

COUNCIL CORRESPONDENCE UPDATE TO APRIL 13, 2022 (8:30 a.m.)

Correspondence

- (1) D. Marley, April 6, 2022, regarding “DWV Economic Recovery Task Force”**
- (2) April 7, 2022, regarding “Fwd: Place for Sport”**
- (3) April 7, 2022, regarding “Yard Maintenance Noise”**
- (4) West Van Matters, April 7, 2022, regarding West Van Matters Newsletter**
- (5) 2 submissions, April 8 and 10, 2022, regarding Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives**
- (6) April 8, 2022, regarding “Words matter” (Transit on the North Shore)**
- (7) April 8, 2022, regarding “Why West Vancouver may never “be green””**
- (8) 2 submissions, April 10, 2022, regarding Development Proposal for Evelyn by Onni Lot 8**
- (9) April 10, 2022, regarding “UFNP and Tree bylaw”**
- (10) April 10, 2022, regarding Traffic Control by West Vancouver Police Department**
- (11) April 12, 2022, regarding “2329 Lawson Ave eyesore” (House Construction)**
- (12) West Vancouver Chamber of Commerce, April 12, 2022, regarding Rotary Ride for Rescue (June 11, 2022)**
- (13) Committee and Board Meeting Minutes – Art Museum Advisory Committee meeting February 8 and March 8, 2022; Gleneagles Community Centre Advisory Committee meeting February 17, 2022; Community Engagement Committee meeting March 2, 2022; Awards Committee meeting March 2, 2022; and Arts & Culture Advisory Committee meeting March 10, 2022**

Correspondence from Other Governments and Government Agencies

No items.

Responses to Correspondence

- (14) Financial Services, April 6, 2022, response to S. Nicholls regarding Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives**
- (15) Financial Services, April 6, 2022, response regarding Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives**
- (16) Financial Services, April 6, 2022, response regarding Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives**
- (17) Director of Engineering & Transportation Services, April 7, 2022, response regarding “Hydro infrastructure - Bay Street and Royal, Horseshoe Bay”**

From: David Marley <domarley52@gmail.com>
Sent: Wednesday, April 6, 2022 7:20 PM
To: correspondence
Cc: Mary-Ann Booth; Craig Cameron; Nora Gambioli; Peter Lambur; Bill Soprovich; Sharon Thompson; Marcus Wong
Subject: DWV Economic Recovery Task Force
Attachments: 2020 May 25 CR Update on Economic Development Plan Implementation and Local Economic Recovery.pdf

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During the almost 32 years in which I have resided in West Vancouver I have witnessed what appears to be a steady deterioration in each of our District's three main commercial centres, most markedly in Ambleside and Horseshoe Bay. Generally, with rare and welcome exception, the structures and street-scapes have become increasingly dilapidated, while more and more storefronts have been vacated. This latter phenomenon would be all the more evident but for the proliferation in more recent times of less than desirable currency exchanges, nail salons and realtors' 'pitch-parlours'. In Ambleside, we now even have a massage parlour. I'm anticipating the arrival of a payday loan outfit soon.

Over the past three decades various Councils, each no doubt with good intentions and sincerity, have proclaimed a commitment to a revitalization of Ambleside and our other commercial centres. In my observation, very little, if any, such activity actually takes place. What does happen is the hiring of more District staff or more consultants, the conduct of more studies and the generation of more reports to Council. We've come to a point at which it is more appropriate to be talking about the resuscitation of our commercial centres, especially Ambleside and Horseshoe Bay.

As you will know, in January, 2018, District staff, evidently after two year's effort, produced an 'Economic Development Plan' for West Vancouver (copy attached). It was filled with public relations baffle-gab, such as building a "more vibrant, thriving and sustainable local economy over the long term", flawed assumptions and little, if anything, of substance. Twenty-six months later, the COVID pandemic was acknowledged to have arrived in North America and our province's chief health officer responded, in part, with the ordered lockdown of many, if not most, commercial enterprises.

Slightly over two months after many of our local businesses were put under lockdown order, on May 25, 2020, District staff produced an update to the earlier Economic Development Plan. This document was thin gruel at best. It contained a mere two recommendations: firstly, a blindingly obvious suggestion that local restaurants, where their location and other circumstances were appropriate, be permitted to open or expand patio seating, and, secondly, that an 'Economic Recovery Task Force' be established by Council. The mandate and responsibilities of this task force were specified in some detail in Appendix "A" to the updated Plan, as was the suggested ten person membership. According to this document, the task force was expected to complete its work within 18 months.

At a Council meeting, held on June 8, 2020, this task force was evidently established, with Mayor Booth to be in the chair. A quote in the June 11th NS News was attributed to our mayor, saying "I take this matter very seriously. I want to hear from businesses and we will do whatever we can to support them." Since then, the only concrete action that I've seen DWV Council take in 'support' of our local businesses has been to raise their property taxes three times.

According to the DWV web-site, as part of the District's Strategic Plan for 2021-22, Council wants to encourage a local economy which features "vital and vibrant commercial centres". Working "in conjunction with the Mayor's task force", the District intends to "support existing businesses and incentivize redevelopment" and will "take measures to support vibrancy (that word again), diversity, locality (whatever this is) and charm in commercial centres." Quite an impressive agenda! Again, it's mere bureaucratic baffle-gab.

Given the prominent reference to the economic recovery task force in the District's strategic objectives for 2021/22, it seems strange to me that neither the composition nor, more importantly, the recommendations of the task force are to be found on the District's web-site.

In a recent e-mail, Mayor Booth advised me that an informal advisory committee was established, which had been "productive and constructive" and which has resulted in certain unspecified "suggestions" that "have or are being implemented". That's good I suppose, depending on the suggestions. What is the content of these suggestions? Which ones have to date been implemented? Which ones are being implemented? For that matter, which ones have been put on the back-burner or ignored entirely? Do you know? If not, why not?

There's an old Japanese proverb, one to which I subscribe wholeheartedly: "Fix the problem, not the blame." During the watch of numerous DWV Councils over many years our three commercial centres have been steadily deteriorating. Their current state is truly appalling. In slightly over six months, as I'm sure you are more than well aware, our next municipal election will be held. As a central part of the debate and deliberations throughout the campaign leading to this election, ought to be the condition of our District's commercial centres, about as far from vital and vibrant as one can imagine, and what various candidates for election or re-election to our local Council propose can and should to be done by our local government to assist with significant improvement to this situation in a timely fashion. As a starting point, the residents and business owner-operators of West Vancouver deserve to know what to date has been done by this Council to address this situation, particularly with regard to the recommendations, whatever these may be, of the economic recovery task force established by Council almost two years ago.

If you aren't yet aware of the recommendations or, for that matter, the composition of the Economic Recovery Task Force, will you inform yourself and thereafter advise me? Or, even better, instruct staff to put this information in a prominent position on the District's web-site and do so promptly in order that all local residents and business owner-operators might see what is, and is not, being done on their behalf or, at least, at their expense?

Apparently, the District has recently hired a "senior community planner-economic development". I have twice requested a copy of this individual's job description but have yet to be provided with it. Will you instruct staff to e-mail a copy to me?

My apologies for banging on at such length about this matter. I have a sincere concern about what is happening to my community respecting its commercial centres and a great desire to see a concrete plan articulated for remedial action of a timely nature.

I hereby request that my name and contact information remain on this e-mail communication.

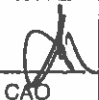
David Marley

s. 22(1)

West Vancouver, BC

s. 22(1)

604-926-8994

Director	 CAO
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<u>COUNCIL AGENDA</u>	
Date: <u>June 8, 2020</u>	Item: <u>6</u>



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

6.

COUNCIL REPORT

Date:	May 25, 2020
From:	Stephen Mikicich, Manager, Economic Development
Subject:	Update on Economic Development Plan Implementation and Local Economic Recovery
File:	2580-10-2020

RECOMMENDATION

THAT

1. The report dated May 25, 2020 providing an update on Economic Development Plan implementation and local economic recovery be received for information; and
2. A Council representative be appointed to the Economic Recovery Task Force, as described in Appendix 'A' to this report.

1.0 Purpose

The purpose of this report is to update Council on the ongoing implementation of the Economic Development Plan and refinements made to the District's economic development role since July 2019; and to describe District actions to support local businesses during the Provincial government's COVID-19 response through May 2020, and BC's Restart Plan over the next 18 months.

2.0 Executive Summary

This report provides an update on Economic Development Plan implementation through spring 2020. It also describes District support for local businesses since the declaration of the COVID-19 pandemic, and in response to a series of Provincial health orders and the introduction of economic supports by senior levels of government.

This report outlines current District efforts to expand outdoor retail space and restaurant seating for local businesses facing reduced sales volumes due to ongoing social distancing requirements under Phase II of the Province's Restart Plan which began in mid-May 2020.

While much remains uncertain during this pandemic, the District must continue its support for local economic recovery and a more resilient community. This report describes the role of a new Economic Recovery Task Force as an advisory body to staff over the next 18 months.

This Task Force will also provide input into the mandate and terms of reference for a longer-term economic development advisory body once we have a better understanding of economic conditions post-COVID19.

3.0 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; for example, to establish broader objectives for the local economy (LGA 474(2)). West Vancouver includes such policy directions in the Local Economy section of its OCP.

4.0 Official Community Plan

The OCP was adopted in June 2018. The Local Economy is identified as one of the Plan's five key themes and policy sections.

The OCP includes 22 policies for strengthening West Vancouver's established commercial centres, supporting tourism development, and promoting opportunities for innovation and new business start-ups. These higher level policy statements fully align with the Economic Development Plan's key strategies which are focussed on tourism, established commercial areas, and emerging business opportunities.

5.0 Financial Implications

The District's Economic Development function is carried out by one dedicated FTE (Manager, Economic Development). Starting in 2020, this role is to be supported by an annual summer student intern position. However, the hiring process was put on hold at the outset of the COVID-19 pandemic, and staff anticipate that this could be re-cast as a fall internship this year.

To date, specific projects recommended in the Economic Development Plan have been funded as one-time initiatives.

6.0 Background

6.1 Previous Decisions

Council, at its July 8, 2019, regular meeting, passed the following resolution(s):

THAT staff advance proposed refinements to the District's economic development role including:

- *better integration of municipal economic objectives within other District functions and services;*

- *formalizing working partnerships with external agencies – to better align mutual objectives, optimize resources, and facilitate project opportunities;*
- *developing an operational budget for municipal economic development; and*
- *developing draft terms of reference for a proposed West Vancouver Business Council for further consideration by Council; and*

THAT staff provide regular updates to Council on the status of the Economic Development Plan on a quarterly or as-needed basis.

6.2 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 included 18 months of research, stakeholder engagement, academic and other working partnerships, and strategy development.

The Economic Development Plan (attached as Appendix 'C') was endorsed by Council in February 2018. This Plan is founded on three strategies focussed on visitors, commercial areas, and emerging opportunities; and lays out 39 specific recommendations for growing and diversifying the local economy.

In 2019, Council defined its strategic goal for the local economy – that is, to “create vital and vibrant commercial centres”. Council's key objectives under this overarching goal include: the preparation of local area plans in Horseshoe Bay Village and Ambleside Town Centre; collaboration with the business community on mutual priorities; and implementation of the Economic Development Plan.

7.0 Analysis

7.1 Discussion

7.1.1 Economic Development Plan Implementation

Implementation of the Economic Development Plan has been ongoing since February 2018. Progress made on each of the Plan's recommendations is shown in the table in Appendix 'B'.

The positioning of West Vancouver as a visitor destination is supported by District representation on the Sea-to-Sky Destination Development Council, Vancouver Coast and Mountain industry forums, Destination BC marketing initiatives, the Board of Vancouver's North Shore Tourism Association, and membership in Tourism Vancouver. The following provides a brief update on key District projects in support of the Visitor Strategy:

Destination Branding

- The purpose of a destination brand for West Vancouver is to create a unique identity for this community in the visitor marketplace – specifically, within the Sea-to-Sky and Metro Vancouver tourism regions. It speaks to what makes our community special, and what it promises to the visitor.
- The marketing plan serves as a ‘road map’ for guiding future District investment in content development, advertising, and promotion; and for leveraging some of the community’s successful ‘sub-brands’ within the arts, recreation and commercial sectors.
- During 2019, staff and a consultant held a series of comprehensive workshops to develop West Vancouver’s destination brand story and understand its targeted visitor markets. Verbal branding guidelines were completed by the end of the year; and one-time funding was requested to complete the visual guidelines and develop marketing content, including videos for social media.
- Completion of this work is key for ensuring West Vancouver’s readiness to benefit from tourism sector recovery in 2020-2021.
- West Vancouver’s positioning as an intimate, boutique-scale destination and its offerings in nature/outdoor recreation, arts and culture, and village retail and dining is highly advantageous given the anticipated industry re-boot, focusing on local and regional visitors, and then domestic travel. The international market is expected to change significantly as Destination BC and Destination Canada identify safe markets for focused tourism promotion.

Community Wayfinding Plan

- Wayfinding signage is a critical awareness and directional tool for visitors - both along highways and major access points to the community, and for navigating within the community to find specific attractions, amenities, and businesses.
- Staff have been working with the Ministry of Transportation and Infrastructure (MOTI) to:
 - update existing service and attraction signs at local highway exits; and
 - introduce community gateway signage – i.e., at entry points to West Vancouver from the Sea-to-Sky Highway and from Vancouver and North Vancouver¹.
- A comprehensive community wayfinding plan involving both District staff and community stakeholders, and broader public engagement

¹ Timing for implementation is to be determined.

has been underway since fall 2019. Project completion is anticipated in September 2020.

Visitor Accommodations – Boutique Hotel

- In mid-2019, a consultant was retained to examine the viability of a mixed hotel and office development in West Vancouver, and to provide direction for development and application of land use policies to support this type of mixed-use development in the Ambleside Town Centre. Key findings are as follows:
 - While Ambleside is one of the most desirable locations for development, it is also one of the most difficult due to prohibitive land costs, outdated land use regulations, and risks associated with rezoning.
 - A hotel project in this location would be a lifestyle-oriented boutique hotel on the order of 80-120 rooms (with at-grade retail) that could provide a self-encompassing destination experience with connection to the waterfront.
 - A stand-alone hotel is not considered economically feasible; an office development on its own could generate modest returns but this would be insufficient to offset development risks.
 - The higher risk and return requirement for hotel development would be partially mitigated by the lower risk and return requirements of strata office development in a mixed-use project, with retail at grade.
 - Incentivizing hotel and office uses will require a significant increase in density over existing zoning, and a reduction or waiving of CACs.
- The further direction in this report is that work is needed to make Ambleside more attractive for development by creating policies to expand housing diversity, local population (particularly a younger demographic), and employment base. This would increase the local consumer base to support growth of retail businesses and improve the overall tenant mix. These efforts, supported by place-making and destination development initiatives, are key directions for the Ambleside Town Centre Plan.

Visitor Accommodations – Short-Term Vacation Rentals

- Research on short-term vacation rentals has been identified as a key work item for a student intern during the summer (or fall) of 2020. Specifically, we would look to determine the number of such accommodations, identify associated issues, potential impacts on the District's rental housing supply (e.g., secondary suites), and opportunities for legitimizing such accommodations to support West Vancouver's positioning as a visitor destination.

7.1.2 Refinements to Economic Development Role

Refinements made to the District's economic development role, per Council's resolution of July 8, 2019, are outlined below:

Better Integration with other District Operations

The Manager of Economic Development has been working cross-divisionally within the organization since early 2016 – both to support strategic initiatives led by other departments; and to engage staff from those departments in local economic development.

The results of these efforts include the Local Economy being recognized as one of five key policy areas in the new OCP; strong alignment between the Economic Development Plan and the Arts and Culture Strategy; and recognition of the importance of District parks, culture, and community services in supporting a visitor economy.

Re-casting departmental wayfinding objectives within a comprehensive Community Wayfinding Plan illustrates the cost-effectiveness of a District-wide approach, and greater opportunities for cross-divisional collaboration. This project is being led by the Manager of Economic Development, as a key implementation action for the Visitor Strategy, but is being co-managed by staff from Engineering and Transportation.

Staff from other departments have also been engaged (along with community members) in Destination Branding and, when completed, this work will support the marketing of District facilities, programs and events as part of a comprehensive destination offering.

There is a growing appreciation of local economic objectives within other Departments, due in part to Council's strategic priorities for the local economy including implementation of the Economic Development Plan.

External Agencies

Staff have executed FOIPPA information sharing agreements with the West Vancouver Chamber of Commerce (Chamber) and the Ambleside-Dundarave Business Improvement Association (ADBIA) to enable provision of business licence information – to aid in these organization's respective outreach to local businesses.

As of fall 2019, the Manager of Economic Development is facilitating regular meetings between Executive Team members and the Board and staff of the Ambleside-Dundarave BIA. This has facilitated a mutual exchange of information, and the framing of project partnerships.

A new five-year service agreement has been negotiated and executed with the Chamber, effective January 1, 2020. It outlines mutual expectations and obligations, a process of annual planning and review, and opportunities for collaboration and leveraging external resources.

The Manager of Economic Development is also the District's liaison to, or representative on the following regional economic and tourism organizations:

- Destination British Columbia (various forums and committees)
- Vancouver's North Shore Tourism Association (Board of Directors)
- Metro Vancouver's Regional Economic Prosperity Advisory Committee
- Economic Partnership North Shore
- Sea-to-Sky Destination Development Council

Funding for Economic Development

In July 2019, staff reported that the establishment of the District's local economic development role and preparation of the Economic Development Plan was undertaken by a staff of one, within the Office of the Chief Administrative Officer. This was achieved through seeking out and leveraging working partnerships with the local business community and numerous external agencies.

Plan implementation has been supported by key staff from other departments, and specific projects have been supported through one-time funding initiatives. The operational budget for Economic Development supports one FTE staff position and one annual student internship.

A 2020 funding request has been submitted for completion of the Destination Brand and Marketing Plan. Operational funding for Economic Development should be considered under the District's next budget process to ensure support for local economic recovery and resilience-building.

Economic Development Advisory Body

In creating the Economic Development Plan, the District has benefited from the guidance and support of the local business community, academic partners, industry associations, and various experts in their respective fields – i.e., technology, creative industries, tourism, retail, real estate, land development, urban design, community resilience, etc. There is great value in harnessing such expertise through an advisory body.

In July 2019, staff had recommended the establishment of a "West Vancouver Business Council"² to advise staff and Council in evaluating investment and development opportunities for West Vancouver, and to make recommendations for advancing the community's economic development objectives.

² i.e., an "Economic Development Advisory Committee"

The acute shock of the COVID-19 pandemic has exacerbated West Vancouver's chronic stresses³ to highlight the community's vulnerabilities, and the ongoing need for resilience-building. However, it will likely be another 18 months before the full economic impacts of this pandemic become clear.

An Economic Recovery Task Force is being established as an advisory body to staff, to help develop recovery plans over this interim period. The mandate and responsibilities of this Task Force are described in the draft operating guidelines attached as Appendix 'A'.

This Task Force will also provide input into the mandate, strategic priorities, and terms of reference for a future Economic Development Advisory Committee, as an advisory body to Council and staff on longer-term economic development opportunities.

Staff are recommending that a Council representative be appointed to the Task Force.

7.1.3 Support to West Vancouver Businesses during COVID-19 Response

District staff have been working with colleagues at the City and District of North Vancouver, the Chambers of Commerce and Business Improvement Associations (BIAs) on the North Shore, North Shore Emergency Management (NSEM), and Vancouver Coastal Health to identify local business needs, share information, and provide links to senior government support programs for small business. This has included weekly conference calls since early March 2020.

Public information and updates are posted on the District's web site and social media channels, including links to local, provincial and federal health authorities; and Canada's COVID-19 Economic Response Plan. In addition to general information about the COVID-19 pandemic, there is specific information for West Vancouver businesses posted at the following link: <https://westvancouver.ca/economy/covid-19-information-and-resources-businesses>.

Staff also participate in weekly conference calls with Destination BC on impacts to and recovery plans for the provincial tourism sector, and receive regular updates from Small Business and Marketplace Services - Innovation, Science and Economic Development Canada.

The West Vancouver Chamber of Commerce hosted an information webinar with MP Patrick Weiler on May 4, 2020, where he explained and answered questions about the federal government's economic support programs. This is likely the first in a series of such webinars.

³ West Vancouver's chronic stresses are associated with an aging and declining population, a sprawled auto-dependent pattern of development, limited housing choice and affordability, and a reliance on a non-resident workforce.

7.1.4 Current Initiatives in Response to Phase II of BC's Restart Plan

The permitted re-opening of restaurants, retail and other businesses under Phase II of BC's Restart Plan includes new safety guidelines from WorkSafeBC and a requirement for COVID-19 safety plans for each business. For restaurants, cafes and pubs – this means a maximum of 50% of their usual capacity of patrons at one time; maximum parties of six people; and a two-metre separation between patrons sitting at different tables and between patrons from different parties sitting at a bar or counter.

Staff have been working on two separate initiatives to help offset the economic impacts of social distancing on local businesses:

1. Opportunities for restaurants to serve diners in local parks; and
2. Expanded outdoor dining and retail opportunities in commercial areas.

Within the commercial areas, this could take the form of new or expanded sidewalk patios, outdoor retail displays, temporary conversion of curbside parking for outdoor dining, or use of private parking lots. Staff are working on an expedited approval process for implementation starting in June 2020.

7.1.5 Longer Term Considerations for Economic Recovery and Resilience

The advent of COVID-19 has changed the context for local economic development. Necessary government actions to curb the spread of COVID-19 have had a devastating impact on the Canadian and provincial economies. While it is understood that these are short-term impacts and economic recovery plans are now underway, no one knows what the longer-term impacts will be or what the "new normal" may look like once the pandemic is over.

We are however, already seeing:

- the need for 'brick and mortar' businesses to establish a stronger online presence, and greater options for home delivery;
- significant changes in office demand as people embrace working from home options and remote meeting technologies;
- decreased opportunities in international education;
- anticipated changes to the seniors' care industry;
- re-building of the provincial tourism industry focused on local, small-scale opportunities and targeting a domestic market over the foreseeable future; and
- challenges for public transit in a new era of social distancing.

Over the next 18 months, staff will work with the Economic Recovery Task Force (see Appendix 'A') to examine short-term impacts and longer term scenarios for various business types, to better understand their longer-

term viability and potential opportunities. This work will support ongoing implementation of the Economic Development Plan, and identify priorities for a Plan update.

Staff are also working to align the District's recovery plans with those of our local partners, the Chamber and ADBIA; and with regional economic organizations in which West Vancouver is represented.

7.2 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 and limited transit service
- Viability of local businesses, given local demographics, spending patterns, high rents and limited leasing opportunities, poor quality of commercial premises, and difficulty in attracting and retaining staff

The Economic Development Plan provides a road map for diversifying and growing the local economy to support West Vancouver's transition from a mature bedroom municipality to a resilient community.

The acute shock of the COVID-19 pandemic has further highlighted the community's vulnerabilities and added a more immediate time dimension to this work in the form of an economic recovery plan.

7.3 Public Engagement and Outreach

Public engagement on Economic Development Plan implementation has been undertaken as an integral part of key projects through spring 2020, including destination branding, and the community wayfinding plan.

A key communication role for District staff during the COVID-19 response has been to access and disseminate accurate information from senior levels of government, including Provincial Health Orders, and details about federal and provincial support programs.

Staff have been working with local business groups and municipal colleagues across the North Shore as part of a Resilient Local Economy Task Force, which has provided for an efficient exchange of information and sharing of best practices during the pandemic.

- 7.4 Other Communication, Consultation, and Research
To be determined.

8.0 Options

8.1 Recommended Option

Staff are recommending that the report dated May 25, 2020 providing an update on Economic Development Plan implementation and local economic recovery be received for information; and that a Council representative be appointed to the Economic Recovery Task Force, as described in Appendix 'A' to this report.

8.2 Considered Options

No other options have been considered as this report provides a status update on staff efforts to support local businesses during the COVID-19 pandemic and economic recovery phase – work that is currently in process and time-sensitive.

9.0 Conclusion

Implementation of the Economic Development Plan has been ongoing since 2018. Progress on the Plan's 39 recommendations is outlined in Appendix 'B' to this report.

For the past several weeks, District staff have supported West Vancouver businesses through access to information during the COVID-19 response, and examining opportunities for outdoor dining and retail to mitigate reduced customer capacity due to social distancing requirements.

Staff are establishing an Economic Recovery Task Force as an advisory body to staff in supporting local economic recovery, and identifying priorities for long-term economic development and resilience-building.

Author:



Stephen Mikicich, Manager, Economic Development

Appendices:

- A. Draft Operating Guidelines for Proposed Economic Recovery Task Force
- B. Table Showing Progress Made on Each of the 39 Recommendations in the Economic Development Plan (updated May 25, 2020)
- C. *District of West Vancouver Economic Development Plan, January 2018*

Economic Recovery Task Force Operating Guidelines

1. Mandate

1.1 The Economic Recovery Task Force ("the Task Force") will assist staff in efforts to support local businesses during the COVID-19 pandemic and the four-phased Provincial Economic Recovery Plan over a period of approximately 18 months starting in June 2020. The Task Force will also assist in establishing strategic priorities for local economic development following the pandemic.

2. Responsibilities

- 2.1 The Task Force will support the District's economic development function by:
- a) reviewing the Economic Development Plan (2018) and advising on:
 - i. implementation priorities and further recommendations in light of the COVID-19 pandemic and Provincial Restart Plan; and
 - ii. emerging opportunities and longer-term priorities for local economic development post-pandemic;
 - b) providing advice on appropriate District services for local businesses during the gradual re-opening of the provincial economy;
 - c) examining key sectors of the local and regional economies to understand the longer-term impacts of COVID-19;
 - d) identifying information, skills, and resource needs of local businesses for building resilience over the longer term;
 - e) advising on updates to municipal policies and regulations pertaining to local businesses;
 - f) identifying strategic partnership and investment opportunities for advancing growth and diversification of the local economy;
 - g) providing input into the mandate, strategic priorities, and terms of reference for a future Economic Development Advisory Committee; and
 - h) advising on other issues as may be referred by the Manager of Economic Development from time to time.

3. Composition

- 3.1 The Task Force will be drawn from the local and regional business communities, and will consist of 10 members appointed by the Manager of Economic Development, as follows:
- a) 3 representatives from the West Vancouver business community at large
 - b) 1 representative from the West Vancouver Chamber of Commerce
 - c) 1 representative from the Horseshoe Bay Business Association
 - d) 1 representative from the Ambleside-Dundarave Business Improvement Association
 - e) 1 representative from Economic Partnership North Shore
 - f) 2 representatives from leading sectors of the regional economy
 - g) 1 representative from a local university-level business school
- 3.2 One member of Council will be designated to serve as a Council representative on the Task Force.

4. Support and Oversight

- 4.1 The work of this Task Force will be facilitated by the Manager of Economic Development, with support from Administrative Services staff.
- 4.2 It is anticipated that staff from other Divisions will provide support or input on specific initiatives that may be under consideration by the Task Force from time to time.

Progress Made on Each of the 39 Recommendations in the Economic Development Plan (updated May 25, 2020)

PART A: LOCAL ECONOMIC DEVELOPMENT AND COMMUNITY RESILIENCE

Recommendation		Status – May 2020
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.	Completed: New OCP was adopted in June 2018. Local Economy is one of five key themes or policy areas of the new Plan.
A-2	Utilize the Economic Development Plan as a framework for integrating local economic considerations with District services and key initiatives.	Ongoing: e.g., OCP, Arts & Culture Strategy, Community Wayfinding Plan, Local Area Plans, Destination Branding and Marketing, North Shore Culture Compass (launched 05.25.20)
A-3	Support the work of the West Vancouver Chamber of Commerce, the Ambleside-Dundarave BIA, and the Horseshoe Bay Business Association in strengthening West Vancouver's commercial districts through project partnerships and other opportunities.	Ongoing: Council's strategic goals for 2019-2020 include "creating vital and vibrant commercial centres" through local area planning, implementation of the Economic Development Plan, and collaboration with the business community on mutual priorities
A-4	Continue building and strengthening partnerships with other government and industry organizations to leverage external expertise and resources for Plan implementation.	Ongoing: e.g., destination marketing organizations, regional economic bodies, various government agencies, academic institutions, etc.
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.	Completed: A new five-year service agreement was approved by Council and is in effect as of January 1, 2020. It provides for an annual process of mutual priority-setting and review, greater accountability, and opportunities to leverage external resources.
A-6	Execute the District's oversight responsibilities with respect to "Ambleside-Dundarave Business Improvement Area Service Bylaw No.	Ongoing: Annual work plan item for Financial Services with timing related to the ADBIA's Annual General Meeting, and respective ADBIA and DWV budget

Recommendation	Status – May 2020
4847, 2015" with respect to granting and taxation.	processes. Next AGM tentative for 06.24.20.

PART B: VISITOR STRATEGY

Recommendation	Status – May 2020
<p>B-1 Position West Vancouver as a recreational and cultural daytrip destination within the Metro Vancouver and Sea-to-Sky tourism regions.</p>	<p><u>Completed:</u> Phase I branding (2019) <u>Pending:</u> Phase II (subject to 2020 funding)</p> <p>The Destination Brand and Marketing Plan identifies the strategic investments that the District needs to make in tourism brand awareness and marketing. Building on initial work on destination branding in 2019, the next phase of this project includes: destination brand logo and tag line, graphic standards for marketing content, brand awareness campaign, guidance on tourism content and messaging on the District's web site(s) and social media, creation of destination videos, and traditional advertising. This is the creative content we need to enter the tourism marketplace starting in 2020.</p>
<p>B-2 Define potential visitor markets for West Vancouver using such tools as Explorer Quotient and Explorer Type to align visitor offerings and promotional messaging.</p>	<p><u>Completed:</u> See B-1 (2019) West Vancouver's Explorer Types: (1) Authentic Experiencers; (2) Cultural Explorers</p>
<p>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.</p>	<p><u>Completed:</u> Destination Development Plans for Sea-to-Sky and Metro Vancouver tourism regions (2019) Resulting Initiatives: (1) Tourism Catalyst Fund; (2) Sea-to-Sky Tourism Council</p>
<p>B-4 Work with travel media to leverage West Vancouver's many visitor attributes, and cultivate a unique travel experience, with opportunities</p>	<p>As opportunities arise</p>

	Recommendation	Status – May 2020
	for visitor immersion in the arts, nature, outdoor recreation, community celebrations, and indigenous culture.	
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.	Deferred: Timing for changes to the MRDT tax collected on the North Shore is subject to expiration of existing agreements and/or proposed changes to the tax rate. At this time, no property other than the Horseshoe Bay Motel would be eligible to collect this tax (if imposed). VNSTA remains West Vancouver's de factor DMO, and the Manager, Economic Development sits on the VNSTA Board as DWV representative.
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.	To be determined upon completion/ launch of the Destination Brand and initial investments in destination marketing.
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.	To be determined: This work would be undertaken during Phase II of the Destination Brand and Marketing Plan , which remains subject to funding approval in 2020.
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.	Planned for 2020: An initial web site update will add new content and updated information links, but more in-depth messaging and coordinated marketing is subject to completion of the Destination Brand and Marketing Plan.
B-9	Develop an advertising strategy with local tourism partners to leverage opportunities for cross-promotion of West Vancouver as a visitor destination.	To be determined: Implementation is subject to funding approval for destination marketing

Recommendation		Status – May 2020
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).	To be determined upon completion of the Destination Brand and Marketing Plan. At this time, individual destinations and businesses in West Vancouver have made excellent use of this advertising vehicle – e.g., ADBIA, Park Royal, Cypress Mountain
B-11	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.	In process: This work is presently underway. Completion anticipated Q3 2020. This Plan will put forward a wayfinding system and design concepts for future implementation. Implementation would likely be phased, based on wayfinding priorities and budget considerations.
B-12	Examine potential tourism benefits of future District investments in interactive mapping and/or downloadable applications for mobile devices.	Completed: Based on input from IT Services and Communications, the District will not be creating new apps, but will be investing in a mobile-friendly web site. While the current web site will be updated with new content (as it is developed), a future overhaul of westvancouver.ca will provide an opportunity for a more robust tourism presence.
B-13	Support the development of a boutique hotel(s) in the Ambleside Town Centre.	Completed: Study looking at feasibility of hotel and office development (land use and development parameters) – Q4 2019. Should inform both Ambleside Town Centre Plan, and consideration of any hotel/office proposal in advance of Plan completion (interim policy).
B-14	Support the development of visitor accommodations in the future Cypress Village and other commercial centres, where feasible.	Ongoing: BPP has been fully engaged in the Economic Development Plan and Visitor Strategy. Development of visitor accommodations in Cypress Village, along with other attractions is fully supported by the Economic Development Plan.
B-15	Develop draft policy and regulations to allow for “bed and breakfast” and “short-term vacation rental” as	Planned for 2020: Research on short-term vacation rentals was to be a key work plan item for an Economic

Recommendation		Status – May 2020
	permitted uses on properties recognized for their heritage value, both to broaden accommodation options, and to provide an economic incentive for heritage conservation.	Development student internship in the summer of 2020 ¹ .
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.	Completed: The Manager, Economic Development and members of the local business community provided significant input into the Arts & Culture Strategy (adopted June 2018); and staff have ensured strong alignment between this Strategy and the Economic Development Plan.
B-17	Continue to work with Indigenous Tourism BC (ITBC) and Indigenous Tourism Canada (ITAC) to pursue opportunities in Indigenous tourism in West Vancouver.	Ongoing: ITBC has been fully engaged in the Visitor Strategy and specific initiatives such as the Destination Brand and Marketing Plan,
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.	Ongoing: North Shore Mountain Bike Association has been engaged in the Visitor Strategy. Opportunities for mountain bike trails will be realized through the work of the Parks Department, development of Cypress Village, and the development of all-season attractions at Cypress Mountain.
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.	Ongoing: One of West Vancouver's key visitor offerings is the variety of retail goods and services (including dining options) in established commercial villages. Opportunities for food-related tourism are also supported by Destination BC's co-op marketing programs – such as the BC Ale Trail, and dining and culinary tours.

¹ The District is putting new staff recruitment on hold, given uncertain time-lines and remote work arrangements in light of the COVID-19 pandemic. While staff have reviewed and short-listed applicants for interviews, it is anticipated that this internship will be delayed until fall 2020, meaning research findings and policy implications will not be presented until 2021.

Recommendation		Status – May 2020
B-20	Expand food experiences at local festivals and special events, e.g., with food trucks, pop up restaurants, and other vendors.	Ongoing: Local restaurants and other food retailers have been involved in District events and programs such as Harmony Arts and Bridge Festivals; as have our local commercial districts. Future opportunities could be harnessed by Cultural Services staff working more closely with the local business community.

PART C: COMMERCIAL AREAS STRATEGY

Recommendation		Status – May 2020
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.	To be determined: This work should be undertaken as a key input into the Ambleside Town Centre Plan or should be incorporated into the Plan's study area boundaries. The functional and land use linkages along this transit corridor are key opportunities for realizing new investment in housing and commercial space; and should be looked at comprehensively.
C-2	Develop a new OCP policy framework for West Vancouver's local economy including: <ol style="list-style-type: none"> 1. Land use and development policies for the Marine Drive commercial corridor (see C-1) 2. Required land use mix and densities to support local service nodes outside of established commercial areas 3. Designation of lands to accommodate new economic opportunities and employment growth. 	To be determined: The OCP (adopted June 2018) includes a high level policy framework pertaining the Local Economy but does not include designation of future commercial / employment lands in the District. Plan implementation is to focus on centres and corridors over the foreseeable future. The pending Cypress Village area planning process does however provide an opportunity to consider such uses.
C-3	Consider the branding, place-making, and wayfinding initiatives of the ADBIA, and key directions from the Arts and Culture Strategy, and the	Completed: ADBIA inputs have been fully considered in / and have informed development of the Visitor Strategy, Commercial Areas Strategy, Destination

Recommendation		Status – May 2020
	Commercial Areas Strategy as inputs into the Ambleside Town Centre Plan.	Branding and Marketing Plan, and Community Wayfinding Plan. ²
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.	Ongoing: As opportunities arise. The District and ADBIA developed a joint place-making proposal in early March 2020; specifically, decorative north-south crosswalks for improved connectivity to the waterfront. This was subject to the availability of one-time District funding and a cost-sharing agreement with the ADBIA; but is now on indefinite hold.
C-5	Encourage modest-sized rental apartments in Ambleside, Dundarave, and Horseshoe Bay commercial areas in future mixed-use, transit-oriented developments.	To be determined: This is direction for local area planning (centres and corridors). The Horseshoe Bay Plan is currently in process; while the Ambleside Town Centre Plan is anticipated to start in 2021.
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 	In process: Work has been ongoing since 2018, and broader community engagement on conceptual plans is currently underway. The ADBIA remains interested in supporting plan implementation through further enhancements (to be determined), but has expressed concern over any potential parking loss.
C-7	Develop a Local Area Plan for Horseshoe Bay Village to provide for future residential intensification and mixed commercial-residential development.	In process: The Planning Department is undertaking a four-phase planning process in Horseshoe Bay. In January 2020, Council received the Phase 2 report and directed staff to proceed with Phase 3 Foundations – i.e., refining preferred options into planning and design foundations.

² However, the terms of reference and process for the Ambleside Town Centre Plan are not yet known.

Recommendation		Status – May 2020
C-8	Consider the long-term redevelopment opportunities at Caulfeild Village for mixed commercial-residential development via the OCP review process.	Completed: This recommendation has been addressed via <u>OCP Policy 2.3.4</u> : “Regenerate Dundarave and Caulfeild Village Centres with small-scale, street-level retail, service and restaurants, secondary office use, and mixed residential and commercial uses that reflect their respective characters and contexts.” (OCP adopted June 2018)

PART D: EMERGING OPPORTUNITIES STRATEGY

Recommendation		Status – May 2020
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.	<p>Timing to be determined: It is not anticipated that a Taylor Way Plan will be initiated until Horseshoe Bay (underway) and Ambleside Town Centre (anticipated in 2021) are completed.</p> <p><u>OCP Policy 2.1.13:</u> “Create capacity for an estimated 1,700–2,100 net new housing units through local area plans for the following areas, subject to provision 2.1.14 of this plan:</p> <ul style="list-style-type: none"> a. Ambleside Municipal Town Centre (1,000–1,200 estimated net new units); b. Taylor Way Corridor (500–600 estimated net new units); and c. Horseshoe Bay (200–300 estimated net new units).
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 	<p><u>In process: 2195 Gordon Avenue</u></p> <ul style="list-style-type: none"> ▪ In September 2018, Council directed staff to proceed with public consultation on possible options for this District-owned site, with the intent to address housing affordability and balance revenue needs for other District public projects. ▪ The District has submitted a development application for 2195

Recommendation		Status – May 2020
	- Expanding the District's commercial tax base	<p>Gordon Avenue and is moving forward with its proposal to rezone the site in order to allow for three multiple-family residential buildings and an adult day centre.</p> <ul style="list-style-type: none"> Two, six-storey, multiple-family residential buildings are proposed to be secured as rental only tenure for the residential units. One, eight-storey, multiple-family residential building is proposed and could allow for strata condominiums. An adult day centre is also proposed, and is expected to be funded and operated by Vancouver Coastal Health Authority and be approximately 3,000 square feet in area.
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.	To be determined: Initial ideas were examined during preparation of the Economic Development Plan, and there are regular inquiries about potential development proposals - but these have not advanced to the formal application stage.
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.	Ongoing: The Manager, Economic Development represents the District at Destination BC, Economic Partnership North Shore, and Metro Vancouver's Regional Economic Prosperity Service.
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.	Planned for 2020: This will be one of the work plan items for an Economic Development student internship in the summer of 2020. ³

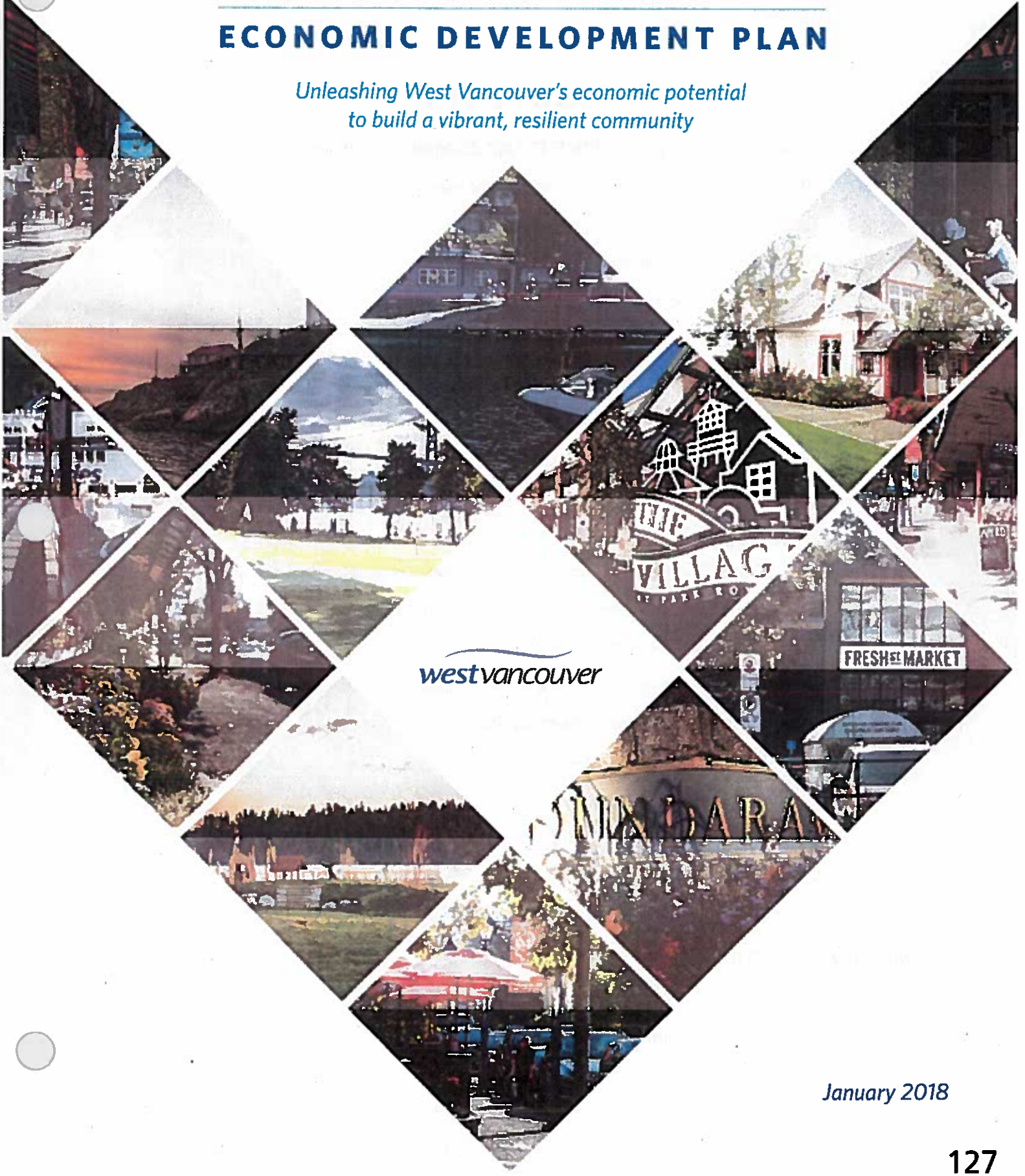
³ As noted above, this student internship will be postponed to fall 2020.

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DISTRICT OF WEST VANCOUVER ECONOMIC DEVELOPMENT PLAN

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



westvancouver

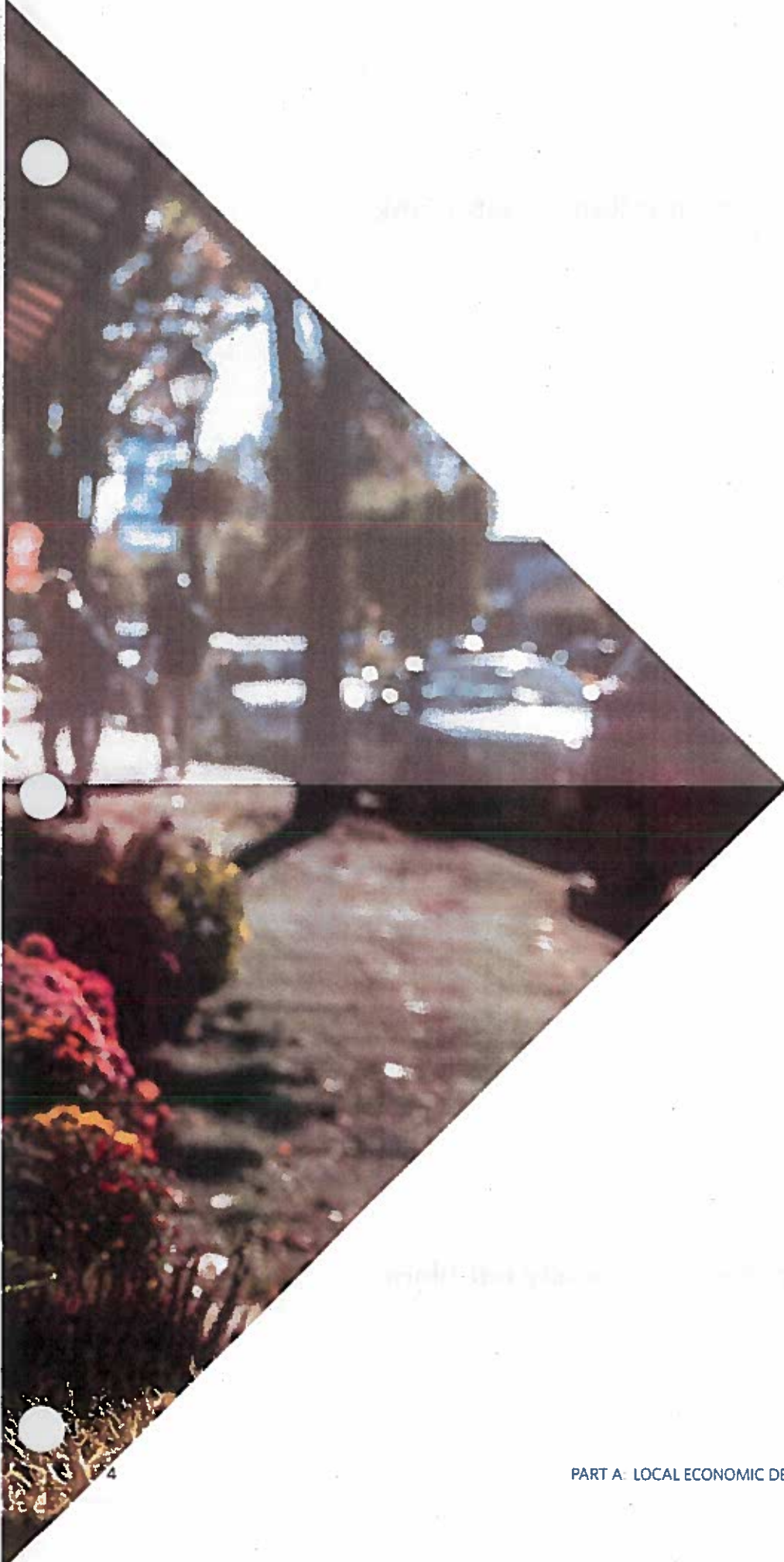
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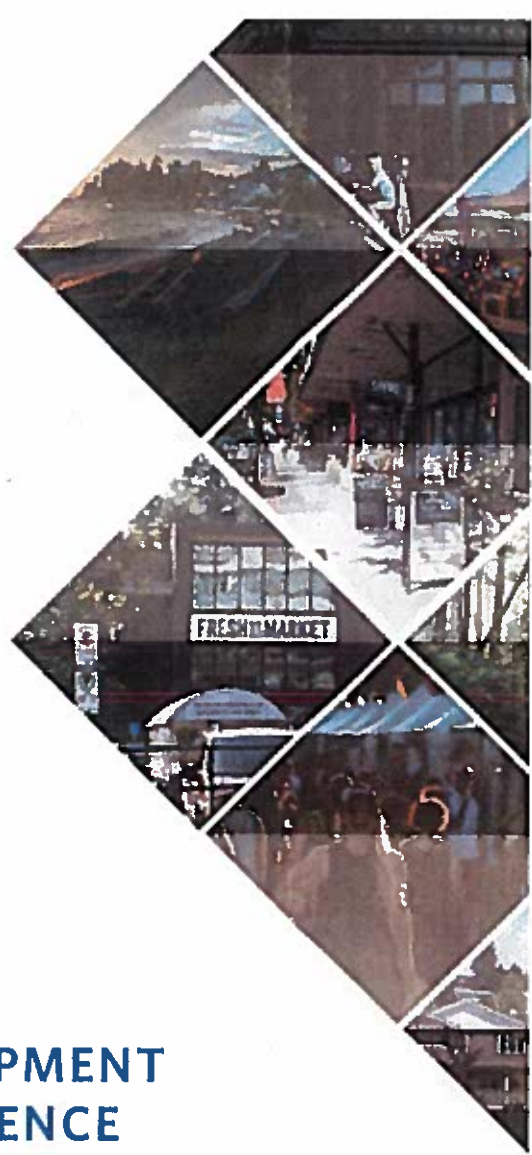
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PART A:
**LOCAL ECONOMIC DEVELOPMENT
AND COMMUNITY RESILIENCE**

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

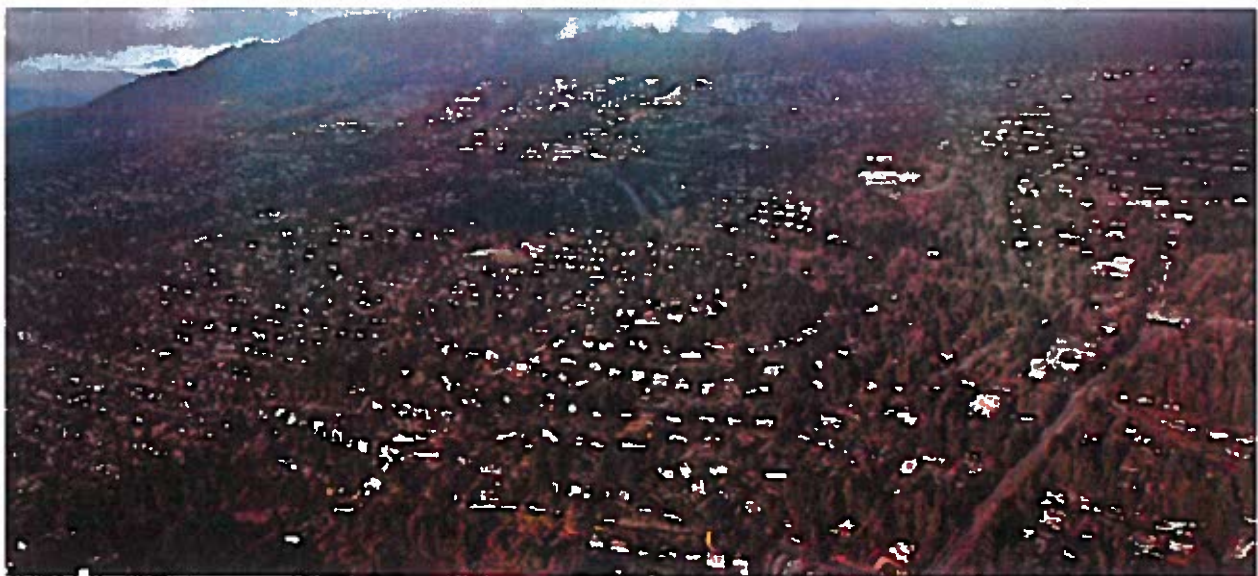
The Economic Development Plan provides a road map for diversifying and expanding the local economy to support West Vancouver's transition from a mature bedroom municipality to a resilient community. It also serves as a touchstone for District Council and staff to ensure that District plans and policies 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 S.W.O.T. 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."

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 communities⁷. 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.

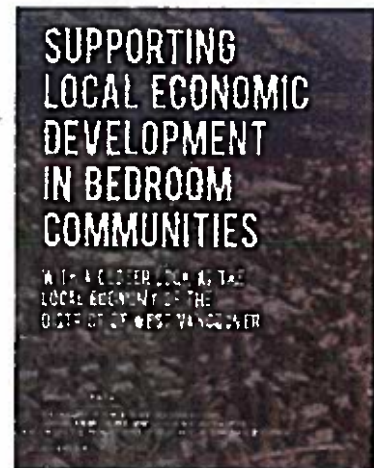
This study defines bedroom communities and their context within metropolitan areas: it identifies the social, economic, and environmental impacts of bedroom communities and evaluates five planning and economic development strategies for supporting local economic development in bedroom communities. The 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 Hendry de Silva, MCIP, 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

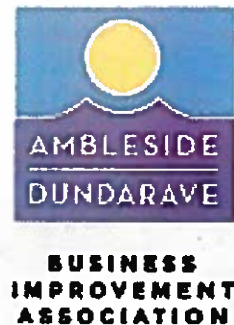
West Vancouver Chamber of Commerce (The Chamber)

- 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 380 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

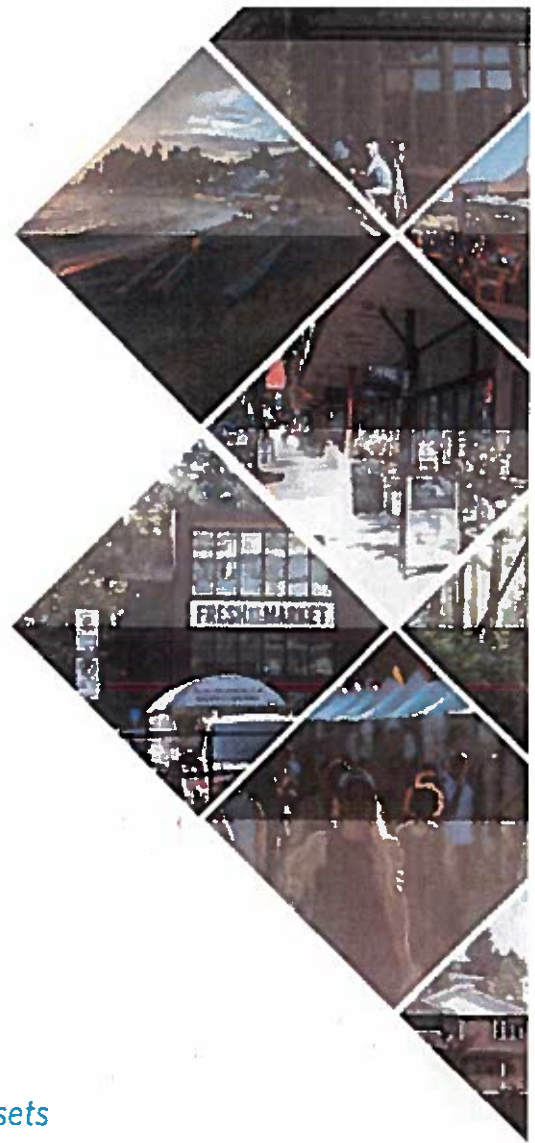
The following recommendations (A-1 through A-5) speak to the broader municipal economic development role in West Vancouver, the nature of economic partnerships the District has established, and the connections between economic growth and diversification to resilience building. Specific recommendations 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 Dunderave; 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: caen-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 Dundarave 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 Froome 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 "Dundarave Village"—responding to the more intimate village character of Dundarave.

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 festivalsandeventsontario.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 \$12 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 Section 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

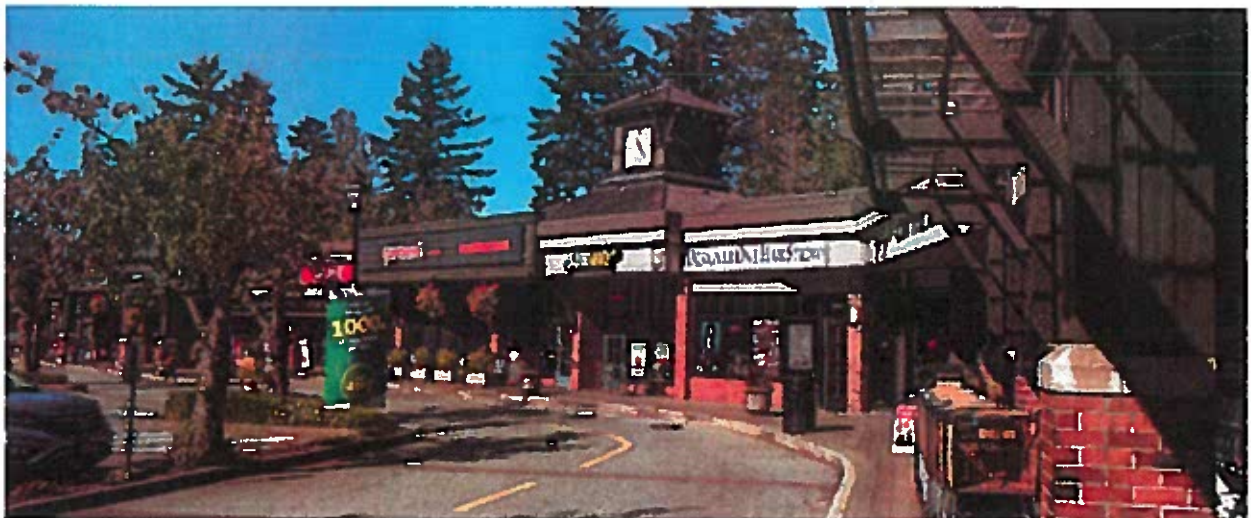


Park Royal Shopping Centre

- 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 hellobc.com

³⁸ In addition to the District of West Vancouver and the ADBIA, 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 travellers based on traditional segments, such as demographics (e.g. age, gender, income, etc.) and/or geography, EQ emphasizes the importance of traveller 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 Durdarave commercial areas.

⁴³ Formal recognition of a property’s heritage value in West Vancouver is via 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 Done 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:

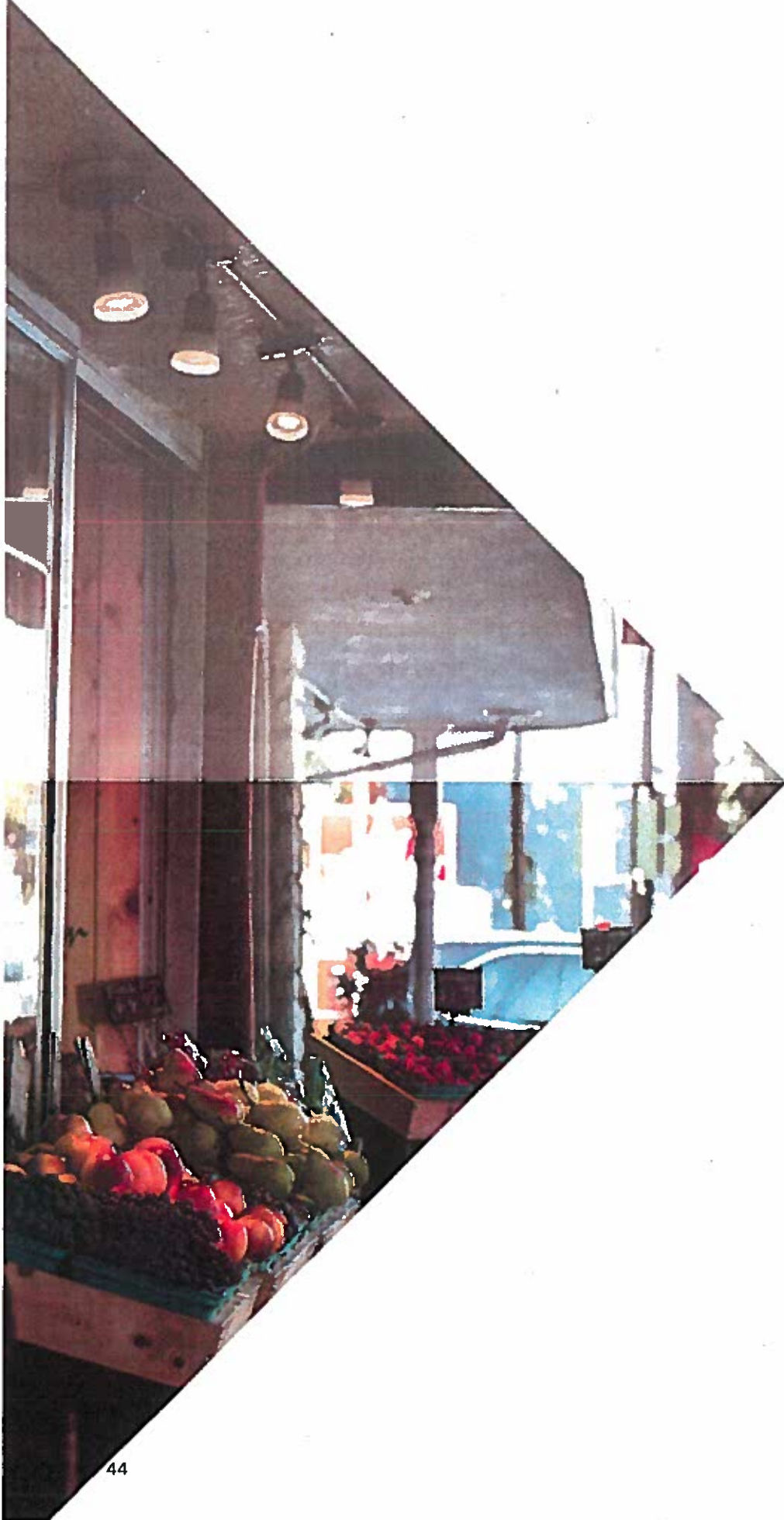
- generate and update West Vancouver content for destination marketing purposes, advertising, and related initiatives
- retain consultant expertise—e.g., industry research, periodic surveys, and feasibility studies as may be needed to guide investments in visitor infrastructure, and to inform future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

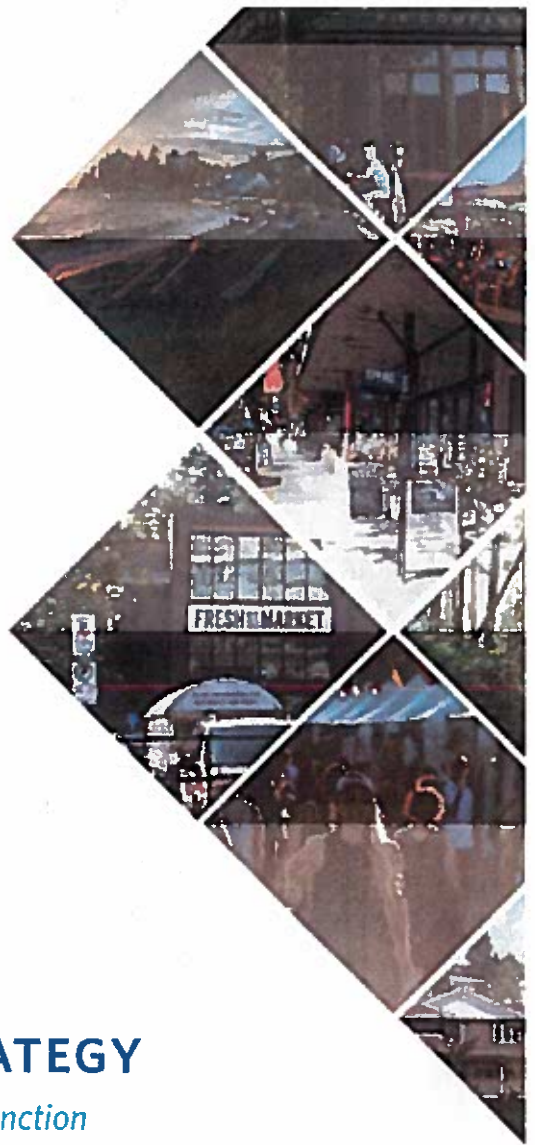
Further inter-divisional work is needed to identify the purpose and scope of a District-wide wayfinding plan and related digital information tools.

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.

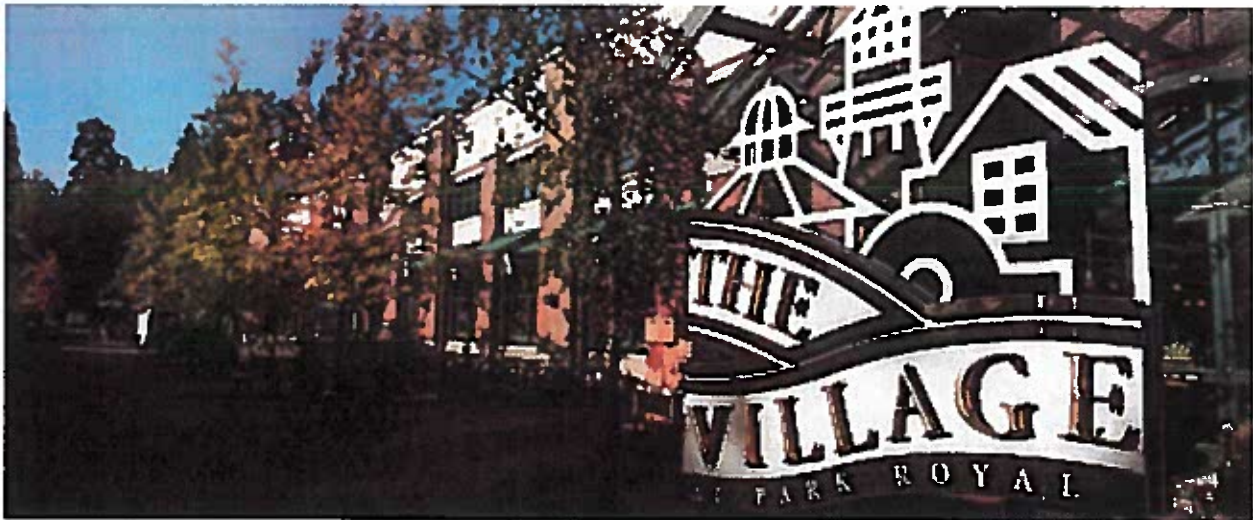
18.1 Park Royal Shopping Centre

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, Urbanics 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 Marsbridge, 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:

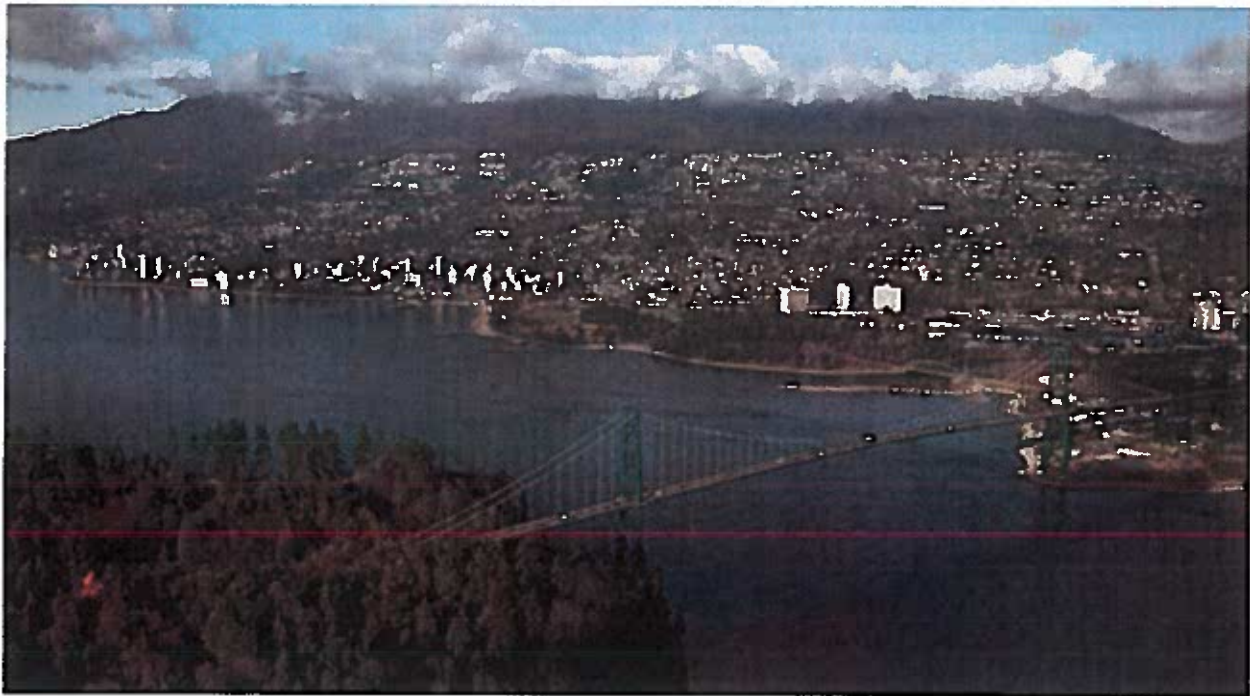
- Park Royal's suburban form of development, with vast areas of parking, is very different from the more urban “high street” character of Ambleside
- while Park Royal has been able to evolve over the years to capitalize on retail trends and customer tastes, due to its single ownership; Ambleside has 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

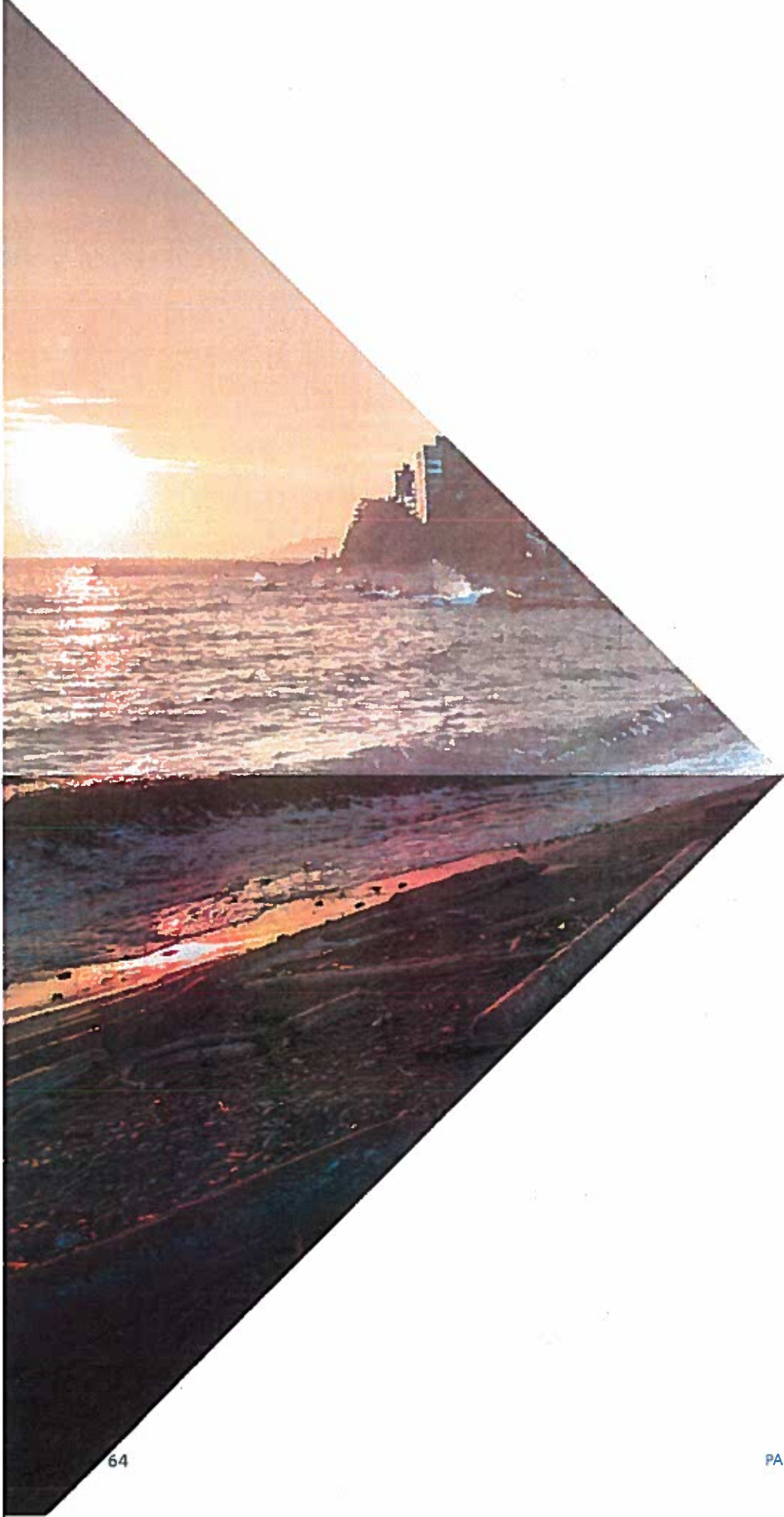
A high-level implementation time-line for the Commercial Areas Strategy is shown in the Table in Part E.

24.1 Resource Requirements

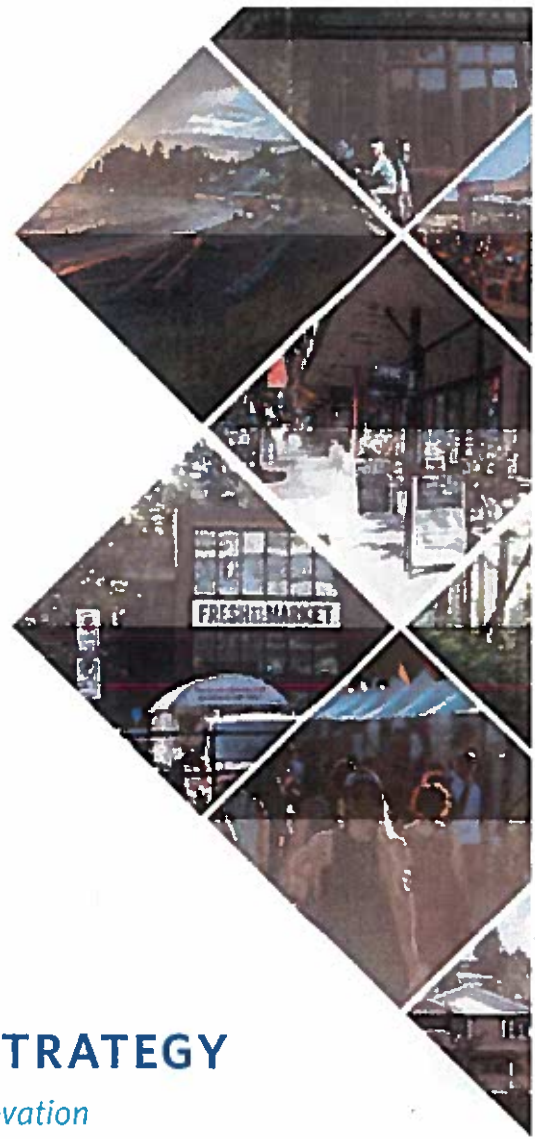
The nature and scope of a recommended contextual analysis of the Marine Drive corridor (Recommendation C-1) has not been defined, and will be further reviewed in conjunction with Planning staff as part of the Ambleside Town Centre Plan and/or broader OCP review.

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 2016.

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 *Ibid.* 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

From: [REDACTED] s. 22(1)
Sent: Thursday, April 7, 2022 9:02 AM
To: Budget; correspondence
Cc: Mary-Ann Booth; Craig Cameron; Nora Gambioli; Bill Soprovich; Peter Lambur; Sharon Thompson; Marcus Wong; Robert Bartlett; Sue Ketler
Subject: Fwd: Place for Sport

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Councillors,

On January 29, I began correspondence with DWV regarding Place for Sport. The following message was sent, a reply received, a second message sent, and a second reply received. It has now been 8 1/2 weeks since the 2nd reply has been received in which I was told that they information would be available in 2 weeks.

Please may I have the answers as requested in my original email of January 29th, 2022, and my subsequent email of February 1st, 2022.

With hope for the future,

[REDACTED] s. 22(1)

West Vancouver, BC [REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Subject: Place for Sport
Date: January 29, 2022 at 9:57:28 AM PST
To: budget@westvancouver.ca, correspondence@westvancouver.ca
Cc: Mary-Ann Booth <mbooth@westvancouver.ca>, Craig Cameron <ccameron@westvancouver.ca>, Councillor Nora Gambioli <ngambioli@westvancouver.ca>, Bill Soprovich <bsoprovich@westvancouver.ca>, Peter Lambur <plambur@westvancouver.ca>, Sharon Thompson <sthompson@westvancouver.ca>, Marcus Wong <mwong@westvancouver.ca>, Rbartlett@westvancouver.ca

Dear Staff at DWV Budget Review, Mayor and Councillors,

Apologies for missing the January 28th, 4 pm deadline, however I have the following questions:

A recent NSN article stated that DWV had committed \$2.5 million to the Place for Sport project. It also stated that Council has now agreed to provide the additional funding to complete the project given the generous donation by the Armitage family.

Elaine McHarg commented at the Jan 25, 2022 AFAC meeting that the estimate for the project has now doubled. Considering the statement made in the NSN and considering Ms. McHarg's comment, please answer the following questions regarding the cost/budget for the Place for Sport:

In all questions, "project" refers to Place for Sport Project and all questions refer to Place for Sport.

What was the initial estimate of the cost of the project "Place for Sport"?
What is the current total estimate of the project?
What is the current budgeted amount that DWV will provide for this project?
What is the current budgeted amount approved by Council?
What is the amount of additional funding DWV will provide?
What is the expected total funding that the District will provide?
What is the current budget for the project by DWV and what is the projected budget for the project by DWV?
Is all funding for double the original estimate in place? If so, what is the projected cost to DWV?
Where in the DWV budget does the additional contribution by DWV fall under?
How much has been spent on the project to date?
What is the amount according to the statement "Council has now agreed to provide the additional funding to complete the project given the generous donation by the Armitage family" that DWV will be contributing?

Apologies if questions seem/are duplicated.

As this is a very public project with public fundraising and nearly \$5 million in public contributions, our community deserves to understand the current estimate for project completion, the total budget for Place for Sport and where the funding is coming from.

Thank you in advance for answering my questions.

Please include my questions and comments in the public feedback submitted to Council and considered as part of the budget review.

With hope for the future.

s. 22(1)

West Vancouver, BC s. 22(1)

I received the following reply.

On Jan 31, 2022, at 4:36 PM, Sue Ketler <sketler@westvancouver.ca> wrote:

Good afternoon,

Thank you for your January 29, 2022 email regarding Place for Sport. It has been referred to me for a response.

The District is not able to release the financial information at this time so that it doesn't affect our negotiations in the competitive contract market. A full disclosure will be available to residents once the process is completed, or earlier if a way can be found to ease the impact on contract negotiations.

Kind regards,

Sue

Sue Ketler (she/her/hers)
Director | Parks, Culture & Community Services | District of West Vancouver
t: 604-925-7126 | c: 604-908-8509 | westvancouver.ca

-
<image001.png> <image002.png> <image003.png>

We acknowledge that we are on the traditional, ancestral and unceded territory of the Skwxwú7mesh Úxwumixw (Squamish Nation), səílwətaʔ (Tsleil-Waututh Nation), and xʷməθkʷəy̓əm (Musqueam Nation). We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

<email title TO Ketler and Gordon 2022 01 29 0957-
s. 22(1) .pdf>

I then replied:

From: s. 22(1)
Subject: Re: Place for Sport
Date: February 1, 2022 at 11:24:03 AM PST
To: Sue Ketler <sketler@westvancouver.ca>, correspondence <correspondence@westvancouver.ca>, Craig Cameron <ccameron@westvancouver.ca>, Councillor Nora Gambioli <ngambioli@westvancouver.ca>, Sharon Thompson <sthompson@westvancouver.ca>, Rbartlett@westvancouver.ca, Mary-Ann Booth <mbooth@westvancouver.ca>, Peter Lambur <plambur@westvancouver.ca>, budget@westvancouver.ca, Marcus Wong <mwong@westvancouver.ca>

Thank you for responding, Sue.

However, some of my questions could be answered that wouldn't affect DWV's negotiations in the competitive contract market. I can understand that you may not want to disclose what the current estimate is until after the quotations are in and the contractor has been decided. However, the following questions have no relationship to the bidding. I ask that those questions please are answered.

What was the initial estimate of the cost of the project "Place for Sport"?
What is the current budgeted amount that DWV will provide for this project?
What is the current budgeted amount approved by Council?
How much has been spent on the project to date?
What is the amount according to the statement "Council has now agreed to provide the additional funding to complete the project given the generous donation by the Armitage family" that DWV will be contributing?

Repeated thanks,

s. 22(1)

West Vancouver s. 22(1)

And received the following reply:

From: Sue Ketler <sketler@westvancouver.ca>

Subject: RE: Place for Sport

Date: February 7, 2022 at 3:11:18 PM PST

To: s. 22(1)

Cc: correspondence <correspondence@westvancouver.ca>, Mary-Ann Booth <mbooth@westvancouver.ca>, Craig Cameron <ccameron@westvancouver.ca>, Nora Gambioli <ngambioli@westvancouver.ca>, Peter Lambur <plambur@westvancouver.ca>, Bill Soprovich <bsoprovich@westvancouver.ca>, Sharon Thompson <sthompson@westvancouver.ca>, Marcus Wong <mwong@westvancouver.ca>, Robert Bartlett <rbartlett@westvancouver.ca>, Budget <budget@westvancouver.ca>

Hello s. 22(1),

Thank you for your email.

Staff are currently looking into costs to date for the Place for Sport project. These costs go back to 2015 when the project first began and staff will provide a detailed list. This information should be sent to you within two weeks.

Thank you,

Sue

Sue Ketler (she/her/hers)
Director | Parks, Culture & Community Services | District of West Vancouver
t: 604-925-7126 | c: 604-908-8509 | westvancouver.ca

-

From: [REDACTED] s. 22(1)
Sent: Thursday, April 7, 2022 12:40 PM
To: correspondence
Subject: Yard Maintenance Noise
Attachments: Yard maintenance noise letter2 to WV.odt

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

April 7, 2022

s. 22(1)

West Vancouver, B.C.

s. 22(1)

Dear Mayor and Council of West Vancouver,

I am writing to request that the District of West Vancouver ban the use of 2-stroke engines for use in yard work, on account of the excessive noise that they cause.

Now that spring and warmer weather are finally coming, so, too, is the elevation of noise brought on by the manicuring of lawns and gardens. It seems ironic that in order to maintain the visual beauty of a garden, peace and quiet must be sacrificed. We feed our eyes and punish our ears.

A large percentage of homeowners in this town don't do their own yard work, they hire contractors who use industrial grade leaf blowers, edge trimmers, lawn mowers and hedge trimmers. Often the contractors come on a semi-weekly basis, whether it's needed or not. In my neighbourhood, contractors come regularly to manicure a yard where no one has been living for s.22(1) years. Perhaps the homeowner really means well, and hires the contractors as a "duty" to his neighbours, to keep the yard looking lived in? But it is not neighbourly to drown out quiet conversations within a one block radius so frequently.

Many articles have been written about the use of gas-powered vs electric lawn tools, and ultimately conclude that going electric reduces excessive noise and fuel costs, to say nothing of the harmful gas emissions.

On April 12, 2021 council called for a resolution to deal with aftermarket exhaust systems, with Mayor Mary-Ann Booth citing the impact that noise pollution has on people's health and well-being. On January 24, 2022 Council voted to put locks on tennis courts to prevent the playing of pickle ball, due to noise complaints from nearby residents. So there is certainly a precedent of the mayor and council actively seeking to maintain peace and quiet in West Vancouver.

Please consider my request and require that yard maintenance equipment in West Vancouver use electric rather than gas-powered two-stroke engines.

Sincerely,

s. 22(1)

From: Carolanne Reynolds <EditorWVM@westvan.org>
Sent: Thursday, April 7, 2022 2:16 PM
To: correspondence
Cc: Carolanne Reynolds
Subject: Fwd: 📢📧 CA WVM 2022-20: Mtgs/Notices; Apr 11th Agendas/Corresp; What's on; LGG; ICYMI

CAUTION: This email originated from outside the organization from email address cr@carolanne.ca. Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

fyi
 {no redactions}

----- Forwarded message -----

From: Carolanne Reynolds <EditorWVM@westvan.org>
Date: Mon, Apr 4, 2022 at 2:09 AM
Subject: 📢📧 CA WVM 2022-20: Mtgs/Notices; Apr 11th Agendas/Corresp; What's on; LGG; ICYMI
To: Carolanne Reynolds <editorwvm@westvan.org>
Cc: Carolanne Reynolds <editorwvm@westvan.org>

More than I thought for this one, so may split in two.
 Cmtes/Mtgs/Notices for the week appear first since Ccl meets next Monday (11th)
 Then last week's ccl correspondence followed by things to do, a cartoon, and the cancellation notice for Sunday sent in advance ICYMI.



- **[ART MUSEUM ADV CMTE MTG](#)**

Apr 5, 2022 - 10:00 am

Electronic meeting via Webex

- **[ARTS & CULTURE ADV CMTE MTG](#)**

Apr 5, 2022 - 3:00 pm

Electronic meeting via Webex

-

APPLICANT INFO MTG: *

2452 TO 2490 MARINE DR

Apr 5, 2022 - 5:00 pm

virtual meeting (online)

•

CANCELLED: CMNTY GRANTS CMTE: CMNTY/SOC SERVS SUBCMTE MTG

Apr 6, 2022 - 11:00 am

This meeting has been cancelled

•

APPLICANT INFO MTG: *

2452 TO 2490 MARINE DRIVE

Apr 6, 2022 - 1:00 pm

•

○

CMNTY ENGAGEMT CMTE MTG

Apr 6, 2022 - 3:00 pm

Electronic meeting via Webex

○

AWARDS COMMITTEE MEETING

Apr 6, 2022 - 6:00 pm

Electronic meeting via Webex

○

ARTS FACILITIES ADVISORY COMMITTEE: CAPITAL FUNDING SUBCOMMITTEE MEETING

Apr 7, 2022 - 2:00 pm

Electronic meeting via Webex

○

COMMUNITY GRANTS COMMITTEE MEETING

Apr 8, 2022 - 8:30 am

Electronic meeting via Webex

○

PUBLIC ART ADVISORY COMMITTEE MEETING

Apr 8, 2022 - 3:15 pm

•

AWARDS CMTE MTG

Apr 6, 2022 - 6:00 pm

Electronic meeting via Webex

•

ARTS FACILITIES ADV CMTE: CAPITAL FUNDING SUBCMTE MTG

Apr 7, 2022 - 2:00 pm

Electronic meeting via Webex

•

CMNTY GRANTS CMTE MTG

Apr 8, 2022 - 8:30 am

Electronic meeting via Webex

•

PUBLIC ART ADV CMTE MTG

Apr 8, 2022 - 3:15 pm



Tuesday, April 5, 2022 - 5:00 pm virtual meeting (online)

The District has received a development permit proposal for a three-storey building along Marine Drive. ...

- **In-Person Meeting: April 6, 2022, from 1 to 7 p.m.** (drop-in) located at 2460B Marine Drive, West Vancouver

<https://westvancouver.ca/calendar/applicant-information-meeting-2452-2490-marine-drive>

NOTICES

Apr 1, 2022. It's time for the annual beach cleanup and log removal.

District work crews will begin at **Stearman Beach from April 4 to 8, before moving to Ambleside and continuing west for three weeks all the way to Whytecliff Park.** Please note: The **Stearman Beach parking lot will be closed from April 4 to 8.**

Beaches will remain open with periods of limited access (owing) to the presence of heavy equipment. Thank you for your patience.

See: <https://westvancouver.ca/news/annual-beach-cleanup-scheduled-april>

Mar 30, 2022. <https://westvancouver.ca/news/join-mayor-s-community-cleanup>

The Mayor's Community Cleanup is an initiative that encourages residents, businesses, schools, and community groups to get involved, get outside, and help {clean up} West Vancouver.

The spring event will be a **week-long initiative from April 22 to April 29.**

Mayor Mary-Ann Booth challenges all West Vancouver residents to get involved in the Mayor's Community Cleanup and make West Van sparkle!

Register your team and collect litter anytime between April 22 and April 29.

Looking for a reason to get involved? Check-out these great initiatives:

- April 22: [Earth Day](#)
- April 28: [#Do1Give Day](#)
- April 24 to April 30: [National Volunteer Week](#)
- [Plogging](#): combine jogging with litter cleanup

More information and to register your team:

westvancouver.ca/lovewestvan



<https://westvancouver.ca/government/mayor-council/agendas-minutes>



SPECIAL COUNCIL MEETING

closed b/c:

(e) the acquisition, disposition, or expropriation of **land or improvements**, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

(g) litigation or **potential litigation** affecting the municipality;

(i) the receipt of advice that is subject to **solicitor-client privilege**, including communications necessary for that purpose; and

(k) negotiations and related discussions respecting the **proposed provision of a municipal service** that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.

Purpose of meeting: business interests of a third party; proposed provision of a municipal service; and land and legal matters.

AGENDA: <https://westvancouver.ca/sites/default/files/22apr11-Notice-of-Meeting.pdf>



REGULAR COUNCIL MEETING

- Devt Proposal for **Evelyn by Onni Lot 8**: Consideration of first reading and public hearing date setting.
- **Urban Forest Management Plan** - Progress Update: Information report.
- Proposed: **Five-Year Financial Plan** Bylaw 5185, 2022; and **Parkland Development Cost Charge Reserve Fund Expenditure Bylaw** 5186, 2022: Consideration of adoption.
- Proposed Consumption of Liquor in Public Places Bylaw 5118, 2021, Amendment Bylaw 5184, 2022: Consideration of adoption.
- Proposed **Foreshore Development Permit Area**: Consideration of adoption of four bylaws.
- Temporary Protection of the Hall Residence at 458 Southborough Drive: Consideration of approval.
- Delegation Requests: Consideration.

Full Agenda (click to read the reports, supporting info):

<https://westvancouver.ca/sites/default/files/22apr11-Agenda-Web.pdf>



CCL CORRESPONDENCE UPDATE

<https://westvancouver.ca/sites/default/files/dwv/council-correspndence/2022/March/22mar30.pdf>

Much valuable information for you! Not yet had time to tell you about some signif letters in the prev corresp updates (hope to later), haven't read all in this week's list yet either but these caught my attention immediately:

(2) info/questions re the new arts ctr

(8) Chamber's events

(9) Mtg Minutes of AFAC (Fwb 16) and PAAC (Mar 3).

Stay tuned!

{and tell Ccl you hope the list will be returned to the Agenda! }

CCL CORRESPONDENCE UPDATE TO **MARCH 23** (8:30am)

Correspondence

1. **(1)** F. Audain (4 submissions), February 2, 2022, regarding Proposed Development Variance Permit 21-074 for **1325 25th Street** (Received at the March 28, 2022 Council meeting)
2. **(2)** J. Chalmers, March 23, 2022, regarding "**March 16 Arts Facility Advisory Committee , and Arts and Culture Centre**"
3. **(3)** 6 submissions, March 24-28, 2022, regarding Ancora Temporary **Patio Application**
4. **(4)** Stand.earth, March 24, 2022, regarding "Motion at LMLGA and UBCM **Protecting BC Coasts From Acidic Washwater Dumping** being brought forward by Vancouver"
5. **(5)** March 28, 2022, regarding "**Truth and reconciliation**" -- acknowledgement statement"
6. **(6)** 3 submissions, March 28-29, 2022, regarding Proposed Zoning Bylaw No. 4662, 2010, **Amendment Bylaw** No. 5175, 2022 (to Support the Local Economy) (Received at the March 29, 2022 Public Hearing)
7. **(7)** March 29, 2022, regarding "Foreshore Bylaw Submission for Mar 26 2021" (**Proposed Foreshore Development Permit Area**) (Received at the March 29, 2022 Public Hearing)

8. **(8) West Vancouver Chamber of Commerce, March 29, 2022, regarding Upcoming Events and Programs**
9. **(9) Committee and Board Meeting Minutes – Arts Facilities Advisory Committee meeting February 16, 2022; and Public Art Advisory Committee meeting March 3, 2022**

Correspondence from Other Governments and Government Agencies

No items.

Responses to Correspondence

10. **(10) Director of Engineering & Transportations Services, March 28, 2022, response regarding Ancora Temporary Patio Application**
11. **(11) Director of Planning & Development Services, March 29, 2022, response regarding “Unfinished house on Queens”**

=====

wondering what to do now that more freedom???

Thx to the North Shore News:

OMG! *had never seen this before -- clicked on it and it's absolutely incredible! OODLES! At least the types of music are shown so you can select. There's also theatre, sport, and more...*

For more local happenings, visit [the event calendar on our website](#).



SKIM choose what you want to see/do:

<https://www.nsnews.com/local-events>

LGG!



ICYMI

----- Forwarded message -----

From: **Carolanne Reynolds** <EditorWVM@westvan.org>

Date: Sun, **Apr 3, 2022 at 2:39 AM**

Subject: 📌🔥 CA WVM 2022-Apr 3: Cancellation of Sunday's Nowruz Picnic

To: Carolanne Reynolds <editorwvm@westvan.org>

Yes, the agendas for the next ccl mtgs Apr 11 were posted just after 4:30pm Friday and hoped the next WVM wd be out Sat. This picnic had bn in WVM so rushing to let you know it's bn cancelled. Will work on WVM Sunday. Here's the cancellation notice -- if uber-curious about the agendas, here's the link but WVM 20 will hv more info.
<https://westvancouver.ca/government/mayor-council/agendas-minutes>

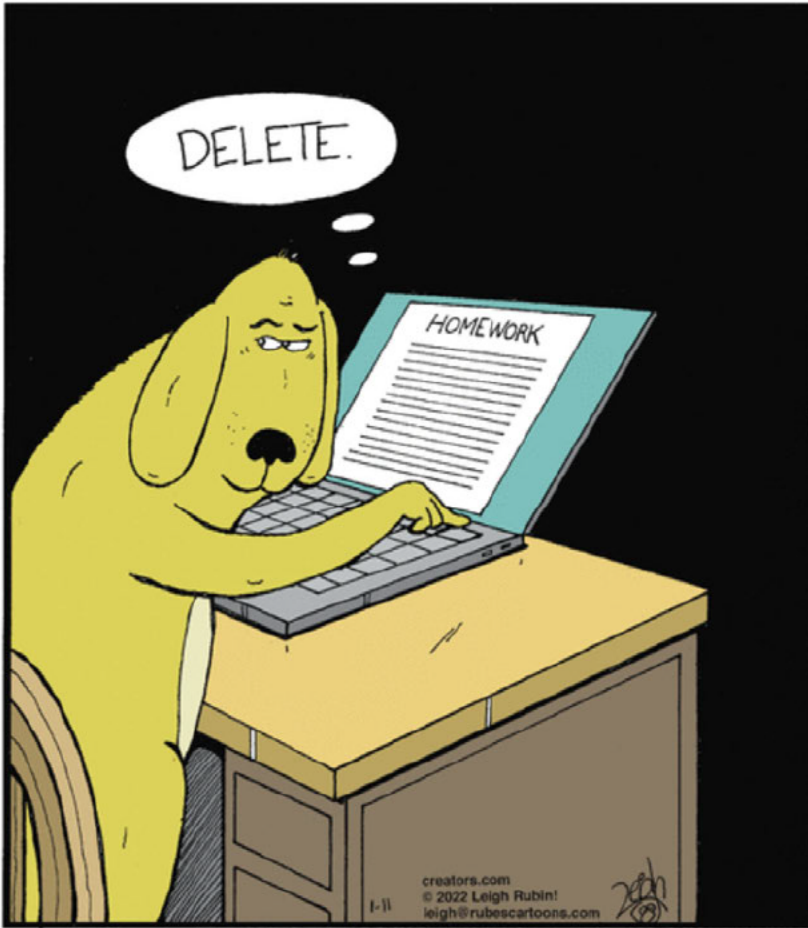
Sunday, April 3, 2022 - 10:30 am

Ambleside Park. [Owing] to anticipated heavy rain on Sunday, April 3, the event organizers have cancelled this event.

The park remains open to the public.

<https://westvancouver.ca/calendar/cancelled-nowruz-nature-festival-picnic>

Always delays ...



**Technology advances.
Excuses stay the same.**

=====

Stopping now; need sleep.

Hope to put more info, etc in WVM- 21 Monday; hope you had a good weekend!

Carolanne 🐾

West Van Matters

s. 22(1)

West Vancouver, BC

s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Friday, April 8, 2022 11:39 AM
To: correspondence
Subject: re Proposal for Pay Parking in Public Parks

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Please direct this message to Mayor and Council

I endorse pay parking as a means of raising revenue for improved maintenance of public spaces. I live in close proximity to Whytecliff Park and see regularly the amount of effort it takes just to maintain garbage and restrooms. Unfortunately it is obvious current levels of maintenance aren't able to keep up. I walk on Whytecliff Beach very early on summer mornings and have often had to report still smoldering fires to the fire department. These issues obviously require more effort and vigilance by parks staff. There is a problem however with pay parking in that it will push users onto local area streets. Overflow parking for Whytecliff is already a serious problem for neighbours of the park during high use seasons. I appreciate the effort the City has made in the past, posting staff at the traffic circle to inform people coming to Whytecliff at high use times that it is crowded; however this effort hasn't quite managed to solve the overflow parking problem. Whytecliff is not a transit user convenient location as it is a relatively long walk from the closest bus stop and an uphill return at the end of the day for 'little legs'. Perhaps the Parks need to consider a shuttle bus to Whytecliff from a larger parking area as one solution, although again there is very limited parking available in our whole area. I do hope there will be a happy solution to this problem because density and its effects are becoming a large concern for all of us. Thank you for your time and consideration. [REDACTED] s. 22(1) West Vancouver

From: Trevor Lautens [REDACTED] s. 22(1)
Sent: Sunday, April 10, 2022 11:31 AM
To: correspondence; Bill Soprovich; Marcus Wong; Sharon Thompson; Peter Lambur; Mary-Ann Booth; Nora Gambioli; Craig Cameron
Subject: Park this initiative in the wastebasket

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Mayor and councillors:

Paid parking in West Vancouver public parks is an idea that should be buried fathoms deep, and above all at Lighthouse Park.

Thought this through, council? The early morning walk by dog & master in Lighthouse Park is an institution and a greatly popular one. As is the late-afternoon, early-evening reprise.

Have you worked out the details? Would you impose pay parking, when, all day? Even early-rising West Vancouverites, famously rich beyond the dreams of avarice, would be impoverished paying to walk their canines 300-odd days a year at 7 in the morning. Between certain hours only? Or restricted to seasonal charges, when non-resident visitors are almost nil, to mollify permanent residents?

What are the details, unknown to this citizen if published or discussed elsewhere, who has walked his 14-pound dawg half a dozen times in Lighthouse this year after many years of avoiding the prime times for visitors. This is not, in short, a proposal that affects me personally.

It's a ridiculous idea, and one to be carefully considered when park rangers confront a furious law-breaking early-morning riser holding a rope with a very large slavering mastiff at the other end.

Never mind what other local governments do. West Vancouver shouldn't join them in their restrictions. The town has enough problems - problems that in the last few years have destroyed much of its charm, including massive traffic snarls and the empire-building oligarchy of Park Royal Shopping Centre killing Ambleside businesses.

What Lighthouse Park does urgently need is filling in the valleys and peaks of the single road through it.

Sinceremento totali,

Trevor Lautens

s. 22(1)

West Vancouver,

s. 22(1)

s. 22(1)

Apparently correspondents have to give permission for their letters to be "published" with names attached. I give such permission.

From: [REDACTED] s. 22(1)
Sent: Friday, April 8, 2022 11:18 AM
To: correspondence
Subject: Words matter

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council,



Liked

by kc    



Tyler Blair @thx1979 · 9h ...

Tonight, after the event at the WVYC - I witnessed @nigelmalkin1 ask New @TransLink CEO if he thought that Skytrain was ever coming to the North Shore and I was surprised by his honesty when he said -NO.

[#Oct152022](#)

[@craigcameronwv](#)

[@BowinnMa](#)

[@LindaCBuchanan](#)

[#WestVan](#)

[#NorthVan](#)



Tyler Blair @thx1979 · 13h

To be clear this a British Pacific Properties sponsored Campaign event disguised as a Q & A.

Be real when discussing transit prospects...stop signalling virtues - there are real problems to address today, aka NOW.

s. 22(1)

Maple Ridge

Sent from my iPhone

From: [REDACTED] s. 22(1)
Sent: Friday, April 8, 2022 6:01 PM
To: correspondence; Mary-Ann Booth
Subject: Why West Vancouver may never "be green"

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

As I embarked on a new home search today, I found myself unbearably sad that this move is being forced on me by the very municipality that my husband and I have come to enjoy so much over the [REDACTED] s. 22(1) years.

When we moved to Vancouver, we chose this townhome for its proximity to aging parents, accessible shops, services and transit and eventually came to grips with the loss of autonomy that comes with living in a strata, the most we could afford.

Now, however, as we approach [REDACTED] s.22(1), with increasingly hot summers, we are suffering from unbearable heat at night all summer long. We thought an air conditioner would be the perfect solution and were thrilled to realize that we could at the same time "go green" and replace our gas furnace with a heat pump in line with incentives being provided by all levels of government. All the installers who quoted assured us this was a simple matter, would merely require an electrical permit and would be minimally invasive to the building exterior -- a one-inch hole in the cement.

We signed the contract, only to realize that West Vancouver insists that we pay money for: a development permit or an exemption, building and planning permits, envelope engineer statements, architectural drawings of proposed "changes" and the electrical and gas permit – all to approve a one-inch hole in the cement basement wall and the location of a compressor in our back yard. All of this would add up to a very significant increase in the price of a simple heat pump heating system for the house and cooling for one or 2 bedrooms, completely counteracting the significant rebates offered by the federal, provincial and municipal governments. Furthermore, City Hall's final statement that we would have to locate the compressors within the building envelope made this tiny renovation completely impossible as our townhomes are constructed like homes, not high rises. Each townhome is part of a series of [REDACTED] s.22(1) attached strata units, and each has a front and back yard space very much like a single family home. However, we are not treated even remotely the same way for permitting purposes. The single family home [REDACTED] s.22(1) could do this same heat pump addition with merely an electrical permit.

So now, as an aging couple who suffer from the heat, we are forced to choose between leaving our home or enduring unbearable heat domes in the summer.

Furthermore, many of our [REDACTED] s. 22(1) strata owners were excited at the prospect of replacing gas furnaces with heat pumps and they have also had their hopes dashed.

The strata welcomed the idea of a greener footprint -- all levels of government are, after all, urging the public with rebates to convert to clean energy. Townhomes like ours will never be able to do so. Who would go through the pain and cost of the permitting process for such a tiny renovation; it is an opaque process at best and simply not economical. And in any event, we are not in a position to change the footprint of the townhomes to allow a compressor to be located within the building envelope.

How can West Vancouver on the one hand say its goal is to "significantly expand the diversity and supply of housing, including housing that is more affordable" while at the same time making life so very difficult for those of us who have already moved into strata townhomes?

Why isn't West Vancouver doing its utmost to support the green initiatives for which they and other levels of government are offering incentives?

Today, I am very disappointed to be a resident of this community.

Sincerely,

s. 22(1)

From: SCENERY SLATER <slater87@shaw.ca>
Sent: Sunday, April 10, 2022 10:57 AM
To: MayorandCouncil; correspondence
Cc: Peter Lambur; Sharon Thompson; Marcus Wong; Bill Soprovich
Subject: Onni at Evelyn - Lot 8

CAUTION: This email originated from outside the organization from email address slater87@shaw.ca. Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council

I am disheartened Mayor & Council are being asked yet again for an increase of density for this project.

I do not blame the developer for continually coming back to ask for more - past decisions give them full confidence they will receive a favourable response from staff and council.

On the other hand this continuous process diminishes any faith citizens have of having genuine input or influence on the process.

Constant spot zoning applications wear down residents and essentially discourage additional public input - a serious flaw in our development process.

For Onni (and others) development applications, variance requests, etc. are their full time business and an area of expertise. A similar level of effort required by our citizens is unrealistic and unduly exhaustive.

We should know by now that if accepted this proposal will do nothing for affordability in our district. In fact, it will increase property values and decrease quality of life for neighbours.

Please do not pretend this application has anything to do with affordability. Recently on CBC radio (The Early Edition April 6) when asked if increased density will contribute to increased affordability UBC Sauder School of Business Associate Professor Davidoff hesitated but said "it would.....relative to doing nothing".

"Relative to doing nothing?" - This sounds like the lowest bar possible. Obviously we can, and must do better.

Please reject this Onni spot zoning proposal that does nothing to enhance West Vancouver and focus on genuine affordable options (i.e. equity co-ops) for the the *entire* Gordon Avenue site and other areas.

Sincerely.

Scenery Slater
402-1730 Duchess Ave.

please do not redact.

From: M Slater <melroy1058@gmail.com>
Sent: Sunday, April 10, 2022 12:23 PM
To: correspondence
Cc: Peter Lambur; Bill Soprovich; Sharon Thompson; Marcus Wong
Subject: Evelyn by Onni Lot 8 development proposal (April 11, 2022 Council Agenda item).

CAUTION: This email originated from outside the organization from email address melroy1058@gmail.com. Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor & Council,

At 350 units, Onni's Evelyn development is already an *enormous* increase in density to this formerly single-family zoned neighbourhood. Adding another 109 units (an increase of more than 30% of an already up-zoned site) is beyond excessive.

I am not willing to trade this amount of density for more high-end rental and a handful of below-market units. We are still clinging to the fallacy that these rental units are affordable housing. They are not. Even a paltry 17 units of below market rental isn't affordable when market rates continue to sky-rocket.

These constant spot-zoning requests are unduly stressful to residents who have consistently pleaded with Council to put an end to this much-loathed practice. This is not the first time the developer has come back for more. Residents rejected the original proposal for some 400+ units for this site some years ago. From the get-go, citizens expressed their preference for smaller scale development and have been repeating this request ever since. It is exhausting and unreasonable to drag residents through this process over and over again. It is readily apparent that this is not the kind of gentle densification desired. Council may not be able to stop such applications, but they can shield citizens by dismissing these proposals early on.

May I remind Council that, to the outrage of many, Park Royal's Gateway towers also came back for even more density. We were told by those who approved that unpopular decision that Gateway's location was the best and even the *only* place to put rental housing. And yet we have:

- Onni seeking to add more rental units at Taylor Way & Evelyn Drive;
- An 8-storey development with rental units planned for the north-east corner of Taylor Way &

Marine;

- Amica expanding at Taylor Way & Keith further encroaching their bulk into a single-family neighbourhood;
- Baptist Housing pitching a massive project at Taylor Way & Inglewood.

It is time we stop relying on the private sector to provide affordable housing. This approach requires radically transforming our beloved community with massive increases in density to the detriment of existing residents' quality of life. And to what end? We get more luxury housing (of which there is no shortage), a few below-market units (meaning slightly less expensive) and infinitesimal (if any) progress towards affordability.

Rather than depending on large, transformative projects, I would like to see a "Strong Towns" approach, which focuses on incremental investments to build a successful, resilient community.

Sincerely,

Melinda Slater
1058 Keith Road
West Vancouver

Please do not redact.

From: [REDACTED] s. 22(1)
Sent: Sunday, April 10, 2022 10:16 PM
To: Info <info@westvancouver.ca>
Cc: Heather Keith <hkeith@westvancouver.ca>
Subject: UFNP and Tree bylaw

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Dear Mayor and Council:

Re. West Van Trees - comments April 10, 2022

The West Van Urban Forest Management Plan report dated March 23, 2022, is broad in scope and fairly comprehensive. Thank you for going down this path. Some of the ways to improve the tree cover are mentioned, and the report notes that the tree canopy is diminishing. [REDACTED] s.22(1), I worked with tree retention for many years, and have also been closely following Tree bylaws in the other 2 north shore municipalities, and have a few comments.

West Van District only gets a “fair” rating overall and a “low” rating for risk management of the existing tree canopy. Areas where I feel it the district could particularly improve are their rating are:

- To better manage the development process, especially where sites are being rezoned or re-developed resulting in larger buildings, site grading, and blasting for parking garages. Often times, buildings and parking are given priority over mature trees. There’s a sense of entitlement to clear all of the “building envelope”, even though it is usually possible to build the maximum floor area and still allow for some tree retention within the setbacks. All it takes is some sensitive site planning and urban design skill.
- The OCP states that “environmental impact should be reduced through proactive land use, design, construction and site restoration...” I couldn’t agree more.
- The report also recommends that “Bylaw revisions” would be in order if the District wants to improve its score.

The UFMP is an extremely long report, but to boil it down to key solutions, **I recommend that you amend the Tree Bylaw to require a permit for all trees larger than 20cm instead of 75cm. In addition the Bylaws should be changed to reduce or eliminate deep basements, reduce parking ratios, restrict pavement and to more strictly regulate excavation and blasting. Urban design, site planning and Enforcement could be improved too.**

Yours truly,
[REDACTED] s. 22(1)
North Vancouver

“May the Forest be with you...”

[REDACTED] s. 22(1)

s. 22(1)

West Vancouver, B.C.

s. 22(1)

The Mayor and Councillors of
the District of West Vancouver,
750 – 17th Street,
West Vancouver, B.C. V7V 3T3.

April 10th 2022.

Dear Mayor and Council ,

On Friday last, April 8th, I was on the Upper Levels Highway just after 8 am in the morning. Approaching the 15th street exit, the traffic – at that time of day a full two lanes worth, came to a halt. I immediately tuned in to AM 730 to listen to the road reports always on that station. It advised a Police incident between 15th and Taylor Way. We – the traffic – crawled forwards very slowly and eventually – about 20 minutes later came to the pedestrian overpass on which were about six ‘protestors’ – however underneath said overpass were some eight policemen and four or five police cars with lights flashing parked in such a way as to cause the traffic to reduce to one lane. The police were standing around, doing nothing. No one was directing traffic or trying to assist in ameliorating a bad situation.

On Saturday April 9th at approximately 3.20 pm I was again on the Upper levels highway and approaching the 15th street exit, the traffic – a heavy full two lanes- came to a halt. Again I tuned in to AM 730 to listen to the road report. It advised of an accident between 15th and Taylor Way. I determined to try an alternate route to my destination and pulled off to go down 15th street – with many others. We crawled off the Upper levels to join 15th and then very slowly, constricted by the light at Mathers, down the road. When I was just above the Inglewood light – a minimum of 7 minutes from listening to the radio – suddenly coming up 15th with all lights blazing were three West Vancouver Police cars. Please tell me that they too do not get their traffic news from AM 730.

How much do we pay for the privilege of having a Police force ???

Sincerely,
s. 22(1)

From: [Redacted] s. 22(1)
Sent: Tuesday, April 12, 2022 2:06 PM
To: correspondence
Subject: 2329 Lawson Ave eyesore

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Hi there,
My name is [Redacted] s. 22(1) and I live [Redacted] s. 22(1) in West Vancouver. [Redacted] s. 22(1) a construction site that has been going on since [Redacted] s.22(1). The address is 2329 Lawson Ave. Apparently [Redacted] s.22(1) they received their building permit in July 2018!! It is an eyesore [Redacted] s. 22(1) a construction site with no end in sight! It has now been going on for four years. This is completely ridiculous. Something needs to be done about this. There needs to be a law where you can only take so much time to build a house. I actually think this is a [Redacted] s.22(1). Totally unacceptable. Whether it is or not, no one should take this long to build a house out of respect for neighbours. It's disgusting to look at! The law needs to be changed!

Thanks,
[Redacted] s. 22(1)

Sent from my iPhone

From: West Vancouver Chamber of Commerce <info@westvanchamber.com>
Sent: Tuesday, April 12, 2022 4:38 PM
To: correspondence
Subject: 🚲 ROTARY RIDE FOR RESCUE - Registration Now Open!

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West Vancouver Chamber of Commerce

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ROTARY RIDE FOR RESCUE - Registration Now Open!

Registration is now open for road cyclists (including E-bikes) and mountain bikers. Sign up as an individual, create a team or join an already existing team. New this year is a relay option. Get together with 3 or more friends and conquer the mountain as a team. Free pancake and sausage breakfast at Cypress Pop-Up Village to follow. Invite your family and friends for the prize announcements, complimentary food and beverages and to celebrate your accomplishment with you and fellow riders. This year, fundraising efforts will help North Shore Rescue continue to evolve helicopter rescue missions. Specifically, to expand their hoisting and fixed-line helicopter rescue capabilities into the nighttime.

[Register](#) before May 10th to save on your registration cost.

More information can be found at rotaryrideforrescue.org/thecause

The 11th Annual

Rotary Ride For Rescue

Saturday, June 11th 2022

Presented by the Rotary Club of West Vancouver Sunrise & British Pacific Properties

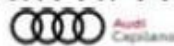


REGISTER NOW!

Summit Cypress Mountain this Spring in support of North Shore Rescue and Rotary Humanitarian Causes. Scan the QR code for more information, to register or to make a donation.

Train, fundraise, conquer and celebrate with us this June.

BRITISH PACIFIC PROPERTIES



North Captains



www.rotaryrideforrescuec.org

rotaryrideforrescuec@gmail.com



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**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
ART MUSEUM ADVISORY COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
TUESDAY, FEBRUARY 8, 2022**

Committee Members: F. Patterson (Chair), D. Becker, S. Donaher, C. Gotay, H. Greenwood, B. Helliwell, D. LaCas, M. Price, and R. Van Halm attended the meeting via electronic communication facilities. Absent: K. Duffek and Councillor C. Cameron.

Staff: D. Niedermayer, Senior Manager, Cultural Services; and H. Letwin, Administrator/Curator (Staff Liaison) attended the meeting via electronic communication facilities.

1. CALL TO ORDER

The meeting was called to order at 10:02 a.m.

2. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the February 8, 2022 Art Museum Advisory Committee meeting agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the January 11, 2022 Art Museum Advisory Committee meeting minutes be adopted as circulated.

CARRIED

H. Greenwood left the meeting at 10:14 a.m. and did not return.

REPORTS / ITEMS

4. Administrator / Curator's Report

H. Letwin reported on the following:

- Upcoming virtual and in-person events
- West Coast Modern Week: the annual Modern Home Tour is being expanded into a week of programming, presented as West Coast Modern Week from July 5 to July 10, 2022. The confirmed events are as follows:
 - July 5: Panel Discussion, presented with West Coast Modern League at the Polygon Gallery
 - July 6: Film Screening at Kay Meek Arts Centre
 - July 7: Ticketed Cocktail Party at private home

- July 8: First Annual Barry Downs Lecture Series, featuring Michael Prokopow, at Kay Meek Arts Centre
- July 9: Modern Home Tour
- July 10: Concert, presented with the West Vancouver Memorial Library
- Further details are being confirmed, including potential additional partnerships. Most events will be presented as hybrid virtual and in-person events. Some events will be free or by donation, while others will have a cost. The West Vancouver Art Museum will be presenting its exhibition featuring the architectural work of Paul Merrick (June 8 until July 23). A number of our Modern Home Tour sponsors are returning to support West Coast Modern Week.
- As per the Art Museum Advisory Committee suggestion, staff created a window vinyl for the Hobby Studio at the West Vancouver Community Centre during the after-school program.
- The West Vancouver Art Museum was successful in their B.C. Arts Council Operational Funding Grant for 2022 funding.

It was Moved and Seconded:

THAT

1. the verbal report regarding Administrator / Curator's Report be received for information.
2. \$2,500 be transferred from the Art Museum Advisory Committee funds to support the casual, part-time position of Collections Assistant working on the John Fulker project.

CARRIED

H. Greenwood absent at the vote

5. Strategic Planning Report

Staff reviewed the plans for the creation of a draft Strategic Plan.

It was Moved and Seconded:

THAT the discussion regarding Strategic Planning Report be received for information.

CARRIED

H. Greenwood absent at the vote

6. Fundraising Update

A Fundraising Subcommittee meeting has been set for March 10 at 10 a.m.

It was Moved and Seconded:

THAT the discussion regarding Fundraising Update be received for information.

CARRIED

H. Greenwood absent at the vote

PUBLIC QUESTIONS

7. PUBLIC QUESTIONS

There were no questions.

NEXT MEETING

8. NEXT MEETING

Staff confirmed that the next Art Museum Advisory Committee meeting is scheduled for March 8, 2022 at 10 a.m.

9. ADJOURNMENT

It was Moved and Seconded:

THAT the February 8, 2022 Art Museum Advisory Committee meeting be adjourned.

CARRIED

H. Greenwood absent at the vote

The meeting adjourned at 11:07 a.m.

Certified Correct:

s. 22(1)

Chair

s. 22(1)

Staff Liaison

**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
ART MUSEUM ADVISORY COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
TUESDAY, MARCH 8, 2022**

Committee Members: F. Patterson (Chair), D. Becker, S. Donaher, K. Dufek, C. Gotay, H. Greenwood, B. Helliwell, D. LaCas, M. Price, and R. Van Halm attended the meeting via electronic communication facilities. Absent: Councillor C. Cameron.

Staff: D. Niedermayer, Senior Manager, Cultural Services; and H. Letwin, Administrator/Curator (Staff Liaison) attended the meeting via electronic communication facilities.

1. CALL TO ORDER

The meeting was called to order at 10:01 a.m.

2. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the March 8, 2022 Art Museum Advisory Committee meeting agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the February 8, 2022 Art Museum Advisory Committee meeting minutes be adopted as circulated.

CARRIED

REPORTS / ITEMS

4. Annual Committee Evaluation

H. Letwin explained that this is the first year that the Evaluation is to be considered by the Committee. The Committee reviewed the comments in particular, with C. Gotay suggesting that the Committee desired an opportunity to interact with key Art Museum partners. Staff will work to implement this. Following the discussion about a desire to see more diversity of age within Committee members, H. Letwin reminded the Committee that in alternating years the Committee takes nine AMAC members or one member, with nine members' terms coming to an end in December of 2022, and many of these nine reaching the limit of three terms at the end of 2024, which will allow for an intake of new members. The Committee agreed that reviewing the results of this Evaluation was helpful and constructive.

It was Moved and Seconded:

THAT the verbal report regarding Annual Committee Evaluation be received for information.

CARRIED

5. Administrator / Curator's Report

H. Letwin reported on the following:

- The current exhibitions, My Dearest Kate and Deep Conditioning, will be closing on Saturday, March 12. The new exhibition, Rabbit Lane: Douglas Coupland will be opening on March 30.
- Spring Break Camps are at full capacity for the weeks of March 14 to 18, and March 21 to 25. Registration opens on March 9 for the next set of Thursday and Saturday programs, which continue to be popular.
- Preparation for West Coast Modern Week continues, with most sponsors returning and the addition of new sponsors, including the Ambleside Dundarave Business Improvement Association (ADBIA). The Press Release for the week will be sent in early April, and the website will be launched at the same time, with tickets available for all events at that time.

It was Moved and Seconded:

THAT the verbal report regarding Administrator / Curator's Report be received for information.

CARRIED

6. Strategic Planning Report

H. Letwin continues to work on preparing a draft Strategic Plan for the consideration of the Strategic Planning Subcommittee. Staff have developed a survey, which can be completed in person or online, and will be launched with the opening of our next Exhibition. C. Gotay suggested offering an incentive for those completing the survey.

It was Moved and Seconded:

THAT the verbal report regarding Strategic Planning Report be received for information.

CARRIED

7. Fundraising Report

The Fundraising Subcommittee will be meeting on Thursday, March 10, 2022 at 10 a.m.

It was Moved and Seconded:

THAT the verbal report regarding Fundraising Report be received for information.

CARRIED

8. Collections Report

H. Letwin reported that staff are working on updating the Collections Policy.

It was Moved and Seconded:

THAT the verbal report regarding Collections Report be received for information.

CARRIED

PUBLIC QUESTIONS

9. PUBLIC QUESTIONS

There were no questions.

NEXT MEETING

10. NEXT MEETING

Staff confirmed that the next Art Museum Advisory Committee meeting is scheduled for April 5, 2022 at 10 a.m.

11. ADJOURNMENT

It was Moved and Seconded:

THAT the March 8, 2022 Art Museum Advisory Committee meeting be adjourned.

CARRIED

The meeting adjourned at 11:01 a.m.

Certified Correct:

s. 22(1)

Chair

s. 22(1)

Staff Liaison

**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
GLENEAGLES COMMUNITY CENTRE ADVISORY COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
THURSDAY, FEBRUARY 17, 2022**

Committee Members: A. Amoroso-Stollery, S. Bosa, C. Campbell-Leveck, B. Dame, G. Jopson, M. Macdonald, S. Patel, J. Rae, C. Shaw, J. Wang, and Councillor B. Soprovich attended the meeting via electronic communication facilities. Absent: M. Davis.

Staff: A. Beckett, Community Services & Community Development Manager (Staff Liaison); J. Ray, Recreation Supervisor, Gleneagles Community Centre; and D. Godfrey, Community Services Department Secretary (Committee Clerk) attended the meeting via electronic communication facilities.

Guest: A. Banks, Senior Manager of Parks.

1. CALL TO ORDER

The meeting was called to order at 7:02 p.m. by A. Beckett.

Committee members introduced themselves giving a short introduction.

2. Election of Chair for 2022

Discussion was held regarding the duties and responsibilities of Chairs and Co-Chairs for committee meetings.

It was Moved and Seconded:

THAT S. Bosa be elected as Co-Chair for 2022.

It was Moved and Seconded:

THAT C. Shaw be elected as Co-Chair for 2022.

CARRIED

3. Training for Chairs

A Beckett spoke regarding the training session which is scheduled for February 24, 2022 at 5 p.m.

It was Moved and Seconded:

THAT the discussion regarding Training for Chairs be received for information.

CARRIED

4. Committee Meeting Schedule for 2022

It was Moved and Seconded:

THAT the Gleneagles Community Centre Advisory Committee Meeting Schedule for 2022 be adopted as follows:

- March 10, 2022 at 7 p.m.;
- April 14, 2022 at 7 p.m.;
- June 9, 2022 at 7 p.m.;
- October 13, 2022 at 7 p.m.;
- November 10, 2022 at 7 p.m.; and
- December 8, 2022 at 7 p.m.

CARRIED

Discussion was held regarding the requirement for meetings to be held via videoconference. A. Beckett and Councillor B. Soprovich provided some background on the requirement.

It was Moved and Seconded:

THAT

1. all remaining Gleneagles Community Centre Advisory Committee meetings, including subcommittee meetings, for 2022 be held via electronic communication facilities only;
2. the Cedar Room in the West Vancouver Community Centre be designated as the place where the public may attend to hear, or watch and hear, the Gleneagles Community Centre Advisory Committee and subcommittee meeting proceedings; and
3. a staff member be in attendance at the Cedar Room in the West Vancouver Community Centre for each of the scheduled meetings.

CARRIED

J. Rae voted in the negative

5. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the February 17, 2022 Gleneagles Community Centre Advisory Committee meeting agenda be approved as circulated.

CARRIED

6. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the December 9, 2021 Gleneagles Community Centre Advisory Committee meeting minutes be adopted as circulated.

CARRIED

REPORTS / ITEMS

7. Pickleball Update

A. Banks spoke regarding the sport of pickleball and the placement of outdoor courts in the community. He acknowledged that pickleball can be a noisy sport and as a result if the District builds dedicated pickleball courts they are looking for locations that would have minimal impact on residents. To that end two locations the District has considered are Hugo Ray Park and the Gleneagles Community Centre site near the skate board park. He emphasized that any plans for placement of courts are in the very early stages of consideration and that full and vigorous community consultation would happen before any final decisions are considered. He noted that the Gleneagles Community Centre site option would involve relocating the existing Bike Skills Park.

Discussion ensued with A. Banks responding to several comments and concerns from committee members.

A. Banks thanked the committee for their feedback and spoke regarding the process noting that community engagement, if the process moves forward, would happen in the fall at which time this Committee would be approached again for input and consultation.

It was Moved and Seconded:

THAT the discussion regarding Pickleball Update be received for information.

CARRIED

A. Banks left the meeting at 8:02 p.m. and did not return.

G. Jopson left the meeting at 8:05 p.m. and did not return.

8. Priorities for 2022

A. Beckett spoke regarding the process of setting priorities for the Committee and for the Community Centre as a whole each year. J. Ray noted that staff priorities for 2022 include working to bring back Spring Fest West which was cancelled during the pandemic, reviewing the wedding booking process for the Gleneagles Clubhouse, and working with Monaghan Golf to offer more golf camps. He also noted that moving into the summer, summer camps will be a priority for staff. J. Ray responded to questions from the committee regarding adult programming, young child programming, and meeting locations.

It was Moved and Seconded:

THAT the verbal report regarding Priorities for 2022 be received for information.

CARRIED

G. Jopson was absent for the vote

9. Annual Committee Evaluation

A. Beckett spoke regarding the committee evaluation that was completed by Legislative Services noting that this was the first year this kind of evaluation was done. Some discussion ensued regarding the number of responses and overall themes coming out of the survey.

It was Moved and Seconded:

THAT the discussion regarding Annual Committee Evaluation be received for information.

CARRIED

G. Jopson was absent for the vote

10. Members Roundtable

J. Ray recapped the supervisor's report which was included in the meeting package. He noted that the report was prepared on February 2 and that as a result of the recent Provincial Health Officer's update, the capacity limits listed in the report were no longer in place and that the facility is returning to full operating hours. He noted that an additional change coming out of the update is that pre-registration for weight room drop-in times is no longer required. He shared that attendance statistics showed a 45% decrease in weight room attendance between 2019 and 2021 which was a smaller decrease than the West Vancouver Community Centre weight room. He spoke regarding the online fitness surveys identifying one or two items coming out of the survey responses. He also spoke briefly regarding upcoming camp programs, events and rentals, Spring Fest West, and responded to questions about the response rate to the online surveys noting that staff will look at ways to reach out to the community to help increase survey participation.

M. Macdonald noted that the Western Residents Association (WRA) completed an electronics shredding and recycling event last week and that West Vancouver Police and Fire staff will be speaking at the WRA's next meeting on March 8, 2022. She noted that the WRA is focussing on emergency preparedness as a priority this year.

C. Shaw spoke regarding the activities of the Horseshoe Bay Business Association (HBBA) noting that they are looking at parking issues in the area, particularly in light of a development proposal which would add several hundred new residents to the area. She also noted the hoarding wall that has gone up around the park as redevelopment breaks ground and spoke regarding the two phases that are planned for the project. She also noted that Trolls Restaurant is undergoing a renovation and will be open for takeout only this weekend. She shared that Vancouver is bidding for the Invictus Games in 2025.

J. Rae thanked staff and offered appreciation for the speedy notification regarding the change in registration process after the recent Provincial Health Officer update. She also voiced a concern over the limited responses received to the online surveys.

B. Dame wished to share her appreciation that during the most recent facility shutdown in response to the Provincial Health Officer orders, members fit-pass memberships were put on hold and that online fitness classes were implemented at no cost to members.

Councillor B. Soprovich noted his experience with the WRA and the value of having speakers attend their meetings. He also gave a short update on the most recent Council meetings and noted their efforts on responding to environmental concerns and climate change.

It was Moved and Seconded:

THAT the verbal reports regarding Members Roundtable be received for information.

CARRIED

G. Jopson was absent for the vote

PUBLIC QUESTIONS

11. PUBLIC QUESTIONS

There were no questions.

NEXT MEETING

12. NEXT MEETING

Staff confirmed that the next Gleneagles Community Centre Advisory Committee meeting is scheduled for March 10, 2022 at 7 p.m.

13. ADJOURNMENT

It was Moved and Seconded:

THAT the February 17, 2022 Gleneagles Community Centre Advisory Committee meeting be adjourned.

CARRIED

G. Jopson was absent for the vote

The meeting adjourned at 8:44 p.m.

Certified Correct:

s. 22(1)

Chair

s. 22(1)

Committee Clerk

**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
COMMUNITY ENGAGEMENT COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
WEDNESDAY, MARCH 2, 2022**

Committee Members: E. McHarg (Acting Chair), J. Berg, L. Carver, G. Nicholls, J. Roote, and J. Sidhu; and Councillors C. Cameron (Chair), N. Gambioli, and S. Thompson attended the meeting via electronic communication facilities. Absent: J. Webbe

Staff: D. Powers, Director of Community Relations & Communications; A. Mafi, Communications & Engagement Manager (Staff Liaison); and K. Andrzejczuk, Communications & Engagement Coordinator (Committee Clerk) attended the meeting via electronic communication facilities.

1. CALL TO ORDER

The meeting was called to order at 3:04 p.m.

2. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the March 2, 2022 Community Engagement Committee meeting agenda be amended by:

- Moving Item 7 to be considered immediately following Item 4;

AND THAT the agenda be approved as amended.

CARRIED

J. Roote absent at the vote

3. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the February 2, 2022 Community Engagement Committee meeting minutes be adopted as circulated.

CARRIED

J. Roote absent at the vote

REPORTS / ITEMS

4. Planning the Upper Lands Engagement Update

J. Roote entered the meeting at 3:06 p.m. via electronic communication facilities.

N. Olenick (Coriolis Consulting Corp.) spoke relative to the document regarding Communications & Engagement Overview: Phase 3 of Planning the Upper Lands and provided the following update regarding the Planning the Upper Lands Engagement:

- The process starting in 2019 and has three phases;

- Phase 1 focused on communicating goals and visions already contained in the Official Community Plan and collecting input on the share of lands owned by British Pacific Properties; public input demonstrated support for the full protection of Eagleridge in exchange for a target of about 3,500 housing units in Cypress Village plus other mechanisms;
- Phase 2 proposed a land use and development concept; public input demonstrated support for the proposed land use plan and development concept, which is forming the basis of Phase 3;
- Phase 3 will be focused on documenting the plan, including producing an Area Development Plan and zoning for Cypress Village, community amenities plan for Cypress Village, and strategy for protecting the Eagleridge lands;
- Staff are planning additional public engagement to collect input on the draft Area Development Plan prior to the bylaws/public hearing process;
- Phase 3 engagement materials include the draft Area Development Plan, an overview of the process, what we heard/how we responded, and consolidated FAQs;
- Phase 3 engagement methods include the westvancouverITE project page, direct mail to local residents, project email address, e-newsletters, print and digital advertising, social media campaigns, stakeholder outreach, posters at District facilities, pop-up promotion at the library, virtual information meetings, and online engagement using the questions tool on westvancouverITE; and
- The tentative timeline involves launching engagement on April 4, holding virtual information meetings in mid-April, and closing engagement on April 25.

J. Bailey (Director, Planning & Development Services) informed that the bylaw consideration and public hearing will only happen if the District and British Pacific Properties can reach an agreement regarding the transfer of Eagleridge and can proceed to Council consideration.

Discussion ensued and the Community Engagement Committee provided the following feedback:

- Modify project page text to use less jargon and be more concise;
- This engagement process is well done and sets a good example;
- Consider adding more pop-up information sessions at locations such as the West Vancouver Community Centre, Gleneagles Community Centre, and Cypress Pop-up Village;
- Provide hard copies of the plan at District facilities;
- Consider advertising on sandwich boards at District facilities;
- Consider having more information and staff to speak with at the Cypress Pop-up Village, with paid social media promotion and a large sign viewable from Cypress Bowl Road;
- Provide clear information regarding the purpose of each phase of engagement;

- Develop tactics to reach non-English speakers; D. Powers (Director, Community Relations & Communications) informed that the District will be doing social media promotion in Farsi in partnership with BCSarv and is seeking budget to promote the project in Chinese on Chinese-language news websites;
- Address misinformation circulating in the community, such as with paid advertising on Facebook and reaching out to stakeholders;
- Increase active involvement with First Nations stakeholders; J. Bailey (Director, Planning & Development Services) informed that staff have been in very meaningful and respectful dialogue with First Nations, and stakeholders are a very important part of this process; and
- Provide well-structured information materials with graphics.

J. Berg left the meeting at 3:44 p.m. and re-entered the meeting at 3:46 p.m. via electronic communication facilities.

T. Reinsch (member of the public) queried regarding when decisions will be made regarding development above 1,200 feet; J. Bailey informed there will not be development above 1,200 feet elevation.

T. Reinsch queried regarding the time between the close of community consultation and when staff will be presenting to Council; J. Bailey informed it will be six weeks.

It was Moved and Seconded:

THAT the report regarding Planning the Upper Lands Engagement Update be received for information.

CARRIED

7. Staff Update: Review of Engagement Underway

J. Bailey (Director, Planning & Development Services) provided an update regarding the Ambleside Local Area Plan and informed that:

- Staffing issues have required staff to pivot the approach to the Ambleside Local Area Plan;
- Staff recognize that the plan is highly anticipated and it has been historically important as a planning area;
- Staff will be reporting to Council in April and plan to establish a citizens group to develop the Ambleside Local Area Plan;
- Staff are working with a consultant to develop a Terms of Reference for the citizens group, which will be presented to the Community Engagement Committee for feedback, followed by Council consideration;
- A key principle of the Terms of Reference will be to ensure that citizens group membership is comprised of representative demographics;
- Staff will support the citizens group with technical input, modelling, and economic analysis;
- If staffing issues improve, staff may accelerate the Taylor Way Local Area Plan and look at redeployment of resources; and

- This is an evolving situation and staff are drafting an approach that will be brought to the Community Engagement Committee for feedback.

Discussion ensued and the Community Engagement Committee provided the following feedback:

- It is important that the Ambleside Local Area Plan does not feel like a less important plan; J. Bailey informed that a citizens group is a different tool in the toolkit of a planner and that citizens and staff will work together;
- It is important for citizen group members to clearly understand expectations;
- Ensure that the framework is well understood by staff, the citizens group, and the public;
- Consider that it may take significant staff resources to manage the citizens group; J. Bailey informed that the citizens group approach will empower the community to lead the planning process;
- Requested that case examples be provided to the Community Engagement Committee to demonstrate how other organizations have used this approach;
- Education is very important; explain to the community that this is a democratic process;
- Transportation should be included in the Ambleside Local Area Plan;
- Consider engaging with other levels of government to acquire funding; and
- Consider how the planning process will be carried through the 2022 local government election.

It was Moved and Seconded:

THAT the report regarding Staff Update: Review of Engagement Underway be received for information.

CARRIED

5. Community Services Survey

A. Mafi (Manager, Community Relations & Communications) spoke relative to the document regarding “Communications & Engagement Overview: Reimagine Community Services – Post-Pandemic Recovery Strategy, April 2022” and informed that:

- The purpose of the engagement is to assess current and future community needs for recreation and community services in West Vancouver;
- Public input will help create a short-term focus and provide high-level direction for programming and services moving forward;
- A survey, available online and paper copy, will be conducted to collect input on program categories;
- Community Services staff will be working with a consultant to develop the public engagement;
- Staff and stakeholder workshops will be held to collect ideas and information;

- Risks of the engagement include people providing off-topic feedback on the pandemic, the District’s vaccination policy, and personal bias about Community Services; and
- Staff plan to provide the draft survey to the Community Engagement Committee for review in late-March for launch in early-May.

J. Lawlor (Senior Manager of Community Services) informed this is an opportunity to reimagine community services by working with the community to hear their ideas and achieve their vision.

Discussion ensued and the Community Engagement Committee provided the following feedback:

- A recent survey from Enhance West Van is very similar, which is poor timing and coordination; improve coordination and develop a clear explanation of the difference between Enhance West Van and the District to avoid confusion;
- Aim to collect feedback from young age groups, high school students, daycares, and young families;
- This is an ideal opportunity to have pop-ups at community centres, fields, other popular areas, and Spring Fest West;
- Manage discussions that are out of scope by clarifying that this engagement is focused on programs and services that are offered by the District;
- Improve branding;
- Aim to include groups that may not be typically involved in community services programs;
- Refer to other municipalities to learn about their post-pandemic recovery strategies;
- Be forward-looking and avoid dwelling on the pandemic; and
- Be prepared for people to go off topic and allow them to express themselves.

It was Moved and Seconded:

THAT the report regarding Community Services Survey be received for information.

CARRIED

6. Poverty Reduction Strategy – Tri-municipal Public Engagement

D. Powers (Director, Community Relations & Communications) spoke relative to the document regarding “Communications & Engagement Overview: Poverty Reduction Strategy for the North Shore” and informed that:

- The District of West Vancouver is working with the District of North Vancouver, City of North Vancouver, Squamish Nation, and Tsleil-Waututh Nation to develop a Poverty Reduction Strategy for the North Shore;
- District staff have reviewed the draft engagement plan and provided feedback on some concerns; it has been decided that a survey will not be included in this engagement; and

- The purpose of this report is to bring the engagement to the attention of the Community Engagement Committee, advise members of the initial plan, and collect any additional feedback.

Discussion ensued and the Community Engagement Committee provided the following feedback:

- Avoid off-topic discussion as there are few actions that local governments have authority on and can achieve;
- This engagement could be improved by being more specific on what can realistically be done; and
- The action and engagement phases are confusing.

It was Moved and Seconded:

THAT the report regarding Poverty Reduction Strategy – Tri-municipal Public Engagement be received for information.

CARRIED

7. Staff Update: Review of Engagement Underway

Considered immediately following Item 4.

8. Annual Committee Evaluation

A. Mafi (Manager, Community Relations & Communications) informed that the Annual Committee Evaluation was emailed to all District committee members in December 2021 to provide feedback on their experience on the committee, and no completed evaluations were received; staff will send out the 2022 evaluation in November with hopes of achieving more participation.

Councillor Gambioli suggested a policy to follow up with all working groups for an evaluation; D. Powers (Director, Community Relations & Communications) has extended the question to working group staff liaisons and will follow up.

It was Moved and Seconded:

THAT the report regarding Annual Committee Evaluation be received for information.

CARRIED

9. Committee Member Update

It was Moved and Seconded:

THAT the discussion regarding Committee Member Update be received for information.

CARRIED

PUBLIC QUESTIONS

10. PUBLIC QUESTIONS

C. Reynolds (member of the public) commented regarding the following:

- The time and efforts of the committee are appreciated;
- Thanked staff for posting the agenda package to the website and queried regarding when it is posted on the website; D. Powers (Director, Community Relations & Communications) informed that it is posted no later than 48 hours prior to the meeting;
- The meeting minutes don't include what the question and answers are; D. Powers informed that staff will discuss with Legislative Services; and
- Offered to include District information in West Van Matters; D. Powers informed that West Van Matters does a great job of including final information that is available on the District website.

NEXT MEETING

11. NEXT MEETING

Staff confirmed that the next Community Engagement Committee meeting is scheduled for April 6, 2022 at 3 p.m.

12. ADJOURNMENT

It was Moved and Seconded:

THAT the March 2, 2022 Community Engagement Committee meeting be adjourned.

CARRIED

The meeting adjourned at 5:09 p.m.

Certified Correct:

s. 22(1)

Chair

s. 22(1)

Committee Clerk

**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
AWARDS COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
WEDNESDAY, MARCH 2, 2022**

Committee Members: J. Saba (Chair), L. Brown, C. Burns, S. Hennessy, T. Hodgins, S. Mani, C. McLaughlin, D. Morrison; and Councillor S. Thompson attended the meeting via electronic communication facilities.

Staff: C. Rosta, Cultural Services Manager (Staff Liaison); Rachelle McCormack, Cultural Services Supervisor; and F. Costa, Cultural Services Department Secretary (Committee Clerk) attended the meeting via electronic communication facilities.

1. CALL TO ORDER

The meeting was called to order at 6:03 p.m.

2. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the March 2, 2022 Awards Committee meeting agenda be approved as circulated.

CARRIED

S. Mani absent at the vote

3. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the February 2, 2022 Awards Committee meeting minutes be adopted as circulated.

CARRIED

S. Mani absent at the vote

REPORTS / ITEMS

4. Annual Committee Evaluation

The Annual Committee Evaluation will be discussed at the April 6, 2022 Awards Committee meeting.

The Committee discussed the evaluation form to jury the award nomination submissions.

It was Moved and Seconded:

THAT the verbal report regarding evaluation form to jury the award nomination submissions be received for information.

CARRIED

S. Mani absent at the vote

S. Mani entered the meeting at 6:08 p.m.

5. Review and Confirm Award Categories

Committee members discussed the addition of new categories to the 2022 Community Awards program. Staff provided the history of the programs. The Chair explained that any changes to the Terms of Reference (ToR) requires Council's approval. If the Committee proposes changes to the ToR, this can be presented for Council's consideration in early 2023.

D. Morrison volunteered to compile a list of awards categories from other communities so the committee can discuss options. All members agreed to maintain the current five categories for the 2022 Community Awards and consider changes in the categories for the 2023 program. The committee discussed how to engage with the Squamish Nation and bring an awareness of the program. Staff will reach out to the Squamish Nation Communications Department to promote the program and engage with the community.

It was Moved and Seconded:

THAT the discussion regarding Review and Confirm Award Categories be received for information.

CARRIED

Councillor Thompson entered the meeting at 6:30 p.m.

6. Review of Nomination Form

Committee members discussed the Nomination Form details and a few adjustments were required. The current format was approved by all members, and staff will send the final version on Monday, March 7, 2022.

It was Moved and Seconded:

THAT the Nomination Form be approved and adopted.

CARRIED

7. Review of Outreach Plan

Committee members discussed the outreach plan and community distribution list, making additions and modifications to the list. Committee members confirmed their willingness to implement the outreach plan.

It was Moved and Seconded:

THAT the discussion regarding Review of Outreach Plan be received for information.

CARRIED

PUBLIC QUESTIONS

8. PUBLIC QUESTIONS

There were no questions.

NEXT MEETING

9. NEXT MEETING

Staff confirmed that the next Awards Committee meeting is scheduled for April 6, 2022 at 6 p.m.

10. ADJOURNMENT

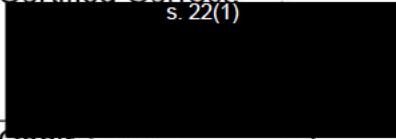
It was Moved and Seconded:

THAT the March 2, 2022 Awards Committee meeting be adjourned.

CARRIED

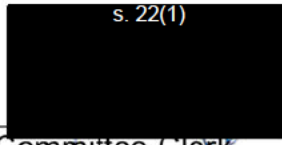
The meeting adjourned at 6:51 p.m.

Certified Correct:
s. 22(1)



Chair

s. 22(1)



Committee Clerk

**THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
ARTS & CULTURE ADVISORY COMMITTEE MEETING MINUTES
VIA ELECTRONIC COMMUNICATION FACILITIES
THURSDAY, MARCH 10, 2022**

Committee Members: P. Bowles (Chair), J. Baxter, R. Finley, B. Milley, K. Rosin, S. Swan; and Councillor P. Lambur attended the meeting via electronic communication facilities. Absent: E. Oram-Killas and S. Tsangarakis.

Staff: D. Niedermayer, Senior Manager, Cultural Services (Staff Liaison); and F. Costa, Cultural Services Department Secretary (Committee Clerk) attended the meeting via electronic communication facilities.

1. CALL TO ORDER

The meeting was called to order at 3:07 p.m.

2. APPROVAL OF AGENDA

It was Moved and Seconded:

THAT the March 10, 2022 Arts & Culture Advisory Committee meeting agenda be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

It was Moved and Seconded:

THAT the February 8, 2022 Arts & Culture Advisory Committee meeting minutes be adopted as circulated.

CARRIED

REPORTS / ITEMS

4. Council Liaison Update

Councillor P. Lambur informed the Committee about connecting with British Pacific Properties about potential available spaces for affordable rental spaces for the cultural sector. There may be opportunity for space at McGavin Field but not until next year. Councillor P. Lambur also informed members of the public hearing on March 29, 2022 regarding proposed Zoning Bylaw to Support the Local Economy which includes permitting sales from home-based artist studios.

It was Moved and Seconded:

THAT the verbal report regarding Council Liaison Update be received for information.

CARRIED

5. Arts Facilities Advisory Committee Update

R. Finley updated the committee about the Arts Facilities Advisory Committee (AFAC) meeting on February 16, 2022 where the committee confirmed their Terms of Reference, reviewed their 2022 Work Plan which will be submitted for Council approval on March 28, 2022. The AFAC members agreed with the proposed joint meeting with the Arts & Culture Advisory Committee at an appropriate time when they will have more information to share and discuss. R. Finley also informed that a community engagement plan is being developed in partnership with the Community Engagement Committee and is tentatively scheduled for the summer months.

It was Moved and Seconded:

THAT the verbal report regarding Arts Facilities Advisory Committee Update be received for information.

CARRIED

6. Annual Committee Evaluation

Chair informed the Committee about the results of the 2021 Annual Committee Evaluation. Staff explained that the purpose of the evaluation is to ensure that committee members understand their role and are satisfied with how the meetings are being conducted and their ability to provide input. Committee decided to defer the discussion to an in-person meeting.

It was Moved and Seconded:

THAT the verbal report regarding Annual Committee Evaluation be received for information.

CARRIED

7. Affordable Rental Spaces for the Cultural Sector Update

Staff reminded the Committee about the Permissive Tax Exemption (PTE) process for charitable organizations and that the applications for tax exemptions will go out soon. Finance agreed to include an additional sentence in the forms stating that District staff will be providing contact information about these organizations to the arts and culture not-for-profit sector to access available spaces at affordable rents. Staff will share with the Committee the public list of the organizations that were granted PTE's in 2022 once the application process is completed and made public.

It was Moved and Seconded:

THAT the discussion regarding Affordable Rental Spaces for the Cultural Sector Update be received for information.

CARRIED

8. Staff Update

Staff reported on the following:

- Street Performer Pilot Project: Park Royal is moving forward with a small pilot this summer for four weekends after the Harmony Arts Festival. The Ambleside Dundarave Business Improvement Association (ADBIA) is still discussing a potential program with their board of directors.

- The public hearing for the home-based business bylaw is on Tuesday, March 29, 2022 at 6 p.m. to gather feedback from the community.
- P. Bowles suggested that H. Letwin, Curator of the West Vancouver Art Museum (WVAM), join a future Committee meeting to present the WVAM's programs and how the WVAM gains wide recognition for such a small institution.
- Legislative Services is leading a recruitment campaign for applications to volunteer on Council committees. The application deadline is March 31, 2022.
- Municipal Hall is reopening to the public on April 19, 2022. At the next meeting, the Committee will determine whether to keep future meetings virtual or return to in-person meetings.

It was Moved and Seconded:

THAT the verbal report regarding Staff Update be received for information.

CARRIED

PUBLIC QUESTIONS

9. PUBLIC QUESTIONS

There were no questions.

NEXT MEETING

10. NEXT MEETING

The next Arts & Culture Advisory Committee meeting is scheduled for April 5, 2022 at 3 p.m.

11. ADJOURNMENT

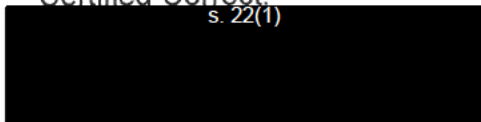
It was Moved and Seconded:

THAT the March 10, 2022 Arts & Culture Advisory Committee meeting be adjourned.

CARRIED

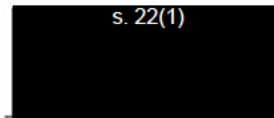
The meeting adjourned at 4:27 p.m.

Certified Correct:
s. 22(1)



Chair

s. 22(1)



Committee Clerk

From: Finance
Sent: Wednesday, April 6, 2022 2:42 PM
To: [REDACTED] s.22(1)
Cc: correspondence; Finance
Subject: RE: Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives - email to Council, Pay Parking at Whytecliff Park from Steve Nicholls

Dear Steve Nicholls,

Your email dated April 3, 2022 to Council was directed to the Financial Services Department at the District of West Vancouver.

We thank you for your interest in your community and input on the topic of pay parking. Staff will take it into consideration as we prepare information for Council.

Sincerely,

Financial Services | District of West Vancouver



We acknowledge that we are on the traditional, ancestral and unceded territory of the Squamish Nation, Tsleil-Waututh Nation and Musqueam Nation. We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

This email and any files transmitted with it are considered confidential and are intended solely for the use of the individual or entity to whom they are intended. If you are not the intended recipient or the person responsible for delivering the email to the intended recipient, be advised that you have received this email in error and that any use, dissemination, forwarding, printing or copying of this email is strictly prohibited. If you have received this email in error, please notify the sender immediately and delete all copies of this email and attachment(s). Thank you.

From: Steve Nicholls [REDACTED] s. 22(1)
Sent: Sunday, April 3, 2022 3:47 PM
To: correspondence
Cc: Jenn Moller
Subject: Email to Council, Pay Parking at Whytecliff Park

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

To Mayor and Council

For the past 10 years or more we have had increasing parking and traffic problems on our street. For the past two years, residents (blind-copied) in the 6900 – 7000 block of Marine Drive, just before Whytecliff Park, have been in detailed discussions with staff regarding traffic and on-street parking, and pushing for solutions. I will not go into the details in this email. We have always considered our area an attractive neighbourhood and a local character-compatible form of destination, but in the last few years we have faced major issues:

- 1) Increasing traffic volume with excessive speeds, which became intolerable in the covid period. At times, the car volume filled all parking in the park and on the streets up to Copper Cove. And lineups of cars circling for spaces to become available. Traffic has increased at least 200%. If we go out for groceries, we sometimes have no place to return to. This was greatly ameliorated by the installation of some speed bumps, but mainly by the traffic control point set up by the District staff in peak summer periods that discouraged entry by park destination cars when the park spaces were full.
- 2) Park and Bachelor Bay visitors using our boulevards for toilets, change rooms and partying.
- 3) Overnight parking on our boulevards by BC Ferry users, sometimes for multiple days and even weeks, particularly in summer.
- 4) For the southern end of the 6900 block, a number of older homes require on street parking because of topography and consequent lack of driveways or on site parking.

We have requested a combination of parking restrictions and, for at least southern end, an allocation of resident only parking.

There has been some suggestions that being a destination (for Whytecliff Park, and now Bachelor Bay) means that we should expect to accommodate all traffic and parking. It is our position that when the very large amount of parking in the Park is full, and the Park grounds are packed, restriction of further visitors should be expected in order to maintain the character, safety and liveability of the residential surroundings.

This email does not deal with the valid question of whether pay parking itself is desirable. Its focus is on the likely impact on residents. We see cars parking on our streets more than a mile away from the terminal to avoid ferry parking fees. It is absolutely anticipated that if and when a parking fee arrangement is in effect, a major portion of park users will go to great lengths to find places to park for free. They have no hesitation to do so now when the park spaces are full. The current problems will be exacerbated, making a bad situation worse. Provisions for limiting the impact by the introduction of resident only parking areas, and for ferries, limits on parking times, may offset the impact.

I am writing to advise of our concerns and our interest in being involved in the solutions. For publication, I authorize my name and address to be used.

Sincerely
Steve Nicholls

6985 Marine Drive
s. 22(1)

Sent from [Mail](#) for Windows

From: Finance
Sent: Wednesday, April 6, 2022 2:47 PM
To: [REDACTED] s. 22(1)
Cc: correspondence; Finance
Subject: RE: Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives - Pay Parking for WV residents - email from [REDACTED] s.22(1)

Dear [REDACTED] s. 22(1),

Your email dated April 2, 2022 to Council was directed to the Financial Services Department at the District of West Vancouver.

We thank you for your interest in your community and input on the topic of pay parking. Staff will take it into consideration as we prepare information for Council.

Sincerely,

Financial Services | District of West Vancouver



We acknowledge that we are on the traditional, ancestral and unceded territory of the Squamish Nation, Tsleil-Waututh Nation and Musqueam Nation. We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

This email and any files transmitted with it are considered confidential and are intended solely for the use of the individual or entity to whom they are intended. If you are not the intended recipient or the person responsible for delivering the email to the intended recipient, be advised that you have received this email in error and that any use, dissemination, forwarding, printing or copying of this email is strictly prohibited. If you have received this email in error, please notify the sender immediately and delete all copies of this email and attachment(s). Thank you.

From: s. 22(1)
Sent: Saturday, April 2, 2022 11:48 PM
To: correspondence
Subject: Pay Parking for WV residents?

CAUTION: This email originated from outside the organization from email address s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

We live s. 22(1) in West Van. Walking distance to Whytecliff Park on a good day. While we still do enjoy walking to the Park as part of our weekly exercise program, as often as we can.

The actual walk is sometimes strenuous as we, particularly myself, s.22(1). But still good exercise. While the walk is enjoyable, when I can do it. The scenery and enjoyability of Whytecliff Park is a weekly enjoyment.

Adding pay parking, for those days that I can not make the walk, would be an additional, cost/tax to those of us who are WV residents.

Are we now to pay more money just to use our own neighbourhood?

Can we not have West Van parking permits, OK even by neighborhoods.

Will this also now include any new pay parking proposed, given the new new Horseshoe Bay Park development?

Will we soon have to take a taxi to visit our own neighborhood parks?

Thanks for listening,

s. 22(1),

West Van

s. 22(1)

West Vancouver

From: Finance
Sent: Wednesday, April 6, 2022 2:51 PM
To: s.22(1)
Cc: correspondence; Finance
Subject: RE: Finance and Audit Committee Request for Staff Report on Pay Parking Options and Alternatives - Plan for a seasonal pay parking program in Whytecliff Park - email from s.22(1)

Dear s.22(1),

Your email dated April 1, 2022 to Council was directed to the Financial Services Department at the District of West Vancouver.

We thank you for your interest in your community and input on the topic of pay parking. Staff will take it into consideration as we prepare information for Council.

Sincerely,

Financial Services | District of West Vancouver



We acknowledge that we are on the traditional, ancestral and unceded territory of the Squamish Nation, Tsleil-Waututh Nation and Musqueam Nation. We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

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From: [REDACTED] s.22(1)
Sent: Friday, April 1, 2022 4:38 PM
To: correspondence
Subject: Plan for a seasonal pay parking program in Whytecliff Park

CAUTION: This email originated from outside the organization from email address [REDACTED] s.22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

My husband and I have lived in the Whytecliff area of West Van since [REDACTED] s. 22(1). I understand that there has been a large increase in traffic to Whytecliff Park in recent years, but I would urge you to reconsider your plan to bring in seasonal pay parking. Even for those who live in the area, driving to the park is the safest option for getting there. There is no sidewalk on Marine Drive from Dufferin Avenue to the park and lots of bends, making walking difficult. Even though bumps have been installed, drivers still insist on going above the speed limit of 30 km/hr, unaware that there might be pedestrians around the next bend. There is a cliff trail [REDACTED] s. 22(1) but that is not well marked and is difficult to negotiate. In recent years, there does not seem to have been any upkeep done to this trail, as was the case in the past. Our best option for getting to the park, [REDACTED] s. 22(1), is to drive the 5 mins it takes to get there.

Two years ago, because of increased overflow traffic from the park, the District brought in 3 hr parking regulations and no overnight parking to [REDACTED] s.22(1). Although the signs state that residents are exempt (for a fee), we were not allowed to apply for a permit because [REDACTED] s.22(1) number and the area for parking was [REDACTED] s.22(1) numbers. The section of the road [REDACTED] s.22(1) is a very narrow steep hill with no room for parking. In the past [REDACTED] s.22(1) area when there was snow on the road or we were entertaining visitors. Despite repeated emails to the District urging them not to install the restricted parking signs, they went ahead with it anyway.

In July 2021 we received a letter from the West Vancouver District Engineering Department informing us that they would be employing professional traffic control personnel at our busiest parks. A flag person at the roundabout at Nelson and Marine was brought in to only allow visitors to proceed when there were available spaces in the Whytecliff parking lots. This seemed to work well. However, a system of pay parking will increase the number of cars looking for parking on neighbourhood streets, even before the parking spaces in the park and overflow lots are full. At the end of the July 2021 letter, it was stated that the District planned to engage with residents in the area in Fall 2021 regarding street parking, but I heard nothing further about this. In my view, new restrictions are being imposed on the local residents for the benefit of visitors. Perhaps there are other options that could be investigated, for example a West Van bus service out to Whytecliff Park, or a weekend parking lot at Gleneagles School with a shuttle bus to the park. An alternative to a pay parking system would be far more preferable in my view.

In the early 80's, [REDACTED] s.22(1) a sidewalk built along Marine Drive from Nelson to Dufferin Avenue. And a few years later, [REDACTED] s. 22(1) convinced the District to install a traffic light on Marine at the turn-off to Gleneagles School. Now there is a roundabout there, which is treated by most drivers like a dodgem route. The road surface from Nelson to Whytecliff is badly in need of repaving, with potholes and the camber of the road creating rain puddles that cause pedestrians to get severely splashed in wet weather. In my view, resurfacing of Marine Drive from Nelson to Whytecliff Park addressing rain water runoff in particular, and a sidewalk from the top of the steps above Bachelor Bay to the park entrance, are issues that should be addressed by the District along with parking issues, and the views of local residents should be taken into account. If it could be done in the 80's, surely it can be done now too.

Sincerely,

[REDACTED] s. 22(1)

West Vancouver, BC

[REDACTED] s. 22(1)

From: Jenn Moller
Sent: Thursday, April 7, 2022 2:36 PM
To: s. 22(1)
Cc: correspondence; Mary-Ann Booth; Craig Cameron; Bill Soprovich; Peter Lambur; Nora Gambioli; Marcus Wong; Sharon Thompson; Donna Powers; Natalie Roizman; Shelley Weal
Subject: s. 22(1) March 21, 2022: Hydro infrastructure - Bay Street and Royal, Horseshoe Bay _ ENGINEERING RESPONSE 20220407

Hello s. 22(1)

Thank you for your email regarding utility undergrounding in Horseshoe Bay that was referred to me for response in my role as Director of Engineering. I understand the disappointment regarding the recent update in which the District shared that it was no longer feasible to pursue undergrounding utility lines at this time.

I am attaching a council report from July 2019 that outlines the funding for the Horseshoe Bay Streetscape and Horseshoe Bay Park Revitalization projects. Out of the \$13M combined estimated costs for Phase 1 of the Horseshoe Bay Park Revitalization Project and all phases of the Horseshoe Bay Streetscapes project, \$5,403,300 is available from Sewell's Landing Community Amenity Contributions. However, there was nothing set aside from these contributions specifically for utility line undergrounding work.

Based on available file records, in 2018, staff managing the project at the time estimated just under \$2M for the undergrounding costs for Phase 1 and Phase 2 of the project. It's important to note that the BC Hydro beautification project grant had several associated conditions required to be met in order to receive the funding and the cost estimate was based on scope developed by District staff. The funding eligibility was stated as a commitment of up to \$600K for Phase 1, encompassing Royal Avenue from Bruce Street to Bay Street and up to \$480K for Phase 2, encompassing Bay Street from Keith Road to Nelson Avenue. It is also worth highlighting that the amount of BC Hydro grant funding available for undergrounding was not confirmed, as it was based on preliminary scope and estimate developed by staff and was not based on approved designs, so the actual amount of grant funding could be reduced from those numbers. It also appears that staff at that time were unaware of the full scope of work required to complete undergrounding and therefore did not have an understanding of the full associated costs for undergrounding.

The original staff estimate did not consider:

- the full extent of the network undergrounding/updated including a larger piece of BC Hydro feeder duct bank infrastructure required on Keith Road
- connections from over 30 private businesses and residences to a new undergrounded utility
- undergrounding/updated additional utility lines that are currently also carried on the above ground power poles, i.e. telecommunications carriers
- civil underground works required to facilitate undergrounding but separate to BC Hydro and telecommunication carrier infrastructure costs

To date, approximately \$300K has been expended through the Horseshoe Bay Streetscape Phase 1 budget on undergrounding work. This has been spent primarily on underground civil works that would be necessary for undergrounding the both the hydro and telecommunications utility lines along the extent of the streetscape work completed on Royal Avenue from Bruce Street to Bay Street.

Unfortunately, owing to the additional costs described above that were not budgeted for, the undergrounding that was originally planned as part of the Horseshoe Bay Streetscapes project cannot be completed at this time. Please sign up on the [Horseshoe Bay Streetscape](#) webpage to be notified of any streetscape project updates and future engagement.

Regards,

Jenn Moller, P.Eng

Director, Engineering & Transportation | District of West Vancouver

604-925-7171 | westvancouver.ca

From: [REDACTED] s. 22(1)
Sent: Monday, March 21, 2022 10:15 PM
To: correspondence; Mary-Ann Booth; Craig Cameron; Bill Soprovich; Peter Lambur; Nora Gambioli; Marcus Wong; Sharon Thompson
Cc: Western Residents Association
Subject: Hydro infrastructure - Bay Street and Royal, Horseshoe Bay

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor Booth and Council,

It was with great disappointment that I read the following in the February 17th district update:

There had been an expectation that, as part of the first phase of streetscape on Royal Avenue between Bruce Street and Bay Street, the utility lines on Royal Avenue would be moved underground. Owing to the extensive work associated with undergrounding the utility, including works that were not previously part of the project scope and budget, it is no longer feasible to pursue undergrounding for the foreseeable future.

The rats-nest of power lines in Horseshoe Bay looks like something from a bygone era - not the sort of view one would expect to discover when arriving at the gateway to our marine highway in one of the most picturesque settings in the world.

For three years the Horseshoe Bay community has been lead to believe that the eyesore on lower Royal Ave. and Bay Street would vanish during the streetscape process. This was further confirmed through discussions I had with Engineering in 2018/2019 during the first [REDACTED] s.22(1) sidewalk restoration, before the District stopped work for several months.

Could the District please clarify what work was not previously included as part of the District's scope and budget? The underground infrastructure was laid beneath lower Royal during Phase 1 of the Streetscape Project and the District is actively digging up the park and ultimately the sidewalks along Bay St. It seems unfathomable that the sidewalks along Bay Street won't be completed at some point during this year-long park upgrade, so the natural presumption would be that the power-line infrastructure would be buried at this time.

What has happened to the funds (\$1.5 million, as I recall) that were collected as part of the Westbank Community Amenity Contribution fund and specifically earmarked for power-line undergrounding? Why can these funds not be used to further this project? What is the state of the BC Hydro application grants that were submitted in 2018/2019? Was progress made with BC Hydro on the design and engineering for the undergrounding? Planning and engineering are not my forte, but it seems logical that these grant funds in conjunction with the \$1.5 million CAC contributions would have allowed this work to be completed in a timely manner and not pushed to an indefinite date in the future.

Horseshoe Bay has long been the most overlooked commercial district in West Vancouver. The community truly appreciates the scope of the work that has been done and continues to be done. However, it cannot be overly emphasized that Horseshoe Bay is also the only commercial area in the District of West Vancouver that still has unsightly above-ground hydro poles where marine birds rest and deposit their meals above diners enjoying take-out on the tables and chairs that have been set up in the bike lane.

It is imperative that the funds that were initially earmarked for undergrounding remain earmarked for Horseshoe Bay and used in a timely manner so that we aren't subjected to further disruptions a few years from now, along with wasted tax dollars when the sidewalks on Bay St. could potentially be dug up a second time to accommodate the inevitable.

I look forward to your thoughts.

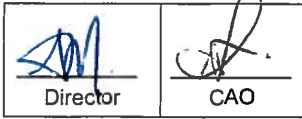
Kind Regards,

s. 22(1)

s. 22(1)

West Vancouver

s. 22(1)



COUNCIL AGENDA

Date: July 22, 2019 Item: 6.



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

COUNCIL REPORT

Date:	June 21, 2019
From:	Ian Haras, Parks Planning & Development Manager Carolyn Kennedy, Park Planner John Calimente, Transportation Planner
Subject:	Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project
File:	2160-05-HBPA1

RECOMMENDATION

THAT

1. the Horseshoe Bay Park Revitalization Plan as attached to the report dated June 21, 2019 be approved;
2. the phasing strategy for the implementation of the Horseshoe Bay Park Revitalization Plan as outlined in the report dated June 21, 2019 be approved;
3. based on community input received, phased implementation of the Horseshoe Bay Streetscape Project proceed as outlined in the report dated June 21, 2019;
4. the proposed amenity project contribution of \$10,105,000 as outlined in the report dated June 21, 2019 be approved as follows:
 - a. \$1,508,300 from the Public Realm Community Amenity Contribution – Sewell's Development
 - b. \$1,000,000 from the Community Assets Community Amenity Contribution – Sewell's Development
 - c. \$7,596,700 from the unrestricted balance of Community Amenity Contributions in the District of West Vancouver's Community Amenity Contribution Fund; and
5. staff deliver to Sewell's Limited the "Contribution Notice" for payment of the Municipal Park Contribution of \$1,000,000 as soon as allowed under the building covenant and that these funds be approved for Phase 1 of the Horseshoe Bay Park Revitalization Plan.

1.0 Purpose

The purpose of this report is to seek approval for the Horseshoe Bay Park Revitalization Plan and the proposed phasing plan for implementation as well as to update Council on the Horseshoe Bay Streetscape Project. In addition, Council's approval is being sought for the funding strategy as

outlined in this report for both the Horseshoe Bay Park Revitalization Plan and the Horseshoe Bay Streetscape Project.

2.0 Legislation/Bylaw/Policy

Horseshoe Bay Park Revitalization Plan

The 2012 Parks Master Plan (PMP) sets the direction for the management, protection, enhancement and community engagement within West Vancouver's parks and open spaces.

Section 3 of the PMP titled "Park Amenities and Use" provides guidance to park planning and design which is applicable to the Horseshoe Bay Park Revitalization Plan.

PMP Recommendation 3.1.2 states the following:

Assess evolving trends and best practices, and design and build parks accordingly.

- include amenities to appeal to different generations
- assess interest in and provide opportunities for social gathering areas in parks
- work with the police and social services agencies on park design to address safety and security concerns, balanced with environmental considerations
- design landscapes in parks that are appropriate to the setting, the park type and maintenance practices e.g. focus horticulture in destination parks, native planting in more natural areas, reduce maintenance where possible near natural areas, on park edges or in less-used locations within parks
- consider aesthetics in park design, balancing it with all other goals and recommendations
- encourage and support public art in parks and open spaces

Horseshoe Bay Streetscape Project

The 2010 Strategic Transportation Plan presents a vision for the future of transportation in West Vancouver, whose goals are supported in the Horseshoe Bay Streetscape Project:

1. to provide equitable, safe and accessible transportation options for all of West Vancouver's residents, including disabled and aging populations by investing in a complete, connected transportation network for all modes

Date: June 21, 2019 Page 3
From: Ian Haras, Parks Planning & Development Manager
Carolyn Kennedy, Park Planner
John Calimonte, Transportation Planner
Subject: Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project

2. to reduce overall greenhouse gas (GHG) emissions from transportation and enable West Vancouver to meet its climate action targets
3. to shift travel away from carbon emitting, single occupancy vehicles towards sustainable modes and to improve the infrastructure for transportation alternatives according to the principles of West Vancouver's transportation hierarchy
4. to inform and educate the citizens of West Vancouver on alternative modes of transportation and engender a move towards adopting more sustainable options
5. to refine the design of transportation infrastructure to increase the quality of the experience of travelling, and to improve environmental performance
6. to engage the youth of the community and to give them the tools to travel in safe, socially responsible and environmentally sound ways

3.0 Official Community Plan

The following sections of the Official Community Plan (OCP) are applicable to the Horseshoe Bay Park Revitalization Plan and the Horseshoe Bay Streetscape Project:

- 1.6 OCP - Action and Vision
- 2.3.3 Enhance Horseshoe Bay Village Centre as a local and regional destination with commercial land uses such as:
 - a. retail, service and restaurants centred on the waterfront;
 - b. regional transportation facilities;
 - c. visitor accommodation;
 - d. tourism and recreation; and
 - e. secondary office use.
- 2.4.1 Address identified gaps and complete the pedestrian and cycling network with integration to transit; town and village centres; community facilities; schools; parks; and trails system.
- 2.4.2 Provide attractive alternatives to driving by enhancing the safety, accessibility and connectivity for pedestrians and cyclists through measures such as:
 - a. key new connections;
 - b. wider and weather-protected sidewalks;
 - c. protected bike lanes;

- d. integrated, comfortable and weather-protected bus stops on major routes; and
 - e. strengthened connections between housing, employment, neighbourhood hubs and the Frequent Transit Network.
- 2.4.9 Continue to develop and refine streetscape design guidelines to support transit and active transportation prioritization in town and village centres and around neighbourhood hubs.
- 2.4.14 Incorporate universal access and age-friendly design principles in sidewalk, pathway, transit and road improvement projects for pedestrians and cyclists of all ages and abilities.
- 2.4.21 Prioritize sustainable transportation options e.g. walk, bike and transit, and transportation demand management strategies.
- 2.4.24 Provide infrastructure for electric, alternative-fuel and low-emission vehicles including charging stations as a requirement of new development and preferential parking options.
- 2.6.11 Update shoreline protection strategies and flood construction level requirements to further increase protection from sea level rise; reduce shoreline erosion; preserve and enhance habitat; and improve public access.
- 2.7.1 Maintain and care for the District's valuable parks and open spaces with the following values:
 - a. experience, appreciation and understanding of the natural beauty, waterfront, watercourses and forests;
 - b. recognition of the uniqueness, diversity and fun of parks;
 - c. promotion and support of active living, health and social and spiritual well-being;
 - d. inclusiveness, accessibility and respect for all people;
 - e. welcoming atmosphere that fosters community interaction and involvement;
 - f. public safety and security;
 - g. prudent financial stewardship and management;
 - h. sustainability for future generations; and
 - i. parks as public land benefitting all people.
- 2.7.2 Provide for open space, public realm improvements and/or greenway trails through the town and village centres planning processes.
- 2.7.16 Provide access to beaches and stream corridors where environmentally appropriate.

- 2.7.17 Improve safety, universal accessibility and signage/wayfinding to parks, open spaces and trails for community members of all ages and abilities.

4.0 Background

4.1 Previous Decisions

Council, at its November 20, 2017 regular meeting, passed the following resolution:

That the report dated October 23, 2017 titled "Update on Horseshoe Bay Park Revitalization Project" be received for information.

Council, at its July 25, 2016 regular meeting, passed the following resolution:

THAT the "Horseshoe Bay Streetscape Design Guidelines", as appended to the report dated July 11, 2016 from the Transportation Planning Analyst be adopted as the reference standard for all future improvements and remediation treatment of public realm areas within Horseshoe Bay Village.

4.2 History

Horseshoe Bay Park Revitalization Plan

Horseshoe Bay Park is a scenic one-hectare park within the village of Horseshoe Bay, located on the western tip of West Vancouver and at the entrance to Howe Sound. The park is bordered by BC Ferries Terminal to the east and the community of Horseshoe Bay to the south.



Figure 1: Location of Horseshoe Bay Park

Horseshoe Bay Park currently consists of a playground, plaza, washroom facility, marina operations building, boat launch, pier, parking lot, sewage lift station and connecting walking paths. The park serves as a community park for residents of Horseshoe Bay and as a destination park for ferry travellers and visitors to Horseshoe Bay Village.

The park's infrastructure and amenities are failing and are not meeting the current or future recreation and aesthetic expectations of the community and park users.

The new Sewell's Landing project adjacent to the park, the proposed changes to the BC Ferries Terminal and the planned streetscape improvements have presented a unique opportunity to revitalize and update Horseshoe Bay Park and create a connected waterfront experience in Horseshoe Bay Village.

In early 2017, the District of West Vancouver (District) engaged PWL Partnership (the consultant team), a Vancouver-based landscape architect design firm to work with staff on the public engagement and new design for Horseshoe Bay Park.

To assist staff and the consultant team with the design of the park, the Horseshoe Bay Park Revitalization Advisory Group was created in the summer of 2017. The group consists of seven Horseshoe Bay residents with a diverse range of ages, backgrounds and interests. This group volunteered their time to act as a sounding board and to interpret feedback from the public.

During the summer of 2017, geotechnical, environmental and archeological studies and a park condition analysis were completed by the consultant team. These studies were then used at stakeholders' meetings and at a public information session held in the fall of 2017. They provide relevant information on the park, allowing stakeholders to understand and explore the opportunities and constraints that a revitalization of Horseshoe Bay Park presents. A summary of the comments received from this meeting are attached to this report as **Appendix A**.

Feedback from the public information session and from further stakeholder meetings held in 2017 and early 2018 led to the consultant team's development of two concept design options titled "Ebbs and Flows" and the "Amphitheatre" for the park.

These design concepts were presented to stakeholders and to the Horseshoe Bay Park Revitalization Advisory Group for comment in late spring of 2018. Feedback from these groups was generally positive for the two concept designs with a general preference for the "Ebbs and Flows" concept. However, there was concern that the parking lot used by Sewell's Marina could be better integrated in the designs to reduce the visual impact, increase the public use of the area and enhance continuity in the park.

With this feedback, the consultant team refined the “Ebbs and Flows” concept design and included a parking lot design that utilized a partially covered parking area with functional park space above. This parking lot design provides the parking that Sewell’s requires for the operation of the marina and at the same time provides usable park space.

In December of 2018, the refined park design with the modified parking lot was presented to the stakeholders and to the community through meetings, a second public information session and through a survey for final feedback and input. The display boards presented at the second public information session are attached to this report as **Appendix B**. The feedback received through these engagement processes was generally positive. A summary of the comments received are attached as **Appendix C**. With this information, the consultant team was able to finalize the design and produce cost estimates in the spring of 2019. The finalized Horseshoe Bay Park Revitalization Plan is attached as **Appendix D**.

Horseshoe Bay Streetscape Project

As the last streetscape improvements were initiated over 20 years ago, the Horseshoe Bay Streetscape Design Guidelines were initiated to improve the quality of the public realm through the development of a cohesive and unified streetscape design strategy for Horseshoe Bay Village. They provide guidance for all future public realm streetscape changes whether through District capital works, annual maintenance programs or private sector redevelopment.

The intention of the project has been to design and construct a new streetscape for the commercial area of Horseshoe Bay that:

- enhances livability;
- bolsters economic activity;
- enables local businesses to compete with other retail centres;
- fosters a unique and distinct sense of place;
- creates public space for programming;
- prioritizes pedestrians and cyclists;
- increases safety for vulnerable road users; and
- demonstrates the District’s commitment to sustainable transportation and development.

A key feature of the guidelines is for the commercial area of Bay Street between Keith Road and 6422 Bay Street, along with Royal Avenue between Bay Street and Bruce Street, to become a shared street that has no traditional curbs and instead has a level surface that can be used by pedestrians, cyclists and automobiles. This improves accessibility and

safety for all users by lowering vehicle speeds as well as increasing foot traffic to local businesses by residents and visitors

Following a public process in the summer of 2016, the Horseshoe Bay Streetscape Guidelines were approved by Council. Subsequent to detailed design and tender of initial work, the Horseshoe Bay Business Association (HBBA) and the Western Residents Association (WRA) requested that initial construction not proceed until funding for the complete Horseshoe Bay Streetscape Project is confirmed. Value engineering has resulted in a less costly plan and further community consultation has resulted in phasing as prioritized by the community.

Horseshoe Bay Local Area Plan

Horseshoe Bay has seen limited area-wide community planning in recent years. There is no current Local Area Plan (LAP) in place and much of the existing land use provisions have existed since 1955.

In 2015, Council endorsed a work plan to comprehensively review community planning in the District through a two-part approach. This included a review of high-level District-wide OCP objectives and policies, and the preparation of more detailed LAPs for its commercial centres. With the adoption of the District-wide OCP in 2018, the focus for community planning over the coming years is now expected to shift to LAPs.

The Horseshoe Bay LAP was initiated in March 2019 and is currently underway. The Horseshoe Bay LAP allows the community to consider land use; public realm improvements; public amenities; and the built form, scale and character of new development so as to shape a neighbourhood-level plan for the future.

The Horseshoe Bay LAP process recently concluded its first phase of public engagement. While the focus of the LAP will be to guide land use and the form and character of new development i.e. in the area south of Bay Street and not within the park itself, preliminary findings from the LAP suggest many consider the park to be the heart of Horseshoe Bay Village and value the waterfront views and outdoor gathering opportunities this area provides. As subsequent phases of the LAP process progress, they will consider the integration of an approved park plan within the wider Horseshoe Bay Village neighbourhood.

5.0 Analysis

5.1 Discussion

Horseshoe Bay Park Revitalization Plan Amenities and Probable Costs

The Horseshoe Bay Park Revitalization Plan incorporates the recently endorsed Horseshoe Bay Streetscape Project, connects the new public realm areas of the Sewell's Landing development west of Horseshoe Bay

Date: June 21, 2019
 From: Ian Haras, Parks Planning & Development Manager
 Carolyn Kennedy, Park Planner
 John Calimente, Transportation Planner
 Subject: Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project

Park and will also be able to respond to the anticipated changes to the BC Ferries Terminal.

The goal of the Horseshoe Bay Park Revitalization Plan is to create a park that is unified with the streetscape, reflects the local character of Horseshoe Bay Village and enhances community and visitor enjoyment.

The park's design was born out of extensive public and stakeholder feedback. It will provide a park that seamlessly integrates with its surroundings. The Horseshoe Bay Park Revitalization Plan envisions a series of enhanced amenities for the park as well as much needed infrastructure improvements. The hard walls along the foreshore will be removed to allow improved access to the water's edge through sustainable and ecological design strategies.

Proposed Phasing Plan

Staff recommend that the project proceed in two separate phases. This proposed phasing approach is suggested to take advantage of possible redevelopment of the adjacent BC Ferries Terminal lands. There may be synergies that can be explored with the development of the terminal plans.

Phase 1 of the Horseshoe Bay Park Revitalization Plan will include the pier to the boat ramp and the continuous waterfront path along the entire length of the park. Phase 2 will include the area east of the boat ramp to the BC Ferry Terminal. A map outlining the phasing plan for the Horseshoe Bay Park Revitalization Plan is attached to this report as **Appendix E**.

The following table outlines the key amenities and their probable costs for the two phases of the Horseshoe Bay Park Revitalization Plan:

Table 1: Consultant's Opinion of Probable Costs		
Project Components	Phase 1 Cost	Phase 2 Cost
Park Amenities (paths, playground, site furnishings, landscaping)	\$2,875,000	\$1,700,000
Utilities & Infrastructure (water, sewer, electrical, washroom facilities, parking structure)	\$500,000	\$1,000,000
Foreshore Enhancement (environmental, lookout piers, shoreline enhancements)	\$3,070,000	\$660,000
Project Design and Implementation (professional design, consulting, approval permits and fees)	\$760,000	\$400,000
Sub-Total:	\$7,205,000	\$3,760,000
Costs incurred to date for design and community consultation	\$195,000	
Total Cost:	\$7,400,000	\$3,760,000

Horseshoe Bay Streetscape Project Phasing and Costs

The Horseshoe Bay Streetscape Project is also being implemented in phases so as to complement and integrate with the Horseshoe Bay Park Revitalization Plan and coordinate with the new Sewell's Landing project. Phase 1 of the project will incorporate Royal Avenue from Bruce Street to Bay Street. Phase 2 will include Bay Street between Keith Road and 6422 Bay Street which will proceed once the hydro poles along the waterfront are installed underground. Phase 3 will be the commercial area of Bruce Street between Keith Road and 6406 Bruce Street. Keith Road itself will be incorporated as part of the Horseshoe Bay Terminal redevelopment being led by BC Ferries. While this project will be implemented in phases, funding is being requested for the entire anticipated cost of \$5,600,000.

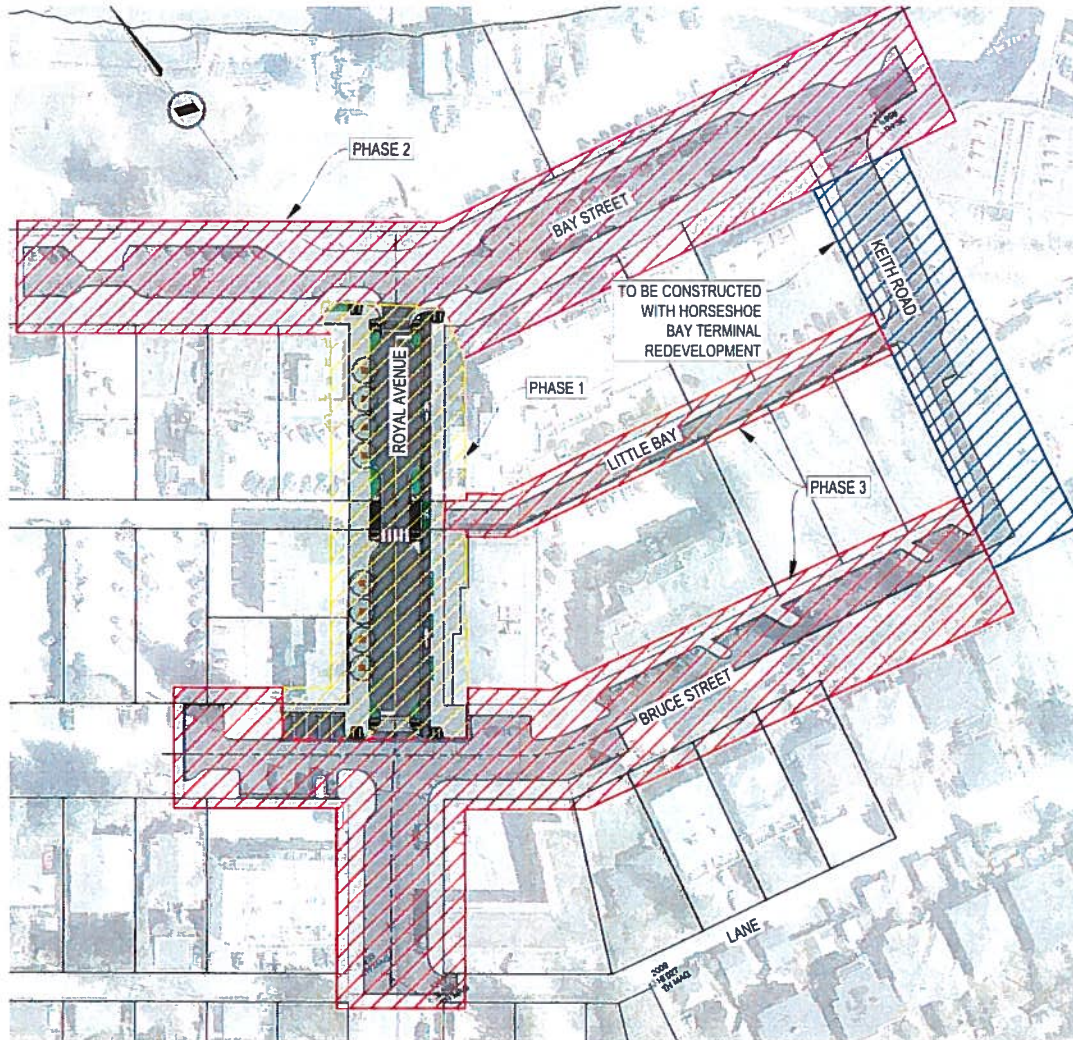


Figure 2: Horseshoe Bay Streetscape Project Phasing

Date: June 21, 2019
 From: Ian Haras, Parks Planning & Development Manager
 Carolyn Kennedy, Park Planner
 John Calimente, Transportation Planner
 Subject: Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project

Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project Funding Strategy

District staff from Planning & Development Services; Engineering & Transportation; Financial Services; and Parks, Culture & Community Services (PCCS) have collaborated to coordinate efforts and discuss costs, phasing and funding strategies. District staff consider it important to move forward with the two Horseshoe Bay projects given the ongoing public consultation and the community's expectation that something be done soon. Approvals are required so that these two projects can move forward jointly.

The total cost of Phase 1 of the Horseshoe Bay Park Revitalization Plan including all previous committed costs is \$7,400,000 and the total cost of the Horseshoe Bay Streetscape Project implementation including all previous costs is \$5,600,000. The total estimated cost for both projects is \$13,000,000.

A total of \$5,403,300 is available for the combined Horseshoe Bay Park Revitalization Plan and the Horseshoe Bay Streetscape Project by virtue of a Municipal Park Contribution by Sewell's Landing Development of \$1,000,000, a dedicated Public Realm Community Amenity Contribution of \$3,403,300 and a Community Assets Community Amenity Contribution of \$1,000,000 as outlined in Table 2.

As at June 30, 2019, the unrestricted balance in the Community Amenity Contribution Fund is \$22.3 million. These funds could be used for the Horseshoe Bay projects if Council approves of their use.

Table 2: Available Funding Sources		
Amount	Funding Source	Description/Allocation
\$1,000,000	Municipal Park Contribution by Sewell's Landing Development	To be solely used for Horseshoe Bay Park improvements; District needs to provide Sewell's Limited with a 'Contribution Notice'
\$3,403,300	Community Amenity Contributions (CAC) - Public Realm, Sewell's Development	To be used for the implementation of the Horseshoe Bay Streetscape Project and the Horseshoe Bay Park Revitalization Plan
\$1,000,000	Community Amenity Contribution (CAC) - Community Assets, Sewell's Development	Allocation requires Council approval; can be used for the implementation of the Horseshoe Bay Streetscape Project and the Horseshoe Bay Park Revitalization Plan amongst other projects
\$5,403,300	Total from Sewell's Landing Development as described above	
\$23,301,456	Unrestricted Community Amenity Contributions	Can be allocated by Council

As outlined in Table 3, Council has already approved \$495,000 towards the Horseshoe Bay Park Revitalization Plan and \$1,400,000 in funding towards the Horseshoe Bay Streetscape Project in budget years 2017 to 2019.

The remaining funding from the Sewell's Landing Development is \$3,508,300 and once allocated there will still be a \$7,596,700 funding requirement to complete the two projects. It is proposed that \$4,196,700 for the Horseshoe Bay Park Revitalization and \$3,400,000 for the Horseshoe Bay Streetscape Project be funded from unrestricted community amenity contributions.

Table 3: Funding Strategy					
	Public Realm CACs Sewell's Development	Community Asset CACs Sewell's Development	Municipal Park Contribution Sewell's Development	General District of West Vancouver Unrestricted CACs	Total Required Funding
Horseshoe Bay Park Revitalization Plan					
Phase 1 Approved Funding	\$495,000				\$495,000
Proposed Additional Funding	\$1,208,300	\$500,000	\$1,000,000	\$4,196,700	\$6,905,000
Total Park Phase 1	\$1,703,300	\$500,000	\$1,000,000	\$4,196,700	\$7,400,000
Phase 2 Deferred Funding TBD					
Horseshoe Bay Streetscape Project					
Approved Funding	\$1,400,000				\$1,400,000
Proposed Additional Funding	\$300,000	\$500,000	\$0	\$3,400,000	\$4,200,000
Total Streetscape	\$1,700,000	\$500,000	\$0	\$3,400,000	\$5,600,000
Total Combined Funding	\$3,403,300	\$1,000,000	\$1,000,000	\$7,596,700	\$13,000,000

Next Steps - Horseshoe Bay Park Revitalization Plan

If the report recommendations are approved, the production of construction and tender drawings for Horseshoe Bay Park will commence. It is anticipated that construction of Phase 1 will start in the fall of 2020. The implementation of Phase 2 would coincide with the proposed redevelopment of the BC Ferries Terminal lands. Staff will request funding for Phase 2 at that time.

In the development of the construction drawings, the consultant team will seek input from the Public Art Advisory Committee (PAAC) to incorporate public art through landscape design and/or the designation of places in the landscaping of the park for public art.

Next Steps - Horseshoe Bay Streetscape Project

Construction of Phase 1 of the Horseshoe Bay Streetscape Project, incorporating Royal Avenue from Bruce Street to Bay Street, is planned to begin in September 2019. Work will include widening and improving of the pedestrian zone, undergrounding of hydro poles, construction of a northbound separated bike lane, replacement of street trees, installation of energy efficient street lights and improved accessibility.

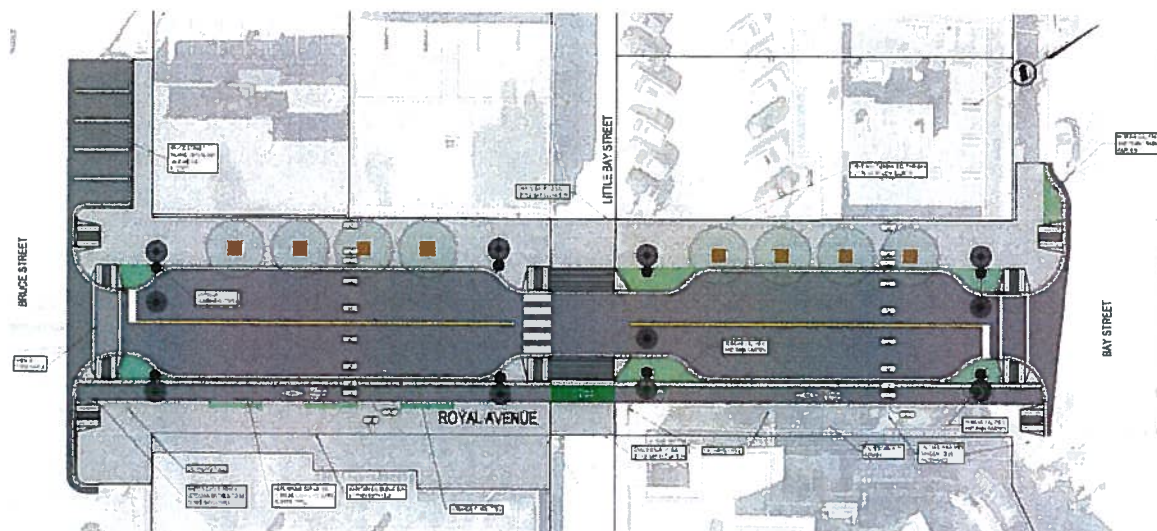


Figure 3: Horseshoe Bay Streetscape Project – Phase 1

Phase 2 of the project will include Bay Street from 6422 Bay Street to Keith Road which will be preceded by the undergrounding of hydro poles which will be funded separately, construction of a multi-use pathway on the north side and expanded sidewalks. Phase 3 will include the commercial area of Bruce Street and will feature improved sidewalks, additional parking spaces and improved street lighting.

5.2 Sustainability

A revitalized Horseshoe Bay Park design is based on input received through stakeholder groups, residents and park users. The design considers sustainability factors including future maintenance costs, accessibility and environmental sustainability.

The Horseshoe Bay Streetscape Project will create a streetscape for the commercial area that is attractive, safer and more accessible to those using active transportation modes, thereby encouraging residents and visitors to walk and bike in Horseshoe Bay Village. Modelling for the Community Energy and Emissions Plan has found that the transportation sector represents the second largest greenhouse gas (GHG) contributor for West Vancouver. A streetscape design that encourages movement by active modes will help to reduce GHG emissions from motor vehicles.

5.3 Public Engagement and Outreach

Horseshoe Bay Park Revitalization Plan

The Community Engagement Policy has been utilized to gather feedback and guidance from the Horseshoe Bay community, stakeholders and the public. Input has been gathered through stakeholder workshops, public meetings, advisory committee meetings and online tools. The key stakeholder groups for Horseshoe Bay Park were identified as the WRA, HBBA and the Gleneagles Community Centre Advisory Committee. A listing of the public engagement and consultation meetings for the Horseshoe Bay Park Revitalization Plan is attached as **Appendix F**.

Horseshoe Bay Streetscape Project

For the Horseshoe Bay Streetscape Project, public engagement began with a December 2014 stakeholder meeting which included the HBBA, WRA and a member of the Design Review Committee (DRC). The DRC reviewed the draft version of the Design Guidelines in December 2015. The group of stakeholders was again engaged for a review of the completed Design Guidelines in July 2016.

In April 2018, there was a presentation to stakeholder groups and a public open house, combined with the Spirit Trail engagement, as attached to this report as **Appendix G**. In addition, a paper and online survey was made available to the public to receive feedback in May 2018. Finally, in June 2019 a stakeholder meeting was held to present the revised concept for Phase 1, the Royal Avenue portion of the Horseshoe Bay Streetscape Project. Final outreach for Phase 1 will be conducted with business owners and the public in July 2019.

5.4 Other Communication, Consultation and Research

Horseshoe Bay Park Revitalization Plan

In addition to the consultation process described above, District staff and the consultant team met with additional stakeholders in the Horseshoe Bay area to discuss the design of the park. Stakeholders included Sewell's Marina, BC Ferries, the Advisory Committee on Disability Issues and the developer of the Sewell's Landing project.

A District staff steering group with representation from Planning & Development Services; Community Relations & Communications; PCCS; and the Financial Services Divisions meet on a regular basis to review the progress of the project and to ensure collaboration between the various departments.

Horseshoe Bay Streetscape Project

The landscape architecture firm, Hapa Collaborative was engaged by Planning & Development Services in August 2014 to develop the Horseshoe Bay Streetscape Design Guidelines. Work on the project began under the direction of the senior community planner with the support of an interdepartmental staff team with representation from Community Planning; Roads & Transportation; and the Parks Departments.

Management of the project transferred to the Engineering & Transportation Division in January 2016 under the direction of the transportation planner.

6.0 Options

6.1 Recommended Option

The recommended option is to approve the new design and phasing plan for the Horseshoe Bay Park Revitalization Plan and also to approve the Horseshoe Bay Streetscape Project. It is also recommended to approve the funding strategy for both projects as outlined in this report.

Staff are recommending these options as there was overall positive support throughout the extensive public and stakeholder consultation for both projects.

6.2 Considered Options

Considered options would be to not proceed with either project or to reduce the allocating funding for one or both of the projects.

These options are not being recommended as the current infrastructure and amenities in both the park and streetscape are reaching the end of their serviceable life and will soon need to be addressed.

Date: June 21, 2019
From: Ian Haras, Parks Planning & Development Manager
Carolyn Kennedy, Park Planner
John Calimente, Transportation Planner
Subject: Horseshoe Bay Park Revitalization Plan and Horseshoe Bay Streetscape Project


7.0 Conclusion

The redevelopment of the Horseshoe Bay Park and Streetscape Project is timely as it coincides with many other initiatives that are currently happening in the area. The revitalization of the Park and streetscape is important to the local community and the District as a whole due to its prominence as a visitor gateway destination and gathering place for local residents. Staff have proposed a funding solution that does not require any resident tax supporting funding while at the same time provides Horseshoe Bay Village with much needed improvements.

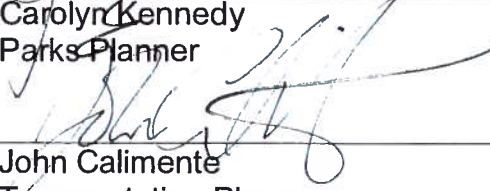
Author:


Ian Haras
Parks Planning & Development Manager

Author:


Carolyn Kennedy
Parks Planner

Author:


John Calimente
Transportation Planner

Concurrence:


Arseniy Shchedrinskiy
Financial Controller

Appendices:

- Appendix A: Summary of Comments from the November 29, 2017 Horseshoe Bay Park Public Information Session #1
- Appendix B: Display Boards from the December 5, 2018 Horseshoe Bay Park Public Information Session #2
- Appendix C: Summary of Comments from the December 5, 2018 Horseshoe Bay Park Public Information Session #2
- Appendix D: Horseshoe Bay Park Revitalization Plan dated May 2019
- Appendix E: Proposed Phasing Plan for the Horseshoe Bay Park Revitalization Plan
- Appendix F: Horseshoe Bay Park Revitalization Plan list of the public engagement and consultation meetings
- Appendix G: Display Boards from the April 2018 Horseshoe Bay Streetscape Open House

Appendix A

HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

PREPARED BY PWL PARTNERSHIP
26 JANUARY, 2018

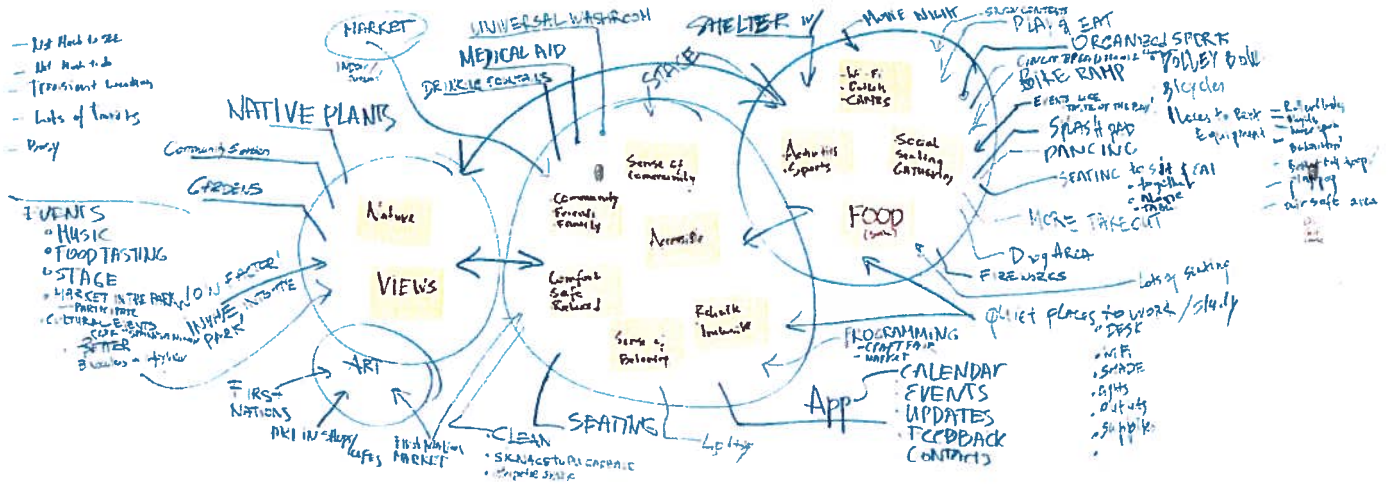




HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

HORSESHOE BAY PARK: SUMMARY OF PUBLIC ENGAGEMENT



This document summarizes feedback and ideas regarding Horseshoe Bay Park received from the public, spanning November 2017 to January 2018.

The park's first public open house was held on 29 November, 2017 with approximately 80 participants. In this workshop, a number of boards were presented, displaying site analysis, park ideas, and precedent images. Participants were encouraged to express their ideas for the park through voting directly on the boards with stickers and written comments. Participants were also encouraged to identify features of the existing park that they wished to preserve or that required improvement. An additional workshop was held on the same date with twelve youth participants in order to gain their feedback for the park space.

An online survey was open to the public from 1 December, 2017 to 22 January, 2018 to provide Horseshoe Bay residents with additional opportunities to voice their opinions on the future of the park. This survey included identical materials as the public open house boards with several options to add their own comments. The website saw 112 visitors with a total of 48 completed surveys.

The following pages display the results of this public engagement process as to the future of the park.

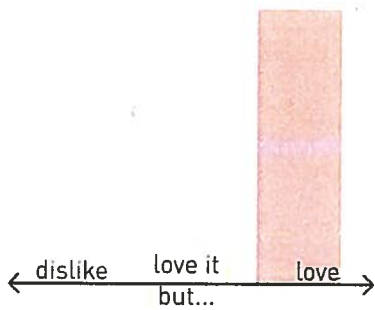


HORSESHOE BAY PARK

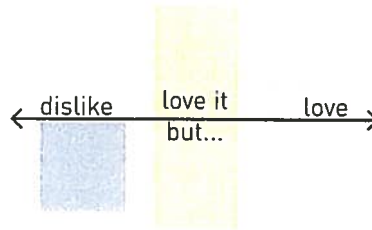
PUBLIC OPEN HOUSE 1 SUMMARY

WE ASKED: "WHAT MAKES THIS PLACE GREAT?"

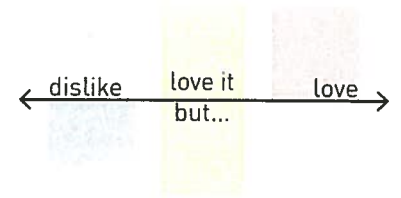
Participants were asked to place a sticker on the aspects of the park that they disliked, liked but needed improvement, and liked in their current state. Participants' feedback is below:



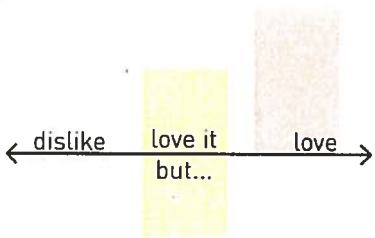
Views of the harbour



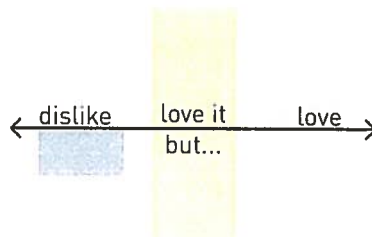
Existing plaza for events and gatherings



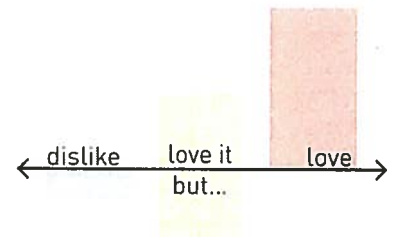
Existing access to the beach



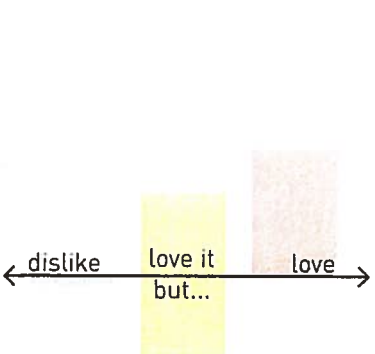
Existing connection to village and retail



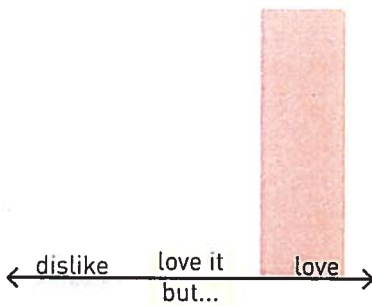
Existing playground



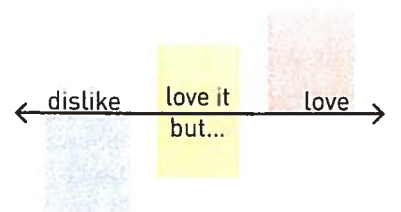
Existing working harbour and marine activities



Existing open, multi-use lawn



Existing mature trees



Propeller water feature



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

"WHAT MAKES THIS PLACE GREAT?" [Cont'd]

"Washroom - needs re-location or significant upgrade!"

"Pier under utilized - has great potential."

"Whale structure"

"Boat launch great where it is. Why spend the \$?"

"Don't waste money moving washroom, just upgrade"

"Priority should be enhancing village and attracting more interesting retailers/businesses. Park is pretty good."

"Better year-round activities/retail/restaurants for locals. Village itself needs a face-lift. Work on this before park"

"The park is great. It doesn't need a lot of enhancement. Just bring in more activities/events"

"Plaza needs more events"

"Canada Day concert"

"Like the plaza the way it is but it is currently underutilized."

WHAT WE HEARD:

The top three positive aspects of the existing park noted by participants were views of the harbour, working harbour and marine activities, and existing mature trees. Feelings for the multi-use lawn were of lower importance. Responses were mixed for the various park features, such as the existing plaza, playground, and water feature; in general, these items were either disliked by participants or require improvement in their current state.



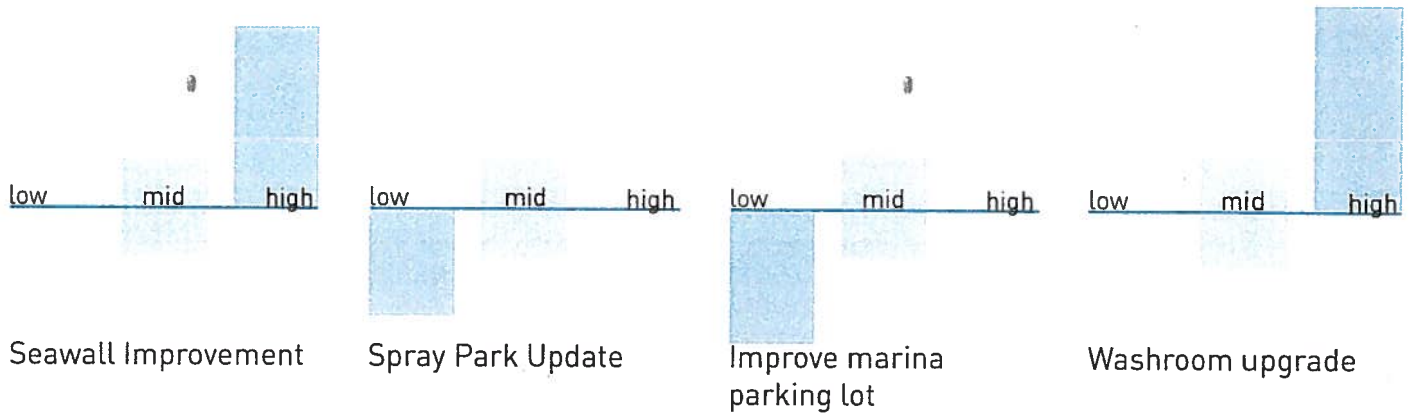
HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

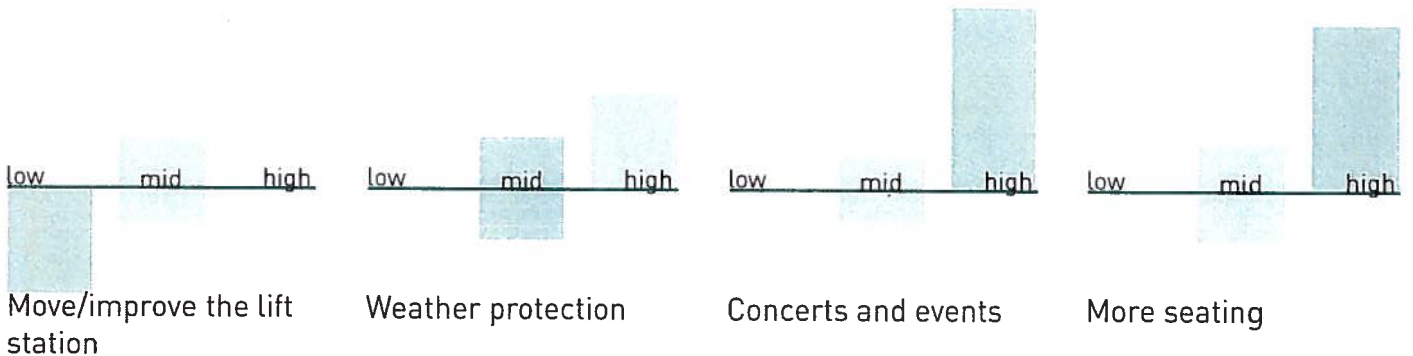
OPPORTUNITIES & PRIORITIES

Participants were asked to place a sticker stating what they thought were the critical priorities for improving, adding, or creating new features of the park. Participants' feedback is below:

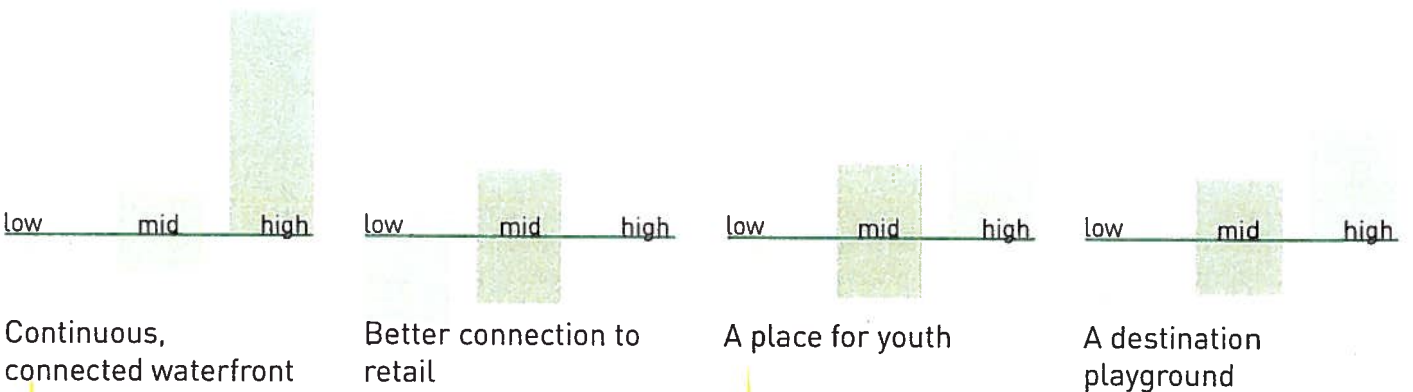
IMPROVE:



ADD:



CREATE:





HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

OPPORTUNITIES & PRIORITIES [Cont'd]

"Eliminate marina parking! Consolidate in new parking garage @ new development!"

"Not enough parking"

"Spend effort cleaning the area, and improving washrooms."

"Seawall project should allow access to all shoreline and beyond to Horseshoe Hill at east side. That should eventually connect to Mountain Side."

"Tree by lift station must come down - it will crack all the foundation walls there by the bad ramp."

"Improve [re: move or improve lift station]"

"See more activities for the water - kayak/paddleboard rentals."

"If the existing park benches are not being re-used in HSB - consider offering them (or the plaques) to the original purchasers."

"A new totem pole"

"I like whale or sea art. Not modern art."

"Band stand"

"The power lines on the main strip should be underground and new sidewalk light standards maybe with hanging baskets"

"How about helping the H. Bay Community absorb those people or W/E's, with parking uphill somewhere"

"[Spray Park] too expensive + not in heavy use for much of the year."

"Bury hydro & phone lines"

"Wide transport up & down by shuttle. It's too crowded now & worse all summer"

"Hire professional international design group to create something awesome; get that approved and modified. Same/ same proposal here!"

"How about decorating the bay each summer like Dunderave is? Buskers & entertainment should be encouraged in summer & [weekends]"

"Floating barge off pier for events and to put some public assembly use into the sunshine."

WHAT WE HEARD:

High priorities for the park include seawall improvement, washroom upgrade, additional concerts and events, more seating, and to create a continuous and connected waterfront. Participants were ambivalent about a spray park upgrade, improvements to the lift station, a better connection to retail, and the creation of a place for youth or destination playground. The lowest priorities noted by participants were improvements to the marina parking lot and the addition of a structure for weather protection within the park.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

WE ASKED: "WHAT COULD THE PARK BE?"

Of six themes relating to stakeholder workshops and studies, participants were asked which of these themes most resonated with them. In addition, participants were encouraged to leave their own comments on what they would like to see happen in the park space or how it could be improved.



A local meeting spot for community members to visit daily. A place for special events and celebrations. Bring your family and dogs!



In colder months, this place has a charm all its own, whether it's a winter activity or its calm beauty. At night, the park still bustles with activity. Local businesses and the park support one another.



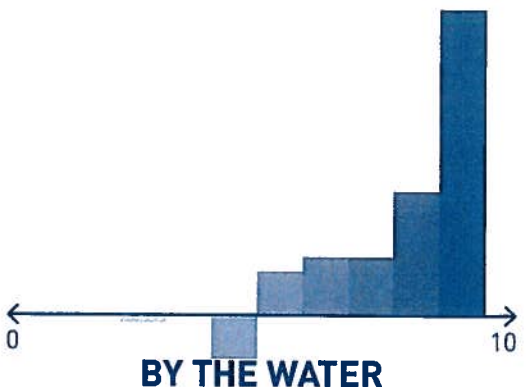
Located at a traveller's hub, this place offers something memorable. With rarely-seen installations, themed events or just its own inherent charm, people visit from all over.



Making the most of the natural setting, the park can facilitate a sense of serenity and refreshment, especially for stressed ferry travellers.



Building a framework upon which natural processes can thrive and be resilient, this park allows visitors to get a glimpse of BC flora, fauna, and marine life.



Located on a beautiful bay, there are many ways the park can be designed to express the ocean. A working waterfront, a marine habitat, a historic harbour village.

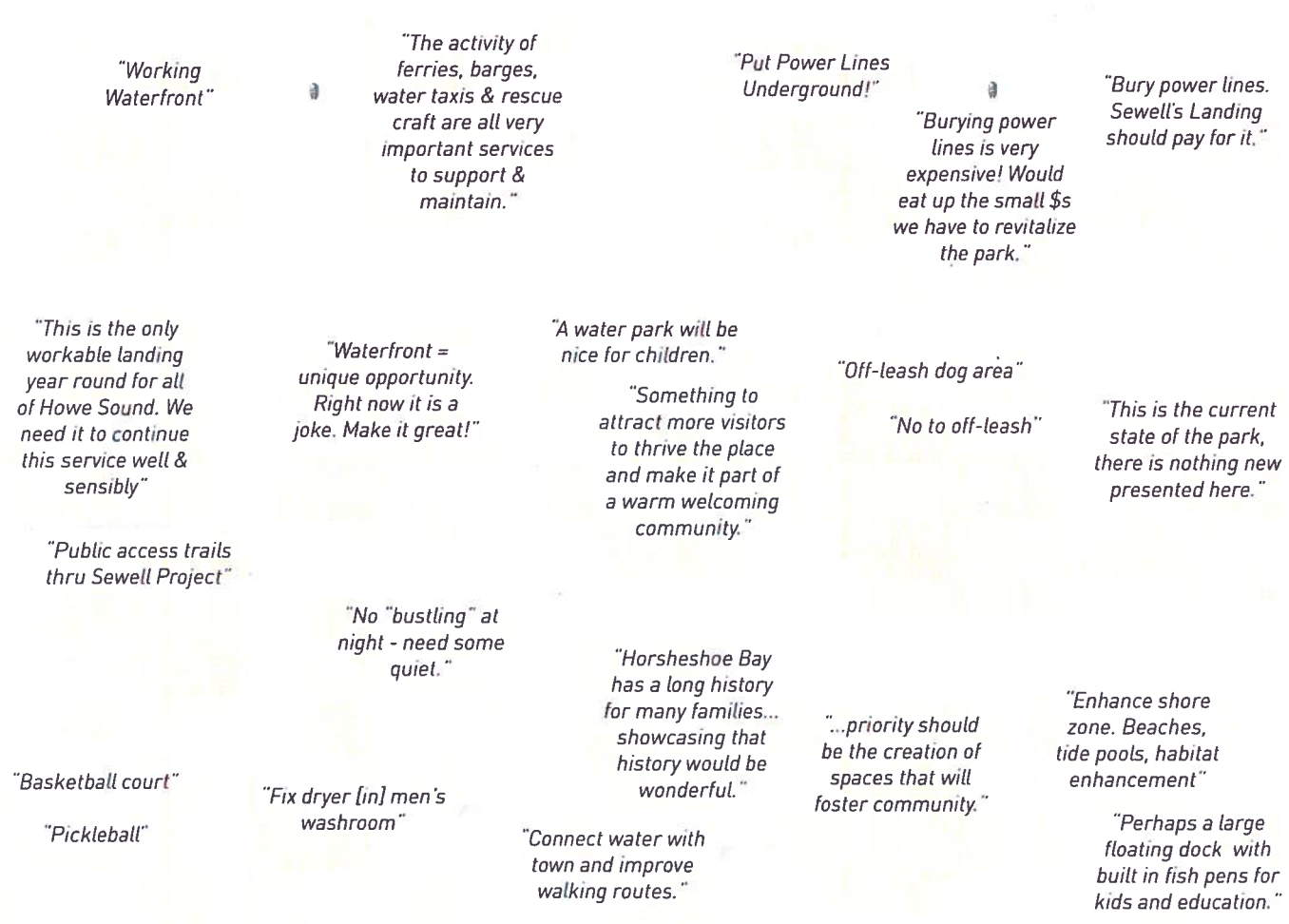


HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

WE ASKED: "WHAT COULD THE PARK BE?" [Cont'd]

Of six themes relating to stakeholder workshops and studies, participants were asked which of these themes most resonated with them. In addition, participants were encouraged to leave their own comments on what they would like to see happen in the park space or how it could be improved.



WHAT WE HEARD:

Participants responded most positively to the Village Green and By The Water ideas. Very little negative feedback was received to the ideas presented, however, there was generally neutral feedback for Unique Destination and Thriving Ecology. Of the comments received, participants stressed the importance of the harbour remaining a working waterfront.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

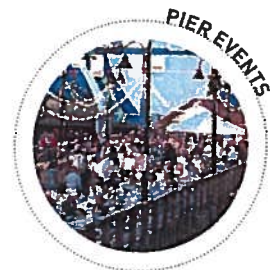
PROGRAMMING

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

VILLAGE GREEN

responses:

- 52 Great Lawn
- 49 Space for Dogs
- 46 Pier Events
- 45 Outdoor Markets
- 40 Neighbourhood Playground
- 34 Outdoor Movies/ Floating Theatre
- 26 Picnic area
- 17 Programmed Recreation
- 15 Picnic Shelter
- 6 Other



"Covered area"

"Gazebo"

"Comprehensive Recycling stations with education component"

"Sunday Markets with organic produce & food"

"Permanent performance stage! Tap into local arts, utilize the park."

"Lighting"

"Fix the stairs"

"Permanent café/ wine bar on Pier - could be seasonal."

"Basketball Court"

"The current outdoor movies only attract approx. 100 visitors at cost of \$3000. This is a poor ROI."

WHAT WE HEARD:

Participants expressed interest in a space within the park that could host a variety of events. Space for dogs was a contentious item with several comments supporting and against. There is a desire for more programmed spaces in order to enliven the park, including ideas such as a cafe at the pier, weekly market, and performance stage. Although responses were lower, there was still significant feedback supporting smaller programmed recreation spots such as picnic areas or a shelter.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY



PROGRAMMING [Cont'd]

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

RELAX & ENJOY

responses:

- 53 Sit By The Water's Edge
- 44 Sit or Stroll
- 29 Viewing Platforms
- 26 Shady Tree Spots
- 25 Creative Seating
- 23 Grab a Bite
- 22 Quiet Walks
- 16 Shake Your Sillies Out
- 14 Public Art
- 3 Other



"Really like this, we have wonderful views!"

"Picnic tables with cook station like Porteau Cove"

"First Nations Art!"

"Water park for kids if no beach access"

"I hope the Lookout Coffee Shop will remain."

"Walking paths and maximum views."

WHAT WE HEARD:

Views and passive recreation at the water's edge were of importance to participants. The greatest variety in written comments and ideas were the methods of interacting with the harbour; whether through viewing platforms or creative seating. Though not particularly stated on this board, several comments and feedback received indicate the desire for waterfront access and the working waterfront to remain.





HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

PROGRAMMING [Cont'd]

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

A UNIQUE DESTINATION

responses:

- 52 Access to Water
- 48 Places to Enjoy the View
- 45 Be Out On the Water
- 30 Destination Playground
- 29 Inspired by Local History
- 24 Unique Events
- 18 Water Feature
- 16 Playful Elements & Art
- 16 Creative Lighting
- 10 Unexpected Design Elements
- 9 Iconic Structures
- 1 Other



"Would be great to have outdoor movies in summer"



"Fix propeller water feature"



"Water park"

WHAT WE HEARD:

Participants were strongly in favour of accessing and interacting with the waterfront. There were strong responses to the addition of a destination playground and areas to host events. In general, participants expressed a desire for more programmed spaces rather than specific structures.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

PROGRAMMING [Cont'd]

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

ACTIVE YEAR-ROUND

responses:

- 60 Summer Farmers' Markets
- 53 Waterfront Events
- 44 Fire Pit
- 33 Holiday Market
- 32 Amphitheatre with Power Supply
- 24 Shelter for Gatherings
- 19 Free WiFi and Charging Spots
- 3 Movable Seating
- 6 Other



"Social spaces for inter-cultural and inter-generational connections, festivals"

"Better access to beach - railings?"

"Who runs this? And where will people park?"

"Pickleball Courts"

"Non-movable seating"

"Seafood sales on the dock"

"Fri. night concerts, etc."

"Fitness circuit"

"Fine as is, a refuge from the hustle and bustle of the park above."

"I do not want to see another Whytecliff Park green over-run with picnickers and barbecuers"

WHAT WE HEARD:

Participants expressed enthusiasm for year-round events at the park. From supporting existing events to encouraging new activities for arts and culture, there was a desire for flexible spaces that can accommodate a range of events. There was strong support for a farmer's market and holiday market, as well as an event space and fire pit.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

PROGRAMMING [Cont'd]

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

THRIVING ECOLOGY

responses:

- 51 Restore Shoreline
- 38 Healthy Trees
- 37 Create & Preserve Habitat
- 33 Opportunities for Natural Play
- 29 Native Planting
- 29 Natural Paths
- 22 Plan for Rising Seas
- 17 Pollinator Plants
- 12 Water Play
- 9 Rain Gardens
- 2 Other



"Signage for ecological education"

"Add more trees!"

"Do not remove trees"

"[Retain] existing trees. 'Healthy' determined by independent arborist, not a tree removal company!"

"Would [be] really nice to see the water! Shoreline restored"

"Preferably no invasive plants at all!"

"Wider sidewalks for [West] Van trucks not to ruin grass"

"Cigarette butt recycling"

"Nature paths"

"Beach should eventually be swimmable like Whytecliff"

"[Subtle] info boards/history etc."

"Bird and bee gardens"

WHAT WE HEARD:

Restoring the shoreline for swimming and maintaining water access were highlighted as important. Participants expressed interest in their natural surroundings and the desire to improve habitat value at the park. Participants also supported the idea of having healthy trees and retaining the existing mature trees in the park.



HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

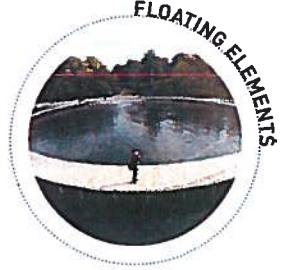
PROGRAMMING [Cont'd]

Participants were asked to place a sticker on the three ideas they most wanted to see in Horseshoe Bay Park. In addition, they were encouraged to state their own ideas not listed on the boards.

BY THE WATER

responses:

- 46 Working Harbour
- 45 Access to Water
- 36 Floating Elements
- 33 Terraced Access to Water
- 29 Beach Play
- 28 Boardwalks
- 26 Viewing Platforms
- 21 Perched Beach
- 13 Beach Sports
- 2 Other



"Test the water for swimability"

"Permanent performance stage for music and arts"

"[Water access] is important"

"Kayak/paddleboard/sports rentals"

"Access to water like Deep Cove would be excellent"

"Access to walk the waters edge and get feet wet"

"Encourage tidal pools for exploration"

"And ALL the shoreline including through and past Sewell's" (Access)

"Kayak landing beach to complement all the big boat landing facilities."

WHAT WE HEARD:

A strong theme throughout all open house boards were in support of access to the water for a range of activities from passive viewing to swimming or kayaking. Also of importance to many participants is that the waterfront remains a working harbour; part of what makes Horseshoe Bay stand out in the region. Participants expressed the need for improved waterfront access both through infrastructure and the beach itself.



HORSESHOE BAY PARK

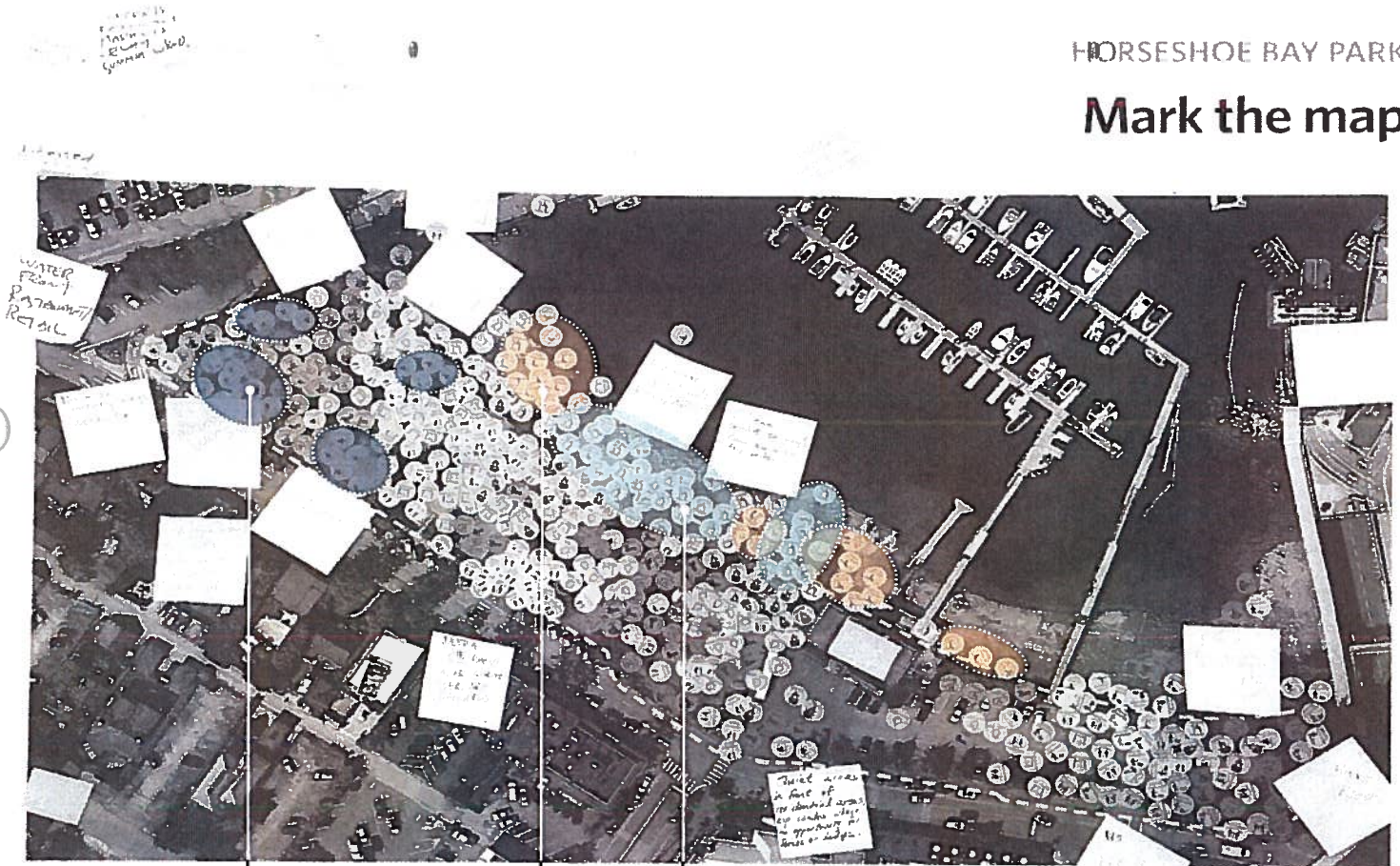
PUBLIC OPEN HOUSE 1 SUMMARY

MARK THE MAP

Participants were asked to place a sticker where they thought the best location for various features should be, as well as place their comments for additional ideas on the map. Areas with three or more stickers are highlighted on the map below:

HORSESHOE BAY PARK

Mark the map



QUIET AREA



ACCESS TO WATER



LOOKOUT





HORSESHOE BAY PARK

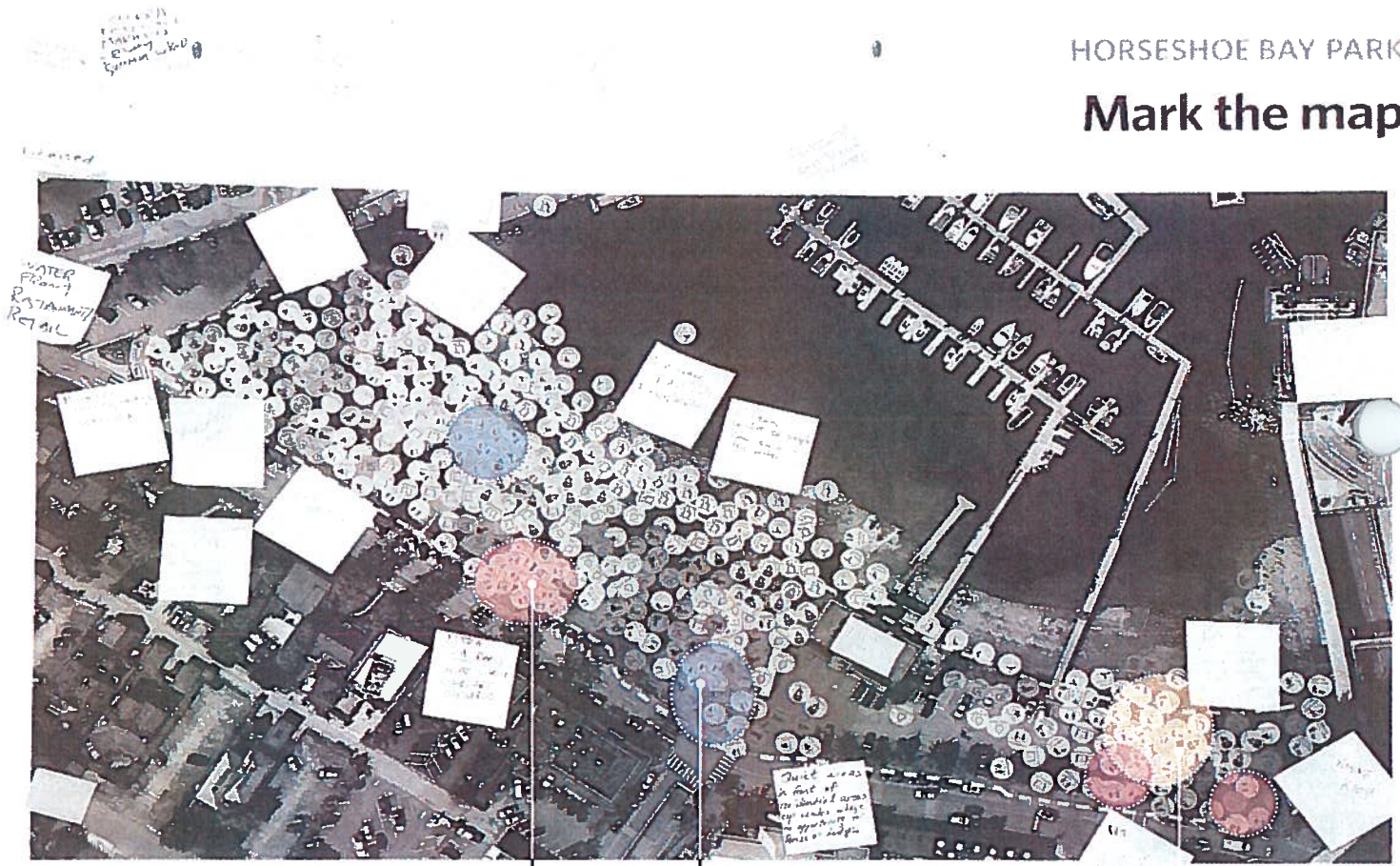
PUBLIC OPEN HOUSE 1 SUMMARY

MARK THE MAP [Cont'd]

Participants were asked to place a sticker where they thought the best location for various features should be, as well as place their comments for additional ideas on the map. Areas with three or more stickers are highlighted on the map below:

HORSESHOE BAY PARK

Mark the map



WASHROOMS



WATER FEATURE



DOGS ON-LEASH





HORSESHOE BAY PARK

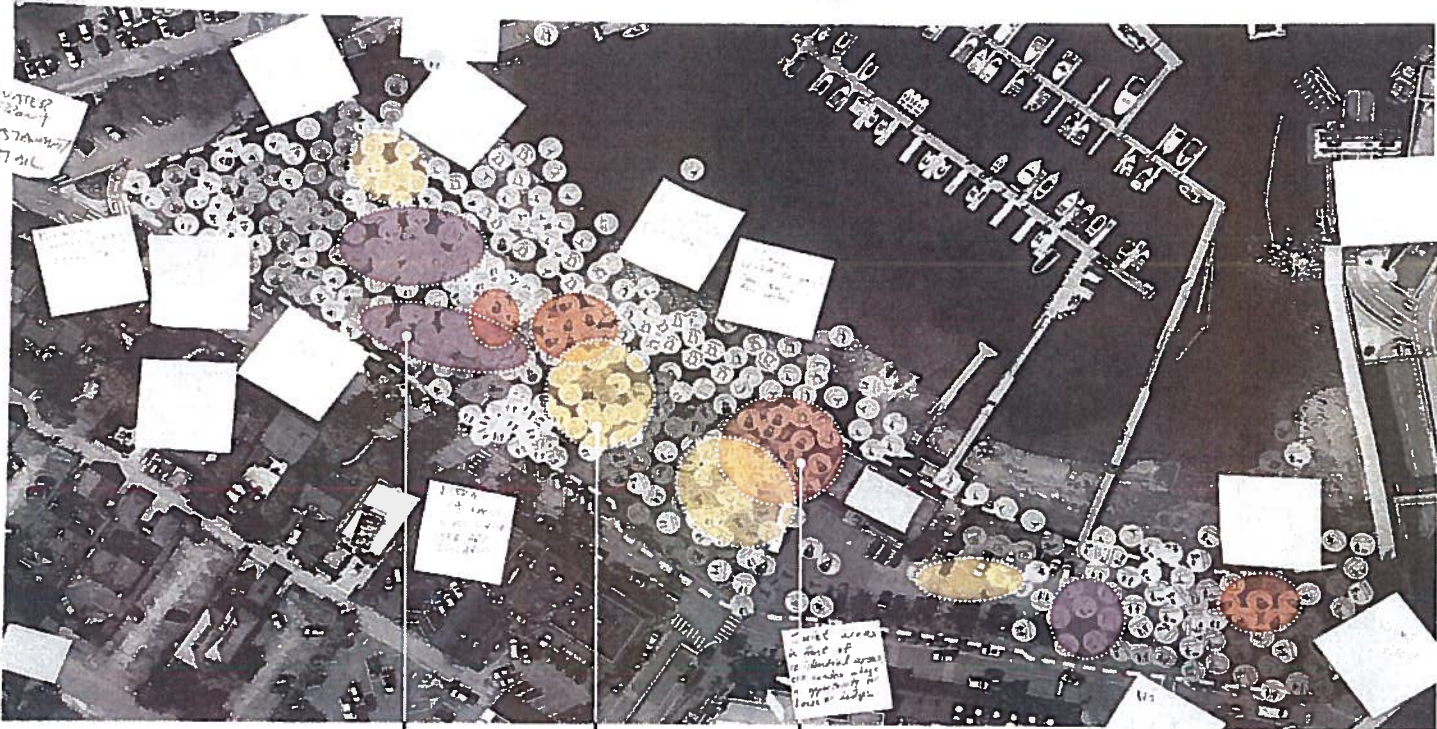
PUBLIC OPEN HOUSE 1 SUMMARY

MARK THE MAP [Cont'd]

Participants were asked to place a sticker where they thought the best location for various features should be, as well as place their comments for additional ideas on the map. Areas with three or more stickers are highlighted on the map below:

HORSESHOE BAY PARK

Mark the map



PLAYGROUND



EVENT SPACE



FIRE PIT





HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

MARK THE MAP [Cont'd]

Participants were asked to place a sticker where they thought the best location for various features should be, as well as place their comments for additional ideas on the map. Areas with three or more stickers are highlighted on the map below:

HORSESHOE BAY PARK

Mark the map



NATURAL AREA



PLAZA



SHELTER

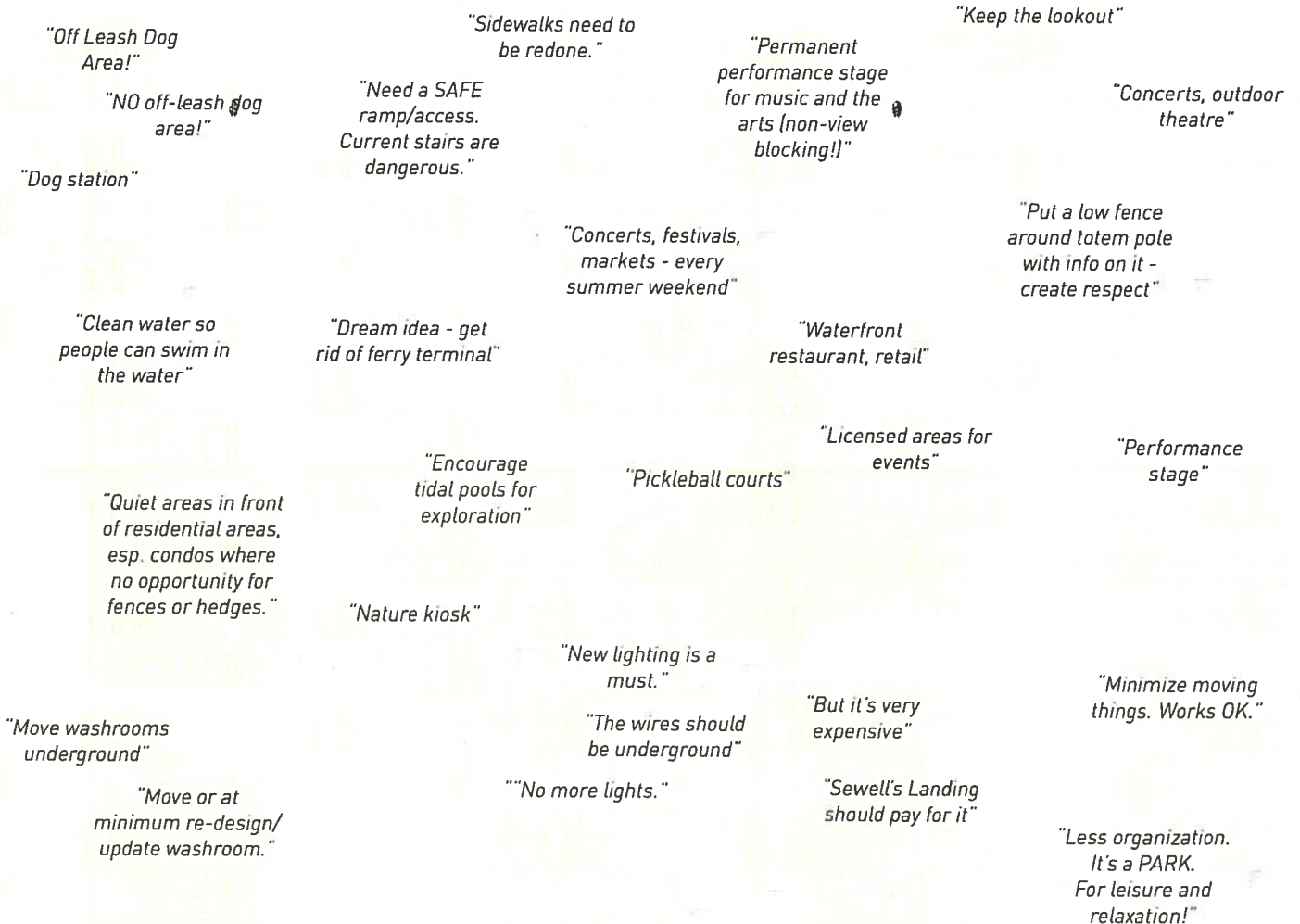


HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

MARK THE MAP [Cont'd]

Participants were asked to place a sticker where they thought the best location for various features should be, as well as place their comments for additional ideas on the map.



WHAT WE HEARD:

Several of the areas participants located on the map were similar to those of existing park features. The west side of the park was identified as a quiet and more natural area. Water access and lookout were noted in very central locations. An on-leash dog area was preferred at the east side of the park. Washrooms were desired either at their current location or potentially at the southeast edge of the park to interface with the street. An event space, fire pit, and plaza were all located centrally. A shelter structure was noted at various low-traffic areas throughout the site.

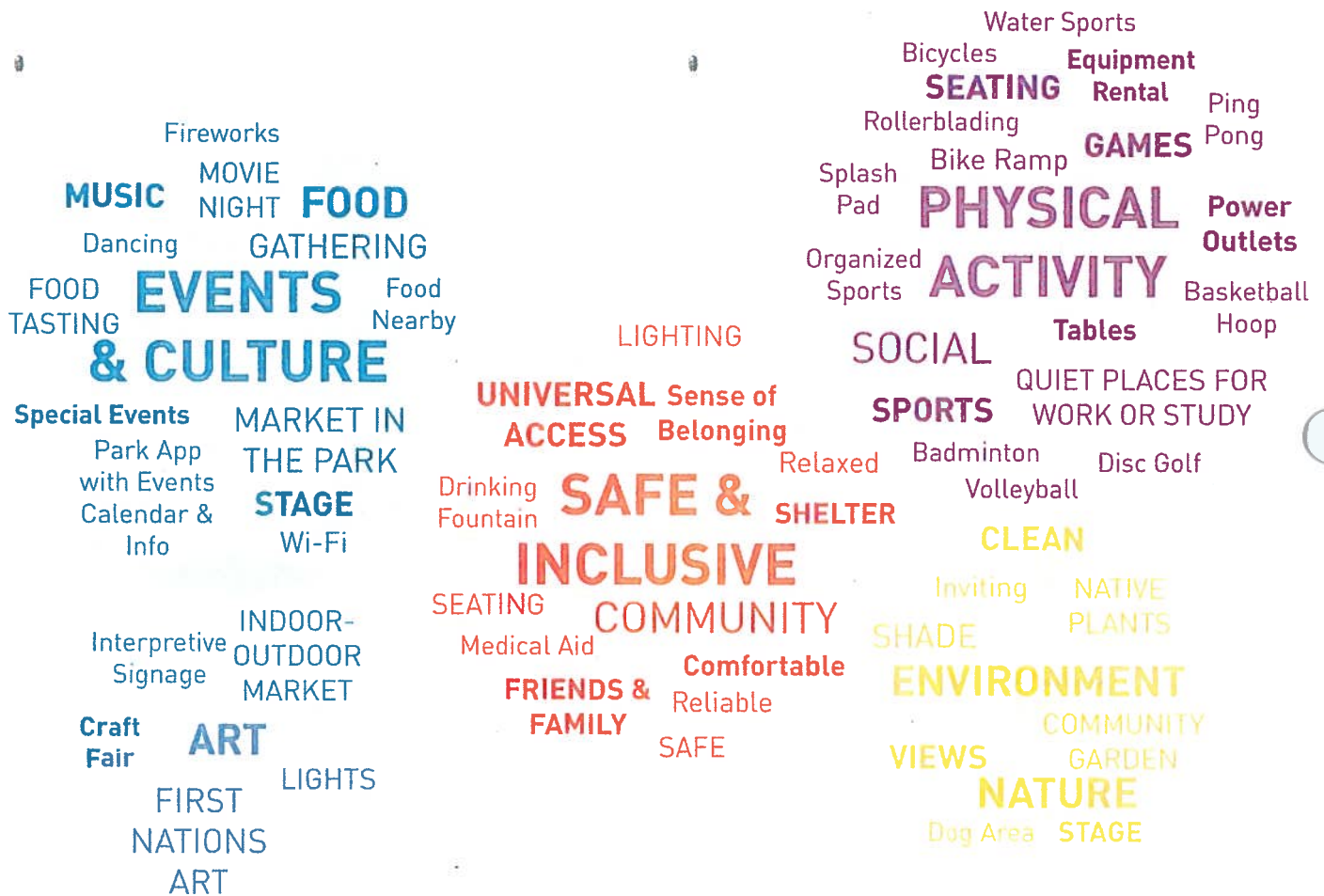


HORSESHOE BAY PARK

PUBLIC OPEN HOUSE 1 SUMMARY

YOUTH WORKSHOP

A workshop was held with youth in order to gain their feedback for the park. Participants were asked for their ideas for programming and what types of events or environments would encourage them to use the park. A summary of their feedback is below:

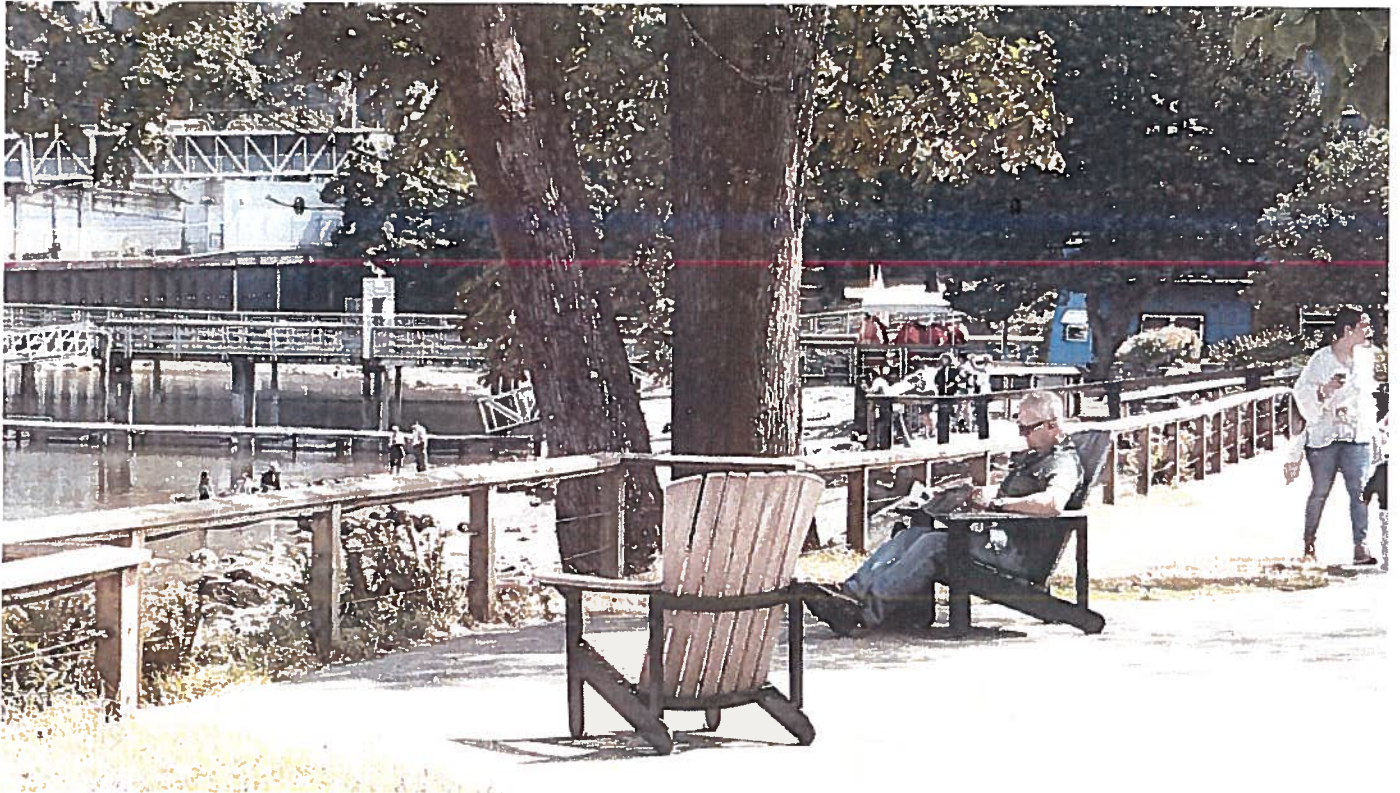


WHAT WE HEARD:

Participants were very enthusiastic about a range of physical activities and expanded event programming in the park. They expressed the desire for a safe and inclusive space where they could go to hang out with friends and family or do homework. The main negative feedback about the current state of the park was that there was little to see or do, and that the park is in a busy and transient location with many tourists.



HORSESHOE BAY PARK: NEXT STEPS



Using the feedback and information gathered from the public engagement process from November, 2017 to January, 2018, the PWL team will develop guiding principles, program, and concept designs for Horseshoe Bay Park.

Additional feedback will develop from further reviews by advisory committees, stakeholder workshops, and a second public information session to develop a vision for the future of the park.

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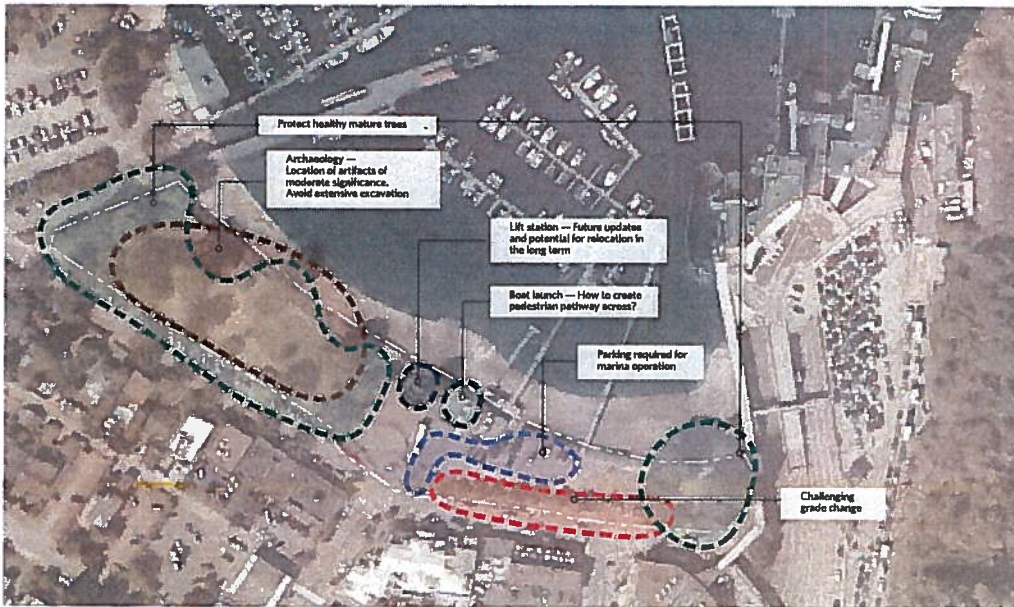
Appendix B

HORSESHOE BAY PARK

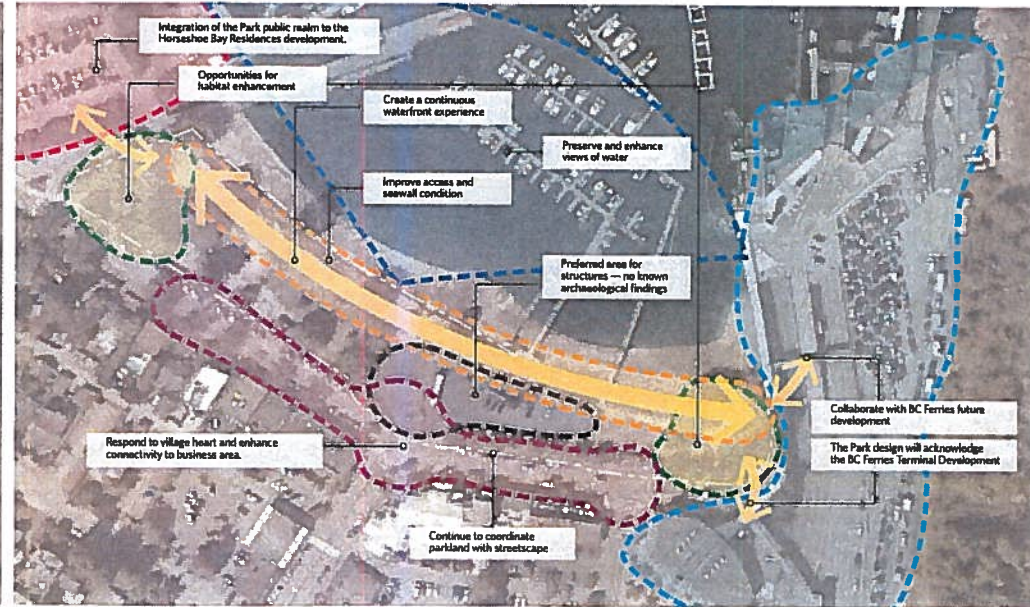
Site opportunities and constraints

As a part of the site analysis and engagement process, a number of challenges and opportunities were identified. These helped to shape and inform the decisions made moving forward.

Challenges



Opportunities





HORSESHOE BAY PARK

Summary of feedback

Six themes were proposed to represent in Horseshoe Bay Park at the last open house event. Two emerged as the most popular, with three themes having some interest. These general design directions from the public influenced how we approached the preliminary concept design you see here today.

Village green



Water's edge



Vibrant place

Active Year-round +



Unique destination +



Relax & Enjoy +





HORSESHOE BAY PARK

Moving forward

We reviewed all ideas based on viability and budget. Here are the highlights of what is moving forward.



Retain open lawn ✓ Respect environment ✓ Maintain a working waterfront ✓ Enhance views and access to water ✓ Create gathering places for celebration + events ✓



Add more seating ✓ Retain mature trees ✓ Improve playground ✓ Create a continuous waterfront path ✓ Improve lighting for evening enjoyment ✓



ITEMS THAT MAY BE REVISITED IN THE FUTURE:

LIFT STATION

Metro Vancouver's lift station is going to be upgraded mechanically but will remain in its current location. A large portion of the lift station (pump) is all below ground, this would be very expensive to move. The current Park design assumes the footprint of the lift station is remaining in its current location.

UNDERGROUND POWER LINES

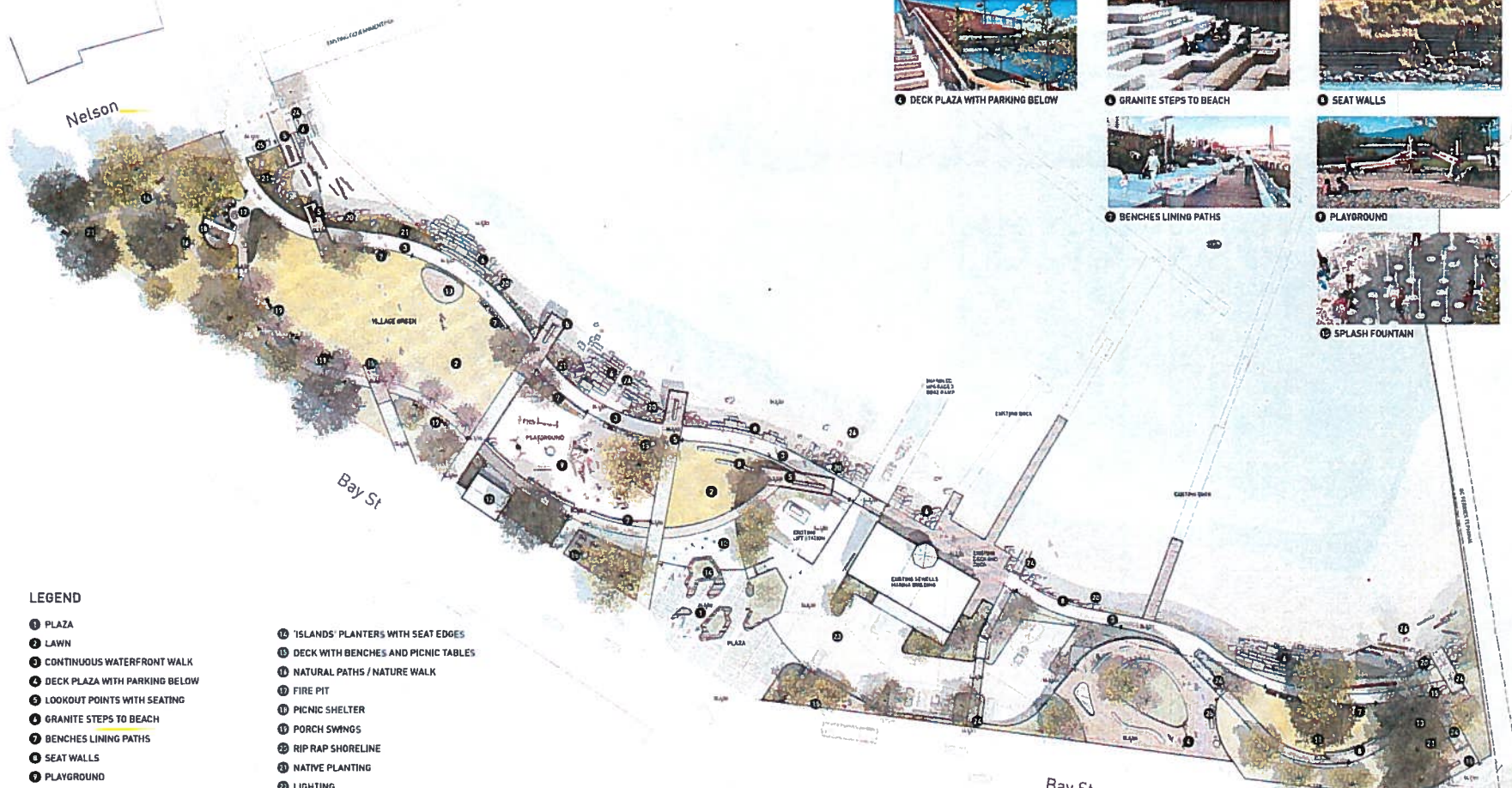
We heard many requests for the powerlines to be buried underground. The power lines are not technically in the park but are located in the street right of ways. This work is typically very expensive and will be explored during the streetscape enhancements project.

SPORT COURTS



HSB park is not large enough to contain all of these activities so we are prioritizing ones that make best use of the park location and features (views, water access, mature trees etc). There are nearby courts at Whytecliff Park and on Douglas Street.

HORSESHOE BAY PARK Concept plan



1 PLAZA



2 LAWN



3 CONTINUOUS WATERFRONT WALK



4 LOOKOUT POINTS WITH SEATING



5 DECK PLAZA WITH PARKING BELOW



6 GRANITE STEPS TO BEACH



7 SEAT WALLS



8 ON-LEASH DOG LAWN



9 BENCHES LINING PATHS



10 PLAYGROUND



11 UPGRADED PUBLIC WASHROOM



12 SPLASH FOUNTAIN



13 TIMBER STAGE WITH ELECTRIC HOOKUPS



14 ISLANDS PLANTERS WITH SEAT EDGES



15 DECK WITH BENCHES AND PICNIC TABLES



16 NATURAL PATHS / NATURE WALK



17 FIRE PIT



18 PICNIC SHELTER



19 PORCH SWINGS



20 PARKING WITH VILLAGE HEART PAVING



21 RIP RAP SHORELINE

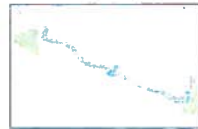
LEGEND

- 1 PLAZA
- 2 LAWN
- 3 CONTINUOUS WATERFRONT WALK
- 4 DECK PLAZA WITH PARKING BELOW
- 5 LOOKOUT POINTS WITH SEATING
- 6 GRANITE STEPS TO BEACH
- 7 BENCHES LINING PATHS
- 8 SEAT WALLS
- 9 PLAYGROUND
- 10 SPLASH FOUNTAIN
- 11 ON-LEASH DOG LAWN
- 12 UPGRADED PUBLIC WASHROOM
- 13 TIMBER STAGE WITH ELECTRIC HOOKUPS
- 14 'ISLANDS' PLANTERS WITH SEAT EDGES
- 15 DECK WITH BENCHES AND PICNIC TABLES
- 16 NATURAL PATHS / NATURE WALK
- 17 FIRE PIT
- 18 PICNIC SHELTER
- 19 PORCH SWINGS
- 20 PARKING WITH VILLAGE HEART PAVING
- 21 RIP RAP SHORELINE
- 22 NATIVE PLANTING
- 23 LIGHTING
- 24 ACCESS STAIR
- 25 INTERPRETIVE SIGNAGE
- 26 NATURALIZED STORMWATER OUTFALL

PROGRAM DIAGRAMS



TYPICAL SUMMER DAY
Four zones let tourists out onto plaza with seating, the splash deck and seating, natural play and on the dog lawn, picnic shelter, and at the shelter, kids play at the water's edge.



ECOLOGICAL ENHANCEMENT
Habitat plantings at the east end of deck and on the lawn. The shoreline is softened and naturalized. Flashing storm outfall is naturalized and enhanced.



LET'S GET TOGETHER
Timber stage with electric hookups in the plaza, connect to the dog lawn, water's edge, at the lounge and picnic shelter.



22 LIGHTING



23 NATIVE PLANTING



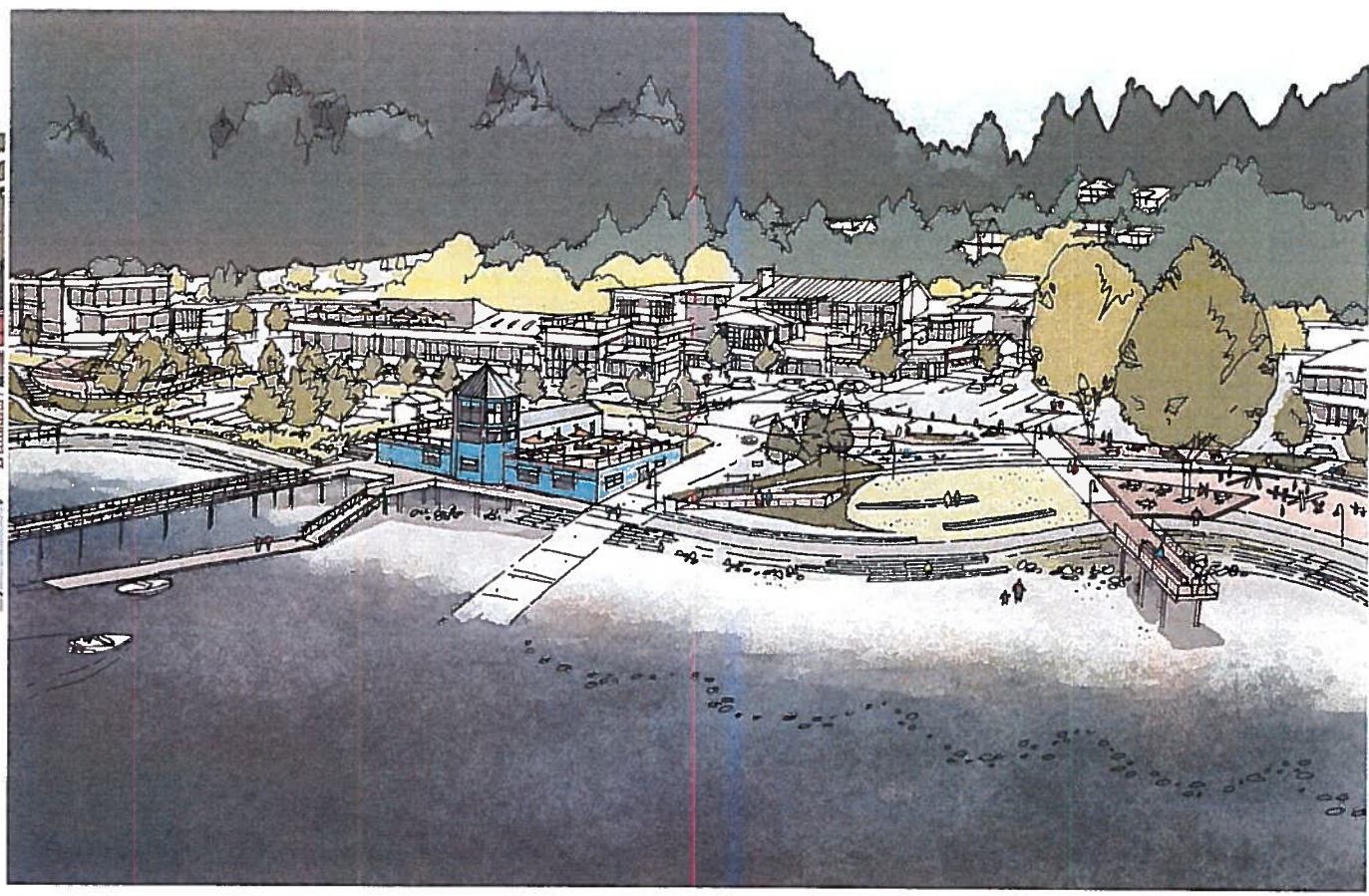


HORSESHOE BAY PARK

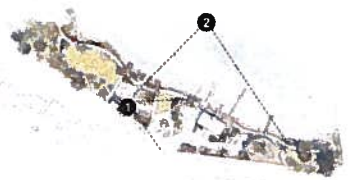
Perspective drawings



1 PLAY, STROLL, GATHER A natural timber playground among existing mature trees with variety of seating set along continuous pathways.



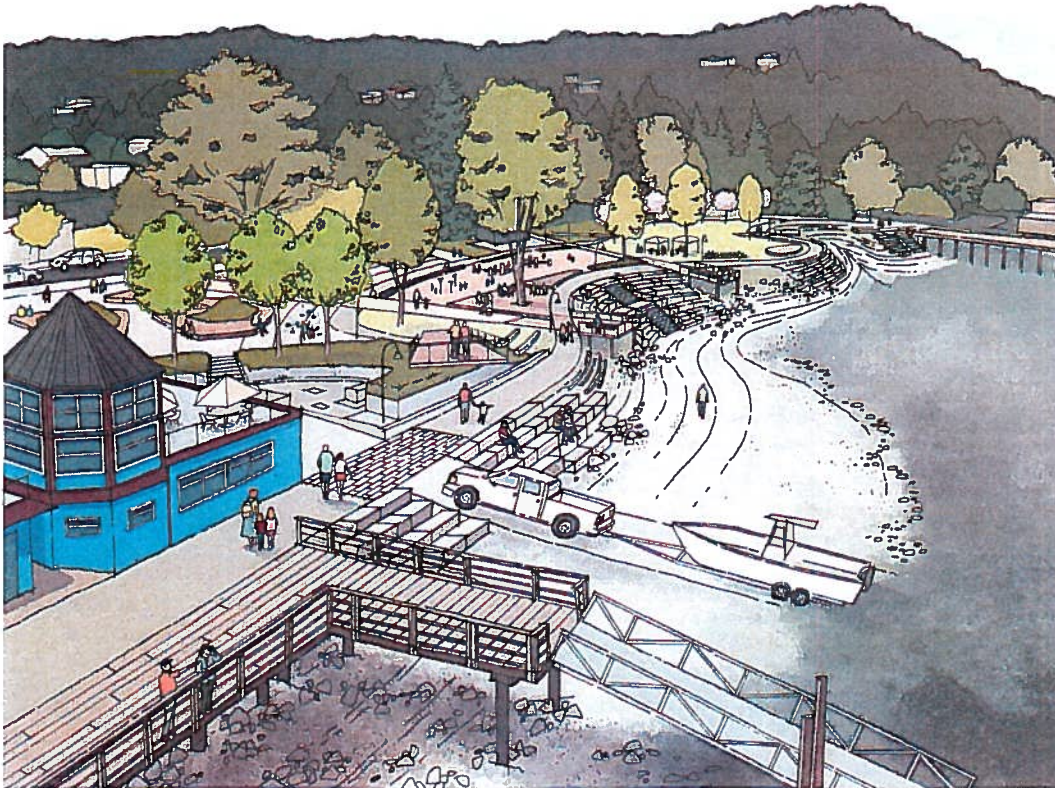
2 WATERFRONT PATHWAY AND THE VILLAGE HEART The new waterfront pathway connects the entire park, and seamlessly crosses the boat ramp. New lookout points and seat walls allow to enjoy the view and touch the water along the naturalized shoreline. The new plaza invites visitors and residents and enhances the existing commercial core.





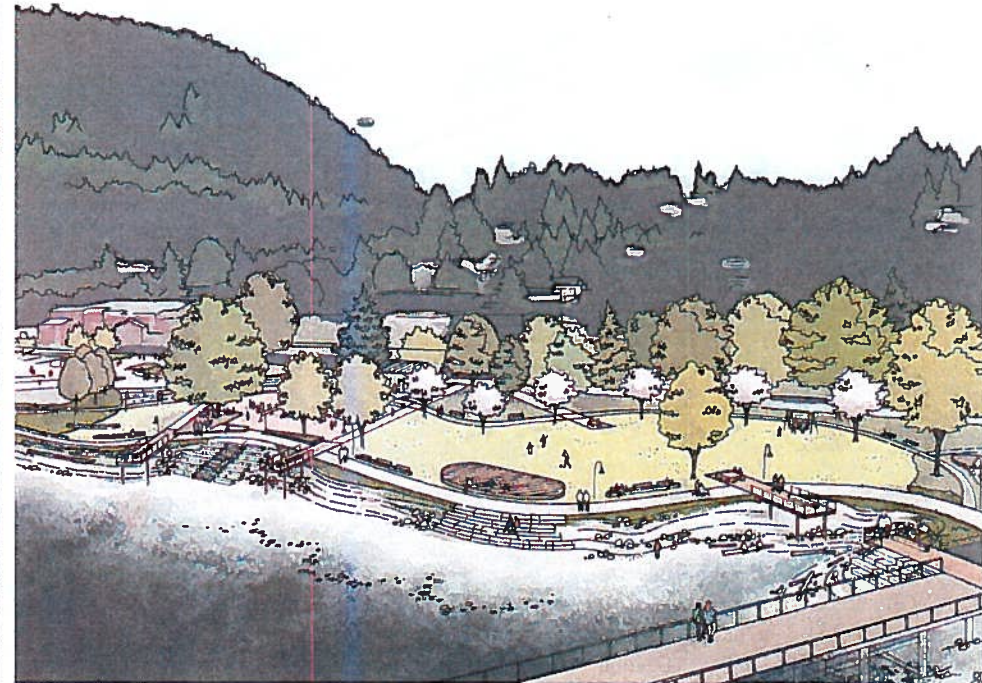
HORSESHOE BAY PARK

Perspective drawings



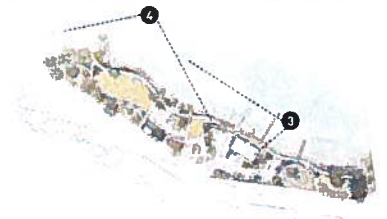
1 NEW VIEWS ON THE WORKING WATERFRONT

New and existing elements blend together to create a continuous park character and embrace the activities of the working waterfront. Tourists and passersby find a closer connection to not just the beauty but the day to day workings of Horseshoe Bay.



2 VILLAGE GREEN

New lagoon enhances waterfront ecology and provides better access to the beach at high tides. The great lawn has flexible use, with possibilities such as concerts, village celebrations, tree lightings and festivals, or simply throwing a frisbee or having a picnic.

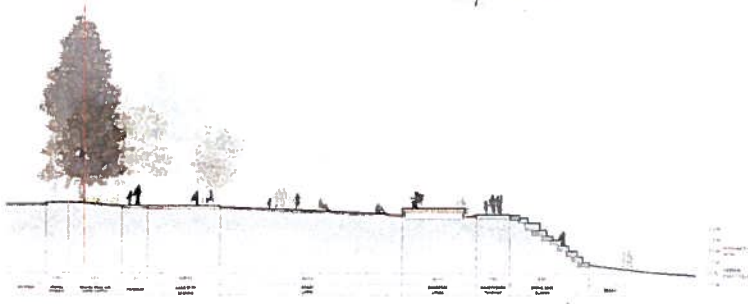


HORSESHOE BAY PARK Section drawings



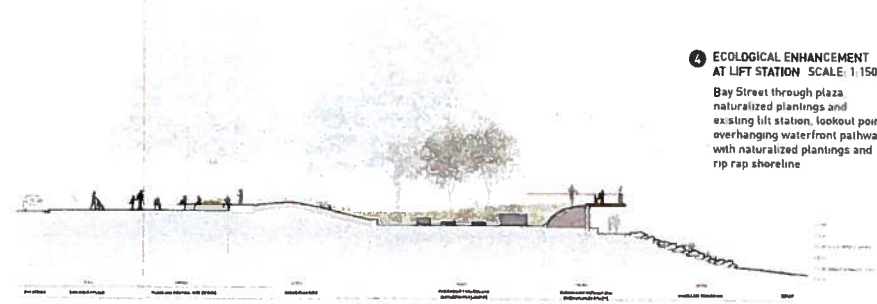
1 VILLAGE GREEN FLEXIBLE SPACE FOR GATHERINGS
SCALE: 1:150

Section from Bay Street through great lawn, stage and waterfront pathway with stone seat blocks to water's edge



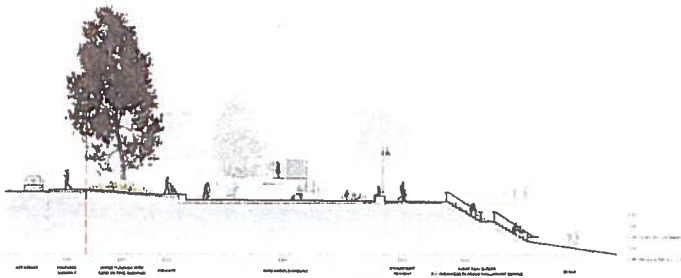
4 ECOLOGICAL ENHANCEMENT AT LIFT STATION
SCALE: 1:150

Bay Street through plaza naturalized plantings and existing lift station, lookout point overhanging waterfront pathway with naturalized plantings and rip rap shoreline



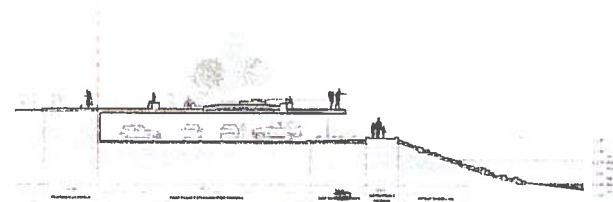
2 PLAY AND STROLL
SCALE: 1:150

Section from Bay Street through renewed playground, continuous waterfront pathway and stair access to water's edge



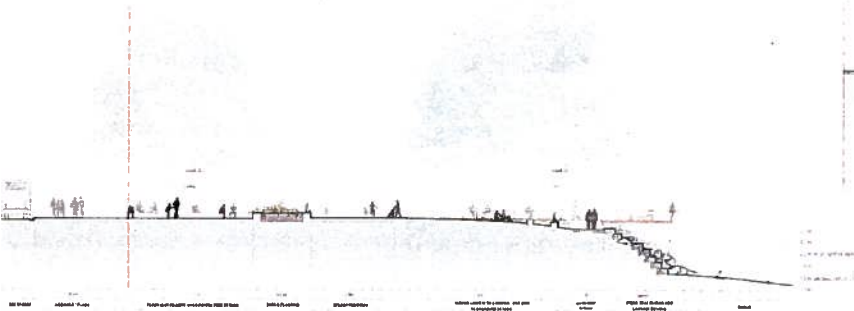
5 DECK OVER CAR PARK
SCALE: 1:150

From Bay Street through deck plaza over marina parking, shrub planting and waterfront pathway below, with rip rap shoreline



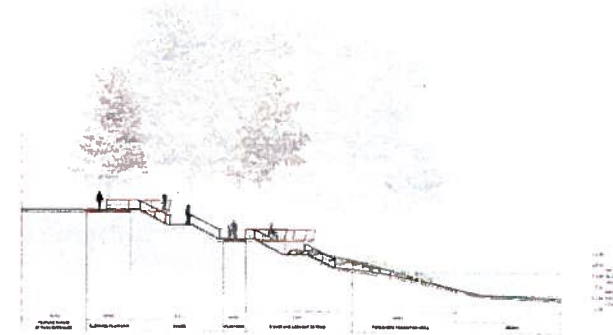
3 PLAZA AND PLANTINGS
SCALE: 1:150

From Bay Street through plaza Islands planters, splash fountain and sloped lawn with stone seat blocks leading to water's edge



6 ACCESSING THE WATER'S EDGE EAST SIDE OF PARK
SCALE: 1:150

From east park entrance through lookout point and two sets of stairs leading to naturalized foreshore transition zone.



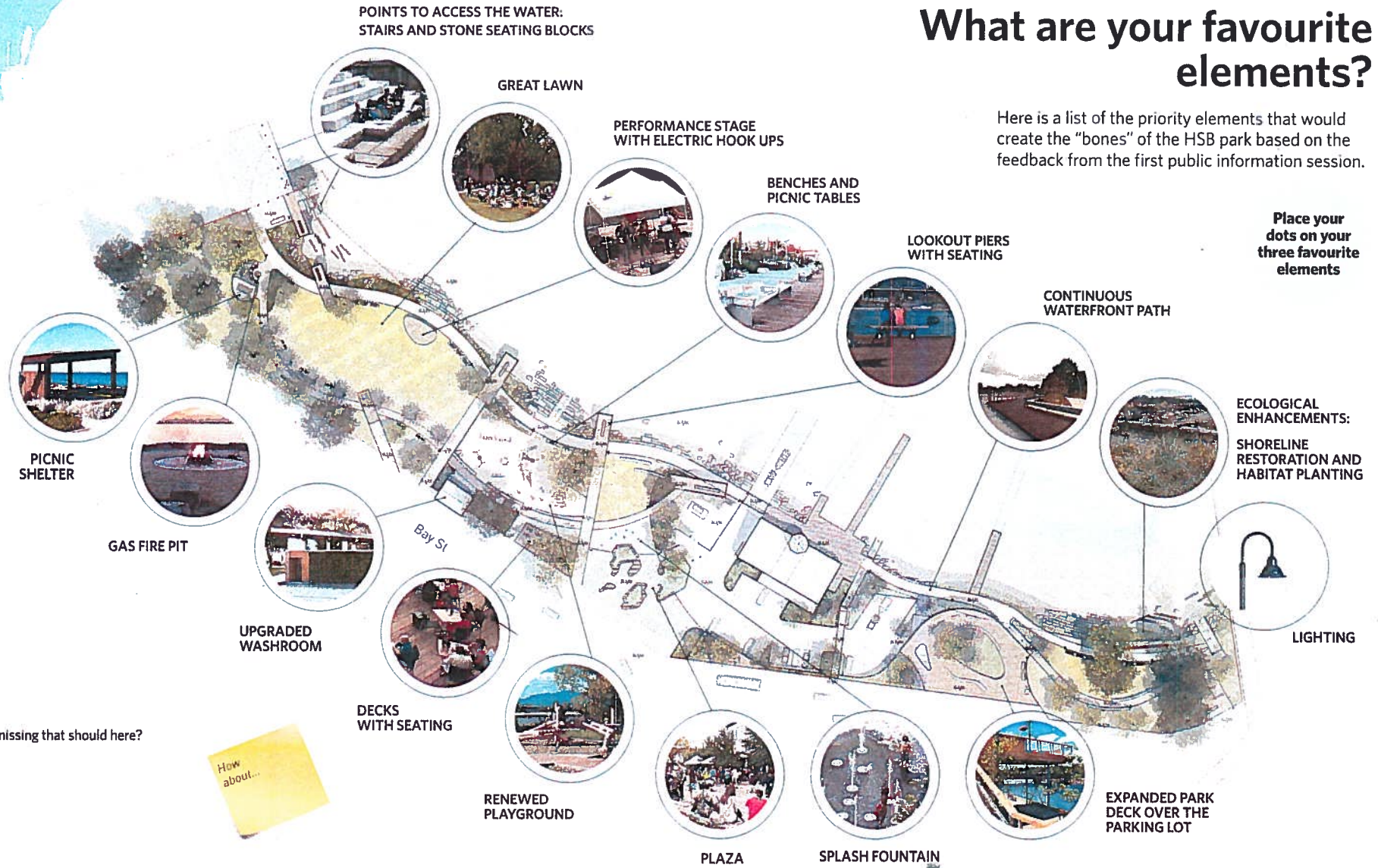


HORSESHOE BAY PARK

What are your favourite elements?

Here is a list of the priority elements that would create the "bones" of the HSB park based on the feedback from the first public information session.

Place your dots on your three favourite elements



Is there anything missing that should be here?



Appendix C

HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

PREPARED BY PWL PARTNERSHIP

MAY 2019





HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

SUMMARY OF PUBLIC ENGAGEMENT

This document summarizes feedback and ideas regarding Horseshoe Bay Park received from the public, spanning from December 2018 to February 2019.

Many modes of communication helped to gather insight and information on the concept design we presented. From a December public open house at the West Vancouver Community Centre of 40+ attendees, to a three-month-long online survey generating over 100 responses, to a town hall meeting and an accessibility workshop, the local community provided a substantial and diverse range of feedback.

At the open house, participants interpreted the site concept across a series of presentation boards, including a detailed site plan, perspective illustrations, cross-sections and photographic precedent images. Attendees expressed their ideas for the park by voting directly on the boards with coloured dots, and applying sticky notes with written comments. These boards were also displayed at a West Vancouver Town Hall meeting, generating a fresh cascade of comments in similar fashion.

An online survey was open to the public from December 2018 to February 2019 to provide Horseshoe Bay area residents with additional opportunities to voice their opinions on the future of the park. This survey included materials identical to the public open house boards, with several options to add comments and insight. The website saw a total of 1,330 visitors and resulted in 110 complete surveys.

The following pages display the results of this public engagement process regarding the future of the park.



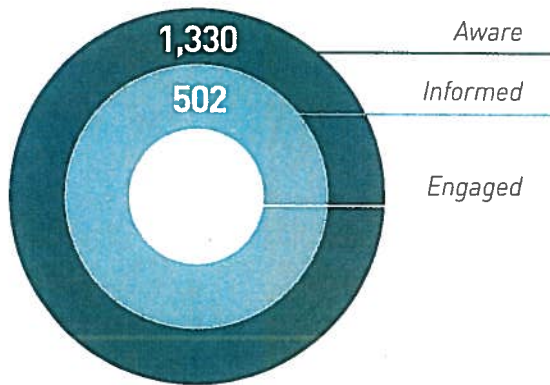
Residents gather at the West Vancouver Community Centre in December 2018 to review the design concept.



HORSESHOE BAY PARK PUBLIC CONSULTATION SUMMARY

ONLINE ENGAGEMENT SURVEY

The district of West Vancouver conducted an online survey entitled "Tell us your park priorities" from September 20, 2018 to February 5, 2019 to measure community response to the park concept design.



DEGREE OF PARTICIPATION

The data collected recorded the degree to which each site visitor engaged with the survey. 1,330 participants visited at least one page (aware); 502 participants read about key dates and frequently-asked questions while visiting multiple pages (informed); and 110 participants fully completed the survey (engaged).

CONCEPT DESIGN RESPONSE

Satisfaction levels with the park concept design in the online survey recorded the majority of responses as "satisfied" or "very satisfied." 18 responses were tabulated as dissatisfied or very dissatisfied. Issues and concerns from those less satisfied are addressed later in this report.

We asked: What do you think of the park concept design?



Optional question. 116 responses, 1 skipped

85%

Level of satisfaction reported with the concept design

WHAT WE HEARD

Generally, people liked the park concept design and engaged well when the opportunity presented. Constructive feedback will be considered as we move into the next stage.



HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

WE ASKED

What are your favourite features in the concept design?

CLEAR FAVOURITES



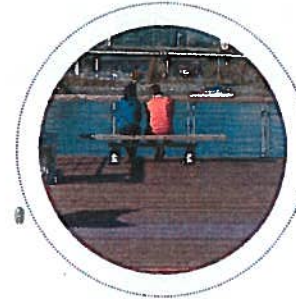
CONTINUOUS WATERFRONT PATH

76 votes



POINTS TO ACCESS THE WATER: stairs and stone seating blocks

61 votes



LOOKOUT PIERS WITH SEATING

48 votes

MUCH INTEREST



ECOLOGICAL ENHANCEMENTS

36 votes



UPGRADED WASHROOM

36 votes



PERFORMANCE STAGE WITH ELECTRIC HOOK UPS

33 votes



RENEWED PLAYGROUND

27 votes

SOME INTEREST



SPLASH FOUNTAIN

20 votes



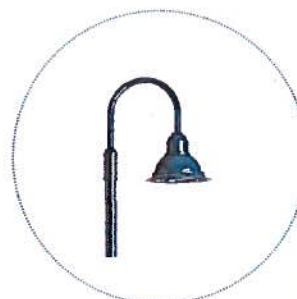
BENCHES AND PICNIC TABLES

18 votes



GREAT LAWN

17 votes



LIGHTING

15 votes

Votes tabulated from online and open house response.



HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

INSIGHT FROM THE PUBLIC



Really like increased access to beach.

We need more tables and chairs so that families, friend and tourists can enjoy their outing in the summer months, better lighting would also improve the Park.

Keep the swingset in the playground.

Provide more ecological features in the design.

Integrate a public art project at design stage.

Please ensure there is a changing station in the bathroom & of course wheelchair accessibility for all areas, including the playground (wheelchair swing and such).

Please make it easy for strollers and wheelchairs to get around.

This is such an improvement I am so happy to see HSBay getting a facelift long overdue.

A seasonal farmers market would be great. Or even a year round market that isn't Bay Market.

Stage is excellent.

I consider the washroom upgrade an absolute necessity. Concept looks amazing, thanks!

Please keep an interactive boat in the playground—the kids love it! Consider a green roof over the concert area to define it and make it inviting Can the water feature be similar to that of John Lawson? Kids love making dams on the stream.

Wall mural on washrooms.

Bike racks at the park entries are needed.





HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

I WOULD USE THE PARK MORE FREQUENTLY IF...

... there was an upgraded park and playground. Drop off/pick up parking area.

... there were more community events located at Horseshoe Bay Park.

... we could host community events for teenagers. take advantage of fire pit and enjoyable outdoor spaces.

... there was more seating and better evening lighting.

... the walkway continued along the entirety of the waterfront, and if it had a farmer's market in the summer.

... the path connected to other walkways. For instance — what if it connected to the path that starts up on Nelson Drive?

... it was more inviting. It is a mish mash right now and doesn't make the user feel comfortable. There is too much concrete, not enough lighting and limited child area. If these were expanded I believe it would be better utilized.

... could access the beach, and there were a bigger space for all the events we host ie Taste of the Bay, Movies in the Park.

... it is a safe place for my children

... it was more user friendly, more accessible, more seating with views.

... parking were better, it had more seating, it was less shady and wet

... it was more ecologically oriented.

... people kept their dogs out of the children's playground, male dogs pee on the equipment, and off the beaches, chase is no fun for the resident birds.

... the path were more even and easy to access from parking than currently. My father has mobility issues.

... there is a wider boardwalk along the edge of the bay, parallel to a hard surfaced inboard path for bicycles, strollers and wheelchairs;

... it is safe. I am there every night and do not want picnic shelters or fire pit to encourage "campers".

... weekly food and craft markets were held. More live music / live theatre events!

... there were more coffee shops or area allow food trucks in weekends.

... it had a warming shanty..... perhaps a interpretive centre. It is often windy, wet and cold.

... there was an off leash dog area.

... there were more community activities in the park (music, outdoor movies, yoga, plays, etc)

... the boat launch is rehabilitated — with ample trailer parking space. (Should be at least 6-8 spots)

... there were dry/covered areas to play when it rains. The park always floods and there is no where dry to sit or run around.

... there was more connection to the water ie. boats like fishing boats, recreational boats coming and going.

WHAT WE HEARD

Respondents want a safe, clean park where children can play, and people of all ages and abilities can walk with comfort.



HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

ACCESSIBILITY WORKSHOP

We held an Advisory Committee on Disability Issues (ACDI) workshop to identify needs and seek insight on how accessible our park design is, and how the design could improve based on this perspective.

BEACH ACCESS

Universal access to the beach: How can we provide an equitable experience to all?

Ideas that came up:

- Mobi mat
- Ramp with "landing pad"

PICNIC TABLES

Picnic tables should be accessible (the committee can help choose suitable options), and a universal access path to the covered picnic table is necessary.

GARBAGE AND RECYCLING BINS

Position garbage and recycling bins immediately adjacent to paths, at heights that allow all users to easily place things into them.

PATHS AND PAVING MATERIAL

Preference for hard smooth surfacing over paving stone that may settle unevenly.

PLAYGROUND

Incorporate accessible playground equipment with for universal access surfacing.

Consider grandparents and their comfort level and accessibility in this space.

SIGNAGE

Use high contrast letters and potentially large-format signage that incorporates tactile letters and map features.

CENTRAL PLAZA NAVIGATION

The central plaza is multimodal and multi-use. Tactile Walking Surface Indicators (TWSI) are one way to indicate hazards such as the spray park here.

BENCHES

Ensure there is enough concrete pad around benches to access by wheelchair.

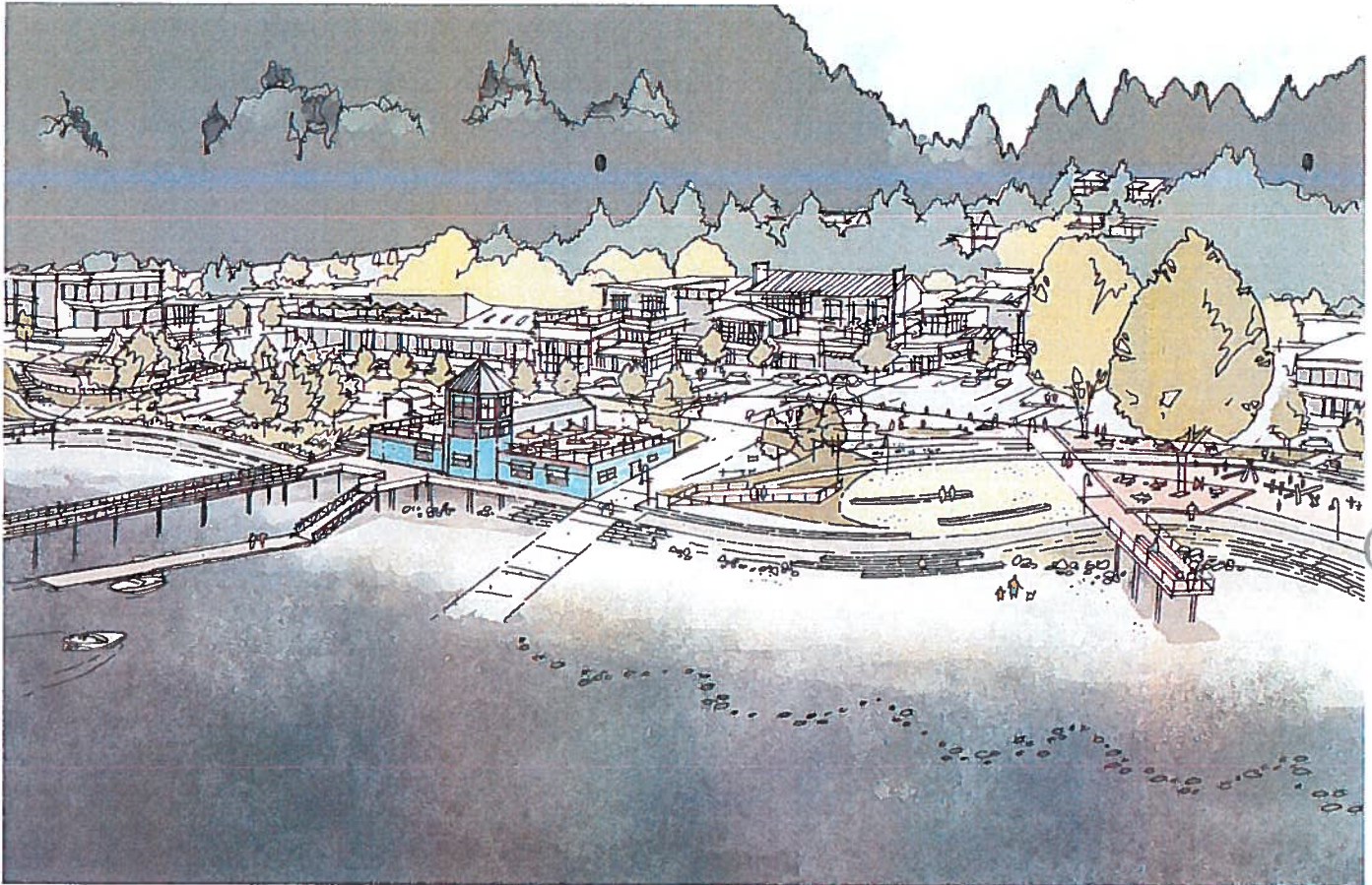
Design bench heights that ensure it is easy for people to stand back up after use.



HORSESHOE BAY PARK

PUBLIC CONSULTATION SUMMARY

NEXT STEPS



Using the insight and information gathered from the public engagement process from December 2018 to February 2019, the PWL team will revisit, refine and resolve the concept design for Horseshoe Bay Park.

For issues that remain unclear or unresolved at this stage, PWL will meet with the advisory committee and stakeholders to nail down the ultimate vision for the future park.

Appendix D



PWL partnership
 PWL Partnership Landscape Architecture Inc.
 300 - 1040 West 10th Street
 Vancouver, BC V6H 3G9, CAN
 www.pwlpw.com
 604.681.1111

REVISIONS AND SCALE
 NO. DATE DESCRIPTION
 1 APPROX 21 SHED FOR LIGHT PHASE



Horseshoe Bay Park

Horseshoe Bay, BC

Cover Sheet

		SCALE 1:500
PROJECT NO.	17040	
DATE	06/20/15	
FILE NAME	17040 Plant.pwd	
DATEPLOT	15-6-24	
DATEPLOT	15/7/15	DATEPLOT

L0.00

HORSESHOE BAY PARK

Horseshoe Bay, BC

DRAWING CONTENTS

- L0.00 COVER SHEET
- L0.01 LEGENDS & NOTES
- L0.02 REPRESENTATIVE PLANT LIST
- L0.03 PRECEDENT IMAGES
- L1.00 TREE MANAGEMENT PLAN
- L1.01 LAYOUT, MATERIALS, & GRADING PLAN - WEST
- L1.02 LAYOUT, MATERIALS, & GRADING PLAN
- L1.03 LAYOUT, MATERIALS, & GRADING PLAN - EAST
- L2.01 SECTIONS
- L2.02 SECTIONS
- L2.03 SECTIONS

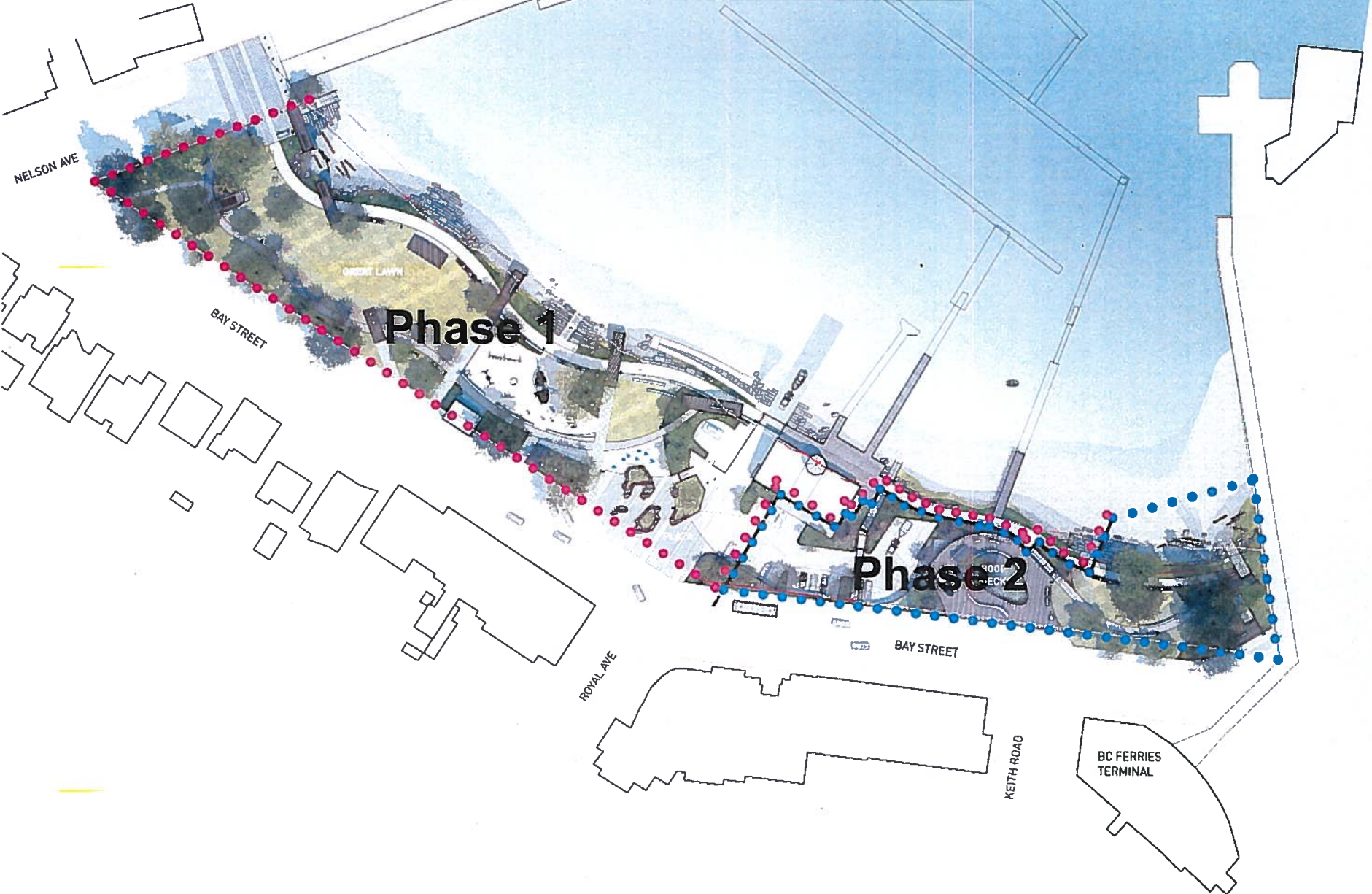
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Appendix E



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Appendix F

Horseshoe Bay Park Revitalization Plan Listing of Public Engagement and Consultation Meetings

Events:

Horseshoe Bay Park Revitalization Advisory Group Meeting	July 20, 2017
Stakeholder Workshop	September 20, 2017
Youth Workshop	November 29, 2017
Public Meeting #1	November 29, 2017
Gleneagles Community Centre Advisory Committee	January 11, 2018
Public Art Advisory Committee	January 11, 2018
Online Survey #1	December 1, 2017-January 22, 2018
Horseshoe Bay Park Revitalization Advisory Group Meeting	February 8, 2018
Stakeholder Meeting	April 12, 2018
Public Art Advisory Committee	June 13, 2018
Horseshoe Bay Park Revitalization Advisory Group Meeting	November 6, 2018
Public Meeting #2	December 5, 2018
Online Survey #2	December 10, 2018-January 31, 2019
Advisory Committee on Disability Issues (ACDI) Sub-committee Meeting	February 19, 2019
Horseshoe Bay Park Revitalization Advisory Group Meeting	May 1, 2019

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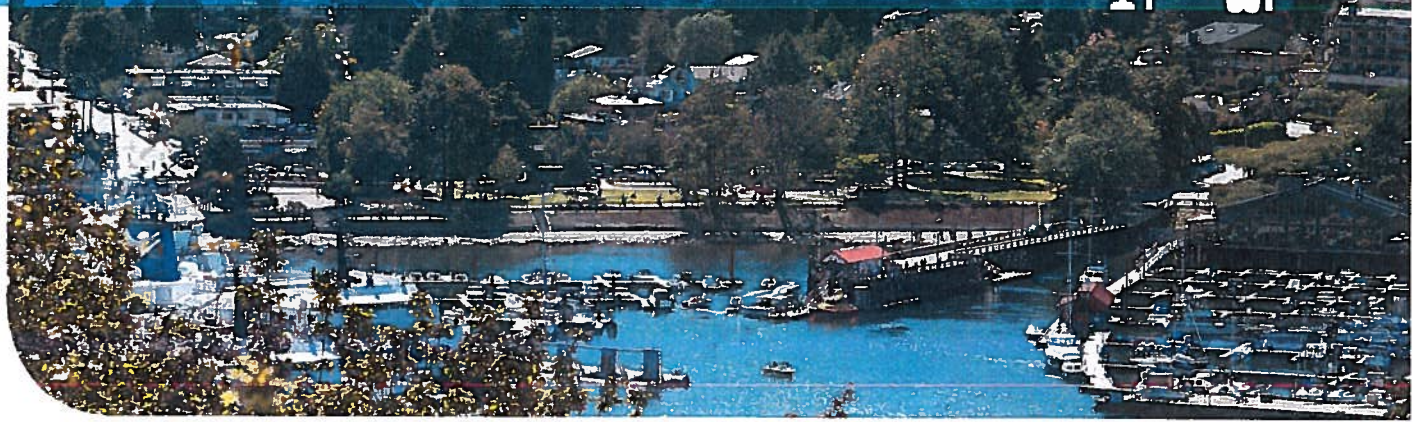
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Appendix G

HORSESHOE BAY STREETSCAPE REVITALIZATION & SPIRIT TRAIL IMPROVEMENTS

OPEN HOUSE



ABOUT THE PROJECT

The popular commercial area of Horseshoe Bay Village will be revitalized with a cohesive and unified streetscape, which is the first upgrade to the area on a large scale since 1986. The intention is to enhance livability, strengthen economic activity and create a vibrant area where local businesses can compete with other retail centres.

This work will coincide with installation of the Spirit Trail. The District has been working on the western portion of Spirit Trail for the past four years—this is the final section to complete the connection to Horseshoe Bay.

AT THIS OPEN HOUSE WE WILL:

- share the plan for construction of the Spirit Trail on Royal Avenue
- share detailed design for Phase 1 of Horseshoe Bay Streetscape revitalization (2018)
- gather your input on the design features
- share plans for Phases 2 and 3 of the Horseshoe Bay Streetscape revitalization

Thank you for coming!

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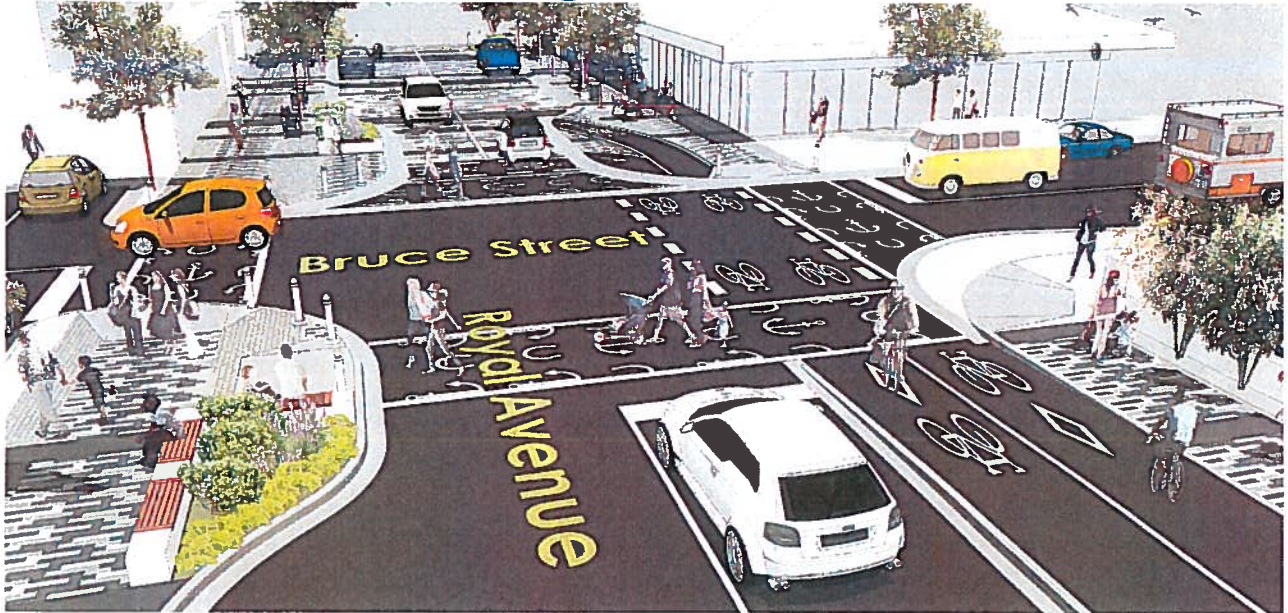
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HORSESHOE BAY STREETScape REVITALIZATION & SPIRIT TRAIL IMPROVEMENTS

SPIRIT TRAIL CONCEPT



ROYAL AVENUE looking north



ROYAL AVENUE looking south



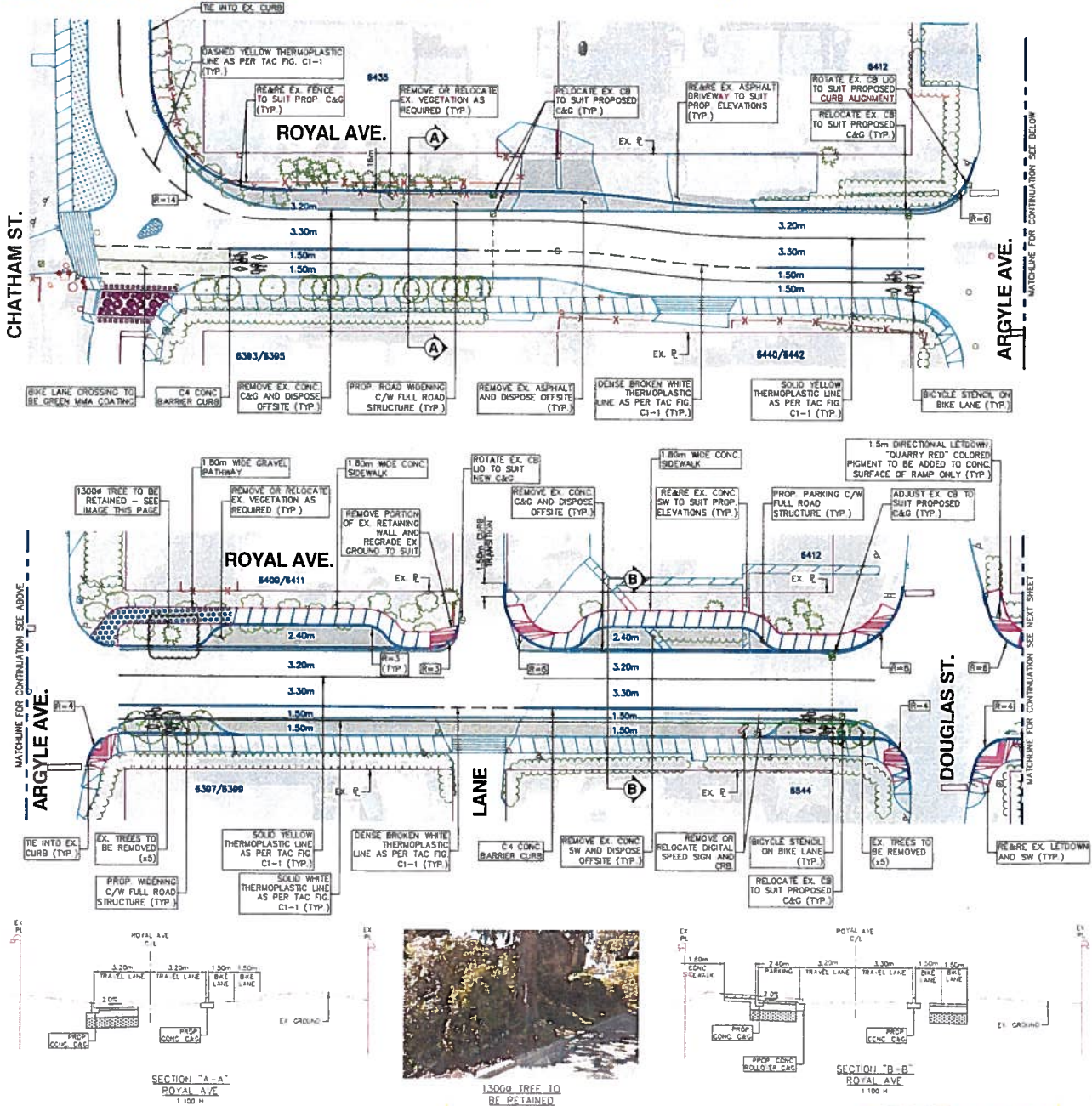
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SPIRIT TRAIL CONCEPT



SPIRIT TRAIL Chatham Street to Bruce Street



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STREETSCAPE DESIGN

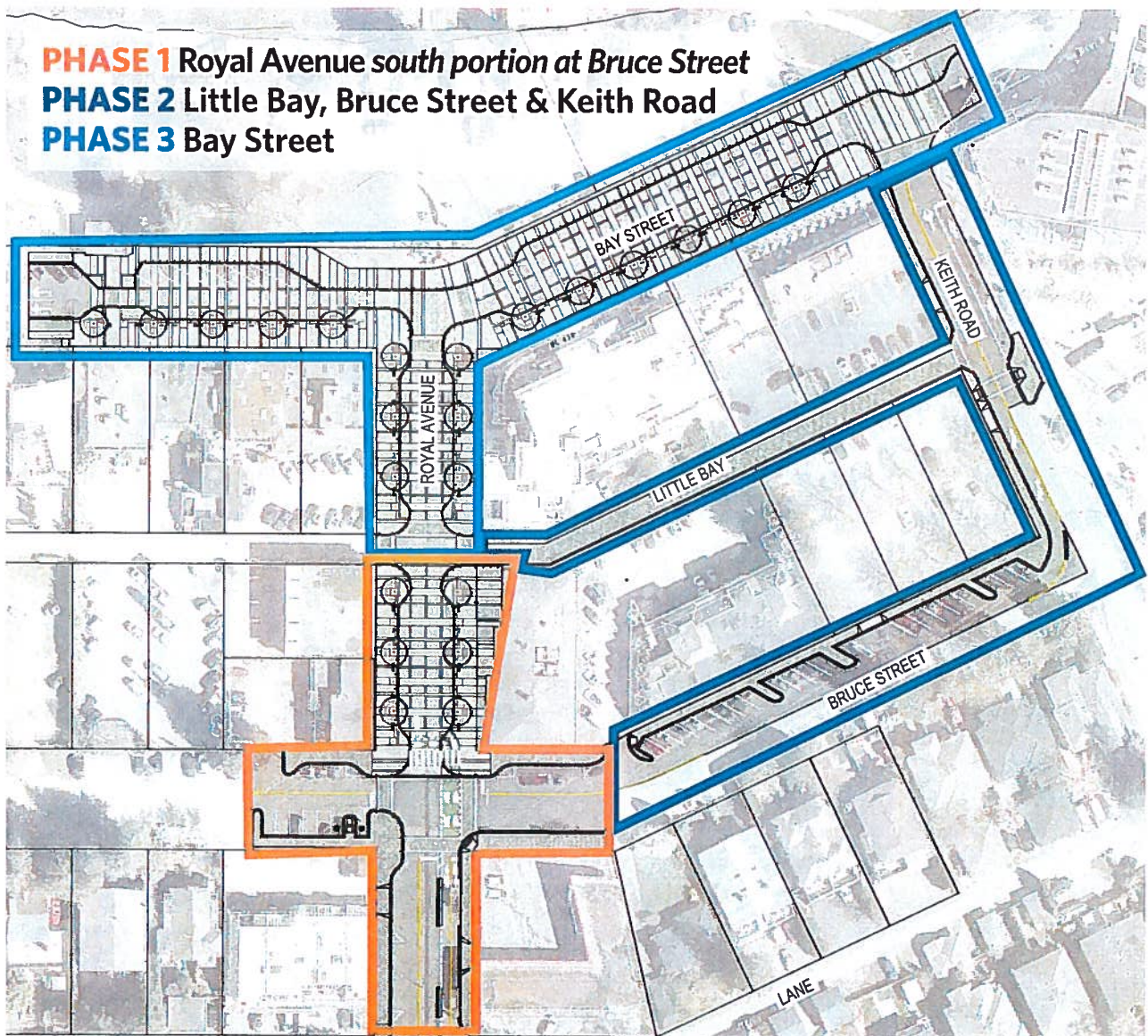


The new streetscape will revitalize the commercial area of Horseshoe Bay. The last major streetscape upgrade in this area was in 1986. Work will occur in three phases.

PHASE 1 Royal Avenue south portion at Bruce Street

PHASE 2 Little Bay, Bruce Street & Keith Road

PHASE 3 Bay Street

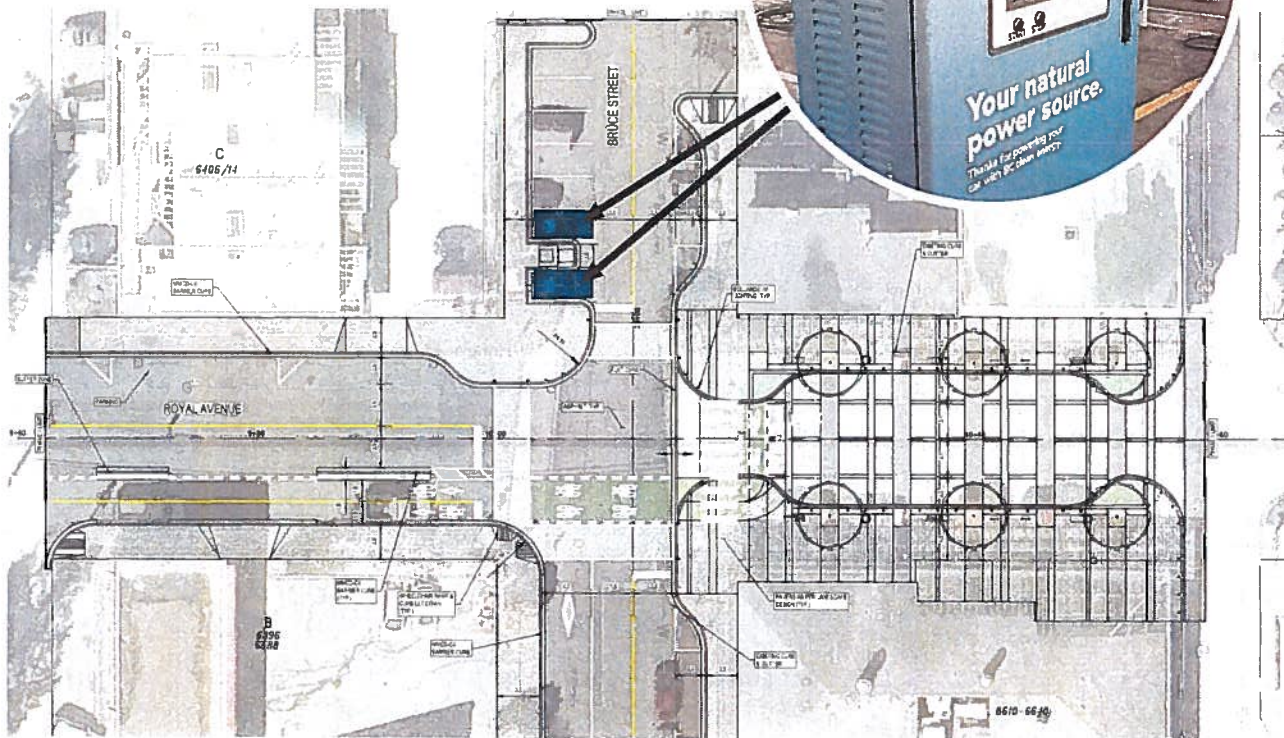
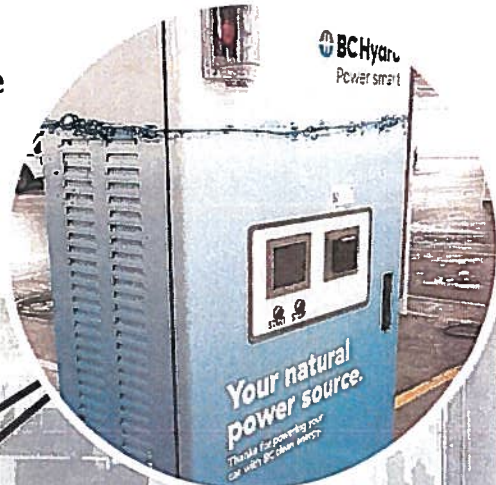


ELECTRIC VEHICLES



DC FAST CHARGERS

- in partnership with BC Hydro, an electric vehicle charging station will be installed on Bruce Street
- Direct Current Fast Chargers (DCFCs) are 10x more powerful than home chargers
- charging takes 10 to 30 minutes
- two vehicles can charge at the same time
- charging vehicles will be free in the start-up phase

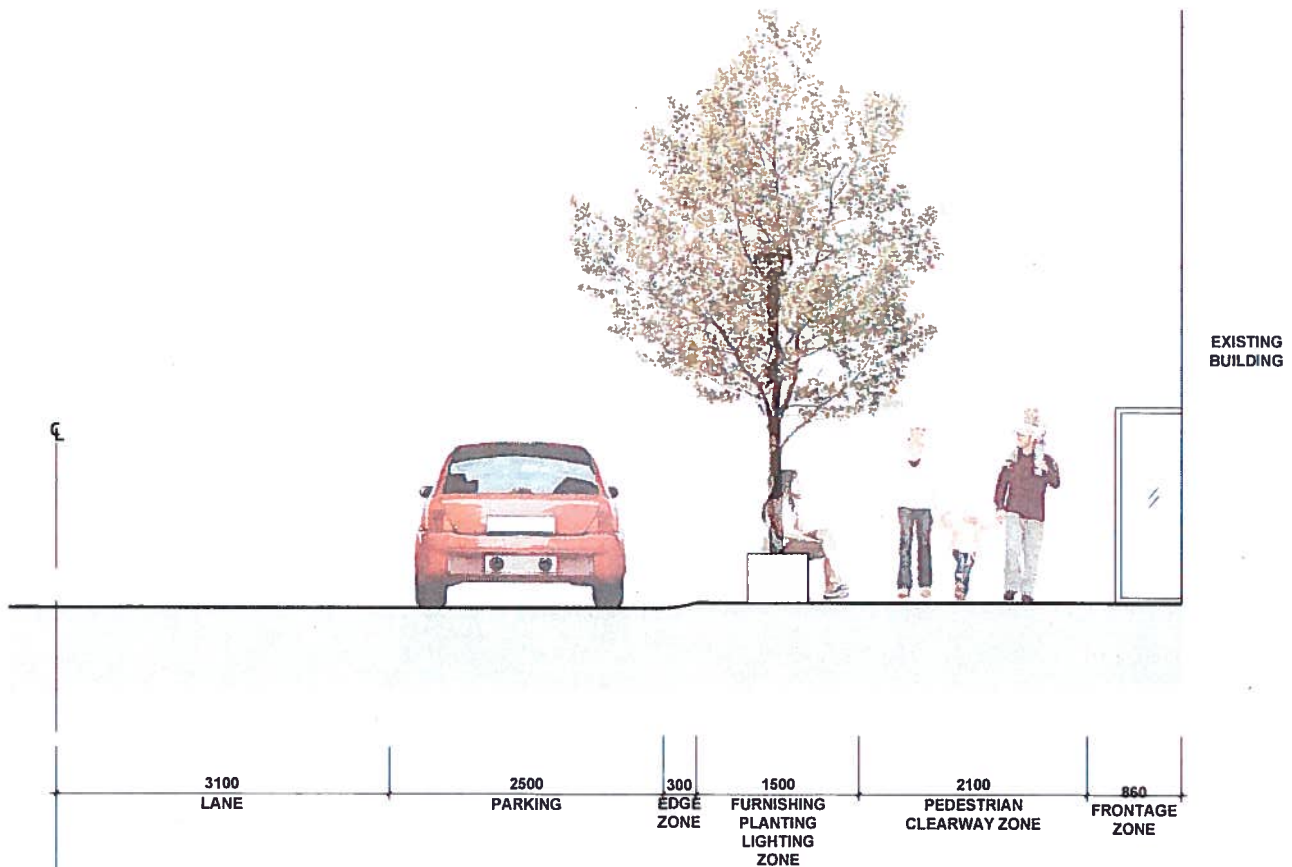


TYPICAL STREET SECTION



ALLOWS FOR:

- two vehicle lanes & two parking lanes
- edge zone *curb & gutter* 0.5 metres wide
- furnishing, planting & lighting zone 1.5 metres wide
- Pedestrian zone 2.1 metres wide
- Frontage zone *next to building* 1.0 metres wide
- Parking bays & roadways *will be designed for full flex space use*



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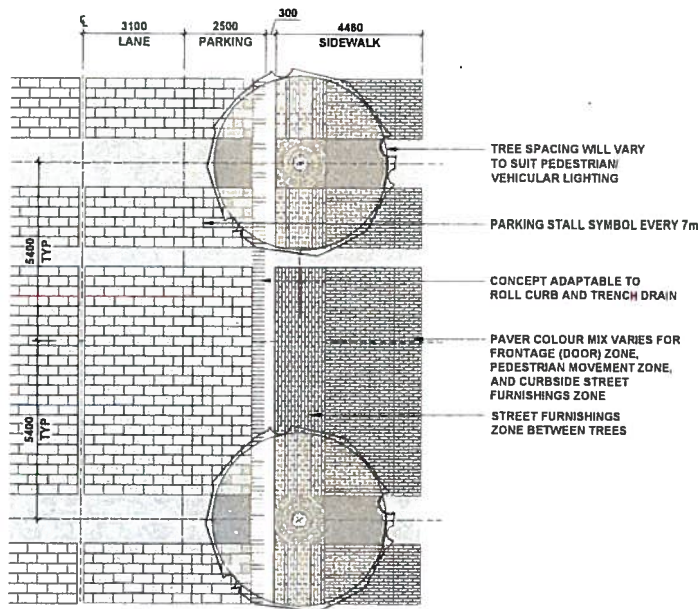
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PAVING STYLE



BENEFITS OF VARYING PAVING STYLES:

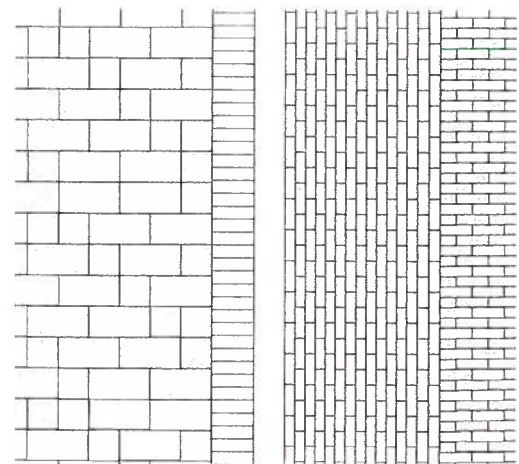
- definition of sidewalk zones
- contrast between sidewalk and roadway pavers due to street furnishings zone pavers running parallel to curb
- readability of charcoal banding
- reflection of guidelines (including street furnishings zone pavers)
- good constructability



STONE COLOURS



PAVING PATTERN



BRICK STYLES



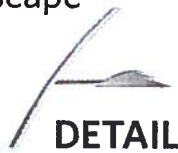
451 x 76 x 100 mm 600 x 300 x 100 mm
 17.76 x 2.99 x 3.94 in 23.62 x 11.81 x 3.94 in

LIGHTING OPTIONS

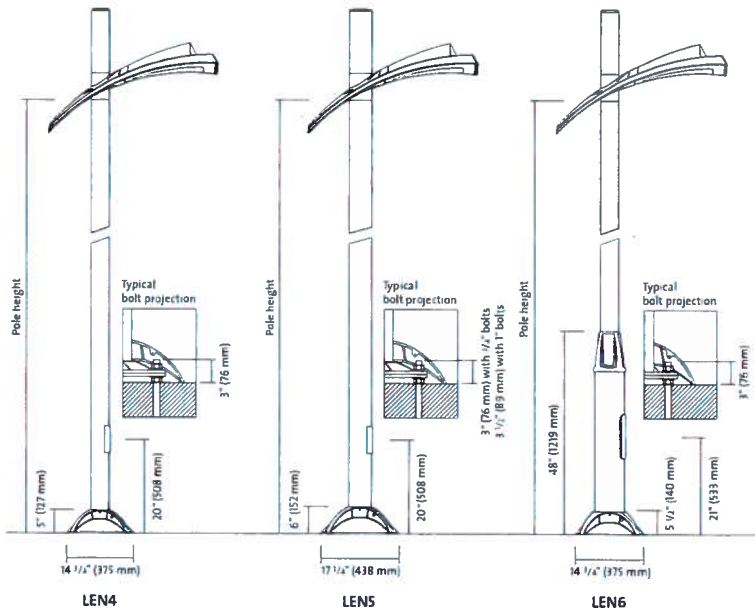
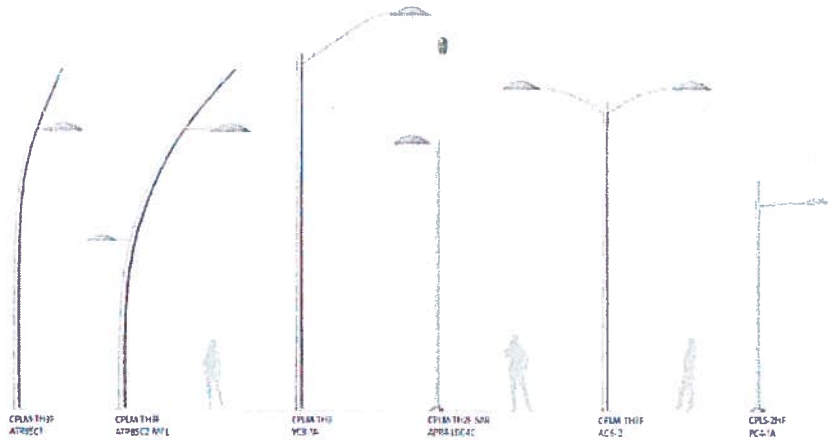


OPTION 1: *Lumec Capella*

Curved poles,
multi-height fixtures
create fresh dynamic
and unusual rhythm
along streetscape



ASSEMBLY EXAMPLES



OPTION 2: *Lumec Leonis*

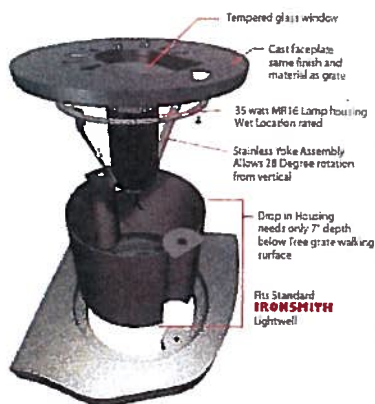
Wavelike form
reinforces harbour-
front aesthetic;
modern but not
overly urban form

IN-GROUND LIGHTING



BENEFITS:

- cost-efficient to install during streetscape reconstruction
- reduced risk of heaving due to permeable jointing
- easy access for maintenance
- low voltage
- low or high intensity lighting options



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TREES & VEGETATION



CONSIDERATIONS:

- moisture needs that reflect climate change trends
- fruiting & flowering in moderation
- size (*overcrowding, interference with utility wires, pedestrian obstruction*)
- hardiness (*marine environment tolerant*)
- susceptibility to insects & diseases



GREEN VASE ZELKOVA



VANESSA IRONWOOD
(PARROTIA)



EDDIE'S
WHITE WONDER
DOGWOOD



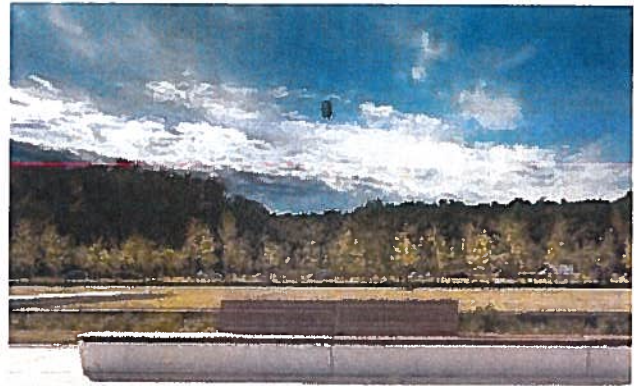
IVORY SILK TREE
LILAC

SITE FURNISHINGS



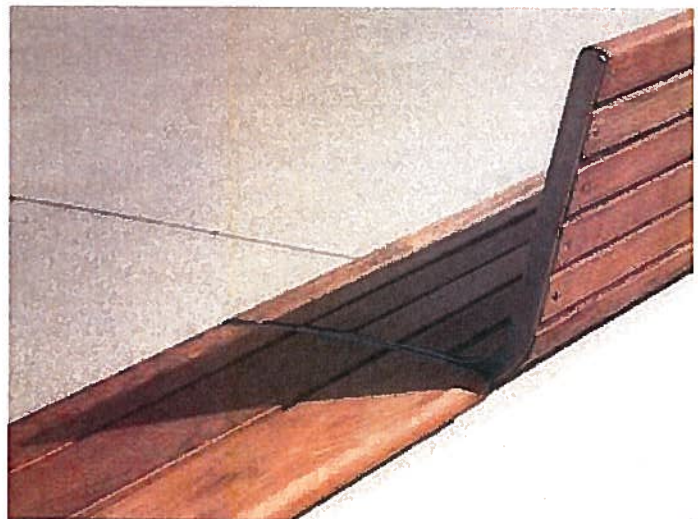
THREE BENCH OPTIONS

FREESTANDING BENCH



CONCRETE-MOUNTED BENCH *with/without back*

POTENTIAL FOR WATERFRONT



WAYFINDING & SIGNAGE



CONCEPTS FOR THREE TYPES OF SIGNAGE

The landmark signage pieces provide wayfinding information and convey village identity.

The directional signage pieces give context and relative distance to nearby destinations. Satellite signage accompanies landmark signage and is diffused to the outer limits of the village.

The images and icons used in the signage could also be applied to light pole banners.

