

# Economic Development Action Plan 2023-2025

2020 Roadmap Themes				Projects			Legend	Economic Development	Internal/Other departments	External/Partnerships	
				2023	2024	2025	ED Role	New/Existing	Alignment	Partners Internal & External	Indicators
<b>Theme 1. Infrastructure &amp; Land</b>											
<b>1.1 Revitalization of Esquimalt Road</b>											
1.1.1	Expand and promote the Revitalization Tax Incentive Program to landowners and the development community to increase uptake.			Business Façade Program		Lead	Existing	OCP 6.2	Development Services Finance	Funding granted	# no of business enrolled # Projects executed \$
1.1.2	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.			Development services Engineering and Public Works		Support			Vision Document for Town Centre Vision Document for Esquimalt Road Esquimalt Road Urban Design Guidelines		
1.1.3	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.			ED website & investment dashboard	Vision Documents	Lead	New	OCP 16.2		Marketing campaigns, type, reach, efficiency	#pageviews #business enquiries #media
1.1.4	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.			Investment Prospectus	ED website & investment dashboard	Lead	New	OCP 16.2		Prospects in the pipeline	#Prospects \$
1.1.5	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)			Place Branding Marketing Plan	Wayfinding & Signage	Lead	New	OCP 6.2	Development Services Engineering & Public Works	Marketing expenditures	\$
1.1.6	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.			Customer Relationship Management & BRE		Lead	New	OCP 16.1	SIPP, Chambers, Songhees FN, Esquimalt FN, Industry	Business survey (BR+E) projects	#Business #projects
1.1.7	Investigate investment in dark fibre along Esquimalt Road that would support an open-access broadband network and induce technology related business investment.			Industry Advocacy		Influence	New	OCP 16.1	SIPP, Chambers, Songhees FN, Esquimalt FN, Industry	Capital provided	\$
<b>1.2 Revitalization of Esquimalt Business Park</b>											
1.2.1	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 rezoning 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.			Commercial Market Feasibility/Land Use Study		Lead	New	OCP 7.2	Development Services	Investment attracted	\$ % #business attraction #
1.2.2	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.			Partnerships		Support	Existing	OCP 3.7	SIPP, Chambers, Songhees FN, Esquimalt FN,	Local/regional partnerships	# qualitative
1.2.3	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.			Industry Advocacy		Influence	Existing	OCP 7.2	SIPP, Chambers, Songhees FN, Esquimalt FN, Industry	Local/regional partnerships	# qualitative
1.2.4	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, supplychain development, and shipping & receiving)			Commercial Market Feasibility/Land Use Study		Co-Lead	New	OCP 3.7	Development Services	Land assessment	\$
<b>1.3 Community asset management plan</b>											
1.3.1	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.			Engineering and Public Works		Support			Parks & Recreation Finance Services		
1.3.2	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.					Support					
1.3.3	Explore grant funding opportunities for AM such as FCM's Municipal Asset Management Program (MAMP) and Asset Management BC (AMBC).					Support					
1.3.4	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)					Support					
<b>1.4 Development incentives</b>											
1.4.1	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:			Business Façade Program		Lead	Existing	OCP 6.2	ESQ Chamber	Funding granted	# no of business enrolled # Projects executed \$
1.4.2	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).			Development services		Support			Human Resources & Community Relations - Economic Development		
1.4.3	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			Development services		Support			Human Resources & Community Relations - Economic Development		
1.4.4	Engage the development and business community to explore areas where the revitalization tax could benefit specific developments that would foster new desired development locally			Business Façade Program Investment Attraction		Lead	Existing	OCP 16.1	ESQ Chamber	Funding granted	# no of business enrolled # Projects executed \$
<b>1.5 Affordable Housing</b>											

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		2023	2024	2025				Partners Internal & External	Indicators	Examples of Success Measures
1.5.1	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.	Financial services			Support			Human Resources & Community Relations - Economic Development		
1.5.2	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.	Development services			Support			Human Resources & Community Relations - Economic Development		
1.5.3	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.	Commercial Market Feasibility/Land Use Study			Co-Lead	New	OCP 6.2	Development Services		
<b>1.6 CFB Esquimalt</b>										
1.6.1	Explore ways to unlock the expansion potential of CFB Esquimalt and diversify the local supply chain as it pertains to Base and Navy dock operations.	Customer Relationship Management & BRE			Lead	New	OCP 3.7		Economic development expenditures	\$
1.6.2	Continue to encourage and promote expansion and linkages to the local economy by meeting with CFB Esquimalt's senior command on a regular basis.	Customer Relationship Management & BRE			Lead	New	OCP 3.7		Economic development expenditures	\$
1.6.3	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	Customer Relationship Management & BRE			Lead	New	OCP 3.7	Development Services (Workforce Housing)	Commuting patterns	Interval scale (H,M,L), survey, #qualitative
<b>1.7 Bylaws and on-line tools</b>										
1.7.1	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.	Development services			Support			Human Resources & Community Relations - Economic Development		
1.7.2	Develop a strategy that outlines a way to incorporate on-line services to the planning and development within the Township	Development services			Support			Human Resources & Community Relations - Economic Development		
<b>1.8 Official Community Plan support</b>										
1.8.1	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.	Development services			Support			Human Resources & Community Relations - Economic Development		
1.8.2	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.	Development services			Support			Human Resources & Community Relations - Economic Development		
1.8.3	Work with the development community to ensure that projects being developed fit within vision and policies of the OCP prior to moving forward.	Commercial Market Feasibility/Land Use Study Investment Attraction			Co-Lead	New	OCP 6.2	Development Services	Projects	#Development Projects

Theme 2. Marketing & Communications										
<b>2.1 Community Image - Greening the Blue</b>										
2.1.1	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.	Place Branding Marketing Plan			Lead/Co	New	OCP 16.1	Human Resources & Community Relations - Economic Development - Communications Parks & Recreation	Community/client satisfaction	Interval scale (H,M,L), survey, #qualitative
2.1.2	Develop a marketing plan for targeting specific areas of Business Investment Roadmap.	Place Branding Marketing Plan			Lead	New	OCP 16.1	Human Resources & Community Relations - Communications	Linkage between EDO strategic plan and other development plans	#relationships #qualitative
<b>2.2 Proof Points</b>										
2.2.1	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).	Place Branding Marketing Plan			Lead	New	OCP 16.1	Human Resources & Community Relations - Communications Parks & Recreation	Linkage between EDO strategic plan and other development plans	#relationships #qualitative
2.2.2	Develop templates & talking points to guide print & electronic communications and to clarify public and private sectors roles.	Human Resources & Community Relations - Communications			Support	New	OCP 16.1	ToE Brand Refresh		

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2.3	Community dialogue on ED									
2.3.1	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			Community Engagement	Lead	Existing	OCP 16.1	Human Resources & Community Relations - Communications	Community engagement – quality of ideas generated or implemented	Interval scale (H,M,L), survey, qualitative
2.3.2	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			Community Engagement	Lead	Existing	OCP 16.1	Human Resources & Community Relations - Communications	Community engagement – quality of ideas generated or implemented	Interval scale (H,M,L), survey, qualitative
2.4	Economic Development storytelling									
2.4.1	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.			ED website & investment dashboard	Lead	New	OCP 16.1	BCEDA	Website or other media links on partner websites	#analytics, tracking, usage
2.4.2	Create compelling economic development content for the website: - A landing page that promotes the story of Esquimalt with 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).			ED website & investment dashboard	Lead	New	OCP 16.1	BCEDA	Website or other media links on partner websites	#analytics, tracking, usage

Theme 3. Business Development										
3.1	Business retention, expansion and attraction									
3.1.1	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.			Customer Relationship Management & BRE	Lead	New	OCP 16.1	BCEDA, SIPP, Chambers	Local business assistance programs - utilization, satisfaction	# \$
3.1.2	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.			Customer Relationship Management & BRE	Lead	New	OCP 16.1	BCEDA, SIPP, Chambers	Ease of doing business	Survey - ranking, rating, qualitative
3.1.3	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.			Customer Relationship Management & BRE	Lead	New	OCP 16.1	BCEDA, SIPP, Chambers	Business total/by category	#
3.1.4	Evaluate and launch full BRE program at the end of 2022.			Customer Relationship Management & BRE	Lead	New	OCP 16.1	BCEDA, SIPP, Chambers	Business total/by category	#
3.2	Disaster preparedness and recovery									
3.2.1	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.			Partnerships	Support	Existing	OCP 3.7	BC Gov, BCEDA, SIPP, Chambers, Songhees FN, Esquimalt FN, CRD		
3.2.2	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.			Community & Safety Services	Support			Human Resources & Community Relations - Economic Development		
3.2.3	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.			Community & Safety Services	Support			Human Resources & Community Relations - Economic Development - Communications		

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2023	2024	2025								
<b>Theme 4. Partnerships</b>										
<b>4.1 South Island Prosperity Partnership (SIPP)</b>										
4.1.1	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			Partnerships	Lead	Existing	OCP 3.7	SIPP, Songhees FN, Esquimalt FN, Chambers	Local/regional partnerships	# qualitative
4.1.2	Work with SIPP to inform best practices of an Esquimalt-based BRE program and align these efforts to regional efforts and opportunities			Customer Relationship Management & BRE	Lead	Existing	OCP 16.1	SIPP	Ease of doing business	Survey - ranking, rating, qualitative
4.1.3	Cooperate on a local component of the South Island Prosperity Index that could be used to populate a website dashboard			ED website & investment dashboard	Lead	New	OCP 16.1	SIPP	Information sharing with stakeholders	# qualitative
4.1.4	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.			Economic Reconciliation	Lead	Existing	OCP 15.2	SIPP, Songhees FN, Esquimalt FN	Local/regional partnerships	# qualitative
4.1.5	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			Partnerships	Lead	Existing	OCP 16.1	SIPP, Songhees FN, Esquimalt FN, Chambers	Local/regional partnerships	# qualitative
<b>4.2 Victoria Innovation, Advanced Technology and Entrepreneurship Council (VIATEC)</b>										
4.2.1	Join VIATEC as a member and actively network within the technology community with an eye to matchmaking opportunities with investors and the development community			Investment Attraction	Lead	New	OCP 16.1	VIATEC, SIPP	Local/regional partnerships	# qualitative
4.2.2	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).			Investment Attraction	Lead	New	OCP 16.1	VIATEC, SIPP	Technology businesses	# qualitative
<b>4.3 Esquimalt Chamber of Commerce</b>										
4.3.1	Work with the Chamber to improve access and uptake of senior government resources and programs for small business.			Customer Relationship Management & BRE	Lead	Existing	OCP 16.1	ESQ Chamber	Business program participants still in business 1 - 5 years	# qualitative
4.3.2	Encourage the Chamber to remain collaborative with SIPP's efforts to bring all the region's chambers together to align regional and localized priorities.			Partnerships	Lead	Existing	OCP 3.7	SIPP, Chambers	Local/regional partnerships	# qualitative
4.3.3	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			Partnerships	Lead	Existing	OCP 16.1	ESQ Chamber	Training programs	# qualitative
4.3.4	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			Customer Relationship Management & BRE	Lead	Existing	OCP 16.1	ESQ Chamber , BCEDA	Effectiveness of EDO board/leadership in improving business climate	# qualitative
<b>4.4 Songhees and Esquimalt First Nations</b>										
4.4.1	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			Economic Reconciliation	Lead	New	OCP 15.2	SIPP, Songhees FN, Esquimalt FN	Local/regional partnerships	# size type
4.4.2	Continue to work with SIPP to realize economic reconciliation opportunities and collaborative approaches at both the local and regional levels			Economic Reconciliation	Lead	Existing	OCP 16.1	SIPP, Songhees FN, Esquimalt FN	Local/regional partnerships	# size type
<b>4.5 Destination Greater Victoria (DGV)</b>										
4.5.1	Develop interesting off-site conference and event venue(s).			Investment Attraction	Lead	New	OCP 16.4		Packages, experiences	# qualitative
4.5.2	Pursue plans to expand the harbour pathway within the downtown Victoria core and beyond to adjacent municipalities.			Partnerships	Lead	Existing	OCP 16.4	SIPP, GVHA, DGV, GV Chamber	Local/regional partnerships	# qualitative
4.5.3	Support the development of a regional approach to transportation planning that takes the needs of visitors into account.			Partnerships	Lead	Existing	OCP 16.4	SIPP, GVHA, DGV, GV Chamber	Local/regional partnerships	# qualitative
4.5.4	Enhance transit/transportation connections between downtown Victoria and outlying areas of the planning area.			Partnerships	Lead	Existing	OCP 16.4	SIPP, GVHA, DGV, GV Chamber	Local/regional partnerships	# qualitative
4.5.5	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.			Commercial Market Feasibility/Land Use Study Investment Attraction	Co-Lead	New	OCP 16.1		Development Services	
4.5.6	Support the provision/development of affordable housing for employees of the tourism, hospitality and accommodations sectors.			Investment Attraction	Co-Lead	New	OCP 16.1		Development Services (Workforce Housing)	
4.5.7	Increase municipal government awareness of the economic impact of tourism.			ED website & investment dashboard	Lead	New	OCP 16.4	DGV, BCEDA	Website/social media hits	# %
4.5.8	Promote accommodation opportunities to the accommodation and real estate sectors, emphasizing Esquimalt's cost and location advantages			Investment Attraction	Lead	Existing	OCP 16.4	DGV, BCEDA, Chambers	Accommodation units (hotels, motels, bed and breakfasts, vacation properties, lodges, resorts)	# \$