




AGENDA INFORMATION	
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 Dept. Manager	 GM/ Director	 CAO
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## The District of North Vancouver REPORT TO COUNCIL

April 8, 2024  
File: 13.6750.20/003.000

**AUTHOR:** Neonila Lilova, Business and Economic Development Manager

**SUBJECT:** Economic Development Strategy 2024-2029

### RECOMMENDATION:

THAT the Economic Development Strategy 2024-2029 included in Attachment 1 is approved;  
AND THAT a Business Initiatives Startup Fund be designated;  
AND THAT the creation of an Economic Advisory Committee be referred to the Advisory Oversight Committee for consideration.

### REASON FOR REPORT:

At the January 22, 2024 Regular Meeting, Council considered the [Economic Development Strategy Interim Deliverable - Economic Analysis and Business Engagement Results \("Interim Report"\)](#). The outputs of the interim deliverable were then advanced to the second phase of strategy development and, in collaboration between the Business Task Force<sup>1</sup> and District staff, were further synthesized to finalize the Economic Development Strategy document and associated Implementation Plan. The Economic Development Strategy serves as a 5-year blueprint to advance the District's Official Community Plan (OCP) 2030<sup>2</sup> and 2021 OCP Action Plan economic goals. This report presents to Council for approval the complete Economic Development Strategy, as well as key implementation recommendations, including the designation of a Business Initiatives Startup Fund and the formalization of an Economic Advisory Committee.

### SUMMARY:

The [Interim Report](#) presented comprehensive research and engagement input, as well as four (4) priority areas and one hundred (100) ideas and opportunities for action, generated during the first phase of developing the Economic Development Strategy ("EDS", "Strategy").

<sup>1</sup> Business Task Force – a group of 13 local business leaders from across District industries formed to guide the delivery of the Economic Development Strategy

<sup>2</sup> Anticipated to be updated by December 31, 2025 to meet new provincial government requirements

The outputs of the interim report were then advanced to the second phase of Strategy development. In a facilitated workshop of the Business Task Force and District staff in March 2024, these outputs were further synthesized to complete the Strategy, comprised of twenty-three SMART<sup>3</sup> Actions, nested under ten Initiatives for advancing the four priority areas (later classified as four Objectives in the Strategy) over the 2024-2029 period. Implementation of the Strategy is guided by an Implementation Plan, which prioritizes the Actions and estimates the timing and resources required for successful implementation. If approved by Council, a combination of existing and new resources will be required to advance the Actions, with an estimated additional \$230,000 per year required over the 5-year Strategy horizon for implementation.

Establishing a Business Initiatives Startup Fund (“Fund”) was identified as a high priority Action by the participants in the March strategic planning workshop, with a recommendation that funding be made available to the District, business organizations and partners to advance the Strategy Initiatives and Actions.

Based on the success of the Business Task Force, which effectively engaged the local business community to advance District economic policy, it was further recommended by the Strategy implementation plan, that the District consider the creation of an ongoing Economic Advisory Committee. Such committee would be a Select Committee of Council, with an overarching mandate to provide ongoing advice to Council and staff on the Economic Development Strategy and other matters of strategic economic significance to the District.

## **EXISTING POLICY:**

The EDS is supported by existing policies of Council, including:

- **Official Community Plan 2030**, which mandates the need for a diverse and resilient local economy.
- The **2021 OCP Action Plan**, which identifies the economy as one of four primary focus areas, as well as a number of supporting actions to support business and the local economy. A related Employment Lands White Paper study provided recommendations for further economic analysis and the need for further economic development investment in the District.
- The **2023-2026 Corporate Plan** identifies a balanced and fair economy as a priority, providing near-term, context for advancing an Economic Development Strategy for the District.

## **ANALYSIS:**

### **Summary of Inputs from the [Interim Report](#)**

The [economic and employment lands analysis](#) completed during the first phase of Strategy preparation determined that, emerging from the pandemic, the outlook for economic growth

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<sup>3</sup> SMART = Specific, Measurable, Attainable, Relevant, and Time-bound

in the District remains strong across all major employment categories, including industrial, institutional and commercial. As businesses gradually bring workers back to the office and explore hybrid work opportunities, the total number of jobs tied to employment land in the District is projected to increase by over 11,000 between 2021 and 2051. This equates to a projected need of nearly 4.2 million square feet of additional employment space required over the next 30 years to accommodate demand.

The analysis further determined that a large portion of this growth can be accommodated in the District's town and village centres and adjacent industrial areas, and that a suite of land use and zoning policies are needed to secure the appropriate form and density of industrial, commercial and institutional space required to meet employment demand.

Business input from the [online survey](#) and [facilitated workshops](#) formed a fundamental component in the development of the Strategy. Local businesses, economic development partners and residents were engaged to inform further understanding of the challenges and opportunities faced by District employers and workers, and to identify the needs and priorities of the local business community.

Throughout the engagement process, businesses found the availability and cost of employment space as the most limiting factor for doing business in the District. Improving licensing and permitting services via a one-stop shop for serving businesses was identified as the most impactful opportunity for District economic development.

Through the research and engagement process, four (4) priority areas and over 100 ideas for economic development opportunities and solutions were generated and further synthesized into a complete Strategy framework, which was then brought back to businesses and District staff for validation and prioritization in a strategic planning workshop.

### **Economic Development Strategy Framework**

The four priority areas are defined as Objectives in the Strategy and serve to organize the overall structure of the Strategy according to the themes, challenges and opportunities faced by the local businesses. To address the four Objectives, a total of ten overarching Initiatives were identified through engagement. These Initiatives, in turn, are enabled by 23 SMART Actions, which are projects and programs that can be implemented by the District to achieve the vision of the Economic Development Strategy. A detailed implementation plan complete with activities, measures and resource considerations was also completed to enable Strategy implementation and tracking.

A snapshot of the Strategy framework is included in Figure 1 below, with details on the ten Initiatives and 23 Actions supporting the four Objectives provided following.

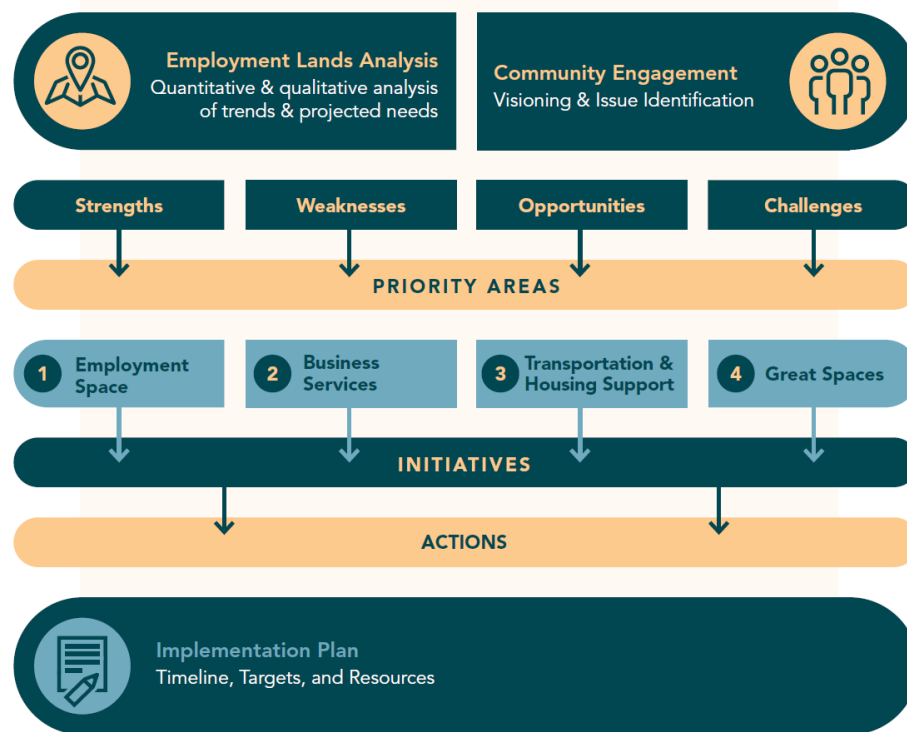


Figure 1: Economic Development Strategy Framework

## Objective 1: Create Employment Space

The demand for employment space in the District is high while the District's employment lands supply is nearly fully utilized. Chronically low vacancy rates and limited opportunities to designate additional employment lands signal that the District should protect its existing employment lands and enable creation of new employment space via intensified re-development in appropriate locations. The Initiatives and Actions over the next five years that pursue creation of employment space while remaining cognizant of employment space affordability include:

- Updating land use policies and regulations to add commercial and office space in the District Town and Village Centres and adjacent industrial areas, including policy Actions to:
  - Encourage more first floor retail in mixed-use developments in Town & Village Centres and along commercial corridors
  - Introduce second-storey offices along transit-oriented areas and corridors
  - Evaluate integration of neighbourhood commercial into small-scale multi-unit housing or similar residential areas
- Updating land use policies and regulations to protect and intensify industrial land use, including policy Actions to:

- Protect major industrial sites from subdivision and preserving them for trade-oriented use
  - Optimize existing light industrial policies to spur intensification in re-development of light industrial zones
  - Update land use policies and regulations for the use of District owned lands in Maplewood to add employment-intensive uses
- Exploring temporary property tax relief for businesses impacted by rent increases due to redevelopment, including Actions toward:
  - Monitor the business/residential tax ratio for opportunities to provide business property tax relief
  - Investigate new provincial policy tools, such as Bill 28, to protect business tenants from rent increases due to redevelopment potential

## **Objective 2: Improve Business Services**

Consultation with local business owners and operators noted systemic difficulties when navigating District regulations and processes. Modernization of these processes and improved customer service were flagged as key priority for many local business owners, with a focus on streamlining and simplifying business serving processes and regulations, and providing improved business-facing service and support. Specific ways District investment can advance this Objective over the next five years include:

- Modernizing business licensing regulations and processes to improve and provide efficient services to businesses, including:
  - Streamline the Business License Bylaw and related classifications and fees
  - Establish a 1-stop business concierge service to assist businesses with navigating licensing and permitting processes at the District
  - Initiate an integrated business online permitting and licensing portal as part of DNV+
  - Work with North Shore neighbouring jurisdictions and First Nations communities to expand the existing inter-municipal business license program
- Supporting opportunities for the District to partner with industry, educational institutions, and partners to increase access between local talent and jobs
- Increasing outreach to the business communities, including:
  - Expand communication channels and brokering access to District engagement opportunities, data, research and government programs for business
  - Formalize the Business Task Force and its strategic advisory mandate over the life of the Economic Development Strategy

**Objective 3: Support Transportation & Housing For Employers**

The impact of congestion and housing affordability on business operations in the District has become severe, with lack of employee housing and reliable access to work affecting the local labour supply and, by extension, threatening the operational viability for many North Vancouver employers. Proactive partnerships are required between the District, other levels of government and local employers working to implement employee housing and access to work solutions that are within each other's respective jurisdiction and ability to implement. With existing resources, the District can advance this Objective by:

- Facilitating partnerships with local businesses and other partners to tackle employee transportation and housing challenges, including:
  - Work with local employers to explore shared North Vancouver industrial waterfront business transportation solutions
  - Support research and advocacy for improved transit services and parking demand management within key employment areas and business clusters
  - Support local employers in exploring potential worker housing solutions
- Continuing to raise awareness of the need for affordable, diverse housing options and transportation solutions for workers

**Objective 4: Cultivate Great Spaces**

As it grows, the District aims to capitalize on its location strengths for attracting residents, businesses and visitors, as characterized by a mix of natural amenities and a keen sense of place. The creation of vibrant public spaces can be achieved through thoughtful design and activation with business and community partners, including:

- Supporting community-led business initiatives to create vibrant public spaces, including:
  - Establish a business initiatives startup resource to build community capacity and sustainability in the activation of public spaces
  - Conduct a needs assessment and delivery model review for the programming of District public spaces in the Town and Village Centres
- Supporting and growing the visitor and film economies, including:
  - Promote the role of the visitor economy and the addition of hotel room capacity in the District
  - Promote the benefits of attracting and facilitating film production in the District

**Implementing the Strategy**

Implementation of the Strategy is guided by an Implementation Plan, which prioritizes the Actions and estimates the timing and resources required for successful implementation. The priorities have been developed in collaboration with the business community and the timing

and resourcing estimates have been developed with guidance from District staff. Allocation and availability of labour and financial resources is critical to successful implementation. Implementation of the Economic Development Strategy will be led by the District's economic development department, in collaboration with other municipal departments, businesses and partners. A formalized business steering committee, such as an Economic Advisory Committee, with a strategic advisory mandate to oversee the Strategy and other strategic economic initiatives is also recommended as part of the District economic development governance model and Strategy implementation.

The eight highest priority Actions, along with high-level resource needs are highlighted along an estimated timeline in Figure 2 below. A detailed implementation plan for all twenty-three Actions is included in Attachment 2.

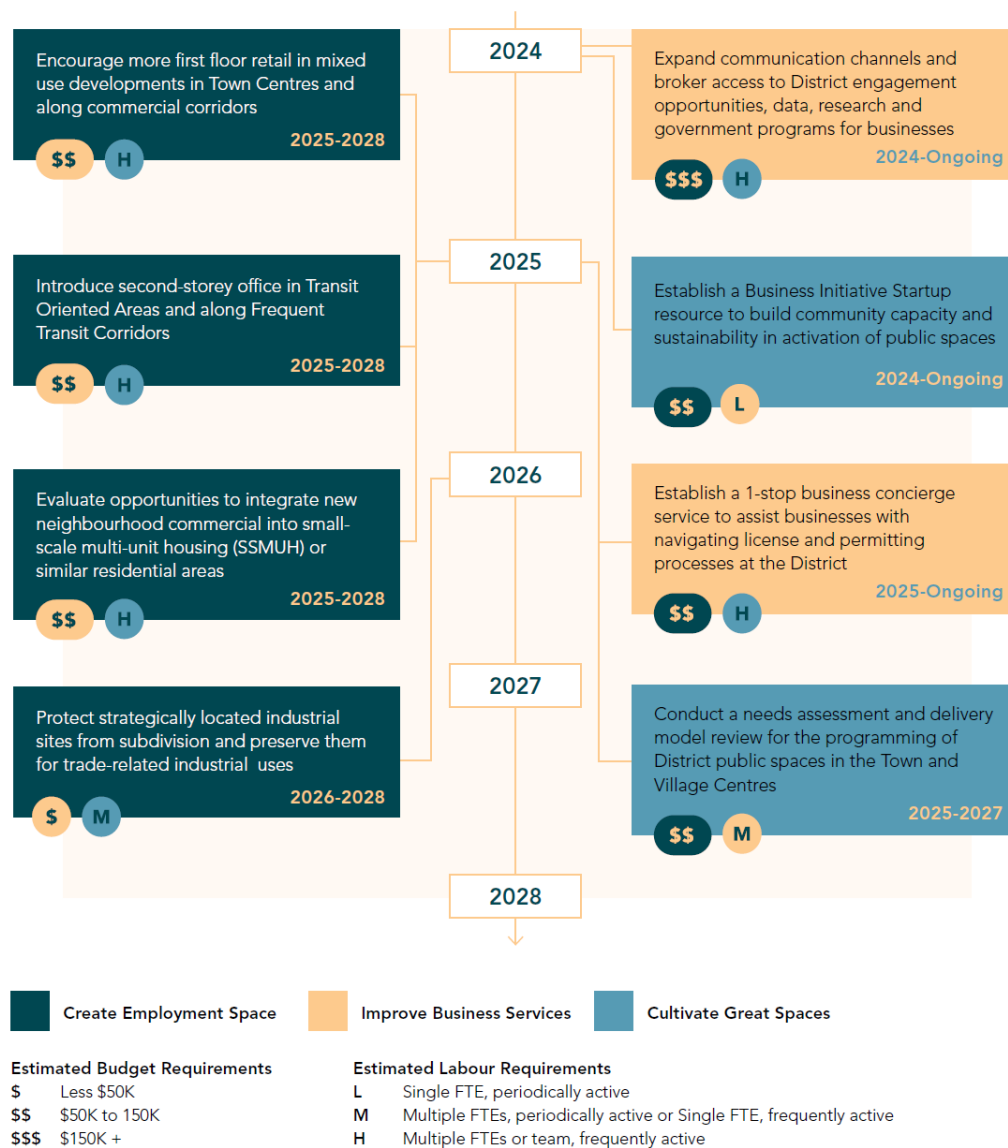


Figure 2: Highest Priority Actions of the Economic Development Strategy

**Timing/Approval Process:**

The Economic Development Strategy is a blueprint for the District, building on local needs and capacities to establish, over the next five years, a strong foundation for support and development of the District business tax base and economy. At the end of the five-year period, the Strategy should be reviewed to assess relevancy and appropriateness of its directions against an updated economic analysis and needs assessment.

**Concurrence:**

The Strategy has been developed with expertise and reviewed by a working group comprised of District staff from Review and Compliance, Community Planning, Development Planning, Film, Engineering, Real Estate, Communications, Finance, Information Technology, and Climate and Biodiversity.

**Financial Impacts:**

Implementation of the Strategy will be achieved through a combination of existing resources and new investments. Operational funding to advance the Strategy Actions, further detailed in the implementation plan, is estimated at an average budget of \$495,000 annually, of which \$230,000 per year in new investment is required to implement the Strategy over the next five years. Preliminary funding sources include business-related application fees and other sources. Resources will be requested through the next 5-year Financial Plan update process.

Staff will be reviewing financial strategies to help offset implementation costs, including opportunities for partnerships, business-related development finance and user fees, grants, and other related strategies.

**Liability/Risk:**

With land use policy development, there is an inherent risk that market conditions may impact the effectiveness and implementation of new policies. The employment lands policies envisioned under Objective 1: Create Employment Space are particularly exposed to such market risks. To mitigate potential impacts, the implementation plan allocates resources toward Action-specific market research and analysis to evaluate the impacts of potential policy changes against near and long-term market conditions.

**Public Input:**

Engagement comprised significant business involvement and collaboration in the development of the Economic Development Strategy. As detailed in the [Interim Report](#), nearly 350 businesses, economic development partners, interest holders and District staff provided input into the Strategy through an online survey and a series of facilitated business workshops. These audiences were engaged at the *Collaborate* level of the District's Public Engagement Spectrum in Figure 3.



PUBLIC ENGAGEMENT SPECTRUM					
Adapted and used with permission from the International Association for Public Participation (IAP2 Federation).					
Inform	Listen & Learn	Consult	Involve	Collaborate	Empower
"We will keep you informed. We will provide information that is timely, accurate, balanced, objective, and easily understood. We will respond to questions for clarification and direct you to sources of additional information."	"We will listen to you and learn about your plans, views, and issues; and work to understand your concerns, expectations, and ideas."	"We will keep you informed, and listen to and acknowledge your concerns and aspirations in developing final solutions, and we will report back to you on how your input influenced the decision."	"We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed, and we will report back on how your input influenced the decision."	"We will look to you for advice and innovation in formulating solutions, and we will incorporate your recommendations into the decisions to the maximum extent possible."	"We will implement what you decide."

Figure 3: District Public Engagement Spectrum

The engagement opportunities were communicated to businesses through a range of print and online communication materials, including a dedicated webpage on DNV.org, social media posts, and a postcard mailout to all businesses in the District.

The input and ideas generated through the survey and business workshops were further used in strategic planning and collaborative development of the final Strategy by the Business Task Force and District staff.

### Conclusion:

The Economic Development Strategy 2024-2029 provides direction and a framework for proactive economic development to enable a diverse and resilient local economy and support the business tax base in the District. It was developed with input and in collaboration with a broad range of local businesses, partners, and economic development interest holders. If approved by Council, implementation will be guided by a five-year implementation plan with twenty-three actions to move the District towards realizing the vision of a diverse and resilient local economy. Strategy implementation will begin with the near-term high priority Actions, as identified in the implementation plan, as well as establishment of the Business Startup Initiatives Fund and Economic Advisory Committee.

### Options:

1. THAT the Economic Development Strategy 2024-2029 included in Attachment 1 is approved;  
AND THAT a Business Initiatives Startup Fund be designated;  
AND THAT the creation of an Economic Advisory Committee be referred to the Advisory Oversight Committee for consideration. (Staff recommendation.)
2. THAT an alternative direction is provided. (Not recommended.)

Respectfully submitted,

Neon-Like

Neonila Lilova  
Business and Economic Development Manager

Att.

1. Economic Development Strategy 2024-2029
2. Economic Development Strategy 2024-2029 Implementation Plan

REVIEWED WITH:					
<input checked="" type="checkbox"/> <del>Business Economic</del> Film	<u>JJ</u>	<input checked="" type="checkbox"/> Finance	<u>RD</u>	External Agencies:	
<input type="checkbox"/> Bylaw Services	_____	<input type="checkbox"/> Fire Services	_____	<input type="checkbox"/> Library Board	_____
<input type="checkbox"/> Clerk's Office	_____	<input type="checkbox"/> GIS	_____	<input type="checkbox"/> Museum and Archives	_____
<input checked="" type="checkbox"/> Climate and Biodiversity	_____	<input type="checkbox"/> Human Resources	_____	<input type="checkbox"/> NSEM	_____
<input checked="" type="checkbox"/> Communications	<u>eg</u>	<input type="checkbox"/> Integrated Planning	_____	<input type="checkbox"/> NS Health	_____
<input checked="" type="checkbox"/> Community Planning	_____	<input checked="" type="checkbox"/> ITS	<u>AD</u>	<input checked="" type="checkbox"/> NVRC	_____
<input type="checkbox"/> Development Engineering	_____	<input type="checkbox"/> Parks	_____	<input type="checkbox"/> RCMP	_____
<input checked="" type="checkbox"/> Development Planning	<u>DV</u>	<input checked="" type="checkbox"/> Real Estate	<u>JR</u>	<input type="checkbox"/> Other:	_____
<input checked="" type="checkbox"/> Engineering Services	_____	<input checked="" type="checkbox"/> Review and Compliance	_____		
<input type="checkbox"/> Environment	_____	<input type="checkbox"/> Solicitor	_____		
<input type="checkbox"/> Facilities	_____	<input type="checkbox"/> Utilities	_____		

# Economic Development *STRATEGY*







## LAND ACKNOWLEDGEMENT

We respectfully acknowledge the original peoples of these lands and waters, specifically the *səlilwətał* (Tsleil-Waututh), *Skwxwú7mesh Úxwumixw* (Squamish), and *xʷməθkʷəy̓əm* (Musqueam), on whose unceded ancestral lands the District of North Vancouver is located. We value the opportunity to learn, share, and serve our community on these unceded lands.

# District of North Vancouver Economic Development Strategy

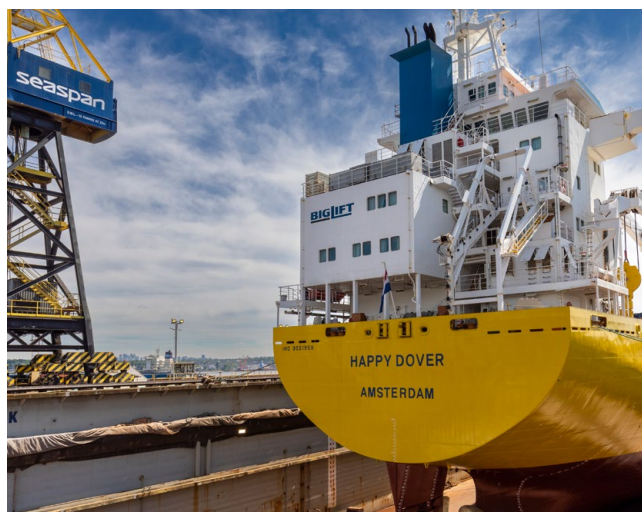
Prepared for the District of North Vancouver by  
B&A Studios

In association with  
Urban Systems  
Lions Gate Consulting  
Qatalyst Research Group



# Table of Contents

A Blueprint for Economic Development in the District of North Vancouver	04
Four Key Objectives of the EDS	05
Supporting the Community Vision	06
The District's Planning Framework	07
Growing A Diverse and Resilient Economy	08
Reflecting Local Businesses and Employees	09
A Roadmap to Business Prosperity	12
Implementing the Plan	18



The District would like to acknowledge and thank the nearly 350 businesses, economic development partners and staff who contributed their time, views, and invaluable insights into this project. Special recognition goes to the members of the Business Task Force and the District staff working group who, guided by their deep commitment to our community prosperity and well-being, volunteered their expertise and collaborated on the delivery of the Economic Development Strategy. Images used throughout this document are courtesy of: District of North Vancouver, Vancouver North Shore Tourism Association, Seaspan.



## A Blueprint for Economic Development in the District of North Vancouver

The Economic Development Strategy (EDS, Strategy) serves as a forward-looking blueprint document to advance the District of North Vancouver's work towards achieving the economic vision and goals defined in the Official Community Plan (OCP) 2030 and the 2021 OCP Action Plan. It is structured around four key Objectives, reflecting the challenges and opportunities faced by District of North Vancouver businesses. These Objectives are supported by ten overarching Initiatives informed by business input, research, and analysis generated and integrated over the course of Strategy development. Twenty-three Actions provide a further roadmap for implementation and monitoring over the 2024-2029 period, at the end of which the EDS is to be reviewed.

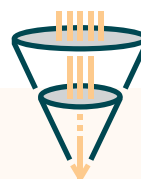
*Built on a foundation of research and analysis, and informed by comprehensive input from businesses and economic development partners throughout the study process, the EDS seeks to address challenges faced by local employers and workers and achieve the District's economic vision.*

# Four Key Objectives of the EDS



## Create Employment Space

- Update land use policies and regulations to create additional commercial space
- Update land use policies and regulations to protect and intensify industrial lands
- Explore temporary property tax relief for businesses impacted by rent increases due to redevelopment



## Improve Business Services

- Modernize business licensing regulations and processes to improve and provide efficient services to businesses
- Support opportunities to link local talent to local employment needs
- Increase outreach to the business community



## Support Transportation & Housing for Employers

- Facilitate partnerships with local businesses and other partners to tackle employee transportation and housing challenges
- Raise awareness of housing and transportation issues and their impacts on local economic opportunities



## Cultivate Great Spaces

- Support community-led business initiatives to create great public spaces
- Support and grow the visitor and film economies





*The District's Official Community Plan 2030 highlights the need for a diverse and resilient local economy to meet the long-term service and employment needs of the community. The vision is to be achieved through economic development policies, programs and services that attract, retain and grow businesses and employment opportunities in the District.*

## Supporting the Community Vision

This Economic Development Strategy (EDS) serves as a forward-looking blueprint document to advance the District of North Vancouver's work towards achieving the economic vision and goals defined in the Official Community Plan (OCP) 2030 and 2021 OCP Action Plan.

Much has changed in the years since adoption of the OCP, with evolving local, regional, and global trends affecting where and how we work, and shifting the trajectory and nature of employment growth within the District and the broader economic region.

The Strategy is a product of comprehensive research, community engagement, and quantitative and qualitative analyses to understand the implications of these changes, along with the challenges and opportunities they present toward achieving a diverse and sustainable economic future.

Based on this updated understanding and through a structured strategic planning process, the EDS identifies a set of initiatives and actions, spread across four key areas of opportunity, all of which are within the municipality's ability to influence and action over the next five years (2024-2029).



# The District's Planning Framework

EDS aligns and complements the economic policies and goals of the OCP 2030 and the 2021 OCP Action Plan, as well as those present in other District plans, bylaws, strategies, and policies. It serves as a District wide economic development guide to inform actions and initiatives to be taken by the municipality over the next five years, and to track progress made over the same period. The District's plan and policy framework is illustrated in the figure below. The EDS and its supporting studies are intended to be reviewed and updated on a five-year cycle.





*As of the 2021 Canadian Census, the District is home to over 88,169 people and accommodates 39,690 jobs, accounting for 3.3% of Metro Vancouver's population and 2.9% of the region's employment.*

## Growing A Diverse and Resilient Economy

The District of North Vancouver has a rich and diverse economic history. From the First Nations communities in the time before other settlers arrived, through the community's economic heritage of sawmilling, shipbuilding, and trade, to its modern mix of industrial and service-based industries, economic activities have shaped and influenced the identity of the District and broader North Shore region.

Since the adoption of OCP 2030, the number of jobs located in the District has increased steadily, spreading across a variety of economic activities and industries, and leading to a growing demand for employment space.

More recently in the wake of the pandemic, local employment figures surged with many District residents reporting, as part of the 2021 Census, that they work from home rather than commute to their usual place of work. While these figures caused the District to surpass its OCP 2030 target of 36,000 local jobs, back to work and hybrid arrangement trends are normalizing this outlier trend, and leading to new opportunities and challenges for both businesses and employees.

Emerging from the disruptions of the pandemic, the outlook for economic growth in the District remains strong across all major employment lands categories. As businesses gradually bring workers back to the office and explore hybrid work opportunities, the total number of jobs tied to employment land in the District is projected to increase by over 11,000 between 2021 and 2051. This equates to a projected need of nearly 4.2 million square feet of additional employment space required over the next 30 years.





#### **CREATING COMPLETE COMMUNITIES**

*To encourage the growth of vibrant and complete communities, the OCP directs most new employment growth to be accommodated in the District's designated Town and Village Centres.*

## Reflecting Local Businesses and Employees

Community input formed a crucial component in the development of this Strategy, with businesses, economic partners, and residents engaged through the study process to inform the understanding of current challenges and opportunities faced by District employers and workers, and to identify the needs and priorities of the local business community. The engagement process included representation from a range of industries, local businesses, institutions, and community partners with feedback solicited via both an online engagement survey and a series of focused in-person workshops.





### Online Survey



A total of 282 valid responses collected over four weeks

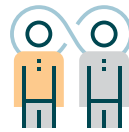


Respondents represented 81% businesses, 16% District residents and 3% other

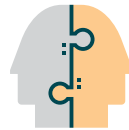


Small businesses (fewer than 50 employees) represented 90% of business responses

### In-Person Workshops



Three in-person workshops held at various locations around the District



56 participants representing local businesses, and partner organizations



In-depth round table discussion on a range of topics affecting local businesses and the economy



128 challenges and 115 opportunities identified



## Business Task Force & Staff Working Group



Strategic guidance was provided by the Business Task Force, comprised of 13 cross-industry local business leaders and economic development partners, and a cross-functional District Staff Working Group, both formed to guide and validate the Strategy deliverables.



In addition to participating in the survey and in-person workshops, the Business Task Force and Staff Working Group collaborated on developing the Strategy in an options evaluation and prioritization strategic planning workshop.





# A Roadmap to Business Prosperity

Through the research and engagement process, four key Objectives for the Economic Development Strategy were identified:

1

## Create Employment Space

Update the District's land use policies and regulations to protect employment uses in appropriate locations while enabling and encouraging the creation of new employment space to accommodate future economic growth

2

## Improve Business Services

Streamline District business regulations, processes and services and facilitate permitting and licensing for local businesses

3

## Support Transportation & Housing for Employers

Explore opportunities to work with businesses and partners to address economic constraints related to housing and transportation

4

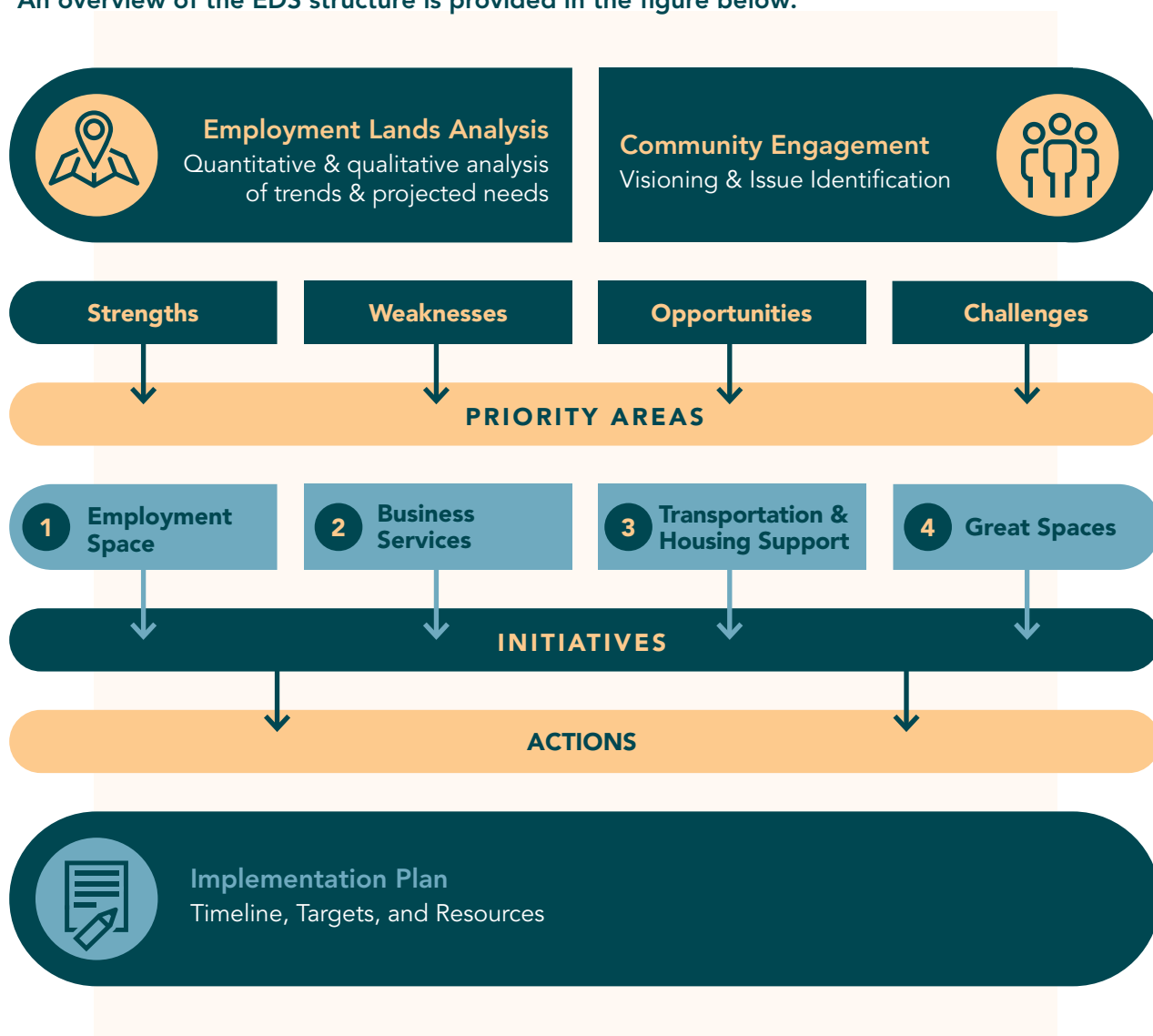
## Cultivate Great Spaces

Continue to build on the District's strong sense of place to support local businesses and community level economic opportunities

## Economic Development Strategy Process and Structure

The four Objectives serve to organize the overall structure of the EDS according to the connective themes, challenges, and opportunities faced by the District of North Vancouver businesses. To address the four Objectives, a total of ten overarching Initiatives were identified through engagement. These Initiatives, in turn, are enabled by twenty-three SMART Actions (Specific, Measurable, Achievable, Relevant and Time-bound), which are projects and programs that can be implemented by the District to achieve the vision of the EDS. Each of these features was informed by business input, and research and analysis generated and integrated over the course of Strategy development. Details on this research and consultation are contained in the [Economic and Employment Lands Analysis](#), [Summary of Online Survey Results](#), and [Input from Business Workshops](#) reports available on the project website – [Economic Development Strategy | District of North Vancouver \(dnv.org\)](#)

An overview of the EDS structure is provided in the figure below:





## Objective 1: Create Employment Space

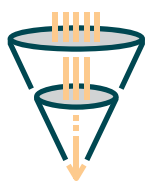
The demand for employment space in the District is high and is expected to remain so in the foreseeable future. The District's employment lands supply is nearly fully utilized while undeveloped employment lands are very limited. The pressure to redevelop traditional employment lands to higher uses is displacing existing businesses and could erode opportunities for future economic growth, if not thoughtfully managed. With limited opportunities to designate additional employment areas, the District will need to protect its existing employment lands and enable creation of new employment space via intensified re-development in appropriate locations.

### DID YOU KNOW

*Emerging from the pandemic, vacancy rates for office retail, and industrial space in the District have been consistently lower than the Metro Vancouver average and well below healthy market levels, indicating high degree of demand.*

Initiative		Actions	
1.1	Update land use policies and regulations to create additional commercial space	1.1.1	Encourage more first floor retail in mixed use developments in Town and Village Centres and along commercial corridors
		1.1.2	Introduce second-storey offices in Transit Oriented Areas and along Frequent Transit Corridors
		1.1.3	Evaluate opportunities to integrate new neighbourhood commercial and services into smalls-scale multi unit housing (SSMUH) or similar residential areas
1.2	Update industrial land use policies and regulations to protect and intensify industrial lands	1.2.1	Protect strategically located major industrial sites from subdivision and preserve them for trade-related industrial uses
		1.2.2	Optimize light industrial land use policies and incentives to stimulate intensified light industrial (re)development
		1.2.3	Update land use policies and regulations for the use of District owned lands in Maplewood to add employment-intensive uses
1.3	Explore temporary property tax relief for businesses impacted by rent increases due to redevelopment	1.3.1	Monitor the residential/business property tax ratio for meaningful opportunities to reduce business costs
		1.3.2	Investigate utilizing new provincial policy tools, such as Bill 28, to protect business tenants from rent increases due to redevelopment potential





## Objective 2: Improve Business Services

While the District remains a desirable location to do business, there is more the municipality can do to strengthen its relationship with and service to the business community. Consultation with local business owners and operators noted systemic difficulties when navigating District regulations and processes. Modernization of these processes and improved customer service were flagged as key priority for many local business owners, with a focus on streamlining and simplifying business-related regulations and providing improved business-facing service and support.

### DID YOU KNOW

*District businesses contribute nearly 1/3 of municipal property tax revenues and consume few local level services. Maintaining the health and growing the business tax base means more and better services to a growing local population.*

Initiative		Actions	
2.1	Modernize business licensing regulations and processes to improve and provide efficient services to businesses	2.1.1	Review and streamline the Business License Bylaw, including associated classifications and fees
		2.1.2	Establish a 1-stop business concierge service to assist businesses with navigating licensing and permitting processes at the District
		2.1.3	Initiate an integrated online permitting and licensing portal for businesses in the District as part of DNV+
		2.1.4	Work with North Shore municipalities and First Nations communities to expand inter-municipal license categories to enable single-licensing for more mobile businesses
2.2	Support opportunities to link local talent to local employment needs	2.2.1	Explore opportunities for the District to partner with industry, educational institutions, and partners to increase access between local talent and jobs
2.3	Increase outreach to the business community	2.3.1	Expand communication channels and broker access to District engagement opportunities, data, research and government programs for business
		2.3.2	Formalize the Business Task Force and its strategic advisory mandate over the life of the Economic Development Strategy



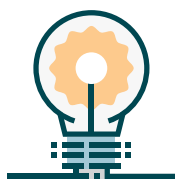
## Objective 3: Support Transportation & Housing For Employers

The efficient movement of goods and people is a critical element for many businesses located on the North Shore. By nature of its physical geography, regional infrastructure, and high desirability as a place to live, work and visit, the District faces well-documented constraints on both its housing supply and transportation network. These challenges impact the whole community and turnkey solutions are far reaching in terms of both time and the District's direct area of influence. Advocacy and significant efforts to bring rapid transit to the North Shore continue via the North Shore Connect partnership and with other partners. Meanwhile, the impact on business operations has become severe, with the lack of employee housing and reliable access to work affecting the local labour supply and, by extension, threatening the operational viability for many North Vancouver employers. Proactive partnerships are required between the District, other levels of government and local employers working to implement employee housing and access to work solutions that are within each other's respective jurisdiction and ability to implement.

### DID YOU KNOW

*70% of engagement survey respondents identified transportation and housing solutions as a key area of focus to foster a strong local economy.*

Initiative		Actions	
3.1	Facilitate partnerships with local businesses and other partners to tackle employee transportation and housing challenges	3.1.1	Work with local employers to explore shared North Vancouver industrial waterfront business transportation solutions
		3.1.2	Support research for improved transit services and parking demand management within key employment areas and business clusters
		3.1.3	Support local employers in exploring potential of worker housing solutions
3.2	Raise awareness of housing and transportation issues and their impacts on local economic opportunities	3.2.1	Continue to raise awareness of the need for affordable, diverse housing options for workers



## Objective 4: Cultivate Great Spaces

The local mix of natural amenities and keen sense of place are frequently cited as one of the District's key competitive advantages. Many residents and businesses choose to locate on the North Shore because they feel its mix of community and nature strongly represents their values and identity. These same elements also support a vibrant visitor economy in the District. As it grows, the District aims to capitalize on these strengths by creating vibrant public spaces through thoughtful design and activation with business and community partners.

### DID YOU KNOW

*The District's many diverse businesses and local amenities contribute to the vibrancy of the Town and Village Centres while offering a range of goods and services to a growing population.*

Initiative		Actions	
4.1	Support community-led business initiatives to cultivate vibrant public spaces	4.1.1	Establish a Business Initiative Startup resource to build community capacity and sustainability in activation of public spaces
		4.1.2	Conduct a needs assessment and delivery model review for the programming of District public spaces in the Town and Village Centres
4.2	Support and grow the visitor and film economies	4.2.1	Promote the role of the visitor economy and support the addition of hotel room capacity in the District
		4.2.2	Promote the benefits of attracting and facilitating film production in the District







## Implementing the Plan

Implementation of the Economic Development Strategy is guided by an Implementation Plan which prioritizes the EDS Actions and estimates the timing and resources required for successful implementation. The priorities have been developed in collaboration with the business community and the timing and resourcing estimates have been developed with guidance from District staff.

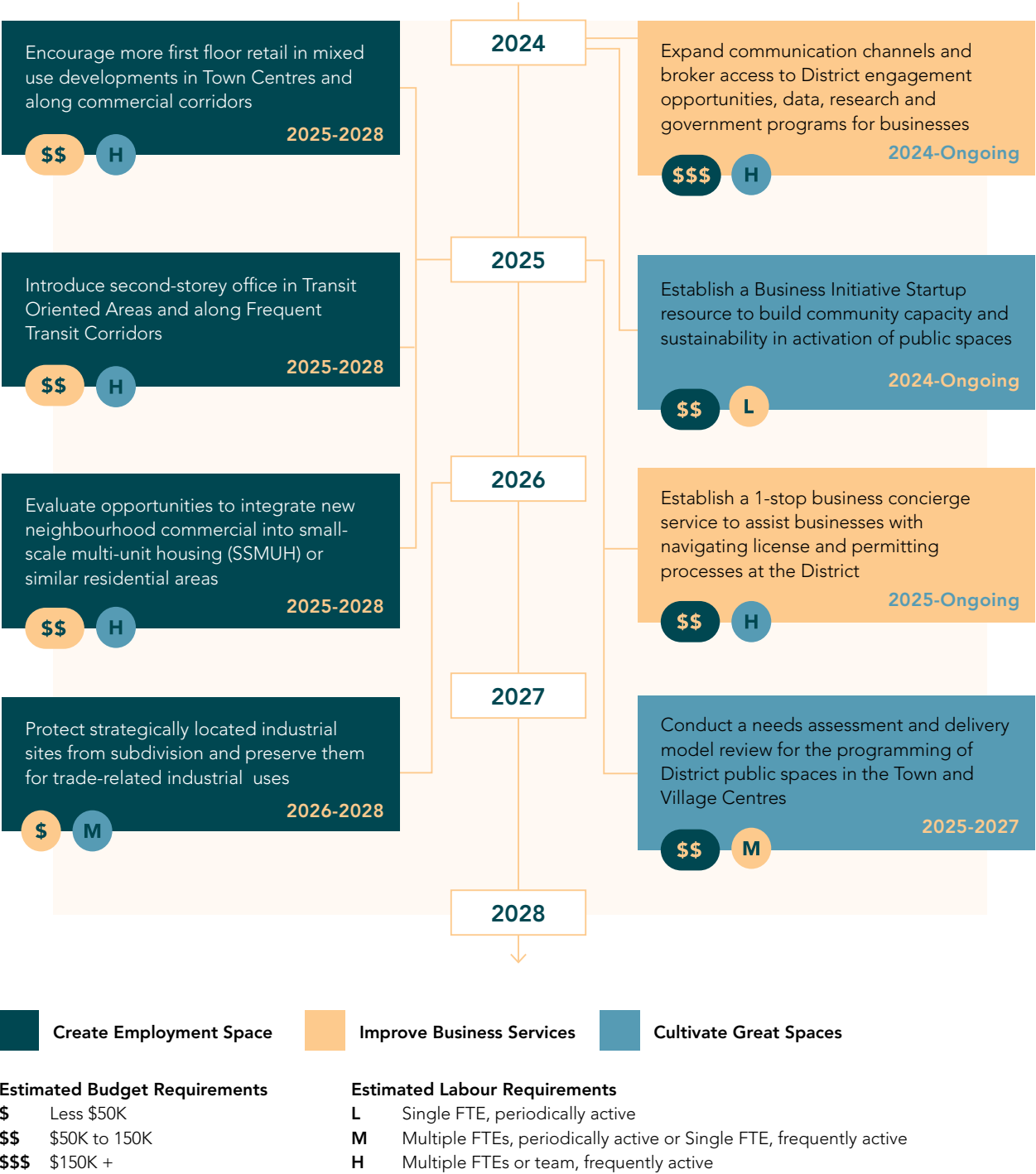
Implementation of the Economic Development Strategy will be led by the District economic development function, in collaboration with other municipal departments, businesses, and partners. Most initiatives will be led and implemented by the District, with business and partner engagement carried out, as the various Initiatives and Actions may require.

A formalized Business Task Force with a strategic advisory mandate from Council could help steer the Economic Development Strategy implementation and provide an invaluable, permanent linkage to the local business tax base and the long-term Council-adopted community vision.

### Implementation Plan

The Implementation Plan adheres to the overall directions of the Strategy but is flexible and tactically adaptive to resource availability. Further resource investments are required to implement the Economic Development Strategy and advance the OCP economic vision. A five-year implementation horizon over 2024 to 2029, with annual tracking and monitoring is envisioned. At the end of the five-year period, the Strategy should be reviewed to assess relevancy and appropriateness of its future directions.

The eight highest priority Strategy actions are summarized below, including anticipated timeline, and resourcing needs for implementation. These are to be supplemented by fifteen additional actions, as resources and capacity permit. More details are provided in the Implementation Plan accompanying this Strategy.





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**[DNV.org/economic-strategy](https://www.dnv.org/economic-strategy)**  
**@NVanDistrict**

**April 18, 2024**

## **Economic Development Strategy 2024-2029**

### Implementation Plan

PREPARED FOR:

District of North Vancouver

PREPARED BY:

Lions Gate Consulting Inc.

IN ASSOCIATION WITH:

B&A Studios

# Implementation Plan

The Implementation Plan (Plan) estimates the resources, timing and priority for the 10 Initiatives and 23 Actions identified in the Economic Development Strategy (Strategy). It also expands on the Actions, describing potential steps that would need to be taken to move Strategy implementation forward. Allocation and availability of labour and financial resources is critical to successful implementation.

The initial commitment of labour in this Plan is the Economic Development Manager (Manager). The majority of the Manager's time is assumed to be available for managing operationalization of the Strategy Initiatives and Actions, as well as working on or assisting other departments on projects that are not foreseeable and therefore not included in this Plan.

The Plan framework expands on the Strategy framework and comprises the following elements:

- Objective: the targeted outcome
- Initiative: a high-level strategy to achieve the Objective
- Performance indicators: metrics for assessing achievement of Objectives
- Actions: SMART<sup>1</sup> programs, projects and activities that support the Initiatives
- Labour intensity: the estimated quantity of labour required to implement the Action
- Operating budget: the estimated cost of implementing the Action
- Timing: commencement and completion by year
- Priority: the significance of the Action in advancing the Objective

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<sup>1</sup> The SMART framework (Specific, Measurable, Achievable, Relevant, and Time-bound) was applied throughout the Strategy development process to properly calibrate the Actions



The labour, budget, priority ratings, and time scale, used in the tables are annotated as follows:

<b>Labour Intensity</b>	High: Medium: Low:	Multiple FTEs or a team, frequently or continuously active Multiple FTEs or a team periodically active, or Single FTE, frequently or continuously active Single FTE, periodically active
<b>Operating Budget</b>	\$\$\$ \$\$ \$	+\$150,000 \$50,000 to \$150,000 <\$50,000
<b>Timing</b>	Annual	2024-2029, actions starting after 2027 denoted as 2027+
<b>Priority</b>	High: Medium: Flex:	Very important, critical for meeting the Objective Important, contributes to meeting the Objective Somewhat important, supports the Objective, can be deferred/delayed to align with labour and budget constraints

Note: FTE full-time equivalent position

Most Initiatives and Actions will be led and implemented by the District, with scheduling and resourcing based on internal capacity of the Economic Development function and other departments. Outreach to external stakeholder may be required from time to time and will focus on informing, consulting, and involving local stakeholders, with partnerships prioritized where the District is not positioned to lead an Action.

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<b>Objective 1: Employment Space</b>	<b>Initiative 1.1:</b> Update land use policies and regulations to create additional commercial space.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Approval of policies/bylaws, one time</li> <li>• Net change in commercial space inventory, annual</li> </ul>	
<b>Action 1.1.1:</b> Encourage more first floor retail in mixed-use developments in Town and Village Centres and along commercial corridors. <ul style="list-style-type: none"> <li>• Evaluate existing mixed-used developments in the District to identify and calculate deficiencies in achieving a commercial retail inventory that meets the evolving needs of growth areas.</li> <li>• Prepare potential policies and/or bylaw amendments to provide clarity for achieving more inventory of ground-floor commercial retail in specific zones, neighbourhoods, and commercial corridors.</li> </ul>		<b>Labour Intensity:</b>	High
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2025—2028
		<b>Priority:</b>	High
<b>Action 1.1.2:</b> Introduce second-storey offices in Transit Oriented Areas and along Frequent Transit Corridors. <ul style="list-style-type: none"> <li>• Evaluate the Zoning Bylaw’s effectiveness in achieving strategic additions to the District’s existing office space inventory and expected challenges meeting supply targets identified in the Employment Lands Analysis.</li> <li>• Identify office space demand and supply gaps by area, implications for rents and potential for generating employment density.</li> <li>• Prepare potential policies and/or bylaw amendments that would provide sufficient granularity to designate office uses as distinct from other retail uses in zones and areas where transit services (present and anticipated) warrant.</li> </ul>		<b>Labour Intensity:</b>	High
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2025—2028
		<b>Priority:</b>	High

<b>Action 1.1.3:</b> Evaluate opportunities to integrate new neighbourhood commercial and services into small-scale multi-unit housing (SSMUH) or similar residential areas. <ul style="list-style-type: none"> <li>• Identify the commercial amenity and service needs and resources of underserved neighbourhoods in residential areas where future SSMUH density is anticipated to occur.</li> <li>• Develop land use scenarios that introduce a mix of commercial amenities and services and assess the impacts on residential areas to guide decision making and policy development, considering impacts on local employment, transportation, and other District planning objectives.</li> <li>• Prepare potential land use policies and/or bylaw amendments that would identify residential areas and the degree and forms of employment space to be encouraged.</li> </ul>	<b>Labour Intensity:</b>	High
	<b>Operating Budget:</b>	\$\$
	<b>Timing:</b>	2025—2028
	<b>Priority:</b>	High

<b>Objective 1: Employment Space</b>	<b>Initiative 1.2:</b> Update industrial land use policies and regulations to protect and intensify industrial lands.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Approval of policies/bylaws, one time</li> <li>• Net change in industrial space inventory, annual</li> </ul>	
<b>Action 1.2.1:</b> Protect strategically located major industrial sites from subdivision and preserve them for trade-related industrial uses. <ul style="list-style-type: none"> <li>• Consider the prohibition of rezoning and subdivision of major industrial land. Define and prioritize land use for the development, production, or movement of physical goods that require industrial infrastructure.</li> <li>• Prepare potential land use policies and/or bylaw amendments that would preserve existing zoned and designated major industrial lands and provide consistency in trade-related permitted uses.</li> </ul>		<b>Labour Intensity:</b>	Moderate
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2026—2028
		<b>Priority:</b>	High
<b>Action 1.2.2:</b> Optimize light industrial land use policies and incentives to stimulate intensified light industrial (re)development. <ul style="list-style-type: none"> <li>• Review and evaluate the effectiveness of existing District policies to incentivize more intensive use of light industrial land.</li> <li>• Review other jurisdictions that have had success in generating multi-storey infill and densification for solutions that could be adopted or otherwise adapted in the District.</li> <li>• Consult with the landowners, businesses, and the development community to understand the likelihood of success and implications of potential policy tools.</li> </ul>		<b>Labour Intensity:</b>	Moderate
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2026—2028
		<b>Priority:</b>	Medium

<b>Action 1.2.3:</b> Update land use policies and regulations for land use of District-owned lands in Maplewood to add employment-intensive uses. <ul style="list-style-type: none"> <li>• Monitor the status of the Addition to Reserve (ATR) lands and the intended designation and use of lands subsequently removed, if any, by the ATR action.</li> <li>• Evaluate the servicing infrastructure feasibility and implications in the area from aligning the zoning of land under District authority to its Light Industrial/Commercial Mixed OCP designation.</li> <li>• Prepare potential land use policies and/or bylaw amendments for the possibility of mixed light industrial/commercial uses, prioritizing uses for which the District is projected to have a future supply deficit and employment-intensive activities District-wide.</li> </ul>	<b>Labour Intensity:</b>	Medium
	<b>Operating Budget:</b>	\$\$
	<b>Timing:</b>	2027+
	<b>Priority:</b>	Medium

<b>Objective 1: Employment Space</b>	<b>Initiative 1.3:</b> Explore temporary property tax relief for businesses impacted by rent increases due to redevelopment.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Service/program rollouts</li> <li>• Program uptake by # of businesses</li> <li>• Business property tax savings</li> </ul>	
<b>Action 1.3.1:</b> Monitor the residential/business property tax ratio for meaningful opportunities to reduce triple-net business rents. <ul style="list-style-type: none"> <li>• Annually, prepare business-residential property tax shift scenarios and assess the implications on business costs and equity-efficiency tradeoffs in target redevelopment areas.</li> <li>• Introduce potential tax rate shifts, if and where significant cost reductions for impacted businesses can be achieved.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	-
		<b>Timing:</b>	Annual
		<b>Priority:</b>	Flex
<b>Action 1.3.2:</b> Investigate utilizing new provincial policy tools, such as Bill 28, to protect business tenants from rent increases due to redevelopment potential. <ul style="list-style-type: none"> <li>• Model the implications of a business property tax relief for class 5 and 6 properties that meet the land valuation criteria and other conditions of Bill 28.</li> <li>• Introduce business tax relief policy, as warranted by the modeling results.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	-
		<b>Timing:</b>	Annual
		<b>Priority:</b>	Flex

<b>Objective 2: Improve Business Services</b>	<b>Initiative 2.1:</b> Modernize business licensing regulations and processes to improve and provide efficient services to businesses.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Business licensing times</li> <li>• Commercial/industrial tenant improvement permitting times</li> <li>• Compliance levels</li> </ul>	
<b>Action 2.1.1:</b> Review and streamline the Business License Bylaw, including associated classifications and fees. <ul style="list-style-type: none"> <li>• Review the classifications and fee schemes in the Business License Bylaw to potentially map typology to the North American Industrial Classification System, reduce and remove obsolete license types, and simplify the fees' structure.</li> <li>• Prepare a potential Business License Bylaw and Fees and Charges Bylaw amendments that would modernize the District's business licensing practices and prepare the business licensing process for digitization.</li> </ul>		<b>Labour Intensity:</b>	Moderate
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2025—2027
		<b>Priority:</b>	Medium
<b>Action 2.1.2:</b> Establish a 1-stop business concierge service to assist businesses with navigating licensing and permitting processes at the District. <ul style="list-style-type: none"> <li>• Allocate resources through the District resourcing/budgeting process.</li> <li>• Establish inter-departmental operability and coordination protocols.</li> <li>• Develop case management procedures and service outcomes for related business inquiries, licenses and permits.</li> </ul>		<b>Labour Intensity:</b>	High
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2025—ongoing
		<b>Priority:</b>	High



<b>Action 2.1.3:</b> Initiate an integrated online permitting and licensing portal for businesses in the District as part of DNV+.  <ul style="list-style-type: none"> <li>• Conduct a best practices review of BC cities that have adopted a business account model as a gateway for licensing and permitting.</li> <li>• Identify options for digitizing the business permits and licenses application, tracking and issuance process that will provide one-time customer data collection, serve as a central point for applying and tracking permit and licence applications for business customer, promote self-service, and reduce the long-term costs to the District through superior operational efficiency.</li> </ul>	<b>Labour Intensity:</b>	High
	<b>Operating Budget:</b>	\$\$\$
	<b>Timing:</b>	2027+
	<b>Priority:</b>	Flex
<b>Action 2.1.4:</b> Work with North Shore municipalities and First Nations communities to expand inter-municipal license categories to enable single-licensing for more mobile businesses.  <ul style="list-style-type: none"> <li>• Work with the business community and municipalities to identify mobile business types, in addition to the current trades-focused categories, that would be suitable for inter-municipal licensing; optimize costs and fee structure that would enhance compliance and promote revenue neutrality.</li> <li>• Support outreach to ensure businesses can take advantage of the opportunities the program provides, and to ensure businesses are compliant with licensing requirements.</li> <li>• Work with First Nations to determine opportunities for their participation in the program.</li> </ul>	<b>Labour Intensity:</b>	Low
	<b>Operating Budget:</b>	\$
	<b>Timing:</b>	2027—2028
	<b>Priority:</b>	Flex

<b>Objective 2: Improve Business Services</b>	<b>Initiative 2.2:</b> Support opportunities to link local talent to local employment needs.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>Local projects/partnerships created</li> <li># of participants</li> </ul>	
<b>Action 2.2.1:</b> Explore opportunities for the District to partner with industry, educational institutions, and partners to increase access of local talent to jobs. <ul style="list-style-type: none"> <li>Facilitate cross-sector cooperation and advocacy between education and skill development partners and industry.</li> <li>Cultivate innovative local level labour-business partnerships focused on the real-world needs of local employers.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	Flex

<b>Objective 2: Improve Business Services</b>	<b>Initiative 2.3:</b> Increase outreach to the business community.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• # of businesses served</li> <li>• # of jobs retained or created</li> </ul>	
<b>Action 2.3.1:</b> Expand communication channels and broker access to District engagement opportunities, data, research, and government programs for business. <ul style="list-style-type: none"> <li>• Conduct targeted local business outreach and intelligence gathering to strengthen relationships with major employers and key sectors.</li> <li>• Focus on at-risk areas of the local economy, opportunities for investment attraction and expansion of existing businesses, and facilitating access to regional, provincial and federal partner agencies and programs for business development.</li> <li>• Support other departments in reaching businesses as part of engagement on major District policies and policies with significant impacts to businesses.</li> <li>• Enhance the Economic Development section of dnv.org and launch an electronic newsletter to local businesses with curated local business news and data and District updates and developments; integrate social media to improve outreach.</li> </ul>		<b>Labour Intensity:</b>	High
		<b>Operating Budget:</b>	\$\$\$
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	High
<b>Action 2.3.2:</b> Formalize the Business Task Force and its strategic advisory to the District over the life of the Economic Development Strategy. <ul style="list-style-type: none"> <li>• Dissolve the Business Task Force and develop a terms of reference for a District Economic Advisory Committee (EAC) that will advise District Council and staff on economic development matters, including fulfillment of Strategy Objectives.</li> <li>• Engage the EAC as a strategic advisor to the District on economic development matters, including advocating for implementation of the Strategy, serving as the voice of the District business community, advising on the implications of District policies affecting business, and promoting local economic vitality and resiliency.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	Medium

<b>Objective 3: Support Transportation and Housing for Employers</b>	<b>Initiative 3.1:</b> Facilitate partnerships with local business and other partners to tackle employee transportation and housing challenges.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• # of businesses served</li> <li>• #/\$ of projects assisted</li> </ul>	
<b>Actions 3.1.1:</b> Work with local employers to explore shared North Vancouver industrial waterfront transportation solutions. <ul style="list-style-type: none"> <li>• Engage with other District departments, major employers, transportation service providers and other partners on opportunities to bring innovative transportation solutions to under-served industrial areas.</li> <li>• Gather research to define a study area, identify participants, determine current solutions and potential transportation innovations that improve access of employees to work.</li> </ul>		<b>Labour Intensity:</b>	Medium
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2025—2026
		<b>Priority:</b>	Flex
<b>Action 3.1.2:</b> Support research for improved transit services and parking demand management within key employment areas and business clusters. <ul style="list-style-type: none"> <li>• Engage with businesses with high demand for parking to understand parking use and integrate business needs into parking regulations in key employment areas.</li> <li>• Support employee commute patterns data collection and advocate for improved transit to underserved employment areas.</li> </ul>		<b>Labour Intensity:</b>	Medium
		<b>Operating Budget:</b>	-
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	Flex

<b>Action 3.1.3:</b> Support local employers in exploring potential worker housing solutions. <ul style="list-style-type: none"> <li>• Research, document and promote employer-led housing solutions that have been successfully deployed elsewhere in Canada.</li> <li>• Identify and reduce regulatory barriers in the District that may impede employer-led housing programs.</li> <li>• Identify local employers that offer affordable housing services to their employees and encourage others to adopt similar programs.</li> </ul>	<b>Labour Intensity:</b>	Medium
	<b>Operating Budget:</b>	\$\$
	<b>Timing:</b>	2027—ongoing
	<b>Priority:</b>	Flex

<b>Objective 3: Support Transportation and Housing for Employers</b>	<b>Initiative 3.2:</b> Raise awareness of housing and transportation issues and their impacts on local economic opportunities.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Change in core housing need</li> <li>• #/\$ of projects assisted</li> </ul>	
<b>Action 3.2.1:</b> Support the District’s work in promoting awareness of the need for affordable, diverse housing options for workers. <ul style="list-style-type: none"> <li>• Monitor data on the correlation of employee income levels and affordability of new housing supply.</li> <li>• Promote and advocate for innovative housing solutions.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	-
		<b>Timing:</b>	2025—ongoing
		<b>Priority:</b>	Flex

<b>Objective 4: Cultivate Great Spaces</b>	<b>Initiative 4.1:</b> Support community-led business initiatives to create vibrant public spaces.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• # of projects assisted</li> <li>• New business initiatives launched</li> </ul>	
<b>Action 4.1.1:</b> Establish a Business Initiative Startup resource to build community capacity and sustainability in activation of public spaces. <ul style="list-style-type: none"> <li>• Redesignate funding, historically allocated exclusively to the North Vancouver Chamber of Commerce, to a “Business Initiative Start Up Fund” to make the funding available to local business organizations, in addition to the Chamber, to enable grass-roots level business initiatives, such as Business Improvement Areas (BIAs) in commercial areas.</li> <li>• Provide access to resources made available by the Government of BC and the BC Business Improvement Association; support new BIA efforts in getting off the ground, assisting with study area definitions, property owner relations and the Council process.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	High
<b>Action 4.1.2:</b> Conduct a needs assessment and delivery model review for the programming of District public spaces in the Town and Village Centres. <ul style="list-style-type: none"> <li>• Pending project funding availability, retain a consultant to conduct a needs assessment and delivery model recommendations for programming of public spaces.</li> <li>• Collaborate with the NVRC and relevant District departments to canvas neighbourhood expectations and needs related to public space activation in the District Town &amp; Village Centres.</li> <li>• Conduct a gap analysis between the current public space activations delivery model, including assets and programming, and neighbourhood expectations.</li> <li>• Identify best practices and provide recommendations for improving the public realm and activations delivery model.</li> </ul>		<b>Labour Intensity:</b>	Medium
		<b>Operating Budget:</b>	\$\$
		<b>Timing:</b>	2025-2027
		<b>Priority:</b>	High

<b>Objective 4: Make Great Spaces</b>	<b>Initiative 4.2:</b> Support and grow the visitor and film economies.	<b>How Will This Be Measured:</b> <ul style="list-style-type: none"> <li>• Change in hotel inventory</li> <li>• Film permitting and production values</li> </ul>	
<b>Action 4.2.1:</b> Promote the role of the visitor economy and support the addition of hotel room capacity in the District. <ul style="list-style-type: none"> <li>• Promote the role of the visitor economy and its North Vancouver economic impacts.</li> <li>• Support and promote sustainable use of North Vancouver community assets, including parks, trails, and public spaces, by visitors as well as residents, as a way of enhancing community inclusivity and vibrancy.</li> <li>• Support development projects that have potential to add hotel room capacity.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2025— ongoing
		<b>Priority:</b>	Flex
<b>Action 4.2.2:</b> Promote the benefits of attracting and facilitating film production in the District. <ul style="list-style-type: none"> <li>• Work with the Film Liaison Office to quantify the economic impacts of film and media activity in the District.</li> <li>• Integrate into the existing “How we benefit from filmmaking” page on the District’s website and promote the findings via relevant District channels.</li> </ul>		<b>Labour Intensity:</b>	Low
		<b>Operating Budget:</b>	\$
		<b>Timing:</b>	2024—ongoing
		<b>Priority:</b>	Flex