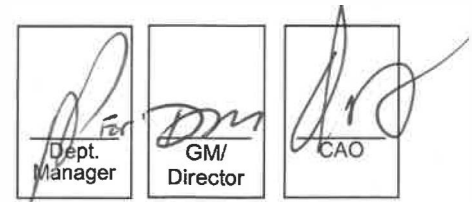


AGENDA INFORMATION	
<input checked="checked" type="checkbox"/> Regular Meeting	Date: <u>Nov 25, 2019</u>
<input type="checkbox"/> Other:	Date: _____



## The District of North Vancouver

### REPORT TO COUNCIL

November 7, 2019  
File: 13.6480.35/001.000

**AUTHOR:** Natasha Letchford, Senior Community Planner

**SUBJECT:** Targeted Official Community Plan (OCP) Review: Status Update and Council Input

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#### RECOMMENDATION:

THAT the report titled "Official Community Plan (OCP) Targeted Review: Opportunity for Council input" dated November 7, 2019 be received for information;

AND THAT Council endorse the preliminary white paper outline (**Attachment 1**).

#### REASON FOR REPORT:

The purpose of this report is to provide an update to Council and to provide Council with an opportunity to offer further input on the Targeted OCP Review. Additionally, the results of the demographically representative telephone survey and the early engagement intercept surveys are provided for Council's information. Finally, this is an opportunity to introduce Urban Systems, the general consultant contracted to bolster the existing staff resources dedicated to this important project.

#### SUMMARY:

On May 27, 2019, Council endorsed a targeted review of the OCP of four topic areas: transportation; housing; climate emergency; and, economy and employment lands. This targeted review will result in an action plan: a list of concrete actions in support of the 2011 OCP vision and goals within the context of today's emerging issues, challenges, and current trends as they relate to the four key topic areas. Staff have been working to gather necessary background material and data; review best practices and previous work; conduct early engagement; and secure a general consultant to assist with the balance of the project.

With direction from Brian Bydwell, Advisor to the Targeted OCP Review (former General Manager of Planning Properties and Permits); Council; and, input from early engagement, staff have developed a preliminary guiding document for the four white papers (**Attachment 1**). Urban Systems has been retained as the primary consultant for this targeted review. Urban Systems has partnered with Hemson Consulting Ltd. to provide additional experience in the Economy and Employment Lands sphere. Urban Systems are building on the work

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done to date by staff as they delve further into the four topic areas and work towards developing an action plan: a concise and doable set of actions that can be delivered within this Council's mandate.

**BACKGROUND:**

The OCP expresses the District of North Vancouver's vision for its long term future and provides a plan for how to achieve that future. On May 27, 2019 Council confirmed their support for the vision and goals of the 2011 OCP; however, new challenges have emerged since the adoption of the OCP including the urgency of the climate crisis; increasing traffic congestion; and, ever decreasing housing affordability locally and regionally. There are increasing expectations to manage the impacts of change.

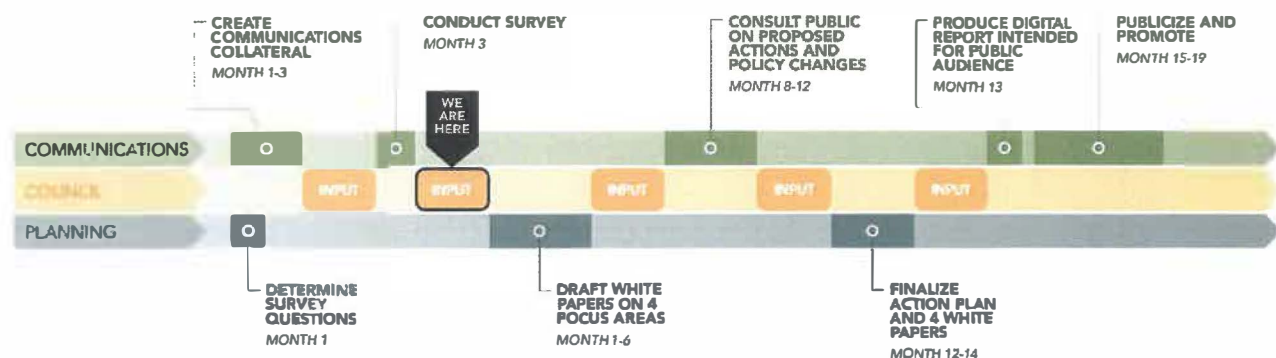
The white papers will provide a fact-based understanding of how these concerns relate to the implementation of the OCP itself and will provide a summary of emerging trends, current issues and conditions, best practices, and possible actions in the four topic areas. The white papers will inform the action plan – the key deliverable of the OCP Targeted Review. The action plan will provide a concise and doable list of priority actions that will effect change in one or more of the four key topic areas: housing; transportation; climate emergency; and, economy and employment lands.

The professional research firm, Mustel Group, was retained to conduct a telephone survey of 400 residents in the District of North Vancouver. The telephone survey was conducted between October 8 and 28, 2019 and focused specifically on attitudes and opinions within the four subject areas: transportation; housing; climate change; and, economy and employment lands. The top line findings are provided as **Attachment 2**.

The quantitative data collected through the telephone survey closely align with the qualitative findings collected through the intercept surveys (in-person brief conversations between community planning staff members and members of the public in North Vancouver) conducted in August 2019. There will be future opportunities for additional public input, open to all DNV residents in the coming months.

**Timing/Approval Process:**

The action plan and supporting white papers are scheduled to be delivered by Summer 2020.



**EXISTING POLICY:**

District of North Vancouver Official Community Plan, 2011 plus associated implementation plans, public realm guidelines and the Rental and Affordable Housing Strategy.

**ANALYSIS:**

Action Plan and White Papers

The goal of the OCP Targeted Review is to develop an integrated action plan that provides a concise and doable set of actions that can be delivered within this Council's mandate. To support the action plan, four white papers will be developed. A decision matrix will be developed to help prioritize the proposed actions

The following is a brief excerpt from each of the four preliminary white paper outlines, which can be found as **Attachment 1**.

Housing

The District of North Vancouver is a desirable place to live, work, and play; however, it remains out of reach for many low to moderate-income earners who hope to call it home. Many of those who do live in North Vancouver struggle to make ends meet due to the high cost of housing. The cost of housing has further impacts on the economy and transportation in North Vancouver. Due to the high cost of housing in North Vancouver, many workers are commuting from outside the North Shore and contributing to increased congestion; further, businesses are increasingly finding it difficult to retain employees as they cannot find housing in North Vancouver. The cost of owning or renting a home in the District remains well above affordable (no more than 30% of before tax income) for a median-income earner in Metro Vancouver and has resulted in the decline of residents between the ages of 25-40. The District aims to attract and retain residents from diverse socioeconomic and demographic backgrounds by addressing the housing needs of all of its current and future residents.

Transportation

Drawing heavily on the recently completed work of the Integrated North Shore Transportation Planning Project (INSTPP), how might the DNV address the ongoing issues of congestion in North Vancouver? Further, how can DNV respond to emerging transportation trends (e.g., automated vehicles (AVs), mobility as a service (MaaS)) support local and regional objectives for reducing private automobile use, congestion, and greenhouse gas emissions (GHGs), and integrate future trends in the design of current development and infrastructure projects? Importantly, what land use decisions can support improved transportation?

Climate Emergency

The District of North Vancouver has joined hundreds of other municipalities across the world in declaring a climate emergency and accelerating climate action. The District has drafted a roadmap (Community Energy and Emissions Plan) that includes recommendations for how

to reduce emissions to net zero by 2050. The District has determined that over 80% of carbon pollution is from the transportation and building sectors. How can specific actions from the CEEP be implemented in this Council term (2018-2022) to drastically reduce energy consumption and emissions following council's climate emergency motion and international best practices as outlined by the International Panel on Climate Change (IPCC)? For example, how could specific programs or policies accelerate community adoption of low carbon forms of heating and transportation?

### Economy and Employment Lands

Jobs and services are key to creating compact, complete communities in our centres. Industrial lands and a working waterfront are key elements of the North Vancouver economy. The number of residents who work within the District of North Vancouver is not growing as quickly as the number of jobs on the North Shore (INSTPP report).

This has made the District more reliant on workers commuting to the North Shore from elsewhere in the region to fill jobs, putting pressure on transportation systems. Further, the lack of affordable housing on the North Shore has made it difficult for employers to attract and retain employees. What actions can the District take to create a vibrant and viable environment for businesses to thrive? How can the District support a local economy to provide a diversity of services and employment opportunities for residents and attract a diverse and sustainable local labour force?

Two key concerns have emerged regarding economy and employment lands: assessments and taxation, specifically the BC Assessment practice of valuing commercial and industrial properties on their highest and best use vs. existing use and displacement of individual business, particularly small businesses, as a result of development. What actions can DNV take to support a vibrant economy, which in turn supports existing neighbourhoods and vibrant town centres while minimizing displacement of existing businesses and retaining industrial lands?

It is also important to apply a social equity lens to the proposed action plan to ensure community well-being and to explicitly consider possible unintended consequences of the proposed actions. Urban Systems, in partnership with Urban Matters, a company focused on work in areas that fall within the Social Determinant of Community Health, will be reviewing all proposed actions with social equity in mind.

### **Social Determinants of Community Health**



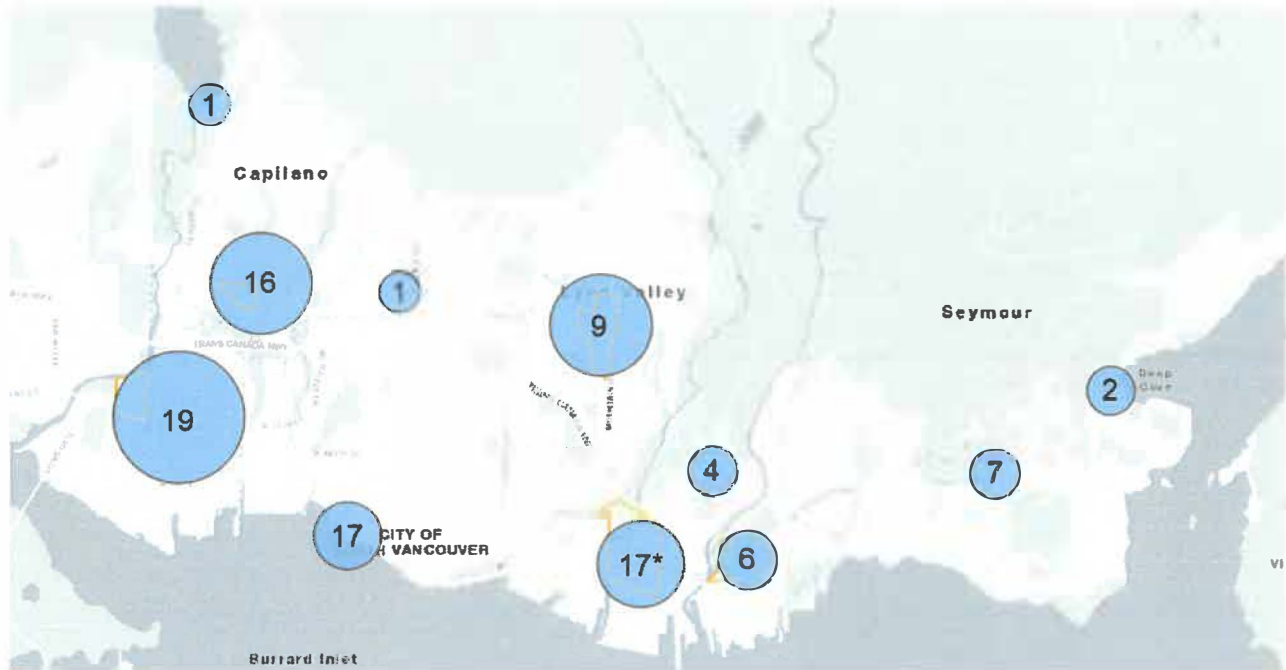
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Early Engagement – Intercept Surveys (August 20 and 22, 2019)

This qualitative research was conducted by Community Planning staff over two days of self-selected interviews with random participants. These brief interviews were held in various North Vancouver locations to hear attitudes, opinions, and stories about community life in North Vancouver, specifically that relate to the four key topic areas: housing; transportation; climate emergency; economy and employment lands.



*Figure 1: Map of number of Targeted OCP Review intercept surveys by location*

*\*plus, a class of 15-20 children (aged 9-10) were spoken with at this location*

Locations varied from elementary school playgrounds, to mechanic shops, to trailheads, to big stores like Canadian Tire, and smaller stores like North Shore Sports Swap and Lunch Bucket Deli. Staff joined residents for a part of their dog walk and rode the SeaBus with commuters. The goal was to speak to a snapshot of the community and hopefully reach people who wouldn't typically come to an Open House or email the DNV.

Over two days, staff spoke to about 100 people. Approximately 60% were District residents while the others either were here for work, school, or recreation. Approximately 85% appeared to be native English speakers (of those who were not, the other languages spoken included Farsi, Hindi, Punjabi, Mandarin, Cantonese, and several other European languages. All the conversations were all held in English.) Mostly, people were happy to chat with Community Planning staff and people were generous with their time and their stories as related to the four topic areas. Included in the summary of the early engagement - intercept surveys (**Attachment 3**) are brief quotes from some of the conversations. Details were changed to protect the confidentiality of the individuals.

Overall, transportation was most frequently cited as the most important issue, with housing being the second most frequently mentioned. People expressed their love for the North Shore, but the high cost of living makes it challenging for residents and businesses to stay. People often mentioned how interconnected all four topic areas are and the futility of trying to address any one area in isolation

#### Telephone Survey (October 8 to 29, 2019)

The telephone survey results provide a snapshot of the attitudes and opinions of a representative sample of DNV residents. To ensure the data collected from this survey is demographically representative, weighting was applied to match the total sample to Statistics Canada census data with respect to age and gender. This research was conducted to high professional industry standards using statistically relevant research methodology.

The telephone survey was conducted October 8-28, by research firm, Mustel Group.

#### Most important issues and summary of findings:

- When asked, unprompted, about the most important issues that District of North Vancouver residents are concerned about, the most common concerns (top three) are:
  - Transportation (80%), particularly congestion (54%);
  - Housing (40%), particularly lack of affordable housing (27%);
  - Densification concerns (33%), particularly too much development (20%).

Other, less commonly noted issues include environmental concerns such as climate change (18%), municipal government such as planning issues and amalgamation (16%), social concerns such as health and education (16%), and economic concerns such as the cost of living (9%).

- Asked to rank in order of importance to them personally four specific issues, transportation, housing, climate change and the economy and employment, the “top-rated” issue is as follows:
  - Climate change (34%)
  - Transportation (29%)
  - Housing (21%)
  - Economy and employment (16%)
- Residents aged 45 or older are more likely to rank transportation first or second, while those aged under 45 are more likely to rank housing and climate change as first or second.

An executive summary of the results is provided as **Attachment 2**.



## **Public Engagement and Communications:**

Public involvement in the Targeted OCP Review falls within the CONSULT area of the District's Public Engagement Spectrum.

The promise we are making is that the District will keep the public informed, listen to and acknowledge their concerns and aspirations in developing solutions and that the District will report back to the public on how their input has influenced the final decisions.

## **PUBLIC ENGAGEMENT SPECTRUM**

Adapted and used with permission from the International Association for Public Participation (IAP2 Federation)

Inform	Listen & Learn	Consult	Involve	Collaborate	Empower
"We will keep you informed. We will provide information that is timely, accurate, balanced, objective, and easily understood. We will respond to questions for clarification and direct you to sources of additional information."	"We will listen to you and learn about your plans, views, and issues; and work to understand your concerns, expectations, and ideas."	"We will keep you informed, and listen to and acknowledge your concerns and aspirations in developing final solutions, and we will report back to you on how your input influenced the decision."	"We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed, and we will report back on how your input influenced the decision."	"We will look to you for advice and innovation in formulating solutions, and we will incorporate your recommendations into the decisions to the maximum extent possible."	"We will implement what you decide."

Public engagement and communications for this project will:

- Provide input for the development on the White Papers
- Provide input for the development of the Action Plan
- Ensure residents are aware of the opportunities to provide input, and are kept informed about the Council-approved action plan and policy changes that result

Next phases of engagement will include more opportunities for public input, such as focus groups, an online survey, and open houses. In addition, staff will be seeking input on all topic areas, including economy and employment lands, by reaching out to specific stakeholders such as business owners.

## **Conclusion:**

Urban Systems, with the guidance of Brian Bydwell, Advisor, and staff will be taking the information they have received from Council and early engagement as they continue their work on developing the white papers and ultimately the action plan. There will be further opportunities for both Council and public input.

The white papers will provide a fact-based understanding of how the four topic areas relate to each other and to the implementation of the OCP and will provide a summary of emerging trends, current issues and conditions, best practices, and possible actions in the four topic areas.

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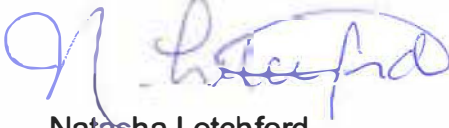
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**Recommendation:**

THAT the report titled "Official Community Plan (OCP) Targeted Review: Opportunity for Council input" dated November 7, 2019 be received for information;

AND THAT Council endorse the preliminary white paper outline (**Attachment 1**).

Respectfully submitted,



Natasha Letchford  
Senior Community Planner

Attachment 1: Targeted OCP Review – Preliminary Outline

Attachment 2: Mustel Phone Survey – Top-Line Findings

Attachment 3: Early Engagement – intercept survey summary

Attachment 4: November 25, 2019 Presentation to Council

REVIEWED WITH:					
<input type="checkbox"/> Community Planning	_____	<input type="checkbox"/> Clerk's Office	_____	External Agencies:	
<input type="checkbox"/> Development Planning	_____	<input type="checkbox"/> Communications	_____	<input type="checkbox"/> Library Board	_____
<input type="checkbox"/> Development Engineering	_____	<input type="checkbox"/> Finance	_____	<input type="checkbox"/> NS Health	_____
<input type="checkbox"/> Utilities	_____	<input type="checkbox"/> Fire Services	_____	<input type="checkbox"/> RCMP	_____
<input type="checkbox"/> Engineering Operations	_____	<input type="checkbox"/> ITS	_____	<input type="checkbox"/> NVRC	_____
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<input type="checkbox"/> Human Resources	_____	<input type="checkbox"/> Bylaw Services	_____		
<input type="checkbox"/> Review and Compliance	_____	<input type="checkbox"/> Planning	_____		



# Targeted OCP Review – Preliminary Outline

The purpose of the white papers is to inform and support the final action plan. The four white papers will provide background; explore emerging trends and best practices; address current issues; and, provide a list of possible actions to achieve the OCP vision. The final action plan will provide a concise and doable list of specific actions that can be delivered within the mandate of this Council. The action plan will draw from all four topic areas and must explicitly state how each action will support multiple topic areas.



## Housing

The District of North Vancouver is a desirable place to live, work, and play; however, it remains out of reach for many low to moderate-income earners who hope to call it home. Many of those who do live in North Vancouver struggle to make ends meet due to the high cost of housing. The cost of housing has further impacts on the economy and transportation in North Vancouver. Due to the high cost of housing in North Vancouver, many workers are commuting from outside the North Shore and contributing to increased congestion; further, businesses are increasingly finding it difficult to retain employees as they cannot find housing in North Vancouver. The cost of owning or renting a home in the District remains well above affordable (no more than 30% of before tax income) for a median-income earner in Metro Vancouver and has resulted in the decline of residents between the ages of 25-40. The District aims to attract and retain residents from diverse socioeconomic and demographic backgrounds by addressing the housing needs of all of its current and future residents.

### We will be considering these aspects of housing:

- Building the right housing stock to address local needs and context, including diversity of housing and tenure types, social housing, and considerations for specific demographic groups, such as caregivers, persons with disabilities, and seniors
- Opportunities and realities related to the role of local government in influencing housing outcomes
- Leveraging the rapidly evolving landscape of senior government programs and funding
- Evaluating new policy tools and best practices for potential return-on-investment in the District's context
- Pursuing strategic partnerships

### We expect to address these key questions:

- What principles or policies can best equip Council to make decisions that ensure community quality of life is maintained or enhanced while improving access to housing?
- What policy and incentive levers available to local government will have the biggest return on investment while delivering the types of housing that are needed to meet OCP goals?
- How can links between the four topic areas strategically align with senior government funding priorities? (E.g. Federal government priorities in investing in energy-efficient housing, Provincial government priorities in housing projects located in complete communities)

- How can the District leverage and increase the grant funding invested in the community, especially when the level of senior government funding has increased significantly in the last few years?
- Given the limitations of policy and bylaws, how can the District best position itself as a partner with funders, non-profits, and developers to enable rapid progress?
- What is the role of District-owned land in meeting housing goals?
- What tools currently being considered will have the most impact on housing diversity and affordability? How have these been implemented elsewhere? How can these practices successfully be adapted and implemented in the context of the District?
- How could post-occupancy surveys be implemented and used to address and understand ongoing housing issues?
- How can tenant displacement be minimized and how can tenants be supported if their unit is under redevelopment?
- How can partnerships with governments, non profit agencies, or others advance delivery of housing?

**We will leverage the following experience and sources to guide potential District action items (not a complete list):**

- Report of the OCP Implementation Monitoring Committee
- Staff report on OCP Implementation
- Rental, Social and Affordable Housing Task Force
- Successes and challenges related to the District's existing policy measures and tools
- Relationships with senior government funders, for-profit developers, and non-profit developers
- Metro Vancouver resources (e.g. Regional Affordable Housing Strategy, What Works report, Housing Placement Toolkit, etc.)
- Reports and strategies from other Metro Vancouver Jurisdictions (e.g. New Westminster, Richmond, City of North Vancouver), documented impact of policy tools, and best practice case studies from other jurisdictions



## Transportation

Drawing heavily on the recently completed work of the Integrated North Shore Transportation Planning Project (INSTPP), how might the DNV address the ongoing issues of congestion in North Vancouver? Further, how can DNV respond to emerging transportation trends (e.g., automated vehicles (AVs), mobility as a service (MaaS)) support local and regional objectives for reducing private automobile use, congestion, and greenhouse gas emissions (GHGs), and integrate future trends in the design of current development and infrastructure projects? What impact can cycling and transit infrastructure have on congestion? Importantly, what land use decisions can support improved transportation?

### We will be considering these aspects of Transportation:

- Health and safety
- Mode choice
- Integration with land use
- Supporting effective transportation decision-making
- Mobility and reliability by all modes
- Reducing congestion
- Supporting a healthy economy and climate

### We expect to address these key questions:

- How does the District prioritize safety (human life and health) in transportation decision making?
- The 2017 Trip Diary indicates that more trips in the District are being made by driving and fewer by transit than in 2011. What land use and transportation actions will reverse this trend?
- More trips are being made by walking in 2017 than in 2011. How can the District build on recent growth in walking as a mode of transportation?
- What can be done to reduce the housing and transportation cost burden for households?
- Emerging technology and new mobility are transforming transportation – how can the District leverage these changes to meet the goals of the OCP? How can the District mitigate negative consequences?
- Transportation is a major source of GHG emissions. What role does electrification play in meeting emissions targets? What changes are required to support electrification for goods movement?
- Curbside space is valuable public property. How should the District engage in decision-making around the assignment of the curbside to parking, loading, cycling, and other uses? How do these choices impact the economy and livability?
- What transportation actions can reduce the cost of doing business in District?
- What can the District do to advance the recommendations of INSTPP?
- How can the District leverage regional, provincial, and federal funding to meet the goals of the OCP, and work with other regional partners to achieve common goals?

**We will leverage the following experience and sources to guide potential District action items (not a complete list):**

- Recent work by Urban Systems with TransLink on the Regional Transportation Strategy (2045 and 2050), Regional Road Network Strategy, supporting the developing of a Regional Bicycle Network, Regional Goods Movement Strategy, and other historic and ongoing work with TransLink. We understand the regional transportation context, as well as regional trends to leverage transportation solutions to address economic, environmental, and housing issues. • Our industry-leading experience developing and delivering innovative transportation plans and policies, including our recent work with the Ministry of Transportation and Infrastructure on the BC Active Transportation Design Guide and award-winning Abbotsford Transportation Master Plan.



## Climate Emergency

The District of North Vancouver has joined hundreds of other municipalities across the world in declaring a climate emergency and accelerating climate. The District is finalizing a roadmap (Community Energy and Emissions Plan) that includes recommendation for how to reduce emissions to net zero by 2050. The District has determined that over 80% of carbon pollution is from the transportation and building sectors. How can specific actions from the CEEP be implemented in this Council term (2018-2022) to drastically reduce energy consumption and emissions following Council's climate emergency motion and international best practices as defined by the International Panel on Climate Change (IPCC). For example, how could specific programs or policies accelerate community adoption of low carbon forms of heating and transportation?

### **We will be considering these aspects of the Climate Emergency:**

- Climate Mitigation (i.e. reducing greenhouse gas emissions)
- Climate Adaptation (i.e. adapting to the changing climate including sea level rise)

### **We expect to address these key questions:**

- What strategies for achieving net zero GHG emissions below 2007 levels by 2050 have the greatest potential for reduction per dollar invested?
- What successes and challenges has the District seen in climate adaptation since adopting the 2017 Climate Adaptation Plan, and why?
- How can the District make defensible decisions about climate adaptation in the face of uncertain future projections about sea level rise and climate data?
- How and where should the District prioritize expenditure of resources on addressing impacts of climate change, in the face of other urgent community priorities?
- What co-benefits can be achieved?
- What actions can be taken that will be most impactful in helping residents and businesses prepare for climate change?
- How can the District better leverage collaboration with other levels of government and jurisdictions to address climate mitigation and adaptation?
- How can District purchasing power support climate action goals?
- How can the District successfully fund climate action?

### **We will leverage the following experience and sources to guide potential District action items (not a complete list)**

- District of North Vancouver Community Energy and Emissions Plan (CEEP)
- North Shore sea level rise risk assessment and adaptive management strategy
- The Intergovernmental Panel on Climate Change (IPCC)
- Future District of North Vancouver Climate Change and Biodiversity Committee
- Recent work with Canadian cities on overcoming implementation challenges to reducing GHG emissions
- Opportunities for low carbon resilience solutions that support both mitigation and adaptation
- The role of municipal natural assets (or eco-assets) in the District for delivering service while reducing emissions and improving resilience

- A recent review of needs and challenges in integrating climate data throughout municipal decision-making across Canada, commissioned by the Federation of Canadian Municipalities and Environment Climate Change Canada
- Research and insights gained through writing Asset Management and Climate Change: A Sustainable Service Delivery Primer for Asset Management BC
- International best practices on GHG reduction and adaptation, including coastal flood management





## Economy & Employment Lands

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Jobs and services are key to creating compact, complete communities in our centres. Industrial lands and working waterfront are a key element of the North Vancouver economy. The District's labour force is growing slowly (more are exiting the labour force than joining it), and the population is ageing (growth of 65+ year olds outpaced population growth) in the 2011-2016 period. Meanwhile, the North Shore added more than twice as many jobs than working age residents 2011-2016 (INSTPP report). This has made the District more reliant on workers commuting to the North Shore from elsewhere in the region to fill jobs, putting pressure on transportation systems. Further, the lack of affordable housing on the North Shore has made it difficult for employers to attract and retain employees. What actions can the District take to create a vibrant and viable environment for businesses to thrive? How can we support a local economy to provide a diversity of services and employment opportunities for residents? How can we attract a diverse and sustainable local labour force?

DNV action, policy, and background information on the economy and employment lands is the least developed out of the four topic areas. Additional background work is needed to understand the types of businesses and services that currently exist and what is still needed in the North Shore area. The white paper will explore the changing nature of work and discuss how this impacts what employment lands are needed and where. Specifically, research is needed to determine what types of businesses and services are best suited and would support vibrant town centres and what types of businesses and services are best on industrial lands. A concern identified in the OCP is the long term shortage of industrial land and the loss of industrial uses on industrial lands. A better understanding of which businesses and services, such as medical centres, would be more appropriately directed to town centres rather than industrial and light industrial lands is needed.

Finally, two key concerns have emerged regarding economy and employment lands: assessments and taxation, specifically the BC Assessment practice of valuing commercial and industrial properties on their highest and best use vs existing use and displacement of individual business, particularly small businesses as a result of development. What actions can DNV take to support a vibrant economy, which in turn supports vibrant town centres while minimizing displacement of existing businesses and retaining industrial lands.

### **We will be considering these aspects of the District Economy & Employment Lands:**

- Regional economic growth and change by sector, including tourism
- Capacity to accommodate economic growth opportunities within the District, particularly within town and village centres, including:
  - Extent and location of employment land
  - Nature and size of the District labour force within regional context
  - Quality and capacity of transportation network
  - Range and affordability of housing options
- Shifting nature of work and related building forms

**We expect to address these key questions:**

- What high potential economic growth sectors can effectively be supported in the District given current land supply – where is this growth most appropriately directed, i.e. where can growth support the network of town centres and where can growth occur so that transportation infrastructure is already in place?
- How does the District compare to other competitive employment land markets in Metro Vancouver with respect to key metrics (e.g. land supply, land values, lease rates, labour force suitability, nature of the existing business mix)?
- To what extent can existing employment and mixed-commercial nodes accommodate new growth through intensification and integration of new building forms? What development incentives or levers should be considered or used to support this type of growth?
- What options can be explored with respect to taxation of commercial and industrial properties, as the current highest and best use-driven taxation approach is negatively impacting local businesses?
- Owned and operated in DNV businesses are important to maintaining and creating the character and culture of North Vancouver. Existing smaller businesses are struggling to meet ever increasing lease rates – how can smaller businesses be accommodated in town and village centres?
- How can the District best foster relationships with regional economic partners, including the Port of Vancouver, railway operators (CN Rail, CP Rail), MOTI, neighbouring municipalities and First Nations to address current and future land needs?
- What employment land management best practices can be adopted by the District to best meet future demand? (e.g. adjusting current OCP land use designations and allowable uses)
- What are current and prospective employer needs with respect to workforce housing and transportation options?

**We will leverage the following experience and sources to guide potential District action items (not a complete list):**

- Reports done to date by North Vancouver Chamber of Commerce
- Hemson's recent Economy & Employment Lands work with the City of Vancouver and Metro Vancouver and related employment data and sector growth forecasts
- Urban Systems' Land Economics and GIS industrial land strategy experience with MOTI, Port of Vancouver, and major municipalities across Metro Vancouver (e.g. City of Abbotsford Industrial Land Strategy, Maplewood Employment Study, City of Vancouver Small Business Study)
- Joint experience in innovative land use policies and built form in markets throughout Canada

## District of North Vancouver Market Research Top-Line Findings

### Introduction

The following summarizes findings from market research conducted among District of North Vancouver residents regarding attitudes and opinions of life in their community, specifically focusing on climate change, transportation, housing and the economy. The research consisted of 400 telephone interviews conducted October 8<sup>th</sup> to 28<sup>th</sup>, 2019.

Weighting was applied to match the total sample to Statistics Canada census data with respect to age and gender within the region.

### Top-line Findings

#### Most Important Issues for The District

- Asked unprompted, what are the **most important issues**, those you are most concerned about for the future of the District, the most common concerns (top 3) are as follows:
  - **transportation (80%)**, particularly congestion (54%);
  - **housing (40%)**, particularly lack of affordable housing (27%);
  - **densification concerns (33%)**, particularly too much development (20%);

Other, less commonly noted issues include environmental concerns such as climate change (18%), municipal government e.g. planning issues and amalgamation (16%), social concerns such as health and education (16%), and economic concerns such as the cost of living (9%).

- Asked to rank in order of importance to them personally four specific issues, transportation, housing, climate change and the economy and employment, the **“top-rated”** issue is as follows:
  - Climate change (34%)
  - Transportation (29%)
  - Housing (21%)
  - Economy and employment (16%)

When considering the **“top-two”** rated issues – the frequency an issue is ranked either first or second most important, we find the following:

- Transportation (60%)
- Housing (58%)
- Climate change (49%)
- Economy and employment (34%)

Residents aged 45 or older are more likely to rank transportation first or second, while those aged under 45 are more likely to rank housing and climate change as first or second.

### Solutions to the Most Important Issues

Having ranked the four key issues of importance, residents were then asked for their suggested solution to the issue they personally ranked as most important.

- **Climate Change – ranked most important by 34% of residents:** among those with an opinion for whom climate change was ranked most important, the most common suggested solutions include “increase public awareness” (10%), focus on “alternative energy sources” (8%), and “more government intervention e.g. carbon tax” (7%). Various other suggestions were each made by 1% or less, and 7% said “don’t know”.
- **Housing – ranked most important by 21% of residents:** among those with an opinion for whom housing was ranked most important, the most common suggested solutions include “more affordable housing” (7%), and “increased densification” (3%). Various other suggestions were each made by 1% or less, and 5% said “don’t know”.
- **Transportation – ranked most important by 29% of residents:** among those with an opinion for whom transportation was ranked most important, the most common suggestions include “more public transit” (12%), build another “north shore crossing” (5%), and “better infrastructure” such as more roads (7%). Various other suggestions were each made by 1% or less, and 2% said “don’t know”.
- **Economy and Employment – ranked most important by 16% of residents:** among those with an opinion for whom the economy and employment were ranked most important, the only suggestion of note is to “support economic development” (5%). Various other suggestions were each made by 1% or less, and 6% said “don’t know”.

### Level of Concern about the Four Key Issues

- Residents were asked to rate their level of concern for each of the four key issues previously discussed before answering further questions about each issue. A scale was used from 1 to 10 where 1 is not at all concerned and 10 is extremely concerned about the issue on a daily basis. Following are the average (mean) rating scores for each issue ordered from most to least concerned:
  - **Transportation:** 7.2 out of 10
  - **Climate Change:** 6.3 out of 10
  - **Economy and Employment:** 6.0 out of 10
  - **Housing:** 5.3 out of 10



## Transportation

- **Biggest Transportation Concerns:** Asked unprompted, the most common concerns regarding transportation in the District of North Vancouver are congestion within the municipality (35%), congestion on the bridges (31%), and a lack of public transit service (18%).
- **Solutions:** The most popular suggestions recommend increased transit options (36%), improvements to roads to handle the traffic volume (18%), build another north shore crossing (10%), and reducing densification until infrastructure is improved (7%).
- **Prompted:** Residents were then presented with four key issues related to transportation in the community and asked to rate their level of concern with each one, again using a scale from 1 to 10 where 1 is not at all concerned and 10 is extremely concerned.

Following are the average (mean) rating scores for each issue ordered from most to least concerned:

- **Traffic congestion on bridges and the highway:** **8.9 out of 10**
- **Traffic congestion within your municipality:** **8.4 out of 10**
- **Lack of public transit service:** **6.7 out of 10**
- **Lack of safe biking and walking routes:** **5.1 out of 10**

Congestion on the bridges and highway and within the community are the major concerns among residents, followed by a lack of public transit service.

- **Modes of Travel:** During a typical week, residents use a variety of methods for travel including vehicles (87%), walking (68%), transit (38%), and biking (21%); however, their most frequent mode of travel is, by far use of a vehicle (72%), followed some way by public transit (19%), then walking (8%) and biking (1%).
- In order to switch some of their trips to transit, biking or walking, residents most commonly suggest they would need a “more frequent/reliable bus service” (74%).
- About one-third of all residents would switch if each of the following were in place: “live closer to work/school/shopping/daycare” (34%); “better/safer pedestrian routes” (33%); “safer and more bike routes” (30%).

## Climate Change

- **Personal Action:** Almost all residents report having taken steps in their daily lives to address climate change (95%).
- Most notably, residents try to reduce waste and recycle (57%); use alternative modes of transportation (45%); make efforts to increase their awareness, for example when making purchase decisions (34%); specifically reduce their use of plastic, e.g. straws and shopping bags (28%); make energy efficient upgrades in their home (26%); and, drive a fuel efficient vehicle (19%).



- Other actions include switching to a plant-based diet (10%), driving an electric or hybrid vehicle (6%), or reducing the number of vehicles in the household (3%).
- **Inaction:** The few that do nothing to address climate change largely feel it would be too inconvenient to make changes, are not sure what to do, or don't feel it would make a difference in the greater scheme of things.
- **Role of Government:** Nine-in-ten District residents think that local government should play a role in addressing climate change, either some role (42%) or a significant role (48%).
- Residents were asked their willingness to take specific personal actions to address climate change. More than half of all residents were willing or had already done at least one or more of the specific actions, as shown in the table below.

Action	Willing to do	Already done	Total
Ensure your home is energy efficient	51%	43%	94%
Use alternative forms of transportation for more of your trips	43%	35%	78%
Buy an electric or hybrid vehicle	69%	9%	78%
Reduce your consumption of meat and increase consumption of plant-based proteins	39%	33%	72%
Live in a smaller home	40%	27%	68%
Install solar panels or other forms of green energy	60%	2%	62%
Reduce the number of vehicles your household has	36%	20%	56%
Live closer to work or schools	25%	29%	54%

## Economy and Employment

- Among all residents, 27% currently work in the District (31% among those aged under the age of 65).
- **Local Economy:** Two-thirds of all residents consider the District to have a vibrant economy (68%), though older residents, those aged 65 or older, are more likely than younger residents, those under 45, to think so (75% agree versus 58% of those under 45).
- Those who feel the economy is not currently vibrant put it down to having to find employment outside the District (40%), that the District is not very business-friendly e.g. high rents and issues with permitting (27%), that the District is mostly residential (23%), or lacks commercial or industrial zones (19%).





- **Access to Goods and Services:** Overall, most residents feel able to find the key goods and services they need from north shore companies, including:
  - **Finance (banking, accounting) 95%**
  - **Restaurants and shopping 89%**
  - **Home care trades people 85%**
- Most could not think of any other particular goods or services they are unable to find locally (75%). The few who do, most commonly make mention of Costco (11%), healthcare or medical services (6%), and furniture stores such as IKEA (4%).

## Housing

- Asked unprompted, the **biggest concern** among District residents regarding housing is a perceived lack of affordable housing in the community (73%). Just one-in-ten residents believes there is too much new supply (11%), while 5% see a lack of diverse housing options.
- **Prompted:** Residents were presented with six key issues related to housing in the community and asked to rate their level of concern with each one, again using a scale from 1 to 10 where 1 is not at all concerned and 10 is extremely concerned. Following are the average (mean) rating scores for each issue ordered from most to least concerned:
  - **Lack of affordable housing:** **8.1 out of 10**
  - **Lack of accessible housing for those with disabilities:** **6.3 out of 10**
  - **Lack of supportive housing:** **6.2 out of 10**
  - **Lack of social housing:** **6.2 out of 10**
  - **Lack of diverse housing options:** **6.2 out of 10**
  - **Too much new supply:** **6.1 out of 10**
- Greatest concern is clearly with a general lack of affordable housing. Younger residents, those aged under 45 are somewhat more concerned about affordability than older residents.
- **Adequate Housing:** While currently, almost all District residents say they have access to appropriate housing (99%), the majority expresses some concern about having adequate housing now and in the future (64%, including 34% who are “very concerned”). Younger residents, those under 45, are more likely to be concerned than older residents about having adequate housing.
- **Future Needs:** Almost half of all residents believe their housing needs will change in the next five years (46%). Most commonly, these residents expect to downsize to a smaller home (64%), with some who would like to move to a more walkable neighbourhood (28%), or be closer to services, work or school (28%). Almost one-in-five expect to upsize and move to a larger home (18%), particularly younger residents under 45 years of age (33%).
- The large majority are concerned about finding the appropriate housing when their needs do eventually change (82%), including half who are very concerned (51%).





## Memo

September 6, 2019

File: 13.6480.35

**SUBJECT:** 2019 OCP Targeted Review - Early engagement intercept surveys summary

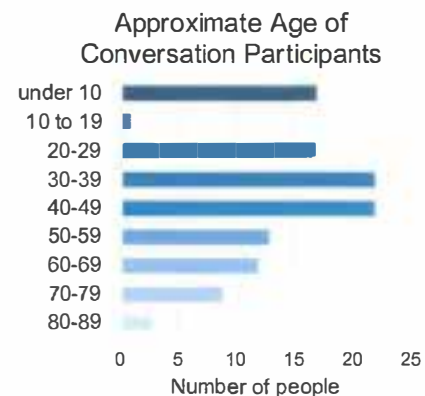
### OVERVIEW:

On Tuesday, August 20<sup>th</sup>, 2019 and Thursday, August 22<sup>nd</sup>, 2019, District of North Vancouver Community Planning staff went out to various locations across the District to have conversations with members of the public about what key areas or issues are important in their lives. In total, staff spoke to over 100 people – 92 individuals, four pairs, and a group of approximately 15-20 children.

### DEMOGRAPHICS

Approximately 60% of the people that staff spoke to were District residents, with the remainder consisting of those who work, go to school, or recreate in either the District or on the North Shore in general.

Staff spoke to a wide range of people from different age brackets and genders. It should be noted that, in most cases, staff recorded their best guesses at age and gender, as opposed to directly asking people. It was a fairly even split across gender, with just over half of the people staff spoke to presenting as female. Most people that staff spoke to were between 30-49 years of age (**Figure 1**).



*Figure 1 Chart of approximate ages of conversation participants*

The majority of people, approximately 85%, appeared to be native English speakers. Of those who were not, the native languages spoken by people included those from the Indo-Iranian languages (Farsi, Hindi, Punjabi), Chinese (Mandarin, Cantonese), and several other European languages.

### LOCATIONS

Staff visited locations across the District and some areas in the City of North Vancouver that serve as major commuting connections for people who work and recreate in the District. Locations included parks and trails, community spaces, transit hubs, and local businesses. The following map (**Figure 2**) shows the approximate locations of these interactions and the number of people staff spoke with in these areas.



Figure 2 Map of locations of conversations *\*plus an additional group of 15-20 children*

## THEMES

Overall, transportation was most frequently identified as the most important issue, with housing being the second most frequently mentioned issue. However, people often mentioned how interconnected these issues are – for example, it's expensive to live on the North Shore, so many workers commute from other areas, but traffic congestion makes commuting too challenging, so people find jobs elsewhere, resulting in a shortage of workers. People expressed their love of the North Shore, but the high cost of living makes it challenging for residents and businesses to stay. The following are some of the major themes from each topic area:

### KEY THEMES

#### Housing

- Stable, affordable housing is increasingly difficult to find - housing costs are high and rising, particularly for renters
  - young people struggle to move out of their parents' home; often have to move to other, cheaper municipalities
  - even if people have adequate housing now, they're worried they'll be priced out soon as rents rise
- People work here and want to live here but can't afford to, so they have to commute
- There aren't enough housing options for people looking to downsize

#### Transportation

- There's a strong need for more efficient, frequent, and reliable public transit, especially outside the key corridors
- People want more road capacity for cars and buses, but have mixed feelings about

- bicycle lanes – cyclists want them but drivers feel they're underused
- Construction is negatively impacting people's ability to get around

#### Economy & Employment

- As commercial rents continue to increase, small businesses struggle to survive and large franchises move in as they're the only ones that can afford it
- Businesses want to move to areas of cheaper rent but risk losing customers who live in the area
- Businesses are having difficulty attracting and retaining employees because of the cost of housing and traffic congestion

#### Climate Emergency

- People are concerned about the climate emergency, but there's confusion or unwillingness regarding taking action.

## APPENDIX A: Brief excerpts from intercept surveys



Phibbs Exchange

*I'm struggling to find and keep employees because housing is too expensive and people don't want to commute here because of the traffic.*

*I live in a 1-bedroom apartment in Vancouver with my husband and daughter because that's all we can afford. I work in Edgemont and take the bus from Vancouver because we don't have a car so we can save up money to move to a bigger place.*



Edgemont Village

*I take the bus to work – I live in North Burnaby, I can't afford to live in North Van. If I drove, it would probably take me 20-30 minutes in the morning but it takes me closer to 1.5 hours because I get stuck at Phibbs Exchange when the buses don't line up. Sometimes I'm late for work. It can be hard to get here.*



*People are concerned about the environment, but aren't willing to change their behavior and drive less. I do because I can.*

*Climate is the link to everything. Jobs close to housing reduces emissions.*



*I'm a 23 year old university student. I live with 6 friends in a two bedroom house in Lynn Creek. It's the only way I can afford rent. We'll probably have to move soon as our house will be knocked down for new development. Not sure what I'll do next.*



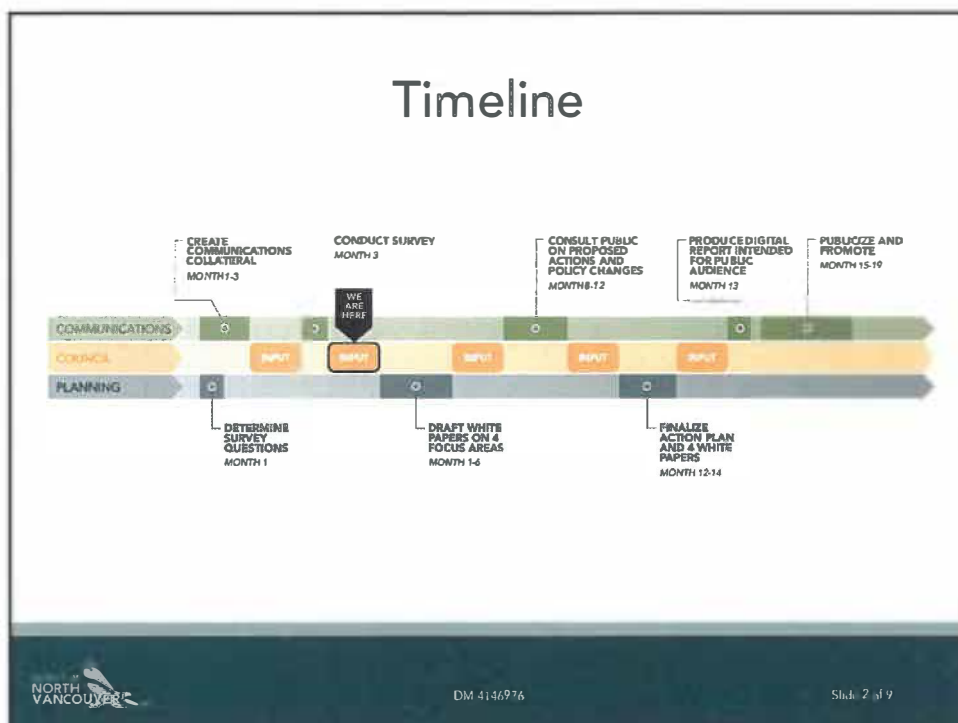


# Targeted OCP Review

November 25, 2019

**NORTH VANCOUVER**

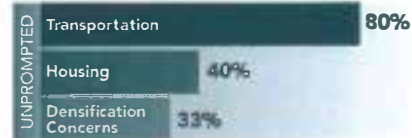
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## Mustel Phone Survey

### Most important issues (top 3):



### Top-rated issues (rank 4 options):



## Intercept Survey

Key areas most frequently identified by residents as their top concern:

1. Transportation
2. Housing

Number of intercept surveys by approximate location



\*plus group of 15-20 children

## White Papers to Action Plan



## Urban Systems

### REVIEW BACKGROUND INFORMATION

- Progress since 2011
- Emerging trends and issues

**ASK:**  
What's most important to understand about DNV's unique context?

### GENERATE POSSIBLE ACTIONS

- Jurisdictional scan
- Best practices
- Linkages across topic areas

**ASK:**  
What could work here?

### EVALUATE ACTIONS

- Engagement
- Decision matrix
- Values
- Co-benefits

**ASK:**  
What are the best actions?

**ACTION  
PLAN**

**URBAN**  
systems

## Urban Systems: Our Role

**LISTEN**

+

**TRANSLATE THE  
TECHNICAL**

+

**KEEP PROCESS FOCUSED ON  
WHAT MATTERS MOST**

**YOUR ACTION PLAN**

**URBAN**  
systems

## Questions for Council

1. What are the most important things you're hearing from residents?
2. What types of actions do you think will work best for the DNV?
3. Does Council endorse the preliminary white paper outlines as presented in the Council Report?

**URBAN**  
systems



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