Team to plan, invite and host the event. A biennial event would reduce logistical challenges and allow for appropriate thematic choices that are relevant to Esquimalt at the time. Important subject areas include what constitutes a healthy community, what are the community's successes, how to improve, barriers to change and leadership and actions and solutions to positive change.

# Marketing and Communications

## Telling the economic development story

Websites and social media platforms are powerful frontline tools in economic development planning, whether that is attracting, investment, promoting opportunities, engaging business or otherwise supporting job growth and diversification. Most businesses, investors and entrepreneurs turn to the internet for information they are seeking regarding investment and location decisions. An economic development website can play a critical role not just in providing data and research about the community, but perhaps more importantly, in telling the community story, supporting the brand promise and letting viewers know what makes the community tick. It is about inspiring interest and enquiries about Esquimalt as a place to live, work and visit. This website better equips the regional economic development mandate by showcasing the region's employment centres to prospective investors and decision-makers.

### Actions:

- Create an Economic Development website, either as a page within the existing municipal site or as a dedicated site with a unique domain. The primary focus of the website should be promoting the brand, telling the story and celebrating local entrepreneurs and business successes. This can be supported with community information and data on demographics, labour market, economic base and key sectors, development activity, the development process, infrastructure availability and local business costs.
- Create compelling economic development content for the website:
  - A landing page that promotes the story of Esquimalt with a people and neighbourhood-oriented narratives, set in the context of overall community development with links to the environment, sustainability and quality of life.
  - An animated local story through a set of vignettes featuring local entrepreneurs and their personal stories about why they live, work and invest in Esquimalt.
  - Accessible links to data and information resources.
  - A reporting data dashboard that could be coordinated with SIPP's annual Prosperity Index so stakeholders have access to relevant socio-economic metrics that are locally-based (and in the context of the regional narrative).

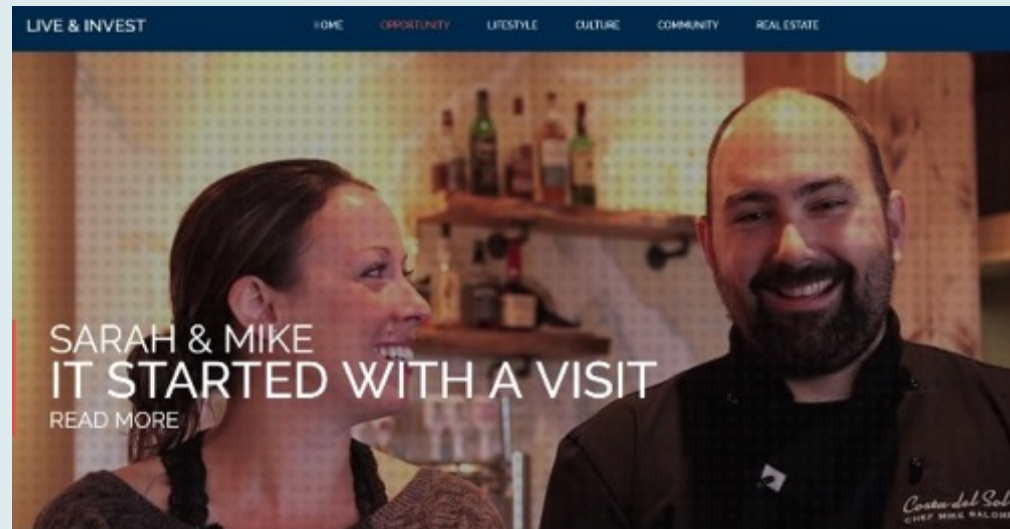
# Marketing and Communications

## Smart Practice

City of Powell River Website

The City has prioritized the economic development narrative around people rather than statistics and data. This emphasis on the human element draws readers into the community setting and what it has to offer. Importantly, it supports the brand promise of Powell River as a dynamic community in transition. The historical blue-collar jobs are still important, but the community is using its coastal setting, affordable lifestyle and proximity to Vancouver to attract young entrepreneurs and their families.

Source: City of Powell River (2020)



# Business Development

## Business retention, expansion and attraction

Effective economic development requires a strong local business base to support sustainable job generation over time. Existing local businesses generate most new jobs in a community, as high as 90% depending on the structure of the economic base. A variety of programs and activities are implemented as part of a community's business care platform, but the best practices of the economic development discipline are straightforward: they are Business Retention, Expansion and Attraction (BRE+A). How these activities are carried out can vary greatly from community to community, but generally rely on local resources, expertise and priorities, and range across three categories: Business Retention and Expansion (BRE); Investment and Business Attraction; and Community Development.

While there are many moving parts to a BRE+A program, managing it effectively generates a better understanding of the business community, better identifies the needs of business clients and where/when they need support, facilitates relationships that lead to prosperity, and helps the community become tactical when it comes to investment attraction.

### Actions:

- Targeted Business Retention and Expansion support:
  - Conduct research on successful BRE programming that can be used to guide the process: explore [BC government materials](#), and liaise with the Economic Development Association of BC and with the South Island Prosperity Partnership (SIPP) on potential BRE support.
  - Develop a local team that can support BRE+A activities (this could include partnerships with the Esquimalt Chamber) and work in alignment with regional efforts led by SIPP.
  - As part of assessing a BRE program (or as a quick-win), undertake a [business walks program](#) and do initial data collection and aftercare requirements.
  - Evaluate and launch full BRE program at the end of 2022.





# Business Development

## Smart Practice

City of Quesnel Business Retention, Expansion and Attraction Program

The City of Quesnel is currently implementing their economic development transition strategy. One of the key themes in this strategy is business and residential retention and attraction. In Quesnel business retention, expansion and attraction is central to their entire economic development approach. A new brand is being developed and the community repositioned to attract investment that will facilitate transition from a forestry-dependent economy. A strong effort has been made to ensure these efforts reflect and complement the existing business base, services and activities already in place locally. The City has undertaken a business walks program to ensure they have a formal process to hear directly from the business community and identify follow up actions on issues as they are identified. Quesnel also leverages regional programs like Love Northern BC to further provide support to their local business community.

Source: City of Quesnel (2020)



# Business Development

## Disaster preparedness and recovery

An over-riding topic in economic development today is the resiliency and recovery of local economies in the face of the COVID-19 pandemic. In the BC context, it is not just pandemics that are a concern, as forest fires, pests and floods have wreaked havoc on rural economies over the last decade. The question for economic development practitioners and communities is how to prepare and respond. Recent research by the International Economic Development Council has found that many economic development officers (EDOs) are surveying their businesses to learn more about how they have been affected by COVID-19 and what support they need. They are then mobilizing information and listing resources available to businesses in their communities. A key role EDOs can play during this crisis is to provide accurate information and help businesses access resources. Over the longer term, what will be the effect of mitigation measures be on small business survival? Which sectors and businesses are more exposed to risks of current and future mitigation efforts? Businesses that have seen increased demand include food delivery services, grocery stores, and cleaning services. What technological tools are available to the community to navigate this or the next crisis?

## Actions:

- Build an economic response and recovery team to address the post-disaster economic recovery issues that the community may face. This should include a mix of private and public sector representatives. The Regional Economic Recovery Plan currently in development by SIPP's Rising Economy Taskforce (on which the Township of Esquimalt is involved) will present some actions that this recovery team could take in the short and medium-term.
- Review plans that are relevant to disaster recovery including the Township's existing emergency management and mitigation plans. Most emergency management plans are primarily concerned with health and public safety issues the response and recovery team would focus on economic and business matters.
- Develop an economic redevelopment and recovery strategy for specific disaster scenarios. Priorities would include scenario planning, crisis communications, business survival and continuity training, resources and a business recovery centre (virtual or otherwise) and other business recovery resources. The Regional Economic Recovery Plan will be a suitable framework to utilize as a starting point.

# Partnerships

## South Island Prosperity Partnership (SIPP)

SIPP plays a vital role in developing and delivering the region's economic development strategy that Esquimalt can leverage to its benefit. SIPP can bring networking opportunities, best practices and of course direct alignment from efforts that would be beyond the reach of the municipality if it were to work solely on its own. These include international trade and export development, investment attraction, cluster development and labour market initiatives that often require a level of effort and coordination that will stretch the resources of any one community. By working with SIPP the Township can focus its resources on what it can do best, which is looking after the needs and interests of local residents and businesses, yet still participate in more ambitious regional activities.

### Actions:

- Work with SIPP to determine Esquimalt's alignment with regional clusters (e.g. High-Tech, Ocean & Marine, Cultural Industries and others). The Township should target initiatives where there is local demand from Esquimalt businesses or where municipal objectives such as Esquimalt Town Centre and industrial lands can be supported.
- Work with SIPP to inform best practices of an Esquimalt-based BRE program and align these efforts to regional efforts and opportunities.
- Cooperate on a local component of the South Island Prosperity Index that could be used to populate a website dashboard.
- Work with SIPP to better determine and refine the Township's role in economic reconciliation and partnerships with First Nations, particularly Songhees and Esquimalt Nations.

- Continue to participate in SIPP's Rising Economy Taskforce and determine what actions Esquimalt could take locally in order to help the businesses and residents recovery from the economic crisis caused by the COVID-19 pandemic.

## Victoria Innovation, Advanced Technology and Entrepreneurship Council (VIATEC)

An important part of positioning Esquimalt for future growth in the technology and knowledge-based sectors is the Township's ability to network with tech industry leaders in order to be able to best respond to market opportunities. VIATEC, the region's tech industry association, is the main conduit for connecting and liaising with the tech industry in the region. Efforts should be made to develop a strong relationship with VIATEC and identify ways to work together to promote opportunities to investors, commercial realtors, and the development industry.

### Actions:

- Join VIATEC as a member and actively network within the technology community with an eye to matchmaking opportunities with investors and the development community.
- Investigate opportunities for attracting technology companies to Esquimalt - currently VIATEC is looking for additional space for their robust accelerator program (10 – 15,000 sq./ft building).

# Partnerships

## Esquimalt Chamber of Commerce

The Esquimalt Chamber of Commerce can provide a conduit to the local business community and opportunities for leveraging services that fall within its mandate, including advocacy, marketing, event development and business support. Policy and program support from the BC Chamber of Commerce and the Greater Victoria Chamber of Commerce may also align with the priorities and interests of Esquimalt from time to time.

### Actions:

- Work with the Chamber to improve access and uptake of senior government resources and programs for small business.
- Encourage the Chamber to remain collaborative with SIPP's efforts to bring all the region's chambers together to align regional and localized priorities.
- Encourage the Chamber to help deliver Junior Achievement (JA) programs in Esquimalt. Junior Achievement's programs are designed to introduce students to entrepreneurship and business disciplines like marketing and finance. Many JA alumni go on to become successful entrepreneurs and employees in growth-oriented companies that could become integral to Esquimalt's economic future.
- Work with the Chamber to access the BC Chamber's MindReader Community regarding the BC economic landscape and opportunities for businesses that may be of interest to Esquimalt.

## First Nations

The Township of Esquimalt is located within the traditional territory of the Esquimalt and Songhees First Nations. These Nations are both very active in numerous economic and business ventures in the Esquimalt area. Activities range from marine services, to RV campground to co-working facilities (Songhees Innovation Centre), as well as property and land management activities. The Township recognizes the role of First Nations in economic development and in their strategic priorities highlight the importance of working with the First Nations and the Esquimalt community to support economic, social and cultural opportunities (TOE. 2016).

The Township meets periodically with the Esquimalt and Songhees Nations in "neighbour to neighbour" meetings. In addition, on major projects all communities work closely in ensuring that there is good communication. Currently, the Township is redeveloping the Esquimalt town square and is working closely with both Nations to identify an Indigenous name for the project and securing Indigenous art work for the site. The Township anticipates further collaboration on community projects moving forward.

### Actions:

- In cooperation with the Esquimalt and Songhees nations make an engagement request to [Reconciliation Canada](#) for a local presentation on increasing dialogue between First Nations and the community.
- Continue to work with SIPP to realize economic reconciliation opportunities and collaborative approaches at both the local and regional levels.

# Partnerships

- Explore more formal collaboration on specific economic development and business development initiatives in the Esquimalt area. Specifically, sector activities such as tourism have been identified as of interest to both the Township and the Nations.
- Explore ways that the Township and the Nations can support one another in achieving economic development outcomes. While it is common to provide letters of support, municipalities and First Nations can separately leverage different funding sources that may be more successful and build a more sustainable project if undertaken together.

## Destination Greater Victoria (DGV)

Tourism has great potential in Esquimalt, but in order to maximize its benefits more overnight accommodation is needed. The average daily spend of overnight visitors is four to five times greater than that of day visitors so destination development is almost always based on an expanded hospitality infrastructure. Access to outdoor recreation activities like local dive sites, festivals and events and promotion of trail infrastructure are other opportunities that have excellent potential in Esquimalt.

An ongoing relationship with Destination Greater Victoria (the region's Destination Marketing Organization (DMO)) would benefit Esquimalt by helping it stay informed of regional and provincial tourism matters. In addition to being a DMO, DGV also liaises with their members on product and destination development. It took a lead role in the Southern Vancouver Island Destination Development Strategy on behalf of Destination BC and will be participating in implementation.

## Actions:

- Communicate regularly with DGV on the implementation of the Greater Victoria Destination Development Strategy (2019). Specific initiatives of local interest include:
  - Develop interesting off-site conference and event venue(s).
  - Pursue plans to expand the harbour pathway within the downtown Victoria core and beyond to adjacent municipalities.
  - Support the development of a regional approach to transportation planning that takes the needs of visitors into account.
  - Enhance transit/transportation connections between downtown Victoria and outlying areas of the planning area.
  - Ensure that there are clearly defined and approved zones throughout the planning area ready for all short-term commercial accommodation types (e.g. fixed roof, hostels, campgrounds) and levels (e.g. mid-level; higher end) that developers can leverage when market conditions warrant.
  - Support the provision/development of affordable housing for employees of the tourism, hospitality and accommodations sectors.
  - Increase municipal government awareness of the economic impact of tourism.
- Promote accommodation opportunities to the accommodation and real estate sectors, emphasizing Esquimalt's cost and location advantages.

# Partnerships

## Smart Practice

### Town of Osoyoos and Osoyoos Indian Band Tourism Collaboration

The Town of Osoyoos and the Osoyoos Indian Band have worked collaboratively in supporting the development of strategic local tourism infrastructure. When the Band was developing the In Nk'Mip Desert Cultural Centre the Town leveraged provincial funding to help pay for the development of displays and exhibits. Later, as the Town worked towards replacing the old Visitor Centre with a new Tourism Gateway Centre as part of the 2010 Olympic games initiative, the Band financially supported the development of Indigenous component within the new facility.

Both the Town and Band have recognized that efforts to expand and diversify the tourism sector can maximize benefits for both through cooperation and financial leveraging. In fact, the Band is now one of the community's major employers of Indigenous and non-Indigenous workers. The Town is one of BC's more successful resort communities while the Band is recognized Canada-wide for its Nk'Mip Resort and Winery and tourism development success.

Source: City of Quesnel (2020)



# 6 Implementation

Action Plan and Resource Requirements



# Action Plan

Initiative	Resource Commitment	Timing	Expected Outcome
1. Infrastructure and Land			
Revitalization of Esquimalt Road	Major time \$50 – \$60,000 project costs	2021 Q1 Ongoing	- Program uptake - Design Charrette- 3D digital model
Revitalization of Esquimalt Business Park	Moderate time \$50,000 project costs	2022 Q1 – Q3 Ongoing	- Market Study and Land Use Plan - Centre of Excellence for Marine Technology
Community asset management plan	Moderate time	2021 Q2 Ongoing	- Cross departmental AM Committee - Roadmap for Asset Management Plan
Development incentives	Moderate time	2021 Q1 – Q3 On going	- Targeted investment attraction - Connect to OCP development goals
Affordable housing	Minimal time	Ongoing	- Utilizing property tax incentives - Streamlined development approvals process
CFB Esquimalt	Minimal time	Ongoing	- Expansion of CFB operations and diversified supply chain
Bylaws and on-line tools	Moderate time Initial \$25,000 projects costs	2021 Q2 – Q4 Ongoing	- More efficient/effective development process - Quicker turn around on project approvals.
Official Community Plan support	Minimal time	Ongoing	- Consistent application of OCP



# Action Plan

Initiative	Resource Commitment	Timing	Expected Outcome
<b>2. Marketing and Communications</b>			
Community image – Greening the Blue	Major time \$25,000 – 35,000 project costs	2021 Q2-Q4	<ul style="list-style-type: none"> <li>– Esquimalt brand</li> <li>– Marketing plan for Roadmap</li> </ul>
Proof points	Minor time	2021 Q2-Q3	<ul style="list-style-type: none"> <li>– Story boards on key development issues</li> <li>– Consistent communications</li> </ul>
Community dialogue on economic development	Moderate time \$10,000-\$15,000 project costs	2022 Q1-Q3	<ul style="list-style-type: none"> <li>– Community Forum on economic development</li> </ul>
Telling the economic development story	Moderate time \$25,000-\$35,000 project costs	2021 Q3-Q4	<ul style="list-style-type: none"> <li>– Best practice website</li> <li>– Social media programming</li> </ul>
<b>3. Business Development</b>			
Business retention, expansion and attraction	Major time \$10,000 project costs	2022 Q2-Q4	<ul style="list-style-type: none"> <li>– Delivery of Business Walks</li> <li>– Business assistance outreach and delivery</li> </ul>
Disaster preparedness and recovery	Minor time	2021 Q3-Q4	<ul style="list-style-type: none"> <li>– Preparedness and Recovery Plan</li> </ul>

# Action Plan

Initiative	Resource Commitment	Timing	Expected Outcome
<b>4. Partnerships</b>			
South Island Prosperity Partnership	Moderate time; annual membership fees	2020 Q3 Ongoing	<ul style="list-style-type: none"> <li>– Leveraged services and programming</li> <li>– Focus on attraction and regional initiatives</li> <li>– Avoidance of overlap</li> </ul>
VIATEC	Minor time	2021 Q1 Ongoing	<ul style="list-style-type: none"> <li>– Local space (for VIATEC and companies)</li> <li>– Expansion of technology activity</li> </ul>
Esquimalt Chamber of Commerce	Minor time	2020 Q4 Ongoing	<ul style="list-style-type: none"> <li>– Coordinated advocacy and communications</li> <li>– Events and festival development</li> </ul>
First Nations	Moderate time	2020 Q4 Ongoing	<ul style="list-style-type: none"> <li>– Reconciliation</li> <li>– Shared planning</li> <li>– Collaborative initiatives and business development opportunities</li> </ul>
Destination Greater Victoria	Minor time	2021 Q2 Ongoing	<ul style="list-style-type: none"> <li>– Coordinated tourism infrastructure</li> <li>– Event space</li> <li>– Accommodation development</li> </ul>

# Capacity and Resourcing

This Roadmap includes new initiatives and processes that must be resourced for implementation. There are three main options for organizing delivery that the Township can consider.

- maintain the organizational status quo and parcel out responsibility for initiatives to existing staff;
- contract out initiatives or work packages to external consultants; or
- designate and resource an internal business development office and officer.

The 2014 Economic Development Strategy chose the first option and while several initiatives were implemented the achievement of broader development goals and a sustained process of delivery was found lacking. The second option is seldom used but can work if an existing department assumes responsibility and has the time and budget for follow through. The third option is based on a clear attempt to match work programs and expected outcomes of the Roadmap with the requisite human and financial resources. However, there is also organizational and financial risk that must be acknowledged and managed appropriately.

There is a minimum annual budget threshold for a business development office consisting of compensation, administrative support and individual project funding. The latter can be deployed to leverage partnered and senior government funding and therefore can have specific return on investment criteria attached. The single most-important management decision is the hiring of the business development person. Many business development offices spend too much time on administrative tasks and not enough time “on the street”. The Roadmap work program requires extensive outreach to the local business and development community that

prioritizes opportunity development, investment activity, job retention and wealth creation, all the while aligning economic development within the context of the Township’s other planning directions and mandates. New staff should have a mix of experience, expertise and inter-personal skills to fulfill Roadmap implementation and make a difference on the achievement of expected outcomes for the Township.

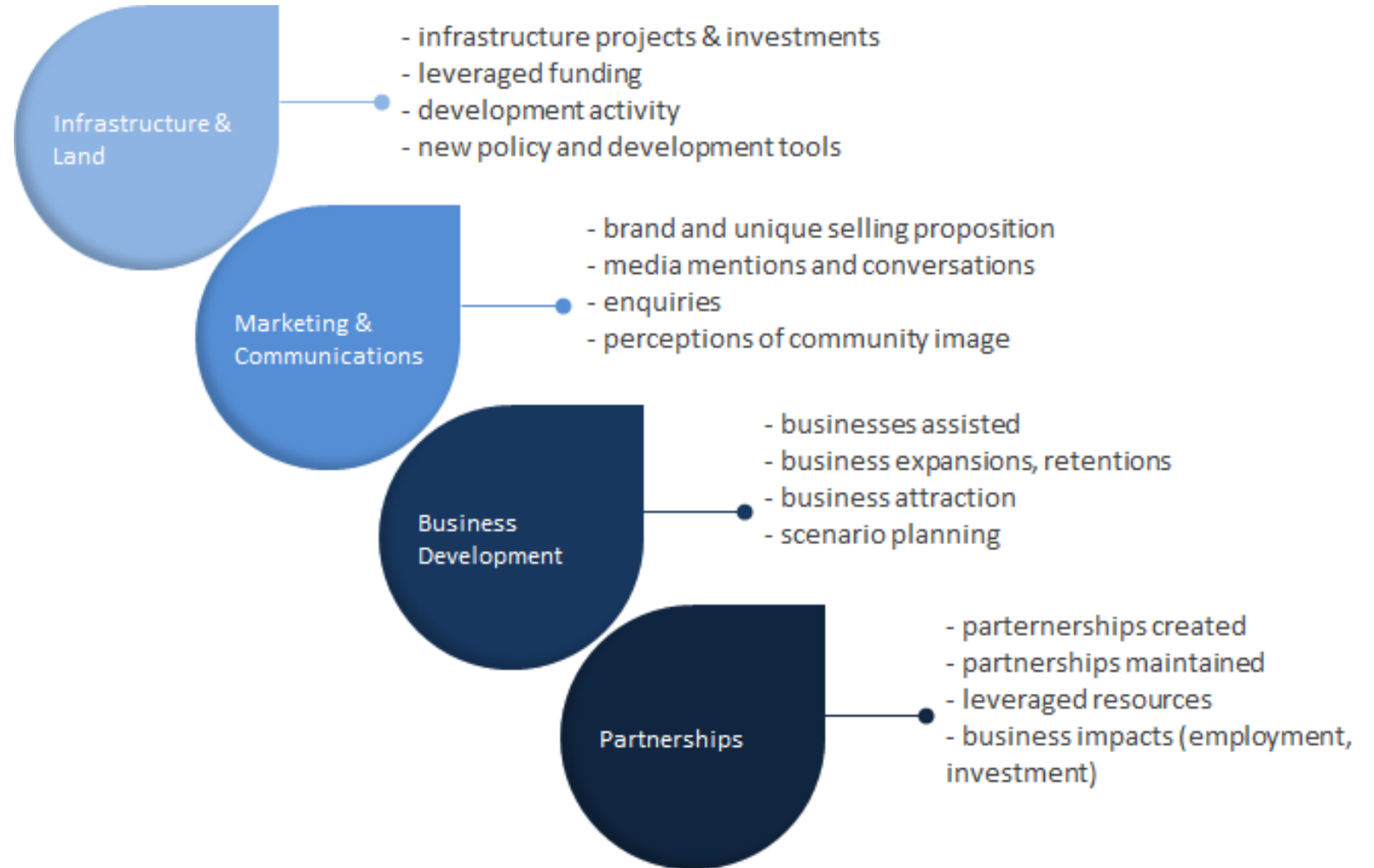
## Actions:

- The Township should establish a business development function with one FTE. The position would report to the CAO and work closely with the senior management team to coordinate the implementation of the Business Investment Roadmap. A sample job description is included in Section 6 - References (sample uses terminology of “Business Development Officer”).
- The recommended budget for the operation of a business development office is \$150,000 annually. \$115,000 of the operating budget is for the business development officer (BDO) salary and benefits. The remaining \$35,000 of the budget is for the implementation of special projects that are outlined in this strategy. It is assumed a further \$35,000 + could be obtained from senior level government programs but the majority will come from the base operating budget of \$150,000. Note that this does not include the Township’s annual membership within the regional economic development organization (SIPP).

# Performance Measurement

Performance Measurement is a best practice in the successful delivery of any economic development program or initiative. Although common published measures such as labour force or construction activity are easily available from trusted sources, other measures may not always be available or easily accessible. It is important, therefore, to identify metrics and data requirements that can be easily assembled, while still contributing to the underlying need to track performance.

For Esquimalt, the measures selected in the adjacent figure can all be collected regularly, at least annually. They can then be used to benchmark the anticipated outcomes of the Roadmap, support communications and contribute to a more effective allocation of resources for implementation. The measures are directly linked to initiatives associated with the four focus areas.



# 6 References



# Abbreviations

ABCMI	Association of British Columbia Marine Industries
BCEDA	British Columbia Economic Development Association
BIA	Business Improvement Area or Association
CAM	Community Asset Mapping
CFB	Canadian Forces Base
CMA	Census Metropolitan Area
CRD	Capital Regional District
DGV	Destination Greater Victoria
FCM	Federation of Canadian Municipalities
GDP	Gross Domestic Product
HMCS	Her Majesty's Canadian Ship
MARPAC	Maritime Forces Pacific
OCP	Official Community Plan
RGS	Regional Growth Strategy
SCO	Strengths, Challenges and Opportunities
SIPP	South Island Prosperity Partnership
UN	United Nations
VIATEC	Victoria Innovation, Advanced Technology and Entrepreneurship Council

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# Business Development Officer Job Description - Sample

## Summary of Duties

The Business Development Officer (BDO) is engaged by the Township of Esquimalt to provide business attraction, retention and expansion services to meet the community's business and economic development interests as set out in the Business Investment Roadmap. The BDO will be involved in such activities as economic analysis, marketing, networking and communications, report writing and project management.

## Duties and Responsibilities

### 1. Business Development:

The BDO will develop and manage programs and services to improve the business climate in the community. The BDO will:

- Act as the primary point of contact for business and investor inquiries, providing information, assisting with site visits in the community and promoting local opportunities;
- Identify available commercial and industrial lands and assist business and investor prospects to view these properties;
- Assist existing businesses to promote their products and services; and
- Provide referrals to key partners such as the South Island Prosperity Partnership for access to their technical assistance and programs.

### 2. Community Development:

The BDO will provide research and analysis and project management services in order to manage economic development initiatives that support community development and include duties such as:

- Manage sub-contractors needed to complete projects;
- Conduct economic research, analysis and evaluation for the Township;
- Develop mitigation strategies in the event of economic crises;
- Undertake analysis of economic and business development opportunities;
- Provide research and policy advice to council that might facilitate economic development planning; and;
- Encourage community support and involvement in economic and business development programs and projects.

### 3. Promotion, Marketing and Provision of Information:

The BDO will promote and market the community to businesses, entrepreneurs, investors and public agencies. This will involve:

- Assembling economic and community asset information;
- Preparing collateral, multi-media, website and other promotional materials
- Attending promotional events;
- Compiling business, land and other economic databases; and
- Preparing prospectuses and other plans that could be used to draw in new investment.

# Business Development Officer Job Description - Sample

## 4. Liaison, Relationships and Partnerships:

The BDO will:

- Develop and maintain active contact with key business, economic development and government organizations;
- Remain current on regional, provincial and federal economic development planning programs and activities;
- Attend and facilitate relevant community meetings;
- Regularly communicate economic development news to the community;
- Develop an effective working relationship with Township staff and council;
- Facilitate partnerships between businesses, government, financial and educational institutions, First Nations and the community; and
- Establish a close working relationship with the South Island Prosperity Partnership.

## 5. Planning and Administration:

The BDO will:

- Coordinate the implementation and periodic updating of the Business Investment Roadmap;
- Prepare and report on annual work plans and budget;
- Identify and access additional funding from other levels of government; and
- Report to Council on all such matters.

## Qualifications and Requirements

This position requires an individual with a degree or diploma in business, commerce, economics or a related discipline or sufficient experience, knowledge and ability to compensate for any educational shortfall. The individual should have at least 5– 10 years of experience in progressively more responsible positions.

Other requisite attributes are:

- A background in community economic and business development;
- Strong analytical and research skills;
- Ability to basic conduct economic and market research;
- Strong marketing communication skills;
- Ability to effectively manage economic development and other related planning processes;
- Ability to deal with diverse groups of people and interests, organize multi-faceted activities and manage time effectively;
- Strong report writing and verbal presentation skills;
- Basic financial management skills;
- Experience in group facilitation and consensus building;
- Ability to organize multi-faceted activities and manage time effectively;
- Knowledge of computers and basic software; and
- An additional asset would be a strong understanding of the economy of South Vancouver Island and the organizations involved in economic development.



Prepared by:  
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