

April 18, 2024

# **Economic Development Strategy 2024-2029**

## Implementation Plan

PREPARED FOR:

District of North Vancouver

PREPARED BY:

Lions Gate Consulting Inc.

IN ASSOCIATION WITH:

B&A Studios

# Implementation Plan

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

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

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

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

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

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

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

Note: FTE full-time equivalent position

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

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

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

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

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

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



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

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

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

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

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

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

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

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



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