

IMPLEMENTATION - 05

Implementation Strategies

In order that implementation can be understood in the context of each major partner and each major goal, the implementation strategies and timelines have been divided into sections:

- Presentation House Site and Buildings
- Presentation House Gallery
- Presentation House Theatre
- North Vancouver Museum Association
- Lower Lonsdale as a cultural neighbourhood

“The City is engaged in a 10 year capital plan with major dollars committed to cultural facilities clustered in the Lower Lonsdale and old shipyards areas...”

North Vancouver Cultural Plan
(section H page 4; municipal granting review)

Implementation is expected to take 20 years; the goals support Vision 2030 and new facilities for the three core cultural organizations. Some strategies and activities, particularly those for creating a cultural neighbourhood, will take place throughout the 20 year vision-cycle.

A facilities plan with such wide ranging needs and set over such lengthy, but interlocking, timelines has the advantage of allowing the City and the core cultural organizations to budget ahead and

to fundraise. The City has a good capital plan in place, stating in its Official Community Plan that the 2002-2011 capital program allocates 15 million per year, 3 million from annual revenue, 8 million from reserves and 4 million from land sales.

“...the city is selling its land holdings in Lower Lonsdale and has identified a list of capital projects to be financed by these funds.”

OCP page 64

By policy the City seeks to minimize debt so capital projects are funded from reserves, or annual revenues, and contributions from others (levels of government and developers) (OCA Municipal Financial Planning page 64)

However, Provincial and Federal funding programs will change during the implementation horizon of this report. Programs will come and they will go. It is impossible, therefore to specify exact funding sources, but we can provide categories; some have already been mentioned in other parts of this report:

General Funding Sources

- City Capital Budget Allocations
- Reserves for Capital Expenditures
- Land Sales Revenues
- Density Bonuses

- Density Transfers
- Gross Floor Area Exclusions
- Land / Holdings Swaps
- Infrastructure Grant Applications to Province (City and / or Cultural organizations)
- Infrastructure Grant Applications to Federal Government (City and / or Cultural organizations)
- Heritage Preservation Assistance
- “Green” Upgrade Programs
- Corporate Fundraising and Naming Rights
- Foundation Fundraising
- Individual Fundraising
- Allocations of Earned Revenues / surcharges
- Parking Fees
- Signage Sales

5.12 As an incentive to achieve public benefits or amenities, city council may consider providing density bonuses, density transfers or gross floor area exclusions

5.12.4 For the construction of community amenity space that is dedicated to public use ... Council *may consider* a density bonus, floor exclusion or density transfer.

OCP objectives

A. Implementation Strategies for Presentation House Site and Buildings

- Maintain the PHC to appropriate basic standards until all current tenants are in new or upgraded facilities.
- Undertake Engineering and structural assessment of PHC with assistance of a heritage consultant
- Prepare for PH Gallery to vacate their space at Presentation House
- Undertake a new tenant search for the PH Gallery’s vacated space or create a plan to allow the NV Museum to expand its operation into the vacated space.
- Establish commercial space near the Presentation House site
- Begin PHC heritage rehabilitation planning
- Design designated park space on the PH site
- Design new “terminated” lane on site
- Sell unneeded density from site to help underwrite capital costs on site
- Move Anne MacDonald Hall to a new location on the property if necessary
- Remove garage structures from the property
- Build studio theatre on the site
- Undertake a new tenant search for the PH Theatre’s vacated space
- Turn over unused spaces in PHC to artists as temporary studio space with the OCA’s help as space becomes available
- Relocate lane and parking on PH Site
- Prepare for NV Museum to vacate their space at Presentation House
- Begin demolition of additions to original PHC structure
- Provide pedestrian connections to the waterfront for the PHC neighbourhood
- Rehabilitate PHC to “City Hall” footprint and appearance
- Re-purpose PHC as a mixed use arts centre with specialty studios, meeting rooms, administration space and shops
- Invite Arts Council and Neighbourhood House to do programming at the new centre
- Install Park Space
- Install Appropriate Grounds and signage
- Plan and Install public art to link the PH site with others in the neighbourhood to create a dynamic art walk
- Work toward making 3rd Street an important arterial route again
- Consider commercial space provision on the site for use of visitors, pedestrians and cultural workers at PHC

B. Implementation Strategies for Presentation House Gallery

- Continue to operate the PH Gallery throughout the planning and implementation cycle
- Take part in site negotiations as requested by City
- Undertake advocacy work with current and successive councils and with the community to keep vision and goals intact
- Prepare for and engage in capital fundraising
- Undertake building design and/or conversion design
- Prepare plans to vacate space at Presentation House Centre
- Engage with potential partners, particularly Capilano University
- Undertake, with the City’s involvement, construction or conversion of a facility
- Increase staff as appropriate to anticipated new facility
- Continue strong fundraising for operations
- Establish the PH Gallery as cultural neighbourhood gateway organization on the waterfront
- Engage strongly with waterfront community and neighbourhood
- Increase hours; expand partnerships and regional programming reach
- Pursue programming opportunities with Capilano University and Emily Carr Institute for Art and Design

C. Implementation Strategies for Presentation House Theatre

- Continue to operate the PHC throughout the planning and implementation cycle
- Continue to operate the PH Theatre producing company throughout the planning and implementation cycle
- Undertake advocacy work with current and successive councils and with the community to keep vision and goals intact
- Apply for capacity building grants to support governance and design work
- Increase staff and consider strong match of staff to responsibility
- Engage with OCA for long range planning of incubation space and shops
- Undertake governance work to establish a strong mission and vision
- Undertake governance work to align board policy with proposed changes and recruit members for fundraising role
- Apply for equipment grants and fundraise for portable equipment that can move to new facility
- Engage in building design work
- Co-ordinate a tenant search with the City for any vacated space in the PHC, including the PH Gallery space
- Prepare for and engage in capital fundraising; recruit a fundraising committee to assist the board’s efforts

- Prepare plans to vacate space at PHC.
- Engage with potential partners, particularly Capilano University
- Undertake, with the City’s involvement, construction of a studio theatre on the site
- Increase staff as appropriate to anticipated new facility
- Continue strong fundraising for operations
- Co-ordinate a tenant search with the City for any vacated space in the PHC, including the NV Museum space
- Engage in planning for renovations and rehabilitation of PHC.
- Engage in planning for the park space, relocation of Anne MacDonald Hall and grounds design/ installation
- Expand partnerships and regional programming reach
- Establish the PH Theatre as cultural neighbourhood anchor organization on the north-west perimeter

- D. Implementation Strategies for North Vancouver Museum**
 - Continue to operate the NV Museum throughout the planning and implementation cycle
 - Undertake advocacy work with current and successive councils and with the community to keep vision and goals intact
 - Undertake governance work to align board policy with proposed changes and recruit members for operational and capital fundraising role
 - Deal with collections issues: consolidates collections in preparation for moving into a new storage facility
 - Secure and modify a storage facility
 - Engage in facility planning with the Harry Jerome Group; remain open to the potential offered by the Safeway Site
 - Prepare for and engage in operational and capital fundraising.
 - Consider the implications of using the vacated space at PHC to expand programming
 - Undertake collaborations with community partners, particularly the Squamish First Nations, Neighbourhood House and the Multicultural Association

- Co-ordinate and participate in facility design work
- Prepare plans to vacate space at PHC.
- Undertake, with the City’s involvement, construction of a facility
- Increase staff as appropriate to anticipated new facility
- Continue strong fundraising for operations
- Create closer ties with the Centennial Theatre and Artists for Kids Gallery
- Strengthen partnership with Squamish Nation and diverse community members
- Engage strongly with Civic area partners: Recreation Commission and Library.

- E. Implementation Strategies for Lower Lonsdale as a Cultural Neighbourhood**

Neighbourhood creation will take place throughout the 20 year cycle. Some of these strategies do not appear on the Timeline in order to allow graphic clarity. We list them here to assist with task distribution and goal setting.

Throughout 20 year cycle.

 - Target key milestones of neighbourhood creation and communicate them regularly with the community and stakeholders
 - Do advocacy work with current and successive councils and with the community to keep vision and goals intact
 - Negotiate cultural amenity spaces in developments at site 3B; Site 135 West 1st Street, Site 8, Site 9,10,11,12 (East 1st St.) and Neighbourhood House Site as they become available
 - Fully develop the Presentation House Site for cultural use
 - Maintain high standards of care and aesthetics for all public cultural facilities and their grounds as well as all green spaces, streets, paths, public art and signage in the neighbourhood

Others strategies and activities will continue beyond the 20 year cycle; these are noted when appropriate to a specific core organization but for clarity they include:

Beyond 20 year Cycle

- Increase operational fundraising by all three Presentation House tenant organizations
- Increase collaborations with partner organizations like Capilano University
- Expand rehearsal and work space access
- Expand and/or improve programming
- Refresh neighbourhood branding and marketing
- Enhance neighbourhood maintenance and visitor services
- Improve civic policies, licensing, zoning, and other interactions with artists and cultural workers

Some strategies do not appear in the timelines because they are over-arching themes that may lead to policy creation or affect other activities:

Over-arching Themes for Action

- Concentrate on professional level cultural institutions, artists and cultural workers in the neighbourhood
- Insert public facilities for lead cultural organizations into neighbourhood through significant investment in cultural buildings that are strategically placed

- Continue the search for an attraction for the National Maritime Centre Site
- Encourage longer commercial hours in the neighbourhood
- Establish Lower Lonsdale policy to keep street level commercial activity meaningful to visitors and move offices and residences to second or higher floors
- Provide sidewalk space for, and encourage, outdoor cafe and restaurant seating

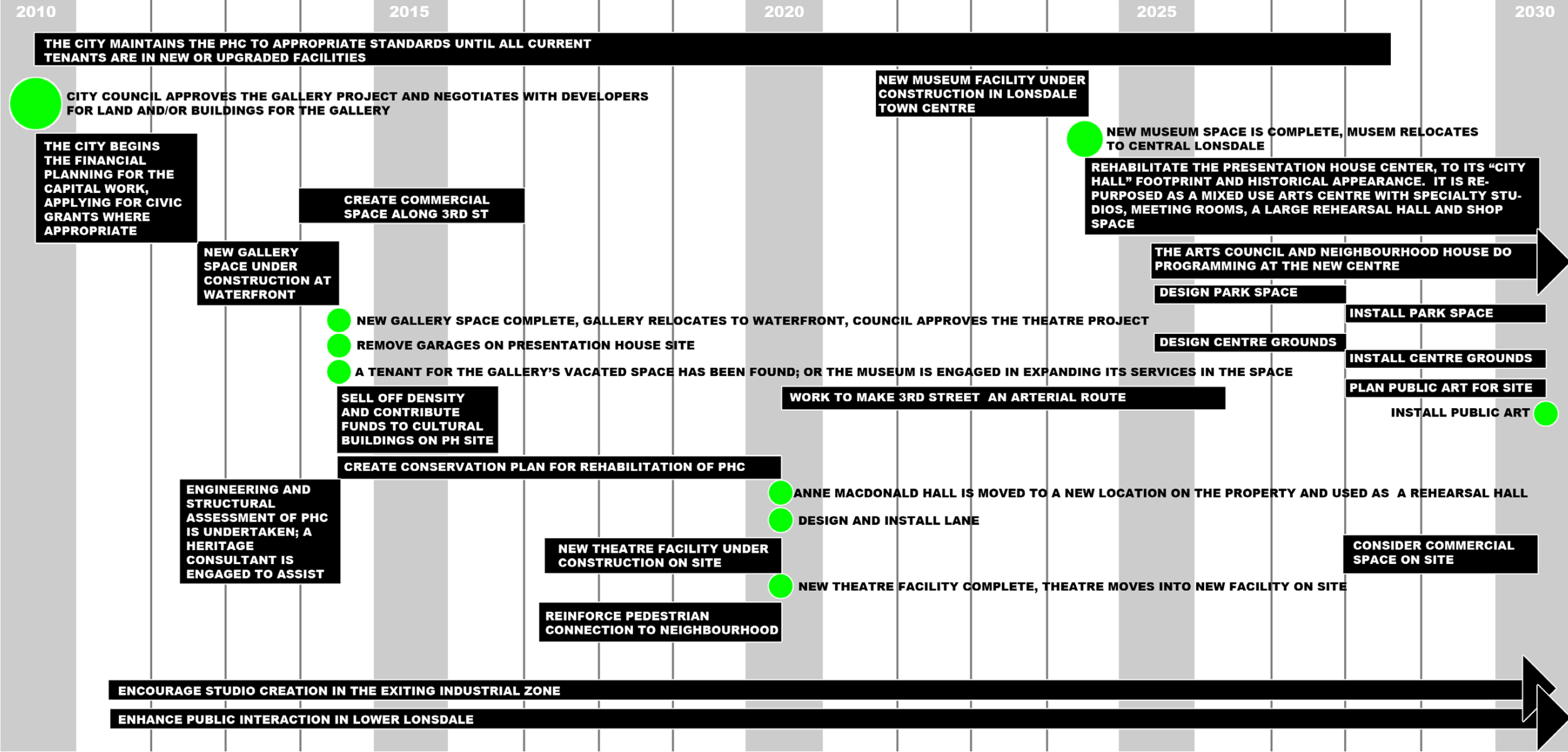
Implementation Strategies for Lower Lonsdale as a Cultural Neighbourhood

- Adopt Vision 2030
- Expand boundaries of neighbourhood to include Presentation House site to northwest and artists' studio light industrial area to the east
- Plan for the strategic placement of public art as a way-finding tool
- Tailor forward thinking, pro-culture civic policy, licensing, zoning and flexible provisions for landlords of commercial buildings to support all strategies that attract artists and cultural workers to the City.
- Form an agency or task force or assign an existing body to facilitate, plan, expand, coordinate and market performances and activity in the neighbourhood. Draw in partners from tourism,

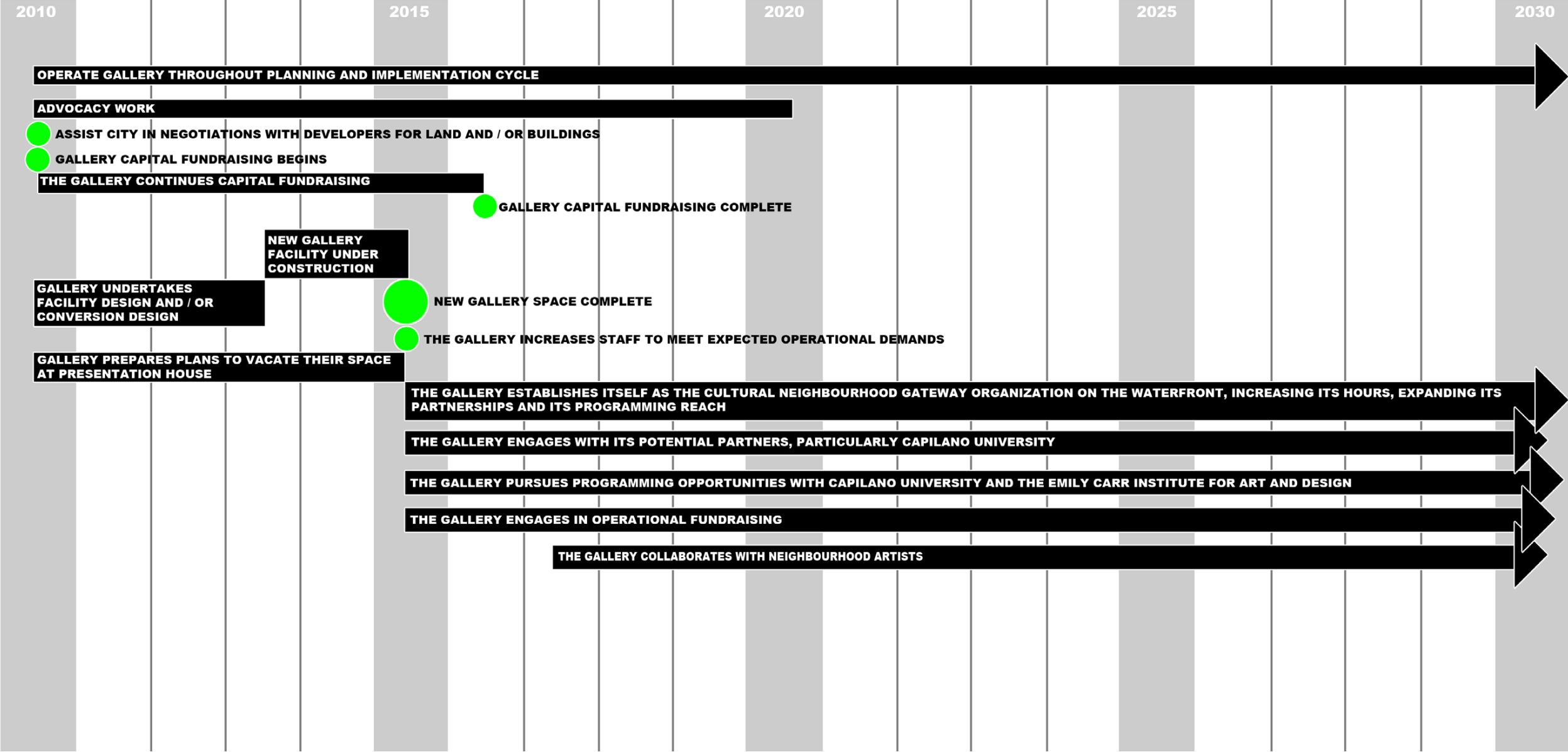
business/development leaders, the neighbourhood association, economic development office, OCP and Special Projects group together.

- Actively seek at least one major cultural education institution for location in the neighbourhood
- Improve welcoming strategies including user-friendly parking access, signage and maps for pedestrians. Provide information kiosks, bulletin boards and street furniture
- Link existing pedestrian paths, identify destinations, connect all routes to key locations
- Address perceived “barrier” streets including Esplanade (north/south barrier) and Lonsdale (east/west barrier) and improve movement across them.
- Create strategic connections using way-finding, public art, cohesive branding and other devices to draw people from the waterfront through historic Lonsdale to cultural sites
- Create cohesive lighting strategy
- Create coordinated signage guidelines with cultural focus
- Continue the search for an attraction for the Maritime Centre Site and target 2020 for achievement.

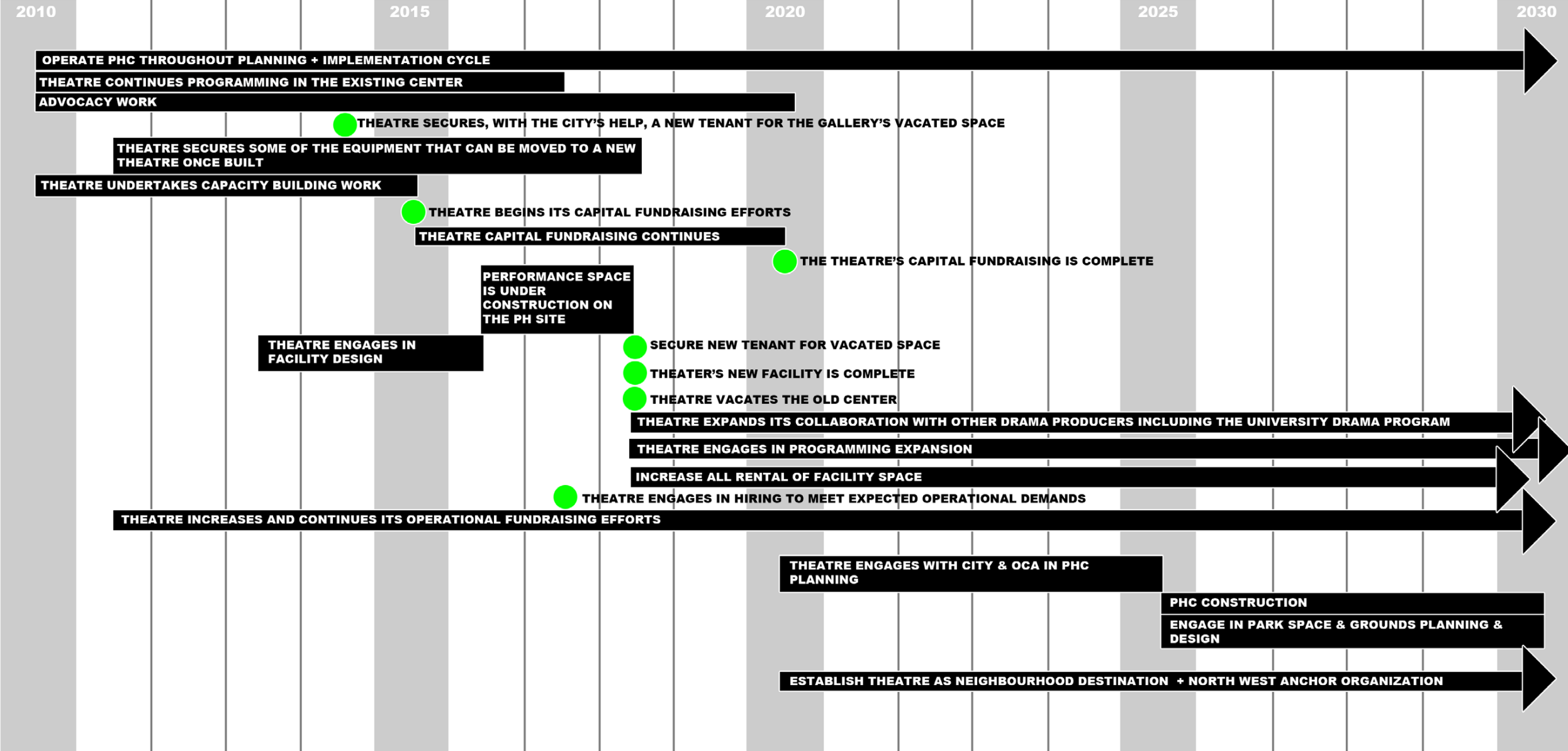
PRESENTATION HOUSE SITE TIMELINE



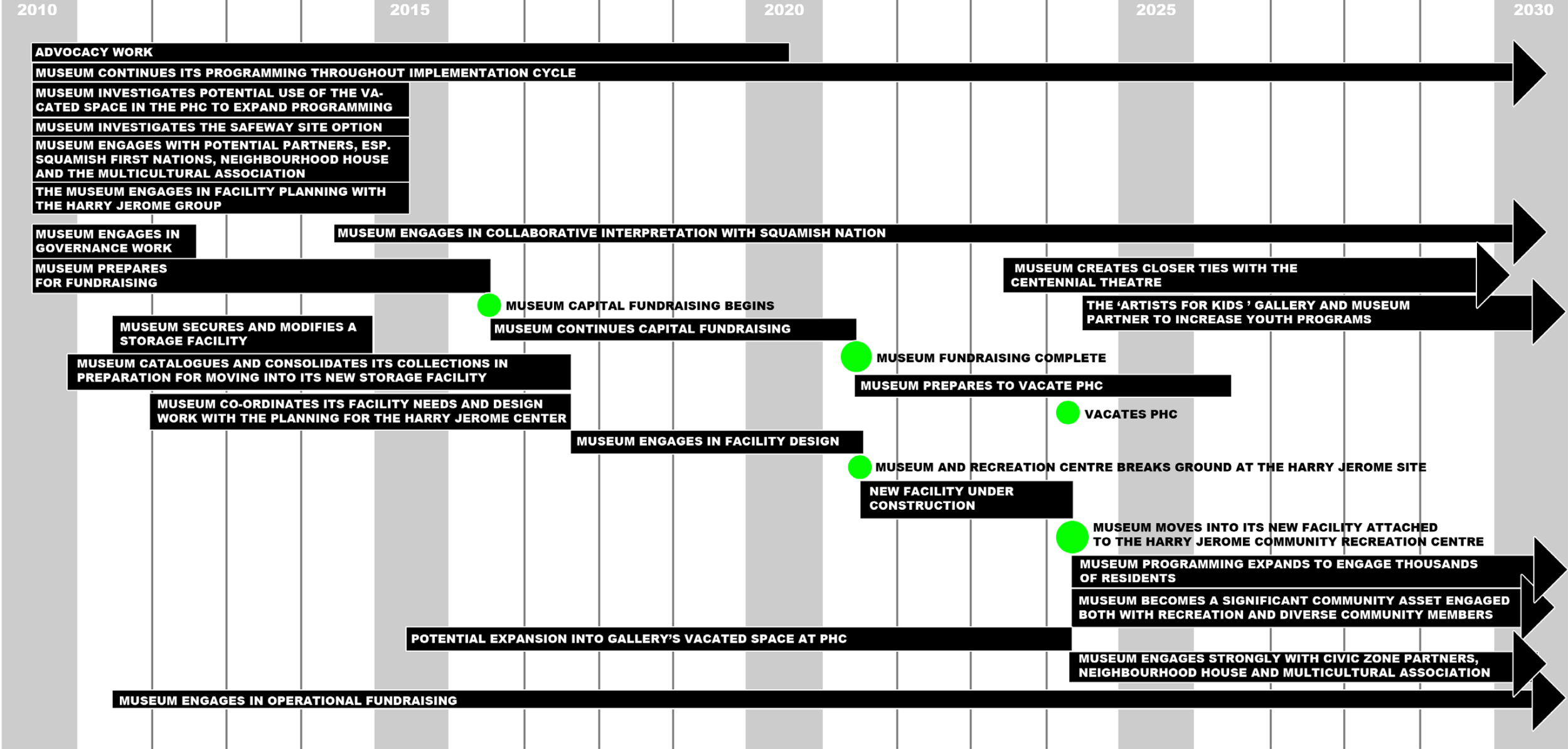
PRESENTATION HOUSE GALLERY TIMELINE



PRESENTATION HOUSE THEATRE TIMELINE



NORTH VANCOUVER MUSEUM ASSOCIATION TIMELINE



CULTURAL NEIGHBOURHOOD TIMELINE



It has been determined by this study that the City has the support and many of the resources necessary for the provision of appropriate facilities for its core cultural providers - those currently resident on the Presentation House Site. Many previous consultants have also pointed to this need and to the advantages of connectivity between key cultural components. The economic benefits of strong, attractive cultural resources have been endorsed by the City's Economic Development Strategy. There have been many examples cited here (see also appendices) of successful cultural precincts in other jurisdictions. Creating a cultural neighbourhood by connecting and carefully distributing the locations of key cultural practitioners is both possible and desirable in North Vancouver. It will enliven the Lower Lonsdale as a mixed use, visitor friendly neighbourhood. This study was asked for and has delivered a very active 20 year implementation plan for the achievement of these many goals.

1. The Presentation House Centre should be maintained until all the tenant organizations have relocated in new or renovated facilities in order not to interrupt their operations.

During this maintenance phase, planning and research can be undertaken for the eventual rehabilitation of the Centre into a likeness of its "City Hall" appearance.

2. Presentation House Gallery should be in a new facility within 3 to 5 years.

Currently at the top of the City's priority list, the PH Gallery is prepared to begin capital fundraising and design work for a new facility. Their relocation will provide the momentum necessary for the creation of the cultural neighbourhood. The City should act quickly to secure a site at the waterfront. The PH Gallery will provide an entry point and destination on the southernmost boundary of the neighbourhood. This first re-location will free space in the existing Centre for the expansion of the NV Museum or for a new tenant.

3. Presentation House Theatre should be in a new facility on the current site within 8 to 10 years.

Their site is City-owned and ready for redevelopment. In order for the organization to be ready, the PH Theatre should undertake governance, mission and vision work; begin facility planning and fundraising preparedness in the immediate term. The City and OCA can help them in this work. Once the PH Gallery vacates its current location, new tenant(s) can be introduced until the existing PH Centre is ready for rehabilitation.

4. North Vancouver Museum should be in a new facility within 12 to 15 years.

The NV Museum's timeline relies on its inclusion in either the Recreation Commission's Harry Jerome development or the redevelopment of the Safeway Site. Each site offers strong partners and a civic focus. While negotiations are undertaken to this end, the NV Museum can attend to cataloguing and consolidating current collections and securing proper storage facilities. It should also undertake governance work and fundraising. It might consider expanding its exhibition space when the PH Gallery vacates its premises in the PH Centre. Once it is able to vacate its current location, rehabilitation of the existing PHC building can begin.

5. Redevelopment of Presentation House Centre into an active cultural work space should take place within 15 to 20 years.

The existing Presentation House Centre building should be maintained to allow its current tenants to continue to operate until their new facilities are complete. Once all three tenants have vacated to new facilities, it should be rehabilitated and repurposed to enable arts and culture activities on the site during both days and evenings. Creating a cultural nexus on this site would provide a strong destination point at the north-western boundary of the cultural neighbourhood.

6. Development of the neighbourhood will continue throughout the 20 year timeline and particular attention should be paid to including cultural amenities in private developments. Enabling the creation of an artists’ studio area to the east of Lonsdale is particularly important.

This will require the active participation of the OCA, Planning and Licensing and other City departments. The Artist Studio Area will provide a destination at the south-eastern boundary of the cultural neighbourhood.

A strong tie should be made with the university to bring satellite campus activity into the neighbourhood at the earliest possible opportunity.

7. The City of North Vancouver should adopt Vision 2030:

“We will create a thriving and vibrant cultural neighbourhood in the Lonsdale Town Centre that engages residents and visitors alike and contributes to the economic vitality of the City”.

A strong vision statement communicates clearly to citizens that the City stands behind the creation of a cultural neighbourhood and it provides something to measure success against. It also encourages the establishment of achievable, clear strategies in the near, middle and distant future.

8. The Office of Cultural Affairs and Museum Commission should champion and promote this vision.

As leaders for the cultural portfolio, OCA is key to helping harness the public and political will to turn the Vision into reality. The OCA will become a significant resource to the Presentation House Centre tenants within its mandate to facilitate their next steps. The Museum Commission can play the same role within its mandate. The City’s Special Services and Projects Department and the Recreation Commission should also take a leading role when appropriate.

9. Local community associations and business leaders should be enlisted to help facilitate on-going strategies for the 20 year vision period.

Many of the strategies identified in the timelines are on-going and require continuous effort to build a thriving cultural neighbourhood. The City and the individual Presentation House tenants should call upon all resources available in the community, particularly as they negotiate access to sites for new facilities and brand the neighbourhood.