

Director	CAO
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<i>COUNCIL AGENDA</i>	
Date: <i>February 19, 2018</i>	Item: <i>11.2</i>



DISTRICT OF WEST VANCOUVER
750 17TH STREET, WEST VANCOUVER BC V7V 3T3

11.2

COUNCIL REPORT

Date:	January 31, 2018
From:	Stephen Mikicich, Manager, Economic Development
Subject:	Economic Development Plan
File:	0010-01

RECOMMENDATION

THAT the report from the Manager, Economic Development titled "Economic Development Plan" dated January 31, 2018 be received for information.

1.0 Purpose

The purpose of this report is to present the Economic Development Plan for Council's information. The Plan documents is attached as Appendix 'A' to this report

The Economic Development Plan describes West Vancouver's resilience challenges, the District's role in local economic development, and the economic partnership model that has supported Plan development, and will be integral to successful implementation.

The Plan puts forward three comprehensive strategies for economic growth and diversification, as described in Parts B, C, and D respectively (see Appendix 'A').

2.0 Legislation/Bylaw/Policy

Under the *Local Government Act* (LGA), a municipality is not required to include economic policies in its Official Community Plan (OCP). However, it may opt to include higher level policy statements in its OCP – for example, to establish broader objectives for the local economy (LGA 474(2)). West Vancouver's current OCP includes such policy directions in the Local Economy section.

The Economic Development Plan is both an input into the current OCP review process, and will complement the OCPs higher-level policy directions for building a more resilient community. The focus of the Economic Development Plan is on local economic growth and diversification. However, as the health of the local economy is very much impacted by the availability of future employment lands, workforce housing, visitor accommodations, etc., the Plan also includes recommendations pertaining to municipal land use policy.

3.0 Background

3.1 Previous Decisions

Not applicable.

3.2 History

The preparation of an Economic Development Plan for the District of West Vancouver was initiated in early 2016, with the creation of a new staff position responsible for local economic development. Work has included nearly two years of research, stakeholder engagement, academic and other working partnerships, and strategy development.

This work represents the first in-depth analysis of local economic conditions in West Vancouver – both the challenges and the opportunities; and the relationship between local economic health and community resilience.

4.0 Analysis

4.1 Discussion

Work over the past two years has clarified the role of municipal economic development in West Vancouver – that is, to grow and diversify the local economy to support existing and future businesses, provide more local employment opportunities, and broaden the municipality's tax base. The primary means to achieving these goals is to shift thinking about West Vancouver's economy from purely serving the needs of local residents (its historic role), to what it takes to build a more vibrant, thriving, and sustainable local economy over the long term.

The framing of West Vancouver's Economic Development Plan has been informed, in part, by updated demographic forecasts and a destination development strategy, both of which were completed in early 2016.

During 2016 and early 2017, additional research was undertaken to delve further into West Vancouver's comparative economic strengths and weaknesses, untapped local opportunities within the region's leading economic sectors, and West Vancouver's potential to become a visitor destination. This work has included original research by District staff and a student intern (summer 2017), and a series of academic partnerships with Canadian and international universities.

Development of this Plan has also engaged West Vancouver's business community, subject matter experts, and various partner agencies. This approach has enabled the District to leverage outside expertise and resources, and build strong working relationships for ongoing Plan implementation.

The Economic Development Plan is founded on three strategies: (1) Visitor Strategy; (2) Commercial Areas Strategy; and (3) Emerging Opportunities Strategy. Individually, these strategies will capitalize on

business opportunities in key economic sectors – be they immediate or short term opportunities, or longer term possibilities. Together, they serve as the framework for economic diversification and resilience-building, including greater collaboration between economic partners, and a more comprehensive approach to community development.

Plan implementation will be led by inter-Divisional staff teams working in partnership with community stakeholders, industry organizations, and other government agencies. This will enable the District to continue to leverage outside expertise and resources; as is already the case with Visitor Strategy, which is supported by Vancouver's North Shore Tourism Association (VNSTA), Destination BC, and Tourism Vancouver, among other destination marketing organizations.

Visitor Strategy

The impetus for developing a Visitor Strategy is to leverage the community's natural and cultural assets to position West Vancouver as a visitor destination.

The goal is to increase visitor spending in West Vancouver both to support existing businesses, and attract new businesses and services that residents would like to see, but do not provide a strong enough local market to support them. Visitors to West Vancouver also support local arts and culture, as well as public recreational facilities and programs – making the delivery of these services more economically viable for local government.

Commercial Areas Strategy

With the absence of industry and large-scale employers in West Vancouver, the local economy largely exists to serve the daily needs of West Vancouver residents. As such, it is physically manifested in five commercial districts of varying size.

This strategy speaks to the need for better definition of the role, function, and scale of West Vancouver's existing commercial areas; and establishing a broader economic and land use hierarchy for West Vancouver. This would provide the appropriate context for understanding future development opportunities in these centres, and considering targeted opportunities to grow the local economy, and to guide municipal land use planning, private development proposals, and public investments in infrastructure within these centres.

Emerging Opportunities Strategy

Future opportunities to grow existing local businesses, support new business start-ups, create local jobs, and expand the non-residential tax base in West Vancouver are very much tied to the regional economy, and growth in key sectors such as technology, film production, green industries, health care, tourism, and related sectors.

Through this strategy, the District hopes to capitalize on regional economic growth to expand and diversify the local economy. However, realizing future opportunities will depend on:

- the availability of land designated for commercial use;
- municipal policies that support commercial and mixed-use development; and
- greater housing options and transportation improvements to support a broader demographic profile and local workforce.

If economic growth is not supported by future land use planning, it will be extremely difficult (if at all possible) for West Vancouver to diversify its local economy beyond serving the daily needs of local residents and attracting a modest visitor market.

4.2 Sustainability

West Vancouver's long-term sustainability is very much tied to its ability to address the chronic stresses of a mature "bedroom" community, including an established land use and development pattern built upon sprawled, automobile-dependent neighbourhoods, an aging population, and a largely (93%) residential tax base. Specific resilience challenges in West Vancouver include:

- Limited housing options for both older and younger households, with residents relocating to other communities in search of more suitable and more affordable housing
- High cost of housing that limits potential newcomers to increasingly those of more affluent households, further increasing land values and reducing the ability of local young adults and families to establish themselves in the community
- Transportation issues including geographic and topographic challenges, limited road access to the North Shore, regional traffic congestion, a major traffic 'pinch point' at the Lions' Gate Bridge, and limited transit service
- Viability of local businesses, given the local demographic profile and spending patterns, high rents and limited leasing opportunities, and difficulty in attracting and retaining staff

The Economic Development Plan provides a road map for diversifying and expanding the local economy to support West Vancouver's transition from a mature bedroom municipality to a resilient community. It also serves as a touchstone for District Council and staff to ensure that District plans and policies support rather than impede local economic activity.

4.3 Public Engagement and Outreach

The Economic Development Plan represents nearly two years of staff work in partnership with the West Vancouver business community, industry organizations (representing the technology, creative, tourism and health care sectors), local and international universities, and local subject matter experts. The products of these initiatives serve as key Plan inputs, and include:

- A master's thesis on economic development in bedroom communities, with a case study of West Vancouver
- Six student team reports from UBC Sauder School of Business and the Global Network for Advanced Management (GNAM) delving into particular economic questions
- An initial framework for the Visitor Strategy, as developed through a student internship

West Vancouver residents have provided input into the Economic Development Plan via public engagement in the OCP review, specifically pertaining to the local economy, and related topics such as land use, housing, and transportation.

The Economic Development Plan will be available on westvancouver.ca, along with relevant background studies and other information. This will provide for informed public engagement on the local economy during the balance of the OCP review; and during implementation of the economic strategies starting in early 2018.

4.4 Other Communication, Consultation, and Research

Not applicable.

5.0 Options

5.1 Recommended Option

THAT the report from the Manager, Economic Development titled "Economic Development Plan" be received for information.

5.2 Considered Options

No other options have been considered.

6.0 Conclusion

The Economic Development Plan presents three comprehensive strategies to support the growth and diversification of West Vancouver's local economy – specifically, to position West Vancouver as a visitor destination, to guide future development in West Vancouver's existing commercial areas, and to identify local opportunities to capitalize on regional economic growth in key sectors.

Staff recommends that the report from the Manager, Economic Development titled "Economic Development Plan" dated January 31, 2018 be received for information.

Author:



Stephen Mikicich, Manager, Economic Development

Appendices:

- A. Economic Development Plan, January 2018

DISTRICT OF WEST VANCOUVER ECONOMIC DEVELOPMENT PLAN

*Unleashing West Vancouver's economic potential
to build a vibrant, resilient community*



westvancouver

January 2018

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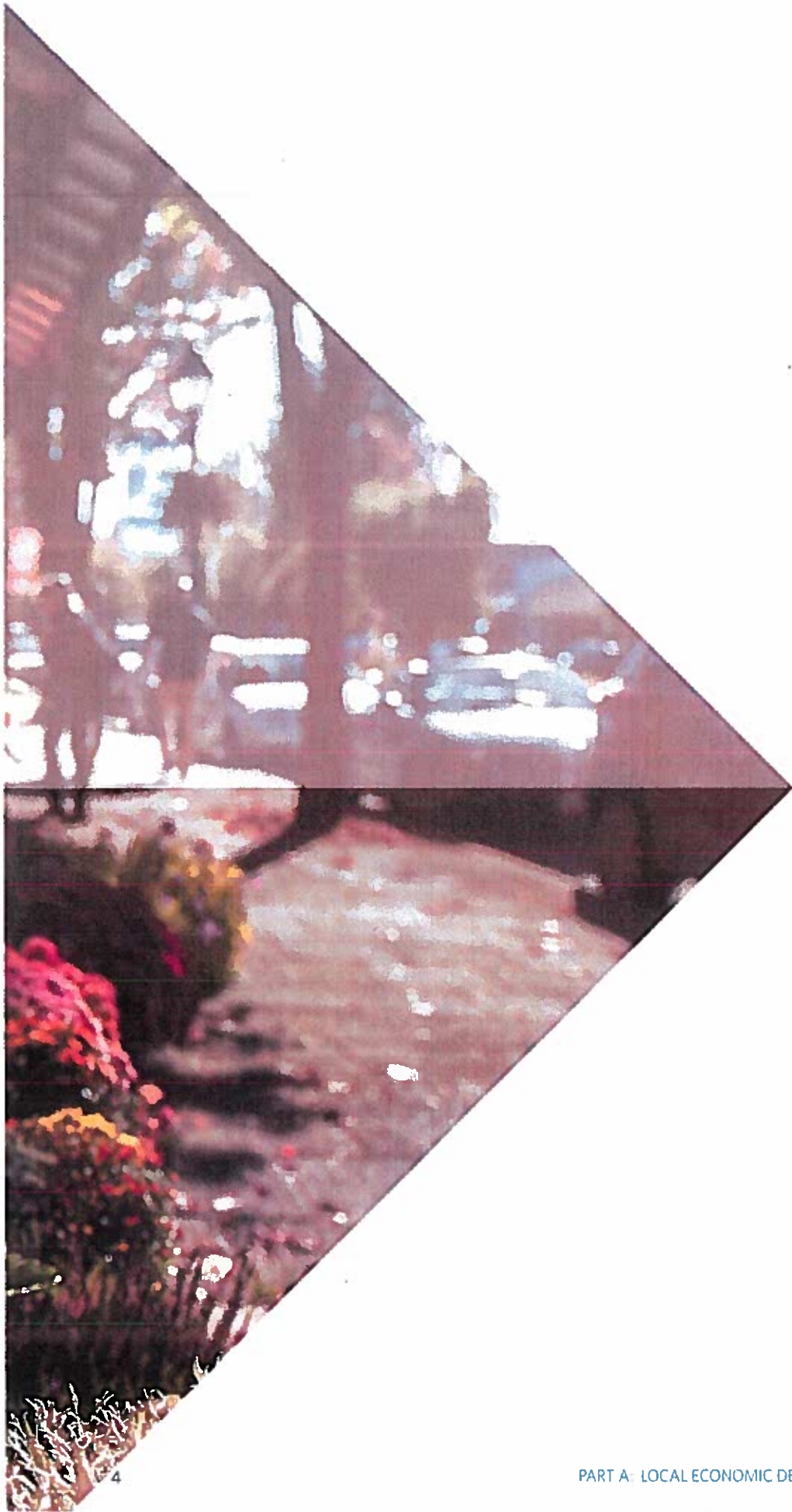
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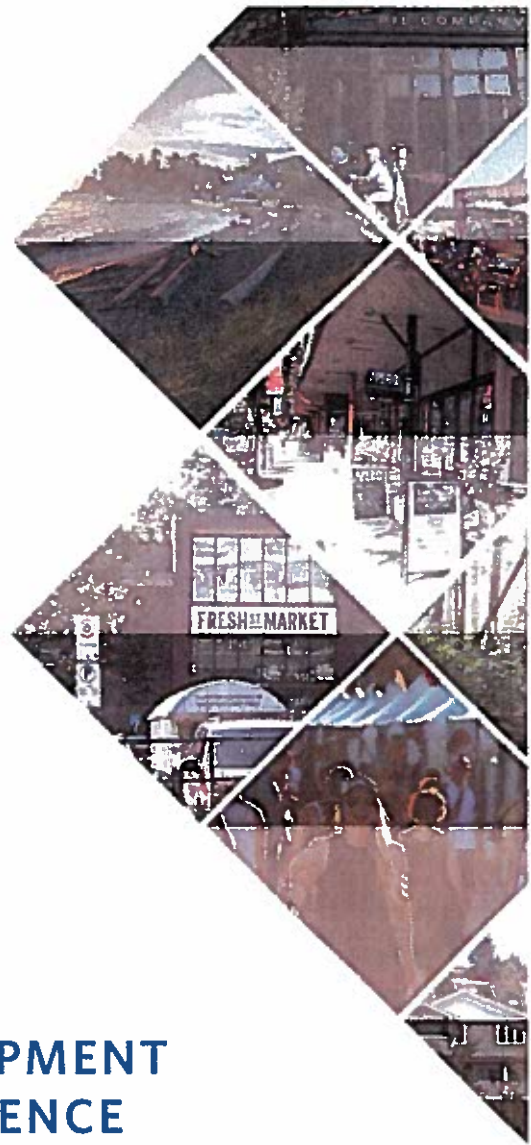
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PART A:
**LOCAL ECONOMIC DEVELOPMENT
AND COMMUNITY RESILIENCE**

1.0 WEST VANCOUVER'S ECONOMIC DEVELOPMENT PLAN

Work on an Economic Development Plan for the District of West Vancouver was initiated in early 2016, with the creation of a new staff position responsible for local economic development. This has included a year and a half of research, stakeholder engagement, and the creation of economic partnerships for plan development and implementation.

The primary objectives of the Economic Development Plan are to:

- support existing West Vancouver businesses by attracting visitor spending at a time when the local population and local market are declining
- create opportunities for new business start-ups
- grow local employment opportunities
- broaden the municipal tax base

The Economic Development Plan provides a road map for diversifying and expanding the local economy to support West Vancouver's transition from a mature bedroom municipality to a resilient community. It also serves as a touchstone for District Council and staff to ensure that District plans and policies support rather than impede local economic activity, and that opportunities to grow and diversify the local economy are fully realized.

Part A of this document speaks to West Vancouver's resilience challenges, the role of municipal economic development, and the District's economic partnership model. The plan's three key strategies for economic diversification are presented in Parts B, C and D respectively.

2.0 TOWARDS A RESILIENT COMMUNITY

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses or acute shocks they experience. West Vancouver's resilience challenges are embedded in the chronic stresses of an aging bedroom community, and include:

- an established land use and development pattern built upon sprawled, automobile-dependent neighbourhoods
- the characteristics of a local economy focused on serving the day-to-day needs of residents
- the absence of a guiding vision and strategic priorities for the future of the community



Specific resilience challenges in West Vancouver include:

- an aging population
- increasingly more complex health and residential care needs of a growing seniors' population
- limited housing options for both older and younger households, with residents relocating to other communities in search of more suitable and more affordable housing
- high cost of housing that limits potential newcomers to increasingly those of more affluent households, further increasing land values and reducing the ability of local young adults and families to establish themselves in the community
- transportation issues including geographic and topographic challenges, limited road access to the North Shore, regional traffic congestion, a major traffic 'pinch point' at the Lions' Gate Bridge, limited transit service, and limited parking in commercial areas
- viability of local businesses, given the local demographic profile and spending patterns, high commercial rents, and difficulty in attracting and retaining staff

3.0 THE ROLE OF MUNICIPAL ECONOMIC DEVELOPMENT

The primary objective for economic development in West Vancouver is to diversify the local economy, and to support the municipality's transition to a resilient community through:

- enhanced economic opportunities for established West Vancouver businesses, and support for new business start-ups in leading sectors of the regional economy
- enhanced offering of local goods and services
- greater employment opportunities for West Vancouver residents
- thoughtful land use change (commercial and residential) to support economic growth and provide greater housing options for a broader population mix

The Economic Development Plan provides a framework for integrating local economic considerations with other District functions and initiatives, and aligns with broader Council priorities related to:

1. Fiscal Sustainability and Municipal Services

- › Key objectives for local economic development in West Vancouver are to support existing businesses and new business start-ups, ensure a future land supply for commercial and employment growth, and expand the non-residential tax base.

2. Official Community Plan Review

- › Building a more sustainable local economy is a key pillar for community resilience, and has implications for future land use planning. Economic development provides critical support for comprehensive community planning, the designation of future employment lands, realizing greater housing diversity, and broadening West Vancouver's demographic profile.

3. Ambleside: Waterfront and Town Centre

- › A key objective of the Economic Development Plan is to ensure that public investment in waterfront enhancements supports the economic viability and vibrancy of the Ambleside Town Centre, and the local commercial districts of Dundarave and Horseshoe Bay.
- › Defining the role and function of the Ambleside Town Centre, and its position within a broader commercial hierarchy is key for defining future land-use requirements and the appropriate scale of new development.

4. Arts, Culture, and Heritage

- ▶ The development of a new Arts and Culture Strategy provides an opportunity to assess the potential of the arts in supporting local economic growth.

5. Traffic and Transportation

- ▶ Establishing clear economic development objectives provides guidance for future public investments in transportation and other municipal infrastructure. This, in turn, supports community planning efforts to provide for greater housing options, densification in designated areas, and future economic growth.

4.0 STRATEGIC FRAMEWORK FOR ECONOMIC DEVELOPMENT

West Vancouver needs to grow and diversify its local economy to support both existing and future businesses, provide local employment opportunities, and broaden its municipal tax base. The means to achieving these goals are to shift thinking about West Vancouver's economy from purely serving the needs of local residents (its historic role), to what it takes to build a more vibrant, thriving, and sustainable local economy over the long term.

The Economic Development Plan is outward-looking; it recognizes that West Vancouver is not a stand-alone community but, rather, part of a larger economic region. Growing and diversifying the local economy means capitalizing on regional economic prosperity and becoming more integrated with the leading economic sectors in the region.

This plan is founded on three strategies: (1) Visitor Strategy, (2) Commercial Areas Strategy, and (3) Emerging Opportunities Strategy. Individually, these strategies will capitalize on business opportunities in key economic sectors—be they immediate or short-term opportunities, or longer-term possibilities. Together, these strategies provide the framework for economic diversification and resilience building, including greater collaboration between economic partners, and a more comprehensive approach to community planning and development.

4.1 Visitor Strategy

The impetus for developing a Visitor Strategy (Part B) is to leverage West Vancouver's natural and cultural assets to position this community as a visitor destination. The goal is to increase visitor spending in West Vancouver both to support existing businesses, and to establish new businesses and services that residents would like to see but do not provide a strong enough local market to attract and sustain them. Visitors to West Vancouver also support local arts and culture, as well as public recreational facilities and programs—making the delivery of these services more economically viable for local government.



The Visitor Strategy outlines specific short, medium, and long-term actions to support and grow a visitor economy in West Vancouver. This includes required investments in promoting West Vancouver as a visitor destination, and creating needed visitor infrastructure. It also defines the District's working partnerships, and identifies required resources and associated time-lines for implementation.

4.2 Commercial Areas Strategy

With the absence of industry and large-scale employers in West Vancouver, the local economy largely exists to serve the daily needs of West Vancouver residents. As such, it is physically manifested in five commercial districts of varying size. Better definition of the role, function and scale of West Vancouver's existing commercial areas, and opportunities to grow the local economy will help to guide municipal land use planning, private development proposals, and public investments in infrastructure. This work is outlined in the Commercial Areas Strategy (Part C).

This strategy also speaks to a broader economic and land-use hierarchy, as the context for understanding future development and place-making opportunities in these centres.

4.3 Emerging Opportunities Strategy

Future opportunities to grow existing local businesses, support new business start-ups, create local jobs, and expand the non-residential tax base in West Vancouver are very much tied to the regional economy, and growth in key sectors such as technology, film production, green industries, health care, tourism, and related sectors.

Through the Emerging Opportunities Strategy (Part D), the District has tried to ascertain West Vancouver's true potential to capitalize on regional economic growth as a diversification strategy for the local economy.

Over the long term, West Vancouver's ability to realize opportunities in these sectors will depend on:

- the availability of land designated for commercial use
- municipal policies that support commercial and mixed-use development
- greater housing options and transportation improvements to support a broader demographic profile and local workforce

The preparation of a new Official Community Plan (OCP) provides the opportunity to frame a guiding vision for West Vancouver as a resilient community, and to define the kind of local economy that is needed to support resilience-building. Ultimately, the community's acceptance of land use change as may be reflected in a new OCP will determine whether these emerging economic opportunities can be harnessed. If economic growth is not supported by future land-use planning, it will be extremely difficult (if at all possible) for West Vancouver to diversify its local economy beyond serving the daily needs of local residents and attracting a modest visitor market.

5.0 RESEARCH AND ANALYSIS

The framing of West Vancouver's Economic Development Plan has been informed, in part, by updated demographic forecasts and a destination development strategy, both of which were completed in early 2016 (see Sections 5.1 and 5.2). Consideration has also been given to the 2016 and 2017 Vital Signs reports on community well-being, prepared by the West Vancouver Community Foundation (Sections 5.3).

During 2016 and early 2017, additional research was undertaken to delve further into West Vancouver's comparative economic strengths and weaknesses, untapped local opportunities within the region's leading economic sectors, and West Vancouver's potential to become a visitor destination. This work has included original research by District staff and a student intern (summer 2017), and a series of academic partnerships with Canadian and international universities, as described below in Sections 5.4 through 5.6.

The findings and recommendations from each of these studies have informed development of the economic strategies outlined in Parts B, C and D.

5.1 Demographic Forecasts

Anecdotally, West Vancouver is experiencing a demographic shift that could be described as a shrinking of the “middle class”, with a growing number of both poorer and wealthier households, which has implications for local spending patterns at both ends of the spectrum. For some households, the cost of housing and other basic living requirements are key determinants of whether they can actually live in West Vancouver—be it remaining in the community after many years of residence, or considering coming to the community in the first place.

There is also disconnect between ‘place of employment’ and ‘place of residence’ in West Vancouver. This is true for both local working-age residents, most of whom work outside of the community; and people who work in West Vancouver but live elsewhere.

In 2015, the District commissioned Urban Futures to prepare updated demographic forecasts for West Vancouver to 2041, related to population, housing, and employment (see summary of key projections in Appendix A)¹. A sampling of findings from the demographic forecasts suggests that:

- West Vancouver’s population is projected to increase from 43,287 residents in 2011 to 53,969 residents by 2041, a 25 per cent increase. This means an additional 10,682 people over 30 years, with an average of 356 people added annually through 2041.
- The retiree segment of the population (those aged 65 and older) is projected to grow by 72 per cent (2011-2041) through the addition of 7,833 residents. This represents almost three-quarters of the growth projected for the population as a whole. In contrast, West Vancouver’s working-age population would grow more slowly between 2011 and 2041, at 16 per cent, while the under-25 population is projected to contract by four per cent.
- The fastest relative growth in housing is expected to be in apartment formats, with the number of these units growing by 72 per cent by 2041. In comparison, the number of attached ground oriented units would expand by 41 per cent, while the number of single detached units would grow by four per cent.
- Employment in West Vancouver is projected to grow by 44 per cent between 2011 and 2041 through the addition of 6,350 jobs, increasing the jobs base from 14,426 today to 20,775 by 2041.
- The need for seniors’ housing in West Vancouver is projected to increase by 70 per cent between 2011 and 2041, going from 759 to 1,292 spaces in supportive and assisted living facilities (533 additional spaces) over this period. This would outpace the projected growth rate of West Vancouver’s total population (25 per cent), its 55-plus population (51 per cent), and the overall projected demand for private housing (28 per cent).
- The largest increase in required employment space in West Vancouver between 2011 and 2041 is expected to be in commercial uses (531,032 net additional square feet), followed by office (290,613 sq. ft.), and then institutional (161,034 sq. ft.).

These forecasts are an important input into the current OCP review; and will be considered in the development of future land use policies and designations. For example, working towards a future jobs-housing balance in West Vancouver (addressing both employment and housing issues) would be a logical strategy for building a more resilient community.

¹ Source: *Demographic, Housing, and Employment Projections for District of West Vancouver: Urban Futures*, October 2015. Note: The year 2041 is the statistical time horizon for Metro Vancouver’s Regional Growth Strategy and for West Vancouver’s OCP review process.



5.2 Vital Signs Reports

In 2016, the West Vancouver Community Foundation published its first Vital Signs report. Vital Signs is a community indicators initiative that uses a wide range of national data and local research to present a comprehensive, reader-friendly look at how our community is faring in key areas, such as health, safety, housing, environment, and diversity.

The Vital Signs Report is an important guide and discussion tool for the community. It provides clarity around demographics, and community assets and issues, and is a key resource for many different groups working for the betterment of our community.

In 2017, the foundation released a follow-up Vital Signs report, which takes a 'deeper dive' into the topic of belonging, through the lenses of diversity and inclusion, and housing choice and attainability. Some key findings point to the severity of housing issues in West Vancouver:

- West Vancouver employers find it increasingly difficult to attract workers due to high housing costs.
- Over half of residents surveyed said they are pessimistic that they will be able to find the right housing in West Vancouver when they move, with affordability being the key issue. This level increases to 60 per cent among those expecting to move within the next five years. Younger residents are less positive, but even over 40% of seniors (65+) are not optimistic.
- Thirty-seven per cent of residents surveyed have family or friends who had to move from West Vancouver due to a lack of housing options.²

Vital Signs will provide further direction and focus for the foundation's funding programs, particularly in support of community initiatives to address these issues.

² Source: West Vancouver's 2017 Vital Signs, page 8

5.3 Competitive Identity, Business Strategy³ and Destination Development⁴

In 2015, the District commissioned Resonance Consultancy to undertake a situational analysis of West Vancouver to determine its place equity⁵ and competitive identity. These aspects are defined by the community's assets and achievements in six core areas:

- People: Demographics, educational attainment, immigration, and diversity
- Prosperity: Employment, income, poverty, and corporations
- Place: Quality of the natural and built environments
- Product: Quality of key institutions, attractions, and infrastructure
- Programming: Quality of arts, dining, culture, events, and entertainment
- Perception/Promotion: Views, attitudes and perceptions of the community as expressed by locals and visitors

Resonance undertook an analysis of West Vancouver's strengths, weaknesses, opportunities, and threats (or "S.W.O.T.")⁶, which identifies the following:

Strengths:

- quality of place, including excellent outdoor recreation, natural landscapes, and public waterfront
- wealthy community that is home to highly-educated residents
- large proportion of skilled professionals
- a higher proportion of residents working in arts, entertainment, and recreation industries

Weaknesses

- limited housing diversity and affordability are a barrier to attracting a younger population
- lack of entertainment opportunities and leisure limit West Vancouver's appeal to visitors and younger people
- lack of hotel accommodation limits tourism potential

Opportunities

- development of signature experiences around natural landscapes, e.g., in the future Cypress Village
- development of new visitor attractions
- enhanced waterfront experience with introduction of art galleries, cafés, and boutiques
- the rising cost of office space in downtown Vancouver may create additional demand for grade 'A' office space in neighbouring municipalities such as West Vancouver
- at the same time, the rising popularity of collaborative work spaces (e.g., as provided by WeWork and Hive) in city centre locations could see similar work spaces created on the North Shore. This would be particularly attractive to local start-up companies and expanding home-based businesses, given the inherent flexibility and lower overhead costs.

Threats

- rapidly aging population is leading to a continual decline in retail spending
- attractiveness (and proximity) of downtown Vancouver for leisure activities
- continued escalation of real estate values, and uncertainty about the development approval process are seen as barriers to more affordable housing

Resonance also developed a positioning strategy for West Vancouver, based on its place equity relative to other Metro Vancouver communities. Taken together, the firm's work has focused on identifying opportunities to

³ District of West Vancouver *Competitive Identity & Business Strategy Situational Analysis*. Resonance Consultancy, 2015

⁴ District of West Vancouver *Destination Development Strategy*. Resonance Consultancy Draft, February 2016

⁵ "Place equity" is a measure developed by Resonance Consultancy to quantify and benchmark the relative quality of place, reputation, and competitive identity of one city to another by analyzing a variety of factors that add to or subtract from the perceived attractiveness of a city or destination.

⁶ A separate SWOT analysis focused on West Vancouver's potential as a visitor destination is described in Part B: Visitor Strategy.

enhance West Vancouver's economic vitality and resilience over the long term.

Key challenges speak to West Vancouver's aging population and high cost of housing, and the need to balance growth pressures and address West Vancouver's 'dormant city' reputation. To mitigate these and other challenges, Resonance recommends that the District focus on attracting:

- Younger Residents—through improved housing choice and affordability
- New Employment and Investment—through provision of additional office space
- More Visitors—to offset declining spending by an aging local population

Resonance proposes a positioning strategy for West Vancouver that builds on its comparative strengths, as illustrated in this vision statement:

"By 2025, Cypress Mountain Village will be a gateway to one of British Columbia's key leisure destinations. Ambleside's Arts District will be a creative incubator that's home to Metro Vancouver's upcoming artists, architects and designers. Start-ups and small, smart companies will have located in Dundarave and Ambleside, attracted by local incentives and the quality of the work environment. There is a ferry service from Ambleside to Vancouver. Preserved nature, vibrant neighbourhoods and creative hubs provide a work/life balance, uniquely West Van."⁷

This vision is supported by a series of key recommendations, which are discussed in Section 13.1.

5.4 Case Study of West Vancouver's Local Economy (December 2016)

In 2016, a graduate student at the University of Waterloo undertook a case study of West Vancouver as part of his master's dissertation on local economic development in bedroom communities⁸. The case study was, in part, directly shaped by District staff, and serves as a foundational work for developing West Vancouver's Economic Development Plan.

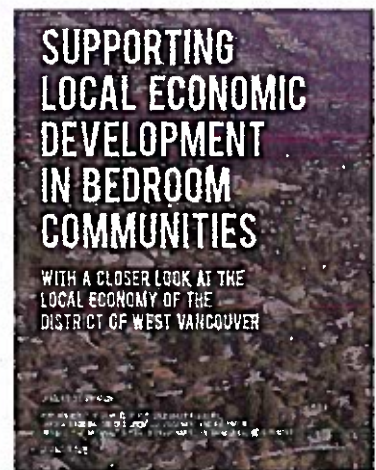
This study defines bedroom communities and their context within metropolitan areas: it identifies the social, economic, and environmental impacts of bedroom communities and evaluates five planning and economic development strategies for supporting local economic development in bedroom communities. The strategies are applied in a case study of West Vancouver to analyze the District's economic policy framework, and to recommend an overall strategy for local economic development that is reflective of the municipality's unique demographic, geographic, and economic contexts.

Study recommendations have in particular helped to inform the Commercial Areas Strategy (Part C).

5.5 UBC Sauder School of Business (Fall 2016)

Through a partnership with UBC Sauder School of Business in 2016, three teams of MBA students were asked to provide guidance to West Vancouver on how to diversify its local economy—with each team responding to a particular challenge, as posed in the following questions:

1. How can West Vancouver businesses capitalize on a growing regional economy, and capture economic opportunities in established and emerging sectors?



⁷ District of West Vancouver Destination Development Strategy, Resonance Consultancy Draft, February 2016, p.18

⁸ Supporting Local Economic Development in Bedroom Communities with a Closer Look at the District of West Vancouver, Graduate Dissertation, Rukshan Henry de Silva MCIIP, RPP, LEED Green Associate. Candidate for Master of Economic Development and Innovation, University of Waterloo, School of Environment, Enterprise and Development (December 2016)



2. What is West Vancouver's potential to become an attractive visitor destination?
3. What is the economic potential of the Ambleside Town Centre, and how can it be fully realized?

This work included site tours of West Vancouver, interviews with local stakeholders, examination of best practices from other communities, facilitated workshops, periodic staff reviews, and final team presentations in December 2016.

5.6 Global Network for Advanced Management (Spring 2017)

By leveraging its relationship with UBC Sauder, the District was able to participate in a further academic partnership with the Global Network for Advanced Management (GNAM), in a course focused on community resilience. West Vancouver provided an excellent case study of a mature bedroom community with resilience challenges resulting from an aging population, small local economy, limited housing options and high housing costs and other chronic stresses.

During Spring 2017, the Manager of Economic Development worked with students in business schools around the world to delve more deeply into the questions presented to UBC Sauder, and the directions recommended by those student teams. This included online presentations in virtual classroom settings, meetings with student teams at UBC, local site tours, and intensive workshops in West Vancouver with local stakeholders, subject matter experts, and staff from various District divisions.

Following the UBC Sauder model, three teams of international students were asked to take on the following challenges related to economic diversification:

- Challenge #1: Develop a detailed concept for a mixed-use technology centre as a component of the future Cypress Village community.
- Challenge #2: Establish a clear vision and objectives for the Ambleside Town Centre as West Vancouver's principal commercial district, employment centre, and visitor destination; and define Ambleside's role in resilience building for West Vancouver
- Challenge #3: Define tourism opportunities for West Vancouver, considering existing public and private assets and attractions, required enhancements to our visitor offerings, and positioning West Vancouver to potential target audiences.

Final presentations were made to District staff and local stakeholders in March 2017. Recommendations by UBC Sauder and GNAM student teams are reflected in the strategies presented in Parts B, C, and D.

6.0 WEST VANCOUVER'S ECONOMIC PARTNERSHIPS

The process of developing West Vancouver's Economic Development Plan has engaged the local business community, subject matter experts, and various partner agencies. This approach has enabled the District to leverage outside expertise and resources, and build strong working relationships for ongoing plan implementation.

The District's economic partners are described below. A fuller discussion on partnership roles and opportunities is provided within the economic strategies described in Parts B through D.

6.1 Local Business Organizations

West Vancouver Chamber of Commerce (The Chamber)

- The Chamber of Commerce is a long-established West Vancouver business voice. It is a membership-based organization providing group benefits, networking and promotional opportunities for its membership, and advocates on behalf of its 4380 members.
- A five-year fee-for-service agreement for the provision of economic development services to the District of West Vancouver will expire in January 2018. With the establishment of a municipal economic development role in 2016, the District is redefining its service needs moving forward, and will be working with the chamber to determine its future role(s) as an economic partner, and possible service provider within the framework of the Economic Development Plan.
- In addition to its traditional member offerings, a potential future role for the chamber may be the provision of services such as training and continuing education for local business operators, succession planning for established businesses, and creating mentorship opportunities for young entrepreneurs. Such services would not fall under the direct purview of local government, but would advance the objectives of the Economic Development Plan; specifically, by supporting the establishment and growth of local businesses.



Ambleside-Dundarave Business Improvement Association (ADBIA)

- The ADBIA administers the Ambleside-Dundarave Business Improvement Area (BIA), and is self-funded through a special tax levy on commercial properties within its geographic boundaries. The BIA bylaw establishes a 10-year mandate commencing January 2016, and maximum funding of \$5.6 million over 10 years⁹.
- The ADBIA supersedes the former Ambleside Business Association (ABA) and Dundarave Business Association (DBA), which disbanded and came together as one new entity in 2015. The ADBIA represents approximately 530 businesses and 165 property owners¹⁰ within these commercial districts.
- The District of West Vancouver has a formal role in BIA operations via:
 - its taxing authority (provision of recoverable grant, and collection of special tax levy)
 - monitoring the work of the ADBIA to ensure that it fulfills its stated purpose and mandate pursuant to the bylaw
 - partnering with the ADBIA on specific initiatives



⁹ \$5.6 million is the maximum cumulative amount of annual BIA budgets over its 10-year mandate.

¹⁰ Note: Some property owners own multiple properties, which accounts for 165 owners and 235 commercial properties (legal parcels) in Ambleside, Dundarave, and Hollyburn that are subject to the BIA levy.

- The ADBIA's primary role is to advance area branding and marketing, place-making, and wayfinding initiatives; to advocate for its members; to engage in municipal planning processes and other District initiatives; and to leverage established community events to support local businesses.

Horseshoe Bay Business Association (HBBA)

- BC Ferries' third largest terminal (after Tsawwassen and Schwartz Bay) is located at Horseshoe Bay. The local business area comprises approximately 35 individual business, largely catering to the travelling public.
- The Horseshoe Bay Business Association (HBBA) is a traditional voluntary, business association representing the Horseshoe Bay Village commercial area. It collects member dues from participating businesses¹¹, but its small size means a very modest operating budget. The association's work is largely carried out by a 'hands on' Board of Directors and local volunteers, and is focused on area branding, local events, and advocacy on behalf of Horseshoe Bay businesses. It is very much a community-based organization and works closely with the Western Residents Association (WRA).

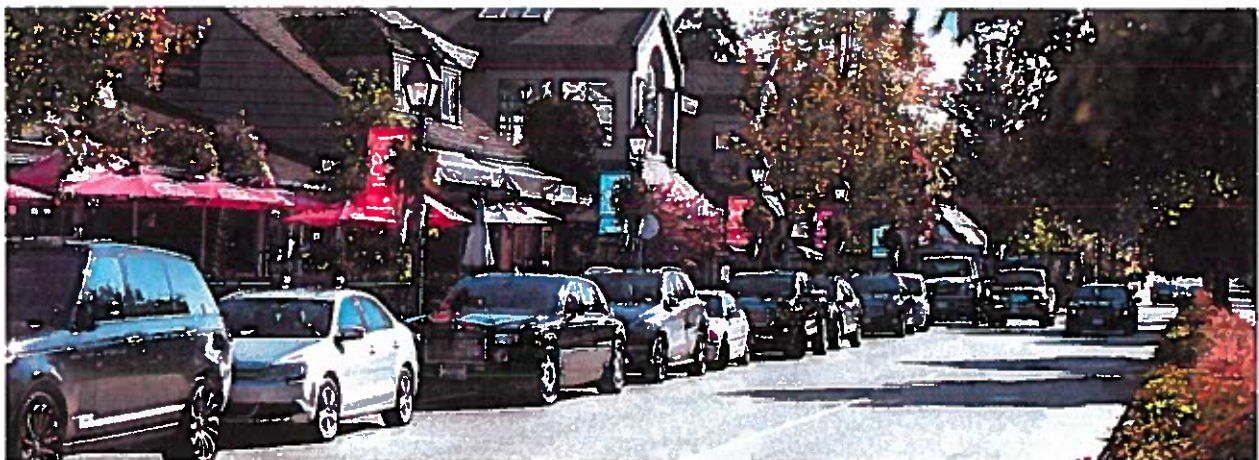


Caulfeild Business Association

- Unlike Horseshoe Bay, which is primarily oriented to visitors, the Caulfeild Village Shopping Centre provides 'one-stop-shopping' for residents of Caulfeild and surrounding areas, with 28 individual businesses anchored by a Safeway grocery store.
- The Caulfeild Business Association is a tenants' association, currently with a member serving on the Board of Directors of the West Vancouver Chamber of Commerce.

Major Businesses

- The relatively small size of West Vancouver's local economy is reflective of the municipality's bedroom community status, and the largely local-serving make-up of West Vancouver businesses. The major exceptions to this are Park Royal Shopping Centre, which is a regional destination and serves a larger market area; and tourism-related businesses such as Cypress Mountain ski resort, and Sewell's Marina.
- A number of West Vancouver businesses have been directly involved in development of the Economic Development Plan—either through the UBC Sauder and GNAM projects or staff-led stakeholder consultations. These businesses represent some of the key economic sectors in West Vancouver including retail, professional services, real estate development, recreation, and tourism.



¹¹ Over 90% of local businesses are members of the local business association.

6.2 Destination Marketing Organizations

Tourism development and marketing in Canada is highly organized, with resources and other supportive infrastructure provided at the federal, provincial, and regional levels. This enables local communities to participate in collective marketing both domestically and abroad. The following tourism development and marketing organizations have been engaged in development of the Visitor Strategy; and their respective partner roles moving forward are described in Part B:

- Destination British Columbia (Destination BC)
- Vancouver's North Shore Tourism Association (VNSTA)
- Tourism Vancouver
- Aboriginal Tourism British Columbia (ATBC)
- Aboriginal Tourism Association of Canada
- Western Canada Mountain Bike Tourism Association

6.3 Industry Partners

The District reached out to subject matter experts from the technology, film, real estate, design, marketing, housing, health care, tourism, and retail sectors during the research phase. This input has been invaluable in framing discussions about West Vancouver's comparative strengths and weaknesses, and its ability to tap into local business opportunities arising from regional growth in these sectors. Many of these experts are local residents or have personal connections to West Vancouver, and were pleased to contribute to the Economic Development Plan.

To ensure that West Vancouver is positioned to benefit from growth in specific business sectors, the District has also reached out to industry organizations such as Creative BC (film, television, music) and Tech BC (technology), as noted in Part D.

7.0 VISION AND LEADERSHIP

Work on an Economic Development Plan for West Vancouver has highlighted the community's resilience challenges, and defined the role of economic development in building a more resilient community. This work has also identified the absence of a compelling future vision for West Vancouver. Effective leadership is fundamental to building and realizing a future vision for West Vancouver as a resilient community.

As suggested in this plan, leadership in diversifying the local economy will come from a partnership between the District of West Vancouver, the local business community, representative agencies from the region's key economic sectors, and senior government. The expectation, however, is that the District of West Vancouver be the lead agency, as many of the plan's objectives are tied to land use planning and development, which are under the jurisdiction of the local government.

Additionally, the Manager, Economic Development must:

- lead and facilitate the strategies identified in this plan
- explore other potential or emerging strategies and opportunities to achieve the District's economic development objectives

8.0 RECOMMENDATIONS

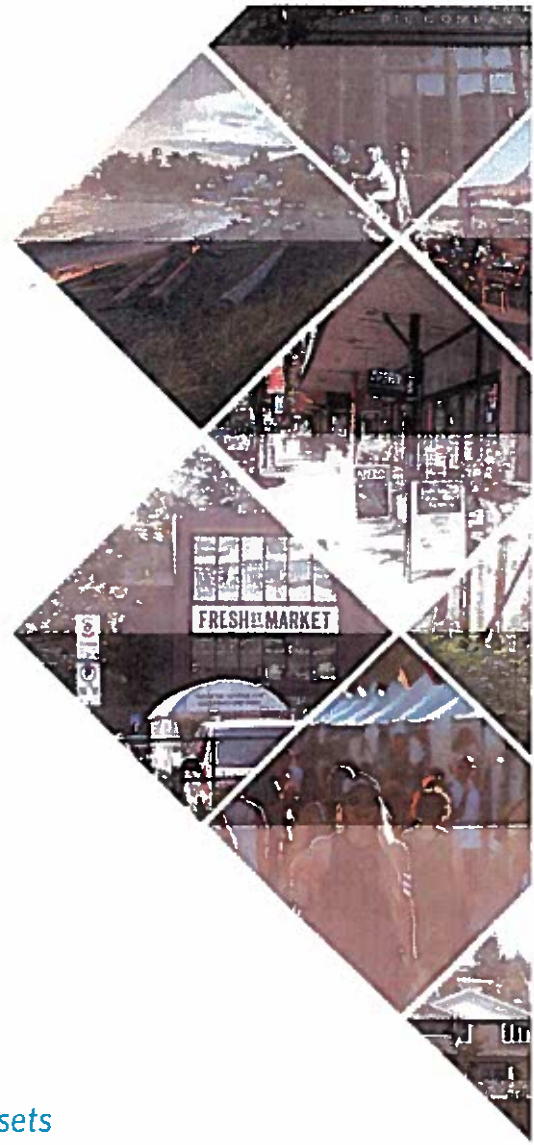
The following recommendations (A-1 through A-5) speak to the broader municipal economic development role in West Vancouver, the nature of economic partnerships the District has established, and the connections between economic growth and diversification to resilience building. Specific recommendations pertaining to the three key economic strategies are provided in Parts B through D. A high-level implementation time-line is included in Part E.

Topic	Recommendations	
Building a Resilient Community	A-1	Develop a new OCP built on a vision of West Vancouver as a resilient community that fully addresses West Vancouver's demographic, social, and economic challenges and opportunities
Integrating Local Economic Considerations into District Operations	A-2	Utilize the Economic Development Plan as a framework for integrating local economic considerations with District services and key initiatives: e.g., OCP review, Waterfront Plan implementation; Ambleside Town Centre Plan; Arts and Culture Strategy; Harmony Arts Festival and other annual events; other opportunities (TBD).
Economic Partnerships	A-3	Support the work of the West Vancouver Chamber of Commerce, the Ambleside-Dundarave Business Improvement Association and the Horseshoe Bay Business Association in strengthening West Vancouver's commercial districts through project partnerships and other opportunities.
	A-4	Continue building and strengthening partnerships with other government and industry organizations to leverage external expertise and resources for plan implementation.
	A-5	Establish a new fee-for-service agreement with the West Vancouver Chamber of Commerce, based on the service needs identified in the Economic Development Plan, the Chamber's ability to deliver such services and available resources.
	A-6	Execute the District's oversight responsibilities with respect to "Ambleside-Dundarave Business Improvement Area Service Bylaw No. 4847, 2015" with respect to granting and taxation.





20



PART B:

VISITOR STRATEGY

Leveraging our Natural and Cultural Assets

9.0 INTRODUCTION

West Vancouver attracts many visitors who are drawn to the community for its natural beauty and scenic vistas, mountain and foreshore experiences, outdoor recreation, arts and culture, excellent public facilities, and local shops and restaurants. However, West Vancouver has never been promoted as a visitor destination, and there is little public awareness about all that West Vancouver has to offer. More importantly, the community has not capitalized on the potential economic benefits from tourism.

Tourism is a clean industry that can be developed in concert with West Vancouver's long-standing community values around the natural environment, at a modest scale appropriate for the community's size and character and in keeping with the capacity of its visitor infrastructure.

The purpose of the Visitor Strategy is to define tourism opportunities for West Vancouver—considering existing public and private assets and attractions, required enhancements to our visitor offerings, and potential visitor markets. It builds on the 2016 Destination Development Strategy (Resonance), and work undertaken by UBC Sauder School of Business, the Global Network for Advanced Management, and a student intern during 2016-2017.

The Visitor Strategy positions West Vancouver as a regional daytrip destination, considers potential target markets, defines the District's tourism partnerships, and outlines required implementation actions, associated time-lines, and resource implications.

10.0 THE VALUE OF TOURISM

Tourism is one of the world's fastest growing economic sectors, and largest employers. Annual global revenues from tourism are expected to reach \$1.6 trillion by the end of 2017 and \$1.9 trillion by the end of 2022, based on annual growth of three per cent. Factors supporting continued growth in tourism include consumer sentiment, per capita incomes and global tourist arrivals. Negative factors impacting global tourism include natural disasters and the price of crude oil.¹²

In British Columbia in 2015, the tourism industry generated \$15.7 billion in revenue, and directly added \$7.4 billion to BC's Gross Domestic Product (GDP)¹³. The same year saw 15.1 million overnight domestic visitors, with expenditures totalling \$5.8 billion; and 4.6 million overnight international visitors, with expenditures totalling \$4.1 billion.

Top activities or visitor attractions vary by visitor residency and include:

- BC residents: beaches, hiking/backpacking, visiting friends/family, camping, parks (national, provincial or nature), boating, wildlife viewing, dining/entertainment, fishing and kayaking
- other Canadians: parks, beaches, hiking/backpacking, museums/art galleries, and historic sites
- US residents: parks, historic sites, zoos/aquariums, museums/art galleries, and downhill skiing/snowboarding
- international travellers: parks (national, provincial or nature), zoos/aquariums, museums/art galleries, historic sites, and festivals/fairs

¹² All statistics on global tourism are from *IBISWorld (August 2016) IBISWorld Industry Report: Global Tourism* retrieved from ibisworld.ca

¹³ All statistics on the tourism industry in British Columbia are sourced from Destination BC

Forty-one per cent of visits to British Columbia were to the Vancouver, coast and mountains region¹⁴, with average stays of 2.8 nights and average spending of \$290 per person. By category, average expenditures breakdowns are as follows:

- food/beverage = 29%
- accommodation = 25%
- private vehicle = 20%
- public/local transportation = 11%
- recreation/entertainment = 8%
- retail/other = 6%

11.0 WEST VANCOUVER'S VISITOR OFFERINGS

West Vancouver is strategically located within two major tourist regions: Metro Vancouver and Sea-to-Sky. It is in close proximity to the major visitor attractions on the North Shore and in the City of Vancouver. West Vancouver offers both urban amenities and active outdoor recreation, with key visitor attractions noted below:

- West Vancouver is home to the third-largest BC Ferries terminal (after Tsawwassen and Schwartz Bay)
- Horseshoe Bay is literally 'mile zero' of the Sea-to-Sky Highway, and a gateway to this important recreation corridor
- Cypress Mountain Resort offers world class skiing, and is internationally known as a 2010 Winter Olympics venue
- Sewell's Marina is nationally-recognized for its environmental sea safaris as a Canadian Signature Experience by Destination Canada¹⁵
- West Vancouver offers numerous parks and beaches, hiking trails, and golfing
- West Vancouver Community Centre is a popular visitor attraction, and continually receives accolades for the quality of its programs and facilities
- the community has a thriving arts and culture scene, and is internationally-recognized for its West Coast Modern architecture
- distinctive shopping areas include: intimate seaside villages at Horseshoe Bay and Dundarave; the Ambleside Town Centre; Caulfeild local shopping centre; and Park Royal regional shopping centre
- West Vancouver is home to the annual Harmony Arts Festival and other community celebrations, and is a sought-after filming location

West Vancouver's current visitor offerings fall under three primary categories as described below in Sections 11.1 through 11.3.

- arts and culture
- outdoor recreation
- retail and dining

¹⁴ The Vancouver Coast and Mountains Tourism Region is a diverse area that includes all or portions of the Metro Vancouver, Fraser Valley, Squamish-Lillooet, and Sunshine Coast Regional Districts

¹⁵ For more information on Canadian Signature Experiences: can-keepexploring.canada.travel



11.1 Arts and Culture

This category includes municipal arts and cultural programs and facilities, private galleries, visual and performing arts, community festivals and special events, and cultural heritage. While many events and programs have a local focus, events such as the Harmony Arts Festival and performances at the Kay Meek Centre attract broader regional and visitor audiences.

West Vancouver is commonly regarded as the ‘birthplace’ of West Coast Modern architecture. This creative legacy is described in the documentary film “Coast Modern”¹⁶, and is documented in many books, magazines and other publications. It may also represent a place-making and branding opportunity for West Vancouver. Examples of other communities that have built upon their architectural pedigree include Oak Park Illinois (Frank Lloyd Wright) and Palm Springs (desert modernists).

The District is currently preparing an Arts and Culture Strategy. A key consideration is the municipality’s capacity to deliver and maintain arts and cultural programs and facilities for local residents, while capitalizing on the potential visitor market to make this financially sustainable over the long term. At the same time, the Economic Development Plan is looking at the arts as a key visitor attraction.

The concept of an arts district in West Vancouver and, specifically in Ambleside, has been promoted for years, most recently in the 2016 Destination Development Strategy (Resonance). In 2017, the ADBIA branded the Ambleside and Dunderave commercial areas as “creative seaside communities”, as part of its place-making strategy.¹⁷

11.2 Nature / Outdoor Recreation

West Vancouver is located at the edge of a large metropolitan region, and is also a gateway to British Columbia’s interior, and the Sea-to-Sky recreational corridor. West Vancouver still has a ‘wild’ character as manifested in its forested mountainside setting, natural streams, wildlife habitat, and extensive rocky coastline. At the same time, it is well served by all urban amenities, and offers panoramic city and water views, making it a highly desirable place to live and visit.

¹⁶ Description of “Coast Modern” documentary from Knowledge Network: “Travelling along the Pacific Northwest coastline from LA to Vancouver, this stunning documentary showcases the pioneers of West Coast Modernist Architecture, and the homes that have become their legacies. The film by Vancouver filmmakers Gavin Frazer and Mike Bernard, traces the Modernist movement from its incarnations in 1922 through to the current day, showing what makes this architectural form so distinct. Coast Modern takes us back to the basics of true living—a sense of place, light and a deep connection to the earth.”

¹⁷ Individual brand identities are: “Ambleside Beach”—focussed on the Town Centre’s connection to the waterfront, and “Dunderave Village”—responding to the more intimate village character of Dunderave.

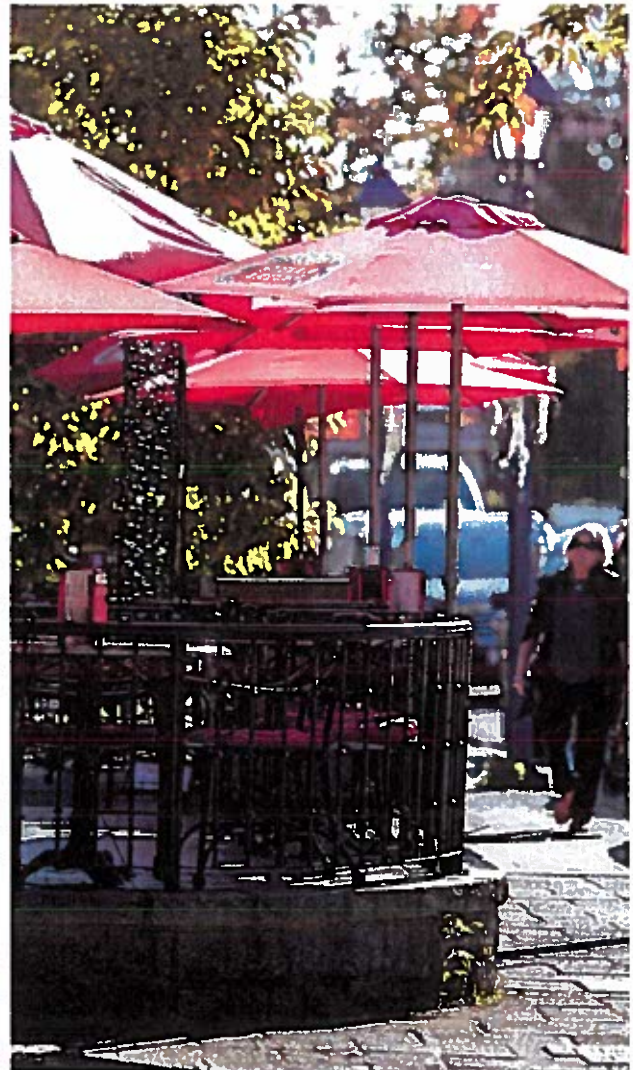
Local residents place a high value on nature, and access to outdoor recreation. Many community stewardship groups volunteer their time to enhance and protect West Vancouver's natural assets, and to use them as an educational platform for environmental awareness. This natural setting is unparalleled in any urban region, and is tremendously attractive to visitors who can access pristine forests and mountain trails only minutes from downtown Vancouver. While recreational opportunities will vary by season and weather conditions, the region's mild climate makes it possible to enjoy the outdoors all year round.

11.3 Retail and Dining

West Vancouver offers a variety of shopping environments—from primarily independent retailers in village-scale shopping areas catering to locals and visitors, to a broad range of chain retailers at Park Royal Shopping Centre.

There are a variety of dining opportunities in West Vancouver, ranging from casual and inexpensive to upscale and specialty. Restaurants and cafés are located in every commercial area, while signature dining experiences include the Beach House in Dundarave (waterfront) and Salmon House on the Hill (mountainside).

As with retail, chain restaurants are concentrated in Park Royal, whereas independent restaurants are found in other commercial areas. Unlike downtown Vancouver or other larger urban centres, West Vancouver does not offer much late night dining or entertainment.



12.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The following is an analysis of West Vancouver's strengths, weaknesses, opportunities, and threats as a potential visitor destination:

12.1 Strengths

West Vancouver's fundamental strength lies in its location and physical attributes. It is situated in one of the safest, most stable, and most desirable parts of world. It is located minutes away from downtown Vancouver and major urban amenities while at the same time being a gateway to the province's rugged hinterland.

- Its natural setting, which is shaped by ocean, mountains, streams and forests, provides amazing recreational opportunities for hiking, skiing and snowboarding, mountain biking, sailing, swimming, fishing, golfing, and passive recreation in a myriad of well-maintained parks.
- West Vancouver has a thriving arts community made up of visual, literary, and performing arts, and citizens involved in all aspects of the creative economy. It has also inspired artists and creative people for generations, and has a cultural pedigree as the birthplace of West Coast Modern architecture.
- West Vancouver is a highly livable community with superior public amenities, and an intimate "small town" character. It offers a variety of retail and personal services and dining experiences in its distinctive commercial districts.

The significance of these particular strengths is noted by Destination BC, which reports the following for visitors to the Vancouver, Coast and Mountains region of British Columbia:

- A visit to a museum or art gallery is the fourth most-popular activity for visitors from the US, and third most popular activity for international visitors.
- Visiting a beach is the fourth most popular activity for BC residents, and second most popular activity for other Canadians.
- For other Canadian visitors, hiking is the third most popular activity.
- For US residents, skiing or snowboarding is the fifth most popular activity.

12.2 Weaknesses

Public Perceptions

- West Vancouver's weaknesses as a potential visitor destination are in some respects tied to public perceptions or misconceptions about the community:
 - ▶ located in the northwest corner of Metro Vancouver, with a largely residential character, West Vancouver is seen as a quiet forested suburb, and perhaps not that interesting for visitors
 - ▶ primary access via the frequently congested Lions' Gate Bridge makes West Vancouver seem a lot further away than it actually is
 - ▶ West Vancouver's status as an affluent community gives the impression that is it only a place for the rich, and perhaps not welcoming to outsiders
- Similarly, the word "tourism" is associated with major vacation destinations, and singular economies that are primarily dependent on tourism.
 - ▶ In the case of West Vancouver, efforts to increase visitor spending are intended to augment rather than drive the local economy, and the potential scale of tourism in West Vancouver is moderated by the small size and residential character of the community, and limited visitor infrastructure.

Lack of Accommodations

- The only formal visitor accommodation in West Vancouver is the 23-room Horseshoe Bay Motel. Like other nearby businesses, the motel benefits directly from proximity to the Horseshoe Bay Ferry Terminal.

- West Vancouver's Zoning Bylaw provides regulations for bed and breakfast (B&B) accommodations, including the requirement for site-specific rezoning. The uncertainty of the rezoning process is very much a disincentive for property owners to pursue a B&B operation. These zoning regulations predate the online marketing of short-term vacation rentals.¹⁸
- West Vancouver's ability to draw visitor spending to the community would be very much enhanced with additional accommodations: specifically, a boutique hotel in the town centre, and short-term vacation rentals and B&Bs elsewhere in the community.

Wayfinding

- Public awareness about "West Vancouver" (or for that matter, "North Vancouver", "East Vancouver", "Vancouver's West Side", the "West End", and "Vancouver Island") is limited outside of the local region, as local place names can be quite confusing to visitors. Wayfinding signage is a critical awareness and directional tool for visitors, particularly those arriving by automobile.
- At the higher level, provincial highway signage in Metro Vancouver directs traffic to and from the US Border, Vancouver International Airport (YVR), BC Ferries' terminals, and the respective city centres in the region. However, when crossing the Lions' Gate Bridge, drivers are immediately shown the way to Whistler via the Upper Levels / Sea-to-Sky Highway, turning much of West Vancouver into a 'bypass community'.
- At the same time, information signs oriented to eastbound traffic on the Upper Levels Highway provide minimal information about local offerings in Caulfield, Dundarave, and Ambleside, and no information about Park Royal. Given insufficient information about local offerings, there is little incentive to exit the highway and visit these centres. The one exception is Horseshoe Bay, where the HBBA successfully lobbied the provincial ministry responsible for highways to secure the maximum number of information icons at highway exits to Horseshoe Bay.
- Effective highway signage is key for promoting visitor attractions in West Vancouver, and in establishing West Vancouver as a "destination". The attraction signs for Horseshoe Bay provide a great example of the required information standards for highway signage.
- At the more local level, the ADBIA has invested in a wayfinding plan for the Ambleside and Dundarave business areas, with signage to be implemented with District support. The key objectives are to better connect local businesses with the public waterfront and park amenities, and to raise public awareness (for both locals and visitors) about the goods and services offered by West Vancouver businesses.
- Over time, a District-wide wayfinding strategy would support West Vancouver's positioning as a visitor destination.

Synergy between Visitor Attractions and Local Businesses

- While individual West Vancouver attractions draw impressive numbers of visitors, there is little synergy between these attractions and potentially benefiting businesses. For example, the Centennial Seawalk attracted an average of 2,521 pedestrians per day during 2016, with monthly numbers of almost 90,000 people in June and July of that year¹⁹. However, local businesses indicate that they see little of this pedestrian traffic in their shops.
- Similarly, visitors are drawn to the Kay Meek Centre, and various District venues and events, but do not necessarily combine those visits with shopping or dining in West Vancouver. Leveraging existing attractions to increase visitor spending in West Vancouver is a key thrust of the Visitor Strategy. Over the long term, coordinated marketing efforts will create the synergies needed to benefit both visitor attractions and local businesses with stronger patronage and increased revenues.

¹⁸ During July 2017, eight West Vancouver properties were marketed online as short-term vacation rentals (per online research)

¹⁹ Source: DWV Parks Culture and Community Services



Public Transit

- While integrated with the regional transit system, Blue Bus service is limited due to West Vancouver's low population density and sprawled development: meaning transit service is infrequent and a potential deterrent for visitors.
- Transit service to visitor attractions such as the Kay Meek Centre, West Vancouver Museum, and Horseshoe Bay is infrequent—whereas there is no public transit to Cypress Mountain. In addition, buses are often full or over-crowded, particularly during peak periods.
- Given limited transit service, the availability of convenient public parking is an important determinant of where visitors will travel to—particularly in West Vancouver's commercial areas.

12.3 Opportunities

The primary objective of the Visitor Strategy is to leverage regional tourism opportunities such as the cruise ship industry, North Shore mountain biking, and the Sea-to-Sky recreational corridor to attract visitor spending to West Vancouver. The Destination Development Strategy (Resonance) and the recommendations of UBC Sauder and GNAM students all point to specific tourism opportunities for West Vancouver, as described below:

Blue Bus

- While transit service to and from West Vancouver has its limitations, one of the defining characteristics of West Vancouver is its distinctive "Blue Bus" fleet. The routing of West Vancouver's major bus routes through downtown Vancouver²⁰ positions the Blue Bus as a potential ambassador or 'billboard' for West Vancouver via bus and transit shelter advertising targeted to tourists visiting the city centre.

Mountain Biking

- Mountain Biking is a "travel motivator" in that visitors travel to a place to go mountain biking, but these visitors are also a captive market for experiencing what else that destination has to offer. According to Destination BC, approximately 258,000 people visited the province in 2014 to go mountain biking.
- The North Shore (particularly North Vancouver) is recognized globally for its mountain bike trails. While there are no sanctioned mountain bike trails in West Vancouver at present, the forthcoming Trails Plan will acknowledge the need for sanctioning of such trails²¹.

²⁰ Most Blue Bus routes travel along West Georgia Street, which is downtown Vancouver's principal east-west thoroughfare.

²¹ The Trails Plan is currently under development, and has not yet been adopted by Council.

Culinary Tourism

- Approximately one-fifth of spending by international travellers in Canada is in the food and beverage category. Culinary tourism is also a priority tourism area for the Government of Canada²².
- A travel activities and motivations survey commissioned by Statistics Canada in 2006 revealed a higher interest in cultural, outdoor, and historical activities by food tourists when compared to their generic tourist counterparts. This suggests that a food tourist is also a cultural tourist, and vice versa—making their potential economic impact even greater for the destination they choose to visit²³. In this sense, West Vancouver's principal visitor offerings can also draw customers to its restaurants and other food retailers.

Cultural Tourism

- The Squamish Nation has a rich artistic tradition, and is home to many renowned artists both in traditional arts such as carving (masks, canoes, welcome figures), painting, jewellery and weaving (wool and cedar), as well as more contemporary arts such as clothing design, ceramics, folk art and modern forms of music. Xwalacktun (Rick Harry) is an internationally-recognized Squamish artist and cultural ambassador, who is best known for his remarkable wood carvings.
- West Vancouver has both inspired and been home to other prominent artists including painters, writers, sculptors, ceramic artists, photographers, performing artists and others. They have included people like BC Binning, Selwyn Pullan, Gordon Smith, Douglas Coupland; Sarah McLachlan, and Barry Downs.
- West Vancouver is recognized as the birthplace of West Coast Modern architecture in Canada. This legacy is celebrated through the Museum's highly regarded exhibits, lectures, publications, and annual Modern Home Tour, and the remaining stock of mid-century houses. Work would be needed to determine the viability of architectural tourism in West Vancouver, or opportunities for unique visitor accommodations—as in Oak Park, Illinois or Palm Springs, California—albeit at a much more modest scale.
- The District is currently participating in the North Shore Cultural Mapping Project, which is being led by the North Vancouver Community Arts Council. When completed (anticipated Spring 2020), this tool will serve as an information portal for North Shore arts and cultural facilities and programs, and a tremendous support for place-making and destination development.
- A signature event in West Vancouver is the annual Harmony Arts Festival, a unique 10-day festival held in mid-summer on the Ambleside waterfront.



22 Innovation, Science and Economic Development Canada, 2017

23 Source: *The Rise of Food Tourism: Special Report*. Skift. 2015. Retrieved from festivalsandeventsonario.ca/wp/wp-content/uploads/2015/02/OCTA-Skift-The-Rise-of-Culinary-Tourism-2.pdf

Indigenous Tourism

- In 2016, UBC Sauder students identified unmet demand for authentic indigenous tourism experiences, which are especially attractive to international visitors²⁴. At the present time there is no central destination in Metro Vancouver where visitors can learn about BC's First Nations, which presents an opportunity for West Vancouver.
- According to Destination BC, one in four visitors to British Columbia seek out an indigenous cultural experience during their stay, making this the fastest growing segment of provincial tourism.
- The number of overnight visits to British Columbia, which included some form of indigenous cultural tourism, increased by an estimated 97 per cent between 2006 and 2010 to approximately 3.7 million visits, almost double the number from 2006²⁵.
- Growth has been most pronounced within the Canadian market, which in 2010 accounted for 1.98 million overnight visits to British Columbia with an indigenous cultural tourism component (up from 962,000 in 2006) or 106 per cent over four years.
- According to the Aboriginal Tourism Association of British Columbia (AtBC), which leads the development and marketing of this tourism sector in the province, visitor spending on Indigenous tourism totaled \$42 million in 2011, up from \$20 million in 2006²⁶.

Other Opportunities

- Realizing a boutique hotel in Ambleside would provide economic spinoffs for local businesses²⁷, and would capitalize on public investment in the waterfront, municipal parks, cultural facilities, and community events²⁸.
- West Vancouver is a seniors'-friendly community²⁹ that could be promoted as an attractive visitor destination within the seniors' tourism market.
- Over the longer term, development of the future Cypress Village may create opportunities for additional visitor attractions and accommodations, in addition to new employment and housing options.

12.4 Threats

Regional Competition

- Threats to developing West Vancouver as a local visitor destination lie in competition from established North Shore attractions such as Grouse Mountain resort and Capilano Suspension Bridge, which draw large numbers of visitors. There is also regional competition between the North Shore and other Sea-to-Sky communities, i.e., Whistler and Squamish, and communities on the Sunshine Coast and Vancouver Island. A challenge for West Vancouver is to become a destination in its own right, rather than just a jumping off point for accessing other communities.
- As a potential daytrip destination, West Vancouver attractions would also be competing with other Metro Vancouver destinations such as Steveston Village (Richmond), Fort Langley, and the emerging Shipyards District in North Vancouver, as well as the many distinct neighbourhoods in Vancouver. A marketing strategy for West Vancouver will need to capitalize on what makes it a distinct community and a unique visitor experience.

²⁴ Indigenous (or Aboriginal) cultural tourism can be defined as travel that is motivated by or enriched by participation in Aboriginal culture, history, and/or lifestyles. It is a small, but rapidly growing sector of the BC tourism industry (Source: Destination BC)

²⁵ Source: Destination BC.

²⁶ Source: Tourism Sector Profile: Aboriginal Cultural Tourism, Destination BC, May 2014.

²⁷ It is estimated that every \$100 spent on lodging generates another \$221 of spending in the local destination (Source: "How the Hotel Industry Benefits Communities", Katherine Lugar, Washington Examiner, February 14, 2017)

²⁸ Per Destination BC, visitor accommodations combined with food services accounts for over one-third of total tourism revenues

²⁹ West Vancouver is recognized provincially as both an "age-friendly" and "dementia-friendly" community

Seasonality

- Seasonal demand impacts West Vancouver's established recreational businesses such as Cypress Mountain and Sewell's Marina. A challenge for these and other businesses might be to create more all-season visitor attractions³⁰. The same is true for West Vancouver's commercial areas during the post-Christmas season and the typically wet winters.

Community Acceptance of Tourism

- There is also a natural skepticism about "tourism" in West Vancouver because residents do not want to see the community change in a way that could diminish what they value about this place. A lot of that is connected to peaceful enjoyment of their own community.
- That being said, there is also dissatisfaction among West Vancouver residents about limited dining and entertainment options, and among businesses facing a diminished local market. Increased visitor spending would make longer opening hours for some businesses more viable, and would support new business start-ups to expand the local offering of shopping and dining experiences.

13.0 POSITIONING WEST VANCOUVER AS A DAY TRIP DESTINATION

West Vancouver is a gateway community between two major tourism regions: Metro Vancouver and Sea-to-Sky; as well as a jumping off point for the North Shore, Sunshine Coast, and Vancouver Island attractions. As a gateway location, however, West Vancouver currently serves as a minor service stop (e.g., Horseshoe Bay), or is bypassed altogether by visitors transiting through the community between Vancouver and other destinations north and west.

Research over the past year-and-a-half suggests that positioning West Vancouver as a regional day trip destination is an appropriate economic diversification strategy³¹. As noted above, West Vancouver already draws many visitors to its parks, recreational, and cultural facilities; and established attractions such as Cypress Mountain, Sewell's Marina, and Park Royal Shopping Centre. Attracting visitor spending through coordinated marketing and promotion would support the long term viability of local businesses, as well as create new business and employment opportunities.

13.1 Destination Development

The Destination Development Strategy prepared by Resonance Consultancy lays out specific recommendations for building on West Vancouver's current assets as a foundation for destination development³²:

"Reposition Ambleside as a town centre and arts district connected to the waterfront"

- Ambleside is home to West Vancouver's municipal arts and cultural facilities: West Vancouver Museum, Ferry Building Gallery, Silk Purse, West Vancouver Memorial Library, and West Vancouver Archives. It is also the location of the Harmony Arts Festival and other popular annual events, and is the site of a number of public art installations.
- The concept of an arts district in Ambleside has been talked about for many years, but the connection to the arts in West Vancouver is district-wide. Realizing an actual arts district in Ambleside has not come to fruition per se, but the ADBIA has laid the groundwork by branding Ambleside and Dundarave as "creative seaside communities", and initiating a marketing plan for these commercial areas.
- Community branding and place-making are key to establishing the Ambleside Town Centre and waterfront as a distinct destination—not only for visitors, but also for new business establishment and new residents.

³⁰ Cypress Mountain recently expanded its snow-making capabilities with a \$1.2 million investment, allowing the resort to open more terrain to skiers earlier in the season and/or improve quality of ski conditions. Source: cypressmountain.com

³¹ Based on key findings from *District of West Vancouver Destination Development Strategy*, Resonance Consultancy Draft, February 2016, and work by UBC Sauder School of Business, and the Global Network for Advanced Management (GNAM)

³² *District of West Vancouver Destination Development Strategy*, Resonance Consultancy, Draft, February 2016

"Make West Vancouver's waterfront a multi-generational attraction for visitors and residents by introducing quality attractions and activities"

- The Ambleside Waterfront Concept Plan was endorsed by Council in June 2016, and detailed implementation is currently underway. The plan largely provides for enhanced park facilities through acquisition and development of the remaining privately-owned properties along Argyle Avenue. The waterfront is to be further animated with public walkways, plazas, gardens, an arts facility and more open space.
- The ADBIA is working with the District to better connect the Ambleside and Dundarave commercial areas to the public waterfront to ensure that municipal investments in the public realm also support the economic vitality of our local business districts. Specific examples include wayfinding, special events, and seasonal banners and lighting, and public art.

"Enhance West Vancouver's image and community entertainment via major events"

- West Vancouver is a place of celebration; and its traditional venue for community gatherings is Ambleside. Ambleside is home to the annual Harmony Arts Festival, Community Day, Ambleside Live Concerts, Ambleside Farmers' Market, and more frequent smaller-scale events—many of which attract both local and regional audiences.
- As West Vancouver becomes known as a visitor destination, events programming and other entertainments will form part of the community's overall visitor offerings and part of its marketing message.

"Establish Cypress Village as a vibrant mixed-use village and a must-see destination on the North Shore"

- While the formal area planning process for Cypress Village is not yet underway, Cypress Village is poised to become a vibrant mixed-use community in West Vancouver's Upper Lands. Cypress Village presents a great opportunity to develop additional visitor attractions (mountain recreation) and accommodations over the longer term, in addition to new housing and employment opportunities.

"Develop more accommodation options for visitors in West Vancouver"

- Visitor accommodations are a key component of a community's tourism infrastructure. There is private sector interest in developing a boutique hotel(s) in the Ambleside town centre, and staff will be examining opportunities to create short-term vacation rentals in other parts of the community.

"Develop a ferry service from Vancouver to Ambleside, Dundarave and Horseshoe Bay as part of a signature tourism experience"

- The historic West Vancouver ferries brought commuters and visitors to and from downtown Vancouver from 1909 to 1947; eventually becoming obsolete after the Lions' Gate Bridge opened in 1938. Re-establishing a water link between Ambleside and downtown Vancouver has been talked about for many years, but has not been proven to be economically viable.
- A future ferry service from Vancouver to Ambleside, and perhaps to Dundarave and Horseshoe Bay, would indeed provide a signature tourism experience in Metro Vancouver, and may be viable in the future.

"Engage a destination marketing professional to take charge of marketing West Vancouver to visitors, businesses, investors and future residents"

- This recommendation speaks to West Vancouver's attractiveness as a "destination" for future residents, visitors, and investors. The "marketing" role in this regard is vested with the Manager of Economic Development, and may require further consultant expertise.
- The District is already working with regional and provincial destination marketing organizations to help position and market West Vancouver as an attractive visitor destination.

13.2 UBC Sauder School of Business

In the fall of 2016, UBC Sauder students were tasked with the following question: “What is West Vancouver’s potential to become an attractive visitor destination?” In its report, the student team identified West Vancouver’s primary competition³³ as a potential visitor destination, as coming from other communities in Metro Vancouver and the Sea-to-Sky recreational corridor:

- Whistler is among the world’s top ski resorts, and has been the top ranked overall ski resort in North America for four of the past five years³⁴. Whistler is also what makes West Vancouver a bypass community, given the huge amount of visitor traffic that flows directly from Vancouver past West Vancouver, and up the Sea-to-Sky Highway. In recent years, the resort has evolved into a four-season destination—adding summer recreation, culinary experiences, and arts and culture to its traditional winter sports offerings.
- North Vancouver is West Vancouver’s eastern neighbour, and is home to two of the most successful tourist attractions in Metro Vancouver: Grouse Mountain and the Capilano Suspension Bridge. Each of these attractions offers a diversity of experiences, is extremely well marketed, and is connected to downtown Vancouver via private shuttle bus service. The Grouse Grind is also a signature hiking experience on the North Shore.
- The City of Vancouver offers the best shopping, dining, visitor accommodations, parks, beaches, and cultural facilities in the Metro Vancouver region. It is also home to major league sports teams, concert venues, and diverse neighbourhoods; and has name recognition as one of the world’s most livable cities.
- Squamish has benefited immensely from its location on the Sea-to-Sky Highway between Vancouver and Whistler, and is becoming more renowned as a destination for outdoor recreation—including mountain biking and rock climbing. The new Sea-to-Sky Gondola in Squamish is now a major visitor attraction.

The team identified West Vancouver’s existing visitor attractions, including its many public parks, Park Royal Shopping Centre, other commercial areas, quality restaurants and cafés, winter recreation in Cypress Provincial Park, appealing terrain for mountain biking, and the Horseshoe Bay ferry terminal.

Team members suggested that more work was needed to develop the West Vancouver “story” (describing the community and its authentic visitor experiences) and to begin communicating that story to a targeted audience. It also suggested that opportunities in indigenous and mountain biking tourism be more fully explored, given demonstrated demand for these visitor experiences through industry research.

West Coast Modern Architecture was seen as a theme that could be explored in community branding, but there was little data to confirm the economic potential of this niche visitor market, and it was not explored further.

13.3 Global Network for Advanced Management (GNAM)

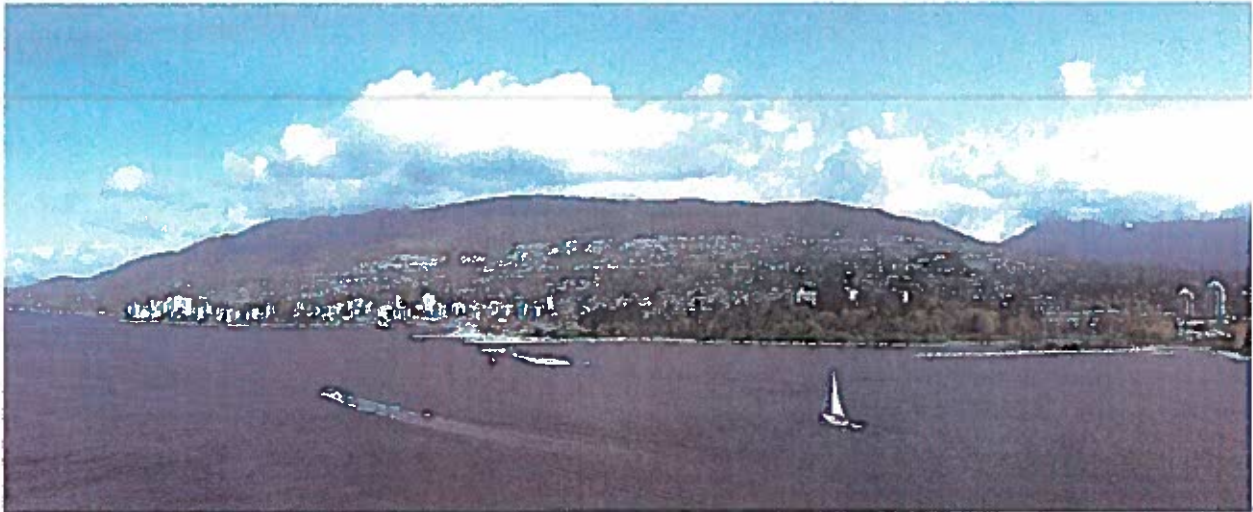
In March 2017, the GNAM student team presented a draft tourism strategy that outlines West Vancouver’s diverse tourism offerings, presents a compelling reason to visit our community (our marketing message), identifies target markets, and includes recommended marketing strategies.

The team considered potential market segments, based on their respective demographic profiles and interests, and how West Vancouver might be positioned to them as a visitor destination. It identified three anchors to West Vancouver’s “value proposition” as being:

1. West Vancouver as a “gateway” to the Sea-to-Sky region
2. West Vancouver as an arts and cultural hub
3. West Vancouver: nature at your fingertips

³³ Also see “Threats” in Sect on 12.4

³⁴ For the third consecutive year, the SKI Magazine Resort Survey has named Whistler Blackcomb as the No. 1 Overall Ski Resort in North America (for 2016-2017). Whistler Blackcomb has held this title four times in the last five years and has also consistently scored high for terrain variety, off-hill activities, lodging and après. With approximately 15,000 people surveyed, the SKI Magazine Resort Survey is the most comprehensive survey of its kind.



The concept of these “anchors” also connects to specific visitor destinations within West Vancouver, specifically: Horseshoe Bay; Ambleside/Park Royal; and Cypress Mountain—but provides the basis for positioning all of West Vancouver as a visitor destination.

In some respects, this team’s work validates and builds on that of UBC Sauder. Its three key recommendations are:

1. put West Vancouver “on the map” through coordinated marketing and promotion of the community as a visitor destination, rather than piecemeal promotion of individual attractions and experiences within the community
2. enhance recreational trails for hiking, mountain biking, and passive mountainside recreation
3. build on arts and culture as the true spirit of place in West Vancouver

The team’s proposed branding, “Our Bridge to More”, positions the Lions’ Gate Bridge as one of the world’s most iconic crossings and historic gateways, rather than the traffic bottleneck known by North Shore commuters. The companion phrase: “Introduce us to your friends,” presents a welcoming message targeted to North Shore residents as an initial target market. This suggests starting small by encouraging local tourism, and growing the visitor economy when it can be more fully supported by visitor infrastructure, and when the community comes to understand the value of increased visitor spending in supporting the local economy.

14.0 TOURISM PARTNERS

West Vancouver’s partners in destination development, branding and marketing include established tourism businesses, local business organizations, and destination marketing organizations. They have participated in development of the Visitor Strategy and will continue to play a role in its implementation. This partnership structure is key for product development, visitor attraction, and leveraging external expertise and resources, particularly in destination marketing.

Partners are described below in terms of Visitor Attractions and Destination Marketing (Sections 14.1 and 14.2 respectively).

14.1 West Vancouver’s Visitor Attractions

The most obvious visitor attractions in West Vancouver are Cypress Mountain and Sewell’s Marina, which are recreation-oriented tourist businesses. However, every West Vancouver park, recreational amenity, arts or cultural venue, public event, business, or commercial area is also a potential visitor attraction, and a part of West Vancouver’s collective offering of visitor experiences.

Parks and Recreation

West Vancouver's superior parks and community recreational facilities are very popular with local residents, but also attract visitors and program participants from across the North Shore and other communities.

From oceanfront parks for passive recreation to rugged wilderness parks that offer a true escape from the city, West Vancouver has a park to suit every age and lifestyle. West Vancouver's 10 most popular parks include: Ambleside, Caulfeild, Cypress Falls, Dundarave, Horseshoe Bay, John Lawson, Lighthouse, Memorial, Whyte Lake, and Whytecliff—each of which offers a distinctive visitor experience.

The West Vancouver Community Centre, Aquatic Centre, Ice Arena, and Gleneagles Community Centre offer a wide range of programs and services for all ages. They also serve as local hubs for community gatherings and celebrations. The West Vancouver Seniors' Activity Centre is a welcoming facility, operated specifically for seniors within the community, offering inclusive programs and activities to encourage a healthy, active and social lifestyle.

Arts and Culture

There are many cultural experiences to be found in West Vancouver including:

- community arts programs and exhibits at the historic Ferry Building Gallery
- West Vancouver Museum, with its programming focus on West Coast Modern art, architecture, and design, and its annual Modern Homes Tour
- West Vancouver Memorial Library, which inspires discovery and learning for visitors of all ages, houses an art collection, and is a performing arts venue
 - It also functions as a welcoming place for visitors, with services to the travelling public, including access to the Internet, and information on community offerings
- Kay Meek Centre for the Performing Arts
- West Vancouver's public art collection
- annual Harmony Arts Festival

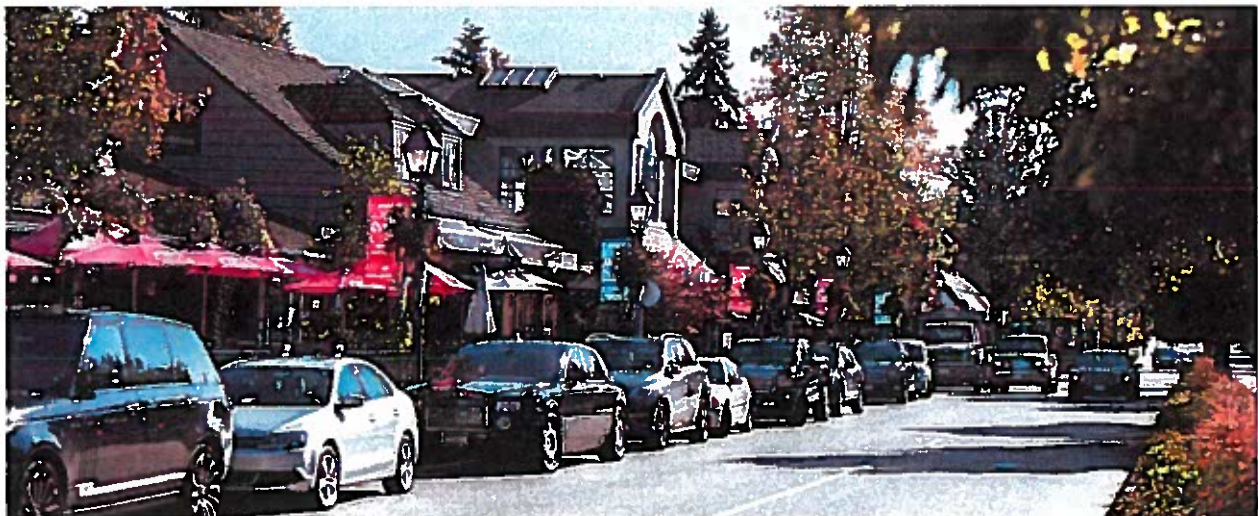
With the exception of the Library and Kay Meek Centre, all of the above recreational and cultural attractions are provided and managed by the District's Parks, Culture and Community Services Division.





Ambleside Beach and Dundarave Village

- Through its branding and marketing efforts, the ADBIA is looking to establish the Ambleside and Dundarave commercial areas as attractive visitor destinations within West Vancouver. Part of its strategy is to leverage municipal investments in the Ambleside and Dundarave waterfronts, public parks, arts and culture, and community recreational facilities (all of which are established visitor draws) to attract more customers to local businesses.
- To date, the ADBIA has positioned Ambleside and Dundarave as “creative seaside communities”, building on arts and culture as a major theme. It has also established individual identities for “Ambleside Beach” and “Dundarave Village”. This will form the basis for area marketing initiatives, and is reflected in a seasonal banner program and other enhancements.
- The ADBIA has funded a wayfinding plan, which includes a series of pedestrian walking loops linking the waterfront with the commercial areas. Implementation of the wayfinding plan is currently underway with the support of the District.
- The ADBIA has also partnered with the District on major events such as the annual Harmony Arts Festival to draw visitors to local businesses. One example is ADBIA support for the Art Beat program, which matches artists with local businesses during the 10-day festival.





Horseshoe Bay Village

- While the Ambleside and Dundarave waterfronts are passive recreational areas and are home to seasonal events, (e.g., Harmony Arts, Dundarave Festival of Lights) the Horseshoe Bay waterfront has a very different character. Home to a major BC Ferries terminal, and a long-established marina with marine-oriented businesses, Horseshoe Bay has historically been more of a working waterfront with a picture postcard backdrop of Howe Sound and surrounding mountains.
- The HBBA has hosted a number of successful events over the years, including the annual Taste of the Bay, which builds on its authentic place identity.
- In 2013, the HBBA commissioned Resonance Consultancy to create a destination development strategy for Horseshoe Bay “to help locals, North Shore residents, and potential visitors from around the world to understand Horseshoe Bay from a new perspective: as an oceanfront destination village that is Mile Zero of the world-famous Sea-to-Sky Highway³⁵.”
 - The HBBA has not had the resources to advance the “Mile Zero” marketing opportunities; however, the recommendations in the Resonance report have been considered in developing West Vancouver’s Visitor Strategy and the Municipality’s overall positioning as a visitor destination.
- West Vancouver is part of two distinct tourism regions: Sea-to-Sky and Metro Vancouver. The significance of this for Horseshoe Bay is its very strategic location:
 - In addition to ferry service connecting West Vancouver to the Sunshine Coast and islands, Horseshoe Bay is where the two tourism regions intersect, and where the regional character and visitor experiences shift from urban centre to outdoor recreation.
 - Redevelopment of the Sewell’s property (underway) will provide for an enhanced public realm and waterfront environment both for locals and visitors.

³⁵ *Horseshoe Bay Destination Development Strategy*. Resonance Consulting, 2014.



Park Royal Shopping Centre

- As a major regional shopping centre and the North Shore's primary retail destination, Park Royal is an important visitor attraction at the strategic gateway to West Vancouver at Marine Drive and Taylor Way. Park Royal's marketing initiatives include targeted visitor promotions, and (in 2017) providing free shuttle bus service from downtown Vancouver.
- Park Royal is also home to destination retailers with single locations in Metro Vancouver, such as Simons and Saks' Off Fifth (clothing retailers).

Caulfeild Shopping Centre

- Caulfeild's existing businesses are very much focussed on the daily needs of local residents, but include specialty and apparel retailers catering to a broader market.
- Its direct access from the Upper Levels Highway positions it as a convenient service stop for the motoring public along the Sea-to-Sky corridor.
- This suggests an opportunity to promote existing businesses to a new market, or evolve the tenant/product mix to make it a more attractive visitor stop.



14.2 Destination Development and Marketing

Tourism development and marketing in Canada is highly organized, with resources and other supportive infrastructure provided at the federal, provincial, and regional levels. This enables local communities to participate in collective marketing both domestically and abroad.

District of West Vancouver

- The District's Community Relations and Communications Division does not play a traditional "marketing" role per se, but it does position West Vancouver in the public domain, and creates and disseminates public information through westvancouver.ca, social media, print advertising, and other communications vehicles. It also monitors and responds to traditional and social media on issues related to West Vancouver.
- A "Visit West Van" page exists on the District's web site, largely as a placeholder for visitor information. While westvancouver.ca would not be a primary source of information for visitors to West Vancouver, it does serve as an information tool for West Vancouver residents hosting family and other guests.

West Vancouver Chamber of Commerce

- The membership of the West Vancouver Chamber of Commerce includes established tourism businesses such as Cypress Mountain, Sewell's Marina, and Park Royal Shopping Centre. While it has not played a direct role in tourism, the chamber office would be a logical location for a Visitor Information Centre, if the District were to pursue a 'bricks and mortar' location for distribution of tourist information. However, most information sought by visitors (i.e., attractions, accommodations, dining, shopping, transportation, etc.) is increasingly sourced online rather than in person.
- As an advocate for the business community, the chamber's support for destination branding and marketing efforts and the development of visitor infrastructure will be important for ensuring continued growth and viability of the local economy.

Vancouver's North Shore Tourism Association (VNSTA)

- In March 2008, Vancouver's North Shore Hoteliers Association (VNSHA) amalgamated with the North Vancouver Chamber of Commerce Tourism Committee and formed the newly-named Vancouver's North Shore Tourism Association. This new organization became the Destination Marketing Organization (DMO) for the City and District of North Vancouver and the de facto DMO for West Vancouver. VNSTA's marketing initiatives are typically conducted in partnership with Destination BC.
- Through development of the Visitor Strategy, the District has become more fully engaged with the VNSTA; the Manager of Economic Development now serves as West Vancouver's representative and voting member on the VNSTA Board of Directors.
- West Vancouver attractions are currently promoted via VNSTA's annual visitors' guide, website³⁶, and mobile application.

Destination BC

- Operating as Destination British Columbia (Destination BC), this industry-led Crown corporation works collaboratively with tourism stakeholders across the province to coordinate tourism marketing at the international, provincial, regional and local levels; and to support regions, communities, and Aboriginal people in developing or expanding tourism experiences, businesses, and jobs.
- Destination BC is responsible for executing key components of the Provincial government's tourism strategy. Key marketing and leadership responsibilities include marketing British Columbia as a tourist destination, and promoting growth of the provincial tourism industry to increase revenues and employment.

36 vancouvernorthshore.com

- In addition to tourism related market research and support for visitor centres across the province, Destination BC also supports regional, sectoral, and community tourism marketing. It also offers tourism training and development programs; and provides direct advice to local communities and regional DMOs.
- West Vancouver businesses and visitor attractions are also promoted via the Destination BC website, which is to be updated and re-launched in 2018³⁷.
- Destination BC is undertaking the preparation of a series of regional tourism strategies across the province. As West Vancouver is part of two sub-regions within the Vancouver Coast and Mountains Tourism region, the District is engaged in both the Sea-to-Sky Corridor strategy, which launched in September 2017, and the Metro Vancouver strategy, which is anticipated to start in early 2018. The time frame for each strategy is approximately one year, and the resulting strategies will be used to guide provincial government investment in local tourism infrastructure, marketing, and related economic development initiatives.

Tourism Vancouver

- In July 2017, the District of West Vancouver joined Tourism Vancouver as a Destination Partner. This provides the District with the ability to leverage collective marketing opportunities provided by Tourism Vancouver in support of the Visitor Strategy, and to reach both broad and cultivated (specialty) visitor markets.
- As with VNSTA and Destination BC, Tourism Vancouver is another outlet for dissemination of digital and printed information about West Vancouver³⁸.

Aboriginal Tourism Association of Canada and Aboriginal Tourism BC

- Aboriginal Tourism BC and the Aboriginal Tourism Association of Canada have been engaged in developing the Visitor Strategy, and both agencies could play a role in realizing potential opportunities for West Vancouver in Indigenous tourism. Specifically, discussions have revolved around a potential visitor centre for Indigenous tourism to be established somewhere in Metro Vancouver (and potentially in West Vancouver).

Western Canada Mountain Bike Tourism Association (MBTA)

- The MBTA is a unique not-for-profit organization committed to establishing mountain biking as a safe and sustainable tourism experience in Western Canada, which is perhaps the most scenic and challenging mountain biking destination in the world. MBTA works collaboratively with a network of businesses, bike clubs, communities, resorts, and government agencies to achieve its goal to have Western Canada recognized for its world-class sustainable trails, abundant mountain biking experiences that are supported by enthusiastic communities, and resort operators offering high quality services.
- West Vancouver's opportunities for mountain bike tourism lie in the Upper Lands, specifically through the future development of sanctioned mountain bike trails and the development of other visitor attractions and infrastructure in the future Cypress Village.

AFAR Experiences

- AFAR is a leading edge travel media group, specializing in cultivated travel, and opportunities to immerse one's self in local cultures. It also publishes the bi-monthly AFAR magazine. The Director of AFAR Experiences has been directly engaged in stakeholder discussions around destination development for West Vancouver.
- There is an opportunity here to develop a cultivated traveller experience in West Vancouver, with opportunities for visitor immersion in local arts, indigenous culture, outdoor recreation, culinary experiences, etc.

³⁷ helicbc.com

³⁸ In addition to the District of West Vancouver and the ADRIA, 21 individual West Vancouver businesses are members of Tourism Vancouver (as of October 2017)

15.0 RECOMMENDATIONS

Topic	Recommendations	
Destination Development	B-1	Position West Vancouver as a recreational and cultural daytrip destination within the Metro Vancouver and Sea-to-Sky tourism regions.
	B-2	Define potential visitor markets for West Vancouver using such tools as Explorer Quotient ³⁹ and Explorer Type to align visitor offerings and promotional messaging
	B-3	Participate in Destination BC's regional destination development planning for the Sea-to-Sky and Metro Vancouver tourism regions (2017-2019), and in targeted visitor campaigns
	B-4	Work with AFAR Experiences to leverage West Vancouver's many visitor attributes, and cultivate a unique travel experience, with opportunities for visitor immersion in the arts, nature, outdoor recreation, community celebrations, and indigenous culture ⁴⁰ .
Destination Marketing	B-5	Formalize an agreement with the VNSTA to serve as the District's official Destination Marketing Organization (DMO), and participate in the Municipal and Regional District Tax (MRDT) program to ensure that eligible tourist accommodations in West Vancouver may collect the MRDT to contribute towards local DMO funding ⁴¹ .
	B-6	Establish baseline visitor perceptions of West Vancouver and compile visitor data from local visitor attractions to determine a starting point in 2018 for measuring future growth
	B-7	Create and update content (text, images, video, and other media) showcasing West Vancouver's visitor offerings in partnership with local tourism stakeholders for dissemination via: VNSTA, Destination BC, and Tourism Vancouver.
	B-8	Update the "Visit West Van" page on westvancouver.ca to be consistent with visitor information and messaging on the District's partner web sites, and include relevant links
	B-9	Develop an advertising strategy with local tourism partners to leverage opportunities for cross-promotion of West Vancouver as a visitor destination
	B-10	Examine advertising opportunities via Blue Bus vehicles and TransLink bus shelters in high traffic areas of downtown Vancouver (e.g. Georgia Street, and in close proximity to Stanley Park)

³⁹ Explorer Quotient[®], also known as EQ, was developed by Destination Canada (the Canadian Tourism Association) in partnership with Environics Research Group. EQ is a proprietary market segmentation system based on the science of psychographics. Rather than marketing to or developing products for travelers based on traditional segments, such as demographics (e.g. age, gender, income, etc.) and/or geography, EQ emphasizes the importance of traveler segmentation based on their psychological characteristics, such as their attitudes, beliefs, values, motivations, and behaviours. When various psychological characteristics are combined, different types of travellers emerge. These are known as Explorer Types.

⁴⁰ Examples of cultural immersion would include: tours, overnight stays, organized dinners, group hikes, mountain biking, and other activities hosted or lead by locals.

⁴¹ At present, the VNSTA is the Destination Marketing Organization (DMO) for the City and District of North Vancouver (via formal agreements), and the de facto DMO for West Vancouver. The MRDT is collected from eligible visitor accommodations in the City and District of North Vancouver, but the MRDT is not collected in West Vancouver, though one property would be eligible at this time.

Topic	Recommendations	
Visitor Infrastructure	B-11	Develop a District-wide wayfinding plan that builds on initial work by the ADBIA ⁴² , focusing on major traffic routes into West Vancouver and guiding visitors to local commercial areas and other visitor attractions.
	B-12	Examine potential tourism benefits of future District investments in interactive mapping and/or downloadable applications for mobile devices.
	B-13	Support the development of a boutique hotel in the Ambleside Town Centre.
	B-14	Support the development of visitor accommodations in the future Cypress Village and other commercial centres, where feasible.
	B-15	Develop draft policy and regulations to allow for "bed and breakfast" and "short-term vacation rental" as permitted uses on properties recognized for their heritage value ⁴³ , both to broaden accommodation options, and to provide an economic incentive for heritage conservation.
Cultural and Indigenous Tourism	B-16	Promote the integration of economic considerations in the District's Arts and Culture Strategy, to ensure that the arts can contribute to the local economy, and support West Vancouver's development as a visitor destination.
	B-17	Continue to work with Aboriginal Tourism BC and Aboriginal Tourism Association of Canada to pursue opportunities in Indigenous tourism in West Vancouver.
Mountain Biking	B-18	Consider opportunities for sanctioned mountain bike trails via implementation of the Upper Lands policies in the OCP, development of a Trails Plan, and/or area planning process for the future Cypress Village.
Culinary Tourism	B-19	Work with West Vancouver's business community and destination marketing organizations to leverage regional marketing initiatives, gain recognition of West Vancouver as a "foodie" destination, increase business for local restaurants and food retailers, and attract new complementary businesses ⁴⁴ .
	B-20	Expand food experiences at local festivals and special events, e.g., with food trucks, pop up restaurants, and other vendors.

16.0 IMPLEMENTATION

A high-level implementation time-line for the Visitor Strategy is shown in the Table in Part E.

16.1 Partnerships

Development of the Visitor Strategy has involved the West Vancouver business community and other local stakeholders, local and international universities, subject matter experts, and tourism marketing organizations from the local to national levels. Ongoing implementation of the Visitor Strategy will follow the same partnership model. This will allow the District to lead this initiative, while leveraging the expertise and resources of its many partner agencies.

⁴² In 2017, the ADBIA commissioned a wayfinding plan for the Ambleside, Hollyburn, and Dundarave commercial areas.

⁴³ Formal recognition of a property's heritage value in West Vancouver is a listing on the Community Heritage Register (by resolution of Council).

⁴⁴ Examples of culinary tourism opportunities include organized culinary (dining) tours, cooking classes led by local chefs, and participation in Dine Out Vancouver.

16.2 Monitoring and Evaluation

Longer-term implementation of the Visitor Strategy will require monitoring and evaluation to ensure that economic benefits from tourism are maximized, that print and digital content is accurate and current, that marketing initiatives are effective, and that West Vancouver's offering of local attractions and amenities is continuing to draw visitors.

As the Visitor Strategy will be formally launched in spring 2018, it is important to establish a baseline from which performance can be measured (see Recommendation B-6). Key research and evaluation methods for monitoring performance include: visitor counts; analytic tools (e.g., Google); online and in-person surveys; and random visitor interviews. Periodic surveys and interviews can help to identify:

- visitors' perceptions of West Vancouver as a destination
- their reasons for visiting
- frequency of visits
- sources of information used
- activities experienced
- expenditures made at local business
- experience in travelling to West Vancouver

Results can be cross-tabulated with visitor origin, length of stay, income and education levels, etc., to better define West Vancouver's Explorer Types⁴⁵. This type of survey was most recently undertaken during the Harmony Arts Festival in 2016.

16.3 Resource Requirements

The Economic Development Plan has been conceived as a framework for supporting economic diversification and community resiliency without major capital investments by the District of West Vancouver. The key is to leverage the responsibilities and capabilities of existing District staff to advance local economic development objectives. This will enable cross-divisional cooperation and better alignment of existing municipal services.

Through the Visitor Strategy, the District is supporting the work of its tourism partners—both local West Vancouver businesses and destination marketing organizations. Project funding will be required to:

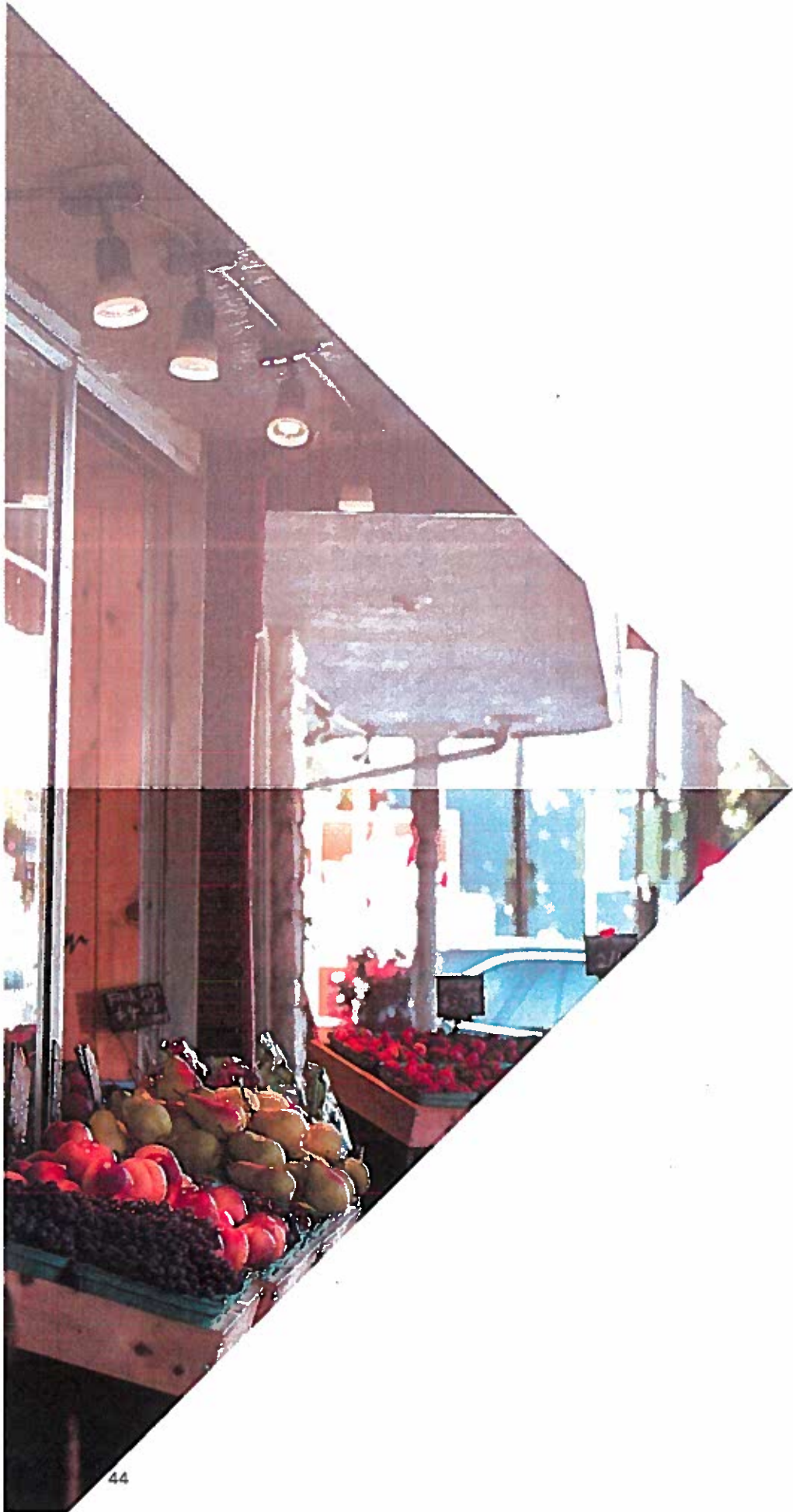
- generate and update West Vancouver content for destination marketing purposes, advertising, and related initiatives
- retain consultant expertise—e.g., industry research, periodic surveys, and feasibility studies as may be needed to guide investments in visitor infrastructure, and to inform future marketing initiatives and program monitoring

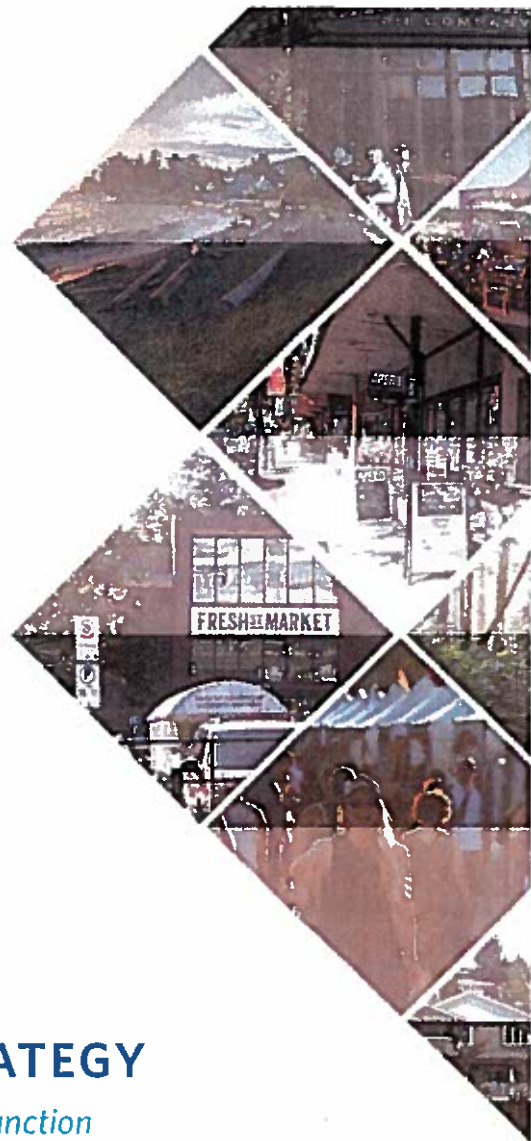
Further inter-divisional work is needed to identify the purpose and scope of a District-wide wayfinding plan and related digital information tools.

A number of recommendations will also require the participation of staff from various divisions, but specific work plans will be developed in collaboration with the District's Executive Team.

The balance of recommendations fall within the purview of the Manager of Economic Development. Future funding requirements to support individual projects will be identified during the District's annual budget process, e.g., as one-time initiatives.

⁴⁵ See Recommendation B-2





PART C:

COMMERCIAL AREAS STRATEGY

Commercial Areas: Hierarchy, Role, and Function

17.0 INTRODUCTION

As West Vancouver's local economy largely exists to serve the daily needs of West Vancouver residents, it is manifested in a handful of commercial areas and small commercial nodes. The lack of a clearly defined commercial hierarchy in West Vancouver makes it difficult to determine the right type and right scale of development that is needed to support the long-term economic viability of these centres.

The purpose of the Commercial Areas Strategy is to better articulate the role and function of each of West Vancouver's commercial areas within a broader economic and land use hierarchy. This is a fundamental step for understanding local economic issues and opportunities, and for guiding future planning and development in these areas, including municipal investment in infrastructure and public amenities.

18.0 WEST VANCOUVER'S DISTINCT COMMERCIAL AREAS

Many West Vancouverites have a romanticized notion of the municipality's commercial areas as a series of "villages". This likely stems from West Vancouver's early history as a string of seasonal camping areas and small settlements along the waterfront, and the existing scale of commercial development in Ambleside, Dundarave, and Horseshoe Bay. In reality, West Vancouver offers a variety of shopping environments:

- Ambleside Town Centre is the historic heart of the community and home to a mix of retail and service businesses, local government administration, and a concentration of public cultural, recreational, and other community facilities. It is ringed by a high-density apartment area and waterfront parks.
- Park Royal is a major regional shopping centre offering 280 shops and services at the gateway to West Vancouver at Marine Drive and Taylor Way.
- Dundarave and Horseshoe Bay are truly "village scale" commercial districts. Dundarave Village is primarily local-serving, but contains a number of destination businesses—whereas businesses in Horseshoe Bay Village cater more to the visitor market, given that Horseshoe Bay is both home to a major BC Ferries terminal and the start of the Sea-to-Sky Highway.
- Caulfeild Village is an automobile-oriented strip retail centre primarily serving the residents of Caulfeild and surrounding neighbourhoods.

Sections 18.1 through 18.6 provide a detailed description of each of West Vancouver's established commercial areas in terms of their scale and function, and their unique characteristics, opportunities, and challenges.

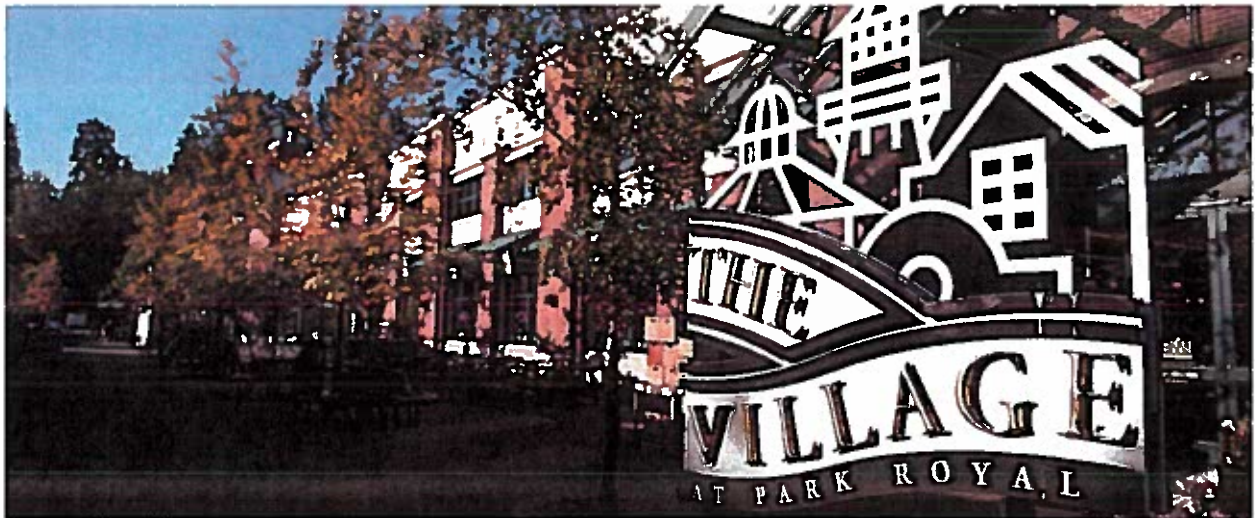
18.1 Park Royal Shopping Centre

Description

- Park Royal is a regional shopping centre comprising approximately 1.3 million square feet in floor area, and 280 shops and services. Opened at the northwest corner of Marine Drive and Taylor Way in 1950, it has expanded over the years and now spans both sides of Marine Drive from Taylor Way to Pound Road. It includes a variety of retail environments including a traditional enclosed mall, "village" and "main street" themed outdoor retail, and both small and large format stores, and chain restaurants.
- While the primary market area for Park Royal is the North Shore, it also draws customers from downtown Vancouver and other parts of Metro Vancouver, and is a significant visitor attraction.
- Park Royal is the third-largest shopping centre in British Columbia, and twenty-fifth-largest in Canada.
- Park Royal provides abundant free parking in surface lots and parkade structures in both the north and south malls, and another off-site parkade connected to the north mall by an overpass.

Development History

- The opening of the Lions' Gate Bridge in 1938 created opportunities for residential and commercial opportunities across the North Shore. Financed by British Pacific Properties (BPP), the bridge provided a direct link from Vancouver to the company's large real estate holdings in West Vancouver.
- As residential developments spurred a demand for stores and services, the vision for Park Royal began to take shape, and construction of the future shopping centre began in August 1949. Opening in 1950, the original Park Royal Shopping Centre was an open strip mall on the north side of Marine Drive, west of Taylor Way anchored by Woodward's. BPP subsequently leased land from the Squamish Nation for commercial expansion on the south side of Marine Drive, ushering in a series of changes over the ensuing years⁴⁶:
 - ▷ 1962: Phase I of Park Royal South was completed, anchored by Eaton's and Super Valu.
 - ▷ 1964: Park Royal North was expanded and a new Woodward's Food Floor was added; bowling lanes and movie theatres were added to the south mall.
 - ▷ 1969: The north mall was converted to an enclosed shopping centre and further expanded; two levels of parking were added, along with a new parkade on Clyde Avenue east of Taylor Way.
 - ▷ 1977: The south mall expanded with the addition of a second level and another anchor tenant, the Hudson's Bay Company; and a new westerly overpass was built across Marine Drive for a vehicle connection between the north and south malls.
 - ▷ 1989: BPP sold the property to Larco Investments Ltd. Shortly afterwards, Larco determined the best strategy to revitalize Park Royal was to "externalize" the malls and give them a street front appearance⁴⁷.
 - ▷ 1992 to 2004: Park Royal went through a variety of retail changes, but maintained its place as an iconic shopping hub in West Vancouver.
 - ▷ 2004: Park Royal opened Canada's first "lifestyle" centre—The Village at Park Royal. This new shopping environment satisfied a unique need by creating a friendly, contemporary village atmosphere, and set a new standard for the design of a place where people shop, live, learn, play, and have fun. Park Royal has won several prestigious local, national, and international awards for its success in building a community within a community.



⁴⁶ Source: 752 Marine Drive Rezoning Application Summary Document, November 2012, Park Royal Shopping Centre Holdings Ltd

⁴⁷ Although "externalization" and the creation of street front retail is common today, in 1992, Park Royal was the first regional shopping centre in Canada to make this a major focus of its retail design. The first phase of this work was completed in 1992.

Challenges

- There is divided local government jurisdiction over the development of Park Royal, which makes comprehensive planning somewhat challenging:
 - › The District of West Vancouver has development approval authority over the north mall (excluding Park Royal Towers), and a small portion of the south mall (former White Spot site known as 752 Marine Drive).
 - › Development approval over the rest of the site is vested with the Squamish Nation. The District provides municipal services to these lands via a servicing agreement with the Squamish Nation.
- Despite being a major visitor draw, Park Royal (like the rest of West Vancouver) is commonly by-passed by Whistler-bound tourists.
- It is also located at a major regional traffic bottle-neck at the north end of the Lions' Gate Bridge.

Opportunities

- Park Royal offers significant development opportunities for commercial expansion, employment growth, and provision of multi-family housing over the long term.
- The site includes 505 units of purpose-built rental housing at Park Royal Towers (circa 1960s), which is the largest single rental property in West Vancouver, and accounts for over 20 per cent of the community's total rental housing supply. In theory, this is a potential supply of on-site employee housing, but low vacancies and high rents are the norm in the local market.
- Park Royal is West Vancouver's primary transit hub and transfer point.
- Park Royal is in single ownership, giving it the ability to readily capitalize on new business opportunities and emerging retail formats and to remain relevant in a changing market.

Strategic Directions

- Park Royal and Ambleside Town Centre are both centred on Marine Drive and separated by only three blocks—with Ambleside Park on the south, and single-family and duplex housing on the north. Through the Commercial Areas Strategy, there is an opportunity to capitalize on both the distinctions and the synergies between these two commercial areas with greater connectivity.
- Improving District-wide wayfinding signage and, in particular, visitor information signs between the Lions' Gate Bridge and Upper Levels Highway would help identify Park Royal (and Ambleside beyond that) as a visitor destination.

18.2 Ambleside Town Centre

Description

- Ambleside municipal town centre includes the established commercial district centred along Marine Drive and portions of Bellevue and Clyde Avenues, between 13th and 19th Streets. It is developed with approximately 336,500 square feet of commercial floor area (including 265,000 square feet of retail floor area⁴⁸).
- Ambleside has the characteristics of a traditional downtown in a small community, including a "main street" retail area. As the municipal town centre, it is also the location of major civic facilities including: Municipal Hall, Police services; museum; archives, library, community centre; and seniors' centre. The Ambleside waterfront is also a primary gathering and celebratory place for West Vancouver residents, e.g., Community Day, Harmony Arts Festival, Nowruz, Coho Festival and other sporting and cultural events.
- Ambleside continues to function as an employment and office centre that attracts both local and regional clientele, supported by small businesses that are not available at Park Royal.

⁴⁸ Source: Ambleside Commercial Market & Revitalization Implementation Study, Urban cs Consultants Ltd., June 2013

Development History

- As stated in *Cottages to Community: The Story of West Vancouver's Neighbourhoods*,

"Ambleside is West Vancouver's downtown, the main centre for shopping, business, and cultural activities. It's the most densely populated area, with numerous high-rises grouped around the commercial core. Compared to the rugged topography farther west, the land here was relatively easy to build on, and early ferry service made it readily accessible from Vancouver."⁴⁹

- Ambleside is an historic water landing and the location of early residential development in West Vancouver. Ambleside was connected to downtown Vancouver by a municipal ferry service from 1909 to 1947. The opening of the Lions' Gate Bridge in 1938 fueled a post-war residential development boom, which also saw the opening of Park Royal Shopping Centre in 1950 as a major retail alternative to Ambleside.

Challenges

- Revitalization of the Ambleside town centre has been a Council priority for years. However, that goal remains unrealized despite public investment in civic institutions, arts and cultural facilities, municipal infrastructure, public events, and waterfront amenities.
- Ambleside has lost its retail supremacy to Park Royal and struggles to find its identity, while Park Royal continues to evolve and adapt to retail trends and opportunities. A key reason for this may be the fractured land ownership in Ambleside and lack of coordinated retail marketing, as compared to single-ownership and well-resourced marketing campaigns for Park Royal.
- Existing OCP policies, as reflected in the "special sites" approach, recognize the challenges in assembling property in Ambleside:
 - The established subdivision pattern in Ambleside is characterized by predominantly small parcel sizes and multiple ownerships
 - Land values are relatively high, indicating some level of speculation, although outright development potential (via existing zoning) is limited
- The OCP identifies three "special sites" (based on larger parcel sizes and single ownerships) as key development opportunities, but only one of these sites has advanced to the development stage⁵⁰.
- Despite past public and private efforts in commercial area revitalization (e.g., streetscape enhancements and waterfront planning), Ambleside does not have a clear identity or sense of place.
- The current business mix is considered less than optimal, with regular vacancies and business turnovers.
- The positioning of Ambleside as the "town centre", and defining what that role should be is also hampered, in part, by romantic notions of Ambleside as a "village" and local aversion to higher densities and taller buildings.

Opportunities

- Ambleside municipal town centre is located along the Marine Drive frequent transit corridor, which has the potential to support new multi-family residential and commercial mixed-use development.
- Major civic institutions located in, and around, Ambleside establish it as an important administrative and cultural centre, distinguishing it from other commercial areas.
- Ongoing implementation of the Ambleside Waterfront Plan will see further public investment in opening up the balance of the waterfront for public use, and enhancing active and passive recreational opportunities.
- Ambleside is associated with arts and culture, and is home to the West Vancouver Museum, Ferry Building Gallery, Silk Purse, Kay Meek Centre, and the annual Harmony Arts Festival.

⁴⁹ *Cottages to Community: The Story of West Vancouver's Neighbourhoods*. Francis and Taylor. West Vancouver Historical Society. 2011. p.23

⁵⁰ One of these "special sites" is the 1300-block Marine Drive (south side) where, as of October 2017, Phase I of Grosvenor Ambleside is nearing completion while Phase II awaits construction. Upon completion, Grosvenor Ambleside will provide 99 units of new strata-titled apartments and ground level commercial spaces. The two buildings will be separated by a glass-covered pedestrian plaza.



- As implementation of the waterfront plan continues to unfold, opportunities to better connect the waterfront and town centre through area branding and marketing, wayfinding, and pedestrian linkages, public art, and other place making initiatives will be key to leveraging public investment in the waterfront with private investment in the town centre.
- Establishment of the Ambleside-Dundarave Business Improvement Area (ADBIA) has provided an effective local business voice and 'on the ground' partner for the District to advance revitalization efforts for the town centre.
 - The BIA concept borrows the branding, marketing, and business recruitment tools used in successful shopping centres, and applies them to traditional business districts comprised of multiple landlords and largely independent retailers.

Strategic Directions

- As shown in the Regional Land Use Designations Map in the OCP, the boundaries of the Ambleside municipal town centre include the waterfront, commercial area, and apartment area. Implicit in this is the recognition that the town centre is more than a collection of stores and offices but, rather, a place where people live, work, do business, and recreate.
- The current OCP review and pending Ambleside Town Centre planning process provide a key opportunity to distinguish the Ambleside commercial area from Park Royal (regional shopping centre) and smaller-scale convenience centres (Dundarave, Horseshoe Bay, and Caulfeild)—the latter which more appropriately wear the "village" moniker.
- Ambleside Town Centre, Park Royal Shopping Centre, and Dundarave Village are situated within a higher density mixed-use corridor along Marine Drive, stretching from the Lions' Gate Bridge west to 25th Street. Traditional land use planning has looked at these centres individually, within their surrounding residential contexts. Moving forward, it would make sense to undertake land use planning at the corridor level to capitalize on transit improvements, to achieve greater housing diversity close to all community services, and to develop greater synergies between these distinct commercial "neighbourhoods".
- The development of the Arts and Culture Strategy and branding of Ambleside and Dundarave by the ADBIA as "creative seaside communities" provide an opportunity to realize the potential of the arts as an economic driver for West Vancouver.

18.3 22nd & Marine

Description

- Located between Ambleside Town Centre and Dundarave Village is a small collection of approximately 25 dispersed businesses located along Marine Drive at 22nd Street.
- While some people refer to the area as “Hollyburn”, that historic place name is also associated with the foot of 17th Street and the former Lawson family home (aka Navy Jack House).
- This area is separated from the Ambleside commercial area to the east and Dundarave to the west by an expanse of residential uses and civic facilities.

Challenges

- This is a bit of an ‘orphaned’ commercial area, given its separation from Ambleside and Dundarave. It is also not large or unique enough to have a distinct commercial identity.
- There are no outright opportunities for commercial expansion in this area, given existing zoning, and no obvious redevelopment sites.

Opportunities

- This commercial area is part of the larger Ambleside-Dundarave Business Improvement Area (BIA), and its businesses benefit from the ADBIA’s branding, marketing, and advocacy efforts. ADBIA initiatives include seasonal banners, lighting and wayfinding signage, and business promotion via the ADBIA website⁵¹ and targeted marketing campaigns.
- This area is strategically located along the Marine drive corridor (transit route) with direct Highway access and egress via 21st and 22nd Streets.
- It is also situated adjacent to the Ambleside apartment area and to the various recreational and community amenities at the civic centre complex⁵².

Strategic Directions

- Over the short term, local businesses will benefit from greater connectivity to the waterfront via the ADBIA’s wayfinding plans.
- Positioning of local businesses (particularly restaurants) as part of the larger Civic Centre precinct would help to increase public (particularly visitor) awareness of local offerings.
- Over the longer term, it is possible that a distinct identity could emerge for this area, which would be reflected in future place-making and marketing initiatives.

18.4 Dundarave Village

Description

- The Dundarave Village commercial area comprises 130 businesses of various size concentrated in the 2500 blocks of Marine Drive, and Bellevue and Haywood Avenue. A handful of businesses are located on Marine Drive east of 24th Street and west of 25th Street, but the primary land use in those blocks is residential.
- Other major businesses in Dundarave include the Beach House Restaurant, located on the waterfront at the foot of 25th Street, and Maple Leaf Garden Centre, which is accessed from the 2500 block of Haywood Avenue.
- Dundarave has a charming village character, with a good variety of street level shops, and several patios for outdoor dining.

⁵¹ It is anticipated that the new ADBIA website will be launched in early 2018.

⁵² The West Vancouver civic centre complex includes: West Vancouver Community Centre, Aquatic Centre, Ice Arena, and Seniors’ Activity Centre. Memorial Park and the West Vancouver Memorial Library are located one block away.



Development History

- Dundarave began as a seasonal camping destination accessed from Vancouver via rowboat. By World War I, some seasonal visitors had become permanent residents, served by newly established businesses in the village.
- Local landmarks built during this era include the 1912 Clachan Hotel (now the Beach House Restaurant); and the 1913 Conservative Hall (now the Red Lion Pub).

Challenges

- Given its small size and built-out character, there are few opportunities for commercial expansion in Dundarave other than through redevelopment of underutilized properties. These physical limitations also suggest that the present-day offering of goods and services is indicative of future commercial offerings.
- Dundarave is a seaside community, but the commercial area is disconnected from the waterfront due to the location of the railway tracks, uphill topography, and lack of wayfinding signage.
- Customer parking is in short supply, given the competing demands of park users and shoppers.
- Delivery trucks have traditionally stopped in vehicle travel lanes for loading and unloading, causing local traffic delays and pedestrian hazards. While the District has tried to address this through dedicated loading zones and increased bylaw enforcement, the number and frequency of required deliveries to local businesses continues to be a challenge for traffic flow and parking, and requires ongoing bylaw enforcement by District staff.

Opportunities

- Dundarave is commonly regarded as a "charming village" shopping area and, despite its small size, has a good mix of specialty shops, restaurants, bakeries, wine shops, coffee shops, and service retail.
- A landscaped median with mid-block pedestrian crossings slows down vehicular traffic through the village, making outdoor dining very attractive—particularly on the sunny north side of Marine Drive.
- The ADBIA is building on the "Dundarave Village" brand in marketing local businesses to West Vancouver residents, and positioning Dundarave as local visitor destination.
- While commercial properties are of small size and primarily in individual ownerships, an existing land assembly in the western half of the 2400-block (south side) presents a great mixed-use development opportunity.
- Dundarave Village is also envisioned as the western terminus for enhanced B-line bus service along the Marine Drive corridor in North and West Vancouver.
- Dundarave Beach is home to the annual Dundarave Festival of Lights (Christmas) and is the western end of the Centennial Seawalk.
- The Beach House restaurant, located on the Dundarave waterfront, is a signature dining experience in West Vancouver and well-known visitor destination.

Strategic Directions

- The provision of greater housing options within and around Dundarave Village would capitalize on improved transit service⁵³ and enhance the population base to support local businesses.
- Rezoning of assembled properties in the western half of the 2400-block Marine Drive (south side) should be supported to realize an increase in density, provision of additional housing units, and much-needed public parking.
- The ADBIA's branding and wayfinding initiatives will inform place-making and destination marketing opportunities for Dundarave Village.
- The Dundarave streetscape plan (anticipated during 2018) will establish a new public realm vision and provide the direction for pedestrian improvements in the commercial area.

18.5 Horseshoe Bay Village

Description

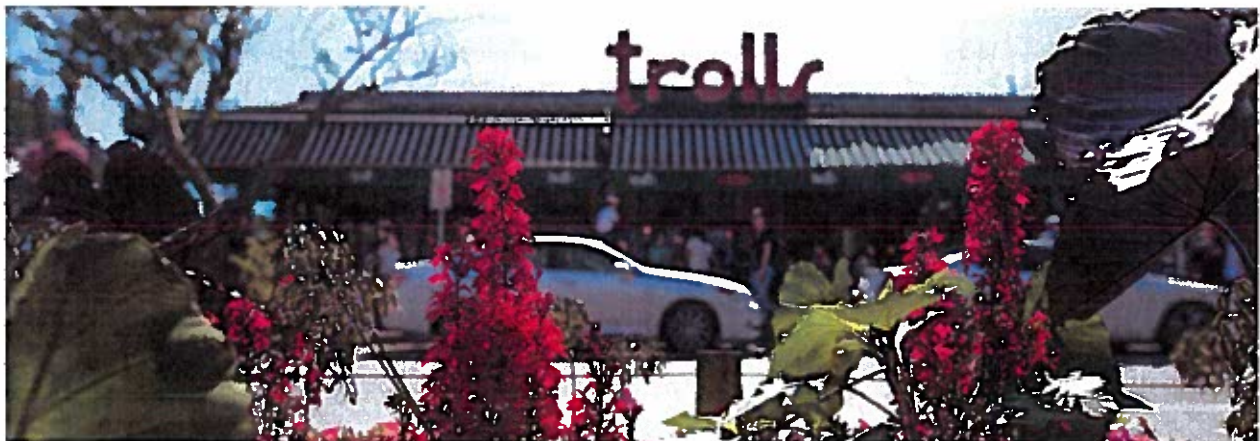
- Horseshoe Bay is a small commercial area, comprising approximately 35 businesses concentrated along Bay Street and Royal Avenue. As Horseshoe Bay is a major BC Ferries terminal, most local businesses cater to the traveling public.
- Bay Street (Horseshoe Bay's "main street") has retail on one side, and waterfront on the other (park, beach, marina, and views of Howe Sound)—giving it a distinct seaside character.

Development History

- As noted in *Cottages to Community: The Story of West Vancouver's Neighbourhoods*, Horseshoe Bay has served a tourist market for over 100 years:

"While most people who came to West Vancouver seeking summer activities headed for its central areas, a more intrepid group ventured farther west to Horseshoe Bay, which for many of the earlier years was the end of the railway or road. The community became a lively neighbourhood, as its beaches and excellent fishing drew a variety of people looking for fun and adventure. A number of hotels, cottages, and restaurants catered to visitors."⁵⁴

- While Horseshoe Bay was a thriving tourist area by the 1920s, the arrival of the Sewell family in 1931 and the Troll family in 1946 set the stage for modern-day Horseshoe Bay, where family-owned businesses like Sewell's Marina and Troll's Restaurant are both leading businesses and local landmarks.



⁵³ The North Shore Area Transit Plan provides for expansion of the frequent transit network on the North Shore to include frequent bus service along the Marine Drive/Main Street corridor from Lower Lynn to Dundarave.

⁵⁴ *Cottages to Community: The Story of West Vancouver's Neighbourhoods*. Francis Mansbridge. West Vancouver Historical Society. 2011. p111.

Challenges

- Horseshoe Bay Village is a small commercial area, and its economy is largely dependent on the BC Ferries terminal.
- Unlike its early years, Horseshoe Bay is less of a destination and more of a service stop or jumping off point for accessing other visitor destinations in the Sea-to-Sky, Sunshine Coast, and Island regions.
- Low population density in the surrounding area cannot support local serving businesses such as a grocery store.

Opportunities

- Redevelopment of the upland portion of Sewell's Marina with 159 multi-family housing units⁵⁵ and ancillary commercial space⁵⁶ is somewhat of a game-changer for Horseshoe Bay—in that it will increase local population, and expand the local customer base.
- Destination BC's planning process for the Sea-to-Sky and Metro Vancouver tourism regions is an opportunity to position West Vancouver as a visitor destination within both regions, and in particular to highlight Horseshoe Bay as the gateway community between these regions.
- The Visitor Strategy also provides an opportunity to implement the "Mile Zero of the Sea-to-Sky" branding for Horseshoe Bay.
- While the formation of a Business Improvement Area (BIA) is not likely, given the small size of the local business community, it may nevertheless provide a good funding model for the Horseshoe Bay Business Association in the future.

Strategic Directions

- The development of a local area plan for Horseshoe Bay has been identified as a future step in the ongoing OCP review. It is envisioned that this local plan will identify opportunities for future land use intensification in Horseshoe Bay Village—to realize new multi-family housing and mixed-use development
- Horseshoe Bay will see direct economic benefit from the development of a municipal Visitor Strategy, and Provincial investment in regional tourism development to strengthen Horseshoe Bay's position as a visitor destination.

18.6 Caulfeild Village

Description

- Caulfeild Village is a privately-owned shopping centre located at 4375 Headland Drive, and situated on 2.146 hectares. It comprises 25 stores and services with surface parking, and is anchored by Canada Safeway, Bank of Montreal, BC Liquor Store and Pharmasave. Opened in 1976, it is an automobile-oriented strip centre, serving the daily shopping needs of local residents in the new neighbourhoods developed on the Caulfeild Plateau and surrounding area.

Challenges and Opportunities

- Caulfeild Village is essentially built-out, and has no room for retail expansion without complete site redevelopment. Under a mixed-use redevelopment scenario with underground parking, the site could accommodate considerably more commercial space (retail and office) with multi-family residential uses above.
- While not a visitor destination per se, Caulfeild Village is well situated to serve the travelling public with convenient access from Highway 1 (via Exit #4).

⁵⁵ Marketed as "Horseshoe Bay West Vancouver", this development by Westbank Projects Corp. is currently under construction.

⁵⁶ Anticipated to include restaurant, office and marine-related commercial uses.

Strategic Directions

- Future land-use policies within the OCP should contemplate potential site redevelopment in the next 25 years, allowing for commercial expansion and addition of much-needed housing options.
- As Caulfeild Village could cater to both local residents and visitors, it should be promoted as a retail service centre via the Visitor Strategy.

19.0 LOCAL COMMERCIAL NODES

Up until the mid-1940s, most of Marine Drive was zoned commercial, which, in theory, could have resulted in an extensive highway commercial strip from Ambleside to Horseshoe Bay. The 1946 Bartholomew Town Plan⁵⁷ emphasized protection of existing residential districts, and led to adoption of a new Zoning Bylaw in 1947, which saw this commercial strip rezoned to single-family residential use. Exempted from this rezoning were a handful of developed commercial properties, which exist to this day.

In subsequent years, two additional commercially zoned sites were created above the Upper Levels Highway, in the Panorama and Whitby Estates neighbourhoods—to provide modest opportunities for local commercial services. Today, there are a total of six small commercial nodes located outside of West Vancouver's established commercial areas, as described below:

Site#1: 5775 Marine Drive

Land area = 23,615 sq. ft.

Commercial floor area = 10,764 sq. ft.

Zoning: CD 33

OCP Designation: Local Commercial Area BF-C8

Current Use: Restaurant and other commercial

Site#2: 4915-4925 Marine Drive and 4920-4930 The Dale

Land area = 24,983 sq. ft. (total parcel)

Commercial floor area = 7,083 sq. ft.

Zoning: C 1

OCP Designation: Local Commercial Area BF-C8

Current Use: Mixed residential / commercial strata

Site#3: 4360 and 4370 Marine Drive

Land area = 20,665 sq. ft.

Commercial floor area = 4,397 sq. ft.

Zoning: CR 2

OCP Designation: Local Commercial Area BF-C8

Current Use: Gas station and convenience store

Site#4: 3390, 3392 and 3396 Marine Drive

Land area = 13,957 sq. ft.

Commercial floor area = 3,240 sq. ft.

Zoning: C 1

OCP Designation: Local Commercial Area BF-C8

Current Use: Mixed residential and commercial

⁵⁷ This was West Vancouver's first comprehensive community plan.

Site#5: 2240 Chippendale Road
Land area = 44,510 sq. ft. (total parcel)
Commercial floor area = 7,241 sq. ft. (Note: Residential = 20,806 sq. ft.)
Zoning: CD 19 Whitby Estates—Boulder Court
OCP Designation: N/A
Current Use: Commercial

Site#6: 2229 Folkestone Way
Land area = 60,039 sq. ft. (total parcel)
Commercial floor area = 15,730 sq. ft.
Zoning: CD 10 Folkestone Way
OCP Designation: N/A
Current Use: Restaurant and office

While automobile dependence for most daily needs activities is the norm in many areas of the municipality, the idea of local shops and services within walking distance is extremely appealing to many West Vancouver residents. However, the viability of providing small-scale retail services is challenging in a low-density context. Size of potential market area, visibility, parking supply, and overall convenience are key considerations for a viable retail business.

West Vancouver's local commercial nodes present a longer-term opportunity for densification and future mixed-use development in established neighbourhoods, perhaps including the rezoning of adjacent properties where appropriate to create more viable development sites. In particular, it would make sense to consider longer-term development opportunities for the four Marine Drive sites, as possible local service centres—particularly, given forecast employment growth in retail and office sectors through 2041.⁵⁸

However, in the absence of residential intensification around these nodes, it may be more likely that they redevelop over time with multi-family residential uses, with some modest 'live-work' opportunities.

20.0 FUTURE COMMERCIAL AREAS

Cypress Village is identified as a future Local Centre in the OCP, and within Metro Vancouver's Regional Growth Strategy (RGS). Unlike the modest commercial uses at Folkestone Way and Chippendale Road, noted above, Cypress Village is envisioned as providing retail and office uses for future Upper Lands residents, along with a potential employment centre, and visitor attractions and accommodations. Preliminary visions for Cypress Village have been put forward by BPP and by the former Upper Lands Working Group (2015). An area planning process for Cypress Village is anticipated to commence in 2018.

At this time, no other commercial areas have been identified, but the District's ability to harness new business opportunities in key sectors of the regional economy will be dependent on expansion of the District's commercially designated land base (see Part D).

21.0 OCP POLICY FRAMEWORK

Land use and development within West Vancouver's commercial areas is governed by OCP policies. The 2004 OCP is founded on eight planning principles, two of which pertain to the local economy:

- Principle 1: Promote a healthy community by maintaining the quality of the environment, providing varied community services and housing, and encouraging a strong and diverse economy.
- Principle 5: Support a vibrant and diverse local economy in commercial areas by adapting to changing commercial markets, investment opportunities and business and customer needs.

⁵⁸ Refer to *Demographic, Housing and Employment Projections for District of West Vancouver Urban Futures*, October 2015 for more information.

These principles are generally supportive of municipal economic development, and the directions laid out in the Economic Development Plan. However, the OCP's existing land-use policies continue to perpetuate West Vancouver's role as a bedroom community. A case in point is the context statement in the OCP's Local Economy section, which speaks to 'controlling' commercial activity, rather than supporting economic development:

"West Vancouver was founded on the principle that it would be an attractive residential community, one without industrial activities, and this principle has been instrumental in shaping the community. The local economy is comprised primarily of retail, service and recreational activities serving the local and regional community and restricted to defined areas."⁵⁹

Principle 5 recognizes that, from a land use perspective, the local economy is largely comprised of the community's existing commercial areas. OCP Policy LE1 is to plan for a hierarchy of commercial areas that serve a variety of roles in the community, including:

- promoting redevelopment in Ambleside to realize primary office, service, retail, and entertainment uses
- promoting Ambleside, Horseshoe Bay, and Dunderave as visitor destinations
- promoting Dunderave, Caulfeild, and Horseshoe Bay as neighbourhood service centres
- retention of existing smaller local commercial sites to provide convenience retail and services

Policy LE1 includes undertaking a review to define the municipality's role in supporting economic development. An in-house economic development role was established in early 2016, and that role is now articulated within the Economic Development Plan.

Policy LE2 is to reinforce the role of Ambleside as West Vancouver's town centre. The OCP is, however, silent on Park Royal Shopping Centre, despite it being the primary retail facility in West Vancouver, and the fact that development of the north mall and a portion of the south mall is fully under the municipality's jurisdiction.

The following provides further commentary on OCP policies pertaining to the local economy:

Policy		Comments
LE 1	Plan for a hierarchy of commercial areas that serve a variety of roles in the community	This points to the need for area planning in each of West Vancouver's commercial centres to inform future land uses; specifically, the intended mix of retail, office, and residential uses; and to establish development policies to achieve vibrant, mixed-use centres
LE 2	Reinforce the role of Ambleside as West Vancouver's town centre	See LE 2.5 below
LE 2.1	Integrate strategies for the Village Centre, Arts and Culture, Ambleside Park, and the Argyle waterfront	The current OCP review provides the opportunity to fully integrate the Ambleside Town Centre Plan, Waterfront Plan, Arts and Culture Strategy, and Economic Development Plan in a new forward-thinking OCP that supports a more resilient community.
LE 2.2	Assist in the development of a Business Improvement Area (BIA) program with the local business community to promote the area and encourage an attractive mix of retailers and services	The Ambleside-Dunderave BIA was established (by bylaw) with a 10-year mandate commencing January 1, 2016. Current initiatives are focussed on area branding and marketing, place-making, wayfinding, land use planning, parking and transportation, and business recruitment.

59 West Vancouver Official Community Plan, Policy Section 1 Local Economy, Context, p 32

LE 2.3	Make community objectives clear in policies, guidelines, and regulations to reinforce the ability to secure their achievement, and to increase building permitting predictability	All District policies should be clearly understandable in order to achieve community objectives. This policy adds no value to the Local Economy section.
LE 2.4	Implement a policy for securing community benefit in new development	The District has implemented a Community Amenity Contribution (CAC) policy, which applies to development projects requiring rezoning, and the value of the CAC contribution is calculated as a percentage of the increase in land value from rezoning. A review of the CAC policy is pending.
LE 2.5	Continue to consider needs and opportunities for the Ambleside Village Centre in the development of long-range strategies for the use of Municipal Hall, Museum, Police Building, and other civic and cultural facilities.	This policy recognizes the existing civic presence in Ambleside, and the Municipality's role in providing local services, attractions, and employment. The terms "village centre" and "town centre" are used interchangeably in the OCP, which perpetuates the ongoing public debate over Ambleside's future.
LE 3	Encourage mixed commercial and residential redevelopment projects in commercial centres where consistent with ongoing commercial activity	While this statement is somewhat vague, the intent is to encourage mixed retail, office, and residential uses in West Vancouver's commercial centres—rather than single use projects. It is this kind of mix that provides opportunities to live, work, and play in the same place, and to create more vibrant centres.
LE 4	Encourage a greater diversity of economic activities... - Encourage tourism that would benefit the local economy and be compatible with neighbourhood and park objectives - Work cooperatively with other local governments, the Squamish Nation, and local businesses in developing and promoting a North Shore Tourism strategy	This policy is fully supportive of the Economic Development Plan and, in particular, the Visitor Strategy.
LE 5	Recognize the local and regional importance of marine and resort commercial areas	Sub-policies under LE 5 recognize the value of tourism to Horseshoe Bay businesses, and the role of Cypress Provincial Park as a major regional destination for outdoor recreation.
LE 6	Encourage redevelopment of the Clyde Avenue Area East of Taylor Way by providing for consideration of commercial, mixed use commercial/residential, and specialized residential uses within the area	The evolution of this area, since 2004, has seen it transition from commercial (largely office) uses to predominantly residential, including seniors' independent and assisted living—meaning a reduction in the District's commercial tax base.

The current OCP review provides an opportunity for community engagement on the future of the local economy. To provide for informed discussion, this dialogue must include public education on:

- the make-up of the local economy, and how it has evolved over the years to serve the daily needs of West Vancouver residents
- challenges for maintaining the health of the local economy in light of the community's demographic trends
- opportunities to grow and diversify the local economy
- the role of a robust local economy in building a more resilient community

The new OCP should establish a policy framework for strengthening the local economy through supportive land use policies, and for better integration of economic considerations in other aspects of local government.

22.0 COMMERCIAL HIERARCHY

22.1 Municipal Town Centre and Local Centres

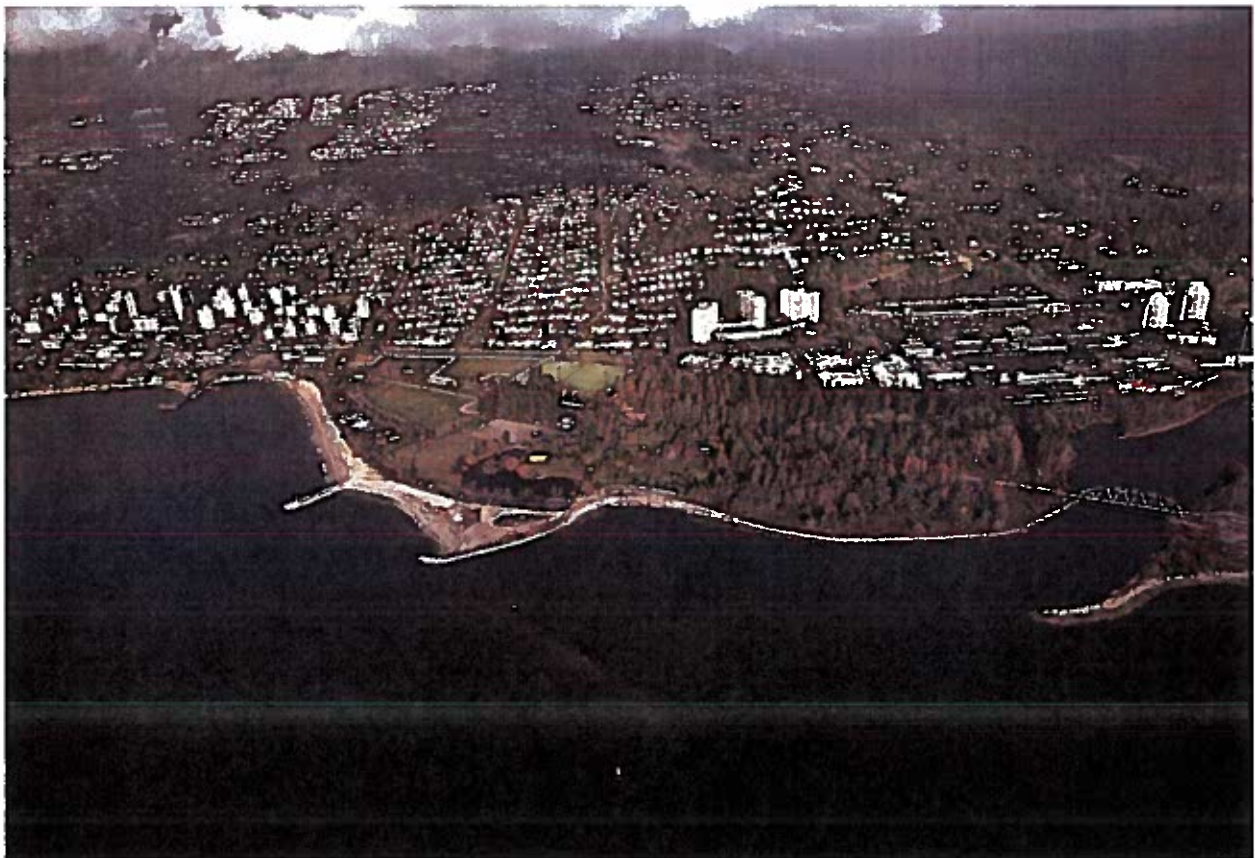
Ambleside is designated as West Vancouver's "municipal town centre" in Metro Vancouver's Regional Growth Strategy (RGS). The boundaries of the municipal town centre include the Ambleside commercial and apartment areas between 13th and 23rd Streets, south to the waterfront.

All other commercial / mixed-use centres in West Vancouver are identified in the RGS as "Local Centres". These include: Park Royal; Dundarave; Horseshoe Bay; and Caulfeild (future Local Centre). However, the "Local Centre" designation does not address significant differences in size and function—e.g., between Dundarave and Park Royal.

22.2 Understanding the Relationship between Ambleside and Park Royal

Taken together, Ambleside municipal town centre and Park Royal Shopping Centre accommodate all of West Vancouver's primary retail and service needs, and support the positioning of West Vancouver as an attractive visitor destination. These centres are separated by a distance of only three blocks, with single-family and duplex dwellings on the north side of Marine Drive, and Ambleside Park on the south.

- Both areas include significant retail, office, and multi-family residential uses, including high-rise buildings.
- They are served by the highest level of public transit in West Vancouver, with further service upgrades planned for the Marine Drive corridor.
- Ambleside Park is the highest order recreational facility in West Vancouver, and is connected to the Argyle waterfront, the development of which as a major public facility has been a Council priority for many years.



Ambleside is often seen as competing with Park Royal, but they are two fundamentally different and distinct commercial centres: An initial idea during plan development was to explore the benefits of combining both areas into a singular municipal town centre—i.e., as two distinct “neighbourhoods”, within a larger town centre precinct. This was seen as providing a framework for comprehensive land use planning for both areas, and for implementation of broader economic objectives for the District. It would also support a commercial hierarchy in West Vancouver, where remaining commercial areas are more local serving in nature, with a more intimate scale of development.

However, there are many challenges with this approach:

- Park Royal’s suburban form of development, with vast areas of parking, is very different from the more urban “high street” character of Ambleside
- while Park Royal has been able to evolve over the years to capitalize on retail trends and customer tastes, due to its single ownership; Ambleside has struggled to carve out a unique identity and visitor experience
- comprehensive planning for Park Royal is very challenging due to the divided local government jurisdiction over its future development

There are also a number of “moving parts” around Park Royal itself, specifically:

- “Evelyn by Onni”, a master-planned residential development with an initial build-out of 349 units (under development)
- the Marine Drive Local Area Plan (adopted June 2017) provides housing, transportation, and urban design objectives for two sub-areas: “Park Royal -Clyde Avenue” and “Lions’ Gate - Klahanie”. It also provides the context and policy directions for three current development applications: (1) 303 Marine Drive; (2) 752 Marine Drive; and (3) 660 Clyde Avenue and 657 and 675 Marine Drive.
- Anticipated future development of the Taylor Way corridor, between Marine Drive and Highway 1. A local area planning process for this area is anticipated to start following completion of the updated Ambleside Town Centre Plan.
- East of Park Royal (within the District of North Vancouver) is the planned Lions’ Gate Village Centre which, upon build-out could realize up to 1,200 new residential units in a mix of building forms, with building heights up to 22 storeys (under development).
- Park Royal Shopping Centre and the undeveloped lands to the south are earmarked for “economic development” in the Squamish Nation’s Capilano Master Plan (December 2004). This plan does not provide for commercial expansion beyond the existing shopping centre boundaries, and new development will focus on multi-family market housing in a mix of high-rise and low-rise building forms.

A key focus of the Marine Drive Local Area Plan is to improve housing choice and diversity in the vicinity of Marine Drive and Taylor Way, and to address municipal targets for reducing greenhouse gas emissions, by encouraging transit-oriented development and reducing trip generation by private automobile. The plan is, however, silent on the local economy and opportunities for business and employment growth at this location. More work is needed to understand the long-term potential of Park Royal to accommodate future business and employment growth in West Vancouver, and its synergies with the Ambleside Town Centre.

In summary, rather than creating a larger “Town Centre” as a sum of its parts, the real opportunity is to make each individual centre (Ambleside and Park Royal) stronger and more distinct. A “corridor” approach to planning these commercial areas is discussed below.



22.3 Marine Drive Commercial Corridor

The notion of Marine Drive as West Vancouver's primary commercial/mixed-use corridor presents an organizing framework for understanding the differences and synergies between Park Royal, Ambleside, the collection of businesses at Marine Drive and 22nd Street, and Dundarave Village.

This strip is also the westernmost section of the planned east-west frequent transit network extending from Phibbs Exchange in the District of North Vancouver to 25th Street in Dundarave. The corridor as a whole is a logical location for land use intensification, and for realizing new housing options for West Vancouver residents.

The Marine Drive corridor also includes major civic facilities: Municipal Hall, Police services, museum, library, Ferry Building Gallery, community centre, Seniors' Activity Centre, Aquatic Centre, Ice Arena, and Ambleside, John Lawson and Memorial Parks.

The proximity of broadband infrastructure (at Capilano Road and Marine Drive), and available conduit space on the Lions' Gate Bridge presents a further economic opportunity for the corridor—i.e., the potential to develop a future community fibre network that would:

- make this location attractive for new technology-based businesses
- enable the provision of free municipal Wi-Fi services
- create savings for local businesses (more affordable internet)
- support improved connectivity to municipal facilities
- fill service gaps due to lack of private investment by telco companies

The corridor approach allows for comprehensive planning of an area with many commonalities, while further distinguishing each commercial centre. Placing Ambleside within the context of a greater commercial corridor would help to determine what the town centre is, and what it is not—and, more importantly, what it needs to become to serve the municipality's primary business and administrative needs.

This includes a more complete understanding of appropriate land uses, building forms, and supportive infrastructure.

23.0 RECOMMENDATIONS

Topic	Recommendations	
OCP Review	C-1	Undertake a contextual analysis of the Marine Drive commercial corridor from Taylor Way (or Lions' Gate Village in the District of North Vancouver) west to 25th Street—to define the role and function, and hierarchy of the distinctive commercial 'neighbourhoods' along this corridor, and capitalize on synergies between them. This would be an important input to the Ambleside Town Centre Plan—i.e., to inform future land use policy to support the introduction of new multi-family housing, capitalize on emerging business opportunities, and support West Vancouver's positioning as a visitor destination.
	C-2	Develop a new OCP policy framework for West Vancouver's local economy including: <ul style="list-style-type: none"> - Land use and development policies for the Marine Drive commercial corridor (see C-1) - Required land use mix and densities to support local service nodes outside of established commercial areas - Designation of lands to accommodate new economic opportunities and employment growth
Ambleside Town Centre	C-3	Consider the branding, place-making, and wayfinding initiatives of the ADBIA, and key directions from the Arts and Culture Strategy and the Commercial Areas Strategy as inputs into the Ambleside Town Centre Plan
Commercial Areas	C-4	Leverage municipal investments in waterfront enhancements, arts and culture, and community services to enhance economic opportunities in the Ambleside and Dundarave commercial areas.
	C-5	Encourage modest-sized rental apartments in Ambleside, Dundarave, and Horseshoe Bay commercial areas in future mixed-use, transit-oriented developments
	C-6	Support development of a streetscape plan for Dundarave Village (planned for 2018) that will identify required upgrades to the public realm, and advance implementation as a capital project in the absence of redevelopment <ul style="list-style-type: none"> - Work with the ADBIA to identify opportunities for funding or cost-sharing of further streetscape enhancements
	C-7	Develop a Local Area Plan for Horseshoe Bay Village to provide for future residential intensification and mixed commercial-residential development.
	C-8	Consider the long-term redevelopment opportunities at Caulfeild Village for mixed commercial-residential development via the OCP review process.

24.0 IMPLEMENTATION

A high-level implementation time-line for the Commercial Areas Strategy is shown in the Table in Part E.

24.1 Resource Requirements

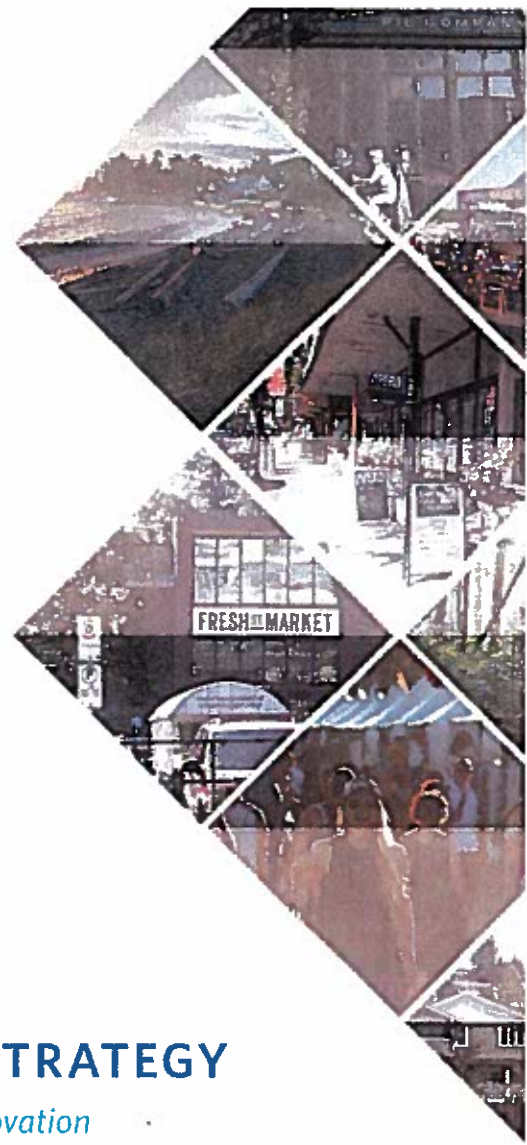
The nature and scope of a recommended contextual analysis of the Marine Drive corridor (Recommendation C-1) has not been defined, and will be further reviewed in conjunction with Planning staff as part of the Ambleside Town Centre Plan and/or broader OCP review.

Project funding for a Dundarave streetscape plan (Recommendation C-4) has already been allocated; whereas a Local Area Plan for Horseshoe Bay (Recommendation C-5) is identified in the OCP review as a future initiative. It is not known at this time whether a Horseshoe Bay Plan would be developed by in-house staff or with the aid of a consultant.

The balance of recommendations fall within the purview of the Manager of Economic Development, and do not require additional staffing or financial resources at this time.



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PART D:

EMERGING OPPORTUNITIES STRATEGY

*Regional Economic Growth, Innovation
and Entrepreneurial Ecosystems*

25.0 INTRODUCTION

As noted in Part C, West Vancouver's local economy is primarily local-serving, in that it meets the day-to-day retail and service needs of West Vancouver residents. It has largely been disconnected from the Metro Vancouver economy and, as a consequence, has been relatively immune to both major downturns and upswings in the regional and provincial economies.

The Emerging Opportunities Strategy examines West Vancouver's ability to grow and diversify its local economy by attracting new investment from key sectors of the regional economy, as described below. The key determinants for capturing these opportunities relate to available land supply, housing choice and affordability (e.g., workforce housing) and transportation. Another factor is West Vancouver's ability to embrace forward-thinking land use planning to address these issues, and to support business and employment growth for a more resilient community.

This strategy builds upon and supports the directions from the Visitor Strategy and Commercial Areas Strategy—which together position West Vancouver as a visitor destination; and define the role and function of West Vancouver's established commercial areas. However, it has a longer time-line given the significant groundwork that needs to be laid—specifically the adoption of a new, more robust OCP that provides for greater housing choice and affordability and diversification and growth of the local economy. That being said, there are shorter-term development opportunities that could be realized in West Vancouver, but these too would be subject to the municipal development approval process.

26.0 METRO VANCOUVER ECONOMY

Over the past 30 years, the economy of Metro Vancouver has made a successful transition from a dependence on resource industries to a more diversified, service-based economy:

- Until the first half of the 1980s, Metro Vancouver functioned as a local control, finance, and distribution centre for British Columbia's resource economy, which was led for many years by forestry, but also included coal, fish, agricultural commodities, and a variety of minerals.⁶⁰
- Vancouver has never been a major corporate headquarters city, but was the administrative hub for one-time forestry giant MacMillan Bloedel and other resource-based companies.
- The Metro Vancouver economy began to diversify, starting in the mid-1980s, with the emergence of new knowledge-based and technology-intensive sectors and specialized business clusters.
- While the de-industrialization of North America over the same period saw massive factory closures and job losses in the continent's industrial heartland (including southern Ontario and Quebec), and the near collapse of Detroit, one of America's largest cities, Vancouver's transition to a service-based economy was comparatively seamless:
 - Centrally-located industrial lands in the city of Vancouver and Metro core area have been transitioning to more intensive urban uses (high density housing, offices, retail, and public space) since the 1970s.
 - In more suburban locations, heavy industry has increasingly given way to light industry, office (business parks), and retail uses.

60 Source: *Dynamics of Economic Change in Metro Vancouver: Networked Economies and Globalizing Urban Regions*, prepared for Metro Vancouver by Trevor Barnes and Tom Hutton, November 2015

The face of Metro Vancouver has also been transforming through increasing globalization:

“By opening itself up to the world, and spurred by federal and provincial (government) policies around immigration, Metro Vancouver benefited by attracting people, investment capital, and businesses. Its historical ties helped it forge particularly strong connections to Asia, becoming a gateway city for that continent.”⁶¹

“Infrastructure, investment and new management systems have been critical to Metro Vancouver’s international trajectory. The Port and the Vancouver International Airport (YVR)... enhance Metro Vancouver’s strategic gateway role, and more especially, the region’s—and Canada’s—connections with the Asia-Pacific that constitute the most influential circuit of growth and change in the region.”⁶²

In summary, Metro Vancouver was able to ‘bounce back’ from the declining provincial resource economy, and weathered the de-industrialization process to emerge with a more robust, diversified economy that is much more resilient to future shocks in any individual sector.

27.0 METRO VANCOUVER’S LEADING ECONOMIC SECTORS

Understanding the current drivers of the regional economy and the interplay between key sectors and clusters of specialized businesses is important for defining future economic opportunities for West Vancouver. The following provides a snapshot of just how diversified the regional economy has become, and speaks to the rapid growth in leading economic sectors, which has been fueled by many factors:

- International trade is a major driver of the Metro Vancouver economy. The Port of Vancouver is the largest and most diversified port in Canada, and a major North American gateway for pan-Pacific trade. It trades more than \$75 billion in goods with more than 160 trading economies annually, generating an estimated \$10.5 billion in GDP.⁶³
- Vancouver International Airport (YVR) is the second busiest airport in Canada, and is the premier North American gateway to Asia. In 2016, YVR welcomed 22.3 million passengers and handled 281,000 tonnes of cargo. The airport employs 23,000 people.⁶⁴
- The knowledge economy includes some of the world’s fastest growing sectors and is a leading source of high paying jobs in Vancouver, with emerging strengths in clean technologies and digital media. Vancouver’s clean tech cluster includes fuel cell and hydrogen supply technologies, gaseous storage, renewable energy, power electronics, advanced batteries and charging systems and engine and automotive systems.
- Vancouver’s green building cluster comprises over 70 firms and 1,600 employees, with expertise ranging from construction and design to planning and development. Other ‘green’ sectors include local food production and processing, waste management and recycling, and sustainability consulting.
- Creative sectors are an extremely important part of the knowledge economy. They include both high tech sectors such as digital media, and traditional activities such as literary and performing arts. Creative sector employment is estimated at 85,000 in BC, with 30,000 within the City of Vancouver alone.⁶⁵

61 *Dynamics of Economic Change in Metro Vancouver. Networked Economies and Globalizing Urban Regions*, prepared for Metro Vancouver by Trevor Barnes and Tom Hutton, November 2016, p.6

62 *ib id* p.6

63 Source: *The Vancouver Economic Action Strategy. An Economic Development Plan for the City*, Vancouver Economic Commission, September 2011, p.21

64 Source: Vancouver International Airport Fact Sheet, 2017.

65 Source: *The Vancouver Economic Action Strategy. An Economic Development Plan for the City*, Vancouver Economic Commission, September 2011, p.22

- The technology-based component of the creative sector, which includes film and digital media, games, animation, and special effects, is rapidly expanding, driven in part by Metro Vancouver's proximity to California (location and time zone), and provincial government tax credits. More than 15,000 people are employed in the digital media and film sector alone.⁶⁶
- The Health and Life Sciences sector includes more than 250 biopharma and related health science companies, including medical device manufacturing and distribution, bio product, and bioenergy companies:
 - UBC is a national leader in the production of high-quality patentable research, and has spun-off more than 100 life sciences companies in the past few years creating more than 2,500 jobs and raising more than \$2 billion in capital.
 - SFU has generated an additional 70 spin-off companies, and both universities partner with Vancouver's top technology institutions, such as BCIT on degree and graduate programs.
 - Leading companies and local research institutions work together in virtually all sub-sectors, including genomics and medicine, diagnostics and prognostics, as well as industrial, environmental, forest, marine and agricultural biotech.
- The Tourism and Hospitality sector makes a significant contribution to the regional and provincial economies—with annual overnight visits of 8.4 million, contributing \$6.7 billion in industry output, including \$1.6 billion in taxes, and 81,000 jobs in Metro Vancouver.⁶⁷

28.0 PRE-CONDITIONS FOR LOCAL ECONOMIC GROWTH

Over the past year, the District has been examining how West Vancouver could capitalize on regional economic strength to grow and diversify its local economy. This work has focused on opportunities in technology, the film industry and other creative sectors, health care, tourism, and green industries. The key finding is that, even as a mature bedroom community, West Vancouver can attract new businesses and employment growth from within these sectors. However, there are some pre-conditions that are required for success, with the key ones being:

- an available supply of land for development
- municipal policies that support and incentivize economic growth
- more affordable housing to support a local workforce

Land Supply

West Vancouver's established land use patterns speak to some of the community's resilience challenges:

- 59% of its total land area is protected from urban development, meaning it is reserved for limited use and recreation purposes, provincial park, or regional watershed.
- 8% is undeveloped⁶⁸
- Of the 33% developed land area in West Vancouver:
 - 83% is residential
 - 16% is recreational
 - Only 1% is zoned commercial

⁶⁶ Representing 1,000 BC companies and annual revenues of approximately \$2 billion.

⁶⁷ Source: *The Vancouver Economic Action Strategy: An Economic Development Plan for the City*. Vancouver Economic Commission, September 2011, p.24.

⁶⁸ In June 2015, the Upper Lands Working Group made recommendations for the future of West Vancouver's undeveloped Upper Lands—including the future Cypress Village. These lands constitute West Vancouver's remaining 'greenfield' development opportunity.

With much of its developed land area occupied by single-family residential neighbourhoods, it is not surprising that this land use has become closely associated with West Vancouver, emphasizing its role as a bedroom community. This has been reinforced by successive OCPs that have preserved West Vancouver's low-density sprawled form of development.

Commercially zoned lands in West Vancouver are located within five distinct commercial areas; and a handful of small commercial nodes along Marine Drive and above the Upper Levels Highway. There is no other land in the community presently designated for future commercial development or employment growth.

Policy Framework

The importance of the OCP cannot be overstated. The OCP is the local government's primary tool for managing land use and development. More importantly, it should also articulate a guiding vision for West Vancouver as a resilient community. The OCP should facilitate economic growth and diversification by allowing for expansion of the commercial land supply, and providing supportive development policies.

Workforce Housing

Limited housing choice and affordability (both ownership and rental) is one of West Vancouver's primary resilience challenges, and contributes to an aging population profile. It is also a limiting factor for growth and diversification of the local economy. A case in point is the challenge faced by West Vancouver businesses in attracting and retaining staff, as evidenced by the "help wanted" signs on the windows of local shops and restaurants, and reduced operating hours at many businesses.

Without a stable supply of workforce housing, West Vancouver cannot compete with other potential locations for new business start-ups. However, there may be some business opportunities that are less dependent on a local workforce, but require an available land supply.

29.0 BUSINESS OPPORTUNITIES

Over the past year, staff have met with industry organizations, private businesses, and investors that are interested in establishing new businesses in West Vancouver. Despite its bedroom community status, West Vancouver offers many positive attributes that are attractive to investors. And, there are new business ventures that clearly align with West Vancouver's community values around its physical attributes, natural environment, arts and culture, and community identity. These can also be appropriately scaled for the West Vancouver context, and within the capacity of its community infrastructure.

Tourism

- There is demonstrated private sector interest in developing one or more boutique hotels in West Vancouver. Staff have been targeting development inquiries to the Ambleside Town Centre over the shorter term, noting that Cypress Village would also be a good future location. However, no development proposal can move forward without OCP policies that clearly support economic development in the town centre, and provide greater certainty over the rezoning process for a hotel use.
- Within the realm of Indigenous tourism, there is an opportunity to attract a national Indigenous tourism centre to West Vancouver, with the support of senior governments. The concept for such a centre could include a cultural component and possible visitor accommodations, in addition to offices and meeting/exhibit space. Securing a site in the Ambleside Town Centre or elsewhere along the Marine Drive corridor would be a first step in pursuing this emerging opportunity.

Seniors' Housing and Residential Care

- The seniors' assisted living industry confirms unmet demand for specialized seniors' housing on the North Shore. And, a leading seniors' care provider is interested in developing a flagship 'campus of care' for seniors in West Vancouver. This would include independent and assisted living, and residential care—both private and public.
- The key to realizing this concept is to secure a suitable development site(s) and required municipal approvals.

Science and Technology

- Industry experts indicate that the creation of a technology-based employment centre (mixed-use or campus style development) in West Vancouver would be very attractive to technology firms, provided there is affordable (i.e., rental) housing to support a local workforce. Cypress Village presents some future opportunities; but a technology centre could be achieved over the shorter term, subject to land being made available for development below the highway.
- The federal government, through the Department of Fisheries and Oceans (DFO), is proposing that West Vancouver's DFO laboratory be re-imagined as the Pacific Science Enterprise Centre. While realizing this opportunity is tied to federal government time-lines, it is not contingent on site acquisition. With input from a Community Leadership Team that includes DWV representation⁶⁹, the future enterprise centre could also become a visitor destination and provide economic spin-offs to the community by attracting global research initiatives.

Creative Sector

- The film industry in Metro Vancouver is booming with growing demand for production facilities and support services. Based on feedback from Creative BC and individual business owners in this sector—West Vancouver would be an ideal location for a new film studio, given its proximity to downtown Vancouver.
- If there was warehouse-type space available in West Vancouver, it could readily be leased out for film production on a long-term lease basis. If land was made available, there is a tremendous opportunity for development of a new studio facility for either an owner-operator or investor to lease out to the industry.

The economic benefits for West Vancouver, should any of these projects come to fruition, include creation of local employment opportunities, expansion of the municipality's non-residential tax base, supporting the establishment of West Vancouver as a visitor destination and increasing visitor spending in the local economy and attracting spin-off business opportunities.

The OCP review presents the opportunity to identify land requirements and appropriate locations for business and employment growth.

Geographic opportunities to increase the commercial land supply and/or support development of workforce housing in West Vancouver include:

- land use intensification within existing commercial areas: Park Royal, Ambleside, Dundarave, Horseshoe Bay, and Caulfeild
- expansion of existing small commercial nodes
- redevelopment along the Taylor Way corridor
- future development of Cypress Village
- designation of new employment lands outside of established centres

⁶⁹ The Community Leadership Team for the Pacific Science Enterprise Centre includes West Vancouver's Mayor and Manager of Economic Development

30.0 WEST VANCOUVER'S UNIQUE ADVANTAGES

30.1 Human and Financial Capital

The Economic Development Plan emphasizes the importance of land use planning in realizing economic opportunities in West Vancouver, particularly if it wishes to leverage regional economic expansion to diversify its local economy.

West Vancouver is also well positioned to grow its economy by tapping into its human and financial capital⁷⁰:

- eighty-two per cent of West Vancouver's working age population have a post-secondary certificate, diploma, or degree
- more than 40 per cent of West Vancouver residents are employed in the fields of management, business, finance and administration; and six per cent are employed in arts, culture, recreation and sport occupations
- West Vancouver has a median household income of \$84,345 compared to \$63,347 in Metro Vancouver
- thirty-seven per cent of West Vancouver households have annual incomes exceeding \$125,000
- West Vancouver is home to business leaders in their respective sectors—including technology, tourism, health care, etc.
- it is also home to an entrepreneurial spirit, with a high proportion of self-employed individuals and home-based businesses

Further work is needed to understand the make-up of West Vancouver's home-based businesses, and to identify opportunities for growth—i.e., the potential of these businesses to expand into commercial premises and to create local employment. There may also be opportunities for young entrepreneurs to be mentored and supported by established business people in the community, and to access to local investment capital. The West Vancouver Chamber of Commerce is currently exploring such a mentorship role, and other business support services for existing and prospective members.

30.2 Municipally-owned Lands

The District of West Vancouver can play a direct role in realizing social and economic objectives for the community through the strategic use of its own real estate holdings. Further, its ability to buy, assemble, sell or lease property enables the District to facilitate development projects that support such objectives.

In reviewing the District's land holdings, consideration should be given to contemplating all potential uses for these lands during the current OCP review and anticipated local area plans; and establishing future land use designations for these sites.

Area plans could also identify strategic land acquisitions and assemblies that could be facilitated by the District.

⁷⁰ Source: *District of West Vancouver Competitive Identity & Business Strategy Situational Analysis*. Resonance Consultancy, 2015

31.0 RECOMMENDATIONS

In presenting recommendations under the Emerging Opportunities Strategy, it is important to note that West Vancouver's local economy is not facing a transformative shock like that experienced by Metro Vancouver in the mid-1980s. Rather, the local economy is continuing along as it always has. However, the community it serves has changed.

These recommendations are intended to better position West Vancouver so as to capitalize on regional economic opportunities, and to realize potential on-the-ground projects.

Topic	Recommendations	
Land Use Planning	D-1	Advance area planning for the Taylor Way corridor to capitalize on existing land assemblies, motivated property owners, and an established precedent of institutional and multi-family residential uses
District-Owned Lands	D-2	Apply a "resilient community" lens to strategic property acquisitions, dispositions, and long-term lease agreements by the District of West Vancouver to ensure broader social and economic benefits, including: <ul style="list-style-type: none"> - Development of workforce housing - Accommodating new business and employment opportunities - Expanding the District's commercial tax base
	D-3	Identify site opportunities (municipal or private) for accommodating possible projects identified in the Emerging Opportunities Strategy, and develop supportive policy directions to ensure such opportunities can be realized
Regional Economic Sectors	D-4	Maintain communications with industry organizations (e.g., Creative BC, Tech BC, and Destination BC) and senior government agencies to ensure access to relevant data, funding programs, project referrals, and future partnership opportunities
Home-Based Businesses	D-5	Undertake a study of West Vancouver's home-based businesses to better understand their potential to support growth and diversification of the local economy

32.0 IMPLEMENTATION

A high-level implementation time-line for the Emerging Opportunities Strategy is shown in the Table in Part E.

32.1 Partnerships

Development of the Emerging Opportunities Strategy has been informed by staff research, further research by West Vancouver's academic partners, input from subject matter experts, and engagement with industry organizations—specifically, with Creative BC, Tech BC, and Destination BC—representing the creative (film, television and music), technology and tourism sectors respectively.

Creative BC

Effective April 1, 2013, the programs and services of the B.C. Film Commission and B.C. Film + Media were combined under one agency—Creative BC. This is an independent agency responsible for promoting the development of creative industries in British Columbia and providing a single point of access for industry programming, production support services, tax credit administration, international marketing and policy development.

Creative BC brings a strategic and integrated approach to the growth and development of the province's creative industries. It provides professional expertise and business support to strengthen BC's motion picture, interactive digital, music and publishing sectors. Its programs, services and investments act as a catalyst to help these sectors realize their economic and creative potential and contribute to the province's future prosperity.

An example of the role that Creative BC can play is to connect the District with the film industry and to refer 'on the ground' business opportunities in the film and related sectors.

BC Tech Association

The BC Tech Association is guided by its vision of making BC the best place to grow a tech company. For more than 20 years, BC Tech (formerly the BCTIA) has been providing opportunities for the tech industry to collaborate, learn, and grow together. It is dedicated to connecting companies, developing talent, sharing stories and advocating on behalf of tech companies to keep this industry thriving.

Since its founding in 1993, the tech industry has quintupled to nearly \$25 billion in revenue. In that time, the association has played a privileged role in supporting the growth of the tech community that now includes over 9,000 companies, employing more than 90,000 people. The tech sector has been one of the strongest contributors to BC's economic growth over the past decade.

The association serves as a platform to grow the tech ecosystem, and builds programs and initiatives that uphold its core values: "Be of Service, Succeed Together, Pay it Forward". The District could work with Tech BC in facilitating mentorships and accessing resources for local start-up businesses, and for tapping into the expertise of our local entrepreneurs as both mentors to new business owners, and investors in potential start-up opportunities.

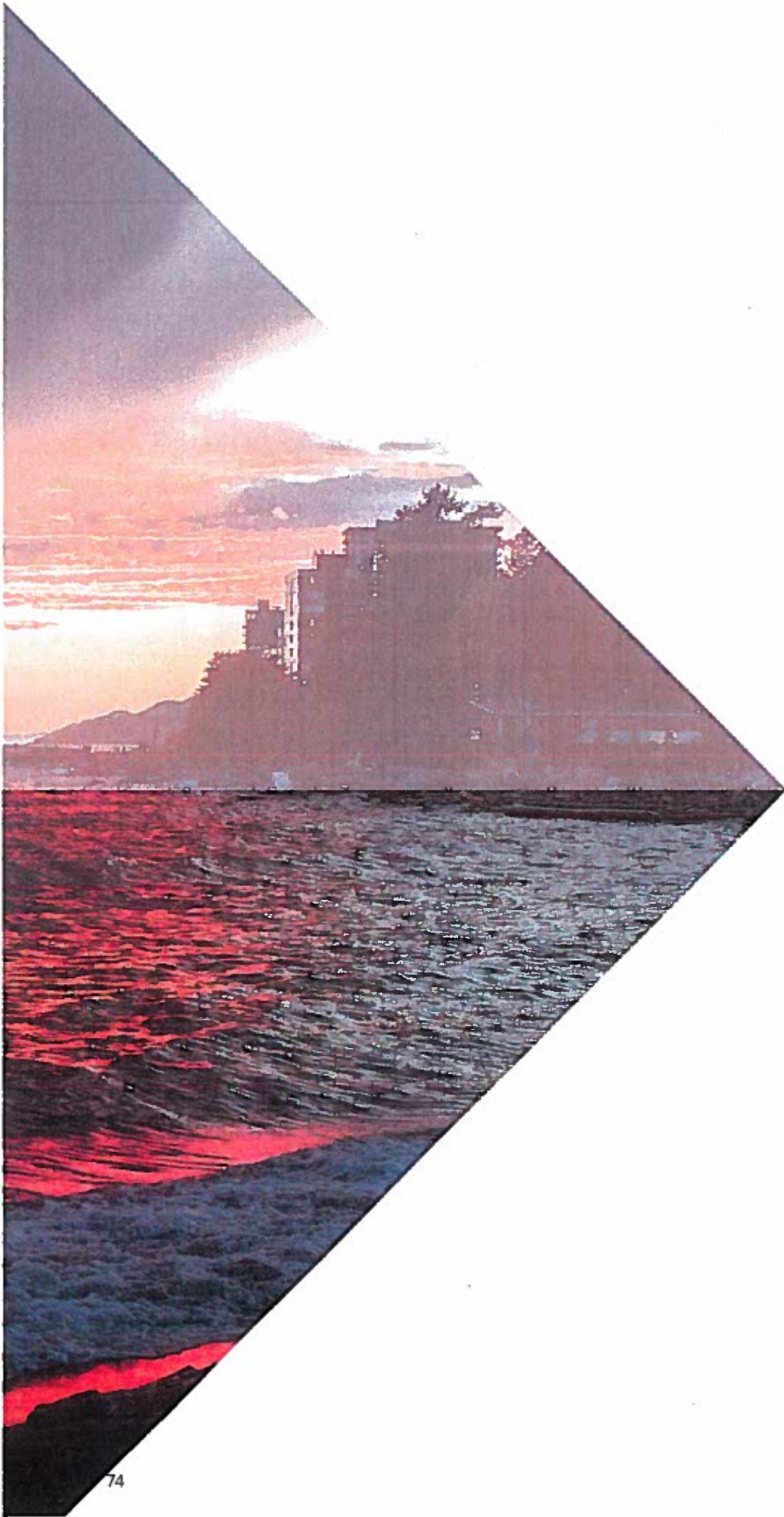
32.2 Resource Requirements

Through the Emerging Opportunities Strategy, the District is seeking to capitalize on new business growth within leading sectors of the regional economy. The goals are to diversify and strengthen the local economy, create local employment opportunities, and expand the commercial tax base.

The recommendations outlined above in Section 31.0 are to be carried out by the Manager of Economic Development, and by other District staff whose responsibilities pertain to community and land use planning, and oversight of the District's real estate functions.

It is anticipated that funding for future consultant studies may be required; specifically for concept design and feasibility analysis for any development anticipated on District-owned lands. However, this work has not yet been identified, and related project funding would be identified via the District's annual budget process.

It is not envisioned that any new permanent staff positions will be required to implement this strategy.



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PART E:
IMPLEMENTATION TIME-LINE

RECOMMENDATIONS	
#	PARTICULARS
PART A: LOCAL ECONOMIC DEVELOPMENT AND COMMUNITY RESILIENCE	
A-1	<p>Develop a new OCP built on a vision of West Vancouver as a resilient community - that fully addresses West Vancouver's demographic, social, and economic challenges and opportunities.</p> <ul style="list-style-type: none"> • Discussion of "resilient community" has helped to frame OCP dialogue through 2017 • West Vancouver's local economy is one of five key topics identified during Phase III of the OCP review, which provide the basis for policy development in Phase IV through 2018 - mid 2019 • Several recommendations in the Economic Development Plan have land use implications requiring, for example, new OCP land use designations and supportive policies - e.g., to expand commercial land supply, incentivize hotel development, etc. • Implementation may also occur via local area planning processes following OCP adoption (TBD)
A-2	<p>Utilize the Economic Development Plan as a framework for integrating local economic considerations with District services and key initiatives - e.g., Waterfront Plan Implementation (ongoing); OCP review (ongoing); Ambleside Town Centre Plan (pending); Arts and Culture Strategy (anticipated completion Spring 2018); Harmony Arts Festival and other annual events; other opportunities (TBD)</p> <ul style="list-style-type: none"> • Define Economic Development Plan "Partners" and "Champions" for implementation of Visitor Strategy, Commercial Areas Strategy, and Emerging Opportunities Strategy Q1-2 2018
A-3	<p>Support the work of the West Vancouver Chamber of Commerce, the Ambleside-Dundarave Business Improvement Association, and the Horseshoe Bay Business Association in strengthening West Vancouver's commercial districts through project partnerships and other opportunities. This includes an ongoing "high level" role and specific work plan items related to the Commercial Areas Strategy (Recommendations C-1 through C-9)</p> <ul style="list-style-type: none"> • Support implementation of ADBIA's wayfinding plans for Ambleside and Dundarave through Q2 2018
A-4	<p>Continue building and strengthening partnerships with other government and industry organizations to leverage external expertise and resources for ongoing Plan implementation.</p> <ul style="list-style-type: none"> • Established working relationships through year end 2017: WV Chamber of Commerce, ADBIA, HBBA, Park Royal, VNSTA, Destination BC, Creative BC, Tourism Vancouver, Tech BC, UBC, GNAM, Capilano University • Other partnership opportunities (to be determined)
A-5	<p>Establish a new fee for service agreement with the West Vancouver Chamber of Commerce based on the service needs identified in the Economic Development Plan, the Chamber's ability to deliver such services, and available resources.</p> <ul style="list-style-type: none"> • Provide input into the Chamber's strategic planning process Q1 2018 • Use key directions from the Economic Development Plan to identify DWV's service needs; and work with Chamber Executive to identify its interest, capabilities, and resource requirements to provide such services Q1 2018 • Work with Chamber Executive to develop a new funding model - including senior government grant programs and other partnerships, in addition to a fee for service agreement with the District Q1-Q2 2018 • Draft new fee for service agreement for approval by Council Q2 2018

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Planning and Development		X	X	X	X	X	X						
Economic Development		X	X										
Economic Development		X	X										
Economic Development													
Economic Development		X	X	X									

RECOMMENDATIONS	
#	PARTICULARS
A-6	<p>Execute the District's oversight responsibilities with respect to "Ambleside-Dundarave Business Improvement Area Service Bylaw No. 4847, 2015" - with respect to granting and taxation.</p> <ul style="list-style-type: none"> Annualized work plan item, with timing related to the ADBIA's Annual General Meeting and respective ADBIA and DWV budget processes
PART B: VISITOR STRATEGY	
B-1	<p>Position West Vancouver as a recreational and cultural daytrip destination within the Metro Vancouver and Sea-to-Sky tourism regions.</p> <ul style="list-style-type: none"> Review Resonance Consultancy's destination branding for West Vancouver and develop draft place brand for West Vancouver as a visitor destination and determine whether further consulting expertise is required Q1 2018 Develop overall positioning and marketing strategy for West Vancouver as part of the North Shore tourism sub-region (with VNSTA), and within the larger Sea-to-Sky and Metro Vancouver regions (with Destination BC) Q2-Q3 2018
B-2	<p>Define potential visitor markets for West Vancouver using such tools as Explorer Quotient and Explorer Type to align visitor offerings and promotional messaging.</p> <ul style="list-style-type: none"> Utilize these Destination Canada™ tools in working with VNSTA and West Vancouver tourism partners starting Q3 2018
B-3	<p>Participate in Destination BC's regional destination development planning for the Sea-to-Sky and Metro Vancouver tourism regions (2017-2019), and in targeted visitor campaigns.</p> <ul style="list-style-type: none"> Sea-to-Sky Destination Development Plan initiated in early 2017; pending completion in Q2 2018 Metro Vancouver Destination Development Plan anticipated to start in Q1 2018 for completion by Q2 2019
B-4	<p>Work with AFAR Experiences to leverage West Vancouver's many visitor attributes, and cultivate a unique travel experience, with opportunities for visitor immersion in the arts, nature, outdoor recreation, community celebrations, and indigenous culture.</p> <ul style="list-style-type: none"> Present Visitor Strategy and destination development and marketing content to AFAR and seek out opportunities to feature West Van in AFAR media Q2 2018
B-5	<p>Formalize an agreement with the VNSTA to serve as the District's official Destination Marketing Organization (DMO), and participate in the Municipal and Regional District Tax (MRDT) program to ensure that eligible tourist accommodations in West Vancouver may collect the MRDT to contribute towards local DMO funding.</p> <ul style="list-style-type: none"> Review MRDT program requirements and coordinate application process with VNSTA during Q1 2018 Prepare staff report seeking Council resolution formalizing relationship with VNSTA as DWV's official DMO, and supporting collection of the MRDT in West Vancouver Q2-Q3 2018
B-6	<p>Establish baseline visitor perceptions of West Vancouver and compile visitor data from local visitor attractions to determine a starting point in 2018 for measuring future growth.</p> <ul style="list-style-type: none"> Establish terms of reference for visitor perception survey Q2 2018 for survey execution during 2018, 2019 Request project funding as one-time initiative via budget process Q2-Q3 2018

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Financial Services													
Economic Development		X											
Economic Development			X	X									
Economic Development					X	X	X						
Economic Development		X	X										
Economic Development		X	X	X	X	X	X						
Economic Development													
Economic Development			X										
Economic Development													
Economic Development		X			X								
Economic Development/ Cultural Services			X										
			X	X									

RECOMMENDATIONS	
#	PARTICULARS
B-7	<p>Create and update content (text, images, and other media) showcasing West Vancouver's visitor offerings in partnership with local tourism stakeholders for dissemination via: VNSTA, Destination BC, and Tourism Vancouver:</p> <ul style="list-style-type: none"> • <i>Initial content ready for dissemination by Q3 2018</i> • <i>Content to be updated as required (ongoing)</i>
B-8	<p>Update the "Visit West Van" page on westvancouver.ca to be consistent with visitor information and messaging on the District's partner web sites, and include relevant links.</p> <ul style="list-style-type: none"> • <i>Complete initial update by end of Q2 2018</i> • <i>Add web links to partner agencies and upload additional content by Q3 2018</i> • <i>Content to be updated as required (ongoing)</i>
B-9	<p>Develop an advertising strategy with local tourism partners to leverage opportunities for cross-promotion of West Vancouver as a visitor destination.</p> <ul style="list-style-type: none"> • <i>Leverage joint advertising and cost-sharing opportunities with VNSTA and local partners Q2-Q4 2018</i>
B-10	<p>Examine advertising opportunities via Blue Bus vehicles and TransLink bus shelters in high traffic areas of downtown Vancouver (e.g., Georgia Street, and close proximity to Stanley Park)</p> <ul style="list-style-type: none"> • <i>Identify funding requirements and cost-sharing opportunities and make recommendations. Q2-Q3 2018</i>
B-11	<p>Develop a District-wide wayfinding plan that builds on initial work by the ADBIA, focusing on major traffic routes into West Vancouver and guiding visitors to local commercial areas and other visitor attractions.</p> <ul style="list-style-type: none"> • <i>Convene stakeholder meetings (District staff and community stakeholders) to define wayfinding issues and objectives Q3 2018</i> • <i>Develop scope of work, and consultant terms of reference for developing a District-wide wayfinding plan and implementation strategy Q4 2018</i> • <i>Seek project funding (one-time initiative) via budget process Q4 2018</i> • <i>If approved, issue proposal call, award contract, and undertake project during 2019-2020</i>
B-12	<p>Examine potential tourism benefits of future District investments in interactive mapping and/or downloadable applications for mobile devices.</p> <ul style="list-style-type: none"> • <i>Develop project objectives with Communications, IT, and Cultural Services Q4 2018 - Q1 2019</i> • <i>Determine scope of work, timing, and required budget Q2 2019</i>
B-13	<p>Support the development of a boutique hotel in the Ambleside Town Centre.</p> <ul style="list-style-type: none"> • <i>Meetings with prospective hotel developers / operators to consider potential sites (ongoing since 2016)</i> • <i>Identify most suitable hotel sites in Ambleside (and other West Vancouver locations) Q1-Q2 2018</i> • <i>Development of supportive land use policies in OCP and Ambleside Town Centre Plan 2018-2019</i>
B-14	<p>Support the development of visitor accommodations in the future Cypress Village and other commercial centres, where feasible.</p> <ul style="list-style-type: none"> • <i>Via Cypress Village and other local area planning programs (Timing TBD)</i>

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Economic Development				X									
Economic Development			X	X									
Economic Development			X	X	X								
Economic Development			X	X									
Economic Development				X									
Cultural Services					X		X	X					
Economic Development			X	X									
Economic Development													

RECOMMENDATIONS	
#	PARTICULARS
B-15	<p>Develop draft policy and regulations to allow for “bed and breakfast” and “short-term vacation rental” as permitted uses on properties recognized for their heritage value - both to broaden accommodation options, and to provide an economic incentive for heritage conservation.</p> <ul style="list-style-type: none"> • <i>Obtain legal opinion on how to provide for such use (e.g., conditional zoning or Heritage Revitalization Agreement) Q1-Q2 2018</i> • <i>Engage local heritage groups to determine attractiveness to owners of heritage properties (with Planning) Q3-Q4 2018</i> • <i>Develop enabling policies/regulations for adoption by Council Q2 2019</i>
B-16	<p>Promote the integration of economic considerations in the District’s Arts and Culture Strategy, to ensure that the arts can contribute to the local economy, and support West Vancouver’s development as a visitor destination.</p> <ul style="list-style-type: none"> • <i>Strategy completion anticipated Q2 2018</i>
B-17	<p>Continue to work with Aboriginal Tourism BC and Aboriginal Tourism Association of Canada to pursue opportunities in Indigenous tourism in West Vancouver.</p> <ul style="list-style-type: none"> • <i>Follow-up on initial discussions re: possibility of national HQ for ATAC in West Vancouver and site opportunities Q1 2018</i> • <i>Update ATBC on Visitor Strategy and identify project opportunities Q1 2018</i>
B-18	<p>Consider opportunities for sanctioned mountain bike trails via implementation of the Upper Lands policies in the OCP, development of a Trails Plan, and/or area planning process for the future Cypress Village.</p> <ul style="list-style-type: none"> • <i>Opportunities and timing to be determined</i>
B-19	<p>Work with West Vancouver’s business community and destination marketing organizations to leverage regional marketing initiatives, gain recognition of West Vancouver as a “foodie” destination, increase business for local restaurants and food retailers, and attract new complementary businesses.</p> <ul style="list-style-type: none"> • <i>Ongoing work with specific projects to be identified in annual work plans Q1 2018, 2019 and 2020</i>
B-20	<p>Expand food experiences at local festivals and special events - e.g., with food trucks, pop up restaurants, and other vendors.</p> <ul style="list-style-type: none"> • <i>Opportunities to be determined by Cultural Services</i>
PART C: COMMERCIAL AREAS STRATEGY	
C-1	<p>Undertake a contextual analysis of the Marine Drive commercial corridor from Taylor Way (or Lions’ Gate Village in the District of North Vancouver) west to 25th Street - to define the role and function, and hierarchy of the distinctive commercial ‘neighbourhoods’ along this corridor, and capitalize on synergies between them. This would be an important input to the Ambleside Town Centre Plan - i.e., to inform future land use policy to support introduction of new multi-family housing, capitalize on emerging business opportunities, and support West Vancouver’s positioning as a visitor destination.</p> <ul style="list-style-type: none"> • <i>Scope of work and level of detail to be determined with Planning staff Q1-Q2 2018</i>
C-2	<p>Develop a new OCP policy framework for West Vancouver’s local economy (2018-2019) including:</p> <ul style="list-style-type: none"> • <i>Land use and development policies for the Marine Drive commercial corridor (see C-1)</i> • <i>Required land use mix and densities to support local service nodes outside of established commercial areas</i> • <i>Designation of lands to accommodate new economic opportunities and employment growth</i>

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Economic Development / Planning		X	X	X	X	X	X						
Cultural Services		X	X										
Economic Development		X	X										
Parks													
Economic Development		X				X				X			
Cultural Services													
Planning & Development / Economic Development		X	X										
Planning & Development / Economic Development													

RECOMMENDATIONS	
#	PARTICULARS
C-3	Consider the branding, place-making, and wayfinding initiatives of the ADBIA, and key directions from the Arts and Culture Strategy, and the Commercial Areas Strategy as inputs into the Ambleside Town Centre Plan. 2018-2019
C-4	Leverage municipal investments in waterfront enhancements, arts and culture, and community services to enhance economic opportunities in the Ambleside and Dundarave commercial areas. <ul style="list-style-type: none"> • <i>Via Waterfront Plan implementation (ongoing)</i>
C-5	Encourage modest-sized rental apartments in Ambleside, Dundarave, and Horseshoe Bay commercial areas in future mixed-use, transit-oriented developments. <ul style="list-style-type: none"> • <i>VIA OCP review and Ambleside Town Centre Plan 2018-2019</i>
C-6	Support development of a streetscape plan for Dundarave Village (planned for 2018) that will identify required upgrades to the public realm, and advance implementation as a capital project in the absence of redevelopment. <ul style="list-style-type: none"> • <i>Work with the ADBIA to identify opportunities for funding or cost-sharing of further streetscape enhancements. Q3-Q4 2018</i>
C-7	Develop a Local Area Plan for Horseshoe Bay Village to provide for future residential intensification and mixed commercial-residential development. <ul style="list-style-type: none"> • <i>Anticipated following adoption of a new OCP ≥ 2020</i>
C-8	Consider the long-term redevelopment opportunities at Caulfeild Village for mixed commercial-residential development via the OCP review process. <ul style="list-style-type: none"> • <i>Post OCP review (2020)</i>
PART D: EMERGING OPPORTUNITIES STRATEGY	
D-1	Advance area planning for the Taylor Way corridor to capitalize on existing land assemblies, motivated property owners, and an established precedent of institutional and multi-family residential uses. <ul style="list-style-type: none"> • <i>VIA OCP review (2019). Timing is fully dependent on Council / Planning priorities, but from an economic perspective, this corridor is considered prime for redevelopment with preliminary development proposals currently under discussion.</i>
D-2	Apply a "resilient community" lens to strategic property acquisitions, dispositions, and long-term lease agreements by the District of West Vancouver to ensure broader social and economic benefits, including: development of workforce housing; accommodating new business and employment opportunities; and expanding the District's commercial tax base (ongoing) <ul style="list-style-type: none"> • <i>Manager, Economic Development provided initial comments to CAO on specific District-owned lands identified for possible disposition in the Municipal Lands Strategy - July 2017</i>
D-3	Identify specific site opportunities (municipal or private) for accommodating possible projects identified in the Emerging Opportunities Strategy, and develop supportive policy directions to ensure such opportunities can be realized (ongoing) <ul style="list-style-type: none"> • <i>Review suitability of District-owned lands that are or will be available for disposition</i> • <i>Identify private-owned lands that would be suitable for land use change</i> • <i>Undertake development feasibility studies of key sites starting 2019</i>

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Planning & Development													
Planning & Development													
Planning & Development													
Engineering & Transportation				X	X								
Planning & Development													
Planning & Development													
Planning & Development													
Corporate Services													
Economic Development													

RECOMMENDATIONS	
#	PARTICULARS
D-4	<p>Maintain communications with industry organizations (e.g., Creative BC, Tech BC, and Destination BC) and senior government agencies to ensure access to relevant data, funding programs, project referrals, and future partnership opportunities.</p> <ul style="list-style-type: none"> • <i>Joined email distribution lists for these organizations 2017 through Q1 2018</i> • <i>Actively engaged in Destination BC's destination development plans for Sea-to-Sky (through Q2 2018) and Metro Vancouver (through Q2 2019)</i>
D-5	<p>Undertake a study of West Vancouver's home-based businesses to better understand their potential to support growth and diversification of the local economy.</p> <ul style="list-style-type: none"> • <i>Review available DWV information on home-based businesses (e.g., business licences)</i> • <i>Identify key questions for investigation</i> • <i>Frame terms of reference for project work plan or consultant study Q4 2018</i>

DIVISIONAL LEAD	Y	2018				2019				2020			
	Q	1	2	3	4	1	2	3	4	1	2	3	4
Economic Development		X X	X	X	X	X	X						
Economic Development					X	X	X	X	X				

January 2018

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