

District of North Vancouver DRAFT Official Community Plan #1 November 19, 2010

North Vancouver District Council is pleased to present the first draft of the District's Official Community Plan (OCP). This draft culminates a rich, 18-month community engagement process.

A citizen's roundtable oversaw the process, have provided comment, and confirm that the guiding principles and proposed policies contained within this draft reflect the diverse views of over 3,000 citizens who took part in the process.

Through the coming months there will be further opportunities for public review and input in order to continue building on the strong directions set forth by the draft. District Council welcomes further input as we continue to shape and refine the Official Community Plan, leading to further review and adoption in the spring of 2011.

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INTRODUCTION

Purpose and Scope

This Official Community Plan (OCP) provides a statement of the objectives and policies that will guide decisions on planning, land use management and the provision of municipal services. It is a long range plan for the entire municipality and a tool to help District Council, stakeholders and citizens effect positive change in our community over a 20 year horizon to 2030. **This OCP was developed as an Integrated Sustainable Community Plan with the intent of providing a comprehensive policy framework that aligns social, environmental and economic planning to ensure a bright and sustainable future for all residents of the District.** With the support of the Federation of Canadian Municipalities' Green Municipal Fund, this plan necessarily contains a long term sustainability vision, targets, and strategic policy actions to achieve the community's diverse goals.

Prepared under the authority of the *Local Government Act*, an OCP traditionally focuses on land use; however, the legislation also enables the District to include policies that address many of the other factors that affect our quality of life, such as our transportation systems, natural environment, parks and recreational facilities, and social services. The legislation specifically requires OCPs to include policies that address the provision of affordable, rental and special needs housing and the reduction of greenhouse gas emissions. As a member municipality of Metro Vancouver, the District is also required to include a Regional Context Statement to describe the relationship between OCP policies and the Regional Growth Strategy (see Appendix X).

Given the comprehensive nature of the plan, this OCP includes policies that impact a broad range of municipal affairs at a necessarily high level. Detailed implementation of these policies will occur through a number of specific plans and regulatory bylaws. In accordance with the *Local Government Act*, all bylaws enacted after the adoption of the OCP should be consistent with the OCP. In this way, the OCP can be thought of as a policy framework or 'umbrella document' that provides ongoing guidance to municipal decision making and operations. Figure X below illustrates conceptually the relationship between the OCP and some of the other municipal tools required to fulfil our vision of a successful and sustainable community.

OCP Vision, Objectives and Policies		
Land Use and Development	Municipal Sector Strategies	Corporate Management
<ul style="list-style-type: none"> Centres Plans Neighbourhood Infill Plans Development Permit Areas and Design Guidelines Bylaws (e.g. zoning) 	<ul style="list-style-type: none"> Climate Action Plan Parks and Open Space Strategic Plan Transportation Plan Economic Strategy Housing Action Plans Social Strategy Land Strategy Recreation Strategy 	<ul style="list-style-type: none"> Corporate Plan Capital Plan Financial Plan

The plan also aims to achieve long term financial resiliency for the District in pursuit of the vision included in the OCP. Significant financial decisions will balance financial, social, and environmental costs and benefits and move us closer to the long term goals include in the plan.

Regional Context

The District of North Vancouver is one of four municipalities and two First Nations that comprise the North Shore¹. While distinct places and jurisdictions, these areas function together as a sub-region of Metro Vancouver. They share key infrastructure (such as roads and utilities), and in some cases partner in the delivery of services (such as recreation and emergency services). These jurisdictions along with the Province of BC and Metro Vancouver protect and manage the natural assets of the North Shore which contribute immensely to the conservation, recreational and scenic values that identify this area. With projected growth on the North Shore estimated at approximately 45,000 more people by 2030, the timeframe of this OCP, it is essential that our planning takes into account the existing conditions and long term visions of our neighbours in a coordinated and collaborative manner. The District's projected growth is about 20,000 more people by 2030 which is a comparatively low growth rate in the region at less than 1%.

The District is also a member municipality of the wider Metro Vancouver region. Our OCP works in concert with the broader regional vision and strategy for managing growth towards a sustainable future. The Regional Growth Strategy has five broad goals that are consistent with the District's vision and policies for its future:

Goal 1: Create a Compact Urban Area

Goal 2: Support a Sustainable Economy

Goal 3: Protect the Region's Environment and Respond To Climate Change Impacts

Goal 4: Develop Complete Communities

Goal 5: Support Sustainable Transportation Choices

A more detailed description of how our policies support the Regional Growth Strategy policies is provided in Appendix X as a Regional Context Statement.

¹ In the context of Metro Vancouver, the North Shore comprises the District of North Vancouver, the City of North Vancouver, the District of West Vancouver and Lions Bay.

Plan Development

The OCP is the culmination of an 18-month engagement initiative called ‘Identity DNV 2030’ and would not have been possible without the extensive participation of members of the public and stakeholders. Over the course of telephone and online surveys, events and open houses, and public and stakeholder workshops, more than 3250 voices shared their vision for the future of the community and contributed their ideas on how to get there.

Engagement Phase 1: May – December 2009 <i>What is our long-term vision?</i>	Engagement Phase 2: January - November 2010 <i>How do we get there?</i>
<ul style="list-style-type: none"> • Community values survey • Launch events • Online and Kiosk survey • Visioning workshops • Vision Summit 	<ul style="list-style-type: none"> • Policy directions stakeholder workshops • Policy directions public workshops • Making Choices event • Making Choices open houses • Directions and choices feedback survey
Outcome: OCP Vision, Principles, and Goals	Outcome: OCP Draft Policies

A Public Engagement Charter and an OCP Round Table of citizen volunteers was established at the onset to ensure an effective public engagement process, the creation of a robust vision, and the meaningful adherence of policies to this vision.

Key Issues to Address in Planning for the Future

Initial plan development began with an inventory of baseline conditions in the District today and an analysis of the challenges facing us. Over the course of the public engagement process, certain issues and trends emerged as those most needing to be addressed for the community to achieve its vision of a bright and sustainable future. **Policy statements contained in this plan are designed to address these issues and their implications by proactively managing change in a way that enables us to preserve and enhance what we love most about the District today.** Some of the key issues that this plan seeks to address are outlined below. Targets for 2030, their associated baseline conditions, and broader indicators to monitor progress towards our objectives are included in Chapter 12.

Challenging demographic profile. The District has almost 4 times as many seniors (65+) as we did 30 years ago, and 1 in 4 residents are now aged over 55. At the same time, a ‘missing generation’ or low number of young adults aged 20-40 means there are fewer residents to drive the economy and start families. The number of jobs in the District has been declining and school closures are ongoing.

Lack of housing diversity and affordability. As much as 70% of housing in the District is in the form of detached homes, which offers little choice for seniors wishing to downsize or first-time buyers. As the population ages and household sizes decrease, more than 10% of our detached homes now have only 1 person living in them. This form of housing is also the most expensive and a barrier to first time buyers in particular. With an effective 0% vacancy rate and a dwindling and aging rental housing stock, there are also minimal options for renters.

Loss of economic vibrancy. The District lost about 1,000 jobs between 1996 and 2006, at a time when the Metro Vancouver region gained around 150,000 jobs. Fewer local jobs mean fewer options for District residents to work close to home and more transportation-related greenhouse gas emissions. With businesses contributing 30% of the District's property tax revenue, their continued success is vital for all of the community.

Large environmental footprint. Our spread out land use pattern of predominantly detached homes is costly and inefficient to serve with transit, and often means residents are unable to walk to the shops and services they need. Our high reliance on the automobile (85% of the commute, 79% of all trips) is a significant contributor to our substantial community greenhouse gas emissions (412,000 tonnes annually).

Social issues. The District's changing demographic profile places different demands on our services and programs. We also have a range of social issues to address and vulnerable populations to support. Examples include an increasing gap between the rich and poor, with over 10,000 of our residents (about 12% of the population) living in low income households. Our homeless population has also seen a dramatic increase, tripling from 44 in 2002 to 127 in 2008.

Aging municipal infrastructure and Financial Challenges. Most of the District's infrastructure was built between the 1950s and 1970s which means rising maintenance and replacement costs. Regional infrastructure is in a similar state and these costs are passed on to our residents and businesses through utility fees. Our extremely low population growth of around 50 people per year limits the ability of the District to leverage funding through development cost charges and community amenity contributions, which creates a reliance on property taxes to fund infrastructure, facilities and improvements. If the District continues to lose jobs, this burden will increasingly be borne by the residential sector. The financial implications of continuing on the current path of minimal growth and a spread out land use pattern may be costly. Planning for a financially sustainable future requires effective integration of community and financial planning in the District.

Plan Organization and Structure

Understanding and raising awareness of these issues catalyzed intensive community visioning which concluded with Council's endorsement of the community's vision of the kind of place the District aspires to be in 2030, the principles to guide decision making towards this vision, and the specific goals to make it happen. **The OCP Vision, Principles, and Goals that formed the basis of subsequent policy development immediately follow this section.**

The second phase of public engagement focused on identifying, developing and refining the policies that will make the OCP vision and goals a reality. **These policies form the content of Part Two 'Community Structure' and Part Three 'Community Development' of this plan.** The Community Structure section (Chapters 1 to 5) contains the policies that address the spatial elements of our plan such as growth management, land use regulation, our parks network and transportation systems. The Community Development section (Chapters 6 to 11) contains the policies that address the ways we can continuously improve the quality of life in the District through the ways we manage our social, environmental and economic development.

VISION, PRINCIPLES, AND GOALS

The District of North Vancouver: *Inspired by nature, enriched by people*

Vision for 2030

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, liveable 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 a wide range 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. We have ensured the District remains a great place to live, learn, work and play for generations to come.

Principles

The District of North Vancouver Official Community Plan is guided by the following principles. Collectively these principles provide a decision-making framework to support the realization of the Plan's Vision and the implementation of the Plan's Goals.

❖ **Active Leadership**

The District embraces opportunities and addresses challenges proactively, recognizing the key role of local government in defining its community.

❖ **Accountability and Responsible Governance**

The District engages its residents continually, seeking open and transparent input into its decision-making, while demonstrating fiscal accountability through prudent management of our shared assets.

❖ **Sustainability for Future Generations**

The District balances the environmental, social, cultural and economic needs of the community, and is committed to its role in the stewardship of all that is valued for future generations.

❖ **Collaboration and Partnerships**

The District recognizes the necessity and value of collaborating with senior levels of government, adjacent municipalities and First Nations, agencies, educational institutions, social service organizations, and businesses.

Goals

Together with the Vision and Principles, these Goals inform the policies, strategies and targets developed for the District of North Vancouver Official Community Plan.

1. Create a network of vibrant, mixed-use centres while enhancing the character of our neighbourhoods and protecting natural areas
2. 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
3. Foster a safe, socially inclusive and supportive community that enhances the health and well-being of all residents
4. Support a diverse and resilient local economy that provides quality employment opportunities
5. 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
6. Conserve the ecological integrity of our natural environment, while providing for diverse park and outdoor recreational opportunities
7. Develop an energy-efficient community that reduces its greenhouse gas emissions and dependency on non-renewable fuels while adapting to climate change
8. Provide infrastructure to support community health, safety and economic prosperity, and facilities that enhance recreational opportunities, cultural activity and artistic expression

PART ONE: COMMUNITY STRUCTURE

1. GROWTH MANAGEMENT

The effective management of growth and change is one of the key functions of an OCP. Poorly managed growth and development can have detrimental impacts on the community. Well planned development can provide lasting benefits through more efficient use of land, resources, infrastructure, facilities and services.

The District's objective is to proactively manage growth and change in the District to achieve a compact, efficient, environmentally sustainable, prosperous, socially equitable community.

Managing growth proactively requires a vision for land use in the District of North Vancouver. The concept that expresses this land use vision is that of a 'network of centres': a hierarchy of different sized centres with a variety of housing, services and jobs that are accessible, connected, vibrant and unique places. Directing growth into this kind of an urban structure supports a number of the OCP's goals. Sprawl is contained and impacts to natural areas are minimized. Improved transit becomes viable between centres and a more walkable environment is created within centres. Transportation related greenhouse gases are reduced. Municipal infrastructure and services are provided more efficiently. Local businesses operate within vibrant hubs while employment lands are preserved for their economic value. More diverse housing choices become available to meet the needs of residents at different stages of their lives. And importantly, the stability and character of residential neighbourhoods are sensitively preserved.

Policies

1. Accommodate growth and development within the existing built area and maintain the District's Urban Containment Boundary shown in Map X.
2. Protect areas outside the Urban Containment Boundary by limiting to uses associated with outdoor recreation, watershed and resource management, conservation, rural residential living and research purposes.
3. Establish a hierarchy of Town and Village centres and direct growth to these centres
4. Ensure an appropriate mix and intensity of land uses in designated centres to support enhanced transit service provision
5. Protect residential neighbourhood character and limit growth in these areas
6. Ensure land use planning, transportation planning, infrastructure provision, urban design, and energy conservation are integrated to achieve efficiencies and vibrant places
7. Protect employment lands by limiting to uses primarily associated with heavy industry, light industry, and general business and limiting residential and retail uses

2. URBAN STRUCTURE

The urban structure of the District is comprised of its Town and Village Centres, its Neighbourhoods, and the Corridors that connect them. In addition to urban structure policies that apply across the District, more detailed planning for four centres is being undertaken through the OCP process: Lynn Valley, Lower Lynn, Capilano/Marine and Maplewood. **These four centres represent our primary growth areas and the preliminary land use concepts and policies expressed here will be implemented through specific Centres Plans.**

2.1 Town Centres

Town Centres contain the broadest range of services and land uses in the District. As the highest category of centre, they are anticipated to receive significant growth over the timeframe of this plan. Town Centres are the cornerstones of the transit network and can be accessed by several bus routes. They function as municipal-wide destinations that contain major commercial uses like grocery and department stores and institutional uses like libraries or community centres. Office employment is encouraged. Town Centres provide a variety of multifamily housing options within and around their commercial core and transition sensitively outwards to their surrounding neighbourhoods. High quality urban design enhances the public realm and pedestrian environment. **The District's objective for Town Centres is to create vibrant and complete communities that provide diverse housing, employment, and recreational opportunities.**

Policies

1. Designate Lynn Valley and Lower Lynn as the District's Town Centres and prepare detailed Town Centre Plans for these areas of growth
2. Direct residential growth to Town Centres in the form of mixed use and multifamily development to enable greater housing diversity and affordability
3. Concentrate new retail, service and major office development in Town Centres to maximize transit and pedestrian access for employees and customers
4. Focus community infrastructure investment to Town Centres to ensure that quality facilities and services meet the needs of their expanded populations while recognizing District wide needs
5. Establish Development Permit Areas and Design Guidelines regulating the form and character of development to promote design excellence and reflect the unique qualities of each Town Centre

2.1.1 Lynn Valley Town Centre Subsection – *To be completed*

2.1.2 Lower Lynn Town Centre Subsection – *To be completed*

2.2 Village Centres

Village Centres provide a focus for their surrounding neighbourhoods. They usually have a range of shops and services to meet most daily needs, but do not generally include more major 'destination' retail like department stores. Mixed use development, such as apartments situated over shops, is a typical building form within the commercial core, with lower density multifamily housing (such as duplexes or townhouses) forming a peripheral area adjacent to the core. **The District's objective for Village Centres is to build on their own unique characteristics to create distinct urban village**

environments. Detailed planning for Village Centres where growth is anticipated – Maplewood and Capilano/Marine – has been undertaken as part of this OCP process. While significant changes to other Village Centres have not been proposed in this plan, the OCP provides for the opportunity for more detailed Village Centres Plans to be prepared or reviewed where appropriate in the future (Chapter 12).

Policies

1. Designate Lower Capilano-Marine, Edgemont, Queensdale, Maplewood, Parkgate and Deep Cove as the District's Village Centres
2. Prepare detailed Village Centre Plans for Maplewood and Lower-Capilano Marine as these are areas for revitalization and growth
3. Accommodate a range of multifamily, commercial and institutional uses in Village Centres
4. Concentrate development in the Village core and transition sensitively outwards with appropriate ground oriented housing forms (such as duplex and townhouse) adjacent residential neighbourhoods
5. Establish Development Permit Areas and Design Guidelines regulating the form and character of development to promote design excellence and reflect the unique qualities of each Village Centre
6. Ensure Village Centres Plans and their peripheral areas are consistent with the objectives and policies of the OCP and prepare or review plans as necessary

2.2.1 Capilano/Marine Village Centre Subsection – *to be completed*

2.2.2 Maplewood Village Centre Subsection – *to be completed*

2.3 Neighbourhoods

Existing residential neighbourhoods in the District are largely comprised of detached houses. With a few exceptions, multifamily residences within neighbourhoods are ground oriented (duplexes, triplexes or townhouses). Schools, corner stores, and parks provide valuable amenities to surrounding residential uses, and neighbourhoods should be walkable, family friendly places. Significant change is not anticipated in neighbourhoods. However, where it can be achieved without loss of neighbourhood character, and where there is local support, sensitive residential infill to provide greater housing diversity or transition to adjacent uses may be enabled through Neighbourhood Infill Plans and Housing Action Plans (Chapter 12). **The District's objective for Neighbourhoods is to provide safe, beautiful and inclusive environments for residents of all ages.**

Policies

1. Restrict growth and retain neighbourhood character by maintaining ground oriented detached and attached housing as the predominant residential forms
2. Accommodate the provision of schools, community facilities and other institutional uses and maintain public assembly uses where feasible
3. Integrate a network of parks and open spaces throughout neighbourhoods
4. Preserve local commercial uses (corner stores) in neighbourhoods and encourage new local commercial uses where appropriate

5. Pursue priorities of Housing Action Plans to consider coach and laneway housing in detached residential areas and to facilitate small lot subdivision in appropriate areas through Neighbourhood Infill planning
6. Enable sensitive ground-oriented infill in appropriate areas, such as locations adjacent to existing multifamily or commercial uses, through Neighbourhood Infill Plans

2.4 Transit Corridors

The Frequent Transit Network concept illustrated in Figure X supports the OCP's urban structure by connecting Town and Village Centres to each other along key corridors. These corridors either currently receive, or may potentially receive, Frequent Transit service provision (defined as every 15 minutes or better, throughout the day, 7 days a week). To support the provision of this level of service, the Regional Authority allows portions of transit corridors to be designated Frequent Transit Development Areas in collaboration with municipalities. **The District's objective is to achieve the regional designation of Lower Lynn Town Centre and Capilano/Marine Village Centre as Frequent Transit Development Areas.** Other opportunities for strategic densification in areas in immediate proximity to the Frequent Transit Network may arise over the horizon of this plan. These may occur at different scales to ensure a sensitive and appropriate fit to their surrounding uses and would be addressed through Infill Planning processes as outlined in 12.3.1.

Policies

1. Work with TransLink to confirm the Frequent Transit Network concept and to establish Lower Lynn Town Centre and Capilano/Marine Village Centre as Frequent Transit Development Areas

2.5 Land Use Designations for the Urban Structure

The following land use designations and descriptions apply to residential, commercial and institutional lands situated within the District's urban structure. A detailed land use map is provided as Schedule A. The Floor Space Ratios (FSR) provided are an indication of the approximate net densities that may be considered for residential and commercial land use designations where developments meet OCP objectives. They do not indicate outright development rights or a policy position to award this density to all sites with a particular designation. Allowable density of development on specific sites is controlled by zoning. Council may in its discretion consider providing additional density on a case by case basis, where such additional density provides an incentive to achieve public benefits or amenities.

2.5 Land Use Designations for the Urban Structure

Residential Level 1: Rural Residential. The rural residential designation is intended for detached housing on large lots situated outside the urban boundary. The OCP does not envision further intensification of use through subdivision in this designation. Detached rural residences are generally allowed up to approximately 0.35 FSR.

Residential Level 2: Detached Residential. The detached residential designation is intended for detached housing within neighbourhoods. This designation accommodates secondary rental units such as suites or coach houses under conditions. Detached residences (inclusive of suites and coach houses) are generally allowed up to approximately 0.55 FSR.

Residential Level 3: Attached Residential. The attached residential designation is intended for ground-oriented multifamily housing within neighbourhoods, or as a transition between higher density sites and adjacent detached residential areas. Typical housing forms in this designation include duplex, triplex, and attached row houses up to approximately 0.80 FSR.

Residential Level 4: Transition Multifamily. The **transition** multifamily designation is intended for multifamily areas within or in close proximity to centres and corridors, or as a transition between higher density sites and adjacent detached and attached residential areas. This designation **typically** allows for a mix of townhouse and apartment developments up to approximately 1.20 FSR.

Residential Level 5: Low Density Apartment. The low density apartment designation is intended for multifamily apartment housing in centres and corridors up to approximately 1.75 FSR. Development in this designation will typically be expressed in low rise apartments, but may include some townhouses. Some commercial use may be permitted at grade.

Residential Level 6: Medium Density Apartment. The medium density apartment designation is intended to provide increased multifamily housing up to approximately 2.50 FSR at strategic locations in Centres and along the Frequent Transit Network **concept**. Development in this designation will typically be expressed in medium rise apartments. Some commercial use may also be permitted in this designation.

Commercial Residential Mixed Use. The commercial **residential** mixed use designation is intended for general commercial purposes, such as retail, service and offices. Residential uses above commercial uses at street level are encouraged. Development in this designation is permitted up to up to approximately 1.75 FSR.

Town Centre. The town centre designation is intended to provide for high density uses up to approximately 3.50 FSR at limited appropriate sites in the District's Centres. Development in this designation may include residential or commercial uses, or a mix of the two.

Commercial. The commercial designation is intended for a variety **of** commercial and service type uses, where residential uses are not permitted. Development in this designation is permitted up to approximately 1.0 FSR.

Institutional. The institutional designation is intended for a range of public assembly **uses**, such as schools, churches, recreation centres, and public buildings. Some commercial and accessory residential uses may be permitted.

3. EMPLOYMENT LANDS

Employment lands, which include our industrial and light industrial lands, play a vital role in achieving our vision of becoming a more complete and balanced community. These lands, which are dedicated overwhelmingly to employment uses, provide a continued and expanded supply of quality local jobs into the future will have high socio-economic value for our residents, in addition to enabling reduced commuting times and associated greenhouse gas emissions, and maintaining the municipality's prosperity. **The District's objective for employment lands is to encourage wealth generating investment resulting in net new employment and increased tax revenue which benefits the whole community.**

3.1 Protecting the Employment Function of Employment Lands

The District's objective is to ensure an adequate supply of land for businesses exists to enable significant economic activity and jobs in the community. Protecting employment lands provides stability and reassurance to existing and potential business owners and industries, which increases the likelihood of long-term business investment in the community.

Policies

1. Monitor the availability of land and developable floor space to ensure an adequate supply for economic growth
2. Limit residential uses to accessory care-taker units only, except where live/work uses may be integrated in Light Industrial Commercial areas associated with the Network of Centres
3. Limit retail to accessory and conditional uses where the retail class is compatible with the land use designation
4. Direct major office and retail uses to the network of centres

3.2 Intensifying Uses on Employment Lands

With constraints on land supply, it is important to make efficient use of available areas on all employment lands. Intensifying economic uses in employment lands allows businesses to grow while keeping their overall footprint in the community small. **The District's objective is to make more intense use of our employment land base.** This means more jobs per square foot, more opportunities for new business, and more revenue generating opportunities within the community.

Policies

1. Ensure zoning regulations regarding lot coverage, height and density facilitate a productive and efficient use of employment lands
2. Encourage infill development and the redevelopment of underutilized sites with Industrial and Light Industrial Commercial uses

3.3 Enabling a Diverse Range Economic Uses within Employment Lands

Diversity provides stability across the ups and downs of particular industries and sectors, which helps ensure our ongoing vibrancy. The economy is continually changing, and over the long term horizon of this plan it is important for businesses to be able to change to take advantage of new opportunities, introduce new products, and use new technologies. Some businesses need many uses on the same site.

The District's objective is to provide flexibility for businesses to grow and adapt, while avoiding land use conflicts.

Policies

1. Ensure zoning regulations provide flexibility of use while preserving the function of employment lands and minimizing potential conflicts between uses
2. Preserve Industrial designated lands for industrial uses and uses that are accessory or supportive of industrial activities
3. Integrate light industrial and non-retail commercial uses in Light Industrial Commercial designated lands

3.4 Ensuring a High Quality Business Environment in Employment Lands

Businesses can often choose to locate in a number of municipalities, and it is important to ensure the District remains an attractive and competitive location for a wide range of industry types with well-served, high quality employment spaces. **The District's objective is to attract new businesses and encourage existing businesses to reinvest or expand.**

Policies

1. Promote infrastructure and municipal service improvements in employment lands
2. Encourage high quality development standards to create desirable employment locations
3. Require effective buffering and transitioning between employment and non-employment lands

3.5 Land Use Designations for Employment Lands

The following land use designations and descriptions apply to the District's employment lands. A detailed land use map is provided as Schedule A.

Industrial. The industrial designation is intended for a range of manufacturing, warehousing, transportation, and port-related uses. Accessory office and some limited residential/ caretaker uses are permitted.

Light Industrial Commercial. The light industrial commercial designation is intended for a mix of industrial, office, service, and business park type uses. Supportive retail and limited residential uses may be permitted.

4. PARKS AND OPEN SPACE

Our quality of life is directly influenced by our parks and open spaces. They offers opportunities for active and passive recreation, places for people to gather, space to relax and experience nature, and linkages between community facilities and destinations. These also form the core of the District's natural environment providing habitat and protecting ecological health (Chapter 9). **The District's objective is to provide a variety of year-round recreational experiences, meet the needs of all users, and protect the ecological integrity of our natural systems.** In achieving this objective, maintenance and reinvestment in what we have are as important as acquiring new lands for the parks system to meet community needs as they change over time.

4.1 Parks System

The District's parks system shown on Maps X and Y conceptualizes the different components of parkland that serve a range of community needs and protect the natural environment. **The District's objective is to maintain a diverse, high quality parks system comprising:**

- District Parkland - serves all District residents by providing unique park , recreation and wilderness experiences
- Community Parkland - serves several neighbourhoods and includes parks for organized recreational opportunities, trails and natural features
- Neighbourhood Parkland - smaller localized parks providing limited active and passive recreational opportunities serving residents within a safe walking distance
- Natural Parkland - protects environmentally sensitive lands, habitats and wildlife, separating urban uses and providing trail linkages
- Trails and Greenways – contribute towards an integrated and connected system that links destinations and provides opportunities for walking, hiking, and cycling
- Blueways and Waterfront – rivers, creeks and waterfront that have highly valued environmental, recreational, cultural, heritage and economic significance

Policies

1. Protect District parkland on Map X and manage it according to the type of parkland and measures within the District's Parks and Open Space Strategic Plan
2. Develop and maintain the District-wide network of trails and greenways shown in Map Y focussing on completing trails identified in the Parks and Open Space Strategic Plan and improving trail connections to the community
3. Consider opportunities to enhance waterfront access as part of the current system of walkways, viewpoints, public wharves and boat launches
4. Support appropriate non-motorized water recreation and facilities in District Waterfront parks
5. Provide access and enhance signage/ wayfinding to parks, open spaces and trails for a diversity of people and abilities
6. Design and manage recreational facilities in natural parkland and waterfront areas to protect ecological systems and cultural and archaeological resources
7. Recognize the importance of school fields/ play areas and maintain these as Public Assembly uses where feasible

8. Allow appropriate commercial activities and special events in parks that are consistent with parks zoning and do not impact environmental systems or impede public access
9. Work with adjacent municipalities, regional, provincial and federal governments, local First Nations and community groups to provide and maintain a coordinated system of parkland, trails, services and facilities while protecting ecological and cultural resources

4.2 Parkland Standards and Acquisition

The District is well served with natural and urban parkland with the exception of a few areas that are currently deficient in the amount of neighbourhood and community level park space; these include: Delbrook, Upper and Lower Capilano, Norwood/Queens, Carisbrooke, Maplewood and Windridge. Some of these needs for parkland are currently being met through school sites. Over time, there will also be an increasing demand for park space in the Town and Village Centres where growth occurs. **The District's objective is to ensure that all neighbourhoods are well served by the parks system.**

Policies

1. Provide for each neighbourhood to have access to passive and active outdoor recreational opportunities within an appropriate distance
2. Provide neighbourhood and community-level park space as part of planning processes for Town and Village Centres undergoing growth and change
3. Use parkland more efficiently and utilize, where feasible, parkland at school sites in deficient areas
4. Update local park facilities to suit current needs and demographics as appropriate
5. Provide, where possible, for publicly accessible urban plazas and open spaces in Town and Village Centres
6. Develop a strategy for parkland acquisition to address needs and opportunities regarding parkland within the developed and natural areas of the District
7. Encourage strategic parkland acquisitions through donation of private lands, eco-gifting, legacy funding, the development process, and other means

4.3 Land Use Designations for Parks and Open Spaces

The following land use designation and description applies to the District's parks and open space network, in addition to the general wilderness and alpine areas. A detailed land use map is provided as Schedule A.

Parks, Open Space, and Natural Areas. The parks, open space and natural areas designation is intended to provide for a range of public and private uses including the protection and preservation of ecologically important areas, habitats, the regional drinking water supply, and the provision of diverse parks and outdoor recreational opportunities.

5. TRANSPORTATION SYSTEMS

Our ability to move around quickly, safely, affordably, and comfortably affects every aspect of our lives. The ability of goods and freight to move efficiently, and the ability of workers and clients to access our local businesses all influence the economic vitality of our municipality. The mode of transportation we use also has consequences for our environmental and personal health: walking to the bus stop or cycling to work, for example, can both reduce greenhouse gas emissions and provide good exercise. The transportation needs and patterns of the community are changing, with most of our trips now being made for non-work purposes, outside of rush hour, and within the North Shore. **The District's objective is to respond to these changing needs and meet our social, economic and environmental goals by providing greater transportation choice.**

5.1 Transportation and the Network of Centres

The District's objective is to strategically integrate transportation and land use planning. The more nodal, concentrated development pattern promoted by this plan will facilitate a move away from the high reliance on the car that our existing dispersed land use pattern imposes. Locating housing, jobs, shops and services in closer proximity makes walking and cycling more viable and transit more efficient. This plan provides land use directions for four centres: Lynn Valley, Lower Lynn, Capilano/Marine and Maplewood. **Policies below apply principally to these locations.** While significant growth is not directed to other locations on the network of centres, it is recognized that any future development elsewhere on the network should be guided by the policies provided here.

Policies

1. Plan for an appropriate density and mix of uses to support the provision of frequent transit service
2. Work with TransLink to provide appropriate transit infrastructure and facilities
3. Ensure that the design of new developments fully integrates transit access
4. Ensure, through design, accessibility for people of all abilities
5. Ensure new developments provide pedestrian facilities and improve the public realm
6. Support pedestrian connectivity within and to centres by providing a continuous pedestrian network
7. Provide a range of on-street and off-street cycling infrastructure within centres and routes into centres
8. Consider, where appropriate, reducing vehicle parking requirements for new developments in centres and corridors to encourage alternate modes of transportation

5.2 The Pedestrian Network

Regardless of how we travel, we will at one point be a pedestrian during our trip, either for its entire duration or in combination with other modes such as transit, cycling or driving. **The District's objective is to ensure safe and comfortable opportunities to walk are provided for pedestrians throughout the community for a variety of trip purposes.**

Policies

1. Assess the needs of pedestrians in all road improvement projects and design projects to address needs accordingly

2. Complete the sidewalk network as per the Pedestrian Master Plan to improve District-wide pedestrian connectivity
3. Employ traffic calming and crossing improvements where necessary and appropriate to improve pedestrian comfort and safety
4. Ensure that all major developments incorporate pedestrian-friendly design, improve the public realm, and are accessible for people of all mobilities
5. Work with schools to provide safe and active routes to schools
6. Improve walking routes to transit facilities, ensure all are accessible, and enhance pedestrian comfort and safety where necessary.

5.3 The Bicycle Network

Cycling is often the fastest mode of transportation for trips in urban areas, and provides significant health and environmental benefits. Many cyclists use our existing road network, but some routes pose challenges such as gaps, barriers, and a lack of signage. **The District's objective is to provide a more complete cycling network that is safe and efficient for both recreational and commuter cyclists.**

Policies

1. Assess the needs of cyclists in all road improvement projects and accommodate bicycles in new and existing roadways when opportunities exist
2. Improve District-wide cycling connectivity and prioritize network expansion to areas with high cycling potential through implementation of the Bicycle Master Plan (Map X- Bicycle Network)
3. Provide a range of on-street and off-street cycling infrastructure
4. Coordinate efforts with public, private, and non-governmental partners to establish a cycling network on the North Shore that connects to the wider region
5. Require major new commercial, multifamily and municipal developments to include adequate end-of-trip bicycle facilities, such as bicycle parking
6. Improve cycling routes to transit stations and work with TransLink to make bicycle-transit integration convenient and intuitive.

5.4 The Transit Network

Transit is the most environmentally efficient method of moving large numbers of people and helps reduce congestion by keeping more cars off the road. Transit is also intended to be universally accessible to people of all ages, incomes and abilities. **The District's objective is to support the delivery of an enhanced and more integrated transit system across the community.**

Policies

1. Assess transit needs in all road improvement projects and address design implications accordingly
2. Work with TransLink to determine the frequent transit system and priorities based on the District's Network of Centres concept and TransLink's Frequent Transit Network concept (Fig. X)
3. Work with TransLink to designate Frequent Transit Development Areas at Lower Capilano-Marine Drive and Lower Lynn Town Centre and to provide supporting transit facilities and services

4. Provide transit-supportive road treatments such as transit lanes, signal timing, bus bay bulges and queue jumpers in portions of the Frequent Transit Network concept where appropriate (Order switched from 2 above)
5. Ensure development along the Frequent Transit Network concept is designed to provide convenient access to transit
6. Improve walking and cycling routes and facilities along transit routes, to provide a more integrated multi-modal network
7. Identify opportunities for park and ride facilities near transit exchanges
8. Ensure all transit stops are universally accessible to people of all abilities
9. Explore the potential for alternative transit models or providers such as shuttle services, water taxis, or seabuses.

5.5 The Road Network and Goods Movement

The District's road network is an important community asset used for different purposes by different users and modes. **The District's objective is to manage road infrastructure in such a way that enables the efficient movement of goods and people, while improving road safety and minimizing impacts on local neighbourhoods.** More specific policy directions for transit and bicycle users of the road network, and adjacent pedestrian infrastructure, have been provided above.

Policies

1. Assess the needs of all road users and all modes of transportation in road improvement projects
2. Assess and identify portions of the road network within the Frequent Transit Network concept to give priority to transit and/or high occupancy vehicles
3. Facilitate effective goods movement to improve access to key port, industrial and commercial areas, while encouraging goods movement by rail or water
4. Ensure and facilitate emergency vehicle access across the road network
5. Ensure that roads are classified, built, maintained and used according to their function by:
 - Designing main arterial roads to maintain traffic flow and provide safely for higher speeds and mobility
 - Designing streets serving primarily local traffic and residential access for slower speeds to reduce risk of crash and injury, and to discourage cut-through traffic
6. Explore possibilities for new strategic east-west linkages to the road network as a means to reduce trip length and ensure alternative access when a major route is blocked
7. Monitor the development of alternative energy and low emissions vehicles and devise supportive policies for establishing community charging stations and plug-in facilities as necessary
8. Improve road safety for all users and implement safety improvements based on their ability to reduce crash risk
9. Continue to work with the Federal Government, Province, TransLink, North Shore municipalities and First Nations to identify and advance opportunities to improve vehicle and transit access at the bridgeheads

PART TWO: COMMUNITY DEVELOPMENT

6. SOCIAL WELL BEING

Local governments have a critical role to play in making neighbourhoods healthy, vibrant, diverse and inclusive of peoples' needs. Fulfilling this role requires a combination of direct municipal action as well as partnering with non profit service providers and/or the provincial and federal governments. **The District's objective is to foster a safe, socially inclusive and supportive community that enhances the health and well being of its residents.** Policies contribute to the livability of the District and strive to address the needs of all citizens, particularly those that are most vulnerable and marginalized. They also serve to empower the community to develop services and supports to meet its own needs. Increasing demands for existing services, changing demographics and newly emerging issues require that the District respond in a coordinated and comprehensive manner to ensure the continued viability and sustainability of the community as a whole.

6.1 Citizen Engagement

The District's objective is to involve citizens meaningfully in civic affairs and community life. Effective civic engagement builds strong communities, leads to greater public participation and interest in the things we share, and facilitates more responsive governance and decision making.

Policies

1. Provide opportunities for all citizens to meaningfully participate in civic affairs and community life
2. Utilize effective and leading edge communication tools to enhance citizen engagement

6.2 Arts, Culture, Leisure and Recreation

Arts, culture, leisure and recreation play an enormous role in building a healthy, safe, and creative community and help provide the fabric of who we are. **The District's objective is to support and provide diverse activities, services, facilities and events.** Community spaces like libraries and recreation centres are heavily utilized and their effective delivery is key to community health. In addition to providing access to opportunities for learning, exercise and cultural expression, our various facilities also act as a hub for socializing and networking which helps to create a sense of community.

Policies

1. Foster an environment that promotes creativity and cultural expression and facilitates community access and engagement in arts and cultural experiences
2. Support the development and delivery of creative community events and activities that celebrate the full spectrum and diversity of the District
3. Promote creative and innovative events and activities that build on the unique identity of the District's urban villages and town centres – engaging local residents, artists and businesses

4. Develop working partnerships with the local First Nations to foster the expression of their cultural identity
5. Encourage inclusive community participation in leisure and recreation activities throughout the District
6. Ensure that a broad range of leisure and recreation opportunities suited to community needs and interests are accessible through the development and coordination of public, non-profit and private services
7. Provide accessible library services and resources to facilitate lifelong learning for residents of all ages, backgrounds and abilities
8. Promote and provide technologies that improve access and efficiencies as part of the service continuum for libraries

6.3 Community Services, Programs, and Facilities

The District's objective is to provide, facilitate or support a range of community programs and services in the community. A variety of programs and services ranging from adult day care to community gardens are required to effectively address all our residents and meet the needs of children, youth, seniors, at risk populations, and those with a range of abilities, among others.

Policies

1. Facilitate the delivery of accessible community services and programs to meet the current and future needs of all District residents
2. Plan for an age and disability-friendly community
3. Facilitate the provision of accessible services, programs, and facilities that encourage seniors and people with disabilities to function independently
4. Promote the establishment and maintenance of affordable quality child care services
5. Promote the creation of a network of community hubs to provide services to residents in a coordinated and cost effective manner
6. Encourage the retention of sufficient space in surplus public facilities (schools, churches, recreation centres) to meet changing community needs (e.g. adult daycare, child care)
7. Explore a variety of governance and partnership models regarding service delivery within municipal buildings
8. Enhance programming connections between outdoor and indoor facilities to contribute to a vibrant public realm and a sense of place in communities
9. Support civic and community partners with resources, information sharing and collaboration in the achievement of District objectives
10. Encourage sustainable, local food systems through initiatives such as the promotion of local foods and food production on private property, and the facilitation of community gardens, farmers markets, urban agriculture pilot projects in appropriate locations

11. Collaborate with Vancouver Coastal Health and other community partners in their efforts to provide increased access to safe, nutritious food

6.4 Personal and Public Safety

The District's objective is to create safe and caring communities. This means working proactively to prevent risks, and being able to respond to, emergencies, crime and disorder in a collaborative and effective manner.

Policies

1. Ensure that services supporting personal safety including emergency aid, fire safety, and support services are in place across the District
2. Support and advocate for coordinated programs and services to prevent and address community crime, violence and substance abuse
3. Work with community partners, stakeholders and service providers to address safety, crime prevention, education, victim's rights and to promote positive intercultural relationships
4. Review community policing models and provide community policing as appropriate
5. Prepare a fire service policy to define appropriate service levels
6. Locate fire halls strategically to deliver effective service and contribute to the fabric of the community
7. Consider Crime Prevention Through Environmental Design (CPTED) guidelines in designing and retrofitting buildings and public spaces

6.5 Heritage and Archaeological Resources

Our rich and unique history contributes greatly to the identity of the community and its sense of place.

The District's objective is to ensure that a legacy is created linking our past, present and future. This means preserving our heritage and archaeological resources.

Policies

1. Identify and continue to maintain a record of the heritage resources significant to North Vancouver's cultural and built heritage, including First Nations archaeological sites
2. Encourage the protection and enhancement of buildings and sites which have historic significance to the community by exploring opportunities to use the tools and incentives available under the *Local Government Act*
3. Protect archaeological sites in land development and management activities through coordinated efforts with First Nations, the Province and stakeholders
4. Support continued community involvement in identifying and advising on issues pertaining to District heritage resources and programming

5. Support the establishment of a Heritage Program Plan to provide guidance for the implementation of the statements contained in the Official Community Plan

7. HOUSING

The profile of the District resident of today has changed significantly from that of 20 years ago. During this time there has been a noticeable demographic shift from a younger family oriented community towards more seniors with fewer young adults and children. Our housing mix, comprised largely of detached single family homes has not kept pace with the needs of this changing community profile. Providing more diverse and affordable housing choice is needed for seniors, young singles, couples and families with children so that a wide mix of ages can thrive together and ensure a healthy, diverse and vibrant community. Emergency, transitional and social housing is also needed to support vulnerable populations. **The District's objective is to increase housing choices across the full continuum of housing needs.**

7.1 Housing Diversity

The network of centres concept provides important opportunities for increasing housing diversity and approximately 80% to 90% of future development (or approximately 8 - 9,000 units) will be directed to the four planned centres (Chapter 2). While growth will be restricted in detached residential areas, opportunities exist to sensitively introduce appropriate housing choices such as coach houses and duplexes that respect and enhance neighbourhood character. Some flexibility is encouraged to enable residents to better age in place, live closer to schools, or have a mortgage helper. **The District's objective is to provide more options to suit different residents' ages and incomes.**

Policies

1. Provide for a broad range of market, non-market and supportive housing.
2. Through the Neighbourhood Infill process and, where appropriate:
 - a. identify potential townhouse, row-house, triplex and duplex sites near designated Town and Village Centres, neighbourhood convenience stores or surrounding public schools
 - b. designate additional Small Lot Infill Areas
 - c. develop criteria to support detached accessory dwellings (e.g. coach houses, backyard cottages and laneway housing)
3. Develop design guidelines to ensure the form and character of new multi-family development contributes to the character of existing neighbourhoods and to ensure a high standard of design in the new Town and Village Centres.
4. Require that a significant proportion of housing projects outside the designated Town and Village Centres consist of 3 or more bedrooms.
5. Amend the applicable sections of the Zoning Bylaw to permit smaller apartment units.
6. Ensure multi-family development provides a portion of units that meet the Adaptive Building provisions of the BC Building Code and, where appropriate, the District's Adaptive Design Guidelines.

7.2 Rental Housing

Entry into home ownership is increasingly challenging given the high housing prices in the District and rental housing typically offers more affordable options for mid-to-low income groups, which may include single parents, students, young families and seniors. **The District's objective is to provide greater alternatives to home ownership.** Currently, only 18% of the dwellings in the District are rental.

Policies

1. Explore increasing the maximum permitted size of secondary suites.
2. Consider permitting secondary suites or lock-off units within townhouses, row-houses and apartments.
3. Encourage the retention of existing, and the development of new, rental units through development, zoning and other incentives.
4. Continue to limit the conversion of rental units to strata title ownership.
5. Support, where appropriate, parking reductions for purpose built market and affordable rental units.
6. Encourage the provision of student housing at or near the campus of Capilano University.
7. Support the addition of ancillary rental housing on church sites where additional development can be accommodated.
8. Require rental replacement with redevelopment
9. Require, where possible, that new strata units be available for rental
10. Establish a minimum acceptable standard of maintenance for rental properties.

7.3 Housing Affordability

Lack of affordable housing in the District is often cited as a factor contributing to the loss of our 'missing generation' of 20-40 year olds and the inability of many local employers to find and retain staff. With approximately 2,645 households in core need of appropriate housing and 1,460 households spending at least half of their income on housing, our lack of affordability is widely felt. **The District's objective is to formulate development strategies and work with community partners and senior levels of government to provide housing for modest to moderate income residents.**

Policies

1. Require, where appropriate, that large multi-family developments contribute to the provision of affordable housing by, but not limited to, (i) including a portion of affordable rental or ownership units as part of the project, (ii) providing land dedicated for affordable housing, or (iii) providing a payment-in-lieu to address affordable housing.
2. Focus a higher proportion of affordable housing to designated growth areas.
3. Ensure that the mix, type and size of affordable housing reflects District housing priorities.
4. Apply incentives (including, but not limited to: density bonussing, pre-zoning and reduced parking requirements) as appropriate, to encourage the development of affordable housing.
5. Utilize the District's Affordable Housing Fund to receive funds from non-municipal sources.

6. Work with community partners and the Province to facilitate options for affordable housing and advocate the Federal government to develop a National Housing Strategy for affordable housing.

7.4 Non Market Housing and Homelessness

Emergency, transitional and supportive housing are needed to provide access to the full continuum of housing in the District. This sector addresses the needs of our growing homeless population, those most at risk of homelessness, and those with substance abuse and mental health issues. Providing this housing requires funding that the District cannot address on its own. **The District's objective is to work with senior levels of government and social service providers to support our most disadvantaged residents.**

1. Encourage non-profits, supportive housing groups, developers, senior levels of government and others to facilitate the development of:
 - a. transitional housing for homeless adults, families and youth;
 - b. supportive housing for those with mental health and/or addiction issues;
 - c. independent living units for people with severe disabilities, and
 - d. assisted living facilities for people with cognitive and/or developmental disabilities.
2. Work with community partners to explore opportunities for social housing, co-operative and innovative housing solutions.
3. Continue to facilitate community facility lease policies, where appropriate, to provide municipal land or infrastructure for services to vulnerable populations.
4. Consider the use of District lands, where appropriate, to contribute towards and leverage other funding for the development of social and affordable housing.
5. Encourage other levels of government to contribute financial support and/or a portion of surplus lands towards appropriate and affordable housing for those with special needs.
6. Continue to support regional efforts to eliminate and prevent homelessness on the North Shore.
7. Continue to support non-profit agencies that provide short-term emergency and transitional shelter, food and access to social services for those in need.
8. Support community partners to provide a full continuum of support services to address issues related to mental health, addictions, health services, housing, employment and food security to provide assistance for homeless people and to facilitate their transition to independent living.

8. ECONOMIC DEVELOPMENT

Ensuring a diverse and resilient local economy is one element of the community's vision. The OCP is a mechanism for creating economic opportunity through land use policies that encourage new investment, quality jobs, and increasing tax revenue from the business sector. The long term economic vibrancy of the community also requires that the overall competitiveness of the District makes it a place that continues to attract people and investment capital. **The District's objective for economic development is to become an increasingly successful, economically viable and dynamic community where existing and potential employers and employees want to be.** This is achieved by OCP policies that support a competitive community as a whole and a local government that provides a full array of competitive services to meet its needs.

8.1 Maintaining the Attributes of a Competitive Community

District policies influence the attributes that make the broader community attractive and competitive for new business start-ups and relocations, business expansions, new land and building development projects, new entrepreneurs, and well-educated highly-skilled people. The competitiveness of the community includes many non-economic factors. **The District's objective is to attract investment by maintaining the attributes of a successful and competitive community.** These include attributes promoted in other chapters of this plan and policies below reinforce the economic benefit of aspects of our community addressed more completely elsewhere.

Policies

1. Establish housing mix policies that supports a balanced and diverse supply of housing
2. Create and maintain safe, beautiful, and inclusive neighbourhoods and centres
3. Encourage appropriate and compatible economic activity in all zones, including home-based businesses and mixed use developments
4. Advocate for improvements that enable goods and people to move easily through the District and support initiatives that provide easier access to the international airport
5. Advocate for expansion of post secondary educational institutions and encourage integration opportunities between education, research and business innovation
6. Support and maintain the availability of outstanding recreation and cultural facilities and events
7. Ensure high quality infrastructure to support the business community
8. Encourage community services that support and welcome entrepreneurial migrants whose new ideas, knowledge and connections help drive new economic activity

8.2 Providing Competitive Local Government Services

Local governments influence investment decisions and economic vibrancy through their policies and practices. Burdensome regulations, uncompetitive taxes and charges, and lengthy or unpredictable decision-making all undermine the climate for investment, and hence, economic activity. **The District's objective is to adopt a supportive position that helps generate economic activity and benefits for the whole community.**

Policies

1. Ensure the District is business-friendly
2. Ensure fees, permit approval times, regulations, charges and taxes are competitive

3. Periodically review and assess regulations for relevance and ease of use
4. Ensure all municipal departments take responsibility to support economic development and provide customer driven services
5. Promote the District as an excellent place to do business
6. Devise and implement specific economic development programs as and where necessary

9. ENVIRONMENTAL MANAGEMENT

Natural areas including our shorelines, rivers, streams, wetlands, and forested mountain slopes make up 70% of the District's overall land base. These areas provide a spectacular setting and strong identity for our community and also contain ecosystems that provide many functions necessary for our health and well-being. They provide the clean air, water and healthy soils needed to sustain us and a wide variety of plants and animals, making our community more resilient to the effects of climate change, while providing outstanding recreational opportunities. **The District's objective is to protect and improve the ecological health of our natural systems.** This means preserving our rich natural heritage for future generations while enjoying it responsibly today.

9.1 Biodiversity

The diverse forms of life, habitats and the natural processes that link them form the ecosystems that sustain life on this planet. Biodiversity is the foundation of the ecological services we depend on, such as photosynthesis, oxygen, the purification of air and water, and pollination of our crops as well as providing the natural resources that support our economies. Loss of habitat, habitat fragmentation and invasive species are some of the key threats to our local biodiversity. **The District's objective is to protect the ecological integrity of our diverse ecosystems.**

1. Protect and manage ecologically important areas and natural features illustrated conceptually on Reference Map X through the following measures:
 - a. Protect parks and open space (Map X, Parks System) and manage land uses to protect the ecological values of parkland
 - b. Consider the acquisition and addition of environmentally sensitive areas to the parkland system.
 - c. Protect and enhance biodiversity through implementation of environmental development permit areas and guidelines for the protection of the natural environment, streamside areas and natural hazards (Section X of this plan);
 - d. Protect rare, endangered and vulnerable species through habitat management, enhancement and restoration
 - e. Use conservation tools including covenants, eco-gifting, land trusts and tax incentives to conserve biodiversity on private lands.
 - f. Connect ecologically important areas, natural features, and urban habitat areas to create a comprehensive network of habitats within the District and into neighbouring jurisdictions
 - g. Restore disturbed habitat areas, including small area and consider off-site areas for habitat compensation where necessary

- h. Promote environmentally- friendly landscaping practices through the development review process and through stewardship initiatives
- 2. Develop an integrated invasive species management strategy to reduce the spread of invasive species
- 3. Support measures to prevent conflict between people and wildlife through community education initiatives
- 4. Collaborate with other levels of government, First Nations, and community organizations to identify, manage and conserve ecologically important areas

9.2 Urban Forest and Soil Systems

The District's objective is to protect our forested character and enhance the health of our trees and soils. Trees in parks, riparian areas, streets, and trees on private property are all part of the urban forest and help improve community livability and ecological health. Trees improve air quality, sequester carbon, moderate local climate, provide habitat for wildlife, enhance walking and cycling routes, and control rainwater runoff. An equally important part of the urban forest is the soil system. Soil provides the nutrients for plant growth, absorbs and stores water, and filters water pollutants.

Policies

- 1. Maintain the forested character of the District
- 2. Recognise the importance of the ecological services provided by urban trees and require tree replacement/compensation as guided by the District's tree protection policies
- 3. Manage the urban-forest interface to improve the species mix and mitigate risk of disease or hazards such as wildfire and windfall
- 4. Prevent soil compaction, erosion and instability during development and ensure adequate soil depth for rainwater infiltration and vegetation growth
- 1. Require assessment and mitigation of contaminated sites through the development process

9.3 Aquatic Ecosystems

Urban land uses can have a significant impact on water quality, quantity and the overall health of aquatic ecosystems. It is recognized that approximately 70% of the District's developed area is single family residences and these uses also have a significant impact on hydrological systems. **The District's objective is to proactively manage the watershed and foreshore to best maintain hydrological functions.** Increasing impervious surfaces, decreasing tree canopy, and reducing topsoil within urban watersheds alters natural hydrological systems and can result in contamination of rainwater, increased volumes of urban runoff discharging into local waterways, and less groundwater recharge which is critical in maintaining base flows in our streams. Coastal development can reduce shoreline and intertidal habitat and increase the risks of property damage from storms and sea level rise.

- 1. Prepare and implement integrated watershed management plans for all District watersheds consistent with the Regional Integrated Liquid Waste Resource Management Plan
- 2. Protect and enhance streams, riparian areas and wetlands through implementation of the Streamside Protection Development Permit Area and through enhancement initiatives

3. Encourage measures to infiltrate rainwater onsite, where appropriate, and manage impervious areas to reduce runoff volumes, improve water quality, and recharge groundwater
4. Design new and replacement drainage infrastructure to enhance water quality and reduce the volume of runoff entering watercourses giving preference to biological treatments
5. Protect and maintain groundwater levels by managing development to limit the amount of groundwater pumped into drainage infrastructure
6. Minimize pesticide use through implementation of the Pesticide Use Control Bylaw, education promoting alternatives and working with local businesses to eliminate the sale of cosmetic pesticides
7. Work with business and senior agencies to develop integrated spill and pollution event response plans
8. Establish a new Marine Foreshore Development Permit Area to protect and improve the health of the marine foreshore.
9. Enhance access to publicly owned marine shorelines through the development approvals process while protecting coastal habitat

9.4 Natural Hazards

The presence of steep slopes, creeks, ravines, floodplains and forested lands combined with extreme weather activity make some areas of the District susceptible to natural hazards including landslide, debris flow, flood and wildfire. **The District's objective is to reduce and mitigate the risk associated with natural hazards.** Development in areas prone to natural hazards requires special consideration due to concerns for personal safety and risk of property damage.

Policies

1. Manage and protect development through implementation of the Hazardous Conditions Development Permit Area in accordance with guidelines to reduce risks of wildfire in the forest interface area, landslide, flood and debris flow and through enhancement initiatives.
2. Continue to develop information and communication systems to advance the natural hazard management program

9.5 Air Quality

Good air quality is important to the health and well being of District residents. While management of air quality is a Regional and Provincial responsibility, land use, transportation, environmental and energy planning can have implications on local air quality. **The District's objective is to help facilitate good air quality locally and regionally.**

Policies

1. Support regional directives to monitor and manage air quality
2. Consider air quality implications in community planning initiatives

9.6 Community Stewardship

The health of our natural environment affects all of us and we have a shared responsibility in conserving, protecting and restoring ecological systems. Environmental education and partnerships build an awareness of our natural systems, an understanding of how our actions can alter these systems, and enable the celebration of our shared natural heritage. **The District's objective is to create a stewardship ethic where citizens and businesses engage in environmental efforts.**

Policies

1. Coordinate and partner with senior government, neighbouring municipalities, local First Nations, the School District and community organizations in the delivery of environmental stewardship initiatives
2. Facilitate the delivery of programs in District Parks to advance environmental sustainability objectives
3. Work with land owners to conserve and enhance habitat on private lands.

10. CLIMATE ACTION

Climate change is a global reality that affects us at a local level. This OCP's Network of Centres concept establishes a sustainable urban structure that will allow people to live closer to jobs, shops, and services which will result in reduced per capita transportation-related greenhouse gas emissions. Taking other actions to reduce our reliance on fossil fuels, improve our energy efficiency, and adapt our infrastructure for changing environmental conditions is good long term policy. It is now also a legislative requirement for municipalities to establish greenhouse gas reduction targets, take steps to become more complete and compact communities and implement measures to achieve emission reduction targets. **The District's objective is to become a more energy-efficient community that reduces its greenhouse gas emissions and dependency on non-renewable fuels while adapting to climate change.**

10.1 Energy Efficient Buildings

Our buildings contribute around 50% of our community's greenhouse gas emissions. **The District's objective is to improve the energy efficiency of new and existing buildings. As well as supporting other climate change initiatives,** more efficient buildings are resilient to higher energy prices and they reduce the load on infrastructure.

Policies

1. Implement the District's Green Building Strategy for new multifamily residential, commercial and industrial buildings through Development Permit Guidelines for Energy and Water Conservation and Greenhouse Gas Reductions
2. Encourage residential energy conservation and building retrofits and promote access to senior government grants and incentives to achieve this
3. Advocate for energy efficiency ratings to be established in all homes for sale/resale
4. Work with other levels of government, energy providers and the business community to facilitate emissions assessments and to develop energy and greenhouse gas reduction strategies

10.2 Alternative Energy Supply Options

A challenge in responding to climate change exists not only in identifying ways to reduce energy consumption, but in moving away from high carbon dioxide emitting energy sources. **The District's objective is to encourage alternative energy sources and systems that have lower greenhouse gas emissions than conventional energy sources.**

Policies

1. Undertake detailed feasibility assessments of district energy systems and target, where appropriate, its development through the planning and redevelopment process
2. Require hydronic systems in new buildings where district energy systems are identified as viable
3. Explore opportunities for a heat recovery system from the proposed sewage treatment plant
4. Where developments of a significant size (X ha) seek a change in land use, urge developers to conduct an energy efficiency and alternative energy assessment
5. Investigate potential renewable energy resources and applications including geoexchange and solar
6. Investigate the potential energy available, suitability and community interest in biomass-based systems for potential district energy precincts
7. Work with North Shore municipalities and First Nations to advance Integrated Resource Management whereby natural systems are used to generate energy and provide utilities and services

10.3 Waste Management

After buildings and transportation, waste is the third most significant source of greenhouse gas and contributes around 4% of carbon dioxide emissions in our community. **The District's objective is to reduce the waste we generate and use the waste we do generate as a resource.**

Policies

1. Advance waste reduction policies including further limits on residential waste
2. Support a Zero Waste philosophy and advance efforts to reduce, reuse and recycle
3. Work with Metro Vancouver to initiate an organic waste pick-up and composting program in the District
4. Explore opportunities with partners to use waste as a resource
5. Promote product stewardship from the retailers and manufacturers

10.4 Climate Change Adaption

Efforts to lower our greenhouse gas emissions by reducing our need and reliance on conventional energy supplies and improving our waste management are effective means of climate change mitigation. At the same time as we seek to limit our contribution to climate change, it is also important to prepare for its impacts. **The District's objective is to adapt proactively to climate change.** This means integrating a climate change perceptive into our infrastructure design and maintenance, ecosystem management and emergency preparedness.

Policies

1. Manage development and risk associated with natural hazard areas including those associated with wildfire, landslide, debris flow and flood
2. Work with the North Shore Emergency Management Office and service organisations to prepare for and respond to emergencies created by extreme weather events
3. Assess risks to existing infrastructure from anticipated climate change and manage assets accordingly
4. Design and build new infrastructure, utility systems and upgrades to adapt to our changing climate
5. Maintain or re-establish, as required, eroded or degraded natural shorelines to protect infrastructure and biologically sensitive areas
6. Conserve and enhance biodiversity and forest health through environmental management measures that consider climate change impacts

11. INFRASTRUCTURE

The District owns and operates a wide array of physical infrastructure, ranging from civic buildings and facilities (libraries, recreation centres, fire halls, municipal hall) to roads, utilities (water, sewer), parks and other public places. Much of our infrastructure is aging and will necessarily need to be repaired or replaced within the timeframe of this plan. As these assets are costly to achieve, they should be considered a legacy to be passed on to future generations and managed with a 'life-cycle' perspective in mind. We have a social responsibility to ensure infrastructure meets the community's changing needs and a fiscal responsibility to taxpayers. **The District's objective is to maintain our municipal infrastructure in good working order to sustain the public health, safety and economic well-being of our residents.**

11.1 Infrastructure Planning and the Network of Centres

The District's objective is to maximize infrastructure efficiencies. Infrastructure, roads, and land use strongly define the urban structure of the District. Most of our future growth will be directed to centres and corridors. Efficiencies can be achieved and use of municipal assets maximized by focussing these in centres where they are most easily accessed by the greatest number of people.

Policies

1. Focus infrastructure investment within Town and Village Centres and strategic corridors connecting them
2. Limit infrastructure extension beyond the urban containment boundary
3. Design public facilities and infrastructure to reinforce community pride and sense of place
4. Identify opportunities to co-locate services
5. Design facilities to respond to the various and changing needs of all District residents
6. Enhance the public realm through boulevard treatments and beautification features at key locations such as gateways
7. Work with federal and provincial agencies to achieve additional grade separated access to port facilities.

11.2 Utility and Service Provision and Environmental Integrity

Reducing the energy operating requirements and hence the energy budget of municipal assets through improved efficiency makes good financial sense as well as good environmental policy. **The District's objective is to lead by example by providing energy efficiencies and environmental protection.**

Policies

1. Design new District facilities to be energy efficient, low greenhouse gas emitters
2. Encourage low impact development and other stormwater management best practices to protect local watersheds and stream hydrology
3. Facilitate extension of recycling service to multiple family and commercial developments
4. Restore or "day-light" culverted sections of creeks wherever practical
5. Consider, where feasible, the development and implementation of District Energy Systems in town centres and other growth areas, and heat exchange systems in recreational centres

11.3 Infrastructure Maintenance

It is essential not only that we continue to provide municipal infrastructure to support the social, environmental and economic well being of our community, but that it is done so in a fiscally responsible manner. **The District's objective is to maintain infrastructure in good working order and within the District's ability to pay.** Preventive maintenance saves money in the long run and conducting annual maintenance and replacement programs helps to even out municipal budget requirements from year to year.

Policies

1. Adopt a long term life-cycle asset management perspective for the design and maintenance of infrastructure and facilities
2. Continue to undertake annual renewal and replacement programs of utilities, roads, buildings and other District assets
3. Balance service levels with financial impact
4. Recover most or all utility operation and maintenance costs through user charges and fees
5. Regularly review development cost charge rates to ensure that every new development pays for the additional services that it will require

PART THREE: PLAN MANAGEMENT

12. PLAN IMPLEMENTATION

12.1 Plan Amendment and Review

This Official Community Plan provides a long term vision for the District and policy guidance to achieve this vision. For it to be effective, it is important that municipal decision making and policy implementation are consistent with the objectives and commitments laid out in this plan. This approach provides direction and assurance to our stakeholders, partners and residents alike. At the same time, due to the long term horizon of a plan that looks out 20 years to 2030, it is also important for the OCP to be considered a ‘living document’. As such, it is recognized that the OCP will be amended from time to time as the community evolves, our needs change, and new opportunities to achieve a bright and sustainable future emerge. The key will be for plan amendments to reflect genuine worth and value to the community.

To ensure the ongoing validity of this plan, an OCP review will occur every 5 years. At the time of this review, and through the various implementation strategies detailed in section 12.3, public involvement will be essential in keeping this OCP relevant and alive. Monitoring of progress towards the OCP’s vision and goals will also be provided through the plan’s Indicators and Targets.

12.2 Plan Monitoring: Indicators and Targets

As a living document that sets a path to the future, it is useful to establish targets to help identify what it is we are striving to achieve in the OCP. For this reason, Chapters 1 through 10 of this plan each contain a **headline target** to reflect one significant element of the chapter. In some cases these targets reflect official regional or provincial figures, and in many cases they represent ‘stretch’ targets that may require further development with the community. In addition to the headline targets, a series of **community indicators** have also been established. These indicators are intended to capture the broader scope of our community’s objectives and represent some of the indicators we need to monitor to assess our progress towards realizing our vision for the future. Together, these targets and indicators measure a number of the OCP’s social, economic, and environmental goals and can be thought of as constituting a sustainability or ‘triple bottom line’ approach to evaluation.

Progress towards these targets and assessment of these indicators will inform periodic monitoring of the OCP. In addition to the 5-yearly OCP review, a report to Council outlining OCP status and progress is anticipated to be prepared every 1-to-2 years according to need and the availability of data.

Growth Management
2010 Baseline: Estimate 70-80% of existing residential units are outside of Network of Centres
2030 Target: 80-90% of new residential units located in the Network of Centres
Additional Community Indicators
<ul style="list-style-type: none"> • # of new units outside the urban containment boundary
Urban Structure
2010 Baseline: 70% detached, 30% attached housing units
2030 Target: housing mix of 50% detached, 50% attached units

Additional Community Indicators <ul style="list-style-type: none"> • % of new units in commercial residential mixed-use buildings • Square footage of new office and retail in Centres
Employment Lands
2010 Baseline: Estimate 5.5 million square feet in employment lands 2030 Target: 33% increase in built square feet in employment lands Additional Community Indicators <ul style="list-style-type: none"> • New square footage by tax class • Vacancy rates • New incorporations
Parks and Open Spaces
2010 Baseline: About 3 ha of Neighbourhood and Community park per 1000 residents 2030 Target: Minimum 2 ha of Neighbourhood and Community parkland for every 1000 residents (within projected growth by 20,000 more people) Additional Community Indicators <ul style="list-style-type: none"> • % of District residents living within 500m of a Neighbourhood park or open space • % of District residents living within 1000m of a Community or District park • Ha of District level parkland per 1000 residents
Transportation Systems
2010 Baseline: 15% of the commute and 21% of all trips are by walking, cycling or transit 2030 Target: 35% of District resident trips are by walking, cycling or transit Additional Community Indicators <ul style="list-style-type: none"> • Transit service and frequency • % of transit stops that are fully accessible • New kilometres added to bicycle and pedestrian networks
Social Well-Being
2010 Baseline: Gaps in the continuum of community services and facilities across the District 2030 Target: A community hub facility within easy access of every centre Additional Community Indicators <ul style="list-style-type: none"> • # of community facilities, visits, and range of services/programs • Homelessness count and # of supportive units • # of families living below the Low Income Cut off and child poverty rate
Housing
2010 Baseline: 82% owned, 18% rental units 2030 Target: 2030 housing tenure mix of 65% owned, 35% rental units Additional Community Indicators <ul style="list-style-type: none"> • % of affordable and rental units • % of physically accessible units • % of multifamily units that are ground oriented • Mix of unit sizes in apartments
Economic Development
2010 Baseline: 22,000 fixed workplace jobs (up to 27,000 total jobs including no fixed workplace) 2030 Target: 36,000 total jobs in the District by 2030 Additional Community Indicators <ul style="list-style-type: none"> • % of District jobs that are full-time

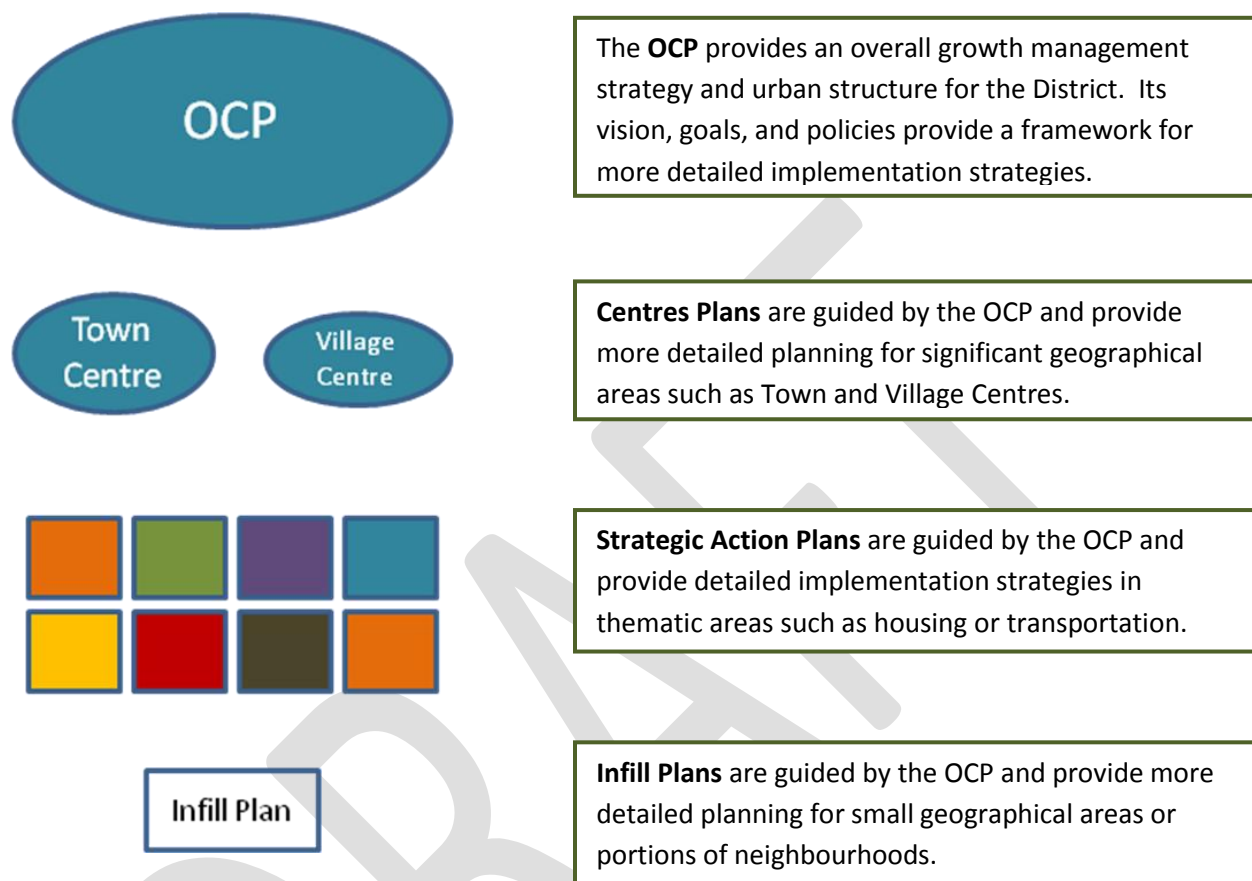
<ul style="list-style-type: none"> • Job-to-residents ratio or jobs-to-labour force ratio • Tax competitiveness in Metro Vancouver • % of District residents working in the District and/or North Shore
Environmental Management
<p>2010 Baseline: Estimate 30% tree canopy coverage in the developed portion of the District</p> <p>2030 Target: 40% tree canopy coverage in the developed portion of the District</p> <p>Additional Community Indicators</p> <ul style="list-style-type: none"> • % of tree canopy coverage in residential areas • Presence of invasive species in parks • Amount of protected natural parkland or conservation areas
Climate Action
<p>2010 Baseline: 410,000 tonnes of carbon dioxide emitted annually by the community</p> <p>2030 Target: 33% reduction in community greenhouse gas emissions</p> <p>Additional Community Indicators</p> <ul style="list-style-type: none"> • # new buildings complying with Green Building Strategy • # of developments with alternative energy systems • % reduction in corporate emissions • Waste diversion rate • # of solar applications

12.3.1 Plan Implementation Strategies: Planning Hierarchy

This OCP addresses a broad range of issues affecting community life in the District. Achieving the different elements of its vision will require a broad range of implementation strategies. Developed as an Integrated Sustainable Community Plan, the OCP is intended to work synergistically with a number of other municipal policy documents to ensure an integrated and holistic approach to realizing our social, economic and environmental goals.

This plan establishes four levels of planning in the District: the Official Community Plan, Centres Plans, Neighbourhood Infill Plans and Strategic Action Plans. The District OCP provides community-wide goals and an overarching policy framework to guide progress towards these goals. More detailed Centres Plans apply to identified centres or other significant geographical sub-areas of the District. Neighbourhood Infill Plans are undertaken for smaller geographical areas within neighbourhoods to assess their suitability for sensitive intensification. Strategic Action Plans define detailed priority actions and strategies to achieve the goals and objectives of the OCP on a theme or sector basis.

Figure X: Planning Hierarchy



For the **Official Community Plan** to be effective and comprehensive, an overall municipal perspective is required to formulate a growth management strategy, organize the preferred urban structure and transportation network, coordinate a system of parks and open space, promote social health and well-being, and guide municipal infrastructure, facilities and other capital programs. Centres, Neighbourhood Infill and Strategic Action Plans implement the District OCP and must therefore be consistent with OCP policy directions. These secondary plans should be thought of as strategic tools for achieving OCP goals at a more localized or sector-specific level.

Centres Plans are anticipated to be undertaken or updated, as a first priority, in areas where change is most likely to occur and where OCP goals can best be achieved. In accordance with the growth management and urban structure principles laid out in this plan, Centres Plans are primarily expected to address components of the network of centres concept: Town Centres and Village Centres. However, this plan also provides for other sub-areas, or special study areas such as Capilano University or employment districts to emerge as the subjects of Centres Plans where necessary or appropriate.

Secondary planning will perform a number of functions such as addressing planning issues affecting specific areas of the District in more detail, facilitating the application of the general principles expressed in this District OCP, guiding the orderly redevelopment of specific areas of the District, establishing design guidelines that reflect the unique characteristics of a location, and providing effective transitions between adjacent land uses. As implementation strategies, the policy framework for Centres Plans is to be derived from the District OCP. The social, economic and environmental goals and policies laid out in this plan can be thought of as providing 'terms of reference' for eventual sub-area planning. Centres Plans are expected to use the portfolio of land use designations provided by this plan and may lead to amendment of the OCP land use map.

Neighbourhood Infill Plans may be undertaken for smaller areas where a change of land use or density may be appropriate. This may include portions of residential neighbourhoods in transition or under redevelopment pressure because of adjacency to a centre, corridor or existing higher density uses. Alternatively, neighbourhood infill plans may be undertaken to determine the appropriate land use of surplus publically owned sites (school, highway or other), small-lot infill areas, or pilot projects. Neighbourhood Infill Plans are expected to use the portfolio of land use designations provided by this plan and may lead to amendment of the OCP land use map.

Strategic Action Plans apply to specific themed or subject based components of the OCP. It is anticipated that they will generally have a shorter time frame than the 20 year horizon of the OCP. As implementation strategies, these plans are expected to focus on identifying feasible, cost effective programs or actions that implement OCP goals and objectives, which may include identifying capital projects. As with sub-area plans, Strategic Action Plans are expected to be consistent with the community vision and goals expressed in the OCP. Strategic Action Plans to be undertaken supporting various OCP chapters include (but are not limited to):

- Chapter 3 and 8: Economic Strategy
- Chapter 4: Parks and Open Space Strategic Plan
- Chapter 5: Transportation Plan
- Chapter 6: Social Strategy, Recreation Facilities Plan, Cultural Strategy
- Chapter 7: Housing Action Plans
- Chapter 10: Climate Action Plan

Importantly, the District OCP is adopted by bylaw while sub-area Centres Plans and Strategic Action Plans are approved as policy documents by Council resolution. Where further policy work identifies a need or benefit to change OCP directions expressed in this plan, including changes to the land use map, the OCP may be amended to ensure it remains a relevant and effective legislative tool to achieve the community's sustainability goals.

12.3.2 Plan Implementation Strategies: Community Amenity Contributions

This OCP provides a growth management strategy and urban structure that support and integrate our social, environmental, and economic goals. The controlled redevelopment this growth management strategy directs will provide an opportunity to improve livability and to address existing or future needs in the community. **New development in the District will be expected to provide benefits to the community beyond the development itself.** If development requires a rezoning or plan amendment that involves an increase in residential density or a change from one land use to a higher land use, then

that new development will provide a community amenity contribution (CAC) in the form of either a payment or a physical community amenity.

CACs will be implemented through a Community Amenity Contribution Policy which establishes the framework for the provision and value of community amenity contributions. The Policy will allow the development industry, the community, staff and Council to share clear expectations regarding CACs as early as possible in the development process. It will create a level playing field and allow the development industry to be responsive to community expectations associated with new development.

A CAC policy will include the following key components:

- Direction regarding when community amenities are provided
- Considerations which will be factored into CAC contributions
- Items eligible to be considered CACs
- Dollar value of CACs
- Legal security for CACs

While community amenity contributions will be expected in the District as a whole, area specific CAC strategies are anticipated for town centres to reflect specific amenities required to meet the planning objectives of the centres.

12.4 Financial Statement

Achieving our vision for the future of the community requires that financial sustainability be factored into all municipal decision making and an analysis of the financial implications of the key strategic directions accompanied the development of this plan. In addition to its environmental and social benefits, the urban structure or 'network of centres' concept proposed by **this plan brings long term financial efficiencies to the operations of the municipality**. Concentrating population growth in specific centres allows for greater efficiency in service and infrastructure provision, resulting in reduced per capita costs. At the same time, enabling strategic growth in these centres provides opportunities for increased municipal revenue in the form of community amenity contributions, development cost charges and next tax revenue which means that the municipality can leverage opportunities for improved amenities on behalf of the wider community. Similarly, the more productive use of industrial and light industrial employment lands promoted by the plan can provide greater tax revenue for the District as a whole. **Looking forward, long term financial planning and the allocation of District revenues and resources must be coordinated with the OCP towards the achievement of the community's diverse goals and objectives expressed in this plan.**

12.4.1 Long Term Financial Plan

The District's objective is to achieve long term financial resiliency in pursuit of the vision, goals and associated services included in the OCP. It recognizes these five elements as essential to developing its long term financial plan and achieving this objective:

1. **Long term service vision** – defined at the level of municipal programs, includes expected levels of service and intended outcomes for the community

2. **Supporting financial policy** - including clear statements on governance and efficiency, program costing and funding, growth related revenue, long term funding for major capital requirements, and long term fund balances required to achieve the goal of financial resilience.
3. **Analysis and forecasting** - including the development of the necessary tools to model long term policy impacts and changes in the fiscal environment
4. **Collaborative and participatory process** - including stakeholder engagement and a system for priority based budgeting guided by the long term services vision
5. **Connection to other plans** - ensuring the long term financial plan is inclusive of all approved plans, policies and interdependencies.

CHAPTER 13 DEVELOPMENT PERMIT AREAS

Under the authority of the *Local Government Act*, Development Permit Areas (DPAs) may be designated by municipalities for the purposes of guiding development in areas that are subject to specific considerations or conditions. Alongside the OCP, the District of North Vancouver is preparing or revising Development Permits (DP) to allow for more controlled planning to address the following:

- Protection of Natural Environment
 - General
 - Streamside
- Natural Hazard Conditions
 - General
 - Wildfire
 - Flood and Debris Flow
 - Landslide
- Form and Character
 - General
 - Town and Village Centres
- Energy Conservation

It is anticipated that all DP guidelines will be attached to the OCP on their completion.

CHAPTER 14 MAPS

The following maps are currently under development and will be attached to the draft OCP:

- Land Use
- Network of Centres and Frequent Transit Concept
- Town and Village Centre Plans
- Major Roads and Goods Network
- Integrated Trail and Bicycle Network
- Parks and Open Space System
- Ecologically Important Areas and Natural Features
- Major Greenways and Trails
- DPA maps