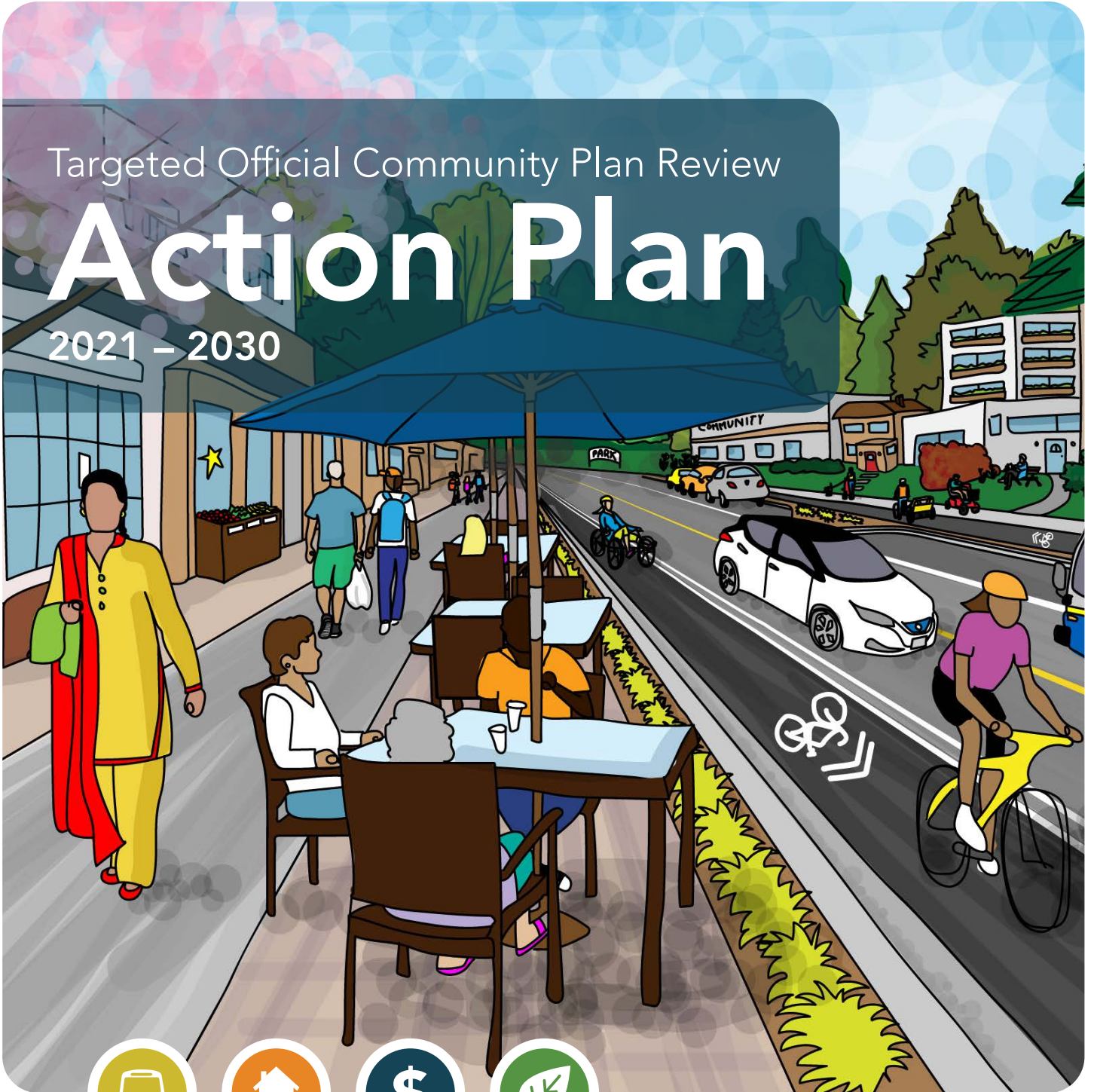


Targeted Official Community Plan Review

Action Plan

2021 – 2030



Approved by Council on July 26, 2021

June 21, 2021

Acknowledgements

This document was authored by Urban Systems Ltd. under the direction of the District of North Vancouver and with input from the public, stakeholders and District of North Vancouver staff.

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Executive Summary

This Action Plan was created to support the District of North Vancouver's work towards achieving the vision that was defined in the 2011 Official Community Plan (OCP). The OCP envisions a community that is sustainable, inclusive, resilient, and vibrant. The Action Plan focuses on four key topic areas that are inextricably inter-related: transportation, housing, economy and employment lands, and climate emergency. Urgency to address the challenges in these topic areas has grown since the OCP was originally adopted in 2011.

This Action Plan includes eight priority actions, 21 supporting actions, and two implementing lenses that will move the District forward as it continues to implement the OCP.

In this document, the reader will find a summary of the challenges that have evolved and emerged, and highlights of the District's progress in each of the four topic areas since the OCP was adopted in 2011. The core of the document is the actions themselves – eight priority actions, 21 supporting actions, and two implementing lenses that will move the District towards the vision in the OCP. The actions were developed with input from the public and stakeholders throughout the process, paired with research and analysis from topic area experts. The reader will also find an introduction to important concepts around social equity and social equity considerations for the topic areas.

The priority actions are central to the Action Plan and include the actions that are expected to be most impactful in moving the District towards realizing the OCP vision across the four topic areas.

The priority actions are:

- 1 Achieve Town and Village Centres that deliver low-carbon, compact, and diverse housing, transportation choices, and supportive public amenities and employment space
- 2 Advocate for infrastructure and service improvements, such as Rapid Transit, to get our key transportation networks moving better
- 3 Prioritize rental, social, and supportive housing projects to increase the range of housing options
- 4 Make transit faster and more reliable on our major routes
- 5 Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres
- 6 Create a continuous and connected network of walking and cycling routes to encourage more people of all ages and abilities to walk and cycle
- 7 Strengthen the resiliency of natural and built environments to adapt to a changing climate
- 8 Reduce greenhouse gas emissions from buildings, transportation, and waste to address the climate emergency

Two implementing lenses are intended to guide decision-making and how the District implements all the actions:

- 1 Include social equity considerations in District decision-making to strive for a more inclusive and equitable community
- 2 Include climate change considerations in decision-making to increase the District's climate leadership

The 21 supporting actions are also important components of the District's overall strategy of implementing the OCP around the four focus topic areas. They are listed in the document.

With clarity around the issues and a common understanding of the path forward, this Action Plan is a strong roadmap for moving towards the OCP vision together.

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Achieving our Vision

In 2011, our community came together to define a vision for this place where we live, learn, work, and play. Our vision formed the foundation of the 2011 Official Community Plan (OCP), which establishes goals and policies to guide growth and change in the District through 2030. The OCP provides a roadmap for how we will invest in making our community a better place.

We have made progress on achieving our vision, and we have also encountered challenges. Since the time frame for the OCP is about 20 years, it is expected that new challenges will arise during that time. In response to these challenges, Council considered the OCP vision and determined that it still reflects the community we want to build together. Council determined that a targeted review was needed to refocus implementation of the OCP given new and evolving challenges, imbalances created through action to date, and to prioritize actions going forward.

How do we respond to these emerging challenges and take actions that help us achieve the community's collective vision in the OCP?

This Action Plan has been developed to identify a path forward for the District.

Our OCP Vision

Our vibrant neighbourhoods and centres are framed by our mountain backdrop, forests, streams and shorelines.

We live in an inclusive and supportive community that celebrates its rich heritage and lives in harmony with nature.

Our neighbourhoods include people of all ages, cultures and incomes. All are equally welcomed, valued and actively engaged in community life.

Our young have safe and healthy environments in which to grow and succeed; our seniors can remain in the community with their needs met in a dignified way.

Our network of well designed, livable centres provides a wide range of housing options and opportunities to shop, work and gather.

Our local businesses are resilient and diverse, providing the services we need and an array of employment opportunities.

Education, art, culture and recreation enrich our daily lives; we are an active, healthy and creative community.

Our enviable pedestrian and cycling network connects us to our destinations and our unparalleled natural environment.

Many people walk, cycle and take transit, leaving their cars at home as viable alternatives are available.

Our community is effectively addressing and adapting to the challenges of climate change. Our air is clean, our water is pure, our waste is minimal: our lifestyle is sustainable.

Official Community Plan (2011)

There are four topic areas where we have heard and experienced new challenges since 2011:



Increased traffic congestion on our roadways, due to growing travel on constrained infrastructure combined with challenges in expanding **transportation** options.



A lack of diverse and attainable **housing** for people who work locally.



Stress on the local **economy** as some businesses experience rising costs and difficulties attracting and retaining staff due to transportation and housing challenges.



Increasing urgency of addressing the **climate emergency** by reducing the greenhouse gas emissions we generate and enhancing the resilience of our built and natural environments.

As part of this review, Council also asked that the targeted review of the OCP look at the topic areas in terms of social equity considerations.



Rising community expectations of the District to address complex social challenges and embed **social equity** into decision-making.

During the targeted OCP review, the COVID-19 pandemic arrived in our community. In late 2020 the targeted review of the OCP expanded to include an assessment of the impacts of COVID-19. We found that some challenges became more pronounced, which underscored the need to develop an Action Plan.

Achieving our vision will take some time and there have been some growing pains along the way. Some members of our community have expressed concerns that development has exacerbated the very issues that it was supposed to address.

The challenges identified are deeply interconnected. Making progress to achieve the OCP goals requires we take actions that will make a difference in multiple areas.

For example, completing a network of Town and Village Centres throughout the District, as identified in the OCP, is a pathway towards achieving goals related to all four topic areas (transportation, housing, economy, and the climate emergency) and social equity. Realizing our network of centres also allows the District to make use of resources beyond what the District alone can invest – resources from private sector development and public sector partners. Simply put, we cannot meet our goals or achieve our vision without our Town and Village Centres.

We also recognize that much of the progress we have made on our goals has been made possible through our network of centres. Completing these centres will allow us further opportunities to achieve our vision.

This Action Plan provides a clear guide for how the District prioritizes its resources to make the biggest strides towards achieving the OCP goals by 2030. Developed in consultation with the community, it establishes tangible actions and priorities to address our emerging challenges in transportation, housing, economy and climate emergency.

A summary of important background information, including the issues, progress to date, public and stakeholder engagement, and the overall Targeted OCP Review process can be found in **Appendix A**. More detailed information is available in the topic area white papers and Social Equity Lens Paper, which are available online.¹

1. Official Community Plan white papers: <https://www.dnv.org/community-environment/official-community-plan-white-papers>

Social Equity Lens Paper: [dnv.org/social-equity](https://www.dnv.org/social-equity)

Goals

This Action Plan provides a road map for the District of North Vancouver to progress towards achieving the goals identified in the 2011 Official Community Plan (OCP), focusing on the four topic areas of transportation, housing, economy & employment lands, and climate emergency, with an overarching commitment to social well-being and equity.

This diagram illustrates how these topics are both interconnected and directly related to the goals of the OCP.

Social Well-Being

Foster a safe, socially inclusive and supportive community that enhances the health and well-being of all residents.

Transportation

Provide a safe, efficient and accessible network of pedestrian, bike and road ways and enable viable alternatives to the car through effective and coordinated land use and transportation planning.

Economy & Employment Lands

Support a diverse and resilient local economy that provides quality employment opportunities.

Housing

Encourage and enable a diverse mix of housing type, tenure, and affordability to accommodate the lifestyles and needs of people at all stages of life.

Climate Emergency

Develop an energy-efficient community that reduces its greenhouse gas (GHG) emissions and dependency on non-renewable fuels while adapting to climate change.





Action Plan

Addressing the issues and challenges requires targeted action – action that is focused on activities that is anticipated to make the biggest difference in accomplishing the District’s goals across all four topic areas. This section outlines an action plan that was created with input from the public, stakeholders, technical experts, and Council.

The Action Plan is a guide to help the District prioritize time and resources towards realizing the vision in the OCP and to address the specific challenges and goals around the four topic areas. It focuses on actions that the District can take independently, but also includes actions to take alongside partner organizations, and actions to ask from others.

These actions were brought together and refined throughout the Targeted OCP Review – beginning with the research and technical work completed as part of the white papers² and Social Equity Lens Paper³, enhanced and refined based on input from stakeholders, and informed and prioritized with input from the public via an online survey in May 2021. They represent the most effective actions the District can take to meet the challenges identified across the four topic areas with the intent of achieving the vision articulated in the OCP.

2. Official Community Plan white papers: <https://www.dnv.org/community-environment/official-community-plan-white-papers>

3. Social Equity Lens Paper: [dnv.org/social-equity](https://www.dnv.org/social-equity)

The actions have been divided into two groups:

- 1 PRIORITY ACTIONS** – these actions are the strongest contributors to our ability to achieve our goals across the four topic areas, had the highest alignment during the Targeted OCP Review Workshops with Council in February 2021, and had moderate or high support by respondents to the community survey conducted in spring 2021. The priority actions are the highest priority for implementation.
- 2 SUPPORTING ACTIONS** – these are the remaining actions that were identified through technical work and consultation as being important in working towards the District’s goals.

The actions are presented in order of an action’s contribution to achieving the OCP goals in all four topic areas.

Two **implementing lenses** are included to guide and inform how the actions are implemented (see Implementation and Monitoring section).

Understanding the Actions

This section defines the symbols and terms used to describe each action. The symbols are used for the priority actions and the supporting actions. Beyond the symbols, the priority actions also include more descriptive information about what the intended outcome of each action is, recent progress, and activities that the District should take in order to implement the action. For each priority action there are considerations about how implementation could affect equity priority groups.

Contributes to Goals

The actions are intended to move the District towards the goals identified in the OCP for the four target areas. These icons symbolize how effective the action is expected to be in achieving the goal for that topic area.

Each topic area is identified by its icon and colour.



Transportation



Housing



Economy & Employment Lands



Climate Emergency



If the icon is grey, the action is expected to have **little to no impact** on achieving the goal.



If the icon has one bar, the action is expected to have a **small impact** on achieving the goal.



If the icon has two bars, the action is expected to have a **moderate impact** on achieving the goal.



If the icon has three bars, the action is expected to have a **large impact** on achieving the goal.

Trajectory Stage

This Action Plan continues the District's progress towards goals that were defined in 2011. As a result, some actions are already in progress while others are new to the District. The symbols below identify the trajectory of each action to meet the OCP goals.



New

New means an action that has not yet been started by the District and will be a new component of implementing the OCP.



Continue

Continue means keep progressing on an action that is currently planned and being delivered.



Accelerate

Accelerate means to implement this action faster than was occurring before the Targeted OCP Review. Actions identified as 'accelerate' were already in progress in some way, but more or quicker action is needed to meet the goals of the OCP in the four topic areas.

District's Role

These symbols indicate the District's role and resulting level of control in achieving the results of the action. In all cases, the District has a meaningful role to play; however some actions must be completed collaboratively with partner agencies, while for others the ultimate decision-making lies with another organization.



Do

Do means the District has the decision-making authority and tools to complete the action. Partners may be engaged or consulted.



Partner

Partner means the District must work collaboratively with public and private sector organizations to successfully implement the action.



Ask

Ask means that the ultimate decision-making required to deliver results lies with another partner; however, the District can both advocate and create conditions that favour the desired result.

Quick Win



These activities can be implemented by the District within the first 18 months of the Action Plan.

Cost

The cost to implement the action is estimated for the remainder of the OCP – around nine years. It includes costs to the District, not costs to other organizations, and reflects 2021 Canadian Dollars. For more information, refer to the District's rolling long-term financial plan, which is updated annually⁴. Costs for staff time within the existing District staff complement are not included.

Costs marked as 'New' are not included in the current Financial Plan. 'Planned Costs' are included in the current Financial Plan. Some actions result in potential 'new revenue' for the District that is expected to exceed the costs of implementation.



0. No cost to the District



1. Under \$100,000 (e.g., plan or policy development, etc.)



2. \$100,000 to \$1,000,000 (e.g., smaller capital works, ongoing programs, etc.)



3. \$1,000,000 to \$10,000,000 (e.g., ongoing capital works, larger projects, new long-term staff)



4. \$10,000,000 or more (e.g., major capital works, substantial ongoing programs)

4. Financial Plan: <https://www.dnv.org/our-government/financial-plan-budget>



Priority Actions Summary

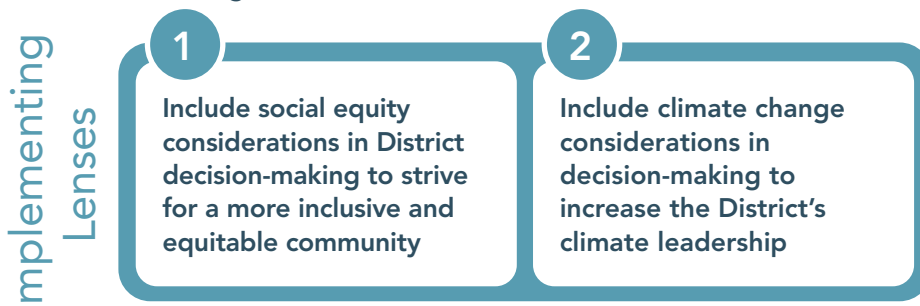
These actions make significant contributions to the goals in the four topic areas, as illustrated below.



Contributes to goals



These priority actions are to be implemented using the following lenses:



Key



Little to no impact

Small impact

Moderate impact





Large impact

PRIORITY ACTION #1

Achieve Town and Village Centres that deliver low-carbon, compact, and diverse housing, transportation choices, and supportive public amenities and employment space

This action could include:

Focusing on completing the compact Town and Village Centres that are housing-diverse, mixed-use, and offer a range of services within walking and cycling distance (e.g., amenities, transit, housing, employment, and recreation opportunities). Considering approval of applications that contribute to achieving the “network of centres” vision in the Official Community Plan while ensuring new development has low greenhouse gas emissions and is resilient to climate change.

Contributes to Goals	Trajectory Stage	District’s Role	Cost
	 <p>Accelerate</p>	 <p>Partner</p>	

Desired Outcomes

- Complete, connected communities where people can live, work, learn, and play.
- High quality, safe, and comfortable walking, cycling, and transit connections within the District’s Town and Village Centres.
- Housing and business forms that suit diverse needs, lower greenhouse gas emissions, support rapid transit, and are resilient to climate change. Rapid Transit options can include Rapid Bus, SkyTrain, and/or Light Rail.

Current Trajectory

Development has been progressing in the Town and Village Centres, resulting in new homes and business space, contribution to community amenities, and new walking and cycling infrastructure. Growth in the Town and Village Centres has started to result in improving transit service and regional plans for more frequent and rapid transit in the future.

As the Town and Village Centres are still in progress to realize the OCP vision, there are amenities and walking and cycling routes that have not yet been completed, and some challenges for businesses hoping to grow along with local residents.



Equity Considerations



- Prioritize the creation of affordable housing that is integrated into the Town and Village Centres.
- Encourage development and approval of housing designed to accommodate low-income families and seniors.
- Prioritize inclusion and accessibility in the development of public and private spaces in Town and Village Centres to ensure the safe mobility and inclusion of all people regardless of abilities.
- Integrate facilities providing public services such as libraries, parks, affordable child care, and grocery stores throughout neighbourhoods within the District. Ensuring they are located where the people are.
- Secure spaces for non-profit community and social service providers.

Partners

- Development Community
- Social Service Organizations

Implementing Activities

Activities

-  **A** Conduct a Development Approvals Program review to capture a streamlined and consistent Town and Village Centres approval process that prioritizes and incentivizes development that is aligned with the District's goals.
-  **B** Focusing on Town and Village Centres, continue to explore incentives and policies that achieve the District's housing goals, and clearly communicate these programs and policies.
- C** Ensure that development within the Town and Village Centres meets multiple community objectives and contributes to this priority action, as well as others.
- D** Ensure that Town and Village Centres are delivered with enough density to support future rapid transit.
- E** Ensure that development provides off-site amenities, including active transportation infrastructure and comfortable bus stops and on-site amenities, including secure bicycle parking, adequate passenger loading / unloading zones. Also ensure that all development meets Transportation Demand Management and Parking Management policies.
- F** Identify central locations for freight delivery loading / unloading for smaller vehicles and cargo bicycles in proximity to Town and Village Centres.
- G** Implementing new low-carbon standards for all new residential and commercial buildings (July 2021).
- H** Ensure Town and Village Centres are planned and developed to be resilient to climate change and sea level rise in accordance with the District's Climate Change Adaptation Strategy, the North Shore Sea Level Rise Strategy, and other applicable policies.
- I** Identify opportunities within Town and Village Centres to enhance ecosystems and protect natural assets on private and public lands.
- J** Undertake a Town and Village Centre-focused commercial strategy to both identify existing barriers to development and to highlight effective mitigation and development incentive measures (see also Supporting Action #4).
- K** Ensure that diverse and affordable housing types are located close to services, employment and transit.
- L** Identify opportunities to develop parks and recreation facilities within Town and Village Centres in a way that enhances equity and climate goals.

PRIORITY ACTION #2

Advocate for infrastructure and service improvements, such as Rapid Transit, to get our key transportation networks moving better

This action could include:

Increasing advocacy and partnerships for improved connections across the North Shore and across Burrard Inlet. Examples include: Rapid Transit to North Shore, transit between Squamish area and Metro Vancouver, more frequent transit service (e.g., RapidBus). Exploring partnerships with TransLink to facilitate shuttles, bike parking, and subsidized transit.

Contributes to Goals	Trajectory Stage	District's Role	Cost
	<p>Accelerate</p>	<p>Ask</p>	<p>Planned</p>

Desired Outcomes

- Transit provides a fast and reliable alternative to driving, especially for people living, working, playing or learning in Town and Village Centres.
- Transit frequently used by many people.
- Growing transit use relieves pressure on major roads for the delivery of goods and services, and emergency response vehicles. It also reduces greenhouse gas emissions from transportation.

Current Trajectory

The District partnered with other agencies across the region to deliver the Integrated North Shore Transportation Planning Project (INSTPP) that identified actions to improve access and address mobility challenges on the North Shore. Regional partners are now working on planning and delivering some of the solutions, including Rapid Transit to the North Shore with the Burrard Inlet Rapid Transit study.

Recent progress has included the introduction of the R2 RapidBus along Main-Marine (Phibbs Exchange to Park Royal), the Express 222 connecting the North Shore and the SkyTrain in Burnaby (Phibbs Exchange to Metrotown), and piloting shuttle service to regional parks in partnership with Metro Vancouver.

Growth in the Town and Village Centres has allowed the District to secure dedicated roadway space for transit and to improve transit access. These actions show partners that the District is committed to creating conditions that support future Rapid Transit.



Equity Considerations

- Prioritize connections to transit in and around under-served lower income neighbourhoods and around lower income jobs (e.g., retail commercial areas).
- If property is acquired for transit projects, support any displaced tenants with adequate relocation assistance.
- Consult with equity priority groups to identify their needs in the transit corridors under review.
- Use this action to ensure people who can not drive have mobility options.

Implementing Activities

Activities

- A** Continue advocating for rapid transit to – and within – the North Shore as part of Transport 2050, Metro Vancouver’s Regional Transportation Plan, which is being completed by TransLink.
- B** Encourage and approve development within the Town and Village Centres that supports the case for future frequent and rapid transit.
- C** Continue working with regional partners to advocate for and deliver the actions and strategies recommended by INSTPP, including Rapid Transit to the North Shore, and participating in the Burrard Inlet Rapid Transit Study.
- D** Work with Tsleil-Waututh Nation to create conditions to support extending the R2 RapidBus to Maplewood and the proposed Addition to Reserve lands (Statluw District) and advocate for this extension with regional partners.
- E** Work with regional partners to enhance transit routes to serve District residents and First Nations.
- F** Advocate for the conversion of the Express 222 to a RapidBus route and extending service to growth areas.
- G** Signal commitment to rapid transit to partners through transportation demand management, parking policy, built form, and other tools, to encourage more car-light and car-free households.

Partners

- TransLink
 - Provincial Government
 - Local First Nations
 - Social Service Organizations
-

PRIORITY ACTION #3

Prioritize rental, social, and supportive housing projects to increase the range of housing options

This action could include:

Working with private development to build or contribute to affordable housing. Testing further opportunities to implement inclusionary zoning around Town and Village Centres. Formalizing and communicating existing approaches to incentives for priority housing types. Using District-owned land and other institutional lands for social and non-market housing. Working with non-profit partners to deliver housing for vulnerable populations. Enabling innovative building types (e.g., temporary modular housing). Speeding up development review process. Prioritizing projects with transit access and that are low-carbon.

Contributes to Goals	Trajectory Stage	District's Role	Cost
	<p>Accelerate</p> <p>Through formalization and expansion of existing programs</p>	<p>Partner</p>	<p>Planned & New</p>

Desired Outcomes

- Increased range of rental and affordable housing types across the District, with the highest focus in areas with amenities, services, and access to frequent and rapid transit, including Town and Village Centres.
- Greater clarity for developers on required contributions for affordable housing and related amenities.
- Greater supports for vulnerable populations, workforce housing.
- Clear development process for non-profit housing providers.
- Affordable housing developments are low-carbon and sustainable, enhancing comfort and decreasing operating costs.

Current Trajectory

Currently, the District's approach to housing should be formalized for clarity and consistency. The District has made important land contributions for priority projects, but with a limited land base, other tools and policies for ensuring the continued delivery of a range of affordable housing types remains key.

The District has worked to focus development of this form of housing around Town and Village Centres to ensure residents who live in all forms of social, affordable and rental housing have access to transit and services.



Equity Considerations

- Prioritize supportive housing developments for people with complex needs who are experiencing homelessness, mental illness, and substance use issues.
- Encourage the development of culturally safe social and supportive housing.
- Work with housing providers to increase access to housing for people of diverse backgrounds and abilities.
- Support housing providers and developers to design inclusive and safe housing for women and gender diverse people.
- Encourage development of housing for women and children fleeing violence.
- Encourage affordable seniors-oriented housing.
- Focus development of rental, social, and supportive housing near Town and Village Centres, parks, schools, transit, community centres, and businesses to ensure residents have access to a wide variety of services, amenities, and transportation options.

Implementing Activities

Activities

- A** Formalize incentive programs for rental, social, and supportive housing development in Town and Village Centres, to ensure new housing is close to jobs and transit.
- B** Conduct land economics review to inform policy development for density bonusing and/or inclusionary zoning in Town and Village Centres, to provide incentives to deliver affordable housing.
- C** Review development approvals processes to ensure priority housing types have access to streamlined approvals.
- D** Work with institutional partners (e.g., non-profits, diverse faith groups, School District) to deliver rental, social, and supportive housing near Town and Village Centres and along planned frequent transit corridors.
- E** Review process to developing new/innovative forms of housing close to Town and Village Centres to identify and remove barriers.

Partners

- Provincial Government
 - Federal Government
 - Non-Profit Housing Sector
 - Developers
-

PRIORITY ACTION #4

Make transit faster and more reliable on our major routes

This action could include:

Continuing to advance improvements on the R2 (RapidBus) Marine Drive route, transit-priority lanes, bus bypass lanes, and transit signal priority. Improve bus access to Lions Gate Bridge, Ironworkers Memorial Bridge, and major employment centres. Design transit facilities for accessibility.

Contributes to Goals	Trajectory Stage	District's Role	Cost
	<p>Accelerate</p>	<p>Partner</p>	<p>Planned & New</p>

Desired Outcomes

- Transit is a quick, reliable, and accessible form of transportation for many people in the District. It is fully accessible for people of all ages and abilities.
- Transit is frequently used by many people.
- Transit speed and reliability is not impacted by traffic congestion.

Current Trajectory

TransLink, the District, and the City of North Vancouver worked together to implement the RapidBus R2, which includes transit priority measures to increase bus speed and reliability even during traffic congestion. The District has also been considering transit needs as part of signal timing and signal coordination work. The District has also been working to improve the accessibility and comfort of existing bus stops across the network.



Equity Considerations

- If property is acquired for transit projects, support any displaced tenants with adequate relocation assistance.
- Consult with equity priority groups to identify their needs in the transit corridors under review.
- Improvements to travel time on transit improve quality of life for all users.



Implementing Activities

Activities

- A** Work with Ministry of Transportation and Infrastructure (MoTI) to provide a direct bus connection from Phibbs Exchange to the Ironworkers Memorial Bridge as part of the improvements to the Main Street interchange.
- B** Work with TransLink and MoTI to provide a priority bus lane westbound between Maplewood Town Centre and Phibbs Exchange.
- C** Develop and implement bus priority lanes on Capilano Road from Fullerton Avenue to Marine Drive (southbound), including working with developers to acquire the required land.
- D** Conduct corridor studies to develop, design, and implement transit signal priority and other measures on some main routes, including Lynn Valley Road and Mountain Highway.
- E** Continue to look for opportunities to integrate transit needs into signal installation, refurbishment, coordination, and timing.
- F** Develop and deliver a bus stop improvement program that focuses on accessibility, safety, inclusion, and comfort.

Partners

- TransLink
- Ministry of Transportation and Infrastructure
- Developers

PRIORITY ACTION #5

Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres

This action could include:

Increasing the diversity and supply of housing close to Town and Village Centres to support a range of incomes and local workers that reflect local employment incomes, household types, and accessibility needs. Ensuring there are housing types with a range of unit sizes and tenure (rent/own/co-operative/other).

Contributes to Goals	Trajectory Stage	District's Role	Cost

Desired Outcomes

- Town and Village Centres have diverse housing for people with a wide range of needs.
- Improve access to housing for a diverse range of incomes, particularly workforce housing.
- Direct most new housing towards the Town and Village Centres.
- Provide a diversity of housing types and tenures for all household sizes, types, and stages of life.

Current Trajectory

The current OCP highlights the need for greater housing diversity as approximately two-thirds of housing in the District are single-family homes, the most expensive form of housing. New multi-family homes have been built since 2011, as well as creating a coach house program. However, new housing has not kept pace with demand or rising rents and housing costs. Further housing diversity and options are needed.



Equity Considerations

- Ensure that lower-income renters are assisted with transitions as development occurs.
- Secure affordable housing units through developer contributions.
- Identify and address barriers to accessing affordable housing units for equity priority groups currently residing in the District and those seeking to move to the District.
- Ensure affordable housing options are located close to services and transit to reduce the need for residents to own cars and spend additional resources on fuel and parking.
- Ensure a percentage of units in new developments are accessible.

Implementing Activities

Activities

-  **A** Focusing on Town and Village Centres, formalize and communicate incentive programs that achieve the District's housing goals by leveraging market development. Review and streamline development approvals processes and approve developments that meet the District's goals across all topic areas.
-  **B** Highlight developments in Town and Village Centres and identify added public benefits and amenities. Communicate the benefits of housing diversity, and public amenities delivered by housing developments (see also supporting action #3).
- C** Clarify expectations for developers in new developments near Town and Village Centres through new policy and process (e.g., clear development process, CAC contributions, expectations of other affordable housing or amenity contributions, etc.) (see also supporting action #12).

Partners

- Developers
 - Residents
 - Non-profit Housing Providers
 - Social Service Organizations
-

PRIORITY ACTION #6

Create a continuous and connected network of walking and cycling routes to encourage more people of all ages and abilities to walk and cycle

This action could include:

Improving walking and cycling connections between neighbourhoods by filling in network gaps identified in the Pedestrian Master Plan. Completing Council’s priority cycling routes that connect Town and Village Centres and other key destinations. Designing walking and cycling infrastructure for all ages and abilities. Improving lighting for safety. Supporting use of electric mobility options including bikes and scooters.

Contributes to Goals	Trajectory Stage	District’s Role	Cost

Desired Outcomes

- Most people in the District can make some or all of their daily trips safely by active transportation, improving overall health, community connections, affordability, and reducing greenhouse gas emissions.
- Walking is safe, accessible, comfortable, and convenient for people of all ages and abilities. It is a desirable mode for short trips.
- Cycling is safe, comfortable, and convenient for people of all ages and abilities. It is a desirable choice for short and medium length trips.
- Walking and cycling infrastructure supports emerging modes that make active transportation more accessible and enjoyable, including electric mobility options. Policies and bylaws support the safety of emerging and traditional modes on active transportation networks.

Current Trajectory

Over the past several years, the District has begun to deliver an ambitious program of walking and cycling improvements. Since 2011 the District has built portions of the Spirit Trail, the sidewalk network has expanded, crosswalks have been made accessible, key greenway connections to Lynn Creek have been completed, and bicycle infrastructure has been delivered on east 29th Street and Lynn Valley Road.

Growth in the Town and Village Centres has contributed to better walking and cycling infrastructure. This includes wider, more accessible sidewalks, lighting, separated cycling facilities, and secure bicycle parking. As the Town and Village Centres become compact and diverse communities, more people would be able to walk to meet their daily needs. District-wide community surveys have shown that the share of trips made by walking is increasing over time.



Equity Considerations




- Prioritize pedestrian and cycling infrastructure in lower-income, and diverse neighbourhoods and around lower income job centres (e.g., retail commercial).
- Ensure that all transportation network improvements consider the needs of equity priority groups and accessibility.
- Recognize the importance of well-maintained connected and accessible infrastructure (e.g., sidewalks, curb ramps, access to transit).

Partners

- Federal Government
- Provincial Government
- TransLink
- Local First Nations
- Neighbouring Municipalities
- Developers

Implementing Activities

Activities

-  **A** Launch the North Shore e-bike share program to help access employment areas and Town and Village Centres.
-  **B** Lynn Valley Road (Mountain Highway to Peters Road): Corridor upgrades include bus stop improvements, cycling facilities, intersection upgrades at Allan Road.
-  **C** Lions Gate Village to City of North Vancouver border Cycling Route along Tatlow and W. 15th Street.
 - D** Deliver cycling connection and pedestrian improvements between Lynn Valley Road and Lynn Creek.
 - E** Consider approval of development within the Town and Village Centres that creates compact and diverse communities where people can meet their daily needs within walking distance of their homes. Leverage development to complete existing gaps in walking and cycling infrastructure, and deliver amenities including lighting, street furniture, and secure bicycle parking.
 - F** Continue the current planned program of sidewalk improvement projects as outlined in the Pedestrian Master Plan.
 - G** Deliver the current planned program of cycling network improvements, including connecting the Town and Village Centres (Lynn Valley to Lynn Creek, Lynn Valley to Edgemont Village, Edgemont Village to Lions Gate Village, Lynn Creek to Maplewood, Maplewood to Deep Cove), Lynn Valley to key parks, and Lions Gate Village to the City of North Vancouver border, and the connections between the cycling network and the regional bridges.
 - H** Work to limit parking on collector and arterial roads and continue to move driveways off of these routes when opportunities arise to reduce potential safety conflicts.
 - I** Ensure District policies and bylaws outline the active transportation requirements for new development projects.
 - J** Invest in walking and cycling infrastructure to parks and recreational destinations.

PRIORITY ACTION #7

Strengthen the resiliency of natural and built environments to adapt to a changing climate

This action could include:

Accelerating efforts to adapt the built environment (e.g., roads, pipes, buildings, homes) and natural environment (e.g., forests, coastline, wetlands, etc.) to our changing climate.

Advancing the biodiversity strategy to maintain and improve the health of ecosystems.

Ensuring emergency planning for climate and natural disasters protects the community at large, including vulnerable populations. Enhancing and expanding green infrastructure (such as urban parks, rain gardens, green roofs, etc.).

Contributes to Goals



Trajectory Stage



Accelerate

District's Role



Do

Cost



Planned & New

Desired Outcomes

- The built and natural environments are resilient to the impacts of climate change, both gradual changes (e.g., rising temperatures) and disasters (e.g., heatwaves or forest fires).
- Healthy, biodiverse ecosystems.
- The District is prepared to prevent and respond to climate and natural disasters in a way that protects the whole community, including vulnerable populations.

Current Trajectory

The District adopted the Climate Change Adaptation Strategy in 2017 and has been implementing actions to build the climate resilience of built and natural assets. In 2019, the District declared a climate and ecological emergency to highlight the urgency of action. Important progress has been made but more needs to be done to accelerate action. The District has worked with the other North Shore municipalities to develop the North Shore Sea Level Rise Strategy. Implementation of the Strategy is the next step.

Emergency planning and preparedness is led through North Shore Emergency Management (NSEM). The District will continue to work with NSEM to support emergency prevention and response plans.



Equity Considerations




- Work with social service organizations, housing providers and North Shore Emergency Management (NSEM) to ensure robust climate resilience and emergency planning protocols are undertaken for vulnerable populations.
- Ensure a post-disaster emergency plan is established in consultation with equity priority groups.
- Identify and strengthen the community network of social supports available to equity priority groups post disaster.
- Integrate safety and inclusion protocols in resilience and emergency planning to prevent gender-based violence and racial discrimination in relief efforts.

Partners

- North Shore Emergency Management
- North Shore Municipalities
- Provincial Government
- Federal Government
- Social Service Organizations
- Private Property Owners
- Local Businesses

Implementing Activities

Activities

-  **A** Begin implementing the North Shore Sea Level Rise Strategy by developing a Coastal Development Permit Area.
-  **B** Complete the Integrated Storm Water Management plans and continue to implement them.
-  **C** Upgrade facilities to improve community resilience to climate events and natural disasters (e.g., extreme heat events, poor air quality, storm events) by implementing the Strategic Facilities Planning Framework.
- D** Integrate climate resilience into asset management plans to ensure that infrastructure rehabilitation and renewal are designed for climate resiliency, low-carbon emissions, and are leveraged for protection against hazards (e.g., flood, wildfire, debris flow, etc.).
- E** Develop a Biodiversity Strategy that includes guidelines to acquire sensitive areas and restore with native species, and increase connectivity between natural areas.
- F** Develop and implement a coordinated approach to natural asset management in the District that integrates climate resilience.
- G** Ensure that parks and open spaces are resilient to changing climate. Identify opportunities to enhance the contribution of parks and open spaces to achieving climate goals.
- H** Implement a program to expand the urban tree canopy by providing trees to residents.
- I** Continue to work with NSEM in emergency planning and response.
- J** Develop and run an education and incentive program to promote more resilient choices for the design, maintenance, and renewal of private property.
- K** Work with the local business community to enhance resiliency of buildings, property, and business operations to climate change.

PRIORITY ACTION #8

Reduce greenhouse gas emissions from buildings, transportation, and waste to address the climate emergency

This action could include:

Implementing policies and programs to reduce energy and emissions in new and existing buildings. Developing and implementing policies to reduce consumption-based emissions, such as targets for reducing embodied carbon in new buildings. Establish partnerships, programs, and policies to enable a circular economy and move toward zero waste. Supporting the shift to more active transportation modes such as walking, cycling and transit while preparing an electric vehicle strategy to accelerate the transition to zero-emissions vehicles for remaining passenger vehicle trips.

Contributes to Goals	Trajectory Stage	District's Role	Cost
	<p>Accelerate</p>	<p>Do</p>	<p>Planned & New</p>

Desired Outcomes

- All new buildings are built to high efficiency standards, equipped with low carbon energy systems and constructed with low embodied carbon materials.
- Existing homes and buildings have been retrofitted to low carbon energy systems to support the District's 2030 emissions reduction target.
- More residents make more trips using active transportation or transit.
- The District has enabled residents and businesses to switch to electric mobility options, when transit or active transportation are not viable options.
- Programs, partnerships, and policies are in place to transition to zero waste and a more circular economy.

Current Trajectory

The District has made progress in reducing emissions and will need to accelerate the pace of action to meet 2030 emissions targets. Key actions taken include:

- Adopting the 2019 Community Energy and Emissions Plan to reduce corporate and community emissions.
- Implementing new low-carbon requirements for all new residential and commercial buildings (July 2021).
- Partnering with other North Shore municipalities to launch an outreach and incentive program to accelerate the market transition to low-carbon heating system retrofits in existing homes.





Equity Considerations

- Support lower-income homeowners in the retrofitting of their homes.
- Support social housing providers in the retrofitting of aged housing.
- Provide supports to tenants who may be displaced due to energy and emissions renovations.
- Identify opportunities to increase access to sustainable mobility options for lower-income households.
- Support the transition to electrified buildings over time to help reduce financial impact through education and retrofits that reduce building lifecycle costs.

Implementing Activities

Activities

-  **A** Implement new requirements for the updated BC Energy Step Code requirements.
-  **B** Expand program to provide incentives and support for home heating fuel source switching “Jump on a New Heat Pump”.
- C** Refurbish, renew, and replace existing District buildings in ways that reduce energy and emissions, while also improving comfort and reduce total costs of building ownership.
- D** Develop a retrofit strategy to reduce the emissions associated with existing homes and buildings.
- E** Incentivize or require deconstruction and recycling rather than demolition of existing buildings.
- F** Develop an Electric Vehicle Strategy to accelerate the transition to electric vehicles for passenger vehicle trips.
- G** Develop and implement programs, partnerships, and policies to support zero waste and the transition to a more circular economy.
- H** Develop a consumption-based emissions inventory and identify policies and programs to reduce emissions associated with goods and services produced elsewhere.
- I** Encourage monitoring and disclosure of energy use in both DNV-owned and private buildings through partnership programs and new requirements.
- J** Continue to manage District facilities in alignment with the Strategic Facilities Planning Framework, optimizing energy efficiency and reducing GHG emissions to achieve District targets.

Partners

- Regional Municipalities
- Metro Vancouver
- Provincial Government
- Social Service Organizations
- Housing Providers
- North Shore Municipalities
- BC Hydro
- FortisBC
- Business Owners

Supporting Actions Summary

Beyond the priority actions, there are also 21 supporting actions that were identified through the Targeted OCP Review as important components of the District’s overall implementation strategy. These actions can be viewed as complementing and supporting the priority actions. Some are independent, while others are related to implementing activities within the priority actions, as noted earlier in the Action Plan. The 21 supporting actions are listed below, with more information provided in **Appendix B**.

The actions are presented in order of each action’s contribution to achieving the OCP goals across the four topic areas.

- 1 Improve ways to manage parking
- 2 Optimize use of curbside space to support access to businesses
- 3 Explore alternate housing tenures and needs to offer more diverse housing choices
- 4 Incorporate tools and incentives to support local employment opportunities
- 5 Adopt a “Vision Zero” approach to increase travel safety
- 6 Create an economic stewardship staff resource to support a sustainable and diverse local economy
- 7 Harness emerging technology for new ways of moving around
- 8 Support remote work options to reduce commute trips, congestion, and parking needs
- 9 Advocate for Provincial assessment review and tax reform to address rising costs faced by businesses
- 10 Advocate for the District’s social and supportive housing needs to deliver housing
- 11 Bolster the District’s capacity to achieve housing goals
- 12 Consider opportunities to increase housing diversity beyond the Town and Village Centres
- 13 Increase supports for local workers
- 14 Protect industrial land uses to ensure long-term viability
- 15 Pursue more flexible and responsive zoning to support a thriving local economy
- 16 Simplify and speed up the housing development approvals process to open new homes more quickly
- 17 Support education and promotion to encourage walking, rolling, cycling, and taking transit
- 18 Support renters through policy and zoning to increase stability for renters
- 19 Advocate for greater inter-governmental coordination and action to address the Climate Emergency
- 20 Respond to local business needs quickly to be more business friendly
- 21 Support education and promotion of climate action in homes and businesses to increase community involvement

Implementation & Monitoring



To accomplish meaningful progress on the OCP goals in the four topic areas, implementation of this Action Plan should be delivered across departments and with social equity and climate lenses. This is intended to make sure that each activity is moving towards the vision in a comprehensive and equitable way.

Implementation of the Action Plan will be completed by the District directly, through partnership with other organizations, or via advocacy from the District to other decision makers. Implementing activities include a range of initiatives from policies and plans to capital investment in infrastructure. Many of the actions will be implemented through leveraging grant funding and development, while others will be implemented through the District's budgeting and financial planning process.

There are two main approaches to monitoring progress on the Action Plan:

- Outputs – this approach focuses on regular and consistent reporting on which activities have been accomplished, which are underway, and which are planned for the near term.
- Outcome tracking – because this Action Plan was created to support implementation of the OCP, the outcomes will be tracked through the OCP indicators for each of the four topic areas (refer to the Plan Implementation section of the OCP, available on the District's website). Outcome indicators measure if an action is having the desired impact and effect.

Integrating Social Equity in the Action Plan

The vision of the OCP calls for a more equitable and inclusive community – this cannot be achieved with a single decision. It is integrated at each stage of a project to ask and answer questions, to centre the voices of people in equity priority groups, and to adjust course as needed throughout all stages of implementation. It is iterative and it requires intentional work by the District over time. Embedding a social equity approach into the implementation of the Action Plan demonstrates the District’s commitment to equitable and inclusive community development.

Each of the priority actions includes a short list of social equity considerations. These serve as a tool to show how that action might impact equity priority groups during implementation. These considerations help implementers to think about who might benefit or be harmed by that action if it is implemented in different ways. The equity considerations help us understand, identify, and address barriers that may be experienced by people in equity priority groups – barriers that might prevent them from experiencing the benefits that others in the community will see as a result of that specific action. More information can be found in the Social Equity Lens Paper⁵.

The following questions serve as a guide during the implementation of the actions in this Action Plan to help integrate social equity considerations:

Who is benefiting from the initiative? Who is excluded from the benefits? Who may be harmed?

What are the barriers and challenges being experienced by some groups? What contributes to the exclusion of these groups?

What may be some unintended consequences of the initiative?

What actions can equitably distribute benefits to enhance social equity and inclusion?

How can we measure impact of initiatives on equity priority groups?

This process requires the continuous involvement of equity priority groups and people with lived experience to guide the analysis. It is important to consider which voices are the loudest and which voices need to be amplified. Improving the conditions and opportunities for equity priority groups further contributes to overall environmental sustainability, social justice, and shared prosperity across the community.

5. Social Equity Lens Paper: dnh.org/social-equity

IMPLEMENTING LENS #1

Include social equity considerations in District decision-making to strive for a more inclusive and equitable community

This action could include:

Embedding social equity considerations in planning and decision-making processes to provide equitable opportunities for all community members, particularly equity priority groups, to thrive and experience improved health and well-being.

Desired Outcomes

- A social equity approach to planning and program delivery that seeks to address systemic discrimination and social inequities. A social equity approach prioritizes actions that reduce barriers and social inequities for equity priority groups.
- Public engagement practices that create fair, accessible, and meaningful opportunities for equity priority groups to participate.
- Decisions that improve the social health and well-being of equity priority groups, which contributes to the overall vibrancy, health, and well-being of the community.

Current Trajectory

The District has advanced key initiatives recently to address social inequities and facilitate equitable community development that include:

- Integrating social equity as an implementing lens in the Targeted OCP Review process (2019 – 2021)⁶.
- Joining the Coalition of Inclusive Municipalities (2020).
- Supporting the municipal-specific Truth and Reconciliation Commission of Canada Calls to Action (2020).

Implementing Activities

Activities

- Consider the development of a framework or strategy to advance equity, diversity and inclusion at an organizational level.
- Ensure engagement and consultation processes which includes equity priority groups and people with lived experience.
- Conduct a social impact analysis during program and policy development.
- Support disaggregated data collection to support assessment of health and well-being of equity priority groups.
- Strengthen government to government relationships with Tsleil-Waututh Nation and Squamish Nation to advance reconciliation.
- Update the District's Respectful Workplace Policy.
- Develop a corporate anti-racism policy.
- Provide anti-racism staff training.
- Develop a work plan for the preparation of an action plan as a member of the Coalition of Inclusive Municipalities.

Partners

- Local First Nations
- Social Service Organizations
- Community Groups Working With Equity Priority Groups

6. Social Equity Lens Paper: dnh.org/social-equity

IMPLEMENTING LENS #2

Include climate change considerations in decision-making to increase the District's climate leadership

This action could include:

Ensuring that corporate decisions consider climate impacts, carbon emissions, energy use, ecological impacts, social equity of climate impacts and benefits, circular economy, and contribution to climate goals. Facilitating collaboration on climate initiatives with partners and community.

Desired Outcomes

- All decisions made by the District have considered the impacts and opportunities related to energy and greenhouse gas emissions, resilience to changing climate, and the health of the natural environment.
- A measurable difference is made in meeting climate action targets for reducing energy and emissions, and increasing resilience of the natural and built environment.

Current Trajectory

The Community Energy and Emissions Plan (CEEP) and the Climate Change Adaptation Strategy (CCAS) both consider the climate emergency in terms of the operations of the District and the community at large.

Including climate emergency as a topic area of focus in this Targeted OCP Review has also provided the opportunity to identify the connections between climate and the other three topic areas, and embed climate emergency considerations in the actions.

This is important progress, however, further work will be required to develop and implement systems and processes to ensure that climate considerations are embedded into future decisions.

Implementing Activities

Activities

- Develop a framework for integrating climate and ecological considerations (impacts and opportunities) into decision-making.
- Leverage existing tools from other jurisdictions where possible.
- Identify energy, emissions, climate resilience, and ecological impacts of projects in Council reports.

Partners

- Other Jurisdictions
- Various Stakeholders (depending on type of decision being made)

Appendix A

Background

- Issues
- Progress to Date
- Process



Issues

The challenges facing the District have evolved since the Official Community Plan was adopted in 2011. The issues that have emerged concerning transportation, housing, economy and employment lands, and climate emergency in this time period are complicated and interrelated – issues in one topic area impact other topic areas. Together, these issues impact quality of life, affordability, economic vibrancy, and the environment.

This Action Plan focuses on addressing issues within four main topic areas:



Transportation – our ability to safely and efficiently move people and goods to the places they need to be.



Housing – the availability of safe, appropriate, and attainable housing within the District.



Economy & Employment Lands – the ability of businesses to survive and thrive and to deliver the jobs and services our community needs.



Climate Emergency – our contribution to reducing greenhouse gas emissions and protecting our built and natural environments from the changing climate.

The targeted review of the OCP included research that culminated in four white papers – one for each of the topic areas identified above¹. The following topic area issues summaries are based on the white papers.

1. Official Community Plan white papers: <https://www.dnv.org/community-environment/official-community-plan-white-papers>

2. Social Equity Lens paper: www.dnv.org/social-equity



Social Equity

Underlying the four topic areas, there is growing social awareness to address social inequities due to events such as the Black Lives Matters movement, calls for reconciliation with Indigenous people in Canada, the opioid overdose crisis, growing homelessness, economic disparity, and the rise in xenophobia and hate crimes. These societal events highlight the need for governments to address the structural inequities that present barriers to living a healthy, fulfilling life for people in equity priority groups.

District Council asked that the targeted review of the OCP also consider social equity and how it relates to the four topic areas above. This work was summarized in the Social Equity Lens Paper².

What is Social Equity?

Social equity is the collective aspiration that all people are justly and fairly included in society so that they can participate, prosper, and reach their full potential. It recognizes that some groups of people have faced barriers to participation in society.

What is an Equity Priority Group?

Populations that have been under-served, mis-served, or who are disadvantaged by governments, institutions, and systems. Using equity priority groups to describe these populations emphasizes the responsibility of people who hold power to take action towards inclusive community development.



Transportation

The transportation network allows people to get to their jobs, to their families, to access essential services, recreation, and more. It also moves goods and services across the country and our community, getting food and other necessities to our grocery stores and our homes. Some of the most pressing transportation issues in the District include:

- **It can be difficult to move around the District quickly and reliably by any form of transportation.** The District’s transportation is constrained, with limited east-west road capacity across the North Shore. The Ironworkers Memorial and Lions Gate Bridges have been at capacity during peak hours for more than five years before the COVID-19 pandemic, when traffic volumes dropped substantially before rising again during summer of 2020. Travel times can be highly variable – small changes in traffic volumes can result in big changes to travel times.
- **Transit service in the District can be unreliable.** A 2019 study by TransLink showed that six of the 20 least reliable transit corridors in Metro Vancouver impact people travelling to, through, and within the District. Low frequency, indirect, and unreliable transit service impact people who have disabilities or low income disproportionately, since they may not have the option to use a personal vehicle. During the COVID-19 pandemic, ridership decreased, but transit remains an essential service for front-line workers, many of whom use transit as their primary mode of transportation.
- **Travel by walking, wheeling, and cycling is perceived to be unsafe and undesirable.** Stakeholders noted that feeling unsafe is the main reason that some residents do not walk, wheel, or bike often. However, the COVID-19 pandemic has resulted in renewed interest in walking, wheeling, and cycling as recreation and transportation within and between neighbourhoods.



I take the bus to work – I live in North Burnaby. I can’t afford to live in North Vancouver. If I drove, it would probably take me 20-30 minutes in the morning, but it takes me closer to 1.5 hours.

North Burnaby resident working in the District (provided during early public engagement in 2019)



I work along Marine Drive and when traffic bound for the Lions Gate Bridge gets backed up (sometimes to McKay), it makes it hard for customers to access the business.

Resident (provided during early public engagement in 2019)



Connection

When transportation is slow and unreliable it is difficult for people to get to work on time and for businesses to retain employees and receive goods, making it more challenging for businesses to stay in the District. When housing is concentrated in higher density areas with services, people do not have to travel as far to meet their daily needs and are more likely to choose to walk, cycle, or take transit to get around – these areas are also more efficient locations for service by frequent and rapid transit. Fossil fuel vehicles are one of the biggest local sources of greenhouse gas emissions making addressing transportation challenges one of the keys to mitigating climate change.

Lack of transportation options can disproportionately impact equity priority groups and could result in lost employment, safety risks, and reduced health and well-being. Many people in equity priority groups are significantly more dependent on public and active transportation.

Housing

Access to a diversity of safe, affordable housing options can make an important difference in community members' ability to participate in the labour force, stay healthy, and engage in the community. Some of the most pressing housing issues in the District include:

- Increasing housing costs.** The cost of rental housing for purpose built rental is increasing faster than income growth in the District, while the cost of construction means that new rental apartments are considerably more expensive than older purpose-built rental stock. Housing unaffordability is putting pressure not only on low-income households, but also moderate- and middle-income households. Housing unaffordability could be one factor that is resulting in relatively fewer young adults living in the District. The COVID-19 pandemic has highlighted vulnerabilities in the housing system, including the housing insecurity many renters experience in the face of job loss or economic uncertainty, and has placed greater pressure on a housing system already dealing with increased rates of homelessness and housing insecurity.
- Lack of housing diversity (form and tenure).** In 2016, 67% of the District's housing stock was detached housing; 33% was attached housing. At the same time, owners represented 79% of all households and renters represented 21% of all households. With a high proportion of detached single-family houses, renters may not have access to a diversity of more affordable units. Different segments of the population need different types of housing and these housing needs typically change over one's lifetime, and the District's housing could be more inclusive to provide housing choices for a wide range of incomes, abilities, ages, and family types.
- "Missing middle" of residents ages 25 to 39.** Between 2011 and 2016, the proportion of young adults age 25 to 39 remained at 14%, which is lower than the regional average of 22%. The lack of housing diversity in the District does not provide many opportunities for younger people and young families without significant capital or high incomes. This means fewer local workers living here, or those who grew up in the District move away.



I grew up in North Vancouver and wanted to stay, but it was too expensive.

Former resident (provided during early public engagement in 2019)



I live with six 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.

Resident (provided during early public engagement in 2019)

Connection



Housing issues drive many economy, transportation, and climate emergency issues. Lack of affordable housing options is cited by the business community as a key barrier to attracting and retaining businesses and employees. Safe, comfortable, and reliable transit and active transportation connections increase housing affordability by decreasing the overall cost burden of transportation and housing. Reliable public transit can reach more people when residential growth is concentrated in compact, connected centres, which increases access and affordability while reducing vehicle use and GHGs. Housing can be built, renovated and heated in ways that reduce GHGs. Many District homes are subject to natural hazards exacerbated by extreme weather.

The access to safe, adequate, and affordable housing and shelter is critical to fostering a safe, socially inclusive, and supportive community. Affordable and diverse housing is important to accommodate healthy lifestyles for the well-being for an individual and community. Equity priority groups are increasingly more vulnerable to homelessness or to living in unsuitable and inadequate housing conditions, if housing affordability and little diversity in housing options continues.

\$ Economy & Employment Lands

A diverse and resilient economy is critical to the long term health and vitality of the District and its neighbouring communities. The most critical economy and employment lands issues in the District include:

- **Employers find it difficult to attract and retain workers.** This is a common constraint cited by the business community and a leading reason why some businesses consider relocating outside the North Shore. The COVID-19 pandemic has only exacerbated this issue, as home prices have risen by more than 10% over the past year, making it increasingly difficult for workers to find suitable housing options close to work.
- **Independent businesses are finding it increasingly difficult to survive.** The local business community notes that small, independent businesses are experiencing operational (staffing), cost (high rents and property taxes), and revenue (retaining customers) challenges which have only been accelerated by the additional challenges brought about by the COVID-19 pandemic. The vibrancy of the District’s neighbourhoods and commercial districts depends on independent businesses.
- **Some businesses are not locating in preferred locations.** Local-serving commercial uses (e.g., commercial gyms, daycare facilities) locating in prime industrial and employment nodes undermines the primary intent of these areas. Non-retail businesses (e.g., institutional health services, professional services) occupying street-level space on retail main streets diminishes street vibrancy.
- **The District is not viewed by the business community as “open for business”.** The local business community has communicated lack of responsiveness from the District; lengthy and costly approvals processes; and local business challenges within the District.



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.

Local business owner (provided during early public engagement in 2019)



Transportation and housing must be addressed – these are fundamental to the economy. There are other issues, but they pale in comparison to the housing and transportation issues our employees face and we face as employers.

Local business community representative (provided during public engagement in 2020)



Connection

Issues in other areas – particularly in transportation and housing – present ongoing challenges to the local business community, as they seek both employees and customers. A lack of efficient and reliable transportation options (to and within the District) and a lack of affordable housing options are a key barrier to attracting and retaining employees. Some businesses are leaving the District due to housing and transportation issues. More frequent extreme weather events, including forest fires and localized flooding, will impact the operation of local businesses. At the same time, businesses can make operating decisions that reduce fossil fuel dependence.

Prosperity for all members of society, including equity priority groups, supports a diverse and resilient local economy. Providing affordable and diverse housing options, and reliable and safe transportation options, are key features to support economic participation and help address economic disparities and social inequities experienced by equity priority groups. Social inclusion in economic opportunities for equity priority groups leads to sustainable livelihoods.



Climate Emergency

The costs of the climate emergency are rising, undeniably affecting District residents, businesses, and institutions. Taking action to address the climate emergency means reducing GHG emissions and adapting to be resilient to changes in climate. Some of the most pressing climate emergency issues in the District include:

- **Extreme weather.** Since 2014, the District has experienced heat wave warnings, extreme drought conditions that have reduced reservoir levels, large regional wildfires that have affected air quality, and intense rainfall events that have caused flooding and debris flow.
- **Rising sea levels.** Since much of the District borders the ocean, rising sea levels will impact its land base. This includes industrial lands and residential lands. The Province has directed municipalities to prepare for 1m of sea level rise by 2100 and 2m by 2200. Adaptation measures will be costly; however, the cost of inaction will be even higher.
- **District residents are dependent on fossil fuels for transportation and heating.** Fossil fuel use is the largest contributor to GHG emissions in the District (>90% of emissions). Dependence on fossil fuels must be reduced to meet the District's GHG reduction targets of 45% reduction by 2030 and zero emissions by 2050.



People are concerned about the environment but aren't willing to change their behaviour and drive less.

Resident (provided during early public engagement in 2019)



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

Resident (provided during early public engagement in 2019)



Connection

The climate emergency is inextricably linked to the other three topic areas. Some of the most effective actions the District can take to reduce GHG emissions and adapt to changing climate are related to how we live, how we move around, and how we grow our economy. The majority of GHG emissions (52%) in our community are from transportation – with 96% of those emissions from passenger vehicles. The ways we build and heat our homes are another significant source of our community GHG emissions. Directing residential growth to energy efficient, compact, and connected centres reduces reliance on cars and provides opportunities to reduce GHG emissions. Further emissions reductions can be achieved by increasing the use of sustainable transportation options and retrofitting homes and businesses to replace fossil fuel heating sources with electric heat pumps.

Many District homes and businesses are subject to natural hazards like flooding, landslides, debris flow, or wildfire that are exacerbated by extreme weather. These risks must continue to be managed throughout the District.

The impacts of climate change increase the vulnerabilities of equity priority groups who are likely to bear disproportionate impact of social disruption caused by the climate emergency, such as risk of homelessness. Equity priority groups may also have limited resources to retrofit housing and adopt energy efficient technologies.

Progress to Date

The Network of Centres concept in the OCP supports providing diverse housing options, space for shops, services, and jobs, and building transit hubs to serve the centres and nearby neighbourhoods. These centres support options for living and moving that are lower in greenhouse gas emissions per person.

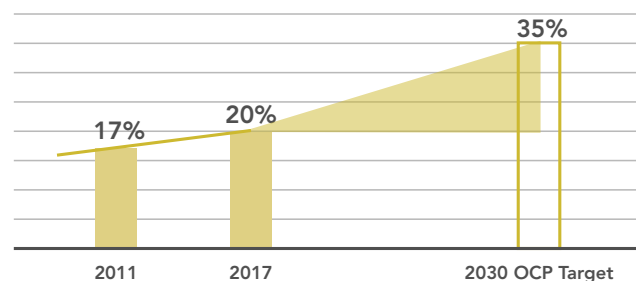
Some examples of actions implemented since 2011 are listed below for each topic area along with the progress so far and future path to realizing the goals in the OCP. More information about the District's actions to date and indicators can be found in the white papers³.



Transportation

- Delivery of active transportation infrastructure, including portions of the Spirit Trail, East 29th Street safety and mobility improvements, Lynn Valley Road (Mountain Hwy to Highway 1) bicycle lanes, more than 16 km of sidewalk expansion, improved crossing accessibility and more.
- Progress on all ages and abilities (AAA) cycling and walking infrastructure including almost 16 km of new sidewalks, the East 29th Street safety and mobility improvements and the Lynn Valley Road bicycle lanes, as well as secured bicycle parking and end of trip facilities, within Town and Village Centres through partnerships with the private sector.
- Improved the coverage, frequency, and reliability of transit, including the R2 Main Street / Marine Drive RapidBus and Express Bus Route 222, completed in partnership with TransLink.

Percentage of Daily Trips by Walking, Cycling or Transit



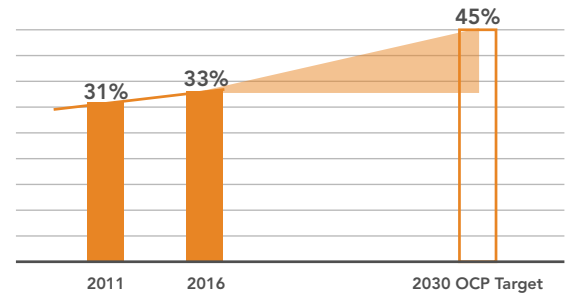
3. Official Community Plan white papers: <https://www.dnv.org/community-environment/official-community-plan-white-papers>



Housing

- Leveraging District-owned land for social and affordable housing (e.g., West 16th St supportive housing, affordable rental housing on Delbrook lands).
- Establishment of a Rental, Social and Affordable Housing Task Force to identify local government housing solutions.
- Using case-by-case approaches to incentivizing non-profit/affordable housing projects.
- Updating the residential tenant relocation assistance policy.

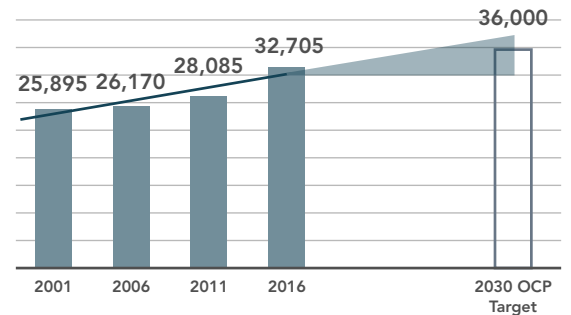
Attached Housing as Percentage of Total Housing Stock



Economy & Employment Lands

- Adjusted land use regulations to encourage new investments and opportunities for jobs and businesses, including new land use designations in the Maplewood area.
- Completed local area planning initiatives, including the Maplewood Village Centre Plan and Lynn Creek Town Centre plan, to provide a framework for completing the network of centres which contribute to more energy-efficient, compact communities.
- Council directions for 2019 – 2022 with an added focus on economic issues, including a focus on increasing business friendliness and outreach, advocating with other levels of government for provincial tax policy fairness, and retaining and growing a full spectrum of business types.
- COVID-19-driven actions have included expanded temporary patio programs designed to actively support local District of North Vancouver businesses.

Total Jobs in the District



Climate Emergency

- Council adopted comprehensive plans to guide targeted climate action (Community Energy and Emissions Plan 2019, Climate Change Adaptation Strategy 2017, North Shore Sea Level Rise Strategy 2021). Council adopted new GHG emissions reduction targets of 45% reduction of 2007 levels by 2030, and 100% reduction by 2050.
- Completed energy retrofits and automation at District facilities to reduce energy and GHG emissions.
- Adoption of policies and programs to ensure new housing is built to low-carbon standards.
- Replacing end-of-life assets with low-carbon and resilient assets (e.g., poor condition culverts renewed with culverts sized for changing precipitation patterns).

Process



The Targeted OCP Review relied on research, analysis and technical expertise combined with public and stakeholder input, and the guidance and knowledge of District staff and Council to create an Action Plan that is focused on achieving the District's goals on the four topic areas of transportation, housing, economy and employment land, and climate emergency.

The District set out its Official Community Plan (OCP) in 2011 to outline the long-term vision and goals for the community. The OCP contains a set of policies and programs that help the District achieve a sustainable and thriving future. In 2019, the District began a Targeted OCP Review to better understand new and evolving challenges facing the community since 2011, and to develop an Action Plan to focus efforts on implementing the OCP to 2030.

The focus is on the four topic areas: transportation, housing, economy and employment lands, and climate emergency.

The process for the Targeted OCP Review included research and analysis provided by technical consultants, public and stakeholder input opportunities throughout the process, and staff input from across the organization.

Research and Analysis

The following documents were produced to better understand the changes since 2011, evolving and emerging challenges, and begin to identify opportunities for action:

- Four white papers on transportation, housing, economy and employment lands, and climate emergency, and white paper snapshot summaries (February 2020) outline the progress since 2011, issues that have evolved since 2011, and ideas for how to address these issues and achieve the OCP goal for the respective topic areas.
- Four COVID-19 supplements on transportation, housing, economy and employment lands, and climate emergency (January 2021) provided an update on the four topic areas after the pandemic arrived in the District. The supplements outline the rapidly changing conditions in Canada at that time, and contemplate the changing patterns and government responses observed during the COVID-19 pandemic in 2020, both regionally and across the country.

- Social Equity Lens Paper (January 2021) was developed to provide additional depth and context to the discussion of social equity, to define equity priority groups, and to support deeper integration of social equity into the Action Plan.
- These documents are available on the District's website, at www.DNV.org/OCP-review

Public and Stakeholder Input

The participation of many stakeholders across the four topic areas, the public, the local business community, and local social service organizations provided robust input and feedback throughout the process. Their input shaped and refined of the broad set of actions in this Action Plan.

Throughout the process, there were opportunities for public and stakeholder input. These opportunities included sidewalk intercept interviews, telephone and online surveys, workshops, and virtual open houses. The opportunities were communicated in a variety of ways, including social media posts, advertisements in the North Shore News, postcards delivered to every address in the District, over 80 signs placed around the District, and emails to stakeholders, partners, and previous participants in this process.

The infographic on the next page illustrates the range of engagement opportunities, and number of participants.

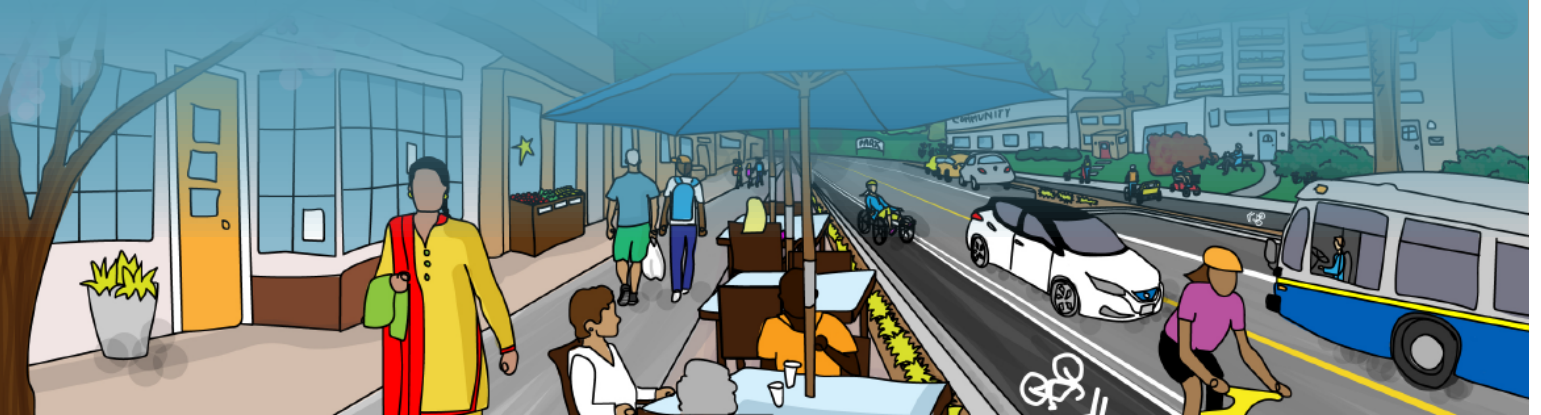
Summaries of stakeholder and public input are available at www.DNV.org/OCP-review



Targeted OCP Review

COMMUNITY, STAKEHOLDER, & PARTNER ENGAGEMENT

2019	AUG		SIDEWALK INTERCEPT SURVEYS	100+ <i>people</i>
	OCT		TELEPHONE SURVEY	400 <i>interviews</i>
2020	FEB–MAR		STAKEHOLDER WORKSHOPS	80 <i>representatives</i>
	SPRING–SUMMER		COVID-19 PAUSE	
	NOV		OCP-RELATED QUESTIONS ON THE COMMUNITY CHECK-IN SURVEY	400 <i>responses</i>
	DEC		BUSINESS SURVEY	180 <i>responses</i>
	DEC		SOCIAL SERVICE PROVIDERS WORKSHOP	22 <i>participants</i>
2021	APR–MAY		ONLINE SURVEY	1355 <i>completed</i>
	MAY		VIRTUAL OPEN HOUSES	100+ <i>attendees</i>



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Appendix B

Actions Table

Priority and Supporting Actions



































The actions on the following pages are intended to guide the District’s efforts towards achieving the vision outlined in the OCP to 2030 and the OCP goals across the four topic areas of transportation, housing, economy and employment lands, and climate emergency.

This appendix provides a detailed table summarizing all the actions listed in the Action Plan – both priority and supporting. For each action, it includes the name of the action and the types of work the action could include. The table also summarizes each action’s contribution to the OCP goals in the four topic areas, the trajectory, the District’s role in implementation, cost, and implementing partners. The eight priority actions are presented first, followed by the 21 supporting actions.

Priority Actions

The priority actions were identified because they met a combination of conditions. They are among the strongest contributors to the District’s ability to achieve the OCP goals across the four topic areas, had the highest alignment during the Targeted OCP Review Workshops with Council in February 2021, and had moderate or high support by respondents to the community survey conducted in spring of 2021. The priority actions are the highest priority for implementation and are presented in order of each action’s contribution to achieving the OCP goals across the four topic areas.

Priority Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
1 Achieve Town and Village Centres that deliver low-carbon, compact, and diverse housing, transportation choices, and supportive public amenities and employment space	Focusing on completing the compact Town and Village Centres that are housing-diverse, mixed-use, and offer a range of services within walking and cycling distance (e.g., amenities, transit, housing, employment, and recreation opportunities). Considering approval of applications that contribute to achieving the “network of centres” vision in the Official Community Plan while ensuring new development has low greenhouse gas emissions and is resilient to climate change.		 Accelerate	 Partner		<ul style="list-style-type: none"> • Development Community • Social Service Organizations
2 Advocate for infrastructure and service improvements, such as Rapid Transit, to get our key transportation networks moving better	Increasing advocacy and partnerships for improved connections across the North Shore and across Burrard Inlet. Examples include: Rapid Transit to North Shore, transit between Squamish area and Metro Vancouver, more frequent transit service (e.g., RapidBus). Exploring partnerships with TransLink to facilitate shuttles, bike parking, and subsidized transit.		 Accelerate	 Ask		<ul style="list-style-type: none"> • TransLink • Provincial Government • Local First Nations • Social Service Organizations
3 Prioritize rental, social, and supportive housing projects to increase the range of housing options	Working with private development to build or contribute to affordable housing. Testing further opportunities to implement inclusionary zoning around Town and Village Centres. Formalizing and communicating existing approaches to incentives for priority housing types. Using District-owned land and other institutional lands for social and non-market housing. Working with non-profit partners to deliver housing for vulnerable populations. Enabling innovative building types (e.g., temporary modular housing). Speeding up development review process. Prioritizing projects with transit access and that are low-carbon.		 Accelerate Through formalization and expansion of existing programs	 Partner		<ul style="list-style-type: none"> • Provincial Government • Federal Government • Non-Profit Housing Sector • Developers
4 Make transit faster and more reliable on our major routes	Continuing to advance improvements on the R2 (RapidBus) Marine Drive route, transit-priority lanes, bus bypass lanes, and transit signal priority. Improve bus access to Lions Gate Bridge, Ironworkers Memorial Bridge, and major employment centres. Design transit facilities for accessibility.		 Accelerate	 Partner		<ul style="list-style-type: none"> • TransLink • Ministry of Transportation and Infrastructure • Developers

Priority Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
5 Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres	Increasing the diversity and supply of housing close to Town and Village Centres to support a range of incomes and local workers that reflect local employment incomes, household types, and accessibility needs. Ensuring there are housing types with a range of unit sizes and tenure (rent/own/co-operative/other).		 Continue	 Do		<ul style="list-style-type: none"> • Developers • Residents • Non-profit Housing Providers • Social Service Organizations
6 Create a continuous and connected network of walking and cycling routes to encourage more people of all ages and abilities to walk and cycle	Improving walking and cycling connections between neighbourhoods by filling in network gaps identified in the Pedestrian Master Plan. Completing Council's priority cycling routes that connect Town and Village Centres and other key destinations. Designing walking and cycling infrastructure for all ages and abilities. Improving lighting for safety. Supporting use of electric mobility options including bikes and scooters.		 Continue	 Do	 Planned & New	<ul style="list-style-type: none"> • Federal Government • Provincial Government • TransLink • Local First Nations • Neighbouring Municipalities • Developers
7 Strengthen the resiliency of natural and built environments to adapt to a changing climate	Accelerating efforts to adapt the built environment (e.g., roads, pipes, buildings, homes) and natural environment (e.g., forests, coastline, wetlands, etc.) to our changing climate. Advancing the biodiversity strategy to maintain and improve the health of ecosystems. Ensuring emergency planning for climate and natural disasters protects the community at large, including vulnerable populations. Enhancing and expanding green infrastructure (such as urban parks, rain gardens, green roofs, etc.).		 Accelerate	 Do	 Planned & New	<ul style="list-style-type: none"> • North Shore Emergency Management • North Shore Municipalities • Provincial Government • Federal Government • Social Service Organizations • Private Property Owners • Local Businesses
8 Reduce greenhouse gas emissions from buildings, transportation, and waste to address the climate emergency	Implementing policies and programs to reduce energy and emissions in new and existing buildings. Developing and implementing policies to reduce consumption-based emissions, such as targets for reducing embodied carbon in new buildings. Establish partnerships, programs, and policies to enable a circular economy and move toward zero waste. Supporting the shift to more active transportation modes such as walking, cycling and transit while preparing an electric vehicle strategy to accelerate the transition to zero-emissions vehicles for remaining passenger vehicle trips.		 Accelerate	 Do	 Planned & New	<ul style="list-style-type: none"> • Regional Municipalities • Metro Vancouver • Provincial Government • Social Service Organizations • Housing Providers • North Shore Municipalities • BC Hydro • Fortis BC • Business Owners

Supporting Actions

These 21 supporting actions were identified through the Targeted OCP Review as important components of the District’s overall implementation strategy. These actions can be viewed as complementing and supporting the priority actions.



















Some are independent, while others are related to the implementing activities within the priority actions. The actions are presented in order of each action’s contribution to achieving the OCP goals across the four topic areas.

Supporting Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
1 Improve ways to manage parking	Using parking management tools, such as reducing parking requirements in new developments (certain locations or uses), and implementing parking time limits, pricing, or permits.		Accelerate	Do	Potential revenue	<ul style="list-style-type: none"> • Business / Merchants Associations • North Vancouver Chamber of Commerce
2 Optimize use of curbside space to support access to businesses	Providing flexible curbside space for pick-up, drop-off, deliveries, patios, parklets, bicycle parking, and other high priority uses. Considering pay parking to encourage parking turnover in high traffic areas.		Accelerate	Do	Potential revenue	<ul style="list-style-type: none"> • Business / Merchants Associations • North Vancouver Chamber of Commerce
3 Explore alternate housing tenures and needs to offer more diverse housing choices	Considering other housing tenures, such as co-operative housing, co-housing, affordable home ownership, house sharing programs, and rent-to-own models. Considering housing types and tenures that suit different types of family housing needs, such as racialized, Indigenous, multi-generational, and single-parent households.		New	Partner	New	<ul style="list-style-type: none"> • Developers • Provincial Government • Major Employers • Non-profit Housing Providers
4 Incorporate tools and incentives to support local employment opportunities	Creating a Commercial Strategy to outline municipal tools available, and resources from other levels of government, to support vibrant, commercial main streets, and small business in the Town and Village Centres. Exploring ways to promote 'green' jobs, and support local recreational tourism. Exploring the feasibility of incentives (e.g., density bonus) to encourage employment-generating development on employment lands and Town and Village Centres.		New	Do	New	<ul style="list-style-type: none"> • Federal Government • Provincial Government • North Vancouver Chamber of Commerce

Supporting Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
5 Adopt a "Vision Zero" approach to increase travel safety	Making residents feel safer when walking, wheeling, and cycling through a "Vision Zero" approach. "Vision Zero" seeks to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all (e.g., safe crossings, separating road users).		 New	 Do	 Planned & New	<ul style="list-style-type: none"> Federal Government Provincial Government TransLink ICBC
6 Create an economic stewardship staff resource to support a sustainable and diverse local economy	Establish a staff position for proactive and strategic economic stewardship to build a sustainable, 'green' and clean economy that strives to be inclusive and equitable. Work with North Shore municipalities, First Nations, and other economic partners.		 New	 Do	 New	<ul style="list-style-type: none"> District of West Vancouver City of North Vancouver Local First Nations North Vancouver Chamber of Commerce North Shore Tourism Association Motion Picture Production Association of BC Port of Vancouver Capilano University
7 Harness emerging technology for new ways of moving around	Adopting new technologies that enable people to reach all areas of the District. Piloting new mobility options to support "first/last mile" trips (i.e., from one's home to a transit hub). Examples: implement an electric bike share program, support micro-mobility (e.g., electric scooters). Exploring Transit On-Demand service with TransLink (e.g., flexible transit service booking). Exploring mobility hubs for local goods movement. Adding more electric vehicle charging stations.		 Continue	 Partner	 New	<ul style="list-style-type: none"> TransLink Mobility Service Providers
8 Support remote work options to reduce commute trips, congestion, and parking needs	Exploring bylaw changes that support hybrid work arrangements and more flexible uses for businesses. Demonstrating leadership and stewardship by encouraging District staff to model ways to reduce commute trips such as remote work options, flexible work hours to reduce congestion during peak traffic.		 Continue	 Partner	 New	<ul style="list-style-type: none"> Other North Shore Municipalities North Vancouver Chamber of Commerce TransLink

Supporting Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
9 Advocate for Provincial assessment review and tax reform to address rising costs faced by businesses	Engaging in advocacy through the Union of BC Municipalities for revisions to the Province's highest-and-best-use assessment and property valuation practices for non-residential properties.		 Continue	 Ask	 Planned	<ul style="list-style-type: none"> • Union of BC Municipalities • Provincial Government • North Vancouver Chamber of Commerce • Metro Vancouver
10 Advocate for the District's social and supportive housing needs to deliver housing	Increasing advocacy and partnerships with senior governments to leverage support and funding. Explore opportunities to partner with neighbouring First Nations and municipalities to address North Shore housing issues.		 New	 Ask		<ul style="list-style-type: none"> • Federal Government • Provincial Government • Local First Nations • North Shore Municipalities • Developers • Non-profit Housing Providers
11 Bolster the District's capacity to achieve housing goals	Creating additional staff position(s), allocating resources, or both, to advance housing policies and goals. Considering other activities for staff resources (partnering with external agencies and senior levels of government, and creating public education resources on housing affordability and common misconceptions associated with housing development).		 Accelerate	 Do	 Planned	<ul style="list-style-type: none"> • Federal Government • Provincial Government • Non-profit Housing Providers • Developers • Neighbouring Municipalities • First Nations • Major Employers
12 Consider opportunities to increase housing diversity beyond the Town and Village Centres	Identifying opportunities for sensitive infill housing options outside of the Town and Village Centres, such as duplexes and triplexes, more coach houses and secondary suites, and townhouses/rowhouses. Consider locations near transit, employment, or both.		 Accelerate	 Do		<ul style="list-style-type: none"> • Developers, Residents • Non-profit Housing Providers • Housing Co-operatives

Supporting Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
13 Increase supports for local workers	Supporting increased access to affordable childcare such as extended hours to support shift-work jobs. Assisting social service partners' programs to eliminate barriers for local residents to find employment. Encouraging accessible workspace design and operations.		 Accelerate	 Partner	 Planned & New	<ul style="list-style-type: none"> Federal Government Provincial Government Childcare providers Social Service Providers Employers
14 Protect industrial land uses to ensure long-term viability	Reviewing buffering guidelines to sensitively transition between other land uses. Partnering with port, trade, and freight organizations to ensure safe and efficient goods movement. Working with Metro Vancouver on regional industrial lands planning. Protecting amount of industrial land in the District for employment uses. Preparing an Employment Lands Strategy to understand and ensure long-term viability of industrial lands for port, trade, and employment uses.		 New	 Do	 New	<ul style="list-style-type: none"> Port of Vancouver Metro Vancouver North Shore Municipalities First Nations North Vancouver Chamber of Commerce
15 Pursue more flexible and responsive zoning to support a thriving local economy	Allowing greater flexibility of business uses while preserving the range of employment uses (e.g., reviewing zoning bylaw). Allowing local-serving commercial space (e.g., corner stores, cafes) in residential neighbourhoods outside of the Town and Village Centres to add walkable amenities in neighbourhoods. Encouraging new developments to include live/work units, shared work spaces, or both.		 Accelerate	 Do	 New	<ul style="list-style-type: none"> Internal Departments Outreach to Local Businesses and Residents North Vancouver Chamber of Commerce
16 Simplify and speed up the housing development approvals process to open new homes more quickly	Considering prioritizing housing projects that feature social housing units, reduced environmental impacts, and other priorities. Considering ways to reduce development application review timelines. Developing plain-language materials and guidelines for certain types of housing (e.g., secondary suites, coach houses), and to help residents understand application processes.		 Continue	 Do	 Planned & New	<ul style="list-style-type: none"> Developers Non-profits
17 Support education and promotion to encourage walking, rolling, cycling, and taking transit	Supporting education initiatives and programs, such as: Funding "Everyone Rides Grade 4 – 5" bike skills training in schools. Providing local travel education for residents to learn about sustainable transportation options. Working with schools to reduce vehicle use. Collaborating on a North Shore transit marketing and education campaign with TransLink. Providing e-bike training programs.		 Continue	 Partner	 Planned & New	<ul style="list-style-type: none"> TransLink School District North Shore Municipalities Ministry of Transportation and Infrastructure HUB Cycling

Supporting Action	This Action Could Include:	Action's Contribution to Goals	Trajectory	District's Role	Cost	Implementing Partners
18  Support renters through policy and zoning to increase stability for renters	Considering rental-only zoning. Explore additional policy tools to secure more rental housing, and to ensure replacement of existing rental housing. Improving the District's Residential Tenant Relocation Assistance Policy.		 Accelerate	 Do	TBD (rental-only zoning opportunity costs) New	<ul style="list-style-type: none"> • Developers • Renters
19 Advocate for greater inter-governmental coordination and action to address the Climate Emergency	Advocating for coordinated efforts on climate, ecological, and pollution threats (e.g., decarbonization, stronger environmental protection from industrial pollution, transit and active transportation investment, regional and local food production and security, banning harmful pesticides).		 Continue	 Ask		<ul style="list-style-type: none"> • Local Governments • Provincial Government • Federal Government • Metro Vancouver
20  Respond to local business needs quickly to be more business-friendly	Streamlining municipal procedures and permitting processes (e.g., online applications). Establishing timelines for processing permits, and create accessible, plain-language information and guidelines.		 Accelerate	 Do	 New	<ul style="list-style-type: none"> • Local Businesses • North Vancouver Chamber of Commerce
21  Support education and promotion of climate action in homes and businesses to increase community involvement	Encouraging climate and ecological stewardship. Providing resources and financial support for community members to reduce environmental impacts (e.g., reduce emissions through informed choices on goods and services).		 Accelerate	 Partner	 Planned & New	<ul style="list-style-type: none"> • Local Businesses • North Vancouver Chamber of Commerce • North Shore Municipalities

