

City of North Vancouver Economic Development Strategy 2008



April 2008
www.cnv.org

TABLE OF CONTENTS

EXECUTIVE SUMMARY	IV
1. INTRODUCTION	1
Purpose of the Economic Development Strategy	1
Consulting Team and Steering Committee	2
Focus Groups	3
Structure of Report	3
2. ECONOMIC SUSTAINABILITY, VISION, AND GUIDING PRINCIPLES	5
2.1. SUSTAINABILITY	5
2.2. VISION AND GUIDING PRINCIPLES	6
2.3. LINKAGES TO OTHER CITY POLICIES AND STRATEGIES	6
Official Community Plan	6
Other City Documents	7
3. ECONOMIC OVERVIEW	9
Population	9
Population Density	9
Population Growth	10
Population Projections	10
Immigration	10
Population by Age	11
Education Level	12
Commuting	13
Jobs to Labour Force Ratio	14
Employment by Sector	14
Development	15
Summary	16
4. COMPETITIVE ASSESSMENT	17
Strengths	17
Weaknesses	17
Opportunities	18
Threats	18
5. GOALS, STRATEGIES AND ACTIONS	19
A. SUSTAINING A STRONG ECONOMIC DEVELOPMENT FUNCTION	19
Goal A-1. Ensure economic development is fully integrated into City decision-making processes	19
Goal A-2. Maintain a close working relationship with the business community and engage the broader community in economic development	20
Goal A-3. Collaborate with other governments, including Squamish Nation and North Shore municipalities, on economic development opportunities of common interest	22
Goal A-4. Develop a business retention and expansion program	23
Goal A-5. Initiate an economic development marketing program with emphasis on the city's reputation as a complete, sustainable and innovative community	25
B. CREATING AN ATTRACTIVE ENVIRONMENT FOR ECONOMIC DEVELOPMENT	29
Goal B-1. Ensure fair and consistent business regulations	29

Goal B-2. Maintain a balanced taxation system	30
Goal B-3. Support a strong post secondary education system	30
Goal B-4. Encourage a broad array of arts and cultural experiences	32
Goal B-5. Create and enhance diverse and unique shopping, dining and entertainment opportunities	33
Goal B-6. Provide a range of housing choices	34
Goal B-7. Ensure a safe and secure community	35
C. PROVIDING HIGH QUALITY INFRASTRUCTURE TO SUPPORT ECONOMIC DEVELOPMENT	36
Goal C-1. Provide an efficient transportation system	36
Goal C-2. Encourage the development of more office space	38
Goal C-3. Maintain the city's industrial land base	39
Goal C-4. Explore the need for a more comprehensive fibre-optics system in the city	40
D. ADOPTING A TARGETED APPROACH TO ECONOMIC DEVELOPMENT	41
Goal D-1. Target small businesses with growth potential	41
Goal D-2. Continue to promote the city to the film industry	42
Goal D-3. Enhance the contribution of the Port to the local economy	44
Goal D-4. Engage the city's growing ethnic population in local business development	44
Goal D-5. Maximize opportunities arising from the 2010 Olympic & Paralympic Winter Games	46
6. TOURISM DEVELOPMENT PLAN	48
A. TOURISM LEADERSHIP AND COORDINATION	48
Goal A-1. Improve leadership and coordination related to tourism destination development and marketing in the City of North Vancouver	48
Goal A-2. Continue to support and improve leadership and coordination related to tourism destination development and marketing in the broader North shore region.	49
Goal A-3. Ensure the tourism industry's operating practices safeguard the city's natural, cultural and heritage assets in a sustainable manner.	49
B. MARKETS AND MARKETING	51
Goal B-1. Increase awareness about the City of North Vancouver's tourism products and services ..	51
Goal B-2. Increase visitor volumes, length of stay and spending	52
C. PRODUCT ENHANCEMENT, DEVELOPMENT AND PACKAGING	53
Goal C-1. Develop high-quality tourism product offerings that build on the unique strengths of the City of North Vancouver	53
Goal C-2. Package existing and new tourism products	59
Goal C-3. Increase knowledge among local tourism operators with regard to product development, packaging, and marketing	60
D. TRANSPORTATION AND TOURISM-RELATED INFRASTRUCTURE	62
Goal D-1. Develop high-quality transportation services that will efficiently, safely and comfortably transport visitors to and within the City of North Vancouver and develop effective way-finding signage to complement transportation services	62
Goal D-2. Develop high-quality and readily accessible visitor information services that provide information on the full range of tourism opportunities that are available within the City of North Vancouver	63
E. 2010 WINTER OLYMPIC AND PARALYMPIC GAMES	65
Goal E-1. Develop and implement tourism initiatives that capitalize on the 2010 Winter Olympic and Paralympic Games – prior to, during and following the Games	65
7. IMPLEMENTATION AND PERFORMANCE MONITORING	68

7.1. PRIORITIZED SUMMARY OF ECONOMIC DEVELOPMENT STRATEGIES	68
7.2. PRIORITIZED SUMMARY OF TOURISM DEVELOPMENT PLAN STRATEGIES.....	72
APPENDIX A: STEERING COMMITTEE MEMBERS	74
APPENDIX B: INDUSTRY FOCUS GROUP PARTICIPANTS	75
APPENDIX C: ECONOMIC OVERVIEW DATA	76
Population	76
Population Density	76
Population Growth	77
Population Projections	77
Immigration	78
Population by Age	79
Education Level	79
Commuting.....	80
Jobs to Labour Force Ratio	80
Development.....	81

EXECUTIVE SUMMARY

A strong economy is vital to the quality of life enjoyed by the City of North Vancouver's residents, work force and visitors. The City of North Vancouver, working with its various partners, has an important role to play in helping guide future changes in the economy, ensuring that the type of economic development that is encouraged is based on sustainable practices.

In doing so, it must be with the recognition that the traditional division of sustainability into economic, environmental and social spheres often leads to a discussion of trade-offs and balances between these three elements. Yet the key to sustainability is not *balance*, which suggests that gains in one sphere come at the expense of another, but *integration*, so that gains in one sphere support gains in the other spheres.

Only those economic development opportunities that are compatible with the social and environmental realms should be pursued. That is a fundamental premise of this Economic Development Strategy. At the same time, the Strategy also strives for consistency and support for other important City policies and documents, most importantly the Official Community Plan, but also the Social Plan, Transportation Plan, and environmental programs.

Process and Consultation

The Strategy was developed over a 10-month period from March to December 2007, during which time two companion documents were also prepared - a Tourism Development Plan and a Long-Term Property Tax Strategy.

The consulting team of Vann Struth Consulting Group Inc. and Eric Vance & Associates, who jointly prepared the Economic Development Strategy and the Long-Term Property Tax Strategy, and Grant Thornton Consulting, who prepared the Tourism Development Plan and assisted with the Long-Term Property Tax Strategy, were guided throughout the process by an Economic Development Strategy Steering Committee with representation from key economic sectors and groups within the City. The Committee members generously gave their time and expertise in a total of seven meetings, and many members also participated in industry-specific focus groups and on the Long-Term Property Tax Subcommittee during the strategy process.

Upon completion of the Draft Strategy document, the Manager, Economic Development presented the Strategy to a number of community organizations and committees for review and feedback. The following organizations were included in this process:

- Social Planning Advisory Council
- Advisory Planning Commission
- Parks and Environment Advisory Committee
- North Shore Business Council
- Lower Lonsdale Business Association
- North Vancouver Chamber of Commerce
- Waterfront Industry Association
- Vancouver's North Shore Hoteliers Association

Public feedback to the Draft Strategy was also pursued through advertisement in the local newspapers and through posting the Strategy document on the City website.

Economic Overview and Competitive Assessment

The development of an Economic Development Strategy requires an understanding of current economic conditions and the city's competitive position relative to other locations in Metro Vancouver and beyond. The Steering Committee and industry focus group participants provided significant input into the development of the competitive assessment and provided guidance on key trends that were analyzed in the economic overview. Some of the key conclusions of this work include:

- The city remains a highly desirable residential location, particularly for younger working adults that provide the market for multi-family residential development. The population is growing, but at the relatively modest rate of 0.4% per year.
- International immigration is already the primary driver of population growth, and will continue to be the main source of population and labour force growth in the future.
- There is little available land for substantial employment-supporting uses, so future employment growth is likely to occur through smaller, office-based companies, as well as continued growth in retail trade, accommodation, food services, arts and culture, and other tourism-related industries.
- The city already functions, in part, as the commercial centre of the entire North Shore, yet the majority of employed North Shore residents leave the North Shore for work. These residents, many of whom are highly educated, are a potential source of future business creation.
- Preserving remaining industrial land, including port and port-supporting land and light industrial areas, will be important to maintain a diversity of employment opportunities, particularly for the large number of city residents with trades and college educations (and less).
- There are some challenges with transportation links, both within the City/North Shore and between the North Shore and the rest of the region. Public transit is limited outside of the Lonsdale corridor, while there is a perception among those outside the North Shore that commuting to the North Shore is difficult. This exacerbates shortages of labour, particularly lower-skilled and lower-paid labour that is most likely to rely on public transit and less likely to reside on the North Shore (due to higher housing costs). Port businesses are also challenged by available rail service. Overall, there is a sense that the North Shore's concerns are largely absent from recent transportation plans and developments in the region.
- Some of the most prominent business development opportunities are in tourism, port-related expansion, office-based technology and professional services, high-value niche manufacturing and wholesaling, post-secondary education, filming and related services, various business opportunities catering to or operated by multicultural and immigrant communities, and various opportunities associated with the 2010 Olympic Winter Games. The approach taken in the Strategy is, generally, to avoid focusing on specific sectors, but rather on the characteristics of business that are most likely to successfully operate in the city, regardless of their sector.

Goals and Strategies

The Economic Development Strategy includes a total of 41 strategies. These are designed to achieve 21 economic development goals that fit into 4 broad categories. Each of the 41 strategies also contains a series of recommended actions, identifies possible partners (including, in some cases, organizations or City departments that are better positioned than the Economic Development Office to lead the strategy implementation), and specifies the likely timing and priority of each strategy.

Sustaining a Strong Economic Development Function

The success of the City's Economic Development Strategy relies in part on maintaining a strong economic development function to lead and coordinate multiple initiatives, both on its own and in cooperation with a range of stakeholder groups.

Goal A-1. Ensure economic development is fully integrated into City decision-making processes

In order to achieve its sustainability vision, as set out in the OCP, the City should take account of the economic implications of its policies, regulations and other actions on an ongoing basis. Strategy 1 recommends greater involvement of the Manager, Economic Development on appropriate staff committees that review City policies, regulations, and other initiatives to determine economic implications and identify opportunities to enhance economic benefits. Strategy 2 recommends that the City adopt a triple bottom line approach to assessing all policy reports going to Council to ensure the economic, social, and environmental implications are fully understood.

Goal A-2. Maintain a close working relationship with the business community and engage the broader community in economic development

Strong communication and collaboration between the City and its business community are needed in order to maximize opportunities and address issues of common concern. The importance of economic development to quality of life also needs to be understood and supported by both city residents and businesses. Strategy 3 recommends greater communication of the City's planning vision, especially for its commercial and industrial districts, to the local business community. Strategy 4 recommends investigating the creation of an Economic Development Advisory Committee to provide regular input from informed sources into the shaping of City policies and strategies that have an economic component. This Committee may be a new entity, or an existing body with a clarified mandate to provide this input to the City. Strategy 5 recommends developing and maintaining regular points of contact for Mayor and Council and the business community through various formal and informal events, and builds upon such points of contact that already exist.

Goal A-3. Collaborate with other governments, including Squamish Nation and North Shore municipalities, on economic development opportunities of common interest

Some of the opportunities that would benefit the City's economy can only be maximized, and in some cases achieved at all, through a cooperative approach working with other government organizations. Strategy 6 recommends the City support the establishment of a regional economic development function to complement the City's economic development function and activities. Strategy 7 recommends the City establish, with interested municipal and other government partners, joint initiatives for investment attraction marketing and addressing other economic development issues of common concern. The latter strategy recognizes the historic difficulty in establishing a permanent regional economic development organization and shifts the focus to capitalizing on immediate opportunities for regional collaboration, such as the regional Memorandum of Understanding (MOU) the City signed with four other municipalities to undertake joint projects, many of which are initially related to the Olympic Games. And of course, the City should continue to collaborate with North Shore partners, particularly the District of North Vancouver and Squamish Nation.

Goal A-4. Develop a business retention and expansion program

The majority of new economic activity in North Vancouver, as in most communities, will come through nurturing existing businesses. This requires a strong business retention and expansion (BRE) program that involves regular contact between businesses and the City, thereby allowing important issues and problems to be identified and the impact of economic development activities to be better evaluated. Strategy 8 recommends the establishment of a business visitation program, which is a regular series of interviews conducted by the City (and potentially partner organizations) with local company CEOs to

identify issues of concern and to better understand the dynamics of the local economy. Strategy 9 recommends producing an Annual Report on the state of the city's economy, to be released at an annual half day "Economic Development Forum". The first such forum could be organized in 2008 to launch the Economic Development Strategy.

Goal A-5. Initiate an economic development marketing program with emphasis on the city's reputation as a complete, sustainable and innovative community

The City of North Vancouver has already achieved many successes in developing a complete and sustainable community. These can be promoted to distinguish the city in the competitive world of economic development and to draw further investment that is attracted to a more sustainable business location, something that many commercial and light industrial areas within the region do not offer.

Strategy 10 recommends preparing a comprehensive community profile of specific interest to business that contains up-to-date statistical and other information on all aspects of the community of interest to business and investors, building on the existing community profile. Strategy 11 recommends using the City's website as an important marketing tool for economic development, again building on the excellent work that the City has already completed in this area. Strategy 12 recommends developing and maintaining a comprehensive City Marketing and Promotion Program that will cost-effectively target investors, either locally or around the world, for specific investment opportunities and provide them with relevant information in a straightforward and compelling fashion. Strategy 13 recommends preparing and regularly updating stand-alone marketing packages aimed at the recruitment of new residents to the city and North Shore, such as skilled workers to support the high-value businesses targeted through this Strategy and to support the city's modest rate of population growth. Strategy 14 recommends the City be represented at key economic development events such as regional business events, trade shows, and conferences that are relevant to its economic opportunities. And finally, Strategy 15 recommends including Lonsdale Energy Corporation as a key selling feature in promotional material, capitalizing on the City's demonstrated commitment to innovation and environmental sustainability that might appeal to companies interested in making better environmental choices.

Creating an Attractive Environment for Economic Development

Businesses, investment and workers are attracted to communities where there is a positive environment to grow and thrive, including competitive costs, high-quality infrastructure and public services, a high quality of life with cultural, educational, recreational, entertainment and shopping opportunities, and a range of housing choices.

Goal B-1. Ensure fair and consistent business regulations

The City is viewed as generally supportive of its business community. There are, however, areas where some attention is required, such as minimizing red tape and ensuring timely responses to the needs of businesses. Strategy 16 recommends undertaking a comprehensive review of City regulations related to business and development. The recommended approach is to create a small task force comprised of City staff and representatives of the business community and general public, to be chaired by a member of Council, that would accept input from the public on problematic, costly, or excessively time-consuming processes and suggested ways for improvement. Strategy 17 recommends the City adopt the BizPaL system to simplify regulatory processes. BizPaL is a "one-stop shop" online service that explains all relevant processes, permits and regulations for a given type of business (e.g. restaurant) in a straightforward and transparent fashion, and is being adopted by a growing number of BC municipalities with the coordination and support of the Ministry of Community Services.

Goal B-2. Maintain a balanced taxation system

A balanced taxation system is important to a city's overall environment for economic development. Partly for this reason, the City undertook a Long Term Property Tax Strategy as a separate component of the

overall Economic Development Strategy process. The complete Tax Strategy background document is available from North Vancouver City Hall and City Council adopted an implementation program in March 2008.

Goal B-3. Support a strong post secondary education system

Post-secondary education generates significant economic benefits on the North Shore, including in the city, and a strong post-secondary education system is vital to the city attracting and retaining both a highly skilled labour force and employers who need those skills. Strategy 18 recommends supporting Capilano College's pursuit of university status, which would offer a number of economic benefits to the city, including increased local learning opportunities, more local spending, and greater profile nationally and internationally. Strategy 19 recommends pursuing a satellite campus of Capilano College in Lower Lonsdale, which would serve to further enhance post-secondary education opportunities available to city residents, as well as drawing students (and spending) from other communities. Strategy 20 recommends encouraging private and non-profit post-secondary schools to locate in the city and to build stronger relationships with institutions such as Simon Fraser University, the University of British Columbia, and the British Columbia Institute of Technology Marine Campus.

Goal B-4. Encourage a broad array of arts and cultural experiences

The city is widely recognized for its strong arts and culture sector, which not only contributes to quality of life but also generates significant direct economic benefits and has a strong educational component. The city also has an increasingly diverse ethnic population, which has brought new opportunities for enhancing arts and cultural products. Strategy 21 recommends supporting the economic development and other goals set out in the North Vancouver Cultural Plan, which will involve the City's Economic Development Office supporting the economic development related activities of the newly created Office of Cultural Affairs.

Goal B-5. Create and enhance diverse and unique shopping, dining and entertainment opportunities

The city has a diverse retail, restaurant, and entertainment sector with an interesting variety of businesses and distinctive shopping districts. New residents and increased tourism will result from broader retail and entertainment experiences. Strategy 22 recommends collaborating with local businesses in each major shopping district to develop a plan for activities, events and amenities that will increase business from both visitors and nearby residents.

Goal B-6. Provide a range of housing choices

Part of attracting a diverse workforce requires offering a range of housing choices, including type, size and tenure. Housing choice is also important to ensure that the city maintains social sustainability. Strategy 23 recommends using density bonusing and other land use regulatory tools to encourage developers to provide a range of housing choices. It is recognized that providing "affordability" as part of choice will continue to be a challenge since this is largely a function of the market, which perceives the city, as well as the North Shore overall, to be a very desirable place to live, resulting in relatively high housing costs.

Goal B-7. Ensure a safe and secure community

Although the North Shore is removed from many of the inner-city crime and public disorder problems that afflict downtown Vancouver, there are nevertheless some community concerns about crime and public safety, many related to vandalism, graffiti and theft. These are issues of importance not just to local residents, but also for their influence on the city's business climate and attractiveness for tourists. Strategy 24 recommends the City support a safe and secure community through a variety of preventive and anti-crime measures, such as the Crime Free Multi-Housing Initiative, the addition of dedicated

RCMP officers to the Lower Lonsdale area, the Block Watch program, and the crime-related recommendations contained in the City's Social Plan.

Providing High Quality Infrastructure to Support Economic Development

Developing and maintaining good infrastructure is critical to both the economy and quality of life. The city's limited land base must also be efficiently utilized to provide space for employment and business activities.

Goal C-1. Provide an efficient transportation system

An efficient transportation system for the movement of goods and people is vital to the city's economy. Improvements are needed to the city's internal transportation systems, as well as better connections with the rest of the region. Strategy 25 recommends coordinating a united coalition of North Shore governments and business and community organizations to approach TransLink to request improved public transportation service. With the recent structural changes at TransLink, the focus of this effort should be on influencing the Council of Mayors to provide greater consideration of North Shore transportation needs in their strategic planning process. Strategy 26 recommends resolving rail/road interface problems to maximize rail efficiency and allow for improved North Shore rail service, such as the grade-level crossing of the rail tracks on Pemberton Street. Strategy 27 recommends the City support those elements of the Pacific Gateway Program that will enhance the efficient movement of goods and people and are compatible with the principles of the Livable Region Strategic Plan. Strategy 28 recommends ensuring that the City's Economic Development Office provides policy input to the North Shore Transportation Advisory Committee, reflecting the importance of transportation issues to economic development.

Goal C-2. Encourage the development of more office space

Additional office space could encourage more professionals and entrepreneurs who are North Shore residents to open or relocate their businesses to the city. Strategy 29 recommends exploring the potential to use density bonusing and other land use regulatory tools to encourage developers to provide more office space. Other approaches that might be considered include OCP and/or zoning amendments to require a set percentage of floor space to be dedicated to commercial use, or for the City to consider designating as commercial at least some of its lands east of Lonsdale that are slated for sale for redevelopment.

Goal C-3. Maintain the city's industrial land base

Light, clean industrial development is important to the city's economy both in terms of economic diversification and also linkages to other local business sectors. Strategy 30 recommends maintaining industrial land for industrial purposes and supporting more intense uses of the land. This strategy relates to concern throughout Metro Vancouver about the excessive loss of employment supporting land due to conversions to residential use. The City should strongly support current OCP policies that recognize the importance of maintaining an industrial land base and should ensure that permitted uses on industrial lands are most appropriate for an industrial location (as opposed to being better suited to a commercial location) and that permitted densities allow for and encourage significant intensification.

Goal C-4. Explore the need for a more comprehensive fibre-optics system in the city

It was suggested during the industry sector focus groups that city businesses located outside the Lonsdale corridor are under-served with fibre optic capacity. Ensuring that modern telecommunications infrastructure is available is important for future development of knowledge-based businesses. Strategy 31 recommends the City work with fibre-optic suppliers and users to identify network deficiencies and to

understand and develop the required business case for further investment. Once a better understanding of the situation is reached, the City can work with telecommunications providers on possible solutions.

Adopting a Targeted Approach to Economic Development

Strategies that target types of businesses that appear suited to the city from an economic development perspective are generally more effective than focusing on specific business sectors.

Goal D-1. Target small businesses with growth potential

The city is home to a variety of predominantly small businesses, many of which were started by local entrepreneurs. Future economic growth will also be driven by smaller businesses and the City can exploit this niche by directly targeting more of these types of businesses to locate in the community. Strategy 32 recommends hosting a Small Business Forum to highlight the advantages of operating in the city and inviting invite entrepreneurs and business owners who reside on the North Shore. Strategy 33 recommends developing a marketing campaign targeted at North Shore residents that highlight the advantages to small business of operating in the city.

Goal D-2. Continue to promote the city to the film industry

The City has long encouraged and supported the film industry, recognizing its appeal and economic benefit to the local community. Many North Shore residents work in the industry and benefit from the employment that filming in the city provides. Capilano College has one of the best film programs in Canada, which provides a pool of skilled talent to serve the industry's needs and adds to the film cluster that has developed on the North Shore. Strategy 34 recommends a review of the City's filming coordination services and policies to ensure that it remains a choice location for filming activity in the region. Strategy 35 recommends expanding location filming in the city along with the expansion of film-related businesses through a variety of promotional activities and by targeting film support businesses. Strategy 36 recommends encouraging the expansion of the film industry and new media training facilities and programs at Capilano College, as well as taking account of other well-regarded film programs in Metro Vancouver that may support or complement Capilano College.

Goal D-3. Enhance the contribution of the Port to the local economy

The Port of Vancouver is a major economic generator in the region, as well as a significant taxpayer. It directly and indirectly employs city residents and purchases goods and services from a number of local suppliers. Strategy 37 recommends supporting the efforts of the Port community to gain better service on the North Shore from CN Rail, following the leadership shown by the North Vancouver Chamber of Commerce on this issue. The City should also explore ways for local businesses to supply more goods and services to port operators, thereby enhancing the local economic benefit from the Port.

Goal D-4. Engage the city's growing ethnic population in local business development

The city, as well as the North Shore overall, is experiencing demographic change, with many new immigrants and a growing diversity of cultures. This is creating opportunities for new kinds of products and services, as well as strengthening business ties with other regions of the world. Strategy 38 recommends the City help to ensure that immigrants and other new residents interested in establishing businesses or making investments are aware of programs and services that may assist them, as well as business regulations. Strategy 39 recommends the City encourage the participation of the city's ethnic population in business events and organizations, which will help remove language and cultural barriers to business success and allow the City to capitalize on existing business, social, and family linkages with immigrant countries of origin to promote investment opportunities.

Goal D-5. Maximize opportunities arising from the 2010 Olympic & Paralympic Winter Games

The 2010 Games provide many excellent economic development opportunities for the city and its business community, many of which will be lost if not acted upon quickly. Strategy 40 recommends exploring partnership opportunities with the Provincial Government and other regional municipalities at the 2008 Beijing Olympics, 2010 Expo in Shanghai, and 2010 Olympics in Vancouver. The Economic Development Office is already pursuing these opportunities through the Memorandum of Understanding signed by the City along with five other regional municipalities (Surrey, Richmond, Vancouver, District of North Vancouver, and New Westminster). Strategy 41 recommends the promotion of the 2010 Commerce Centre to the City's business community as a conduit to Olympic procurement and other business development opportunities.

Tourism Development Plan

The Tourism Development Plan is a companion document prepared by Grant Thornton Consulting. It contains a further 30 strategies relating to tourism and is available from the City's Economic Development Office. These strategies are also presented in summary form in the main body of this Economic Development Strategy.

Implementation and Performance Monitoring

The Economic Development Strategy will be implemented through annual work plans prepared by the Manager, Economic Development and approved by City Council. These work plans will set out the initiatives to be undertaken in the coming year, the resources allocated to each initiative, and the partner organizations that will participate in implementation.

The annual work plans will be developed to take account of City priorities, available resources, and key business issues that may arise that have not been anticipated by this Strategy. For annual work plans in years subsequent to the first year, a summary will be provided of the results of prior initiatives. This will serve as a means of monitoring the successful implementation of the work plans.

Implementation of the Economic Development Strategy will also be measured in part through the strategies that align with the City's Targets, Indicators and Monitoring System, which is a series of measurements used to track the City's progress in implementing the OCP.

1. INTRODUCTION

A strong economy is vital to the quality of life enjoyed by the City of North Vancouver's residents, work force and visitors. How this economy changes in the coming years will affect many facets of the community, including the types of jobs available for residents, local business and shopping opportunities, municipal revenues, the ability to move people and goods throughout the city, and the form and character of the built environment.

The City of North Vancouver, working with its various partners, has an important role to play in helping guide this change, ensuring that the type of economic development that is encouraged is based on sustainable practices. In doing so, it must be with the recognition that the traditional division of sustainability into economic, environmental and social spheres often leads to a discussion of trade-offs and balances between these three elements. Yet the key to sustainability is not *balance*, which suggests that gains in one sphere come at the expense of another, but *integration*, so that gains in one sphere support gains in the other spheres¹.

Only those economic development opportunities that are compatible with the social and environmental realms should be pursued. That is a fundamental premise of this Economic Development Strategy.

Purpose of the Economic Development Strategy

In recognition of the importance of an organized approach to dealing with local economic issues and opportunities, City Council endorsed staff's proposal to prepare an Economic Development Strategy (the "Strategy") in July 2006, with the following objectives:

- present a vision for the future of the City's local economy;
- identify a wide range of opportunities for creating employment and investment in the community;
- articulate the City's fundamental attitude about improving the economy towards enhancing the quality of life, providing on-going benefits for all members of the community, avoiding environmental degradation, making wise use of limited resources and promoting sustainability;
- provide a game plan for the City, the private sector, other levels of government and community organizations to work together to achieve the kind of community and local economy that the City wants;
- ensure the strategy is consistent with and complementary to the other important City policies including the Official Community Plan; and
- of particular importance, ensure the strategy takes positive steps towards providing a clear balance of the social, economic and environmental needs and contributes to the quality of life.

In addition to this Economic Development Strategy, there are two companion documents that were prepared at the same time that are an integral part of the City's overall approach to managing economic development:

- the Tourism Development Plan; and

¹ While the term "balance" has often been used in the past (including for this project's Terms of Reference and in the City's Official Community Plan), the City should consider using the concept of *integration* in future such documents and public communications.

- the Long-Term Property Tax Strategy.

The strategies and actions contained in these two documents have been included in this Strategy. However, the documents should be read by those wishing to gain a complete appreciation of the rationale for the strategies being employed by the City and its economic development partners.

The Economic Development Strategy should be regarded as a guide for the pursuit of economic development in the City of North Vancouver. It must be approved by City Council and its implementation will be conducted through an annual implementation plan that will be prepared by the Economic Development Office.

Consulting Team and Steering Committee

The consulting team was selected by the City in February 2007 and included the firms of Vann Struth Consulting Group Inc. and Eric Vance & Associates, who together prepared this Economic Development Strategy and the Long-Term Property Tax Strategy, and Grant Thornton Consulting, who prepared the companion Tourism Development Plan and assisted with the Long-Term Property Tax Strategy.

An Economic Development Strategy Steering Committee was established with representation from a variety of key sectors and groups within the City, including:

- | | |
|---------------------------------------|-----------------------------------|
| ▪ North Vancouver Chamber of Commerce | ▪ Education |
| ▪ Hoteliers | ▪ Environmental |
| ▪ Small Business | ▪ Multicultural Community |
| ▪ Big Business | ▪ First Nations |
| ▪ Transportation | ▪ Retail Sector |
| ▪ Port Industries | ▪ Real Estate |
| ▪ Film Industry | ▪ Non Profits |
| ▪ Manufacturing | ▪ Restaurants |
| ▪ Arts and Culture | ▪ Attractions |
| | ▪ Other Relevant Community Groups |

A list of the members of the Steering Committee is contained in Appendix A.

The mandate of the Steering Committee was to provide input on:

- developing appropriate guiding principles;
- taking stock of the local economy;
- reviewing the City's economic development opportunities and constraints;
- creating economic development objectives for the City;
- crafting actions that could be undertaken to enhance economic prospects selected as appropriate for the City;
- preparing the Long-Term Property Tax Strategy;
- preparing the Tourism Development Plan; and
- preparing the draft Economic Development Strategy document for presentation to City Council.

The Steering Committee met with City staff and the consulting team seven times over the period of April to December, 2007.

The thoughtful advice and assistance offered by the members of the Steering Committee throughout the process is gratefully acknowledged by City staff and the consulting team.

Focus Groups

Five focus group sessions were held with representatives of businesses and other organizations involved in each of the following key sectors of the City's economy:

- retail and services;
- arts, culture and film;
- high technology;
- transportation and industry; and
- tourism.

A total of 25 individuals participated in these focus groups and their input is also very much appreciated. Appendix B contains a list of focus group participants.

These focus group sessions were supplemented by face-to-face and telephone interviews with knowledgeable sources in other sectors of the local economy.

It is also intended that this Strategy, the Tourism Development Plan and Long-Term Property Tax Strategy be made available in draft form for public review and comment. This input will be reviewed by the Steering Committee, the reports amended as deemed appropriate and the final versions of the documents presented by staff to Council for consideration.

Structure of Report

The remainder of this Strategy is structured as follows:

- Chapter 2 examines key City policies with which the Economic Development Strategy must be compatible, particularly those contained in the Official Community Plan, and presents the Strategy's connection to sustainability along with the economic development vision and guiding principles.
- Chapter 3 presents an overview of the City of North Vancouver's economy, including key trends and indicators. Where appropriate, broader regional and provincial trends are also examined since the City's economy is strongly influenced by events occurring at a broader scale.
- Chapter 4 presents an assessment of the City's competitive position from an economic development perspective, with a focus on the opportunities most suited to the City and issues that should be addressed as part of fully realizing the City's economic potential.
- Chapter 5 contains a comprehensive set of goals, strategies and actions for pursuing economic development, grouped under four categories.

- Chapter 6 summarizes the key goals, strategies and actions from the Tourism Development Plan, grouped under five categories. The full Tourism Development Plan is available under separate cover.
- Chapter 7 explains how the City's Economic Development Office will implement the Strategy, and how implementation will be measured.

Additional background information, including a list of members of the Economic Development Strategy Steering Committee, a list of participants in industry focus groups, and background statistics for the Economic Overview, is contained in the appendices to this report.

2. ECONOMIC SUSTAINABILITY, VISION, AND GUIDING PRINCIPLES

One of this Strategy's objectives is to present a vision for the future of the City's local economy and another is to ensure it is consistent with and complementary to the other important City policies, including the Official Community Plan (OCP).

This chapter sets out the vision and guiding principles and shows how they fit with other important City policies and strategies, including sustainability.

2.1. Sustainability

Sustainability is an overarching theme guiding all of the City's economic, social and environmental plans, policies and initiatives. As elaborated upon in the OCP, sustainability is defined by the City to mean:

Managing our communities in a way that balances the social, economic and environmental implications of our activities in order to meet the needs of people today without compromising the ability of future generations to meet their own needs.

As was discussed in the introduction to this Strategy, the concept of sustainability is gradually evolving into the concept of *integration* rather than *balance*, where gains in one sphere are seen as supporting gains in the other spheres rather than being viewed as having to make trade-offs. To this end, the issue is about making wise choices about how society chooses to use its resources taking into consideration how those choices will affect future generations.

As the OCP acknowledges, the process is not about trying to achieve any specific endpoint called "sustainability." Rather, it is about making positive contributions towards becoming more sustainable. The City is seen as a leader in this process and, just as in other policy areas, this Strategy is intended to show leadership in encouraging sustainable economic development.

Important inter-related concepts that are tied to sustainability include striving to create both a livable and a complete community. The OCP defines a livable community as:

An attractive, accessible, pedestrian-oriented community that supports the needs of a diverse population and labour force with quality housing, ample open spaces, convenient transportation alternatives, social services, a strong economy, healthy environment and a distinct sense of identity.

A complete community is defined by the OCP as:

Striving to meet the needs of its diverse residents locally, thereby reducing the need to commute and minimizing environmental impacts while enhancing livability.

These themes are all important in helping shape this Strategy.

2.2. Vision and Guiding Principles

The purpose of the City of North Vancouver's Economic Development Strategy is to help achieve the OCP vision and provide a high quality of life for the city's residents, work force and visitors by enhancing community wealth.

This will be achieved through wise allocation of private and public resources to economic development initiatives that adhere to the following principles:

- Sustainable development that carefully integrates economic, social and environmental interests.
- A diverse economy with a range of employment, business and investment opportunities.
- Equitable distribution of economic benefits among all segments of the community.
- Strong resident and business participation in the economic development process.
- Cooperation and mutual support with other local and senior governments, including First Nations.
- A complete community that provides a variety of jobs suited to local residents, a wide range of goods and services, and high quality public amenities.
- A climate supportive of businesses, including fair government regulations and taxation.
- A healthy, livable community that preserves the natural environment.
- Create a strong image and sense of place for the City.

2.3. Linkages to Other City Policies and Strategies

The Economic Development Strategy is one of a number of policy and strategy documents that helps guide growth and change in the city. The Strategy is intended to complement and support these other policies and strategies.

Official Community Plan

One of the most important of City documents is the OCP, adopted by Council in October 2002, where the economy is explicitly acknowledged in the community vision:

To be a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of our community locally.

Chapter 12 of the OCP addresses the City's economy and economic development, noting that a healthy local economy is essential for a sustainable and livable community. The OCP recognizes, however, that economic considerations are just one aspect of sustainability and that there may be decisions made that place social and environmental concerns ahead of economic concerns.

The OCP's economic goal is:

To maintain a strong and diverse local economy capable of supporting a complete community.

Eleven economic objectives are set out in the OCP to help achieve this goal:

1. To maintain an approximate balance, and to encourage as large an overlap as possible, between the residential labour force and jobs in the city.
2. To maintain a high level of service and infrastructure for businesses, including telecommunications, such that the city's commercial and industrial lands are ready to meet the demands of business.
3. To seek a wide range of employment opportunities that accommodates the diverse needs and skills of the community, including opportunities for youth, people with disabilities and all members of the city's resident labour force. This should include a wide range of incomes, enabling workers to work and live on the North Shore.
4. To retain existing businesses that might contribute significantly to the local economy.
5. To attract new businesses that can contribute to the local economy.
6. To support the Lonsdale Regional Town Centre as a business and service core.
7. To support those businesses whose needs cannot be met within the Town Centre in other locations in the city.
8. To support home-based businesses that do not negatively impact the residential neighbourhoods where they are located.
9. To promote and develop the City of North Vancouver as a tourist destination.
10. To recognize the arts and culture as an important employment sector.
11. To encourage businesses to operate in a sustainable manner.

These objectives have been considered in the preparation of this Economic Development Strategy to ensure that it is consistent with the overall direction set by the OCP. The next update of the OCP, which is likely to occur by 2010 or earlier, should also build upon the economic development directions established with this Strategy

Other City Documents

Environmental

The OCP contains a number of environmental objectives. In addition, Council endorsed the Environmental Protection Program in July 2000. The program balances public and private sector responsibility in implementing environmental stewardship. Because environmental protection is a shared responsibility, the program implements stewardship on government projects, in private development, and among homeowners and the public.

The City is currently involved in a number of key projects and initiatives which aim to enhance the existing natural environment, protect sensitive habitats, and promote environmental stewardship among residents, businesses and community groups. Examples include Climate Change & Greenhouse Gas Reduction Programs, a Detergent Reduction Program and an Energy Savings Plan.

Social

The City adopted a comprehensive Social Plan in 1998 that provide overall direction for the City's response to social concerns, and guidance in terms of its social planning function. The plan's vision is:

The City of North Vancouver envisions a community where the well-being of all its members is supported and encouraged in an inclusive, healthy, and safe environment; and where the City relies on the resources and involvement of its members to meet community needs.

The economy is acknowledged in the plan, which includes as one of its value statements that the City is committed to sustaining and enhancing community wellness by promoting social, physical, psychological, and economic well-being.

Through the Planning Division, the City manages a variety of community social issues, including youth development, senior programs and housing initiatives. Examples of some of these initiatives that are particularly relevant to this Strategy are:

- The Youth Employment and Career Development Strategy, which is focused on assisting youth develop career goals and provide meaningful employment opportunities through City Hall.
- Housing for seniors, including identification of sites suited to seniors housing and strategies to support seniors housing.
- Affordable Housing policies and actions such as an Affordable Housing Reserve Plan, provision of City lands for non-profit and cooperative housing projects, and policies that help provide more affordable housing on private lands (e.g., legalization of secondary suites).

All these initiatives are an important part of creating a high quality of life in North Vancouver, which is essential to attracting and retaining many types of businesses, as well as a skilled labour force.

Transportation

The City is preparing a long-term Transportation Plan that considers all modes of travel and respects the vision of developing a vibrant, diverse and highly livable community. The plan is expected to be completed by the end of 2008.

3. ECONOMIC OVERVIEW

This chapter provides a broad overview and profile of the City of North Vancouver (CNV) economy and how its performance compares to other communities in Metro Vancouver (formerly known as the Greater Vancouver Regional District) and to its North Shore neighbours, the Districts of North Vancouver (DNV) and West Vancouver. In many ways, the North Shore acts as a separate sub-region with Metro Vancouver, with the City of North Vancouver acting as the commercial centre of the sub-region. From that perspective, it is sometimes appropriate to examine data for the North Shore as a whole rather than just the CNV on its own.

Detailed data for each topic can be found in Appendix C.

Population

The city's population has grown steadily over the last half century, roughly tripling from 15,700 residents in 1951 to 45,165 in the 2006 Census². Growth averaged only 0.5% per year from 2001 to 2006, which is the slowest rate of growth of any period since 1951 with the exception of the 1971 to 1976 period, when growth averaged 0.1% per year.

Looking at the combined City and District of North Vancouver, the growth pattern

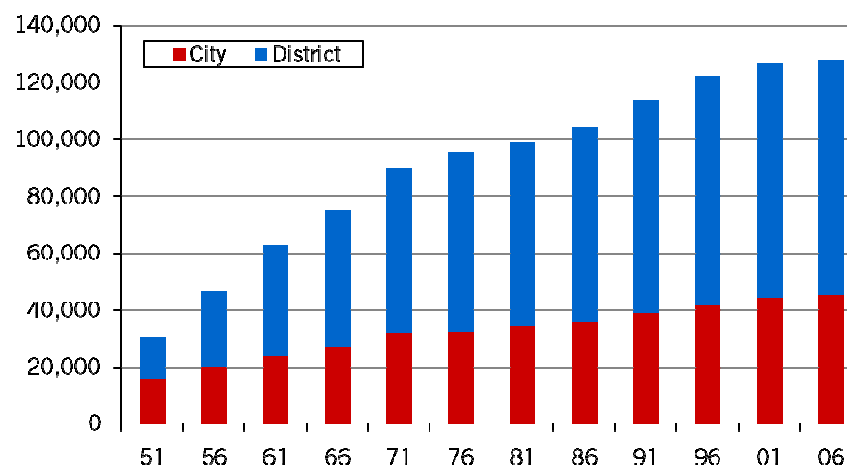
is similar, with rapid growth from 1951 to 1971, slower growth in the 1970s, and rapid growth again from 1981 to 2001. The average growth rate for the combined North Vancouver was 0.2% per year from 2001 to 2006 as the District's population was virtually flat (0.1% growth per year). The combined population of the two municipalities was nearly 128,000 in the 2006 Census³.

One of the reasons for the slowing population growth, despite the number of new housing units being constructed in the city, is a declining average number of persons per household in older established neighbourhoods.

Population Density

The City of North Vancouver ranks 17th among the 21 Metro Vancouver municipalities in land area, covering less than 12 square kilometers. The city's population density is consequently high, ranking 2nd behind only Vancouver with more than 3,800 people per sq. km (as of the 2006 Census). Denser forms of development are one of the reasons that the city stands apart on the North Shore as its population

Population, City/District of North Vancouver
(Source: Statistics Canada Census)



² The Census typically undercounts the "true" population by 4-5%, so the city's actual population in 2006 was likely in excess of 47,000. BC Stats estimated the city's population at 47,463 as of July 1, 2007, which was a decline of 43 people from 2006. Over the 2002 to 2007 period, the city's estimated population grew by 0.4% per year, similar to the Census rate.

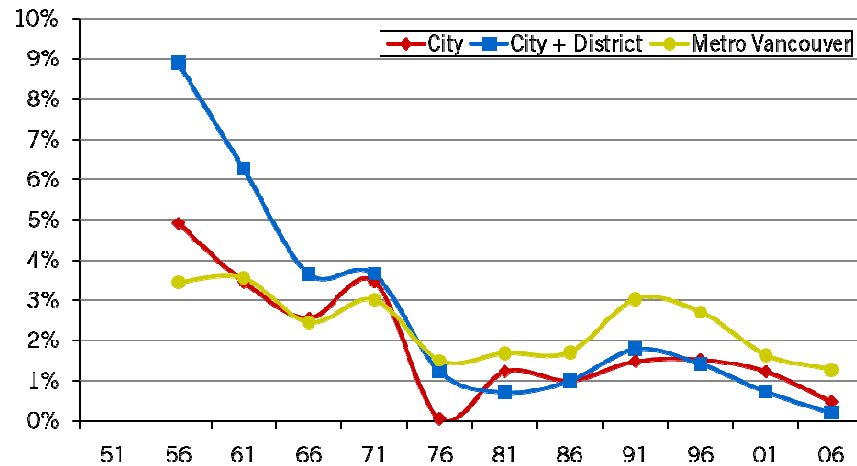
³ BC Stats estimates the combined 2007 population of the City and District of North Vancouver at 134,417.

density is more than seven times greater than the density in either of the Districts of North or West Vancouver.

Population Growth

Population growth in the city, as well as the combined city and district, has been slower than the regional average in every inter-census period since 1976. This is mainly due to the city's small size and the two municipalities' central location in the region, meaning that they were developed earlier than the outlying municipalities and have less room for new housing development compared to faster-growing communities like the Tri-Cities, Maple Ridge, and Surrey.

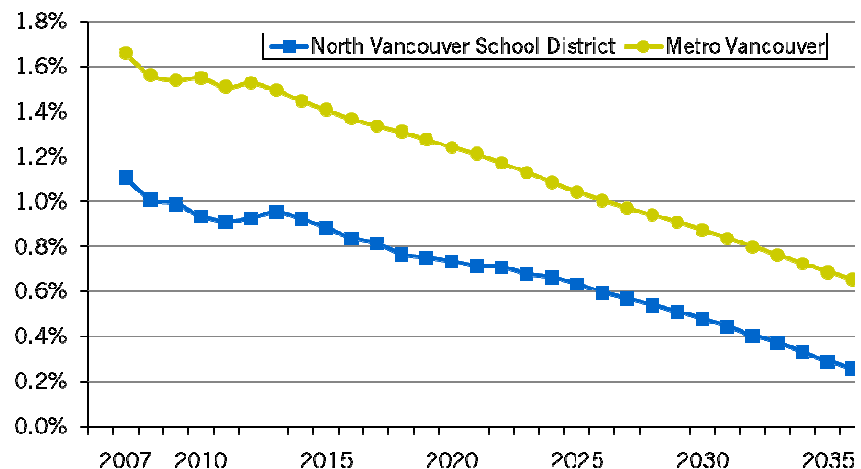
Inter-Census Population Growth, Annual Average
(Source: Statistics Canada Census)



Population Projections

Population growth in North Vancouver is projected by BC Stats to continue at a lower rate than Metro Vancouver overall. The combined population of the city and district (which together comprise the North Vancouver School District) is projected to be 167,000 by 2036, an average increase of about 1,100 people per year (0.8% average growth). The regional population is projected to reach 3,142,000 by 2036, an average increase of about 30,800 people per year (1.2% average growth).

Projected Population Growth Rates
(Source: BC Stats)

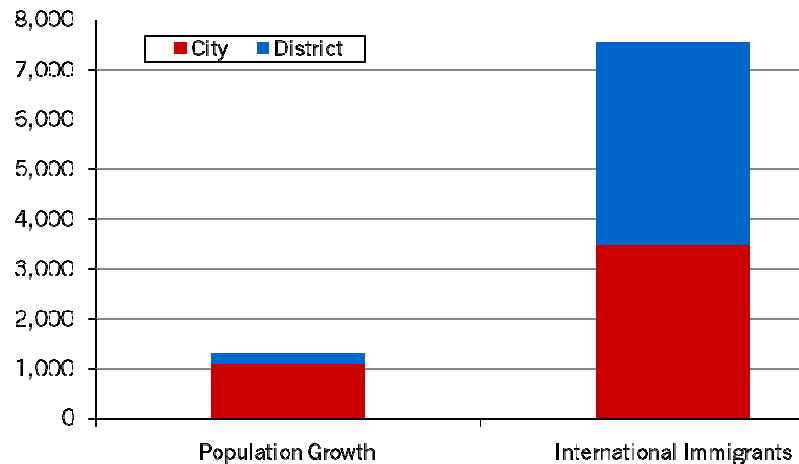


Immigration

International immigration is increasingly important as a source of both current and future population and labour force growth throughout Metro Vancouver. As of the 2006 Census, 36.5% of the City of North Vancouver's population is permanent international immigrants, compared to 39.6% in Metro Vancouver. A slightly lower percentage of the District's population (31.7%) is comprised of immigrants. Both Richmond and Burnaby are now home to more immigrants than non-immigrants.

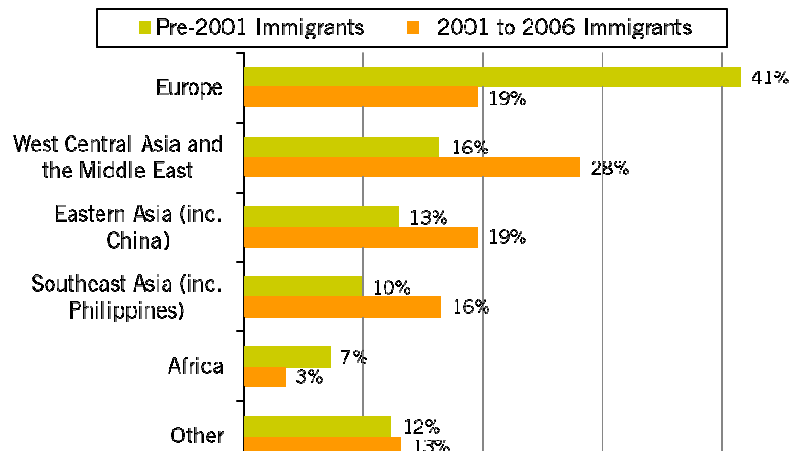
The graph on the right shows that international immigration to North Vancouver from 2001 to 2006 was far greater than total population growth. This means that in the absence of immigration, the population of both the city and district would fall. The city's average population growth with immigration is 0.5% per year; without immigration, it would be -1.1% per year.

Population Growth & Immigration, 2001 to 2006
(Source: Statistics Canada Census)



The origin of the city's immigrants has changed over time. Europe was historically the greatest source of the city's immigrants, whereas in the five years from 2001 to 2006, the largest source of immigrants was West Central Asia and the Middle East (including Iran). A greater number of recent immigrants also come from China and the Philippines, and fewer come from Africa.

Immigrants to City of North Vancouver, by Origin
(Source: Statistics Canada Census)

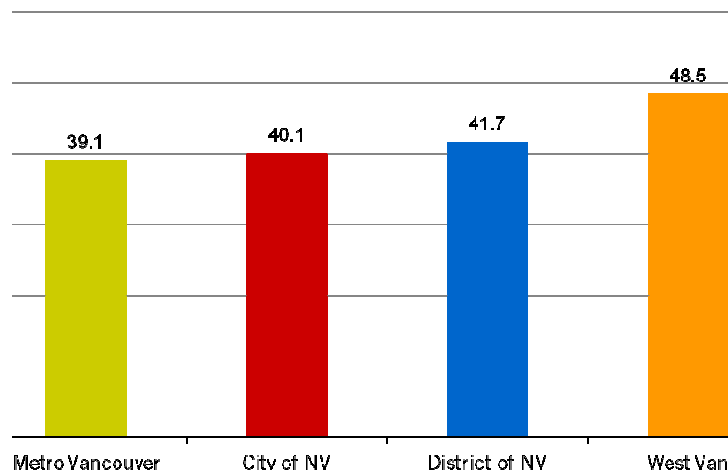


Population by Age

The North Shore has an older population profile than Metro Vancouver overall, although the City of North Vancouver has the lowest median age in the sub-region. This is consistent with the higher prevalence of multi-family housing and lower incomes than the rest of the North Shore.

Median ages continue to rise throughout Metro Vancouver (and most of the western

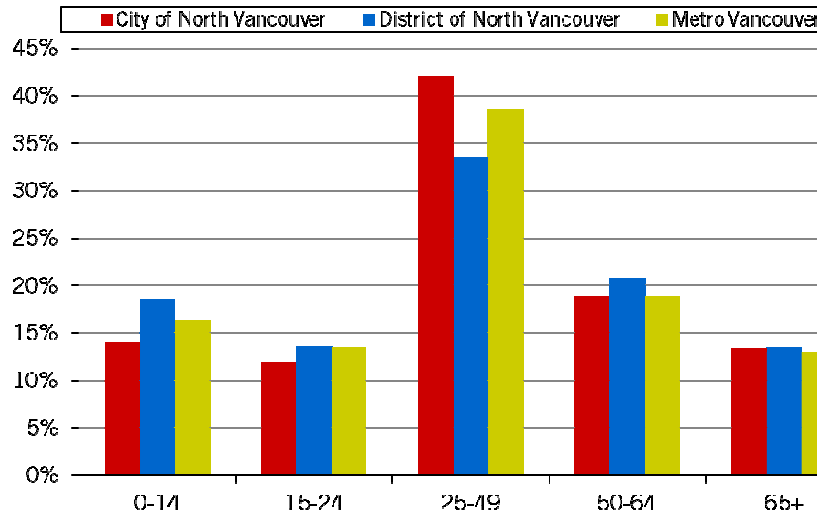
Median Age of Population, 2006
(Source: Statistics Canada Census)



world) as the baby boom generation ages. The city's median age rose by 1.9 years from 2001 to 2006, compared to an increase of 1.7 years in Metro Vancouver overall.

By age group, the city has fewer children and young adults than the regional average, but substantially more adults in the prime working years of 25 to 49 and slightly more senior citizens. The District of North Vancouver's age profile is quite different, with substantially more children and fewer adults aged 25 to 49. This reflects, in part, the greater prevalence of single family homes in the DNV that are associated with larger households with more children. It may also be that with relatively high housing prices, well-established professionals in the 50 to 64 age group are more likely to live in larger homes in the DNV, while this age group is also likely to have significant numbers of children and young adults living with them.

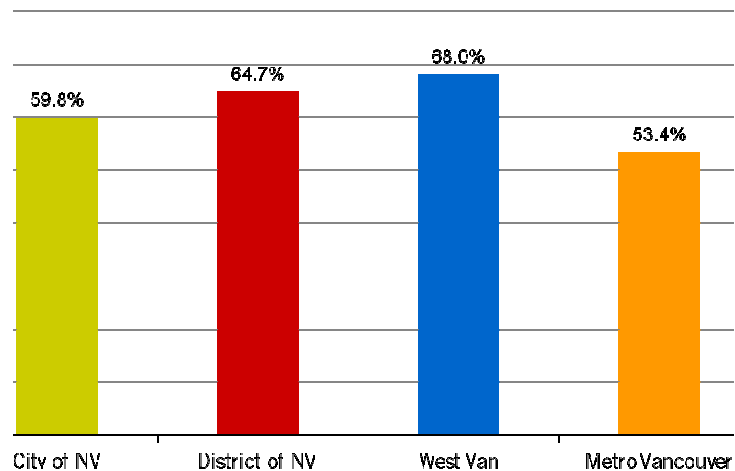
Population by Age Groups, 2006
(Source: Statistics Canada Census)



Education Level

The North Shore is the most highly-educated sub-region within Metro Vancouver. As of the 2001 Census, the three main North Shore municipalities each ranked in the top six in the region for percentage of the adult population with post-secondary credentials (including both university and college degrees, diplomas and certificates). Lions Bay and Bowen Island, which are often included in the definition of North Shore, rank first and second.

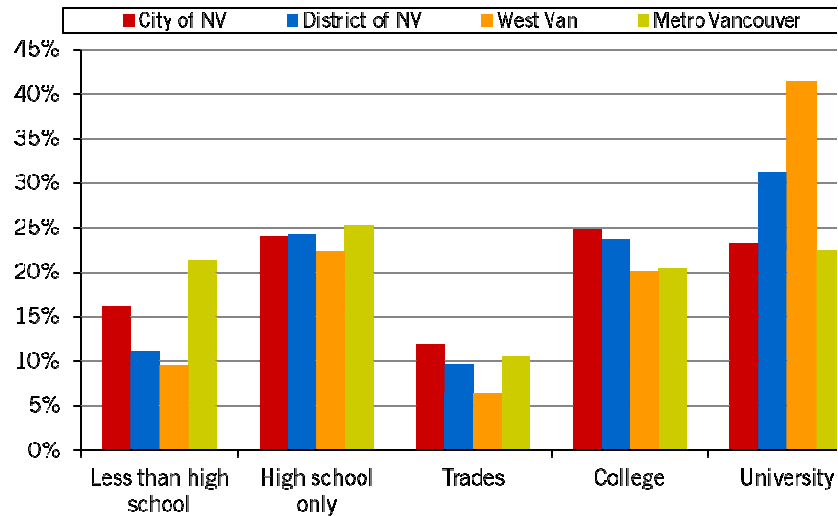
Population Age 20+ with Post-Secondary Credentials, 2001
(Source: Statistics Canada Census)



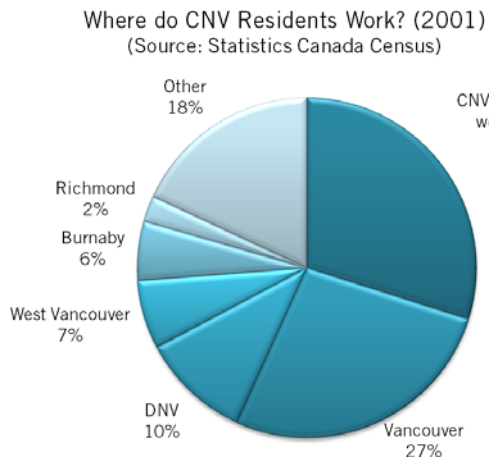
The City of North Vancouver has substantially more college graduates, and somewhat more residents with trades certifications, than the regional average. The percentage of the city's population that are university graduates is about the same as the regional average.

Elsewhere on the North Shore, both West Vancouver and the District of North Vancouver have substantially higher rates of university graduation, and relatively fewer residents with trades certification.

Education Level (Age 20 to 64), 2001
(Source: Statistics Canada Census)



Commuting



The Metro Vancouver region functions as a single market for labour. People living in one part of the region routinely commute to other parts of the region for employment. Less than one-third of the working residents of the City of North Vancouver stay in their home municipality for work, a figure that includes those who work at home.

A further 17% of the city's residents go to the District of North Vancouver or West Vancouver, meaning that more than half leave the North Shore.

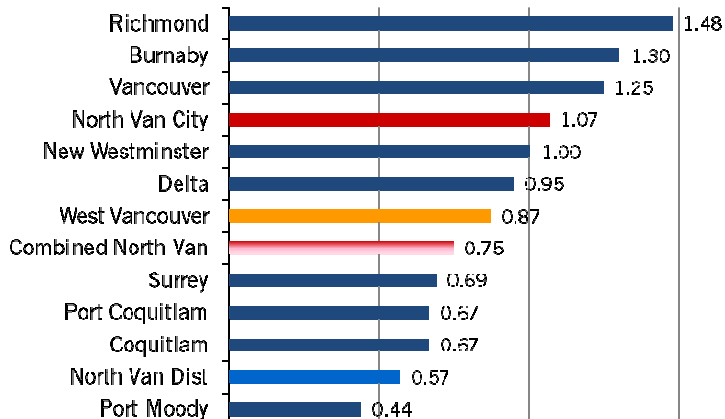
Looked at from the opposite perspective, the people who work in the CNV also commute from various parts of the region. Just under one-third are city residents, while a further 30% commute from elsewhere on the North Shore. This leaves about 40% of the city's workers to commute from outside the North Shore, a point that emphasizes the importance of an efficient transportation system to CNV businesses.

Jobs to Labour Force Ratio

One of the principles of a “complete community” is the need to provide sufficient local jobs so that residents are able to stay near home to work. This reduces transportation costs, thereby promoting environmental sustainability, and improves quality of life by providing not only employment but many goods and services locally.

As of the 2001 Census, the CNV had slightly more jobs than working residents, one of only four municipalities in Metro Vancouver with that distinction. The City’s challenge in the future will be to maintain this ratio as multi-family housing development continues to increase the population, while at the same time some traditional sources of employment, such as waterfront industries, are declining.

Ratio of Jobs to Employed Residents, 2001
(Source: Statistics Canada Census)



Also of note, the combined ratio for the City and District of North Vancouver is only 0.75, while West Vancouver also has fewer jobs than working residents. Taken as a whole, the North Shore does not have sufficient jobs for all of its residents.

Employment by Sector

The most recent employment statistics by industry and sector are from the 2001 Census (the 2006 Census results are not released until March 2008). The table shows both the number of jobs physically located in the CNV as well as the “job concentration”, which measures the prevalence of each sector in the city compared to the region as a whole. Due mainly to ICBC’s office, for example, there are 98% more finance and insurance jobs in the CNV relative to Metro Vancouver overall. Manufacturing, on the other hand, has fewer than half as many jobs in the city relative to Metro Vancouver overall.

Job concentrations indicate, in general, the sectors in which a location has a comparative advantage. These figures therefore suggest that the CNV has a comparative advantage within Metro Vancouver as a location for sectors such as health care (due to Lions Gate Hospital), finance and insurance, retail trade, and information and cultural industries. The statistics can be heavily influenced by a single company or institution, however. For example, the lack of a major college campus means that educational services are 27% less concentrated in the city, but this does not imply that the city could not potentially be a very good location for the expansion of educational services.

Sector	Jobs in City of North Vancouver	Job Concentration (relative to Metro Vancouver)
Health care and social assistance	3,715	47% higher
Retail trade	3,455	15% higher
Finance and insurance	2,780	98% higher
Professional, scientific and technical services	2,045	10% lower
Accommodation and food services	1,985	5% lower
Information and cultural industries	1,450	43% higher
Educational services	1,345	27% lower
Transportation and warehousing	1,325	8% lower
Manufacturing	1,230	53% lower
Other services (except public administration)	1,195	6% lower
Public administration	990	12% lower
Administrative and support, waste management and remediation services	925	8% higher
Wholesale trade	755	46% lower
Real estate and rental and leasing	680	11% higher
Construction	615	8% lower
Arts, entertainment and recreation	470	13% lower
Utilities	80	50% lower
Mining and oil and gas extraction	60	22% higher
Agriculture, forestry, fishing and hunting	55	82% lower
Management of companies and enterprises	45	97% higher

Total 25,180

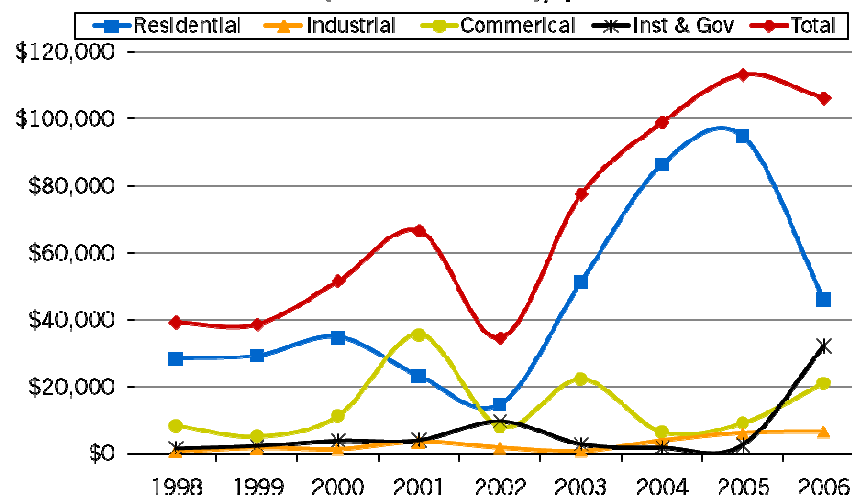
Source: Statistics Canada Census, Vann Struth Consulting Group

Development

Like most municipalities throughout British Columbia, development and construction activity in the CNV has increased substantially in the last few years relative to the late 1990s.

Building permit values surpassed \$100 million in both 2005 and 2006, with residential development accounting for the largest share. Institutional permits reached \$32 million in 2006 due to the development of a new civic library and other improvements. Most categories other than residential vary considerably from year to year depending on the timing of large projects.

City Building Permit Values, 1998 to 2006
(Source: BC Stats), \$ thousands



Residential development in the CNV typically accounts for 1-3% of total housing starts in Metro Vancouver, with a high of 4% of the regional total in 2003.

Summary

Some of the conclusions that can be drawn from the economic overview of the City of North Vancouver include the following:

- The CNV remains a highly desirable residential location, particularly for younger working adults that provide the market for multi-family residential development.
- Population is therefore likely to continue increasing at a modest rate, but providing jobs for the increasing number of residents will be challenging.
- International immigration is already the primary driver of population growth, and will continue to be the main source of population and labour force growth in the future.
- There is little available land for substantial employment-supporting uses, so future employment growth is likely to occur through smaller, office-based companies, as well as continued growth in retail trade, accommodation, food services, arts and culture, and other tourism-related industries.
- The CNV already functions, in part, as the commercial centre of the entire North Shore, yet the majority of employed North Shore residents leave the North Shore for work. These residents, many of whom are highly educated, are a potential source of future business creation.
- Preserving remaining industrial land, including port and port-supporting land and light industrial areas, will be important to maintain a diversity of employment opportunities, particularly for the large number of city residents with trades and college educations (and less).
- The opportunities for future economic development are consistent with global trends that favour the production of high-value services and intellectual property in countries such as Canada, with the continued move of manufacturing and low-skill work to less-developed nations.

4. COMPETITIVE ASSESSMENT

The Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment is based on feedback received through the industry focus groups in May 2007 and subsequent discussions with the Economic Development Strategy Steering Committee at meetings in June and July, 2007. It does not include tourism-specific issues, which are addressed in the Tourism Development Plan.

The SWOT results are the basis for most of the goals and strategies developed in the next chapter of this document, particularly for identifying opportunities to be pursued and weaknesses to be addressed.

Strengths

The following list of strengths is not presented in any order of priority or importance. They are all viewed as important parts of what makes the City of North Vancouver a good place to live, work, do business and visit.

- Proximity to downtown Vancouver
- High-income households
- Highly-educated resident labour force
- Unique, attractive and growing urban core
- Diverse business base
- Waterfront
- Lifestyle
- Reliability of Seabus
- Increasingly diverse ethnic population
- Compact urban form that makes city easier to manage
- Debt-free City finances
- Sense of community (ambitious, strong heritage/history)
- Safe community
- Quality urban design
- Good governance

Weaknesses

Some of these weaknesses are inherent to the city's location, history, and other factors that cannot be changed, but many others are the basis for specific strategies in Chapter 5.

- Transportation links
- Lack of office space
- Limited public understanding of City's long-term vision
- Minor crime (graffiti, vandalism, theft)
- City not part of Gateway Strategy
- City-only focus limits opportunities
- Not engaging with immigrants
- Housing costs
- Business property taxes
- Limited Seabus (capacity, hours)
- Limited geographic market
- Limited CN Rail capacity
- Regulation of business
- Cost of land

- Constrained land
- Business community lacks influence
- Shortage of low-skilled workers
- Limited fibre optic network

Opportunities

A wide range of opportunities have been identified. Several of the opportunities listed capitalize on the city's potential as "Downtown North", only a short SeaBus ride from downtown Vancouver.

- Tourism (addressed through Tourism Development Plan)
- Port terminal expansion
- Specialized retail and personal services (e.g. retail catering to high-income, aging demographic on North Shore)
- Eclectic mix of small businesses in Lower Lonsdale
- Small, office-based technology firms
- Professional services
- Resident entrepreneurs
- Film support services
- Festivals and events
- First Nations land development partnerships
- Arts and culture products
- High-value, niche manufacturing and wholesaling
- Post-secondary education (public, private and non-profit)
- 2010 showcase opportunities
- Potential for Capilano College satellite campus
- Partnerships between City Hall and local businesses (e.g. high technology)
- Live-work developments
- Various business opportunities catering to or operated by multicultural and immigrant communities (e.g. Persian)

Threats

The first two potential threats to the city's economy listed below are largely beyond the City's ability to influence. However, the City can respond to the latter two.

- Economic downturn (possibly associated with post-2010)
- Rising Canadian dollar
- Competition from other municipalities
- Employment generating lands converting to residential use

5. GOALS, STRATEGIES AND ACTIONS

A. Sustaining a Strong Economic Development Function

The success of the City's Economic Development Strategy relies in part on maintaining a strong economic development function to lead and coordinate multiple initiatives, both on its own and in cooperation with a range of stakeholder groups. These stakeholder groups include those in the business community as well as social and environmental organizations.

Goal A-1. Ensure economic development is fully integrated into City decision-making processes

In order to achieve its sustainability vision, as set out in the OCP, the City should take account of the economic implications of its policies, regulations and other actions on an ongoing basis.

Strategy 1.	The Manager, Economic Development should participate on appropriate City staff committees that review City policies, regulations, and other initiatives to determine how the city's economy may be affected and to identify opportunities to enhance the benefits.
-------------	--

The City has several committees of senior management that jointly review proposed City policies from a variety of perspectives. In order to ensure the "economic leg" of sustainability is supported, the review of policies must also incorporate an economic development perspective.

Actions

- Work with City administration to ensure that the Manager, Economic Development is included on appropriate staff committees and task forces, etc. to provide an economic perspective.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 2.	Adopt a triple bottom line approach to assessing all policy reports going to Council to ensure the economic, social, and environmental implications are fully understood.
-------------	---

Triple bottom line assessment or a similar approach will allow Council to explicitly understand the economic implications of policy options in the context of the other aspects of sustainability. Such assessments are typically a combination of both quantitative (monetary and other) and qualitative information.

Actions

- Work with City Administration to ensure that the Manager, Economic Development is included in the staff review process of Council reports when necessary to provide an economic perspective.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal A-2. Maintain a close working relationship with the business community and engage the broader community in economic development

Strong communication and collaboration between the City and its business community are needed in order to maximize opportunities and address issues of common concern. The importance of economic development to quality of life also needs to be understood and supported by both city residents and businesses.

Strategy 3.	Communicate the City's planning vision, especially for its commercial and industrial districts, to the local business community.
-------------	--

The City's OCP provides a clear vision and solid set of planning policies to help guide growth and change in the community. The consultation process undertaken as part of preparing this Strategy revealed that many in the local business community are unaware of the planning vision and how it may affect their operations and opportunities in the future. Given that one of the key themes of this Strategy is the need for partnerships between the City and a range of stakeholder groups, especially businesses, to implement many of the strategies and actions, it is important that these groups fully understand and support the planning vision. This communication may also be needed with the broader community.

Actions

- Convey the City's vision and policies to the local business community through City staff participation with business and industry groups, such as the North Vancouver Chamber of Commerce and the Lower Lonsdale Business Association.
- Approach various business and industry associations and request the opportunity to present and discuss the City's planning vision and Economic Development Strategy.
- Maintain City membership with the North Vancouver Chamber of Commerce and other related organizations and maintain a working relationship with these groups.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Community Development Department ▪ Assistance from local business community 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 4.	Investigate the creation of an Economic Development Advisory Committee composed of representatives from the local business community, as well as members of the general public.
-------------	---

The Economic Development Strategy Steering Committee has demonstrated the importance of having regular input from informed sources in the shaping of City policies and strategies that have an economic component. The City has advisory committees for many of its most important functions (e.g., land use planning, social planning, heritage, parks & environment) and the establishment of a permanent Economic Development Advisory Committee should be considered as part of adoption by Council of this Strategy. The Committee should have a broad mix of representatives that reflect the diversity of the City's business sector, the inter-related social and environmental areas, and the general public (in recognition of the fact that economic development is relevant to all of the City's citizens)

As an alternative to creating a new committee, one option might be for the City to receive the input it seeks from an established group like the North Shore Business Council, although its geographic focus is broader than just the city. Another option is to expand the mandate of the City's Advisory Planning Commission to include economic development issues, as has previously been considered.

Actions

- Review the number, mandate and composition of all current local organizations and advisory groups involved in economic development.
- Determine if there are any redundancies or gaps in the provision of valuable views and advice provided by these organizations.
- Following this review, determine if the establishment of an Economic Advisory Committee is required.
- If deemed necessary, prepare a report to Council on the need to establish a City-based Economic Development Advisory Committee.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 5.	Develop and maintain regular points of contact for Mayor and Council and the business community.
-------------	--

There are a number of already established points of contact between the Mayor and Council and the business community. Examples include representation on the Board of the North Vancouver Chamber of Commerce, the Waterfront Industrial Noise Control Committee and the North Shore 2010 Leadership Committee.

To foster even more ongoing dialogue between the business community and City leadership, the City should institute additional means of regular contact with Mayor and Council. This could include, for example, a quarterly “Mayor’s Breakfast” that would allow for a presentation by a company or organization on some aspect of the City of North Vancouver’s business community, with time for networking and a discussion of issues of importance to the business community. Business achievements, such as the arrival of new businesses and significant expansions, should be celebrated and communicated to the public as benefits to the quality of life for all.

Another option is to arrange a schedule of regular briefings by business and industry organizations involving submission of a briefing paper to Council, followed up by a presentation. This provides Council with solid policy input, and by appearing before Council, also allows the organizations to receive media coverage that will help to educate the public on their issues. Senior City staff should also be encouraged to actively participate in such events.

Actions

- Provide local community groups information regarding the vehicle for interacting with City Hall and the Mayor and Council.
- Examine the need to produce a “Guide to City Hall” for public consumption on the City’s website and a possible brochure handout.
- Encourage local associations and citizens to contact the Mayor and Council where appropriate, attend various Council meetings and events, and make presentations to Council when necessary.
- Examine the need and desire to hold City sponsored community events such as a “Mayor’s Breakfast” and/or regular economic briefings to Council on economic issues.

- Brief the Mayor and Councilors on such upcoming events, encourage their attendance, and attend as a City staff representative.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Mayor's Office 	<ul style="list-style-type: none"> ▪ Lower priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ Additional resources required for possible Mayor's Breakfast

Goal A-3. Collaborate with other governments, including Squamish Nation and North Shore municipalities, on economic development opportunities of common interest

Some of the opportunities that would benefit the City's economy can only be maximized, and in some cases achieved at all, through a cooperative approach working with other government organizations.

Strategy 6.	Support the establishment of a regional economic development function to complement the City's economic development function and initiatives.
-------------	---

Coordinated economic development planning in Metro Vancouver is necessary to ensure the long-term economic and fiscal sustainability of the region, and by extension, all of British Columbia. There have been several attempts to create a region-wide economic development function, most recently the Greater Vancouver Economic Council (GVEC) that has failed for the last several years to secure funding to commence operations, and before that the Greater Vancouver Economic Partnership (GVEP), which was a business-led initiative that ceased operating due to lack of funding and support in 2001.

Actions

- Support current and possible future initiatives to create a regional economic development function.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Lower priority, to be supported over time 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 7.	Establish, with interested municipal and other government partners, joint initiatives for investment attraction marketing and addressing economic development issues of common concern.
-------------	---

While the City should support efforts to ultimately establish a permanent regional economic development organization, it should also capitalize on immediate opportunities for regional collaboration. In December 2007, the City of North Vancouver became the fifth Metro Vancouver municipality to sign a Memorandum of Understanding (MOU) to cooperate on various economic development initiatives, including promotional efforts relating to the Beijing, Vancouver and London Olympics. The original four municipal signatories of the MOU, in October 2007, were the Cities of Surrey, Richmond and Vancouver and the District of North Vancouver. The municipalities intend to cooperate on a wide variety of projects on a "pay-to-play" basis and are open to the further participation of other Metro Vancouver municipalities.

This "bottom-up" approach avoids the requirement that all regional partners must agree and allows the firmly committed municipalities to move forward quickly and in a coordinated way on important initiatives. Clear demonstration of support by multiple local governments may also prompt financial and other support from senior levels of government (e.g. provincial Ministry of Economic Development, Western Economic Diversification).

Within the North Shore, there is a long history of collaboration between the City and District of North Vancouver in a wide variety of areas, including such current initiatives as the bi-municipal Office of Cultural Affairs and North Vancouver Recreation Commission.

Actions

- Pursue the City's involvement and collaboration with regional initiatives, including the regional MOU, and develop joint marketing and promotional programs where appropriate.
- Establish a close working relationship with Provincial and Federal governments and participate in appropriate economic development programs and initiatives.
- Continue to take part in the existing Metro Vancouver committee for regional economic development.
- Work with First Nations and other North Shore municipalities and their economic development representatives on mutually beneficial initiatives on both a local (North Shore) and regional scale.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Other municipalities ▪ First Nations 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ Limited funds (estimated \$10,000 to pursue specific programs)

Goal A-4. Develop a business retention and expansion program

The majority of new economic activity in North Vancouver, as in most communities, will come through nurturing existing businesses. This requires a strong business retention and expansion (BRE) program that involves regular contact between businesses and the City, thereby allowing important issues and problems to be identified and the impact of economic development activities to be better evaluated.

Strategy 8. Establish and maintain a business visitation program.

The basic structure of a business retention and expansion (BRE) program is a regular schedule of interviews with local company CEOs. The interviews are conducted by a senior staff person (typically the Economic Developer or designated BRE specialist) and include a range of questions regarding company operations, local issues affecting the business, opportunities for expansion, possible plans to expand and the requirements of a larger site, types of employees and employee training required, and possible future moves out of the community.

The interviews allow specific assistance to be provided to companies that may be experiencing difficulty, but the real power of the program is the amalgamation of interview results across a wide range of companies. It may be discovered, for example, that many companies are experiencing a shortage of a particular type of worker – this information could then be acted upon in collaboration with educational institutions. The interviews also give advance notice of future expansion or retraction plans, expected changes in employment, and other indicators of local business health. Questions can also be tailored to measure the effectiveness of a particular City initiative.

A typical interview schedule for a BRE program might involve 40-60 interviews per year, split into several tiers. The top tier is the largest and most important companies in the city that should be interviewed annually. The second tier might be high-growth companies or companies in emerging or high-priority industries. These should be interviewed every 2-3 years. The final tier encompasses the rest of the business community, with particular companies being chosen for any number of reasons or even randomly. These companies should be interviewed no more than once every five years.

One of the biggest challenges created by a BRE program is the time requirement, which includes not just the interviews themselves but scheduling, travel, background research, data entry, and analysis of results. Due to the heavy time requirement, some BRE programs are operated as a partnership with other organizations such as the Chamber of Commerce. There are also partnership possibilities beyond the City, such as partnering with the District of North Vancouver to create a North Vancouver-wide BRE program.

Actions

- Develop an annual business visitation program with the assistance of business groups such as the North Vancouver Chamber of Commerce.
- Attend Chamber and related business association events to become familiar with key business and industry stakeholders and to communicate their needs and concerns to the appropriate decision makers.
- To manage the company visitation program and assist with the analysis and reporting of results, investigate the usefulness and cost implications of a BRE software program.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Assistance from North Vancouver Chamber of Commerce or other business groups 	<ul style="list-style-type: none"> ▪ High priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Funds required for purchase of appropriate computer software, and potentially additional staff requirement

Strategy 9.	Produce an Annual Report on the state of the city's economy, to be released at an annual half day "Economic Development Forum".
-------------	---

The City last hosted an Economic Development Forum in 1999 that was, by all accounts, well received and attended. This provides an excellent opportunity for members of the business community to not only learn more about the City's economic development initiatives and successes but to network among themselves.

The annual report need not be lengthy, but should highlight key trends of most relevance to the business community from an economic perspective (building permit and business license activity, planned and approved major developments, labour force and population growth and change), important issues identified through the BRE program, and perhaps a spotlight on new and/or successful businesses in the community.

The first such Forum could be organized in 2008 to launch the Economic Development Strategy and build momentum within the city's business community to support the strategy and get involved in its implementation.

Actions

- Develop a format, list of contributors and audience profile for the Annual Report.
- Determine the timing, coordination and cost of the Forum event.
- Examine the possibility of combining this event with the annual Waterfront Forum.

Responsibility/Partnerships <ul style="list-style-type: none"> Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> Small budget (estimated \$1,000) required to host forum
--	--	--

Goal A-5. Initiate an economic development marketing program with emphasis on the city's reputation as a complete, sustainable and innovative community

The City of North Vancouver has already achieved many successes in developing a complete and sustainable community. These can be promoted to distinguish the city in the competitive world of economic development and to draw further investment that is attracted to a more sustainable business location, something that many commercial and light industrial areas within the region do not offer.

Strategy 10. Prepare a comprehensive community profile of specific interest to business and keep it regularly updated.

In addition to the annual report proposed in Strategy 9 above, a more comprehensive profile is needed that contains up-to-date statistical and other information on all aspects of the community of interest to businesses and investors. Much of this information is already collected by various City departments and it is largely a matter of gathering it together into one publication that can be readily accessed online or in printed form via the City's Economic Development Office.

Note that what is being proposed is not a costly "glossy" publication that can quickly become outdated and expensive to reproduce. Rather, the profile should be in a format that allows for easy and quick updates as new information is received. As such, it should be viewed as primarily an information tool rather than advertising material.

Actions

- Review and update the existing community profile and related information highlighting the City as a complete and sustainable community.

Responsibility/Partnerships <ul style="list-style-type: none"> Manager, Economic Development Assistance from Community Development Department 	Priority & Timing <ul style="list-style-type: none"> High priority, to commence in the short-term 	Resources <ul style="list-style-type: none"> No additional resources required
--	---	---

Strategy 11. Use the City's website as an important marketing tool for economic development.

The nature of economic development today is that business investors who are interested in a community will conduct extensive research without the economic development office even being aware of their interest. The City's website will often be someone's first exposure to the community and must be used to provide the best possible first impression.

To be an effective marketing tool, the website must provide a combination of hard data and promotional material. The purpose is not to provide extensive statistical data that is better collected through Statistics Canada or some other central site (although links to these sites should be provided), but to provide specific information on the local community that is not available elsewhere. For example, information on locally available industrial or office space, rail and port facilities, travel times to the US border, local utilities and infrastructure, leading employers and industry strengths, and quality of life information such

as health care, education, recreation, and arts and culture characteristics of the community. All of this material should be collected as part of the community profile discussed above.

The website should also highlight specific investment opportunities, which may revolve around office sites or industries where the city is believed to possess a competitive advantage (these are discussed in Strategy 12 below).

It must be noted that the City already uses its website for economic development promotion better than many other municipalities in BC, so the recommendation is to continue improving upon the solid foundation that has already been established.

Actions

- Continue to use the City's website as a means of communication and promotion of the City's economic development initiatives.
- Ensure that the community profile and economic development promotional material is distributed through the website.
- Explore new ways of using the City's website as a promotional tool for economic development initiatives.
- Ensure that the City's website is kept up to date on economic development matters.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Assistance of communications staff 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 12. Develop and maintain a comprehensive City Marketing and Promotion Program.

Initiatives to attract external investment to the city place it in competition with many other locations both within Metro Vancouver, and depending on the type of investment, potentially other metropolitan areas in Canada, the United States and beyond.

It is therefore imperative for external marketing and investment attraction programs to be focused on specific opportunities, and to capitalize on cost-saving partnerships wherever possible. The issue of partnering with other governments is addressed elsewhere in the strategy, so the key task internally is for the City to continually identify investment opportunities, collect relevant information on each opportunity, and present the data in a straightforward and compelling fashion that is accessible to targeted investors. The information on each specific opportunity can also be supplemented with much of the background data on general business conditions, quality of life, etc. that is contained in the Community Profile.

Highlighted opportunities should be featured on the City's website, and then depending on the type of opportunity, may be distributed to targets in a particular industry or geographic area.

Actions

- Prepare and regularly update stand-alone promotional packages that highlight specific investment opportunities to include:
 - Inventory of business and investment opportunities,
 - Inventory of potential development sites,
 - Promotion of the Lonsdale Corridor as a Regional Town Centre.
- Maintain regular contact with City staff and the real estate and investment community and other target groups to identify noteworthy investment opportunities.

- Work with City staff and the Mayor's office to produce and distribute an appropriate array of promotional literature.
- Engage professional graphic design and marketing expertise where necessary.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ Additional resources required to design, produce and distribute promotional literature (estimated \$20,000)

Strategy 13. Prepare and regularly update stand-alone marketing packages aimed at the recruitment of new residents to the city and North Shore.

One or more marketing packages for attracting people, rather than businesses, should be prepared to complement the investment-oriented packages recommended in the previous strategy. Different packages may be required to target, for example, skilled tradespeople, experienced managers, or post-secondary students. The need to attract new residents to the city, particularly skilled workers, is to support the types of high-value businesses that are targeted through this Economic Development Strategy. Recent population growth has also been modest, averaging 0.4% over the past five years (see page 9 for a further discussion of population statistics).

The City may consider producing a single "people-attraction" package that could be supplemented with more specific and targeted information in partnership with large companies or institutions that are attracting a particular demographic group. There is also a natural partnership with other North Shore governments as the attributes of the entire area are part of the unique selling proposition to prospective new residents.

Actions

- Produce and distribute promotional material to inform prospective residents about the City's quality of life, employment and business opportunities, and full array of housing choices.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ Covered under Strategy 12 above

Strategy 14. Make sure the City is represented at key economic development events such as regional business events, trade shows and conferences.

The City should be an active participant in business events, trade shows and conferences that are relevant to its economic opportunities. These include tourism-related events, those focused on small business, those promoting environmentally sustainable business, etc.

While it is important for the City to be prepared to sell itself to investors from around the world, the reality is that most businesses that will relocate or start in the City will originate somewhere in Metro Vancouver, and most likely on the North Shore. This underlines the importance of networking and developing informal relationships with key businesses, industry associations, and other influencers in the region.

Actions

- Identify which relevant trade shows, business events and conferences which should involve City attendance and participation.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ Additional resources (estimated \$3,000) required for entry fees, booth setup and travel expenses
--	---	--

Strategy 15. Include Lonsdale Energy Corporation as a key selling feature in promotional material.

The City-owned Lonsdale Energy Corporation (LEC) is a unique asset to the community and demonstrates a commitment to innovation and environmental sustainability (which resulted in winning the inaugural Green City Award from the Province of BC and Union of BC Municipalities in September 2007).

With the increasing emphasis among both the general public and the business community in making better environmental choices, the LEC may be an attractive feature to a company seeking a more environmentally-friendly location. This is particularly true if, as expected, the LEC increases its use of renewable energy sources like solar power and geothermal heat in the future.

Actions

- Ensure that the Lonsdale Energy Corporation is appropriately used in promotional materials and programs to represent the City's attitude and commitment to sustainability and technological innovation.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Assistance from LEC staff 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the short-term (in conjunction with development of Community Profile and other marketing materials) 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
---	--	---

B. Creating an Attractive Environment for Economic Development

Businesses, investment and workers are attracted to communities where there is a positive environment to grow and thrive, including competitive costs, high-quality infrastructure and public services, a high quality of life with cultural, educational, recreational, entertainment and shopping opportunities, and a range of housing choices.

Goal B-1. Ensure fair and consistent business regulations

The City is viewed as generally supportive of its business community. There are, however, areas where some attention is required, such as minimizing red tape and ensuring timely responses to the needs of businesses.

Strategy 16.	Undertake a comprehensive review of City regulations related to business and development.
--------------	---

Some work has already been done by the City in this area, including a comprehensive review of the Business License Bylaw that took place in 2004.

How much review of the City's regulations is actually needed is not entirely clear, but the consultation process for this Strategy revealed a strong perception among many in the business community that some regulations may be unnecessary and that certain approval processes can perhaps be streamlined.

The recommended approach is to create a small task force comprised of City staff and representatives of the business community and general public, to be chaired by a member of Council. The task force should publicize the review and invite submissions from all citizens, businesses, and other groups that are affected by City regulation that would identify specific examples of inefficient, unnecessary, or excessively costly or time-consuming City processes and procedures. The model for such a process is the "Red Tape Commission" undertaken by the City of Winnipeg in 2004-05.

Actions

- Develop a task force to review City regulations and invite submissions from the business community, general public, and others affected by City regulation.
- Review the submissions and determine, with the assistance of City staff, how regulations and processes can be improved while still fulfilling their intended purpose.
- Examine the need to make the City's existing regulations more transparent and easy to understand through such methods as "Guides to the City's Approval Processes" and use of the City's website.
- Support the notion of multi-jurisdictional business licensing that is being pursued through an initiative led by the Provincial Ministry of Small Business and Revenue.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Other City staff ▪ Business and community groups 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Minimal resources required to promote and receive community input

Strategy 17. Pursue the adoption of the BizPaL system to simplify the City's regulatory processes.

BizPaL is a "one-stop shop" online service that explains all relevant City processes, permits and regulations for a given type of business (e.g. restaurant) in a straightforward and transparent fashion. After a successful pilot project at the City of Kamloops, BizPaL is being adopted by a growing number of BC municipalities, including the City of Langley. The BC Government created a BizPaL service at the provincial level (www.bcbizpal.ca), while Industry Canada and Natural Resources Canada use BizPaL at the federal level (the program is coordinated nationally through Industry Canada).

The Provincial government released an "Action Plan for Small Business" in October 2006 that pledged to expand the BizPaL program to all BC municipalities within five years. Several cities that have recently joined the program, including Langley and Nanaimo, received significant procedural and technical support from the Ministry of Community Services, which is eager to expand the program to other municipalities. Joining BizPaL requires each municipality to enter various regulatory, process and cost information in a series of templates that have been created by the Ministry. The City of Langley completed the process in one week, while the City of Nanaimo hired a former staff person as a consultant to complete the process in less than three days.

Actions

- Work with the Ministry of Community Services to gain full understanding of the BizPaL program requirements.
- Secure the cooperation of senior staff across all City departments to coordinate the completion of BizPaL templates in their respective areas.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Other senior City staff 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
---	---	---

Goal B-2. Maintain a balanced taxation system

A balanced taxation system is important to a city's overall environment for economic development. Partly for this reason, the City undertook a Long Term Property Tax Strategy as a separate component of the overall Economic Development Strategy process.

The full Tax Strategy document and the conclusions made by Council are available from North Vancouver City Hall.

Goal B-3. Support a strong post secondary education system

Post-secondary education generates significant economic benefits on the North Shore, including in the city. For example, a recent study on the economic contribution of Capilano College found that the college makes about \$48.0 million in operating and capital expenditures annually within its service area and students attending the college from outside the local area spend about \$10.6 million annually on accommodation, supplies and other items.⁴

⁴ CCbenefits, Inc. (August 2007), *Economic Contribution of Capilano College: Analysis of Investment Effectiveness and Economic Growth*.

A strong post-secondary education system is vital to the city attracting and retaining both a highly skilled labour force and employers who need those skills.

Strategy 18. Support Capilano College's pursuit of university status.

Securing university status for Capilano College would offer a number of economic benefits to the city. Examples include "Learning Where We Live" for local residents, increased enrollment and spending activity and greater profile nationally and internationally. It would also secure the long-term future of the college as a key component of British Columbia's post-secondary education system.

Actions

- Help to communicate the positive impact of university status to both the business community and general public.
- Continue to work with and include representatives from Capilano College on the various City based committee and advisory groups and in the City's marketing and promotion program.
- Use the Economic Development Advisory Committee created under Strategy 4, or similar business advisory group, to liaise regularly with Capilano College and other post-secondary education providers to promote greater mutual understanding of business, labour force, training, and educational issues.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Capilano College 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 19. Pursue a satellite campus of Capilano College in Lower Lonsdale.

There is a growing trend towards "town and gown" satellite campuses of major post-secondary institutions in the region, with the downtown Vancouver campuses of SFU, UBC and BCIT being prime examples. The BCIT Marine Campus located in Lower Lonsdale in the City of North Vancouver is another example, albeit on a smaller scale.

Although likely a longer-term opportunity, the City should be supportive of a satellite campus eventually being established by Capilano College in the Lower Lonsdale area as part of creating a vibrant mixed use urban centre.

Such a campus need not, at least initially, be large in size, but it would serve to further enhance post-secondary education opportunities available to city residents, as well as drawing students (and spending) from other communities.

Actions

- Continue to meet with representatives of Capilano College to identify potential satellite opportunities in the city.
- Work with the development and investment community to encourage the inclusion of space for a Capilano College facility in their development proposals.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Assistance from Community Development Department 	<ul style="list-style-type: none"> ▪ Lower priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 20. Encourage private and non-profit post-secondary schools to locate in the city and build stronger relationships with institutions such as Simon Fraser University, the University of British Columbia, and the British Columbia Institute of Technology (BCIT) Marine Campus.

There are a growing number of post-secondary education institutions, including a variety of private and non-profit schools, locating in Metro Vancouver, including on the North Shore. The City should continue to pursue opportunities to grow this sector.

Although it is unlikely that the larger public universities such as UBC or SFU will consider a presence on the North Shore in the foreseeable future, there is value to the City establishing a relationship with these institutions as part of building bridges between business and education.

The BCIT Marine Campus in the city may expand over time and the City should support and encourage this expansion in recognition of the important role of the marine industry in the city and region's economy, as well as the potential synergies with the proposed National Maritime Centre.

Actions

- Identify private and non-profit colleges through groups such as the BC Career Colleges Association and Canadian Association of Private Language Schools that can be approached regarding a North Vancouver location.
- Work with representatives of these institutions to explore opportunities for expanding and/or introducing various programs in the community.

Responsibility/Partnerships	Priority & Timing	Resources
▪ Manager, Economic Development	▪ Lower priority, ongoing	▪ No additional resources required

Goal B-4. Encourage a broad array of arts and cultural experiences

The city is widely recognized for its strong arts and culture sector, which not only contributes to quality of life but also generates significant direct economic benefits and has a strong educational component. A 2002 study estimated that approximately 7% of the City and District of North Vancouver's resident labour force were primarily engaged in activities associated with arts and culture.⁵

The city also has an increasingly diverse ethnic population, which has brought new opportunities for enhancing arts and cultural products.

Strategy 21. Support the economic development and other goals set out in the North Vancouver Cultural Plan.

The City's Economic Development Office should support the newly created Office of Cultural Affairs (OCA) in its initiatives where there is an economic development component. Similarly, the OCA should make the Economic Development Office aware of opportunities to assist existing cultural businesses to grow and attract new ones.

⁵ Eric Vance & Associates (2002), *North Vancouver Cultural Plan – Economic Impacts of the Arts, Culture and Heritage Sectors*.

Actions

- Work with the newly created Office of Cultural Affairs to confirm the importance of arts and culture to economic development.
- Explore ways to support the goals of the OCA.
- Include representatives of the OCA, the North Shore Cultural Society and other arts and culture groups in the community in relevant economic development programs and initiatives.
- Include arts and culture events and initiatives in the City's economic development marketing and promotion program.
- Continue to encourage developers to include arts and cultural amenities in their developments.
- Liaise with the education and business stakeholders to promote arts and culture as a viable career option and business opportunity.
- Continue to make the City's plaza, parks and piers available as venues for art and cultural events.
- Explore the concept of identifying an "Arts Precinct" in the city.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Office of Cultural Affairs 	<ul style="list-style-type: none"> ▪ Lower priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal B-5. Create and enhance diverse and unique shopping, dining and entertainment opportunities

The city has a diverse retail, restaurant, and entertainment sector with an interesting variety of businesses and distinctive shopping districts. New residents and increased tourism will result from broader retail and entertainment experiences.

Strategy 22.	For each major shopping district, collaborate with local businesses to develop a plan for activities, events and amenities that will increase business from both visitors and nearby residents.
--------------	---

The city's shopping districts each have unique characteristics and attractions that can be marketed in different ways to residents and visitors. The City can assist by working with the businesses in each district to develop comprehensive marketing plans that encompass events, activities and amenities such as:

- Street parties, festivals and markets.
- Unique logos, street banners and directional signage.
- Multi-lingual information kiosks with maps and brochures.
- Advertising campaigns.

As part of this process, methods should be developed for regularly surveying residents and visitors to determine what they like about each district and things they would like to see added or done differently.

Actions

- Continue to work with local business groups and associations in each shopping district to assist with their business initiatives.
- Encourage local business groups to develop promotion programs to enhance their business. One example could be a “Taste of Lower Lonsdale” for the local restaurants.
- Include shopping, dining and entertainment opportunities and initiatives in the City’s economic development marketing and promotion program and in the appropriate North Shore tourist promotion programs.
- Develop an appropriate “way finding” sign program that can be used a business/tourist promotional tool.
- Continue to make the City’s plazas, parks and piers available as venues for business group events.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Local business community 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ Some additional resources may be required through City grants to implement projects

Goal B-6. Provide a range of housing choices

Part of attracting a diverse workforce requires offering a range of housing choices, including type, size and tenure. Housing choice is also important to ensure that the city maintains social sustainability.

Examples of City initiatives over the past few years in this area include:

- 2001 Rental Housing Study
- 2001 Affordable Rental Housing Workshop (March 27)
- 2001 Purchase of a site for North Shore Adult Emergency Shelter & Transition Housing facility
- 2004 Affordable Home Ownership Workshop (April 22)
- 2006 Affordable Housing Action Forum (May 6)
- 2006 Negotiated density bonus to create site for a seniors non-profit housing project (completion in 2007)
- 2006 Non-Market Housing Units – 1,028 units (851 non-profit, 177 co-operative housing)

Further examples of the City’s work in the housing area are available online at:

<http://www.cnv.org/server.aspx?c=3&i=202>

Strategy 23.	Use density bonusing and other land use regulatory tools to encourage developers to provide a range of housing choices.
--------------	---

As noted above, the City is extensively involved in efforts to encourage housing choice in the market and applies these approaches in a variety of ways, including through its OCP policies and zoning regulations. It is recognized that providing “affordability” as part of choice will continue to be a challenge since this is largely a function of the market, which perceives the city, as well as the North Shore overall, to be a very desirable place to live, resulting in relatively high housing costs.

Actions

- Explore the various models and programs that have been successfully employed in other communities to respond to the housing affordability issues that currently exist in the community.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Community Development Department 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal B-7. Ensure a safe and secure community

Although the North Shore is removed from many of the inner-city crime and public disorder problems that afflict downtown Vancouver, there are nevertheless some community concerns about crime and public safety, many related to vandalism, graffiti and theft. These are issues of importance not just to local residents, but also for their influence on the city's business climate and attractiveness for tourists.

Strategy 24. Support a safe and secure community through a variety of preventive and anti-crime measures.

The City is involved in and supports multiple crime prevention initiatives, such as the Crime Free Multi-Housing Initiative, the addition of dedicated RCMP officers to the Lower Lonsdale area, and a Block Watch program. Several crime-related recommendations are also included in the City's Social Plan.

Actions

- Continue to develop initiatives to address crime and the causes of crime, including homelessness, substance abuse, mental illness, and other forms of social dislocation.
- Continue to implement, and keep current, the City's Social Plan as it relates to these issues.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Community Development Department ▪ RCMP ▪ Social Planning Advisory Committee 	<ul style="list-style-type: none"> ▪ Lower priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

C. Providing High Quality Infrastructure to Support Economic Development

Developing and maintaining good infrastructure is critical to both the economy and quality of life. The city's limited land base must also be efficiently utilized to provide space for employment and business activities.

Goal C-1. Provide an efficient transportation system

An efficient transportation system for the movement of goods and people is vital to the city's economy. Improvements are needed to the city's internal transportation systems, as well as better connections with the rest of the region.

Strategy 25.	Coordinate a united coalition of North Shore governments and business and community organizations to approach TransLink to request improved public transportation service.
--------------	--

The consultation process for this Strategy revealed transportation improvements to be the top priority for many businesses in the community. There is a widely-held perception that the North Shore has been largely ignored in the major transportation investments underway or planned in Metro Vancouver.

While acknowledging the hard work in this area that has been undertaken over many years by the North Shore municipalities, including the City, a more united approach that includes key business and community organizations may yield more attention from senior governments. At the same time, there is general consensus among the business community that many of the potential solutions will take years to achieve and that a sustained coordinated effort is required.

One immediate challenge is the current bus depot is in a residential area and requires a new location to enable more bus storage and hence better service on the North Shore.

TransLink has recently been restructured following a review by the Provincial government. Operation of the regional transportation system is now overseen by a professional, non-elected Board, while 10-year strategic plans will be approved by a Council of Mayors, which will include all Mayors in the transportation service area. Lobbying by a North Shore coalition of business and government interests should therefore focus on influencing the Council of Mayors to provide greater consideration of North Shore transportation needs in their strategic planning process.

Actions

- Work with the local business community groups and the City's transportation planners to identify transportation concerns.
- Encourage the local business community to participate in the City's transportation planning processes to ensure that their concerns are adequately addressed.
- Encourage the upgrading of the Seabus Terminal and examine the future potential for relocation of the bus loop.
- Work with counterparts from the Districts of North and West Vancouver on this effort.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Engineering Department ▪ Mayor's Office ▪ Assistance from Manager, Economic Development where appropriate 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

Strategy 26. Resolve rail/road interface problems to maximize rail efficiency and allow for improved North Shore rail service.

In order for railway service to the North Shore to be improved, the operating conditions on the North Shore need to be improved to remove costly delays and the need to use inefficiently small trains. For example, the grade-level crossing of the rail tracks on Pemberton Street is problematic because it is one of the busiest spots on the North Shore and also a key vehicle crossing that cannot be blocked for extended periods. A review of such conflicts and inefficiencies is required to identify and find solutions that will smooth the movement of both vehicle and rail traffic.

Actions

- Continue to work with the affected businesses and related groups to pursue the resolution of current concerns.
- Assist in conveying these issues and concerns to the appropriate senior levels of government and any relevant agencies that can be of assistance.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Engineering Department ▪ Assistance from Manager, Economic Development where appropriate 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

Strategy 27. Support those elements of the Pacific Gateway Program that will enhance the efficient movement of goods and people and are compatible with the principles of the Livable Region Strategic Plan.

The Pacific Gateway Program includes a series of major transportation system improvements that are designed to improve the flow of both goods and people within Metro Vancouver, improve access to key facilities like ports and industrial areas, and facilitate connections to the public transportation system.

The intent of the program is to support the expansion of international trade opportunities and take advantage of Metro Vancouver's natural role as the Asia Pacific Gateway to North America. This role is based on the region's geography, location with respect to Asia, and the history of strong business, cultural and social ties between the region and Asia. There are many opportunities to leverage the investments in physical infrastructure by fostering high-value trade-related services.

Actions

- Identify the means by which the Pacific Gateway Program can be of benefit to the City's economic development and its policy of becoming a more sustainable and complete community.
- Work with the business community to explore this initiative.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Engineering Department ▪ Assistance from Manager, Economic Development where appropriate 	Priority & Timing <ul style="list-style-type: none"> ▪ Lower priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	--	---

Strategy 28. Ensure the City's Economic Development Office provides policy input to the North Shore Transportation Advisory Committee.

This committee, established in 2005, is composed of voting members (all Councillors) from the City and District of North Vancouver, West Vancouver, Lions Bay and Bowen Island. It is charged with examining transportation issues of common concern to the North Shore and providing recommendations on potential solutions, via the respective Councils, to TransLink and other bodies.

The Committee receives policy input from various departments in each municipality, one of which should be the Economic Development Office to reflect the importance of transportation issues to economic development.

Actions

- Work with City administration to ensure that the Manager, Economic Development is invited to provide input on transportation policy issues affecting the local economy.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Lower priority, to commence in the short-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	--	---

Goal C-2. Encourage the development of more office space

Additional office space could encourage more professionals and entrepreneurs who are North Shore residents to open or relocate their businesses to the city.

Strategy 29. Explore the potential to use density bonusing and other land use regulatory tools to encourage developers to provide more office space.

The North Shore office market is not large compared to many other areas of the region and the amount of new floor space that can currently be absorbed in the city is modest. It is possible that demand may increase in the coming years given the tightness of the downtown Vancouver office market, which is pushing prices up and causing more companies to have to look elsewhere for space.

One approach that the City may consider to encourage greater supply is density bonusing, which the City of Coquitlam, for example, has been doing for some time in its regional town centre to encourage more employment generating space.

Community Development suggests several other approaches that might be also be considered. One would be to seek an OCP amendment to the Town Centre and Urban Corridor designations that would require a set percentage of floor space to be dedicated to commercial use. Alternatively, the C1-A and C1-B Zones could be amended in the Zoning Bylaw to similar effect.

Another option would be for the City to consider designating as commercial at least some of its lands east of Lonsdale that are slated for sale for redevelopment. This could, however, reduce the revenue that might otherwise be received from the sale.

Actions

- Work with the City Planners to explore the various models and tools that have been successfully employed in other communities to encourage developers to provide more office space in the City.
- Identify potential office users to developers.
- Promote the attractions of the city as a desirable location for office development to site locators, real estate brokers, developers and others and in the City's economic development marketing program.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Community Development Department 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal C-3. Maintain the city's industrial land base

Light, clean industrial development is important to the city's economy both in terms of economic diversification and also linkages to other local business sectors.

Strategy 30. Maintain industrial land for industrial purposes and support more intense uses of the land.

Left purely to market choice, the economics of land development in recent years have been far more favourable for residential development than for commercial or industrial development. Concern is now being widely expressed within the business, economic development and planning communities about the excessive loss of employment supporting land throughout Metro Vancouver.

Even the slightest hint from the City that current commercial or industrial land might be considered for conversion to residential use is often sufficient to inflate the land value to a level that becomes uneconomic for significant employment use. Only through firm and consistent application of land use policies can this speculative pressure be defused.

Current OCP policies (Section 5.4) recognize the importance of maintaining an industrial land base and these policies should continue to be strongly supported.

Metro Vancouver's supply of developable vacant industrial land is predicted by some analysts to be depleted within 10 to 15 years. One of the outcomes will be the gradual redevelopment of existing industrial areas for more intense industrial use. As part of this process, it is important that the City ensure that the types of uses that it permits on its industrial lands are most appropriate for an industrial location (as opposed to being better suited to a commercial location) and that permitted densities (i.e., maximum Floor Area Ratios) allow for and encourage significant intensification.

Actions

- Review the City's industrial zoning regulations with respect to density and uses to see if there are ways to encourage more intensive development that would accommodate more jobs and businesses.
- Work with the industrial and real estate industries to identify relevant business trends and encourage more efficient use and/or redevelopment of industrial lands in the city.
- Work with the industrial community to identify transportation and regulatory issues that need to be addressed.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Community Development Department ▪ Vancouver Port Authority 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal C-4. Explore the need for a more comprehensive fibre-optics system in the city

It was suggested during the industry sector focus groups that city businesses located outside the Lonsdale corridor are under-served with fibre optic capacity. Ensuring that modern telecommunications infrastructure is available is important for future development of knowledge-based businesses.

Strategy 31. Work with fibre-optic suppliers and users to identify network deficiencies and to understand and develop the required business case for further investment.

The issue of deficiencies in the telecommunications network requires further examination to fully diagnose the problem. The City can begin to investigate this issue through informal contact at various business events and forums with companies on the outer edges of the city, and can include questions to this effect in the proposed Business Retention and Expansion interviews.

Once a better understanding of the situation is reached, the City can work with telecommunications providers on possible solutions.

Actions

- Examine the current provision of fibre optics in the city.
- Examine the current literature and examples of other similar communities to find out more about the benefits of this service.
- Provide a benefit/cost analysis of expanding this service in the city.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Other City staff 	<ul style="list-style-type: none"> ▪ Lower priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ No additional resources required

D. Adopting a Targeted Approach to Economic Development

Strategies that target types of businesses that appear suited to the city from an economic development perspective are generally more effective than focusing on specific business sectors.

Goal D-1. Target small businesses with growth potential

The city is home to a variety of predominantly small businesses, many of which were started by local entrepreneurs. Future economic growth will also be driven by smaller businesses and the City can exploit this niche by directly targeting more of these types of businesses to locate in the community.

Strategy 32. Host a Small Business Forum to highlight the advantages of operating in the city, and invite entrepreneurs and business owners who reside on the North Shore.

A large number of entrepreneurs and business owners live on the North Shore, but most have their investments and businesses off the North Shore in communities such as Vancouver and Burnaby. Among other initiatives to encourage this group to “bring their business home” should be a highly interactive Small Business Forum that highlights the advantages of operating in the city and allows participants to get all the information they need about locating in the city (licensing, available space, regulations, etc).

Actions

- Develop a program for the Small Business Forum and determine location, timing, other presenters, target audience and budget.
- Explore the possibility of combining the Small Business Forum with the Economic Development Forum (Strategy 9).
- Work with other City staff to develop the program for the Forum event.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Limited resources (estimated \$1,000) required

Strategy 33. Develop a marketing campaign targeted at North Shore residents that highlight the advantages to small business of operating in the city.

This proposed initiative would be in addition to the Small Business Forum discussed above and would involve developing and mounting a comprehensive marketing campaign using a variety of communication devices (newspaper, internet, magazine, etc.).

Actions

- Develop a communication plan through the use of the City’s website, local newspapers and the North Vancouver Chamber of Commerce.
- Directly approach North Shore residents that operate businesses elsewhere in the region to promote the city as an alternative business location.
- Encourage more mixed use development.

Responsibility/Partnerships <ul style="list-style-type: none"> Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> Medium priority, to commence in the short-term (in conjunction with the development of other marketing and promotional materials) 	Resources <ul style="list-style-type: none"> No additional resources required (costs covered as part of overall marketing program - Strategy 12)
--	--	--

Goal D-2. Continue to promote the city to the film industry

The City has long encouraged and supported the film industry, recognizing its appeal and economic benefit to the local community. Many North Shore residents work in the industry and benefit from the employment that filming in the city provides. Capilano College has one of the best film programs in Canada, which provides a pool of skilled talent to serve the industry's needs and adds to the film cluster that has developed on the North Shore.

Strategy 34. Review the City's filming coordination services and policies.

The City has been a long-time supporter of the film industry, but there is a need to examine the City's competitiveness as a location for both permanent film facilities and on-location shooting. The City should review its filming permit fees, its approval processes, and its film-friendly policies to ensure that it remains a choice location for filming activity in the region.

Actions

- Ensure that the City's film policy and fee structure is fair, equitable and efficient to serve the needs of the film industry.
- Continue to work with the North Shore Film Group (comprised of representatives of the local film industry) towards addressing current issues and concerns and to expand the film industry on the North Shore.
- Work with other film industry agencies and task forces (ie. BC Film Commission) on initiatives to sustain and expand the industry.
- Ensure that location photos and profile information is accessible through the B.C. Film Commission is current and accurate.

Responsibility/Partnerships <ul style="list-style-type: none"> Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> Medium priority, ongoing 	Resources <ul style="list-style-type: none"> No additional resources required
--	---	---

Strategy 35. Expand location filming in the city along with the expansion of film related business.

Building upon the enhancements to the City's filming coordination services and policies, popular and unique filming locations in the City should be promoted through the City's website, to industry organizations such as the BC Film Commission, through trade shows and industry events, and through informal industry contacts.

There are also a large number of pre- and post-production film businesses operating in Metro Vancouver, most of which are concentrated in Vancouver and Burnaby and, to a lesser degree, on the North Shore. Direct one-on-one contact with these businesses should be made by the Economic Development Office to highlight the advantages of operating in the city and assist in finding suitable locations if there is interest.

Actions

- Target specific pre and post-production film businesses operating in the region to promote the advantages of operating in the city.
- Develop a marketing and promotion program which includes participation in film related trade shows, production and distribution of appropriate promotion materials and relevant advertising in film industry publications.
- Include the film industry as an important local business sector in economic development and tourism promotional programs.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ Limited additional resources (estimated \$3,000) required for selective trade show participation

Strategy 36. Encourage the expansion of the film industry and new media training facilities and programs at Capilano College.

Capilano College's well-regarded film program is one of the key elements of the North Shore's film cluster. Further expansion of this program through additional facilities and courses, including programs aimed at emerging fields like new media, should be encouraged.

Actions

- Work with Capilano College and film industry representatives to examine current programs and identify what needs to be done to enhance their mutual objectives.
- Take into consideration other well-regarded film and new media programs in Metro Vancouver, including programs at Vancouver Film School, Langara College, Simon Fraser University, and the University of British Columbia, for their potential to complement both Capilano College programs and the local film industry.
- Support Capilano College's efforts to secure additional funds to expand their film program.
- Help to identify opportunities for co-op training programs which involve partnerships between Capilano College and the business community.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal D-3. Enhance the contribution of the Port to the local economy

The Port of Vancouver is a major economic generator in the region, as well as a significant taxpayer. It directly and indirectly employs city residents and purchases goods and services from a number of local suppliers.

A 2005 study estimates that the Port directly employs about 30,000 people in Metro Vancouver and contributes an estimated \$1.5 billion in direct wages and \$1.8 billion in direct GDP to the Canadian economy.⁶ This same study estimated that there were 3,073 jobs directly tied to the port within the City of North Vancouver alone, second only in number to the City of Vancouver with 5,059 direct jobs.

Strategy 37. Support the efforts of the Port community to gain better service on the North Shore from CN Rail.

This recommendation is closely linked to 0 that is intended to address road/rail conflicts that inhibit better rail service. There are other challenges to providing port facilities with better service, and North Shore ports are not alone among Metro Vancouver businesses that are dissatisfied with the level of rail service. This issue has been championed by the North Vancouver Chamber of Commerce, which developed a policy statement that was subsequently endorsed by the Canadian Chamber of Commerce that called on the federal government to address the problems of CN's exclusive access to the North Shore. This often results in railcars from other companies, such as CP, sitting idle in the Fraser Canyon waiting for a CN crew to become available to deliver the cars to North Shore terminals.

The City should support the local business community in pressuring the federal government, through its review of railway service provisions in the Canada Transportation Act, to develop a comprehensive solution to the issue.

Actions

- Continue to work with representatives from the city's port industries to identify and convey specific concerns to the appropriate parties.
- Working with the Port operators, identify potential opportunities for local businesses to supply more goods and services to the operators.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ North Vancouver Chamber of Commerce ▪ Vancouver Port Authority 	<ul style="list-style-type: none"> ▪ Medium priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal D-4. Engage the city's growing ethnic population in local business development

The city, as well as the North Shore overall, is experiencing demographic change, with many new immigrants and a growing diversity of cultures. This is creating opportunities for new kinds of products and services, as well as strengthening business ties with other regions of the world.

⁶ InterVISTAS Consulting Inc. (May 2005), *Economic Impact Update*, prepared for the Vancouver Port Authority. Available online at: http://www.portvancouver.com/the_port/docs/Economic_Impact_Study.pdf

Strategy 38.	Ensure immigrants and other new residents interested in establishing businesses or making investments are aware of programs and services that may assist them, as well as business regulations.
--------------	---

There are a wide range of programs and services offered by senior levels of government, as well as community groups such as the North Shore Multicultural Society (NSMS), to assist immigrants. Immigrants seeking business development counseling or advice are typically referred by the NSMS to the Canada/BC Business Service Centre, which can provide some multilingual services. Overall, however, Metro Vancouver has a shortage of programs designed to assist immigrants with business issues.

The City and North Vancouver Chamber of Commerce can provide assistance by reaching out to immigrant communities to better understand their needs for business assistance and to provide linkages to the existing North Vancouver business community.

One-on-one business counseling is typically not a service provided by municipal economic development offices, so the suggested role for the City is to direct enquiries to appropriate organizations and to advocate, ideally in partnership with the business community and other municipalities, for improved business development assistance for immigrants. As discussed in Chapter 3, immigrants will become increasingly important as sources of both labour and entrepreneurship in the years to come.

Actions

- Work with relevant social service and government agencies to assist ethnic and cultural groups in the community who may need help in establishing businesses.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ North Shore Multicultural Society ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ Lower priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 39.	Encourage the participation of the city's ethnic population in business events and organizations.
--------------	---

Under current demographic trends, much of the future labour force and business growth throughout Metro Vancouver will come from immigrants and first and second generation Canadians. Language and cultural barriers should not be a barrier to business success, so the City can play an advocacy role with existing business organizations to ensure that they are accommodating all cultures and nationalities. The City should also work with media and business groups within cultural communities, such as the Persian community, to promote the services of the economic development office and other business and government organizations in the city.

The City should also meet with ethnic business groups to better understand how to capitalize on existing business, social and family linkages between new and recent immigrants and their countries of origin. There may be investment opportunities in the city that are of particular interest to investors from certain countries, so the City can then undertake a targeted marketing approach, possibly in partnership with locally-based organizations, to attract that foreign investment.

And as part of organizing events such as the proposed Economic Development Forum and Small Business Forum, it is important that all segments of the business community be made aware of the events and be encouraged to participate.

Actions

- Meet with various ethnic groups to explore how they can benefit from participating in the various business, arts and cultural events that are held in the city.
- Invite representatives from the local ethnic communities to participate on various community based committees and task forces.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ North Shore Multicultural Society ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ Lower priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal D-5. Maximize opportunities arising from the 2010 Olympic & Paralympic Winter Games

The 2010 Games provide many excellent economic development opportunities for the city and its business community, many of which will be lost if not acted upon quickly.

Strategy 40.	Explore partnership opportunities with the Provincial Government and other regional municipalities at the 2008 Beijing Olympics, 2010 Expo in Shanghai, and 2010 Olympics in Vancouver.
--------------	---

The Ministry of Economic Development has recently hired permanent staff located in Japan and China to promote BC as an investment location and will be engaging in numerous other initiatives in the next few years, including those relating to the 2008 Beijing Olympics, Expo 2010 in Shanghai, and the 2010 Olympics in Vancouver.

The Memorandum of Understanding for economic development cooperation signed by five Metro Vancouver municipalities (including most recently, in December 2007, the City of North Vancouver) identifies initiatives relating to the Olympics as one of the region's key areas of opportunity. There has already been significant discussion regarding partnership opportunities with the Province that would enable individual municipalities to promote investment opportunities in their communities to an international audience. Through its partnership with other MOU signatories, the City will be involved in these discussions and should participate in future initiatives that are consistent with the other goals and opportunities identified in this strategy.

Actions

- Continue discussions with the Ministry of Economic Development and other Metro Vancouver municipalities to identify and evaluate Olympic-related opportunities, such as participation in the BC/Canada Pavilion at the 2008 Olympics in Beijing.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 41. Promote the 2010 Commerce Centre to the City's business community as a conduit to Olympic procurement and other business development opportunities.

The 2010 Commerce Centre is an organization within the Provincial Government that works to facilitate economic benefit for companies and communities as a result of the Olympic Games. There are a number of possible initiatives that the City is exploring both for its direct involvement and for the involvement of local companies.

Explorer BC is an interactive exhibit planned for the BC/Canada Pavilion at the Beijing Olympics. Visitors to the Pavilion will use a touch-screen map of BC to pick areas of the province and short videos of that location will be shown. The North Shore municipalities are currently finalizing plans to produce such a video, with the added benefit that additional film footage will subsequently be available for other promotional purposes.

Think Asia-China 2008 is another program to raise awareness of business opportunities and challenges with respect to China and will provide assistance to BC companies interesting in doing business in China. Also part of this program is the opportunity for BC companies to meet with potential Chinese partners at the BC/Canada Pavilion during the Games.

And finally, the Commerce Centre coordinates the procurement program for various goods and services that will be required for the Vancouver Games. There will be significant opportunities for local companies to sell to the Games, and the City will explore holding workshops and other methods of promoting these opportunities to the city's business community.

Actions

- Continue to work with representatives of the 2010 Commerce Centre to pursue procurement opportunities for city businesses.
- Continue to work with the North Vancouver Chamber of Commerce to communicate the availability of the various programs offered by the 2010 Commerce Centre programs to the business community.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

6. TOURISM DEVELOPMENT PLAN

This chapter presents a summary of the results of the Tourism Development Plan, completed by Grant Thornton Consulting as a companion process to the full Economic Development Strategy. For a more detailed discussion of each goal and strategy, as well as tourism trends, opportunities and issues overall, the full document should be reviewed.

A. Tourism Leadership and Coordination

Goal A-1. Improve leadership and coordination related to tourism destination development and marketing in the City of North Vancouver

Strategy 1.	Establish an annual leadership forum where the City's lead tourism organizations jointly define and clarify responsibilities and set priorities with regard to tourism development, management and marketing.
-------------	---

Actions

- Define mandates, roles and working relationships of lead tourism organizations, such as:
 - The City of North Vancouver
 - The North Vancouver Chamber of Commerce
 - North Shore Tourism Committee (Marketing Coordinator)
 - Visitor Information Centres
 - Tourism business support services
 - The Hoteliers' Association
 - Office of Cultural Affairs
 - North Vancouver Recreation Commission
 - Lower Lonsdale Business Association.
 - The District of North Vancouver
 - The District of West Vancouver
 - Squamish First Nation
 - Tsleil-Waututh First Nation
- Define tourism priorities on an annual basis that should be led or addressed at the municipal level.
- Jointly establish roles, responsibilities and resources required for implementing these tourism priorities.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Representatives of key tourism organizations 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 2. Jointly establish and formalize partnerships between key tourism organizations and bodies.

Actions

- Establish “partnership plans” or “collaborative agreements” with regard to tourism programs, initiatives and priorities that are being jointly implemented between key tourism organizations. These should clearly define:
 - Roles
 - Commitments (e.g. staff time, funding, equipment, etc.)
 - Deliverables
 - Timelines
 - Measures of Success

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Representatives of key tourism organizations 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

Goal A-2. Continue to support and improve leadership and coordination related to tourism destination development and marketing in the broader North shore region.

Strategy 3. Support the North Shore Tourism Destination Marketing Organization

Actions

- Continue to support an independent DMO that has a mandate to develop, manage and market the broader North Shore area as a tourism destination. The DMO should be:
 - Governed by a Board of Directors with a composition that reflects the key tourism products and stakeholders in the region.
 - Supported by multiple and reliable funding sources to effectively develop and implement sustainable, multi-year programs.
 - Established well in advance of the 2010 Games, in order to design and implement joint initiatives that will capitalize on the 2010 Games – prior to, during and following the event.
- Where of benefit to the North Shore area, certain initiatives of this DMO should coordinate with the initiatives of Lions Bay, Bowen Island, Squamish, the Resort Municipality of Whistler, Tourism Vancouver, Vancouver Coast and Mountains Tourism Association, and Tourism British Columbia.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Representatives of key tourism organizations (Districts of North and West Vancouver, Chamber, Hoteliers Association) ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

Goal A-3. Ensure the tourism industry’s operating practices safeguard the city’s natural, cultural and heritage assets in a sustainable manner.

Strategy 4. Develop an industry-driven code of conduct that sets principles and guidelines for using the City's natural, cultural and heritage assets in a sustainable manner.

Actions

- Work with sectors of the tourism industry to develop a tourism code of conduct.
- Request industry stakeholders to sign the code of conduct as a commitment to adhering to it.
- Require lead tourism organizations/bodies to proclaim it publicly as critical to the success of city's tourism industry.
- Publish the Code of Conduct publicly via websites and other media sources.
- Provide pre-orientation sessions and information materials on the Code of Conduct to visitors.
- Implement an assessment process that reviews the Code's criteria annually and randomly "audits" operators.
- Accredite tourism operators and products that adhere to the Code.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Representatives of key tourism organizations (Local government and DMO) ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
---	--	---

B. Markets and Marketing

Goal B-1. Increase awareness about the City of North Vancouver's tourism products and services

Strategy 5. Effectively use the new logo and tagline, "Vancouver's North Shore Where Nature Lives" to increase awareness about the City's tourism assets.

Actions

- Develop graphic standards and protocols to guide the appropriate use of the new logo and tag line.
- Develop a communications plan to launch the new logo and tag line.
- Effectively utilize the new logo and tag line in signage programs (see Goal D-1; Strategy 2).

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ Some additional resources required from the relevant organizations
---	---	---

Strategy 6. Increase knowledge of the City's tourism products and assets among local residents.

Actions

- Develop programs and supporting literature to increase knowledge of the City's existing tourism assets among local residents, such as:
 - A Tourism Passport Program (an attractions and events booklet which is stamped when a visitor experiences an attraction/event. In some cases, special discounts and benefits are provided to local residents who utilize the Passport).
 - A "Be a Tourist in Your Own Town" Program.
 - Regular communication with stakeholders.
 - Tourism Product Inventories and Guides.
 - Launching of the new tag line and logo.
- Work with the local media (e.g. the North Shore News, North Shore Outlook, North Shore local, etc.) and relevant Business Associations (e.g. the Lower Lonsdale Business Association) to enhance coverage and distribute information about tourism related products, businesses and events in the city.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ Modest resources required from the key tourism organizations
---	---	---

Strategy 7.	Collaborate with relevant DMOs (e.g. Vancouver, Coast and Mountains, Tourism Vancouver, Tourism Squamish, Tourism Association of Vancouver Island, Tourism Nanaimo, etc.) to increase the awareness of the city's tourism products and services to visitor markets.
-------------	---

Actions

- Identify and participate in existing marketing programs (e.g. membership programs, learning, development and networking events, etc.) available through relevant DMOs that can serve to promote awareness of the city to key target markets (see Goal B-2 for a description of key target markets), including:
 - Vancouver, Coast and Mountains – VFR Market; Lower Mainland Day Trip Market; “Get-Away” Market; “Vancouver Visitors” Markets; Grouse Mountain and Capilano Suspension Bridge Markets; Pre / Post Conference Market; 2010 Market.
 - Tourism Vancouver – “Vancouver Visitors” Markets; Pre/Post Conference Market; 2010 Market, Cruise Market.
 - Tourism Squamish and Tourism Whistler – 2010 Market and general Outdoor Adventure Markets.
 - Tourism Association of Vancouver Island and Tourism Nanaimo – “Get-Away” Market from Vancouver Island.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ Modest resources from the key tourism organizations.

Goal B-2. Increase visitor volumes, length of stay and spending

Strategy 8.	Expand on the North Vancouver Tourism Marketing Plan (developed by the North Vancouver Chamber of Commerce, North Shore Tourism Committee).
-------------	---

Actions

- Further define target markets identified below.
- Prepare package development and marketing strategies for each target market.
- Ensure that supporting marketing channels and services (such as a very effective website that is coordinated with other DMOs and stakeholders) are in place.
- Develop “measures of success” for marketing strategies, which will enable an evaluation of the initiatives.
- Create a multi-year schedule for implementing the marketing strategies.
- Prepare a budget and identify funding sources for these initiatives.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Other key tourism organizations 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ Modest resources from key tourism organizations.

C. Product Enhancement, Development and Packaging

Goal C-1. Develop high-quality tourism product offerings that build on the unique strengths of the City of North Vancouver

Strategy 9. Create a product enhancement/development plan for marine tourism.

Actions

- Continue to lead and support the development of tourism product development at the city's waterfront and Versatile Shipyard area, including:
 - National Maritime Centre
 - Pocket cruise ship industry
 - Marine vessels, small craft and yacht moorage
 - Festivals and events
 - Accommodation and conference facilities
 - Food and beverage facilities
 - Public courtyard and market
 - Waterfront parks and trails
 - Heritage waterfront walking tours
- Identify potential partners/catalysts who are willing to be active participants in the development of marine tourism products.
- Collectively enhance existing and develop new marine tourism clusters and products.

Existing Product	Potential Clusters / Product	Potential Markets	Key Partners/ Catalysts
<ul style="list-style-type: none"> ○ Waterfront Park ○ Kings Mill Walk ○ Seabus ○ Lonsdale Quay ○ The Pier ○ Mosquito Creek Marina ○ Harbour cruises and heritage walking tours ○ Vessel and small craft moorage 	<ul style="list-style-type: none"> ○ Marine and Heritage Waterfront Destination (Versatile Shipyards area) ○ National Maritime Museum ○ Pocket cruise ship industry ○ Marina services ○ Harbour tours ○ Marine related festivals and events ○ Tug boat tours ○ Harbour water taxi ○ Packaging ○ 4-season products 	<ul style="list-style-type: none"> ○ VFR ○ Lower Mainland Day-trip market ○ "Get-Away market" ○ "Vancouver Visitors market" ○ Grouse Mountain and Capilano Suspension Bridge market ○ Pre / post conference and 2010 markets 	<ul style="list-style-type: none"> ○ City of North Vancouver ○ Chamber of Commerce ○ Adjacent municipalities (District, the District of West Vancouver, City of Vancouver) ○ Individual businesses ○ Translink

- Package products and coordinate marketing efforts with complementary products and services within the city, and in other jurisdictions, such as:
 - The SeaBus and other transportation providers.
 - Lonsdale Quay Market.
 - Lonsdale Quay Hotel and other accommodations (e.g. B&Bs, hotels located in the District and downtown Vancouver).

- North Vancouver Museum and Archives (e.g. heritage waterfront walking tours, heritage waterfront destination, etc.).
- Harbour tours (e.g. Coal Harbour).
- Explore opportunities to partner with communities that offer complementary products elsewhere in adjacent municipalities, Greater Vancouver and the Sea to Sky Corridor, such as:
- Harbour tours based from downtown Vancouver
- Boating/marine related festivals and events with the District of North Vancouver (e.g. Deep Cove, Ambleside, etc.) and potentially Squamish (e.g. kayaking and sailing)
- Waterfront trails with the District of North Vancouver and the District of West Vancouver
- Marine wildlife viewing and sightseeing with the District of North Vancouver and the District of West Vancouver
- Aboriginal interpretive tours with Tsleil-Waututh First Nation (e.g. Tayaka Tours)
- Identify a budget for implementing the plan, and potential funding sources (cooperative funding, UBCM Tourism Program, other government grant programs).

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Other key tourism organizations ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ Modest resources from key tourism organizations.
---	---	---

Strategy 10. Create a product enhancement/development plan for arts, cultural and heritage tourism.

Actions

- Include the development of arts, cultural and heritage tourism products as part of the mandate of the new Office of Cultural Affairs (bi-municipal agency funded by the City and District).
- Identify potential partners/catalysts who are willing to be active participants in the development of arts, cultural and heritage tourism products.
- Collectively enhance existing and develop new arts, cultural and heritage "districts" and products.

Existing Product	Potential "Districts" and Product	Potential Markets	Key Partners/Catalysts
<ul style="list-style-type: none"> ○ North Vancouver Museum & Archives ○ Presentation House ○ Art galleries ○ Performing arts theatres ○ Public Art Program ○ Heritage buildings and homes ○ The "lost" community of Moodyville ○ Several arts, cultural and heritage walking tours, programs, festivals and events ○ Variety of diverse artisans 	<ul style="list-style-type: none"> ○ Upper Lonsdale "Cultural District" with Centennial Theatre, Harry Jerome Community Centre (proposed for redevelopment), proposed Artists for Kids Gallery, upper Lonsdale ethnic shops and services. ○ Waterfront "Heritage District" with the historic Versatile Pacific Shipyard Area, proposed National Maritime Centre, Pacific Eastern Railway Station, working shipyard and port, working tug boats. Heritage walks and tours ○ Arts, cultural and heritage festivals and events ○ Public art tours ○ Film site/studio tours ○ Packaging ○ 4-season products 	<ul style="list-style-type: none"> ○ VFR ○ Lower Mainland Day-trip market ○ "Get-Away" market ○ "Vancouver Visitors market" ○ Grouse Mountain and Capilano Suspension Bridge market ○ Pre/post conference and 2010 markets ○ Artisans from other communities ○ Families 	<ul style="list-style-type: none"> ○ Office of Cultural Affairs ○ North Vancouver Recreation Commission ○ Individual operators and cultural organizations

- Ensure the City provides appropriate indoor and outdoor venues (in terms of size and quality) for hosting festivals, events and performances; this should include enhancements to Waterfront Park (permanent stage, band shell, electrical hook-ups, etc.) and the development of at least one suitable indoor venue (note that the National Maritime Centre will serve this role, if the centre is developed).
- Improve infrastructure related to arts, cultural and heritage tourism products, including:
 - Appropriate venues (see “d” above);
 - Effective signage; and,
 - Washrooms, staging and power sources at existing arts, cultural and heritage festival and event venues.
- Package and coordinate marketing efforts with complementary products and services within the city, and in other jurisdictions, such as:
 - The SeaBus and other transportation providers.
 - Lonsdale Quay Market (e.g. cultural cuisine events).
 - Lonsdale Quay Hotel and other accommodations (e.g. B&Bs, hotels located in the District and downtown Vancouver).
 - North Vancouver Museum and Archives (e.g. heritage tours, heritage waterfront destination, etc.).
 - North Shore Studios and EP Entertainment Partners (e.g. film site tours).
 - North Vancouver Multi-cultural Society (e.g. ethnic events and entertainment).
- Explore opportunities to partner with communities that offer complementary products elsewhere in adjacent municipalities, Greater Vancouver and the Sea to Sky Corridor, such as:
 - Circle tour of art galleries within “Sea to Sky” communities, including the city, the Districts of North and West Vancouver, Squamish and potentially Whistler.
 - “Sea to Sky” heritage tours with the District of North Vancouver (e.g. North Vancouver Museum and Archives, etc.), Squamish (e.g. BC Museum of Mining, West Coast Railway Heritage Park) and potentially Whistler.
- Identify a budget for implementing the plan, and potential funding sources (cooperative funding, UBCM Tourism Program, other government grant programs).

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Key tourism organizations including the Office of Cultural Affairs, Vancouver’s North Shore Tourist Association (VNSTA), North Vancouver Chamber of Commerce, Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Modest resources from key tourism organizations

Strategy 11. Create a product enhancement/development plan for aboriginal tourism.

Actions

- Collaborate with the Squamish and Tsleil-Waututh First Nations to expand and enhance aboriginal tourism products and services within the city.
- Collectively enhance existing and develop new aboriginal tourism products and services.
- Collectively ensure that existing and new aboriginal tourism products are “market ready” in time to capitalize on markets related to the 2010 Games.

Existing Product	Potential Product and Services	Potential Markets	Key Partners/ Catalysts
<ul style="list-style-type: none"> o Mosquito Creek Marina (e.g. Squamish Sea Going group) 	<ul style="list-style-type: none"> o Aboriginal Interpretive Kiosk via a partnership with the Cultural Journey Sea to Sky Program* o Aboriginal stories and events via a partnership with the Aboriginal Youth Ambassador Program** o Aboriginal art showcases and galleries as part of the Squamish Nation Artist Co-op o Interpretive paddle tours via a partnership with Tayaka Tours o Packaging o 4-season products 	<ul style="list-style-type: none"> o VFR o Lower Mainland Day-trip market o “Get-Away market” o “Vancouver Visitors market” o Grouse Mountain and Capilano Suspension Bridge market o Pre/post conference and 2010 markets 	<ul style="list-style-type: none"> o Squamish First Nation o Tsleil-Waututh First Nation o Chamber of Commerce o Office of Cultural Affairs

* Cultural Journey Sea to Sky Program is a unique cultural and historical initiative of the Squamish and Lil'wat Nations that consists of developing a network of interpretive kiosks located at scenic, historic and culturally relevant points of interest from Vancouver Airport and along the Sea to Sky Highway. The program also includes the development of a 30,400 square foot Squamish Lil'wat Cultural Centre in Whistler. Through partnering, potential opportunities exist to locate an interpretive kiosk in the City of North Vancouver.

** The Aboriginal Youth Ambassador Program is administered by the Squamish First Nation. The program provides “aboriginal youth with the tools and opportunity to discover, build and share their unique story with visitors in a way that bridges the Native and non-Native worlds, delights the public and fosters the Aboriginal leaders of tomorrow”. Through partnering, potential opportunities may exist to host aboriginal events and programs within the city that showcase the skills and training of youth participating in the Aboriginal Youth Ambassador Program.

- Package and coordinate marketing efforts with complementary products and services within the city, and in other jurisdictions, such as:
 - The SeaBus and other transportation providers.
 - Lonsdale Quay Hotel and other accommodations (e.g. B&Bs, hotels located in the District and downtown Vancouver).
- Identify a budget for implementing the plan, and potential funding sources (cooperative funding, UBCM Tourism Program, other government grant programs).

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ First Nations ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ Other key tourism organizations ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ Modest resources from key tourism organizations
---	--	--

Strategy 12. Create a product enhancement/development plan for cuisine tourism.

Actions

- Identify potential partners/catalysts who are willing to be active participants in the development of cuisine tourism products.
- Establish a comprehensive restaurant guide of food and beverage services within the city.
- Collectively enhance existing and develop new cuisine tourism products, services and events.

Existing Product	Potential Product and Services	Potential Markets	Key Partners/ Catalysts
<ul style="list-style-type: none"> ○ Various ethnic food and beverage services ○ Various food and beverage types (e.g. fine dining, cafes, family dining, etc.) ○ Yaas International Bazaar 	<ul style="list-style-type: none"> ○ Ethnic food festivals and events ○ Cooking demonstrations ○ Food tastings at Lonsdale Quay Market and/or along Lonsdale Avenue (upper and lower) ○ Food, beer and wine tours ○ Packaging ○ 4-season products 	<ul style="list-style-type: none"> ○ VFR ○ Lower Mainland Day-trip market ○ “Get-Away” market ○ “Vancouver Visitors” market ○ Grouse Mountain and Capilano Suspension Bridge market ○ Pre/post conference and 2010 markets 	<ul style="list-style-type: none"> ○ Chamber of Commerce ○ Lower Lonsdale Business Association ○ Individual food and beverage operators ○ Culinary Tourism Society of BC

- Package and coordinate marketing efforts with complementary products and services within the city, and in other jurisdictions, such as:
 - Centennial Theatre (e.g. cultural “dine and do” event).
 - Lonsdale Quay Hotel and other accommodations (e.g. B&Bs, hotels located in the District and downtown Vancouver).
 - North Vancouver Multi-cultural Society (e.g. ethnic cuisine events).
 - The Seabus and other transportation providers.
- Explore opportunities to partner with communities that offer complementary products elsewhere in adjacent municipalities, Greater Vancouver and the Sea to Sky Corridor, such as:
 - “Dine-out” with the District of North Vancouver and West Vancouver.
 - “Kavalcade” event with ethnic operators from the City and ethnic cultural centres located in Vancouver (e.g. Italian Cultural Centre, Chinese Cultural Centre, etc.). Cultural centres and ethnic operators could potentially offer tastings of ethnic cuisine, dance demonstrations, traditional dress “fashion shows”, etc.
- Identify a budget for implementing the plan, and potential funding sources (cooperative funding, UBCM Tourism Program, other government grant programs).

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver’s North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Other key tourism organizations 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ Modest resources from key tourism organizations
--	--	--

Strategy 13. Create a product enhancement/development plan for outdoor recreation and ecotourism.

Actions

- Identify potential partners/catalysts who are willing to be active participants in the development of outdoor recreation and ecotourism products.
- Collectively enhance existing and develop new outdoor recreation and ecotourism products, support services and infrastructure.

Existing Product/Services	Potential Product and Services	Potential Markets	Key Partners/Catalysts
<ul style="list-style-type: none"> ○ An estimated 40 parks, including Waterfront Park, and Mahon Park ○ King's Mill Walk ○ Trans Canada Trail ○ Green Necklace ○ Ravine Trail ○ Upper Levels Trail ○ Park and Tilford Gardens ○ Chiba Gardens ○ Lower Lonsdale Community Gardens ○ Bike rental shops 	<ul style="list-style-type: none"> ○ Support services for the cycling and mountain biking industry, such as: <ul style="list-style-type: none"> ○ Bike racks ○ Bike rental shops and maintenance services ○ Cycling related festivals and events ○ Comprehensive trail network linked with adjacent municipalities ○ Walking, road cycling, in-line skating tours ○ Garden tours and events (e.g. competitions) ○ Outdoor recreation festivals and events ○ Packaging ○ 4-season products 	<ul style="list-style-type: none"> ○ VFR ○ Lower Mainland Day-trip Market ○ "Get-away" Market ○ "Vancouver Visitors" market ○ Grouse Mountain and Capilano Suspension Bridge market ○ Pre/post conference and 2010 Markets 	<ul style="list-style-type: none"> ○ City of North Vancouver ○ North Vancouver Recreation Commission ○ District of North Vancouver ○ North Shore Walks ○ Mountain Biking Association of BC ○ Garden Inspired Tourism ○ Individual operators / businesses

- Continue to support efforts to further develop the North Shore Spirit Trail, a 35 kilometre walking and cycling trail that will connect the North Shore communities from Deep Cove to Horseshoe Bay.
- Feature and market "iconic" attractions or products on the city's trail system – potential "hooks" that will draw visitors to the "travel" the trails, such as:
 - Waterfront Park.
 - The "lost" community of Moodyville.
 - Lonsdale Quay Market.
 - Food and beverage services.
 - Attractive viewscapes.
- Package and coordinate marketing efforts with complementary products and services within the city, and in other jurisdictions, such as:
 - Walking tours and events with North Shore Walks.
 - Garden circle tours (day trips and packaged getaways) with Vancouver, the District and West Vancouver (note: Garden Inspired Tourism is an organization that facilitates the development and promotion of BC as a globally recognized garden interest destination).
 - Garden/flower/plant competitions with participants from other jurisdictions.
 - Road cycling and in-line skating tours and events with the District and West Vancouver.
 - Food and beverage services.
 - Accommodation providers.
 - The Seabus and transportation providers.

- Identify a budget for implementing the plan, and potential funding sources (cooperative funding, UBCM Tourism Program, other government grant programs).

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Other key tourism organizations 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Modest additional resources required from key tourism organizations

Strategy 14. Develop an Accommodation Strategy to increase and enhance accommodation throughout the city.

Actions

- Examine specific trends and influences in the accommodation sector world-wide, in the Pacific Northwest and specifically in Greater Vancouver.
- Assess existing and proposed supply to determine whether it meets the needs of current visitor markets, and potential visitor markets in terms of quantity, quality and type of accommodation.
- Investigate opportunities and make recommendations on an appropriate mix of accommodation products (e.g. hotels, B&Bs, hostel and other budget accommodations) that will provide a well-balanced sector in the community and which can be supported by the marketplace over the long-term.
- Assess appropriate geographic locations within the city that would best support the targeted mix of providers and how they will be integrated.
- Develop a strategy for attracting suitable accommodation providers/investors.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ Manager, Economic Development ▪ Community Development Department 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal C-2. Package existing and new tourism products

Strategy 15. Coordinate tourism packages for tourism products identified under Goal C-1 with target marketing strategies.

Actions

- Coordinate tourism packages that feature the unique assets/products of the area and that respond to market demand. Ensure these packages are consistent with the new logo and tag line, "Vancouver's North Shore Where Nature Lives".
- Coordinate target marketing strategies defined under "Markets and Marketing".

Responsibility/Partnerships <ul style="list-style-type: none"> Vancouver's North Shore Tourist Association (VNSTA) North Vancouver Chamber of Commerce 	Priority & Timing <ul style="list-style-type: none"> High priority, ongoing 	Resources <ul style="list-style-type: none"> Additional resources required from key tourism organizations
---	---	---

Goal C-3. Increase knowledge among local tourism operators with regard to product development, packaging, and marketing

Strategy 16. Promote tools, workshops and programs that enhance education and knowledge among local tourism operators and businesses with regard to tourism business start-up, development and marketing.

Actions

- Identify and collaborate with key industry organizations that offer *existing* tools, workshops and programs to tourism operators and businesses, including Tourism BC, Vancouver, Coast and Mountains, Capilano College, and Small Business BC.
- Assess education/training gaps in existing tools, workshops and programs.
- Develop *new* educational and knowledge based tools, workshops and programs for tourism operators and businesses to address gaps. Examples of existing and potential tools, workshops and programs are provided in the following table.

Tools, Workshops and/or Programs	Lead Organization	Focus / Mandate
Existing Tools, Workshops and/or Programs		
Tourism Essentials Workshop	Tourism BC	Provides tourism operators with valuable information on key aspects of running a successful tourism business
Partners Plus	Tourism BC; Vancouver, Coast and Mountains	Provides opportunities to take regionally focused initiatives beyond short-haul markets
Tourism Partners Program	Tourism BC; Vancouver, Coast and Mountains	Offers opportunities for tourism businesses to gain exposure through cooperative marketing programs conducted by regional DMOs in partnership with Tourism BC
Research Services	Tourism BC	Provides research publications on various aspects of the tourism industry, including tourism indicators, year in review, tourism outlook, regional and product profiles, and activity/sector based studies
SuperHost	Tourism BC and North Vancouver Chamber of Commerce	One-day workshop that teaches frontline employees the skills and techniques that comprise the basics of service professionalism
Tourism and Outdoor Recreation Program	Capilano College	Diploma, certification and industry programs that provide training in tourism and outdoor recreation planning, management, development

A Guide for Tourism Business Entrepreneurs	Small Business BC	A resource guide providing information on business start-up, development and marketing for tourism operations
Private Tourism Educators/Trainers	Private Organizations (e.g. Rick Davies & Associates)	Workshops that teach tourism operators and organizations leadership, management and customer service skills

Potential Tools, Workshops and/or Programs

Tourism Development Workshop Series	North Vancouver Chamber of Commerce	Potential focus on business start-up and development for tourism related operations
Tourism Marketing Workshops Series	North Vancouver Chamber of Commerce	Potential focus on marketing and developing partnerships for tourism related operations
Tourism Business Plan Template	North Vancouver Chamber of Commerce	A business plan template providing information on business start-up, development and marketing tailored specifically for tourism businesses operating in North Vancouver

Responsibility/Partnerships <ul style="list-style-type: none"> Vancouver's North Shore Tourist Association (VNSTA) North Vancouver Chamber of Commerce Other key tourism organizations 	Priority & Timing <ul style="list-style-type: none"> Lower priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> No additional resources required
--	---	---

D. Transportation and Tourism-Related Infrastructure

Goal D-1. Develop high-quality transportation services that will efficiently, safely and comfortably transport visitors to and within the City of North Vancouver and develop effective way-finding signage to complement transportation services

Strategy 17. Enhance the Lonsdale SeaBus Terminal and Bus Loop.

Actions

- Collectively, with TransLink, the District, and other key stakeholder groups conduct research on visitor and resident oriented ferry systems within other global tourism destinations, such as Sydney, Australia; Hong Kong (Star Ferry); Washington State, US, etc.
- Collaborate with TransLink, the District, and other key stakeholder groups to re-furbish the Lonsdale SeaBus Terminal and Bus Loop. This could involve obtaining support from key government authorities and secure funding to re-furbish the Lonsdale SeaBus Terminal and Bus Loop in preparation for the 2010 Games.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Community Development Department ▪ Engineering Department ▪ TransLink ▪ Key tourism organizations 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
---	--	---

Strategy 18. Create an effective “way-finding” signage program that ties in with the “Vancouver’s North Shore Where Nature Lives” new logo and tag line.

Actions

- Identify the location of current signage for transportation routes, tourism attractions, tourism services, businesses, and scenic view points.
- Identify key locations for new signs, in coordination with travel routes, tourism clusters and signature tourism products identified through C: Product Enhancement, Development and Packaging.
- Obtain necessary municipal support for adding more signage, based on evaluation criteria for new signage.
- Prepare standardized specs for signs, using the design features of the “Vancouver’s North Shore Where Nature Lives” new logo and tag line.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Manager, Economic Development ▪ Engineering Department ▪ Key tourism organizations 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ Modest additional resources required
---	--	---

Strategy 19. Develop new transportation services.

Actions

- Develop new transportation services and products, such as:
 - Lonsdale Street Car.
 - Harbour taxi to/from downtown Vancouver.
 - Direct transit bus route during the spring/summer months to key attractions (e.g. possibly using a heritage trolley vehicle).
- Explore a potential partnership with North Shore Transit to expand bus transportation services within the city.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Community Development Department ▪ Engineering Department ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ Lower priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ No additional resources required

Goal D-2. Develop high-quality and readily accessible visitor information services that provide information on the full range of tourism opportunities that are available within the City of North Vancouver

Strategy 20. Improve visitor information services at the Lonsdale Quay gateway to/from the city.

Actions

- Add a new VIC and/or relocate the PGE-Lonsdale VIC to the Lonsdale Quay gateway to/from the city.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ North Vancouver Chamber of Commerce ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ Some additional resources required from these organizations

Strategy 21. Enhance the distribution of tourism literature and information in strategic locations.

Actions

- Identify locations for information kiosks / booths and/or tourism literature and information within and surrounding the city, such as:
 - BC Ferries Horseshoe Bay Terminal.
 - BC Ferries Departure Bay Terminal (Nanaimo).
 - Downtown Vancouver Seabus Terminal.
 - Second Narrows "Gateway".
 - Tourism Vancouver VIC.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ High priority, to commence in the short-term 	<ul style="list-style-type: none"> ▪ Modest resources required from these organizations

Strategy 22. Physically enhance and improve existing Visitor Information Centres

Actions

- Provide leadership and support for physical improvements to existing Visitor Information Centres, including:
 - Building upgrades.
 - Professional landscaping.
 - Way finding signage that ties in with the “Vancouver’s North Shore Where Nature Lives” logo and tag line.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ North Vancouver Chamber of Commerce ▪ Vancouver’s North Shore Tourist Association (VNSTA) 	<ul style="list-style-type: none"> ▪ Medium priority, to commence in the longer-term 	<ul style="list-style-type: none"> ▪ Modest resources required from these organizations

E. 2010 Winter Olympic and Paralympic Games

Goal E-1. Develop and implement tourism initiatives that capitalize on the 2010 Winter Olympic and Paralympic Games – prior to, during and following the Games

Strategy 23. Develop a collective vision on how to capitalize on the 2010 Games.

Actions

- Conduct a regional workshop where lead tourism agencies from the City, District, and potentially West Vancouver, develop a vision on how to capitalize on the 2010 Games and strategies to achieve this vision.
- Jointly establish roles, responsibilities and resources required for implementing strategies to achieve the vision.
- Continue to participate and collaborate in the “Spirit of BC – North Shore” initiative.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Spirit of BC - North Shore Committee ▪ Manager, Economic Development ▪ Vancouver’s North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Other key tourism organizations 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 24. Increase awareness of North Vancouver to the media and the travel trade in preparation for the 2010 Games.

Actions

- Develop marketing and communication strategies and activities to increase the awareness of the city and district to the media and the travel trade in preparation for the 2010 Games, such as:
 - “Exposure” stories, articles, events that showcase North Vancouver’s unique lifestyle and assets of North Vancouver.
 - Familiarization (“fam”) tours featuring signature attractions in the city and district.

The DMO should lead these types of strategies, and the strategies and activities should be multi-year (e.g. 2008 – 2013).

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Spirit of BC - North Shore Committee ▪ Manager, Economic Development ▪ Vancouver’s North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 25. Secure the right to use the Lower Lonsdale waterfront as an Olympic site.

Actions

- Continue work and collaboration with VANOC to use the Lower Lonsdale waterfront area as a medal presentation, broadcast and/or staging site for the 2010 Games.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 26. Encourage new accommodation services to support overnight visitor requirements for the 2010 Games.

Actions

- Continue to support the development of new hotel properties within the city, in particular at the Versatile Shipyard area and the Harbourside Business Park.
- Explore the possibility with VANOC and Tourism BC of a "North Vancouver Olympic Hosting Program" where local resident volunteers "billet" or host (for a fee) visitors over the duration of the 2010 Games.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Vancouver's North Shore Tourist Association (VNSTA) ▪ Manager, Economic Development ▪ Community Development Department ▪ Spirit of BC - North Shore Committee 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 27. Explore opportunities to partner with regional and provincial tourism organizations with 2010 Games related mandates and initiatives.

Actions

- Explore opportunities available through 2010 Legacies Now, such as:
 - Arts Build Community Programs (e.g. Celebrations Workshop, Creative Communities program, etc).
 - Measuring Up: Communities of Accessibilities Program.

Responsibility/Partnerships	Priority & Timing	Resources
<ul style="list-style-type: none"> ▪ Spirit of BC - North Shore Committee ▪ Office of Cultural Affairs ▪ Manager, Economic Development 	<ul style="list-style-type: none"> ▪ High priority, ongoing 	<ul style="list-style-type: none"> ▪ No additional resources required

Strategy 28. Explore opportunities with other “Sea to Sky” communities to develop tourism products and initiatives related to the 2010 Games.

Actions

- Explore opportunities with the District, West Vancouver, Squamish and Whistler related to the 2010 Games.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver’s North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Spirit of BC - North Shore Committee ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Medium priority, to commence in the short-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

Strategy 29. Showcase the 2010 Games at suitable North Vancouver theatre venues.

Actions

- Host “video events” (for a small fee) that provide live coverage of the 2010 Games competitions at theatre venues within North Vancouver, including:
 - Centennial Theatre.
 - Capilano College Theatre.
- Implement the video event with creative support services and events, such as:
 - Food and beverage (potentially ethnic foods that corresponds with the countries participating in competition shown).
 - Transportation.
 - Entertainment (e.g. Olympic related prizes).
- Explore opportunities with local media and local businesses to sponsor these live video events.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Spirit of BC - North Shore Committee ▪ North Vancouver Chamber of Commerce ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ Lower priority, to commence in the longer-term 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
---	---	---

Strategy 30. Strategy: Promote the “Olympic and/or Paralympic legacies” aspect of the City.

Actions

- Promote tourism products, facilities and services in the City that were used in relation to the 2010 Games as possessing “Olympic and /or Paralympic legacies”. For example:
 - The Pier if used as a medal presentation site.
 - Centennial Theatre if used as a live video venue to showcase the 2010 Games.
- Develop marketing and communication strategies and activities to increase the awareness about the city and district to the media and the travel trade in post 2010 Games, such as:
 - “Legacy” stories, articles, events (e.g. plays and puppet theatre) that showcase North Vancouver’s involvement in the 2010 Games.
 - Familiarization (“fam”) tours of 2010 Game attractions in the city and district.

Responsibility/Partnerships <ul style="list-style-type: none"> ▪ Vancouver’s North Shore Tourist Association (VNSTA) ▪ North Vancouver Chamber of Commerce ▪ Manager, Economic Development 	Priority & Timing <ul style="list-style-type: none"> ▪ High priority, ongoing 	Resources <ul style="list-style-type: none"> ▪ No additional resources required
--	---	---

7. IMPLEMENTATION AND PERFORMANCE MONITORING

The Economic Development Strategy will be implemented through annual work plans prepared by the Manager, Economic Development and approved by City Council. These work plans will set out the initiatives to be undertaken in the coming year, the resources allocated to each initiative, and the partner organizations that will participate in implementation.

The annual work plans will be developed to take account of City priorities, available resources, and key business issues that may arise that have not been anticipated by this Strategy. For annual work plans in years subsequent to the first year, a summary will be provided of the results of prior initiatives. This will serve as a means of monitoring the successful implementation of the work plans. Wherever possible, staff will also undertake studies to measure the economic impact of specific annual work plan initiatives.

Implementation of the Economic Development Strategy can also be measured in part through the strategies that align with the City's Targets, Indicators and Monitoring System (TIMS). TIMS is a series of measurements used to track the City's progress in implementing the Official Community Plan. For example, the expansion of office space in the Lonsdale Regional Town Centre is a TIMS indicator that aligns with Strategy 29, which targets office development.

7.1. Prioritized Summary of Economic Development Strategies

The economic development strategies that were discussed in Chapter 5 are summarized below. They are listed in order of priority (high, medium, lower) and then by timing (ongoing, short term, longer term).

It must be emphasized that, by virtue of being included in this Strategy, all strategies are important. The use of the high/medium/lower designation indicates that in an environment of limited resources (both financial and human), it may not be possible for the City to undertake all strategies in the specified time. It is therefore necessary to indicate which strategies are most important to meet the City's overall economic development goals. In general, strategies that relate to the entire economy are rated higher than strategies that are targeted at a single sector, while strategies in areas that are under sole municipal authority (e.g. land use regulation) are generally rated higher than areas that are also covered by other governments or organizations (e.g. business assistance for immigrants).

Timing is determined by a variety of factors, including external timelines (e.g. 2010 Olympic Winter Games), the complexity of the initiative, whether work on a particular initiative has already occurred, and limitations in available resources. For example, a high priority initiative can be placed in the "longer-term" category (e.g. business visitation program) because it requires substantial resources and cannot realistically be undertaken while more time-sensitive work relating to the 2010 Olympics is being completed. In summary:

- Ongoing strategies are those that are already in progress, and may continue indefinitely.
- Short-term strategies are expected to be initiated in the next 1-2 years.
- Longer-term strategies are expected to be initiated in the next 2 years or longer, following the completion of earlier strategies.

The suggested priority ranking and timing shown below are based on the best current information at the time of preparing this document, but as noted above, implementation will ultimately be determined through the annual work plans prepared by the Manager, Economic Development and approved by Council.

High Priority Economic Development Strategies

Priority & Timing

High, ongoing	Strategy 7. Establish, with interested municipal and other government partners, joint initiatives for investment attraction marketing and addressing economic development issues of common concern.
High, ongoing	Strategy 11. Use the City's website as an important marketing tool for economic development.
High, ongoing	Strategy 23. Use density bonusing and other land use regulatory tools to encourage developers to provide a range of housing choices.
High, ongoing	Strategy 29. Explore the potential to use density bonusing and other land use regulatory tools to encourage developers to provide more office space.
High, ongoing	Strategy 40. Explore partnership opportunities with the Provincial Government and other regional municipalities at the 2008 Beijing Olympics, 2010 Expo in Shanghai, and 2010 Olympics in Vancouver.
High, ongoing	Strategy 41. Promote the 2010 Commerce Centre to the City's business community as a conduit to Olympic procurement and other business development opportunities.
High, short-term	Strategy 1. The Manager, Economic Development should participate on appropriate City staff committees that review City policies, regulations, and other initiatives to determine how the city's economy may be affected and to identify opportunities to enhance the benefits.
High, short-term	Strategy 2. Adopt a triple bottom line approach to assessing all policy reports going to Council to ensure the economic, social, and environmental implications are fully understood.
High, short-term	Strategy 4. Investigate the creation of an Economic Development Advisory Committee composed of representatives from the local business community, as well as members of the general public.
High, short-term	Strategy 10. Prepare a comprehensive community profile of specific interest to business and keep it regularly updated.
High, short-term	Strategy 12. Develop and maintain a comprehensive City Marketing and Promotion Program.
High, short-term	Strategy 13. Prepare and regularly update stand-alone marketing packages aimed at the recruitment of new residents to the city and North Shore.
High, short-term	Strategy 17. Pursue the adoption of the BizPaL system to simplify the City's regulatory processes.
High, longer-term	Strategy 8. Establish and maintain a business visitation program.

Medium Priority Economic Development Strategies

Priority & Timing

Medium, ongoing	Strategy 3. Communicate the City's planning vision, especially for its commercial and industrial districts, to the local business community.
Medium, ongoing	Strategy 14. Make sure the City is represented at key economic development events such as regional business events, trade shows and conferences.
Medium, ongoing	Strategy 18. Support Capilano College's pursuit of university status.
Medium, ongoing	Strategy 22. For each major shopping district, collaborate with local businesses to develop a plan for activities, events and amenities that will increase business from both visitors and nearby residents.

Priority & Timing

Medium, ongoing	Strategy 25. Coordinate a united coalition of North Shore governments and business and community organizations to approach TransLink to request improved public transportation service.
Medium, ongoing	Strategy 26. Resolve rail/road interface problems to maximize rail efficiency and allow for improved North Shore rail service.
	Resolve rail/road interface problems to maximize rail efficiency and allow for improved North Shore rail service.
Medium, ongoing	Strategy 34. Review the City's filming coordination services and policies.
Medium, ongoing	Strategy 35. Expand location filming in the city along with the expansion of film related business.
Medium, ongoing	Strategy 36. Encourage the expansion of the film industry and new media training facilities and programs at Capilano College.
Medium, ongoing	Strategy 37. Support the efforts of the Port community to gain better service on the North Shore from CN Rail.
Medium, short-term	Strategy 15. Include Lonsdale Energy Corporation as a key selling feature in promotional material.
Medium, short-term	Strategy 30. Maintain industrial land for industrial purposes and support more intense uses of the land.
Medium, short-term	Strategy 33. Develop a marketing campaign targeted at North Shore residents that highlight the advantages to small business of operating in the city.
Medium, longer-term	Strategy 9. Produce an Annual Report on the state of the city's economy, to be released at an annual half day "Economic Development Forum".
Medium, longer-term	Strategy 16. Undertake a comprehensive review of City regulations related to business and development.
Medium, longer-term	Strategy 32. Host a Small Business Forum to highlight the advantages of operating in the city, and invite entrepreneurs and business owners who reside on the North Shore.

Lower Priority Economic Development Strategies

Priority & Timing

Lower, ongoing	Strategy 19. Pursue a satellite campus of Capilano College in Lower Lonsdale.
Lower, ongoing	Strategy 20. Encourage private and non-profit post-secondary schools to locate in the city and build stronger relationships with institutions such as Simon Fraser University, the University of British Columbia, and the British Columbia Institute of Technology (BCIT) Marine Campus.
Lower, ongoing	Strategy 21. Support the economic development and other goals set out in the North Vancouver Cultural Plan.
Lower, ongoing	Strategy 24. Support a safe and secure community through a variety of preventive and anti-crime measures.
Lower, ongoing	Strategy 27. Support those elements of the Pacific Gateway Program that will enhance the efficient movement of goods and people and are compatible with the principles of the Livable Region Strategic Plan.
Lower, short-term	Strategy 5. Develop and maintain regular points of contact for Mayor and Council and the business community.
Lower, short-term	Strategy 28. Ensure the City's Economic Development Office provides policy input to the North Shore Transportation Advisory Committee.

Priority &
Timing

Lower, longer-term	Strategy 31. Work with fibre-optic suppliers and users to identify network deficiencies and to understand and develop the required business case for further investment.
Lower, longer-term	Strategy 38. Ensure immigrants and other new residents interested in establishing businesses or making investments are aware of programs and services that may assist them, as well as business regulations.
Lower, longer-term	Strategy 39. Encourage the participation of the city's ethnic population in business events and organizations.
Lower, long term	Strategy 6. Support the establishment of a regional economic development function to complement the City's economic development function and initiatives.

7.2. Prioritized Summary of Tourism Development Plan Strategies

The Tourism Development Plan strategies from Chapter 6 are summarized below. Similar to the previous section, they are listed in order of priority (high, medium, lower), then by timing (ongoing, 2008, 2009).

As with the Economic Development Strategy, implementation of these strategies will ultimately be determined through the annual work plans created by the Manager, Economic Development.

High Priority Tourism Development Plan Strategies

Priority & Timing

High, ongoing	Strategy 2. Jointly establish and formalize partnerships between key tourism organizations and bodies.
High, ongoing	Strategy 3. Establish a North Shore Tourism Destination Marketing Organization
High, ongoing	Strategy 5. Effectively use the new logo and tagline, "Vancouver's North Shore Where Nature Lives" to increase awareness about the City's tourism assets.
High, ongoing	Strategy 7. Collaborate with relevant DMOs (e.g. Vancouver, Coast and Mountains, Tourism Vancouver, Tourism Squamish, Tourism Association of Vancouver Island, Tourism Nanaimo, etc.) to increase the awareness of the city's tourism products and services to visitor markets.
High, ongoing	Strategy 8. Expand on the North Vancouver Tourism Marketing Plan (developed by the North Vancouver Chamber of Commerce, North Shore tourism Committee).
High, ongoing	Strategy 9. Create a product enhancement/development plan for marine tourism.
High, ongoing	Strategy 15. Coordinate tourism packages for tourism products identified under Goal C-1 with target marketing strategies.
High, ongoing	Strategy 23. Develop a collective vision on how to capitalize on the 2010 Games.
High, ongoing	Strategy 24. Increase awareness of North Vancouver to the media and the travel trade in preparation for the 2010 Games.
High, ongoing	Strategy 25. Secure the right to use the Lower Lonsdale waterfront as an Olympic site.
High, ongoing	Strategy 26. Encourage new accommodation services to support overnight visitor requirements for the 2010 Games.
High, ongoing	Strategy 27. Explore opportunities to partner with regional and provincial tourism organizations with 2010 Games related mandates and initiatives.
High, ongoing	Strategy 30. Strategy: Promote the "Olympic and/or Paralympic legacies" aspect of the City.
High, short-term	Strategy 20. Improve visitor information services at the Lonsdale Quay gateway to/from the city.
High, short-term	Strategy 21. Enhance the distribution of tourism literature and information in strategic locations.

Medium Priority Tourism Development Plan Strategies

Priority & Timing

Medium, ongoing	Strategy 6. Increase knowledge of the City's tourism products and assets among local residents.
-----------------	---

Priority & Timing

Medium, short-term	Strategy 1. Establish an annual leadership forum where the City's lead tourism organizations jointly define and clarify responsibilities and set priorities with regard to tourism development, management and marketing.
Medium, short-term	Strategy 14. Develop an Accommodation Strategy to increase and enhance accommodation throughout the city.
Medium, short-term	Strategy 28. Explore opportunities with other "Sea to Sky" communities to develop tourism products and initiatives related to the 2010 Games.
Medium, longer-term	Strategy 4. Develop an industry-driven code of conduct that sets principles and guidelines for using the City's natural, cultural and heritage assets in a sustainable manner.
Medium, longer-term	Strategy 10. Create a product enhancement/development plan for arts, cultural and heritage tourism.
Medium, longer-term	Strategy 11. Create a product enhancement/development plan for aboriginal tourism.
Medium, longer-term	Strategy 12. Create a product enhancement/development plan for cuisine tourism.
Medium, longer-term	Strategy 13. Create a product enhancement/development plan for outdoor recreation and ecotourism.
Medium, longer-term	Strategy 17. Enhance the Lonsdale SeaBus Terminal and Bus Loop.
Medium, longer-term	Strategy 18. Create an effective "way-finding" signage program that ties in with the "Vancouver's North Shore Where Nature Lives" new logo and tag line.
Medium, longer-term	Strategy 22. Physically enhance and improve existing Visitor Information Centres

Lower Priority Tourism Development Plan Strategies

Priority & Timing

Lower, longer-term	Strategy 16. Promote tools, workshops and programs that enhance education and knowledge among local tourism operators and businesses with regard to tourism business start-up, development and marketing.
Lower, longer-term	Strategy 19. Develop new transportation services
Lower, longer-term	Strategy 29. Showcase the 2010 Games at suitable North Vancouver theatre venues.

APPENDIX A: STEERING COMMITTEE MEMBERS

The members of the Economic Development Strategy Steering Committee gave very generously of their time and insight throughout the process.

Over the roughly eight-month duration of the project, the membership of the committee underwent several changes due to management changes at some of the participating organizations. Each of the individuals listed below contributed to the development of the strategy through attendance at least one steering committee meeting.

- Mr. Doug Ausman, Ratcliff & Company, Lower Lonsdale Business Association
- Mr. Toby Baker, Squamish First Nation
- Ms. Kathleen Campbell, Vancouver's North Shore Hotel Association
- Mr. Paul Dangerfield, Capilano College
- Ms. Margaret Eckenfelder, District of North Vancouver
- Ms. Kathy Ennis, Lonsdale Quay Market
- Mr. Ian Forsyth, North Vancouver Office of Cultural Affairs
- Mr. Bob Glover, City of Burnaby, City of North Vancouver resident
- Ms. Elizabeth Jones, North Shore Multicultural Society
- Mr. Amin Karim, Lonsdale Quay Hotel, Vancouver's North Shore Hotel Association
- Mr. Marten Kruysse, District of North Vancouver
- Mr. Peter Leitch, North Shore Studios
- Mr. Tony Matergio, Vancouver Drydock
- Mr. Gary Mathieson, Lonsdale Quay
- Mr. Ward McAllister, Ledingham McAllister
- Mr. Paul McCann, Trends Electronics
- Ms. Barbara MacClellan, North Shore Volunteer Society, North Shore Community Resources
- Mr. Eric Moeller, Business Objects, City of North Vancouver resident
- Ms. Cheryl Nex, President, Entertainment Partners Canada
- Ms. Lori Phillips, Arts and Culture Commission of North Vancouver
- Mr. Meb Pirani, Vancouver's North Shore Hotel Association
- Mr. John Rice, District of North Vancouver
- Mr. Sam Schechter, Councillor, City of North Vancouver
- Mr. Phillippe Segur, Le Bistro Chez Michel
- Mr. Rick Warren, Capilano Mall
- Ms. Stefanie Weng, Lonsdale Quay
- Ms. Naomi Yamamoto, North Vancouver Chamber of Commerce

In addition, the Committee was chaired by Phil Sanderson, the City's Manager, Economic Development. Staff members Richard White (Director, Community Development), Francis Caouette (Director, Corporate Services), and Janice Irwin (Manager, Financial Services) were also regular contributors to committee discussions. Administrative support for the committee was provided by Lorraine Sym and Yvette Roberts.

APPENDIX B: INDUSTRY FOCUS GROUP PARTICIPANTS

Four industry focus groups were held at the North Vancouver Chamber of Commerce offices on May 30-31, 2007. The key industries addressed in the focus groups were:

- Retail, Wholesale, and Services
- Arts, Culture and Film
- High Technology
- Transportation and Manufacturing

The focus group participants were:

- Mr. Doug Ausman, Ratcliff & Company, Lower Lonsdale Business Association
- Mr. Jim Belsheim, Neptune Terminals
- Mr. Jim Chisholm, Navigata Communications
- Ms. Kathy Ennis, Lonsdale Quay Market
- Ms. Linda Feil, CityScape Gallery
- Ms. Cheryl Fisher, Squamish Nation
- Mr. Bob Glover, City of Burnaby
- Ms. Margo Gram, Centennial Theatre
- Mr. Gordon Hardwick, B.C. Film Commission
- Ms. Elizabeth Jones, North Shore Multicultural Society
- Ms. Clarinda Kung, Ginger Jar Furniture
- Mr. Peter Leitch, North Shore Studios
- Ms. Ursula Mange, Boma Manufacturing
- Ms. Melanie Martin, Suntech Optics
- Mr. Tony Nardi, Neptune Terminals
- Ms. Jennifer Natland, Vancouver Port Authority
- Ms. Cheryl Nex, EP Entertainment Partners Canada
- Ms. Lori Phillips, Arts & Culture Commission of North Vancouver
- Mr. John Rice, District of North Vancouver
- Mr. John Ruthuen, Genscorp
- Mr. Philippe Segur, Le Bistro Chez Michel
- Mr. Rick Warren, Capilano Mall
- Mr. James Wilson, Obsession Cycles
- Ms. Naomi Yamamoto, North Vancouver Chamber of Commerce
- Mr. Max Zahedi, Business Consultant

APPENDIX C: ECONOMIC OVERVIEW DATA

This Appendix provides the detailed statistical data that is used to generate the graphs in the Chapter 3 (Economic Overview).

Population

Census Year	City of North Vancouver	District of North Vancouver	North Vancouver Total	Metro Vancouver	North Vancouver Share of Region
1951	15,687	14,469	30,156	586,172	5.1%
1956	19,951	26,252	46,203	694,425	6.7%
1961	23,656	38,971	62,627	826,798	7.6%
1966	26,851	48,124	74,975	933,091	8.0%
1971	31,847	57,861	89,708	1,082,352	8.3%
1976	31,934	63,471	95,405	1,166,348	8.2%
1981	33,952	64,904	98,856	1,268,183	7.8%
1986	35,698	68,241	103,939	1,380,729	7.5%
1991	38,436	75,157	113,593	1,602,502	7.1%
1996	41,475	80,420	121,895	1,831,665	6.7%
2001	44,092	82,310	126,402	1,986,965	6.4%
2006	45,165	82,562	127,727	2,116,581	6.0%
Avg Growth, 1951-2006	1.9%	3.2%	2.7%	2.4%	

Source: Statistics Canada Census

Population Density

	Population	Land area in sq km	Population density per sq km
Vancouver	578,041	114.713	5,039
North Vancouver City	45,165	11.848	3,812
New Westminster	58,549	15.409	3,800
White Rock	18,755	5.162	3,633
Langley City	23,606	10.223	2,309
Burnaby	202,799	89.118	2,276
Port Coquitlam	52,687	28.848	1,826
Richmond	174,461	128.759	1,355
Surrey	394,976	317.185	1,245
Port Moody	27,512	25.623	1,074
Coquitlam	114,565	121.689	941
Delta	96,723	183.698	527
Lions Bay	1,328	2.551	521
North Vancouver District	82,562	160.67	514
West Vancouver	42,131	87.129	484
Langley Township	93,726	306.926	305
Maple Ridge	68,949	265.789	259
Pitt Meadows	15,623	85.378	183
Belcarra	676	5.457	124
Bowen Island	3,362	49.937	67
Anmore	1,785	27.424	65

Source: Statistics Canada Census, 2006

Population Growth

Census Year	City of North Vancouver	District of North Vancouver	North Vancouver Total	Metro Vancouver
1956	4.9%	12.7%	8.9%	3.4%
1961	3.5%	8.2%	6.3%	3.6%
1966	2.6%	4.3%	3.7%	2.4%
1971	3.5%	3.8%	3.7%	3.0%
1976	0.1%	1.9%	1.2%	1.5%
1981	1.2%	0.4%	0.7%	1.7%
1986	1.0%	1.0%	1.0%	1.7%
1991	1.5%	1.9%	1.8%	3.0%
1996	1.5%	1.4%	1.4%	2.7%
2001	1.2%	0.5%	0.7%	1.6%
2006	0.5%	0.1%	0.2%	1.3%

Note: The percentages shown are the average annual growth rate in the five years between each Census.

Source: Statistics Canada Census

Population Projections

Year	North Vancouver School District*		Metro Vancouver	
	Projected Population	Annual Growth	Projected Population	Annual Growth
2007	137,495	1.1%	2,255,373	1.7%
2008	138,880	1.0%	2,290,568	1.6%
2009	140,254	1.0%	2,325,817	1.5%
2010	141,564	0.9%	2,361,833	1.5%
2011	142,852	0.9%	2,397,466	1.5%
2012	144,173	0.9%	2,434,072	1.5%
2013	145,548	1.0%	2,470,477	1.5%
2014	146,888	0.9%	2,506,254	1.4%
2015	148,185	0.9%	2,541,522	1.4%
2016	149,427	0.8%	2,576,271	1.4%
2017	150,644	0.8%	2,610,677	1.3%
2018	151,798	0.8%	2,644,854	1.3%
2019	152,937	0.8%	2,678,591	1.3%
2020	154,060	0.7%	2,711,859	1.2%
2021	155,160	0.7%	2,744,696	1.2%
2022	156,258	0.7%	2,776,820	1.2%
2023	157,317	0.7%	2,808,217	1.1%
2024	158,361	0.7%	2,838,714	1.1%
2025	159,364	0.6%	2,868,360	1.0%
2026	160,316	0.6%	2,897,192	1.0%
2027	161,228	0.6%	2,925,338	1.0%
2028	162,101	0.5%	2,952,861	0.9%
2029	162,929	0.5%	2,979,681	0.9%
2030	163,707	0.5%	3,005,697	0.9%
2031	164,436	0.4%	3,030,887	0.8%
2032	165,102	0.4%	3,055,097	0.8%
2033	165,718	0.4%	3,078,410	0.8%
2034	166,267	0.3%	3,100,727	0.7%
2035	166,749	0.3%	3,122,038	0.7%
2036	167,180	0.3%	3,142,493	0.7%

*North Vancouver School District is equal to the combined City and District of North Vancouver.

Note: The population figures are based on BC Stats estimates from 2005 or 2006, and therefore do not match either Census figures or the most recent BC Stats population estimates. In any event, the important conclusion from this data is the expected rate of population growth, not the specific population figures in any particular year. SOURCE: BC STATS

Immigration

	Total population*	Non-immigrant population	Immigrant population	Immigrant share of population
Richmond	173,570	71,650	99,660	57.4%
Burnaby	200,855	94,485	102,030	50.8%
Vancouver	571,600	292,760	260,760	45.6%
METRO VANCOUVER	2,097,965	1,227,495	831,265	39.6%
Coquitlam	113,560	66,995	44,755	39.4%
Surrey	392,450	238,620	150,235	38.3%
West Vancouver	41,625	25,190	15,455	37.1%
North Vancouver City	44,860	27,465	16,390	36.5%
New Westminster	57,850	38,630	18,360	31.7%
North Vancouver District	81,910	54,665	25,995	31.7%
Port Moody	27,435	19,125	8,050	29.3%
Port Coquitlam	52,230	36,880	14,750	28.2%
Delta	96,075	68,655	27,020	28.1%
White Rock	18,170	13,550	4,425	24.4%
Pitt Meadows	15,610	12,235	3,240	20.8%
Langley City	23,335	18,865	4,170	17.9%
Maple Ridge	68,160	56,080	11,745	17.2%
Langley Township	93,035	76,480	15,880	17.1%

*Population does not exactly match official Census population figures because this data series is based on the Census "long form" that is completed by only 20% of the population, meaning all figures are estimates.
Source: Statistics Canada Census, 2006

	Population Growth, 2001 to 2006	Residents Immigrated from 2001 to 2006
North Vancouver City	1,073	3,470
North Vancouver District	252	4,075
Metro Vancouver	129,616	151,695

Source: Statistics Canada Census

Place of Birth	City of North Vancouver Immigrants, pre 2001		City of North Vancouver Immigrants, 2001 - 2006	
	Number	Percent	Number	Percent
Europe	5,355	41.4%	675	19.5%
West Central Asia and the Middle East	2,110	16.3%	975	28.1%
Eastern Asia (inc. China)	1,665	12.9%	675	19.5%
Southeast Asia (inc. Philippines)	1,265	9.8%	570	16.4%
Africa	935	7.2%	120	3.5%
United States of America	430	3.3%	95	2.7%
Southern Asia (inc. India)	400	3.1%	60	1.7%
South America	225	1.7%	165	4.8%
Other (inc. Caribbean, Oceania)	315	2.4%	70	2.0%
Central America	205	1.6%	65	1.9%
Total	12,920	100.0%	3,470	100.0%

Source: Statistics Canada Census

Population by Age

	0-14	15-24	25-49	50-64	65+
City of North Vancouver	13.9%	11.8%	42.0%	18.8%	13.5%
District of North Vancouver	18.6%	13.6%	33.5%	20.7%	13.5%
Metro Vancouver	16.3%	13.5%	38.5%	18.8%	12.8%

Source: Statistics Canada Census, 2006

Education Level

	Less than high school	High school only	Trades	College	University
City of North Vancouver	16.1%	24.0%	11.9%	24.7%	23.2%
District of North Vancouver	11.1%	24.2%	9.8%	23.7%	31.3%
West Vancouver	9.6%	22.4%	6.4%	20.1%	41.5%
Metro Vancouver	21.4%	25.2%	10.5%	20.4%	22.5%

Note: Statistics apply to the population aged 20 and above.

Source: Statistics Canada Census, 2001

Percent with Post-Secondary Credentials

Lions Bay	78.2%
Bowen Island	71.8%
West Vancouver	68.0%
Belcarra	67.3%
North Vancouver District	64.7%
North Vancouver City	59.8%
Port Moody	59.6%
White Rock	57.0%
Vancouver	55.8%
Coquitlam	54.7%
METRO VANCOUVER	53.4%
Burnaby	53.3%
Richmond	52.9%
Delta	51.9%
New Westminster	51.9%
Port Coquitlam	50.8%
Anmore	49.2%
Maple Ridge	49.0%
Langley Township	48.8%
Pitt Meadows	47.9%
Surrey	45.7%
Langley City	43.8%

Note: Statistics apply to the population aged 20 and above.

Source: Statistics Canada Census, 2001

Commuting

Commuting from City of North Vancouver (where CNV residents work)		Commuting to City of North Vancouver (where CNV workers live)	
Vancouver	6,695	North Vancouver District	5,910
North Vancouver City (outside of home)	5,545	North Vancouver City (outside of home)	5,545
North Vancouver District	2,600	Vancouver	3,395
CNV home-based	1,900	CNV home-based	1,900
West Vancouver	1,640	Burnaby	1,500
Burnaby	1,400	West Vancouver	1,195
Richmond	615	Surrey	840
New Westminster	215	Coquitlam	740
Capilano Reserve	200	Richmond	430
Electoral Area A (mainly UBC)	195	Port Coquitlam	350
Delta	180	Port Moody	300
Coquitlam	135	New Westminster	285
Langley Township	90	Maple Ridge	280
Seymour Creek Reserve	65	Delta	245
Port Coquitlam	50	Langley Township	190
Squamish	35	Squamish	185
Port Moody	30	Capilano Reserve	110
Maple Ridge	30	Pitt Meadows	75
Langley City	20	Burrard Inlet Reserve	75
Whistler	20	Bowen Island	65
outside Canada	345	Abbotsford	60
No fixed workplace	3,165	Lions Bay	45
		Langley City	35
		Mission	25
		White Rock	25

Source: Statistics Canada Census, 2001

Jobs to Labour Force Ratio

	Jobs*	Employed Residents	Jobs to Employed Residents Ratio
University of BC	15,535	3,580	4.34
Richmond	117,475	79,510	1.48
Burnaby	119,950	92,170	1.30
Vancouver	348,490	279,391	1.25
Langley City	13,455	11,640	1.16
North Vancouver City	26,695	25,040	1.07
New Westminster	28,630	28,510	1.00
Delta	47,625	50,255	0.95
West Vancouver	17,325	19,837	0.87
Langley Township	39,000	45,910	0.85
White Rock	6,070	8,695	0.70
Surrey	115,905	167,815	0.69

	Jobs*	Employed Residents	Jobs to Employed Residents Ratio
Port Coquitlam	17,925	26,875	0.67
Coquitlam	37,465	56,200	0.67
Maple Ridge	19,680	31,310	0.63
North Vancouver District	25,105	44,266	0.57
Electoral Area A (not inc. UBC)	895	1,720	0.52
Pitt Meadows	3,750	7,760	0.48
Port Moody	5,685	12,895	0.44
Anmore	220	740	0.30
Belcarra	75	390	0.19
Lions Bay	150	810	0.19
Total	1,007,105	995,320	1.01

Note: Job numbers include an allocation of employment that has no fixed place of work (prepared by the GVRD).
Source: Statistics Canada Census, 2001; Greater Vancouver Regional District

Development

	Residential	Industrial	Commercial	Institutional & Government	Total
1998	\$28,507	\$770	\$8,408	\$1,614	\$39,299
1999	\$29,437	\$1,891	\$5,110	\$2,327	\$38,765
2000	\$34,870	\$1,496	\$11,399	\$3,882	\$51,647
2001	\$23,260	\$3,743	\$35,594	\$4,013	\$66,610
2002	\$14,807	\$1,945	\$8,144	\$9,726	\$34,622
2003	\$51,396	\$934	\$22,274	\$2,896	\$77,500
2004	\$86,416	\$4,111	\$6,486	\$1,885	\$98,898
2005	\$94,738	\$6,367	\$9,241	\$2,771	\$113,117
2006	\$46,056	\$6,740	\$21,141	\$32,246	\$106,183

Note: Statistics are millions of dollars of building permit values in the City of North Vancouver.
Source: Statistics Canada (compiled by BC Stats)

VISION: TO BE A VIBRANT, DIVERSE, AND HIGHLY
LIVABLE COMMUNITY THAT STRIVES TO BALANCE THE
SOCIAL, ECONOMIC AND ENVIRONMENTAL NEEDS
OF OUR COMMUNITY.



Printed on
Recycled Paper
100% POST CONSUMER RECYCLED FIBRE