

Township of Esquimalt

Place Brand Playbook

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Introduction & Background - Place Brand Development

Place branding is crucial for Esquimalt as it drives economic growth, distinguishes the township from neighbouring communities, shapes public perceptions, fosters trust, attracts talent, and ensures long-term sustainability. Effective place branding showcases its strengths and opportunities by highlighting Esquimalt's potential, unique attributes, and values.

Developing a strong place brand and marketing plan for the Township of Esquimalt necessitates a comprehensive approach encompassing research, strategy formulation, and meticulous execution.

Place branding plays a crucial role for several reasons:

- **Economic Development:** Driving economic growth and prosperity by showcasing Esquimalt's business expansion and innovation potential.
- **Differentiation and Competitive Edge:** Setting Esquimalt apart from other locales by highlighting its unique attributes and offerings.
- **Perception and Reputation:** Shaping the way Esquimalt is perceived by potential investors, residents, and visitors alike.
- **Confidence and Trust:** Establishing credibility and fostering trust among community partners reinforces Esquimalt's reputation as a reliable investment destination.
- **Attraction of Talent:** Position Esquimalt as an appealing hub for skilled professionals and entrepreneurs to live, work, and thrive.
- **Long-Term Sustainability:** Building a sustainable brand that endures over time, reflecting Esquimalt's values and aspirations for the future.
- **Website:** Investment Dashboard, Investment Prospectus, and future wayfinding and signage projects.

Esquimalt Location and Demographics

Esquimalt, located on the southern tip of Vancouver Island in British Columbia, Canada, boasts a strategic position adjacent to the provincial capital, Victoria. With its picturesque waterfront marina and vistas and proximity to downtown Victoria, Esquimalt attracts residents and visitors seeking a balance between urban amenities and natural beauty. The township's demographics reflect a community of diverse cultures, ages, and backgrounds. From young families drawn to its family-friendly neighbourhoods enjoying its tranquil coastal ambiance, Esquimalt offers a welcoming environment for people from all walks of life.

Kosapsum Nation and Songhees Nation

The Township of Esquimalt acknowledges with respect that it is within the Territories of the Kosapsum Nation and Songhees Nation.

Esquimalt Council values its relationship with First Nations, which has included working with Kosapsum Nation and Songhees Nation to support economic, cultural, social, and environmental opportunities.

Kosapsum Nation

Source: Esquimaltnation.ca

The Kosapsum Nation is a small nation on the water of Esquimalt Harbour. Our traditional name is Xwsepsum, also written Kosapsum. Our connection with the land and the resources of our large territory goes back thousands of years. In that time, we have learned to live in a finely balanced relationship with the seasons, the lands, the tides, and the seasons of our lives that have sustained us. We repaid the land through our commitment to stewardship and through our ceremonies. We understand this obligation as our Sacred Trust.

Economic Development

The Kosapsum Nation is a small urban nation on southern Vancouver Island belonging to the Coast Salish language group. The Nation's 314 Members are descendants of the Lekwungen People. The Nation is adjacent to the Songhees Nation, the Township of Esquimalt, and the Town of View Royal, and it is in close proximity to the City of Victoria.

The Nation currently has 3.4 acres of net developable land for housing and another 19.25 acres of economic development land for future use. For these reasons, a strategic Land Use Plan is important to ensure that the Nation's growth is sustainable, meets the community's needs, and encourages economic development.

Songhees Nation

Source: Songheesnation.ca

The Songhees community is comprised of five main families and several smaller families descended from the Ləkʷəŋən speaking signatories of the Douglas Treaties in 1850. Traditional governance is by consensus among extended family heads, guided by their families. Today, the community is still guided by consensus among families represented by advisory committees, focus groups, and an elected Chief and Council. Referendums and ratification votes are held for important Community decisions.

Songhees Nation members are Ləkʷəŋən People identified as Coast Salish. Songhees has a population of just over 600, with approximately 300 members residing on Songhees Reserve #1A, a 60-hectare reserve located adjacent to the Township of Esquimalt and the Town of View Royal, on the southern tip of Vancouver Island, within the Province of British Columbia, Canada.

Economic Development

The Songhees Development Corporation oversees economic activities. The purpose of the Songhees Development Corporation is to operate profitable business ventures, generate surplus income and create a supportive environment for entrepreneurs. Using best practices for business governance, Songhees Development Corporation seeks alignment with Songhees Nation's values and priorities.

Market Research Summary

Community Partner Interviews – Virtual Calls and face-to-face

Overview

- Between January 22 and February 2, 2024, 17 one-to-one interviews were conducted with elected officials, industry leaders, Chambers of Commerce, tourism bodies, significant employers, and community champions.
- Eight interviews were conducted by KIMBO Design and nine by Terése Finegan, Manager of Economic Development at the Township of Esquimalt. *(Interviews were typically scheduled to be approximately 30 minutes, but some lasted longer than 45 minutes. All participants were passionate, community-focused, and spoke honestly and endearingly about the Township of Esquimalt.)*

The Esquimalt community champions/partners were highly knowledgeable and deeply passionate. During the in-person and virtual interviews with various community partners, including champions and township officials, we gained valuable insights into Esquimalt's story and economic development landscape.

These discussions shed light on several distinguishing factors that set Esquimalt apart, notably its strong sense of community, vibrant culture, and diverse demographics. Additionally, its proximity to downtown Victoria, access to scenic parks and waterfront views, and potential for growth in industries like the marine sector were highlighted as key strengths.

Concerns were also raised about Esquimalt's negative safety reputation stemming from the past. Issues such as outdated signage and infrastructure, limited affordable housing, business opportunities and fears about unsustainable growth were also emphasized during the conversations.

Despite these challenges, community partners recognized the importance of reshaping Esquimalt's brand image to highlight its safety and inclusivity.

Collaborative initiatives with organizations like South Island Prosperity Partnership, Destination Greater Victoria and local community hubs were seen as crucial for promoting Esquimalt's unique attractions and fostering economic growth.

In creating Esquimalt's branding strategy, community partners emphasized showcasing the town's inclusivity, growth potential, and commitment to sustainability. By modernizing its image while preserving its sense of community, Esquimalt can attract businesses and drive sustainable economic development. Addressing zoning regulations and aging infrastructure was deemed essential to capitalize on opportunities and mitigate threats in the economic landscape.

Esquimalt's warm and inclusive atmosphere, rooted in its family-centred values and strong community bonds, was consistently highlighted throughout our interviews. The town prides itself on its welcoming atmosphere, challenging misconceptions and highlighting its unique features, such as green spaces and recreational activities.

In conclusion, the insights gathered from these interviews provide valuable guidance for developing a comprehensive branding strategy that celebrates Esquimalt's strengths, fosters economic growth, and preserves its unique identity. By addressing challenges, leveraging opportunities, and showcasing its vibrant community, Esquimalt can position itself as an attractive destination for investment and growth in the future.

Results:

- Most positive feature mentioned: **Friendly, Welcoming Community & Vibrant Community Events**
- Most negative feature mentioned: **Fear of Unsustainable Exponential Growth & Past Negative Safety Perception**
- Opportunities to improve **Safety and Security Perception, Indigenous Reconciliation & Positive Storytelling**

Open House – In-Person – Esquimalt Recreation Centre

Overview

The Open House sessions aimed to learn firsthand how people feel about their community and what motivates them to live where they do. The sessions also tested potential campaign names, taglines, typography, and photography styles.

Invites to the community were sent using different channels and mediums - emails, press release, and postings on various social media accounts for the Township of Esquimalt.



Esquimalt Place Brand Open House - Community Engagement Day 1

The Open house took place at the Esquimalt Recreation Centre on March 13, 2024, from 4 p.m. to 7 p.m. and March 14, 2024, from 11 a.m. to 12:30 p.m.

The objective of the open house was to invite residents and business owners to review potential creative concepts for the community place brand using large, colourful poster boards. The participants were then invited to record their thoughts and comments in the provided survey response booklets.

Participants were asked to review ten poster boards, highlighting what they liked and disliked about selected photographs, typefaces, colour palettes, mock-up ads, word clouds describing Esquimalt, and potential community brand names. They were then asked to rank the provided graphic elements and highlight which best represented the community.

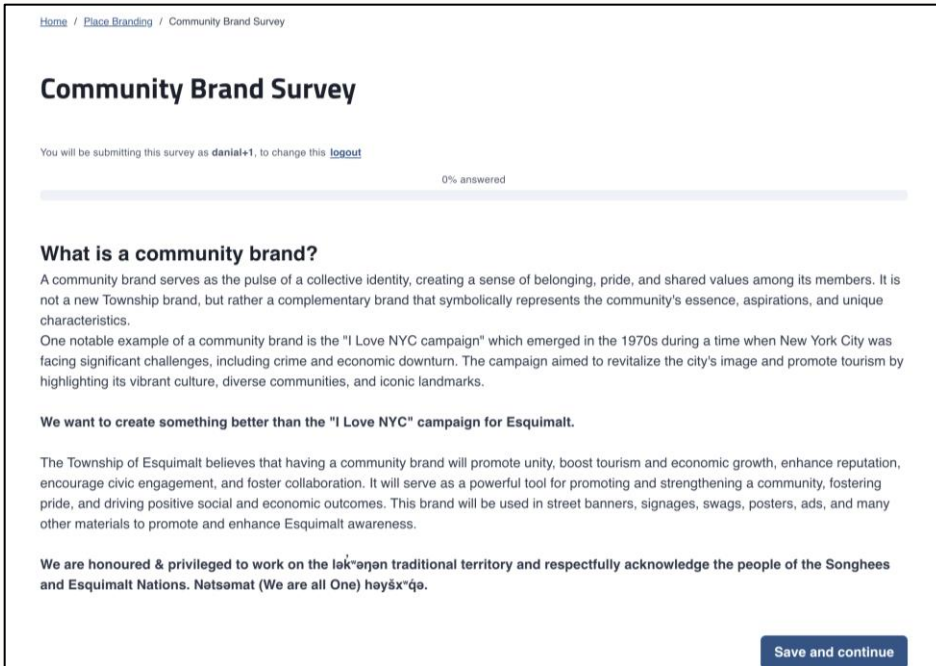


Esquimalt Place Brand Open House - Community Engagement Day 2

Open House – Online Survey – Bang the Table Platform

Overview

A digital version of the Community Brand Survey Booklet and Poster Boards was made available via the Townships community engagement platform, <https://engagingsesquimalt.ca>. The online survey went live one hour before the Community Place Brand open house on March 13, 2024, and stayed online until March 24, 2024.



Screenshot showcasing initial introduction on the online Open House community brand survey.

Results – In-Person and Online

Results

Sixty-two survey response booklets were completed by local participants during the in-person open house event and were collected for analysis. The atmosphere was very friendly, and participants enjoyed discussing their vision of how the community should be represented. Fifty-one participants submitted the online survey, noting limited written feedback compared to the physical booklet.









- **A total of 113 Surveys were submitted.**
 - In-person Day 1 – **41**
 - In-person Day 2 – **16**
 - Physical Booklet via Email – **5**
 - Online Survey – **51**

Some of the prominent comments that were mentioned during the open house were:

- Most significant missing words: **Welcoming, First Nation, Historic and Unique**
- Most selected colour palette: **Shoaling Waters**
- The most selected typographic style and reason for the selection: **Mr. Eaves San OT for its simplicity, legibility, and the similarity of the descender of the Q to a wave**
- The most selected campaign name: **Your Esquimalt**
- The most selected campaign tagline: **A Coastal Connection**
- The most selected photography: **Parks & Outdoors**
- The most selected mock-up ad: **Esquimalt: A Coastal Connection**


Colours of Esquimalt

Q3. Please consider whether the colour options displayed are a good fit or a bad fit for Esquimalt. Please rate each using a scale of 1 to 7 where 1 doesn't fit at all and 7 is a perfect fit. (Please circle your response.)

 <p>A - Vibrant and Impressive Community</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>	 <p>B - From the Snow to Summer</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>
 <p>C - Shoaling Waters</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>	 <p>D - The Ocean</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>
 <p>E - Saxe point sunset</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>	 <p>F - Gorge Park</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>
 <p>G - Urban Nature</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>	 <p>H - Intense Sunset</p> <p>DOESN'T FIT AT ALL 1 2 3 4 5 6 7 PERFECT FIT</p>

Typography

Q4. Please consider the type styles below and indicate which you like the most. (Please circle your response.)

 <p>A</p>	 <p>B</p>
 <p>C</p>	 <p>D</p>
 <p>E</p>	 <p>F</p>
 <p>G</p>	 <p>H</p>

Q5. Why did you choose that style?

Summary

Esquimalt's community engagement for the place brand was notably successful. A hybrid of in-person events and online participation resulted in 113 surveys submitted.

Sixty-two participants engaged in face-to-face discussions during the open house, and fifty-one completed the online survey. This broad and diverse feedback highlights the community's active involvement and dedication to help shape Esquimalt's future.

Generally, open house sessions can attract anywhere from 20 to 100 participants. Engagement rates for open house sessions can range from 20% to 50% of attendees actively participating. However, these numbers can be higher or lower based on the specific circumstances and how engagement is measured.

Comparatively, another BC community, Kitimat showed good engagement with fifty-one participants at an in-person open house and thirty-four responses to the online workbook. Kitimat's campaign focused on in-depth discussions, with some participants spending up to an hour and a half sharing their visions. Both campaigns demonstrate strong community participation, but Esquimalt's multifaceted approach of physical and digital surveys resulted in a more comprehensive engagement, setting a benchmark for effective community involvement.

Target Audience

When creating a place brand, it's crucial to consider the target audiences' diverse needs and interests.

Effective branding should engage the audience with opportunities for involvement, highlight supportive policies, showcase potential growth prospects, and promote Esquimalt's attractions to draw in people. Addressing these interests will help build a strong, cohesive brand that resonates with all. Four target audiences are identified.

Target Audience 1

Potential Investors – Developers/Investors/Realtors

Exploring opportunities for investors, developers, and realtors interested in Esquimalt's residential and commercial property market. They seek information on the region's economic potential, growth prospects, and real estate opportunities. Marketing efforts should spotlight Esquimalt's investment-friendly atmosphere, economic diversity, and opportunities to attract new businesses, industries, and commercial investments.

Target Audience 2

Business Owners – Chamber of Commerce – Industry Leaders

This group is focused on economic growth, sustainable business practices, and community development. Tailored communications should emphasize the township's economic strategies, supportive business policies, networking events, and collaborative opportunities that strengthen the local business ecosystem.

Target Audience 3

Tourism Investment Opportunities - Visitors and Tourists

They are interested in experiencing unique attractions, events, and the learning more about the local culture. Marketing efforts should highlight Esquimalt's tourism potential, showcasing cultural festivals, scenic landscapes, and investment opportunities in the tourism sector. The goal is to attract visitors and encourage tourism-related investments contributing to the township's economic growth and cultural vibrancy.


Target Audience 4

Active community members and volunteer groups





Community members actively participate in community-led volunteer groups within Esquimalt. They are dedicated to fostering a strong sense of community and are interested in initiatives that contribute to local development, inclusivity, and collaborative community projects. Communications should highlight opportunities for engagement, connection, community-led events, and projects that align with their passion for making a positive impact.

Competitive Analysis

Brand Analysis of Neighbouring Areas:

Criteria	Esquimalt	Destination Greater Victoria	Langford	Saanich
Logo Design				
Purpose	Municipal	Destination/Tourism	Municipal	Municipal
Slogan/Tagline	The place of gradually shoaling water	Oceans apart from ordinary	Where it all happens	Populo Serviendo
Website URL	www.esquimalt.ca	www.tourismvictoria.com	www.langford.ca	www.saanich.ca
Social Media Presence	Facebook X Youtube Instagram LinkedIn	Facebook X Youtube Instagram Pinterest	Facebook Instagram	Facebook X Youtube LinkedIn
Collateral Materials	History of Esquimalt Esquimalt Parks Map Fort Macaulay Township Walking tours The Current – Community Newsletter New Residents Resources	Victoria Vacation Guide Map of Greater Victoria	Langford Visitor Guide	Gorge Tour Guide

Brand Assessment of Neighbouring Areas:

Criteria	Esquimalt	Destination Greater Victoria	Langford	Saanich
				
Logo Design	Corporate style. Clean and modern design.	High-quality, distinctive design that reflects regional identity.	Clean, modern design that reflects the location and its aspirations.	The existing design could feel dated to some and might not fully resonate with the community.
Slogan/Tagline	Based on heritage and historic value.	Generic, not explicitly tied to the regional location.	The tagline describes what the city is aiming to become.	The Latin motto is "Populo Serviando". It means "serving the people."
Website	Corporate user-friendly and informative design may not be engaging for tourists and new businesses.	Modern, new and engaging design with a focus on visitors and tourism.	Very modern website reflecting the brand that combines corporate functions with attractive images and graphics.	Overly dense with poor navigation, it contains essential information but is difficult to navigate.
Social Media Presence	Facebook and Instagram presence with positive community engagement. Room for growth on LinkedIn	Active on significant platforms with high engagement.	Good social media presence, consistent on all platforms.	Presence is dated with low engagement and missing opportunities on new platforms.
Community Engagement Events	Diverse and varied events are hosted and supported by the community.	Events navigation displayed. Regularly hosts events and actively involves citizens and tourists.	Community events are prominently posted on the website, and events are regularly hosted.	Consistent community events are scheduled, but community engagement cannot be confirmed based on online presence.
Branding Consistency	Township branding is consistent but has not yet included many economic development and tourism highlights.	Consistent and vibrant branding that works well along with corporate brand.	Good cohesive brand strategy and presentation online.	Very corporate and outdated branding.
Collateral Materials	Professionally designed brochures and pamphlets.	Professionally designed brochures and pamphlets.	Professionally designed visitor guides are available.	Basic collateral materials.
Perceived Community Value	Community-centric and greatly appreciated by residents. Generally perceived as valuable.	Great perceived value by visitors and tourists as well as residents. Widely known for its attractions	Generally perceived as valuable and community-centric	Opportunity to increase engagement.

SWOT ANALYSIS

Below, we present the results of the SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis undertaken following our research.

Strengths

- **Community Engagement:** Multiple participants emphasize a strong, engaged, and active community. This is reflected in social media presence, events, and community initiatives.
- **Proximity to Victoria:** The town's closeness to downtown Victoria is repeatedly cited as a strength, offering convenience and access.
- **Nature Access:** Esquimalt is surrounded by water and nature, providing easy access to outdoor spaces and creating a beautiful environment.
- **Employment Opportunities:** Hosting two of the largest employers on the island, the presence of a naval base and Seaspan contributes to employment stability and diversity.
- **Community Events:** Various community-led events, such as Esquimalt Rib Fest and Esquimalt Farmers Market, showcase the vibrancy and active support of residents.
- **Geographic Location:** Esquimalt's central location and proximity to Victoria are repeatedly highlighted as advantages.
- **Diversity and Inclusivity:** Themes of diversity, both in demographics and inclusivity, are recurrent strengths. The community is described as welcoming and accepting.
- **Fiscal Governance:** The town is praised for strong fiscal governance, low development costs, and an increasing intent to be business-friendly and “open for business”.
- **Sense of Community:** A pervasive sense of community spirit, friendliness, and familial connections is recognized.
- **Collaboration and Engagement:** A strong emphasis on collaborative partnerships and community engagement demonstrates a commitment to inclusivity.
- **Opportunity for Positive Change:** A recurring theme is an optimistic outlook on opportunities for improvement and advancement in diverse fields, like infrastructure and community engagement.

Weaknesses

- **Safety Concerns and Negative Image:** Past reputation, safety concerns, and a negative external image posed significant challenges. Overcoming biases and raising awareness beyond the region is essential.
- **Infrastructure Challenges:** Aging infrastructure, transportation bottlenecks, and concerns about maintaining sustainable growth, particularly with adding new buildings, are crucial challenges that demand attention.
- **Retail Shortage and Traffic Congestion:** Insufficient retail and service options alongside road congestion.
- **Policies and Zoning Gaps:** The lack of municipal policies, such as tax exemption incentives to revitalize and attract commercial development investment, is a significant concern.
- **Geographical Footprint:** Concerns about housing scarcity and resistance to residential development in Esquimalt are often attributed to the perceived lack of available land for expansion.

- **Innovation Challenges:** There's significant potential for improvement by addressing the hesitation to adopt new technologies and streamline workflow processes
- **Industrial Land Development Limitations:** Challenges related to the lack of geographical limits were frequently mentioned.

Opportunities

- **Engagement with Naval Base:** Continued engagement with the Canadian Forces naval base, one of the largest employers in Esquimalt.
- **Infrastructure Development:** Simplify zoning, developing infrastructure, and improving the perception of the town offer opportunities for positive change.
- **Collaboration for Growth:** Collaborative efforts, especially with Destination Greater Victoria, can enhance community and cultural events, attract businesses, and promote Esquimalt as a destination.
- **Real Estate and Industrial Growth:** Opportunities exist to enhance the commercial real-estate sector through thoughtful future land use and revitalization.
- **Reconciliation with Indigenous communities:** Intentionally seek meaningful dialogue and continue building relationships with Kosapsum Nation and Songhees Nation, focusing on economic reconciliation.
- **Tourism Development:** Plan, promote, and manage tourism activities and infrastructure to attract visitors and generate economic benefits. Create a destination hub with themes of Food/Culture/Festivals and attract investment from the hotel industry.
- **Community Programs:** Facilitate opportunities to develop innovative and new programs and enhance community-led programs to help further build volunteer recognition and attraction.
- **Technology Integration:** Modernizing operations, adopting technology, attracting talent and tech-driven companies to develop the technology sector
- **Engaging the Youth:** Community champions highly recommend this, as the youth will be Esquimalt's future inheritors and leaders. Their fresh perspectives and creative ideas can help drive economic growth and may offer innovative solutions to ensure a vibrant, prosperous community for years to come.

Threats

- **External Policy Changes:** Provincial and regional policies noticeably affect Esquimalt and surrounding communities.
- **Federal Land Diversification:** Overreliance on federal land for taxes and the need to diversify the tax base.
- **Community Opposition to Growth:** While many community members embrace growth and progress, others express apprehension about development due to worries about strained infrastructure and the potential impact on the environment.
- **Development Challenges:** Growth and development capacity related to aging and insufficient infrastructure.
- **Demographic Challenges:** Challenges related to an aging population, affordability, and attracting diverse residents.
- **Perception Risks:** Risks include external perceptions due to negative reputation biases

- **Lack of Innovation:** The lack of innovation, both in adopting new tools and attracting diverse businesses, is a perceived threat.
- **Balancing Growth:** Residential growth pressures much-needed new commercial space, which needs to be balanced with supply and demand.
- **Vision and Planning:** Risks associated with growing without a clear vision and a lack of future plans and vision documents.

SWOT Summary

Esquimalt stands out for its robust community engagement, showcased through its community Facebook profile, community events, and initiatives. Its advantageous proximity to Greater Victoria and abundant natural surroundings is consistently highlighted. Home to major employers, the Canadian Forces naval base, and Seaspan adds to the town's economic stability and diversity. Vibrant community events demonstrate the active participation of residents, contributing to Esquimalt's appeal.

However, challenges such as technology outpacing legacy policies systems and procedures, safety concerns, and infrastructure limitations are acknowledged. Opportunities include leveraging technology to improve municipal efficiencies, developing infrastructure, and fostering collaborative growth with Greater Victoria and surrounding neighbours.

Real estate and industrial sector development, intentional collaboration between industry sectors, and tourism development present growth potential. Threats encompass overreliance on federal land taxes, community opposition to growth, Federal and provincial legislative changes, and housing challenges. Addressing these factors requires a strategic balance between residential and business growth, innovative approaches, and a clear vision and planning.

KIMBO Recommendations

Esquimalt is not at the top of many people's minds. Use that to your advantage to inform and educate people about the area. Think of how Victoria is framed in people's minds. It has a very lively tourism sector that makes it a desirable place for tourists to visit. We believe that Esquimalt can work towards building a similar image along these lines by showcasing the area's facilities and strengths.

Create a strategic plan to grow tourism through a destination hub and work collaboratively with industry bodies – Destination BC and Destination Greater Victoria to put Esquimalt on the map. Showcase and spotlight local businesses with engaging storytelling and use this a magnet to build up a business case for tourism development.

Competitive Advantages

Neighbouring Areas

Comparison of neighbouring areas and their branding strategies:

Esquimalt is a picturesque township located on Vancouver Island, British Columbia. Known for its tranquil coastal ambiance and family-friendly neighbourhoods, Esquimalt offers a welcoming environment for residents and visitors alike. The township also boasts numerous parks, historic sites, and recreational opportunities, contributing to its appeal.

Capital Regional District (CRD).

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving about 440,000 people. The traditional territories of many First Nations span portions of the region, and 11 of those Nations hold reserve lands throughout the capital region.

Victoria.

The provincial capital of British Columbia.
Known for its vibrant cultural scene, historic architecture, and diverse economy.
Major sectors include tourism, technology, education, and government services.

Saanich.

The largest municipality by population in the CRD.
Offers a mix of urban and rural environments with extensive parkland and agricultural areas.
Key sectors include education, agriculture, and retail.

Oak Bay.

It is a residential suburb known for its upscale neighbourhoods and scenic waterfront.
Features heritage homes, boutique shopping, and recreational facilities.

View Royal.

Centrally located with easy access to major transportation routes.
Features a mix of residential and commercial areas, along with natural spaces.

Colwood.

A rapidly growing community with a mix of residential, commercial, and recreational areas.
Home to Royal Roads University and several historic sites.

Langford.

One of the fastest-growing municipalities in the CRD.
Known for its retail centers, recreational facilities, and expanding residential developments.

Central Saanich.

It is characterized by its agricultural land and rural atmosphere.
Home to several wineries, farms, and the popular tourist destination, Butchart Gardens.

North Saanich.

Predominantly rural with a focus on agriculture, aviation, and marine activities.

Sidney.

A seaside town known for its maritime activities, tourism, and retirement community. Features a vibrant downtown with shops, restaurants, and cultural venues. Home to the Victoria International Airport and several marinas.

Highlands.

A rural municipality with a focus on environmental preservation. Known for its extensive parks and protected natural areas.

Metchosin.

Maintains a rural character with agricultural and residential areas. Known for its natural beauty and outdoor recreational opportunities.

Southern Gulf Islands.

Includes several islands, each with its unique charm and attractions. Known for their artistic communities, tourism, and serene landscapes.

The CRD's municipalities collectively contribute to a diverse and dynamic regional economy, with strengths in government services, technology, tourism, education, agriculture, and more. Each municipality offers distinct experiences and amenities, making the CRD a vibrant and attractive region to live, work, and visit.

Competitive Advantage 1

Strategic Location and Scenic Coastal Beauty:

- Esquimalt's proximity to Victoria provides easy access to a more extensive population base and economic hub.
- Esquimalt's attractions include the Songhees walkway, a boardwalk between Esquimalt and Victoria, modern recreational facilities, the Gorge Vale 18-hole golf course, a thriving arts community and local events.
- The township is situated along the coastline, offering scenic waterfronts and the potential for tourism and recreational activities.
- The picturesque coastal setting and natural beauty enhance the quality of life for residents and attract visitors.
- Waterfront views, parks, and outdoor activities create a desirable living environment.

Competitive Advantage 2

Community Events and Engagement:

- Events such as the Esquimalt Rib Fest and Farmers Market brim with residents' lively spirit and active participation in community life. These events showcase residents' vibrancy and active participation. The initiatives by the Esquimalt Community Arts Hub and the Township Community Arts Council contribute to a vibrant community culture.
- Esquimalt residents actively participate in numerous volunteer opportunities, supporting local charities and organizations. This strong sense of community engagement creates a welcoming and inclusive atmosphere for all who call Esquimalt home.
- Esquimalt's strong sense of community engagement and spirit fosters a supportive business environment.

Competitive Advantage 3

Cultural Landscape:

- The ancestral lands of the Kosapsum Nation and Songhees Nation are the foundation upon which Esquimalt is built. Their millennia-long presence permeates every aspect of the township's identity. Recognizing and honouring this profound connection is essential, as the continued active participation of the Nations enriches Esquimalt's cultural heritage and ensures a vibrant future for all.
- Recognizing and celebrating the profound legacy of the Kosapsum Nation and Songhees Nation is a transformative act that not only honours the past but also shapes a vibrant and sustainable future for the entire township.
- The community's enduring ties to the Japanese Canadian community are evident in landmarks like the Gorge Park Pavilion, a testament to this group's resilience and contributions.
- Fostering a welcoming and inclusive environment that attracts and supports residents and entrepreneurs from all backgrounds.

Competitive Advantage 4

Military – Present and Historical:

- Canadian Forces Base Esquimalt (CFB Esquimalt) is Canada's Pacific Coast naval base and home port to Maritime Forces Pacific and Joint Task Force Pacific Headquarters.
- CFB Esquimalt and Maritime Forces Pacific employs approximately 4000 military personnel and 2000 civilians.
- The Defence Team is proud of its contributions to the local community through fundraising and volunteering.
- Due to their significance in Canadian naval history, four sites at CFB Esquimalt (the Dockyard, the former Royal Navy Hospital, the Veterans' Cemetery, and the Cole Island Magazine) have been designated the Esquimalt Naval Sites National Historic Site of Canada.

Competitive Advantage 5

Employment and Industrial Area Opportunities:

- Esquimalt proudly serves as the home to two of the island's major employers, the Canadian Forces Naval base and Seaspan, contributing significantly to the local workforce and economic landscape.
- Revitalize the industrial park, acknowledging its dynamic potential while recommending efforts to attract additional businesses, particularly in marine and light industrial sectors.

Summary

Esquimalt boasts a unique blend of competitive advantages contributing to its economic strength and appeal. Its strategic location near Victoria and scenic coastal setting can attract tourism and provide a desirable living environment. A vibrant community atmosphere, fostered by engaging events, supports local businesses.

Esquimalt's rich historical and cultural significance and diverse employment opportunities further enhance its allure. By leveraging these strengths and promoting the potential of its industrial area, Esquimalt is well-positioned for continued sustainable growth and prosperity.

KIMBO Recommendations

Esquimalt has several unique features that can be showcased to attract people to the township and gain a competitive advantage. Its stunning waterfront views and access to natural beauty, including parks and green spaces, offer recreational opportunities and scenic landscapes for residents and visitors alike. Additionally, Esquimalt's diverse cultural scene, with a variety of restaurants, cafes, and community events, highlights its vibrant and welcoming atmosphere.

The town's strong sense of community, characterized by inclusivity and a commitment to sustainability, sets it apart as a desirable place to live, work, and play. Moreover, Esquimalt's proximity to downtown Victoria and its central location within the Greater Victoria area make it an attractive destination for those seeking convenience and accessibility to urban amenities. By highlighting these unique competitive advantages, Esquimalt can effectively draw people into the town and position itself as a desirable place to call home.

Brand Positioning and Identity

Brand Personality

Just like a person, your brand has a unique personality that resonates emotionally with your audience. Defining these key attributes is crucial, as they shape the tone of all your interactions, fostering deeper connections and building lasting loyalty.

ESQUIMALT's brand personality is:

- Friendly
- Neighbourly
- Welcoming
- Modern
- Vibrant

Tagline: "THE PLACE TO BE"

KIMBO Design synthesized data from partner interviews, open house survey booklets, and an online survey to gather comprehensive feedback for a new campaign. We've developed a range of potential campaign names by analyzing this input. Collaborating closely with the Township of Esquimalt staff, we refined these options, ultimately selecting "THE PLACE TO BE" that aptly captures Esquimalt's unique appeal as a place of both warmth and opportunity. This vibrant township offers a rare blend of scenic natural beauty, strong community engagement, and economic vitality, setting it apart as a destination worth choosing for residents, investors, and visitors alike.

Esquimalt is not only strategically located with breathtaking scenery and a welcoming atmosphere; it is also a township that deeply values its heritage, fosters a collaborative and engaged community, and has the infrastructure for a stable, growth-oriented future. By positioning itself as "THE PLACE TO BE," Esquimalt embraces these distinctive strengths, inviting all to see its potential as a thriving place for living, working, and exploring.

Positioning Statement

A strong positioning statement is one of the most essential elements of a brand strategy. It is a concise statement that encompasses the various aspects of the brand identity developed here. It also helps create a distinct place for your brand in the minds of the audience. It is primarily used to inform the brand strategy's coherence and throughout public-facing communications.

Our recommended positioning statement for the ESQUIMALT place brand is:

For community-focused individuals and businesses seeking a closely connected community with a rich history and cultural significance, Esquimalt is a premier destination that offers scenic coastal beauty, vibrant community events, and meaningful employment opportunities.

Key Messages & Themes

A brand's key message is to create a common foundation for all speakers to use when communicating about the place brand. While they can, and often should, be repeated verbatim,

key messages should be thought of as guidelines to help ensure that every act of communication reinforces the brand identity.

Repetition is a powerful force. Every time you repeat your key messages, you make the brand more coherent, consistent, and believable, thus reinforcing your brand position. Repetition also helps grow the foundation that your key messages build, as community members will naturally begin to repeat them in their communications.

Key Messages

Proximity and Scenic Coastal Beauty

- **Proximity to Victoria:** Esquimalt's location near Victoria, BC's capital city, ensures easy access to a vibrant economic hub and a larger population base.
- **Coastal Scenery:** Nestled along the coastline, Esquimalt boasts stunning waterfront views, parks, and outdoor activities, enriching resident lifestyles and attracting tourists.
- **Quality of Life:** The picturesque coastal setting enhances the overall quality of life, providing a desirable environment for residents and visitors alike.

Community Engagement and Events

- **Vibrant Events.** Esquimalt boasts a vibrant community life, with numerous events and initiatives fostering engagement and connection among residents.
- **Community Culture:** Strong community connection fosters a supportive environment for businesses and residents, contributing to a thriving local economy.

Cultural Significance

- **Honouring Shared History:** Recognizing the deep historical roots of the Kosapsum Nation and Songhees Nations in Esquimalt.
- **Celebrating Living Culture:** Learning about and honouring the vibrant cultural practices and traditions of the Indigenous communities.
- **Strengthening Relationships:** Continue to work actively to build respect and understanding between the Nations and the Town of Esquimalt by acknowledging the past and looking forward to a future built around economic reconciliation.

Military Heritage

- **Military Heritage:** Esquimalt's rich heritage is deeply rooted in its naval and military history, dating back to the 19th century. The township is home to Canada's Pacific Naval Base, CFB Esquimalt, which has played a significant role in the country's defence since its establishment.

Employment Opportunities

- **Major Employers:** Home to major employers like the Canadian Forces Naval base and Seapan, Esquimalt plays a pivotal role in the local workforce and economic landscape.
- **Industrial Potential:** Focusing on revitalizing the industrial park, Esquimalt aims to attract businesses, particularly in the marine and light industrial sectors, leveraging its strategic location and resources.

Brand Standards Guide

A brand standards guide is a comprehensive document outlining the rules and guidelines for representing a brand consistently across all channels and touchpoints. Its purpose is to ensure that everyone involved in using or representing the brand, whether internally or externally, maintains a cohesive and unified brand image.

KIMBO Design has created a [living document](#) that can be updated when required.



Marketing Plan

The Marketing Plan for Year One will focus on establishing the **Esquimalt Place Brand and using it in identified projects such as wayfinding, entrance signage, place names, and an investment prospectus.**

Brand Launch

KIMBO recognizes the significance of launching a brand as it establishes a connection with the community, fostering a sense of ownership towards the brand. KIMBO suggests making the brand launch a fun and celebratory event to propel the new Esquimalt Place Brand into the minds of visitors and investors. This will ensure that the brand platform gets the attention it deserves. KIMBO recommends having a website ready and all social media channel active for the event. Community engagement is crucial; people need a forum to connect with after the launch.

Goals of the brand launch:

- Council endorsement of the Esquimalt Place Brand Guidelines
- Hold a Celebration Event – Brand Launch
- Gather content for the website – community engagement.
- Monitor the impact (Media Monitoring)

Website Design & Development – Separate from Township Site

Esquimalt's economic development and tourism brand would benefit from having its own stand-alone website or landing page, which offers several benefits.

Targeted Focus. A dedicated website allows for a more focused approach to attracting businesses, investors, and tourists. Content can be tailored to their interests, providing relevant information and resources.

Enhanced User Experience. A separate website can offer a more streamlined and user-friendly experience for those seeking economic development and tourism information. It can be designed to meet specific target audience needs, making navigating and finding relevant content more accessible.

Clear Branding. A distinct brand identity can be established for economic development and tourism, differentiating it from the local government's overall image and functions. This can help create a more memorable and impactful impression on potential investors and visitors.

Increased Visibility. A dedicated website can be optimized for search engines, making it easier for potential investors and tourists to find information about Esquimalt's economic opportunities and attractions. It can also be promoted through targeted marketing campaigns.

Streamlined Communication. A separate website can provide dedicated communication channels for businesses, investors, and tourists, facilitating inquiries and feedback. This can help build stronger relationships and foster greater engagement.

Showcasing Success Stories. A dedicated platform can highlight the success stories of local businesses, investment projects, and tourism initiatives. This can inspire further interest in Esquimalt's economic and tourism potential.

A Local business directory can be created to encourage business retention and expansion further.

- Functionality and Content for the Website.
- Data Dashboard (Facts & Stats)
- Business Directory linked to Monitor CRM
- Resources
- Brand Ambassador Info
- Partners (Esquimalt Chamber of Commerce, South Island Prosperity Partnership, Kosapsum Nation, Songhees Nation, Indigenous Prosperity Centre)
- Success Stories
- Contact Form

Create a Photography/Video Library

A strong image and video collection is essential for future branding and advertising efforts. Seek opportunities to build a library of quality photographs that align with the brand and key messages.

Create more images that connect community work and cultural opportunities with the surrounding natural amenities. Identify local photographers and videographers who can be contracted to update the image library.

Given the significant role videos play in today's entertainment and content consumption landscape, the Esquimalt Place Brand can leverage video content as a powerful tool for promotion. By showcasing the area's unique charm, highlighting local events, and creating engaging narratives, Esquimalt can effectively increase its exposure among the public and strengthen its brand identity.

Customer Relationship Manager (CRM) and Newsletters

The economic development CRM software (Monitors CRM) includes a newsletter module. Using this program to target key messages to potential investors, active businesses, and community champions will help advance the strategies within the Economic Development Action Plan and create reportable outcomes.

Developing a Social Media Strategy

Due to its cost-effectiveness, social media should be the primary daily connection with the community and the target audiences. A social media strategy should include:

- Best practices based on developing a place brand using social media channels.
- Recommendations on the kinds of content that will get the most engagement and a calendar for its rollout.
- Social media content is produced in advance to help launch the social media presence.
- Guidelines for responding to challenging public interactions. Short and long-term targets for followers/page likes.
- How to apply the brand online, including producing associated design elements.
- Strategy for establishing a solid presence on:
 - Facebook/Instagram

- LinkedIn

Esquimalt Place Brand's social media presence aims to be an informative source with vibrant imagery and exciting content showcasing local events and community member businesses. Implementing this strategy will be crucial in raising awareness of the Esquimalt Place Brand and increasing the effectiveness of investment attraction. Implementing this additional social media strategy will require dedicated social media management and more resources.

Traditional Advertising Campaigns

While our research indicates that digital advertising and social media are probably the most cost-effective means of reaching our target market, a mix of traditional marketing campaigns will ensure we are reaching all segments of the target market that may spend less time online.

In Year 1, this will take the form of a "brand launch" campaign in local print publications. Recommended publications include BC Business and Invest BC.

Out-of-Home Advertising (Transit Ads, etc.)

Out-of-home (OOH) advertising is focused on marketing to individuals when they are "on the go" in public places, in transit, waiting (such as bus stops), and in specific commercial locations (such as malls or shops).

Due to the prominent placement of these ads around populated areas of cities and towns, OOH Advertising can be very effective in gaining and maintaining exposure for the Esquimalt Place Brand and ensure that the message reaches individuals actively/explicitly seeking relocation or investment in Esquimalt. As a bonus, this type of ad can garner media attention if done strategically.

The Esquimalt Place Brand in Action.

Economic Development Projects and Initiatives.

Street Banner Program

Street banners can establish the Esquimalt Place brand identity in the community and create community pride. Banners can be used to unveil the new brand.

We recommend incorporating unique banner designs alongside the new seasonal Township of Esquimalt banners. Link opportunities within the Public Art Plan to include an Indigenous artist opportunity as a tangible action for economic reconciliation.

Wayfinding and Signage

The Township of Esquimalt is dedicated to fostering meaningful engagement and collaboration with the Kosapsum Nation and Songhees Nation as part of its commitment to truth and reconciliation. In the planning and implementing of new wayfinding and signage projects, the township recognizes the importance of incorporating indigenous perspectives, stories, and cultural symbols, where appropriate.

Through future consultation and potential partnership with the Kosapsum Nation and Songhees Nation, the township would like to ensure that the signage projects authentically reflect Indigenous peoples' history, heritage, and values. By showcasing Ləkʷəŋən, artwork, and significant landmarks, these initiatives will educate, enhance navigation, and serve as a powerful acknowledgment of the Nations' enduring presence and contributions to the community. This inclusive approach underscores the township's dedication to fostering mutual respect, understanding, and reconciliation, creating a more cohesive and harmonious Esquimalt for future generations.

Investment Prospectus

An investment prospectus aims to present a comprehensive and compelling case for potential investors, showcasing Esquimalt's unique attributes, growth potential, and strategic advantages. It highlights key factors such as economic stability, demographic trends, infrastructure development, and business-friendly local government support. By detailing planned projects, available incentives, and a favourable business environment, the prospectus seeks to attract investment that will drive sustainable development, create jobs, and enhance the quality of life for residents, fostering a thriving and resilient community.

Digital Advertising Campaigns

Digital marketing campaigns – including online banner ads, Google AdWords, and social media buys on Facebook and Instagram – should be the Esquimalt Place brand's primary advertising tools, particularly in the first year. The targeting features of online ad campaigns will be essential as the brand's marketing scope expands.

The first year will be devoted to piloting campaigns that target audiences with “investment and resident attraction” messages. Monitoring campaign metrics to ensure campaigns are performing up to expectations and adjusting them in real time will require more resources and/or software subscription programs, e.g., Media Monitor.

Using variations on the same creative advert (A-B Testing) will determine which advertising concepts perform best in the field. This will be instructive for both year one and future digital campaigns. Finally, using “re-marketing” tactics ensures that people in the target market receive additional advertising once they have interacted with or expressed interest in the content.

Follow-Up Market Research

With the marketing implementation underway, the critical research tasks are to test new advertising materials and measure the impact of previous campaigns.

The purpose of testing is to ensure that new communication material or advertisements deliver the message as intended. Depending on the number of materials and target audiences, materials can be tested using either live focus groups or a short online survey.

Tracking surveys are scheduled polls to measure key benchmarks over time. These might include awareness of Esquimalt as a tourist destination, recall of advertising, or frequency of visiting the area. Additionally, these surveys can be used to profile the audience and determine which mediums or platforms had the most impact on delivering advertising so that advertising can be targeted more precisely.

Follow-up market research would measure the effectiveness of the previous year's efforts.

Maintaining Marketing Efforts

Numerous marketing initiatives will require ongoing attention, potentially necessitating the expertise of a branding/advertising agency as an external contractor. These include:

- Update marketing plan every six months with strategic direction
- Regularly update the website and the business directory database as needed
- Continuing the monthly e-newsletter program
- Capitalizing on opportunities to grow the photography and video library
- Producing branded elements and communications material as needed.