



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**COMMUNITY DEVELOPMENT DEPARTMENT**

**REPORT**

To: Mayor Darrell Mussatto and Members of Council

From: Suzanne A. Smith, Planner, Community Development

SUBJECT: THE OFFICIAL COMMUNITY PLAN – TARGETS AND INDICATORS  
MONITORING STRATEGY (OCP-TIMS): RESULTS

Date: July 14, 2010 File No: 3330.04

*The following is a suggested recommendation only. Please refer to Council Minutes for adopted resolution.*

**RECOMMENDATION:**

**PURSUANT** to the report of the Planner, dated July 14, 2010, entitled, "The Official Community Plan – Targets and Indicators Monitoring Strategy (OCP-TIMS): Results":

**WHEREAS** the City has a vision – to be a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of the community locally;

**AND WHEREAS** the Official Community Plan Targets, Indicators and Monitoring Strategy (OCP-TIMS) has been developed to help monitor the implementation of the many policies and programs of the Official Community Plan to achieve that vision;

**THEREFORE BE IT RESOLVED** that the OCP-TIMS results contained in this report be referred to City Advisory Bodies and the OCP Staff Working Group for their information and consideration in the update of the OCP (OCP 2021 & Beyond) currently underway;

**AND THAT** the results be made available on the City's website.

**ATTACHMENTS:**

1. Summary Results Table;
2. Master List and Indicators.

## **PURPOSE:**

This report represents the first reporting out of the Official Community Plan Targets, Indicators and Monitoring Strategy (OCP-TIMS) for the 2002-2009 time period (Attachment #1). This information provides a high level reading of progress to date in the implementation of the 2002 Official Community Plan based on a select group of indicators (Attachment #2). Along with other documents such as the external Sustainability Review (2010) by the Fraser Basin Council, this summary of progress will be included in a broader review through the OCP Discussion Paper – OCP 2002 Review. Staff will also seek to align future reporting of TIMS results with the Annual Municipal Reporting process to streamline City staff efforts.

## **SUMMARY:**

The City has made great progress in implementing the goals and objectives of the Official Community Plan (OCP) since the last OCP update 8 years ago. This achievement is highlighted by the receipt of the Province's inaugural 2007 Green City Award for implementation of the OCP and the sustainability focused approach the City had taken in crafting the 2002 OCP.

The data presented in this report provides a high level assessment that broadly identifies areas the City has excelled at and those needing additional attention based on the indicators selected. The City has numerous programs and policies with specific targets (ie: greenhouse gas emissions, transportation) which seek to monitor progress more specifically. The TIMS results will contribute to the OCP update process currently underway.

## **BACKGROUND:**

When the Official Community Plan was adopted in 2002, there was provision to create a monitoring program to gauge progress toward the community vision:

"To be a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of our community locally".

OCP-TIMS is the Targets, Indicators and Monitoring Strategy designed to track and guide the implementation of the City's overarching policy document, the Official Community Plan. Created through the efforts of a Task Force made up of Advisory Bodies and Staff (listed below), the indicators were designed to broadly capture the 50+ goals and 150+ objectives outlined in the chapters of the OCP.

<p><b>Staff:</b>  Isabel Gordon,  Deputy Director Finance  Francis Caouette,  Director, Corporate Services  Tony Barber,  Assistant City Engineer  Gary Penway, Assistant City Planner  Cheryl Kathler, Community Planner  Suzanne Smith, Planner I  Paul Penner, Planner I  Robb Utendale, Policy Analyst</p>	<p><b>Advisory Body Members:</b>  Ken McKillop - Advisory Design Panel  Ray Vesely - Advisory Design Panel  Wayne McIntyre –  Advisory Planning Commission and Chamber of  Commerce  David Poskitt - Advisory Planning Commission  Arthur Davies –  Parks and Environment Committee  Elizabeth Leboe –  Parks and Environment Committee  Jason Kanigan –  Social Planning Advisory Committee  Libby Kelley –  Social Planning Advisory Committee</p>
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The City has made progress in the implementation of its Official Community Plan. An overview of efforts to date was completed in January, 2007 in a report titled "Implementing Sustainability". Later that year, the City received the inaugural Green City Award for sustainable community planning in recognition of the implementation of the Plan. The creation of a more compact, complete community served by a network of paths and trails and transit was highlighted by the award committee in particular. More recently the City launched a 'Sustainability in the City' website showcasing the City's many integrated initiatives. Earlier this year the City also received some praise and some suggestions for improvement from the Fraser Basin Council as part of their external Sustainability Review.

**DISCUSSION:**

The use of a monitoring strategy will help the City work toward specific achievable end points. Monitoring change in this manner enables the City to evaluate the effectiveness of City actions over time and adjust as needed. And as the City progresses in achievement of the vision, the community will change as well, as will the Plan over time and the indicators will be modified accordingly.

**Indicators**

The indicators themselves were developed with the assistance of a Task Force consisting of representatives from City advisory bodies and staff from city departments. Each indicator was chosen based on the specific criteria agreed to at the beginning of the process, and a worksheet was used as a guide (Attachment #2). A maximum of 4 indicators per chapter were created. The Task Force attempted to find indicators that together would represent the spectrum of objectives within the Chapter and common to more than one chapter where possible. An additional criteria was that a minimum of staff resources be required to maintain the monitoring program, and wherever possible,

indicators were selected that are consistent with regional, provincial and/or federal data tracking practices.

### **Targets**

Setting specific targets was beyond the scope of the initial TIMS process however, for purposes of providing guidance, a general target was selected for each indicator seeking either an increase or a decrease in the measure being tracked over time (Attachment #1). Detailed target setting and monitoring is occurring through individual programs, as appropriate. For example, both the Long Term Transportation Plan (2008) and the recently endorsed Community Energy and Emissions Plan and associated OCP Amendment (2010) contain specific targets associated with specific program actions at an appropriate level of detail.

### **Monitoring**

A Steering Committee was established to oversee the monitoring process with representatives from each major department. This included the collection of data for the indicators, establishing an approach for target setting, overseeing monitoring on an annual basis including reporting out and ensuring optimal communication of the results to the public via City website, etc, in the most approachable format. In addition, staff from across City departments and agencies contributed time for data collection and feedback on the indicators.

### **Results**

The TIMS Summary Table, outlined in Attachment #1, provides a brief overview of the indicators (more detail on individual indicators in Attachment #2), the data over recent years and their status. The ratings are broken into three categories to keep them simple. These include “good” ie: progress made, “steady” ie: not significantly increasing or decreasing, and “poor” ie: significant decline noted over the time period recorded. As with any rating system, indicators can fall on the cusp of two rating categories however best effort has been made to rate them objectively.

In reviewing the data available over the past 5 years (less in some cases), staff have assessed that of the 22 indicators selected for monitoring currently:

- 13 indicators (59%) rate as “good”; and,
- 9 indicators (41%) rate as “steady”;
- 0 indicators rated as “poor”.

From an OCP Chapter perspective, most chapters fall either solidly in the “good” rating or a combination of “good/steady” depending on the cumulative ratings of indicators in the chapter. A few chapters – Community Well-Being, Financial Planning and Implementation & Participation warrant a closer look at either the appropriateness of the indicator selected or underlying problems with reaching proposed targets. The following provides a sense of the ratings on a chapter by chapter basis.

Generally speaking, in recent years the City has done well in adding to or enhancing the trail system, improving park areas, and encouraging/facilitating the increase of public events/participation in City parks, plazas and the pier. These indicators reflect progress in implementing both the **Parks & Greenways** OCP Chapters as well as the **Sense of Place** Chapter which is unique to the City. There has also been a dramatic rise in library visits due to the new facility opened in the fall of 2009 leading to a "good" rating for the **Leisure & Culture** Chapter.

Overall, from a **Land Use** Chapter perspective the City has made progress – especially in increasing the number of ground oriented units such as duplex, triplex and townhouses which contributes to the range of housing (including family oriented housing) provided in the community. The focus on increasing ground oriented units over apartment units, however, may be unlikely given the City's built-out form and the small amount of land reserved for lower density housing. This indicator will be reviewed for its effectiveness. Progress has been made in the pursuit of more energy efficient buildings in a variety of forms with 3 LEED buildings to date complemented by numerous other energy efficiency programs and measures being pursued in many buildings (ie: REAP program for NOMA development) giving this indicator a 'steady' rating.

Another good rating goes to the **Transportation, Mobility & Access** Chapter indicators for the increase in mobility enhanced crossings (audio, visual) making it easier to negotiate the City as a pedestrian. The number of dwelling units in the City's Town Centre continues to rise, giving support to transit and other services. And, not insignificantly, the lower (and decreasing) car ownership per capita in the City as compared with regional averages suggests a successful formula unfolding.

Despite the level of growth and development the City is experiencing, a key **Environment Chapter** indicator B-IBI, (Benthic Index of Biological Integrity) which reflects aquatic ecosystem health – tied to adequate water quality, tree cover and slope stability - has remained constant over the past 7 years. Of the other indicators in this Chapter, Corporate Greenhouse gas emissions has seen a reduction in emissions giving it a good rating while a small decrease in emissions in the Community Greenhouse Gas emissions category may be due to changes to methodology over time. This measure received a rating of steady. Overall progress is being made.

The **Economy & Economic Development** Chapter indicates good progress. The number of home based businesses continue to grow in line with population growth which contributes to the City's short work commute distance average as compared across the region. The City has also seen an increase in the number of tourist visits logged. Although the City continues to be one of a handful of municipalities in the region with a 1:1 or higher ratio of jobs to resident labour force this number has declined since 2001 in the face of a growing population. Ongoing monitoring of office floorspace in the town centre and other parts of the City is needed to better track this indicator and to consider the evolution of changes overtime ie: Marine Drive corridor growth.

Tracked by the RCMP Community Policing division, the Block Watch participation indicator for the **Community Well-Being Chapter** does not distinguish between City

and District participants. Further, the total number of participants is not counted in detail and does not provide much insight on progress. This indicator will be reviewed for its effectiveness. Although the City has made great progress in establishing Adaptable Design Unit standards the number of units added to the inventory in recent years does not appear to be increasing as expected. Both results led to a steady rating for this chapter.

In the **Financial Planning** Chapter there are mixed results. The City's residential taxes are the lowest on the North Shore while the ratio of residential to business/industrial is higher. The City is advancing its Long Term Tax Strategy, which supports the effort to ensure the City remains financially attractive to existing and new businesses giving this indicator a good rating. Change in this area has been slow and the City is still a long way from achieving its goal of having a business to residential ratio at the median for the region. The median for the region in 2009 was 3.55 and the City ratio of residential to business is 4.10. With regard to the operating reserve system, it is performing to manage risk effectively, but fluctuations in the gap between amounts set aside and the amounts used may indicate a need to review this area. This indicator will be reviewed for its effectiveness.

The number of emergency repairs over the past few years due to water, sewer and storm water blockages (major) or breaks has fluctuated but is in line with North American industry standards leading to a 'steady' rating in one of two indicators for the **Community Infrastructure** Chapter. Meanwhile, there has been consistent expansion of Lonsdale Energy Corporation, the City's energy utility, to serve residential, commercial and institutional buildings, bringing more efficient heat and hot water to a growing proportion of the City.

#### **NEXT STEPS:**

OCP-TIMS is not a perfect monitoring system. As a high level assessment tool its purpose is to measure progress based on a select set of indicators that can be modified over time as needed. It exists to reveal both successes and areas for improvement – from an objective numbers based perspective. It does not speak to all of the projects, programs and service levels provided that fall under each of the OCP Chapters. In part due to this limitation, TIMS data will be added to a more comprehensive review of the implementation of the OCP in the forthcoming Discussion Paper – 2002 OCP Review as part of the OCP 2021 & Beyond process.

Further, the Steering Committee will continue to coordinate and collaborate with the City's Communication Department on the best format for conveying the TIMS data to the public on the City's website.

#### **SUSTAINABILITY COMMENTS:**

Measuring progress is a key component of ensuring the best allocation of scarce resources over time. In tracking a set of indicators designed to cut across OCP

Chapters and across City departments the monitoring process mirrors the intent of the 2002 OCP – to look at sustainability as an integrating theme. The process to update the 2002 OCP will consider how to take this concept to the next level. Consideration will also be given to how best this can be reflected in the associated updated indicators and monitoring strategy.

#### **FINANCIAL IMPLICATIONS:**

The collection of data for TIMS has been accommodated within existing staff time and availability. The results of the TIMS data will be made available to the public and staff in electronic format on the City's enhanced website. At this time there is no budget item to cover the cost of printing and distribution of a final document.

#### **INTER-DEPARTMENTAL IMPLICATIONS:**

The collection of data for OCP-TIMS has been coordinated by a cross departmental steering committee involving Community Development, Corporate Services, Engineering, Parks & Environment and Finance Departments. The monitoring program has now become an annual task. Minimizing the resources to complete this task each year will continue to be an important part of the strategy both to meet the goals of the Strategic Plan, and to ensure that the monitoring program is not abandoned in future do to strain on resources. To assist in this effort staff will also seek to align future reporting of TIMS results with the Annual Municipal Reporting process. This report has been reviewed by the Civic Projects Team on July 13, 2010 and all comments have been incorporated into this report.

**CORPORATE PLAN AND/OR POLICY IMPLICATIONS:**

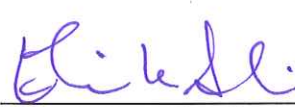
The OCP outlines the broad policies that guide the City toward its community vision. By measuring and monitoring the progress made over time the City can better adjust its efforts as needed to ensure the correct path is followed. Over time, the OCP Targets, Indicators and Monitoring Program may assist with decision-making for the allocation of scarce resources. It will be one of many tools used to detect trends, threats and opportunities in the pursuit of the Community Vision.

The data collected through OCP-TIMS will help inform the update to the City's Official Community Plan (OCP2021 & Beyond).

**RESPECTFULLY SUBMITTED BY:**

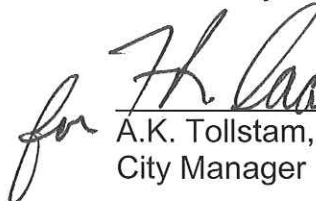
  
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for A.K. Tollstam,  
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Attachments

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# OCP-TIMS SUMMARY TABLE









**City of North Vancouver**

**JULY 2010**

Prepared by  
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## Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status
<b>Length of Trail System:</b> Connect urban life and natural environment.	+2200m	+450m	+1569m	+1200m	+616m	 Increase sought	 <b>GOOD</b> Since 2005 the City has added or enhanced almost 6100m of trail.
<b>Number of Public Events:</b> Public events contribute to a vibrant community.	67	63	95	68	111	 Increase sought	 <b>GOOD</b> Both park and plaza/pier based events (63-111/yr) and participation continue to increase, contributing to a more vibrant community.
<b>Land Use</b> <b>Net increase of Ground to Non-Ground Oriented Dwelling Units:</b> Range of housing densities + provide for families in a less land intensive (G.O.) form.	n/a	GO: APT 1: 2.71	n/a	n/a	n/a	 Increase sought	 <b>GOOD</b> The ratio of ground oriented (du/triplex, townhouse) to non-ground oriented housing (apartments – under and over 5 stories) has increased from 2.76 to 1 in 2001 to 2.71:1 in 2006 based on Census data. This goal may be unlikely given the City's built-out form and the small amount of land reserved for lower density housing.
<b>Number of LEED Certified Bldgs:</b> Influencing sustainable building practices.	+1	0	0	+2	0	 Increase sought	 <b>STEADY</b> The City has three official LEED buildings to date – two mixed use buildings (Silva, Envy) and the City Library. Alternative programs and measures have emerged and been pursued in other buildings too including one REAP building (NOMA) since the indicator was chosen.




## Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status
<b>Dwellings in Regional Town Centre:</b>  Increased proportion of buildings in the RTC = more compact community; more transit + more walkable.	n/a	61%	n/a	n/a	n/a	↑ Increase sought	● <b>GOOD</b>  According to Census data, in 2006, 13,025 of the 21,345 dwelling units in the City were located in the regional town centre. This represents an increase from 58.7% in 2001 to 61% in 2006.
<b>Change in Car Ownership Rates:</b>  High ownership = more vehicle trips*  * Vehicles include passenger vehicles (80%+), commercial, motorcycle, utility trailers, motorhomes, etc	CNV: 0.540 cars/ capita  Metro: 0.60 cars/ capita	CNV: 0.537 cars/ capita  Metro: 0.61 cars/ capita	CNV: 0.538 cars/ capita  Metro: 0.62 cars/ capita	CNV: 0.536 cars/ capita  Metro: 0.63 cars/ capita	City car data not available (CBC)  Metro: 0.62 cars/ capita	↓ Decrease sought	● <b>GOOD</b>  In 2006 the City had 1.18cars/ household compared with regional average of 1.65*. In the years since, data has revealed .on a per capita basis**, the City is on a downward trend whereas the regional average has increased (or potentially levelled off). The total number of cars in the City continues to rise due to population increase.  * Household data (cars per household) was only available 2006 Census. Registered vehicle data for the City was not available from ICBC for all years. **Cars per capita - BC Stats data was used as Census only reports every five years.
<b>Number of Mobility Enhanced Crossings:</b>  Improve ease of movement of pedestrians.	n/a	+22	+22	+27	+41	↑ Increase sought	● <b>GOOD</b>  Over 110 improvements to pedestrian crossings include 39 audio enhancements, 17 countdown timers, 24 special crosswalks and 32 new pedestrian signals. These efforts seek to improve the ability of pedestrians with and without mobility issues, get around the City.




## Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status
<b>Block Watch Participation:</b> Reflect community participation (NV) + perception of criminal activity.	n/a	n/a	n/a	Over 13,000	Over 13,000	Maintain	<span style="color: yellow;">●</span> <b>STEADY</b> Consistent participation may suggest good community participation without an increased perception of criminal activity.
<b>Number of Adaptable Dwelling Units:</b> How well accommodating ppl w disabilities + age in place.	680	835	910	1334	1872	<span style="color: green;">↕</span> Increase sought	<span style="color: green;">●</span> <b>GOOD</b> Adaptable Design Guidelines were introduced in 1996. A total of 680 units had been constructed by 2005 with another 1200 units constructed in the four years following. There are three levels – Level 1 ensures entryway accessible (66% of total units constructed to date); Level 2 includes key rooms (25%) and Level 3 the whole unit accessible (8%).
<b>Benthic Index of Biological Integrity (B-IBI) :</b> Reflect our ability to minimize human disturbances – reflects water quality, tree cover etc.	n/a	B-IBI Results: Insignificant change	n/a	B-IBI Results: Insignificant change	n/a	Maintain	<span style="color: green;">●</span> <b>GOOD</b> B-IBI is a key measure of aquatic system health. Despite an increase in population and development there has been no significant change in this indicator over past 7 years of monitoring (Mission, Mosquito, Wagg, McKay Creeks).
<b>Greenhouse Gas Emissions:</b> Corporate Target: 20% reduction below 1995 levels by 2010.	Corporate: 2,502 tonnes	Corporate: 2,478 tonnes	Corporate: 2,500 tonnes	Corporate: 2,495 tonnes	Corporate: 2,317 tonnes	<span style="color: green;">↘</span> Decrease sought	<span style="color: green;">●</span> <b>GOOD</b> Corporate: Emissions have been reduced despite growth in services and the addition of new buildings and fleet.
Community Target: 15% reduction below 2007 levels by 2020 and 50% by 2050.	n/a	Community: 240,000 tonnes	Community: 215,000 tonnes	n/a	n/a	<span style="color: yellow;">↘</span> Decrease sought	<span style="color: yellow;">●</span> <b>STEADY</b> Community: Methodology differences between years make comparisons challenging. Improved access to data and standardized methods will improve the ability to detect change over time.



## Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status		
<b>Parks &amp; Greenways</b>  <b>Park Area Improvements:</b> Reflects commitment to serve growing population with diverse needs in land strapped community.		+29,900 sqm (New)	+1,350 sqm (Enhanced)	+6,860 sqm (Enhanced)	+27,100 sqm (New)	+6,800 sqm (Enhanced)	+6,100 sqm (New)	↑ Increase sought	Almost 84,000 sqm of Park Area Improvements over the past 5 years include both the development and enhancement of new park/open space to serve the diverse needs of the community. This includes stream and trail restoration (Mahon, Wagg Parks), new community garden (QM), the addition of the Green Necklace and the new Sutherland Artificial Turf Field.
<b>Leisure &amp; Culture</b>  <b>Number of Visits to City Library:</b> Key institution supporting literacy and promoting social interaction.		354,159	323,517	298,394	341,157	674,983	↑ Increase sought	Although library visits decreased from 372,828 in 2004 through 2007 numbers began to increase when the new library opened in Fall 2008. 2009 saw a 97% increase in visits.	
<b>Community Infrastructure</b>  <b>Number of Emergency Repairs Needed:</b> Reflects our ability to plan for provision of basic services.		n/a	9	12	18	17	↓ Decrease sought	There has been nearly a doubling of unscheduled watermain, sanitary, storm breaks and major blockages over the past 5 years. The majority in watermain with recent increase in storm repairs in 2009. This increase could relate to increased storm events due to climate change or aging infrastructure.	
<b>Square Footage Served by LEC:</b> The greater the area served, the more sustainable the City.		+128,500 sqft	+137,049 sqft	+391,443 sqft	+145,328 sqft	+284,940 sqft	↑ Increase sought	By the end of 2009 19 buildings connected representing over 1.5 million sq ft of residential, commercial and institutional space. Now includes civic precinct – city hall, library and residential towers.	

## Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status
<p><b>Number of Home Based Businesses:</b></p> <p>Help track employment levels in City including ability to live and work in same community.</p>	492	511	563	603	583	 Increase sought	<p><span style="color: green;">●</span> <b>GOOD</b></p> <p>Since 1996 when began recording and had 362 home based businesses has climbed to over 600 with a small decrease in 2009 following the effects of an economy recovering from recession. The increase appears to be increasing proportionately to population growth.</p>
<p><b>Balance of Labour Force vs Jobs:</b></p> <p>Track employment opportunities. A strong proportion of jobs to resident labour force increases the odds of a shorter commute to work.</p>	n/a	0.99	n/a	n/a	n/a	1:1	<p><span style="color: orange;">●</span> <b>STEADY</b></p> <p>In 2001 CNV had slightly more jobs than resident labour force residents at 1.07 (0.57/DNV) and in 2006 this has dropped a bit to 0.99 which is still among the top few municipalities in the region to be at or close to a 1:1 ratio. The City's population appears to be growing slightly faster than job creation in recent years.</p>
<p><b>Office Floor Space in Regional Town Centre:</b></p> <p>Reflects progress to more complete, compact community + live and work in same.</p>	n/a	n/a	n/a	n/a	n/a	 Increase sought	<p><span style="color: orange;">●</span> <b>STEADY</b></p> <p>Office Floor Space increased modestly from 1991 to 2001 (718,338 sqft to 738,338). Metro Vancouver no longer tracks office space in RTC's. Other sources track it subregionally. New office added in Pier Development and Central Lonsdale more recently. Further research and analysis needed.</p>
<p><b>Number of Tourists:</b></p> <p>Visiting Chamber of Commerce or Lower Lonsdale Info Centre</p>	10,945	8,854	8,994	13,519	15,773	 Increase sought	<p><span style="color: green;">●</span> <b>GOOD</b></p> <p>Tracking visitors seeking information at one of two key locations provides a sense of the volume of tourist activity in the community. The City continues to pursue key actions in its Economic Development Strategy to increase visitor volumes in the City.</p>

# Official Community Plan – Targets, Indicators & Monitoring Strategy: Summary Table

Indicator by Chapter	2005	2006	2007	2008	2009	Target	Status
<p><b>Operating Reserve:</b></p> <p>Measuring the gap between operating reserve budgeted and spent.</p>	20% gap	13% gap	1% gap	18% gap	9% gap	Under review	<p>● <b>STEADY</b></p> <p>As the operating reserve fund is created to provide contingency funding for unexpected events/needs such as snow removal and storm damage clean up, pursuit of a zero gap may not be an appropriate measure. The City has continued to plan for and use the operating reserve as appropriate. This indicator is under review for its effectiveness.</p>
<p><b>Tax Levies:</b></p> <p>Reflects our ability to attract new and keep existing businesses in the community.</p>	<p>Res: 2.905</p> <p>Heavy Ind: 27.5</p> <p>Light Ind: 19.817</p> <p>Business: 11.17</p>	<p>Res: 2.738</p> <p>Heavy Ind: 27.5</p> <p>Light Ind: 19.81</p> <p>Business: 10.44</p>	<p>Res: 2.434</p> <p>Heavy Ind: 27.5</p> <p>Light Ind: 16.38</p> <p>Business: 9.64</p>	<p>Res: 2.280</p> <p>Heavy Ind: 27.5</p> <p>Light Ind: 12.82</p> <p>Business: 9.36</p>	<p>Res: 2.390</p> <p>Heavy Ind: 27.5</p> <p>Light Ind: 9.47</p> <p>Business: 9.47</p>	<p>Continue to adjust toward the median in the region</p>	<p>● <b>GOOD</b></p> <p>The City's residential taxes are currently lower and business tax rate higher than both the District of North Vancouver and West Vancouver. The City's residential taxes are the lowest on the North Shore, while the ratio of residential to business/light industrial taxes is higher. This adjustment could help the City in its effort to retain existing and attract new businesses to the community.</p>
<p><b>Implementation + Participation</b></p> <p><b>Community Surveys</b></p> <p><b>Public Events</b></p> <p><b>Reports/ Enhanced Website</b></p> <p>Reflects our ability to bring the OCP Vision into reality while informing, engaging and learning from the community in the process.</p>	 	1 survey	4 events (speakers)	9 events (film)	7 events (film)	<p>Maintain level of satisfaction</p> <p>↗</p> <p>Increase sought</p>	<p>● <b>STEADY</b></p> <p>Two community surveys since 2005 reveal high satisfaction levels re: service and quality of life.</p> <p>20 film and speaker events highlight the City's effort to engage public on sustainability ie: Mayor's Office Green City Living Speaker Series, Centennial speaker series (Peak Oil) and co-host of feature film by Al Gore – An Inconvenient Truth.</p> <p>Increasing availability and consideration of sustainability information (Sustainability Webpage launched 2008, other media efforts, and sustainability implications included in reports).</p>



# OCP-TIMS MASTER LIST & INDICATORS

**City of North Vancouver**

**JULY 2010**

**Prepared by  
Suzanne Smith  
Community Development**





# Official Community Plan – Targets, Indicators & Monitoring Strategy

Master List:

## 2002 Official Community Plan Indicators

### **Chapter 4 A Sense of Place**

- a. Length of Trail System;
- b. Number of Public Events.

### **Chapter 5 Land Use**

- a. Ratio of Ground Oriented Dwelling Units to Non-Ground Oriented Dwelling Units;
- b. Number of LEED Certified Buildings.

### **Chapter 6 Transportation Mobility and Access**

- a. Dwellings located in the Regional Town Centre;
- b. Car Ownership Rates;
- c. Number of Improvements for Mobility Enhanced Crossings.

### **Chapter 7 Community Well-Being**

- a. Block Watch/Business Watch participation;
- b. Number of Adaptable Dwelling Units.

### **Chapter 8 Environment**

- a. Indicator from the Environmental Monitoring Program: B-IBI (good bugs in the water);
- b. Greenhouse Gas Emissions – Corporate and Community.

### **Chapter 9 Parks and Greenways**

- a. Park Area (new or enhanced).

### **Chapter 10 Leisure and Culture**

- b. Number of visits to Library.

### **Chapter 11 Community Infrastructure**

- a. Number of Emergency Repairs Needed;
- b. Building area served by Lonsdale Energy Corporation.

### **Chapter 12 Economy and Economic Development**

- a. Number of Home Based Businesses;
- b. Balance of Labour Force vs Jobs;
- c. Office Space in the Regional Town Centre;
- d. Number of Tourists.

## **Chapter 13 Municipal Financial Planning**

- a. Operating Reserve;
- b. Tax Levies.

## **Chapter 14 Implementation and Participation**

Traditional indicators were thought to be less relevant for this chapter, however some of the ideas expressed included:

- a. Question regarding the OCP on the Ipsos Reid Survey (Community survey)
- b. Participation levels at Public Meetings/workshops etc.
- c. Creating a sustainability worksheet and grades available on the City's Web site
- d. Programs for sustainability involving outside organizations
- e. Annual Report on the indicators including commercial partners and a commitment from Council to produce the annual report (as a bylaw requirement)
- f. Using the Professional Planners obligation for community education to inform groups about the OCP and sustainability
- g. Change the standard Council report template to include a section regarding sustainability implications

## Sense of Place Indicator:

### **Length of Trail System**

**Description:** The increase in the length of the City’s trail system including the “green necklace” and Waterfront Trail system.

**Rationale:** Our community has its origins in the natural environment – to encourage creating a sense of place it is important that efforts be made to help people learn about the natural environment. Connecting urban life with the natural environment is an important consideration. Parks and open spaces play a major role in the livability of the City.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 4.10.4 To enhance public access to the waterfront;
- 4.10.8 To celebrate our natural environment in areas where it can enhance our quality of life or make meaningful contributions to fish and animal habitat;
- 4.10.9 To provide connections to trails, bicycle routes and attractions in our neighbouring municipalities;
- 9.9 To create a linked system of parks and greenways that balances recreational use of parks and streets with sustainable ecological and transportation objectives, and to contribute to community pride during the 2007 Centennial Celebration
- 9.10.1 To create a comprehensive trails and recreational greenways system that link major parks and public destinations throughout the City

#### **How is this important to sustainability?**

**Environmental:** The trail system will provide open space and include more vegetation around existing streets. The Trail system will allow for recreation but also protect and monitor use near sensitive habitat areas.

**Social:** Recreation, exercise, and social interaction are all encouraged through an extensive and accessible trail system. Easy access to nature and the waterfront for all members of the community is an important component of a livable community.

**Economic:** A good trail system and greenways improves the value of the community and encourages residents to locate or remain in the City. A trail network can attract recreational tourists who support local businesses.

#### **Data**

##### **What data is used?**

Parks planning data

##### **Where does the data come from?**

Engineering Parks & Environment Work Orders

## Sense of Place Indicator:

### Number of Public Events

**Description:** The number of Public events including festivals, concerts, parades, but not including uniquely sporting events, that are held in the City annually.

**Rationale:** The City strives to be a vibrant place. Public events contribute to this vibrancy and celebrate what is unique in the community. The City is creating more public spaces and programming and using these spaces is an important way of making these spaces vibrant.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 4.9.1 To celebrate and enhance the distinctive physical and cultural characteristics of North Vancouver City of North Vancouver
- 4.9.6 To create public gathering places and streets that are pedestrian-friendly, fun, attractive, safe, and inclusive for all, that accommodate a range of public functions, and are compatible with the neighbourhood context.
- 4.10.5 To program activities in public places and streets for broad public enjoyment and participation.

#### **How is this important to sustainability?**

**Environmental:** This has minimal impact environmentally. Many events may take place in Parks or open spaces and Some events may celebrate the City's natural heritage and encourage awareness of nature.

**Social:** Public events contribute to a "sense of place" by celebrating what is unique and important to a community. Social interaction is facilitated.

**Economic:** Public events can have significant spin-off effects for local businesses and attract tourists.

#### **Data**

##### **What data is used?**

Approvals for use of public parks and open spaces for events, and programmed events by the City and Recreation Commission.

##### **Where does the data come from?**

North Vancouver Parks and Recreation Commission

## Land Use Indicator:

### **Ratio of Ground Oriented Dwelling Units to Non-Ground Oriented Dwelling Units**

**Description:** A measure of the progress toward creating more ground oriented units. This indicator would calculate the net increase in ground oriented dwelling units compared to non-ground oriented units. This housing form includes duplexes, triplexes and townhouses, but does not include single family dwellings or apartments.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 5.7.1. To provide a range of housing densities, diversified in type, cost and location , to accommodate the diverse needs of the community;
- 5.7.9. To consider the needs of households with children in the design of multi family developments.

#### **How is this important to sustainability?**

**Environmental:** A medium density housing form that allows access to outdoor areas but uses less land area per person than a single family dwelling. This contributes to a reduction in sprawl and less infrastructure including roads.

**Social:** Provides an opportunity for family-oriented housing that is not single family form.

**Economic:** Contributes to lower infrastructure costs than a single family dwelling  
Contributes to greater public transit efficiencies

#### **Data**

##### **What data is used?**

Building Permit Data (annual) supplemented by Census data (every 5 years)

##### **Where does the data come from?**

The Building Division collects this data and reports monthly. StatsCan every 5 years.

## Land Use Indicator:

### Number of LEED Certified Buildings

**Rationale:** LEED (Leadership in Energy and Environmental Design) certification is a direct measure of sustainable building practices. Policies of the City of North Vancouver can influence the number of LEED Certified buildings constructed.

**Definition:** This indicator tells us the number of buildings constructed that are LEED certified and the level of certification.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 4.10.6 To encourage an architectural identity that responds to the unique context of the City in a sensitive, sustainable, aesthetic and rational manner.
- 5.6.5 To create an environment suited to the needs of the community by providing a sound framework for human development, accommodating a range of community services, while respecting the natural environment and minimizing pollution.
- 5.6.6. To encourage development to occur in a manner that minimizes its impact on the environment.
- 5.12.5 Environmental Considerations – For the enhancement of the environment through natural habitat enhancement/preservation of high efficiency (“green”) building designs, Council may consider a density bonus, floor area exclusion or density transfer.
- 8.4.1. To demonstrate environmental leadership.
- 8.4.4. To recognize and promote the relationship between responsible urban development and sustainable aquatic ecosystems.
- 8.4.7. To encourage meeting the present and future energy service needs of the community in a manner that is efficient and cost-effective ;that is environmentally responsible (locally, regionally, and globally); and that fosters local economic development.
- 8.5.1 To promote energy efficient building design and practices for all development projects and City-owned buildings.
- 8.5.7 To encourage optimization of energy utilized during the full life-cycle use of public and private assets, i.e. for the production, transportation and assembly of materials, for the lifetime operation and maintenance of the asset, and for the retirement, re-use and replacement of the asset.
- 8.7 Built Environment Objectives – all.

#### **How is this important to sustainability?**

**Environmental:** LEED certified buildings typically consume less energy and incorporate environmentally friendly features such as green roofs, on –site storm water retention, smaller building foot prints, grey water recycling and other environmentally significant features.

**Social:**

**Economic:** LEED certified buildings have lower energy costs over the bldg life-cycle.

#### **Data**

##### **What data is used?**

Building Permits or other development approvals

##### **Where does the data come from?**

The Building and Planning Divisions.

## Transportation, Mobility & Access Indicator:

### **Dwellings Located in the Regional Town Centre**

**Definition:** The number and proportion of dwellings located in the Lonsdale Regional Town Centre.

**Rationale:** The larger the number and proportion of dwellings located in the Lonsdale Regional Town Centre the more compact the community and the easier it is to provide convenient transportation choices that provide viable alternatives to the single occupant vehicle. Also, the likelihood people will use transit and walking increases.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 6.11.2 To co-ordinate land use planning and transportation planning, to reduce transportation demand.
- 6.12.2 To enhance pedestrian corridors to encourage more pedestrian activity throughout the City of North Vancouver.
- 6.12.16 To optimize the use of the existing road network. Any roadway expansion will only be supported if it furthers the objectives of increasing alternate means of transportation other than the single occupant vehicle, or contributing to the overall sustainability of the neighbourhood.

#### **How is this important to sustainability?**

**Environmental:** Focusing residential development in the core leads to reduced travel. In addition, less new infrastructure is needed to accommodate new dwellings within existing neighbourhoods.

**Social:** A larger concentration of residents in the core of the City can better support a network of services, entertainment and networking.

**Economic:** By having a larger concentration along the main commercial spine of the City local businesses will be better supported. This in turn will attract new businesses.

#### **Data**

##### **What data is used?**

Building Permits

##### **Where does the data come from?**

Community Development Department

# Official Community Plan – Targets, Indicators & Monitoring Strategy

## Transportation, Mobility & Access Indicator:

### **Car Ownership Rates**

**Rationale:** High rates of vehicle ownership indicate that residents perceive that they require a vehicle to access goods, services and employment. Lower rates of ownership indicate that those needs can be satisfied locally.

**Description:** This is a measure of the change of car ownership rates in the City and compared to the region or other jurisdictions

#### **What OCP Goals and Objectives does this indicator relate to?**

- 5.6.1. To establish a land use pattern that supports the creation of a complete community. A Balance of residential and employment growth is encouraged.
- 5.6.5. To create an environment suited to the needs of the community by providing a sound framework for human development, accommodating a range of community services, while respecting the natural environment and minimizing pollution
- 5.8.1 To encourage commercial development within appropriate land use designations to generate employment and provide the services and conveniences needed to support our population.
- 6.11.2 To co-ordinate land use planning and transportation planning, to reduce transportation demand;
- 6.11.1 To encourage the use of a variety of transportation choices to serve the needs of all residents and visitors, with priority given to transit, cycling, and walking.
- 6.11.4 To continue to work, independently and in collaboration with other levels of government, to reduce greenhouse gas emissions by promoting alternatives to the single occupant vehicle, including improved public transit, pedestrian-friendly streetscapes, and designated bicycle routes.

#### **How is this important to sustainability?**

**Environmental:** A reduction in car ownership will mean a reduction in number of vehicle trips. This equates to a reduction in fossil fuel consumption and vehicle emissions. The fewer vehicles that are produced means less materials are extracted, lowered production of synthetic compounds, and reduced consumption of energy for the production, and transportation of the vehicle itself.

**Social:** Fewer vehicles means more residents are staying within their community and interacting with other residents. Increased pedestrian activity also increases a sense of place for residents.

**Economic:** A reduction in the number of vehicles owned by City residents means fewer vehicle trips and less congestion (or less increase comparative to other municipalities). Less requirements for parking facilities would decrease the cost of construction of new multi-unit residential complexes contributing to affordability. Lower demand also results in less money spent on infrastructure for private vehicles. Lower car ownership is also indicative of more variety of locally available goods and services, and the availability of local employment.

#### **Data**

##### **What data is used?**

This data would come from insurance records and the GVRD which reports on this measure

##### **Where does the data come from?**

ICBC / GVRD



## Transportation, Mobility & Access Indicator:

### Improvements for Mobility Enhanced Crossings

**Rationale:** This indicator measures the ease of movement in the pedestrian environment. This indicator is relevant because it enhances the mobility of all members of the community including Seniors, people with disabilities, children, parents with children and those unable to drive.

**Description:** To measure the number of improvements made, including audio, visual and physical improvements to pedestrian crossings. (a list of quantifiable improvements should be included).

#### **What OCP Goals and Objectives does this indicator relate to?**

- 6.11.1 To encourage the use of a variety of transportation choices to serve the needs of all residents and visitors, with priority given to transit, cycling, and walking.
- 6.11.4 To continue to work, independently and in collaboration with other levels of government, to reduce greenhouse gas emissions by promoting alternatives to the single occupant vehicle, including improved public transit, pedestrian-friendly streetscapes, and designated bicycle routes.
- 6.11.3 To provide a safe, convenient and efficient network of roads, paths, greenways and pedestrian corridors to move goods and people, while minimizing disruptions to the community.
- 6.11.5 To seek ways to eliminate barriers, and to provide effective and accessible transportation and mobility opportunities, for those with limited mobility and for people with disabilities
- 6.12.2 To enhance pedestrian corridors to encourage more pedestrian activity throughout the City of North Vancouver.
- 6.12.3. To install more accessible pedestrian traffic signals in the future in collaboration with the North Shore Advisory Committee on Disability Issues (ACDI), while being sensitive to the noise impacts on neighbouring residents.

#### **How is this important to sustainability?**

**Environmental:** An enhanced pedestrian environment encourages people to walk, thereby reducing the number and duration of vehicle trips.

**Social:** Promotes pedestrian accessibility for all members of the community.

**Economic:** Encourages a strong local economy by enhancing mobility to and throughout the commercial core. Reduces the need for road infrastructure construction and maintenance.

#### **Data**

##### **What data is used?**

Engineering records of street and sidewalk works.

##### **Where does the data come from?**

Traffic and Transportation division of Engineering

## Community Well-Being Indicator:

### **Block Watch / Business Watch Participation**

**Definition:** The number of households/businesses participating in organized Block Watch programs in the City.

**Rationale:** This indicator will show both community participation as well as help monitor the community's perception of criminal activity and the need to respond to it. A decrease in participation may indicate lower crime while an increase may indicate a perceived increase in crime and need to respond to it. This indicator will need to be analysed in conjunction with other statistics, such as crime rates, to give a more broad picture of community safety.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 4.10.12. To maximize the safety and security of community members by preventing and reducing the opportunities for, as well as the social and economic factors contributing to, criminal activity.
- 7.3.7. To maximize the safety and security of community members by preventing and reducing the opportunities for, as well as the social and economic factors contributing to criminal activity.
- 7.3.4. To promote a supportive, safe and stimulating community that contributes to the well-being of its families, and allows children to grow and develop in an environment free of violence, abuse, discrimination, and inequity.

#### **How is this important to sustainability?**

**Environmental:** This indicator will have minimal relationship to environmental issues. Participants in Block Watch / Business Watch programs will monitor environmental crimes such as illegal dumping as well as personal and property crimes.

**Social:** A safe and crime free community is a foundation of a community's well being. Participation in community groups promotes a sense of belonging to the community.

**Economic:** A safe and crime free environment is critical to attracting and keeping both residents and businesses in the community.

#### **Data**

##### **What data is used?**

The RCMP has records of participants in these programs.

##### **Where does the data come from?**

The RCMP

## Community Well-Being Indicator:

### **Number of Adaptable Design Dwelling Units**

**Definition:** A measure of the number of dwelling units that have been constructed that have achieved level 2 or 3 of the City's Adaptable Design Guidelines.

**Rationale:** This indicator provides insight to how the community is accommodating people with disabilities, and providing housing for individuals wishing to age in place.

#### **What OCP Goals and Objectives does this indicator relate to?**

5.7.8 To incorporate adaptable design features into apartments so that residents can age in place.

#### **How is this important to sustainability?**

**Environmental:** Providing adaptable units also reduces future renovations costs and wasted construction materials.

**Social:** Adaptable units contribute to sustainability by allowing ageing in place and by accommodating people with disabilities.

**Economic:** Providing adaptable units can reduce future renovation costs and reduces the need for relocation.

#### **Data**

##### **What data is used?**

Building Permit Data. Adaptable units may not be captured in the current report

##### **Where does the data come from?**

The Building Division collects this data and reports monthly

## Environment Indicators:

### **Environmental Monitoring Program: B-IBI / Greenhouse Gas Emissions**

**Definition:** Seven indicators make up the Program which include stream levels, water quality, tree cover, invasive species, effective impervious area, B-IBI (good bugs), and stream bank stability. Not all will be measured annually. Separately, the City is working on a Local Action Plan to measure and reduce Green House Gas Emissions. This data will be reported here as well. The Environmental Monitoring Program and Local Action Plan for Greenhouse Gas Emissions reduction are not yet adopted by Council.

**Rationale:** Changes in these collective indicators of environmental health reflect our ability to minimize human disturbances including availability of habitat to changes in hydrology and channel stability, water quality and temperature. These in turn affect streams and their environ's ability to support life.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 8.4.3 To work towards increasing the quality and quantity of bird and urban wildlife habitat.
- 8.4.5 To protect and enhance existing fish populations in local streams.
- 8.6.5 To support and encourage regional airshed management initiatives to improve air quality.
- 8.7.5 To address development growth and density issues in balance with environmental protection objectives.
- 8.8.1 To protect and enhance the remaining public forested areas of the City.
- 8.9.2 To restore damaged riparian areas within parks, and manage access so as to avoid further damage.
- 8.9.3 To protect remaining riparian areas along City creeks, and to encourage restoration of riparian areas on both public and private lands.

#### **How is this important to sustainability?**

**Environmental:** Tree cover, the amount of invasive species, stream levels and how quickly urban runoff enters a stream, etc., contribute directly to environmentally sensitive areas and in turn contribute to adequate conditions for fish and habitat for various bird and wildlife habitat.

**Social:** Healthy forests and riparian areas also provide the ability to escape into nature in the City and learn about nature's processes first-hand which is extremely valuable for people of all ages including kids and seniors.

**Economic:** A great park system, including environmentally sensitive areas creates a well rounded community. This can bring economic spin-offs in the form of increased tourism.

#### **Data**

##### **What data is used?**

Environmental Monitoring Program as produced by consultants

##### **Where does the data come from?**

Environmental Monitoring Program

## Parks & Greenways Indicator:

### **Park Area Improvements**

**Definition:** Area of park improvements, including addition of any new parkland, funded under capital projects in the City.

**Rationale:** Park improvements through capital projects will include addition of any new parkland, and will be calculated on an area basis. This reflects our commitment to enhance these public amenities to serve a growing population within a land strapped community and to produce both recreational and environmental benefits.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 9.9 To create a linked system of parks and greenways that balances the recreational use of parks and streets with sustainable ecological and transportation objectives and to contribute to community Pride during 2007 centennial celebration.
- 9.10 To create a comprehensive trails and recreational greenways system that links major parks and public destinations throughout the City, the City will:
  - iv Complete a trail repair and upgrading program, to address safety and habitat impacts due to disrepair or misuse of existing trails;
  - vii Establish a capital funding mechanism for long-term implementation of the trails system;
  - viii Provide for trail systems that include wheelchair accessible grades wherever practical.
- 9.10.4 Refining to what extent purchase or designation of additional parkland and greenways are required.
- 9.10.5.iv Place a high priority on the investment in accessibility in existing parks.

#### **How is this important to sustainability?**

**Environmental:** Improving the quality of parkland will create more enjoyable parks for people and will contribute positively to environmentally sensitive areas by supplying better habitat for fish and for various bird and wildlife.

**Social:** Improvements to health, opportunities for social interaction and educational opportunities are all related to the provision of high quality parks and overall access to nature in the City.

**Economic:** A great park system can contribute to the economic base of a community through tourism as well as in many other spin offs.

#### **Data**

##### **What data is used?**

Square metres, measured from a baseline of existing park area in the City.

##### **Where does the data come from?**

City's GIS database

## Leisure & Culture Indicator:

### Number of visits to Library

**Definition:** The number of recorded visits to the library.

**Rationale:** The Library is an important institution in the City. It is a community and cultural meeting place, provides popular materials for people of all ages, supports life long learning, fosters literacy, provides community information as well as other contributions to the community. As the City enhances the Library, monitoring its use will be informative.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 10.5.1. To support and enhance leisure, and culture and vital aspects of community life, including life-long learning, recreation, community events and arts and culture;
- 10.5.2. To maintain and enhance participation, life experience, well-being and quality of life for all community members;
- 10.5.3. To recognize the importance of the arts and cultural sector;
- 10.5.6. To provide, and encourage the development of, a variety of meeting and gathering places that provide easy access to knowledge, learning and literacy;
- 10.8.1 To ensure that the North Vancouver City Library will serve as a community meeting place and gateway to knowledge;

#### **How is this important to sustainability?**

**Environmental:** This has little direct environmental effect. However, the Library can help people inform themselves about the environment, which is a necessary first step towards improving it.

**Social:** The Library plays a key role in supporting a community of literate, informed, and knowledgeable city residents. The Library acts as a gathering place and promotes social interaction.

**Economic:** The Library has little direct economic impact, but fosters the development of a successful workforce and provides resources for economic well-being in the community.

#### **Data**

##### **What data is used?**

Library entrance data

##### **Where does the data come from?**

The Library

## Community Infrastructure Indicator:

### **Number of Emergency Repairs Needed**

**Definition:** Number of unscheduled sewer or watermain repairs per annum.

**Rationale:** Changes in the number of emergency infrastructure repairs reflects our ability to plan for provision of basic services to the community over the long-term (asset management).

#### **What OCP Goals and Objectives does this indicator relate to?**

- 11.7.1 To provide the citizens, businesses and visitors with public infrastructure that improves the quality of life and protects the natural environment at an affordable cost.
- 11.7.2 To operate and maintain the infrastructure to acceptable standards.
- 11.7.4 To maintain structures to optimize the useful life of our infrastructure and replace it when necessary to maintain reliable service, or when warranted by growth or technological change.
- 11.8.1 To identify and monitor the condition of the infrastructure on a regular basis in order to identify the remaining operational life of individual elements, and to identify and rectify weaknesses before failure.

#### **How is this important to sustainability?**

**Environmental:** Unplanned repairs in infrastructure, ie: water or sewer, can have negative effects on nearby fish bearing streams.

**Social:** The City's ability to plan adequately for infrastructure repairs reflects how well the City is set up to provide services to the community for the long term. In addition, having good emergency response program is also key.

**Economic:** Emergency repairs are almost always more expensive than planned repairs so it is more financially sustainable and responsible to the taxpayers to be prepared.

#### **Data**

##### **What data is used?**

Number of unplanned watermain and sewer repairs per annum.

##### **Where does the data come from?**

Engineering, Parks & Environment – Operations Division.

## Community Infrastructure Indicator:

### **Building Area served by the Lonsdale Energy Corporation (LEC)**

**Definition:** Building area linked into the district energy heating system made up of a series of boiler mini-plants which create economies of scale in energy and cost over a larger network of buildings.

**Rationale:** The more buildings served by the LEC the more sustainable the City becomes.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 8.4.1 To demonstrate environmental leadership
- 8.4.2 To encourage the community to adapt to a sustainable lifestyle.
- 8.4.7 To encourage meeting the present and future energy service needs of the community in a manner that is efficient and cost-effective; that is environmentally responsible (locally, regionally, and globally); and that fosters local economic development.
- 8.5.1 To promote energy efficient building design and practices for all development projects and City-owned buildings.
- 8.5.2 To implement Community Energy Systems as a means of providing heat energy for applications such as space heating and domestic hot water provided that it is demonstrated to be economically and technically feasible, and meets the City's sustainability goals and objectives.
- 8.5.5 To encourage the planning, design and construction of energy efficient neighbourhoods and buildings to minimize green house gas emissions.

#### **How is this important to sustainability?**

**Environmental:** Fewer energy heating systems results in fewer greenhouse gas emissions for the community as a whole.

**Social:** A heating system which gains economies of scale through connecting many people to the same heat source. In addition, the local community will benefit directly both in the knowledge of less greenhouse gas emissions community wide plus any returning profits to the local community.

**Economic:** Ultimately there are costs involved in establishing district energy heating systems however the return of a portion of any profit will be returned to the local community.

#### **Data**

##### **What data is used?**

Service Information.

##### **Where does the data come from?**

Engineering, Parks & Environment – Development Division.



## Economy & Economic Development Indicator:

### **Number of Home Based Businesses**

**Definition:** The number of Accessory Home Occupation and Accessory Home Office use Business Licenses granted by the City.

**Rationale:** Insight into the ability for people to live and work in the same community. Combined with other data this indicator will help to track employment levels in the City.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 12.5. To maintain a strong and diverse local economy capable of supporting a complete community.
- 12.6.3. To seek a wide range of employment opportunities that accommodates the diverse needs and skills of the community, including opportunities for youth, people with disabilities and all members of the City’s resident labour force. This should include a wide range of incomes, enabling workers to work and live on the North Shore.

#### **How is this important to sustainability?**

**Environmental:** Working and living in the same community reduces the need to commute.

**Social:** Individuals operating local businesses develop a strong sense of belonging to the community beyond the commercial.

**Economic:** A balance of Jobs and residences creates a balanced community. Providing for home based businesses allows smaller and start-up businesses a chance to grow and encourages entrepreneurial businesses. Home based business are more likely to purchase local goods and services

#### **Data**

##### **What data is used?**

Business Licenses

##### **Where does the data come from?**

This data is collected on business licenses

## Economy & Economic Development Indicator:

### **Balance of Labour Force and City Jobs**

**Description:** The resident labour force compared to the number of jobs available in the City.

**Rationale:** An important factor in becoming a complete community is providing as many employment opportunities as there are members of the resident labour force.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 12.5 To maintain a strong and diverse local economy capable of supporting a complete community;
- 12.6 To maintain an approximate balance, and to encourage as large as overlap as possible, between the resident labour force and jobs in the City.
- 12.6.3 To seek a wide range of employment opportunities that accommodates the diverse needs and skills of the community, including opportunities for youth, people with disabilities and all members of the City's resident labour force, This should including a wide range of incomes, enabling workers to work and live on the North Shore.

#### **How is this important to sustainability?**

**Environmental:** Providing the opportunity to live and work in the same community and to access goods and services locally can reduce vehicle trips. Vehicles are the primary source of greenhouse gas emissions in the region.

**Social:** Businesses and employees contribute to a strong economy and solid tax base to support services. This leads to healthier lifestyles for individuals and greater opportunities for personal fulfillment. It allows the community to achieve a higher standard of development, provide more services, and an overall higher quality of life. Those who both live and work in the same community may have a greater commitment to that community.

**Economic:** A local economy is the lifeblood of a sustainable community allowing residents to support themselves and government to fund services. A balance of employment and residential labour force creates a complete community with a strong and solid tax base to support services.

#### **Data**

##### **What data is used?**

Census Data

##### **Where does the data come from?**

GVRD – Policy and Planning Department

## Economy & Economic Development Indicator:

### Office Floor Space in the Regional Town Centre

**Description:** The amount of office floor space in the Lonsdale Regional Town Centre.

**Rationale:** Monitoring the amount of office floor space within the Lonsdale Regional Town Centre will indicate where the City is at in working toward being a complete and compact community, where people live and work in the same community.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 12.5 To maintain a strong and diverse local economy capable of supporting a complete community.
- 12.6.1 To maintain an approximate balance, and to encourage as large an overlap as possible, between the resident labour force and jobs in the City.
- 12.6.2 To maintain a high level of service and infrastructure for businesses, including telecommunications, such that the City's commercial and industrial lands are ready to meet the demands of business.
- 12.6.4 To retain existing businesses that might contribute significantly to the local economy.
- 12.6.5 To attract new businesses that can contribute to the local economy.
- 12.6.6 To support the Lonsdale Regional Town Centre as a business and service core.
- 12.6.11 To encourage businesses to operate in a sustainable manner.

#### **How is this important to sustainability?**

**Environmental:** By concentrating most office development in the Regional Town Centre they can access the same pool of office related services thereby creating economies of scale (less demand for resources) and reducing travel within the municipality.

**Social:** A stable and diverse economic base provides a strong backbone for the community.

**Economic:** A strong economy, including office space, provides the tax base to support communities and enable local government to fund services. The City can then in turn provide more services and ultimately a higher quality of life.

#### **Data**

##### **What data is used?**

GVRD data

##### **Where does the data come from?**

GVRD

# Official Community Plan – Targets, Indicators & Monitoring Strategy

## Economy & Economic Development Indicator:

### **Number of Tourists**

**Definition:** Number of tourists seeking information from the City’s visitor information centre at the Chamber of Commerce.

**Rationale:** Tracking the number of tourists will reveal how effectively the City has been developed into and marketed as a tourist destination.

#### **What OCP Goals and Objectives does this indicator relate to?**

12.6.9. To promote and develop the City of North Vancouver as a tourist destination.

#### **How is this important to sustainability?**

**Environmental:** Tourism is a relatively clean industry

**Social:** Tourism can benefit both City residents and others. The advantages of tourism include participation and or use of City infrastructure by residents. A desirable City for tourist can invoke a sense of pride of place in City residents

**Economic:** Tourism is an established industry in the area and can be promoted without significant infrastructure development

#### **Data**

##### **What data is used?**

The Chamber of Commerce tracks the number of tourists requesting information at the visitor information centre (the Chamber is also providing additional data that may be relevant but is not yet available).

##### **Where does the data come from?**

The North Vancouver Chamber of Commerce

# Official Community Plan – Targets, Indicators & Monitoring Strategy

## Financial Planning Indicator:

### Operating Reserve

**Definition:** Variance (gap) between the operating reserve used and that budgeted (risk management)

**Rationale:** Ideally, there would be no gap between that which is planned to be spent and that which is spent. Changes in this gap will reflect our ability to address this form of risk management.

#### **What OCP Goals and Objectives does this indicator relate to?**

- 13.4.9 To establish operating reserves, where feasible, to cover unpredictable expenses, such as snow removal.
- 13.4.10 To set aside sufficient funding in reserves to maintain and replace City infrastructure as required.
- 13.4.11 To treat the Tax Sale Land Reserve as a permanent fund held in trust for future generations; therefore attempting to use only the interest earned by the fund, and to not use the fund for ongoing operating expenditures.
- 13.4.12 To attempt to maintain a surplus of consolidated revenues for expenditures in the event of a declared emergency.

#### **How is this important to sustainability?**

**Environmental:** Financial stability enables provision of existing levels of services including maintenance and improvements to the environment whether that means habitat for wildlife or Greenhouse Gas Reduction Action Plans.

**Social:** Keeping risk management low in financial terms enables the continued provision of a whole range of services.

**Economic:** By managing financial risk appropriately the City will remain financially stable and sustainable and therefore will be able to continue to provide the services to the community that it has historically provided.

#### **Data**

##### **What data is used?**

Reports. Operating reserve budget set out in a given year and the amount of operating reserve actually spent in a given year.

##### **Where does the data come from?**

Operating budget and annual financial reports.

# Official Community Plan – Targets, Indicators & Monitoring Strategy

## Financial Planning Indicator:

### **Commercial, Industrial and Institutional Tax Levies**

**Description:** Track current tax levies for commercial, industrial and institutional

**Rationale:** Changes in current tax levies reflects our ability to attract new and keep existing businesses in the community.

#### **What OCP Goals and Objectives does this indicator relate to?**

13.4.6 To seek tax levies for commercial, industrial, and institutional sectors at a level that encourages companies to locate and remain in the City.

#### **How is this important to sustainability?**

**Environmental:** Economic stability enables more resources to be applied to improve the environment.

**Social:** A stable and diverse economic base provides a strong backbone for the community.

**Economic:** Competitive tax levies will attract and retain more business in the City while still contributing to the tax base and provision of services throughout the City. This in turn helps the growth of tourism to the area.

#### **Data**

##### **What data is used?**

Reports. Mill rates as determined for the tax season. Measured as a percentage of total assessment value of the property.

##### **Where does the data come from?**

Annual Financial Reports